The Board of Directors is pleased to present Singapore Press Holdings’ (SPH) first full Sustainability Report of financial year 2018 (FY2018). SPH is committed to sustainable business practices that help to enhance stakeholder trust and the value of our brands.

To effectively discharge our responsibility, the Board has assigned the monitoring and overseeing the management of environmental, social and governance (ESG) factors to the Board Risk Committee (BRC). The BRC is supported by the Sustainability Steering Committee (SSC) and Sustainability Working Committee (SWC), which comprise key executives from the SPH Group and representatives from the respective business functions. Together, we consider sustainability issues as an integral part of our strategic formulation, oversee the identification and management of risks and opportunities relating to ESG issues which are material to our business.

This report describes the identification of the ESG factors material to the SPH Group, which refers to our media and properties businesses as they are our key businesses at the time of reporting, and the policies, practices and performance relating to these ESG factors, as well as the targets for FY2019. It is prepared in alignment with the sustainability reporting regulatory requirements set out in the Singapore Exchange Securities Trading Limited Listing Manual (SGX-ST Listing Manual): Listing Rules 711A and 711B, and with reference to the Global Reporting Initiative Standards (2016).

Board of Directors
Singapore Press Holdings
At SPH, we have embarked on a journey to rejuvenate, reinvent and reposition our business. As we continue to innovate our core media business and invest in growth opportunities, strong governance remains the cornerstone of our business practices. We aspire to continue engaging minds and enriching lives by being a positive force and influence for our people, the environment and the society.

- **Our Governance**: Maintain high levels of integrity and ethical standards, and act as a positive force when conducting business.
- **Our Community**: As a good corporate citizen, committed to giving back to the local community in which we operate.
- **Our People**: Aim to build a workforce with relevant skill sets and deep expertise that will contribute to the business and society.
- **Our Environment**: Committed to using resources responsibly and supporting the conservation of nature.

**Transforming our business with strong governance to enrich lives and communities**
To support our transformation journey, we have considered the needs of our key stakeholder groups such as our customers, investors/shareholders, employees and business partners, and determined the most material ESG risks and opportunities that will act as barriers or enablers for SPH to become a sustainable business. From this assessment process, we have identified 11 ESG factors that are material to the development of our media and property businesses.

A snapshot of our performance and targets for these ESG factors are set out in the table below, while further details can be found in the subsequent chapters of the report.

### SPH’S SUSTAINABILITY PERFORMANCE AT A GLANCE

<table>
<thead>
<tr>
<th>Pillars</th>
<th>Material factors</th>
<th>FY2018 Performance Highlights</th>
<th>FY2019 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Our Governance</strong></td>
<td>Anti-corruption</td>
<td>• Zero incidents of corruption</td>
<td>• Zero incidents of corruption</td>
</tr>
<tr>
<td></td>
<td>Compliance with Laws and Regulations</td>
<td>• No significant fines and non-monetary sanctions for non-compliance with laws and/or regulations</td>
<td>• Minimise and prevent, as far as practicable, any non-compliance of laws and regulations, including Personal Data Protection Act (PDPA) via PDPA Steering Committee, Data Protection Officers, and PDPA manual and standard operating procedures</td>
</tr>
<tr>
<td></td>
<td>Content Creation</td>
<td>• No legal suits resulting in significant damages for copyrights infringement and defamation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Created credible and fair content for our readers across multiple media platforms</td>
<td>• English, Malay, Tamil Media (EMTM) Group and the Chinese Media Group (CMG) to grow market reach</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Zero legal suits resulting in significant damages for copyrights infringement and defamation</td>
<td>• Zero legal suits resulting in significant damages for copyrights infringement and defamation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Consult news sources to confirm facts</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Seek a variety of opinions on the topics covered to achieve fair and balanced views</td>
<td></td>
</tr>
<tr>
<td><strong>Our People</strong></td>
<td>Workplace Health and Safety</td>
<td>• Accident Frequency Rate (AFR) and Accident Severity Rate (ASR) at 0.8 and 26.1, below the national all-time industry average</td>
<td>• Maintain AFR and ASR below the national all-time industry average</td>
</tr>
<tr>
<td></td>
<td>Non-discrimination and Equal Opportunity</td>
<td>• Zero incidents of discrimination</td>
<td>• Zero incidents of harassment of or unlawful discrimination against employees</td>
</tr>
<tr>
<td></td>
<td>Training and Development</td>
<td>• Implemented 266 programmes to upgrade employee skills</td>
<td>• Provide more than 250 unique programmes yearly for employees to acquire and upgrade their skills</td>
</tr>
<tr>
<td>Pillars</td>
<td>Material factors</td>
<td>FY2018 Performance Highlights</td>
<td>FY2019 Targets</td>
</tr>
<tr>
<td>---------</td>
<td>------------------</td>
<td>-------------------------------</td>
<td>----------------</td>
</tr>
</tbody>
</table>
| **Our Environment** | Energy and Emissions | • Total energy consumption: 119,009,458.71 kWh  
• Energy intensity: 336.78 kWh/m² | • Maintain same level of total energy consumption for the media business and reduce energy intensity for the property business |
| | Water | • Total water consumption: 653,914.50 m³  
• Water intensity: 1.85 m³/m² | • Maintain same level of total water consumption for the media business and water intensity for the property business |
| | Effluents and Waste | • Waste water treated at waste treatment plant and discharged to sewage: 3,054 m³  
• Untreated waste water collected by licensed disposal vendor: 65,000 litres  
• Weight of recycled waste: 3,823.83 tonnes | • Achieve 100% compliance with National Environment Agency (NEA) regulations regarding waste water management |
| | Materials | • 100% of newsprint derived from either recycled or virgin fibre pulp which is sourced from woodlands certified with internationally recognised sustainable forest management standards | • Obtain newsprint from suppliers with newsprint fibre from sustainable sources |
| **Our Community** | Local Communities | • Implemented 165 local community engagement and development programmes | • Support and organise more than 100 programmes under our five Corporate Social Responsibility (CSR) pillars of Arts & Culture, Charity & Community, Education, Nature & Conservation and Sports |
We maintain high levels of integrity and ethical standards, and act as a positive force when conducting business.

This involves a commitment to achieving high standards of corporate governance, to promote corporate transparency and to enhance shareholder value. We firmly believe that good corporate governance is essential to the sustainability of our business and performance. Our corporate governance practices are guided by the Code of Corporate Governance 2012. Although we are as yet not required to comply with the Code of Corporate Governance 2018, we have where possible adhered to the guidance provided. Further information can be found in the Corporate Governance Report.

**SUSTAINABILITY GOVERNANCE [GRI 102-18]**

On behalf of the Board, the BRC oversees the management and monitoring of SPH’s material ESG factors. Its responsibilities include looking at sustainability issues as part of our strategic formulation. It also validates and approves the ESG factors identified as material to our business, and sees to it that they are monitored and managed.

The BRC is supported by the SSC which comprises senior management from the Group and representatives from the respective business functions. The role of the SSC is to develop SPH’s sustainability objectives and strategy, manage and monitor overall sustainability performance, and report to the Board. The SSC is supported by the SWC which consists of representatives from various business functions who drive the sustainability programme across the organisation.

**ANTI-CORRUPTION [GRI 205-3]**

We are committed to minimising the risk of fraud and corruption. All employees must conduct themselves in a professional and ethical manner. They are expected to abide by the Group’s Code of Business Ethics and Employee Conduct (Code of Conduct) which covers areas such as fraud, business and workplace behaviour, safeguarding of assets, proprietary information and intellectual property. Any breach of the Code of Conduct may result in disciplinary action including dismissal or termination of the employment contract. It is mandatory for employees to agree to comply with the Code of Conduct by acknowledging this requirement in their letters of appointment. Our employees also undergo training on employee conduct and anti-corruption policies and procedures, and receive periodic broadcasts to remind them of the need to comply with the Code of Conduct.

We remain steadfast in our duty to conduct business responsibly. In our procurement process, internal controls are in place to facilitate fair, transparent and independent sourcing practices. The procurement team is subject to measures such as compulsory block leave and annual rotation of portfolio so as to prevent and detect any fraudulent or corrupt behaviour.

We also have in place a Whistleblowing Policy under which our staff and any other persons may, in confidence, raise concerns about possible improprieties including matters involving fraud, corruption and employee misconduct. The policy is published on the local network and internet for staff and public information with a hotline number made available for complaints and any observations to be raised. Whistleblowing complaints are directed to the Internal Audit (IA) division which reports directly to the Chairman of the Audit Committee (AC). The AC members meet with representatives from the IA division at least once a year without the presence of management. Upon confirmation of an incident of corruption, internal reviews will be conducted with disciplinary action taken, if necessary.

Internal audits are conducted across the Group to monitor the effectiveness of risk management, internal controls and governance processes. We have in place effective compliance controls across our businesses, which are supported by anti-corruption training as well as robust compliance and governance regimes. There were zero incidents of corruption in FY2018, and we aim to maintain this record in the coming year.

**COMPLIANCE WITH LAWS AND REGULATIONS [GRI 419-1]**

Our newspaper business is dependent on the annual renewal of our printing licence and newspaper permit for each newspaper, pursuant to the provisions of the Newspaper and Printing Presses Act (Chapter 206). Our online publications and radio business are also subject to the Broadcasting Act and its relevant Codes of Practice. Failure on our part to comply with the relevant Acts and Codes may subject SPH to significant liabilities, such as fines, suspension, or the revocation of the licence. In addition, we are also required to comply with other statutory and regulatory requirements such as the Singapore Exchange Listing Manual requirements, the Companies Act, Monetary Authority of Singapore regulations, the Securities & Futures Act, the Competition Act, and market practice codes prescribed by the Infocommunications Media Development Authority of Singapore.
In response to such statutory and regulatory requirements, we have implemented compliance frameworks that include instructional tools and processes to monitor the level of compliance and minimise any lapses.

We recognise the importance of personal data protection and have a policy and process in place to comply with the requirements of the Personal Data Protection Act 2012 (PDPA) and the European Union General Data Protection Regulation (GDPR), where applicable.

In FY2018, there were no significant fines and non-monetary sanctions for non-compliance with laws and/or regulations. We will continue to work with all business units to minimise and prevent, as far as practicable, any non-compliance. In terms of data security, our PDPA steering committee will continue to meet regularly to discuss policies and to respond to complaints and breaches. There is a Data Protection Officer assigned to each division and all subsidiaries, and a PDPA manual and standard operating procedures have been established.

**CONTENT CREATION [G4 M2]**

As the leading content provider in Singapore, we recognise that producing accurate and timely news reports across our full suite of media channels is of priority. We acknowledge that the content we create and publish can have a profound influence on society and societal opinions. In order to remain a credible and trusted news provider, emphasis is placed on monitoring adherence to content values so that we may continue to value add through SPH’s news content.

Both the English, Malay, Tamil Media (EMTM) Group and the Chinese Media Group (CMG) abide by stringent sets of standard operating procedures daily to ensure that content produced is accurate and factual.

We publish content that is credible and fair. To do this, a variety of news sources – whether interviewees, wire agencies or the Internet – are consulted to ensure that the news we put out comprises confirmed facts. We also seek a variety of opinions on the topics we cover, so that readers are presented with a fair and balanced view of issues.

The outcome - credible and fair content - is underpinned by observable policies and processes. The policy and practice of cross-checking stories against multiple sources is etched into our journalists’ DNA during their basic training and is constantly reinforced. When reporters debrief supervisors, the latter also check whether sufficient sources have been consulted and, if not, more groundwork is requested.

Our editors meet daily to review and consolidate the content and identify focal news areas. In the event of any major or unexpected news, a meeting is held immediately to decide on the manner in which the news shall be managed. Each desk editor or associate editor is responsible for the first round of article review. This includes assessing the accuracy and appropriateness of the angle, focus areas and wordings utilised. Sub-editors perform a second round of review and are responsible for the page layout and headings. Final proofs are reviewed by the senior editors before they are sent for publishing.

Our uncompromising emphasis on content quality has enabled us to garner internationally well-known awards and accolades for journalistic and design excellence, such as the Asian Digital Media Awards and recognition in Society for News Design’s (SND) Best of Digital Design Competition.

In FY2018, we created credible and fair news for our readers across multiple media platforms. There were no legal suits resulting in significant damages for copyrights infringement and defamation. For FY2019, EMTM Group and CMG are committed to growing their reach based on their products’ unique value offerings and target markets, while we aim to continue to target zero legal suits resulting in significant damages for copyrights infringement and defamation. We will also continue to check with news sources to confirm facts as well as different opinions on the topics we cover to achieve fair and balanced view.

---

**Guidelines on content creation**

<table>
<thead>
<tr>
<th>Content</th>
<th>Content is expected to be insightful, current and up-to-date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sensitive topics</td>
<td>Caution to be exercised when dealing with sensitive topics such as culture, religion and diplomacy. Journalists are expected to assess the reasons for publication and avoid offensive or unjustifiable statements.</td>
</tr>
<tr>
<td>Articles that should not be published</td>
<td>Content that may involve violations of the law (e.g. content which may be offensive to certain races, cultures or religions, or those that involve libel) should be avoided.</td>
</tr>
</tbody>
</table>
We aim to build a workforce with relevant skill sets and deep expertise that will contribute to the business and society.

Behind every satisfied customer is a dedicated staff. At SPH, we understand the importance of implementing effective human resource policies and practices that promote safe and healthy working conditions, fair employment practices, teamwork, learning and development, career development and rewards to attract, retain and grow talent.

We also ensure that our staff are enabled to contribute to the society, including supporting our operationally-ready NSmen’s obligations to serve their country, on top of their work and family commitments. We have been regularly recognised by the Ministry of Defence as a distinguished defence partner for our unstinting support of National Service.

WORKPLACE HEALTH AND SAFETY [GRI 403-2]

Our people are our most valuable asset. We are committed to safeguarding the health and well-being of our employees. We strive to pursue the highest standards in workplace safety and health management and seek to cultivate a strong and enduring safety culture in the workplace with zero workplace accidents.

To achieve this, we have in place a sustainable workplace safety and health (WSH) management system to mitigate any safety and health risks our employees might face. We conduct an annual WSH review and implemented comprehensive WSH programmes aimed at protecting our employees against injury and ill-health. These programmes include continuous risk assessments, hazard reporting, safety inspections, accident investigations, communication and feedback, safety promotion and training.

Every employee also received an Employee’s Workplace Safety and Health Handbook which highlights the key requirements of the Workplace Safety and Health Act, some potential hazards in the workplace and the risk control measures that can be taken to overcome these hazards. In FY2018, relevant WSH guidelines and procedures were published on the Admin Matters website on the SPH staff portal.

Media

SPH’s efforts to protect our employees extend beyond our premises. Editorial staff may be exposed to heightened safety threats while they are posted on overseas field assignments. To ensure that their safety is not compromised, we have in place an “Editorial Overseas Assignment Field Team Safety Guide” and an “Editorial Overseas Assignment Safety Risk Management Standard Operating Procedure”. Based on the protocol, supervisors are required to conduct safety briefings, and periodically review and assess the safety risks for the duration of the assignment. At the operational level, journalists are trained to conduct their own risk assessments on the field and implement safety control measures.

Properties

All of our malls have in place standard safety procedures and contingency plans. For example, fire safety audits and drills are conducted regularly as part of the fire safety practices. Equipment is inspected and upgraded whenever necessary, to ensure that they are in sound working condition. The malls also ensure the timely renewal of operating permits and licences. All employees are required to undergo workplace safety and health training on potential hazards and the proper precautions to take.

In the unlikely event of an accident, the malls abide by an internationally recognised framework by Occupational Safety and Health Administration (OSHA) framework to record and investigate the incident. Timely execution of preventive or corrective actions will be taken upon any reported incident.

In FY2018, we have achieved an Accident Frequency Rate (AFR) and Accident Severity Rate (ASR) of 0.8 and 26.1 respectively, which are below the national all-time industry average in both categories. We aim to maintain AFR and ASR below the national all-time industry average in FY2019.
Workplace Health and Safety Statistics for SPH Group in FY2018

Injury Rates & Absentee Rate FY2017 FY2018

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accident Frequency Rate (AFR)²</td>
<td>0.7</td>
<td>0.8</td>
</tr>
<tr>
<td>Accident Severity Rate (ASR)³</td>
<td>16.3</td>
<td>26.1</td>
</tr>
<tr>
<td>Absentee Rate (AR)⁴</td>
<td>6.12</td>
<td>6.34</td>
</tr>
</tbody>
</table>

² AFR measures how often work incidents occur. (AFR = No. of workplace accidents reported/ No. of man hours worked x 1,000,000).
³ ASR measures the severity of work incidents. (ASR = No. of man days lost to workplace accidents/ No. of man hours worked x 1,000,000).
⁴ AR measures how often employees are absent from work. (AR = average absentee days per employee).

Strengthening Emergency Response
The Fire Emergency Evacuation Signal procedure for News Centre, Media Centre and Print Centre was revised in FY2016 and the public announcement (PA) systems for the three centres were upgraded in FY2016 and FY2017. In FY2017, the News Centre Company Emergency Response Team’s (CERT) equipping and training room was officially opened and the CERT activation procedure was integrated with the SPH’s emergency evacuation procedures. In April 2018, Automated External Defibrillators (AED) were installed at News Centre and Print Centre to further enhance lifesaving support during a medical emergency. A series of introductory training was conducted at News Centre and Print Centre to familiarise staff in Cardiopulmonary Resuscitation (CPR) skill and the use of AED. Looking ahead, we will continue our efforts to strengthen emergency preparedness.

In FY2018, the three centres conducted their annual emergency evacuation drills. Print Centre’s CERT continued to excel in their annual audit assessments conducted by Singapore Civil Defence Force (SCDF) since its establishment in 2006. With the relocation of printing operations and the decommissioning of the flammable liquid storage facility, Media Centre was re-categorised as a Tier 3 CERT and did not require to be audited by SCDF. Established in FY2015 as a Tier 3 CERT, News Centre’s CERT underwent its first audit in December 2017. It passed the audit and received positive feedback from SCDF.
Health and Sustainability
We have invested in a comprehensive healthcare and wellness support programme which provides our employees with medical and dental benefits, as well as access to a wide range of health and wellness activities. SPH is a Gold Award recipient for the Singapore Health Award given by the Health Promotion Board (HPB), in recognition of our efforts in promoting workplace health.

Staff are encouraged to take part in regular health screenings, exercise classes and leisure activities and attend talks on stress management, medical and health issues as well as financial management. A free salad day was organised to encourage staff to pick up healthy eating habits. We have a Chronic Disease Management Programme (CDMP) that assists our employees with chronic diseases to follow up regularly with the company’s in-house doctors to monitor health risks.

To ensure work-life balance amongst our employees, SPH has established a sports and leisure club called Club Zest, which organises sports and leisure activities.

To encourage sport participation among employees, SPH Inter-Division Tournaments are organised for a wide range of games and sports throughout the year. The SPH Championship trophy is awarded to the division that scores the most points at the SPH Games Day. Organised by Club Zest, these games build camaraderie among staff.

One of the favourite staff activities was the SPH Inter-Division Steps Challenge. It saw a total of 173 participants from all divisions. Leveraging HPB Corporate Steps Challenge platform, the massive effort put in by participants propelled SPH to be crowned Industry Winner under the Information and Communications category.

To better meet the leisure and lifestyle needs of staff, the Club organises events such as the annual SPH Family Day and monthly Up On The Roof sessions for staff bonding in a casual setting. This year’s SPH Family Day was held at Rainforest Lumina at the Singapore Zoo. The event attracted over 1,800 staff and their family members.

As part of SPH’s Corporate Social Responsibility (CSR) effort, the Club also participated in two charity events – Football With a Heart 2018 by Singapore Pools and Race Against Cancer by Singapore Cancer Society.

To better serve SPH staff, the Club upgraded News Centre clubhouse’s lifestyle lounge and the gymnasium into a conducive relaxation zone where staff can work out and...
chill out during their free time. With the implementation of Google’s G Suite to upgrade work productivity tools, the Club also rolled out a new web portal with e-services for facilities and corporate passes booking.

SPH News Centre has a staff cafeteria serving a variety of cuisines at affordable prices. The main lobby at News Centre was also refreshed this year with giant LED screens, information kiosks with tablets to access SPH’s digital products, and a stage platform for staff to hold their events. In addition, a staff canteen operated by Toast Box was set up at the lobby for staff to chill and mingle, as well as meet their clients and customers.

As part of SPH’s re-organisation exercise this year, offices and newsrooms at News Centre were renovated. The newsroom at CMG added a new amphitheater to host visitors and offer staff a space for briefings and sharing sessions. There is also a new staff pantry and recreation area located at the mezzanine level of CMG’s newsroom for staff to conduct interviews with newsmakers, have short discussions or just to take a break.

INCLUSIVITY (NON-DISCRIMINATION AND EQUAL OPPORTUNITY) [GRI 406-1]

SPH DIVERSITY POLICY

Operating in a multi-racial, multi-cultural society with a population with different religious beliefs, SPH adheres to fair employment practices that do not discriminate because of an individual’s background, gender or age. This commitment is reflected in the signing of the Fair Employment Practices pledge and adoption of tripartite standards on recruitment practices and flexible work arrangements.

The Company recruits employees on merit, ability, competence, experience and compatibility with the needs of the position and the growth of the organisation.

This commitment is also reflected in our diverse staff population, encompassing gender, cultural and generational diversity. Employees use their different experiences, knowledge and perspectives to contribute to the Group’s growth and to realise their own potential. Please refer to our HR Statistics on page 62 for diversity of our governance body and workforce.

The Company endeavours to assist employees in managing work-life balance by providing employees with flexible work arrangements and family-friendly working environment. The various flexible work arrangements include flexible working hours, part-time work and tele-commuting. Extended no-pay leave arrangements for young parents and provision of nursing rooms for new mothers are examples of family-friendly initiatives. These policies and practises are put in place to engage and retain employees who may have otherwise left the workforce due to family commitments.

We have also established policies on employment and disciplinary action, as well as grievance handling procedures to ensure that all complaints of unfair employment practices will be investigated.

There were no incidents of discrimination at SPH in FY2018. We will continue with our Fair Employment Practices and adhere to the tripartite standards on recruitment practices and flexible work arrangements. We will also continue to ensure that any relevant concerns or complaints of unfair employment practices could be raised via various channels, including the union and/or Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP) in accordance with our Grievance Handling Policy, as well as the whistleblower email and hotline available on SPH’s website. All feedback received will be looked into. In FY2019, we aim to achieve zero incidents of harassment of or unlawful discrimination against employees.

TRAINING AND DEVELOPMENT [GRI 404-1]

We invest in staff training and development. Our employees need to be relevant to maintain a competitive edge for the Group’s continued growth and success. Our employees can acquire relevant skills, expertise and qualifications through the training programmes offered.

Training development programmes at SPH included on-boarding and induction programmes, on-the-job training, soft skills training, functional skills training, journalism programmes, managerial and leadership development programmes. Core programmes, from on-boarding to orientation to supervisory development, are identified
for different levels of staff to ensure that relevant and appropriate development needs are addressed at the different stages of their careers. In addition, department heads may nominate their staff to attend specific training courses. Employees are also encouraged to take up e-learning courses for their continual education and self-development.

Media
The editorial division has its own training unit which organises journalism courses to ensure that employees are kept abreast of evolving media laws, news consumption patterns and updates to the journalistic ethics and integrity guidelines.

We adopt a systematic approach to the training and development of our employees which covers on-the-job learning, skills training and personal development programmes. Employees will receive relevant training opportunities at each stage of their careers as part of a continuous path to develop them to their full potential.

Properties
Apart from relevant training programmes organised by the Human Resources Division, employees working on properties are also sent for relevant external training and courses. Generally, staff are nominated to attend training programmes centred on building codes and regulations, workplace health and safety requirements, lease and contract management, and facility and project management.

Average Hours of Training for SPH Group in FY2018

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>By gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>22</td>
<td>19</td>
</tr>
<tr>
<td>Female</td>
<td>19</td>
<td>15</td>
</tr>
<tr>
<td><strong>By employee category</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior management level</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>Middle management level</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>Executive level</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Non-Executive</td>
<td>27</td>
<td>15</td>
</tr>
</tbody>
</table>

We also sponsor selected employees to pursue Diploma, Bachelor’s and Master’s Degree programmes and other certification courses. As part of staff development, 360-degree feedback was implemented to allow employees to solicit feedback from their colleagues so that they can improve in their areas of weakness. Training and development plans at SPH are reviewed annually to ensure that the training requirements of our employees are met and changing business needs are addressed.

Going forward, we will be evaluating the implementation of a system to enhance the monitoring and tracking of the wide range of training courses provided. We will also embark on a future-ready training programme to equip every employee with future-ready core skills critical for SPH. The first phase will involve rolling out foundations training to 500 employees over 1 to 2 years, out of which a selected group will be further developed into our in-house network of practitioners and coaches. The second phase will involve equipping the remaining employees with the future-ready core skills over a period of 3 to 5 years.

Performance Management
We have a comprehensive online electronic performance management system. We put employees through an annual performance review with open discussion between the supervisor and the individual. Besides providing transparency in assessing work performance and improvement in communication between the supervisor and the employee, the system provides a platform to assist employees in their development through continuous learning and training opportunities. The performance management framework is an integral part of the talent development and succession planning process to meet SPH’s current and future needs.

We have implemented 266 training and development programme this year. We will provide more than 250 unique programmes yearly for employees to acquire and upgrade skills in FY2019 to continue to cultivate talent at SPH.
HR STATISTICS FOR SPH GROUP IN FY2018 [GRI 102-8] [GRI 405-1]

Employee Profile – By Gender (FY2017)

- Permanent: Male 2,033, Female 2,434
- Temporary: Male 66, Female 115
- Full-Time: Male 2,024, Female 2,386
- Part-Time: Male 75, Female 163

Employee Profile – By Gender (FY2018)

- Permanent: Male 1,883, Female 2,264
- Temporary: Male 76, Female 198
- Full-Time: Male 1,877, Female 2,219
- Part-Time: Male 82, Female 243

Employee Profile – By Region (FY2017)

- Permanent: Singapore 4,106, Overseas 361
- Temporary: Singapore 168, Overseas 13

Employee Profile – By Region (FY2018)

- Permanent: Singapore 3,819, Overseas 328
- Temporary: Singapore 257, Overseas 17
### New Employee Hires

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Employee Hire Rate</td>
<td>12%</td>
<td>17%</td>
</tr>
</tbody>
</table>

**By age group**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 30 years old</td>
<td>317</td>
<td>368</td>
</tr>
<tr>
<td>30 - 50 years old</td>
<td>208</td>
<td>323</td>
</tr>
<tr>
<td>&gt; 50 years old</td>
<td>36</td>
<td>55</td>
</tr>
</tbody>
</table>

**By region**

<table>
<thead>
<tr>
<th>Region</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore</td>
<td>458</td>
<td>669</td>
</tr>
<tr>
<td>Overseas</td>
<td>103</td>
<td>77</td>
</tr>
</tbody>
</table>

**By gender**

<table>
<thead>
<tr>
<th>Gender</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>196</td>
<td>293</td>
</tr>
<tr>
<td>Female</td>
<td>365</td>
<td>453</td>
</tr>
</tbody>
</table>

**Total**

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>561</td>
<td>746</td>
</tr>
</tbody>
</table>

### Employee Turnover

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee turnover rate</td>
<td>18%</td>
<td>24%</td>
</tr>
</tbody>
</table>

**By age group**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 30 years old</td>
<td>284</td>
<td>291</td>
</tr>
<tr>
<td>30 - 50 years old</td>
<td>429</td>
<td>495</td>
</tr>
<tr>
<td>&gt; 50 years old</td>
<td>144</td>
<td>263</td>
</tr>
</tbody>
</table>

**By region**

<table>
<thead>
<tr>
<th>Region</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore</td>
<td>719</td>
<td>935</td>
</tr>
<tr>
<td>Overseas</td>
<td>138</td>
<td>114</td>
</tr>
</tbody>
</table>

**By gender**

<table>
<thead>
<tr>
<th>Gender</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>345</td>
<td>429</td>
</tr>
<tr>
<td>Female</td>
<td>512</td>
<td>620</td>
</tr>
</tbody>
</table>

**Total**

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>857</td>
<td>1,049</td>
</tr>
</tbody>
</table>

### Governance Diversity

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>By age group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 30 years old</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>30 - 50 years old</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>&gt; 50 years old</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

**By gender**

<table>
<thead>
<tr>
<th>Gender</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Female</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

**Total**

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14</td>
<td>14</td>
</tr>
</tbody>
</table>

### Workforce Diversity

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>By age group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 30 years old</td>
<td>1,089</td>
<td>896</td>
</tr>
<tr>
<td>30 - 50 years old</td>
<td>2,317</td>
<td>2,448</td>
</tr>
<tr>
<td>&gt; 50 years old</td>
<td>1,242</td>
<td>1,077</td>
</tr>
</tbody>
</table>

**By gender**

<table>
<thead>
<tr>
<th>Gender</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>2,099</td>
<td>1,959</td>
</tr>
<tr>
<td>Female</td>
<td>2,549</td>
<td>2,462</td>
</tr>
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</table>

**By employee category**

<table>
<thead>
<tr>
<th>Category</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management level</td>
<td>207</td>
<td>198</td>
</tr>
<tr>
<td>Middle management level</td>
<td>867</td>
<td>798</td>
</tr>
<tr>
<td>Executive level</td>
<td>1,810</td>
<td>1,693</td>
</tr>
<tr>
<td>Non-Executive</td>
<td>1,764</td>
<td>1,571</td>
</tr>
<tr>
<td>Operation</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Specialist/Professional</td>
<td>-</td>
<td>161</td>
</tr>
</tbody>
</table>

**Total**

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,648</td>
<td>4,421</td>
</tr>
</tbody>
</table>
We are committed to use resources responsibly and support the conservation of nature.

We have implemented a Group-wide environmental policy with the aim to be a responsible corporate citizen by minimising the impact of our activities on the environment across our wide spectrum of businesses.

In the area of energy consumption, we strive for energy savings in our printing plant and offices. Cutting down on energy usage not only helps to mitigate climate change, but also saves costs for the Group. Reduction in water usage and proper waste management are the other key areas that contribute to environmental sustainability.

SPH ENVIRONMENTAL POLICY

SPH aims to be a responsible corporate citizen in minimising the impact of our activities on the environment across our wide spectrum of businesses. We will manage our processes, materials and people with these key strategies:

- **Conservation and Waste Management**
  Ensure responsible waste disposal and conserve, reduce, recycle and reuse resources. Where possible, we will also use environmentally friendly, energy-efficient and water-saving fittings and equipment in our buildings and malls.

- **Working with Responsible Suppliers**
  Work with responsible and certified suppliers who support our procurement guidelines to minimise our impact on the environment.

- **Compliance**
  Comply with all applicable environmental laws, regulations and other relevant requirements.

- **Reporting and Communication**
  Track and report environmental performance in our sustainability report to ensure ongoing awareness and review. As a media company, we will also communicate relevant environment causes to our audiences. Internally, we will educate and encourage staff to achieve environmental goals.

- **CSR**
  Support and organise nature and conservation causes or events as part of our corporate social responsibility.


**Media**

The SPH production plant at Print Centre started its energy conservation activities before the NEA Energy Conservation Act came into effect in 2013. The NEA Energy Conservation Act required companies to reduce energy consumption by five per cent over the next five years using the 2013 total energy consumption as a baseline. The Production Division has delegated an Energy Manager to track and manage the energy consumption from its production.

For 2017, the Print Centre plant achieved a 25 per cent reduction in energy consumption, using the total energy consumed in 2013 as baseline. This is well above the requirements set under the NEA Energy Conservation Act.

In 2017, the Production Division procured one unit of 500-tonne Variable Frequency Drive Chiller and replaced its aging unit of 500-tonne Centrifugal Chiller to improve Chiller plant efficiency. The new Chiller was commissioned in November 2017.

The Production Division also submitted its fifth Energy use report and Energy Efficiency improvement plan to NEA as required by the NEA Energy Conservation Act. The Energy team at Print Centre conducts regular energy audit works to improve energy efficiency. The following energy saving measures have been implemented:

- Replacement of high-consumption light fittings with energy-efficient ones such as LED and induction light fittings.
- Optimise Chiller plant operation to improve Chiller plant efficiency.

At News Centre, SPH conducts regular energy audit works and has put in place environmental-friendly practices to conserve energy.

The following energy-saving measures will be implemented:

- Replacement of old chillers with more efficient variable speed drive (VSD) chillers.
- Replacement of old air handling units (AHU) to improve energy efficiency.
- Installation of motion sensors at low usage areas to reduce energy consumption.
- Replacement of high-consumption light fittings with energy-efficient ones such as LED and induction light fittings.
• LED lightings are used for new office renovations to meet the lighting lux level as specified in the Code of Practice SS531 issued by SPRING Singapore. This is to avoid staff adding individual light fittings at their workstations which will increase the overall electrical consumption.

• Daily checks to turn off under-utilised lighting within the buildings and monitor room temperature settings and operating hours of air-conditioning units for optimal operating efficiency.

Properties
Paragon obtained the Green Mark Certified Award by the Building & Construction Authority (BCA) in May 2018.

The Clementi Mall embarked on green improvement works last year and completed them in July 2018. In addition, The Clementi Mall has achieved BCA’s Green Mark Gold Certification in October 2018. The Seletar Mall was awarded the Green Mark Gold in 2014. The Green Mark Scheme by BCA is a green building rating system to evaluate a building for its environmental impact and performance. It provides a comprehensive framework for assessing the overall environmental performance of buildings, with a focus on energy efficiency and covering other areas such as water efficiency, indoor environmental quality and other environmental features. The Green Mark certification is a testament of the malls’ achievements in energy management and conservation.

Energy and GHG Emissions Statistics for SPH Group in FY2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Energy Consumption</th>
<th>Energy Consumption per GFA (kWh/m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Diesel¹</td>
<td>Electricity</td>
</tr>
<tr>
<td>FY2017</td>
<td>411,763.92</td>
<td>126,212,572.50</td>
</tr>
<tr>
<td>FY2018</td>
<td>407,731.96</td>
<td>118,601,726.75</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Total GHG Emissions</th>
<th>GHG Emissions per GFA (tCO₂/m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Scope 1</td>
<td>Scope 2</td>
</tr>
<tr>
<td>FY2017</td>
<td>110.21</td>
<td>53,392.09</td>
</tr>
<tr>
<td>FY2018</td>
<td>109.13</td>
<td>49,403.96</td>
</tr>
</tbody>
</table>

For FY2019, our News Centre and Media Centre aim to maintain their total energy consumption based on 5-year moving average, and our Print Centre (Production) targets to maintain its total energy consumption based on 2016 levels. Paragon, The Clementi Mall and The Seletar Mall will strive to achieve reduction in energy intensity compared to FY2018 levels.

GHG emissions for our Media business are computed based on emission factors derived from 2006 IPCC Guidelines for National Greenhouse Gas Inventories and electricity grid emission factor published in 2017 Singapore Energy Statistics. GHG emissions are provided by the appointed energy management firm servicing Paragon, The Clementi Mall and The Seletar Mall.

GHG emissions for our Print Centre (Production) are based on emission factors derived from 2006 IPCC Guidelines for National Greenhouse Gas Inventories and electricity grid emission factor published in 2017 Singapore Energy Statistics. GHG emissions are provided by the appointed energy management firm servicing Paragon, The Clementi Mall and The Seletar Mall.

Conversion factor to kWh is derived from 2006 IPCC Guidelines for National Greenhouse Gas Inventories.
WATER [GRI 303-1]

Media
The Production Division reviews its daily water consumption report from its automatic meter-reading system to identify any abnormalities and take immediate corrective actions to rectify any faults. It also carries out regular checks and maintenance on the water supply network. There are periodic upgrading works of its piping network to ensure water is used efficiently.

Other measures to conserve water usage include installing sensor taps and automatic flush urinals, having dual-flush systems for toilets and fitting thimbles in the taps.

The Production Division cleans its water storage tank annually and puts in place security measures for the water tank, in compliance with the PUB water supply regulations. It will continue with its rainwater harvesting efforts for non-potable uses. It submitted its fourth Water Efficiency Management Plan report to PUB and appointed its own Water Efficiency Manager.

Water meters with remote monitoring features have been installed to monitor water consumption and automated daily water usage reports help to prevent non-detection of water leakages in the premises. The cooling towers’ concentration cycles are monitored and adjusted where necessary to reduce excessive water bleed-off. Water-efficient fittings and PUB-recommended flow rates for flushing systems are also in place.

Duty property officers conduct regular maintenance checks on the water supply installation such as cooling towers and water tanks to ensure no water wastages from faulty pipe fittings, equipment or pumps.

In 2017, the Print Centre plant achieved a 35 per cent reduction in water consumption, using the total water consumed in 2014 as baseline.

Properties
Both Paragon and The Clementi Mall are certified under the Public Utilities Board’s (PUB’s) Water Efficient Building (WEB) Certification Programme. This signifies that the buildings have been installed with approved water efficient fittings and adopted WEB recommended flow rates and flow volumes. Water consumption at the malls is closely monitored to identify leaks and any opportunities for improvement. Remote water monitoring meters have been installed at the properties to measure the water efficiency of the air-conditioning systems. The properties also utilise a cloud-based platform, Green Koncepts, to stream real-time consumption data and to enhance monitoring and trend analysis.

Water Statistics for SPH Group in FY2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Water Consumption (m³)</th>
<th>Water Consumption per GFA (m³/m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>679,448.40</td>
<td>1.92</td>
</tr>
<tr>
<td>FY2018</td>
<td>653,914.50</td>
<td>1.85</td>
</tr>
</tbody>
</table>

In FY2019, the News Centre and Media Centre will maintain their total water consumption based on 5-year moving average, and our Print Centre (Production) will maintain its total water consumption based on 2016 levels. Paragon, The Clementi Mall and The Seletar Mall will maintain its water intensity based on FY2018 levels.

EFFLUENTS AND WASTE [GRI 306-1, 306-2]

Conservation and waste management constitutes one of the key strategies within SPH’s environmental policy. We are committed to ensuring responsible waste disposal and conserving, reducing, recycling and reusing resources.

We adopt a “Reuse and Recycle” philosophy. Disposed furniture which is still in good condition is reused in other divisions and subsidiaries. All office waste is collected and sent to the refuse centre for sorting. Waste that has no recyclable value is disposed of. Items of recyclable value are packed, bundled and weighed before collection by a scrap contractor. Other disposed items such as computers, electrical items, cans and old carton boxes are collected and sold.

8 The reporting cycle to PUB is per Calendar Year (1 January 2017 to 31 Dec 2017).
Group-wide, SPH’s offices utilise environmentally-friendly printers with print-on-demand and double-sided printing features. By controlling paper usage with the common printing system, paper consumption and its related carbon emissions are reduced.

The waste generated by the newspaper printing process is classified into the following categories:

- **Trade Effluent**
  All cleaning liquids used for the Presses rollers are directed to the wastewater treatment plant where it is treated before being discharged into the public sewer. The treated effluent must meet all NEA and PUB requirements. The remaining sludge is collected and disposed by a licensed disposal company approved by NEA.

- **Non-Treatable Waste**
  All non-treatable waste is collected and disposed by a licensed waste disposal company approved by NEA.

- **Recyclable Waste**
  All recyclable wastes such as newsprint, aluminium printing plates, carton boxes, metal drums and plastic containers are collected and sold for recycling purposes.

### Effluents and Waste Statistics for SPH Group in FY2018

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treated waste water</td>
<td></td>
<td></td>
</tr>
<tr>
<td>discharged to sewage</td>
<td>2,747</td>
<td>3,054</td>
</tr>
<tr>
<td>(m³)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Untreated waste water</td>
<td></td>
<td></td>
</tr>
<tr>
<td>disposed by licensed</td>
<td>61,000</td>
<td>65,000</td>
</tr>
<tr>
<td>vendor (L)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sludge disposed by</td>
<td></td>
<td></td>
</tr>
<tr>
<td>licensed vendor (kg)</td>
<td>74,250</td>
<td>23,880</td>
</tr>
<tr>
<td>Recycled waste (kg)</td>
<td>3,333,840</td>
<td>3,823,830</td>
</tr>
</tbody>
</table>

We will achieve 100% compliance with NEA regulations regarding waste water management in the coming year.

### MATERIALS [GRI 301-2]

One of SPH’s key strategies within its Group-wide environmental policy is to work with responsible and certified suppliers who comply with its procurement guidelines, so as to minimise its impact on the environment. This is especially relevant in ensuring that its newsprint supply is obtained from mills using newsprint fibre that is derived from sustainable sources.

We purchase our newsprint supplies for our newspapers from diversified sources in Asia-Pacific, Europe and North America. We are committed to purchasing newsprint only from suppliers who are able to fulfil either of the following requirements:

- 100 per cent recycled newsprint (using only recycled paper pulp);
- Hybrid newsprint (mixture of recycled paper pulp and virgin fibre pulp); and
- 100 per cent virgin fibre pulp (only those sourced from woodlands certified with internationally recognised sustainable forest management standards, e.g. Sustainable Forestry Initiative (SFI), Forest Stewardship Council (FSC) and Programme for the Endorsement of Forest Certification (PEFC)).

Purchases are usually made from the regular approved vendors. New newsprint suppliers are subject to a rigorous qualification process which involves the verification of sustainable source, and testing of the printability and runnability of the material. Every purchased shipment and batch is then verified to be of the accurate source before the material is used in production.

In FY2018, 100 per cent of our newsprint were derived from either recycled or virgin fibre pulp which is sourced from woodlands certified with internationally recognised sustainable forest management standards, such as Sustainable Forest Initiative (SFI), Forest Stewardship Council (FSC) and Programme for the Endorsement of Forest Certification (PEFC). We intend to qualify more newsprint suppliers using newsprint fibre from sustainable sources for the coming year.

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9 Scope of all effluents and waste data includes only SPH Print Centre as these are generated by the newspaper printing process.
As a good corporate citizen, we are committed to giving back to the local community in which we operate.

LOCAL COMMUNITIES [GRI 413-1]

We strive to be a socially responsible corporate citizen and endeavour to engage and give back to all segments of the Singapore community. Underpinning our efforts is the Group-wide CSR policy which sets out the guidelines by which we assess and review all proposed community involvement initiatives raised.

**SPH CSR POLICY**

All CSR Projects will be subject to review, with exception of the following, which SPH does not support:

- Individuals
- Projects that are confined to sectional interests of a group of persons (e.g. race, political groups) or serve an exclusively religious purpose
- Overseas projects which do not benefit the Singapore community
- Social and / or commercial events with no community benefit
- Projects which are not in line with SPH’s objectives

We work closely with prospective partners to discuss the possible projects to adopt, and evaluate how these projects can benefit its causes, the beneficiaries and the local community. Once a partnership has been formed, we work closely with our partners through regular meetings and consultative sessions.

The Singapore Press Holdings Foundation (SPH Foundation) was set up in 2003 from a seed funding of $20 million. This sum has grown to more than $50 million from prudent investment and contributions by SPH over the years. SPH and SPH Foundation have supported many deserving causes and activities across the five pillars of Arts & Culture, Charity & Community, Education, Nature & Conservation and Sports, reaching out to children, youths, senior citizens as well as the disabled communities.

In FY2018, SPH and SPH Foundation invested about $1.5 million in various social and charitable causes.

**Arts & Culture**

The annual SPH Gift of Music series returned for the 13th year to bring different genres of music to the masses through free concerts at various locations across Singapore, including parks, shopping malls, heartlands and the Esplanade. It provides a platform to showcase Singapore’s musical talent, including musicians from Singapore Symphony Orchestra, Singapore Chinese Orchestra and many other music groups.

The SPH Foundation Arts Fund, launched in 2011, supported local arts productions by purchasing tickets for the underprivileged to enjoy quality arts productions. Some of the beneficiaries from voluntary welfare organisations who were invited to appreciate arts performances included The Young Musician’s Foundation Orchestra, Ravindran Drama Group, Arts Fission and Ministry of Bellz.

We have received the Patron of the Arts Award by the National Arts Council for 26 consecutive years since 1993.

**Education**

We have launched two new education portals under the SPH Education initiative that will bring current affairs into the classroom. Spearheaded by The Straits Times and Lianhe Zaobao, these portals will feature digitised multimedia from newspapers, radio, animation and interactive broadcasting.

SPH Foundation supported the promotion of Chinese language among children and youth. Through its sponsorship of the Singapore-China Youth Arts Festival organised by SPH Chinese Media Group student publications, together with the China Cultural Centre and China National Theatre for Children, it encouraged the young and their families to immerse in the different art forms and kindle their interest in Chinese language and culture. SPH Foundation also supported the Newspapers in Education (NiE) Outreach Programme to schools, organised by the student publications. The programme introduced the fundamentals of Chinese language journalism to primary and secondary school students.
Nature & Conservation
The SPH Green Fund was set up in September 2016 to support viable green projects. Members of the public are welcome to submit proposals. So far, the Fund has supported EarthFest 2018, Waterways Watch Society - KRILL (Kallang River is Living and Loved) project and adoption of coral reefs at Sisters’ Island.

- EarthFest 2018 attracted more than 7,000 people to Marina Barrage in January 2018 to find out more about sustainable living and promote sustainability. EarthFest is a comprehensive sustainability festival that inspires people to live a fun-filled lifestyle in a sustainable way. It featured a Farmer’s Market and Food Festival of more than 70 local businesses. There were also carnival games and interactive kiosks where people can learn and be empowered to live more sustainably on a daily basis. There were performances by local musical artists from Singapore and overseas.

- We were the first corporate sponsor of the Garden City Fund’s Plant-A-Coral programme, a community outreach initiative of the National Parks Board (NParks). This SPH donation of 10 coral nubbins is the first from the SPH Green Fund which aims to support worthy conservation and environmental projects by schools, charities and local community groups.

- We partnered with local environmental group Waterways Watch Society to host a series of programmes for students on the conservation and protection of Singapore’s waterways. Since its launch, it has reached out to more than 20 schools and more than 8,000 students. Through the assembly talks and outdoor hands-on activities, the students learnt more about the conservation and protection of Singapore’s waterways. They also learnt about the importance of water in their daily lives and how our supply of water is impacted by climate change and water pollution. As water is used in the production of our print products, this initiative is in line with our purpose of raising awareness of the fragility of our natural environment.

- To encourage the habit of recycling usable items among staff, we organised the SPH Flea Market in partnership with The Salvation Army. The event, which was organised in January before the Lunar New Year, raised more than $10,300 for the beneficiaries of The Salvation Army.

- Special Projects to Understand Nature (SUN) Club – a partnership between SPH Foundation and NParks where students with special needs have a chance to take part in organised tours by specially-trained guides to enjoy and appreciate nature. This initiative promotes inclusivity as the special needs community may otherwise not have such opportunities.

- SPH Walk of Giants at Botanic Gardens is an elevated boardwalk that showcases a collection of trees, most of which, in time, can grow up to 80m in height. The boardwalk is 260m in length and will take visitors from ground level up to a height of 8m. Visitors can get up-close to existing mature trees and new forest emergent species that are planted as part of the botanical and conservation collection.

Sports
We partnered with the Singapore Athletic Association to host the SPH Schools Relay Championships at the Bishan Stadium in March 2018. A total of 35 schools and 289 relay teams took part.

Advocating inclusiveness in sports, SPH Foundation worked with the Singapore Disability Sports Council (SDSC) to host the National Inclusive Swimming Championships, previously known as the National Para-Swimming Championships.
In its eighth year under SPH Foundation’s sponsorship, the event had attracted more than 100 participants from special schools, associations and clubs.

SPH Foundation supported the National Primary Schools Tchoukball Championship since 2012. Comprising juniors and seniors divisions and played by both genders, the competition has seen a rise in the number of schools and teams taking part. In FY2018, a total of 62 teams took part, for both the boys and girls categories in the Senior and Junior divisions.

Charity & Community

Every year, SPH and SPH Foundation make monetary donations to selected charities serving the elderly, children and youth and the disabled community, as recommended by Community Chest. SPH Foundation also gives to the Special Education Financial Assistance (SPED) Scheme which provides financial assistance to needy Singaporean students studying in government funded Special Education schools.

SPH and SPH Foundation donated $350,000 to 20 social service organisations at the Charity Cheque Presentation ceremony.

We partner with Singapore Red Cross to organise annual blood donation drives, the SPH Red Apple Day. The blood donation drives, held at SPH News Centre, are open to the public. SPH also partners neighbouring Beatty Secondary School to involve them in doing good for the community. We hosted a Chinese New Year lunch for 170 seniors from the Lions Befrienders (Ang Mo Kio) Senior Activity Centre. Each of the 170 residents also received a festive bag comprising daily necessities and mandarin oranges.

SPH Charity Carnival a platform for SPH internal divisions and subsidiaries to raise funds and generate public awareness – has supported 30 charitable causes. Staff are engaged and encouraged to do their part to help their adopted charities. Charity groups that have booths at the event are able to showcase their cause and garner support for funds and volunteers.

We are honoured to have received the Corporate Platinum Award by the Community Chest and Champion of Good Award by the National Volunteer & Philanthropy Centre.
The much anticipated annual SPH Charity Carnival was back for its seventh run this year. Held on 7 May at SPH News Centre Auditorium, the half-day event saw more than 500 staff patronising the 23 booths set up by SPH divisions and external charities.

Jointly organised by the Corporate Communications & CSR Division (CCD) and the SPH Staff Volunteers Club, the annual charity bazaar provides staff with an opportunity to raise funds for their adopted charities, and allows external charities to raise awareness and funds for their causes.

This year, over $15,000 was raised by the 12 internal divisions. The top earner of the day was Production Division, which raised funds for Kwong Wai Shiu Hospital and Jamiyah Singapore.

Several divisions, including Production, Human Resources (HR) and Finance, conducted presales to collect orders prior to the actual event day. The responses for the presales were so overwhelming that Finance was able to close their booth even before the carnival ended because they had sold out of their combo lunch sets.

Besides the sale of items, some divisions also set up games stalls. HR set up a dart game booth, while CCD brought back their exciting “treasure box”. Participants were given the opportunity to open any of the nine treasure boxes with random keys, within 15 seconds. Prizes for the game included wines, rice, mugs and more.

Among the external charities, SPCA had a dog mascot, waving at staff and entertaining photo requests, despite the weather being particularly hot that day! There was also a steady stream of staff purchasing different baked items from AMK FSC Bakery Hearts.

The carnival was clearly a display of camaraderie among staff, from the teamwork exhibited during the preparation of the booths, to the support shown by staff who came to lend their support through their purchases and donations.

Out of the 23 booths set up, 12 were by internal SPH divisions, while the remaining 11 were manned by external charities.

The 12 internal divisions were: Administration, Berita Harian, Circulation, Corporate Communications & CSR, Finance, Human Resources, Information Technology, Production, SPH Magazines, SPH Staff Volunteers Club, Straits Times School Pocket Money Fund and Tamil Murasu.

Media

SPH’s newspapers play an important role in advocating social and charitable causes. Each year, publications such as The Straits Times, Lianhe Zaobao and The New Paper plan major events and projects to further the SPH Group’s five CSR pillars. Such events include the Straits Time Run, Lianhe Zaobao Cultural and Creative Space, and The New Paper Big Walk.

The Straits Times School Pocket Money Fund (SPMF) was started in 2000 as a community project initiated by The Straits Times to provide pocket money to children from low-income families to help them through school. SPMF received its charity status in November 2011 and has, to date, disbursed more than $60 million and helped about 160,000 cases of children and youth in providing them with monthly school pocket money.

The annual ChildAid concert, co-organised by The Straits Times and The Business Times, provided a platform for children and youths to showcase their talents and be involved in charity at the same time. In November 2017, the 13th edition of ChildAid at Resorts World Sentosa raised more than $2.1 million for the beneficiaries of The Straits Times School Pocket Money Fund and The Business Times Budding Artists Fund.

SPH’s Chinese Media Group (CMG) has been organising fund-raising events in support of the President’s Challenge since 2002. CMG raised $213,888 through donations from public donors and staff at a charity event called Embrace Volunteerism, Serve With a Heart in July 2017 at the Singapore Chinese Cultural Centre. The event was attended by former President Tony Tan Keng Yam.

We implemented 165 local community engagement and development programmes in FY2018. For FY2019, we aspire to support and organise more than 100 programmes annually under our five CSR pillars of Arts & Culture, Charity & Community, Education, Nature & Conservation and Sports, to continue to build goodwill and give back to the community.
This report summarises the sustainability practices and strategy of SPH and its subsidiaries (the Group), with a focus on addressing SPH’s material ESG topics.

REPORT SCOPE [GRI 102-46]

This report covers the activities and performance achieved during the financial year ended 31 August 2018 ("FY2018") and sets out SPH’s targets for the forthcoming year. The content of this report encompasses the Group’s core media business as well as the properties business, which comprises SPH REIT, Paragon and The Clementi Mall (which are the real estate portfolio of SPH REIT), and The Seletar Mall, unless otherwise stated. In defining the report scope, focus was placed on the main lines of business where significant ESG impacts are expected to arise. For more details on the sustainability performance of SPH REIT, Paragon and The Clementi Mall, please refer to the SPH REIT FY2018 Sustainability Report. The Rail Mall was newly acquired in June 2018, and hence not included in this year’s report. We will review to include it next year.

In FY2017, we acquired Orange Valley which operates nursing homes and provides a range of ancillary services and medical supplies. We intend to explore the inclusion of the aged care business in our sustainability reporting for future periods.

MATERIALITY ASSESSMENT [GRI 102-47]

A formal materiality assessment was conducted to identify and prioritise the ESG risks and opportunities that will act as barriers or enablers to achieving SPH’s business goals. An independent sustainability consultant was engaged to facilitate a three-step process as summarised in the table below. The materiality assessment was guided by the GRI Materiality Principle.

| Step 1: Identify potential material ESG factors |
| Desktop research to identify a universe of potential material issues based on the industry, peers and sustainability megatrends |

| Step 2: Prioritise material ESG factors |
| Materiality prioritisation workshop attended by key executives from various business functions |

| Step 3: Validate material ESG factors |
| Validation and approval of material ESG factors by senior management and the Board Risk Committee |

The following aspects were considered in the assessment process:

- Local and global emerging sustainability trends;
- Main topics and future challenges for the media, publishing and real estate sectors, as identified by peers and industry associations; and
- Insights gained from regular daily interactions with external stakeholders.

The assessment yielded eleven material factors which form the focus of this report.

STAKEHOLDER ENGAGEMENT [GRI 102-40, 102-42, 102-43, 102-44]

SPH’s key stakeholders are those who are significantly affected by, or have the capacity to significantly influence, its activities and operations. We are committed to building lasting and mutually beneficial relationships with our stakeholders. We engage with them regularly to earn their trust and understanding over time. The following table shows the various stakeholders of the Group and how we work with them.
<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Engagement methods</th>
<th>What do they expect from us?</th>
<th>Our solutions</th>
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</thead>
</table>
| **Customers**             | • Interaction with customers via multi-platforms and channels, as well as promotions and events  
• Customer feedback channels | To provide quality products and services, whether it is reliable and timely media content, enjoyable shopping experience, friendly customer service or engaging promotions and activities | We ensure credible media content, reliable newspaper delivery services and high levels of customer service. We also engage with our customers on multi-platforms and channels. Our retail malls regularly improve and fine tune the tenancy mix and create engaging activities to promote customer satisfaction and loyalty. |
| **Investors/Shareholders**| • Release of financial results and other relevant disclosures through SGXNet and SPH’s website  
• Annual General Meeting  
• Extraordinary General Meeting, where necessary  
• Quarterly investor meetings  
• Media conference and analysts’ briefings  
• Investment conferences and summits | To disseminate accurate and timely information on the company’s businesses, progress and profitability, with updates on future plans. | We strive to generate optimum returns on investment, practise good corporate governance, transparency and disclosure, as well as striving for sustainable and long term growth. We keep the financial community fully updated with correct and timely information on the company’s future plans. |
| **Employees**             | • Training and career development programmes  
• Health and wellness campaigns  
• Social and team-building activities  
• Employee feedback channels | To work in a conducive and pleasant environment where there is personal development and productivity, and user-friendly means to apply for leave and training courses.  
To be kept updated on the company’s latest strategic developments, empowering them to feel greater loyalty and ownership.  
To pick up tips for personal development to achieve career growth and work-life balance. | We adopt human resource policies and practices that promote fairness, safe working conditions, reward good performance, encourage teamwork, ensure career development and provide work-life balance, e.g. through provision of nursing rooms and encouraging staff to take part in sports and leisure events such as SPH Games Day and SPH Family Day. There are also channels for staff to provide their feedback and suggestions to the management to facilitate communication. |
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<tr>
<td>Business Partners</td>
<td>• Business meetings&lt;br&gt;• Strategic partnerships</td>
<td>To engage in collaborative partnerships to grow the business.</td>
<td>By reaching out to suitable partners to pursue mutually beneficial business objectives to achieve growth and profitability.</td>
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<tr>
<td>Media and Industry Partners</td>
<td>• Media releases&lt;br&gt;• Industry conferences and seminars&lt;br&gt;• Website and social media</td>
<td>To provide access to latest company announcements, corporate news and developments of the media industry.</td>
<td>By providing timely and accurate information on company developments and news on a regular basis.</td>
</tr>
<tr>
<td>Local Communities</td>
<td>• Community outreach programmes and charitable events</td>
<td>To be a company that is a responsible and caring corporate citizen, serving the local communities.</td>
<td>We organise and support more than 100 programmes every year, helping worthy causes in charity, community, sports, arts and culture, as well as nature and conservation. Together with SPH Foundation and our various business units and subsidiaries, we engage with the community in various ways, with the aim of building a sustainable future with them.</td>
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<td>For example, The SPH Gift of Music supports local arts and brings free concerts to the community. The Lim Kim San Memorial Scholarships under SPH Foundation give bond-free scholarships to deserving undergraduates of modest family backgrounds, while The Straits Times School Pocket Money Fund helps needy students. Events like the SPH Schools Relay and the SPH Foundation National Inclusive Swimming Championships promote sports, and green projects like the SPH Green Fund and SPH Walk of Giants help conserve and protect our environment.</td>
</tr>
<tr>
<td>Government and Regulators</td>
<td>• Routine and ongoing communication and collaboration&lt;br&gt;• Compliance with applicable reporting requirements</td>
<td>To ensure the company complies with guiding policies and regulations and addresses pertinent issues.</td>
<td>By complying with existing laws and having policies and procedures to ensure adherence and sustainability of the business. Giving feedback to regulators on their new laws and policies through the public-private consultation process.</td>
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| Distributors/ Retailers/ Tenants/ Shoppers | • Tenant sales planning and support  
• Tenant communication platforms and bulletins  
• On-site visits to malls  
• Shopper surveys  
• Advertisements, marketing and sales promotion activities | To receive goods, products and services in an orderly and timely manner, and delivering a memorable retail experience for shoppers.  
To explore ideas for partnerships with tenants and retailers to deliver memorable shopping experiences. | We conduct regular sales planning and support for tenants, with frequent visits by account managers and offering them a designated channel for prompt attention.  
Through shopper audience targeting, we are able to tailor-make our advertising and promotions efforts to reach out to the various segments of shoppers. |
| Trade Unions                         | • Direct communication with trade unions, where necessary                          | To facilitate access to employees and promote membership in the trade unions, with the aim of encouraging engagement between management, staff and trade unions through regular dialogue. | We have open communication channels with the unions and engage them on both official and non-official occasions.                                                                                           |
| Suppliers                            | • Supplier meetings  
• Fair and ethical procurement process                                                 | To ensure suppliers comply with the company’s terms and conditions, and purchasing policies and procedures.  
To familiarise suppliers with up to date procurement policies and platforms, and to discourage any fraud or impropriety in dealings with staff. | We have in place fair-value and competitive-based policies and best practices that ensure a fair selection of suppliers and an ethical procurement process, based on quotations and tenders received.  
Implemented Procurement-to-Payment System to streamline and automate workflow for suppliers and internal staff, thus increasing efficiency and productivity. |
| Trade Associations                   | • Participation in industry forums and dialogues  
• Industry networking events                                                      | For the company to lend support and voice out various concerns and issues faced by the industry. | By contributing via active membership and participation in industry forums and dialogues.                                                                                                                 |
| Advocacy Groups and Charitable and Welfare Organisations | • Strategic partnerships and sponsorships to support a range of charitable causes | For the company to have responsible business practices, reducing impact on the environment and disclosing information pertaining to business growth and sustainability. | By working with advocacy groups e.g. on conservation projects that seek to reduce environmental impact, and supporting charitable causes. |
This report has been prepared in line with the sustainability reporting requirements of the SGX-ST Listing Manual (Rules 711A and 711B). It has been developed with reference to the Global Reporting Initiative (GRI) Standards (2016), and includes consideration of the GRI G4 Media Sector Disclosures. SPH selected the GRI Standards as its sustainability reporting framework as it sets out general principles and indicators to communicate the impact of business on critical sustainability issues. The GRI Standards is also widely adopted by sustainability reporters globally. This report references the following GRI Standards and topic-specific Disclosures:

- Disclosure 205-3 from GRI 205: Anti-corruption 2016
- Disclosure 301-2 from GRI 301: Materials 2016
- Disclosures 302-1 and 302-3 from GRI 302: Energy 2016
- Disclosure 303-1 GRI 303: Water 2016
- Disclosures 306-1 and 306-2 from GRI 306: Effluents and Waste 2016
- Disclosures 305-1, 305-2 and 305-4 from GRI 305 Emissions 2016
- Disclosure 401-1 from GRI 401: Employment 2016
- Disclosure 403-2 from GRI 403: Occupational Health and Safety 2016
- Disclosure 404-1 from GRI 404: Training and Education 2016
- Disclosure 405-1 from GRI 405: Diversity and Equal Opportunity 2016
- Disclosure 413-1 from GRI 413: Local Communities 2016
- Disclosure 419-1 from GRI 419: Socioeconomic Compliance 2016

This report also applies the GRI Reporting Principles for defining report content and quality:

<table>
<thead>
<tr>
<th>Stakeholder Inclusiveness</th>
<th>We engage with our stakeholders on an ongoing basis to understand their expectations and interests, as well as their information needs. The content of this report draws upon the outcomes of these interactions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability Context</td>
<td>Sustainable business practices have always been a priority at SPH. They are in line with our objective to transform the business model through diversification and innovation to drive the long term sustainability and growth of the organisation. We take reference from national and global agendas, such as the Sustainable Singapore Blueprint and the UN Sustainable Development Goals, to seek continuous improvements in its practices.</td>
</tr>
<tr>
<td>Materiality</td>
<td>This report focuses on the ESG topics which are material to SPH. In defining material topics, we have considered the significance of the various impacts as well as their influence on stakeholder assessments and decisions.</td>
</tr>
<tr>
<td>Completeness, Balance</td>
<td>This report has been prepared to sufficiently provide an accurate and balanced view of SPH’s significant environmental, social and governance impacts to enable stakeholders to assess our performance.</td>
</tr>
<tr>
<td>Accuracy, Reliability, Clarity, Comparability</td>
<td>The reported information has been presented in a manner that is sufficiently accurate, reliable, and understandable to enable stakeholders to analyse changes in performance over time, and to support analysis relative to other organisations.</td>
</tr>
<tr>
<td>Timeliness</td>
<td>This report is intended as an annual publication dedicated to provide regular disclosures of SPH’s environmental, social and governance impacts.</td>
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</tbody>
</table>
**FEEDBACK [GRI 102-53]**

This report demonstrates our commitment to keep our diverse base of stakeholders informed of our material ESG developments. SPH will continue to work towards a more robust sustainability report. If you wish to provide feedback on this report, please send your comments to sphcorp@sph.com.sg.

**TRADE MEMBERSHIP [GRI 102-13]**

We have established strategic partnerships and linkages with a diverse range of local and overseas corporate members and public bodies, which include:

- Advertising Standards Authority of Singapore
- ASEAN Newspaper Printers
- Association of Media Owners (Singapore)
- Audit Bureau of Media Consumption
- Business China
- Central Singapore Development Council
- Contact Centre Association of Singapore
- Council for Estate Agencies
- FIPP
- Fire Safety Managers’ Association
- GS1 Singapore
- Institute of Internal Auditors
- Institute of Technical Education
- Interactive Advertising Bureau SEA [Singapore Chapter]
- International Council of Shopping Centers
- International News Media Association
- Investor Relations Professionals Association (Singapore)
- Management Development Institute of Singapore
- Media Publishers Association Singapore
- Newspaper Association of America
- National Safety and Security Watch Group
- Orchard Road Business Association
- Print & Media Association, Singapore
- Pulp and Paper Products Council
- Real Estate Developers’ Association of Singapore
- Reit Association of Singapore (Reitas)
- Resource Information Systems Inc (RISI)
- Security Industry Institute
- Singapore Association of the Institute of Chartered Secretaries & Administrators
- Singapore Business Federation
- Singapore Chinese Chamber of Commerce and Industry
- Singapore Compact
- Singapore International Chamber of Commerce
- Singapore Institute of Directors
- Singapore Institute of Safety Officers
- Singapore Manufacturing Federation
- Singapore Media Centre
- Singapore National Employers Federation
- Singapore Retailers’ Association
- Singapore Press Club
- Singapore Vehicle Traders Association
- Southeast Community Development Council
- The Association of Accredited Advertising Agents Singapore
- The Association of Shopping Centres (Singapore)
- The Chinese Language Press Institute
- The Society of News Design
- Workplace Safety and Health Council
- World Association of Newspapers and News Publishers

Through SPH’s membership in these trade associations, our staff can network and interact with their peers and other industry professionals, explore and forge working partnerships and keep up with the latest industry trends and developments.