

EMPLOYEE RESPONSIBILITY



WORKPLACE SAFETY AND FIRE SAFETY

SPH places great emphasis on workplace safety and health (WSH). Staff of every level must work together to identify work risks and take preventive measures to minimise workplace accidents.

Our WSH Committee members and line supervisors continually work together to carry out inspections to detect work hazards. When an accident occurs, they also conduct an investigation to establish the cause with a view to implementing corrective measures to prevent a recurrence.

At the Production level, regular training and briefing sessions are held for staff to apprise them of prevalent work hazards and relevant safety measures. Advisory messages are published in our monthly journal to all staff. We continue to mark the Workplace Safety Day annually, and set up safety exhibitions and displays at the Print Centre, Media Centre and News Centre to convey safety messages to all staff.

Our Company Emergency Response Team (CERT) for Media Centre is once again certified by the SCDF after undergoing the necessary training and exercise. This is the third consecutive year that Media Centre CERT has been certified. Meanwhile, the CERT for Print Centre had carried out an audit exercise with SCDF on 9 Sept 2013 and it was certified by the latter on 18 Sept 2013. This is the fifth consecutive certification for Print Centre CERT.

Our initiatives and efforts for workplace safety continue to reap benefits for the well-being of our staff. From 2009 to 2013, there is a steady drop in the accident frequency rate (Accident Frequency Rate (AFR) measures how often our workplace accidents occurred per million man hours worked. This is a standard adopted by the Singapore Authorities) from 2.5 for 2009 to 0.6 for 2012 and 1.6 for 2013 and the accident severity rate (Accident Severity Rate (ASR) measures the number of man days lost per million man hours worked) has dropped from 63.3 for 2009 to 21.2 for 2012 and 47.8 for 2013.

REPORTABLE ACCIDENTS COMPARISON (FY VS FY)



WORKING HAND IN HAND WITH OUR INDUSTRY PARTNERS

Our sustainability strategy also applies to our products and services. SPH makes it a point to innovate and improve all our media products and services to ensure that they continue to serve our customers and advertisers effectively.

For example, My Paper, Berita Harian and Berita Minggu were revamped to meet the changing needs of readers and advertisers. The Straits Times launched

apps for smartphone, iPad and Android tablets while Lianhe Zaobao launched apps for iPhone and Android smartphones. The Business Times iPad app also made its debut.

We strive to strengthen our ties with all our partners, both local and overseas, to maintain versatility and nimbleness in our business development. We also have in place a consumer-centric system that is sensitive to the needs of all our customers and the changes that are evolving in the fast moving media industry.



 Our Company Emergency Response Team (CERT) in action

EMPLOYEE RESPONSIBILITY

VALUING OUR HUMAN CAPITAL

OUR PEOPLE

At SPH, employees are regarded as our greatest asset and it is our philosophy to develop every employee to his or her fullest potential. We view talent attraction, management and development as an integral part of our human resources management.

REMUNERATION

Our compensation policy and practices are designed to pay salaries competitive to the market to attract, retain and engage our employees. The remuneration of employees is based on the value of the job and employees are awarded variable bonuses based on their individual performance. We adopt a flexible wage system that not only pays for performance, but also allows us to make adjustments to the wage components and quantum to align with changing economic and business conditions. We have recently revised our variable bonus structure to provide stronger linkage between performance and rewards. We also participate in yearly salary surveys for benchmarking purposes. The close and harmonious relationship that the management has with its

trade unions has also contributed to the successful implementation of our flexible wage system and compensation philosophy.

Besides wages, we have various incentive schemes to reward and engage our employees. Some of these incentives include Manpower Savings Incentive, Sales Incentive, Waste Reduction Incentive and Staff Recognition Awards.

Other than statutory staff benefits, we provide staff with competitive benefits such as medical coverage, regular health screening, dental benefit, Group Term insurance coverage and staff loans. We also conduct regular reviews of our benefits to align them with current market practice.

PERFORMANCE MANAGEMENT

We have a comprehensive performance management system in place to assess and reward employee performance. We have adopted an 'open appraisal system' where both the employee and their supervisor would jointly agree on the targets to be set at the start



Employees
are our
greatest asset



Staff bonding
through games



SPH Family Day 2013



Nature walk

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of the appraisal cycle. Targets are reviewed during mid-term and outdated ones are removed and new targets added if necessary. At the end of the appraisal exercise, both employee and their supervisor would hold a discussion to review performance. We also encourage supervisors to provide regular feedback to employees and manage potential underperformers early in the cycle. Employees are free to access their performance appraisal documents and view their targets anytime via the electronic performance appraisal (e-PA) system.

For training and development purposes, we have incorporated a competency-based assessment into our appraisal documents. Through gaps identified in the ratings for the individual competency assessment by the employee and supervisor, we would be able to develop appropriate career development plans for the employee.

Our Reward System is linked closely to individual performance and an employee's reward is based on his or her own merits.

EMPLOYEE RESPONSIBILITY

The Training and Development Plan includes induction programmes, functional skills training, leadership development programmes, as well as Masters, Diploma and other certification sponsorships for our employees to upgrade their skills and qualifications.

TRAINING AND DEVELOPMENT

Investment in the training and development of our employees gives us the competitive edge to ensure SPH's continued growth and success.

We have a comprehensive Training and Development Plan which is reviewed annually to ensure that training needs are met. The Training and Development Plan includes induction programmes, functional skills training, leadership development programmes, as well as Masters, Diploma and other certification sponsorships for our employees to upgrade their skills and qualifications. The competency-based training and development plan maps out the knowledge and skills required by employees to be successful in their respective roles.

We have been constantly revising our training programme to address changing business needs. We have stepped up on digital and social media training by organising workshops for targeted audience. For the general staff, we launched the Social Media Learning

Journey to increase social media awareness amongst colleagues. The leadership development roadmap was enhanced to align to the leadership competencies. As part of personal development, a 360-degree feedback was implemented, starting from the senior management and cascading down to the middle management.

EMPLOYEE TURNOVER

In our manpower intensive industry, we recognise the importance of managing staff turnover. To minimise employee turnover, we have a number of retention strategies to keep employees engaged. Other than providing a competitive remuneration package and benefits, we have invested significantly in training and development, health related staff welfare programmes, staff bonding events and equipping our leaders with the right leadership skills.

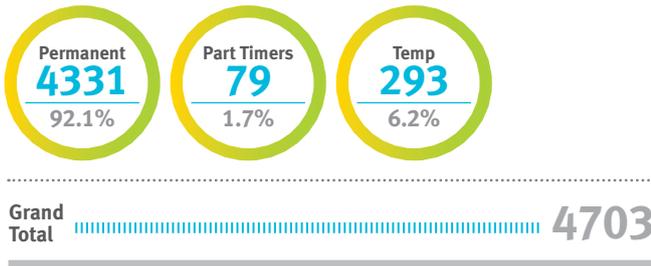
Employee turnover in FY13 was 15%, lower than the national attrition rate.



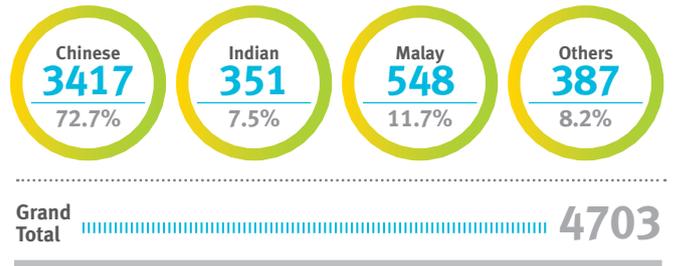
We train and develop our staff to ensure SPH's continued growth and success

Statistics

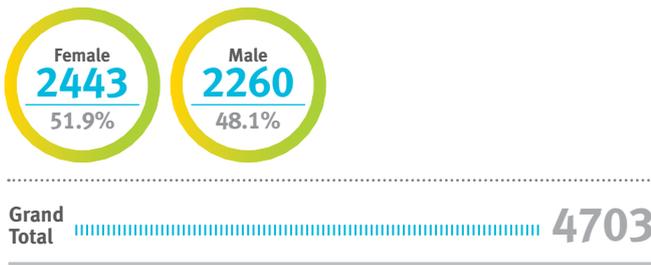
EMPLOYEE PROFILE



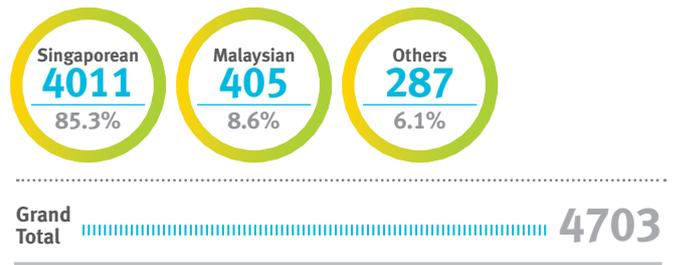
ETHNIC TYPE



GENDER



NATIONALITIES



AGE GROUP



NO. OF LEAVERS (PERMANENT HEADCOUNT)



Turnover for Leavers in FY13

EMPLOYEE RESPONSIBILITY

We introduced short (15 to 20 minutes) office workouts which staff could do together on a daily or weekly basis at their work stations.

HEALTH EDUCATION

SPH won the H.E.A.L.T.H. Gold Award by Health Promotion Board for the third time consecutively. We have always been actively promoting health and wellness activities. To understand the lifestyle habits of our staff and how well utilised our sports facilities are, we conducted a SPH Employee Health & Lifestyle Survey. The survey results revealed that lack of time and exercise buddies were the main obstacles that staff faced. As such, we introduced short (15 to 20 minutes) office workouts which staff could do together on a daily or weekly basis at their work stations. We also increased the number and variety of lunchtime exercise sessions and brought in new programmes such as kettlebell and piloxing. Fun circuit work-outs were organised every Monday evening. A weight loss programme was also launched to help obese staff lose weight.

To promote healthy eating habits, we partnered our News Centre staff cafeteria stalls for a Healthy Lunch Campaign. Healthy dishes were prepared and staff who

opted for such dishes received a free banana sponsored by the SPH Sports & Leisure Club.

We had our SPH Games Day in November 2012, where divisions competed against each other in a broad range of sports, including Badminton, Basketball, Futsal, Netball, Sepak Takraw, Table Tennis and Volleyball. The highlight was the cheerleading competition where staff of various ages took part, and the spectators were thrilled with the entertaining and colourful performance. We will continue to organise inter-division sports tournaments this year to inculcate healthy lifestyle habits and team spirit in our staff.

To promote mental well being, we engage professional speakers to conduct monthly lunchtime talks on family and relationship matters, stress management, and healthy lifestyle habits.

We also organise social and recreational activities such as Up on the Roof (monthly gathering at SPH roof top garden, to relax over food and drinks), Family



Staff relaxing at chill out corner



Staff workshop



Friendly table tennis match



Day, outings and workshops. Such activities help employees relieve stress from the daily grind, and build friendships within and across departments.

STAFF BONDING THROUGH CORPORATE SOCIAL RESPONSIBILITY

SPH is an active corporate citizen and long time supporter of the arts, education, charity, sports, nature and conservation. Throughout the year, the Corporate Communications & CSR division involves and engages staff with events such as SPH Flea Market, SPH Red Apple Day and the Boys' Brigade Share-A-Gift project, in support of different charities.

The SPH Staff Volunteers Club, comprising members from different divisions, organises visits to charities and champions the "SPH Adopt-a-Charity" initiative to encourage every division to adopt a charity of its choice. The company provides a token funding of \$600 per year to each department to defray the operational expenses incurred when organising activities for its adopted charity. Staff are also given

two half days off to participate in these charity activities. Every year, the Club organises the SPH Charity Carnival to provide a platform for different departments to raise funds for their adopted charities. We believe that corporate social responsibility activities can promote bonding and instil pride and loyalty amongst our staff.

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 TO EACH DEPARTMENT WHEN ORGANISING ACTIVITIES FOR "SPH ADOPT- A-CHARITY" PROGRAMME