

risk management

The Board is overall responsible for the governance of risk within the Group. It ensures that Management maintains a sound system of risk management and internal controls to safeguard shareholders' interests and the company's assets, and determines the nature and extent of the significant risks which the Board is willing to take in achieving its strategic objectives. In helping it to carry out these responsibilities, the Board has established a Board Risk Committee (BRC) which reviews the management of these risks and the effectiveness of mitigation strategies and controls. This function was previously managed by the Executive Committee in Financial Year 2012.

Management identifies, manages and reports the key risks faced by the Group to the BRC, which then updates the Board. Management is also responsible for ensuring that the risk management framework is effectively implemented within all areas of the respective business units. A risk management department has been set up with effect from 1 November 2012 to coordinate these activities and compile the relevant risk reports for the BRC.

SPH has in place an enterprise-wide risk management framework (ERM) framework which incorporates a continuous and iterative process for enhancing risk awareness across the organisation. The framework provides the operating units a consistent approach for risk identification and institutes a common platform to discuss, manage and establish the interdependence of risks.

The ERM focus is on building a culture where SPH mitigates its risk exposure by calibrating risks to acceptable levels whilst achieving the organisation's business plans and goals. As part of the company's efforts to ensure that risk management practices are firmly established at all levels, nominated risk coordinators are embedded in divisions to closely monitor and promptly flag risk events. Risks are systematically managed and reviewed at strategic, operational and project levels.

In line with the company's ERM objectives, the following ERM principles apply:

- Risks can be managed, but cannot be totally eliminated.
- ERM is aligned with, and driven by, business values, goals and objectives.
- Managers at each level must assume ownership of risk management.
- Risk management processes are integrated with other processes including budgeting, mid/long-term planning and business development.

The key outputs of ERM are:

- Defining a common understanding of risk classification and tolerance.
- Identifying key risks affecting business objectives and strategic plans.
- Identifying and evaluating existing controls and developing additional plans required to treat (mitigate, reduce, transfer etc) these risks.
- Implementing measures and processes to enable ongoing monitoring and review of risk severity and treatment effectiveness.

The following section outlines some strategic risks that may impact the financial status and operational effectiveness of SPH's businesses.

Operational Risks

SPH's system of internal controls is designed and operated to support the identification, evaluation and management of risks affecting the group at all operational levels. This system of internal controls focuses on the financial reporting process and the preparation of consolidated accounts and extend across all areas of operations. Operational risk management is integrated into the daily operations of all business units. These business units are provided with guidance by the Risk Management Department in the identification, assessment, mitigation and monitoring of risks in their operations.

Economic Risks

Adverse macroeconomic conditions in the global and Singapore economy have a significant impact upon SPH's principal business segments. SPH continues to actively manage its risk exposure on the economic front by proactively streamlining its business processes and adopting prudent fiscal controls.

Regulatory Risks

SPH's newspaper business is subject to the annual renewal of its publishing licence pursuant to the provisions of the *'Newspaper and Printing Presses Act' (Chapter 206, Singapore Statutes)*. Failure on our part to comply with the Act may subject SPH to significant liabilities, such as fines, suspension, or the revocation of the licence.

Newsprint Cost Risks

SPH's financial performance is susceptible to the volatility of newsprint prices. The cyclical fluctuation of newsprint prices has a substantial impact on newspaper publishing costs. A significant spike in newsprint price or a reduction in the availability of newsprint can adversely affect SPH's core business. Failure to adopt mitigation measures - such as advance stockpiling or securing of long-term, fixed-price contracts - may result in SPH incurring higher production cost and lead to diminishing operating margins.

Business Continuity Planning

Availability and safety of our printing facilities and editorial functions are of paramount importance to SPH as our readers rely on us daily to provide them with timely and essential news via our suite of newspapers and other services. Business Continuity Planning (BCP) identifies the organisation's exposure to internal and external threats and increases the resilience of the Group to potential business disruptions and minimises the impact of a crisis on business operations, people and assets. The effective prevention and recovery for the organization will ensure that we continue to maintain our competitive advantage and maximise value for our stakeholders.

SPH has a comprehensive BCP programme to minimise any disruptions to its critical business activities and ensure that the populace continues to be informed in the face of crisis. Simulation exercises are conducted periodically involving operating and supporting units on locations to fortify operational preparedness. The Group continues to scan for possible threats and establish plans to enhance operational preparedness.

environmental responsibility





SPH News Centre roof-top garden



ENERGY AND WATER CONSERVATION

We strive to align our business operations to comply with all applicable environmental, health and safety, and legal requirements enforced by local government agencies. These include the Workplace Safety and Health Council, Singapore Civil Defence Force, Public Utilities Board, National Environment Agency, Building and Construction Authority, Energy Market Authority and other relevant enforcers. SPH has successfully fulfilled all legal requirements.

We continually seek improvement in our environmental, health and safety performance for all local and foreign publications printed by the company.

This makes good business sense as these measures help SPH lower carbon emissions and reduce global warming by minimising the negative impact on the environment.

Energy

Singapore has no natural energy resources and depends heavily on piped natural gas and imported oil from other countries. In view of these limitations, it has developed energy efficient processes and systems to conserve energy and minimise the emission of CO₂.

The SPH Print Centre has started energy monitoring and improvement programmes since 2007 to reduce energy utilisation. We have successfully optimised our operations such as the staggered energisation of our facilities, printing presses and auxiliary equipment that support the presses. We also selectively shut down the equipment and lighting without sacrificing the safety and security of our personnel and premises by reducing the contract capacity from 15 MW to 10.8 MW in October 2007.

This resulted in monthly savings of about \$29,000 or \$348,000 per year on a recurring basis. This maximum demand was further reduced to 9.7 MW in November 2009, generating additional savings of \$7,700 per month or \$92,000 per year.

As a result of the close monitoring and optimisation of our operations, we yielded an annual savings of \$439,000 on a yearly recurring basis since 2007.

SPH also introduced energy-saving initiatives in September 2008 which optimised the usage of all facilities and printing equipment. This resulted in savings of about 2.2 million kWh per year on a recurring basis as compared to our energy consumption baseline for April 2008. This translated into annual savings of about \$492,000 (based on 2012 energy rates) on a recurring basis.

At the News Centre and Media Centre premises, the energy audit and energy-saving measures to retrofit chiller plants recommended by energy consultants were implemented in 2008. This has provided savings of about 2.4 million kWh per year as compared to our energy consumption baseline for May 2008. This translated into annual savings of about \$524,000 (based on 2012 energy rates) on a recurring basis.

Other energy-saving initiatives included the installation of motion sensors for toilet lightings, use of LED and energy efficient light tubes, setting the office air-conditioning temperature at 25 degrees, and reducing the operating hours of the air-conditioners.

Our environmental programme is also extended to our retail malls. Paragon at Orchard Road has adopted various green measures to be more environmentally friendly.

environmental responsibility



SPH News Centre roof-top garden



All the car park ceiling lights in basement levels one and two were changed from fluorescent tubes to LED lights, which are brighter and yet consume less energy. The savings from using the LED lights is about \$30,000 per year.

The mall installed a new self-cleaning system for its chillers. The new system cuts down labour and maintenance costs, enabling the chillers to work more efficiently to lower the temperature in the mall. The estimated savings from using the new self-cleaning system is about \$150,000 per year.

Currently, the mall is working with its architects to explore more energy-saving programmes which include creating a green roof.

Paragon has also commissioned its M&E consultant to carry out an energy audit to the existing chiller plant to explore possible ways to improve its sustainability and efficiency.

In addition, the mall participated in Earth Hour this year by switching off its facade lightings. Its street-front tenants also supported the Earth Hour exercise by switching off their duplex facade lights.

SPH continues to explore opportunities for further energy conservation to minimise carbon emission.

Water

SPH carries out regular checks on our water supply network to ensure there are no water leakages, as well as regular maintenance and periodic upgrading of our facilities to maintain efficient operations and minimise water wastage.

SPH's water-saving initiatives impact our Print Centre's daily operations. They were first introduced in 2000 during the design and construction of KBA printing presses. Water-efficient fittings such as sensor taps, automatic flush urinals, dual flush systems for toilets and thimbles in taps have been installed wherever possible to save water.

The printing press at Print Centre is designed to harvest rainwater that flows from the rooftops. The rainwater is stored in two huge tanks which flow to the cooling towers. The rainwater makes up about 40 per cent of the total water used by the cooling towers.

Based on the past 12-months' records (May 2011 to April 2012), the average monthly amount of rainwater collected and used by the cooling towers amounted to about 1,530 cubic metres. This translated into monthly savings of about \$1,800 per month or about \$21,600 per annum.

At its two other office buildings, News Centre and Media Centre, SPH carries out regular maintenance checks on the water supply installation. This ensures that there is no water wastage caused by faulty fittings, equipment or damaged water pipe. For water conservation, flow regulators have been installed at all water taps to reduce the water flow, and water used for toilet flushing has also been reduced.

Newsprint

At least 85 per cent of the newsprint used in our newspaper production is from mills using recycled fibre as raw materials. The balance of up to 15 per cent is from mills that use virgin fibre from certified forests.



Bird's eye view of Koi Pond, SPH News Centre



Recycling of old newspapers at SPH News Centre

Wastes

The types of waste generated at Print Centre fall under two categories:

A) Trade effluents – All cleaning liquids used to clean the presses' rollers are channelled to the waste treatment plant where it is treated before being discharged into the public sewers. The treated effluents meet all the requirements by the National Environmental Agency (NEA) and the Public Utilities Board (PUB). The remaining sludge is collected and disposed of by licensed waste disposal companies approved by NEA.

The total quantity of trade effluents treated and discharged into the public sewers from Print Centre is 4,208 cubic metres for FY 2011 while the total quantity sludge disposed is 20,000 kg for the same period.

B) Non-Treatable Waste – All non-treatable waste are collected and disposed by licensed waste disposal companies approved by NEA. The list of non-treatable waste and quantities disposed in FY 2011 is as below:

S/N	Description	Quantity
1	Developer waste	104,400 litres
2	Waste chemical	20 tonnes
3	Waste ink	54 tonnes

C) Recyclable Wastes – All recyclable wastes such as aluminium plates, carton boxes, metal drums, plastic containers and plastic core plugs are collected and sold to be recycled.

Since we adopted the Computer-to-Plate (CTP) process, we have reduced the usage of raw materials and waste generated. Every month, we reduced the use of film by 11,000 square metres, film developer by 700 litres and fixer for film by 1,400 litres. This works out to a saving of over \$14,000 per month.

Newsprint waste is generated as part of the printing process. To minimise newsprint wastage, yearly targets are set so that all staff can work towards optimising the printing process and reducing wastage. For this year, newsprint waste is 4.5 per cent.

In our sustainability drive, SPH strives to recycle all of its production wastes ranging from aluminium printing plates to newsprint waste by selling them to scrap vendors. In FY 2012, SPH sold 10,500 tons of newsprint waste and 315 tons of used aluminium printing plates.

employee

responsibility





SPH ERT staff in action during a fire drill

WORKPLACE SAFETY AND HEALTH & FIRE SAFETY

Our staff is SPH's most valuable asset. The safety and well being of our staff is of paramount importance. SPH has policies in place to provide a safe and healthy work environment.

The Workplace Safety and Health (WSH) Act came into effect on 1 March 2006. The WSH Act launched a new system to enhance work safety through accountability. It stressed the importance of reducing risks at source by managing workplace safety and health proactively.

SPH complies with the WSH Act and our staff are trained to conduct risk assessment where they will identify potential hazards in their work place and take appropriate risk control measures to eliminate them. We also require our vendors and contractors to comply with the WSH Act 2006. They have to assess the workplace for potential risks prior to carrying out work on site and to submit a copy of the Risk Assessment to our Safety Manager for approval.

We also comply with the Fire Safety Act and have a team of well-trained Company Emergency Response Team (ERT) staff, comprising staff from different sections and shifts, which covers our 24-hour operations. Our ERT staff are trained to respond to any emergency at the plant.

These programmes are conducted on a regular basis where staff are informed of the latest safety requirements.

The chart below shows the year-on-year reduction in the number of reportable accidents in Print Centre.

S/N	Reportable Accidents Comparison (FY vs FY)		% Reduction
1	FY 11/12 (Sept 2011 - April 2012)	FY10/11 (Sept 2010 - April 2011)	
	2	4	50
2	FY10/11	FY09/10	
	5	9	44
3	FY09/10	FY08/09	
	9	17	47

Regular fire drills are conducted at News Centre and Media Centre. In-house firefighting training has been incorporated into the fire drills where the staff learn basic firefighting skills.

Every year, Safety Day is organised at each of the SPH premises – News Centre, Media Centre and Print Centre, to inculcate the message that safety is the responsibility of all staff.

In August 2011, the Workplace Safety and Health Committee for News Centre organised a WSH Exhibition in collaboration with the WSH Council at News Centre and Media Centre. The purpose was to raise staff awareness on workplace safety because the Workplace WSH Act was extended to cover all workplaces starting from September 2011.

employee responsibility



Our employees are our greatest asset

Since September 2012, SPH's WSH committees have been consolidated into two committees spanning three SPH premises, comprising a Production WSH committee and a non-Production WSH committee. This approach ensures efficient use of manpower resources and quicker decision making.

All WSH matters are classified as Operational Risk, and will be under the purview of the Board Risk Committee whose task is to manage key risks to a level acceptable by the Company. Enterprise level risk assessments will be conducted to identify key risks, and matched to existing controls to assess adequacies of measures.

WORKING HAND IN HAND WITH OUR INDUSTRY PARTNERS

Our sustainability strategy also applies to our products and services. SPH has made a point to innovate and improve on all our media products - both newspapers, digital and out-of-home advertising platforms - to ensure that they continue to serve our customers and advertisers effectively.

For example, both The Straits Times and Lianhe Zaobao were revamped in 2012 to meet the changing needs of readers and advertisers. The Straits Times and Lianhe Zaobao have also developed their respective online editions, as well as mobile apps for both the Apple and Android platforms.

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.

VALUING OUR HUMAN CAPITAL

Our People

At SPH, we regard all our employees as our greatest asset and it is our philosophy to develop each and every employee to his or her maximum potential. We believe in building a talent pool to meet our current and future needs.

Remuneration

Our compensation policy and practices are designed to pay salaries which are competitive in the market, to attract, retain and engage our employees. Our pay practices are based on the value of the job and we reward our employees for their performance that supports business growth.

To achieve our compensation goals, we adopt a flexible wage system that not only pays for performance, but also allows the Company to share a portion of its profits with the employees. At the same time, our flexible wage system allows us to make adjustments to the wage components and quantum to align with the changing economic and business conditions. We also participate in yearly salary surveys for benchmarking. The success of our flexible wage system and compensation philosophy is attributed largely to the close relationship that the management has established with its trade unions.

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



Nature Walk



SPH Family Day

Apart from the statutory staff benefits, we provide staff with competitive benefits such as medical coverage, regular health screenings, dental benefit, and Group Term insurance coverage and staff loans.

Health Education

We actively organise staff welfare programmes to support quality work life balance and promote healthy lifestyle. The SPH Sports and Leisure Club organises a wide range of activities from health, fitness, lifestyle to culinary classes for employees to maintain an active lifestyle, learn new skills and meet new friends.

We also organise regular exercise classes and sports workshops for various employees. SPH Inter-Division Tournaments and SPH Championship Games Day continued with more excitement this year, with new sports tournaments such as Sepak Takraw and Volleyball being added for more variety and to encourage greater participation. Healthy Lifestyle Week was also organised to promote good lifestyle habits amongst staff and encourage those who did not exercise regularly to embark on exercise in a fun way.

SPH Employee Health & Lifestyle survey was also conducted to understand our employees' health and lifestyle habits. The data compiled will be used for future planning of health education/awareness programmes, sports and leisure activities, and targeted health campaigns, to improve the health and well being of our colleagues.

The SPH Cafeteria Committee actively promotes healthy eating by ensuring the food stalls in our staff cafeteria sell a variety of nutritious food. They also encourage staff to make healthy food choices by selecting food that is low in fat, salt and sugar and high in dietary fibre. Brown rice and wholemeal food are available on a daily basis.

On promoting mental well-being, we engage professional speakers to conduct monthly lunchtime talks on family and relationship matters, stress management, medical issues and healthy habits.

We also organise social and recreational activities such as "Up on the Roof", a monthly gathering mostly held at News Centre's rooftop garden to bond over food and drinks, as well as SPH Family Day, excursions and workshops. Such activities help employees find relief from stress of the daily grind, and build friendships within and across departments.

This year, about 5,500 staff and family members enjoyed the SPH Family Day at Wild Wild Wet@Downtown East. There was also a talent showcase at the SPH Family Day Carnival for staff to flaunt their singing.

employee responsibility



SMOP - SPH Management Orientation Programme

Performance Management

We have in place a comprehensive performance management system to assess and reward employees' 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 of the appraisal cycle.

Targets are reviewed during mid-term to remove outdated ones and add new targets if required. At the end of the appraisal exercise, both employee and supervisor would hold a performance review discussion. We also encourage supervisors to provide regular feedback to employees and manage potential underperformers early in the cycle.

To facilitate easier access to the appraisal documents and increase productivity, we rolled out the electronic version of the performance appraisal document (e-PA system) in 2011.

For training and development purposes, we have also incorporated a competency-based assessment into our appraisal documents. This helps us develop appropriate career development plans for the employee.

Our Reward System recognises employees' contributions and efforts through their performance and rewards are given based on merit.

Training and Development

We regard our employees as the most important resource. Investment in the training and development of our employees give us the competitive edge to ensure the Company's continued growth and success.

Training and development is a partnership between the Company and the employees. While we endeavour to provide our employees with the necessary opportunities to develop to their full potential, we believe that employees must maximise each training opportunity and take ownership of their learning process to improve their skills and competencies.

We have a comprehensive Training and Development Plan which is reviewed annually to ensure that training needs are met. The competency-based training and development plan maps out the knowledge and skills required by employees to be successful in their respective roles.

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

In 2011, we invested 59,200 hours of training or 18 hours of training per employee.



Photography workshop for SPH staff



SPH Championship Games Day

Health and Sustainability Programme

SPH launched the Health and Sustainability Programme in 2011 to prepare its mature employees for transition into the next phase of their lives and to understand more about retirement and re-employment.

Through a series of workshops, lunch time talks, and the Health and Sustainability Handbook, the programme raises awareness among the mature employees on the importance of total well-being. It also helps foster effective multi-generational working relationships in the workplace, and provides a smooth leadership transition with mature employees taking up advisory roles where applicable.

Programmes are conducted to increase staff awareness of issues related to mature workers and help them communicate better with older colleagues.

SPH also manages the career expectations of its staff through a programme which teaches employees to cope with the changes and challenges they face at work, as well as career adjustments in their workplace.

Promoting Work Innovation and Creativity

SPH encourages its staff to come up with creative business solutions through its Continuous Improvement and Innovation (CII) initiative. Since its implementation in 2008, the CII initiative has received over 85 project submissions and awarded more than \$72,000 in cash to winning proposals. The winning proposals have resulted in substantial cost savings and revenue enhancements.

Succession Planning

Succession planning for key management positions is in place. The plan is reviewed and presented to the Remuneration Committee regularly.

employee responsibility



Staff training and development

Grooming Future Talent

SPH has been offering university scholarships to selected staff who wish to further their studies. The company also gave out scholarships to children of employees and news vendors.

In addition, SPH grows its talent pipeline by offering journalism scholarships. In its continuous effort in developing media professionals and industry leaders, SPH has also tied up with the Media Development Authority to co-offer scholarships under the Media Education Scheme.

The SPH Foundation continues to award the Lim Kim San Memorial Scholarships to needy and outstanding students pursuing languages at local tertiary institutions.

In FY 2012, we awarded scholarships to a total of 33 deserving recipients.

Winning Accolades

SPH has won seven awards at the Singapore HR Awards 2012 organised by the Singapore Human Resources Institute, including the highest honour – the Corporate HR Champion Award. The awards won in the Leading HR Practices category included Learning & Human Capital Development, E-Human Resource Management (Special Mention), HR Communications & Branding and Corporate HR Award. SPH also garnered awards in the Special Category for Corporate Social Responsibility and Fair Employment Practices.

Employee Turnover

We recognise the impact of high turnover on the company and have a number of retention strategies in place to keep employees engaged and to minimise employee turnover.

In addition to providing a competitive remuneration package and benefits, we have invested significantly in training and development, health related staff welfare programmes, staff bonding events, as well as equipped our leaders with the right leadership skills.

Surveys have shown that most employees continue to grow their career with the company because of a positive work environment, engaging culture and the trust that management will always work towards rewarding staff fairly.

We track our turnover rate constantly against key national benchmarks.

Employee turnover in FY 11/12 was 15%, lower than the national attrition rate.

Statistics

Employee Profile	Total	%
Permanent	4247	91.1
Part Timers	80	1.7
Temp	337	7.2
Grand Total	4664	

Gender	Total	%
Female	2404	51.5
Male	2260	48.5
Grand Total	4664	

Age Group	Total	%
< 30 yrs	1096	23.5
30 - 40 yrs	1502	32.2
41 - 50 yrs	1011	21.7
> 50 yrs	1055	22.6
Grand Total	4664	

Ethnic Type	Total	%
Chinese	3396	72.8
Indian	352	7.5
Malay	573	12.3
Others	343	7.4
Grand Total	4664	

Nationalities	Total	%
Singaporean	3619	77.6%
Malaysian	622	13.3%
Others	423	9.1%
Grand Total	4664	

No. of Leavers (Permanent Headcount)	%
Turnover for Leavers in FY 2012	15

corporate
social
responsibility





SPH Gift of Music



SPH Charity Carnival

CORPORATE SOCIAL RESPONSIBILITY – SPH

SPH prides itself as a dynamic corporate citizen that actively engages all segments of the Singapore community. Whether it is at the organisational, divisional, departmental or individual level, the diversity of programmes and initiatives that SPH champions underline its brand essence of engaging minds and enriching lives across multiple platforms.

As a socially responsible corporate citizen, SPH hopes to set a good example as well as to inspire others to give back to the community that they operate in.

Arts & Culture

SPH has chosen arts and culture as a major sponsorship area as it is a common language for all ages, races and religions. It has been instrumental in bringing the arts to the masses and creating a vibrant arts scene in Singapore with the annual SPH Gift of Music series which entertains Singapore audiences with its wide-ranging programmes from classical, pop, jazz, rock to opera.

In 2012, a total of 25 community concerts were staged at various parts of Singapore, including parks, shopping malls, community spaces, the Esplanade, the Botanic Gardens and even the new Gardens by the Bay. The concerts also added world music, anime and video game soundtracks to its repertoire this year.

SPH is the Silver Anniversary Sponsor of the Singapore Dance Theatre from 2008 to 2013. It is also the Esplanade's 10th anniversary sponsor this year.

Charity

SPH believes that Voluntary Welfare Organisations (VWOs), with their professional expertise and know-how, should focus on what they do best – identifying and developing necessary services to serve the disadvantaged, and to promote their causes.

Thus, to alleviate their fund-raising burden, SPH chooses to be an “enabler” by contributing the needed financial resources directly and indirectly, through other non-profit organisations such as Community Chest, to support the VWOs’ good work. Its monetary donations have also helped to reduce the financial burden for many disadvantaged individuals and families who would otherwise have to worry about paying for the needed social services while trying to make ends meet.

SPH donated \$200,000 to 10 charities supported by the Community Chest, at its annual charity cheque presentation event held in June. About 200 beneficiaries and caregivers from the 20 selected charities were also treated to a concert called Drumming from East to West, featuring the Singapore Chinese Orchestra and internationally acclaimed percussionist, Dame Evelyn Glennie.

Besides the annual charity cheque presentation event, SPH gave out donations to other charitable organisations throughout the year.

Community involvement is an integral part of the company's culture because it helps to promote team bonding and staff loyalty to the company. Staff had expressed support for the company's corporate social responsibility programmes, giving positive feedback that the activities have given them a chance to do good, as well as to bond with their colleagues outside their routine work activities.

corporate social responsibility



SPH Staff Volunteers Club

ChildAid 2011

In SPH, each division is encouraged to adopt a charity of its choice. Under SPH's "Adopt a Charity" initiative, the company provides a token funding of \$600 per year to each department to defray the operational expenses incurred by them when organising activities for their adopted charities. Staff are also given two half days off when they participate in the company's or division's charity activities. Some of the charities adopted include Melrose Home, Child @ Street 11, Man Fut Tong Nursing Home, Kwong Wai Shiu Hospital, Apex Day Rehabilitation Centre for the Elderly and Children's Cancer Foundation.

This year, the SPH Staff Volunteers Club, which comprised members from different departments in SPH, visited and brought cheer to the residents at Green Avenue Home for the Elderly through games and karaoke. The Club also organised a SPH Charity Carnival to encourage more staff to join hands in helping the less fortunate and to promote the spirit of volunteerism in the Company. Staff set up game stalls and sold food as well as handicrafts to raise funds for their adopted charities under the SPH "Adopt a Charity" programme.

The Straits Times School Pocket Money Fund (SPMF) was started in 2000 as a community project initiated by The Straits Times to provide pocket money to children from low-income families to help them through school. SPMF received its charity status in November 2011 and has been granted the Institution of Public Character (IPC) status from 1 January 2012. Governed by a Board of Trustees, its mission is to reach out to every child in need and provide them with the resources to do well in school - and beyond. Since its inception,

the SPMF has raised over \$52 million and helped over 94,000 cases of needy children. Funds raised go towards school pocket money disbursement and support of the social and educational development of needy children and youth.

SPH also provided a platform for children and youth to showcase their talent and be involved in charity at the annual ChildAid concerts. In December 2011, the event, co-organised by The Straits Times and The Business Times, raised \$1.88 million to help two charities. The net proceeds of the annual children's charity concert - the seventh since it started in 2005 - was donated to SPMF and The Business Times Budding Artists Fund. Last year's concert at the University Cultural Centre featured 130 young performers across 15 musical and dance acts on a stage designed like a giant storybook.

Besides giving as a Group, SPH's products also leveraged on their reach to their readers to promote awareness of certain causes and lend a helping hand to those in need.

Singapore's leading Chinese fashion and beauty magazine, Nuyou, celebrated its 35th anniversary by teaming up with the MILK Fund (Mainly I Love Kids) to raise funds for underprivileged children. Internationally acclaimed Japanese designer, Tsumori Chisato, who was known for her signature whimsical and free spirited designs, contributed a piece of her artwork that resonated with the cause. The design was later reproduced into limited edition ez-link card stickers and notebooks which were sold with full profits going towards the MILK Fund.



SPH Red Apple Day 2012

Besides co-organising the annual ChildAid concert, The Business Times is also actively involved in other charitable activities. A record 1,400 underprivileged children from 73 primary schools in Singapore were treated to a day of fun-filled activities by other school children and adult volunteers in the annual Children for Children (CFC) event, which was organised by The Business Times on 7 October 2011 to celebrate its 35th anniversary as well as Children's Day. The outing held at Resorts World Sentosa was a rare treat for the young beneficiaries, who were receiving financial assistance. A cheque of \$300,000 was also presented at the event.

The Business Times also worked with the organisers of the OCBC Cycle Singapore 2012 to introduce The Business Times Corporate Charity Ride as a new element in the cycling competition held on 4 March 2012.

Specifically targeted at companies which wanted to help raise money for a worthy local charity, The Business Times Corporate Charity Ride provided these companies with the opportunity to ride in teams of four and donate to Dover Park Hospice. The hospice provides palliative care, comfort, and relief of symptoms to patients with terminal illnesses regardless of age, race, religion or income level, and also supports their grieving families.

The New Paper also partnered the Lions Befrienders Service Association and Ngee Ann Polytechnic to start Project Helping Hands in 2011. The project is to find effective ways to monitor the safety of the elderly who are living alone.

Wireless motion sensors created by Ngee Ann Poly students are installed in homes identified by Lions Befrienders. The system tracks the resident's movements and sends a SMS (Short Message Service) to a caregiver or volunteer if it detects unusually long periods when there is no movement in the flat. Project Helping Hands is raising \$1 million to install the sensors in the homes of the elderly residents identified by Lions Befrienders. Funding for the project comes from various editorial-led initiatives, including The New Paper Big Walk.

SPH's Chinese Newspapers Division also played an active role in helping the less fortunate. Earlier this year, Lianhe Zaobao's staff made donations and visited the beneficiaries of Lions Befrienders with red packets and goodie bags in celebration of Chinese New Year.

In support of the annual President's Challenge, Lianhe Zaobao, SPH's Chinese flagship newspaper, and EZ-Link Pte Ltd, jointly launched the Tap & Donate campaign to raise funds for this year's President's Challenge. The Tap & Donate campaign aimed to involve and encourage people from all walks of life to do their part for charity in a quick and fuss-free way, simply by tapping their ez-link card at designated donation terminals. The campaign also raised over \$280,000 for the President's Challenge 2012.

SPH, as a Group, also contributed annually to the President's Challenge by sponsoring advertising space in its major newspapers to promote the various fundraising activities.

corporate social responsibility



Boys' Brigade Sharity Christmas Party 2011



SPH Schools Relay Championships

Apart from giving monetary and in-kind donation, SPH is also a steadfast supporter of the National Blood Programme. Jointly organised with the Singapore Red Cross Society, the biannual SPH Red Apple blood donation drives held in January and July collected a total of 299 units of blood from 477 donors comprising SPH staff and members of the public. SPH also helped to raise the awareness by reaching out and encouraging public members living or working in the vicinity to participate in the blood donation drives.

Last year, SPH staff fulfilled about 300 wishes and donated \$18,000 worth of gifts and non-perishable food items to the beneficiaries of the Boys' Brigade Share-A-Gift project. More than 100 beneficiaries and their caregivers from Kampong Kapur Family Service Centre and the Singapore Children's Society were invited to SPH News Centre for a year-end party that was organised specially for them.

As a leading media company with multiple media platforms, SPH also helps to heighten public awareness about the charity sector and the various needs through generous media coverage, and reports of its own and other exemplary charitable efforts. Through the power of media, SPH has raised and will continue to increase the awareness of pressing social issues, promote volunteerism, and inculcate the spirit of caring for fellow countrymen as an integral part of everyone's lives.

Education

As part of its efforts to build an effective team of human capital, SPH awarded nine outstanding young men and women with the SPH Journalism Scholarships this year. One of them was a recipient of the SPH-MDA Scholarship under the Media Education Scheme in partnership with the Media Development Authority.

SPH also gave out 13 scholarships to the children of SPH staff and another two who are children of newspaper vendors, in recognition of their contributions to the company.

Sports

SPH aims to promote lifelong values such as character building, discipline and teamwork through its support of sports events.

SPH, together with the Singapore Athletic Association, hosted the 20th edition of the SPH Schools Relay Championships at the Choa Chu Kang Stadium on 10 and 11 March. The competition attracted the participation of 316 teams from 48 schools and a total of 24 races took place over the two-day event.

Jointly organised by Berita Harian and the Singapore Malay Badminton Association, the Berita Harian-Pilot Pen-Ashaway Badminton Championships 2012 saw over 430 participants competing in the various categories of the annual competition

Nature and Conservation

The SPH Flea Market, a collaboration between SPH and the Salvation Army, encourages staff to recycle usable items while raising funds for charity at the same time. The SPH Flea Market held on 11 January 2012 raised a record \$5,700 for The Salvation Army within six hours.

SPH is also sponsoring the "SPH Walk of Giants", Singapore's first arboretum which is due to open in 2014 at the Singapore Botanic Gardens.



SPH Foundation's Lim Kim San Memorial Scholars



ST-MOE National Current Affairs Quiz 2012

CORPORATE SOCIAL RESPONSIBILITY – SPH FOUNDATION

Singapore Press Holdings Foundation was incorporated in 2003 with a seed funding of \$20 million from SPH.

Since its inception, it has committed to build a community that embraces lifelong learning through language enrichment, creativity, diversity, healthy living and sports.

Arts & Culture

Since its launch in April 2011, the SPH Foundation Arts Fund has supported numerous arts productions, giving the underprivileged the opportunity to enjoy and appreciate the arts. The SPH Foundation Arts Fund purchased tickets for beneficiaries from Voluntary Welfare Organisations (VWOs) to watch productions such as "Tintan and His Tembusu Tree Tour" by Toy Factory, "October" by The Necessary Stage, "Sing To The Dawn", ACE! Festival 2012 and "The Arabian Nights" by I-Theatre, "Peter and Blue Go Around The World" by Singapore Dance Theatre, and the Kuo Pao Kun Festival by The Theatre Practice.

SPH Foundation supported literary talents by sponsoring the SPH-NAC Golden Point Award, Singapore's premier writing competition in the nation's four official languages. The SPH-NAC Golden Point Award, which was part of the Singapore Writers Festival 2011, attracted a bumper crop of 750 entries from 670 participants. The SPH-NAC Golden Point Award and the Singapore Writers Festival 2011 were jointly sponsored by SPH Foundation and SPH.

SPH Foundation is also the Company Sponsor of the Singapore Repertory Theatre's The Little Company, which produces quality plays for children up to 12 years. Featuring professional full-time actors, the plays serve as excellent opportunities for family

bonding, while teaching the children about being creative and values such as caring and sharing.

Charity

SPH Foundation donated \$200,000 to 10 charities serving needy children and youths, as part of the annual SPH and SPH Foundation charity cheque presentation event in June 2012. Some of the selected charities included Students Care Service Learning and Social Support Programme, Pathlight School, Malay Youth Literary Association (4PM) and Canossian School. SPH Foundation also donated to other charitable organisations throughout the year.

Education

SPH Foundation gave out the Lim Kim San Memorial Scholarships to nine needy and outstanding students pursuing full-time language studies at the local universities this year. Since its launch in 2006, the SPH Foundation has given out 43 of these bond-free scholarships to deserving students from low-income families.

SPH Foundation also contributed to the PCF Assist programme, which was started by the PAP Community Foundation, to help needy students in the post secondary educational institutions with their schooling expenses.

SPH Foundation was a Presenting Sponsor of The Straits Times – MOE National Current Affairs Quiz 2012. The Quiz aimed to heighten the awareness of current affairs amongst pre-university students enrolled in junior colleges, International Baccalaureate (IB) Schools and Millennia Institute, the only centralised institute in Singapore.

corporate social responsibility



SPH Foundation Inter-Primary School Tchoukball Championships 2012



SUN Club

Into its fifth year, the Eminent Speakers Series, co-organised by Lianhe Zaobao and Business China, and supported by SPH Foundation, was held on 9 June at the News Centre Auditorium. This year's speaker, Prof Liu Ji, Honorary President of China Europe International Business School (CEIBS) and Chairman of the CEIBS Education Development Foundation, spoke on the topic "China and the World in the Next Decade".

SPH Foundation also sponsored the VOX! (Visual, Originality, X-factor) New Media workshop, a collaboration between omy.sg and Ngee Ann Polytechnic. The workshop aims to provide secondary school students with an introduction to news reporting and a taste of online news production.

To introduce junior college students to the media landscape and Chinese journalism in Singapore, SPH Foundation sponsored a five-day workshop organised by the Wee Kim Wee School of Communication and Information at Nanyang Technological University. During the workshop, students were exposed to journalism across various news platforms, including print, broadcast, and new media.

Nature and Conservation

As part of its nature and conservation efforts, SPH Foundation sponsored the diesel fuel for the Animal Concerns Research & Education Society's (ACRES) animal wildlife rescue vehicle.

It continued with its sponsorship of The Special Projects to Understand Nature (SUN) Club, a nature outreach programme for students with special needs. These students are brought on tailor-made field trips to different parks in Singapore which gave them the opportunity to understand and appreciate nature.

SPH Foundation is an ardent supporter of wildlife conservation. Apart from its long-term adoption of Inuka, the polar bear, and its sponsorship of the SPH Foundation Conservation Centre at the Singapore Zoo, and the Birds & Buddies Show at the Jurong Bird Park, SPH Foundation will be sponsoring the Amazon Flooded Forest exhibit at the River Safari which is due to open in 2013.

Sports

To promote an active lifestyle amongst primary school children, SPH Foundation sponsored the inaugural SPH Foundation Inter-Primary School Tchoukball Championships 2012. The Seniors Division (for Primary 6 students) segment of the Championships took place on 21 and 22 May at St Anthony's Primary School and the Juniors Division (for Primary 4 and 5 students) segment were held on 9 and 12 Nov.

SPH Foundation partnered the Singapore Disability Sports Council (SDSC) once again to host the SPH Foundation National Para-Swimming Championship. This annual event aims to promote a healthy and sporty lifestyle for individuals with disabilities. SDSC targets disabled swimmers (7 years and above) from special schools and associations, mainstream schools, national sports associations, local clubs as well as individuals to take part in this one-day event.

Participants are classified based on their functional disabilities, e.g. physical, visual or intellectual disabilities, to participate in swimming events for distances ranging from 25 metres to 400 metres, for individual and team events.

The numerous awards and accolades that SPH and SPH Foundation have received for their extensive corporate social responsibility efforts are testament of their steadfast commitment towards helping the community.