

Employee Responsibility

Workplace Safety and Health & Fire Safety

Healthy Living in a Safe Workplace

In line with the theme of “Healthy Living in a Safe Workplace”, the inaugural Health & Safety Week was held from 11-15 May 2015. Jointly organised by Human Resources (HR) Division, Security & Safety Department and the Sports & Leisure Club, this week-long programme was designed to raise staff awareness on health, wellness and workplace safety.

Several activities were organised across all three centres. These included a workplace safety exhibition from the Workplace Safety & Health Council; a health exhibition from Singapore National Employers Federation; the Million Kilogram Challenge (weight management) and I Quit Challenge (smoking cessation) booths from Health Promotion Board (HPB); the SPH Company Emergency Response Team’s (CERT) demonstration of its firefighting capabilities and health fairs and bazaars.

Enhanced Emergency Response Capabilities

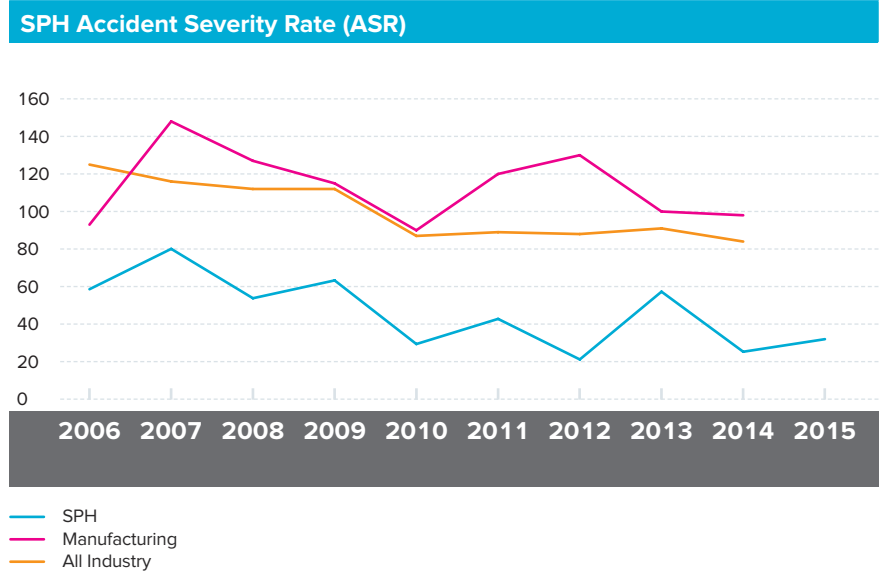
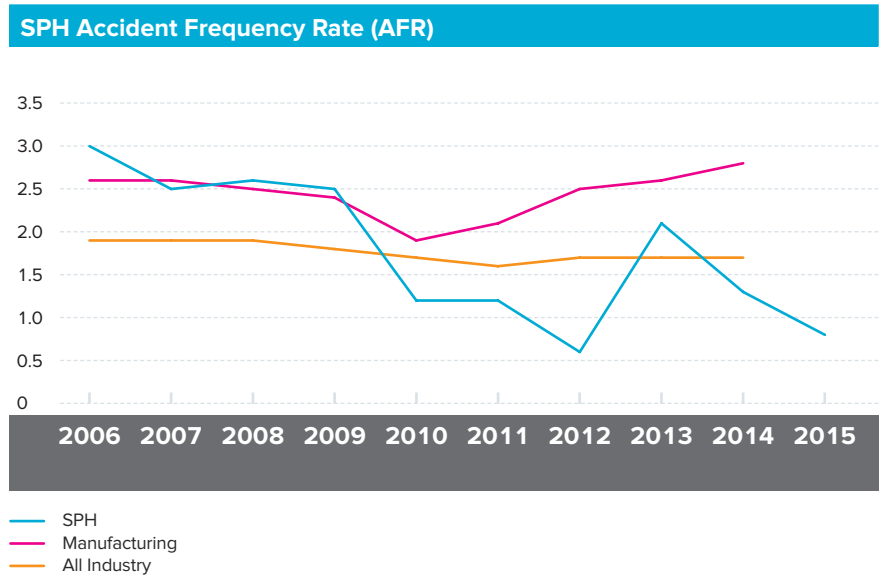
During the Health & Safety Week, SPH announced the formation of the News Centre’s Company Emergency Response Team (CERT). Together with the CERTs from Print Centre and Media Centre, the three CERTs are capable of delivering prompt and professional crisis response to minimise property damage and save lives during emergencies at the three centres. CERTs from both Print Centre and Media Centre continue to receive their annual certification awarded by the Singapore Civil Defence Force (SCDF) since they were established in 2006 and 2007 respectively.

Workplace Safety and Health Achievements

In March 2015, SPH was presented the Gold award at the Singapore HEALTH Award 2014 ceremony. Organised by HPB every two years, this national award recognises organisations with commendable

Health Promotion Programmes. Since 2008, SPH has consistently clinched the Gold award.

SPH has consistently outperformed the National Manufacturing Accident Frequency Rate (AFR) and Accident Severity Rate (ASR). See charts below.



* 2015 data is computed from 1st January 2015 to 31st August 2015 only.

Working Hand in Hand with Industry Partners

SPH's sustainability strategy also applies to its products and services. SPH is constantly looking at ways to innovate and improve its media products and services to ensure that it serves its customers and advertisers effectively.

For example, The Straits Times was revamped as part of its 170th anniversary with a new look and features across its print and digital offerings. It joined 25 other global newspapers to form the Climate Publishers Network, launched by the Global Editors Network, Guardian and El Pais in May 2015. This was a six-month collaboration, based on mutual exchange of articles on climate change, that led to the landmark Climate Change conference in Paris in December 2015.

The Digital Division (DD) takes an active role in the Interactive Advertising Bureau as it ramps up its leadership position in the rapidly developing Asia Pacific digital arena. The Deputy Head of DD, Ms Tan Su-Lin, currently sits on the

Leadership Council, while SPH also has wide representations across several specialised committees such as Content Marketing, Ad Technology, Mobile advertising, and Research & Measurement. These committees play a key role in establishing and propagating industry standards and guidelines to drive accountability, adoption and growth of the digital media industry.

Sustainability of Operations

DD recognises the significance of scale in the Internet advertising space, evident from global competitors such as Facebook and Google. In the past 12 months, DD worked out agreements with various SPH digital subsidiaries to allow for media representation of their inventory and solutions by the DD ad sales team. This cooperation allowed the SPH Digital Network to be more relevant to a wider range of advertisers. DD consolidated its business volumes with external partners and vendors to achieve bigger discounts or better revenue share rates. More importantly, it successfully deployed tags across core and subsidiary sites to allow for

data collection and user profiling. This initiative gave birth to new advertising solutions and enabled advertisers to secure advertising buys targeted at readers based on interest and intent profiles.

The Straits Times, Lianhe Zaobao, The Business Times and AsiaOne were relaunched across all platforms, including desktop websites as well as smartphone and tablet apps. The desktop websites are now more mobile-friendly, giving readers the optimal user experience when they access our stories via their mobile web browsers.

To prepare for a future scenario where readers can turn on ad blockers to stop online ads from showing up, it put in place "native advertising" offerings throughout its network. Native ads mimic editorial stories by focusing on content and not hard-sell messages. DD is mindful of the need for transparency and the bid to preserve editorial integrity. As such, native ads have been clearly labelled as having commercial links with the tag 'Sponsored Content'.



Employee Responsibility

Valuing Human Capital

Our People

SPH values its employees as the company's key asset. It is committed to nurturing every employee to his or her maximum potential through training and development and to build a talent pipeline to meet current needs and prepare for the future.

SPH's corporate values - **EX**cellence, **C**ustomer Focus, **I**ntegrity, **T**eamwork and **E**mbacing Change (EXCITE) - serve as a value guide for employees to embrace a corporate culture that is aligned to SPH's business aspirations.

Remuneration

SPH's compensation policy aims to attract, retain, motivate, and engage employees through a flexible performance-based wage system that is responsive to changes in a volatile economic and business environment. This serves to motivate and engage employees towards achieving individual, division, and business targets. SPH also participates in yearly compensation surveys to benchmark the Group's pay structure and employees' pay to the market to ensure relevancy and competitiveness.

The Group also reviews its total benefits package such as medical and dental coverage, regular health screenings, health and wellness programmes, group term insurance coverage, various types of leave and staff loans.

As a family-friendly employer, the Group recently introduced parent-care leave for employees, on top of their current leave entitlement.

Performance Management

SPH's online electronic performance management system puts employees through an annual performance review where there is an open discussion between the supervisor and the individual on work contributions for the year, areas for

improvement, targets setting and developmental needs for the future. Besides providing transparency in assessing work performance and improvement in communication between the supervisor and the employee, the system also provides a platform to assist employees in their development through continuous learning and training opportunities. The performance management framework is an integral part of the talent development and succession process to meet SPH's current and future needs.

Training and Development

Investment in staff training and development gives SPH the competitive edge for future growth and success. Through the training programmes offered, employees can acquire relevant skills and expertise and professional qualifications. It is the Group's strong belief that training and development contribute to improvement in performance and productivity.

SPH's comprehensive training and development plan is reviewed annually to ensure that training needs of its employees are met and changing business needs are addressed. The training development programmes include onboarding and induction programmes, soft skills training, functional skills training, journalism programmes and leadership development programmes. Functional skills are designed to address the critical skills needed to drive the Group's business forward.

Employees are sponsored to pursue Diploma, Bachelors and Masters degree programmes to upgrade their skills and qualifications. A 360-degree feedback programme was also implemented to allow employees to solicit feedback from their colleagues. Specific intervention programmes follow up from the 360-degree feedback review to help employees work on their strengths and weaknesses.

Health and Sustainability

SPH believes that a physically and mentally healthy workforce results in happier and more productive employees. The Group has invested in a comprehensive healthcare and wellness support system, adopting a total healthcare approach by providing employees with medical and dental benefits, complemented with health and wellness programmes. SPH received a Gold Award at the Singapore HEALTH Awards 2014. The award, given by the Health Promotion Board bi-annually, recognises the efforts of companies promoting workplace health.

Staff can attend a wide variety of activities ranging from regular health screenings, talks in financial management, stress management and understanding medical conditions. There are also regular exercise classes organised such as kettle bell training, piloxing, and muay thai. Amenities across the three SPH centres were enhanced, including new gym equipment, installation of new laminated floorings, replacement of new fans and air-conditioning units for better circulation and new furniture to promote socialisation among staff.

Throughout the year, there were activities organised to promote staff health and fitness. To create better health awareness among female staff, a Women's Workout Day was organised where staff took part in a Latinorobics session. A healthy lifestyle campaign was organised by the Sports and Leisure Club across the three SPH centres, showcasing various sporting goods, health products and supplements as well as introduction to new sports and fitness activities.

The Sports & Leisure Club organised a Healthy Eating Day once every three months to educate staff on making healthy food choices. Across all three SPH centres, staff picked up tips on healthy eating and tried out low-fat and low-salt menu items. A Free Salad Day was also organised to encourage staff to pick up healthy eating habits.

This year, SPH launched the Health Improvement Programme where staff from each division competed to show the greatest improvement in health levels. Launched in May 2015, it was jointly organised by Shenton Clinics, Fitness & Health International and HR. The programme delivered targeted plans to improve the overall health of staff, consisting of 12 sessions of talks and 12 sessions of exercises, lasting six months in total. At the end of the period, the division that shows the most improvement through a series of pre-defined measurements is awarded prizes.

The SPH Fitness Challenge was held in October 2014 where staff took a series of tests to gauge their fitness level. In addition, SPH had a Chronic Disease Management Programme (CDMP) that assisted employees with chronic diseases to follow up regularly with the Group's in-house doctors to monitor, improve, and reduce health risks.



To further encourage employees to participate in sports and facilitate camaraderie in the Company, SPH Inter-Division tournaments are organised for a wide range of games throughout the year. This culminates in the presentation of the SPH Championship trophy to the division that scores the most points on Games Day.

Social and recreational activities are organised regularly. Monthly gatherings such as "Up On The Roof" allow employees to relax and mingle with fellow colleagues in an informal setting over food, drinks and games. At the annual SPH Family Day, more than 1,000 employees and family members participated in a fun-filled day at Sentosa's Tanjong Beach in 2015.

CASE STUDY OVERCOMING THE SOUND BARRIER



Ms Yvonne Chua is a student from Nanyang Polytechnic majoring in Visual Communication. Since June 2015, she has been serving as an intern at The Straits Times (ST) Art Desk.

Yvonne was born with profound hearing loss – she has to wear hearing aids on both ears to help her hear. She is the first intern with a disability to work in SPH.

To prepare for her internship, Yvonne took part in an induction programme conducted by the HR Division. She also learnt to use two software programmes which artists in the newsroom use to upload and share their artwork – Newsplanner and NICA.

Yvonne's transition from being a student to an intern at the ST Art Desk has been smooth, thanks to her colleagues who have been welcoming and helpful in guiding her during the course of her internship.

In spite of her hearing impairment, she has excelled in her job. Recently, her request to extend her internship for another three months was granted by the HR Division.

Employee Responsibility

Work Life Harmony

SPH provides employees with flexible work arrangements and a family-friendly working environment. These work arrangements include flexible working hours, part-time work and tele-commuting. The extension of no-pay leave, special arrangements for young parents and provision of nursing rooms for new mothers are examples of such family-friendly initiatives. These policies and practises help retain employees who may otherwise leave the company due to family commitments. In 2015, around 2.8 per cent of employees are on flexible work arrangements.

To foster an inclusive workplace, SPH also employs disabled and special needs staff. See case study "Overcoming the sound barrier".

Grooming Future Talent

Identifying high potential talent to fill key managements positions is an on-going process to build up the leadership pipeline of SPH. Development opportunities are provided for these future leaders to undergo a robust career development plan. This includes job rotation across different business functions and taking part in a coaching and mentoring programme. There is also a succession planning process which identifies employees with potential to prepare them for future leadership positions. SPH also has in place a forward-looking plan to groom talents by sponsoring their university studies. One such investment is the SPH Journalism Scholarships, which are given out to successful applicants who wish to pursue a career in journalism for studies in top overseas and local universities.

SPH also gives bond-free scholarships to children of staff and newspaper vendors. These awards are SPH's way of recognising the contributions of staff and news vendors who have been instrumental to the Group's success. The SPH Foundation Lim Kim San Memorial Scholarships are bond-free scholarships established in 2006 and aimed at students from modest backgrounds pursuing undergraduate studies in languages, linguistics and humanities at the local universities.

Employee Communication and Engagement

Employee townhall sessions are conducted regularly by the CEO and the senior management team to communicate to employees on the latest company news and policy changes. Such sessions are also webcasted live to the other centres. Other communication channels include regular division and department meetings, staff broadcasts and the monthly in-house newsletter Presslines, which is produced by the Corporate Communications & CSR Division.

Employee Turnover

SPH recognises the importance of managing employee turnover in its manpower intensive industry. It has adopted various strategies to attract and retain valued employees. Besides ensuring that the remuneration package remains competitive, investments are made in training and development to equip employees with the necessary skills and prepare them for more challenging appointments. Staff welfare programmes and bonding events are also organised to keep employees engaged.

Employee turnover in SPH as of FY2015 was 16 per cent.

HR Statistics for SPH Group in FY2015

Employee Profile	No. of Staff
Permanent	4173
Part Timers	51
Temp	165
Total	4389

Employee Profile	No. of Staff
Female	2325
Male	2064
Total	4389

Age Group	No. of Staff
< 30 years	980
30 - 40 years	1295
41 - 50 years	1046
> 50 years	1068
Total	4389

Ethnic Type	No. of Staff
Chinese	3239
Indian	330
Malay	515
Others	305
Total	4389

Nationality Type	No. of Staff
Singaporean	3420
Malaysian	577
Others	392
Total	4389

Attrition	No. of Staff
No. of leavers between 01.09.14 to 31.08.15	744
No. of employees as at 01.09.14	4666
Percentage of leavers	15.9%