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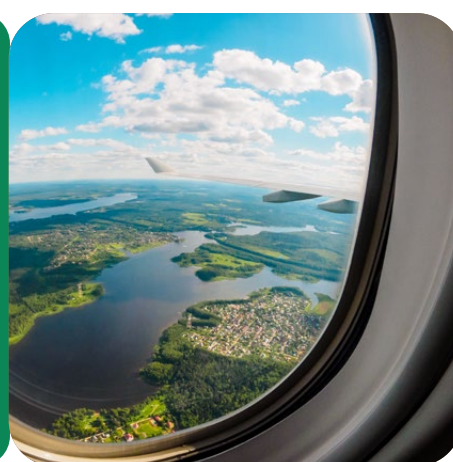
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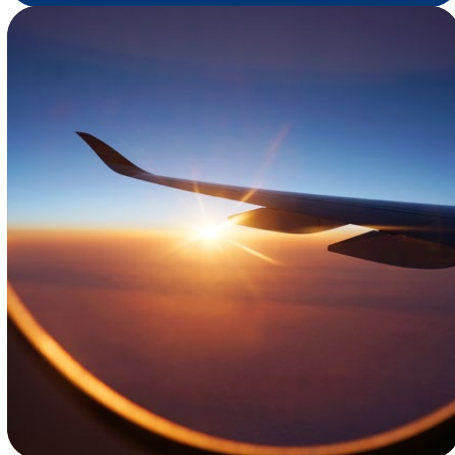
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## MESSAGE BY CEO 2-22

The Singapore Airlines (SIA) Group delivered another year of record revenue and net profit in FY2024/25, bolstered by robust global demand for air travel. These achievements came despite industry challenges such as cost inflation, supply chain disruptions, heightened geopolitical tensions, and growing macro-economic uncertainties.

Our success stems from the Group's strong foundations – a robust balance sheet, industry-leading digital capabilities, as well as dedicated and talented people who embody the SIA spirit and values daily.

These foundations enable us to respond nimbly to both opportunities and challenges, while reinforcing our commitment to the three pillars of our brand promise – service excellence, product leadership, and network connectivity. We also continue to strengthen our long-term strategic investments in our airline portfolio, partnerships with like-minded carriers, and hubs in Singapore and India.

We are firmly committed to working closely with our partners and stakeholders to forge a more resilient future, while also ensuring that air travel continues to sustainably connect the world and contribute to the industry's long-term growth and development.

The SIA Group's sustainability strategy focuses on the three key pillars of decarbonisation, resource management, and creating a positive impact on society, with our ambition to achieve net zero carbon emissions from operations by 2050 at the heart of this journey.

### ADVANCING TOWARDS A NET ZERO FUTURE

The airline industry's key near-term decarbonisation lever is replacing older generation aircraft with modern fuel-efficient models, which emit significantly less carbon thanks to their latest technology airframes and engines.

The SIA Group's long-term commitment to investing in and operating new-generation aircraft puts us in a strong position in this regard. As of 31 March 2025, the average age of the Group's operating fleet was seven years and eight months, well below the global average of 15 years.

In FY2024/25, despite global aviation supply chain constraints, we took delivery of 13 new aircraft to strategically grow our fleet and network. These include the 112-seater Embraer E190-E2 aircraft, the first regional jets in Scoot's fleet. These fuel-efficient aircraft enhance our operational flexibility, and open new growth opportunities in emerging Asian markets.

SIA's upcoming Boeing 777-9 widebody passenger aircraft will replace older-generation Boeing 777-300ERs on high-density long-haul routes. This will improve operational efficiency while delivering a world-class customer experience through our upcoming all-new cabin products and services. Our upcoming Airbus A350F freighters will consume around 40% less fuel than SIA's existing Boeing 747-400Fs on similar missions, supporting more efficient cargo operations while reducing emissions by an estimated 400,000 tonnes annually.

Beyond aircraft operations, sustainable aviation fuels (SAF) are critical to the aviation industry's long-term decarbonisation goals. Collaboration is essential here. We partner with governments, regulators, aircraft and engine manufacturers, fuel producers, and other stakeholders to create conditions for the affordable and efficient scaling up of SAF use, both in Singapore and around the world.





## MESSAGE BY CEO 2-22

As a member of the Association of Asia Pacific Airlines (AAPA), SIA helped secure a joint commitment from its airlines to replace 5% of their total fuel consumption with SAF by 2030. This sends an important demand signal to SAF producers seeking new markets in the region.

The Group works with different SAF suppliers and explores diverse sourcing models and certification pathways, gaining crucial insights into the renewable fuel landscape and enhancing our understanding of the pathways towards sustainable aviation.

During the financial year, we purchased 2,000 tonnes of neat SAF from Neste. We also signed a Memorandum of Understanding with Aether Fuels to explore new sources of neat SAF derived from carbon feedstock using their proprietary technology.

### RETHINKING WASTE AND RESOURCES

While aircraft efficiency and alternative fuels form the foundation of our decarbonisation strategy, sustainability extends beyond emissions reduction. The Group's comprehensive approach also addresses resource conservation and waste reduction throughout our operations.

In FY2024/25, the rooftop solar panels installed in our Singapore facilities generated enough clean energy to power more than 1,400 four-room public housing flats in the country for a year, while our upgraded chiller plants improved energy efficiency by up to 30%.

We are transitioning to more eco-friendly materials on board our flights. SIA's Premium Economy Class amenity kits, for example, feature Forest Stewardship Council-certified kraft paper fabric and include items made from recycled and biodegradable materials. We also continuously work to reduce single-use plastics across our operations. These circular economy principles cut waste across the travel journey and support Singapore's national sustainability agenda.

### CREATING SOCIAL IMPACT

Leveraging our business as a force for good, we launched the Singapore Airlines Foundation in June 2024 with a \$30 million endowment. This aims to create a long-term, positive impact in our communities, from uplifting vulnerable youth to cultivating the next generation of aviation professionals in Singapore. The Foundation's *Youth Uplift* and *Youth Outreach* programmes began in 2024, and will support over 100 individuals annually moving forward.

Our annual *SIA Cares* initiative showcases the Group's strong volunteer culture globally. In August 2024, over 350 employees helped organise the *SIA Cares* Open House at the SIA Training Centre in Singapore, where we welcomed more than 500 beneficiaries from 24 social service agencies for an exclusive behind-the-scenes tour. In addition, more than 900 SIA staff across our global network supported 52 organisations, distributing essential food items and preparing meals for families in need.

SIA also mobilised swiftly for international emergency relief efforts. Following the devastating earthquake in Myanmar in March 2025, we operated a special charter flight for first responders from the Singapore Civil Defence Force. We later transported additional personnel and equipment on regular flights, demonstrating our readiness to step up when needed.

### EMBRACING TECHNOLOGY IN OUR SUSTAINABILITY EFFORTS

The Group has embraced digital transformation to bolster our end-to-end operations and empower our people. Since August 2022, SIA and Scoot have identified more than 300 Generative Artificial Intelligence (GenAI) use cases and implemented about 80, improving productivity, enhancing customer experience, and generating new revenue streams.

The best technologies, however, only reach their full potential when paired with the right talent and mindset. That is why we maintain a long-term commitment to upskilling and reskilling our people.

In March 2025, we hosted the fourth Learning and Innovation for Everyone (LIFE) festival, themed *Innovate with AI: Transforming Our Business and Workforce*, offering staff opportunities to engage with external experts and learn from global best practices. We also expanded our learning and development roadmap to include more specialised sustainability-focused training.

### CARING FOR OUR PLANET, WHILE CONNECTING THE WORLD

Aviation plays a vital role in connecting communities, enabling trade, and supporting global economic development. Prioritising our customers and people goes hand-in-hand with our commitment to caring for our planet. As we facilitate these connections, we work towards a more sustainable future for air travel that will benefit generations to come.

Through the management of our material topics, we continue to contribute to the United Nations' 17 Sustainable Development Goals (SDGs) and uphold the Ten Principles of the United Nations Global Compact (UNGC).

The challenges of climate change demand bold action and unprecedented collaboration. While proud of our progress, we recognise that the journey to net zero carbon emissions from operations requires even greater innovation and ambition. With your continued support, the SIA Group is not just adapting to a changing world — we are helping to shape it for the better.

Thank you for being part of our sustainability journey.

With regards,

#### GOH CHOON PHONG

Chief Executive Officer  
Singapore Airlines



# ABOUT THE REPORT


## REPORTING SCOPE 2-1 2-2

### This is the 13<sup>th</sup> Sustainability Report of Singapore Airlines Limited (SIA) and its non-listed subsidiaries.

The SIA Group manages its businesses independently based on the specific nature of services they provide. This report primarily focuses on the two reportable airline businesses within the Group – SIA and Scoot. Unless explicitly stated, SIA's other non-listed subsidiaries are included only where relevant data is material and available.

The sustainability data and information related to SIA Engineering Company Ltd (SIAEC), a subsidiary listed on the SGX Securities Trading Limited (SGX-ST), is disclosed separately in SIAEC's Sustainability Report.

The reporting scope of the SIA Group's entities in this sustainability report is disclosed in the table below. SIA will continue to work with its non-listed subsidiaries to enhance the availability of their data and improve their sustainability reporting practices in future reports.

Organisation	Description of Services	Coverage in Sustainability Report <span>● In scope</span> <span>● Not in scope</span>
	SIA provides passenger and cargo air transportation with a focus on the full-service passenger segment. Following SilkAir's integration into SIA in September 2021, its operational data has been consolidated into SIA's overall data reported from FY2021/22.	<span>●</span>
	Scoot operates in the low-cost passenger air transportation segment, complementing SIA's full-service offering.	<span>●</span>
	SIAEC provides a comprehensive suite of maintenance, repair, and overhaul (MRO) services to airline customers and aerospace equipment manufacturers worldwide, ranging from airframe and line maintenance, fleet management, repair and overhaul of engines and components, aircraft cabin modifications, to engineering and material management support.	<span>●</span>
Others	<p>Other services provided by SIA's non-listed subsidiaries, including training of pilots, payments and lifestyle rewards platforms, sale of merchandise, are grouped under the 'Others' segment. These subsidiaries include:</p> <ul style="list-style-type: none"> <li>• Cargo Community Network Pte. Ltd.</li> <li>• Encounters Pte. Ltd.</li> <li>• KrisShop Pte. Ltd.</li> <li>• Kris+ Pte. Ltd.</li> <li>• Singapore Airlines Foundation Ltd.</li> <li>• Singapore Aviation and General Insurance Company (Pte) Limited.</li> <li>• Singapore Flying College Pte. Ltd.</li> </ul>	<span>●</span> Environmental data only

Please refer to the Financial Review and Financial Report chapters in the [FY2024/25 SIA Annual Report](#) for financial information and a full list of SIA's listed and non-listed subsidiaries, joint ventures, and associated companies.

## ABOUT THE REPORT

### REPORTING PERIOD 2-3

The reporting period covers the SIA Group's Financial Year 2024/25 (FY2024/25) from 1 April 2024 to 31 March 2025, including relevant data and information from past reports. The FY2024/25 SIA Sustainability Report is published at the same time as the FY2024/25 SIA Annual Report on 25 June 2025.

### REPORTING QUALITY 2-5

While the Group has not sought external assurance for its sustainability report, there are robust systems in place to evaluate the quality of reported data and information. Since publishing its first sustainability report in 2013, SIA has engaged external consultants to conduct an annual gap analysis to continuously improve the quality of the report.

In adherence to Rule 711B of the SGX Listing Manual, SIA's Internal Audit Division conducted a review of the Group's sustainability reporting process in FY2024/25 to further strengthen its governance framework, internal controls, processes, and systems. Additionally, selected key material indicators were also reviewed to ensure robustness and accuracy of data collected and reported. All recommendations were addressed by SIA Management with the outcomes reported to the Board Audit Committee. SIA's Internal Audit Division is a member of the Singapore Chapter of the Institute of Internal Auditors (IIA) and meets the Standards for the Professional Practice of Internal Auditing set by the IIA.

Furthermore, SIA and Scoot's flight emissions data undergo external assurance by an accredited verifier to meet the Carbon Offset and Reduction Scheme for International Aviation (CORSIA) standards set by the International Civil Aviation Organization (ICAO), as well as those under the EU and the UK's Emissions Trading System (ETS).

For a comprehensive overview of the SIA Group's sustainability performance, this report should be read in tandem with the [FY2024/25 SIA Annual Report](#) and the [FY2024/25 SIAEC Sustainability Report](#).



### REPORTING FRAMEWORK AND INITIATIVES

#### Singapore Exchange (SGX) Sustainability Reporting Listing Rules and Guide

This sustainability report has been prepared in accordance with the six primary components set out by the SGX-ST Listing Rules 711B. It also takes reference from the SGX Sustainability Reporting Guide, which provides guidelines on component requirements and reporting rules.

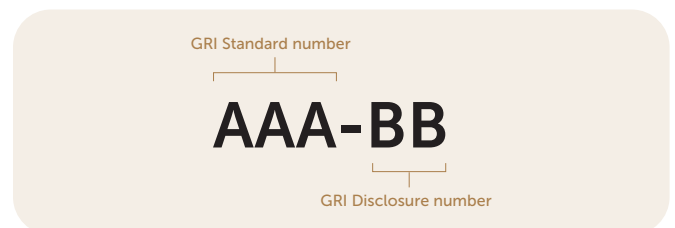
#### Global Reporting Initiative (GRI)



This sustainability report has been prepared with reference to the GRI Universal Standards 2021. The GRI Standards were selected as they are the world's most widely used standards for reporting on an organisation's sustainability impacts.

The following is an example of a tag that is used throughout the report whenever a disclosure is made in line with a GRI Standard disclosure:

#### Tag example:



The GRI Content Index, located in the Appendix chapter, summarises the GRI Standards Disclosures selected for reporting. It also directs readers to the appropriate references in this sustainability report and other publicly available resources published by SIA.

#### Task Force on Climate-related Financial Disclosures (TCFD) Recommendations

This report includes disclosures on climate-related risks and opportunities based on TCFD recommendations. This is in line with SGX's phased approach to mandatory climate reporting for all issuers on a comply or explain basis from FY2022/23. The TCFD Content Index in the Appendix chapter summarises these disclosures and directs readers to the relevant sections in this report and other publicly available resources published by SIA.

## ABOUT THE REPORT

### United Nations (UN) Global Compact



Since 2018, SIA has been supporting the UN Global Compact (UNGC) corporate responsibility initiative and its principles in the areas of human rights, labour, environment, and anti-corruption. This sustainability report serves as SIA's active Communication on Progress, which details efforts to embed the Ten Principles into its business strategies and operations. The following tags are used throughout the report whenever a section aligns with a principle:

Tag	Principle
PR-1	Businesses should support and respect the protection of internationally proclaimed human rights.
PR-2	Businesses should make sure that they are not complicit in human rights abuses.
PR-3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
PR-4	Businesses should uphold the elimination of all forms of forced and compulsory labour.
PR-5	Businesses should uphold the effective abolition of child labour.
PR-6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.
PR-7	Businesses should support a precautionary approach to environmental challenges.
PR-8	Businesses should undertake initiatives to promote greater environmental responsibility.
PR-9	Businesses should encourage the development and diffusion of environmentally friendly technologies.
PR-10	Businesses should work against corruption in all its forms, including extortion and bribery.

### UN Sustainable Development Goals (SDGs)

SIA and Scoot support the 2030 Agenda for Sustainable Development and the 17 SDGs, with a particular focus on SDGs 8, 12, and 13. This sustainability report highlights the airlines' key contributions to the SDGs through the management of their material sustainability topics.

The following icons are used in the report whenever a section aligns with an SDG:

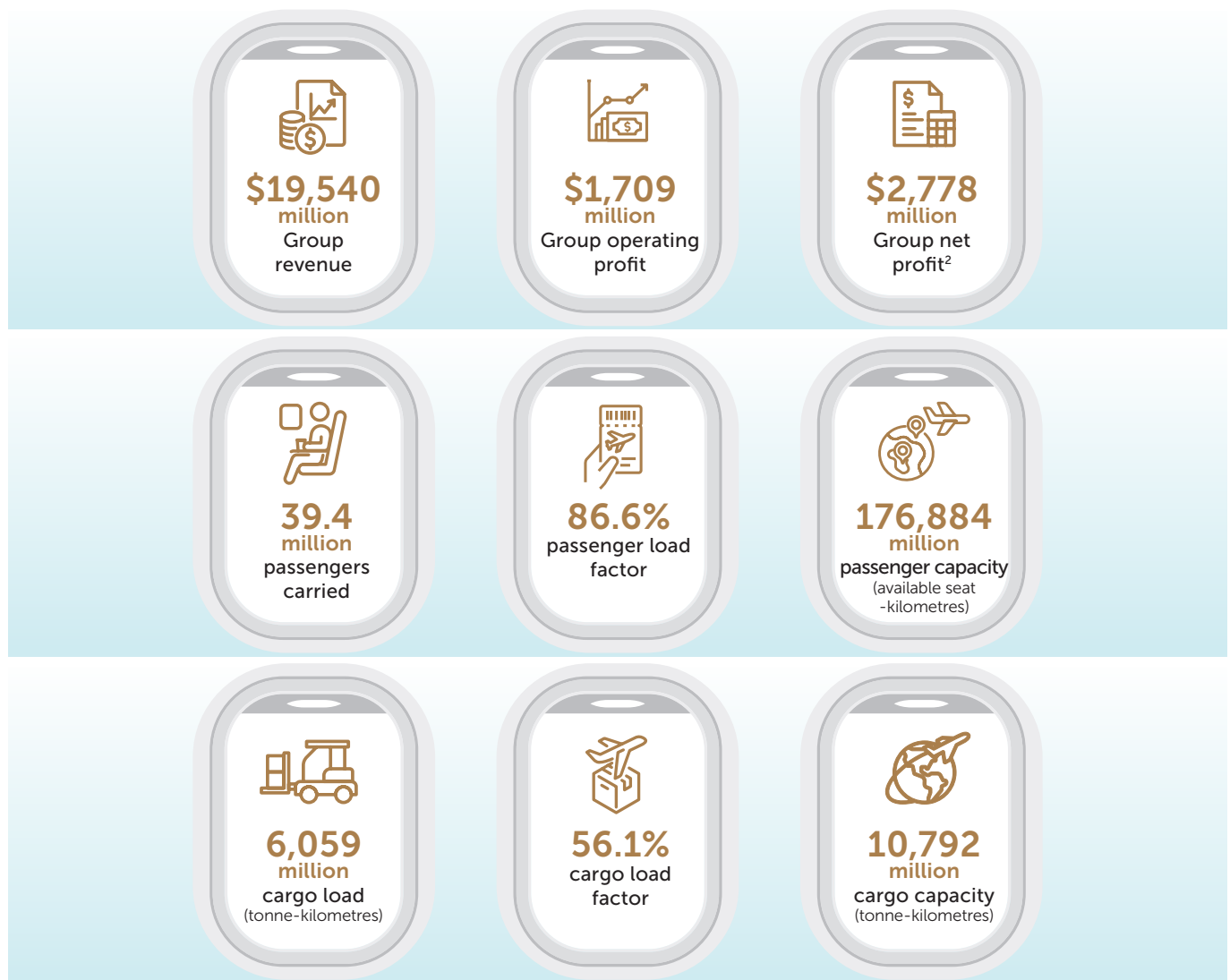
Icon	Goal
	End poverty in all its forms everywhere
	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
	Ensure healthy lives and promote well-being for all at all ages
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	Achieve gender equality and empower all women and girls
	Ensure availability and sustainable management of water and sanitation for all
	Ensure access to affordable, reliable, sustainable and modern energy for all
	Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all
	Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation
	Reduce inequality within and among countries
	Make cities and human settlements inclusive, safe, resilient and sustainable
	Ensure sustainable consumption and production patterns
	Take urgent action to combat climate change and its impacts
	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels
	Strengthen the means of implementation and revitalise the global partnership for sustainable development



# ABOUT SINGAPORE AIRLINES

Since its founding in 1947, SIA has remained dedicated to the three pillars of its brand promise: service excellence, product leadership, and network connectivity. This has distinguished SIA as a leading international airline, seamlessly connecting customers to destinations worldwide, delivering a world-class end-to-end travel experience, and consistently setting industry benchmarks.

## FY2024/25 Financial and Operating Highlights for the SIA Group<sup>1</sup>



### Mission Statement

SIA is a global company dedicated to providing air transportation services of the highest quality and maximising returns for the benefit of its shareholders and employees.

### Principal Activities 2-6

The principal activities of the SIA Group consist of passenger and cargo air transportation, engineering services, training of pilots, air charters, payments and lifestyle rewards platforms, sale of merchandise, and related activities.

The principal activity of the Group's airlines consists of passenger and cargo air transportation under the SIA and Scoot brands, which focus on the full-service and low-cost passenger segments, respectively.

<sup>1</sup> All monetary figures are in Singapore Dollars. For more information, please refer to the Financial Review chapter in the [FY2024/25 SIA Annual Report](#).

<sup>2</sup> Group net profit is in accordance with the Group profit attributable to the Owners of the Company.

## ABOUT SINGAPORE AIRLINES

### Core Values 2-23



#### Safety

We put safety at the core of everything we do. Every time.



#### Excellence

We strive to be the best we can be. Every time.



#### Customer-focus

We understand our guests so we can truly delight them. Every time.



#### Care

We care for our people and community. Every time.



#### Integrity

We go out of our way to do the right thing. Every time.



#### Teamwork

We work as one team to achieve our goals. Every time.

### Memberships 2-28

SIA is a member of Star Alliance, the International Air Transport Association (IATA), the IATA Sustainability and Environment Advisory Council (SEAC), the AAPA, and the Singapore Institute of Directors (SID), among other groups. SIA is also represented in various committees and working groups as part of its memberships in these groups.

### SIA's Sustainability Journey

#### >> 2013

SIA publishes its first sustainability report in 2013, ahead of SGX introducing sustainability reporting requirements on a comply or explain basis in June 2018.

#### >> 2017

In partnership with the Civil Aviation Authority of Singapore (CAAS), SIA operates 12 green package flights from San Francisco to Singapore over a period of three months, incorporating the use of SAF, fuel-efficient aircraft, and optimised air traffic management measures.

#### >> 2019

SIA establishes a dedicated Sustainability Office (SO) to coordinate Group-wide sustainability efforts. These include initiatives to work towards the Group's decarbonisation goals, as well as minimising wastage and conserving resources.

#### >> 2021

The SIA Group pledges to achieve net zero carbon emissions from its operations by 2050.

A dedicated sustainability team is set up in Scoot, to oversee the airline's sustainability efforts and support the SIA Group in achieving its long-term sustainability objectives.

#### >> 2022

SIA becomes the first airline to sign the Global SAF declaration, committing to accelerate the development, production, and consumption of SAF.

SIA uplifts blended SAF onto SIA and Scoot flights departing from Singapore Changi Airport for the first time.

#### >> 2023

SIA and Scoot announce their target to replace 5% of their total fuel requirements with SAF by 2030. This is an important milestone in the Group's sustainability journey, as the increased use of SAF will be a key lever in its decarbonisation journey.

#### >> 2024

The SIA Group signs an agreement with Neste to purchase 1,000 tonnes of neat SAF. This marks the first direct supply of locally-produced SAF to airlines at Singapore Changi Airport, reinforcing the airport's end-to-end SAF supply chain capabilities in Singapore.

#### >> 2025

The SIA Group purchases 1,000 tonnes of CORSIA-certified neat SAF from Neste. This marks the first time CORSIA-certified SAF is uplifted onto flights departing from Singapore Changi Airport.

The SIA Group signs an Memorandum of Understanding (MoU) with Aether Fuels, to source neat SAF derived from waste-based feedstocks, such as municipal solid waste and agricultural residues, from Aether Fuels once its plants become operational, while encouraging third-party investments.

Please refer to previous [sustainability reports](#) for more details on SIA and its non-listed subsidiaries' sustainability initiatives.

# FLEET MANAGEMENT AND NETWORK

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## ROUTE NETWORK 2-1 2-6

As of 31 March 2025, the SIA Group's passenger network covered 128 destinations in 36 countries and territories, while the cargo network comprised 132 destinations<sup>3</sup> in 37 countries and territories.

The number of destinations operated by the SIA Group's passenger and freighter aircraft are:



Details of the Group's route network can be found on [SIA's](#) and [Scoot's](#) websites respectively.

## NETWORK CHANGES 2-6

The demand for air travel remained strong in FY2024/25, driven by the continued growth of key markets. To meet this demand, SIA increased its flight frequencies and deployed aircraft such as the Airbus A350-900 and Airbus A380 to destinations in Australia, Hong Kong SAR, Japan, and New

Zealand. Scoot similarly increased its flight frequencies and deployed aircraft such as the Airbus A320 and Embraer E190-E2 to key destinations in Malaysia, Indonesia, and Thailand.

The Group also continued to expand its network to capitalise on robust market demand. In response to evolving customer demand, SIA strengthened its presence in the Chinese market with new daily services to Beijing Daxing, and enhanced its European connectivity by launching new services to Brussels and London Gatwick. Within South East Asia, SIA increased its Jakarta services to eight daily flights, while Scoot continued to expand its regional network with new services to Kertajati, Koh Samui, Malacca, Padang, Phu Quoc, Sibul, and Subang during the financial year.

As a result of these changes, the Group's passenger network stood at 128 destinations. SIA operated 1,184 weekly services to 79 destinations, while Scoot operated 591 weekly services to 71 destinations by the end of FY2024/25, both inclusive of Singapore.

## FLEET INFORMATION 2-6

**The SIA Group's operating fleet<sup>4</sup> of 205 aircraft is one of the most modern and fuel-efficient in the world.**

SIA and Scoot are committed to operating a modern and fuel-efficient fleet, with new-generation aircraft expected to make up 90% of the Group's fleet by 2030.

In FY2024/25, SIA added two Airbus A350-900 aircraft and four Boeing 787-10 aircraft to its operating fleet, while Scoot added one A320neo and five Embraer E190-E2s to its operating fleet. By the close of FY2024/25, more than 70%<sup>5</sup> of the Group's operating fleet comprised new-generation passenger aircraft, such as Airbus A350s and Boeing 787s, which are more fuel-efficient than previous generation aircraft on similar missions.

In line with the Group's long-term fleet renewal strategy, SIA will continue to take delivery of Boeing 737-8s and Boeing 787-10s, while Scoot will take delivery of Airbus A320neo family aircraft, Boeing 787s, and Embraer E190-E2s in FY2025/26. With all nine Embraer E190-E2 aircraft expected to be delivered by the end of 2025, Scoot will be able to capitalise on growth opportunities, while enhancing its regional network connectivity.

The Group will continue to review the demand for travel and optimise its aircraft fleet and improve operational efficiencies.

<sup>3</sup> Number of destinations include 19 destinations operated by SIA freighter aircraft, and 128 destinations operated by SIA and Scoot passenger aircraft.

<sup>4</sup> Operating fleet includes aircraft that have been parked temporarily and excludes aircraft that have been (i) delivered but yet to enter commercial service, and (ii) taken out of commercial service in preparation for lease return or disposal.

<sup>5</sup> As of 31 March 2025, the SIA Group's operating fleet size was 205 aircraft, where 149 aircraft were new-generation aircraft types (Airbus A320neos, A321neos, A350s, Boeing 737-8s, 787s, and Embraer E190-E2s).



## FLEET MANAGEMENT AND NETWORK

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### THE SIA GROUP OPERATING FLEET AS OF 31 MARCH 2025

#### Group Operating Fleet

**205 aircraft**  
(198 passenger aircraft  
and seven freighters)

#### Order Book

**79 aircraft**  
(72 passenger aircraft  
and seven freighters)

#### Average Operating Fleet Age

**7 years 8 months**



#### SIA Passenger Aircraft

Average Fleet Age  
**7 years 3 months**

**145**  
in fleet

**49**  
on order

**Airbus A350-900**  
65 in fleet

**Airbus A380**  
12 in fleet

**Boeing 737-8**  
16 in fleet, 13 on order

**Boeing 737-800 NG**  
4 in fleet

**Boeing 777-300ER**  
22 in fleet

**Boeing 777-9**  
31 on order

**Boeing 787-10**  
26 in fleet, 5 on order



#### Scoot Passenger Aircraft

Average Fleet Age  
**6 years 11 months**

**53**  
in fleet

**23**  
on order

**Airbus A320ceo**  
11 in fleet

**Airbus A320neo**  
7 in fleet, 11 on order

**Airbus A321neo**  
9 in fleet, 6 on order

**Boeing 787-8**  
11 in fleet<sup>6</sup>, 1 on order

**Boeing 787-9**  
10 in fleet, 1 on order

**Embraer E190-E2**  
5 in fleet, 4 on order



#### SIA Freightier Aircraft

Average Fleet Age  
**21 years 4 months**

**7**  
in fleet

**7**  
on order

**Airbus A350F**  
7 on order

**Boeing 747-400F**  
7 in fleet

<sup>6</sup> Scoot took delivery of one 787-8 in FY2024/25, and the aircraft is scheduled to enter its operating fleet in FY2025/26.

# SUSTAINABILITY GOVERNANCE

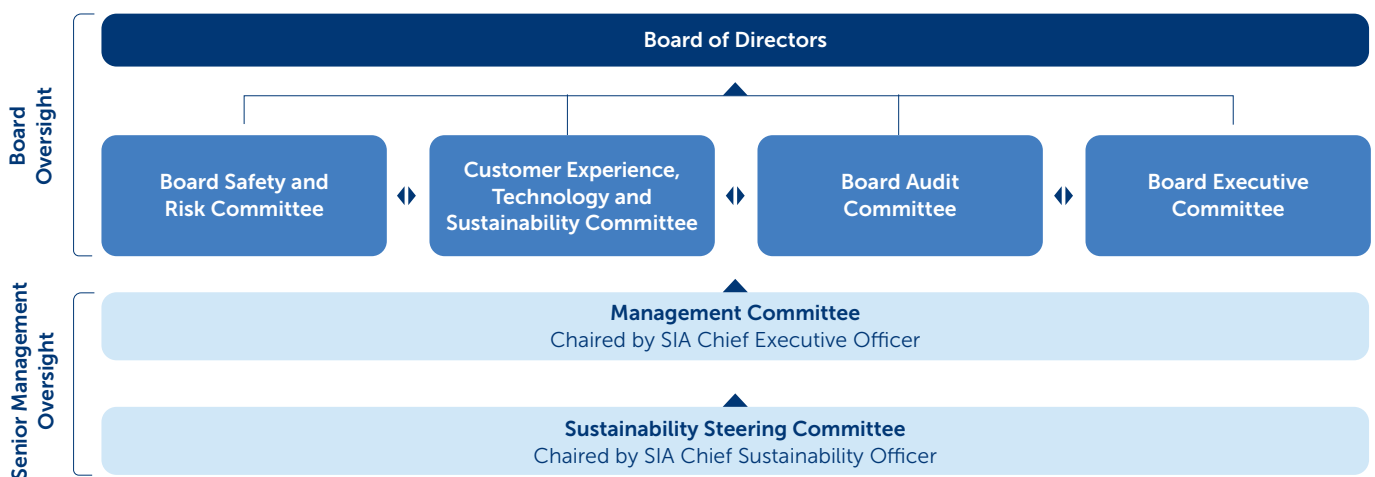
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## BOARD STATEMENT 2-22

The Board recognises the importance of sustainability. It steers the Management in ensuring that SIA's long-term value creation is achieved with environmental, social, and governance (ESG) factors as guiding principles at all times. Similarly, under the guidance of the Board, the Management determines and oversees the administration and monitoring of the material ESG factors. Sustainability is an integral part of SIA's business operations and strategy, and will be anchored across all levels of the organisation.

## SUSTAINABILITY GOVERNANCE STRUCTURE AND COMPOSITION 2-9 2-12 2-13 2-14 2-17

To achieve its sustainability goals, SIA has established clear lines of accountability to enable it to make effective and meaningful decisions. Under the guidance of the Board and the Management Committee, SIA's SO manages day-to-day sustainability matters and spearheads the Group's sustainability initiatives and agenda.



## Board of Directors

Together with the Senior Management, the Board is actively involved in the development of the SIA Group's sustainability strategy, framework, policies, due diligence processes, risk management, as well as target setting for the Group's sustainability and climate goals.

### Roles and Responsibilities

The **Customer Experience, Technology and Sustainability Committee (CETSC)** has overall oversight of the SIA Group's sustainability management across its business, operations, and strategies. Key responsibilities include:

- Approving the Board's sustainability statement, material ESG factors, and scope of sustainability and climate reporting;
- Providing advice and guidance on the development of a strategic roadmap for sustainability; and
- Providing advice and guidance on the management of key risks and opportunities for the SIA Group in relation to sustainability and climate change, so that these can be taken into consideration in the development and prioritisation of business strategies.

Key sustainability risks are regularly surfaced to CETSC through the Group-wide Annual Risk Management Review Exercise (ARMRE), or as part of ongoing review of risks under the SIA Group's Risk Management Framework. As required, climate-related opportunities are also surfaced to CETSC for deliberation.

## SUSTAINABILITY GOVERNANCE

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The **Board Safety and Risk Committee (BSRC)** oversees the SIA Group's risk governance system to ensure that risk management processes are sound, in accordance with best practices, and in compliance with applicable corporate governance requirements. The BSRC oversees operational and safety risks, and coordinates the distribution of risks to relevant Board Committees for oversight. BSRC also ensures that key risk topics are surfaced for review on a regular basis, such as operational risks arising from climate change.

The **Board Audit Committee (AC)** examines the scope of internal reviews of the sustainability and climate reporting processes, in accordance with Rule 711B of the Singapore Exchange (SGX) Listing Manual. This includes regulatory compliance for climate-related financial disclosures. The AC also reviews and approves internal or external assurance reports on key information disclosed in the sustainability report.

In FY2024/25, an internal review was carried out by SIA's Internal Audit Division. The AC reviewed all significant audit findings reported, recommendations made, and Management's responses thereto, as well as the implementation status of audit recommendations.

The **Board Executive Committee (ExCo)** sets and reviews policies, directions, and guidelines on the SIA Group's participation in carbon markets to respond to climate-related risks and opportunities.

### Frequency of Meetings

SIA Board Committees meet at least once every quarter, and business units will report on developments and reviews of material ESG factors under the respective purview of the Committees. Minutes of these meetings are circulated to all Board of Directors after each Board Committee meeting.

For the CETSC, meetings are held quarterly to review key sustainability matters that may impact business strategies and plans. Any changes to Board statements, material ESG factors, and SIA's strategic roadmap are also reviewed and validated during these sessions.

The CETSC updates the Board twice a year on regulatory developments and progress of key sustainability initiatives. In addition, the committee also seeks alignment on material ESG factors and disclosures for sustainability and climate reporting. Similarly, the BSRC, AC, and ExCo keep the Board apprised quarterly on key developments under their respective purviews, such as risk management and audit findings.

The SIA Group acknowledges the importance of Board members having sufficient understanding of sustainability issues to effectively discharge their duties and carry out their role of sustainability governance. In line with the updated SGX requirements for financial years beginning on or after 1 January 2022, all Directors completed their training on sustainability matters as prescribed by SGX in FY2022/23. This training widens their sustainability knowledge and keeps them abreast of the latest regulatory developments and topics related to sustainability.

*Please refer to the Corporate Governance Report chapter in the FY2024/25 SIA Annual Report for more information on the Board's responsibilities, composition, and diversity, as well as the number of Board Committee meetings held during the financial year.*

### Management Committee (MC)

SIA's Chief Executive Officer (CEO), assisted by the MC, makes strategic proposals to the Board and oversees the execution of the Board's decisions, with oversight by the SO. The MC is also responsible for the periodic assessment of the potential and actual impact of SIA's activities on the economy, environment, and people. Furthermore, the MC, supported by the SO, conducts an annual review of material ESG factors, targets and performance, as well as its initiatives, and oversees the publication of the sustainability report. Periodic updates are provided to the CETSC on significant developments in sustainability matters.

To lead the SIA Group's sustainability agenda, Senior Vice President Corporate Planning, Ms Lee Wen Fen, was appointed as the Group's first Chief Sustainability Officer (CSO) on 1 January 2023. Ms Lee has led various sustainability initiatives on behalf of the Group, most notably the pilot with the CAAS and Temasek to study and operationalise the deployment of SAF in Singapore.



## SUSTAINABILITY GOVERNANCE

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### Sustainability Steering Committee (SSC)

Chaired by SIA's CSO, the SSC comprises selected SIA Senior Management representatives from key business units directly involved in sustainability and climate matters, who work together to spearhead sustainability initiatives across the SIA Group. Key responsibilities include:

- Reviewing the performance of material ESG factors, including performance metrics, targets, policies, processes, and tracking thereof;
- Developing and reviewing the SIA Group's sustainability and climate targets;
- Monitoring and reporting the progress of sustainability initiatives towards achieving the SIA Group's sustainability and climate targets; and
- Managing climate-related risks and opportunities for climate reporting.

The SSC, through the SO, provides updates to the MC on all sustainability matters. The committee also seeks the CETSC's guidance on the development of the Group's sustainability strategy and roadmaps.

### Group Risk and Compliance Management Committee (GRCMC)

GRCMC is chaired by the SIA CEO and comprises company heads and key appointment holders overseeing risk management in the respective companies under the SIA Group. GRCMC ensures that risks are effectively surfaced and reviewed, and risk responses are coordinated and integrated across the Group.

### Sustainability Office (SO)

Led by the Vice President Sustainability, the SO manages day-to-day sustainability matters at SIA. Its core responsibilities include policy planning and the coordination of Group-wide sustainability efforts, engaging partners and suppliers in these efforts. In addition to its role as the secretariat for the SSC and coordinator with divisional representatives, the SO ensures comprehensive reporting on sustainability matters to the CETSC on a quarterly basis, as well as to the Board and the MC, where necessary.

### Divisional Representatives

A cross-functional team of representatives from various divisions support the SO on sustainability-related matters. Apart from supporting the annual sustainability reporting exercise, divisional representatives also provide regular updates on sustainability initiatives at the SSC meeting, review climate risks and opportunities, and work with the SO to address ESG gaps for regulatory compliance, among other tasks.

# POLICY, COMMITMENT, AND STRATEGY

2-23 2-24



The SIA Group has a set of corporate policies to ensure that ethical business conduct is applied across the Group's activities and business relationships, where applicable.

These include the Sustainability Policy, Code of Conduct, Suppliers' Code of Conduct, Anti-Bribery/ Anti-Corruption Policy and Procedures, Whistleblowing Policy, Anti-modern Slavery and Human Trafficking Statement, and Risk Management Framework that are approved at Senior Management level or above.

Corporate policies are adopted across the Group based on operational needs, whereby respective business units are responsible for upholding policy commitments in their day-to-day job functions to ensure compliance to responsible business conduct.

The precautionary approach as outlined in Principle 15 of the UN Rio Declaration on Environment and Development<sup>7</sup> is also actively applied across our operations. This approach involves taking proactive steps to avert or reduce any adverse effects on society and the environment from business activities.

*More information on corporate policies can be found in the Governance chapter, and are publicly available on SIA's corporate [website](#)<sup>8</sup>.*

*For more details on how policy commitments are embedded throughout SIA and Scoot's business activities and operations, please refer to the individual chapters and the management of material topics.*

<sup>7</sup> Principle 15 of the UN Rio Declaration on Environment and Development states: "Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation".




<sup>8</sup> Code of Conduct is not publicly available due to confidentiality reasons.

# STAKEHOLDER ENGAGEMENT

2-29

SIA and Scoot recognise that stakeholders play a huge part in the shared journey towards achieving long-term sustainability.

Identified key stakeholders are either an individual or a group that are significantly affected by or have a significant impact on the sustainability performance and business operations of SIA and Scoot. Through regular engagement with these stakeholders, valuable insights are gained to understand their key concerns and expectations. This enables SIA and Scoot to identify the actual and potential impacts of material topics, and develop the appropriate responses to integrate within their sustainability practices and strategies. Pertinent feedback is channelled through various committees based on topics, and where required, is cascaded to the MC and CETSC, for consideration in the development of SIA's strategies, frameworks, and policies.

Stakeholders	Engagement Platforms and Frequency	Topics of Interest	Response to Stakeholders
 <p><b>Shareholders</b></p> <p>As key players that hold vested financial interest in the SIA Group, shareholder insights will ensure that the Group's airlines remain competitive and are able to maximise returns for sustainable long-term profitability.</p>	Regular analyst and media briefings on financial results, Annual General Meetings, and frequent dialogues	<ul style="list-style-type: none"> <li>Economic performance and long-term value creation</li> </ul>	<ul style="list-style-type: none"> <li>Providing timely and consistent disclosures on pertinent, price-sensitive, and trade-sensitive information to enable the transparent assessment of the SIA Group's value.</li> <li>Active participation in dialogues and engagements to keep shareholders and the investing community abreast of the latest developments.</li> </ul>
 <p><b>Employees</b></p> <p>Being at the forefront of implementing sustainability practices, employees' active participation is instrumental to SIA and Scoot's sustainability performance.</p>	Regular meetings and townhall sessions, annual employee surveys, employee e-learning platforms, and ad hoc engagement sessions	<ul style="list-style-type: none"> <li>Workplace health and safety, as well as work environment-related concerns</li> <li>Career planning and development schemes, as well as available resources</li> <li>Employee policies, physical and mental well-being, welfare, and activities</li> <li>SIA and Scoot sustainability initiatives</li> <li>Performance of SIA and Scoot</li> </ul>	<ul style="list-style-type: none"> <li>Fostering a strong safety culture through initiatives such as the Safety and Security Week and the SIA Group Whistleblowing Policy.</li> <li>Updating and training employees on relevant work-related topics, helping them with their personal development and career growth through regular talks and available tools, as well as incorporating employee feedback in policy reviews.</li> <li>Promoting a healthy work environment, informed by regular feedback, through the revamp and upgrade of its risk management framework and enhancement to its safety policies and procedures.</li> <li>Regular employee engagement efforts to raise awareness of sustainability and cultivate stronger environmental stewardship.</li> </ul>
 <p><b>Customers</b></p> <p>As direct consumers of airline products and services, it is vital to gather customer research and insights for SIA and Scoot to deliver a travel experience that meets the needs of respective full-service and low-cost passenger segments.</p>	Regular engagements through various digital and print communication channels, customer feedback surveys, face-to-face engagements, and focus groups	<ul style="list-style-type: none"> <li>Quality and variety of SIA and Scoot's products and services</li> <li>End-to-end customer journey and experience</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining open lines of communication with customers to understand their needs and identify opportunities to improve the quality and variety of products and services.</li> <li>Improving service quality and customer satisfaction scores by taking into consideration feedback from customer surveys, as well as providing appropriate service recovery to maintain customers' confidence in SIA and Scoot.</li> <li>Leveraging data analytics and customer research to improve customer insights gathered across various touchpoints, and monitor customer sentiments and experiences.</li> </ul>



## STAKEHOLDER ENGAGEMENT

2-29

Stakeholders	Engagement Platforms and Frequency	Topics of Interest	Response to Stakeholders
 <p><b>Suppliers and Partners</b></p> <p>As key players in the value chain, suppliers' operations and actions can have a significant impact on SIA and Scoot's sustainability performance. It is crucial to foster regular dialogue and collaboration with suppliers and partners to reinforce sustainability practices and commitment throughout the value chain.</p>	Regular and ad hoc meetings, site visits with suppliers and partners	<ul style="list-style-type: none"> <li>Suppliers' operational practices and financial performance</li> <li>Suppliers' adherence to SIA's Suppliers' Code of Conduct</li> <li>Suppliers' sustainability practices while balancing operational concerns</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining regular engagement with suppliers and partners to ensure smooth operations in the supply chain.</li> <li>Developing and reviewing business continuity plans to mitigate supply chain disruption risks and minimise their impact on operations.</li> <li>Setting clear standards and expectations, while engaging in collaborative discussion, to elevate the customers' experience.</li> <li>Ensure suppliers comply with all laws, regulations, and standards outlined in SIA's Suppliers' Code of Conduct.</li> <li>Work with suppliers to investigate any issues and, when necessary, develop and implement corrective action plans, where applicable.</li> <li>Engage suppliers to review, develop, and refine sustainable practices, including improvements in processes and efficiency.</li> </ul>
 <p><b>Community</b></p> <p>Contributing to and investing in the community is a key tenet of SIA and Scoot's corporate social responsibility (CSR) efforts. Engaging with communities helps to build a better understanding of how the business can be a force for good and ensure that corporate actions align with community needs and interests.</p>	Regular community engagement through corporate donations, sponsorships, and staff volunteerism	<ul style="list-style-type: none"> <li>Contributions and support towards social and environmental causes in local communities, with a focus on education, sports, arts, and the environment</li> <li>Catalysing the long-term growth of Singapore's aviation industry and building up the next generation of aviation professionals</li> </ul>	<ul style="list-style-type: none"> <li>Implementing one CSR Day per calendar year for all Singapore-based SIA employees, and up to eight hours of time-off per month for Singapore-based Scoot employees to participate in volunteering activities.</li> <li>Maintaining a CSR portal for Singapore-based SIA employees to participate in monthly activities to support individuals and communities in need.</li> <li>Regular sharing of sustainability initiatives through internal stories, and encouraging greater staff volunteerism across our network through the annual <i>SIA Cares Around the World</i> week, in addition to the stations' existing community efforts.</li> <li>Monitoring employee participation in volunteering activities, community service projects, and the number of beneficiaries supported.</li> <li>Launching the Singapore Airlines Foundation's <i>Youth Uplift Programme</i> designed to empower underprivileged students to build a successful career in the aviation industry through financial aid and mentorship schemes.</li> <li>Launching the Singapore Airlines Foundation's <i>Youth Outreach Programme</i> to ignite passion in the aviation industry among upper secondary school and junior college students.</li> </ul>
 <p><b>Government, Unions, Trade Associations, and Industry Experts</b></p> <p>These stakeholders have extensive knowledge on emerging trends, industry standards, and best practices. Their insights and advice are beneficial in offering an external perspective about the evolving sustainability landscape, as well as workforce needs and expectations.</p>	Monthly union meetings, annual union management overseas retreats, annual trade association meetings, ongoing briefings, dialogues, and townhall sessions	<ul style="list-style-type: none"> <li>Industry collaboration and promotion of sustainable growth</li> <li>Workforce improvement and upskilling, addressing concerns raised, and positioning SIA and Scoot to meet challenges</li> <li>Compliance with applicable laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Collaborating closely with the Singapore government, authorities, unions, and trade associations.</li> <li>Prioritising and assessing feedback with relevant business units before developing an action plan to integrate within operational processes and business activities.</li> <li>Integrating relevant outputs of engagement within SIA and Scoot's core standards and policies.</li> <li>Participation in platforms such as Star Alliance, IATA, AAPA, Air Transport Action Group, and the Roundtable on Sustainable Biomaterials (RSB).</li> </ul>

Please refer to the individual chapters for more details on how SIA and Scoot engage with their stakeholders.

# MATERIALITY

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SIA recognises that its relationship with entities across its value chain has an impact on its stakeholders and ESG factors. Periodic materiality assessments are conducted to evaluate sustainability impacts, and address key stakeholder concerns and expectations on material ESG topics identified from its principal activities and air hub operations in Singapore.

SIA inaugurated its Materiality Assessment in 2013, followed by another review conducted in 2017 to ensure continued relevance. In the latest evaluation performed in 2022, reported from FY2022/23, SIA led the materiality assessment with Scoot's participation to provide a holistic picture of both full-service and low-cost carriers. Despite industry changes, evolving stakeholder expectations, and recovery of demand for air travel, the broad coverage of seven material areas remained consistent, whilst the list of material topics had expanded to 14 material topics to better manage the breadth of ESG factors. These material topics were determined through the defined materiality assessment process and endorsed by the CETSC.

Beyond the material topics, several topics of ongoing importance were identified. Whilst they are not prioritised by stakeholders, SIA and Scoot recognise their relevance to the business and continue to share insights into how these issues are managed.

In FY2024/25, the CETSC and MC reaffirmed the relevance of the 14 material topics for reporting, as summarised in the Materiality Matrix.

## MATERIALITY ASSESSMENT PROCESS

### 1. Identification

Preliminary sustainability matters are identified through market research, regulatory requirements, and leading sustainability practices, along with an internal review of SIA and Scoot's business strategy.

### 2. Assessment and Ranking

Through an unbiased and anonymous survey, internal and external stakeholders were asked to assess and rank the likelihood and impact of each topic identified via an online questionnaire. Internal stakeholders engaged include both Senior Management and staff, while external stakeholders comprised customers, investors, and suppliers to gather external perspectives and expectations on the airlines' impact on the wider environment, society, and community.

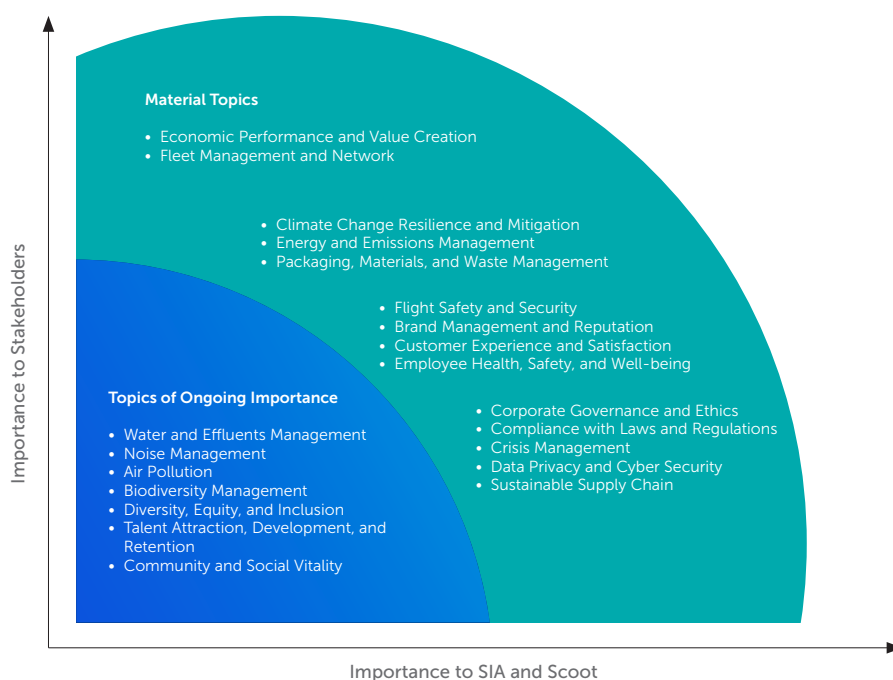
### 3. Prioritisation and Validation

Topics are prioritised and mapped onto a matrix based on the likelihood and impact of the topic. The matrix is presented to the Board and the MC for validation and endorsement.

### 4. Review

Material topics undergo annual review by the MC and CETSC to ensure continued relevance and importance to the business.

## MATERIALITY MATRIX<sup>9</sup>










<sup>9</sup> Topics are not ranked in any particular order.

## MATERIALITY




3-1 3-2 3-3



Material Topic	Goals and Targets	Potential Negative and Positive Impact on the Economy, Environment, People	Relevant SDGs
<b>ECONOMIC</b>			
 <b>Economic Performance and Value Creation</b>	<ul style="list-style-type: none"> <li>Maximise returns for long-term profitability, with the aim of creating sustainable shareholder value</li> </ul>	<p>The SIA Group supports the aviation ecosystem by facilitating passenger and air cargo transportation, which in turn supports international trade and global economic growth. Through its economic activities, the Group not only delivers economic value to shareholders and drives innovation, but also creates employment opportunities within the industry and improves the livelihoods of local communities.</p> <p>At the same time, the vulnerability of the aviation business to challenges, such as supply chain constraints, rising operating costs and geopolitical instability, may limit the value the Group creates for its shareholders and employees, as well as its wider economic contribution to the aviation sector. A short-term focus on economic gains may also impede longer-term efforts to decarbonise the hard-to-abate, emissions-intensive sector.</p>	 
 <b>Fleet Management and Network</b>	<ul style="list-style-type: none"> <li>Maintain a modern and fuel-efficient fleet and grow network connectivity</li> <li>90% of the SIA Group's operating fleet expected to be new-generation, fuel-efficient aircraft by 2030</li> </ul>	<p>Operating new-generation aircraft and active fleet management can improve operational efficiencies and reduce greenhouse gas (GHG) emissions. As part of this effort, SIA and Scoot engage with aircraft manufacturers on new aircraft technologies.</p> <p>Expanding the route network can strengthen global connectivity whilst fostering socio-economic benefits to customers and local communities.</p> <p>However, ineffective management of the operating fleet and route network can lead to increased operational costs and higher overall carbon emissions from flights.</p>	  

## MATERIALITY












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Material Topic	Goals and Targets	Potential Negative and Positive Impact on the Economy, Environment, People	Relevant SDGs
<b>ENVIRONMENT</b>			
 <b>Energy and GHG Emissions Management</b>	<ul style="list-style-type: none"> <li>Achieve net zero carbon emissions from operations by 2050</li> <li>Achieve use of SAF for 5% of total fuel requirements for SIA and Scoot by 2030</li> <li>Achieve industry carbon neutral growth based on the ICAO's CORSIA baseline of 85% of 2019 emissions from 2024 annually</li> </ul>	<p>As a hard-to-abate sector, the aviation industry's prevalent reliance on fossil fuels contributes to environmental degradation. Improving energy efficiency in operations will not only reduce overall emissions and support climate change mitigation but also help promote the growth of the green economy.</p> <p>Whilst fleet renewal is the most immediate and effective way to decarbonise, alternative propulsion systems and low-carbon fuels are still nascent and will likely result in substantial capital investments or higher operating costs in the short- to medium-term.</p>	   
 <b>Resilience to Climate Change</b>	<ul style="list-style-type: none"> <li>Achieve a 10% reduction in energy consumption from SIA-owned buildings in Singapore from FY2019/20 levels, by FY2029/30</li> <li>Obtain Building and Construction Authority (BCA) Green Mark accreditation for all SIA-owned buildings in Singapore by FY2026/27</li> </ul>	<p>Efforts to strengthen climate resilience create career opportunities in the green economy whilst encouraging the adoption of alternative low-carbon and resource-efficient technologies in the aviation sector. Conversely, inadequate measures to manage the impacts of extreme weather and environmental stresses could lead to operational disruptions, and pose health and safety risks to workers and travellers.</p>	   
 <b>Packaging, Materials, and Waste Management</b>	<ul style="list-style-type: none"> <li>Report packaging materials used and 3R (Reduce, Reuse, and Recycle) plan annually to the National Environment Agency (NEA) under the Mandatory Packaging Reporting (MPR) scheme for SIA, Scoot, and KrisShop</li> </ul>	<p>Effective waste management practices across operations can help to reduce the amount of waste generated, protect public health, and promote sustainable consumption patterns. Conversely, improper handling and mismanagement of waste could pollute ecosystems, resulting in significant impacts on local communities and wildlife living near landfills.</p>	     



## MATERIALITY

3-1 3-2 3-3

Material Topic	Goals and Targets	Potential Negative and Positive Impact on the Economy, Environment, People	Relevant SDGs
<b>SAFETY</b>			
 <b>Flight Safety and Security</b>	<ul style="list-style-type: none"> <li>Conduct an IATA Operational Safety Audit (IOSA) once every two years</li> <li>Conduct a Hazard Identification and Risk Assessment (HIRA) for SIA-owned and Scoot-leased workplaces in Singapore at least once every three years</li> <li>Conduct two fire evacuation drills in SIA-owned premises in Singapore annually</li> </ul>	<p>Robust health, safety, and security standards in the aviation sector can reduce the risk of incidents and maintain stakeholders' confidence. If well managed, the occurrence and fallout of incidents are minimised, resulting in greater confidence in flight safety, as well as the industry and the airline's integrity and ability to respond to incidents.</p> <p>If not properly managed, the occurrence of incidents could lead to injuries, loss of lives, and security breaches with widespread repercussions. This would ultimately result in negative perceptions of flight safety and security, and lead to a negative economic impact for the aviation industry.</p>	  
<b>CUSTOMERS</b>			
 <b>Brand Management and Reputation</b>	<ul style="list-style-type: none"> <li>Endeavour to provide customers with the highest quality air transportation experience through service excellence and proactive customer engagement</li> </ul>	<p>Building a responsible and positive brand reputation can attract more customers and strengthen relationships with stakeholders, supporting business growth. Conversely, a poor brand reputation can erode customer trust and confidence.</p>	  
 <b>Customer Experience and Satisfaction</b>		<p>Cultivating a positive and inclusive customer experience can strengthen the relationship customers have with the SIA and Scoot brands, and in turn encourage brand loyalty with an uptick in their mindshare and consumption choices. Conversely, a negative customer experience can result in the loss of trust and confidence in SIA and Scoot.</p>	 
<b>EMPLOYEES</b>			
 <b>Employee Health, Safety, and Well-being</b>	<ul style="list-style-type: none"> <li>At least 25% female SIA employees in senior positions (Vice Presidents and above) by FY2025/26</li> <li>At least 25% increase in the number of SIA female pilots from FY2020/21 levels by FY2025/26</li> <li>At least 25% increase in the number of Scoot female employees in senior positions (Directors and above) from 2021 levels by 2025</li> <li>At least 25% increase in the number of Scoot female pilots from 2021 levels by 2025</li> </ul>	<p>Improving workplace health and safety standards, and promoting employee well-being, diversity, and training in the aviation sector can foster a healthier, more motivated, and productive workforce. On the contrary, inadequate management of employees and workers' health, safety, and well-being, and exposing them to poor workplace environment and labour conditions, can lead to the exploitation of employees and the violation of human rights.</p>	     

## MATERIALITY

3-1 3-2 3-3

Material Topic	Goals and Targets	Potential Negative and Positive Impact on the Economy, Environment, People	Relevant SDGs
<b>GOVERNANCE</b>			
 <b>Corporate Governance and Ethics</b>	<ul style="list-style-type: none"> <li>At least 95% of SIA and Scoot's employees to complete mandatory compliance training: risk management, customer data protection, safety, and anti-corruption by the due date, annually</li> </ul>	Robust corporate governance and risk management practices enable businesses to make informed decisions, building confidence in stakeholders. However, poor management or breaches of corporate governance practices and codes can raise serious concerns regarding business ethics, which impacts the Group's reputation, as well as its ability to attract customers, talents, and business partners.	 
 <b>Compliance with Laws and Regulations</b>	<ul style="list-style-type: none"> <li>All Business Units to submit their updated Divisional, Regional, or Company Risk Registers to the Risk Management department, and to be surfaced to the various risk committees annually for oversight</li> <li>All Business Continuity Plans (BCPs) for key critical operations in SIA are tested and independently verified by the Risk Management department annually</li> </ul>	Promoting a fair business environment and implementing appropriate practices and minimum standards for operations help to support the growth of the business. On the other hand, failure to adhere to the respective laws and regulations could lead to financial and reputational loss to the Group, as well as severe consequences for the industry, economy, and society as a whole, including disruptions to supply chains.	  
 <b>Crisis Management</b>	<ul style="list-style-type: none"> <li>Conduct an annual crisis management exercise</li> </ul>	<p>Effective crisis management ensures that the well-being and safety of the Group's customers and employees are prioritised during a crisis.</p> <p>In addition, the provision of robust support and assurance, as well as comprehensive and transparent communications, to the affected parties and the public, can improve relationships and trust with stakeholders. Having an inadequate crisis management system or the failure to implement management measures during a crisis will not only cause disruptions to operations and impact the Group's reputation, but could also lead to catastrophic events with cascading effects on the environment and surrounding communities.</p>	  
 <b>Data Privacy and Cyber Security</b>	<ul style="list-style-type: none"> <li>Conduct an annual cyber security tabletop exercise</li> </ul>	Establishing a robust data protection system can prevent identity theft, as well as other fraudulent activities that impact customers, secondary business connections, and networks. Failure to uphold stringent data protection standards may result in security vulnerabilities and expose customer data to privacy risks.	
<b>SUPPLIERS</b>			
 <b>Sustainable Supply Chain Management</b>	<ul style="list-style-type: none"> <li>100% declaration rate of sanction checks screening for SIA's active and new procurement contracts uploaded to its Contract Management Tool (CMT)</li> <li>100% rate of sanction checks screening for Scoot's new contracts that are raised through its e-procurement system and regular checks for existing vendor accounts maintained inside the accounting system</li> </ul>	<p>Improvements made to social and labour conditions across the value chain can ensure the fair treatment of workers while contributing to the economic prosperity of local communities. In addition, incorporating environmental considerations into sourcing practices supports sustainable development goals at the international, national, and industrial levels.</p> <p>However, if ESG matters are not properly monitored and managed across the value chain, this could lead to supply chain disruptions and increased exposure to risks such as child or forced labour, safety lapses, environmental pollution, and growing supply chain emissions.</p>	     

# SHAREHOLDERS

The SIA Group is dedicated to generating and distributing economic value to its shareholders and stakeholders in a sustainable manner.

## MANAGEMENT APPROACH



### Key Engagement Activities

Engagement Mode	Frequency
Analyst and Media Briefings	Twice yearly or as required
Business Updates	Twice yearly
Financial Results	Twice yearly
Annual General Meeting	Annually
Annual Report, Sustainability Report	Annually
Extraordinary General Meeting	As required
Investor Relations Channels (Email, Hotline)	Regular
Meetings or Virtual Calls (Post-results or Business Update Briefings, Investor Conferences, Roadshows)	Regular
News Releases (SGXNet, Company Website)	As required



### Ambition

The SIA Group seeks to maximise returns for long-term profitability, with the aim of creating sustainable shareholder value.



### Supporting the UN SDGs



### FY2024/25 in Numbers

**\$9,522 million**  
total value added for distribution<sup>10</sup>



<sup>10</sup> Total economic value added for distribution is defined in alignment with the Statements of Value Added and its Distribution section in the FY2024/25 SIA Annual Report. It excludes operating costs, and includes economic value retained for future capital requirements.

## SHAREHOLDERS

### ECONOMIC PERFORMANCE AND VALUE

#### CREATION 3-3 201-1

The SIA Group is committed to maximising returns for long-term profitability, with the aim of creating sustainable shareholder value.

The SIA Group regularly monitors and reports financial performance for the Group and Company to the Board and Management on a monthly and quarterly basis. This reporting includes the Profit and Loss Statement and Balance Sheet, with the Group and Company's results analysed against historical trends and established targets.

As part of our commitment towards open communications, the SIA Group discloses comprehensive financial and non-financial information to help investors and shareholders better understand how the Group delivers long-term value for itself and its stakeholders.

#### Communications With Shareholders

The SIA Group actively engages with the investing community by consistently and promptly disclosing relevant, price-sensitive, and trade-sensitive information. This enables investors to make transparent and informed assessments of the Group's performance and value.

Key disclosure platforms include analyst and media briefings, which are held upon the announcement of the Group's half-year and full-year results. In FY2024/25, SIA hosted physical briefings for analysts and media based in Singapore, while allowing overseas-based stakeholders to participate virtually. Webcasts of these briefings are available on SIA's [Investor Relations](#) webpage, with transcripts of the Question and Answer segment accessible on SGXNet and SIA's [Financial Results](#) webpage.

SIA releases all financial results, as well as price-sensitive and trade-sensitive information, in a timely manner through multiple channels, including SGXNet and SIA's website. The Company's website serves as a key information hub for shareholders and investors, offering access to half-year and full-year results announcements, quarterly business updates, news releases, presentation slides, monthly operating statistics, annual reports, sustainability reports, and other key facts and figures.

To promote dialogue with the investing community, SIA's Investor Relations team regularly engages with analysts and investors through conference calls and email correspondence. The team also participates in investor conferences and non-deal roadshows to provide updates on relevant developments. A dedicated investor relations email address ([investor\\_relations@singaporeair.com.sg](mailto:investor_relations@singaporeair.com.sg)) is available for shareholders and investors to reach out to SIA for queries.

*Please refer to the Information on Shareholdings chapter in the FY2024/25 SIA Annual Report for more information on SIA's shareholdings.*

### INCLUSIVE WEALTH FOR ALL STAKEHOLDERS

#### 2-19

#### Driving Future Growth

According to Airports Council International (ACI) and ICAO projections, global passenger traffic is expected to increase twofold between 2024 and 2042<sup>11</sup>. The Asia-Pacific region is a key market of growth and Singapore's aviation ecosystem is well-positioned to support rising demand and enhance connectivity for travellers. At the centre of this ecosystem is the SIA Group, with SIA and Scoot contributing significantly to passenger traffic through Singapore Changi Airport.

In light of this growth, the SIA Group aims to enhance inclusive wealth for all stakeholders. This commitment is reflected in the Group's approach to value creation, which comprises the aggregate value of the six capitals – financial, human, social and relationship, intellectual, natural, and manufactured.

To ensure alignment between long-term value creation and leadership accountability, one of the guiding principles of SIA's Senior Management Remuneration Policy is the management team's ability to integrate sustainability considerations into the Group's operations. In particular, the Board sets performance targets to assess Senior Management performance on value already created (i.e. outcomes), as well as value created or generated for the future (i.e. drivers).

*Please refer to the Corporate Governance Report and Notes to Financial Statement (Staff Costs) in the FY2024/25 SIA Annual Report for more information on SIA's remuneration mix and share-based incentive plans.*

<sup>11</sup> Airports Council International (28 January 2025), [Joint ACI World-ICAO Passenger Traffic Report, Trends, and Outlook](#).



## SHAREHOLDERS

### Value Creation for Shareholders and Other Stakeholders in FY2024/25

Value generation is a measure of wealth created for the SIA Group's stakeholders.

As part of the Group's value creation process, the Group takes into account the total value generated and distributed by way of payments to employees, the government, suppliers of capital, as well as contributions to the community and value retained for future capital requirements.

#### DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED 201-1



**Direct Economic Value Generated**  
**\$19,540**  
million  
total revenue generated



**Operating Costs**  
**\$11,685**  
million  
total expenditure



**Total Economic Value Added for Distribution**  
**\$9,522**  
million  
total value added for distribution<sup>12</sup>

#### ECONOMIC VALUE DISTRIBUTED<sup>13</sup>



**\$3,765**  
million  
value added for distribution to employees<sup>14</sup>



**\$1,619**  
million  
value added for distribution to suppliers of capital<sup>15</sup>



**\$169**  
million  
value added for distribution to government<sup>16</sup>



**\$1.2**  
million  
value added for distribution to community investments<sup>17</sup>

#### ECONOMIC VALUE RETAINED



**\$3,968**  
million  
value retained for future capital requirements<sup>18</sup>

Please refer to the Financial Review chapter in the FY2024/25 SIA Annual Report for more information on the SIA Group's financial performance highlights, as well as the statements of value added and its distribution.

<sup>12</sup> Total economic value added for distribution is defined in alignment with the Statements of Value Added and Its Distribution section in the FY2024/25 SIA Annual Report. It excludes operating costs, and includes economic value retained for future capital requirements.

<sup>13</sup> Economic value distributed is defined as value added for distribution to employees, government, suppliers of capital and community investments.

<sup>14</sup> Value added for distribution to employees includes salaries and other staff costs.

<sup>15</sup> Value added for distribution to suppliers of capital includes interim and proposed dividends, finance charges and non-controlling interests.

<sup>16</sup> Value added for distribution to government includes corporation taxes paid to the government.

<sup>17</sup> Value added for distribution to community investments is based on charitable contributions made by key business units in Singapore, and contributions by overseas stations under SIA Cares 2024.

<sup>18</sup> Value retained for future capital requirements includes depreciation, amortisation, impairment and retained profit; less community investments.

## SHAREHOLDERS

### THE OUTLOOK FOR FY2025/26

In FY2024/25, the Group achieved a record \$2,778 million net profit, boosted by the one-off non-cash accounting gain of \$1,098 million from the Air India-Vistara merger. However, the operating profit of \$1,709 million was 37.3% lower than the previous year due to lower yields from heightened competition, which was partially mitigated by record passenger carriage.

At the end of FY2024/25, the Group's cash holdings were \$8.3 billion. In addition to the cash on hand, the Group continued to retain access to \$3.3 billion of committed lines of credit, all of which remain undrawn.

Heading into FY2025/26, the global airline industry faces a challenging operating environment amid changing tariff policies and trade tensions, economic and geopolitical uncertainties, and continued supply chain constraints. These factors may impact consumer and business confidence, potentially affecting both passenger and cargo markets.

The Group remains vigilant, closely monitoring developments and prepared to respond swiftly to market conditions. The Group will rely on its strong foundations, including dual brand portfolio airlines, well-diversified global network, a robust balance sheet, talented and dedicated workforce, as well as industry-leading digital capabilities to navigate these challenges.

Shifts in global passenger and trade flows may also open new opportunities for the Group, with its well-diversified global passenger and cargo network. Its hub in Singapore offers a strategic advantage, given its position at the centre of growing economies in South East Asia, South Asia, and the wider Asia-Pacific region, and the Group's strong presence in these markets.

While global uncertainties remain, the Group is in a strong position to focus on profitability, while pursuing growth opportunities and ensuring long-term value creation for shareholders.

### OUR STRATEGY FOR THE FUTURE

The SIA Group is well-positioned to navigate the challenges ahead, underpinned by its strong financial standing, dedicated and skilled workforce, and industry-leading digital capabilities. The Group also continues to build on its growth momentum, guided by its long-term strategic pillars:

- a. **Strengthening Brand Promise** – The Group's continued focus on service excellence, product leadership, and network connectivity, including investments in next-generation aircraft, new cabin products, and airline lounges, will help the Group Airlines maintain their competitive edge by providing customers with more value and enhancing the end-to-end travel experience.
- b. **Portfolio Strategy** – The Group remains committed to its dual-brand strategy, with SIA and Scoot reinforcing their leadership in the full-service and low-cost market segments, respectively. This approach provides the Group the flexibility and agility to serve each of its markets with the most suitable aircraft type and in-flight offerings, providing more value to its customers.
- c. **Multi-hub Strategy** – Anchored in Singapore's aviation ecosystem, the SIA Group plays a central role in reinforcing the country's position as a global air hub. At the same time, the Group's multi-hub strategy allows it to expand its presence beyond its home base through strategic investments.
- d. **Partnerships Strategy** – SIA continues to grow its global network through partnerships with like-minded airlines. These win-win collaborations enhance connectivity and travel options for customers, drive traffic to partner hubs, and support tourism and economic growth.

In November 2024, the merger between Air India and Vistara was successfully completed. As part of this transaction, SIA acquired a strategic 25.1% stake in the enlarged Air India Group, which holds a significant presence across all key air travel segments in India – domestic, international, full-service, and low-cost. This investment strengthens the SIA Group's access to one of the world's fastest-growing aviation markets and supports its multi-hub growth ambitions.

In June 2024, SIA signed an MoU with Riyadh Air to establish a new commercial partnership. SIA also expanded its codeshare partnership with Air India in October 2024, adding 51 new codeshare destinations, subject to regulatory approval.

## SHAREHOLDERS

In November 2024, SIA and Garuda Indonesia jointly expanded flight services between Singapore and Jakarta after regulatory approval was secured for a commercial joint venture between the two airlines. There are plans to work towards additional codeshare routes within Indonesia.

In March 2025, SIA secured regulatory approval for a commercial joint venture with All Nippon Airways, and announced in April 2025 the launch of joint fares on revenue sharing flights with All Nippon Airways from September 2025.

These strategic partnerships enable SIA to expand its reach to destinations it does not directly serve, while strengthening its presence in key international markets.



Signing of MoU and commercial agreements to deepen partnerships with Riyadh Air, Air India, and All Nippon Airways (top to bottom).

- e. **Additional Revenue Streams** – The Group actively pursues new engines of growth to diversify its revenue base and enhance its long-term resilience.

**KRISFLYER**  
SINGAPORE AIRLINES GROUP

**KrisFlyer**, the Group's lifestyle-centric rewards programme, is an important element of its strategy to strengthen its overall value proposition. KrisFlyer members not only earn and redeem miles when they fly with SIA, Scoot, and partner airlines, they can also do so through everyday spend with more than 1,700 non-airline partner brands worldwide. These include banks, hotels, travel services, restaurants, retail brands, and a wide range of experience providers in Singapore and around the world.

The programme continues to broaden its global network of partners and merchants, offering members greater opportunities to earn and use miles, as well as enjoy exclusive privileges. As of 31 March 2025, KrisFlyer's global membership base was over 10.2 million, an increase of 16.0% over the previous year.



**Kris+**, the SIA Group's lifestyle rewards mobile application, introduced more ways for KrisFlyer members to earn and spend miles on everyday purchases in Singapore. As of 31 March 2025, Kris+ featured 480 partners with over 1,600 outlets in Singapore, offering privileges in dining, retail, travel and transportation. In Australia, Kris+ also expanded to more than 175 partners with over 225 outlets in Melbourne and Sydney, where members can earn and redeem miles.



**Pelago** is SIA's global attractions and travel experience platform that extends the customer journey from the air to the ground. It offers more than 200,000 curated experiences across 3,000 destinations worldwide. In FY2024/25, Pelago achieved deeper integration with the SIA ecosystem, enhancing its visibility and accessibility for customers.

**KRISSHOP**

**KrisShop**, which started out as SIA's in-flight duty-free sales shop, has transitioned from a traditional airline sales catalogue to a premium omni-channel lifestyle e-commerce platform. With this new commercial model, KrisShop continued to grow and brought in new brands in FY2024/25.

*For more information on the SIA Group's strategy, please refer to the FY2024/25 SIA Annual Report.*



## SHAREHOLDERS

### INVESTMENT IN DIGITAL CAPABILITIES

The Group continues to invest in digital capabilities, giving us a strong foundation in the competitive aviation landscape. These efforts have yielded strong results over the years, with the early adoption of GenAI emerging as a transformative development for the Group. The adoption of numerous GenAI solutions during the financial year has contributed to the enhancement of revenue generation, customer experience, operational efficiency, and employee productivity.

Tools such as JARVIS, a GenAI-enabled intelligent assistant, continue to empower employees to harness GenAI for productivity and innovation, regardless of their technical background.

To ensure sustainable scaling of GenAI adoption, the Group invested in building new capabilities and established a structured operating model with a focus on secure and responsible use of AI in the workplace. This enables enterprise-wide scalability and application of AI.

SIA is forging strategic collaborations with leading technology partners to harness the transformative potential of AI. In partnership with Salesforce, SIA is developing AI-powered customer service applications designed to enable its customer service representatives to deliver more consistent and personalised service to its customers. Together, the two companies also aim to co-develop AI solutions tailored for the aviation sector, offering enhanced value and additional benefits to the industry. SIA is also working with OpenAI to develop and implement advanced GenAI solutions that will further elevate customer experience and operational efficiency.

KrisLab, SIA's digital innovation lab, enables SIA to find innovative solutions, based on new technology and open innovation, for business challenges. The lab also helps to drive innovation culture within the SIA Group through the co-development of digital solutions in partnership with start-ups, small and medium-sized enterprises, and research institutions.



# ENVIRONMENT

The SIA Group supports the aviation industry's climate goals, and is working towards achieving net zero carbon emissions from its operations by 2050 through its commitment to environmental sustainability and responsible operations across its value chain. To accelerate progress, the Group works with like-minded partners to support the gradual decarbonisation of the aviation ecosystem, develop innovative, practical solutions that contribute to its sustainability goals, and help mitigate its environmental impact.

## MANAGEMENT APPROACH



### Ambition

	Targets	Due	Status
Carbon	To achieve net zero carbon emissions from operations by 2050	2050	On track
	To achieve industry carbon neutral growth based on the ICAO's CORSIA baseline of 85% of 2019 emissions <sup>19</sup> annually	2035	On track
Energy	To use SAF for 5% of total fuel requirements for SIA and Scoot	2030	On track
	To reduce energy consumption in SIA-owned buildings in Singapore by 10% from FY2019/20 levels	FY2029/30	On track
	To meet SIA Supplies Centre's energy demand with 100% renewable energy, of which at least 50% is self-generated from its rooftop solar panels	FY2025/26	On track
	To obtain BCA Green Mark accreditation for all SIA-owned buildings in Singapore	FY2026/27	On track
Water	To reduce potable water consumption in SIA-owned buildings by 10% from FY2019/20 levels	FY2029/30	On track



### Key Policies, Processes, and Systems

- Adopted the IATA Climate Goals
- ISO 14001:2015 Environmental Management System (EMS) for SIA's Engineering Division and Flight Operations Division



### FY2024/25 in Numbers

<b>17.1 million</b> tonnes of carbon dioxide equivalent (million tCO <sub>2</sub> e) of Scope 1 GHG emissions for SIA Group operations	<b>118,914</b> tonnes of carbon dioxide equivalent (tCO <sub>2</sub> e) avoided from fuel reduction initiatives for SIA and Scoot flight operations
<b>3,851</b> load tonne kilometre/tonne (LTK/tonne) overall fuel productivity across SIA and Scoot's aircraft fleet	<b>28,447</b> megawatt hour (MWh) of total energy consumed across SIA-owned buildings and leased premises in Singapore, and premises leased by SIA's non-listed subsidiaries
<b>5,458</b> megawatt hours (MWh) of renewable energy consumed for SIA-owned buildings in Singapore (i.e. Airline House, SIA Training Centre, TechSQ, SIA Supplies Centre)	<b>122</b> kilowatt hours per square metre (kWh/m <sup>2</sup> ) electricity intensity across SIA-owned buildings and leased premises in Singapore, and premises leased by SIA's non-listed subsidiaries
<b>9,608 tonnes</b> of total waste generated from SIA and Scoot flights into Singapore, and	<b>841 tonnes</b> of waste recycled from SIA flights into Singapore, and
<b>2,402 tonnes</b> of total waste generated from SIA and Scoot ground operations in Singapore	<b>382 tonnes</b> of total waste recycled from SIA and Scoot ground operations in Singapore
<b>217,280</b> cubic metres (m <sup>3</sup> ) of total water consumed across SIA ground operations in Singapore, and SIA's non-listed subsidiaries ground operations	<b>26,378</b> cubic metres (m <sup>3</sup> ) of rainwater collected and groundwater harvested at SIA's Airline House in Singapore



### Supporting the UN SDGs



<sup>19</sup> Fact sheet: CORSIA ([iata.org](https://www.iata.org)).

# CLIMATE ACTION

## CLIMATE CHANGE RESILIENCE AND MITIGATION 3-3

Record temperatures and rising sea levels continue to pose a significant threat to the environment, despite the efforts of individuals, governments, and businesses around the world. The Intergovernmental Panel on Climate Change (IPCC)<sup>20</sup> has highlighted the urgent need for deep reductions in GHG emissions to limit global warming. As one of many sectors contributing to global emissions, the aviation industry must undergo significant transformation to help secure a sustainable and liveable future.

### The SIA Group's Net Zero Ambition

In May 2021, the SIA Group pledged to achieve net zero carbon emissions from its operations by 2050. This ambition is supported by a multi-pronged approach that includes investing in new-generation aircraft, enhancing operational efficiencies, adopting low-carbon technologies, and sourcing high-quality carbon offsets.

Operating a modern, fuel-efficient fleet remains one of the most immediate and effective ways for airlines to reduce carbon emissions. Today, over 70% of the SIA Group's operating fleet comprise new-generation aircraft. Both SIA and Scoot also continue to advance fuel efficiency by improving operational procedures and technologies, such as reducing aircraft weight and optimising flight routes.

While fleet renewal addresses near-term emissions reductions, SAF is expected to play a central role in the industry's long-term decarbonisation. In November 2023, SIA and Scoot committed to substituting 5% of their total fuel consumption with SAF by 2030, in line with the AAPA collective pledge to achieve a 5% SAF utilisation rate by 2030. Over the years, the Group has actively engaged SAF suppliers and pursued various initiatives to support the scale-up and adoption of SAF across its network.

Building on these efforts, the SIA Group is also contributing to broader national strategies to advance the deployment and production of SAF in Singapore. In particular, the Group is working closely with government agencies, fuel producers, aircraft manufacturers, technology partners, and other aviation ecosystem stakeholders to accelerate the development, deployment, and commercialisation of SAF in Singapore.

As a member of Singapore's International Advisory Panel, the Group supports the recommendations outlined in the Sustainable Air Hub Blueprint announced in February 2024. These aim to increase SAF demand and production in Singapore and the region, among other aviation-centric sustainability goals.

Through the SIA Group's Voluntary Carbon Offset Programme (VCOP), SIA and Scoot customers can choose to make a voluntary contribution towards verified carbon offset projects based on the carbon emissions associated with their flights. These projects deliver environmental benefits and meaningful socio-economic impact for local communities across Asia.

The SIA Group continues to find ways to conserve the planet's finite resources by using more sustainable materials, adopting renewable energy sources, and improving water conservation efforts, both on the ground and in the air.

### Climate Action Pledge

SIA and Scoot are dedicated to their long-term responsibility to protect the environment while providing air transportation services of the highest quality. SIA and Scoot pledge to:

- Implement sustainable practices across their operations in a responsible manner to manage issues such as carbon emissions, noise, waste, as well as energy and water consumption;
- Continue exploring new sustainable practices in all areas of their operations;
- Seek opportunities to reduce the carbon footprint of their operations, having adopted IATA's Four-pillar Strategy to address climate change;
- Incorporate the 5R principles (Refuse, Reduce, Reuse, Repurpose, and Recycle) in their daily activities to improve their waste management practices and maximise the efficient use of resources; and
- Promote eco-friendly habits among their staff and stakeholders, and raise awareness of the importance of taking action to reduce their impact on the environment.

### Environmental Management System

SIA operates an EMS that is ISO 14001:2015 certified. The EMS covers aviation and engineering support services provided by SIA's Engineering Division and Flight Operations Division in Singapore. The system is designed to ensure compliance with both local and international environmental regulations, with internal and external audits conducted annually.

<sup>20</sup> [Intergovernmental Panel on Climate Change 2023 Synthesis Report](#).

## CLIMATE ACTION

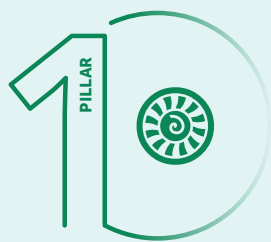
### SUPPORTING IATA'S CLIMATE GOALS PR-7 PR-8 PR-9

The aviation industry has set a long-term goal of achieving net zero carbon emissions from operations by 2050. To guide the industry's progress towards this goal, IATA introduced its Four-pillar Strategy, which outlines key initiatives to reduce carbon emissions across the sector. The SIA Group's net zero target is aligned with these industry-wide efforts, demonstrating a shared resolve to mitigate the environmental impact of aviation operations.

#### IATA's Commitment to Fly Net Zero

- To achieve net zero carbon emissions from operations by 2050
- To support ICAO's CORSIA as an effective measure to stabilise international aviation net emissions at 85% of 2019 levels from 2024 to 2035

### SIA AND SCOOT'S ACTIONS IN SUPPORT OF IATA'S FOUR-PILLAR STRATEGY



#### Advancing new technology (i.e. new-generation aircraft, electric, and hydrogen)

- Operate a modern and fuel-efficient fleet that generates lower emissions and less noise
- Invest in engineering improvement packages for airframes and engines to improve fuel efficiency



#### Improving the efficiency of aircraft operations and enhancing infrastructure

- Improve fuel productivity and reduce fuel use by managing aircraft weight and optimising flight routes
- Partner with air navigation service providers to find opportunities to reduce fuel burn emissions
- Collaborate with stakeholders in air traffic management to explore ways to improve airspace efficiency
- Engage with research institutions to explore innovative solutions and employ data analytics to discover areas for improvement



#### Deployment of SAF

- Replace 5% of total fuel requirements with SAF by 2030
- Actively participate in industry initiatives to drive the greater adoption of SAF globally



#### Promoting a single global market-based measure (MBM) to plug the emissions gap

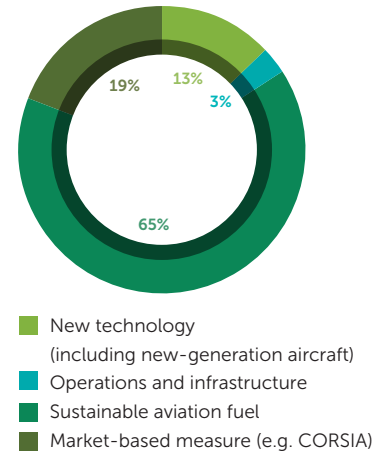
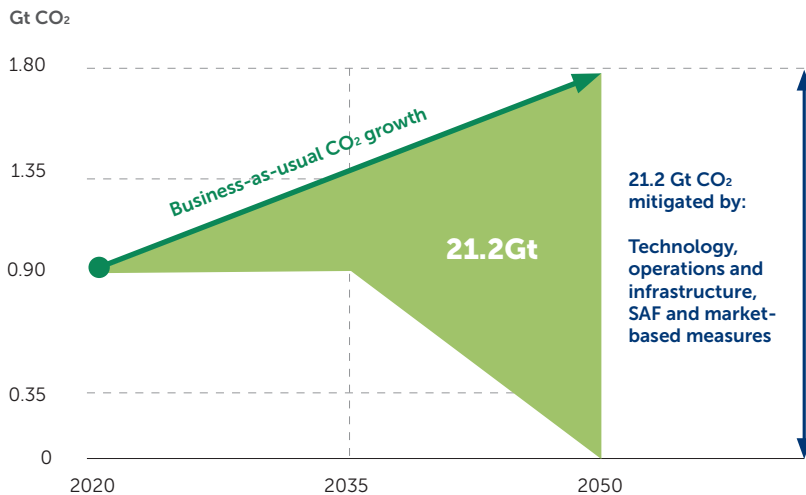
- Participate in a single global MBM in the form of CORSIA to address the growth in emissions in the aviation industry
- Commit to achieving 85% of 2019 emissions as per CORSIA's baseline until the end of the CORSIA scheme in 2035



## CLIMATE ACTION

### IATA's Net Zero Trajectory Roadmap for Air Transport Sectors

Net Zero: Aviation carbon emissions to be abated by 2050



### SUPPORTING NATIONAL TARGETS

#### Contribution to Singapore's National Climate Target

The SIA Group's sustainability goals are aligned with Singapore's National Climate Target of achieving net zero emissions by 2050.

Details of sustainability initiatives in the areas of energy conservation, ground waste management, and water conservation can be found in the subsequent sections of this chapter.





## CLIMATE ACTION

### ENERGY AND EMISSIONS MANAGEMENT 3-3 PR-7 PR-8 PR-9

#### PILLAR 1: ADVANCING NEW TECHNOLOGY

##### Investing in Modern and Fuel-efficient Aircraft

Operating a modern fleet of new-generation aircraft is one of the most effective ways for an airline to significantly reduce its emissions. The SIA Group continued to invest in fuel-efficient aircraft, such as the Airbus A350s and Boeing 787s, which are around 25% more fuel efficient than the older generation aircraft that they replace on similar missions. This has improved its fuel efficiency while mitigating Scope 1 GHG emissions.

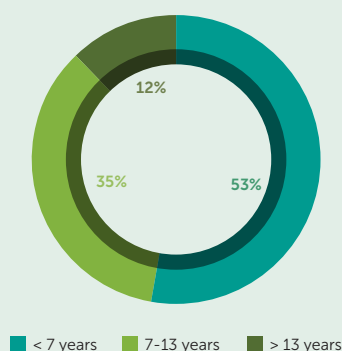
In FY2024/25, the Group added 12 new-generation aircraft<sup>21</sup> and retired seven older aircraft from its operating fleet. As a result of its ongoing fleet renewal programme, the percentage of new-generation aircraft in the Group's operating fleet rose to over 70% at the end of FY2024/25, up from 42% at the end of FY2019/20. The Group also has 79 new aircraft on order as of 31 March 2025.

The Group has also placed orders for the Boeing 777-9 wide body passenger aircraft and Airbus A350F freighter aircraft as part of its long-term fleet renewal strategy. The Airbus A350F, a new-generation freighter, is projected to consume up to 40% less fuel than the current Boeing 747F fleet. This move is expected to reduce carbon emissions by around 400,000 tonnes on aggregate annually.

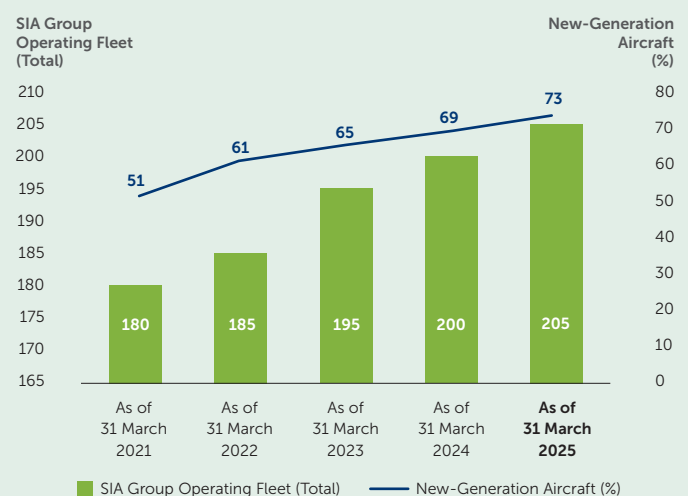
##### Average Fleet Age (years)

Type of Operating Fleet	As of 31 March				
	2021	2022	2023	2024	2025
SIA (passenger aircraft)	5.1	5.6	6.3	6.7	<b>7.3</b>
SIA (freighter aircraft)	17.3	18.3	19.3	20.3	<b>21.3</b>
Scoot	5.9	6.1	6.7	7.1	<b>6.9</b>
The SIA Group	6.1	6.3	6.8	7.3	<b>7.7</b>

Percentage of the SIA Group's Operating Fleet by Age Group as of 31 March 2025



SIA Group Operating Fleet



<sup>21</sup> The new-generation aircraft in the SIA Group's operating fleet include the Airbus A320neo family, Airbus A350, Boeing 737-8, Boeing 787 family, and the Embraer E190-E2 regional jets.

## CLIMATE ACTION

### PILLAR 2: IMPROVING THE EFFICIENCY OF AIRCRAFT OPERATIONS AND ENHANCING INFRASTRUCTURE

SIA and Scoot leverage technology to identify and implement fuel efficiency solutions across their engineering and flight operations. Optimising air routes through efficient air traffic management is also key to helping the airlines reduce fuel use and CO<sub>2</sub> emissions.

#### Fuel Reduction Initiatives<sup>22</sup> 302-4 305-5

SIA and Scoot's fuel reduction initiatives achieved the following fuel and emissions savings in FY2024/25:

Category	Fuel Reduction Initiatives	Estimated Fuel Saving (tonnes)	Estimated Scope 1 GHG Emissions Avoided (tCO <sub>2</sub> e)
Engineering Operations	Reducing reliance on Aircraft Auxiliary Power Units (APUs)	2,477	7,827
	Tailored Water Uplift	3,234	10,219
	Removal of Economy Class in-flight entertainment (IFE) handsets	21	66
	Weight reduction initiatives for passenger seats	273	863
	Removal of physical operational manuals	64	202
	Aircraft Performance Deterioration Tail Assignment	495	1,564
	New engine installation on the A350-900 ULR fleet	635	2,007
Flight Operations	Opticlimb	11,745	37,114
	Optimal Flap Take-off	4,486	14,176
	Reduced Engine Taxi-in	655	2,070
	Statistical Contingency Fuel	6,334	20,015
	Low Drag Approach	1,416	4,475
	Reduced Flap Landing	1,534	4,847
	Idle Reverse Thrust	633	2,000
Air Traffic Management	Arrival Sequencing into Singapore Terminal (ASIST)	2,529	7,992
	Continuous Descent Operations (CDO) into Singapore	145	458
	Singapore Flexi Airspace	855	2,702
	Cost Index Adjustment	100	316
Total:		37,631	118,914

**Note:** Fuel savings and emissions avoided for Weight reduction initiatives for passenger seats, Opticlimb, and Reduced Engine Taxi-in are contributed by both SIA and Scoot operations. The fuel savings and emissions avoided for all other initiatives are from SIA operations only.

<sup>22</sup> Fuel savings and Scope 1 GHG emissions avoided are calculated for the reporting year only. These figures are compared against a hypothetical baseline scenario in which the initiative was not implemented for that year.

## CLIMATE ACTION

### Engineering Operations

SIA's Engineering Division has implemented a range of initiatives to minimise its carbon footprint.

#### Reducing Reliance on Aircraft Auxiliary Power Units (APUs)

Minimising the use of aircraft APU during ground turnaround times helps avoid unnecessary fuel consumption. To support this effort, SIA deploys external mobile ground power units to reduce APU usage, and works with SIAEC to monitor APU activity through automated alerts. APU usage is currently tracked across the Airbus A350-900, Airbus A380, Boeing 777-300ER, Boeing 787-10, and Boeing 737-8 fleets.

#### Tailored Water Uplift

SIA tailors the amount of water uplifted on flights flown by its A350-900 and Boeing 787-10 fleets to reduce the overall aircraft weight and improve fuel efficiency. An ongoing digital project aims to further optimise this process by factoring in actual flight loads for more accurate water refilling.



#### Weight Reduction Initiatives

SIA and Scoot have implemented various weight-saving measures to enhance operational efficiency and lower fuel burn. These include:

- From FY2022/23, all newly delivered Airbus A320neo in Scoot's fleet were installed with lighter seats, resulting in an estimated weight reduction of 160kg per aircraft.
- Modifying seats to improve features while reducing the weight per seat since FY2022/23, resulting in a weight reduction of 108kg per aircraft in SIA's Airbus A350-900 fleet.
- Removal of Economy Class in-flight entertainment handsets from SIA's Airbus A350-900 fleet since FY2022/23, resulting in a weight reduction of 9kg per aircraft.
- Removal of physical operational manuals on board the aircraft from FY2023/24, reducing weight by up to 6kg per aircraft.

### Other Initiatives



- Performing engine washes at optimal intervals to maximise fuel burn reduction and savings.
- Aircraft Performance Deterioration Tail Assignment aims to allocate more efficient aircraft to longer flights while allocating less efficient aircraft to shorter flights, resulting in net fuel savings. This is currently practised on the long-haul variant of the Airbus A350-900 and Boeing 777-300ER fleets.
- Two Airbus A350-900 aircraft were delivered from Toulouse to Singapore in FY2024/25 using a fuel blend containing 5% neat SAF of the total fuel used, in collaboration with Airbus.
- 12 of 14 engines on the A350-900 ULR fleet were replaced with new engines, reducing fuel consumption on SIA's non-stop services between Singapore and New York. The remaining two engines are scheduled for replacement in FY2025/26.
- As part of SIA and Scoot's digitalisation and weight reduction efforts, the Electronic Logbook is being progressively rolled-out to replace paper-based aircraft documents. The electronic version of the Technical Logbook is already in use, with plans to expand its functionality to include Cabin and IFE Logbook, Aircraft Certificate File, and Notice to Pilot and Engineers Log.

### Flight Operations

The Flight Operations Division focuses on optimising flight plans and routes, as well as fuel analytics, to reduce GHG emissions.

#### Adoption of Digital Technologies

Digital solutions are key to reducing emissions across SIA and Scoot's flight operations. The two airlines use data analytics and other digital solutions to measure aircraft performance, as well as identify and prioritise initiatives for fuel efficiency.

## CLIMATE ACTION

### Analytical Tools

- Analytical tools such as the Fuel Efficiency Management System are used to evaluate, measure, and identify more fuel-saving opportunities.
- A digital solution developed by SITA optimises fuel burn during an aircraft's climb-out phase, enabling pilots to get the best rate of climb based on weather conditions, terrain considerations, and other factors.

### Digital Platforms

- Pilots use iPads and digital applications to access timely operational data and optimisation guidance to facilitate fuel-efficient operations.

### Implementing Operational Excellence

#### Ensuring efficient routing through:

- Optimising route efficiency by regularly reviewing route planning procedures.
- Investing in an enhanced flight planning system that enables pilots to optimise flight routes while considering fuel efficiencies and overflight charges, and ensuring compliance with airspace closures.
- Using data analytics to make informed operational decisions.

#### Ensuring fuel efficiency through:

- Monitoring fuel usage to ensure an optimal level of fuel is uplifted.
- Adopting a statistical contingency fuel approach to optimise fuel uplift under specific conditions.
- Using optimal flap settings during take-off to reduce the amount of fuel burnt.
- Utilising the low drag approach.

### Collaboration Across Divisions

- Pilots follow in-house operational procedures to enable more efficient flight operations and a reduction in fuel usage. These options include using reduced flap setting and idle reverse thrust during landing and Reduced Engine Taxi-in (RETI) when ideal conditions are met.
- Engaging flight crew through fleet meetings and e-learning tools to promote fuel-efficient practices such as RETI and CDO.
- Extending the fuel efficiency programme across the organisation by sharing data and working together to implement a more consolidated approach to optimising flight plans and routes.

### Engaging the Ecosystem

- Working closely with Air Traffic Management (ATM) experts to alleviate airspace congestion.
- Participating in international forums and discussions to identify more efficient routes and supporting research into ATM.
- Working with the CAAS on initiatives such as ASIST, Singapore Flexi Airspace, and CDO.

### Air Traffic Management

SIA's Total Mission Management (TMM) team, in collaboration with the Flight Operations Division and CAAS, has implemented a suite of operational initiatives to enhance flight operations efficiency within Singapore's airspace.

### Innovation and Data Analytics

SIA supports improvements in air route optimisation to cope with traffic growth, while striving to reduce fuel use and emissions. This involves working with CAAS and other aviation stakeholders to explore the use of innovation and data analytics to help achieve these goals.

### Enhancing Airspace Efficiency

SIA collaborates with stakeholders such as airlines, airports, air navigation service providers, and governments to find ways to improve airspace efficiency.

### Optimising Flight Operations

#### • Arrival Sequencing into Singapore Terminal

To reduce extra fuel usage during extended holding periods due to Singapore's airspace congestion, the TMM team, Flight Operations Division, and CAAS work together to coordinate the flight sequencing before an aircraft enters the Singapore airspace. This maintains adequate separation between flight arrivals and minimises holding duration.

#### • Continuous Descent Operations

To minimise higher fuel consumption from step descents due to high air traffic density at Changi Airport, the TMM team is working with CAAS to establish procedures for smoother descents into the Singapore airspace.

#### • Singapore Flexi Airspace

SIA's TMM team and Flight Operations Division work with CAAS to enhance the efficiency of Singapore-bound flight routes by incorporating direct tracks where operationally feasible.

#### • Cost Index Adjustment

During flight planning, the TMM team adjusts the cost index, a ratio that defines the time-related cost versus fuel cost when operating an aircraft for flight efficiency. This promotes on-time performance and fuel efficiency, especially when flights are expected to arrive ahead of schedule.



## CLIMATE ACTION

### PILLAR 3: DEPLOYMENT OF SAF

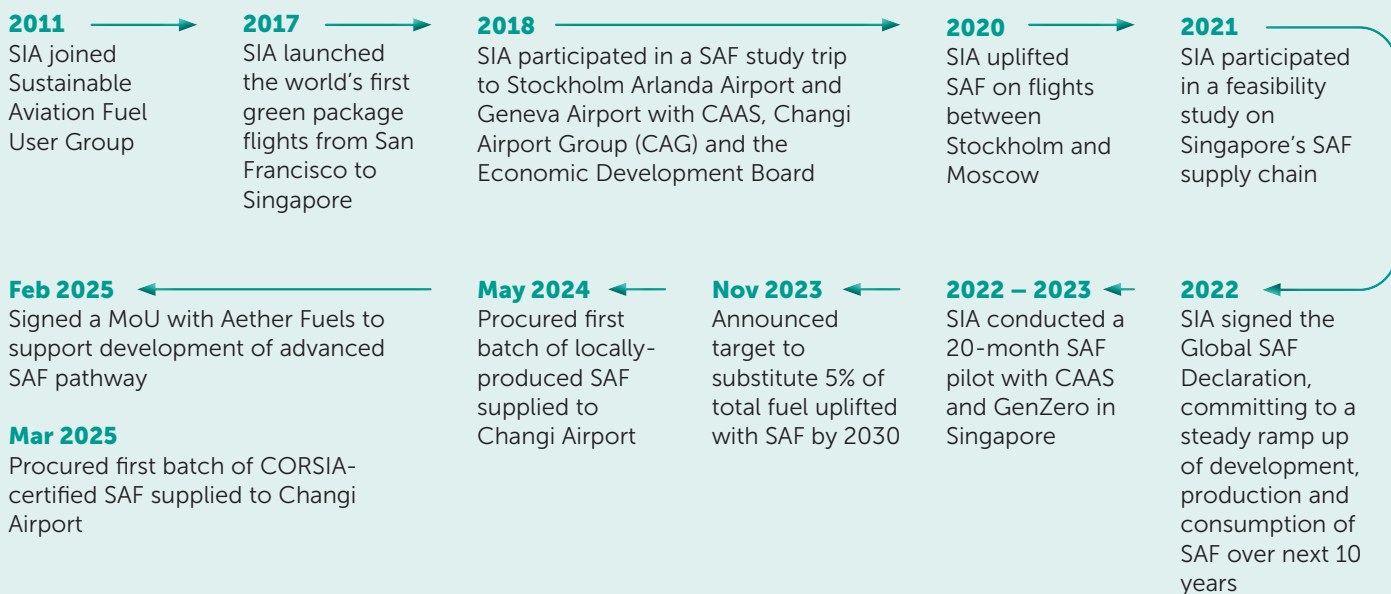
#### Driving Decarbonisation with Sustainable Aviation Fuel

SAF is a key enabler of long-term decarbonisation for the aviation industry, potentially reducing up to 80% of carbon dioxide (CO<sub>2</sub>) emissions over its lifecycle<sup>23</sup> compared to conventional jet fuel.



The SIA Group is committed to adopting SAF and supporting its commercialisation across its global network. As part of this effort, the Group is working closely with ecosystem partners to develop an integrated SAF supply chain at Singapore Changi Airport. The Group has also set a goal to replace 5% of total jet fuel consumption with SAF by 2030.

A summary of the Group's key milestones is as follows:



<sup>23</sup> IATA (December 2018), [Sustainable Aviation Fuels Fact Sheet 5](#).

## CLIMATE ACTION

### Collaborating With Singapore SAF Ecosystem Partners

SIA is working with ecosystem partners to develop an integrated SAF supply chain at Singapore Changi Airport.

In 2021, it conducted a year-long joint study with CAG and Singapore government agencies to assess the sustainability performance, economic costs, and requirements for the development, deployment, and commercialisation of SAF in Singapore.

The study concluded that the successful SAF deployment in Singapore would require the active collaboration of all industry stakeholders in the aviation value chain.

The study was followed by a 20-month SAF pilot launched in 2022 with CAAS and GenZero. Concluded in September 2023, the pilot yielded three key outcomes:

- 1,000 tonnes of neat SAF was purchased and blended with refined jet fuel, and uplifted onto SIA and Scoot flights departing from Singapore Changi Airport in July 2022. The pilot validated the end-to-end processes of SAF deployment, including the procurement, blending, safety certification, and delivery of the fuel.
- The pilot generated an equivalent of 1,000 SAF credits under the RSB Book & Claim System. The SAF credits were offered to corporate customers and freight forwarders for purchase, allowing them to reduce their carbon footprint while supporting the nascent SAF market. The pilot validated that transactions in SAF credits could be conducted in a trusted and transparent manner.
- Around two-thirds of the SAF credits were sold, indicating market demand while also highlighting the need for further support to scale SAF adoption meaningfully.

SIA has been actively contributing to Singapore's broader SAF adoption plans outlined in the Singapore Sustainable Air Hub Blueprint, which includes a SAF levy and SAF usage target. In 2024, CAAS announced a national target for SAF to comprise 1% of the fuel that is uplifted onto flights departing Singapore from 2026. A SAF levy will be introduced to fund this initiative, with the SAF usage target set to rise to between 3% and 5% by 2030. The SIA Group supports this initiative and is participating in CAAS' consultation sessions on the implementation of the levy.

### Pursuing SAF Offtakes With Global Suppliers



In November 2023, SIA and Scoot announced a target to replace 5% of the total fuel that they will uplift with SAF by 2030. This pledge corresponds with, and actively supports, AAPA's collective ambition to achieve 5% SAF substitution for its airlines by 2030. Since the announcement, the Group has been progressively increasing its SAF purchases and actively engaging with suppliers to explore offtake opportunities.

Recent purchases of SAF include:

- In March 2025, 1,000 tonnes (more than 1.25 million litres) of CORSIA-certified neat SAF offtake with Neste out of Singapore Changi Airport. This marked the first time CORSIA-certified SAF was used for flights departing Singapore.
- In May 2024, 1,000 tonnes (more than 1.25 million litres) of EU-RED-certified neat SAF offtake, locally produced by Neste out of Singapore Changi Airport.
- In July 2022, 1,000 tonnes (more than 1.25 million litres) of neat SAF uplifted in Singapore Changi Airport as part of a pilot with CAAS and GenZero.

SIA uses the SAF Registry operated by the RSB for the accounting of CO<sub>2</sub>e reductions from voluntary SAF usage. SAF Book and Claim Units (BCUs) can remain active in the registry for up to two years, with CO<sub>2</sub>e reduction claims by airlines made upon the retirement of these BCUs.

Several jurisdictions that the SIA Group operates in have existing and upcoming policy regulations on the adoption of SAF, such as the RefuelEU Aviation in the EU and the SAF Mandate in the UK. The SIA Group keeps abreast of the requirements of these regulations and work closely with our suppliers to ensure that we comply with them.

In FY2024/25, a total of 2,104 tonnes<sup>24</sup> of neat SAF was delivered to SIA for voluntary purposes, amounting to a maximum emissions reduction of 7,493 tCO<sub>2</sub>e upon retirement.

<sup>24</sup> Variation in the amount of SAF delivered and procured is due to operational processes during refuelling.

## CLIMATE ACTION

### Contributing to Industry Best Practices

Recognising the need for a harmonised approach to SAF Accounting and Reporting, SIA actively participates in consultations by RSB and IATA to align on SAF Accounting Principles.

- SIA is a regular participant in IATA's working groups, providing feedback on the IATA SAF Accounting and Reporting Methodology recommended practices, which was published in February 2025.
- Robust SAF registries are critical to ensuring transparency and accountability in the reporting and claiming of SAF-related emissions reductions. SIA has been an active user of the RSB Book & Claim Registry, and supports IATA in the development of its own SAF registry.
- Since November 2023, SIA has been part of a working group supporting IATA in their development of a digital registry platform that seeks to operate in accordance with an agreed set of impartial principles for the reporting, accounting and claiming of SAF. SIA participated in the IATA SAF Registry Pilot in December 2024.
- In November 2024, SIA was a panellist at IATA's Aviation Energy Forum session on SAF Registries, where it shared the Airline's perspective on the importance of transparency and accountability in SAF reporting.

### Advancing SAF Adoption Through Advocacy, Partnerships, and Action

The SIA Group recognises that scaling and commercialising SAF production requires close collaboration across the entire value chain.

In February 2025, the SIA Group signed a MoU with Aether Fuels to support the development of advanced SAF pathways. The agreement also includes an option to extend the arrangement for an additional five years. Aether Fuels plans to produce SAF using waste carbon feedstock, with a target to achieve at least a 75% reduction in GHG emissions compared to conventional jet fuel.

The Group continues to engage internal and external stakeholders to raise awareness of SAF. In 2024, SIA hosted three global engagement sessions with more than 100 corporate customers to highlight the benefits of SAF and its role in supporting their decarbonisation strategies. That same year, SIA's Flight Operations Division incorporated a sustainability topic in the 2024 Operations and Training Symposium. In 2025, *Growing Sustainability: AI for a Better Tomorrow* was featured at SIA's LIFE event, drawing more than 200 participants across the Group.



SIA also shares industry best practices at forums such as the AAPA Environment Committee meetings.

By collaborating with like-minded ecosystem partners and the wider industry, the SIA Group aims to accelerate and scale up the adoption of SAF in aviation, laying the groundwork for more sustainable air travel.



## CLIMATE ACTION

### PILLAR 4: A SINGLE GLOBAL MBM TO PLUG THE EMISSIONS GAP

ICAO developed CORSIA as the first global MBM specifically targeting CO<sub>2</sub> emissions from international aviation. CORSIA aims to achieve industry carbon-neutral growth by offsetting emissions that cannot be eliminated through technological advancements, operational improvements, or the use of SAF.

The SIA Group recognises CORSIA's vital role in bridging the emissions gap and complies with its Monitoring, Reporting, and Verification requirements. Singapore has been voluntarily participating in CORSIA since 2021, well ahead of its mandatory global implementation in 2027.

SIA also complies with the UK ETS, while both SIA and Scoot comply with the EU ETS. Both schemes are based on a "cap and trade system".

Case  
Study

#### CAPA Environmental Sustainability Awards



In November 2024, Scoot was awarded the *Centre for Aviation's (CAPA) 2024 Environmental Sustainability Award for Excellence* in the Asia Environmental Sustainability Airline/Airline Group of the Year category. The award is based on independently sourced and analysed data assessing environmental performance and sustainability initiatives. This recognition highlights Scoot's ongoing efforts to integrate sustainability into its operations.

#### Voluntary Carbon Offset Programme (VCOP)

In June 2021, the SIA Group launched its VCOP in partnership with [Tasman Environmental Markets \(TEM\)](#), an Australia-based carbon offset provider certified by Climate Active, and a signatory to the Australian Carbon Industry Code of Conduct.

This programme enables individuals, corporates, and customers to learn more about the carbon emissions associated with their flights, and make voluntary contributions towards verified carbon offset projects. Customers may use their KrisFlyer miles and HighFlyer points for such purchases.

VCOP supports projects that deliver both environmental and socio-economic benefits to communities across Asia, including forest conservation in Indonesia, renewable solar energy projects in India, and the provision of efficient, clean burning cook stoves in Nepal.

All projects are verified by independent third-party auditors, ensuring rigorous emissions reduction integrity checks. Each carbon offset carries a unique serial number, and is retired by TEM in the relevant registries to prevent its trade.

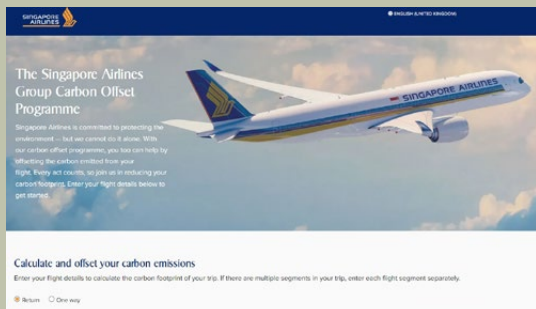


## CLIMATE ACTION

### Start Your Carbon Offset Journey

1

Visit SIA's [sustainability webpage](#) and click on the respective links for carbon offsetting by individual travellers, corporates, and cargo partners. Individual travellers on Scoot flights can also access the SIA Group's VCOP via Scoot's [webpage](#).



2

Individual travellers can submit their relevant flight details directly and calculate emissions for offsetting, while corporates and cargo partners will need to register for a corporate account with TEM.

Your carbon offset calculation details ⓘ			SGD 21.56
<b>SIN - CDG</b> One Way, Economy class, 1 passenger(s) <a href="#">Remove</a>			CO <sub>2</sub> Emissions 828.94 KG Cost to offset* SGD 10.78
<b>CDG - SIN</b> One Way, Economy class, 1 passenger(s) <a href="#">Remove</a>			CO <sub>2</sub> Emissions 828.94 KG Cost to offset* SGD 10.78

3

Carbon offsets can be purchased with TEM through SIA and Scoot's dedicated microsites.

### Projects Supported by the SIA Group's VCOP

#### Rainforest Preservation

Preserving vital rainforests in Indonesia, protecting endangered species such as the Orangutan, and supporting the development of local villages.



#### Solar Power

Developing solar energy projects across India that generate renewable electricity and support the development of local economies.



#### Cleaner Cooking

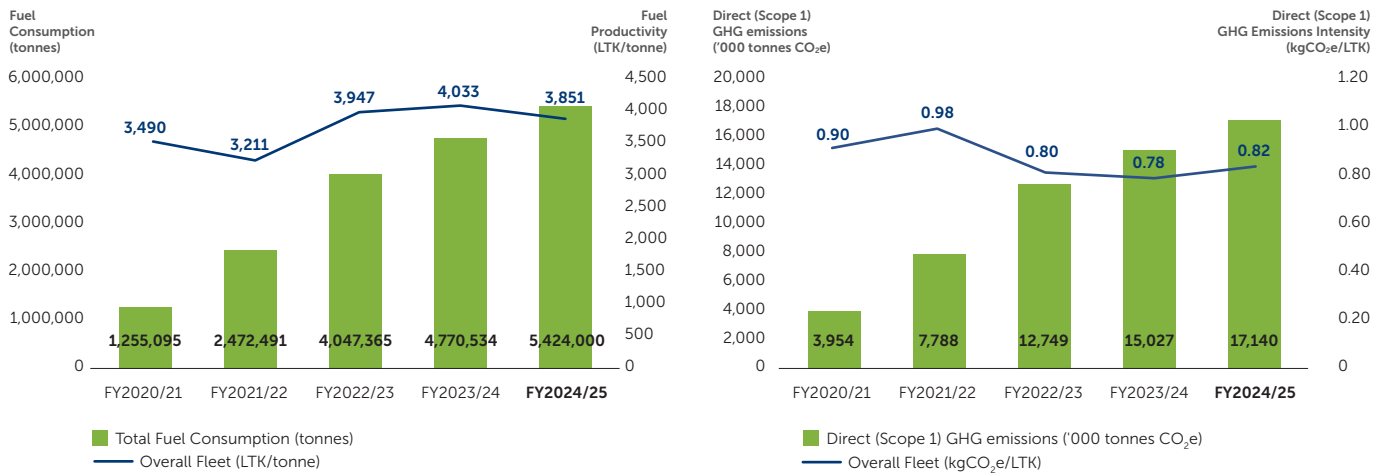
Distributing efficient, clean burning cookstoves that reduce smoke pollution and associated health risks for villagers in Nepal.



## CLIMATE ACTION

### THE SIA GROUP'S SCOPE 1 EMISSIONS FROM FLIGHT OPERATIONS<sup>25</sup>

302-1 302-3 302-4 305-1 305-4 305-5



The SIA Group's total fuel consumption for its flight operations rose by 13.7% from 4,770,534 tonnes in FY2023/24 to 5,424,000 tonnes in FY2024/25<sup>26</sup>. This corresponds with a 14.0% increase in its Direct (Scope 1) GHG emissions from 15.0 million tCO<sub>2</sub>e in FY2023/24 to 17.1 million tCO<sub>2</sub>e in FY2024/25<sup>27</sup>.

The increase in fuel consumption was mainly due to the 8.9% increase in overall passenger and cargo capacity. Longer routings due to airspace restrictions, among other operational factors, also led to additional fuel consumption.

Notwithstanding the above, SIA and Scoot have continued to implement fuel reduction and efficiency measures across their aircraft fleet to reduce its GHG emissions, reflecting their commitment to mitigate emissions from flight operations. This concerted effort resulted in an estimated GHG emissions saving of 118,914 tCO<sub>2</sub>e in FY2024/25.



<sup>25</sup> Given SilkAir's integration into SIA in FY2021/22, SilkAir's past data can be found in the Supplementary Sustainability Data section in the Appendix chapter. Figures exclude the SAF uplifted in the current reporting period, and will be restated once the full year SAF data becomes available by the next reporting period. Fuel Consumption and Fuel Productivity figures for FY2020/21 to FY2023/24 previously expressed in AG and LTK/AG have been restated to be expressed in tonnes and LTK/tonne respectively.

<sup>26</sup> There is a change in fuel density value for jet kerosene from 0.79 kg/litre in FY2023/24 to 0.82 kg/litre in FY2024/25.

<sup>27</sup> There is a change in emission factor from 3.15 tCO<sub>2</sub>/tonne of jet kerosene in FY2023/24 to 3.16 tCO<sub>2</sub>/tonne of jet kerosene in FY2024/25.

## CLIMATE ACTION

### ENERGY CONSERVATION ON THE GROUND

Recognising that buildings account for approximately 39% of global energy-related GHG emissions<sup>28</sup>, the SIA Group seeks to transition towards a decarbonised environment by retrofitting and renovating its offices to reduce resource use and increase energy efficiency.

#### Energy Reduction Initiatives<sup>29</sup> 302-4 305-5

The SIA Group conducts performance assessments on major building equipment, and incorporates energy efficiency considerations into refurbishment and upgrade plans. Since FY2019/20, SIA has implemented several energy reduction initiatives. These initiatives achieved the following energy and emissions savings in FY2024/25:

Energy Reduction Initiatives since FY2019/20	Completion	Expected Energy Savings (MWh)	Expected Scope 2 GHG emissions avoided (tCO <sub>2</sub> e)
Replacement of metal halide lamps with LEDs at SIA Supplies Centre (SSC)	FY2020/21	233	96
Installation of Solar panels at Airline House (ALH), SIA Training Centre (STC), and TechSQ (TSQ)	FY2021/22	6,372	2,625
Installation of Solar Panels at SSC	FY2023/24		
Retrofitting of Air-handling units in ALH with energy-efficient electrically commutated motors	FY2023/24	187	77
Consolidation of chiller plants in STC and TSQ into a centralised system	FY2023/24	923	380
Replacement of fluorescent office lighting and sodium vapor street lighting with LEDs at SSC	FY2024/25	24	10
Total:		7,739	3,188

#### Adoption of Renewable Energy

>11,000

Solar panels installed at SIA's ALH, STC, SSC, and TSQ

Installed capacity of

4,993 kWp

Equivalent to powering

1,430

four-room public housing flats for a year

All SIA-owned buildings in Singapore are equipped with solar energy capabilities. The solar panels installed on SIA-owned buildings generated approximately 6,300 MWh of renewable energy in FY2024/25. Of this amount, 5,458 MWh of clean energy was consumed in FY2024/25, equivalent to offsetting 2,249 tCO<sub>2</sub>e. Any surplus power generated is channelled to Singapore and CAG's electrical grids.

Since their installation, the more than 1,300 solar PV panels at SSC—delivering a combined capacity of 750 kilowatts peak (kWp)—have met 44% of the building's electricity demand. This marks significant progress toward SIA's goal for SSC to meet at least 50% of its energy needs through self-generated renewable energy by FY2025/26.



Solar panels installed at the SIA Supplies Centre

<sup>28</sup> Global Alliance for Buildings and Construction & International Energy Agency, "Global Status Report 2018".

<sup>29</sup> Energy savings and Scope 2 GHG emissions avoided are measured for the reporting year. These figures are compared against a hypothetical baseline scenario in which the initiative was not implemented for that year.



## CLIMATE ACTION

### Improving Building Infrastructure

As part of its broader sustainability targets, SIA is committed to achieving the BCA Green Mark accreditation, the highest local accolade for building environmental performance, for all SIA-owned buildings in Singapore by FY2026/27. This commitment aligns with the Singapore Government's Green Plan 2030, which aims to green 80% of the country's buildings (by gross floor area) by 2030, and is also in line with SIA's Sustainability Policy and Climate Action Pledge. In 2022, STC and TSQ were awarded the *Green Mark Platinum Award*, and will be undergoing energy improvement works to meet a more stringent set of requirements for re-certification before end-2027.

Similarly, ALH and SSC will be assessed under the latest Green Mark scheme, which introduces more stringent energy efficiency requirements compared to previous versions. Initiatives such as the retrofitting of chillers and installation of energy-efficient lighting at ALH and SSC are key steps towards attaining these certifications. SIA's pursuit of Green Mark accreditation for its buildings highlights the Group's dedication to sustainability and responsible resource management across its operations.



SIA Training Centre (STC)



TechSQ (TSQ)

### Ground Transport Initiatives

SIA manages ground operation GHG emissions by ensuring all its diesel- and petrol-powered vehicles comply with NEA's emission regulations. This includes regular inspections, such as the annual Chassis Dynamometer Smoke Test, to ensure that smoke opacity limits adhere to local standards. SIA is also progressively acquiring cleaner energy vehicles for airside usage, helping to reduce petrol consumption and improve overall fuel efficiency.

As part of the Singapore Sustainable Air Hub Blueprint, CAAS aims to have all airside vehicles at Changi Airport running on cleaner energy by 2040. This target is part of Singapore's larger plan to achieve net zero domestic and international aviation emissions by 2050.

To achieve this goal, all new airside light vehicles (cars, vans, and minibuses), forklifts, and tractors purchased from 2025 must be electric. The existing charging infrastructure will also be enhanced to support the electrification of the airside fleet. The SIA Group supports this initiative and is working towards ensuring its airside vehicles run on cleaner energy.

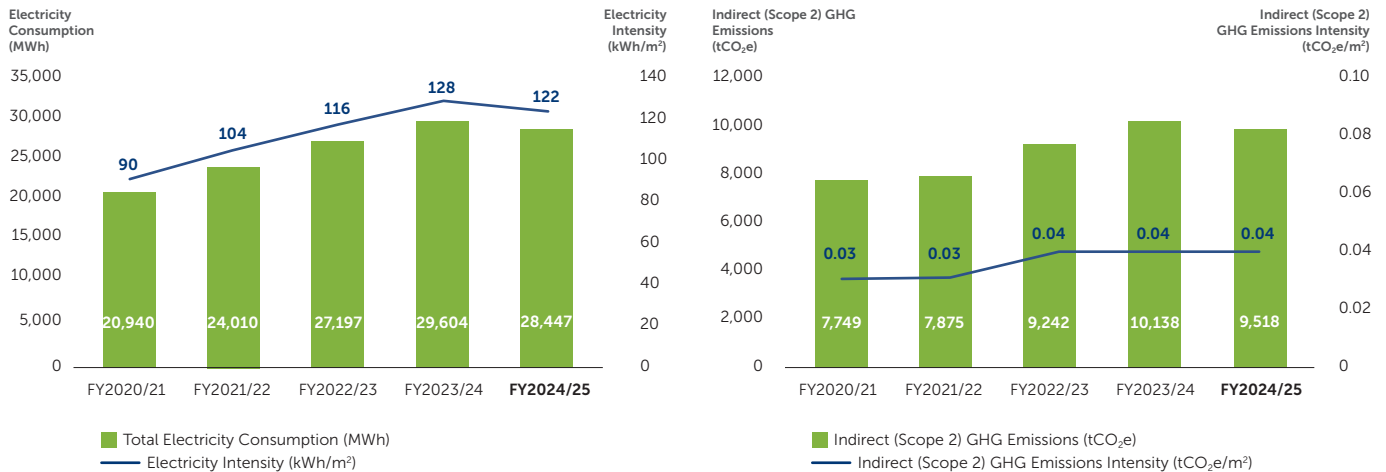


## CLIMATE ACTION

### THE SIA GROUP'S SCOPE 2 EMISSIONS FROM BUILDINGS AND PREMISES<sup>30</sup>

302-1 302-3 302-4 305-2 305-4

305-5



The total electricity consumption at the SIA Group's buildings and offices<sup>31</sup> decreased by 3.9% from 29,604 MWh in FY2023/24 to 28,447 MWh in FY2024/25. The decrease in energy consumption was largely driven by the commissioning of newer and more efficient equipment in SIA-owned buildings, including a highly efficient chiller system at STC, as well as LED lighting replacement works at SSC. These energy saving initiatives have led to decreased energy consumption for the Group, despite an increase in the electricity consumption of the Group's unlisted subsidiaries.

Correspondingly, electricity intensity decreased by 4.7% from 128 kWh/m² in FY2023/24 to 122 kWh/m² in FY2024/25. With the complete installation of solar panels on the roofs of SIA-owned buildings in Singapore, 5,458 MWh of renewable energy was consumed in FY2024/25. This represents 19.2% of the SIA Group's total electricity consumption for its buildings and offices.

Energy indirect (Scope 2) GHG emissions decreased by 6.1% from 10,138 tCO₂e in FY2023/24 to 9,518 tCO₂e in FY2024/25, while the indirect emissions intensity (Scope 2) decreased by 6.8% from 0.044 tCO₂e/m² to 0.041 tCO₂e/m² over the same period.

Alongside its commitment to attaining the BCA Green Mark Certification, SIA aims to achieve a 10% reduction in electricity consumption, from FY2019/20 levels, in its four buildings by FY2029/30.

<sup>30</sup> Figures for FY2020/21 to FY2023/24 have been restated to remove the environmental performance of CAE Flight Training Centre, which has been reclassified as a joint venture.

<sup>31</sup> Locations include SIA-owned buildings (ALH, SSC, STC, and TSQ) and leased offices in Singapore. It also includes premises leased by SIA's non-listed subsidiaries.

## CLIMATE ACTION

### THE SIA GROUP'S SCOPE 3 EMISSIONS FROM OTHER VALUE-CHAIN ACTIVITIES <sup>305-3</sup>

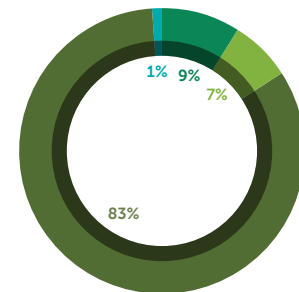
In FY2022/23, the SIA Group began developing a Scope 3 GHG emissions inventory in line with recommendations from the TCFD. This initiative deepens the Group's understanding of its broader environmental impact and supports the development of more targeted emissions reduction strategies.

SIA is adopting a phased, multi-year approach to improve the accuracy and breadth of its Scope 3 emissions accounting. By progressively improving the analysis of its calculations, the Group aims to offer a more comprehensive representation of its Scope 3 emissions in future reports. SIA will continue to engage with its suppliers and stakeholders to identify opportunities to reduce emissions and to collaborate on sustainability initiatives.

For FY2024/25, the SIA Group has expanded the evaluation of Scope 3 disclosure to all 15 categories. Improvements were also made to the Group's accounting methodology, including the incorporation of relevant downstream Scope 3 categories.

Categories 1, 2, and 3 have the largest share of emissions, which account for 99% of the total Scope 3 emissions. All categories are specific to SIA and Scoot, except for Categories 2 and 3, which include emissions from the Group.

Scope 3 Emissions (tCO<sub>2</sub>e) for FY2024/25<sup>32</sup>



- Category 1  
Purchased goods and services
- Category 2  
Capital goods
- Category 3  
Fuel and energy-related activities
- Other relevant Scope 3 categories

<sup>32</sup> Due to rounding, the numbers presented may not add up precisely to the absolute totals indicated.

# RESOURCE MANAGEMENT

## PACKAGING, MATERIALS, AND WASTE MANAGEMENT 3-3 306-1 306-2

As part of the Group's commitment to minimise its environmental footprint, the Group adopts the 5R principles – Refuse, Reduce, Reuse, Repurpose, and Recycle – across its operations.



### The SIA Group adopts a four-pronged approach to manage waste:

- Reducing waste by adopting digital technologies and implementing waste and material reduction initiatives across its operations
- Reducing waste disposal through recycling, reusing, and repurposing of materials
- Implementing operational improvements to reduce waste generation and disposal
- Building partnerships with like-minded industry partners to explore new waste management opportunities

### In-flight Waste Management

Aircraft cabin waste comprises two primary waste streams: cleaning waste and catering waste.

**Cleaning waste** is collected from cleaning operations within the aircraft, including waste from seatback pockets and lavatories.

**Catering waste** is generated by in-flight meals and beverages, including food and packaging that are returned to the galley carts, static bins, or compactor boxes.

SIA and Scoot do not collect, store, or dispose of cabin waste. These activities are handled by contracted cleaners and caterers, who are subject to the relevant national waste management controls. The Group works closely with its caterers worldwide to manage cabin waste and conducts audits to better understand the waste composition.

Through its partnership with SATS Ltd to measure waste generated on its inbound flights, SIA discovered that the majority of the waste comprises food and beverage leftovers. This helps SIA to develop a more structured and targeted approach to managing in-flight waste.

In FY2024/25, Scoot participated in a cabin waste audit with the Aviation Sustainability Forum to validate the existing audit process carried out by Asia Pacific Star Pte Ltd, a subsidiary of SATS Ltd. This will help to improve Scoot's waste audit process and align it with common industry standards for cabin waste management.

SIA and Scoot also regularly review their use of single-use plastics in-flight to identify items that can be replaced with more sustainable materials.



## RESOURCE MANAGEMENT

### Managing Materials and Waste

#### Using Alternative Materials<sup>33</sup>

SIA is committed to continually evaluating its packaging materials to reduce its environmental impact. As part of its efforts to eliminate single-use plastics, straws, swizzle sticks, and the packaging for its children's toys, teddy bears, and sleeper suits have been removed. SIA also strives to minimise plastic content where feasible. For example, in FY2024/25, SIA replaced its Economy Class earphone packaging with a new material comprising 50% kraft paper, eliminating the all-plastic packaging used previously.

SIA's Premium Economy Class amenity kits also feature pouches made from Forest Stewardship Council (FSC)-certified kraft paper fabric, in collaboration with eco-conscious design brand Out of the Woods. The kit also includes eyeshades and slippers made from recycled polyethylene terephthalate (PET) material, along with a lip balm packaged in biodegradable material.

In collaboration with SATS Ltd, SIA serves main courses in meal boxes made of FSC-certified paper and desserts in paper boxes with bamboo cutlery wrapped in paper on selected short-haul Economy Class flights.



#### Providing Selected Amenities on Request

To minimise waste, selected in-flight amenities are available upon request to SIA customers across all cabin classes. In-flight amenity kits are offered on request for Business Class customers on flights above six hours, and for Premium Economy Class and Economy Class customers on flights above seven hours.

#### Allowing Customers to Pre-order or Skip Meals to Reduce Food Waste

SIA's customers can indicate if they wish to skip meals when managing their bookings on its website or mobile app prior to their flight, which helps to reduce food waste.

#### Improving Menu Design and Food Preparation Processes

With unconsumed food and beverages making up an estimated 20% of cabin waste based on the IATA Cabin Waste Handbook<sup>34</sup>, SIA recognises the importance of working closely with catering partners to improve menu offerings and preparation processes to better match customer preferences and reduce food waste on board.

#### Digitalising Work Processes

SIA and Scoot continue to advance the digitalisation of in-flight work processes to enhance operational efficiency and reduce paper consumption. Key initiatives include:

- Accepting electronic signatures across the organisation.
- Digitising the Cabin Safety Equipment Checklist, Aircraft Quick Reference Guide Cabin Safety Instructions, and security bulletins.
- Digitising the Cargo Digital Checklist, used by operations teams to log cargo handling discrepancies.
- At Scoot, the check-out process for cabin crew operating the Embraer E190-E2 fleet has been digitalised through SKY, an in-house application. The platform enables electronic form submissions and streamlines follow-ups on voyage report issues between crew members and internal departments.
- SIA is also reviewing alternative sustainable materials for the Safety and Emergency Procedures cards, and is in the process of digitising the Aircraft Certificate File found on board every aircraft on the eCert app.

<sup>33</sup> It was previously reported in the FY2023/24 Sustainability Report that Scoot had replaced its plastic drink stirrers with wooden stirrers since October 2022. However, it has been confirmed that this replacement was implemented earlier, in January 2022.

<sup>34</sup> [IATA, Cabin Waste Handbook](#).



## RESOURCE MANAGEMENT



### Reducing Paper Usage Through Digital Servicing Lists

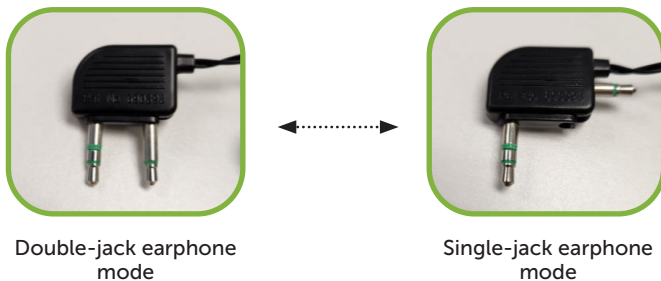
In July 2024, SIA's Singapore Hub team, the Cabin Crew Division, and SATS Ltd jointly conducted a month-long trial to provide a hard copy of the Preliminary Onboard Servicing List (OSL) only for flights departing Singapore, with the remaining documents required available as a digital copy. The aim of the trial was to assess whether crew could rely on the digital final OSL available in the Beyond Excellent Service (BEST) system for onboard service.

Following the successful completion of the trial, this practice has been formalised for all flights departing Singapore. Hard copy final OSLs are now only provided upon request, such as on flights with a high number of special meal requests where a hard copy version may aid service delivery.

This initiative is projected to save approximately 41kg of paper per month, amounting to nearly half a tonne annually. It also highlights the value of cross-functional collaboration across the organisation in supporting environmental sustainability through smarter, paper-saving practices.

### Offering Reusable Economy Class Earphones

SIA modified its Economy Class earphones from a fixed double-pin configuration to one that can be converted into a single-pin format. This allows customers to reuse the earphones with their personal devices after the flight.



### Recycling and Diverting Waste from Incineration

SIA recycles materials such as empty glass bottles and worn-out magazines collected from inbound flights by sending them to an authorised waste collector.

In FY2024/25, SIA started conducting trials on food waste recycling, where unconsumed meals and paper meal boxes from inbound Singapore flights are converted into renewable energy sources and fish feed for aquaponic farms. In addition, used PET bottles are repurposed into bitumen used for road paving and repairs.

### Performance of the SIA Group's In-flight Waste Management Efforts 306-3 306-4 306-5

SIA tracks the amount of waste generated and recycled from its flight operations, with SATS Ltd serving as the appointed vendor for the collection and subsequent disposal or recycling of SIA's waste from inbound flights. SATS Ltd conducts monthly waste audits on a selection of SIA's inbound flights from across all regions and provides the data to SIA to estimate the total volume of its annual inbound in-flight waste.

The total amount of waste generated from SIA's flight operations increased from 3,557 tonnes in FY2023/24 to 9,200 tonnes in FY2024/25. The volume of in-flight recycled waste also increased from 393 tonnes to 841 tonnes over the same period<sup>35</sup>. The increase in total in-flight waste generated is attributed to an increase in commercial flight operations and enhancements in waste audit and waste handling processes by SATS Ltd, resulting in a more comprehensive measurement of SIA's in-flight waste performance.

Beginning in FY2024/25, SATS Ltd has also been conducting monthly waste audits on selected inbound Scoot flights from across its network to allow Scoot to estimate its in-flight waste. The inbound waste generated for Scoot in-flight operations for FY2024/25 is 408 tonnes.

<sup>35</sup> The total amounts of waste generated and recycled in SIA's flight operations for FY2023/24 have been restated to include an adjustment to the volume of recycled glass bottles, which was understated in SIA's sustainability report for FY2023/24.

## RESOURCE MANAGEMENT

### Ground Waste Management

SIA's waste management approach is aligned with Singapore's Zero Waste goals, which aim to reduce waste sent to the Semakau Landfill and improve national recycling rates. In FY2024/25, the Group continued implementing targeted initiatives across two key waste streams: municipal waste (such as food, paper, and plastics) as well as electrical and electronic waste (e-waste).



#### Reducing Plastic and Paper Waste

SIA has implemented several initiatives to reduce plastic and paper waste. Some of the efforts undertaken by SIA's Engineering and Cargo Divisions in this area include:

#### Engineering Division

- The use of bubble wrap machines since FY2019/20 to dispense precise amounts of wrapping material for packing aircraft spare parts.
- The progressive digitisation of journey log forms and associated approval processes across all aircraft since FY2021/22 to reduce paper consumption.

#### Cargo Division

- The implementation of the Cargo Digital Checklist since FY2019/20 allows staff to record cargo handling discrepancies on the ground in real time using their mobile devices, which saved approximately 100kg of paper in FY2024/25.

#### Reusing Aircraft Parts for Safety Training

Since FY2021/22, SIA has repurposed functional equipment from retired aircraft, such as seats and smoke hoods, for use in pilot and cabin crew safety training. These aircraft components are restored to operational condition and approved for training by the Flight Operations Division.

#### Recycling e-Waste at SIA's Buildings

Launched in 2016, the Let's Erase e-Waste campaign encourages staff to dispose of e-waste responsibly by providing dedicated bins across SIA's four premises in Singapore. In FY2024/25, 2.9 tonnes of e-waste was collected and recycled.

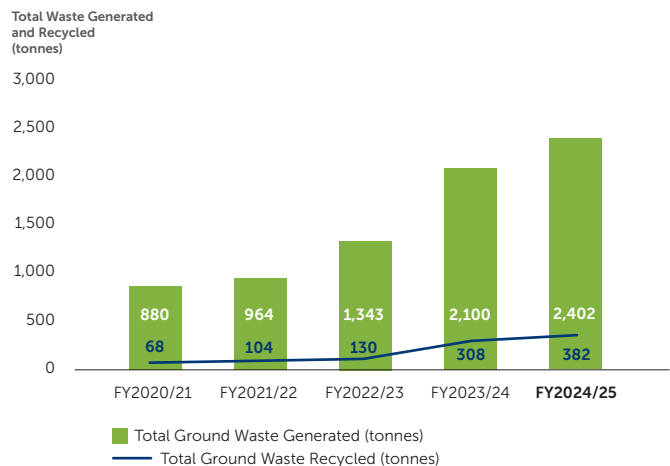
### Ground Packaging

#### Complying with Stricter Packaging Legislation

Under the MPR framework of the Resource Sustainability Act, producers of packaged products must submit packaging data and their 3R (Reduce, Reuse, Recycle) Plan to NEA. SIA, Scoot, and KrisShop comply with MPR requirements by collecting detailed information on their packaging materials, including material types, recycled content percentages, and packaging weights.

#### Performance of SIA and Scoot Ground Waste<sup>36</sup>

306-3 306-4 306-5



The total ground waste generated from SIA and Scoot's owned buildings and leased premises<sup>37</sup> in Singapore increased from 2,100 tonnes in FY2023/24 to 2,402 tonnes in FY2024/25. This increase was primarily due to a rise in building waste from SIA owned and leased premises, particularly from airport lounges as a result of higher passenger throughput.

The amount of recycled ground waste also increased from 308 tonnes in FY2023/24 to 382 tonnes in FY2024/25. Recycled waste includes paper, plastics, metals, and glass.

General waste is collected by NEA-licensed waste collectors and is either sent directly to incineration plants or routed to material recovery facilities for sorting and destruction. Waste weights for both general and recyclable streams are tracked and reported by the appointed waste collectors.

<sup>36</sup> Figures for total ground waste recycled for FY2021/22 to FY2023/24 have been restated as wood waste is directed to disposal but was previously incorrectly reported as waste recycled.

<sup>37</sup> Locations covered include SIA-owned buildings (ALH, SSC, STC, and TSQ), SIA leased premises (SilverKris Lounges at Changi Airport) and offices leased by Scoot in Singapore.



## RESOURCE MANAGEMENT

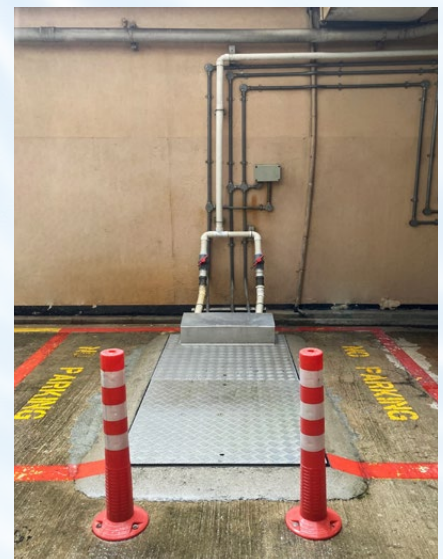
### WATER CONSERVATION PR-7 PR-8 PR-9

#### SIA's Water Conservation Efforts

SIA's water management strategy focuses on reducing consumption through the use of water-saving devices and sustainable practices, such as harvesting rainwater and groundwater. Wastewater from sanitary facilities and washing activities is discharged to government-operated water reclamation plants for treatment, while surface water is directed to open drains. SIA's commercial operations do not produce industrial effluents.

In line with the Ministry of Sustainability and the Environment's Clean Water Policy, SIA continues to improve the efficiency of its water use across its various buildings. Key water conservation and improvement initiatives include:

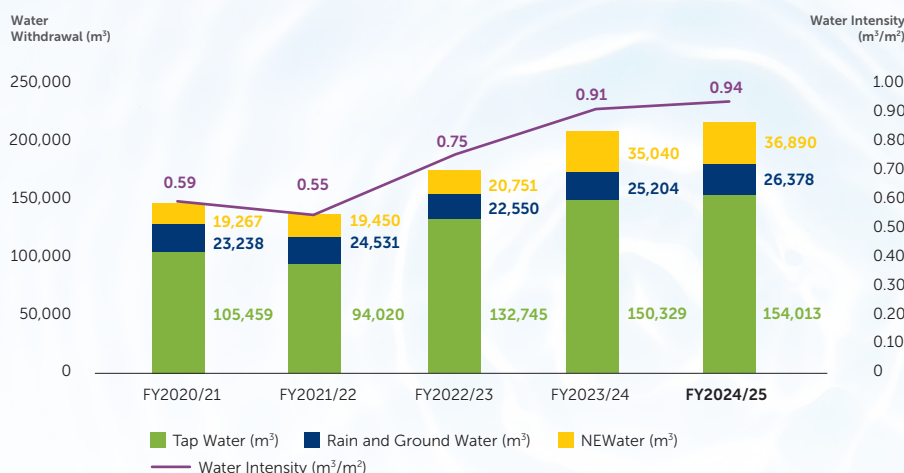
- Harvesting rainwater that is suitable to flush and water the external landscape. In FY2024/25, 8,681m<sup>3</sup> of water was conserved because of rainwater harvesting efforts.
- Recycling groundwater at ALH for flushing and irrigation purposes. The ground water collected was about 17,697m<sup>3</sup> in FY2024/25. Together with the harvested rainwater, the total water harvested amounted to 26,378m<sup>3</sup>, meeting 100% of ALH's total demand for non-potable water.
- Studying the collection and reuse of condensate water from air-conditioning units, as well as the treatment of surface water for cooling towers, to reduce reliance on potable water.
- Displaying educational posters provided by the Public Utilities Board (PUB) in washrooms and public hand wash areas in the canteen to encourage water conservation.
- Conducting regular water audits and submitting water efficiency management plans to PUB annually.
- Replacing manual flush valves and water taps with sensor-operated models with at least three ticks based on PUB's Water Efficiency Labelling Scheme (WELS). These models can reduce water usage by up to 40%.



Water storage tank for non-potable use, harvesting groundwater

In recognition of SIA's water conservation efforts, the Airline attained the PUB Water Efficiency Building Certificates for four SIA-owned buildings, namely ALH, SSC, STC, and TSQ.

#### Water Performance of the SIA Group's Properties and Premises



Water withdrawn from the SIA Group's buildings and premises<sup>38</sup> increased by 3.2% from 210,573m<sup>3</sup> in FY2023/24<sup>39</sup> to 217,280m<sup>3</sup> in FY2024/25. Water intensity figures also saw an increase of 3.3% from 0.91m<sup>3</sup>/m<sup>2</sup> in FY2023/24<sup>40</sup> to 0.94m<sup>3</sup>/m<sup>2</sup> in FY2024/25. The increase in water withdrawn and water intensity were primarily due to an increase in the operational requirements of Singapore Flying College (Jandakot), which saw an expansion in its student population.

<sup>38</sup> Locations include SIA-owned buildings (ALH, SSC, STC, and TSQ) and leased offices in Singapore. It also includes premises leased by SIA's non-listed subsidiaries.

<sup>39</sup> The total water withdrawn from the SIA Group's buildings and premises for FY2023/24 has been restated following a review of past information.

<sup>40</sup> The water intensity for FY2023/24 has been restated following a review of past information.



## RESOURCE MANAGEMENT

### Case Study

#### Building Equipment With Improved Energy Performance

Older buildings often face challenges with aging mechanical systems that consume significantly more energy than modern alternatives. To address this, SIA continues to actively improve the energy performance of its facilities, focusing on air-conditioning and lighting, which account for up to half of the Group's annual total energy consumption across its buildings.

At ALH, a major chiller plant upgrade is underway to improve cooling efficiency and indoor air quality. Scheduled for completion by the fourth quarter of 2026, the new system is expected to deliver a 30% improvement in overall chiller efficiency. Air-handling units across ALH, STC, and TSQ are also being retrofitted with energy-efficient, electrically commutated fans, which adjust fan speeds based on cooling demand to reduce energy consumption.

In October 2024, SIA completed the replacement of all lightings at SSC, making the site fully LED-equipped. This initiative is projected to save up to 281 MWh of electricity and avoid 117 tonnes of Scope 2 emissions annually. Similar lighting upgrades are planned across other sites, including phased replacements during office renovations and ongoing projects at STC to install LED streetlights with photocell sensors for on-demand lighting control.

These enhancements to air-conditioning and lighting systems not only reduce energy use and emissions, but also lower maintenance needs and minimise resource waste over time.

### Case Study

#### Supporting Airside Vehicle Fleets With Cleaner Energy Sources

In line with the CAAS' Singapore Sustainable Air Hub Blueprint, which targets full electrification of airside vehicle fleets by 2040, SIA is installing electric vehicle (EV) chargers across its properties. These will be located at ALH, STC, and TSQ. The project has been awarded and is expected to be completed by the third quarter of 2025. EVs, which produce zero tailpipe emissions, offer a cleaner alternative to conventional fossil fuel-powered vehicles, contributing to a greener Changi Airport community.

### Case Study

#### Advancing the Green Transformation of SIA-owned Buildings

As part of its sustainability goals, SIA aims to achieve BCA Green Mark certification for all its Singapore-based buildings by FY2026/27. STC and TSQ were awarded the *Green Mark Platinum Award* in 2022 and are undergoing recertification this year. These efforts reflect SIA's continued commitment to sustainable building practices and responsible resource management.

### Case Study

#### Reducing Heat Gain With Cool Paint at TSQ

In 2024, SIA completed a façade repainting project at TSQ using cool paint, a type of coating formulated to reflect more sunlight and absorb less heat than conventional paint. This helps to reduce indoor temperatures and cut down on air-conditioning energy use. Based on findings from a trial conducted by HDB, cool paint can lower ambient temperatures by up to 2°C. By applying this technology, SIA aims to create a more comfortable indoor environment while lowering Scope 2 emissions associated with building cooling needs.



TSQ painted with cool paint



# POLLUTION CONTROL

## NOISE PR-7 PR-8 PR-9

Aircraft engine noise, particularly during take-off and landing, can affect communities living near airports. The SIA Group continually explores strategies to minimise this impact. In compliance with the ICAO stringent noise standards, the Group invests in newer, quieter aircraft and implements appropriate noise abatement procedures in airport vicinities.

As of FY2024/25, all SIA and Scoot aircraft meet the ICAO Chapter 4 noise standard. SIA has also placed an order for 31 Boeing 777-9s, which are expected to operate at noise levels up to eight decibels below the Stage 5 Aircraft Noise Standards margin.

Scoot's new Embraer E190-E2 aircraft are also fitted with quieter engines that meet ICAO's Chapter 14 noise certification standards.

## OTHER POLLUTANTS 305-7 PR-7 PR-8 PR-9

Jet fuel combustion results in emissions such as nitrogen oxides (NO<sub>x</sub>), sulphur oxides (SO<sub>x</sub>), carbon monoxide (CO), particulate matter, and other trace compounds that affect air quality<sup>41</sup>. Improved engine designs have contributed to a decrease in NO<sub>x</sub> and CO emissions over time.

SIA and Scoot comply with ICAO's international standards for NO<sub>x</sub>, CO<sub>2</sub>, hydrocarbons, and exhaust levels from aircraft engine emissions. These standards apply to new aircraft designs as of 2020, as well as new deliveries of in-production aircraft types from 2023.

SIA's Boeing 747-400F and Scoot's Airbus A320ceo aircraft comply with the 1998 ICAO CAEP/4 and 2004 ICAO CAEP/6 emissions standards, respectively, while the remainder of the SIA Group's aircraft fleet meet the more stringent CAEP/8 standards.

In FY2024/25, SIA and Scoot began measuring and reporting on NO<sub>x</sub> and SO<sub>x</sub> emissions, with the figures for FY2023/24 calculated retrospectively. SIA and Scoot's combined emissions for NO<sub>x</sub> increased from 5,481 tonnes in FY2023/24 to 6,161 tonnes in FY2024/25, while their combined emissions for SO<sub>x</sub> increased from 291 tonnes to 321 tonnes over the same period. The increase in emissions was driven by an overall increase in the number of Landing Take-off (LTO) cycles associated with the airlines' commercial flight operations.

*Please refer to the Appendix for further details.*

<sup>41</sup> IATA, "Local Air Quality".



# BIODIVERSITY

## BIODIVERSITY PR-7

### Harapan Rainforest Initiative

Since 2010, SIA has been the exclusive airline partner of the Harapan Rainforest Initiative, also known as Hutan Harapan, a conservation project jointly established and managed by a consortium of partners, including BirdLife International.

The initiative seeks to protect over 98,000 hectares of biodiverse lowland tropical rainforest in Sumatra, Indonesia, which is home to more than 1,900 recorded animal and plant species, including critically endangered wildlife such as the Sumatran tiger and Sumatran elephant.

### Progress Made in Hutan Harapan in FY2024/25

#### Biodiversity Monitoring

Biodiversity in Hutan Harapan continues to face threats such as deforestation, habitat encroachment and fragmentation, as well as poaching activities. In response, the initiative identifies, monitors, and manages species of conservation concern within the ecosystem restoration area.

In FY2024/25, monitoring efforts showed a significant increase in natural regeneration of secondary forest, which indicates that forest restoration efforts in areas dominated by invasive species and damaged by forest fires, as well as implementation of agroforestry practices with local communities have been successful.

High diversity of wildlife species was also recorded through surveys and camera trapping in FY2024/25. More than 300 bird species and 25 mammal species were recorded, including 12 new bird species that were not recorded before in Hutan Harapan, as well as several vulnerable and near-threatened species such as the Storm's Stork.

The long-term success of biodiversity monitoring and conservation efforts in Hutan Harapan relies on the commitment and capacity of local communities.

Continued efforts are ongoing to collaborate with local communities in increasing law enforcement through joint patrols; building local capabilities in forest fire prevention and control; engagements on human-elephant conflict mitigations; and strengthening sustainable livelihood initiatives amongst other community initiatives. These are vital to protect the Hutan Harapan forest ecosystem.

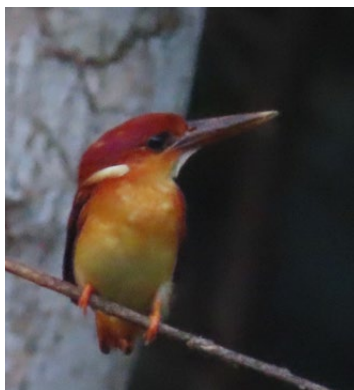


Photo Credit: Hutan Harapan



## BIODIVERSITY

### *Buckingham Palace Declaration*

Wildlife trafficking is a global, multi-billion-dollar industry, and increased connectivity through air transport has made aviation a target for smuggling routes. Airports witness an estimated 20,000 illegal wildlife seizures annually, posing legal, economic, safety, and reputational risks to the aviation industry.

In 2017, SIA joined the United for Wildlife Transport Taskforce by signing the Buckingham Palace Declaration, committing to disrupt illegal wildlife trade by taking steps to shut down the routes exploited by traffickers. In 2024, Scoot also became a signatory to the Declaration, joining the United for Wildlife Transport Taskforce.

The Declaration outlines 11 key commitments aimed at strengthening industry-wide standards, with a focus on information-sharing, training, technological improvements, and resource sharing with organisations around the world. SIA and Scoot continue to uphold this pledge against illegal wildlife trade.

### *Doing Our Part to Raise Awareness on Illegal Wildlife Trade*

Illegal wildlife trade is a complex problem that requires the cooperation of multiple stakeholders. SIA helps to raise awareness about the implications of this illicit activity to its employees and the public. Key initiatives include:

- **2017:** SIA held its first Illegal Wildlife Trafficking Awareness Workshop for SIA and CAG staff in collaboration with IATA, the Agri-Food and Veterinary Authority of Singapore, and Wildlife Reserves Singapore. Training was conducted by TRAFFIC, a leading non-governmental organisation working globally on trade in wild animals and plants.
- **2019:** SIA worked with CAG and TRAFFIC on a staff training workshop for check-in agents and ground handlers.
- **2020:** At the *Inside Singapore Airlines* event, which welcomed more than 2,000 members of the public, a booth was set up to raise awareness of illegal wildlife trade as part of SIA's sustainability showcase.
- **2021:** SIA's staff training and education efforts were showcased in the United for Wildlife South East Asia and Australasia Chapter meeting.
- **2023:** The Airline conducted two in-person awareness raising sessions in partnership with BirdLife International that were attended by over 80 participants.
- **2023-2024:** SIA held one in-person event and two webinars to raise internal stakeholder awareness on the risks of illegal wildlife trade in cargo operations. These events were attended by over 100 participants.
- **2025:** SIA conducted two guided nature walks for more than 40 staff in partnership with BirdLife International to cultivate an appreciation for nature and environmental stewardship.



### **Illegal Wildlife Trade Staff Awareness Workshop by ACRES**

In March 2025, Scoot engaged ACRES (Animal Concerns Research and Education Society) to run an illegal wildlife trade awareness programme for 20 staff from across the organisation. The programme consisted of a tour of the ACRES Wildlife Rescue Centre and a talk conducted together with TRAFFIC, a global wildlife trade monitoring network, to enhance participants' understanding of illegal wildlife trade and equip them with the knowledge to identify and report suspicious activities.



# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

## OVERVIEW

As part of the SIA Group's commitment to transparent and effective climate governance, SIA and Scoot have been reporting efforts in addressing climate-related risks and opportunities through a phased approach since the FY2022/23 SIA Sustainability Report.

This section offers an updated overview of the progressive implementation of the TCFD recommendations across four key areas: Governance, Strategy, Risk Management, and Metrics and Targets, to meet SGX's TCFD-aligned climate reporting requirements.

In FY2024/25, the Group engaged an external consultant to conduct a quantitative climate scenario-based analysis and assess the financial impact of key climate-related risks.

In preparation for the upcoming International Financial Reporting Standards (IFRS) S1 and S2 disclosure requirements<sup>42</sup>, which builds on the TCFD reporting framework, the Group is committed to continue strengthening its climate reporting efforts.

For a holistic overview of the SIA Group's climate reporting efforts to-date, this section should be read in conjunction with past climate disclosures in the FY2022/23 and FY2023/24 SIA Sustainability Report.

## CLIMATE-RELATED RISKS AND OPPORTUNITIES

3-3 PR-7 PR-8 PR-9

### Governance

The SIA Group has established key governance structures to ensure oversight of climate issues across the Board and Senior Management levels.

The CETSC is the main Board Committee responsible for overseeing climate-related risks and opportunities from a strategic angle, so that these are taken into consideration in developing strategies and prioritising business plans.

The CETSC is closely supported by the MC and SSC in the supervision of the SIA Group's sustainability management across its business operations and strategies. CETSC is also informed by the GRCMC, who ensures that risk responses are coordinated and integrated across the Group.

Regular updates are tabled by the SO and key business units at the MC and SSC to review and monitor material ESG factors, performance metrics and targets, including the progress of key initiatives in achieving sustainability and climate targets.

*Please refer to the Sustainability Governance section in the Sustainability Approach chapter for more information on the Board and Senior Management's oversight of climate matters.*

### Strategy

Climate change continues to present various risks and opportunities for the airline industry.

According to the latest World Economic Forum Global Risks Report 2025, environmental risks such as extreme weather events remain as a top risk globally in terms of severity of impact over the short- to long-term<sup>43</sup>. Other risks on the horizon include regulatory pressures and rising fuel costs. However, it also presents opportunities such as technological innovations and improvements in operational efficiencies.

Developing a climate strategy is essential for businesses to navigate these challenges and capitalise on emerging opportunities amidst a changing climate.

The SIA Group continuously strives to better understand the impact of climate change on its business strategy, operations, and financial position under different climate scenarios and time horizons. This helps the Group to assess the resilience of its airline business amidst climate stresses, and prepare for the transition towards net zero carbon emissions from its operations by 2050.

The SIA Group has made strides in strengthening its assessment of climate-related risk and opportunities in its airline operations and improved disclosures over the years.

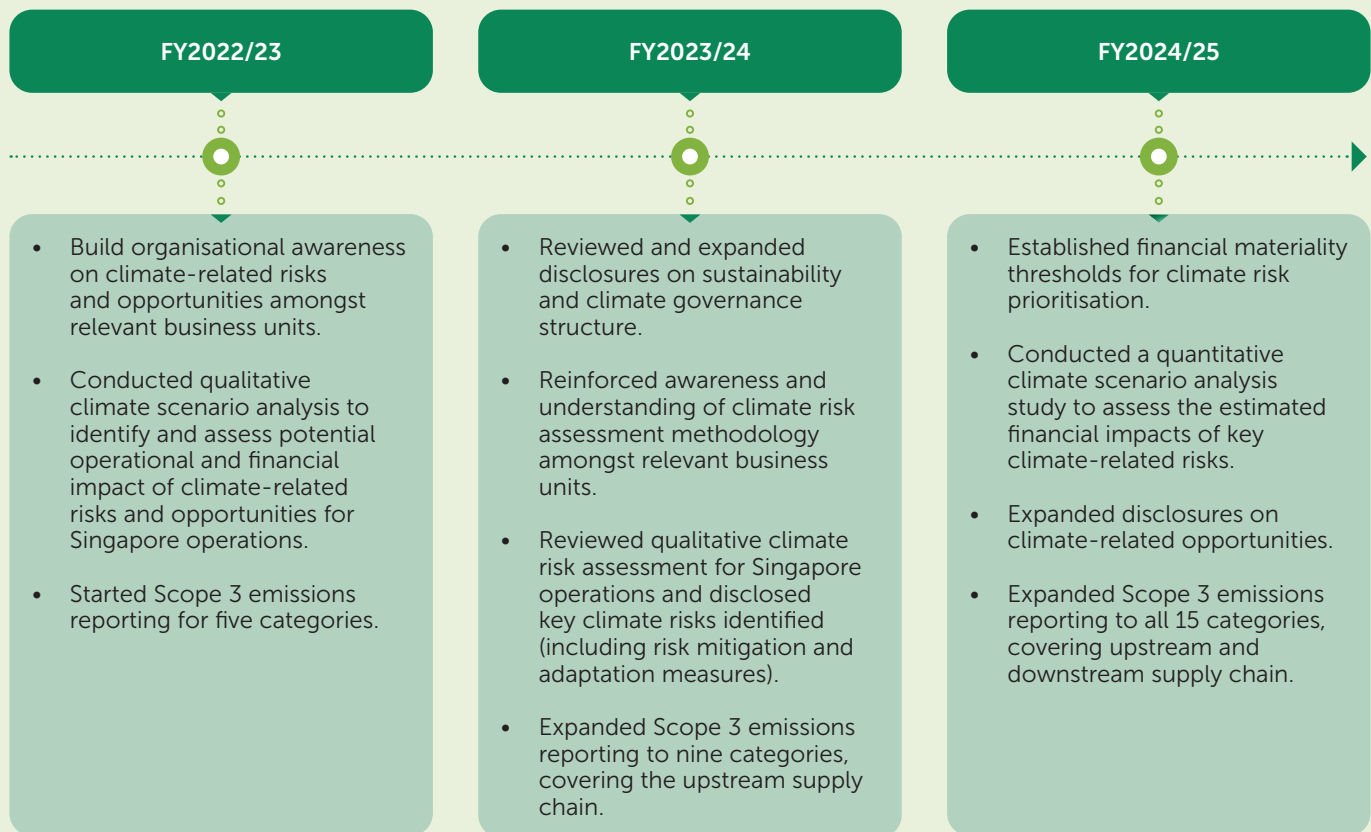
<sup>42</sup> In February 2024, SGX announced mandatory climate reporting requirements for all listed issuers and large non-listed companies to report and file annual climate-related disclosures aligned with the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board, starting from FY2025 and FY2027 respectively.

<sup>43</sup> World Economic Forum (15 January 2025), [Global Risks Report 2025](#).



## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

### The SIA Group's Climate Reporting Journey



### Climate Scenario Analysis

Singapore is the main hub for the SIA Group's operations.

Building on qualitative climate scenario analysis conducted by SIA and Scoot in previous years to identify and assess climate-related risks for Singapore operations, the quantitative analysis study conducted in FY2024/25 provided deeper insights into two key climate-related risks under two climate

scenarios<sup>44</sup> – Net Zero Emissions Scenario (2°C or lower) and Middle-of-the-Road Scenario (~2.4°C–2.8°C).

Specific financial metrics and modelling methodologies were adopted in estimating the potential financial impact of each risk as outlined below. The Group will continue to monitor climate-related risks, and progressively enhance the scope and robustness of its climate scenario analysis methodologies.

#### Physical Risk



Precipitation stress-related flooding

#### Transition Risk




Emissions reporting compliance cost

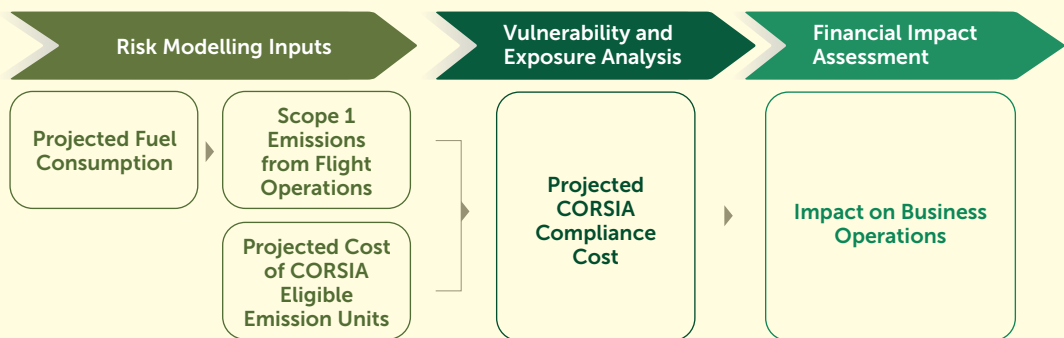
<sup>44</sup> Climate scenarios primarily take reference from the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathways (RCPs) and Shared Socioeconomic Pathways (SSPs). Net Zero Emissions Scenario reference IPCC RCP 2.6 and SSP1-2.6, Middle-of-the-Road Scenario reference IPCC RCP 4.5 and SSP2-4.5.

## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

### Estimated Financial Impact of Precipitation Stress-related Flooding

<b>Scope</b>	Four SIA-owned building assets (ALH, STC, TSQ, SSC), and two SIA and Scoot-leased premises (in SATS Airfreight Terminal 5 and Singapore Changi Airport)
<b>Financial Impact</b>	Business operations
<b>Climate Scenarios</b>	Net Zero Emissions Scenario (IPCC RCP 2.6 and SSP1-2.6) Middle-of-The-Road Scenario (IPCC RCP 4.5 and SSP2-4.5)
<b>Time Horizon</b>	2030 (Medium-term) and 2050 (Long-term)
<b>Methodology</b>	 <p>To assess the financial impact from precipitation stress-related flooding, physical risk modelling was conducted for each building and flood damage ratios were applied to each building to project the stress on business operations under different climate scenarios and time horizons.</p> <p>Overall financial impact to the SIA Group was assessed for replacement costs of buildings and fixed assets, and business disruption-related losses due to flood damage.</p> <p><i>Please refer to Appendix for more details.</i></p>

### Estimated Financial Impact of Emissions Reporting Compliance Cost

<b>Scope</b>	SIA and Scoot international flight operations that are subjected to the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)
<b>Financial Impact</b>	Business operations
<b>Climate Scenarios</b>	Net Zero Emissions Scenario (IPCC RCP 2.6 and SSP1-2.6) Middle-of-The-Road Scenario (IPCC RCP 4.5 and SSP2-4.5)
<b>Time Horizon</b>	2030 (Medium-term) <sup>45</sup>
<b>Methodology</b>	 <p>To assess the financial impact of emissions reporting compliance costs, projections were made for SIA and Scoot compliance costs under CORSIA, a global market-based measure to curb emissions growth in international aviation to a baseline 85% of 2019 emissions between 2024 and 2035.</p> <p>CORSIA compliance costs are dependent on two key factors – (1) SIA and Scoot's Scope 1 emissions from operating international flights, and (2) cost of CORSIA Eligible Emissions Units (EEUs)<sup>46</sup> that can be purchased by airlines to offset these international flight emissions.</p> <p>For flight emissions, fuel consumption was calculated using projected industry growth rates under different climate scenarios. Similarly, cost of CORSIA EEUs was estimated based on prevailing market outlook for the supply and demand for these units under different climate scenarios.</p> <p>Overall financial impact to the SIA Group was assessed based on estimated total expenditure for CORSIA compliance.</p> <p><i>Please refer to Appendix for more details.</i></p>

<sup>45</sup> CORSIA compliance cost was only assessed for 2030 time horizon as CORSIA implementation is currently expected to last until 2035 only.

<sup>46</sup> CORSIA EEUs are carbon offset credits that meet specific criteria set by the ICAO to help airlines offset their carbon emissions under CORSIA.

## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

### Climate Risk Ratings

Based on the financial impact projected for the two key climate-related risks identified for Singapore hub, the climate risks are classified as Low, Medium, or High risks. These risk levels are aligned with the six-point grading scale for financial impact in the Group's enterprise risk assessment guidelines.

Financial materiality thresholds for each risk level were endorsed by the MC in FY2024/25. The thresholds are deemed to be relevant using FY2023/24 Group Revenue as the baseline comparison.

Financial Materiality Thresholds for Climate-related Risks					
<span>● Low Risk: Financial impact &lt;\$50M</span> <span>● Medium Risk: Financial impact \$50M–\$200M</span> <span>● High Risk: Financial impact &gt;\$200M</span>					
Key climate-related risks in Singapore		Description of risk and estimated financial impact	Risk mitigation and adaptation measures	Risk rating	
Physical Risk				Net Zero Scenario	
Chronic long-term shifts and increased variability in weather patterns	Precipitation stress-related flooding			2030	2050
				●	●
				●	●

<sup>47</sup> Airport-related climate resilience measures are outlined in reference to CAG Annual Report [2022/23](#) and [2023/24](#).

## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Financial Materiality Thresholds for Climate-related Risks							
● Low Risk: Financial impact <\$50M   ● Medium Risk: Financial impact \$50M–\$200M   ● High Risk: Financial impact >\$200M							
Key climate-related risks in Singapore		Description of risk and estimated financial impact	Risk mitigation and adaptation measures		Risk rating		
Transition Risk		<ul style="list-style-type: none"><li>The Group airlines' exposure to CORSIA compliance costs is expected to be high risk in 2030.</li><li>This is due to anticipated increase in Scope 1 flight emissions arising from projected industry growth.</li><li>Several uncertainties remain in the medium- to long-term outlook for the aviation sector such as global SAF adoption and maturity of alternative aircraft propulsion technologies.</li><li>The current financial analysis should not be interpreted as a definitive projection of the SIA Group's financial risks or future financial performance.</li></ul>	<ul style="list-style-type: none"><li>The Group continuously improves its Monitoring Reporting and Verification system, conducts annual verification and reporting, and ensures that CORSIA EEUs are procured to meet offsetting obligations.</li><li>Projected compliance costs are regularly reviewed and factored into short- and long-term financial planning process.</li><li>From FY2024/25, projected expenditure of CORSIA EEUs for the financial year is factored into annual financial statements as a provision.</li><li>The Group will continue to monitor industry developments and explore opportunities to finance and procure eligible credits for CORSIA compliance.</li></ul>	Net Zero Scenario		Middle-of-the-Road Scenario	
Policy and Legal	Emissions-reporting compliance costs			2030	2050	2030	2050
				●	N/A <sup>48</sup>	●	N/A <sup>48</sup>

### Climate-related Opportunities

The SIA Group recognises that with risks come opportunities for its business.

The Group believes that a sustainable aviation industry helps to ensure that future generations continue to benefit from the global connectivity, economic prosperity, and people links that air travel enable.

The Group actively pursues efforts to transit into a low-carbon economy more effectively, such as working closely with aviation ecosystem partners to develop an integrated SAF supply chain at Singapore Changi Airport. Over the past year, SIA has been progressively increasing its SAF purchases and actively engages suppliers to explore offtake opportunities.

SIA also continues to contribute to industry efforts in establishing best practices on SAF accounting and reporting, and advance SAF adoption through advocacy and partnerships at various local and international platforms.

<sup>48</sup> CORSIA compliance cost was only assessed for 2030 time horizon as CORSIA implementation is currently expected to last until 2035 only.



## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Beyond SAF efforts, other areas of climate-related opportunities identified are outlined below:

Climate-related Opportunities		Description	Ongoing efforts
<b>Technology</b>	Investments in new technologies	<ul style="list-style-type: none"> <li>Adoption of low-carbon technologies can improve fuel efficiency and emissions savings.</li> </ul>	<ul style="list-style-type: none"> <li>SIA and Scoot regularly engage aircraft manufacturers on developments in aircraft technology, as well as delivery timeline of new aircraft on our order books. This is a continued area of focus for the Group's airlines in enhancing product and service offerings to our customers, as well as directly mitigating emissions from aircraft operations with modern technology available in the market.</li> <li>SIA and Scoot also continuously pursue operational efficiencies across engineering, flight and ground operations to achieve better fuel productivity and energy savings, by leveraging on digital tools, advanced technologies and strategic partnerships.</li> </ul>
<b>Products and Services</b>	Shifts in consumer preferences	<ul style="list-style-type: none"> <li>Growing profile of environmentally conscious travellers may see shifting expectations and needs that emphasise responsible travel practices.</li> </ul>	<ul style="list-style-type: none"> <li>SIA regularly monitors consumer preferences through regular market research, including exploring improved products and service offerings with a lower resource footprint.</li> <li>SIA and Scoot also regularly explore ways to reduce cabin waste such as food and packaging waste on board flights, and eliminate the use of single-use plastic packaging where feasible.</li> </ul>
<b>Reputation</b>	Responsible corporate image	<ul style="list-style-type: none"> <li>Maintaining a credible image as a responsible corporate through clear and transparent sustainability communications helps to build trust with stakeholders, and mitigate reputational risks.</li> </ul>	<ul style="list-style-type: none"> <li>Mandatory e-learning modules have been rolled out to all SIA ground staff since April 2024 to enhance awareness and understanding of aviation sustainability issues. All SIA ground staff have completed the training as at 31 March 2025.</li> <li>SIA also conducts regular sustainability sharing sessions and learning journeys to increase staff engagement on various sustainability topics.</li> <li>SIA and Scoot actively collaborate with ecosystem partners to exchange best practices and explore new and innovative solutions to improve sustainability performance together as an industry. For example, SIA collaborates with like-minded airline partners like Cathay Pacific to promote SAF development and use in the Asia-Pacific region, as well as initiatives to reduce in-flight waste and improve energy efficiencies in ground and cargo operations.</li> </ul>

Please refer to the relevant sections in the Environment chapter for more information on SIA's decarbonisation and resource management efforts.

## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

### Risk Management

The SIA Group has an Enterprise Risk Management (ERM) framework in place to govern, report, and manage risks through the application of established risk management principles, policies, and guidelines. This framework is embedded in the Group's business operations, including facilitating risk-based decisions and strategic planning, and emphasises the importance of managing risks on an ongoing basis through coordinated efforts across different business functions.

The five-step process for identifying, assessing, prioritising, and managing climate-related risks is in line with the enterprise risk management framework adopted by the SIA Group.

#### Five-step Risk Management Process



Please refer to the Governance chapter and SIA's corporate [website](#) for more information on the SIA Group's Risk Management Framework, Governance and Reporting Structure, and Risk Management Processes.

### Metrics and Targets

The SIA Group has been monitoring its environmental performance through relevant metrics and targets, aligned to the GRI Standards, the GHG Protocol Corporate Accounting and Reporting Standard, and TCFD recommendations.

Key metrics on environmental performance have been consistently and progressively disclosed over the years. This includes:

- Fuel consumption and productivity
- Fuel and energy savings
- GHG emissions (Scope 1, 2, and 3)
- GHG emissions intensity (Scope 1 and 2)
- Scope 1 and 2 emissions avoided from fuel and energy reduction initiatives
- Water withdrawal and intensity for buildings and offices
- Waste generated and diverted from disposal for ground and flight operations

The SIA Group's net zero target is aligned with ICAO's long-term aspirational goal of net zero carbon emissions from international aviation by 2050.

In line with the Group's commitment to achieve net zero carbon emissions from its operations by 2050, SIA and Scoot have announced an interim target to replace 5% of their total fuel requirements with SAF by 2030. It is an important step forward in the SIA Group's sustainability journey, as it reinforces the Group's commitment towards decarbonisation and supporting climate action.

The pledge actively supports the AAPA's collective ambition to achieve 5% SAF substitution for its airlines by 2030. It is also a pragmatic interim target that takes into consideration the prevailing regulatory and industry landscape affecting global SAF supply and demand.

In 2024, IATA estimates that SAF accounted for only 0.3% of global jet fuel production<sup>49</sup>. The scale-up of global SAF production continues to face challenges such as high capital investments, limited production pathways, availability of feedstock, and varying governmental policy support across different jurisdictions.

Nonetheless, the Group has progressively increased SAF purchases over the past year and will continue to engage suppliers on different offtake opportunities as active steps towards meeting our interim target through a test-and-learn approach.

The Group is also reviewing the relevancy and application of internal carbon pricing to better inform business decision-making and accelerate emissions reduction efforts such as low-carbon investments.

Please refer to Environment chapter and Appendix for details on environmental metrics and targets set.

<sup>49</sup> IATA (10 December 2024), [Disappointingly Slow Growth in SAF Production](#).

# SAFETY

The safety and well-being of the SIA Group's customers and employees are its top priorities. The Group recognises that a robust safety culture is built on the shared responsibility of every individual across the organisation, and is committed to continuously improving its safety systems, processes, and practices.

## MANAGEMENT APPROACH



### Key Engagement Activities

Engagement Mode	Frequency
Audits and Assessments	Regular
Bulletins and Notices	Regular
Employee Portals (1SQ, SQhub, SKIES, etc.)	Regular
External, Statutory, and Regulatory Communications	Regular
Fire Evacuation Drills	Twice yearly
Flight Data Analysis Programme Newsletter	Twice yearly
Flight Safety Magazine	Twice yearly
Hazards Newsletter	Twice yearly
Hazard Reporting Programme	Regular
Incident Reporting and Investigation	Regular
Meetings (Associations, Briefings, Townhalls, etc.)	Regular
Safety and Security Week (SSW)	Annually
Training Programmes	Regular



### Key Policies, Processes, and Systems

- Flight Safety Policy
- Occupational Health and Safety Management System (OHSMS)
- Quality Management System (QMS)
- Quality Policy
- Safety and Health Policy
- Security Policy
- Safety Risk Management Policy
- Safety Management System (SMS)
- Security Management System (SEMS)
- Various operational manuals of SIA's divisions and departments
- Various safety audits, including the Airline Operator Certificate Renewal Audit, IOSA, and Line Operations Safety Audit (LOSA)



### Supporting the UN SDGs



### Ambition

The SIA Group seeks to strengthen its safety practices and cultivate a culture where safety is deeply embedded in every aspect of its operations. This ongoing commitment supports the Group's goal of ensuring a safe environment for both its customers and employees.



### Targets

Targets	Due	Status
Review the Departmental and Corporate Risk Register (Operations)	Every six months	Achieved
Conduct two fire evacuation drills at SIA-owned premises in Singapore <sup>50</sup>	Every year	Achieved
Conduct an IOSA once every two years	March 2025 (SIA)	Achieved
	April 2026 (Scoot)	On track
Conduct a HIRA for SIA-owned and Scoot-leased workplaces in Singapore at least once every three years	September 2027 (SIA)	On track
	March 2026 (Scoot)	
Conduct a LOSA once every five years	FY2024/25	Achieved
Conduct a Safety Survey across SIA's operational divisions	Every year	Achieved



### FY2024/25 in Numbers

# 100%

of all reported hazards have been investigated and addressed

# 0

work-related fatalities among employees and key contractors

# 28

safety and security awards and citations presented to employees from SIA, Scoot, SIAEC, and service partners during the SIA Group SSW 2024

<sup>50</sup> This target has been refined to better reflect the conduct of fire evacuation drills under SIA's operational control. Targets for fire evacuation drills for SIA-leased premises have been removed as SIA does not have operational control over how and when these drills are conducted.

## SAFETY

### FLIGHT SAFETY AND SECURITY 3-3

#### SAFETY MANAGEMENT 3-3 403-1 403-4 403-5 403-6 403-7 403-8 416-1

All employees actively engage in reviewing and continually enhancing SIA's safety programmes.

#### Safety Governance

The SIA Group fosters an open and effective safety culture built on trust and accountability. By clearly defining mandates, roles, and responsibilities, the Group ensures that safety remains deeply embedded in the organisation's operations. At the SIA Group, every employee is encouraged to contribute to a safe and secure working environment.

As part of this effort, SIA and Scoot are proud signatories of the Charter for a Strong and Positive Safety Culture, an initiative led by CAAS<sup>51</sup>. The charter represents a shared commitment by industry stakeholders to uphold safety standards in Singapore's aviation sector.

Through these actions, the SIA Group aims to make a substantial contribution to strengthening the culture of aviation safety in Singapore.



##### Employees

Every employee is empowered to be responsible for their own health and safety, as well as that of others.

##### Adherence to Safe Work Procedures

- Every employee must comply with safe work procedures at the workplace, including the use of protective gear and equipment

##### Hazard Reporting

- Every employee is encouraged to take initiative in identifying and addressing hazards across the SIA Group's operations and workplaces

##### Incident and Accident Reporting

- Every employee is responsible for reporting any incident, accident, near miss, or dangerous occurrence



##### Divisions

Every division is responsible for its SMS, including its processes, procedures, and allocation of resources.

##### Safety Action Groups (SAG)

- SAGs comprise representatives from relevant departments in the division to address safety issues and performance within its functional responsibilities

##### SMS Coordinators

- Appointed to facilitate each division's SMS activities, and function as the secretariat for their respective SAGs

##### Occupational Safety and Health (OSH) Coordinators

- Appointed to ensure the safety and health of all stakeholders at the workplace



##### Executive Forums

The SIA Group's SMS are regularly reviewed by its Board of Directors and Management to ensure their suitability, adequacy, and effectiveness.

The key executive forums are:

- Air Safety Committee
- Board Safety and Risk Committee
- Crisis Management Group
- Corporate Operational Quality Management Review
- Group OSH Committee
- Group Security Committee
- MC

#### Board Safety and Risk Committee (BSRC)

The BSRC provides strategic direction and guidance on safety policies. It also oversees the Group's safety performance and trends, ensuring that an effective system is in place to manage critical operational safety and risk issues.

#### Air Safety Committee (ASC)

The ASC oversees the flight safety programme and SMS on behalf of the CEO. The committee is responsible for monitoring safety performance and trends, as well as taking pre-emptive actions to avoid or mitigate risks. It also provides guidance to the SAGs.

#### Safety Action Groups (SAGs)

The SAGs are established within each operational division to address safety issues. These include Safety Risk Management and Safety Assurance of aviation-related activities within its functional responsibilities. The SAGs are chaired by the respective Senior Vice Presidents of each division or Heads of Department.

<sup>51</sup> CAAS "Charter for a Strong and Positive Safety Culture in Singapore".



## SAFETY



### Enhancing Safety Through a Positive Safety Reporting Culture

Safety reporting and investigation are important pillars of the Group's SMS. The SIA Group recognises that valuable safety insights often arise from day-to-day operational experiences.

In one such instance, a Scoot First Officer observed small insects on both sides of the aircraft's forward fuselage during a routine pre-flight inspection. Upon closer examination, insects were found around the static ports, a situation that could have led to the obstruction of the pitot-static system, which is essential for obtaining accurate flight data.

The First Officer promptly reported the issue to engineering staff, who swiftly removed the insects from the aircraft's fuselage. His attentiveness and decisive action helped avert a potential safety risk, demonstrating the importance of vigilance during pre-flight checks.

In recognition of his proactive response, the First Officer was awarded CAG's *Quarterly Safety Award*. This example highlights the SIA Group's commitment to cultivating a strong safety culture, one where frontline observations are valued and where all employees are encouraged to report hazards without hesitation.

## SAFETY MANAGEMENT SYSTEMS, PROCESSES, AND PROCEDURES 403-1 403-8 416-1 416-2

The SIA Group's commitment to safety and reliability forms the foundation of its operational and technical excellence. The Group adopts a systematic approach to managing safety, supported by clearly defined responsibilities, robust governance frameworks, and comprehensive policies, processes, and procedures that promote a safe environment for all stakeholders.

All of the Group's activities comply with the regulatory requirements of CAAS and foreign authorities, as well as the recommendations of ICAO and IATA. The Group prioritises a safe working environment for its employees and contractors, while maintaining high standards in aircraft maintenance.

Safety is a fundamental aspect of flight operations and maintaining high safety standards requires all employees to remain well-informed about evolving operational risks, emerging hazards, performance indicators, and global aviation developments. To support this, the SIA Group regularly engages with its pilot community to promote a culture of awareness and accountability across the organisation.

To strengthen these efforts, the Group has expanded the use of digital communication platforms, enabling more effective outreach to pilots, including those on layovers overseas, and ensuring timely access to critical safety information.

SIA and Scoot's Flight Operations Divisions remain focused on continuous improvement, working closely with pilots and aviation experts to proactively identify, assess, and mitigate operational risks. As part of this effort, the SIA Safety Performance

Monitoring via dashboards provides valuable insights into system behaviour, supporting data-driven decision-making.

A key enabler of this approach is the SIA Flight Operations Safety Performance Dashboard<sup>52</sup>, a digital tool designed for SIA decision makers. It tracks hazard and safety reports, offering pilots real-time visibility into potential safety concerns or disruptions occurring within a specified time frame.

The dashboard allows incidents to be categorised by severity (e.g. minor, moderate, severe), type (e.g. bird strikes, wildlife incursions, near misses), and location. This facilitates improved tracking and analysis of safety-related trends, equipping stakeholders with the information needed to manage operations safely and effectively.

As part of the Group's commitment to minimising occupational health and safety risks, the SIA Suppliers' Code of Conduct (SCOC) outlines clear expectations for suppliers to implement robust health and safety policies and management systems. These measures are designed to ensure a safe working environment for all workers within the supply chain. All suppliers are required to comply with the SCOC. Please refer to the Suppliers chapter of this sustainability report for further details.

Where applicable, suppliers may also be contractually required to abide by specific safety considerations through defined policies, effective implementation, and ongoing monitoring, as stipulated in the relevant agreements.

<sup>52</sup> It was previously stated that safety and hazards reports could be submitted through the Flight Operations Safety Performance Dashboard. This was incorrect. The Flight Operations Safety Performance Dashboard provides an overview of safety-related operational data, which may be generated through safety and hazards reports. The information has been restated to reflect this.

## SAFETY

### SAFETY MANAGEMENT SYSTEMS

#### Flight SMS

##### Based on:

- CAAS Air Navigation Regulation (ANR)
- ICAO Standards and Recommended Practices (SARPs) Annex 19 – Safety Management
- IOSA Standards Manual (ISM)
- TSIB Transport Safety Investigations (Aviation Occurrences) Regulations

##### Coverage:

- All SIA and Scoot operations and employees

#### OHSMS

##### Based on:

- Workplace Safety and Health (WSH) Act
- Fire Safety Act
- ISO45001:2018 OHSMS (SIA Engineering Division only)

##### Coverage:

- All SIA operations and employees
- All SIA workplaces in Singapore
- All contractors working at SIA workplaces

#### QMS

##### Based on:

- CAAS ANR
- ISO 9001:2015 QMS (SIA only)
- ISM

##### Coverage:

- All SIA and Scoot operations and employees

#### SEMS

##### Based on:

- Airport Police Division (APD) Security Directive for Aircraft Operators
- ICAO SARPs Annex 17 – Security
- ISM

##### Coverage:

- All SIA and Scoot operations and employees
- Applicable security providers

### PROCESSES AND PROCEDURES

The lines of accountability, policies, and procedures relating to safety, security, and quality are governed by the operational manuals of SIA and Scoot's divisions and departments. These include but are not limited to:

#### Airport Operations Department

- Customer Services and Operations SMS Manual
- Ground Services Manual
- Ground Services Quality Manual
- Ramp Operations and Safety Manual

#### Cabin Crew Division

- Cabin Crew Manual
- Cabin Crew SMS Manual
- Cabin Crew Safety Manual
- Cabin Crew Safety, Security, Quality and Health Department Procedures Manual

#### Cargo Division

- Cargo Quality Manual
- Cargo Safety Manual

#### Crisis Management Department

- Crisis Management Manual

#### Engineering Division

- Maintenance Control Manual

#### Flight Operations Division

- Crew Administration Manual
- Flight Operations Quality Manual, Flight Operations Department Procedures Manual

#### Safety, Security and Quality Division

- Air Carrier Security Programme (ACSP)/Aircraft Operator Security Programme (AOSP)<sup>53</sup>
- Corporate Flight Safety Management and Procedures Manual
- Corporate Operational Quality (Safety) Manual
- Flight Security Procedures Manual
- Ground Safety Manual
- Premises Security Manual
- Quality Manual (QM)
- Safety and Emergency Procedures Manual
- Security Management System Manual
- SMS Manual (Scoot)

<sup>53</sup> ACSP and AOSP are the naming convention of the manual for SIA and Scoot, respectively.



## SAFETY

The health and safety of all customers and employees are of utmost importance to the SIA Group. The Group continually reviews all potential health and safety issues and refines processes for mitigation through the implementation of safety management systems and processes, which are subject to regular internal and external audits.

Internally, the Safety, Security and Quality (SSQ) Division conducts regular workplace safety inspections across SIA's various premises. Insights and lessons from incident investigations are shared through various platforms and engagement sessions to facilitate continuous learning and awareness.

To strengthen workplace safety, SSQ solicits feedback from crew and operational stakeholders. This approach enhances the early identification of hazards and the implementation of timely risk mitigation measures. Reported hazards are thoroughly investigated, with appropriate corrective actions taken to improve overall safety standards.

In addition, the SIA SMS undergoes regular audits and reviews. These are conducted internally by the Risk Assessment and Quality (RAQ) and SSQ teams, and externally by CAAS and IATA. These assessments help identify areas for improvement, ensure alignment with international best practices, and support the continued enhancement of workflow efficiency and operational safety.

In FY2024/25, there were zero incidents of non-compliance with health and safety regulations in the provision of flight services that resulted in significant fines, penalties, or warnings.

### 100%

of flight services-related health and safety impacts were assessed in FY2024/25

### 0

incidents of non-compliance with health and safety regulations



### SIA and Scoot's IATA Operational Safety Audit

Since 2004, SIA has participated in the IATA Operational Safety Audit (IOSA) as part of its commitment to upholding high safety standards. IOSA is a globally recognised audit programme developed by IATA to assess an airline's safety management and operational control systems.

In recent years, IATA has progressively introduced the Risk-based IOSA (RBI), which places greater emphasis on identifying and evaluating key operational risks and safety-critical areas. SIA completed its 12<sup>th</sup> IOSA renewal audit from 18 to 21 November 2024 under this enhanced framework.

Scoot, which joined the IOSA programme in 2022, is scheduled to undergo its third IOSA audit in November 2025. The continued participation and successful renewal of IOSA registration for both airlines reflect the SIA Group's ongoing commitment to safety, operational excellence, and international best practices.





## SAFETY

### SAFETY TRAINING AND COMMUNICATION 403-4 403-5 403-6

Employees at SIA and Scoot play a key role in fostering a strong and resilient safety culture. To support this, the Group ensures that staff are well-informed of their individual safety responsibilities, and provides timely access to safety-critical information through comprehensive training programmes and a broad range of communications platforms.

#### Safety Surveys

SIA's SSQ Division conducts an annual Safety Survey to gain insights into the prevailing safety culture and resilience across the organisation.

The latest survey was carried out in FY2024/25. Employees are encouraged to provide feedback to help shape improvements in safety policies and processes. One tangible outcome of this feedback was the integration of uncertainty training into Business Units' programmes, enhancing operational readiness in the face of unanticipated events.

#### Regular Safety Training

All SIA and Scoot employees receive safety training tailored to their roles and responsibilities. At SIA, staff are required to complete a mandatory e-learning safety training programme every three years, while Scoot employees undergo safety management training biennially. In addition to these core programmes, representatives from relevant divisions also attend specialised training sessions on workplace safety and health topics, such as occupational first aid. Employees are also kept abreast of the latest safety-related developments through regular educational sessions.

Personnel involved in safety investigations receive targeted instruction through a dedicated Safety Investigation course, while those managing operational safety are trained in SMS by accredited bodies, such as IATA and the Singapore Aviation Academy (SAA). Flight crew maintain operational proficiency through regular flight simulator sessions and check-rides, ensuring their readiness to respond to real-world scenarios.

#### Communications and Digital Engagement with Pilots

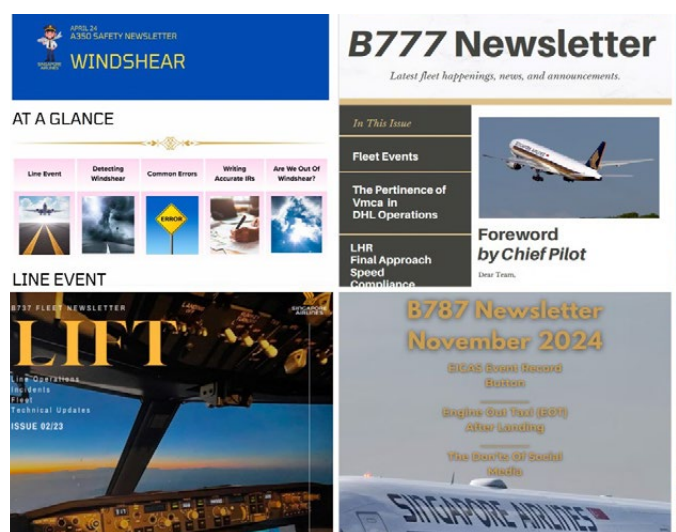
To ensure timely dissemination and accessibility of safety information, SIA and Scoot equip pilots with iPads that offer on-the-go access to the latest operational and safety updates. This information is delivered through communications channels such as SQhub, Workplace, the Safety Communications Portal, and fortnightly Flight Operations Notices, which provides updates on safety incidents and operational events. SIA's Flight Operations Division also maintains a Safety SharePoint for pilots to access safety and security information, incident reports, and hazard reports.

In February 2022, SIA conducted a review of potential interference risks to aircraft avionics from 5G deployment near airports. In response, pilots received training materials to address these risks effectively. In FY2024/25,

these engagement efforts continued, with the Flight Operations Division leveraging SharePoint, Viva Engage, and iPad wallpapers to sustain consistent and impactful communication. These tools ensure that safety messages remain visible, relevant, and easily accessible.

#### Fleet Newsletters

Each quarter, the Fleet Management of the respective fleets publish newsletters covering a range of topics, including operational best practices, incident trends and lessons learned, regulatory developments, and key safety initiatives. These newsletters serve to enhance flight safety and reinforce crew awareness across each fleet.



Fleet Newsletters



iPad wallpapers on recent safety campaigns on Hard Landings and Aircraft Parking Brakes

## SAFETY

### A Collective Commitment to Strengthen Aviation Safety

The Flight Operations Safety department actively collaborates with key stakeholders, including CAAS, CAG, airlines, and universities, to strengthen aviation safety across the sector. These partnerships support research, data-driven decision-making, and the development of industry best practices to address safety challenges.

Recent significant aircraft incidents and accidents have highlighted the severity of occurrences, demonstrating how operational safety events can lead to significant disruptions and potential damage to aircraft and infrastructure. Through continued collaboration, the industry can collectively work to mitigate these risks and enhance safety across the aviation sector.

#### Key initiatives include:

##### *Taxi Error Working Group (TEWG):*

Formed in partnership with CAAS, CAG, and airline operators, the TEWG adopts a data-driven approach to analysing and mitigating taxiing errors. While typically regarded as low-risk, such errors can serve as precursors to more serious events like runway incursions/excursions and ground collisions.

By drawing on the collective expertise of multiple stakeholders, TEWG incorporates diverse perspectives and global best practices to implement proactive measures. This collaborative effort has contributed to a notable reduction in taxi errors, promoting a safer and more structured ground movement environment.

### *Changi Runway Safety Team (CRST) – Global Action Plan for the Prevention of Runway Incursions (GAPPRI)*

#### *Working Group:*

SIA and Scoot play an active role in the GAPPRI Working Group led by CRST. The initiative aims to build a shared understanding of GAPPRI recommendations and drive the implementation of key safety strategies to prevent runway incursions.

While SIA and Scoot already meet the majority of GAPPRI compliance benchmarks, they continue to identify areas for further improvement. By contributing operational insights and sharing best practices to the initiative, both Airlines support cross-industry efforts to elevate runway safety standards.

### *Collaboration Between CAAS and the Japan Civil Aviation Bureau (JCAB) on Aviation Safety:*

Aviation safety cooperation between Singapore and Japan continues to deepen through structured exchanges and bilateral engagement. From 5 to 8 November 2024, a Singapore delegation led by CAAS, and representatives from the public, private, and people sectors, undertook a study visit to Japan. An SIA staff from its Flight Operations Division participated in the study.

The visit facilitated meaningful knowledge exchange of safety best practices with key Japanese aviation stakeholders, including the Japan Meteorological Agency, Japan Air Transport Engineering and Research, the Japan Aerospace Exploration Agency, and Japanese airlines. Discussions focused on enhancing safety culture, operational practices, and technical collaboration.

SIA's participation in this collaboration reinforced its commitment to global aviation safety by fostering mutual learning and driving innovation in safety practices through strong international partnerships.



Participants of the CAAS and JCAB study visit to Japan



## SAFETY

### Changi Airport Group Safety Seminar: Navigating Transformation Safely

On 11 March 2025, CAG hosted a safety seminar to support the airport's transition to a three-runway operational model. The session served as a platform for cross-learning, bringing together aviation experts from Hong Kong and Istanbul to share their experiences in managing complex runway expansions, advanced airspace design, and the integration of technologies such as autonomous vehicles in airside operations.

Discussions focused on maintaining safety and efficiency amid major infrastructural changes, with particular emphasis on airfield operations and air traffic coordination. A specialist in aviation and organisational psychology also presented on human factors, highlighting the role of human performance in ensuring safe and effective transitions during major operational shifts. These perspectives provided valuable insights to support Singapore's own preparations.

Representing SIA, Captain Viswanathan Ramasamy, Head, Flight Operations Safety and Security (FOSS), shared practical perspectives from the airline's experience operating at airports with similar runway systems. He emphasised the rigorous training undertaken by SIA pilots and the comprehensive risk assessments in place to manage operational complexities. Captain Ramasamy also underscored the importance of close coordination between airlines, regulators, and airport operators to ensure a smooth and safe transition.

#### Key takeaways:

- **Collaborative Learning:** Global best practices provide valuable guidance for adapting local safety frameworks.
- **People and Technology:** A successful three-runway model depends not only on infrastructure and technology, but also on human adaptability and performance.
- **Future-ready Mindset:** The seminar reinforced the aviation community's shared commitment to operational excellence, innovation, and safety leadership as Singapore moves into a new era of airport operations.



### Changi Runway Safety Newsletters and Taxi Error Mitigation

To promote greater awareness of safety-related occurrences and operational best practices among pilots, CRST and TEWG regularly publish safety newsletters. These publications are a collaborative effort involving contributions from airlines, including SIA, which provide insights, lessons learnt, and safety recommendations.

The newsletters also feature interactive elements, encouraging pilot participation through activities designed to reinforce key safety messages. To recognise outstanding contributions, awards are presented to individuals who demonstrate strong engagement and commitment to enhancing safety awareness.





## SAFETY

### Sharing Positive Safety Culture and Flight Stories

As part of its ongoing efforts to strengthen aviation safety, SIA has embraced the Safety II approach, a progressive framework that complements traditional safety practices. While Safety I focuses on minimising errors and preventing adverse events, Safety II seeks to understand and promote the conditions that enable successful operations, especially within complex and dynamic systems. This shift reflects the Group's commitment to learning from success and safeguarding the well-being of its customers and crew.

A key initiative demonstrating this approach is the Positive Flight Stories programme, launched in 2020. The programme encourages flight crew to share successful experiences and practical insights from their operations. Since its inception, participation has grown steadily, highlighting a deepening

culture of engagement and collaboration. These shared experiences provide valuable feedback on what works well in practice, and affirms the effectiveness of existing safety measures.

The Group also celebrates positive contributions to safety through formal recognition. During SIA's SSW on 16 September 2024, individuals from SIA, Scoot, SIAEC, and service partners were honoured for their commitment to safety and security. Among them, 14 pilots from the Flight Operations Division received safety awards and citations for their exceptional contributions to flight safety.

These initiatives reflect SIA's broader commitment to not only address risks, but also recognise success as a foundation for continuous improvement.



### Safety Culture in Action

On Singapore Airlines flight SQ447 operating from Dhaka to Singapore on 26 January 2025, the flight crew demonstrated outstanding professionalism in managing a potential Traffic Collision Avoidance System (TCAS) conflict. Shortly after departure, the aircraft experienced multiple altitude clearance revisions. Anticipating the risk of a TCAS alert, the pilots took proactive measures by moderating the climb rate, ensuring compliance with all existing air traffic control (ATC) clearances while awaiting further instructions.

The pilots subsequently re-established communications with the appropriate ATC authority, who provided further guidance. By maintaining strict situational awareness and exercising sound judgement, the crew effectively averted a potential safety incident.

This event highlighted the strength of a robust safety culture in action, where professionalism, proactive decision-making, and adherence to procedures are second nature. It also demonstrated the value of continuous training in enhancing situational awareness and operational discipline.



## SAFETY

### LOOKING AHEAD

#### Line Operations Safety Audit FY2024/25

In 2024, SIA conducted its fifth LOSA, an initiative designed to enhance operational safety through systematic observation and analysis. The audit is overseen by a multidisciplinary committee comprising representatives from the SSQ Division, the Air Line Pilots' Association Singapore (ALPA-S), FOSS, and the Human Factors and Crew Resource Management (HFCRM) team. Scoot embarked on its first LOSA in 2024.

The LOSA programme focuses on deepening the understanding of Threat and Error Management within the operational environment. Data collected through the audit will be used to strengthen the Threat and Error Management framework, which consists of three core elements:

- **Threats:** Uncontrollable events that increase operational complexity, and require active management to maintain safety.
- **Errors:** Deviations from standard procedures due to actions or inactions, which can lead to unintended consequences.
- **Undesired States:** Unintended operational conditions that reduce safety margins.

#### Safety Forums and Events

SIA and Scoot inculcate a culture of safety among their flight crew through safety initiatives and campaigns.

##### Safety Focus Forums

Pilots are regularly updated on safety incidents, fatigue risk management, and safety performance at quarterly forums.

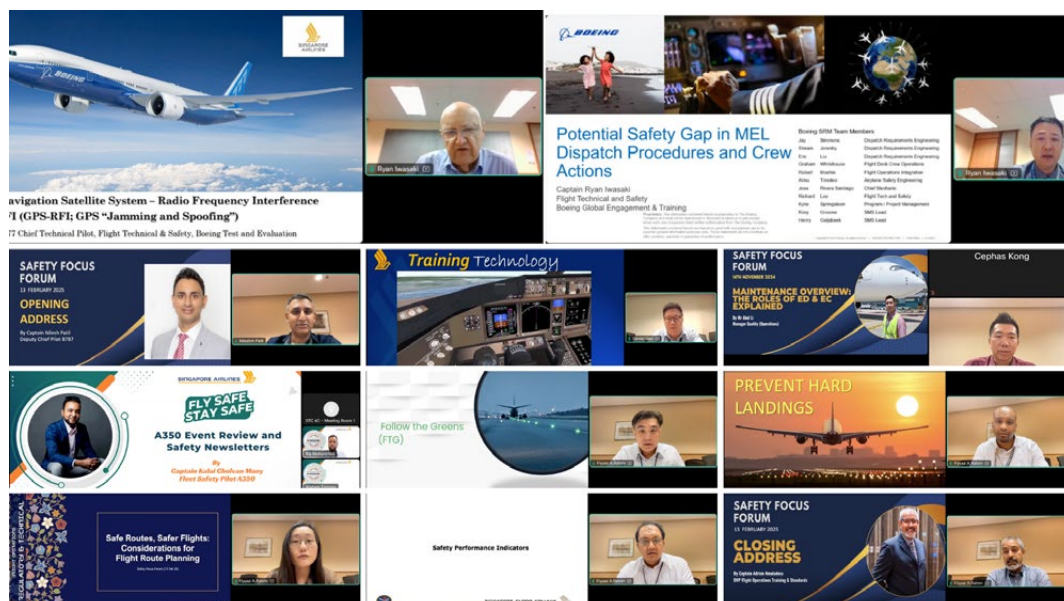
In FY2024/25, the Flight Operations Safety department successfully hosted four virtual Safety Focus Forums to engage pilots, including those stationed overseas, to keep them informed of emerging safety developments.

A key highlight of the event was a presentation by Boeing's fleet safety pilots on the risks of Global Navigation Satellite System (GNSS) interference and mitigation strategies, along with updates on Airline Modifiable Information (AMI) in the Flight Management Computer (FMC) database, and safety gaps in Minimum Equipment List (MEL) dispatch procedures. The SIA Engineering Division also addressed challenges posed by Original Equipment Manufacturer resource constraints and their impact on aircraft servicing.

The forums covered a wide range of other important topics, including:

- **Competency-based Training and Assessment (CBTA) Observable Behaviours:** A data-driven approach to reinforcing safe operational practices.
- **Flight Data Analytics:** Leveraging flight data to identify risks and drive improvements.
- **Hard Landing Prevention:** Raising awareness through the "Look, Listen, Feel" campaign.
- **Strategic Route Planning:** How the aviation industry is navigating geopolitical risks to have "Safer Skies".
- **Foundational Training:** The role of early safety education at the Singapore Flying College.
- **Taxi Error Mitigation:** Insights from the Follow the Greens initiative to improve airport surface movement.
- **GNSS Interference Management:** Best practices for maintaining navigational accuracy amid signal disruptions.

These forums reaffirm SIA's shared commitment to continuous learning, proactive safety management, and resilience in a changing operational landscape.



## SAFETY

### Safety and Security Week

SSW 2024 brought together employees and partners from across the SIA Group to reinforce the importance of safety and security, while recognising individuals who exemplify these values. Held under the theme *Navigating Operational Challenges: Sustaining Safety, Security and Service Excellence*, the week's activities showcased the Group's ongoing commitment to maintaining high safety standards.

Presentations throughout the week focused on strengthening the Group's safety and security culture, raising awareness of operational vulnerabilities, and fostering trust and collaboration across functions. As part of the SSW tradition, the event included a ceremony recognising outstanding safety-related contributions. A total of 28 awards and citations were presented, comprising three Safety Awards, two Security Awards, 18 Safety Citations, and five Security Citations.

Scoot also hosted its own SSW 2024 programme, featuring guest speakers from the Airport Police Division and SATS Ltd, who shared insights on operational challenges and initiatives to strengthen safety and security. Scoot also introduced a segment on climate change, with Meteorological Services Singapore providing an overview of the Third National Climate Change Study (V3), including projections on sea levels, temperature, rainfall, and winds, and their potential impact on Singapore and the wider region. Scoot's SSW concluded with the presentation of 13 Safety Awards and two Security Awards.



### Flight Operations Safety Day

On 20 September 2024, the Flight Operations Division reaffirmed its commitment to aviation safety at its annual Safety Day. The event brought together a wide range of participants, including pilots from SIA and Scoot, cadets from the Singapore Flying College, ground staff from various business units, and external stakeholders from CAAS, Republic of Singapore Air Force (RSAF), CAG, and other aviation partners.

Industry leaders and subject matter experts from IATA, CAAS, RSAF, CAG, Cydel, and SIA Management Pilots delivered presentations addressing key safety topics. These covered evolving operational challenges, the importance of regulatory alignment, and the implementation of innovative safety strategies.



## SAFETY

A highlight of the event was the discussion on the Safe Operations Model, a framework developed during the pandemic to strengthen operational resilience. The model has been shaped through collaboration with key stakeholders, including the AAPA, Airbus, CAAS, and SIA. It serves as a practical tool for enhancing both safety outcomes and operational adaptability.

Several operational areas were also placed under the spotlight. RSAF highlighted Singapore's capabilities and coordination efforts in aeronautical search and rescue operations. Cydel presented on human factors contributing to runway incursions, while CAG shared updates on runway maintenance initiatives, including the development of an Automated Runway Condition Reporting System (ARCRS) aimed at improving real-time monitoring and response.



Meanwhile, IATA provided a forward-looking industry outlook, identifying emerging safety and security challenges and calling for continued innovation to uphold the aviation sector's high safety standards in the face of growing complexity.

### Leveraging Technology in Turbulence Management

Building on previous initiatives to strengthen safety management, SIA and Scoot have embraced emerging technologies to further enhance turbulence detection and decision-making capabilities. In 2024, the successful integration of IATA's Turbulence Aware and Skypath applications marked a significant advancement in this area. These tools provide real-time turbulence data, enabling flight crews to make more informed in-flight decisions, ultimately improving customer comfort and enhancing operational safety.

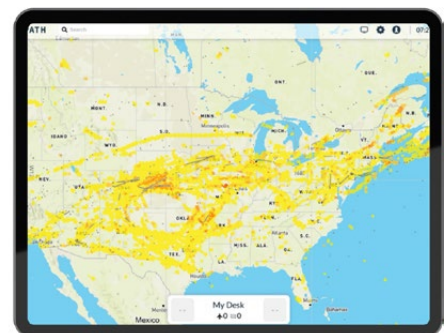
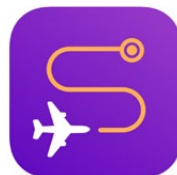
A key innovation in this area is the use of Eddy Dissipation Rate (EDR) data, which is automatically collected from aircraft systems. EDR offers precise, location-specific turbulence information, which is aggregated and shared via the Turbulence Aware and Skypath platforms.

Skypath also collects acceleration data from iPad sensors used by pilots. This information, combined with real-time weather data, helps create turbulence forecasts. These forecasts, called "Nowcasts," can predict turbulence up to six hours in advance.

The aggregated data, contributed by participating airlines, is accessible for both pre-flight planning and in-flight updates. These app-based tools complement conventional weather radar and pilot observations, significantly improving situational awareness and enabling a more comprehensive approach to turbulence management.



IATA Turbulence Aware Application



Sky Path Application

These efforts reflect SIA and Scoot's ongoing commitment to continuous improvement, where advanced technologies are seamlessly integrated into operations to strengthen safety outcomes and support data-driven decision-making.

## SAFETY

### CUSTOMER SAFETY 3-3 403-4 403-5 403-7

#### Crew Competency

Cabin crew and pilots across the SIA Group undergo comprehensive training in safety and emergency procedures, ensuring they are well-prepared to respond to a wide range of in-flight situations. Ongoing competency is maintained through regular participation in safety and security courses, as well as continuous updates on regulatory requirements and operational developments.

These updates are delivered through circulars, internal campaigns, and divisional communications sessions. The importance of balancing service excellence with strict adherence to safety and security protocols is consistently reinforced through these initiatives.

Key aspects of SIA and Scoot's Safety and Emergency Procedures manual include:

- Dangerous Goods
- Emergency Procedures
- In-flight Medical Emergencies
- Safety Equipment and Systems
- Standard Operating Procedures
- Survival

#### Pre-flight Safety Briefing for Flight Crew

As part of the Group's standard operating procedures, all pilots receive a comprehensive pre-flight safety briefing covering general safety updates, as well as aircraft-specific, route-specific, and weather-related considerations relevant to the flight. Cabin crew also undergo a mandatory pre-flight

briefing, during which a safety video tailored to the aircraft type is either screened or demonstrated. Key safety topics are also discussed to ensure preparedness. Aide-memoires are issued to all flight crew to support safety awareness and consistency.

#### In-flight Safety Briefing for Customers

All flights begin with a mandatory safety briefing for customers, delivered through a safety video or live demonstration. To reinforce the importance of seat belt usage, a service message is broadcast via the SIA's IFE system whenever the seat belt sign is illuminated, as well as at one-hour intervals. These measures enhance customers' awareness of the appropriate actions to take in the unlikely event of an emergency.

#### Medical Emergencies and Infectious Disease Handling

The SIA Group ensures that cabin crew are well-trained to manage in-flight medical emergencies. Crew members are certified in first aid and are equipped to provide immediate care to unwell customers, who are then met with medical assistance upon arrival.

To mitigate the spread of infectious diseases, the Group implements stringent health and safety protocols both on the ground and in the air. Ground staff and operating crew are trained in disease management procedures aligned with prevailing health regulations. Cabin safety instructions are also regularly updated and communicated to reflect the latest regulatory requirements, ensuring a swift and coordinated response to emerging health risks.

### CUSTOMER HEALTH AND SAFETY 3-3 416-1 416-2

#### Product Safety 416-1 416-2

SIA offers a broad selection of products through KrisShop, its online duty-free shopping platform. These include cosmetics, fragrances, gourmet food items, and travel essentials. All products are subject to health and safety assessments in accordance with applicable local regulations and guidelines.

In FY2024/25, there were zero incidents of non-compliance with customer health and safety regulations for KrisShop.

#### Food Safety

The SIA Group is committed to maintaining the highest standards of food safety and hygiene across its operations. All in-flight meals and beverages, as well as food served in SilverKris Lounges globally, undergo rigorous safety assessments. These are supported by regular on-site checks, audits, and evaluations to ensure full compliance with food safety and hygiene regulations.

The SIA Group caterers source ingredients from licensed and accredited establishments that meet the standards of

# 100%

of product and food-related health and safety impacts were assessed in FY2024/25

# 0

incidents of non-compliance to food safety and hygiene in FY2024/25

relevant regulatory authorities, including the Hazard Analysis and Critical Control Points and the International Organization for Standardization (ISO) standards. Furthermore, the Quality Assurance team from SATS Ltd conducts supplier factory audits, random quality checks on incoming raw ingredients, and routine laboratory testing.

Globally, all SIA Group caterers are certified by their respective local food safety authorities and are required to comply with all applicable laws, including food safety regulations. During meal development, SATS Ltd is informed of relevant local regulations, including requirements for allergen labelling and minimum hygiene standards, to ensure compliance in all markets. Furthermore, locally manufactured food items are sourced from establishments licensed by the Singapore Food Agency or equivalent authorities in other jurisdictions.

## SAFETY

### HAZARD IDENTIFICATION AND RISK MANAGEMENT 403-2 403-3 403-4 403-5 403-7 PR-1

Hazard identification is integral to the SIA Group's risk management process, guided by the principle of managing justifiable risks at the right time and at the right level. The SIA Group assesses the probability and potential impacts of identified hazards and determines the appropriate measures to be taken to prevent the occurrence of such situations.



#### Hazard Reporting

The SIA Group encourages its employees to identify and address hazards across its operations and workplaces without fear of reprisal. Under the Group's Hazard Reporting Programme, staff are assured of management support and confidentiality throughout the reporting process.

Hazard reports may be submitted electronically via the employee portal, the 1SQ mobile app, or through a physical form. Each report is routed to the relevant division or department for investigation and appropriate action. An initial risk assessment and investigation findings must be submitted within two weeks of the report.

Scoot adopts a similar open reporting culture, analysing reported hazards for trends and implementing controls where necessary.

Notably, SIA and Scoot have collaborated with airports to address issues such as insufficiently marked closed runways, Precision Approach Path Indicator failures, faulty Visual Docking Guidance Systems and poor lighting conditions.

These interventions serve to mitigate potential safety risks and avert incidents.

All reported hazards in FY2024/25 were investigated and addressed. To reinforce learning and raise awareness, key findings and case studies were disseminated via half-yearly newsletters. In total, SIA and Scoot resolved all 1,165 hazard reports received during the year in review.

#### Hazard and Risk Management Competency

The SIA Group is committed to maintaining an effective and robust hazard and risk management system, supported by well-trained and competent personnel across all operational business units. Each business unit appoints a dedicated manager to oversee the HIRA process, which is conducted by a qualified Risk Assessment team. These managers are responsible for reviewing HIRA assessments and monitoring the effectiveness of relevant control measures.



## SAFETY

To ensure that high standards of safety are maintained, relevant personnel are equipped with the necessary domain knowledge and skills via internal and external training courses, including those by recognised industry organisations such as ICAO, SAA, and IATA. To complement the above, the Safety teams of the Group's operational business units also conduct periodic reviews of their HIRA assessments, with findings presented at quarterly SAG meetings for knowledge sharing, mutual learning, and process improvement. These collectively ensure that staff are able to manage hazards and risks effectively.

### Fatigue Risk Management

SIA and Scoot utilise a comprehensive Fatigue Risk Management framework to identify and mitigate fatigue-related risks in flight operations. This includes a structured reporting system that allows crew members to submit fatigue-related feedback, complemented by bio-mathematical fatigue models and fatigue surveys to identify operational areas of concern.

To promote awareness, Safety Focus Forums are held regularly to brief pilots on fatigue-related incidents and best practices. Additionally, employees involved in crew scheduling and rostering receive specialised training in fatigue science and risk management.

SIA also participates in the IATA Fatigue Management Task Force, ensuring it remains aligned with the latest regulatory updates and industry best practices in managing fatigue risk across global aviation operations.

### Crew Psychological Well-being 403-6

The SIA Group prioritises the mental well-being of its pilots and cabin crew, recognising that mental health is essential to safe and effective operations.

For pilots, a comprehensive support framework is in place. This includes access to peer counsellors, aviation psychiatrists and psychologists, and the Civil Aviation Medical Board. SIA and Scoot also comply with established medical reporting guidelines, creating a supportive environment that encourages pilots to seek help when needed without fear of stigma.

Cabin crew are supported within an established reporting structure, with crew leaders and relevant management representatives trained to manage the mental well-being of their team members. Cabin crew can also reach out to SIA and Scoot's appointed psychologists and approved counsellors where necessary, and are also provided with resources and contacts for national agencies through various communications platforms.

### Systematic Alcohol Screening

The SIA Group maintains a strict policy regarding alcohol consumption by operating crew. In accordance with CAAS guidelines, both SIA and Scoot have implemented the Airline Alcohol Management Programme (AAMP), which involves risk-based, randomised alcohol testing for flight crew. Flight crew may also be required to take pre-flight breathalyser tests administered by certified ground personnel, under CAAS' Airport Alcohol Testing Programme (AATP).

SIA and Scoot have implemented strict policies to prohibit flight crew from consuming alcohol within 10 hours of reporting for duty, which exceeds the eight hours pre-flight alcohol abstinence requirement under CAAS regulation.

Furthermore, flight crew are encouraged to speak up about any safety concerns, including those related to colleagues or customer well-being. Both SIA and Scoot continue to remind crew of their responsibilities and the consequences of failing to comply with alcohol policies.

### Promotion of Worker Health 403-6

For information on employees' access to non-occupational medical and healthcare services, please refer to the Employee Health, Safety, and Well-being section in the Employees chapter.



## SAFETY

### EMERGENCY PREPAREDNESS AND RESPONSE 403-4 403-5 403-7

SIA's emergency response plan (ERP) details the actions to be taken in the event of a fire or hazardous materials (hazmat) emergency that may occur on its premises. The primary objective of the ERP is to safeguard occupants by minimising the risk of injury and property damage during such emergencies.

In the event of an incident, SIA's Company Emergency Response Team (CERT) serves as the initial responder, tasked with containing and mitigating the situation before the arrival of the Singapore Civil Defence Force (SCDF). CERT plays a critical role in stabilising emergencies during their early stages, reducing the potential for escalation.

To ensure operational readiness, the ERP is designed to prepare all stakeholders across SIA's premises for a swift and coordinated response to an emergency. The Airline conducts a minimum of two fire evacuation drills annually at each Singapore-based premises to familiarise employees with evacuation procedures. Trained fire wardens across each division support Fire Safety Managers and building managers in executing the response plan and guiding occupants during drills and real emergencies.

#### Fire Emergency Plan

- Includes procedures for occupants and building management to follow in the event of a fire emergency
- Regular fire evacuation drills are conducted to test the effectiveness of the plan

#### Arson Prevention Plan

- Includes procedures to safeguard the building's fire safety system against security threats arising from arson attacks

### AIRCRAFT INCIDENTS 403-2 403-5 403-7 PR-1

#### Aircraft Incident Reporting and Investigation Procedures

The SIA Group emphasises incident reporting and investigation to avoid similar incidents from recurring. These measures extend beyond legal and regulatory requirements.

SIA's response to the SQ321 incident on 20 May 2024 is detailed in the Governance chapter of the FY2023/24 Sustainability Report. SIA is fully cooperating with the relevant authorities in the investigation into this incident. The [preliminary investigation findings](#) and the [interim statement](#) by Singapore's Transport Safety Investigation Bureau can be found on their website.

#### Reporting

The SIA Group requires incidents to be reported promptly. A robust set of reporting procedures are in place for different incident types, which include but are not limited to:

- Air miss, air proximity, ATC, resolution advisory incidents, TCAS
- Flight incidents
- Ground incidents
- Incidents involving crew injury or illness
- Incidents involving passenger and supernumerary injury or illness
- Incidents involving tail strike
- Significant or serious incidents
- Suspected and actual bird strikes

#### Actions

Key stakeholder groups within the SIA Group are engaged upon notification of the incident or receipt of the incident report. They include:

- All operational divisions
- SSQ
- SSSQ (Scoot)
- SIAEC
- SIA Operations Control team
- Station Managers and Cargo Managers

#### Investigation

The purpose of the investigation is to determine facts, conditions, and circumstances pertaining to the incident so that action can be taken to prevent recurrence.

All incidents, investigations and actions taken will be compiled by SSQ and SSSQ into a quarterly summary, which will be reviewed by the ASC.

#### Communications

Regular statements and updates, incidents and investigation reports are made available on SQhub to increase the level of safety awareness and education among SIA employees. For Scoot staff, bulletins are shared via internal communications platforms such as Workplace, providing timely information on relevant incidents as it becomes available.

For more information on the SIA Group's incident reporting procedures, please refer to the Crisis Management section in the Governance chapter of this report.

## SAFETY

### WORKPLACE SAFETY 403-3 403-10 PR-1

The SIA Group has established procedures to manage workplace incidents and accidents promptly and effectively. If an employee suffers a work-related injury, swift action is taken to ensure the employee's well-being, and to prevent similar incidents in the future.

The SIA Group conducts regular workplace safety inspections at its premises. Hazards identified during these inspections are promptly reported to the responsible business units for corrective action, with follow-up monitoring to ensure that all necessary measures are implemented in a timely manner.

SIA and Scoot run Hazards Reporting Programmes to encourage employees to report any hazards, unsafe acts, or situations encountered at the workplace. At SIA, reports submitted under this programme are treated with strict confidentiality, and the identity of the reporting employee is protected unless further details are needed for investigation by the SSQ team. At Scoot, employees can choose to report any potential hazard through either the open or confidential reporting system.



#### Promoting Safety Culture Among Cabin Crew

As cabin crew safety is a top priority for SIA, ongoing education on safe work practices is delivered through multiple channels, including Crew In Charge (CIC) Briefs, SQhub notifications, e-Cabin Safety Observations, SSQH Watch articles, the SAFE Portal, engagement sessions, and the SSQH Zero Accident Campaign. These initiatives reinforce safety awareness and promote a culture of vigilance.

Furthermore, Cabin Crew Voyage Reports are closely monitored for emerging patterns or areas of concern. Identified risks are escalated through the hazard reporting system, enabling proactive risk management and continuous improvement in workplace safety.

### Work-related Injuries 403-9

In FY2024/25, SIA and Scoot had zero work-related fatalities and 10 high-consequence work-related injuries. Six work-related injuries were reported for ground employees, two work-related injuries were reported for pilots, and 393 work-related injuries were reported for cabin crew, resulting in an overall work-related injury rate of 15.7 injuries per million man-hours worked.

Each work-related injury is documented, with the cause for the injuries identified. Based on these findings, additional precautionary measures are implemented to prevent recurrence. These may include reinforcing safe work practices, encouraging greater situational awareness, and conducting communications to raise awareness of workplace injury prevention.

In FY2024/25, SIA and Scoot had eight work-related injuries among its key contractors.

Employees	FY2023/24 <sup>54</sup>		FY2024/25	
Estimated number of man-hours worked	22,995,351		25,534,664	
Number (and rate per million man-hours worked) of fatalities as a result of work-related injuries	0	(0.0)	0	(0.0)
Number (and rate per million man-hours worked) of high-consequence work-related injuries	0	(0.0)	10	(0.4)
Number (and rate) of recordable work-related injuries	346	(15.0)	401	(15.7)
Main types of work-related injuries	<ul style="list-style-type: none"> <li>Slip, trips, falls and knocks</li> <li>Sprains and strains</li> <li>Scalding and cuts from operating equipment</li> </ul>		<ul style="list-style-type: none"> <li>Slips, trips, falls, and knocks</li> <li>Sprains and strains</li> <li>Scalding and cuts from operating equipment</li> </ul>	

<sup>54</sup> Figures for estimated man-hours worked and rate of recordable work-related injuries for FY2023/24 have been restated to include the man-hours worked by SIA second officers.



## SAFETY

Workers who are non-employees	FY2023/24		FY2024/25	
Estimated number of man-hours worked	3,113,788		4,533,371	
Number (and rate per million man-hours worked) of fatalities as a result of work-related injuries	0	(0.0)	0	(0.0)
Number (and rate per million man-hours worked) of high-consequence work-related injuries	0	(0.0)	0	(0.0)
Number (and rate per million man-hours worked) of recordable work-related injuries	0	(0.0)	8	(1.8)
Main types of work-related injuries	Nil		<ul style="list-style-type: none"> <li>• Fracture</li> <li>• Sprains and strains</li> <li>• Laceration and cuts from operating equipment</li> </ul>	
Scope of workers who are non-employees	Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agents)		Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agents)	

### Work-related ill-health 403-10

In FY2024/25, exposure to high noise levels and chemical substances associated with the nature of specific job functions resulted in two reported cases of noise-induced deafness among SIA employees. To address such risks, SIA has implemented a comprehensive Hearing Conservation Programme.

This programme includes a range of preventive measures, such as limiting employees' exposure to excessive noise levels, ensuring the correct fitting of hearing protection equipment on its staff, providing training on the proper use and maintenance of the hearing protection equipment, and conducting an annual audiometric examination.

Employees	FY2023/24	FY2024/25
Number of fatalities as a result of work-related ill-health	0	0
Number of recordable work-related ill-health	4	2
Main types of work-related ill-health	Noise-induced deafness	Noise-induced deafness

Workers who are non-employees	FY2023/24	FY2024/25
Number of fatalities as a result of work-related ill-health	0	0
Number of recordable work-related ill-health	0	0
Main types of work-related ill-health	Nil	Nil
Scope of workers who are non-employees	Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agents)	Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agents)

# CUSTOMERS

SIA is dedicated to delivering a world-class experience across every stage of the customer journey, encompassing its pre-flight, in-flight, and post-flight touchpoints. As part of this effort, the Airline continuously enhances its products and services to ensure they meet the evolving needs and expectations of its customers.

Scoot, the low-cost subsidiary of SIA, complements this commitment by offering quality and value-driven products that deliver industry-leading service and affordable travel experiences.

## MANAGEMENT APPROACH



### Key Engagement Activities

Engagement Mode	Frequency
Annual Report, Sustainability Report	Annually
Customer Communication Channels (Chatbot, Email, Hotline, Live Chat, Social Media, etc.)	Regular
Customer Insights (Customer, Ethnography and Market Research, Focus Groups, Voice of Customer Post-flight Surveys)	Regular
Press Releases	As required
Publications (KrisWorld Magazine, Priority Magazine, SilverKris.com, Scoot eMagazine)	Regular



### Key Policies, Processes, and Systems

- Customer Experience Fundamentals and Design Tools
  - Experience Principles
  - Customer Personas
  - SIA and Scoot's in-house Design Thinking Methodology
- Performance Improvement Framework
- Quality Management System
- Quality Framework
- Service Audits
- SOAR as ONE Service Philosophy



### Ambition

The SIA Group aims to deliver a high-quality air travel experience by providing exceptional service and engaging customers proactively at every touchpoint.



### Supporting the UN SDGs



### FY2024/25 in Numbers

SIA	SCOOT
<b>81.3%</b> average Customer Satisfaction (CSAT) Score achieved for touchpoints on the ground and on board in FY2024/25 <sup>55</sup>	<b>74.0%</b> average CSAT Score achieved for touchpoints on the ground and on board in FY2024/25 <sup>56</sup>



### Awards Won in FY2024/25

Some examples of the awards won by SIA and Scoot in FY2024/25 for their commitment to service excellence:

SIA	SCOOT
<b>World's Best Cabin Crew</b> <ul style="list-style-type: none"> <li>Skytrax World Airline Awards 2024</li> </ul>	<b>World's Best Long-Haul Low-Cost Airline</b> <ul style="list-style-type: none"> <li>Skytrax World Airline Awards 2024</li> </ul>
<b>The Best International Airline</b> <ul style="list-style-type: none"> <li>Condé Nast Traveler (USA) Readers' Choice Awards</li> </ul>	<b>Value Airline of the Year</b> <ul style="list-style-type: none"> <li>Air Transport World Airline Industry Achievement Awards 2025</li> </ul>
<b>Best Airline</b> <ul style="list-style-type: none"> <li>Business Traveller Awards 2024 (UK)</li> </ul>	<b>Best Low-Cost Carrier</b> <ul style="list-style-type: none"> <li>TTG Travel Awards 2024</li> </ul>
<b>Best Airline (Overall)</b> <ul style="list-style-type: none"> <li>DestinAsian Readers' Choice Award 2025</li> </ul>	<b>Best Low-Cost Carrier (Asia Pacific)</b> <ul style="list-style-type: none"> <li>Travel Weekly Asia Readers' Choice Awards 2024</li> </ul>

<sup>55</sup> Based on more than 600,000 responses from SIA's Voice of Customer (VoC) surveys in FY2024/25.

<sup>56</sup> Based on more than 130,000 responses from Scoot's Voice of Customer (VoC) surveys in FY2024/25.

## CUSTOMERS

### BRAND MANAGEMENT AND REPUTATION 3-3

#### Industry-leading Innovations

SIA recognises that innovation is a key driver of exceptional customer service. With a strong track record of industry firsts, the Airline continues to enhance the travel experience by introducing new customer-centric products and services.

In 2023, SIA became one of the first airlines to offer unlimited complimentary Wi-Fi to customers across all cabin classes, significantly elevating the in-flight experience. More recently, the Airline announced that it will be investing \$1.1 billion in a multi-year programme to install its all-new long-haul cabin products across 41 Airbus A350-900 long-haul and ultra-long-range (ULR) aircraft, redefining the premium travel experience.

SIA's other notable achievements include introducing the first in-flight entertainment system offering both video- and audio-on-demand across all cabin classes in 1997, being the first to fly the Airbus A380 — the world's largest commercial passenger jet — in 2007, and more recently, being the launch operator of the fuel-efficient Boeing 787-10 Dreamliner in 2018.

More details on the key milestones achieved over the past few decades are available on SIA's [website](#).

#### Awards Won in FY2024/25

A selection of awards won by SIA in FY2024/25 can be found in the Awards chapter in the [FY2024/25 SIA Annual Report](#) and SIA's [website](#). Some of these awards include:

#### SIA



Being named *World's Best Cabin Crew* reflects SIA's commitment to service excellence. SIA was also recognised as the *Best Airline in Asia* and the *World's Best First Class Cabin* at these awards.



SIA was named *Best International Airline* by the Condé Nast Traveler (USA) Readers' Choice Awards for the 35<sup>th</sup> time, reflecting the Airline's ongoing commitment to delivering a world-class travel experience.



SIA won the awards for *Best Airline*, *Best Asian Airline*, *Best Cabin Staff*, *Best First Class*, and *Best Economy Class*. This award is a recognition of the Airline's service and premium cabin products.



This award recognises SIA for airline excellence in Asia. SIA also won in the *Best Airline for Premium Class* and *Economy Class* categories. Furthermore, KrisFlyer was honoured as the *Best Frequent Flier Programme*.



## CUSTOMERS

Scoot also received several accolades in FY2024/25:

### SCOOT



Scoot was named *Best Long-Haul Low-Cost Airline* for the fourth consecutive year, affirming its continued commitment to quality and value.



Scoot's recognition as *Value Airline of the Year* for the second consecutive time demonstrates its commitment to ensuring a high-quality travel experience for its customers.



These awards recognise the best of Asia-Pacific's travel industry. Scoot has won in the *Best Low-Cost Carrier* category four times running.



This award honours outstanding international travel operators and suppliers that have demonstrated consistent excellence, innovation, and service over the past year.

## Shaping Brand Narrative Through Campaigns

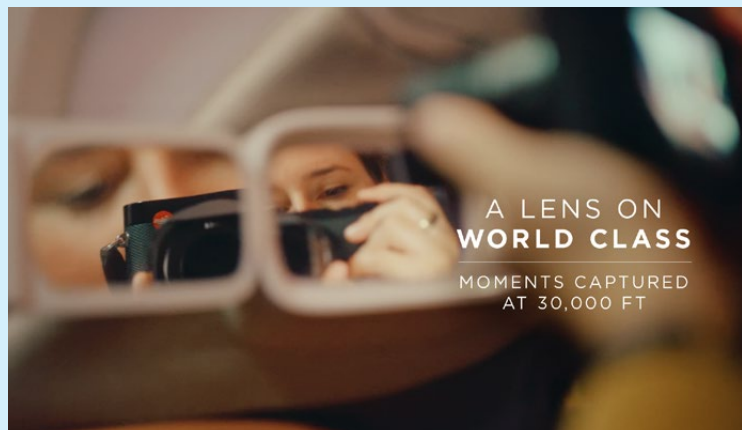
### SIA

Following the launch of the *Welcome to World Class* campaign in 2023, SIA continued to develop its brand story in 2024 with two new campaigns.

#### ***A Lens on World Class***

Launched in February 2024, the *A Lens on World Class* campaign showcased SIA's wide range of products and services, both within and beyond the cabin, ensuring a world-class travel experience for its customers.

The campaign featured 30- and 120-second films shared on SIA's Facebook, Instagram, YouTube, and TikTok channels, generating a total of over 127 million views during the campaign period from 15 February to 31 March 2024.



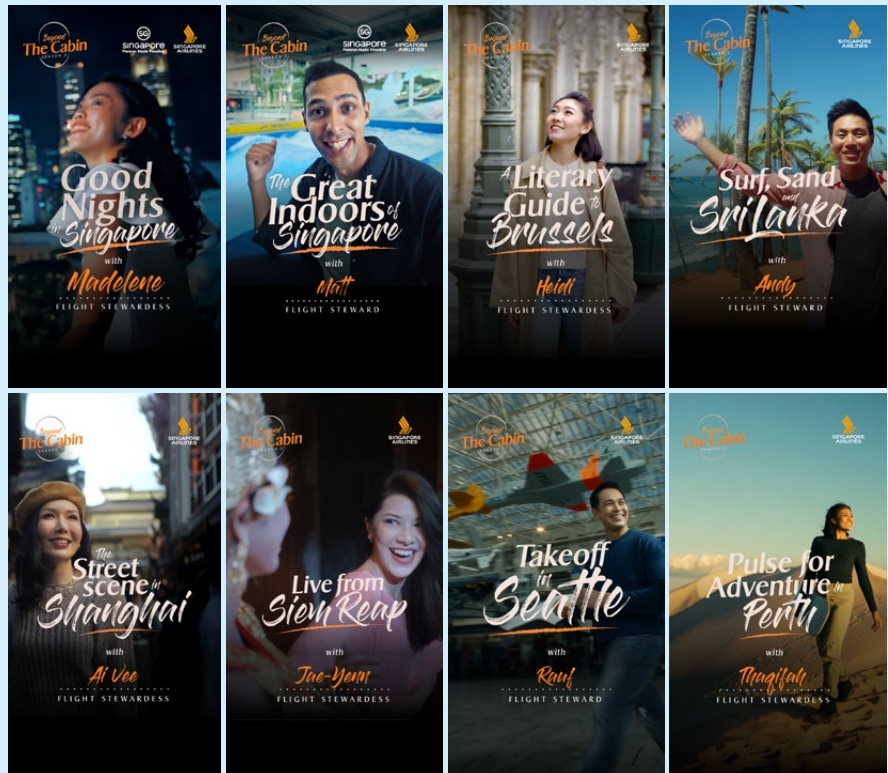
## CUSTOMERS

### SIA

#### Beyond the Cabin Season 2

The *Beyond the Cabin* campaign was designed to inspire travellers to get more out of their journeys by tapping into SIA's extensive network and lifestyle offerings. The first season that was launched in 2023 followed SIA's cabin crew as they pursued their interests around the world. The debut season was a success, garnering over 84.3 million views across SIA's social channels.

Building on the series' popularity, the second season was launched in 2024, featuring cabin crew exploring lesser-known aspects of seven cities. The new season offered a fresh perspective on each destination by showcasing unique experiences that go beyond typical tourist highlights. It garnered over 205 million views across SIA's YouTube, Facebook, Instagram, and TikTok pages during the campaign period from 29 February to 19 November 2024.



More information on the campaign can be found on SIA's [website](#).

#### Time to Fly

SIA's *Time to Fly* campaign returned for its third edition in October 2024, offering discounts on more than 200,000 Business Class, Premium Economy Class, and Economy Class round-trip tickets from Singapore to 78 global destinations. Scoot also offered discounts on 220,000 ScootPlus and Economy Class one-way tickets to 57 destinations across its network during the online and physical fair.

This year's three-day physical travel fair featured an expanded lineup of travel agents, along with tourism bodies and other industry partners participating for the first time to further enhance the event's offerings. As a result, it drew nearly 20% more attendees than the previous year. The campaign continues to play a key role in strengthening brand presence and driving advance sales.



## CUSTOMERS

### SCOOT



#### Travel Deserves Better

Following the launch of the *Because Travel Deserves Better* campaign in 2023, Scoot continued to strengthen its brand message throughout 2024 by highlighting what sets the Airline apart in the low-cost carrier (LCC) space. The next phase of the campaign *Travel Deserves Better* was unveiled in March 2025 and rolled out progressively across Scoot's key markets.

To reinforce its core value propositions, the campaign focused on three main areas – More Comfort, Greater Value, and Better Experience – to further strengthen Scoot's differentiated brand positioning in its key markets.

Across its public relations, social media, and consumer engagement efforts, Scoot aligned its messaging with



its brand promise. These efforts helped improve brand awareness scores across key markets, further cementing Scoot's leadership position in the region's LCC sector.

## CUSTOMER EXPERIENCE AND SATISFACTION 3-3

### Customer Experience

In FY2024/25, SIA continued to apply the *Discover, Design, and Deliver* framework to strengthen the discovery of customer insights, which were harnessed for the design and delivery of new or improved experiences that were aimed at exceeding customer expectations at every stage of the journey.

#### Strengthening Discovery of Customer Insights Through Research and Advanced Analytics

SIA continued to enhance its ability to generate meaningful customer insights by combining advanced technologies with robust research efforts. Insights gathered from the VoC surveys are now processed more quickly and accurately through the use of GenAI within the Customer Insights Portal (CIP).

To complement VoC data, SIA has refined its research approach to gain a more holistic view of customer needs. Key to this effort is the KrisInsights Panel, a dedicated community of over 20,000 customers who participate in surveys, focus

groups, and other research initiatives, typically on a monthly basis. Their inputs provide valuable perspectives across the end-to-end travel journey, helping SIA understand what customers value most, what influences their choice of airline, and how their preferences change at different life stages.

The KrisInsights Panel has offered important feedback on topics such as lounge facilities, in-flight entertainment, and children's amenities, enabling SIA to assess how customers respond to service updates and product enhancements. These insights continue to support the Airline's efforts to enhance the travel experience.

SIA has also enhanced its Customer Experience Management system with a data-driven service recommender engine. This enhancement helps alert frontline staff on opportunities to delight customers and prevent recurring negative experiences. In addition, it has the ability to provide targeted recommendations to business units and frontline teams, and optimise resource allocation by identifying specific customer segments and their needs.



## CUSTOMERS



### Celebrating Special Moments on the Ground and in the Air

SIA recognises that special occasions offer meaningful moments to enhance the travel experience and deepen customer connection. During these times, the Airline aims to deliver thoughtful touches across the journey that reflect the spirit of the celebration.

For the 2024 year-end festive season and the arrival of the 2025 Year of the Snake, customers enjoyed festive experiences both on the ground and in the air. The SilverKris lounges in Singapore and across the network were decorated with seasonal themes and featured celebratory menus, including a Christmas platter with turkey breast, porchetta, and baked tomatoes, as well as *Abalone Yu Sheng* and *Eight Treasure Lotus Leaf Rice* for the Lunar New Year.

On board, celebrations continued with festive menus inspired by traditional Christmas and Lunar New Year fare, complemented by curated holiday entertainment on *KrisWorld*.

By creating memorable experiences, SIA's cohesive approach to celebrating special occasions has garnered positive feedback from its customers.

#### A COHESIVE CELEBRATION APPROACH

Examples of celebrations across the SIA customer journey



## ENSURING CUSTOMER SATISFACTION THROUGH SERVICE EXCELLENCE

### Tracking and Refining SIA's Service Quality Performance

The Customer Affairs department is responsible for managing and attending to customer feedback. It coordinates with various departments to promptly address service lapses, resolve customer concerns, and restore confidence through effective service recovery and effective responses.

Complementing these efforts, the Customer Contact Services department plays a key role in supporting customers throughout their journey, from booking assistance to membership services. It also works across teams to simplify policies and processes to improve the overall travel

experience. To enhance efficiency and decision-making at contact centres, the department leverages data analytics and adopts a Process Improvement Framework that promotes cross-functional collaboration and continuous learning. Its Quality Framework is also reviewed regularly to uphold high service standards.

Meanwhile, the Service Culture and Quality department monitors overall service performance by tracking customer feedback and compiling monthly reports on service quality, including compliments and complaints. These reports and other insights from the department help business units to evaluate their performance, support the development of new products and services, and assist with reviews of policy changes related to service recovery.

## CUSTOMERS

### Voice of Customer

#### SIA

SIA's CIP enables business units across the Airline to monitor feedback in near real time and share relevant insights quickly with teams in Singapore and overseas. This helps them to identify and resolve issues promptly.

In FY2024/25, SIA received more than 600,000 responses from its surveys, which are captured in the CIP. These survey results provide a detailed understanding of each customer's experience and help the Airline track the Net Promoter Score (NPS) and CSAT scores across various touchpoints. Dedicated cross-functional teams then analyse the data to identify recurring themes and implement improvements that address customer concerns. As a result, the average CSAT score remained relatively high at 81.3% during the financial year. Beyond collecting data, SIA is developing a structured process to close the feedback loop to ensure that customer input is acknowledged and addressed.

The CSAT responses collected by SIA also serve as an indicator of SIA's brand management and reputation, as it provides insights into how well the Airline is delivering on its brand promise across every stage of the customer journey.

Furthermore, the MC and CETSC regularly monitor customer experience measures of success and customer feedback from various data sources.

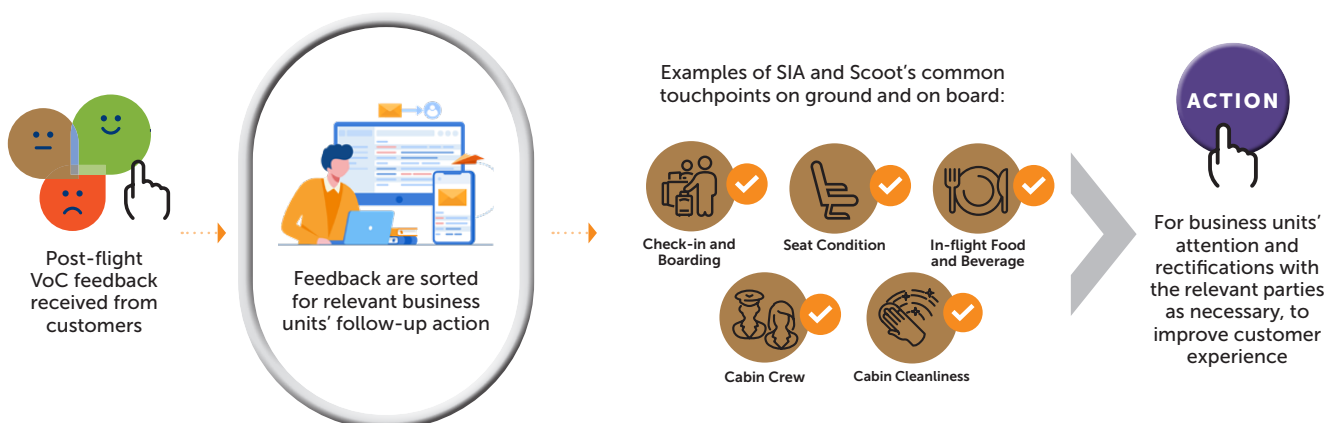
#### SCOOT

Scout also employs a feedback management system to enable key business units to proactively respond to customer feedback and help improve service levels across key touchpoints.

In FY2024/25, Scoot received more than 130,000 responses from its post-flight VoC surveys, and achieved an average CSAT score of 74.0%.

Both CSAT results and qualitative feedback are regularly reviewed at Scoot's Customer Experience Forum, comprising representatives from key business units. The forum helps to identify areas for improvement and guides updates to customer-related initiatives, products, and services.

#### An example of SIA and Scoot's feedback management processes:





## CUSTOMERS

### Leveraging Digital Platforms and Data Analytics

To enhance customer engagement, SIA continues to invest in digital solutions that harness data analytics to streamline feedback management and enable more timely, effective responses. Platforms such as social media and mobile apps also help the Airline stay connected with customers and improve the overall travel experience.

For example, the SIA Customer Affairs department leverages digital tools and process redesign to improve how customer feedback is managed. By applying GenAI features such as

natural language processing and sentiment analysis, the team can quickly and accurately identify key issues raised in customer feedback.

Customer information from various systems are also consolidated into a central case management platform to create a more efficient workflow and customer-centric approach to service recovery. These automated processes and system integrations have improved response times and boosted productivity.



### Enhancing Customer Service Through GenAI

In FY2024/25, the SIA Customer Contact Services department expanded its use of GenAI to improve service efficiency and enable its agents to deliver a more seamless and personalised service to its customers. Key initiatives include:

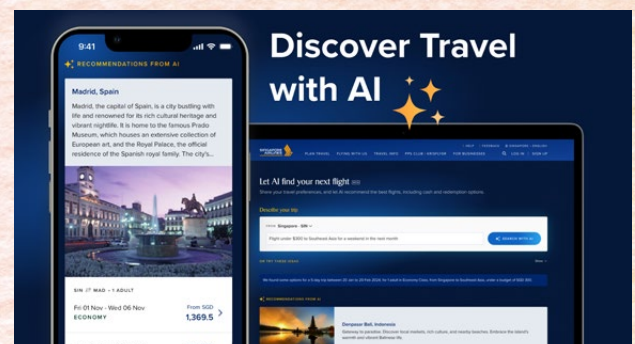
- Summarising Customer Interactions Across Channels**  
 GenAI is used to generate summaries of customer interactions across all channels since FY2024/25, including calls, emails, and live chats. This enables frontline staff to quickly understand a customer's previous interactions and concerns, allowing for faster and more effective issue resolution.
- Turning Data into Actionable Insights**  
 SIA's data teams conduct deeper analysis of customers' interaction summaries using GenAI, and the insights drawn are shared with the relevant business units to guide service improvements.
- Boosting Efficiency and Reducing Errors**  
 Customer service agents leverage GenAI tools to draft email responses to customers, ensuring that the appropriate assistance is provided to customers. This allows customer service agents to focus on providing enhanced and personalised attention in each customer interaction.
- Improving Chatbot Responsiveness**  
 SIA's chatbot, Kris, was enhanced with Large Language Model (LLM) technology in FY2024/25, enabling it to deliver more natural, human-like responses, and reducing the need for follow-up interactions. SIA's Smart Search engine was also integrated into Kris to better address frequently asked questions, resulting in faster, more accurate support for customers.

#### Personalised Travel Planning for Customers

In FY2024/25, SIA introduced Flight Recommender, a new GenAI-powered feature on its website designed to simplify trip planning for customers. Instead of manually searching for their preferred flight based on fixed parameters, customers can now easily narrow down their options based on budget, date range, and destination preference.

The system also allows users to input a few keywords describing their travel preferences, and in return, it generates tailored flight options and destination recommendations. Furthermore, Flight Recommender enables customers to compare flights on a single screen, eliminating the need to navigate multiple pages.

By streamlining the planning and booking process, the tool empowers customers to make better-informed decisions quickly, enhancing their overall travel planning experience.





## CUSTOMERS

### Better Service Through Process Automation

SIA continues to embrace and adopt automation to enhance customer service while supporting operational efficiency. By leveraging advanced technology, SIA has made strides in streamlining its customer service processes and improving the overall customer experience.

A key development in this effort was the creation of a comprehensive customer profile system for service agents. This system consolidates data from multiple platforms, reducing the need for manual data collection and enabling faster, more effective support. Service agents now have immediate access to a holistic view of each customer's history and preferences, allowing for more personalised and efficient interactions with customers.

In FY2024/25, SIA introduced an automated callback scheduler to handle customer follow-up requests. This system ensures that customers receive timely updates on their queries, enhancing customer satisfaction and reducing the workload on service staff.

SIA has also implemented bots to sort and prioritise bookings. These bots use predefined criteria to identify and escalate urgent cases, allowing them to be addressed more quickly. The use of these bots saves around 487 man-hours annually. This not only increases operational efficiency, but also allows customer service agents to focus on delivering more seamless, responsive, and personalised service to customers.



### Improving Baggage Service Recovery Experience Through Baggage E2E Self-service Suite

SIA's [Baggage E2E Self-service Suite \(BESS\)](#) is a digital initiative designed to streamline and enhance the experience for customers affected by mishandled baggage. BESS leverages advanced application programming interface (API) integration to automate the entire process, eliminating the need for physical forms and reducing processing time.

From April 2024 to March 2025, BESS processed over 1,480,000 transactions, saving approximately 187,000 customer-hours, 176,000 man-hours, and around 449kg of paper.

SIA continues to refine and enhance BESS, focusing on improving both the customer experience and internal processes. One feature currently on trial allows customers arriving in Singapore on SIA-operated flights to report damaged baggage online within 72 hours of arrival. Customers can upload images of the damage and receive a reference number for insurance claims. Once a report is submitted, SIA staff are automatically notified and can follow up directly to resolve the case.



#### Report damaged baggage

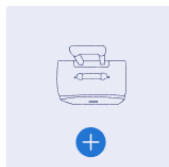
MRS

SG149236

Upload photos of your damaged baggage according to the instructions. Please ensure the damaged areas are clearly visible. All fields are mandatory unless otherwise stated.

Supported formats: JPG, JPEG, PNG, HEIC, HEIF (up to 5 MB each)

Top View



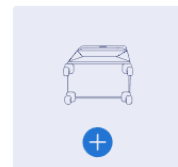
Front View



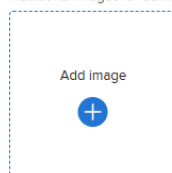
Back View



Bottom View



Additional images for damaged parts





## CUSTOMERS

Similarly, Scoot has also embraced automation, implementing several initiatives to streamline its processes and improve customer service.

### Case Study

#### Implementation of Overseas Self-service Kiosks

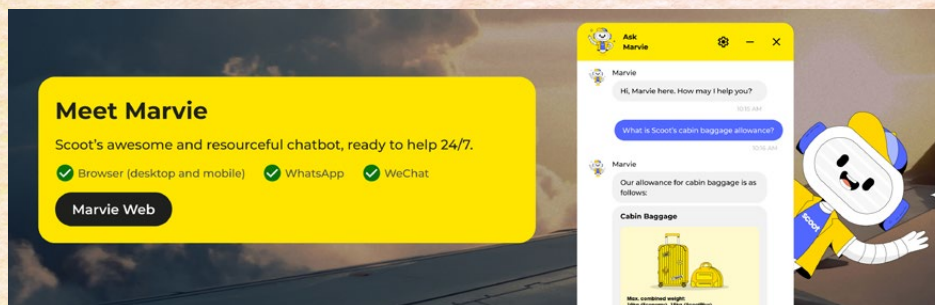
Scoot has expanded its self-service kiosk initiative beyond Singapore, aiming to reduce check-in wait times and enhance the customer experience across its international network.

Following months of rigorous testing and customisation, a dedicated cross-functional team, comprising members from Scoot's Ground and IT departments, successfully launched these kiosks in Bangkok, Kuala Lumpur, Melbourne, Subang, and Tokyo in 2024. The team continues to explore further enhancements to improve the check-in process and overall customer journey.

Scoot plans to progressively roll out these kiosks to additional stations in 2025.

### Case Study

#### Enhancing Customer Support with Marvie



Marvie, Scoot's customer service chatbot, has become a key digital touchpoint for customers seeking prompt and effective service resolution. Beyond handling general queries, Marvie manages booking-specific requests such as resending itineraries and checking refund statuses.

In February 2024, Scoot expanded Marvie's reach by launching it on WhatsApp, offering customers greater flexibility in how they seek assistance. This move resulted in a notable 10-percentage point reduction in call volume, demonstrating its effectiveness in diverting traffic from traditional support channels.

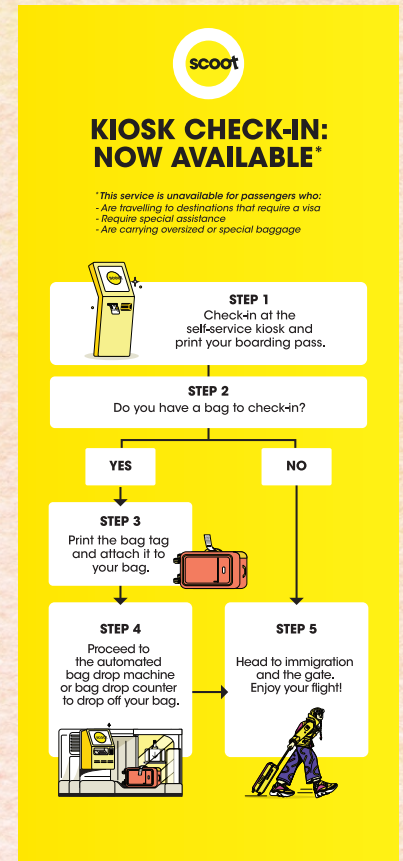
Further enhancements followed in July 2024, with the introduction of a new web-based feature that enabled customers to check their checked baggage allowance for upcoming bookings. This new feature led to a 40% reduction in baggage-related queries escalated to live chat agents to around 1,200 per month.

Marvie also became Scoot's first customer-facing application to incorporate GenAI, expanding its ability to respond to a wider range of enquiries.

From November 2024, Marvie began supporting audio messaging on both its web and WhatsApp platforms. This feature offers a more inclusive experience, catering to customers who prefer or require voice-based communication.

In FY2024/25, Marvie not only managed 55% of Scoot's customer service traffic, but also successfully resolved 39% of all customer queries across all support channels. Year-on-year, Marvie's customer satisfaction score increased by 19 percentage points, while its customer effort score improved by 17 percentage points.

These statistics highlight Scoot's ongoing commitment to leveraging technology for improved service delivery and customer satisfaction.





## CUSTOMERS

### Engaging Customers Through Social Media

Social media serves as a key platform for both SIA and Scoot to share important travel updates, engage with customers, and build a community of travel and aviation enthusiasts.

Both airlines have a social media presence on the following platforms:



SIA also has a dedicated Social Media Engagement Unit to assist customers twenty-four hours a day, seven days a week.

### New Product and Service Offerings for Customers

#### SIA

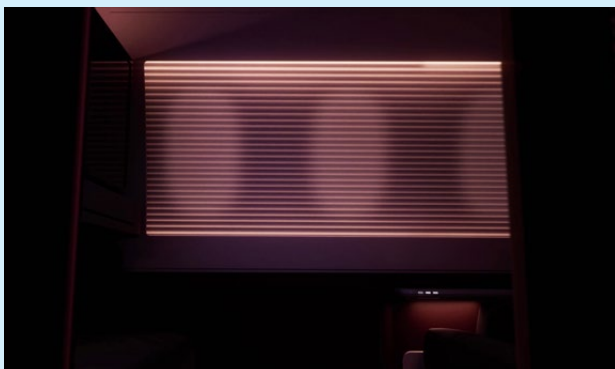
##### **Elevating Premium Travel Experience with \$1.1 Billion Airbus A350 Cabin Retrofit Programme**

In November 2024, SIA announced that it will be investing \$1.1 billion in a multi-year programme to install its all-new long-haul cabin products across 41 Airbus A350-900 long-haul and ultra-long-range (ULR) aircraft. This investment aims to elevate the premium travel experience across all cabin classes.

A key highlight of the upgrade is the introduction of a new First Class cabin in the seven A350-900ULR aircraft, designed to set new industry standards for comfort on the world's longest routes. Business Class cabins in all A350-900 long-haul and ULR aircraft will also be redesigned, featuring more spacious layouts and enhanced privacy.

Premium Economy Class and Economy Class cabins will also be refreshed, while a next-generation *KrisWorld* in-flight entertainment system will offer greater personalisation and a broader range of lifestyle content for customers.

The retrofitted aircraft are expected to enter service progressively from 2026, with the programme scheduled for completion by 2030. This initiative reflects SIA's ongoing commitment to innovation and delivering a world-class travel experience.





## CUSTOMERS

### SIA

#### **Refurbished SilverKris Lounges in Sydney and London**

In FY2024/25, SIA enhanced the customer experience at its SilverKris lounges in Sydney and London.

The SilverKris Lounge at Sydney Airport Terminal 1 reopened on 24 August 2024 after a two-week refresh. Updates included new furniture in selected areas of the First Class and Business Class sections, such as the signature wingback chairs with SIA's iconic batik motif in the First Class area. The popular productivity pods were redesigned to provide a more comfortable, semi-private workspace, while a new serviced barista bar was introduced in the Business Class section, offering freshly brewed beverages throughout the day. Additional upgrades included new carpeting and lighting, creating a more inviting and contemporary lounge environment.



The SilverKris Lounge at Sydney Airport Terminal 1



The SilverKris Lounge at London Heathrow Airport

Meanwhile, the SilverKris Lounge at London Heathrow Airport underwent an extensive six-month refurbishment and reopened on 31 July 2024. Spanning 10,689 square feet, the upgraded lounge now accommodates up to 242 customers across its First Class and Business Class sections, representing a 16% increase in seating capacity.

The refreshed space features a wide range of modern amenities, including an expanded selection of food and beverages, and various seating options designed for comfort and functionality. These include private productivity pods, elegant wingback chairs, and communal long table seating.

These enhancements reflect SIA's continued commitment to ensuring each space meets the highest standards of comfort, style, and service.

#### **New Le Labo Amenity Kits for Business Class Customers**

SIA continued to enhance its offerings with the introduction of a new Business Class amenity kit, available since 24 December 2024. Developed in collaboration with New York-based slow perfumery brand *Le Labo Fragrances*, the kit includes a hand pomade, face mist, and lip balm.

The amenities are presented in a waxed cotton canvas pouch inspired by Le Labo's signature lab aprons. Designed to develop a unique texture and hue over time, the pouch also functions as a travel document holder and keepsake.

Available on flights above six hours, the products are made with premium vegan ingredients such as shea butter, sweet almond oil, olive oil, aloe vera, and rosemary extract.



## CUSTOMERS

### SIA

#### Elevating the In-flight Dining Experience

In FY2024/25, SIA introduced several enhancements to its in-flight dining experience, focusing on culinary excellence, sustainability, and partnerships with world-renowned chefs:

- Continued Collaboration with Michelin-Starred Chefs**

SIA extended its partnership with Swiss Chef Heiko Nieder, marking the third consecutive year of collaboration. The Airline also began a new partnership with Denmark's two-Michelin-starred Restaurant AOC, led by Chef Søren Selin. This collaboration showcases the essence of Danish gastronomy in Business Class on flights from Copenhagen to Singapore.

- Introducing British-South Pacific Cuisine**

SIA also announced a partnership with one of London's most distinguished chefs, Chef Monica Galetti. Her specially curated menus feature premium British produce infused with South Pacific flavours, available in Suites, First Class, and Business Class on flights from London and Manchester to Singapore.



- Bringing a Taste of New Zealand On Board**

SIA partnered with acclaimed New Zealand-based Chef Sid Sahrawat, owner of Anise, Cassia, Kol, and The French Café. His seasonal menus combine the best of New Zealand produce with his distinctive modern Indian flair, served in First Class and Business Class on flights from Auckland and Christchurch.

- Exclusive Cristal 2015 Champagne Offering**

In a first for any airline, SIA entered into an exclusive agreement with French champagne house Louis Roederer to serve *Cristal 2015* to its Suites and First Class customers. This champagne, a blend of 60% Pinot Noir and 40% Chardonnay, is sourced from 45 vineyard plots across seven Grands Crus. From 1 December 2024, *Cristal 2015* is available on SIA's Airbus A380 Suites and Boeing 777-300ER First Class cabins, rotating across select routes on a three-month cycle.

- Showcasing Award-winning Artisanal Cheese**

SIA continues to serve premium cheeses from Rogue Creamery, the first American producer to win *World's Best Cheese* at the World Cheese Awards. Known for its sustainable and humane practices, Rogue Creamery uses robotic self-milking technology and runs on renewable energy.

- Farm-to-Plane Approach for Sustainable Dining**

Reinforcing its commitment to sustainability, SIA continues sourcing ingredients with freshness, flavour, and environmental impact in mind. This includes working with AeroFarms, a vertical farm based in the United States East Coast, which supplies fresh aeroponically grown greens. This method uses up to 90% less water than traditional farming and delivers yields equivalent to a 320-acre conventional farm from just one acre of indoor space.



### SCOOT

#### Launch of Cancel Your Trip Add-on

In October 2024, Scoot introduced a new flexibility add-on, *Cancel Your Trip*, giving customers the option to cancel their bookings for any reason and receive an instant refund in the form of Scoot vouchers. This feature provides greater peace of mind, especially for travellers whose plans may change unexpectedly.

Together with the *Change Your Flight* add-on, which provides unlimited changes to bookings, Scoot aims to enhance the travel experience by offering customers more flexibility in tailoring their bookings to suit their needs.

# EMPLOYEES

The SIA Group continues to strengthen its position as an employer of choice by focusing on its core value propositions. These include instilling a strong sense of pride and shared commitment, providing diverse opportunities for learning and growth, and nurturing a positive and inclusive workplace culture. Together, these efforts help attract and retain top talent while positioning the Group for sustainable growth.

## MANAGEMENT APPROACH



### Key Engagement Activities

Engagement Mode	Frequency
CEO Innovation Awards	Annually
CEO Service Excellence Awards	Annually
Chill Out with Choon Phong Sessions	Quarterly
Community Service and Volunteering Activities	Regular
Customer Service and Operations Conference	Biennially
Divisional Townhalls, Engagement Sessions	Regular
Engagement with Union Leadership	Monthly
LIFE Event	Biennially
Long Service and Retirement Award Ceremonies	Annually
Organisational Climate and Pulse Surveys	Annually
Publications (Bulletins, Circulars, Magazines, Newsletters, Notices, etc.)	Regular
Scout Employee Experience Survey for Office Staff	Twice Yearly
Scout Organisational Engagement Check-in for Crew	Twice Yearly
Scout Work Engagement Check-in for Crew	Twice Yearly
SIA Business Meetings	Twice Yearly
World Marketing Conference and Marketing Warrior Awards	Biennially



### Supporting the UN SDGs



### Key Policies, Processes, and Systems

SIA	SCOOT
<ul style="list-style-type: none"> <li>Collective Agreements</li> <li>Code of Conduct, including Staff Regulations</li> <li>Human Resources (HR) policies and guidelines governing Workforce Planning, Talent Acquisition and Staffing, Total Rewards, Talent and Performance Management, Global Mobility, Learning and Development, and Flexible Work Arrangements</li> <li>Policy on Harassment and Grievance Handling Process and Protocols</li> </ul>	<ul style="list-style-type: none"> <li>Collective Agreements</li> <li>HR policies and guidelines governing Workforce Planning, Talent Acquisition and Staffing, Total Rewards, Talent and Performance Management, and Learning and Development</li> <li>Anti-harassment and Bullying Policy</li> <li>Flexible Work Arrangement Policy</li> </ul>



### FY2024/25 in Numbers

SIA & SCOOT	
<b>52% &amp; 48%</b> gender ratio (female and male) of SIA and Scoot's employees	<b>\$60.4m</b> investment in learning and development of SIA and Scoot's employees



### Ambition

The SIA Group strives to be an employer of choice that:

- Develops its employees to their potential to foster a high-performing, productive, and future-ready workforce;
- Facilitates a work environment that is safe, flexible, nurturing, and caters to individual needs and aspirations, including opportunities to contribute to local communities through volunteer programmes; and
- Provides employees an enriching experience throughout their journey.



## EMPLOYEES



### Targets

SIA		
	Due	Status
At least 25% female employees in senior positions (Vice Presidents and above)	FY2025/26	On track
At least 25% increase in the number of female pilots, from FY2020/21 levels	FY2025/26	On track

SCOOT		
	Due	Status
At least 25% increase in the number of female employees in senior positions (Directors and above), from 2021 levels	2025	On track
At least 25% increase in the number of female pilots, from 2021 levels	2025	On track

### THE SIA GROUP'S EMPLOYEES<sup>57</sup>

#### Strength in Workforce Diversity 2-7

The SIA Group promotes diversity, equity, and inclusion in the workplace through progressive policies, processes, and practices that support these values. This approach fosters an environment that values varying perspectives, which helps to strengthen the organisation. The SIA Group also ensures that employees, irrespective of race, ethnicity, gender, age, or beliefs, feel valued and have equal opportunities for growth.

As of 31 March 2025, the Group had 28,563 employees<sup>58</sup>, reflecting a 5.3% increase in headcount from the previous financial year. Of these, SIA and Scoot had 21,014 employees, with 59.3% of employees comprising Singapore citizens. Female employees accounted for 52.1% of the workforce, while male employees made up 47.9%, a near-equal gender split.

Full-time employees accounted for 99.7% of the workforce. 29.2% of employees were under 30 years of age, 53.7% were between the ages of 30 and 50, and 17.1% were above the

age of 50. Managers and above made up around 3.4% of total employees, followed by 12.2% for executives, and 84.4% for other employees. SIA does not hire employees with non-guaranteed hours as all employees are covered by contracts that define their working hours.

#### Employees in the SIA Group<sup>59</sup>

	FY2024/25
<b>Employees in the SIA Group</b>	28,563
<b>Employees, by business entity</b>	
SIA	18,047
Scoot	2,967
SIAEC	4,896
SIAEC's Subsidiaries	2,285
Cargo Community Network	92
Singapore Flying College	81
Singapore Aviation and General Insurance Company (SAGI)	3
KrisShop	121
Encounters	71

### SIA and Scoot Employees, by Employment Type (Permanent, Contract, Full-time, and Part-time), Gender, and Region

	FY2024/25							
	Permanent		Contract		Full-time		Part-time	
<b>By Gender</b>	<b>10,366</b>	<b>49.3%</b>	<b>10,648</b>	<b>50.7%</b>	<b>20,956</b>	<b>99.7%</b>	<b>58</b>	<b>0.3%</b>
Male	6,940	33.0%	3,135	14.9%	10,069	47.9%	6	0.0%
Female	3,426	16.3%	7,513	35.8%	10,887	51.8%	52	0.3%
<b>By Region</b>	<b>10,366</b>	<b>49.3%</b>	<b>10,648</b>	<b>50.7%</b>	<b>20,956</b>	<b>99.7%</b>	<b>58</b>	<b>0.3%</b>
Singapore	7,789	37.1%	10,533	50.1%	18,316	87.2%	6	0.0%
The Americas	165	0.8%	2	0.0%	167	0.8%	0	0.0%
Europe	439	2.1%	24	0.1%	430	2.0%	33	0.2%
North Asia	631	3.0%	57	0.3%	687	3.3%	1	0.0%
South East Asia	673	3.2%	25	0.1%	698	3.3%	0	0.0%
South West Pacific	323	1.5%	2	0.0%	307	1.5%	18	0.1%
West Asia and Africa	346	1.6%	5	0.0%	351	1.7%	0	0.0%

<sup>57</sup> Due to rounding, percentages presented may not add up precisely to the absolute totals indicated.

<sup>58</sup> Includes employees from all of SIA's subsidiaries. Please refer to the Appendix for details on reporting boundaries.

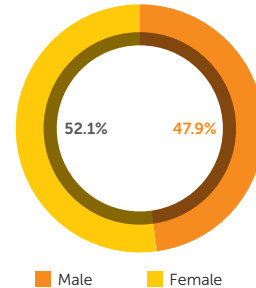
<sup>59</sup> Excludes SIA employees seconded to other companies but includes employees seconded to SIA.

## EMPLOYEES

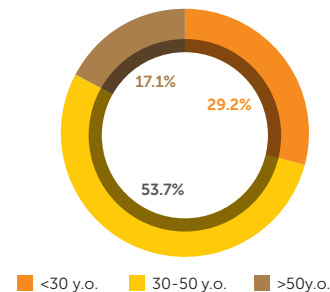
### SIA and Scoot Employee Demographics

FY2024/25		
<b>SIA and Scoot Employees</b>	<b>21,014</b>	<b>100%</b>
<b>Employees, by Gender</b>		
Male	10,075	47.9%
Female	10,939	52.1%
<b>Employees, by Region</b>		
Singapore	18,322	87.2%
The Americas	167	0.8%
Europe	463	2.2%
North Asia	688	3.3%
South East Asia	698	3.3%
South West Pacific	325	1.5%
West Asia and Africa	351	1.7%
<b>Employees, by Age Group</b>		
<30 years old	6,129	29.2%
30-50 years old	11,287	53.7%
>50 years old	3,598	17.1%
<b>Employees, by Employee Level by Gender</b>		
<b>Managers and Above</b>	<b>713</b>	<b>3.4%</b>
Male	468	2.2%
Female	245	1.2%
<b>Executives</b>	<b>2,558</b>	<b>12.2%</b>
Male	1,372	6.5%
Female	1,186	5.6%
<b>Other Employees</b>	<b>17,743</b>	<b>84.4%</b>
Male	8,235	39.2%
Female	9,508	45.2%
<b>Employees, by Employee Level by Age Group</b>		
<b>Managers and Above</b>	<b>713</b>	<b>3.4%</b>
<30 years old	0	0.0%
30-50 years old	507	2.4%
>50 years old	206	1.0%
<b>Executives</b>	<b>2,558</b>	<b>12.2%</b>
<30 years old	661	3.1%
30-50 years old	1,604	7.6%
>50 years old	293	1.4%
<b>Other Employees</b>	<b>17,743</b>	<b>84.4%</b>
<30 years old	5,468	26.0%
30-50 years old	9,176	43.7%
>50 years old	3,099	14.7%

SIA and Scoot Employees, by Gender



SIA and Scoot Employees, by Age Group



FY2024/25		
<b>Employees, by Employee Function by Gender</b>		
<b>Ground Staff</b>	<b>6,632</b>	<b>31.6%</b>
Male	2,987	14.2%
Female	3,645	17.3%
<b>Cabin Crew</b>	<b>10,924</b>	<b>52.0%</b>
Male	3,715	17.7%
Female	7,209	34.3%
<b>Pilots</b>	<b>3,458</b>	<b>16.5%</b>
Male	3,373	16.1%
Female	85	0.4%
<b>Employees, by Employee Function by Age Group</b>		
<b>Ground Staff</b>	<b>6,632</b>	<b>31.6%</b>
<30 years old	1,240	5.9%
30-50 years old	3,839	18.3%
>50 years old	1,553	7.4%
<b>Cabin Crew</b>	<b>10,924</b>	<b>52.0%</b>
<30 years old	4,638	22.1%
30-50 years old	5,154	24.5%
>50 years old	1,132	5.4%
<b>Pilots</b>	<b>3,458</b>	<b>16.5%</b>
<30 years old	251	1.2%
30-50 years old	2,294	10.9%
>50 years old	913	4.3%

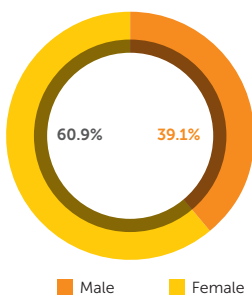
## EMPLOYEES

### New Hires and Turnover

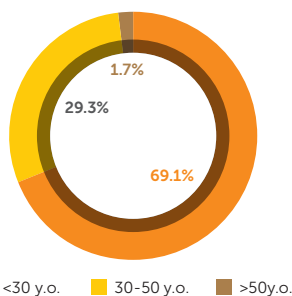
#### SIA and Scoot New Hires

In FY2024/25, SIA and Scoot's overall new hire rate<sup>60</sup> decreased to 12.3%, with the new hire rate for male employees at 4.8%, and female employees at 7.5%. Together, the airlines' new hire rate was 8.5% for employees under 30 years of age, 3.6% between the ages of 30 and 50, and 0.2% above the age of 50.

SIA and Scoot New Hires,  
by Gender



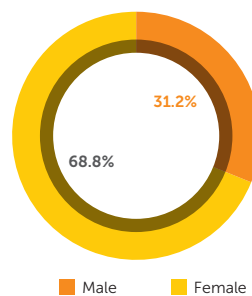
SIA and Scoot New Hires,  
by Age Group



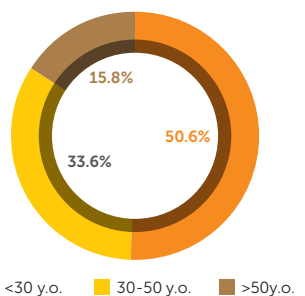
#### SIA and Scoot Turnover

SIA and Scoot's overall turnover rate<sup>61</sup> stood at 8.2%, with the turnover rate for male employees at 2.6%, and female employees at 5.6%. The Group's turnover rate was 4.1% for employees under 30 years of age, 2.7% for employees between the ages of 30 and 50, and 1.3% for employees above the age of 50.

SIA and Scoot Turnover,  
by Gender



SIA and Scoot Turnover,  
by Age Group



FY2024/25		
<b>SIA and Scoot New Hires</b>	<b>2,593</b>	<b>100%</b>
<b>New Hires, by Gender</b>		
Male	1,013	39.1%
Female	1,580	60.9%
<b>New Hires, by Age Group</b>		
<30 years old	1,791	69.1%
30-50 years old	759	29.3%
>50 years old	43	1.7%
<b>New Hires, by Employee Level</b>		
Managers and above	16	0.6%
Executives	330	12.7%
Other Employees	2,247	86.7%
<b>New Hires, by Region</b>		
Singapore	2,326	89.7%
The Americas	27	1.0%
Europe	41	1.6%
North Asia	70	2.7%
South East Asia	78	3.0%
South West Pacific	28	1.1%
West Asia and Africa	23	0.9%

FY2024/25		
<b>SIA and Scoot Turnover<sup>62</sup></b>	<b>1,717</b>	<b>100%</b>
<b>Turnover, by Gender</b>		
Male	536	31.2%
Female	1,181	68.8%
<b>Turnover, by Age Group</b>		
<30 years old	868	50.6%
30-50 years old	577	33.6%
>50 years old	272	15.8%
<b>Turnover, by Employee Level</b>		
Managers and above	29	1.7%
Executives	194	11.3%
Other Employees	1,494	87.0%
<b>Turnover, by Region</b>		
Singapore	1,572	91.6%
The Americas	13	0.8%
Europe	26	1.5%
North Asia	35	2.0%
South East Asia	35	2.0%
South West Pacific	25	1.5%
West Asia and Africa	11	0.6%

<sup>60</sup> New hire rate is computed by number of new hires over the number of employees, expressed as a percentage. This can be computed by the respective demographic cuts.

<sup>61</sup> Turnover rate is computed by number of turnovers over the number of employees, expressed as a percentage. This can be computed by the respective demographic cuts. Due to confidentiality constraints, turnover relates purely to voluntary attrition, and does not include involuntary turnover such as dismissal, completion of contract, etc.

<sup>62</sup> Due to confidentiality constraints, turnover relates purely to voluntary attrition, and does not include involuntary turnover such as dismissal, completion of contract, etc.



## EMPLOYEES

### SENSE OF PRIDE

The SIA Group actively engages its employees to strengthen their shared commitment to the organisation's mission and foster their sense of pride in the SIA brand and culture. This is achieved through key initiatives such as reinforcing its core values, celebrating milestones and achievements, and fostering meaningful opportunities for engagement. Purposeful employee engagement also enables the Group to surface and address concerns in a timely manner through a range of support programmes.



### Modes of Engagement

SIA maintains multiple engagement modes and communications channels with all its employees, both local and overseas.



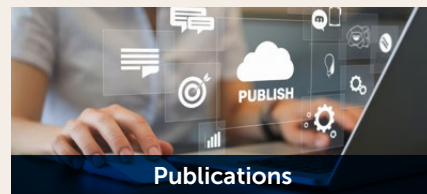
#### Activities and Events

- CEO Innovation Awards (Annual)
- Co-innovation Programme by KrisLab (Regular)
- Community Service and Volunteering Activities (Regular)
- Company Recreational Activities and Events (Interest Groups) (Regular)
- Cybersecurity Awareness Week (Annual)
- Demo Day by KrisLab (Regular)
- Divisional Communications Sessions (Quarterly)
- Learning and Innovation for Everyone Event (Biennial)
- Long Service and Retirement Award Ceremonies (Annual)
- SIA Cares Around the World – Global Corporate Social Responsibility Week (Annual)
- SIA Cares Around the World – SIA Cares Open House (Annual)
- SIA Group Family Road Run (Biennial)



#### Forums and Meetings

- SIA Business Meetings (Twice yearly)
- Chill Out with Choon Phong Sessions (Quarterly)
- Dialogues, Forums, Townhalls (Regular)
- Senior Management Engagement (Regular)



#### Publications

- Bulletins, Circulars, Notices (Regular)
- Cabin Crew Times (Monthly)
- Fleet e-Newsletters (Quarterly)
- Engineering Division's ED Focus Newsletter (Quarterly)
- Outlook Stories (Daily)
- Message from Choon Phong (Monthly)
- Outlook Newsletter (Weekly)



#### Online Platforms

- e-Learning Platforms (Regular)
- Employee Platforms (SIA: 1SQ, SQhub, Scoot: Workplace) (Regular)
- Internal Collaboration using Microsoft Teams (Regular)
- Refreshed Ideation Platform (Regular)
- Viva Engage (Regular)



#### Surveys

- Organisational Climate Survey (Biennial)
- Pulse Survey (Biennial)
- Scoot Employee Experience Survey (Twice yearly)
- Scoot Organisational Engagement Check-in for Crew (Twice yearly)
- Scoot Work Engagement Check-in for Crew (Twice yearly)

## EMPLOYEES

### Key Service Milestones

#### *SIA Group 25 Years Long Service and Retirement Award Ceremonies*

The SIA Group recognises employees who have reached significant career milestones through dedicated award ceremonies. Hosted by the Chairman, CEO, and Senior Management, these events celebrate employees marking their 25<sup>th</sup> year of service or retirement. Both local and overseas employees are invited to attend, accompanied by their partners.

On 11 December 2024, nearly 70 retirees from across the globe came together to commemorate their careers at the SIA Group Retirement Award Ceremony, sharing the moment with family members and colleagues.

Separately, on 13 January 2025, more than 140 employees, including those based overseas, were honoured for completing 25 years of service in 2023.



#### *Scoot Long Service Award and Dinner Ceremony*

On 5 March 2025, Scoot hosted its annual Long Service Award and Dinner Ceremony, bringing together from around the world 90 colleagues accompanied by their partners for an evening dedicated to honouring and recognising their long service to the organisation (10 years and above). The event celebrated the dedication and invaluable contributions of the long-serving employees who with their unwavering commitment over the years, played a pivotal role in Scoot's continued success.

The ceremony fostered a sense of pride and camaraderie, making it a memorable occasion for all present.





## EMPLOYEES

### Employee Engagement with Leadership: Chill Out with Choon Phong

SIA provides opportunities for employees in Singapore and around the world to engage directly with the CEO through both in-person and virtual sessions every quarter. These Chill Out with Choon Phong sessions facilitate open dialogue on a wide range of topics, from business strategy to people and culture, as well as technology and innovation. Through these engagements, employees gain a deeper understanding of the Company's direction and how their individual contributions support broader goals, fostering greater pride and inspiration across the organisation.

### Employee Surveys

The SIA Group values open communication and regularly seeks employee feedback through various channels, including surveys that encompass SIA's Organisational Climate Surveys (OCS) or Pulse Surveys, as well as Scoot's EX Survey. These tools help the Group understand employee sentiments and identify areas for improvement, which are then translated into targeted action plans to enhance the overall work experience.

In the OCS 2024, employees expressed a desire for more specialised training and industry-relevant upskilling. In response, SIA expanded its 2025 Learning and Development roadmap to include topical training programmes such as Project Management and Negotiation.

Recognising growing interest in environmental issues, SIA also introduced sustainability-related learning initiatives,

## YOUR VOICE MATTERS

### Pulse Survey 2025



such as talks, training sessions, and knowledge sharing at internal business conferences.

An SIA Pulse Survey conducted in early 2025 drew participation from 82% of employees. The results reflected an engagement score of 81%, with 96% of respondents expressing pride in being part of SIA.

Scoot is refining its employee feedback approach by introducing targeted listening channels. Analysis of past surveys revealed differences in employees' perceptions of their work experiences and sense of belonging to the organisation. As such, the Employee Experience (EX) Survey for crew has been divided into Organisational Engagement and Work Engagement check-ins.

An average staff participation rate of 60% was recorded across all cycles of Scoot's Engagement surveys in FY2024/25, with engagement metrics also showing improvements, particularly among flight crew and cabin crew due to impactful changes made in response to employee sentiments. The impactful changes include the introduction of Preferential Bidding System, which increases the empowerment of flight crew over their rosters and the transition for cabin crew layover accommodation from twin-sharing to a single room for higher quality rest.

## LEARN AND GROW

The SIA Group seeks to develop a future-ready workforce by attracting new talent and continuously investing in the growth of its people. Employees are empowered to take ownership of their development through lifelong learning and a broad range of experiences that support their professional growth.

### Attracting Talent

The SIA Group promotes their diverse career opportunities through talent outreach initiatives, including career fairs and engagement sessions organised by schools, tertiary institutions, and external organisations. These platforms allow the Group to connect with fresh graduates and mid-career professionals to meet evolving talent needs. SIA and Scoot also offer internships to tertiary students, providing early exposure to its dynamic work environment and values-driven culture.



### Developing Careers

SIA and Scoot are committed to building a workforce that is equipped with skills to remain relevant for the future.

To support this, the Group provides structured learning and development roadmaps that align employee growth with changing business needs. These initiatives focus on strengthening core soft and technical skills, while also building capabilities in areas such as digital innovation, sustainability, and inclusiveness. Employees are also encouraged to pursue higher education through company sponsorship programmes.



## EMPLOYEES

In FY2024/25, SIA and Scoot invested \$60.4 million in learning and development initiatives to train and develop its pilots, cabin crew, and ground staff. An average of 67 training hours per employee (FY2023/24: 80 hours) was recorded.

SIA and Scoot's cabin crew undergo comprehensive training to deliver world-class service excellence, while aspiring pilots participate in rigorous training to meet the highest safety and performance benchmarks, with clear pathways for career progression. Besides progressing through the ranks to a Captain, pilots can also develop their careers along the Technical, Training, or Management tracks.

Internal mobility remains a key pillar of career growth and development at SIA. The Group offers diverse career paths tailored to employees' interests and strengths. These career paths include internal job applications on our internal career portal, job rotation opportunities across commercial, operations, planning, and corporate services functions, either to expand their knowledge across business areas or to deepen expertise in specialised domains. More specialised opportunities include the SIA Overseas Manager and Trainee Station Manager Schemes, which enable eligible employees to gain international exposure across the Group's global network.

To further support professional growth across the Group, the Group Mobility Scheme facilitates the movement of ground staff, pilots and cabin crew between SIA and Scoot, creating more opportunities for development and collaboration across the Group.

### Average Number of Training Hours by SIA and Scoot Employees, by Gender and Employee Category

	FY2024/25
<b>Average Training Hours</b>	<b>67</b>
<b>Average Training Hours by Gender</b>	
Male	66
Female	68
<b>Average Training Hours by Employee Level</b>	
Managers and above	36
Executives	35
Other Employees	72
<b>Average Training Hours by Employee Function</b>	
Ground Staff	38
Cabin Crew	80
Pilots	78



### SIA Conferred Highest Accolade at the 2024 National Workplace Learning Certification Awards

SIA was presented with the *Workplace Learning Organisation of Excellence (Platinum)* award at the National Workplace Learning Certification Awards on 22 November 2024. This is the highest accolade accorded by the National Centre of Excellence for Workplace Learning that recognises organisations that have demonstrated exemplary workplace learning practices.



SIA Senior Vice President Human Resources, Ms Vanessa Ng, received the *Workplace Learning Organisation of Excellence (Platinum)* award from then Minister of State for Education Ms Gan Siow Huang and Chief Executive SkillsFuture Singapore, Mr Tan Kok Yam.

### UPLIFT 2: Two-year Upskilling Plan

To support SIA's ongoing transformation and its Innovation and Agility Drive, SIA launched a comprehensive suite of programmes under the UPLIFT 2 initiative. This two-year upskilling plan was designed to embed key behaviours that promote a more innovative and agile organisation. These behaviours include cultivating psychological safety within teams (*Share Boldly*), encouraging iterative experimentation (*Create Possibilities*), and focusing on outcomes that matter most (*Do What Matters*).

In April 2024, SIA introduced the *Share Boldly* campaign, supported by two programmes: a *Share Boldly* webinar and a *Fostering Bold Communication* workshop. These were aimed at equipping ground staff and managers with the skills to *Speak Your Mind*, *Listen Openly*, and *Respect Differences*.

Building on this foundation, SIA launched the second phase of the Innovation and Agility Drive in October 2024, centred on *Create Possibilities* and *Do What Matters*. Managers completed an e-learning programme titled *Leading Innovation and Change*, which equipped them with tools to drive innovation, align ideas with business outcomes, and prioritise for impact. All staff also participated in *Delivering Impact and Innovation*, an e-learning programme focused on identifying business opportunities, generating ideas, and testing them effectively.

As of 31 March 2025, 93.6% of ground staff and managers have completed the UPLIFT 2 programmes.

## EMPLOYEES

### SIA Group's LIFE 2025: Innovate with AI

From 18 to 20 March 2025, employees across the SIA Group participated in LIFE 2025, a biennial global learning festival themed *Innovate with AI: Transforming Our Business and Workforce*. The three-day event brought together staff from around the world to explore how AI is shaping the future of aviation and work.

This year's edition marked a milestone with its hybrid format, featuring a virtual event space that mirrored the physical exhibition space, enabling greater accessibility and engagement across the Group. The interactive experience provided new ways for employees to connect with ideas, tools, and innovations that will support their ongoing development in an increasingly digital landscape.

- **Event Participation and Engagement**

The event successfully attracted 2,800 staff attendees across all platforms. All regions, subsidiaries, and staff groups within the SIA Group were able to participate, ensuring a comprehensive and inclusive experience.

- **Activities and Sessions**

A total of 50 activities were held, including an opening keynote by OpenAI and insightful talks by speakers from across the financial, regulatory, consulting and people sectors. These sessions covered topics like integrating AI to improve customer experience and operational efficiency, advancing the future of work and sustainable growth, and the impact of AI on the workforce.

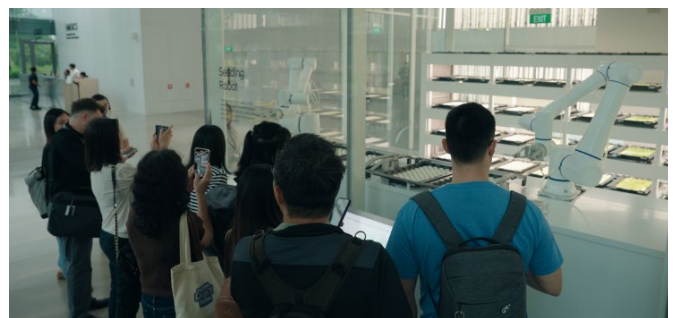
- **Workshops and Showcases**

The event featured *Learn* and *Hack* workshops facilitated by the IT Division, allowing staff from around the world to deepen their GenAI capabilities and develop innovative solutions to enhance business outcomes. Additionally, all regions and business units shared their GenAI initiatives during the *InsightsXchange Talk*, highlighting their journey from conceptualisation to implementation and the positive business impacts achieved.

- **CEO Innovation Awards**

To celebrate the spirit of innovation, the CEO Innovation Awards ceremony was held in conjunction with LIFE 2025. A total of 25 award winners across nine categories were recognised for their ingenuity and for making a positive impact.

LIFE 2025 was an inspiring and transformative event, equipping SIA Group staff with the knowledge and tools to harness AI for business innovation and sustainable growth.



### Developing Skills in GenAI and Sustainability Awareness

Digitalisation remains a key driver of industry transformation, and SIA continues to advance its digital innovation efforts to enhance productivity and competitiveness across the organisation.

Building on the foundational *GenAI 101* e-learning programme, SIA introduced *GenAI 201*, a workshop designed to equip managers and GenAI representatives with the knowledge and tools to assess the business value and risks of GenAI use cases, and to prioritise implementation across their teams. The *GenAI 202* workshop was also launched for Scrum Masters, focused on developing the technical capabilities required to build GenAI applications. Meanwhile, AI programming training was also launched for software engineers to help them leverage GenAI in the software development cycle.

In support of the Group's sustainability strategy, SIA also rolled out *Sustainability 101*, an e-learning programme that outlines the organisation's key initiatives and commitments, such as its target to achieve net zero carbon emissions from operations by 2050, improve energy efficiency, reduce waste across operations, and create positive societal impact. The programme is designed to raise awareness and encourage employees to foster an active role in advancing SIA's sustainability goals.



## EMPLOYEES

### Leadership and Professional Development

Leadership and people development remain central to SIA's and Scoot's employee growth strategy. To strengthen leadership capabilities and broaden business networks, SIA has formalised a suite of executive education programmes for senior leaders. This includes the Management Development Programme and Executive Education programmes, which sponsor selected leaders to attend curated courses at top universities and institutions worldwide.

Scoot has made significant investments in providing curated leadership development programmes tailored for various levels of its leadership. These programmes are thoughtfully designed with Scoot's context and needs to equip mid-level and senior leaders with the skills and tools to excel in their roles and drive organisational growth through their teams.

The Group also continued its leadership talk series, featuring thought leaders from various fields. This year's sessions were aligned with the skills inculcated in SIA's Innovation and Agility Drive, covering topics such as Positive Influence, Trust and Authenticity, and Leading Change. These talks aim to inspire learning, deepen leadership capabilities, and broaden perspectives across the organisation.

### The Singapore Airlines Academy

The Singapore Airlines Academy continues to deliver training programmes to external organisations, sharing SIA's expertise in service and operational excellence. Since its launch in 2020, the Academy has trained over 4,800 learners from more than 150 clients across industries such as healthcare, finance, retail, transportation, and hospitality.

In FY2024/25, the Academy expanded its clientele to include new partners from the energy, education, and government sectors, demonstrating the broad relevance of SIA's service philosophies to different industries. It also introduced three new service excellence courses and refreshed its operational excellence offerings for both frontline staff and leaders.

With its deep experience in healthcare, the Academy launched a new suite of customised programmes in July 2024, focused on enhancing patient experience and service delivery. Over the year, more than 20 learning journeys were conducted for partners from sectors including transportation, public service, and non-profit organisations. These sessions, which included tours of SIA's training facilities, were well-received by participants.

### Driving Commercial, Operational, and Service Excellence

In FY2024/25, SIA achieved network-wide completion of the Leading Service as One programme, equipping nearly 2,000 frontline service leaders with the mindset, skills, and tools to guide their teams in delivering exceptional service in both routine and non-routine situations.

Core service training modules, including Communicating Effectively, Upping the Service Game, and Responding to Customer Feedback, were refreshed to better address evolving customer expectations. These programmes enable frontline employees to resolve customer issues effectively and explore new ways to elevate the customer experience.

Operationally, emphasis was placed on improving responses to flight delays and disruptions. A revised Delay Handling and Announcement Training programme was rolled out to all Station Managers, who subsequently cascaded the learning through hands-on exercises with their teams to ensure readiness and consistency across the network.

A key highlight of the year was the return of SIA's flagship operational excellence programme, Fus3ion. This off-site leadership event brought together operational leaders from across departments to share perspectives and renew their collective commitment to delivering excellence in safety, security, and service.

On the commercial front, there was a concerted push to upskill field teams in digital marketing tools and platforms such as Tableau. Regional sales teams received functional training in Sales Management Tool and Agent360, alongside soft skills training through courses like Airline Marketing and Sales, and Sales and Business Development.

Training roadmaps were also developed for cargo sales and marketing teams, including a new digital and e-commerce curriculum to support the growth of Parxl, SIA's digital logistics platform. Cargo employees received targeted training in lead generation, international logistics, and last-mile delivery.



## EMPLOYEES



### Employee Career Planning

To support career exploration and internal mobility, SIA organises quarterly Internal Career Talks featuring presentations by different departments. These sessions spotlight lesser known yet critical roles across the Company and help employees gain deeper insight into the wide range of career pathways available.

The talks also highlight resources available through the Career Planning microsite, designed to support employees in making informed decisions about their development. This initiative promotes career ownership and promotes a stronger appreciation for the diverse functions that drive SIA's success.

### Mentorship Programme for Newly Promoted Managers

SIA's year-long mentorship programme pairs newly promoted or hired Managers and Vice Presidents with members of Senior Management. Through one-on-one mentorship, participants benefit from the guidance, expertise, and insights of seasoned leaders as they transition into senior leadership roles within the organisation.



### Pilot and Cabin Crew Training

Newly recruited cabin crew undergo a rigorous training programme that includes classroom and on-the-job instruction. The training covers key areas such as safety, security, and first aid which includes cardiopulmonary resuscitation. Additionally, the programme focuses on developing effective communications skills, customer handling techniques, and in-flight service proficiency to meet the diverse needs of customers.

Cabin crew also have access to self-directed learning courses that support professional development through training in relevant skills and competencies.

SIA and Scoot pilots receive mandatory training across all ranks to enhance their operational proficiency. A mentorship scheme is also available, allowing pilots to learn from experienced peers and strengthen their competencies over time.

### Scoot's Learning and Development Programmes

In FY2024/25, Scoot continued to cultivate a culture of learning and growth by leveraging immersive learning technologies to enhance training experiences. Its annual flagship learning festival remained a key platform for promoting skills development, encouraging continuous learning, and promoting a growth mindset among employees.

To further support professional advancement, the annual Scoot Academic Co-sponsorship Programme enables employees to pursue further education and explore diverse career pathways within the organisation. Leadership development also remained a priority, with an expanded number of Scoot leaders participating in one-on-one coaching as part of ongoing efforts to build strong, future-ready leadership capabilities.



## EMPLOYEES

### A GREAT PLACE TO BE

SIA continues to shape a workplace that energises its people and brings them together as one team, united by common goals and a shared pursuit of excellence. The Group invests in enhancing employee experience, boosting productivity, and supporting work-life harmony, creating an environment where team camaraderie thrives and innovation flourishes.



### WORKPLACE

#### Multi-year Workplace Transformation to Support a Future-ready Workforce

In July 2024, SIA announced the launch of a multi-year office transformation initiative aimed at creating a modern workplace that meets the changing needs of its workforce.

The redesigned workplace will promote greater collaboration by incorporating spaces that support innovation and teamwork. It will also feature technology-integrated environments to enhance productivity. With refreshed workspaces and new locations, the transformation is set to support talent attraction and retention, while strengthening collaboration.



#### Breaking New Ground While Honouring SIA's Heritage

On 7 November 2024, SIA broke ground on its new corporate headquarters, marking an important milestone in its plan to relocate its headquarters from 2026.

Located at Upper Changi Road East, the new headquarters will be named Airline House, a nod to SIA's heritage while embracing its forward-looking vision. The compound will comprise three buildings – the new Singapore Airlines Corporate Office, Singapore Airlines Business Office (currently known as TechSQ) and Singapore Airlines Training Centre.



SIA Chairman Peter Seah and CEO Goh Choon Phong at the SIA Corporate Office groundbreaking ceremony on 7 November 2024.

As part of employee engagement efforts during this transition, SIA hosted an experience lab at the SIA Training Centre in November 2024. The showcase featured mock-ups of future workspaces designed to support a range of individual and collaborative activities. Staff were invited to explore and test new features aimed at enhancing their day-to-day work experience and overall well-being.

More employee engagement and change management activities will be rolled out as SIA prepares for the transformation of its offices.



Employees trying out different work settings and collaboration spaces at the experience lab.



## EMPLOYEES

### Leveraging Technology

SIA continues to harness technology to better connect with its employees, enhance the employee experience, and provide seamless access to workplace tools and services, anytime, anywhere.

#### **1SQ and SQhub: One-stop Employee Mobile App and Employee Portal**

SIA's employee mobile app, 1SQ, enables employees to access company news and perform self-service functions, such as leave submissions and travel requests, on-the-go. With all Head Office employees in Singapore actively using 1SQ, the Company continues to enhance the mobile app's features. Similarly, SQhub serves as a one-stop employee portal on desktop that offers convenient access to workplace tools, services, and corporate resources.

#### **myHR: Human Resources' Global Portal**

Launched in 2021, myHR is a central platform in SIA's HR transformation journey, designed to enhance the employee experience and streamline access to HR services. It offers a comprehensive suite of tools to support manpower planning, recruitment and onboarding, compensation, shift and expense management, performance tracking, talent development, and staff travel benefits.

The system has been implemented at SIA's Head Office, with relevant modules also rolled out across regional offices in the Americas, Europe, North Asia, South East Asia, South West Pacific, and West Asia and Africa.



#### **Personalised Learning Recommender using GenAI**

In March 2025, SIA piloted a Learning Recommender tool powered by GenAI. Designed to support the upskilling and career growth of ground staff, the tool provides tailored recommendations based on users' learning needs, previous training, and career aspirations.

#### **JARVIS: An Intelligent Assistant for SIA Employees**

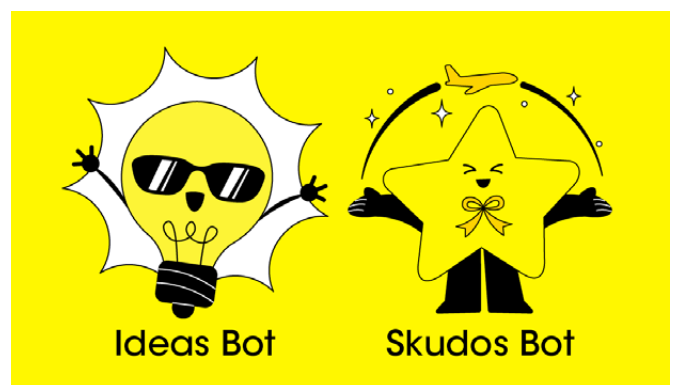
SIA's JARVIS is a GenAI-enabled assistant developed to support employees in their daily work. It offers smart productivity features such as content generation, translation, and reviewing work to enhance efficiency and access to information across the organisation.

As part of the broader effort to drive AI adoption and digital fluency, SIA has also introduced GenAI 101 training and engagement programmes, such as the Learn and Hack contest for all employees.

#### **IdeaBot and Skudos: New Chatbots for Scoot**

Scoot introduced two new chatbots, IdeaBot and Skudos, to foster innovation and recognition among employees. IdeaBot enables staff to contribute ideas through mobile devices as part of Scoot's ongoing *Ideas Campaigns*. These ideas aim to improve operational efficiency, work processes, and business outcomes. Contributors receive updates on their submissions and are recognised for ideas that are implemented.

Meanwhile, Skudos encourages a culture of appreciation by allowing cabin crew to nominate peers or mentors who demonstrate excellence. This helps reinforce positive behaviours and acknowledges contributions across the team.



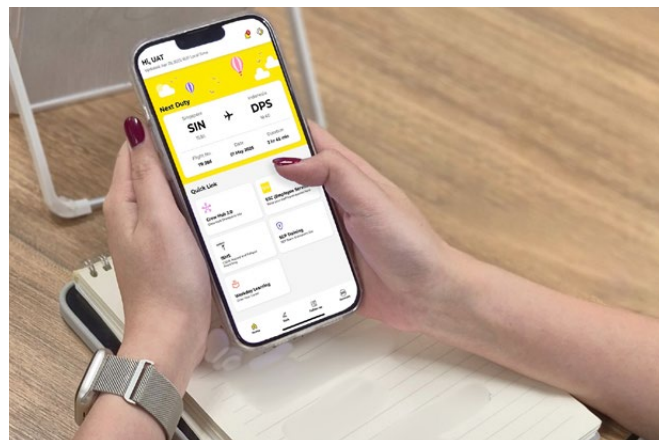


## EMPLOYEES

### SKY: New Tool for Scoot Cabin Crew

In FY2024/25, Scoot launched SKY, a mobile application designed in-house to support cabin crew. The platform streamlines workflows by consolidating multiple tools into a single interface, enabling access to flight schedules, pre-flight preparation materials, and the upcoming digital probation logbook.

First rolled out to Cabin Crew Leaders in 2023, SKY also supports in-flight operations by providing access to key forms such as safety reports, voyage logs, and performance checklists. It improves follow-up processes between crew, internal departments, and customers. Importantly, SKY allows for offline form completion on board in situations where Wi-Fi is unavailable.



### Fostering a Culture of Innovation

As part of its ongoing commitment to foster a culture of innovation, SIA launched a refreshed ideation platform in January 2024 to collect ideas and showcase innovations happening across the organisation.

The platform, which receives an average of around 520 idea submissions monthly, empowers staff across all levels to contribute to innovation by submitting ideas that address gaps and capitalise on opportunities for improvement across the organisation.

To further strengthen an innovation-driven culture, SIA launched the inaugural *CEO Innovation Awards* in March 2025 to recognise teams and individuals who have championed innovation across the organisation. Replacing the previous *Innovation Awards Ceremony*, the new platform expands the scope of recognised ideas and elevates the visibility and importance of innovation within the Company.

A total of 25 winners across nine categories were honoured for their positive contributions and impact. The awards reinforce SIA's commitment to driving meaningful change and celebrating colleagues who challenge conventions and push boundaries.





## EMPLOYEES

### EMPLOYMENT PRACTICES 2-30

SIA invests in its employees' well-being and professional development, keeping them meaningfully engaged to ensure that they have fulfilling careers during their time with the Group.

#### Employee Remuneration

SIA and Scoot support fair and merit-based remuneration practices, with a gender-agnostic framework that rewards performance and recognises contributions. Compensation decisions are based on the following criteria:

- Depth of knowledge and application
- Level of problem solving and innovation
- Interpersonal and communications skills
- Organisational and business impact
- Financial scope and accountability

Annual salary reviews and regular benchmarking are conducted to ensure the competitiveness of compensation and benefits packages, while supporting a high-performance culture across the Group globally.

Performance reviews are conducted for 100% of eligible full-time employees annually. These are complemented by ongoing development and feedback conversations between employees and their reporting managers throughout the financial year, prior to the annual Performance Review.

*Please refer to the Remuneration Matters section in the FY2024/25 SIA Annual Report.*

#### Collaborative Partnerships with Unions 2-30

SIA and Scoot maintain a collaborative and constructive relationship with union partners. Management and union representatives meet monthly to discuss on wide-ranging workforce matters and share updates on initiatives supporting employee development. Terms and conditions of service, which are encapsulated in the respective Collective Agreements, are developed jointly. Progressive wage increments, benchmarked against the airlines' performance, productivity growth, and market conditions, are also discussed with the unions annually.



Air Line Pilots Association Singapore (ALPA-S) represents around 90% of SIA Pilots. The ALPA-S Collective Agreement was signed in January 2023.

SIA employees globally are covered by collective bargaining agreements or individual employment contracts, in accordance with applicable labour laws. Approximately 97% of Singapore-based SIA employees and 84% of Singapore-based Scoot employees are covered by collective bargaining agreements in FY2024/25. The remaining Singapore-based employees not covered by collective bargaining agreements are guided by individual employment contracts and local policies.

At Scoot, management and the union have begun collective agreement negotiations for all employee categories in the middle of the FY2024/25. The terms that are successfully negotiated came into effect on 1 April 2025.

The Company Training Committees (CTCs) of both SIA and Scoot continue to play an important role in identifying training needs and promoting workforce upskilling. SIA's CTC includes representatives from management, the Air Transport Executive Staff Union (AESU), and the Singapore Airlines Staff Union (SIASU). Meanwhile, Scoot's CTC works closely with the Scoot Staff Union (STSU) to support skills upgrading and productivity initiatives. The union leadership has supported SIA over the years in launching initiatives to enhance employee preparedness for the future.



Air Transport Executive Staff Union (AESU) represents around 38% of SIA Executives. The AESU Collective Agreement was signed in April 2023.



Singapore Airlines Staff Union (SIASU) represents around 62% of SIA Cabin Crew and Associates. The SIASU Collective Agreement was signed in February 2025.

## EMPLOYEES

SIA's Chairman, Mr Peter Seah, and members of Senior Management engage union leaders through quarterly lunch meetings to share business updates and discuss workforce matters. Union leaders are also regularly invited to key corporate events such as retirement and long service award ceremonies, Business Meetings, and the groundbreaking ceremony for the new Singapore Airlines Corporate Office.

### Notice Periods

SIA's Collective Agreements and employment contracts define the minimum notice periods for termination or resignation. The notice period for Singapore-based employees is three months for confirmed cabin crew, pilots, executives, and managers, and one month for confirmed ground associates.

Scoot's Collective Agreement and employment contracts define the notice periods for termination and resignation. The notice period for Singapore-based employees varies according to employee grade and category as defined in the Letter of Offer.

For overseas-based employees, the notice period varies in alignment with local regulations.

### EMPLOYEE HEALTH, SAFETY AND WELLBEING

3-3 403-1

**The SIA Group recognises that a healthy and safe workplace is essential to delivering high-quality service and sustaining a positive work environment.**

SIA maintains a healthy and safe workforce in order to deliver exceptional customer service. To support this, the Group has established comprehensive structures and management approaches, including policies, procedures, and targeted initiatives, aimed at promoting employee health, safety, and well-being across the organisation.

*For more details on the management of employee safety and workplace incidents, please refer to the Safety chapter in this report.*

### Employee Benefits 401-2 403-6

Full-time, Singapore-based employees enjoy benefits such as:

#### SIA Employee Health Benefits

- Dental, outpatient or general practitioner, specialist, and in-patient care
- Different tiers of Company subsidies for Group Personal Accident Insurance, Group Term Life Insurance Scheme, and Medical Insurance for dependants of employees
- Complimentary eye and spine tests as part of the basic onsite health screenings held annually

#### Support for Working Mothers

SIA has a dedicated nursing room at its offices and continue to support new mothers with an inclusive working environment when they return to work.

#### Flexible Work Arrangements

Where operationally feasible, SIA and Scoot offer flexible work arrangements, such as staggered working hours and work-from-home schemes, for ground employees based in Singapore.

To support its cabin crew, SIA's Cabin Crew Division introduced a Part-time Flying Scheme, a flexible work arrangement designed to facilitate a smoother return to flying and offer greater flexibility for mothers returning from maternity leave.

#### Travel Benefits

- SIA employees and their defined family members received one set of complimentary return tickets and discounted return tickets annually to any destination in SIA's network
- Scoot employees and their defined nominees may benefit from discounted return tickets to any destination in Scoot's network
- Holiday accommodation subsidies





## EMPLOYEES

### Parental Leave 401-3

In FY2024/25, SIA and Scoot's overall retention rate and return to work rate of employees who took parental leave decreased slightly from the previous financial year (FY2023/24: 97.5% and 99.8%) to 96.8% and 99.4%, respectively.

#### Parental Leave Statistics

FY2024/25			
	Male	Female	Total
Employees who were entitled to parental leave	2,506	1,270	3,776
Employees who took parental leave	1,792	1,137	2,929
Employees who returned to work after parental leave ended	1,786	1,126	2,912
Employees who returned to work after parental leave ended and who were still employed 12 months after returning to work	1,756	1,078	2,834
Retention rate <sup>63</sup> of employees who took parental leave	98.0%	94.8%	96.8%
Return to work rate <sup>64</sup> of employees who took parental leave	99.7%	99.0%	99.4%

### Physical and Mental Health Activities to Promote Employee Health, Safety, and Well-being 403-6

SIA and Scoot organised several programmes and initiatives to encourage employees to lead a more balanced lifestyle, and to care for their overall health and well-being.

#### Physical and Mental Wellness Activities

- **Self-help and Self-care Portal**
  - o SIA has an internal portal where employees can access articles on mental wellness and join virtual sessions on topics such as mental health and sleep management.
  - o Scoot partnered with MindNation, the airline's chosen platform for supporting employees' well-being, which offers mental health resources and live counsellor support to all employees.



- **Professional Help**  
Employees can seek professional help from SIA-appointed counsellors, psychologists or psychiatrists where needed.
- **Wellness Talks and Trainings**  
SIA offers mental wellness activities and talks for employees. In celebration of Global Wellness Day in June and World Mental Health Day in October, lunchtime talks and quizzes were conducted to explore topics such as the importance of mental wellness, anxiety management, and physical fitness.
- **Health and Wellness Events and Bazaars**  
SIA and its appointed third-party medical administrator held onsite Basic Health Screening sessions for more than 1,200 employees at the Airline House and the SIA Training Centre in February 2025. In addition, employees were also provided with the option to sign up for flu vaccinations, complimentary eye screening, and chiropractic sessions. Healthy food and beverage options were also made available to staff who attended the sessions.



<sup>63</sup> Retention rate is computed by number of employees who returned to work after parental leave ended and who were still employed 12 months after their return to work, over number of employees who took parental leave, expressed as a percentage.

<sup>64</sup> Return to work rate is computed by number of employees who returned to work after parental leave ended, over number of employees who took parental leave, expressed as a percentage.

## EMPLOYEES

- SIA Group Family Road Run**

The SIA Group Family Road Run brought together nearly 1,500 employees and their families from across the SIA Group on 26 October 2024. Held at Palawan Green, Sentosa, the event featured a mix of competitive and leisure runs, as well as various family-friendly activities such as carnival games and workshops.



### Employee-led Activities

- Special Interest Groups and Social Recreation Clubs**

Through a wide variety of extra-curricular activities (ECAs) and Special Interest Groups (SIGs), SIA aims to cultivate strong relationships and foster camaraderie among crew through teamwork and shared experiences. There are currently 25 ECAs and 8 SIGs for SIA crew to participate in, spanning sports, arts and culture, and community engagement, to cater to their diverse interests and hobbies. By participating in these activities, SIA hopes for the improved well-being and professional development of its crew.

- Cabin Crew Month**

The Cabin Crew Division held its annual Cabin Crew Month to celebrate and show appreciation for all cabin crew and ground staff. The 2024 theme, *Foster a Cohesive Working Environment Together*, highlighted the importance of teamwork and recognised the dedication of crew and division staff in delivering exceptional service. To reinforce this message, management rolled out a three-part podcast series and hosted a series of engagement events at the Cabin Crew Control Centre and external venues. Throughout the month, the celebratory spirit was kept alive with a variety of treats, gifts, and interactive activities, offering crew the chance to connect, have fun, and win prizes.



# SOCIETY

The SIA Group seeks to give back to society by creating meaningful and long-term impact in the communities it serves, in Singapore and around the world. By harnessing the reach of its network and the strengths of its business, the Group contributes towards societal well-being through inclusive and sustained efforts. These include supporting vulnerable individuals and communities, championing sports and the arts, and promoting environmental awareness and stewardship.

## MANAGEMENT APPROACH



### Key Engagement Activities

Engagement Mode	Frequency
Annual Report, Sustainability Report	Annually
Corporate Donations, Ticket Sponsorships, Staff Volunteerism	Regular
Press Releases	As required
SIA Cares Volunteer Programmes (Community Outreach)	Regular
SIA Cares Around the World (Global CSR Week, SIA Cares Open House)	Annually
The SIA Foundation Youth Outreach and Youth Uplift Programmes	Annually



### Key Policies, Processes, and Systems

One Corporate Social Responsibility (CSR) day per year for all Singapore-based SIA employees, and up to eight hours of time-off per month for Singapore-based Scoot office employees, to participate in volunteering activities.



### Ambition

The SIA Group aims to practise good corporate citizenship, contributing to and investing in the communities in which it operates.



### FY2024/25 in Numbers

More than  
**4,400**

SIA and Scoot employees participated in community service projects in Singapore and overseas

More than  
**17,700**

hours of volunteerism by SIA and Scoot employees in Singapore and overseas

More than

**90**

beneficiary organisations in Singapore and overseas supported through SIA and Scoot's CSR efforts



### Supporting the UN SDGs





## SOCIETY

### COMMUNITY PROJECTS IN SINGAPORE

The Group supports a diverse range of causes and community groups in Singapore through initiatives such as corporate donations, sponsorships, and the volunteering efforts of its employees.

#### Donations and Sponsorships

##### *KrisFlyer and KidSTART Singapore Partnership*

In FY2024/25, KrisFlyer continued its partnership with KidSTART Singapore for a second year, helping underprivileged children build a stronger foundation in life. KrisFlyer miles donated by members were channelled into programmes that help parents strengthen relationships with their children and support their children's learning and development.

A total of 6.3 million KrisFlyer miles were used to sponsor KidSTART's Family Day Out activities during the financial year, benefiting close to 1,300 individuals and their family members. These outings enabled families to bond and learn through play at Pororo Park Singapore.



Photo Credit: KidSTART Singapore



##### *KrisFlyer and Make-A-Wish Singapore Partnership*

KrisFlyer extended its long-standing partnership with Make-A-Wish Singapore into its eighth year, aimed at fulfilling the wishes of children with critical illnesses. In FY2024/25, over 30 million KrisFlyer miles were used to grant 48 wishes. These experiences allowed the children and their families to travel with SIA and Scoot, or enjoy memorable visits to local attractions via Pelago.

Through KrisFlyer's support, more than 200 individuals embarked on meaningful journeys to over 25 destinations, including Dubai, Hong Kong SAR, London, Manchester, New York, Paris, Seoul, and Tokyo. Others created treasured memories at top attractions in Singapore, such as Adventure Cove Waterpark, S.E.A. Aquarium, Universal Studios Singapore, and the Singapore Zoo.



Photo Credit: Make-A-Wish Singapore



#### **SIA Conferred the Charity Platinum Award at the 2024 Community Chest Awards**

SIA has been an active supporter of Community Chest, the philanthropy and engagement arm of the National Council of Social Service, since 1987. Its contributions include monthly employee donations to the charity's SGSHARE programme, direct donations, as well as employee volunteering at events such as the Fu Dai Lunar New Year donation drive for Community Chest beneficiaries.

On 7 October 2024, SIA received the *Charity Platinum Award*, the highest tier of its kind, for the second consecutive year at the 2024 Community Chest Awards. The award honours the Airline's contributions to the social service sector by caring for those in need within the community.





## SOCIETY

### Community Development Projects

SIA sponsors projects that foster community welfare, promote Singapore as a tourist destination, and recognise outstanding Singaporeans. These include:

- Community Chest's Fu Dai (since 1989)
- National Day Parade (since the 1970s)
- Singapore International Foundation (since 2004)
- Singapore Tourism Board (since 1973)
- The Straits Times *Singaporean of the Year* (since 2018)

### Staff Volunteerism

#### *SIA Cares Around the World*

*SIA Cares*, the Airline's CSR programme, reflects its ongoing commitment to give back to society and support the communities that it serves in Singapore and beyond.

#### *SIA Cares Open House*

On 31 August 2024, the *SIA Cares* Open House was held at the SIA Training Centre, welcoming over 500 beneficiaries from 24 different social service agencies. Guests toured the Group's training facilities, interacted with employees, and explored its latest innovations — a new feature introduced at this year's event.

The Open House was made possible by the enthusiastic support of more than 350 employee volunteers from across the Group, many of whom contributed their personal time to ensure the event's success.

#### *SIA Cares Global CSR Week*

During *SIA Cares* Global CSR week in August 2024, more than 900 SIA employees from over 50 cities worldwide came together to support underprivileged and special needs communities. Focused on food security and children's well-being, the initiative saw staff contribute over 5,000 volunteer hours through a variety of activities, including delivering care packages, preparing meals, and educating youth on food waste and sustainability.

More than 50 beneficiary organisations were supported, including Grace Heart Orphanage in Yangon, Jongno Welfare Centre in Seoul, Kids Haven in Johannesburg, LOSEV Foundation for Children with Leukaemia in Turkey, OzHarvest in Sydney, and St. Vincent Meals on Wheels in Los Angeles.



Brisbane



Kochi



Yangon



Los Angeles





## SOCIETY

### Employee Volunteerism

#### SIA

Since 2022, every Singapore-based SIA employee has been allocated one CSR day per year for volunteering activities. Through the internal *SIA Cares* portal, employees can sign up for curated initiatives that support children and youth, low-income seniors, and the differently abled.

In FY2024/25, over 2,700 SIA employees participated in volunteering activities across Singapore, accessed through the *SIA Cares* portal or organised at the divisional level, representing a 15.1% increase from the previous year. The staff participation in over 160 corporate activities organised resulted in more than 10,800 hours of volunteer work put in. As part of SIA's onboarding journey, all new joiners participate in a volunteering activity, reflecting the Group's core value of caring for the community.

SIA supported several social services agencies in FY2024/25, including Ain Society, Campus Impact, Cerebral Palsy Alliance Singapore (CPAS), Food from the Heart, GoodLife! Makan, SPD, Thye Hwa Kuan Moral Charities, and TOUCH Community Services. The Airline also partnered the Community Chest and Community Development Council (Central) in various community activities.

SIA's Engineering Division continued its long-term partnership with CPAS during the financial year. In FY2024/25, the division sponsored \$7,000 worth of tables at the CPAS Charity Dinner, and raised over \$19,200 through an art auction and raffle draw held at its annual dinner with business partners. In December 2024, the division also raised \$4,000 through a separate initiative to purchase essential household and food items for CPAS beneficiaries.



Outing with CPAS students



Community Chest Fu Dai 2025



#### SIA Recognised by Thye Hwa Kuan Moral Charities

On 16 August 2024, SIA received a *Recognition Award* from Thye Hwa Kuan Moral Charities (THKMC), in appreciation of its employees' contributions towards supporting communities in need over a three-year period.

From 2022 to 2024, more than 1,400 employees participated in over 100 Meals on Wheels sessions with THKMC, contributing close to 4,500 volunteer hours delivering food to homebound elderly.





## SOCIETY

### SCOOT

Scot encourages its employees to contribute beyond the workplace by supporting meaningful causes in the community. All Singapore-based office employees are eligible for up to eight hours of volunteering time-off each month, which can be used for both company-organised and self-initiated activities.

In FY2024/25, over 90 Scoot employees contributed more than 350 hours of volunteering service to support local communities. Scoot supported numerous non-profit organisations through various projects:



#### *Day Trip for Underprivileged Serangoon Residents*

Scot and the Scoot Staff Union partnered with the Serangoon PAP Community Foundation to organise a day out for approximately 80 underprivileged residents, including seniors living alone and low-income families. Staff volunteers, members of the management team, and union representatives from Scoot hosted the beneficiaries on a fun-filled afternoon featuring a bus tour, games, lunch, and a lucky draw with shopping vouchers.

#### *SIA Cares Open House 2024*

Scot supported the SIA Cares Open House 2024, with its volunteers guiding beneficiaries on a tour of the SIA Training Centre. A highlight of the tour was a stop at Scoot's Virtual Reality booth, where beneficiaries enjoyed an exclusive and immersive experience of Scoot's cabin environment.



#### *The Scoot 'n' Swap Market*

As part of Scoot's annual donation drive, employees came together to give pre-loved items a second life through the Scoot 'n' Swap Market held at the Scoot office. Over 280 items were collected, with staff encouraged to take home any of the contributed items. More than 80 items will be donated to a selected non-profit organisation to support their community initiatives.



#### *Beach Clean-up*

Scot's cabin crew and Cabin Services team volunteered their time to clean East Coast Beach, resulting in more than 20kg of rubbish cleared.



#### *FairPrice Walk for Rice+ 2024*

Scot employees supported the FairPrice Walk for Rice+ 2024 project by covering over 740km through their walks and runs. Their efforts resulted in over 2,400 bowls of white rice, brown rice and oatmeal being donated by the FairPrice Foundation to residents in need across the South East District of Singapore.

#### *Children's Wishing Well Year-end Party*

Scot continued its annual tradition of organising a party with Children's Wishing Well. Employees volunteered to host 30 beneficiaries for an afternoon of fun, including games and shopping activities, alongside Scoot's cabin crew and staff volunteers. Each child also received a welcome pack, donated by Scoot employees, containing toys and stationery sets.

## SOCIETY

### The SIA Group Ambassador Scheme

The Ministry of Health (MOH), Public Service Division (PSD), and the SIA Group signed a MoU on 15 January 2024 to formalise their commitment to collaborate on manpower planning and deployment, in preparation for future national crises. This agreement builds on the partnership that began in 2020 during the Covid-19 pandemic.

The trilateral agreement aims to strengthen Singapore's national resilience and agility in crisis response, and focuses on two key areas: peacetime training and volunteer deployment of cabin crew in support care roles; and tabletop exercises to stress test crisis response protocols.

Since its inception, the SIA Group Ambassador Scheme has received strong support from SIA and Scoot cabin crew. To date, over 300 crew members have volunteered to participate in the programme, including 152 ex-SIA Group Ambassadors who already possess the relevant skills to support healthcare efforts during peacetime and in the event of a crisis. The remaining volunteers will progressively undergo training with the SG Healthcare Corps to equip them with the necessary skillsets to serve in similar roles.



### The Singapore Airlines Foundation

The Singapore Airlines Foundation was officially incorporated in June 2024, supported by a \$30 million endowment contributed by SIA. The Foundation aims to create meaningful and lasting impact in the lives of individuals and communities in need, while also contributing to the growth of Singapore's aviation industry.

In its inaugural year, the Foundation launched two flagship initiatives: the *Youth Uplift Programme* and the *Youth Outreach Programme*. Both programmes will run annually, with the goal of benefiting more than 100 youths each year.

### Youth Uplift Programme

In 2024, the *Youth Uplift Programme* supported 20 students from the Institute of Technical Education (ITE), each receiving a \$3,000 study award per academic year. Beyond financial support, the students were offered traineeship placements across the SIA Group, mentorship opportunities, and access to skills-based workshops covering topics such as communications and presentation.

### Youth Outreach Programme

Held from 25 to 29 November 2024, the inaugural *Youth Outreach Programme* engaged 45 students from Tampines Meridian, Temasek, and Victoria Junior Colleges. The programme offered an immersive introduction to the aviation industry, covering key functions across the SIA Group such as airport management, aviation safety, flight and cabin operations, customer experience, engineering, and both ground and in-flight services.



*Youth Outreach Programme* participants sharing their creative solutions to address key challenges faced by the aviation industry.



*Youth Outreach Programme* participants with SIA pilots who shared about their work and the educational pathway to becoming a pilot.

Participants also had the opportunity to hear from industry partners including SATS Ltd and the CAAS, who shared insights into roles such as in-flight catering and ATC. By the end of the week, students gained a deeper appreciation of behind-the-scenes operations and a broader understanding of what it means to be part of Singapore's aviation sector.

More information on the two programmes is available on the Singapore Airlines Foundation [website](#).



## SOCIETY

### Growing Singapore's Arts Scene

As part of its long-standing commitment to help grow the Singapore arts scene, SIA sponsored the following organisations in FY2024/25:

- Arts House Limited (since 1994)
- LASALLE College of the Arts (since 1999)
- Singapore Ballet Limited (since 1988)
- Singapore Chinese Orchestra (since 2002)
- Singapore Lyric Opera (since 1991)
- Singapore Symphony Orchestra (since 1979)

SIA's ticket sponsorships enable these organisations to send talents to perform overseas, or invite international artistes to perform in Singapore.

### Nurturing Sporting Talent

SIA recognises the value of a strong sports ecosystem to forge bonds within the community. The Airline sponsored the following organisations in FY2024/25:

- **Singapore National Olympic Council:**  
Ticket sponsorship for the Singapore Sports Awards: Sportsman, Sportswoman, Sportsboy, and Sportsgirl of the Year (since 1999); and ticket sponsorship for Singapore athletes and contingents travelling to major games such as the Olympic Games, the Asian Games, the Commonwealth Games, and the Southeast Asian (SEA) Games (since 2015)

- **Singapore National Paralympic Council (since 2016):**  
Ticket sponsorship for Singapore athletes and contingents travelling to major games such as the Paralympic Games, the Asian Para Games, the Commonwealth Games, and the SEA Games

- **Singapore Sports School (since 2002):**  
Ticket sponsorship for student athletes representing Singapore for competitions

SIA also sponsored the following major sporting event in FY2024/25:

- **Formula One Singapore Grand Prix 2024:**  
SIA has been title sponsor for the Formula One Singapore Grand Prix since 2014. A pinnacle event in Singapore's sporting calendar, the event drew an audience of more than 269,000 fans. As part of the event, six cabin crew from the SIA Cabin Crew Music Society were joined by the talented choir from the Voices of Singapore to perform the national anthem. Around 100 SIA cabin crew and SIA employees also planned and participated in various SIA activities around the Marina Bay street circuit. These included chaperoning underprivileged children and the elderly from TOUCH Community Services and Goodlife Makan, respectively, to experience the Singapore Grand Prix, as well as manning various activity booths such as the car and bike racing simulators at the Fan Village.





## SOCIETY

### COMMUNITY PROJECTS AROUND THE WORLD

Reaching out to those in need, wherever they may be.

In FY2024/25, SIA's overseas stations continued to demonstrate a strong commitment to supporting their local communities. As a global airline, SIA partners with charities and organisations around the world to support a diverse range of initiatives and causes.

#### The United States of America

##### Supporting environmental sustainability

On 5 October 2024, the SIA Americas marketing team hosted the Singapore Airlines KrisFlyer Tree Care Day in partnership with TreePeople at Salt Lake Park in Los Angeles. Around 50 KrisFlyer members and their families, as well as SIA staff, came together to support environmental sustainability by planting 20 young trees to help combat urban heat and enhance local green spaces.

Participants took part in mulching, watering, re-staking, and removing invasive plants to help these trees thrive. Located in South Central Los Angeles, the park has a rich history and vibrant community, making the volunteer work especially meaningful.

Younger participants also took part in a native plant scavenger hunt, learning about local flora and connecting with nature in a hands-on and enjoyable way. The event fostered teamwork, strengthened community ties, and reflected SIA's ongoing commitment to sustainability.



#### Japan

##### Celebrating 35 years in Nagoya

As part of celebrations marking 35 years of service to Nagoya, SIA hosted a *Children's Study Tour* at Centrair Airport event in collaboration with Chubu Centrair International Airport and Nagoya Air Catering.

Ten children from the Centrair Kids Club were given a behind-the-scenes look at airline operations, including an aircraft tour and a visit to the airport's key facilities. They also explored the Nagoya Air Catering Centre, where they had the chance to sample the special 35<sup>th</sup> anniversary in-flight menu, *Taste of Nagoya*, which was served on board from 1 to 26 October 2024.

#### Taiwan, China

##### Continued Support for Children with Developmental Delays

In 2024, SIA employees in Taiwan extended its partnership with local non-governmental organisation Eden Social Welfare Foundation for the seventh consecutive year, continuing to advocate for early-intervention services for children with developmental delays and their families.

As part of the campaign, SIA donated reusable cups featuring the Airline's signature batik motif. Members of the public could receive a cup by making either a monthly donation of TWD400 over a year or a one-time donation of TWD4,800 to the Foundation.

The exclusive collectible proved highly popular, helping raise awareness for the three-month campaign, which concluded a month ahead of schedule due to overwhelming response. Close to TWD500,000 (S\$20,600) was raised in 2024 alone, bringing the total amount raised over the seven-year partnership period to TWD5.5 million (S\$228,500).



#### Germany

##### Supporting students in need

SIA Germany strengthened its partnership with Die Arche to support educational access for children in need.

In July 2024, volunteers packed 130 school bags filled with essential supplies for students who could not otherwise afford them. These were delivered to The Arche Centre for distribution to children returning from their summer break, helping to equip them with the tools they need for a confident start to the new academic year.



## SOCIETY

### Spain

#### Creating lasting memories for kids with primary immunodeficiencies

On 16 December 2024, SIA Spain signed an MoU with Barcelona PID Foundation, a non-profit organisation which supports people with primary immunodeficiencies, at Vall d'Hebron Hospital in Barcelona.

The collaboration aims to raise awareness about primary immunodeficiencies while providing social assistance to patients. As part of the partnership, SIA Spain prepared and delivered Christmas packages to paediatric patients at the hospital during the festive season.

In February 2025, beneficiaries were invited for a guided airport and aircraft tour, featuring fun activities such as an airport-wide treasure hunt. The event brought joy and unforgettable memories to the children and their families, making for a truly special day.



### China

#### Engaging people with rare disorders

In August 2024, SIA China partnered with the China-Dolls Center for Rare Disorders (CCRD) to organise educational activities in Beijing and Shanghai focused on sustainable agriculture and food security.

The initiative brought together over 90 SIA volunteers, CCRD representatives, and individuals living with rare disorders and their families. Participants engaged in site visits, classroom learning, and hands-on activities, gaining practical insights into sustainable farming practices and the importance of food security.

Through this campaign, the SIA team in China aims to continue creating meaningful experiences that engage and empower beneficiaries with rare diseases.



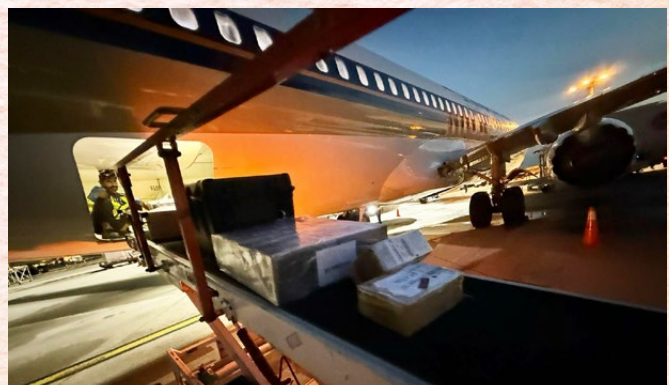
### Case Study

#### Supporting SCDF on its Humanitarian Mission to Myanmar

On 28 March 2025, a 7.7-magnitude earthquake struck Myanmar, prompting a large-scale emergency response. SIA played a pivotal role in supporting the deployment of the Singapore Civil Defence Force's (SCDF) Urban Search and Rescue team, which required the urgent transportation of over three tonnes of critical cargo — including life-saving medical supplies, specialised rescue equipment, and live search canines.

The SIA Cargo teams worked overnight to facilitate a midday departure of a dedicated charter flight to Yangon on 29 March 2025, to ensure that SCDF's Operation Lionheart team and their cargo could arrive on time. The aircraft, a Boeing 737-800 NG, was readied under extreme time constraints. Further humanitarian cargo was also delivered via SIA's regular flight services on 31 March and 4 April 2025. The swift response to support the humanitarian mission was made possible by SIA's coordinated efforts across departments and borders.

From in-flight crew to ground operations, SIA demonstrated its capability to respond to global crises with agility and professionalism, and reinforced the Airline's commitment to humanitarian causes.



# GOVERNANCE

The SIA Group maintains high standards of corporate governance across the organisation to safeguard long-term stakeholder value, ensure prudent resource allocation, and support sustainable business growth. These efforts are driven by strong leadership and a disciplined approach to managing risks.

## MANAGEMENT APPROACH



### Key Engagement Activities

Engagement Mode	Frequency
Audits and Assessments	Regular
Board Meetings and Board Committee Meetings	Quarterly/ As required
Crisis Management Exercise	Annual
Employee Portals	Regular
External, Statutory, and Regulatory Communications	Regular
Meetings (Briefings, Dialogues, Forums, and Townhalls)	Regular
Orientation Programmes	Regular
Publications (Bulletins, Magazines, and Newsletters)	Regular
Strategy Sessions	Regular
Training Programmes (Anti-bribery/ Anti-corruption, Customer Data Protection Programme, etc.)	Regular
Whistleblowing Channel	As required



### Targets

	Due	Status
At least 95% of SIA and Scoot's employees to complete mandatory compliance training: risk management, customer data protection, safety, and anti-bribery/ anti-corruption by the due date, annually	Annually	Achieved
All business units (BUs) to submit their updated Divisional, Regional, or Company Risk Registers to the Risk Management department to be surfaced to the various risk committees annually for oversight	Annually	Achieved
All BCPs for key critical operations in SIA are tested and independently verified by the Risk Management department on an annual basis	Annually	Achieved
Conduct an annual crisis management exercise for SIA or Scoot	Annually	Achieved
Conduct an annual cybersecurity tabletop exercise	Annually	Achieved



### Key Policies, Processes, and Procedures<sup>65</sup>

- Anti-bribery/ Anti-corruption Policy and Procedures
- Anti-modern Slavery and Human Trafficking Statement
- Code of Conduct
- Conflict of Interest Policy
- Grievance Mechanism
- Risk Management Framework
- SIA Privacy Policy
- Whistleblowing Policy



### Ambition

The SIA Group seeks to maintain high standards of corporate governance, professionalism, and integrity at all levels, underpinned by strong internal controls and risk management systems.



### FY2024/25 in Numbers

**98.5%**  
of SIA and Scoot's employees completed the Anti-bribery/ Anti-corruption training

**0**  
incidents of corruption involving SIA and Scoot's employees, or with business partners



### Supporting the UN SDGs



<sup>65</sup> Please refer to the Corporate Governance Report chapter in the FY2024/25 SIA Annual Report.



# GOVERNANCE

## CORPORATE GOVERNANCE AND ETHICS 3-3

The SIA Board of Directors and MC play a critical role in advancing the SIA Group's sustainability agenda.

For more details on sustainability governance, please refer to the Sustainability Approach section in the Introduction chapter of this report.

### Board of Directors 2-11

The Board oversees the Group's business performance and affairs, including key risk areas, and offers guidance to the Management. Their principal functions include charting the Group's strategic direction and monitoring its performance, as well as guiding management on digitalisation, technology, and innovation. The Board also reviews and approves annual budgets and financial plans, approving major acquisitions and fundraising exercises, as well as oversees compliance with relevant laws and regulations.

Recognising the importance of sustainability, the Board guides the Management to ensure that the SIA Group's long-term value creation is aligned with ESG factors.

SIA acknowledges the importance of Board members having sufficient understanding of sustainability issues to effectively discharge their duties and carry out their role of sustainability governance. In FY2022/23, in line with the updated SGX requirements for financial years beginning on or after 1 January 2022, all Directors completed their training on sustainability matters as prescribed by SGX. This training will help widen their sustainability knowledge and keep them abreast of the latest regulatory developments and topics related to sustainability.

The Board places great importance on maintaining a strong independent element among its members. As of 31 March 2025, the Board comprises 10 Directors, of which two are designated as non-independent. The remaining eight Directors are independent from the Management and the Company's substantial shareholders. The two non-independent Directors are Mr Goh Choon Phong, the Company's CEO, and Mr Gautam Banerjee<sup>66</sup>.

To ensure that the Board continues to provide the necessary range of perspectives, expertise, and experience to the Company, diversity is a consideration for the selection and nomination of directors. SIA aims to achieve a 30% ratio of female directors by 2030, consistent with national targets set by the Council for Board Diversity. SIA has two female Directors, Ms Goh Swee Chen and Ms Jeanette Wong Kai Yuan, putting the female representation on SIA's Board at 20%. The Board aims to maintain a minimum of two

female Directors, and will continue working on its diversity, recognising the importance of having an effective and diverse Board.

Board Diversity by Gender	
Female	20%
Male	80%
Board Diversity by Age	
Under 30 years old	0%
30 to 50 years old	0%
Over 50 years old	100%

Please refer to the Corporate Governance Report chapter in the FY2024/25 SIA Annual Report.

### Evaluation of Board Performance 2-18

For FY2024/25, the Nominating Committee (NC) commissioned a formal evaluation of the Board and its Board committees to be conducted independently by an external consultant. The process involved gathering feedback from the Directors via questionnaires, with the option for one-on-one interviews to elicit deeper insights. The questionnaire included both numerical scorings and the flexibility to provide qualitative feedback on a variety of topics, including oversight of the Organisation's impact on the economy, environment and people.

The Chairman and NC reviewed the performance of individual Directors, while the Chairman's performance was assessed by the rest of the Board. Based on the feedback and insights gathered, the external consultant's report indicated the effective functioning and performance of the Board and its Board committees amid a highly competitive and challenging environment. The NC reviewed the consultant's board evaluation report and discussed the appropriate actions in response to the evaluation.

Please refer to the Board Membership and Board Performance sections in the FY2024/25 SIA Annual Report.

<sup>66</sup> Having served for more than nine years on the Board, Mr Banerjee was re-designated as a non-independent Director with effect from 1 January 2022 by the automatic operation of the "9-year rule" under Rule 210(5)(d)(iii) of the SGX-ST Listing Manual, which took effect from 1 January 2022.

## GOVERNANCE



### Compliance with Laws and Regulations 2-25

2-26 2-27 3-3

**The SIA Group does its utmost to conduct its business in a manner that is just and responsible to society and the environment.**

SIA and Scoot unequivocally commit to integrity, transparency, and honesty by adhering to all applicable social and environmental laws and regulations in all countries in which they operate. To foster trust and better relationships with their stakeholders, SIA and Scoot have established various policies, procedures, and systems with operational guidelines and processes to ensure transparent, ethical, and compliant business practices. Some of these policies, commitments, and whistleblowing channels are disseminated to relevant stakeholders, and are accessible via SIA's corporate [website](#):

- Anti-bribery/ Anti-corruption Policy and Procedures
- Anti-modern Slavery and Human Trafficking Statement
- Code of Conduct
- Grievance Mechanism Policy
- Conflict of Interest Policy
- Privacy Policy
- Risk Management Framework
- Suppliers' Code of Conduct
- Whistleblowing Policy

The Group expects the highest standards of integrity from its employees, partners, suppliers, contractors, and agents.

Employees are responsible for implementing responsible business commitments in their day-to-day responsibilities, and this process is reviewed through the annual Control Self-assessment (CSA) exercise.

Respective reporting and communications channels are established to encourage internal and external stakeholders to share suggestions, report guidelines or regulatory breaches. Employees are required to complete relevant compliance trainings where necessary.

*For more details on the Group's specific corporate governance policies, environmental management systems, and Suppliers' Code of Conduct, please refer to the relevant sections in this report.*

There were no significant fines<sup>67</sup> or non-monetary sanctions<sup>68</sup> for non-compliance with environmental, health and safety laws, and regulations.

### Anti-modern Slavery and Human Trafficking Statement 2-23 2-24 PR-1 PR-2 PR-4 PR-5

The SIA Group does not condone any form of slavery and human trafficking, and is committed to combating these risks across its value chain. Suppliers are required to comply with the standards set out in the Suppliers' Code of Conduct. Those found to be in breach risk having their supplier contracts terminated.

As a key player in the international transport market, the Group recognises that it has a responsibility to address human trafficking risks. To this end, the SIA Group works closely with governments, national law enforcement agencies, and airports in the countries and territories where it operates to ensure that all suspected trafficking on its flights are reported and dealt with appropriately.

<sup>67</sup> Significant fines refer to those above \$10,000.

<sup>68</sup> Non-monetary sanctions refer to stop-work orders enforced by external regulators.

## GOVERNANCE

As a member of the IATA, SIA supported the “Resolution Against Trafficking in Persons” that was passed at the 74<sup>th</sup> IATA Annual General Meeting in June 2018, which denounced human trafficking and reaffirmed airlines’ commitment to the sharing of best practices, employee training, and reporting, all of which are fundamental actions in the fight against human trafficking.

The Anti-modern Slavery and Human Trafficking Statement, established in accordance with the Australian Modern Slavery Act 2018 and the UK Modern Slavery Act 2015, is reviewed annually to ensure compliance with the requirements of the modern slavery acts. It was last updated in FY2023/24 and is available on SIA’s corporate [website](#).



### Whistleblowing Policy 2-16 2-23 2-24 2-25 2-26

The SIA Group maintains confidential channels to facilitate anonymous reports of potential improprieties by internal and external stakeholders without fear of reprisal. The Whistleblowing Policy is communicated to employees via its corporate intranet, staff regulations, and a mandatory annual online course.

Under this framework, all employees, including Management, are responsible for reporting any suspected wrongdoing. External stakeholders may report suspected wrongdoing affecting the Company through the channels listed on the corporate [website](#).

A third-party manages the whistleblowing platform. Reports received within the agreed scope (employee fraud, external fraud, employee conduct, business conduct) are forwarded to the Internal Audit Division for independent review and investigation. The AC reviews all reports and investigation outcomes quarterly. Any significant outcomes and control improvements from the review may be incorporated into operational policies and procedures.

The AC also regularly reviews the whistleblowing programme’s adequacy against the SGX whistleblowing mandate in 2021. The Whistleblowing Policy is reviewed once every three years or following a significant regulatory change, with the last review conducted in FY2022/23.

### Grievance Mechanisms 2-16 2-25 2-26

The Company is committed to addressing employee grievances expeditiously. The grievance handling process for employees is covered in the Code of Conduct. An employee can raise any grievances to the department head, division head, or to Senior Vice President Human Resources. As a union member, the employee may also inform union representatives to assist in the resolution process. Confidentiality is paramount in the grievance proceedings, and SIA ensures that there are internal processes with independent investigations and follow-ups to reported incidents.

SIA will continue to keep abreast of updates to local regulations, applicable labour laws and industry practices, in close consultation with the relevant agencies and unions (who represent its employees), in the review of the grievance handling process.



### Code of Conduct 2-23 2-24 2-26

All employees must comply with employee regulations, covering areas such as anti-bribery/ anti-corruption, competition laws, personal conduct, discipline, non-discrimination, personal data protection, and cyber security. SIA has zero tolerance for any incidents of discrimination and harassment. Employee regulations are published on the Company’s corporate intranet and appended to all letters of offer to new hires. Employees are expected to read and acknowledge the contents during their onboarding process.

The Company has an established disciplinary inquiry process to handle cases in the event an employee violates the employee regulations, and such proceedings are documented. Employee regulations are also reviewed periodically by the HR Division and Legal department to ensure their continued relevance. Changes are updated and shared with all employees on the corporate intranet for compliance.

Employees are encouraged to raise concerns or grievances via specified channels detailed earlier. SIA’s employment practices take into consideration labour policies relating to child labour, forced or compulsory labour, and employment rights, to ensure compliance with local regulations, applicable labour laws and industry best practices.



## GOVERNANCE

### Conflict of Interest 2-15

SIA mandates immediate reporting of actual or potential conflict-of-interest situations. The Conflict of Interest Policy also requires all employees to make a declaration of all actual and potential conflicts of interest to the HR Division annually.

*Please refer to the Board's Conduct of Affairs and the Additional Information on Directors Seeking Re-election sections in the SIA FY2024/25 Annual Report.*

### Rotation of Sensitive Positions

To minimise the risk of fraud, the policy on Rotation of Sensitive Positions serves as an additional control to further strengthen fraud risk management on top of existing measures such as Conflict of Interest declarations. All employees with roles up to the Divisional Vice President level are assessed for sensitivity risks on a biennial basis. The policy is reviewed once every four years to ensure relevance.

### Political Contributions 415-1

As Singapore's national carrier, SIA works closely with the government, policymakers, and regulators to help shape effective and comprehensive policies and regulations. The Company also advocates to stakeholders indirectly through its participation in industry and trade associations, and coalitions such as the AAPA, IATA, and Star Alliance.

SIA does not contribute towards political campaigns, political organisations, lobbyists or lobbying organisations, or other tax-exempt groups, for the purpose of obtaining, retaining, or directing business to the Company or any other entity. In FY2024/25, SIA and Scoot did not make any political contributions. However, membership fees amounting to \$805,238 were paid to trade associations like IATA and AAPA.

### Anti-bribery/ Anti-corruption 2-23 2-24 205-1

205-2 205-3 PR-10

The SIA Group has a zero-tolerance stance on bribery/ corruption and collaborates closely with its stakeholders across the value chain to drive anti-corruption efforts.

The Group has established the Anti-bribery/ Anti-corruption Policy and Procedures, which were reviewed and further refined in FY2024/25. A review of the policy and procedures will be conducted every three years to ensure relevance with key legislative changes to anti-bribery/ anti-corruption laws in Singapore and in other countries where the Group operates. The SIA Group Anti-bribery/ Anti-corruption Statement is available on the SIA [website](#).

Each BU within the SIA Group is required to complete a CSA Questionnaire (CSAQ) on corruption risks to evaluate its adherence to Anti-bribery/ Anti-corruption Policy and Procedures as well as identify potential incidents of bribery or corruption. Significant updates, cases, and developments relating to anti-bribery/ anti-corruption will be raised to the Risk and Compliance Management Committee and the MC. In FY2024/25, 33 BUs were assessed for risks related to bribery/ corruption and the CSAQ revealed that no significant risks were identified.

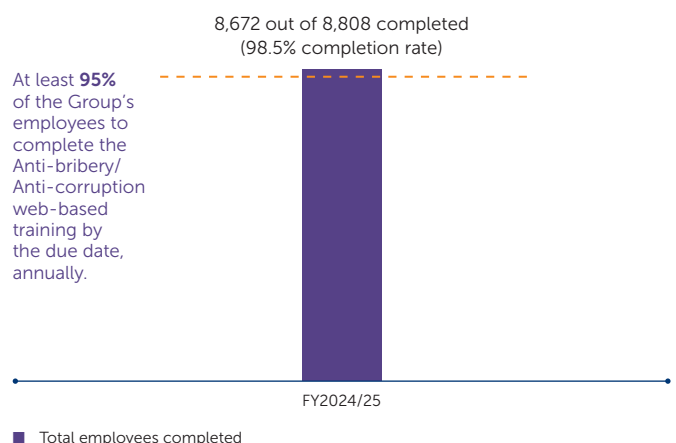
All employees and directors of the SIA Group and its subsidiaries are expected to comply with the Group's Anti-bribery/ Anti-corruption Policy and Procedures. All suppliers, business partners and contractors are also expected to comply with the applicable anti-bribery/ anti-corruption laws as part of their contracts.

All employees undergo a mandatory Anti-bribery/ Anti-corruption web-based training annually, and are assessed on their knowledge and understanding at the end of the course. In FY2024/25, 14 (100%) of the Group's governance body members, comprising of SIA's MC, successfully completed the Anti-bribery/ Anti-corruption training. Similarly, 8,672 employees (98.5%) from SIA and Scoot, who were required to undergo the training, also completed it successfully.

As outlined in a Memorandum on the Directors' Duties and Liabilities, each Board Director has the fiduciary duty to act in good faith in the Company's interests, to act for a proper purpose and to avoid conflicts of interest. First-time directors are also required to partake in external training conducted by the Singapore Institute of Directors on corporate governance responsibilities.

In FY2024/25, there were no confirmed incidents of corruption involving SIA and Scoot's employees, or with business partners.

#### Completion of Anti-bribery/ Anti-corruption Training



## GOVERNANCE



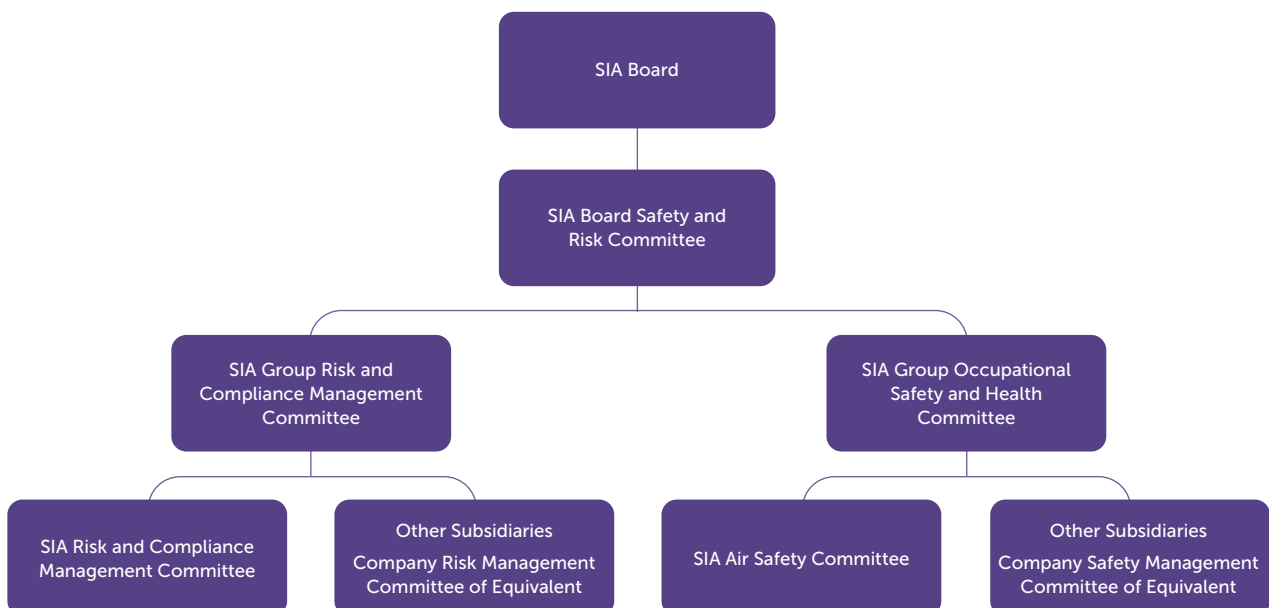
### Risk Management 2-23 2-24

The SIA Group's ability to identify, manage, and respond to risks, while capitalising on potential opportunities, allows it to remain agile and make informed decisions to achieve its strategic objectives.

The dynamic nature of the commercial aviation business requires risks to be effectively managed to ensure the resilience and growth of the business. The SIA Group has a formalised Risk Management Framework that comprises a governance and reporting structure, risk assessment process, as well as a set of risk management principles, policies, and guidelines on ERM, Business Continuity Management, and Third-party Risk Management.

Regular activities involving all levels of employees and the SIA Board complement this framework, ensuring that adequate risk controls are in place. These are regularly reviewed and tested to validate their effectiveness and relevance throughout the year.

#### Group Risk Governance and Reporting Structure



## GOVERNANCE

### SIA's Risk Management Department

SIA's Risk Management (RM) department engages with all employees to cultivate a robust risk-awareness culture for the effective and efficient management of risks across the organisation.

To ensure employees are equipped with the relevant knowledge and skillsets to manage risk, the RM department has developed an interactive web-based training module that all ground employees are required to complete once every two years.

BCPs undergo regular testing and independent verification to assess employee readiness in handling disruption scenarios in key operational functions. The RM department facilitates collaboration across different functions within the SIA Group, including joint reviews of risks and integrated tests of BCPs for risk events that have an extensive and multi-disciplinary impact.

*More information on SIA's Risk Management Framework, Board of Directors, Board Committees, Risk Management Committee, and Risk Management Functions can be found on the corporate [website](#).*

#### Risk Appetite

To effectively manage risk across the organisation, the SIA Group makes informed decisions guided by Risk Appetite Statements presented in the Company's Annual Report to protect the interests of customers, investors, employees, and other stakeholders.

*Please refer to the Risk Appetite and Risk Management sections in the SIA FY2024/25 Annual Report.*

#### Risk Management Process

The SIA Group Risk Management Framework includes various activities driven by RM department and runs throughout the year to identify and assess new and emerging risks, as well as evaluate existing risks in the prevailing landscape and the effectiveness of associated controls on an ongoing basis.

All BUs participate in the Group-wide ARMRE, which is a comprehensive review that includes bottom-up and top-down approaches to review risks and controls through the reporting structure before it surfaces to the SIA Board and Senior Management. The outcomes of the reviews by the Board and Senior Management are shared with the relevant BUs for alignment on the assessment of key risk areas.

#### Risk Terminology

The SIA Group's top risks are broadly classified into 'Strategic' and 'Non-strategic' risk categories, with sub-categories under each of these to highlight key risk areas for the Group.

Through ARMRE, sustainability and climate-related risks that impact the Group's business strategy and require strategic interventions in the longer-term are reviewed and captured as 'Strategic' risks.

'Non-strategic' risks that relate to the impact of climate change on day-to-day operations are assessed on a shorter 12-month time horizon, comprising day-to-day operational risks arising from the impact of climate change.

#### Risk Assessment and Prioritisation

To ensure the consistency of risk assessments conducted by BUs, a comprehensive guide and a Risk Assessment Matrix that considers key indicators, such as those related to operational, financial and reputational impact, have been developed.

Identified risks are graded and prioritised so that resources can be effectively allocated to manage them. Key risks are also surfaced by the RM department for more in-depth review by Senior Management and the Board through regular risk review presentations to the various risk committees to ensure continuous oversight.

Climate risk assessment entails an evaluation of the probability and consequence of climate-related risks, based on factors such as frequency of occurrence, as well as financial and operational impact.

Further guidance specific to climate-related risks is also provided to BUs to undertake a deeper assessment and prioritisation of risk treatment measures. An overall residual risk rating is then determined for each climate risk, taking into consideration existing or planned risk mitigation and adaptation measures, and ultimately plotted on a risk matrix which categorises the risks into Low, Medium, or High.

#### Risk Monitoring

SIA's BSRC, backed by the GRMC, ensures that key risks are surfaced and reviewed, and that risk responses across the Group are co-ordinated. The BSRC in turn reports the outcome of the risk review discussions to the SIA Board and co-ordinates the distribution of relevant risks to the respective Board Committees for further review and oversight.

Correspondingly, Company Risk Committees ensure that risks are surfaced by their various business divisions for review by the GRMC and BSRC. The Risk Management Framework is continually reviewed to ensure that the Group's risk governance and risk management practices remain effective.

At the end of each financial year, SIA's CEO provides assurances to the SIA Board through the BSRC to confirm that the Group's risk management system and internal controls are adequate and effective in addressing risks that the Group considers relevant and material to its operations. These are based on written assurances given by the respective Divisional, Regional, and Subsidiary heads.



## GOVERNANCE

### *Risk Awareness*

The SIA Group continuously encourage a risk-aware culture, where risks are proactively reviewed and managed. This is achieved through targeted communications and engagement activities for employee outreach. For example, the RM department collaborates with the SO to engage relevant BUs in building up understanding and competencies in assessing climate-related risks.



### **Crisis Management** 3-3 403-4 403-5 403-7

A crisis is defined as an event that has the potential to significantly impact the Group and affect the health and safety of passengers, employees, or members of the public.

Prudent crisis management enables SIA and Scoot to manage major threats to the Group's business through a coordinated and professional response. The Crisis Management Manual maps out the procedures that guide the Airlines' crisis response. It contains processes for the Airlines' functional groups, and broadly describes the policies and procedures that enable head office and station crisis appointment holders to manage a crisis globally. The manual has been prepared in accordance with the CAAS ANR, family assistance laws, and regulations governing aviation accidents.

### *Crisis Management Governance and Reporting Structure*

The Crisis Management Services (CMS) department is a dedicated team responsible for maintaining oversight of the Airlines' operational readiness in managing crisis situations. The CMS department oversees the development of effective crisis management concepts, systems, and procedures to ensure an efficient activation of all crisis-related resources when a crisis occurs. During a crisis, the CMS department coordinates the Group's response and supports the transition back to normal operations after the crisis has ended.

At the head office, functional group heads are appointed to take charge of their respective functional group's operational readiness. These include Customer Care, Communications and Public Relations, Cabin Crew Care, Cargo Services, Logistics, as well as Operations Control. At SIA's overseas stations, the respective Country and Area Managers are responsible for their local stations' operational readiness.

### *Crisis Management Processes*

SIA and Scoot have developed a crisis notification system that can activate the entire SIA and Scoot network in the event of a crisis. Respective guidelines to declare various events as a crisis are detailed in the Crisis Management Manual.

### *Crisis Management Training and Exercises*

All relevant employees undergo mandatory initial training complemented by regular refresher courses, equipping them with the essential skills for effective crisis response. These comprehensive training programmes undergo periodic review and enhancement to address emerging challenges and incorporate best practices.

The SIA Group conducts annual crisis management exercises, alternating between SIA and Scoot each year. These scenario-driven simulations prepare both airlines for potential crises through realistic emergency scenarios that test response protocols and decision-making processes. Following each exercise or actual crisis response, a structured After Action Review (AAR) identifies strengths and opportunities for improvement. This approach of training, practical application, and systematic review ensures the SIA Group's crisis management strategies remain robust and adaptable to the evolving risk landscape.

For FY2024/25, an actual crisis handling was triggered for the SQ321 turbulence incident in May 2024.

An AAR was conducted following the SQ321 turbulence incident, with inputs gathered from multiple stakeholders – both from involved business units providing holistic evaluations and from individual staff members offering insights. This feedback mechanism enables continuous refinement of crisis handling processes and informs future training priorities.

SIA and Scoot remain vigilant in the dynamic global landscape. Regulatory changes and industry best practices are implemented in the Group's operations to maintain operational and economic resilience. This is reinforced through compliance with the IOSA standards, which is conducted at least once every two years. Additionally, comprehensive reviews are conducted annually during the Annual CSA exercise, which involve collaboration between the CMS and the relevant BUs.

### **Data Privacy and Cyber Security** 2-26 3-3 418-1

**The SIA Group recognises the importance of safeguarding the privacy of data collected from stakeholders.**

The SIA Group is committed to safeguarding the personal data of its customers and complies with the requirements under the applicable data protection laws, including the Personal Data Protection Act of Singapore. The Company recognises the importance of customer privacy and has implemented robust measures to protect the personal data entrusted to SIA, and ensures that customer data is handled in accordance with the applicable data protection principles.

## GOVERNANCE



SIA has in place a Cyber Incident Response Team (CIRT), which comprises members from various BUs, including Customer Contact Services, Information Security, Legal, and Public Affairs, to provide a holistic and coordinated response to cyber threats and data incidents. This team spearheads the Company's response to such incidents and works closely with external vendors and internal stakeholders to resolve the incidents expeditiously. Significant incidents are escalated to Senior Management for guidance.

Policies, guidelines, and processes are regularly updated to address new cyber risks and to be in compliance with regulatory guidance, global privacy law changes, and feedback from customers and employees. This includes conducting privacy impact assessments or transfer impact assessments where required, having in place appropriate data protection terms in agreements with external parties, and implementing stringent technical and organisational measures for the protection and security of personal data.

The Company also conducts training and provides regular updates to its BUs and overseas stations on privacy and regulatory developments, where appropriate. More information on how the Company handles personal data can be found on SIA's corporate [website](#).

SIA employees are required to complete the Information Security Awareness Programme and Customer Data Protection Programme through SIA's e-learning platform, SKIES. The completion rates are tracked regularly and reported to the GRCMC and BSRC. Employees receive monthly information security advisories and phishing tests to ensure they are aware of the latest threats.

The Company also conducts annual cyber security tabletop exercises with Senior Management and relevant BUs, such as Information Security, Legal, and Public Affairs. An external training partner is typically engaged to plan hypothetical case scenarios involving cyber or data incidents to test the team's preparedness, handling and responses to incidents.

Any feedback obtained during the cyber security assessments, tabletop exercises, or cyber incidents affecting other organisations will be used as inputs to identify potential gaps or areas that the Company should look into to improve its overall cyber security posture.

SIA continually invests in improving our cyber security posture to minimise the risk of cyber incidents.

The Board oversees cyber security and reviews cyber risks and mitigations. This is a fixed agenda item in all quarterly BSRC sessions. The CEO and the MC are updated regularly on cyber security, and provide guidance on cyber security strategy, posture, and initiatives.

In FY2024/25, SIA had no substantiated complaints made to a regulatory authority for customer privacy breaches and had no cases concerning loss of customer data.

In FY2024/25, Scoot had one substantiated complaint received from an outside party concerning a breach of customer privacy and no cases concerning the loss of customer data. The complaint involved a third-party service provider's employee mistakenly sharing one customer's Direct Credit Authorisation Form (DCAF) with four others. It was an isolated incident that resulted from human error and a failure to follow standard operating procedures. At Scoot's request, the unintended recipients deleted the erroneously received DCAF. The service provider reiterated the proper handling procedures to its employees.

# SUPPLIERS

The SIA Group works closely with its suppliers to uphold responsible business practices across its supply chain. As a significant portion of the Group's environmental and social footprint arises from its procurement activities, supplier collaboration plays an important role in realising its sustainability ambitions.

## MANAGEMENT APPROACH



### Key Engagement Activities

Engagement Mode	Frequency
Meetings (Dialogues, Discussions, Project Milestone Meetings, Teleconferences)	Regular
Service Audits and Assessments	Regular
Trade Fairs, Forums	Regular



### Key Policies, Processes, and Systems

- Procurement policies and processes
- Suppliers' Code of Conduct (SCOC)



### Ambition

The SIA Group treats its suppliers with respect, emphasises fairness in its relationships, and works with them to ensure sustainable business practices.



### Supporting the UN SDGs



### Targets

	Due	Status
100% declaration rate of sanction checks screening for SIA's active and new procurement contracts uploaded into its CMT	Annually	Achieved
100% rate of sanction checks screening for Scoot's new contracts that are raised through its e-procurement system and regular checks for existing vendor accounts maintained inside the accounting system.	Annually	Achieved



### FY2024/25 in Numbers

**>\$15.6b**  
total expenditure for  
supplier services

**>9,900**  
suppliers globally





## SUPPLIERS

### THE SIA GROUP'S SUPPLY CHAIN 2-6 3-3

The SIA Group adopts a risk-based approach to ensure that its supply chain is sustainable and resilient.

#### SIA and Scoot's Suppliers

SIA and Scoot together have more than 9,900 suppliers worldwide that provide goods, materials, or services directly to the airlines. These supply chains are broadly in six main categories:



In FY2024/25, SIA and Scoot's total expenditure on supplier services exceeded \$15.6 billion, with most of this going towards the purchase of aircraft and engines, aviation fuel, aviation maintenance and materials, ground handling services, and in-flight catering.

## SUPPLIERS

### MANAGING SUPPLY CHAIN RISKS 3-3

The SIA Group seeks to manage sustainability risks across its supply chain.

#### Suppliers' Code of Conduct 2-23 2-24 308-1 414-1

SIA and Scoot aim to mitigate social, economic, and environmental risks by setting minimum standards of conduct for their suppliers through the SCOC. The code outlines both airlines' expectations and requirements for their suppliers' business practices, and the responsibility of suppliers towards their stakeholders, society, and the environment. The code was developed in accordance with SIA's business values to promote sustainable development, and is also based on the Ten Principles of the UN Global Compact.

SIA's BUs onboarded onto the CMT declare their adherence to the SCOC policy through the CMT platform. Contracts are considered to have been screened using environmental and social criteria if the SCOC clause is declared to be included in contracts or due diligence has been conducted through approved waivers or amendments. Any waivers or amendments to the SCOC clauses require approval from Vice President Sustainability or his or her alternate.

In FY2024/25, 93% of SIA's active contracts<sup>69</sup> were screened using environmental and social criteria through the SCOC. This is in addition to the 100% sanctions check screening declaration by the BUs.

Scoot's contracts that are managed using the e-procurement system, per internal procurement requirements, and signed in FY2024/25, are considered to be screened using the SCOC environmental and social criteria, where a legal review is required in accordance with Scoot's contract vetting policy. Additionally, new Travel Agent contracts, which are managed outside of the e-procurement system, and signed in FY2024/25, are also separately screened using SCOC environmental and social criteria. In FY2024/25, 100% of the contracts<sup>69</sup> described above were screened using the SCOC environmental and social criteria.

To enhance the effectiveness of the Group's supply chain management initiatives, SIA is working to improve the robustness of environmental and social screening for suppliers using the SCOC. The SIA Group's SCOC is available on SIA's [website](#).

#### Additional Supplier Mandatory Clauses

Beyond the SCOC, suppliers must comply with other mandatory clauses as part of their contracts. These cover data protection, Anti-bribery/ Anti-corruption, and risk management clauses, protecting SIA and Scoot from potential third-party risks, including reputational risks and financial penalties.

#### 1. Compliance With Laws and Regulations

- Accounting practices
- Intellectual property
- Competition compliance
- Disclosure

#### 2. Ethics and Conflict of Interest PR-10

- Anti-corruption
- Confidentiality
- Financial integrity
- Relationship of business partners with Company

#### 3. Safety and Quality

- Health and safety
- Quality of products and services

#### 4. Environment PR-7 PR-8 PR-9

- Compliance with laws and regulations
- Engagement in environmental management processes

#### 5. Labour Standards PR-1 PR-2 PR-3 PR-4

PR-5 PR-6

- Equal opportunity
- Working hours
- Non-discrimination
- Wage standards
- Minimum age child labour or forced labour

#### 6. Subcontractors and Other Service Providers

- Compliance with code of conduct
- On-time payment

#### 7. Communication, Documentation and Inspection

- Employee awareness of code of conduct
- Language translation

<sup>69</sup> Percentage of supplier contracts screened is used in place of percentage of suppliers screened as screening is conducted on a contract level. Data on percentage of suppliers screened is not available due to system limitations. For SIA, there was a methodology change in FY2024/25 to include only active contracts within the reporting period. As the data in SIA's CMT cannot be backdated, only data from FY2024/25 will be affected. Please refer to the appendix for definition and methodologies.

## SUPPLIERS

### INTEGRATING SUSTAINABILITY AND ENHANCING POLICY PROCESSES 2-23 2-24

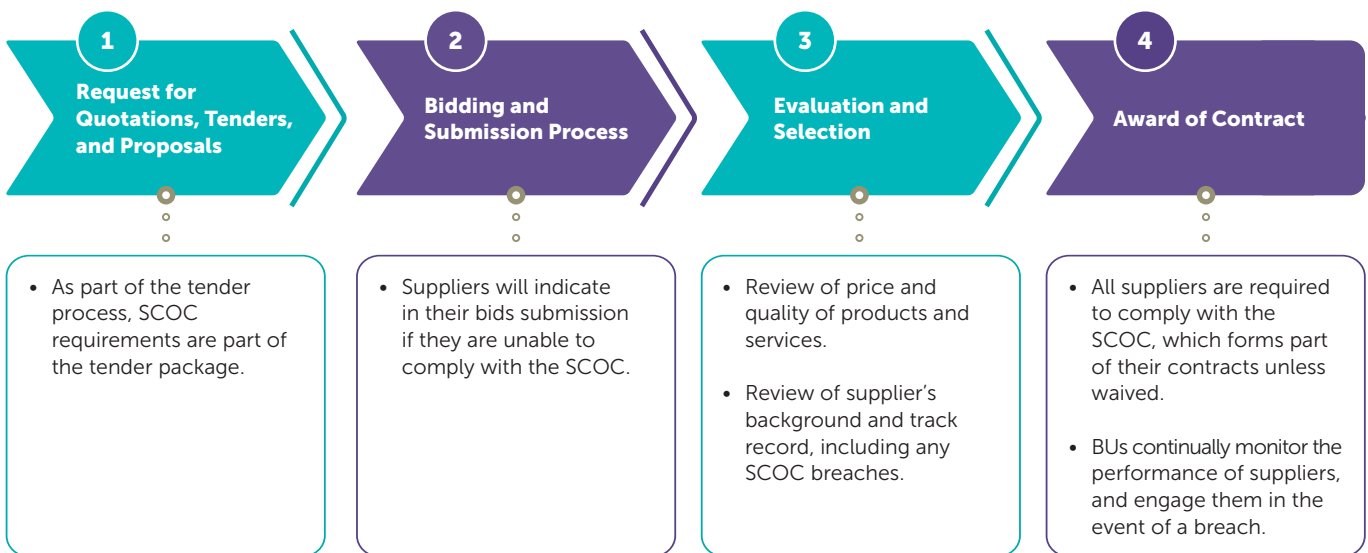
The SIA Group works to secure a sustainable future by strengthening its supply chain and management procedures.

#### Embedding Sustainability Within SIA and Scoot's Procurement Process

SIA and Scoot integrate ESG considerations into their procurement process. Both airlines also manage supply chain risks and uphold high sustainability performance standards through their SCOC.

All contracted suppliers must comply with the SCOC, unless waived, with non-compliance potentially resulting in penalties, including contract termination. Prospective and current suppliers are encouraged to submit relevant environmental and safety certifications or standards during the bidding and submission stage to support their proposals.

#### SCOC Inclusion in SIA's Tender Process



#### Policy Update Processes

SIA's Procurement Department initiates a review of its procurement policies when required to ensure that business needs are met. During this internal review, the Tenders Committee, along with any other relevant committees, will review proposals and endorse potential changes to the policies.

#### Critical Suppliers

As part of SIA's ongoing review of its internal procurement policies and processes, the Group has identified the need to identify and mitigate the supply chain risks from high-risk suppliers. Over the past year, a critical supplier definition has been developed. Critical suppliers are defined to be those who have significant impact on operations or customer satisfaction, have few viable substitutes, and are the highest spend suppliers. SIA will first identify these critical suppliers

and then request additional information about their processes and practices to understand the environmental and social performance of their supply chains.

#### Promoting Best Practices with its Suppliers

SIA maintains responsible supply chains that minimise adverse environmental and societal impacts. During the product assessment and selection stage of the procurement exercise, SIA gives preference to suppliers that demonstrate sustainable business practices and submit environmentally friendly proposals.

SIA also regularly participates in global trade fairs and symposiums to stay abreast of suppliers' concerns and needs. These events include the World Cargo Symposium, Ground Handling International Conference, and World Travel Catering and Onboard Services Expo.



## SUPPLIERS

### Building Resilient Supply Chain Strategies

A resilient supply chain is essential to the SIA Group's ability to manage market volatility, disruptions, and uncertainty. Drawing lessons from the pandemic, SIA has adopted risk mitigation strategies such as dual sourcing and diversifying its supplier networks. Where possible, it engages multiple suppliers in different locations for critical operational items, such as flight crew uniforms, to build redundancy. This approach enhances supply chain flexibility and enables the Group to respond swiftly to disruptions or shifts in demand.

### WORKING WITH SUPPLIERS ON SUSTAINABLE DEVELOPMENT 3-3

The SIA Group collaborates with its suppliers to integrate sustainability into its business.

#### Partnership with Suppliers

Collaboration on sustainability-focused projects is key to shaping a more sustainable future for the aviation industry. SIA and Scoot strive to work with suppliers who demonstrate strong sustainability propositions.

Ongoing initiatives include:

- SIA and Scoot's continued collaboration with SATS Ltd to reduce single-use plastics and minimise waste generated on flights, including improvements in SIA's meal packaging.
- SIA's partnership with social enterprises through *KrisShop Cares*, supporting diverse communities and promoting inclusive growth.
- SIA's partnership with Golden Door to provide a series of health-focused meals to First and Business Class customers travelling from the US.
- SIA works with AeroFarms to supply aeroponically grown greens on flights out of the US, reducing the environmental impact of food production.





## SUPPLIERS



### KrisShop Cares

Through *KrisShop Cares*, KrisShop supports an inclusive society by partnering with social enterprises that empower diverse communities, including individuals with autism and intellectual disabilities. These partnerships ensure that net proceeds directly benefit beneficiary organisations and their communities, reinforcing SIA's commitment to giving back to the community and supporting those in need.

KrisShop currently collaborates with the following social enterprises:

- **Arts@Metta** supports individuals with mild disabilities or autism through comprehensive training and development in the visual arts. The centre strives to nurture and support its members to become artisans skilled in unique craftwork.
- **JOURNEY by TOUCH Community Services** empowers artists with intellectual disabilities, providing access to collaborations that showcase their talent and tenacity.
- **The Animal Project** celebrates the abilities of artists with special needs by retailing high-quality lifestyle products featuring their artwork, with proceeds contributing to the artists' income.
- **The Art Faculty** empowers artists with autism by selling their unique artwork and designs printed on lifestyle products, promoting financial independence and recognising the value of meaningful work.



*KrisShop Cares* also champions sustainability by curating upcycled products that give new life to discarded materials while supporting meaningful causes. These include notebooks made from repurposed batik fabric by SPD (formerly known as the Society for the Physically Disabled), demonstrating a commitment to both environmental responsibility and social impact.





## SUPPLIERS



### Golden Door

SIA partnered with the renowned health and wellness retreat Golden Door, based in California, the United States of America, to offer a unique health-focused inflight experience.

The collaboration brings a range of wellness meals, stretching tutorials, and well-being content to SIA passengers on its services between Singapore and the USA, including the world's longest non-stop flights, which can last up to 19 hours.

Golden Door's team of chefs, nutritionists, and personal trainers developed menus and programs designed to enhance passengers' nutrition, sleep, relaxation, and energy levels during their journey.

The wellness meal selections are built on the philosophy that healthy dining can still be satisfying. Golden Door Executive Chef, Grey Frey Jr. focused on using herbs, spices, and unique ingredient combinations to create vibrant flavours, avoiding the typical reliance on fats and salts.

The meals were designed with customers' well-being in mind, incorporating ingredients that aid digestion, reduce inflammation, and boost energy, helping travellers arrive feeling rested and refreshed. This partnership showcases how culinary innovation, when paired with a focus on health and wellness,



can overcome the unique challenges of the world's longest flights, enhancing the overall customer experience.



Many of SIA's suppliers have also embarked on their own sustainability initiatives. Here are a few examples:

- Ground and cargo handling agents servicing 85 airports across various locations globally<sup>70</sup> have introduced initiatives to cut down on paper usage by digitising their backroom processes and mandating the use of electronic Air Waybills in their operations.
- Ramp handlers and cargo terminal operators supplying services at 52 airports<sup>71</sup> have cut their emissions by implementing initiatives via the use of electric vehicles and installing solar panels at their warehouses to generate electricity for warehouse operations.
- Cargo terminal operators that service 48 airports<sup>72</sup> have recycled materials from imports, such as planks beams and skids, for subsequent export use.

<sup>70</sup> These locations refer to the countries, Australia, Bangladesh, Belgium, Brunei, Cambodia, China, Denmark, France, Germany, India, Indonesia, Italy, Japan, Malaysia, Myanmar, Nepal, the Netherlands, New Zealand, the Philippines, Singapore, South Africa, South Korea, Spain, Sri Lanka, Switzerland, Taiwan, Thailand, Turkey, UAE, the United Kingdom, the United States of America, and Vietnam.

<sup>71</sup> These airports are located in Australia, Belgium, Cambodia, China, Denmark, France, Germany, India, Indonesia, Italy, Japan, the Netherlands, New Zealand, the Philippines, Singapore, South Africa, South Korea, Spain, Sri Lanka, Switzerland, Taiwan, Turkey, the United Kingdom, and the United States of America.

<sup>72</sup> These airports are located in Australia, Belgium, China, Denmark, France, Germany, India, Indonesia, Japan, Nepal, New Zealand, the Philippines, Singapore, South Africa, South Korea, Sri Lanka, the United Kingdom, the United States of America, and Vietnam.



# LIST OF KEY ABBREVIATIONS AND ACRONYMS

<b>AAPA</b>	Association of Asia Pacific Airlines	<b>ETS</b>	Emission Trading Scheme	<b>RCPs</b>	Representative Concentration Pathways
<b>AAR</b>	After Action Review	<b>EU</b>	European Union	<b>RETI</b>	Reduced Engine Taxi-in
<b>AC</b>	Audit Committee	<b>EV</b>	Electric Vehicle	<b>RM</b>	Risk Management
<b>ACI</b>	Airports Council International	<b>ExCo</b>	Executive Committee	<b>RSAF</b>	Republic of Singapore Air Force
<b>ACRES</b>	Animal Concerns Research and Education Society	<b>FEMA</b>	Federal Emergency Management Agency	<b>RSB</b>	Roundtable on Sustainable Biomaterials
<b>ACSP</b>	Air Carrier Security Program	<b>FOSS</b>	Flight Operations Safety and Security	<b>SAA</b>	Singapore Aviation Academy
<b>AESU</b>	Air-Transport Executive Staff Union	<b>FSC</b>	Forest Stewardship Council	<b>SAF</b>	Sustainable Aviation Fuels
<b>AI</b>	Artificial Intelligence	<b>GAPPRI</b>	Global Action Plan for the Prevention of Runway Incursions	<b>SAG</b>	Safety Action Groups
<b>ALH</b>	Airline House	<b>GEF</b>	Grid Emission Factor	<b>SAGI</b>	Singapore Aviation and General Insurance Company
<b>ANR</b>	Air Navigation Regulation	<b>GenAI</b>	Generative Artificial Intelligence	<b>SARPs</b>	Standards and Recommended Practices
<b>APU</b>	Auxiliary Power Unit	<b>GHG</b>	Greenhouse gas	<b>SATS</b>	Singapore Airport Terminal Services
<b>ARMRE</b>	Annual Risk Management Review Exercise	<b>GNSS</b>	Global Navigation Satellite System	<b>SCDF</b>	Singapore Civil Defence Force
<b>ASC</b>	Air Safety Committee	<b>GRCMC</b>	Group Risk and Compliance Management Committee	<b>SCOC</b>	Suppliers' Code of Conduct
<b>ASIST</b>	Arrival Sequencing into Singapore Terminal	<b>GRI</b>	Global Reporting Initiative	<b>SDG</b>	Sustainable Development Goals
<b>ATC</b>	Air Traffic Control	<b>HDB</b>	Housing Development Board	<b>SEA</b>	Southeast Asian
<b>ARCRS</b>	Automated Runway Condition Reporting System	<b>HIRA</b>	Hazard Identification and Risk Assessment	<b>SEMS</b>	Security Management System
<b>ATM</b>	Air Traffic Management	<b>HR</b>	Human Resources	<b>SFC</b>	Singapore Flying College Pte Ltd
<b>BCA</b>	Building and Construction Authority	<b>IATA</b>	International Air Transport Association	<b>SGX</b>	Singapore Exchange
<b>BCPs</b>	Business Continuity Plans	<b>ICAO</b>	International Civil Aviation Organization	<b>SGXNet</b>	Singapore Exchange Net
<b>BCUs</b>	Book and Claim Units	<b>IEA</b>	International Energy Agency	<b>SGX-ST</b>	SGX Securities Trading Limited
<b>BESS</b>	Baggage E2E Self-service Suite	<b>IFE</b>	In-flight Entertainment	<b>SIA</b>	Singapore Airlines
<b>BSRC</b>	Board Safety and Risk Committee	<b>IFRS</b>	International Financial Reporting Standards	<b>SIAEC</b>	SIA Engineering Company Ltd
<b>BUs</b>	Business Units	<b>IIA</b>	Institute of Internal Auditors	<b>SIAF</b>	Singapore Airlines Foundation Ltd
<b>CAAS</b>	Civil Aviation Authority of Singapore	<b>ILO</b>	International Labour Organization	<b>SIASU</b>	Singapore Airlines Staff Union
<b>CAG</b>	Changi Airport Group	<b>IOSA</b>	IATA Operational Safety Audit	<b>SID</b>	Singapore Institute of Directors
<b>CAPA</b>	Centre for Aviation	<b>IPCC</b>	Intergovernmental Panel on Climate Change	<b>SIGs</b>	Special Interest Groups
<b>CCN</b>	Cargo Community Network	<b>ISM</b>	IOSA Standards Manual	<b>SMM</b>	Safe Management Measures
<b>CCRD</b>	China-Dolls Center for Rare Disorders	<b>ISO</b>	International Organization for Standardization	<b>SMS</b>	Safety Management System
<b>CDO</b>	Continuous Descent Operations	<b>JCAB</b>	Japan Civil Aviation Bureau	<b>SO</b>	Sustainability Office
<b>CEO</b>	Chief Executive Officer	<b>kg</b>	Kilograms	<b>SO<sub>x</sub></b>	Sulphur oxides
<b>CERT</b>	Company Emergency Response Team	<b>kWh</b>	Kilowatt-hour	<b>SSC</b>	Sustainability Steering Committee
<b>CETSC</b>	Customer Experience, Technology and Sustainability Committee	<b>L</b>	Litre	<b>SSC</b>	SIA Supplies Centre
<b>CIP</b>	Customer Insights Portal	<b>LCC</b>	Low-cost carrier	<b>SSO</b>	Social Service Office
<b>CMS</b>	Crisis Management Services	<b>LIFE</b>	Learning and Innovation for Everyone	<b>SSPs</b>	Shared Socioeconomic Pathways
<b>CMT</b>	Contract Management Tool	<b>LOSA</b>	Line Operations Safety Audit	<b>SSQ</b>	Safety, Security and Quality
<b>CO</b>	Carbon monoxide	<b>LPG</b>	Liquified Petroleum Gas	<b>SSQH</b>	Safety, Security, Quality and Health
<b>CO<sub>2</sub></b>	Carbon dioxide	<b>LTK</b>	Load tonne-kilometre	<b>SSSQ</b>	Safety, Security, Sustainability, Quality
<b>CO<sub>2</sub>e</b>	Carbon dioxide equivalent	<b>m<sup>2</sup></b>	Square metre	<b>SSW</b>	Safety and Security Week
<b>CORSIA</b>	Carbon Offset and Reduction Scheme for International Aviation	<b>m<sup>3</sup></b>	Cubic metre	<b>STC</b>	SIA Training Centre
<b>CPAS</b>	Cerebral Palsy Alliance Singapore	<b>MBM</b>	Market-based Measure	<b>tCO<sub>2</sub>e</b>	Tonnes carbon dioxide equivalent
<b>CRST</b>	Changi Runway Safety Team	<b>MC</b>	Management Committee	<b>TCAS</b>	Traffic Collision Avoidance System
<b>CSA</b>	Control Self-Assessment	<b>MOM</b>	Ministry of Manpower (Singapore)	<b>TCFD</b>	Task Force on Climate-related Financial Disclosures
<b>CSAQ</b>	CSA Questionnaire	<b>MoU</b>	Memorandum of Understanding	<b>TEWG</b>	Taxi Error Working Group
<b>CSAT</b>	Customer Satisfaction	<b>MPR</b>	Mandatory Packaging Report	<b>THKMC</b>	Thye Hwa Kuan Moral Charities
<b>CSO</b>	Chief Sustainability Officer	<b>MWh</b>	Megawatt-hour	<b>TJ</b>	Terajoules
<b>CSR</b>	Corporate Social Responsibility	<b>NC</b>	Nominating Committee	<b>TMM</b>	Total Mission Management
<b>CTC</b>	Company Training Committee	<b>NEA</b>	National Environment Agency (Singapore)	<b>TSIB</b>	Transport Safety Investigation Bureau
<b>DCAF</b>	Direct Credit Authorisation Form	<b>NO<sub>x</sub></b>	Nitrogen oxides	<b>TSQ</b>	TechSQ
<b>ECAs</b>	Extra-curricular activities	<b>OCS</b>	Organisational Climate Survey	<b>UK</b>	United Kingdom
<b>EDR</b>	Eddy Dissipation Rate	<b>OHSMS</b>	Occupational Health and Safety Management	<b>ULR</b>	Ultra-long-range
<b>EEUs</b>	Eligible Emissions Units	<b>OSH</b>	Occupational Safety and Health	<b>UN</b>	United Nations
<b>EMS</b>	Environmental Management System	<b>PET</b>	Polyethylene Terephthalate	<b>UNEP</b>	United Nations Environment Programme
<b>ERM</b>	Enterprise Risk Management	<b>Pte Ltd.</b>	Private Limited	<b>UNGC</b>	United Nations Global Compact
<b>ERP</b>	Emergency Response Plan	<b>PUB</b>	Public Utilities Board	<b>VCOP</b>	Voluntary Carbon Offset Programme
<b>ESG</b>	Environmental, Social, Governance	<b>QMS</b>	Quality Management System	<b>VoC</b>	Voice of Customer

# DEFINITIONS AND METHODOLOGIES

## GENERAL

<b>Mode of Narration</b>	<p>Throughout this Sustainability Report, “Singapore Airlines”, “SIA”, “the company”, “its” are generally used to make reference to Singapore Airlines Limited (the Company) and its employees, unless otherwise stated. The term “Parent Airline Company” refers to “Singapore Airlines”, unless the context otherwise requires. “SIA Group” and “the Group” are used to make reference to Singapore Airlines Limited and its subsidiaries and employees, unless otherwise stated.</p> <p>The companies in which Singapore Airlines Limited directly and indirectly owns investments are separate legal entities. More information on the SIA Group, including its corporate structure and subsidiary information, can be found in the FY2024/25 SIA Annual Report.</p>
<b>Reporting Scope</b>	<p>All sustainability data and information presented in SIA’s report primarily relates to the two reportable airline businesses in the SIA Group – Singapore Airlines Limited and Scoot Pte Ltd. This applies unless explicitly stated for SIA’s non-listed subsidiaries, where the data is material and available. The sustainability data and information related to SIA Engineering Company Limited (SIAEC), a subsidiary listed on the SGX Securities Trading Limited (SGX-ST), is disclosed separately in SIAEC’s Sustainability Report, which is published annually.</p> <p>Since FY2023/24, SIA’s reporting scope includes the environmental data of SIA’s non-listed subsidiaries that provides services such as pilot training, air charters, tour activities, payments and lifestyle rewards app, sale of merchandise, and related activities.</p> <ul style="list-style-type: none"> <li>• Cargo Community Network Pte Ltd (CCN)</li> <li>• Encounters Pte. Ltd. (Pelago)</li> <li>• KrisShop Pte. Ltd.</li> <li>• Kris+ Pte. Ltd. (Kris+)</li> <li>• Singapore Airlines Foundation Ltd (SIAF)</li> <li>• Singapore Aviation and General Insurance Company (Pte) Limited (SAGI)</li> <li>• Singapore Flying College Pte Ltd (SFC)</li> </ul> <p>As Kris+, SIAF, SAGI, and SFC (Singapore) operate within SIA-owned buildings, their environmental performances are subsumed under these buildings and they will not be reported as distinct entities.</p> <p>SIA will continue to work with its other non-listed subsidiaries not included in the reporting scope to bolster their data availability and reporting maturity.</p> <p>More information on the SIA Group, including its corporate structure and subsidiary information, can be found in the FY2024/25 SIA Annual Report.</p> <p>More information on the boundaries for key ESG data are available from page 137 to 159.</p>
<b>Future-looking Statements</b>	<p>Aside from statements of historical fact, this Sustainability Report contains statements that are future-looking in nature relating to SIA’s sustainability management approach. These are identified by terms and phrases such as “aim”, “ambition”, “anticipate”, “believe”, “continue”, “expect”, “goal”, “maintain”, “objective”, “plan”, “seek”, and “target” and could also be expressed by way of future or conditional verbs such as “could”, “should”, “would”. These statements are based on assumptions and expectations at the time of publication, and are subject to risks and uncertainties determined by factors beyond the control of SIA. As SIA operates in a continually changing environment, readers are cautioned not to place undue reliance on forward-looking statements.</p>
<b>Financial Year</b>	Financial year is from 1 April to 31 March.
<b>Currency</b>	Throughout this report, all figures are in Singapore Dollars (SGD), which is the SIA Group’s functional currency, unless otherwise stated.
<b>Notes on Quantitative Data Reporting</b>	<p>Due to rounding, numbers presented throughout this report may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.</p> <ul style="list-style-type: none"> <li>• Where figure is displayed as “0”, data is zero or has been rounded to the nearest whole number.</li> <li>• Where figure is displayed as “-”, data is not applicable or unavailable.</li> </ul>

## DEFINITIONS AND METHODOLOGIES

### ENVIRONMENT

#### Energy Consumption

##### Energy consumption definitions and boundaries:

- **Fuel consumption:** Total fuel consumed within the organisation, expressed in tonnes, joules or multiples. Unless otherwise stated, this relates to diesel, petrol, or liquified petroleum gas (LPG) consumption of ground support vehicles and equipment for the SIA Group's operations in Singapore, jet fuel consumption of the SIA Group's passenger and freighter fleet, and aviation gasoline consumption of the SFC.
  - Since the integration of SilkAir into SIA, energy consumption reported for FY2021/22 onwards covers SIA's passenger fleet, SIA's freighter fleet, and Scoot's operations. Past year data for FY2020/21 includes SIA's passenger and freighter fleet, SilkAir and Scoot's global operations unless otherwise stated.
  - From FY2022/23, this includes Scoot's diesel and petrol consumption from ground support vehicles and equipment<sup>73</sup>.
  - From FY2023/24, this includes SFC aviation gasoline, diesel, petrol, and LPG consumption from its aircraft training fleet, ground support vehicles and equipment. It also includes CCN diesel consumption from building generators.
- **Electricity consumption:** Total electricity consumed within the organisation, expressed in watt-hours, joules or multiples. Unless otherwise stated, this relates to the purchased electricity consumption of SIA's four properties (ALH, SSC, STC, and TSQ) and leased premises.
  - From FY2022/23, the reporting scope includes purchased metered electricity at Scoot's leased offices in Singapore.
  - From FY2023/24, this includes SFC's purchased electricity at its Jandakot premises, and CCN's three offices in Singapore, Shanghai, and Jakarta. It also includes Pelago's Singapore office and KrisShop's purchased electricity at its offices in "The Signature" and SATS ICC1.
- **Emission Source Conversion Factors:** Conversion factors used to calculate the energy consumption from emission sources (i.e. fuel and electricity) in joules or multiples.
  - From FY2020/21, the conversion factors used for electricity as well as net calorific values for diesel, petrol, LPG, jet kerosene and aviation fuel were sourced from the International Energy Agency Unit Converter and the 2006 IPCC Guidelines for National Greenhouse Gas Inventories respectively.
  - Between FY2020/21 to FY2023/24, the conversion factors used for fuel density were sourced from the GHG Protocol Emission Factors for Cross Sector Tools 2017.
  - From FY2024/25, updated conversion factors used for fuel density were sourced from the GHG Protocol Emission Factors for Cross Sector Tools 2024.

**Renewable energy consumption:** Total renewable energy from SIA's solar photovoltaic systems consumed within the organisation expressed in watt-hours, joules or multiples. This includes solar energy generation from SIA's solar photovoltaic systems at SIA's ALH, SSC, STC, and TSQ.

<sup>73</sup> Scoot's diesel consumption from ground operations in FY2022/23 only covers September 2022 to March 2023.



## DEFINITIONS AND METHODOLOGIES

ENVIRONMENT					
Energy Consumption	Emission Source	Conversion Factors	Unit	Conversion Numbers	References
	Electricity	Conversion to energy units	kWh to TJ	0.0000036	International Energy Agency Unit Converter
	Diesel	Fuel density for gas/diesel oil	kg/litre	0.91	GHG Protocol Emission Factors for Cross Sector Tools 2024
				0.84	GHG Protocol Emission Factors for Cross Sector Tools 2017
		Net calorific value for gas/diesel oil	GJ/tonne	43.0	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Petrol	Fuel density for motor gasoline	kg/litre	0.75	GHG Protocol Emission Factors for Cross Sector Tools 2024
				0.74	GHG Protocol Emission Factors for Cross Sector Tools 2017
		Net calorific value for motor gasoline	GJ/tonne	44.3	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	LPG	Fuel density for LPG	kg/litre	0.49	GHG Protocol Emission Factors for Cross Sector Tools 2024
				0.54	GHG Protocol Emission Factors for Cross Sector Tools 2017
		Net calorific value for LPG	GJ/tonne	47.3	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Jet Kerosene	Fuel density for jet kerosene	kg/litre	0.82	GHG Protocol Emission Factors for Cross Sector Tools 2024
				0.79	GHG Protocol Emission Factors for Cross Sector Tools 2017
		Net calorific value for jet kerosene	GJ/tonne	44.1	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Aviation Gasoline	Fuel density for aviation gasoline	kg/litre	0.70	GHG Protocol Emission Factors for Cross Sector Tools 2024
				0.71	GHG Protocol Emission Factors for Cross Sector Tools 2017
		Net calorific value for aviation gasoline	GJ/tonne	44.3	2006 IPCC Guidelines for National Greenhouse Gas Inventories

## DEFINITIONS AND METHODOLOGIES

### ENVIRONMENT

#### Greenhouse Gas (GHG) Emissions

**GHG definition and boundary:** GHG emissions refer to gases that contribute to the greenhouse effect by absorbing infrared radiation. Unless otherwise stated, GHG emissions reported follow the same boundary as **Energy Consumption**.

**GHG units, CO<sub>2</sub> equivalent (CO<sub>2</sub>e):** CO<sub>2</sub> equivalent is a way to measure and compare the effects of different greenhouse gases on climate change using a unit of CO<sub>2</sub> as a baseline.

The conversion to CO<sub>2</sub>e relies on the availability of such emission factors in our data sources. All GHG emissions (i.e. Scope 1, 2, and 3) are computed in terms of CO<sub>2</sub>e, except for the following operational activities that are computed in terms of CO<sub>2</sub> due to limitations of the data source:

- Scope 1 emissions from commercial flights (passenger and cargo)
- Scope 2 emissions from electricity consumption (except for Western Australia)

To maintain consistency in data presentation, all emissions data in this Sustainability Report are presented in CO<sub>2</sub>e for ease of understanding the Group's overall GHG emissions profile.

The GHG Protocol Corporate Accounting and Reporting Standard is adopted. SIA accounts for GHG emissions using the operational control criteria and reports its direct (Scope 1), electricity indirect (Scope 2), and other indirect (Scope 3) GHG emissions.

**Direct (Scope 1) GHG emissions:** Direct GHG emissions occur from sources that are owned or controlled by the SIA Group, expressed in kilograms of carbon dioxide equivalent (kgCO<sub>2</sub>e) or multiples. These include emissions from combustion in SIA Group owned or controlled vehicles in Singapore.

#### Emission Factors:

- From FY2020/21 to FY2023/24, the CO<sub>2</sub> emission factor used for jet kerosene was obtained from Revised 1996 IPCC Guidelines for National Greenhouse Gas Inventories.
- From FY2024/25, the CO<sub>2</sub> emission factor used for jet kerosene was obtained from Singapore Emissions Factor Registry 2025.

Emission Source	Conversion Factors	Unit	Conversion Numbers	References
Diesel	CO <sub>2</sub> Emission Factor	kgCO <sub>2</sub> /GJ	74.1	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	CH <sub>4</sub> Emission Factor	kgCH <sub>4</sub> /GJ	0.0039	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for CH <sub>4</sub>	–	28	2014 IPCC Fifth Assessment Report (AR5)
	N <sub>2</sub> O Emission Factor	kgN <sub>2</sub> O/GJ	0.0039	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for N <sub>2</sub> O	–	265	2014 IPCC Fifth Assessment Report (AR5)

## DEFINITIONS AND METHODOLOGIES

ENVIRONMENT					
Greenhouse Gas (GHG) Emissions	Petrol	CO <sub>2</sub> Emission Factor	kgCO <sub>2</sub> /GJ	69.3	2006 IPCC Guidelines for National Greenhouse Gas Inventories
		CH <sub>4</sub> Emission Factor	kgCH <sub>4</sub> /GJ	0.0038	2006 IPCC Guidelines for National Greenhouse Gas Inventories
		Global Warming Potential for CH <sub>4</sub>	–	28	2014 IPCC Fifth Assessment Report (AR5)
		N <sub>2</sub> O Emission Factor	kgN <sub>2</sub> O/GJ	0.0057	2006 IPCC Guidelines for National Greenhouse Gas Inventories
		Global Warming Potential for N <sub>2</sub> O	–	265	2014 IPCC Fifth Assessment Report (AR5)
	LPG	CO <sub>2</sub> Emission Factor	kgCO <sub>2</sub> /GJ	63.1	2006 IPCC Guidelines for National Greenhouse Gas Inventories
		CH <sub>4</sub> Emission Factor	kgCH <sub>4</sub> /GJ	0.062	2006 IPCC Guidelines for National Greenhouse Gas Inventories
		Global Warming Potential for CH <sub>4</sub>	–	28	2014 IPCC Fifth Assessment Report (AR5)
		N <sub>2</sub> O Emission Factor	kgN <sub>2</sub> O/GJ	0.0002	2006 IPCC Guidelines for National Greenhouse Gas Inventories
		Global Warming Potential for N <sub>2</sub> O	–	265	2014 IPCC Fifth Assessment Report (AR5)
	Jet Kerosene	CO <sub>2</sub> Emission Factor	tonnes CO <sub>2</sub> /tonnes of jet fuel	3.16	Singapore Emissions Factor Registry 2025
				3.15	Revised 1996 IPCC Guidelines for National Greenhouse Gas Inventories
	Aviation Gasoline	CO <sub>2</sub> Emission Factor	kgCO <sub>2</sub> /GJ	70.0	2006 IPCC Guidelines for National Greenhouse Gas Inventories
		CH <sub>4</sub> Emission Factor	kgCH <sub>4</sub> /GJ	0.0005	2006 IPCC Guidelines for National Greenhouse Gas Inventories
		Global Warming Potential for CH <sub>4</sub>	–	28	2014 IPCC Fifth Assessment Report (AR5)
		N <sub>2</sub> O Emission Factor	kgN <sub>2</sub> O/GJ	0.002	2006 IPCC Guidelines for National Greenhouse Gas Inventories
		Global Warming Potential for N <sub>2</sub> O	–	265	2014 IPCC Fifth Assessment Report (AR5)



## DEFINITIONS AND METHODOLOGIES

### ENVIRONMENT

#### Greenhouse Gas (GHG) Emissions

**Energy indirect (Scope 2) GHG emissions:** Indirect GHG emissions from the generation of purchased electricity consumed by SIA Group's properties (total gross floor area) and offices (total leased area) aforementioned, expressed in kilograms of carbon dioxide equivalent (kgCO<sub>2</sub>e) or multiples.

A location-based method is adopted to reflect the average emissions intensity of the national grid on which energy consumption occurs. For consistency, the grid emission factor (GEF) used for the reporting year is sourced from the latest Singapore Energy Statistics, the Energy Market Authority's (EMA) annual publication on energy statistics in Singapore, at the time of publication. SIA adopted the Average Operating Margin figures which measures Singapore's system-wide emissions factor.

Emission source for Electricity Generation	Reporting Period	Emission factor	Unit	References
Singapore	FY2024/25	0.4120	kgCO <sub>2</sub> /kWh	EMA, Singapore GEF 2023
	FY2023/24	0.4168		EMA, Singapore GEF 2022
	FY2022/23	0.4057		EMA, Singapore GEF 2021
	FY2021/22	0.4080		EMA, Singapore GEF 2020
	FY2020/21	0.4085		EMA, Singapore GEF 2019
Western Australia	FY2024/25	0.51	kgCO <sub>2</sub> e/kWh	Western Australia – South West Interconnected System, National Greenhouse Account Factors 2024
	FY2023/24	0.53		Western Australia – South West Interconnected System, National Greenhouse Account Factors 2023
Chennai, India	FY2024/25	0.962	kgCO <sub>2</sub> /kWh	Government of India, Ministry of Power Version 20.0
	FY2023/24	0.971		Government of India, Ministry of Power Version 19.0
Jakarta, Indonesia	FY2024/25	0.8	kgCO <sub>2</sub> /kWh	Jamali, 2019, Institute for Global Environmental Strategies, Version 11.6
	FY2023/24	0.8		Jamali, 2019, Institute for Global Environmental Strategies, Version 11.4
Shanghai, China	FY2024/25	0.7703	kgCO <sub>2</sub> /kWh	East China Grid, 2023, Institute for Global Environmental Strategies, Version 11.6
	FY2023/24	0.7777		East China Grid, 2021, Institute for Global Environmental Strategies, Version 11.4

## DEFINITIONS AND METHODOLOGIES

### ENVIRONMENT

#### Greenhouse Gas (GHG) Emissions

**Other indirect (Scope 3) GHG emissions:** Other indirect GHG emissions that are a consequence of SIA and Scoot's activities but occur from sources that are not owned or controlled by SIA or Scoot.

- SIA and Scoot's Scope 3 emissions are calculated according to the recommendations of the Greenhouse Gas (GHG) Protocol's Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

**Scope 3 Conversion Factors:** Emission factors were taken from the Greenhouse gas reporting: conversion factors 2024, 2023 and 2022 by the UK Government Department for Energy Security and Net Zero and Department for Business, Energy & Industrial Strategy, Life Cycle Upstream Emission Factors (Pilot Edition) and Life Cycle Upstream Emission Factors 2024 by the International Energy Agency (IEA), Singapore's Fifth National Communication and Fifth Biennial Update Report 2022 and Singapore 2024 National Inventory Document and Common Reporting Tables by the National Environment Agency, Supply chain GHG emission factors for US Commodities and Industries v1.3 and v1.2 by the US Environmental Protection Agency and the Singapore Emission Factor Registry 2025. GWP values were taken from the IPCC Assessment Report (AR5) and (AR4). All emission factors are in CO<sub>2</sub>e.

In FY2024/25, all 15 Categories were evaluated but only the relevant Scope 3 emissions are reported. The scope of reporting and methodology will be reviewed annually to ensure reported Scope 3 data remains accurate and relevant. Categories 1, 4 to 7, and 15 are specific to SIA and Scoot only, while Categories 2 and 3 are reported on a group level. Changes to the methodology and/or expansion in the reporting boundary of the Group's Scope 3 emissions are detailed in the following table. Please refer to Sustainability Report for FY2022/23 and FY2023/24 for the Scope 3 reporting boundary and methodology of the respective financial years.

Category	Methodologies used and assumptions made	Reporting Boundary
<b>Category 1: Purchased Goods and Services</b>	<p><b>SIA</b> Spend-based method</p> <p>For spend-based methodology, at least 80% of SIA's spent data was captured, which was then extrapolated to 100%.</p> <p><b>Scoot</b> Supplier-specific method from SATS Ltd</p>	<p><b>SIA</b> Purchased goods and services by SIA in the financial year.</p> <ul style="list-style-type: none"> <li>From FY2024/25, SIA has included emissions from distribution services (Category 4) in Category 1 due to the use of the spend-based methodology.</li> </ul> <p><b>Scoot</b> Purchased goods and services from SATS Ltd by Scoot in Singapore.</p>
<b>Category 2: Capital Goods</b>	Spend-based method	Capital assets purchased by the SIA Group in the financial year.
<b>Category 3: Fuel- and Energy-related activities (not included in Scope 1 or 2)</b>	Average-data method	Well to tank emissions from the SIA Group's Scope 1 and 2.

## DEFINITIONS AND METHODOLOGIES

ENVIRONMENT			
Greenhouse Gas (GHG) Emissions	Category	Methodologies used and assumptions made	Reporting Boundary
	Category 4: Upstream Transportation and Distribution	<b>SIA</b> Spend-based method  <b>Scoot</b> Supplier-specific method from SATS Ltd	<b>SIA</b> Upstream transportation and distribution services engaged by SIA.  <b>Scoot</b> Limited to upstream transportation and distribution services procured from SATS Ltd by Scoot in Singapore.
	Category 5: Waste Generated in Operations	Waste-type-specific method and average data method.  The latter method is used where data from waste vendor is unavailable, and the type of waste disposed and waste treatment method were reasonably assumed based on operational context.	Refer to reporting boundary under <b>"Waste"</b> . <ul style="list-style-type: none"><li>From FY2024/25, Scoot's waste has been included in the calculations.</li></ul>
	Category 6: Business Travel	Spend-based method	Business travel in Singapore and overseas for SIA and Scoot.  As SIA and Scoot operate within the aviation industry, the emissions from business-related travel on their own airlines have already been included in the Group's Scope 1 emissions assessment. <ul style="list-style-type: none"><li>From FY2024/25, all land, sea and air business travel (including on other airlines) for both SIA and Scoot have been included in the calculations.</li></ul>
	Category 7: Employee Commute	Hybrid methodology  <b>1) Distance-based method</b> Distance travelled is assumed to be the distance between employees' homes and their worksites. Mode of transportation taken by employees is estimated from Singapore Census of Population 2020, Statistical Release 2, Transport.  <b>2) Average-data method</b> Homeworking days are assumed and applied uniformly for all ground staff based on company policy for both SIA and Scoot.  Average-data method is used to estimate homeworking emissions.	All SIA and Scoot employees within the geographical boundary of Singapore, which includes homeworking emissions. <ul style="list-style-type: none"><li>From FY2024/25, emissions from homeworking for both SIA and Scoot ground staff have been included in the calculations.</li></ul>



## DEFINITIONS AND METHODOLOGIES

ENVIRONMENT				
Greenhouse Gas (GHG) Emissions	Category	Methodologies used and assumptions made		Reporting Boundary
	Category 8: Upstream Leased Assets	Not applicable as these emissions have been accounted for in Scope 1 and 2.		
	Category 9: Downstream Transportation and Distribution	Not typically relevant to the airline industry. Due to SIA and Scoot's operations, majority of transportation and distribution emissions are covered in Category 4, as well as reported in Scope 1.		
	Category 10: Processing of Sold Products	Not relevant to SIA and Scoot's main business of providing transport services, which are not physical products that can be sold or processed.		
	Category 11: Use of Sold Products	Not relevant to SIA and Scoot's main business of providing transport services, which are not physical products that can be used further.		
	Category 12: End-of-life Treatment of Sold Products	Not relevant to SIA and Scoot's main business of providing transport services, which are not physical products that can be treated at the end of life.		
	Category 13: Downstream Leased Assets	Not applicable as SIA and Scoot did not lease out any asset in the financial year.		
	Category 14: Franchises	Not applicable as SIA and Scoot does not operate any franchises.		
Energy and GHG Emissions Mitigation	Category 15: Investments	Investment-specific method	Associated Companies and Joint Ventures of SIA which includes <ul style="list-style-type: none"><li>• Singapore CAE Flight Training Pte. Ltd.</li><li>• Airbus Asia Training Centre Pte. Ltd.</li><li>• Ritz Carlton, Millenia Singapore Properties Private Limited.</li></ul>	
	<ul style="list-style-type: none"><li>• <b>Fuel and energy savings methodology</b><ul style="list-style-type: none"><li>○ For engineering and flight operations, fuel savings from fuel reduction initiatives are measured by a vendor fuel efficiency system. These initiatives provide opportunities for SIA and Scoot to reduce fuel consumption on-ground and in-flight, without compromising flight safety.</li><li>○ For infrastructure and property-related energy savings, energy savings are calculated by subtracting the energy consumption of previous appliances and systems with the energy consumption of the new or retrofitted appliances and energy systems across the year.</li></ul></li><li>• <b>GHG emissions mitigation methodology</b><ul style="list-style-type: none"><li>○ For engineering and flight operations, Scope 1 GHG emissions avoidances were calculated by multiplying the fuel savings (in tonnes) by the jet fuel GHG emissions conversion factor.</li><li>○ For infrastructure and properties, Scope 2 GHG emissions avoidances were calculated by multiplying energy savings with the corresponding GEF.</li></ul></li></ul>			

## DEFINITIONS AND METHODOLOGIES

ENVIRONMENT	
Intensity Ratios	<p><b>Intensity ratios definition:</b> Intensity ratios define resource consumption or emissions in the context of a specific metric.</p> <p><b>Flight operations intensity ratio methodology:</b> Fuel productivity is expressed in load tonne-kilometre per tonne (LTK/tonne). Since FY2021/22, SIA and Scoot have disclosed fuel productivity expressed in litres per 100 passenger-kilometre for passenger fleet, and litres per tonne-kilometre for cargo fleet. Direct (Scope 1) GHG emissions intensity is expressed in kilograms of carbon dioxide equivalent per load tonne-kilometre (kgCO<sub>2</sub>e/LTK) or multiples. The organisation-specific metric (the denominator) used was load tonne-kilometre.</p> <p><b>Buildings and offices intensity ratio methodology:</b> Electricity intensity is expressed in kilowatt-hours per square metre (kWh/m<sup>2</sup>) or multiples. Electricity indirect (Scope 2) GHG emissions intensity is expressed in kilograms of carbon dioxide equivalent per square metre (kgCO<sub>2</sub>e/m<sup>2</sup>) or multiples. Water intensity is expressed in cubic metres per square metres (m<sup>3</sup>/m<sup>2</sup>). The organisation-specific metric (the denominator) used was the total floor area that SIA and Scoot have operational control over, which is a summation of total common area and total lettable area.</p> <p><b>Boundary of gross floor area:</b> GFA of SIA-owned buildings in Singapore, which are ALH, SSC, STC, and TSQ, SIA leased spaces in CAG PTB, ION Orchard, Scoot's leased offices in Singapore, KrisShop's business premises in "The Signature" and SATS ICC1, Pelago office in Singapore, SFC (Jandakot) premises as well as CCN's offices in Singapore, Shanghai, and Jakarta.</p>
Air Pollutants	<p><b>Air pollutants and boundary:</b> Emissions of NO<sub>x</sub> and SO<sub>x</sub> in the Landing and Take-off (LTO) cycle from the SIA Group's commercial flight operations, expressed in metric tonnes.</p> <p><b>Air pollutants methodology:</b> NO<sub>x</sub> and SO<sub>x</sub> emissions were calculated using ICAO's simple approach from the ICAO Air Quality Manual Second Edition, 2020 (Doc 9889). This methodology takes into account the aircraft engine models, number of engines, the number of LTO cycles and total mass of NO<sub>x</sub>/SO<sub>x</sub> emitted during the LTO cycle.</p> <ul style="list-style-type: none"> <li>The total mass of NO<sub>x</sub> emitted during an LTO cycle was derived based on ICAO standard values for fuel flow, emission index, time in mode and LTO cycles, by engine type. These values were obtained from the ICAO Aircraft Engine Emission Databank (2004) and have been developed by ICAO for emissions certification purposes.</li> <li>The total mass of SO<sub>x</sub> emitted during an LTO cycle was derived based on ICAO standard values for fuel flow, time in mode and LTO cycles, by engine type. These values were obtained from the ICAO Aircraft Engine Emission Databank (2004) and have been developed by ICAO for emissions certification purposes. The emission index for SO<sub>x</sub> was also used in the calculation of SO<sub>x</sub> emitted during an LTO cycle. However, as ICAO does not have emissions certification standards for SO<sub>x</sub>, an average of 1 gram of SO<sub>x</sub> per 1,000 grams of fuel consumed (SO<sub>x</sub> = 1 g/kg of fuel) was used, which was obtained from a survey conducted by the United States Environmental Protection Agency on sulphur content for commercial aviation jet fuel, as stated in the ICAO Air Quality Manual.</li> </ul>

## DEFINITIONS AND METHODOLOGIES

### ENVIRONMENT

#### Waste

**Waste definition:** Refers to anything that the holder discards, intends to discard, or is required to discard expressed in kilograms (kg) or multiples and excludes effluents. SIA and Scoot do not produce any hazardous waste from their operations.

*This definition is based on the United Nations Environment Programme (UNEP), Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, 1989.*

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

*This definition is based on the European Union (EU), Waste Framework Directive, 2008.*

- **Waste diverted from disposal:** Any operation wherein products, components of products, or materials that have become waste are prepared to fulfil a purpose in place of new products, components, or materials that would otherwise have been used for that purpose. (e.g. reuse, recycling)

*This definition is based on the United Nations Environment Programme (UNEP), Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, 1989.*

**Waste boundary:** The reporting boundary of waste includes both operational ground waste from premises owned and/or leased by SIA and Scoot in Singapore, as well as in-flight waste.

**Waste methodology:** Unless otherwise stated, figures for waste reported are based on actual data.

- For SIA cabin waste, only data from inbound SIA flights are captured, due to business challenges in collecting overseas data across different handlers and restrictions from International Catering Waste regulations. SIA's in-flight catering waste data is based on sampling size of 18 inbound flights to Singapore per month.
- For Scoot cabin waste, waste data from sample flights are extrapolated to estimate waste for inbound flights into Singapore. Scoot's in-flight catering waste is based on a sampling size of 12 inbound flights to Singapore from a representative sample of its network per month.
- For ground waste, data for SIA-leased premises at Changi Airport, namely the SilverKris Lounges at Terminals 2 and 3, and Scoot-leased offices in Terminals 1 and 3 are collected by SIA Properties' cleaning services provider. The waste data, including recycled waste figures, were derived from a one-week waste audit exercise and extrapolated to arrive at annualised figures.
  - For SIA Engineering waste, the total amount of recycled waste is based on actual data. However, due to limitations in the waste sorting process, the composition of the recycled waste is based on estimations.
  - From FY2024/25, Scoot Engineering has adopted a revamped waste data collection methodology. Due to cost considerations, Scoot Engineering Waste is tracked periodically. The full year reported waste is a projection based on the actual data collected to date. Any adjustments, if required, will be made in the following year's sustainability report.



## DEFINITIONS AND METHODOLOGIES

ENVIRONMENT				
Waste	Category	Operation	Details	Boundary
	Waste directed to disposal	Waste-to-energy (WTE) incineration	In Singapore, licensed waste contractors transport incinerable waste to the WTE plants for incineration. Heat from combustion generates superheated steam in boilers, and the steam drives turbogenerators to produce electricity. Scrap metal contained in the ash is recovered and recycled. Ash is sent for disposal at the offshore Semakau Landfill.	<p>SIA's four properties (ALH, SSC, STC, and TSQ)</p> <ul style="list-style-type: none"> <li>Up till FY2019/20, ALH's waste data includes SIAEC's waste disposal from Hangar 1, 2, and 3, as data could not be segregated. For FY2020/21, ALH's waste data includes SIAEC's waste disposal from Hangar 1, as data could not be segregated. From FY2021/22 onwards, ALH's waste data excludes SIAEC's waste disposal.</li> <li>From FY2021/22 onwards, includes cabin waste from SIA's passenger fleets and fleet's inbound flight operations.</li> <li>From FY2022/23, includes SIA's scrap aircraft waste.</li> <li>From FY2023/24, includes ground waste data from SSC's warehouse activities and waste generated from SIA leased premises, as well as Scoot's leased offices and scrap aircraft waste in Singapore.</li> <li>From FY2024/25, includes cabin waste for Scoot's inbound flights.</li> </ul>

## DEFINITIONS AND METHODOLOGIES

ENVIRONMENT				
Waste	Category	Operation	Details	Boundary
	Waste diverted from disposal	Recycling	Recycling is the reprocessing of products or components of products that have become waste, to make new materials. For ground waste, recyclables are broken down by paper, plastic, metal and glass. For cabin waste from passenger fleets, recyclables are broken down by glass bottles and magazines.	<ul style="list-style-type: none"> <li>Up till FY2019/20, ALH's waste data includes SIAEC's waste disposal from Hangar 1, 2, and 3, as data could not be segregated. For FY2021/22, ALH's waste data includes SIAEC's waste disposal from Hangar 1, as data could not be segregated. From FY2021/22 onwards, ALH's waste data excludes SIAEC's waste disposal.</li> <li>From FY2021/22 onwards, includes cabin waste from SIA's passenger fleets' inbound flight operations.</li> <li>From FY2022/23, includes SIA's scrap aircraft waste.</li> <li>From FY2023/24, includes ground waste data from SSC's warehouse activities and waste generated from SIA's leased premises, as well as Scoot's leased premises in Singapore<sup>74</sup>.</li> </ul>
Water	<b>Water withdrawn definition:</b> Total water drawn for the organisation's use, expressed in cubic metre (m <sup>3</sup> ) or multiples. All water withdrawn by SIA is water drawn from the Public Utilities Board (PUB), a third-party water provider in Singapore. Water provided by PUB is considered to be freshwater as Singapore's quality of drinking water is regulated by the Environmental Public Health (EPH) (Water Suitable for Drinking) (No.2) Regulations 2019, which follows the World Health Organisation Guidelines for Drinking-water Quality ( $\leq 1,000$ mg/L Total Dissolved Solids).			
	<b>Surface water definition:</b> Water that occurs naturally on the Earth's surface. This includes harvested rainwater.			
	<b>Groundwater definition:</b> Water that is being held in, and that can be recovered from, an underground formation.			
	<b>Reporting boundary:</b> Ground water has been collected since FY2020/21			
	<b>Third-party water definition:</b> Water drawn from a third-party. In Singapore, water is sourced from the Public Utilities Board (PUB). Data is broken down by Tap water and NEWater.			

<sup>74</sup> The boundary for FY2023/24 has been restated to exclude Scoot's scrap aircraft waste which was previously included due to an editorial error.

## DEFINITIONS AND METHODOLOGIES

ENVIRONMENT				
Water	Category	Operation	Details	Boundary
	Groundwater	(1) Groundwater harvested	Storing and recovery of groundwater from an underground formation.	SIA's property (ALH)
	Surface Water	(2) Rainwater harvested	Collection and storing of rainwater from surfaces on which rain falls.	SIA's property (ALH)
	Third-party Water	(3) Tap water	<p>Singapore's national tap water supply comprises a mix of four sources – (i) water from local catchment, (ii) imported water, (iii) desalinated water and (iv) NEWater*</p> <p>* During dry periods, NEWater is added to Singapore's reservoirs to blend with raw water. The raw water from the reservoir is treated at the waterworks before it is supplied to consumers as tap water.</p>	<p>SIA's four properties (ALH, SSC, STC, and TSQ) and leased premises</p> <ul style="list-style-type: none"> <li>Includes SIAEC's water withdrawal at Hangar 1, as data could not be segregated.</li> <li>Up till FY2021/22, excludes water withdrawal at Scoot's offices due to data unavailability. From FY2022/23, includes water withdrawal at Scoot's leased premises in Singapore.</li> <li>From FY2023/24, includes SFC's Jandakot premises, KrisShop's business premises in "The Signature" in Singapore as well as CCN's Singapore office<sup>75</sup>.</li> </ul>
		4) NEWater	NEWater is high-grade reclaimed water produced from treated used water, mainly used for air-conditioning cooling purposes at SIA's buildings.	<p>SIA's property (STC) and SilverKris Lounge at Changi Airport Terminal 3</p> <ul style="list-style-type: none"> <li>From FY2023/24, includes the SilverKris Lounge at Changi Airport Terminal 3<sup>76</sup>.</li> </ul>

<sup>75</sup> The boundary for FY2023/24 has been restated to exclude CCN's Shanghai and Jakarta offices which was previously included due to an editorial error.

<sup>76</sup> In FY2023/24, SIA expanded its NEWater scope to include SilverKris Lounge at Changi Airport Terminal 3. Hence, FY2023/24 NEWater boundary has been restated.



## DEFINITIONS AND METHODOLOGIES

ENVIRONMENT																
<b>Climate Scenario Analysis</b>	<p>The SIA Group recognises that there are limitations in methodologies undertaken for the climate scenario analysis conducted by external consultant due to data availability and assumptions applied. The Group will progressively improve the scope and robustness of analysis.</p> <p><b>Physical Risk Assessment: Precipitation stress-related flooding impact</b></p>															
	<table> <tr> <th colspan="2">Risk Modelling Inputs</th></tr> <tr> <td><b>Coverage</b></td><td> <p>The assessment covers SIA-owned buildings, and SIA and Scoot-leased premises in Singapore, including the fixed assets stored within.</p> <p>Movable assets such as aircraft are not considered within the scope of financial impact assessment as they are not considered as part of the fixed assets stored within the buildings.</p> </td></tr> <tr> <td><b>Asset information</b></td><td> <p>Risk modelling was conducted by considering the building location and characteristics such as the height, floor area owned or occupied by SIA and Scoot offices, as well as the fixed assets stored within.</p> </td></tr> <tr> <td><b>Flood damage ratios</b></td><td> <p>Flood damage ratios from Federal Emergency Management Agency (FEMA), a globally recognised disaster database, were applied to each building to translate flood depths into economic losses for buildings impacted by floods.</p> </td></tr> <tr> <th colspan="2">Vulnerability and Exposure Analysis</th></tr> <tr> <td><b>Projected stress on business operations</b></td><td> <p>Each building was assessed for its vulnerability and exposure to flooding events under the two climate scenarios, Net Zero Emissions Scenario and Middle-of-the-Road Scenario.</p> <p>This analysis considered factors such as geographical location, building type, and historical climate data in Singapore. The extent of flood damage to buildings and fixed assets was estimated with the use of FEMA's flood damage ratios.</p> </td></tr> <tr> <th colspan="2">Financial Impact Assessment</th></tr> <tr> <td><b>Flood impact on business operations</b></td><td> <p>Financial impact to the SIA Group was assessed for replacement costs of damaged buildings and fixed assets, and business disruption-related losses due to flood damage.</p> <p>Replacement costs were estimated using existing data and applying sector relevant proxies where data is unavailable, from recognised sources such as Arcadis, a global building design and consultancy firm; and Urban Redevelopment Authority, the national urban planning authority of Singapore.</p> </td></tr> </table>	Risk Modelling Inputs		<b>Coverage</b>	<p>The assessment covers SIA-owned buildings, and SIA and Scoot-leased premises in Singapore, including the fixed assets stored within.</p> <p>Movable assets such as aircraft are not considered within the scope of financial impact assessment as they are not considered as part of the fixed assets stored within the buildings.</p>	<b>Asset information</b>	<p>Risk modelling was conducted by considering the building location and characteristics such as the height, floor area owned or occupied by SIA and Scoot offices, as well as the fixed assets stored within.</p>	<b>Flood damage ratios</b>	<p>Flood damage ratios from Federal Emergency Management Agency (FEMA), a globally recognised disaster database, were applied to each building to translate flood depths into economic losses for buildings impacted by floods.</p>	Vulnerability and Exposure Analysis		<b>Projected stress on business operations</b>	<p>Each building was assessed for its vulnerability and exposure to flooding events under the two climate scenarios, Net Zero Emissions Scenario and Middle-of-the-Road Scenario.</p> <p>This analysis considered factors such as geographical location, building type, and historical climate data in Singapore. The extent of flood damage to buildings and fixed assets was estimated with the use of FEMA's flood damage ratios.</p>	Financial Impact Assessment		<b>Flood impact on business operations</b>
Risk Modelling Inputs																
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## DEFINITIONS AND METHODOLOGIES

ENVIRONMENT		
Climate Scenario Analysis	Transition Risk Assessment: Emissions Reporting Compliance Cost	
	Risk Modelling Inputs	
	Projected fuel consumption	Fuel consumption under the two climate scenarios, Net Zero Emissions Scenario and Middle-of-the-Road Scenario, was estimated using projected industry growth rates for aviation, referenced from IEA World Energy Outlook Report: <ul style="list-style-type: none"><li>Net Zero Emissions Scenario (2030): IEA Net Zero 2050</li><li>Middle-of-the-Road Scenario (2030): IEA Stated Policies</li></ul> SAF uptake was also estimated using projections in IEA World Energy Outlook Report, and publicly announced SAF targets in Singapore’s <a href="#">Sustainable Air Hub Blueprint</a> . <ul style="list-style-type: none"><li>Net Zero Emissions Scenario (2030): IEA Net Zero 2050</li><li>Middle-of-the-Road Scenario (2030): Singapore’s Sustainable Air Hub Blueprint</li></ul>
	Projected Scope 1 emissions from flight operations	SIA and Scoot’s Scope 1 emissions from operating international flights were calculated using projected fuel consumption and SAF emissions savings under the two climate scenarios.
	Projected cost of CORSIA EEU’s	Future pricing for CORSIA EEU’s is uncertain due to various demand and supply factors. For this analysis, estimated pricing was referenced from MSCI Carbon Market Report based on prevailing outlook in the carbon market.
	Vulnerability and Exposure Analysis	
	Projected CORSIA offsetting requirements	SIA and Scoot’s CORSIA offsetting requirements were calculated based on projected Scope 1 emissions from international flights subjected to CORSIA, and IATA’s CORSIA Sectoral Growth Factor Forecast.
	Financial Impact Assessment	
Business operations	Financial impact to the SIA Group was assessed based on total expenditure on EEU’s for CORSIA compliance.	

## DEFINITIONS AND METHODOLOGIES

### SAFETY

#### Occupational Health and Safety Management Systems (OHSMS)

**OHSMS definition:** Occupational Health and Safety Management Systems refers to a set of interrelated or interacting elements to establish an occupational health and safety policy and objectives, and to achieve those objectives.

*This definition is based on the International Labour Organization (ILO), Guidelines on Occupational Safety and Health Management Systems, ILO-OSH 2001, 2001.*

#### Boundary of Occupational Health and Safety Systems:

System	Standards and certifications	Boundary
<b>SIA's Occupational Health and Safety Management System</b>	<ul style="list-style-type: none"> <li>Based on Workplace Safety and Health Act</li> </ul>	All employees and contractors working at SIA workplaces in Singapore
<b>SIA Engineering Division's Occupational Health and Safety Management System</b>	<ul style="list-style-type: none"> <li>Certified under ISO 45001:2018 OHSMS Standard</li> </ul>	All employees and contractors working in SIA's Engineering Division
<b>SIA and Scoot's Quality Management System</b>	<ul style="list-style-type: none"> <li>Based on CAAS ANR</li> <li>Certified under ISO 9001:2015 Quality Management System for SIA</li> </ul>	All operations and employees in Singapore
<b>SIA and Scoot's Security Management System</b>	<ul style="list-style-type: none"> <li>Based on Airport Police Division Security Directive for Aircraft Operators, ICAO SARPs Annex 17 – Security and IOSA Standards Manual</li> </ul>	All security operations, employees and applicable security providers globally
<b>SIA and Scoot's Flight Safety Management System</b>	<ul style="list-style-type: none"> <li>Based on CAAS ANR, ICAO SARPs Annex 19 – Safety Management, IOSA Standards Manual and Transport Safety Investigations Bureau (TSIB) (Aviation Occurrences) Regulation</li> </ul>	All operations and employees globally



## DEFINITIONS AND METHODOLOGIES

SAFETY	
<b>Customer Health and Safety</b>	<p><b>Health and safety impacts of products and services definition:</b> Incidents of non-compliance with regulations and/or voluntary codes concerns the direct health and safety impacts of products and services on customers.</p>
<b>Hazard</b>	<p><b>Hazard definition:</b> Any source of situations with the potential to cause injury or ill health in the workplace. This includes types of dangerous occurrences as defined by Ministry of Manpower's (MOM) <a href="#">list of Dangerous Occurrences</a> in the Workplace Safety and Health Act (Chapter 354A), Section 4(1).</p> <p><i>This definition is based on the International Labour Organisation (ILO) Guidelines on Occupational Safety and Health Management Systems.</i></p>
<b>Aircraft incident</b>	<p><b>Aircraft incident definition:</b> An occurrence, other than an accident, associated with the operation of an aircraft which affects or could affect operational safety.</p> <p><b>Serious incident definition:</b> An incident involving circumstances with a high probability of an accident and associated with the operation of an aircraft which takes place between the time any person boards the aircraft with the intention of flight until such time said person has disembarked from the aircraft.</p> <p><i>These definitions are based on ICAO Annex 13, Aircraft Accident and Incident Investigation.</i></p>
<b>Man-hours Worked</b>	<p><b>Man-hours worked definition:</b> Total scheduled number of hours worked for the year ended 31 March.</p> <p><b>Boundary:</b> Since the integration of SilkAir into SIA, the employee man-hours worked reported for FY2021/22 onwards only covers SIA and Scoot's global operations. Past year data for FY2020/21 includes SIA, SilkAir, and Scoot's global operations unless otherwise stated.</p> <p>For workers, who are non-employees (scoped to key contractors only), man-hours worked covers SIA and Scoot only. Past year data includes data from SilkAir's global operations before the integration.</p> <ul style="list-style-type: none"> <li>From FY2021/22, this includes Scoot's local operations.</li> <li>From FY2024/25, this includes Scoot's overseas operations.</li> </ul>
<b>Work-related Incidents</b>	<p><b>Work-related incidents definition:</b> An unexpected and unplanned occurrence arising out of or in the course of work that could or does result in injury or ill health or death. As per MOM's definition, it could also be a <a href="#">Dangerous Occurrence</a>, an <a href="#">Occupational Disease</a> or:</p> <ul style="list-style-type: none"> <li>Traffic accidents that happen at the workplace or in the course of work, e.g. a traffic accident while commuting to work on company transport.</li> <li>Accidents that are incidental to or from work, e.g. slipping and falling within the workplace but when not performing official work duties.</li> <li>Conditions of a medical nature, such as heart attacks or strokes, that may be triggered by work.</li> </ul> <p><i>This definition is based on ISO 45001:2018 and MOM's Guidelines.</i></p>
<b>Work-related Fatality</b>	<p><b>Work-related fatality definition:</b> Refers to a work-related injury that results in a fatality while performing work that is controlled by the organisation or that is being performed in a workplace controlled by the organisation.</p> <p><i>This definition is based on GRI 403: Occupational Health and Safety 2018.</i></p> <p><b>Methodology:</b> Work-related fatality rates were calculated based on 1,000,000 hours worked.</p> <p><b>Boundary:</b> Number and rate of work-related fatalities reported for employees and workers who are non-employees (scoped to key contractors only) follow the same boundary as <b>Man-hours Worked</b>.</p>

## DEFINITIONS AND METHODOLOGIES

SAFETY	
Work-related Injury and Ill-health	<p><b>Work-related injury and ill-health definition:</b> Negative impacts on health arising from exposure to hazards at work.</p> <p><i>This definition is based on the International Labour Organization (ILO), Guidelines on Occupational Safety and Health Management Systems, ILO-OSH 2001, 2001</i></p> <ul style="list-style-type: none"> <li>• <b>Recordable work-related injury definition:</b> Refers to prevailing regulations from local authorities for employees, or when an SIA cabin crew is issued medical leave for four days or more (whether consecutive or not) for the related/same injury. SIA will look towards aligning definitions between entities in the future. <ul style="list-style-type: none"> <li>○ <b>Methodology:</b> Recordable work-related injury rates were calculated based on 1,000,000 hours worked.</li> <li>○ <b>Boundary:</b> Number and rate of work-related fatalities reported for employees and workers who are non-employees (scoped to key contractors only) follow the same boundary as <b>Man-hours Worked</b>.</li> </ul> </li> <li>• <b>Recordable high consequence work-related injury definition:</b> A work-related injury that results in a fatality or in an injury from which the individual cannot, does not, or is not expected to recover fully to pre-injury health status within six months. <p><i>This definition is based on GRI 403: Occupational Health and Safety 2018.</i></p> <ul style="list-style-type: none"> <li>○ <b>Methodology:</b> Recordable high consequence work-related injury rates were calculated based on 1,000,000 hours worked.</li> <li>○ <b>Boundary:</b> Number and rate of work-related fatalities reported for employees and workers who are non-employees (scoped to key contractors only) follow the same boundary as <b>Man-hours worked</b>.</li> </ul> </li> <li>• <b>Recordable work-related ill-health definition:</b> A work-related ill-health (including diseases, illnesses and disorders) that is contracted. <p><i>The coverage is based on the occupational diseases under Singapore's Workplace Safety and Health Act or Work Injury Compensation Act.</i></p> <ul style="list-style-type: none"> <li>○ <b>Methodology:</b> Recordable high consequence work-related injury rates were calculated based on 1,000,000 hours worked.</li> <li>○ <b>Boundary:</b> Number and rate of work-related fatalities reported for employees and workers who are non-employees (scoped to key contractors only) follow the same boundary as <b>Man-hours worked</b>.</li> </ul> </li> </ul>
Work-related Injury Types	<p><b>Work-related injury types definition:</b> Incident types reported include the following main categories: caught in/between objects; cut/stabbed by objects; exposure to electric current; exposure to extreme temperatures; over-exertion/strenuous movements; slips, trips and falls; strike against objects; struck by falling objects; struck by moving objects, etc.</p> <p><i>This is based on Singapore's Ministry of Manpower major and minor injury incident types.</i></p>

## DEFINITIONS AND METHODOLOGIES

### EMPLOYEES

#### Employees

**Employees definition:** An individual who is in an employment relationship with the organisation. All employee data relates to the year's headcount as at 31 March 2025.

**Employee categories:** SIA's employee profile can be broadly broken down by function (i.e. Ground Staff, Cabin Crew and Pilots) and level (i.e. Managers and above, Executives, Other Employees), in line with its human resources system.

The employee levels are defined below for Singapore Airlines and Scoot respectively.

Employee Levels	Singapore Airlines	Scoot
<b>Managers and above</b>	Managers, Senior Managers, Vice Presidents, Divisional Vice Presidents, Senior Vice Presidents, Executive Vice Presidents, and Chief Executive Officer	Section Managers, Managers, Senior Managers, Directors, Vice Presidents, Senior Vice Presidents and above, this includes the Chief Commercial Officer, Chief Operating Officer, and Chief Executive Officer
<b>Executives</b>	Executives, Senior Executives to Assistant Managers	Officers, Senior Officers, Specialists, Analysts, Assistant Managers
<b>Other Employees</b>	Associates, Senior Associates, Pilots, and Cabin Crew	Cabin Crew and Flight Crew

**Boundary:** Total employees reported covers the SIA Group's global operations. In FY2021/22, SilkAir ceased its operations and has been fully integrated into SIA hence, the employee profile breakdown reported from FY2021/22 only covers SIA and Scoot's global operations. Past year data for FY2020/21 includes SIA, SilkAir and Scoot's global operations unless otherwise stated. A five-year dataset from FY2019/20 to FY2023/24 for SIA, Scoot and SilkAir (till FY2020/21) is provided in this year's report.

**Note:** For new disclosures included in FY2021/22, the five-year dataset will only include SIA and Scoot's global operations since SilkAir has been integrated into SIA. This includes the breakdown of employees by Employee Function and Gender, by Employee Level and Gender, by Employee Level and Age Group, and by Employee Level and Nationality.

#### Employment Type and Contract

##### Employment Type:

**Full-time definition:** An employee whose working hours are defined according to national legislation and practice regarding working time. Based on Singapore's Employment Act by MOM, a full-time employee is an individual required under his/her contract of service to work for not less than 35 hours a week.

**Part-time definition:** An employee whose working hours are less than 'full-time' as defined above. Based on Singapore's Employment Act by MOM, a part-time employee is one who is under a contract of service to work less than 35 hours a week.

**Boundary:** Since the integration of SilkAir into SIA in FY2021/22, the employee profile breakdown reported from FY2021/22 only covers SIA and Scoot's global operations. Past year data for FY2020/21 includes SIA, SilkAir and Scoot's global operations unless otherwise stated. A five-year dataset from FY2020/21 to FY2024/25 for SIA, Scoot and SilkAir (till FY2020/21) is provided in this year's report.



## DEFINITIONS AND METHODOLOGIES

EMPLOYEES	
Employment Type and Contract	<p><b>Employment contract:</b></p> <p><b>Employment contract definition:</b> Refers to employment contract as recognised under national law or practice that can be written, verbal, or implicit (that is, when all the characteristics of employment are present but without a written or witnessed verbal contract).</p> <p><b>Permanent contract definition:</b> A contract with an employee, for full-time or part-time work, for an indeterminate period.</p> <p><b>Temporary contract definition:</b> A contract that is of limited duration and is terminated by a specific event (e.g. end of a project or work phase, or return of replaced employees).</p> <p><b>Boundary:</b> The employee profile breakdown by employment contract follows the same boundary as <b>Employment Type</b>.</p>
New Hires and Turnover	<p><b>New hires :</b></p> <p><b>New hires definition:</b> Employees who joined the organisation during the year. Reported metrics for new hires include external hires only.</p> <p><b>Internal hires definition:</b> The internal movement of employees or the sourcing of existing employees within the SIA Group which can include lateral movements and team transfers.</p> <p><b>External hires definition:</b> Hires from outside of the SIA Group</p> <p><b>New hire rate methodology:</b> Number of new hires over number of employees at the end of the reporting period, expressed as a percentage. This can be computed by the respective demographic cuts (e.g. new hire rate for employees &lt;30 years old is computed by number of new hires (&lt;30 years old) over number of employees (&lt;30 years old), expressed as a percentage).</p> <p><b>Turnover</b></p> <p><b>Turnover definition:</b> Employees who left the organisation during the year. Due to confidentiality constraints, reported turnover relates purely to voluntary attrition, and does not include involuntary turnover such as dismissal, completion of contract, etc.</p> <p><b>Turnover rate methodology:</b> Number of turnover over number of employees at the end of the reporting period, expressed as a percentage. This can be computed by the respective demographic cuts (e.g. turnover rate for males is computed by number of turnover (males) over number of employees (males), expressed as a percentage).</p> <p><b>Boundary:</b> New hire and turnover numbers and rates reported follow the same boundary as <b>Employment Type</b>. For reported turnover rates, the figures only relate to voluntary attrition, and does not include involuntary turnover such as dismissal, completion of contract, etc., due to confidentiality constraints. Note: Starting FY2021/22, the breakdown of new hires by Employee Level, by Employment Type (Full-time and Part-time) and by Recruitment Type (Internal and External Hires) is tracked and reported according to the updated calculation methodology and boundary refined in FY2022/23. Additionally, the five-year dataset for the breakdown of turnover, by Employee Level, will only include SIA and Scoot's global operations since SilkAir has been integrated into SIA.</p>

## DEFINITIONS AND METHODOLOGIES

### EMPLOYEES

#### Training Hours

**Training hours definition:** Number of hours used for learning and development for employees active as of 31 March.

**Average training hours methodology:** Average training hours are calculated using total number of training hours, divided by number of employees as at 31 March. This can be computed by the respective demographic cuts (e.g. average number of training days for cabin crew is computed by number of training hours attended by cabin crew over the number of cabin crew, expressed as a percentage).

**Boundary:** Average training hours reported follow the same boundary as **Employment Type**.

#### Parental Leave

**Parental leave definition:** Leave granted to male and female employees on the grounds of the birth of a child. This includes maternity, paternity, shared parental leave and childcare leave.

**Return to work rate methodology:** Number of employees who returned to work after parental leave ended, over number of employees who took parental leave, expressed as a percentage.

**Retention rate methodology:** Number of employees who returned to work after parental leave ended and who were still employed 12 months after their return to work, over number of employees who took parental leave, expressed as a percentage.

**Boundary:** Return to work rate and retention rates reported follow the same boundary as **Employment Type**.

#### Worker Who is a Non-employee

**Worker who is a non-employee definition:** An individual whose work, or workplace, is controlled by the organisation. This report has been scoped to include key contractors only (cleaners, maintenance workers, landscapers, sales agent, ground handling agents, check-in agents, and warehouse operators), unless otherwise stated. All non-employee data relates to the year's headcount as at 31 March 2025.

**Boundary:** The workers profile breakdown reported only covers SIA and Scoot's operations.

- From FY2022/23, this includes SIA's local and overseas operations and Scoot's local operations.
- From FY2024/25, this includes Scoot's overseas operations.

### SOCIETY

#### Employee Volunteers

**Total aggregated number of employee volunteers:** Total aggregated counts for employee volunteers across the various community activities for SIA and Scoot are not unique numbers. The aggregated head counts may include more than one attendance by employees who participated in multiple community events.

## DEFINITIONS AND METHODOLOGIES

GOVERNANCE	
Non-compliance	<p><b>Incidents of non-compliance definition:</b> Incidents of violation that occur within the reporting period.</p> <p><b>Significant fines definition:</b> Significant fines refer to those above \$10,000.</p> <p><b>Boundary:</b> Incidents of non-compliance and significant fines incurred covers SIA and Scoot's global operations.</p>
Grievance Mechanism	<p><b>Grievance mechanism definition:</b> A system consisting of procedures, roles and rules for receiving complaints and providing remedy.</p>
Conflict of Interest	<p><b>Conflict of interest definition:</b> A situation where an individual is confronted with choosing between the requirements of his or her function and his or her own private interests.</p>
Corruption	<p><b>Confirmed incident of corruption definition:</b> An incident of corruption that has been found to be substantiated. Confirmed incidents of corruption do not include incidents of corruption that are still under investigation in the reporting period.</p> <p><b>Boundary:</b> Confirmed incidents of corruption covers SIA and Scoot's global operations. Number of employees completing the Anti-Bribery/ Anti-Corruption training covers SIA and Scoot's global operations. As Scoot's Anti-Bribery/ Anti-Corruption training programme only started in April 2021, Scoot's data was excluded from the reporting scope of previous years.</p> <p><b>Note:</b> In FY2022/23, completion rates are broken down by a new format of employee levels. Past year data for FY2020/21 does not include SilkAir's global operations since the breakdown cannot be retrieved after the integration with SIA in FY2021/22.</p>
Breach of Customer Privacy	<p><b>Breach of customer privacy definition:</b> Non-compliance with existing legal regulations and (voluntary) standards regarding the protection of customer privacy.</p> <p><b>Boundary:</b> All cases of substantiated complaints concerning breaches of customer privacy and/or identified leaks, thefts, or losses of customer data across SIA and Scoot's global operations, but excluding cases that are still pending investigation in the reporting period.</p>



## DEFINITIONS AND METHODOLOGIES

SUPPLIERS	
Suppliers	<p><b>Suppliers definition:</b> Refers to an organisation or person that provides a product or service used by SIA or Scoot's operations and is characterised by a direct or indirect commercial relationship with SIA or Scoot.</p> <p><b>Supplier categories:</b> SIA's suppliers can be broadly classified into six main categories</p> <ul style="list-style-type: none"> <li>• Aircraft fleet and engines</li> <li>• Aviation fuel</li> <li>• Aviation maintenance and materials</li> <li>• Ground handling</li> <li>• In-flight catering</li> <li>• Technology systems</li> </ul> <p><b>Number of suppliers and expenditure for suppliers' services boundary:</b> Covers SIA and Scoot's suppliers globally.</p> <p><b>Boundary:</b> Total supplier expenditure includes expenditure by SIA and Scoot's Singapore and overseas operations.</p> <p>Total number of suppliers includes suppliers engaged by SIA and Scoot's Singapore and overseas operations.</p>
Suppliers' Code of Conduct	<p><b>Suppliers' Code of Conduct boundary:</b> All suppliers are required to adhere to SIA's SCOC, which is part of our contracts with suppliers.</p> <p><b>Percentage of suppliers screened using environmental and social criteria:</b></p> <ul style="list-style-type: none"> <li>• <b>SIA Boundary:</b> Covers all active suppliers that have contracts and were onboarded onto the CMT. This scope covers both new and existing suppliers as SIA's system is unable to distinguish between new and existing suppliers. Suppliers were screened using SCOC's environmental and social criteria or due diligence by the respective business units where the SCOC was waived. There was a methodology change in FY2024/25 to include only active contracts within the reporting period. As the data in CMT cannot be backdated, only data from FY2024/25 onwards will be affected.</li> <li>• <b>Scoot Boundary:</b> Covers all new supplier contracts as raised in the e-procurement system per the internal procurement requirements and that are submitted for legal vetting and with a legal review required in accordance with Scoot's contract vetting policy, and that are signed during the reporting period. From FY2024/25, the type of supplier contracts covered has been expanded to include new Travel Agent contracts, which are managed outside of the e-procurement system and that have been signed during the reporting period.</li> </ul>

## SUPPLEMENTARY SUSTAINABILITY DATA

All supplementary sustainability data are to be read with the definitions and methodologies segment on pages 136 to 159.

### ENVIRONMENT

#### ENERGY AND EMISSIONS

##### Flight Operations<sup>77</sup>

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
<b>Summary of Commercial and Training Flight Operations</b>					
Fuel Consumption (tonnes)	1,255,095	2,472,491	4,047,365	4,770,534	<b>5,424,000</b>
Fuel Consumption (TJ)	55,350	109,037	178,489	210,372	<b>239,199</b>
Gross (Scope 1) GHG Emissions ('000 tonnes CO <sub>2</sub> e)	3,954	7,788	12,749	15,027	<b>17,140</b>
<b>Commercial Flight Operations</b>					
<b>SIA Group</b>					
Fuel Consumption (tonnes)	1,255,095	2,472,491	4,047,365	4,770,344	<b>5,423,335</b>
Fuel Productivity (LTK/tonne)	3,490	3,211	3,947	4,033	<b>3,851</b>
Overall Fuel Productivity for Passenger Fleet (Litres/100 passenger-km)	40.74	13.11	3.96	3.84	<b>3.94</b>
Overall Fuel Productivity for Cargo Fleet (Litres/tonne-km)	0.23	0.22	0.27	0.24	<b>0.23</b>
Gross (Scope 1) GHG Emissions ('000 tonnes CO <sub>2</sub> e)	3,954	7,788	12,749	15,026	<b>17,138</b>
Gross (Scope 1) GHG Emissions Intensity (kgCO <sub>2</sub> e/LTK)	0.90	0.98	0.80	0.78	<b>0.82</b>
<b>Singapore Airlines (Passenger Fleet)</b>					
Fuel Consumption (tonnes)	868,754	1,964,312	3,068,812	3,661,127	<b>4,188,806</b>
Fuel Productivity (LTK/tonne)	2,755	2,885	3,732	3,750	<b>3,644</b>
Fuel Productivity (Litres/100 passenger-km)	42.60	12.97	4.27	4.22	<b>4.27</b>
Gross (Scope 1) GHG Emissions ('000 tonnes CO <sub>2</sub> e)	2,737	6,188	9,667	11,533	<b>13,237</b>
Gross (Scope 1) GHG Emissions Intensity (kgCO <sub>2</sub> e/LTK)	1.14	1.09	0.84	0.84	<b>0.87</b>
<b>Singapore Airlines (Freighter Fleet)</b>					
Fuel Consumption (tonnes)	324,674	331,738	494,150	408,933	<b>497,788</b>
Fuel Productivity (LTK/tonne)	5,585	5,703	4,615	5,290	<b>5,411</b>
Fuel Productivity (Litres/tonne-km)	0.23	0.22	0.27	0.24	<b>0.23</b>
Direct (Scope 1) GHG Emissions ('000 tonnes CO <sub>2</sub> e)	1,023	1,045	1,557	1,288	<b>1,573</b>
Direct (Scope 1) GHG Emissions Intensity (kgCO <sub>2</sub> e/LTK)	0.56	0.55	0.68	0.60	<b>0.58</b>
<b>SilkAir</b>					
Fuel Consumption (tonnes)	5,948	-	-	-	-
Fuel Productivity (LTK/tonne)	1,701	-	-	-	-
Fuel Productivity (Litres/100 passenger-km)	8.61	-	-	-	-
Direct (Scope 1) GHG Emissions ('000 tonnes CO <sub>2</sub> e)	19	-	-	-	-
Direct (Scope 1) GHG Emissions Intensity (kgCO <sub>2</sub> e/LTK)	1.85	-	-	-	-

<sup>77</sup> Figures exclude the SIA Group's SAF uplifted for its commercial flight operations in the current reporting period. Figures for the current reporting period will be restated to include the full year SAF data once it becomes available by the next reporting period. Fuel Consumption and Fuel Productivity figures for FY2020/21 to FY2023/24 previously expressed in AG and LTK/AG have been restated to be expressed in tonnes and LTK/tonne respectively.

## SUPPLEMENTARY SUSTAINABILITY DATA

### ENVIRONMENT

#### ENERGY AND EMISSIONS

##### Flight Operations

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
<b>Scoot</b>					
Fuel Consumption (tonnes)	55,718	176,440	484,403	700,094	<b>736,742</b>
Fuel Productivity (LTK/tonne)	2,628	2,147	4,628	4,780	<b>3,977</b>
Fuel Productivity (Litres/100 passenger-km)	31.83	15.02	2.71	2.61	<b>2.74</b>
Direct (Scope 1) GHG Emissions ('000 tonnes CO <sub>2</sub> e)	176	556	1,526	2,205	<b>2,328</b>
Direct (Scope 1) GHG Emissions Intensity (kgCO <sub>2</sub> e/LTK)	1.20	1.47	0.68	0.66	<b>0.79</b>

##### Training Flight Operations

##### SFC

Fuel Consumption (tonnes)	-	-	-	190	<b>665</b>
Direct (Scope 1) GHG Emissions ('000 tonnes CO <sub>2</sub> e)	-	-	-	0.59	<b>2</b>

##### Ground Operations – Fuel

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
<b>Ground Operations (Diesel)<sup>78</sup></b>					
Diesel Consumption (Litres)	10,152	10,745	12,667	28,238	<b>26,326</b>
Diesel Consumption (TJ)	0.4	0.4	0.5	1.0	<b>1.0</b>
Direct (Scope 1) GHG Emissions From Diesel (tonnes CO <sub>2</sub> e)	27.6	29.2	34.4	76.7	<b>77.8</b>
<b>Ground Operations (Petrol)</b>					
Petrol Consumption (Litres)	12,740	18,861	24,274	20,309	<b>22,355</b>
Petrol Consumption (TJ)	0.4	0.6	0.8	0.7	<b>0.7</b>
Direct (Scope 1) GHG Emissions From Petrol (tonnes CO <sub>2</sub> e)	29.6	43.8	56.4	47.2	<b>52.3</b>
<b>Ground Operations (LPG)<sup>79</sup></b>					
LPG Consumption (Litres)	-	-	-	21,909	<b>30,848</b>
LPG Consumption (TJ)	-	-	-	0.6	<b>0.7</b>
Direct (Scope 1) GHG Emissions From LPG (tonnes CO <sub>2</sub> e)	-	-	-	36.3	<b>46.7</b>

<sup>78</sup> Ground Operations (Diesel) figures have been restated as an incorrect figure for "Diesel Consumption" was previously used in FY2023/24.

<sup>79</sup> Ground Operations (LPG) figures have been restated as an incorrect figure for "LPG Consumption" was previously used in FY2023/24.



## SUPPLEMENTARY SUSTAINABILITY DATA

### ENVIRONMENT

#### ENERGY AND EMISSIONS

##### Ground Operations – Buildings and Premises<sup>80</sup>

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
<b>Ground Operations (Electricity)</b>					
Electricity Consumption (MWh) <sup>81</sup>	18,970	19,302	22,781	24,225	<b>22,989</b>
Electrical Energy Consumption (TJ)	68.3	69.5	82.0	87.2	<b>82.8</b>
Renewable Energy Consumption (MWh)	1,970	4,709	4,416	5,379	<b>5,458</b>
Renewable Energy Consumption (TJ)	7.1	17.0	15.9	19.4	<b>19.6</b>
Total Energy Consumption (MWh)	20,940	24,010	27,197	29,604	<b>28,447</b>
Total Energy Consumption (TJ)	75	86	98	107	<b>102</b>
Electricity Intensity (kWh/m <sup>2</sup> )	90.3	104.2	116.2	127.6	<b>122.4</b>
Energy Indirect (Scope 2) GHG Emissions (tonnes CO <sub>2</sub> e)	7,749	7,875	9,242	10,138	<b>9,518</b>
Energy Indirect (Scope 2) GHG Emissions Intensity (tonnes CO <sub>2</sub> e/m <sup>2</sup> )	0.033	0.034	0.039	0.044	<b>0.041</b>

##### Other Value-chain Activities<sup>82</sup>

	FY2020/21	FY2021/22	FY2022/23	FY2023/24 <sup>83</sup>	FY2024/25
<b>Scope 3 Emissions (tonnes CO<sub>2</sub>e)</b>					
Category 1: Purchased goods and services	-	-	96,718	248,055	<b>373,253</b>
Category 2: Capital goods	-	-	173,895	319,629	<b>279,240</b>
Category 3: Fuel and energy related activities	-	-	2,701,336	3,191,618	<b>3,514,730</b>
Category 4: Upstream transportation and distribution	-	-	13,245	14,035	<b>28,395</b>
Category 5: Waste generated in operations	-	-	1,150	3,129	<b>6,867</b>
Category 6: Business travel	-	-	92	370	<b>544</b>
Category 7: Employee commuting	-	-	8,885	9,669	<b>8,477</b>
Category 15: Investment	-	-	-	-	<b>2,219</b>
<b>Total Other Indirect (Scope 3) GHG Emissions (tonnes CO<sub>2</sub>e)</b>	-	-	2,995,321	3,786,505	<b>4,213,725</b>

<sup>80</sup> Figures for FY2020/21 to FY2023/24 have been restated to more accurately account for Singapore CAE Flight Training, which is a joint venture between SIA and CAE, whose environmental performance was previously fully subsumed under SIA. Henceforth, the proportion of GHG emissions of Singapore CAE Flight Training attributable to SIA will be accounted for under SIA's Scope 3 Category 15: Investments GHG emissions under the equity share approach. All figures previously expressed in GWh have been restated to MWh.

<sup>81</sup> "Electricity Consumption (GWh)" and "Electricity Consumption (TJ)" was previously a summation of total energy consumption from both non-renewable electricity sources and renewable energy sources. These have been amended to now only indicate the energy consumption from non-renewable electricity sources.

<sup>82</sup> Due to rounding, the numbers presented may not add up precisely to the absolute totals indicated.

<sup>83</sup> Figures for Scope 3 Category 3 and Category 5 have been restated due to errors in the fuel consumption reported for other non-listed subsidiaries and SIA waste data in FY2023/24.

## SUPPLEMENTARY SUSTAINABILITY DATA

### ENVIRONMENT

#### ENERGY AND EMISSIONS

##### Summary of Energy Consumption and Emissions Profile within the SIA Group<sup>84</sup>

	FY2020/21	FY2021/22	FY2022/23	FY2023/24 <sup>85</sup>	FY2024/25
<b>Total Energy Consumption within the SIA Group</b>					
Energy Consumption from SIA's Operations (TJ)	52,969	101,343	157,225	179,595	<b>206,779</b>
Energy Consumption from Scoot's Operations (TJ)	2,457	7,781	21,363	30,875	<b>32,492</b>
Energy Consumption from Operations of other non-listed subsidiaries (TJ)	-	-	-	11	<b>33</b>
<b>Total Energy Consumption within the SIA Group (TJ)</b>	<b>55,426</b>	<b>109,124</b>	<b>178,588</b>	<b>210,481</b>	<b>239,303</b>
<b>Total Emissions Profile within the SIA Group</b>					
<b>Total Scope 1, 2, and 3 GHG Emissions within the SIA Group</b>					
Total Direct (Scope 1) GHG Emissions (tonnes CO <sub>2</sub> e)	3,953,606	7,788,420	12,749,292	15,026,739	<b>17,139,994</b>
Total Energy Indirect (Scope 2) GHG Emissions (tonnes CO <sub>2</sub> e)	7,749	7,875	9,242	10,138	<b>9,518</b>
Total Other Indirect (Scope 3) GHG Emissions (tonnes CO <sub>2</sub> e)	-	-	2,995,321	3,786,505	<b>4,213,725</b>
<b>Total Scope 1 and 2 GHG Emissions (tonnes CO<sub>2</sub>e)</b>	<b>3,961,355</b>	<b>7,796,295</b>	<b>12,758,534</b>	<b>15,036,877</b>	<b>17,149,512</b>
<b>Total Scope 1, 2, and 3 GHG Emissions (tonnes CO<sub>2</sub>e)</b>	<b>3,961,355</b>	<b>7,796,295</b>	<b>15,753,855</b>	<b>18,823,382</b>	<b>21,363,237</b>
<b>Total Scope 1, 2, and 3 GHG Emissions within SIA<sup>86</sup></b>					
Direct (Scope 1) GHG Emissions From SIA (tonnes CO <sub>2</sub> e)	3,778,093	7,232,632	11,223,420	12,820,804	<b>14,809,753</b>
Energy Indirect (Scope 2) GHG Emissions From SIA (tonnes CO <sub>2</sub> e)	7,749	7,875	9,137	9,717	<b>9,017</b>
Other Indirect (Scope 3) GHG Emissions From SIA (tonnes CO <sub>2</sub> e)	-	-	2,663,025 <sup>87</sup>	3,273,606	<b>3,687,959</b>
<b>Total Scope 1, 2, and 3 GHG Emissions within Scoot</b>					
Direct (Scope 1) GHG Emissions From Scoot (tonnes CO <sub>2</sub> e)	175,512	555,788	1,525,872	2,205,303	<b>2,328,115</b>
Energy Indirect (Scope 2) GHG Emissions From Scoot (tonnes CO <sub>2</sub> e)	-	-	106	116	<b>126</b>
Other Indirect (Scope 3) GHG Emissions From Scoot (tonnes CO <sub>2</sub> e)	-	-	332,296	505,583	<b>525,022</b>
<b>Total Scope 1, 2, and 3 GHG Emissions of other non-listed subsidiaries</b>					
Direct (Scope 1) GHG Emissions From other non-listed subsidiaries (tonnes CO <sub>2</sub> e)	-	-	-	631	<b>2,126</b>
Energy Indirect (Scope 2) GHG Emissions From other non-listed subsidiaries (tonnes CO <sub>2</sub> e)	-	-	-	305	<b>375</b>
Other Indirect (Scope 3) GHG Emissions From other non-listed subsidiaries (tonnes CO <sub>2</sub> e)	-	-	-	7,316	<b>744</b>

<sup>84</sup> Figures for FY2020/21 to FY2023/24 have been restated to more accurately account for Singapore CAE Flight Training, which is a joint venture between SIA and CAE, whose environmental performance was previously fully subsumed under SIA. Henceforth, the proportion of GHG emissions of Singapore CAE Flight Training attributable to SIA will be accounted for under SIA's Scope 3 GHG emissions.

<sup>85</sup> Figures have been restated due to errors in the fuel consumption reported for other non-listed subsidiaries and SIA waste data in FY2023/24.

<sup>86</sup> Given SilkAir's integration into SIA in FY2021/22, past year data for SilkAir's energy and emissions performance have been integrated with SIA.

<sup>87</sup> SIA Group non listed subsidiaries' FY2022/23 category 2 emissions and Scoot's FY2022/23 category 1 and 4 emissions have been subsumed under SIA's numbers due to the challenges in separating the data between entities.

## SUPPLEMENTARY SUSTAINABILITY DATA

### ENVIRONMENT

#### AIR POLLUTANTS

##### Summary of Air Pollutants in LTO Cycle in Commercial Flight Operations

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
<b>SIA Group</b>					
NO <sub>x</sub> emissions (tonnes)	-	-	-	5,481	<b>6,161</b>
SO <sub>x</sub> emissions (tonnes)	-	-	-	291	<b>321</b>
<b>SIA</b>					
NO <sub>x</sub> emissions (tonnes)	-	-	-	4,329	<b>4,909</b>
SO <sub>x</sub> emissions (tonnes)	-	-	-	227	<b>252</b>
<b>Scoot</b>					
NO <sub>x</sub> emissions (tonnes)	-	-	-	1,153	<b>1,252</b>
SO <sub>x</sub> emissions (tonnes)	-	-	-	65	<b>69</b>

#### WASTE

##### Summary of Waste Generated, Diverted and Disposed of for Flight Operations<sup>88</sup>

	FY2020/21	FY2021/22	FY2022/23 <sup>89</sup>	FY2023/24 <sup>90</sup>	FY2024/25
<b>Total Waste Generated in Flight Operations (tonnes)</b>					
SIA	38	169	1,979	3,557	<b>9,200</b>
Scoot	-	-	-	-	<b>408</b>
<b>Total Waste Generated</b>	<b>38</b>	<b>169</b>	<b>1,979</b>	<b>3,557</b>	<b>9,608</b>
<b>Total Waste Directed to Disposal (tonnes), Non-hazardous Waste – Waste-to-Energy (WTE) Incineration</b>					
SIA	-	138	1,679	3,164	<b>8,359</b>
Scoot	-	-	-	-	<b>408</b>
<b>Total Waste (tonnes)</b>	<b>-</b>	<b>138</b>	<b>1,679</b>	<b>3,164</b>	<b>8,767</b>
<b>Total Waste Diverted from Disposal (tonnes), Non-hazardous Waste – Recycling</b>					
SIA	-	31	300	393	<b>841</b>
Scoot	-	-	-	-	<b>-</b>
<b>Total Waste Diverted From Disposal</b>	<b>38</b>	<b>31</b>	<b>300</b>	<b>393</b>	<b>841</b>

##### Composition of Non-hazardous Waste Diverted from Disposal for Flight Operations (tonnes)

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
<b>SIA</b>					
Glass bottles	-	31	292	368	<b>776</b>
Magazines	38	-	8	25	<b>65</b>
<b>Total Waste Diverted From Disposal</b>	<b>38</b>	<b>31</b>	<b>300</b>	<b>393</b>	<b>841</b>

<sup>88</sup> Due to rounding, the numbers presented may not add up precisely to the absolute totals indicated.

<sup>89</sup> Figures have been restated to reflect the correct amount of "Total Waste Generated" and "Total Waste Directed to Disposal" which was obtained after a review of past data.

<sup>90</sup> Figures for "Total Waste Generated" and "Total Waste Diverted from Disposal" have been restated to reflect the correct amount of "Glass bottles" diverted from disposal from SIA, which was obtained after the publication of SIA's FY2023/24 Sustainability Report.



## SUPPLEMENTARY SUSTAINABILITY DATA

### ENVIRONMENT

#### WASTE

##### Summary of Non-hazardous Waste Generated, Diverted, and Disposed of for Ground Operations<sup>91</sup>

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
<b>Waste Generated (tonnes)</b>					
SIA Building Waste	880	964	1,343	1,713	<b>1,865</b>
SIA Warehouse Waste	-	-	-	231	<b>402</b>
SIA Engineering Waste	-	-	-	137	<b>118</b>
Scoot Building Waste	-	-	-	12	<b>13</b>
Scoot Engineering Waste	-	-	-	9	<b>3</b>
<b>Total Waste Generated</b>	<b>880</b>	<b>964</b>	<b>1,343</b>	<b>2,100</b>	<b>2,402</b>
<b>Waste Directed to Disposal (tonnes) – Waste-to-Energy (WTE) Incineration and Landfill</b>					
SIA Building Waste	811	860	1,213	1,482	<b>1,578</b>
SIA Warehouse Waste	-	-	-	231	<b>357</b>
SIA Engineering Waste	-	-	-	60	<b>71</b>
Scoot Building Waste	-	-	-	11	<b>11</b>
Scoot Engineering Waste	-	-	-	9	<b>3</b>
<b>Total Waste Directed to Disposal</b>	<b>811</b>	<b>860</b>	<b>1,213</b>	<b>1,792</b>	<b>2,020</b>
<b>Waste Diverted from Disposal (tonnes) – Recycling</b>					
SIA Building Waste	68	104	130	231	<b>287</b>
SIA Warehouse Waste	-	-	-	-	<b>45</b>
SIA Engineering Waste	-	-	-	77	<b>47</b>
Scoot Building Waste	-	-	-	1	<b>2</b>
Scoot Engineering Waste	-	-	-	-	<b>-</b>
<b>Total Waste Diverted From Disposal</b>	<b>68</b>	<b>104</b>	<b>130</b>	<b>308</b>	<b>382</b>

<sup>91</sup> Figures for "Waste Directed to Disposal" and "Waste Diverted from Disposal" for FY2021/22 to FY2023/24 have been restated as wood waste is directed to disposal but was previously incorrectly reported to be diverted from disposal.

## SUPPLEMENTARY SUSTAINABILITY DATA

### ENVIRONMENT

#### WASTE

##### Composition of Non-hazardous Waste Diverted from Disposal for Ground Operations (tonnes)<sup>92</sup>

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
<b>SIA</b>					
Paper	-	78	93	115	107
Plastic	-	10	14	11	6
Metal <sup>93</sup>	-	14	21	94	82
Glass	-	0	0	85	136
Textile	-	2	-	-	-
Wood <sup>94</sup>	-	-	-	-	-
Others	68	-	2	4	51
<b>Total Waste Diverted From Disposal</b>	<b>68</b>	<b>104</b>	<b>130</b>	<b>308</b>	<b>382</b>
<b>Scoot</b>					
Paper	-	-	-	1	2
Plastic	-	-	-	0	0
Metal <sup>95</sup>	-	-	-	-	0
Glass	-	-	-	-	-
Textile	-	-	-	-	-
Wood	-	-	-	-	-
Others	-	-	-	-	-
<b>Total Waste Diverted From Disposal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>2</b>

#### WATER

##### Summary of Water Performance for Ground Operations

	FY2020/21	FY2021/22	FY2022/23	FY2023/24 <sup>96</sup>	FY2024/25
<b>Water Withdrawal, by Source</b>					
Tap water (m <sup>3</sup> )	105,459	94,020	132,745	150,329	154,013
Surface water (m <sup>3</sup> )	5,717	985	7,666	8,756	8,681
Groundwater (m <sup>3</sup> )	17,521	23,546	14,884	16,449	17,697
NEWater (m <sup>3</sup> )	19,267	19,450	20,751	35,040	36,890
<b>Total Water Withdrawal (m<sup>3</sup>)</b>	<b>147,964</b>	<b>138,001</b>	<b>176,046</b>	<b>210,573</b>	<b>217,280</b>
<b>Water Intensity</b>					
<b>Water Intensity (m<sup>3</sup>/m<sup>2</sup>)</b>	<b>0.59</b>	<b>0.55</b>	<b>0.75</b>	<b>0.91</b>	<b>0.94</b>

<sup>92</sup> Due to rounding, the numbers presented may not add up precisely to the absolute totals indicated. Figures for FY2021/22 to FY2023/24 have been restated to the nearest whole number.

<sup>93</sup> This was incorrectly stated as "Ferrous Metal" in previous sustainability reports. This category of waste includes both ferrous and non-ferrous metals diverted from disposal in SIA, and hence has been restated to "Metal".

<sup>94</sup> Figures for wood waste for SIA for FY2021/22 to FY2023/24 has been restated to zero as they were incinerated rather than diverted from disposal.

<sup>95</sup> This was incorrectly stated as "Ferrous Metal" in previous sustainability reports. This category of waste includes both ferrous and non-ferrous metals diverted from disposal in Scoot, and hence has been restated to "Metal".

<sup>96</sup> Figures for FY2023/24 have been restated following a review of SFC's water consumption for that reporting period.

## SUPPLEMENTARY SUSTAINABILITY DATA

### SAFETY

#### WORK-RELATED INJURIES<sup>97</sup>

##### Work-related Injuries, Employees<sup>98</sup>

	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
Estimated number of man-hours worked (hours)	11,768,518		18,835,417		20,234,815		22,995,351		<b>25,534,664</b>	
Number (and rate) of fatalities as a result of work-related injuries	0	(0.0)	0	(0.0)	0	(0.0)	0	(0.0)	<b>0</b>	<b>(0.0)</b>
Number (and rate) of high-consequence work-related injuries	0	(0.0)	0	(0.0)	1	(0.1)	0	(0.0)	<b>10</b>	<b>(0.4)</b>
Number (and rate) of recordable work-related injuries	51	(4.3)	60	(3.2)	162	(8.0)	346	(15.0)	<b>401</b>	<b>(15.7)</b>
Main types of work-related ill-health	<ul style="list-style-type: none"> <li>• Slip, trips, and falls</li> <li>• Struck by falling objects such as cabin baggage</li> <li>• Over-exertion and strenuous movements</li> <li>• Scalds due to exposure to extreme temperatures</li> <li>• Sprains, strains, and cuts from operating equipment</li> </ul>									

##### Work-related Injuries, workers who are Non-Employees

	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
Scope of workers who are non-employees	Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators)		Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents)		Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agent)		Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agent)		Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agent)	
Estimated number of man-hours worked (hours)	1,421,863		1,281,554		2,771,559		3,113,788		<b>4,533,371</b>	
Number (and rate) of fatalities as a result of work-related injuries	0	(0.0)	0	(0.0)	0	(0.0)	0	(0.0)	<b>0</b>	<b>(0.0)</b>
Number (and rate) of high-consequence work-related injuries	0	(0.0)	0	(0.0)	0	(0.0)	0	(0.0)	<b>0</b>	<b>(0.0)</b>
Number (and rate) of recordable work-related injuries	0	(0.0)	1	(0.8)	0	(0.0)	0	(0.0)	<b>8</b>	<b>(1.8)</b>
Main types of work-related injuries	Nil		Slip, trips and falls		Nil		Nil		<b>Fracture, sprains, lacerations, and cuts</b>	

<sup>97</sup> Figures for the rate of fatalities as a result of work-related injuries, high consequence work-related injuries, and recordable work-related injuries have been restated to one decimal place.

<sup>98</sup> Figures for estimated number of man-hours worked and rate of recordable work-related injuries for FY2022/23 and FY2023/24 have been restated to include the man-hours worked by SIA second officers.



## SUPPLEMENTARY SUSTAINABILITY DATA

### SAFETY

#### WORK-RELATED ILL-HEALTH

##### Work-related Ill-health, Employees

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Number of fatalities as a result of work-related ill-health	0	0	0	0	0
Number of recordable work-related ill-health	21	6	6	4	2
Main types of work-related ill-health	Noise-induced deafness				

##### Work-related Ill-health, Workers who are Non-Employees

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Scope of workers who are non-employees	Key contractors only (cleaners, maintenance, landscaping, warehouse operations, check-in agents, sales agents)				
Number of fatalities as a result of work-related ill-health	0	0	0	0	0
Number and rate of recordable work-related ill-health	0	0	0	0	0
Main types of work-related ill-health	Nil	Nil	Nil	Nil	Nil

### EMPLOYEES

#### EMPLOYEE PROFILE

##### Total Employees

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
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##### Employees in the SIA Group

Employees in the SIA Group	23,578	21,517	24,181	27,116	28,563
Singapore Airlines	14,956	14,125	15,539	17,802	18,047
SilkAir	608	-	-	-	-
Scoot	1,976	1,747	2,551	2,660	2,967
SIA Engineering Company (SIAEC)	4,332	3,964	4,127	4,552	4,896
SIAEC's Subsidiaries	1,356	1,330	1,609	1,739	2,285
Tradewinds Tours & Travel	46	42	-	-	-
Cargo Community Network	77	70	81	85	92
Singapore Flying College	76	62	67	67	81
SAGI	3	3	3	3	3
KrisShop	100	119	127	123	121
Encounters	48	55	77	85	71

## SUPPLEMENTARY SUSTAINABILITY DATA

### EMPLOYEES

#### EMPLOYEE PROFILE

##### Employees by Gender and by Age Group

	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
Singapore Airlines, SilkAir (up till FY2020/21), and Scoot Employees										
Singapore Airlines, SilkAir (for FY2020/21), and Scoot Employees	17,540	100%	15,872	100%	18,090	100%	20,462	100%	21,014	100%
Employees, by Gender										
Male	8,731	49.8%	8,245	51.9%	9,117	50.4%	9,775	47.8%	10,075	47.9%
Female	8,809	50.2%	7,627	48.1%	8,973	49.6%	10,687	52.2%	10,939	52.1%
Employees, by Age Group										
<30 y.o.	4,893	27.9%	3,528	22.2%	4,977	27.5%	6,312	30.8%	6,129	29.2%
30-50 y.o.	9,763	55.7%	9,375	59.1%	9,897	54.7%	10,706	52.3%	11,287	53.7%
>50 y.o.	2,884	16.4%	2,969	18.7%	3,216	17.8%	3,444	16.8%	3,598	17.1%
Employees, by Region										
Singapore	15,176	86.5%	13,683	86.2%	15,859	87.7%	18,131	88.6%	18,322	87.2%
The Americas	140	0.8%	129	0.8%	140	0.8%	151	0.7%	167	0.8%
Europe	447	2.5%	425	2.7%	422	2.3%	430	2.1%	463	2.2%
North Asia	618	3.5%	579	3.6%	593	3.3%	637	3.1%	688	3.3%
South East Asia	496	2.8%	438	2.8%	466	2.6%	481	2.4%	698	3.3%
South West Pacific	326	1.9%	311	2.0%	303	1.7%	317	1.5%	325	1.5%
West Asia and Africa	337	1.9%	307	1.9%	307	1.7%	315	1.5%	351	1.7%

##### Employees, by Employee Function and by Gender

	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
Ground Staff										
Total	5,533	31.5%	5,591	35.2%	5,963	33.0%	6,435	31.4%	6,632	31.6%
Male	2,359	13.4%	2,445	15.4%	2,638	14.6%	2,889	14.1%	2,987	14.2%
Female	3,174	18.1%	3,146	19.8%	3,325	18.4%	3,546	17.3%	3,645	17.3%
Cabin Crew										
Total	8,537	48.7%	7,470	47.1%	9,124	50.4%	10,782	52.7%	10,924	52.0%
Male	3,320	18.9%	3,028	19.1%	3,524	19.5%	3,702	18.1%	3,715	17.7%
Female	5,217	29.7%	4,442	28.0%	5,600	31.0%	7,080	34.6%	7,209	34.3%
Pilots										
Total	2,862	16.3%	2,811	17.7%	3,003	16.6%	3,245	15.9%	3,458	16.5%
Male	2,824	16.1%	2,772	17.5%	2,955	16.3%	3,184	15.6%	3,373	16.1%
Female	38	0.2%	39	0.3%	48	0.3%	61	0.3%	85	0.4%

## SUPPLEMENTARY SUSTAINABILITY DATA

### EMPLOYEES

#### EMPLOYEE PROFILE

##### Employees, by Employee Function and by Age Group

	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
Ground Staff										
Total	5,749	32.8%	5,591	35.2%	5,963	33.0%	6,435	31.4%	6,632	31.6%
<30 y.o.	988	5.6%	940	5.9%	1,090	6.0%	1,236	6.0%	1,240	5.9%
30-50 y.o.	3,325	19.0%	3,215	20.3%	3,377	18.7%	3,660	17.9%	3,839	18.3%
>50 y.o.	1,436	8.2%	1,436	9.0%	1,496	8.3%	1,539	7.5%	1,553	7.4%
Cabin Crew										
Total	8,859	50.5%	7,470	47.1%	9,124	50.4%	10,782	52.7%	10,924	52.0%
<30 y.o.	3,693	21.1%	2,474	15.6%	3,741	20.7%	4,866	23.8%	4,638	22.1%
30-50 y.o.	4,367	24.9%	4,143	26.1%	4,426	24.5%	4,839	23.6%	5,154	24.5%
>50 y.o.	799	4.6%	853	5.4%	957	5.3%	1,077	5.3%	1,132	5.4%
Pilots										
Total	2,932	16.7%	2,811	17.7%	3,003	16.6%	3,245	15.9%	3,458	16.5%
<30 y.o.	212	1.2%	114	0.7%	146	0.8%	210	1.0%	251	1.2%
30-50 y.o.	2,071	11.8%	2,017	12.7%	2,094	11.6%	2,207	10.8%	2,294	10.9%
>50 y.o.	649	3.7%	680	4.3%	763	4.2%	828	4.0%	913	4.3%

##### Employees, by Employee Level and by Gender

	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
Managers and above										
Total	557	3.2%	563	3.5%	638	3.5%	682	3.3%	713	3.4%
Male	381	2.2%	377	2.4%	429	2.4%	453	2.2%	468	2.2%
Female	176	1.0%	186	1.2%	209	1.2%	229	1.1%	245	1.2%
Executives										
Total	1,845	10.5%	1,928	12.1%	2,146	11.9%	2,504	12.2%	2,558	12.2%
Male	985	5.6%	1,049	6.6%	1,147	6.3%	1,335	6.5%	1,372	6.5%
Female	860	4.9%	879	5.5%	999	5.5%	1,169	5.7%	1,186	5.6%
Other Employees										
Total	14,531	82.8%	13,381	84.3%	15,306	84.6%	17,276	84.4%	17,743	84.4%
Male	7,138	40.7%	6,819	43.0%	7,541	41.7%	7,987	39.0%	8,235	39.2%
Female	7,393	42.1%	6,562	41.3%	7,765	42.9%	9,289	45.4%	9,508	45.2%



## SUPPLEMENTARY SUSTAINABILITY DATA

### EMPLOYEES

#### EMPLOYEE PROFILE

##### Employees, by Employee Level and by Age Group

	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
Managers and above										
Total	556	3.2%	563	3.5%	638	3.5%	682	3.3%	713	3.4%
<30 y.o.	2	0.0%	0	0.0%	1	0.0%	1	0.0%	0	0.0%
30-50 y.o.	418	2.4%	406	2.6%	458	2.5%	481	2.4%	507	2.4%
>50 y.o.	136	0.8%	157	1.0%	179	1.0%	200	1.0%	206	1.0%
Executives										
Total	1,845	10.5%	1,928	12.1%	2,146	11.9%	2,504	12.2%	2,558	12.2%
<30 y.o.	438	2.5%	486	3.1%	579	3.2%	690	3.4%	661	3.2%
30-50 y.o.	1,174	6.7%	1,207	7.6%	1,307	7.2%	1,517	7.4%	1,604	7.6%
>50 y.o.	233	1.3%	235	1.5%	260	1.4%	297	1.5%	293	1.4%
Other Employees										
Total	14,531	82.8%	13,381	84.3%	15,306	84.6%	17,276	84.4%	17,743	84.4%
<30 y.o.	4,214	24.0%	3,042	19.2%	4,397	24.3%	5,621	27.5%	5,468	26.0%
30-50 y.o.	7,853	44.8%	7,762	48.9%	8,132	45.0%	8,708	42.6%	9,176	43.7%
>50 y.o.	2,464	14.0%	2,577	16.2%	2,777	15.4%	2,947	14.4%	3,099	14.7%

##### Employees, by Nationality and by Employee Categories

	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
Managers and above										
Total	556	3.2%	563	3.6%	638	3.5%	682	3.3%	713	3.4%
Singaporean	430	2.5%	436	2.7%	502	2.8%	538	2.6%	588	2.8%
Malaysian	36	0.2%	35	0.2%	36	0.2%	32	0.2%	28	0.1%
Indian	20	0.1%	22	0.1%	25	0.1%	30	0.1%	30	0.1%
Others	70	0.4%	70	0.4%	75	0.4%	82	0.4%	67	0.3%
Executives										
Total	1,845	10.5%	1,928	12.1%	2,146	11.9%	2,504	12.2%	2,558	12.2%
Singaporean	1,350	7.7%	1,412	8.9%	1,569	8.7%	1,798	8.8%	1,866	8.9%
Malaysian	85	0.5%	95	0.6%	97	0.5%	112	0.5%	112	0.5%
Indian	97	0.6%	114	0.7%	133	0.7%	155	0.8%	176	0.8%
Others	313	1.8%	307	1.9%	347	1.9%	439	2.1%	404	1.9%
Other Employees										
Total	14,531	82.8%	13,381	84.3%	15,306	84.6%	17,276	84.4%	17,743	84.4%
Singaporean	9,291	53.0%	8,737	55.0%	9,514	52.6%	9,999	48.9%	9,999	47.6%
Malaysian	2,041	11.6%	1,758	11.1%	2,512	13.9%	2,825	13.8%	2,876	13.7%
Indian	393	2.2%	380	2.4%	357	2.0%	475	2.3%	516	2.5%
Others	2,806	16.0%	2,506	15.8%	2,923	16.2%	3,977	19.4%	4,352	20.7%

## SUPPLEMENTARY SUSTAINABILITY DATA

### EMPLOYEES

#### EMPLOYEE PROFILE

##### Employees, by Employment Type (Full-time and Part-time) and by Gender

	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
Full-time										
Total	17,492	99.7%	15,827	99.7%	18,038	99.7%	20,408	99.7%	20,956	99.7%
Male	8,729	49.8%	8,240	51.9%	9,110	50.4%	9,768	47.7%	10,069	47.9%
Female	8,763	50.0%	7,587	47.8%	8,928	49.4%	10,640	52.0%	10,887	51.8%
Part-time										
Total	48	0.3%	45	0.3%	52	0.3%	54	0.3%	58	0.3%
Male	2	0.0%	5	0.0%	7	0.0%	7	0.0%	6	0.0%
Female	46	0.3%	40	0.3%	45	0.3%	47	0.2%	52	0.2%

##### Employees, by Employment Type (Full-time and Part-time) and by Region

	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
Full-time										
Total	-	-	-	-	-	-	20,408	99.7%	20.956	99.7%
Singapore	-	-	-	-	-	-	18,125	88.6%	18.316	87.2%
The Americas	-	-	-	-	-	-	151	0.7%	167	0.8%
Europe	-	-	-	-	-	-	397	1.9%	430	2.0%
North Asia	-	-	-	-	-	-	636	3.1%	687	3.3%
South East Asia	-	-	-	-	-	-	481	2.4%	698	3.3%
South West Pacific	-	-	-	-	-	-	303	1.5%	307	1.5%
West Asia and Africa	-	-	-	-	-	-	315	1.5%	351	1.7%
Part-time										
Total	-	-	-	-	-	-	54	0.3%	58	0.3%
Singapore	-	-	-	-	-	-	6	0.0%	6	0.0%
The Americas	-	-	-	-	-	-	0	0.0%	0	0.0%
Europe	-	-	-	-	-	-	33	0.2%	33	0.2%
North Asia	-	-	-	-	-	-	1	0.0%	1	0.0%
South East Asia	-	-	-	-	-	-	0	0.0%	0	0.0%
South West Pacific	-	-	-	-	-	-	14	0.1%	18	0.1%
West Asia and Africa	-	-	-	-	-	-	0	0.0%	0	0.0%

## SUPPLEMENTARY SUSTAINABILITY DATA

### EMPLOYEES

#### EMPLOYEE PROFILE

##### Employees, by Employment Type (Permanent and Contract) and by Gender

	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
Permanent										
Total	9,235	52.7%	8,909	56.1%	9,396	51.9%	10,072	49.2%	10,366	49.3%
Male	6,148	35.1%	5,984	37.7%	6,284	34.7%	6,759	33.0%	6,940	33.0%
Female	3,087	17.6%	2,925	18.4%	3,112	17.2%	3,313	16.2%	3,426	16.3%
Contract										
Total	8,305	47.3%	6,963	43.9%	8,694	48.1%	10,390	50.8%	10,648	50.7%
Male	2,583	14.7%	2,261	14.2%	2,833	15.7%	3,016	14.7%	3,135	14.9%
Female	5,722	32.6%	4,702	29.6%	5,861	32.4%	7,374	36.0%	7,513	35.8%

##### Employees, by Employment Type (Permanent and Contract) and by Region

	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
Permanent										
Total	9,235	52.7%	8,909	56.1%	9,396	51.9%	10,072	49.2%	10,366	49.3%
Singapore	6,942	39.6%	6,791	42.8%	7,239	40.0%	7,836	38.3%	7,789	37.1%
The Americas	138	0.8%	127	0.8%	137	0.8%	149	0.7%	165	0.8%
Europe	430	2.5%	407	2.6%	401	2.2%	407	2.0%	439	2.1%
North Asia	573	3.3%	535	3.4%	549	3.0%	580	2.8%	631	3.0%
South East Asia	495	2.8%	436	2.8%	464	2.6%	477	2.3%	673	3.2%
South West Pacific	325	1.9%	310	2.0%	302	1.7%	316	1.5%	323	1.5%
West Asia and Africa	332	1.9%	303	1.9%	304	1.7%	307	1.5%	346	1.6%
Contract										
Total	8,305	47.3%	6,963	43.9%	8,694	48.1%	10,390	50.8%	10,648	50.7%
Singapore	8,234	46.9%	6,892	43.4%	8,620	47.7%	10,295	50.3%	10,533	50.1%
The Americas	2	0.0%	2	0.0%	3	0.0%	2	0.0%	2	0.0%
Europe	17	0.1%	18	0.1%	21	0.1%	23	0.1%	24	0.1%
North Asia	45	0.3%	44	0.3%	44	0.2%	57	0.3%	57	0.3%
South East Asia	1	0.0%	2	0.0%	2	0.0%	4	0.0%	25	0.1%
South West Pacific	1	0.0%	1	0.0%	1	0.0%	1	0.0%	2	0.0%
West Asia and Africa	5	0.0%	4	0.0%	3	0.0%	8	0.0%	5	0.0%



## SUPPLEMENTARY SUSTAINABILITY DATA

### EMPLOYEES

#### NEW HIRES

New Hires										
	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
New Hires (Total)										
Total	101	100%	787	100%	3,929	100%	3,601	100%	2,593	100%
New Hires, by Gender										
Male	58	57.4%	421	53.5%	1,517	38.6%	1,132	31.4%	1,013	39.1%
Female	43	42.6%	366	46.5%	2,412	61.4%	2,469	68.6%	1,580	60.9%
New Hires, by Age Group										
<30 y.o.	44	43.6%	440	55.9%	2,789	71.0%	2,726	75.7%	1,791	69.1%
30-50 y.o.	51	50.5%	309	39.3%	1,091	27.8%	835	23.2%	759	29.3%
>50 y.o.	6	5.9%	38	4.8%	49	1.3%	40	1.1%	43	1.7%
New Hires, by Region										
Singapore	91	90.1%	683	86.8%	3,626	92.3%	3,357	93.2%	2,326	89.7%
The Americas	4	4.0%	20	2.5%	34	0.9%	23	0.6%	27	1.0%
Europe	3	3.0%	12	1.5%	41	1.0%	31	0.9%	41	1.6%
North Asia	0	0.0%	23	2.9%	53	1.4%	53	1.5%	70	2.7%
South East Asia	1	1.0%	19	2.4%	95	2.4%	75	2.1%	78	3.0%
South West Pacific	0	0.0%	24	3.1%	54	1.4%	36	1.0%	28	1.1%
West Asia and Africa	2	2.0%	6	0.8%	26	0.7%	26	0.7%	23	0.9%
New Hires, by Employee Level										
Managers and above	-	-	29	3.7%	43	1.1%	22	0.6%	16	0.6%
Executives	-	-	468	59.5%	543	13.8%	363	10.1%	330	12.7%
Other Employees	-	-	290	36.8%	3,343	85.1%	3,216	89.3%	2,247	86.7%
New Hires, by Employment Type (Full-time and Part-time)										
Full-time	-	-	784	99.6%	3,918	99.7%	3,599	99.9%	2,589	99.8%
Part-time	-	-	3	0.4%	11	0.3%	2	0.1%	4	0.2%
Recruitment Type (Internal and External Hires)										
Total	-	-	1,198	100%	4,433	100%	4,077	100%	3,206	100%
Internal Hires	-	-	411	34.3%	504	11.4%	476	11.7%	613	19.1%
External Hires	-	-	787	65.7%	3,929	88.6%	3,601	88.3%	2,593	80.9%

## SUPPLEMENTARY SUSTAINABILITY DATA

### EMPLOYEES

#### TURNOVER

Turnover										
	FY2020/21		FY2021/22		FY2022/23		FY2023/24		FY2024/25	
Turnover (Total)										
Total	1,286	100%	1,777	100%	1,363	100%	1,071	100%	1,717	100%
Turnover, by Gender										
Male	504	39.2%	601	33.8%	504	37.0%	369	34.5%	536	31.2%
Female	782	60.8%	1,176	66.2%	859	63.0%	702	65.5%	1,181	68.8%
Turnover, by Age Group										
<30 y.o.	662	51.5%	858	48.3%	566	41.5%	520	48.6%	868	50.6%
30-50 y.o.	539	41.9%	876	49.3%	758	55.6%	522	48.7%	577	33.6%
>50 y.o.	85	6.6%	43	2.4%	39	2.9%	29	2.7%	272	15.8%
Turnover, by Region										
Singapore	1,168	90.8%	1,592	89.6%	1,178	86.4%	958	89.4%	1,572	91.6%
The Americas	10	0.8%	28	1.6%	16	1.2%	9	0.8%	13	0.8%
Europe	23	1.8%	23	1.3%	23	1.7%	11	1.0%	26	1.5%
North Asia	33	2.6%	40	2.3%	35	2.6%	21	2.0%	35	2.0%
South East Asia	24	1.9%	46	2.6%	44	3.2%	34	3.2%	35	2.0%
South West Pacific	22	1.7%	33	1.9%	44	3.2%	26	2.4%	25	1.5%
West Asia and Africa	6	0.5%	15	0.8%	23	1.7%	12	1.1%	11	0.6%
Turnover, by Employee Level										
Managers and above	38	3.0%	42	2.4%	38	2.8%	16	1.5%	29	1.7%
Executives	262	20.4%	414	23.3%	255	18.7%	113	10.6%	194	11.3%
Other Employees	945	73.5%	1,321	74.3%	1,070	78.5%	942	88.0%	1,494	87.0%

## SUPPLEMENTARY SUSTAINABILITY DATA

### EMPLOYEES

#### PARENTAL LEAVE STATISTICS

##### Parental Leave Statistics

	FY2020/21			FY2021/22			FY2022/23			FY2023/24			FY2024/25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees who were entitled to parental leave	2,765	1,343	4,108	2,463	995	3,458	2,375	1,028	3,403	2,353	1,118	3,471	2,506	1,270	3,776
Employees who took parental leave	1,295	1,075	2,370	1,386	810	2,196	1,740	907	2,647	1,640	983	2,623	1,792	1,137	2,929
Employees who returned to work after parental leave ended	1,285	856	2,141	1,381	802	2,183	1,738	896	2,634	1,639	978	2,617	1,786	1,126	2,912
Employees who returned to work after parental leave ended and who were still employed 12 months after returning to work	1,232	799	2,031	1,308	729	2,037	1,698	861	2,559	1,608	950	2,558	1,756	1,078	2,834
Retention rate of employees who took parental leave	95.1%	74.3%	85.7%	94.4%	90.0%	92.8%	97.6%	94.9%	96.7%	98.0%	96.6%	97.5%	98.0%	94.8%	96.8%
Return to work rate of employees who took parental leave	99.2%	79.6%	90.3%	99.6%	99.0%	99.4%	99.9%	98.8%	99.5%	99.9%	99.5%	99.8%	99.7%	99.0%	99.4%

#### AVERAGE TRAINING HOURS

##### Average Training Hours

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Total average training hours	-	-	-	80	67
<b>Average Training Hours by Gender</b>					
Male	-	-	-	62	66
Female	-	-	-	96	68
<b>Average Training Hours by Age Group</b>					
<30 y.o.	-	-	-	133	91
30-50 y.o.	-	-	-	29	60
>50 y.o.	-	-	-	141	44
<b>Average Training Hours by Employee Level</b>					
Managers and above	-	-	-	34	36
Executives	-	-	-	31	35
Other Employees	-	-	-	89	72
<b>Average Training Hours by Employee Function</b>					
Ground Staff	51	38	36	34	38
Cabin Crew	81	59	81	109	80
Pilots	37	35	39	76	78



## SUPPLEMENTARY SUSTAINABILITY DATA

### EMPLOYEES

#### WORKER PROFILE

##### Workers who are non-employees

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25 <sup>99</sup>
<b>Total number of workers who are not employees by region</b>					
Singapore	-	-	443	608	<b>676</b>
Other overseas operations	-	-	111	746	<b>1,517</b>
<b>Total</b>	-	-	554	1,354	<b>2,193</b>

### GOVERNANCE

#### COMPLETION OF ANTI-CORRUPTION TRAINING, BY EMPLOYEE TYPE AND REGION

FY2020/21	Managers and above	Executives	Other Employees	Total
<b>Total employees required to complete, by employee type</b>	<b>466</b>	<b>1,328</b>	<b>3,401</b>	<b>5,195</b>
<b>Total employees completed, by employee type and region</b>	<b>454 (97.4%)</b>	<b>1,297 (97.7%)</b>	<b>3,320 (97.6%)</b>	<b>5,071 (97.6%)</b>
Singapore (Head Office)	355	1,030	1,141	2,526
The Americas	11	17	102	130
Europe	28	43	396	467
North Asia	15	58	477	550
South East Asia	23	63	620	706
South West Pacific	14	45	265	324
West Asia and Africa	8	41	319	368

FY2021/22	Managers and above	Executives	Other Employees	Total
<b>Total employees required to complete, by employee type</b>	<b>645</b>	<b>1,938</b>	<b>4,313</b>	<b>6,896</b>
<b>Total employees completed, by employee type and region</b>	<b>611 (94.7%)</b>	<b>1,853 (95.6%)</b>	<b>4,243 (98.4%)</b>	<b>6,707 (97.3%)</b>
Singapore (Head Office)	512	1,545	2,296	4,353
The Americas	8	14	113	135
Europe	22	47	343	412
North Asia	24	94	446	564
South East Asia	21	65	526	612
South West Pacific	16	45	248	309
West Asia and Africa	8	43	271	322

<sup>99</sup> The increase in the number of workers who are non-employees is driven by the growth in the operational requirements for SIA's overseas operations as well as the inclusion of Scoot's workers who are non-employees from overseas operations.

## SUPPLEMENTARY SUSTAINABILITY DATA

### GOVERNANCE

#### COMPLETION OF ANTI-CORRUPTION TRAINING, BY EMPLOYEE TYPE AND REGION

FY2022/23	Managers and above	Executives	Other Employees	Total
Total employees required to complete, by employee type	631	1,979	5,668	8,278
Total employees completed, by employee type and region	594 (94.1%)	1,936 (97.8%)	5,436 (95.9%)	7,966 (96.2%)
Singapore (Head Office)	488	1,615	3,422	5,525
The Americas	9	15	128	152
Europe	26	46	343	415
North Asia	26	97	451	574
South East Asia	21	69	558	648
South West Pacific	14	55	242	311
West Asia and Africa	10	39	292	341

FY2023/24	Managers and above	Executives	Other Employees	Total
Total employees required to complete, by employee type	675	2,435	5,281 <sup>100</sup>	8,391 <sup>100</sup>
Total employees completed, by employee type and region	672 (99.6%)	2,412 (99.0%)	5,224 (98.9%)	8,308 (99.0%)
Singapore (Head Office)	570	2,094	3,413	6,077
The Americas	11	12	146	169
Europe	28	45	366	439
North Asia	23	91	378	492
South East Asia	17	74	497	588
South West Pacific	13	48	217	278
West Asia and Africa	10	48	207	265

<sup>100</sup> Scoot's total count of employees required to complete anti-corruption training in FY2023/24 has been restated to correct an error.

## SUPPLEMENTARY SUSTAINABILITY DATA

GOVERNANCE					
FY2024/25	Governance Body Members	Managers and above	Executives	Other Employees	Total
Total employees required to complete, by employee type	14	684	2,532	5,578	8,808
Total employees completed, by employee type and region	14 (100%)	670 (98.0%)	2,508 (99.1%)	5,480 (98.2%)	8,672 (98.5%)
Singapore (Head Office)	14	580	2,182	3,658	6,434
The Americas	0	11	14	134	159
Europe	0	26	44	379	449
North Asia	0	13	95	383	491
South East Asia	0	19	73	507	599
South West Pacific	0	12	51	210	273
West Asia and Africa	0	9	49	209	267

### DATA PRIVACY AND CYBER SECURITY

	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	3	5	2	1



# GRI CONTENT INDEX

The GRI Content Index has been prepared with reference to the GRI 2021 Standards. It summarises the GRI Standards Disclosures SIA has selected for reporting and directs readers to the appropriate references in this Sustainability Report and other publicly available resources published by SIA. The full GRI Standards is available on the GRI website.

References:

**AR** : FY2024/25 SIA Annual Report  
**SR** : FY2024/25 SIA Sustainability Report  
**Web** : SIA Website

GENERAL DISCLOSURES	
<b>Statement of use</b>	SIA has reported the information cited in this GRI content index for the period 01 April 2024 to 31 March 2025 with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	Not applicable

GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
<b>GRI 2: General Disclosures 2021</b>			
<b>The organisation and its reporting practices</b>			
<b>2-1</b>	Organisation details	Reporting Scope Fleet Management and Network	<b>SR: 3</b> <b>SR: 8-9</b>
<b>2-2</b>	Entities included in the organisation's sustainability reporting	Reporting Scope	<b>SR: 3</b>
<b>2-3</b>	Reporting period, frequency and contact point	Reporting Period	<b>SR: 4</b>
<b>2-4</b>	Restatements of information	Supplementary Sustainability Data	<b>SR: 160-179</b>
<b>2-5</b>	External assurance	Reporting Quality	<b>SR: 4</b>
<b>Activities and workers</b>			
<b>2-6</b>	Activities, value chain and other business relationships	Principal Activities Fleet Management and Network The SIA Group's Supply Chain	<b>SR: 6</b> <b>SR: 8-9</b> <b>SR: 129</b>
<b>2-7</b>	Employees	Strength in Workforce Diversity Supplementary Sustainability Data - Employee Profile	<b>SR: 93-94</b> <b>SR: 168-173</b>
<b>2-8</b>	Workers who are not employees	Supplementary Sustainability Data – Worker Profile	<b>SR: 177</b>
<b>Governance</b>			
<b>2-9</b>	Governance structure and composition	Sustainability Governance Structure and Composition SIA Annual Report FY2024/25	<b>SR: 10-12</b> <b>AR: 77, 79-81, 95-100</b>
<b>2-10</b>	Nomination and selection of the highest governance body	FY2024/25 SIA Annual Report	<b>AR: 80</b>
<b>2-11</b>	Chair of the highest governance body	Board of Directors FY2024/25 SIA Annual Report	<b>SR: 120</b> <b>AR: 77, 79</b>
<b>2-12</b>	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance Structure and Composition	<b>SR: 10-12</b>
<b>2-13</b>	Delegation of responsibility for managing impacts	Sustainability Governance Structure and Composition	<b>SR: 10-12</b>

## GRI CONTENT INDEX

GENERAL DISCLOSURES			
GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance Structure and Composition	SR: 10-12
2-15	Conflicts of interest	Conflicts of interest FY2024/25 SIA Annual Report	SR: 123 AR: 75
2-16	Communication of critical concerns	Whistleblowing Policy Grievance Mechanisms  <b>Confidentiality constraints:</b> Omitted sub-disclosure (b) – Information regarding the number and nature of critical concerns communicated to the board is not publicly disclosed by SIA as it includes sensitive information and is confidential.	SR: 122 SR: 122
2-17	Collective knowledge of the highest governance body	Sustainability Governance Structure and Composition FY2024/25 SIA Annual Report	SR: 10-12 AR: 81
2-18	Evaluation of performance of the highest governance body	Evaluation of Board Performance FY2024/25 SIA Annual Report	SR: 120 AR: 80
2-19	Remuneration policies	Inclusive Weath for All Stakeholders FY2024/25 SIA Annual Report  <b>Confidentiality constraints:</b> Undisclosed due to confidentiality constraints	SR: 22 AR: 82-89
2-20	Process to determine remuneration	FY2024/25 SIA Annual Report	AR: 82-89 <a href="#">Web: SIA AGM Minutes 2024</a>
2-21	Annual total compensation ratio	<b>Confidentiality constraints:</b> Information regarding total compensation is not publicly disclosed by SIA as it includes sensitive information and is confidential.	–
Strategy, policies, and practices			
2-22	Statement on sustainable development strategy	Message from the CEO Board Statement	SR: 1-2 SR: 10
2-23	Policy commitments	Core Values Policy, Commitment, and Strategy Corporate Governance and Ethics Suppliers' Code of Conduct	SR: 7 SR: 13 SR: 121-124 SR: 130-131
2-24	Embedding policy commitments	Policy, Commitment, and Strategy Corporate Governance and Ethics Suppliers' Code of Conduct	SR: 13 SR: 121-124 SR: 130-131
2-25	Processes to remediate negative impacts	Compliance with Laws and Regulations Whistleblowing Policy Grievance Mechanisms	SR: 121 SR: 122 SR: 122
2-26	Mechanisms for seeking advice and raising concerns	Compliance with Laws and Regulations Whistleblowing Policy Grievance Mechanisms Code of Conduct Data Privacy and Cyber Security	SR: 121 SR: 122 SR: 122 SR: 122 SR: 126-127
2-27	Compliance with laws and regulations	Compliance with Laws and Regulations	SR: 121
2-28	Membership associations	Memberships	SR: 7

## GRI CONTENT INDEX

GENERAL DISCLOSURES			
GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
Stakeholder engagement			
2-29	Approach to stakeholder engagements	Stakeholder Engagement	SR: 14-15
2-30	Collective bargaining agreements	Collaborative Partnerships with Unions	SR: 106-107
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Materiality	SR: 16
3-2	List of material topics	Materiality	SR: 16-20
3-3	Management of material topics	Materiality	SR: 16-20
TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS			
GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
Material topic: Economic Performance and Value Creation			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Economic Performance and Value Creation	SR: 17, 21-26
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	Economic Performance and Value Creation	SR: 21-26
Material topic: Fleet Management and Network			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Fleet Management and Network	SR: 8-9, 17
Material topic: Energy and GHG Emissions Management, Resilience to Climate Change			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Energy and Emissions Management	SR: 18, 31-44, 50
		Climate Change Resilience and Mitigation	SR: 18, 28-30, 54-60
GRI 302 : Energy 2016			
302-1	Energy consumption within the organisation	The SIA Group's Scope 1 Emissions from Flight Operations The SIA Group's Scope 2 Emissions from Buildings and Premises Supplementary Sustainability Data – Energy and Emissions	SR: 40 SR: 43 SR: 160-163
302-3	Energy intensity	The SIA Group's Scope 1 Emissions from Flight Operations The SIA Group's Scope 2 Emissions from Buildings and Premises	SR: 40 SR: 43
302-4	Reduction of energy consumption	Energy and Emissions Management The SIA Group's Scope 1 Emissions from Flight Operations The SIA Group's Scope 2 Emissions from Buildings and Premises	SR: 32, 41 SR: 40 SR: 43



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TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS			
GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
Material topic: Energy and GHG Emissions Management, Resilience to Climate Change			
GRI 305 : Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	The SIA Group's Scope 1 Emissions from Flight Operations Supplementary Sustainability Data - Energy and Emissions	SR: 40 SR: 160-163
305-2	Energy indirect (Scope 2) GHG emissions	The SIA Group's Scope 2 Emissions from Buildings and Premises Supplementary Sustainability Data - Energy and Emissions	SR: 43 SR: 162-163
305-3	Other indirect (Scope 3) GHG emissions	The SIA Group's Scope 3 Emissions from Other Value-Chain Activities Supplementary Sustainability Data - Energy and Emissions	SR: 44 SR: 162-163
305-4	GHG emissions intensity	The SIA Group's Scope 1 Emissions from Flight Operations The SIA Group's Scope 2 Emissions from Buildings and Premises Supplementary Sustainability Data - Energy and Emissions	SR: 40 SR: 43 SR: 160-162
305-5	Reduction of GHG emissions	Energy and Emissions Management The SIA Group's Scope 1 Emissions from Flight Operations The SIA Group's Scope 2 Emissions from Buildings and Premises	SR: 32, 41 SR: 40 SR: 43
305-7	Nitrogen Oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	Other Pollutants Supplementary Sustainability Data – Energy and Emissions	SR: 51 SR: 164
Material Topic: Packaging, Materials, and Waste Management			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Packaging, Materials and Waste Management	SR: 18, 45-48
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	Packaging, Materials and Waste Management	SR: 45-48
306-2	Management of significant waste-related impacts	Packaging, Materials and Waste Management	SR: 45-48
306-3	Waste generated	Packaging, Materials and Waste Management Supplementary Sustainability Data - Waste	SR: 47-48 SR: 164-166
306-4	Waste diverted from disposal	Packaging, Materials and Waste Management Supplementary Sustainability Data - Waste	SR: 47-48 SR: 164-166
306-5	Waste directed to disposal	Packaging, Materials and Waste Management Supplementary Sustainability Data - Waste	SR: 47-48 SR: 164-166
Material topic: Flight Safety and Security			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Flight Safety and Security	SR: 19, 61-78
GRI 403 : Occupational Health and Safety 2018			
403-1	Occupational health and safety management systems	Safety Management Safety Management Systems, Processes and Procedures	SR: 62 SR: 63-65
403-2	Hazard identification, risk assessment, and incident investigation	Hazard Identification and Risk Management Aircraft Incidents	SR: 74-75 SR: 76

## GRI CONTENT INDEX

TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS			
GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
Material topic: Flight Safety and Security			
GRI 403 : Occupational Health and Safety 2018			
403-3	Occupational health services	Hazard Identification and Risk Management	SR: 74-75
403-4	Worker participation, consultation, and communication on occupational health and safety	Safety Management Safety Training and Communication Customer Safety Hazard Identification and Risk Management Emergency Preparedness and Response	SR: 62 SR: 66-72 SR: 73 SR: 74-75 SR: 76
403-5	Worker training on occupational health and safety	Safety Management Safety Training and Communication Customer Safety Hazard Identification and Risk Management Emergency Preparedness and Response	SR: 62 SR: 66-72 SR: 73 SR: 74-75 SR: 76
403-6	Promotion of worker health	Safety Management Safety Training and Communication Crew Psychological Well-being Employee Benefits	SR: 62 SR: 66-72 SR: 75 SR: 107
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety Management Customer Safety Hazard Identification and Risk Management Emergency Preparedness and Response Aircraft Incidents	SR: 62 SR: 73 SR: 74-75 SR: 76 SR: 76
403-8	Workers covered by an occupational health and safety management system	Safety Management Safety Management Systems, Processes and Procedures	SR: 62 SR: 63-65
403-9	Work-related injuries	Work-Related Injuries Supplementary Sustainability Data - Work-related Injuries	SR: 77-78 SR: 167
403-10	Work-related ill-health	Work-Related Ill-Health Supplementary Sustainability Data - Work-related Ill-health	SR: 78 SR: 168
GRI 416 : Customer Health and Safety 2016			
416-1	Assessment of the health and safety impacts of product and service categories	Safety Management Safety Management Systems, Processes and Procedures Customer Health and Safety	SR: 62 SR: 63-65 SR: 73
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Safety Management Systems, Processes and Procedures Customer Health and Safety	SR: 63-65 SR: 73
Material Topic: Brand Management and Reputation			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Brand Management and Reputation  <b>Information unavailable/incomplete:</b> Review of suitable performance metric(s) is in progress for Scoot.	SR: 19, 79-83
Material Topic: Customer Experience and Satisfaction			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Customer Experience and Satisfaction	SR: 19, 79, 83-91

## GRI CONTENT INDEX

TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS			
GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
<b>Material topic: Employee Health, Safety and Well-being</b>			
<b>GRI 3 : Material Topics 2021</b>			
<b>3-3</b>	Management of material topics	Employee Health, Safety and Well-being	<b>SR: 19, 61, 92, 107-109</b>
<b>GRI 401 : Employment 2016</b>			
<b>401-2</b>	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits	<b>SR: 107</b>
<b>401-3</b>	Parental leave	Parental Leave Supplementary Sustainability Data - Parental Leave Statistics	<b>SR: 108 SR: 176</b>
<b>GRI 403 : Occupational Health and Safety 2018</b>			
<b>403-1</b>	Occupational health and safety management system	Employee Health, Safety and Well-being	<b>SR: 107-109</b>
<b>403-6</b>	Promotion of worker health	Physical and Mental Health Activities to Promote Employee Health, Safety and Well-being	<b>SR: 107-108</b>
<b>Material Topic: Corporate Governance and Ethics</b>			
<b>GRI 3 : Material Topics 2021</b>			
<b>3-3</b>	Management of material topics	Corporate Governance and Ethics	<b>SR: 20, 119-127</b>
<b>GRI 205: Anti-corruption 2016</b>			
<b>205-1</b>	Operations assessed for risks related to corruption	Anti-Bribery/ Anti-Corruption	<b>SR: 123</b>
<b>205-2</b>	Communication and training about anti-corruption policies and procedures	Anti-Bribery/ Anti-Corruption Supplementary Sustainability data - Completion of Anti-corruption Training, by Employee Type and Region  <b>Information incomplete:</b> Omitted sub-disclosure (c) - Business Partners (BPs) acknowledge SIA's Anti-Bribery/ Anti-Corruption Policy and Procedures through the incorporation of the standard anti-bribery/ anti-corruption clause, or through obtaining waivers or amendment approvals, for their relevant contracts with SIA. However, not all active contracts with BPs have been uploaded onto CMT for data tracking at this point.	<b>SR: 123 SR: 177-179</b>
<b>205-3</b>	Confirmed incidents of corruption and actions taken	Anti-Bribery/ Anti-Corruption	<b>SR: 123</b>
<b>GRI 415: Public Policy 2016</b>			
<b>415-1</b>	Political Contributions	Political Contributions	<b>SR: 123</b>
<b>Material Topic: Compliance with Laws and Regulations</b>			
<b>GRI 3 : Material Topics 2021</b>			
<b>3-3</b>	Management of material topics	Compliance with Laws and Regulations	<b>SR: 20, 119, 121</b>



## GRI CONTENT INDEX

TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS			
GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
<b>Material Topic: Crisis Management</b>			
<b>GRI 3 : Material Topics 2021</b>			
<b>3-3</b>	Management of material topics	Crisis Management	<b>SR: 20, 119, 126</b>
<b>GRI 403 : Occupational Health and Safety 2018</b>			
<b>403-4</b>	Worker participation, consultation, and communication on occupational health and safety	Emergency Preparedness and Response Crisis Management	<b>SR: 76 SR: 126</b>
<b>403-5</b>	Worker training on occupational health and safety	Emergency Preparedness and Response Aircraft Incidents Crisis Management	<b>SR: 76 SR: 76 SR: 126</b>
<b>403-7</b>	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Emergency Preparedness and Response Aircraft Incidents Crisis Management	<b>SR: 76 SR: 76 SR: 126</b>
<b>Material Topic: Data Privacy and Cyber Security</b>			
<b>GRI 3 : Material Topics 2021</b>			
<b>3-3</b>	Management of material topics	Data Privacy and Cyber Security	<b>SR: 20, 119, 126-127</b>
<b>GRI 418: Customer Privacy 2016</b>			
<b>418-1</b>	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Cyber Security Supplementary Sustainability Data - Data Privacy and Cyber Security	<b>SR: 126-127 SR: 179</b>
<b>Material Topic: Sustainable Supply Chain Management</b>			
<b>GRI 3 : Material Topics 2021</b>			
<b>3-3</b>	Management of material topics	The SIA Group's Supply Chain Managing Supply Chain Risks Integrating Sustainability and Enhancing Policy Processes Working with its Suppliers on Sustainable Development	<b>SR: 20, 128-129 SR: 130 SR: 131-132 SR: 132-134</b>
<b>GRI 308 : Supplier environmental assessment 2016</b>			
<b>308-1</b>	New suppliers that were screened using environmental criteria	Suppliers' Code of Conduct	<b>SR: 130</b>
<b>GRI 414 : Supplier social assessment 2016</b>			
<b>414-1</b>	New suppliers that were screened using social criteria	Suppliers' Code of Conduct	<b>SR: 130</b>

## GRI CONTENT INDEX

TOPIC-SPECIFIC DISCLOSURES FOR TOPICS OF ONGOING IMPORTANCE		
Topics	Page Reference(s) and Remarks	Page Number
<b>Topic of Ongoing Importance: Water and Effluents Management</b>		
<b>Water and Effluents</b>		
Interactions with water as a shared resource	SIA's Water Conservation Efforts	<b>SR: 49</b>
<b>Topic of Ongoing Importance: Noise Management</b>		
<b>Noise Management</b>		
Noise standards	Pollution Control	<b>SR: 51</b>
<b>Topic of Ongoing Importance: Air Pollution</b>		
<b>Air Pollution</b>		
International standards for NO <sub>x</sub> , CO <sub>2</sub> , hydrocarbons, and exhaust levels from aircraft engine emissions	Pollution Control	<b>SR: 51</b>
<b>Topic of Ongoing Importance: Biodiversity Management</b>		
<b>Biodiversity</b>		
Habitats protected or restored	Biodiversity	<b>SR: 52-53</b>
<b>Topic of Ongoing Importance: Diversity, Equity and Inclusion</b>		
<b>Employment</b>		
New employee hires and employee turnover	New Hires and Turnover Supplementary Sustainability Data - New Hires and Turnover	<b>SR: 95</b> <b>SR: 174-175</b>
<b>Labor/Management Relations</b>		
Minimum notice periods regarding operational changes	Notice Periods	<b>SR: 107</b>
Diversity of governance bodies and employees	Strength in Workforce Diversity Supplementary Sustainability Data - Employee Profile	<b>SR: 93-94</b> <b>SR: 169-173</b>
<b>Topic of Ongoing Importance: Talent Attraction, Development and Retention</b>		
<b>Training and Education</b>		
Average hours of training per year per employee	Average Number of Training Hours by SIA and Scoot Employees, by Gender and Employee Category Supplementary Sustainability Data - Average Training Hours	<b>SR: 99</b> <b>SR: 176</b>
Programmes for upgrading employee skills and transition assistance programmes	Learn and Grow	<b>SR: 98-108</b>
<b>Topic of Ongoing Importance: Community and Social Vitality</b>		
<b>Local Communities</b>		
Operations with local community engagement, impact assessments, and development programmes	Society	<b>SR: 110-118</b>

# TCFD CONTENT INDEX

The TCFD Content Index summarises SIA's disclosures reported based on TCFD recommendations and directs readers to the appropriate references in this sustainability report and other publicly available resources published by SIA. The full recommendations of TCFD are available on the TCFD website.

References:

**AR** : FY2024/25 SIA Annual Report  
**SR** : FY2024/25 SIA Sustainability Report  
**Web** : SIA Website

TCFD Recommendations	Page Reference(s) and Remarks	Page Number
<b>Governance: Disclose organisation's governance around climate-related risks and opportunities.</b>		
a. Describe the Board's oversight of climate-related risks and opportunities.	Task Force on Climate-related Financial Disclosures Sustainability Governance FY2024/25 SIA Annual Report	<b>SR: 54</b> <b>SR: 10-12</b> <b>AR: 73-74, 89-92</b>
b. Describe management's role in assessing and managing climate-related risks and opportunities.	Task Force on Climate-related Financial Disclosures Sustainability Governance	<b>SR: 54</b> <b>SR: 10-12</b>
<b>Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material.</b>		
a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	Task Force on Climate-related Financial Disclosures	<b>SR: 54-59</b>
b. Describe the impact of climate related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Task Force on Climate-related Financial Disclosures Climate Change Resilience and Mitigation	<b>SR: 54-59</b> <b>SR: 28-30</b>
c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Task Force on Climate-related Financial Disclosures	<b>SR: 54-59</b>
<b>Risk Management: Describe how the organisation identified, assesses, and manages climate-related risks.</b>		
a. Describe the organisation's processes for identifying and assessing climate-related risks.	Task Force on Climate-related Financial Disclosures Risk Management FY2024/25 SIA Annual Report	<b>SR: 54-60</b> <b>SR: 124-126</b> <b>AR: 73-74, 89-92</b>
b. Describe the organisation's processes for managing climate-related risks.	Task Force on Climate-related Financial Disclosures Risk Management FY2024/25 SIA Annual Report	<b>SR: 54-60</b> <b>SR: 124-126</b> <b>AR: 73-74, 89-92</b>
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Task Force on Climate-related Financial Disclosures Risk Management FY2024/25 SIA Annual Report	<b>SR: 54-60</b> <b>SR: 124-126</b> <b>AR: 73-74, 89-92</b>



## TCFD CONTENT INDEX

TCFD Recommendations	Page Reference(s) and Remarks	Page Number
<b>Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</b>		
a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Task Force on Climate-related Financial Disclosures Climate Change Resilience and Mitigation Energy and Emissions Management Energy Conservation on the Ground Packaging, Materials, and Waste Management Water Conservation	<b>SR: 60</b> <b>SR: 28-30</b> <b>SR: 31-40</b> <b>SR: 41-44, 50</b> <b>SR: 45-48</b> <b>SR: 49</b>
b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Task Force on Climate-related Financial Disclosures The SIA Group's Scope 1 Emissions from Flight Operations The SIA Group's Scope 2 Emissions from Buildings and Premises The SIA Group's Scope 3 Emissions from Other Value-Chain Activities	<b>SR: 60</b> <b>SR: 40, 160-161, 163</b> <b>SR: 43, 162-163</b> <b>SR: 44, 162-163</b>
c. Describe the targets used by the organisation to manage climate related risks and opportunities and performance against targets.	Task Force on Climate-related Financial Disclosures Climate Change Resilience and Mitigation Energy and Emissions Management Energy Conservation on the Ground Packaging, Materials, and Waste Management Water Conservation	<b>SR: 60</b> <b>SR: 28-30</b> <b>SR: 31-40</b> <b>SR: 41-44, 50</b> <b>SR: 45-48</b> <b>SR: 49</b>

# UN GLOBAL COMPACT CONTENT INDEX

Since 2018, SIA has been supporting the UN Global Compact (UNGC) corporate responsibility initiative and its principles in the areas of human rights, labour, environment, and anti-corruption. The content index in this sustainability report serves as SIA's active Communication on Progress (COP), which details efforts to embed the Ten Principles into its business strategies and operations. The complete details on the Ten principles can be found on the UNGC [website](#).

## References:

**AR** : FY2024/25 SIA Annual Report  
**SR** : FY2024/25 SIA Sustainability Report  
**Web** : SIA Website

The Ten Principles of UNGC		Location
<b>Human Rights</b>		
Principle 1:	Business should support and respect the protection of internationally proclaimed human rights.	<b>SR: 74, 76-77, 121-122, 130</b>
Principle 2:	Businesses should make sure that they are not complicit in human rights abuses.	<b>SR: 121-122, 130</b>
<b>Labour</b>		
Principle 3:	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<b>SR: 130</b>
Principle 4:	Businesses should uphold the elimination of all forms of forced and compulsory labour.	<b>SR: 121-122, 130</b>
Principle 5:	Businesses should uphold the effective abolition of child labour.	<b>SR: 121-122, 130</b>
Principle 6:	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	<b>SR: 130</b>
<b>Environment</b>		
Principle 7:	Businesses should support a precautionary approach to environmental challenges.	<b>SR: 29, 31-39, 49, 51-60, 130</b>
Principle 8:	Businesses should undertake initiatives to promote greater environmental responsibility.	<b>SR: 29, 31-39, 49, 51, 54-60, 130</b>
Principle 9:	Businesses should encourage the development and diffusion of environmentally friendly technologies.	<b>SR: 29, 31-39, 49, 51, 54-60, 130</b>
<b>Anti-corruption</b>		
Principle 10:	Businesses should work against corruption in all its forms, including extortion and bribery.	<b>SR: 123, 130</b>

# SGX CORE ESG METRICS INDEX

The SGX Core ESG metrics index summarises SIA's disclosures against the recommended list of 27 core ESG metrics that are intended for issuers to disclose a common and standardised set of metrics. The full details on the list of ESG metrics can be found on the ESG [website](#).

References:

**AR** : FY2024/25 SIA Annual Report  
**SR** : FY2024/25 SIA Sustainability Report  
**Web** : SIA Website

Topic	Metric	Location
<b>Environmental</b>		
<b>Greenhouse Gas Emissions (GHG)</b>	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	<b>SR: 40, 43-44, 160-163</b>
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	<b>SR: 40, 43, 160-162</b>
<b>Energy Consumption</b>	Total energy consumption	<b>SR: 43, 160-162</b>
	Energy consumption intensity	<b>SR: 43, 160-162</b>
<b>Water Consumption</b>	Total water consumption	<b>SR: 49, 166</b>
	Water consumption intensity	<b>SR: 49, 166</b>
<b>Waste Generation</b>	Total waste generated	<b>SR: 47-48, 164-166</b>
<b>Social</b>		
<b>Gender Diversity</b>	Current employees by gender	<b>SR: 94, 169</b>
	New hires and turnover by gender	<b>SR: 95, 174-175</b>
<b>Age-Based Diversity</b>	Current employees by age groups	<b>SR: 94, 169</b>
	New hires and turnover by age groups	<b>SR: 95, 174-175</b>
<b>Employment</b>	Total turnover	<b>SR: 95, 175</b>
	Total number of employees	<b>SR: 93-94, 168</b>
<b>Development and Training</b>	Average training hours per employee	<b>SR: 99, 176</b>
	Average training hours per employee by gender	<b>SR: 99, 176</b>
<b>Occupational Health and Safety</b>	Fatalities	<b>SR: 77-78, 167</b>
	High-consequence injuries	<b>SR: 77-78, 167</b>
	Recordable injuries	<b>SR: 77-78, 167</b>
	Recordable work-related ill health cases	<b>SR: 78, 168</b>
<b>Governance</b>		
<b>Board Composition</b>	Board Independence	<b>SR: 120</b>
	Women on the Board	<b>SR: 120</b>
<b>Management Diversity</b>	Women in the management team	<b>SR: 94</b>
<b>Ethical Behaviour</b>	Anti-corruption disclosures	<b>SR: 123</b>
	Anti-corruption training for employees	<b>SR: 123, 177-179</b>
<b>Certifications</b>	List of sustainability or ESG related certifications	<b>SR: 42</b>
<b>Alignment with Framework</b>	Alignment with frameworks and disclosure practices	<b>SR: 4, 180</b>
<b>Assurance</b>	Assurance of sustainability report (Internal/External/None)	<b>SR: 4</b>





A STAR ALLIANCE MEMBER 

**SINGAPORE AIRLINES LIMITED**

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Our stakeholders' feedback is important to us. We welcome feedback on this report and any aspect of our sustainability performance. Please address all feedback to the Sustainability Office at [sustainability@singaporeair.com.sg](mailto:sustainability@singaporeair.com.sg).