

Growing a sustainable business



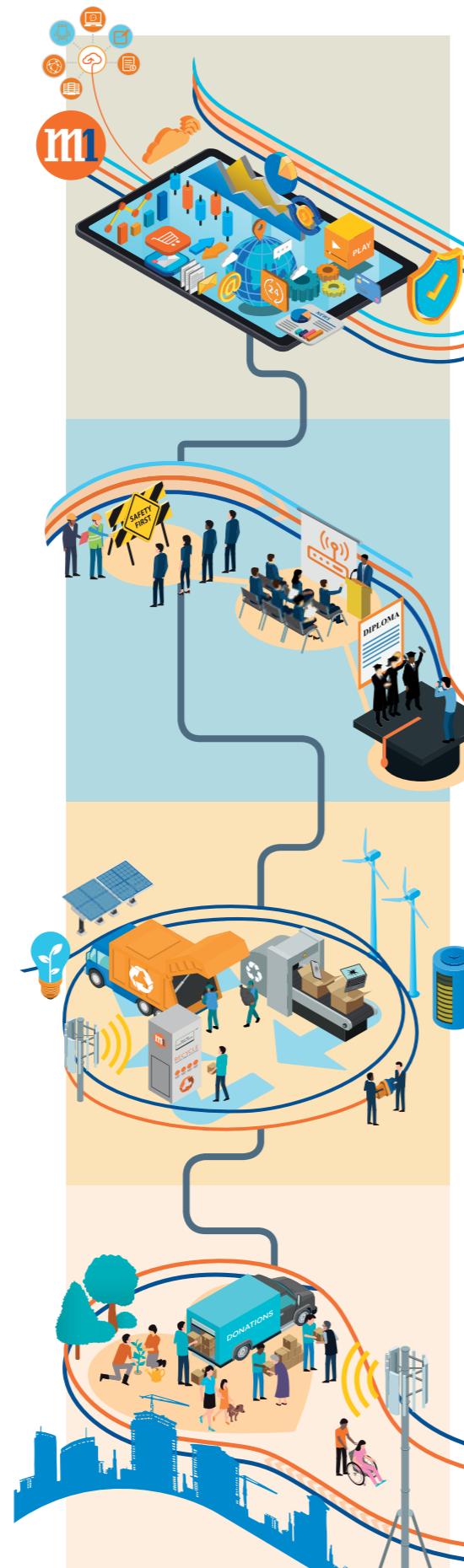
Sustainability
Report

2018



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Our Business P17

OUR BUSINESS

M1 is Singapore's most vibrant and dynamic communications company, providing mobile and fixed services to over two million customers. Since the launch of commercial services in 1997, M1 has achieved many firsts, including the first operator to offer nationwide 4G service, as well as ultra high-speed fixed broadband, fixed voice and other services on the Next Generation Nationwide Broadband Network (NGNBN). With a continual focus on network quality, customer service, value and innovation, M1 links anyone and anything; anytime, anywhere.

For more information, visit www.m1.com.sg

Our People P22

OUR VISION

To be the leader in communications, distinguished by innovativeness and dedication to our customers, people and shareholders.

Our Environment P26

OUR MISSION

Linking anyone and anything; anytime, anywhere.

Our Community P31

Growing a sustainable business

for the future

At M1, we are committed to driving business growth sustainably. We have embedded multi-faceted sustainability practices into every aspect of our business, with the aim of maximising long-term social, environmental, and financial value for all our stakeholders

Our Business

Fairness, transparency and integrity are core to every aspect of M1's operations. We aim to meet or surpass the expectations of every stakeholder, and add value to the nation's economy, through sound, innovative and sustainable business practices.

Our People

Our people are key to us in delivering excellent customer experience and creating long-term value for all stakeholders. We are committed to providing a safe, inclusive, and rewarding workplace that motivates our employees to achieve their best potential.

Our Environment

We conduct our business operations responsibly and efficiently, and constantly seek to minimise our environmental footprint and the use of limited resources.

Our Community

M1 is committed to empowering our community. Through our sustained corporate social responsibility programmes in three focus areas: arts, sports and youth causes — we strive to create a lasting and positive impact on Singapore society.



Board Statement

GRI 102-14

As we leverage on digital technology to bring about a more intelligent society, we also work towards building a more open, responsible and sustainable society. In pushing boundaries, adopting new technologies and harnessing innovation to drive growth opportunities, we are concurrently advancing sustainable practices across our organisation and value chain, to create enduring value for all our stakeholders

Since the commercial launch of our services in 1997, M1 has built up a strong reputation for innovation, excellent customer service and superior network quality. In the same spirit, we are committed to making a strong contribution towards a sustainable society — one that will support and safeguard future generations and create long-term value for M1 stakeholders and society as a whole.

M1 integrates sustainability within its business through the efficient allocation and deployment of financial, built, human and social capital, and via strong ethics and rigorous risk management processes. We deliver value and develop an ever-more-sustainable business by adapting to risks and recognising the opportunities that the evolution of economic, regulatory and technological trends bring. In building a sustainable future for all our stakeholders, M1 now employs over 1,500 personnel to support more than two million customers.

In 2018, we continued our partnership with the Info-communications Media Development Authority to provide connectivity to low-income households. We have also continued our investments to narrow the digital divide and improve the quality and coverage of our networks and systems, including the launch of multi-vendor trials, which put M1 at the forefront of 5G technology.

We are mindful of the challenges that come with a commitment to sustainable growth, and place great importance on security and data protection, as well as the need to reduce our carbon footprint while still delivering a class-leading customer experience. To this end, our continued investment in energy-efficient infrastructure and systems, staff training and resilient security measures is key.

The Board of Directors oversees the material environment, social and governance (ESG) factors of the organisation and considers sustainability issues as part of the strategic formulation of our business. M1's sustainability team, headed by the Director of Corporate Communications and supported by key department heads, has responsibility for the Company's sustainability policies, practices and performance. Sustainability initiatives and practices are communicated across all levels of our organisation. During 2018, a leading sustainability consultant conducted a sustainability workshop for members of senior management and key data owners across multiple departments to share best practices in the implementation and management of sustainability programmes.

The Board has approved M1's sustainability framework and the scope of this sustainability report, which covers four key areas: Our Business, Our People, Our Environment and Our Community. The M1 Board is periodically updated by its sustainability team on the sustainability performance of the Group.

Further information regarding M1's sustainability approach, targets and performance can be found in the introduction to this report. We have been producing sustainability reports since 2011, and will continue to advance our sustainability practices and reporting process to maximise long-term value for all our stakeholders.

Introduction

Sustainable practices are integrated into every aspect of M1's business, ensuring that we deliver value to our stakeholders and safeguard our future generations

Regular engagement with our

8

key stakeholders

Mitigating measures and targets for

14

material topics

It is with pleasure that M1 introduces its eighth Sustainability Report, which presents the Group's sustainability targets, performance and achievements during 2018. Incorporating key environmental, social and governance factors, sustainable practices are integrated into every aspect of our business strategy and operations. As we continue to develop and evolve our sustainability framework, our commitment to our stakeholders is matched by our commitment to a sustainable society.

REPORTING SCOPE AND BOUNDARIES

GRI 102-10, 102-45

The scope of this sustainability report covers the operations under M1's direct control for the period 1 January to 31 December 2018. It reflects the sustainability performance of our

Group, which consists of M1 Limited and its four subsidiaries M1 Net Ltd., M1 Shop Pte Ltd, M1 TeliNet Pte. Ltd. and Kliq Pte. Ltd. It excludes performance data from M1 Connect Pte. Ltd., which was divested in March 2018, as well as our associate companies Asiapac Distribution Pte Ltd¹, Trakomatic Pte. Ltd. and Octopus Retail Management Pte Ltd².

OUR REPORTING APPROACH

GRI 102-12, 102-48, 102-53, 102-54, 102-56

Our achievements, progress and targets for the reporting year are detailed in four sections, each representing a key area of focus for our operations, namely: Our Business, Our People, Our Environment and Our Community.

OUR BUSINESS



We aim to add value to the economy and fulfil stakeholder expectations through sound investment in new technologies, diligent corporate governance and the pursuit of sustainable practices in our business.

OUR PEOPLE



We value our people and their well-being, recognising that the provision of a safe, motivating and inclusive workplace is key to our growth and success.

OUR ENVIRONMENT



We strive to maximise our operational efficiency and minimise our environmental impact by reducing our consumption of limited natural resources.

OUR COMMUNITY



We demonstrate our commitment to responsible corporate citizenship, and give back to the Singapore community, through our sustained support of arts, sports and youth programmes.

¹ The acquisition of Asiapac Distribution Pte Ltd was completed in November 2018.
² Octopus Retail Management Pte Ltd was divested in September 2018.

Introduction

We regularly review our sustainability performance, monitoring and reporting processes, as well as new developments in sustainability reporting, to ensure ongoing improvement. This report has been prepared in accordance with the Singapore Exchange's (SGX) sustainability reporting guidelines and the latest version of the Global Reporting Initiative's (GRI) Standards, the most widely used global and independent sustainability reporting framework. The list of the

GRI indicators and their relevant references satisfy the GRI Core option and are found in the GRI content provided on pages 34 to 37 of the report.

We have sought assistance from a leading sustainability consultancy to ensure alignment between the report content and the GRI and SGX requirements, including the use of comparable measurement units and conversion factors for disclosing performance data.

Improvements to this report include more comprehensive disclosure on our sustainability performance with over 10 additional GRI indicators, including energy consumption and emissions from our third-party shuttle buses and general waste disposal services. We have also provided base-year figures to show performance progress in some of our key environmental topics. Some historical figures on energy consumption and emissions in 2016 and 2017 have been adjusted to reflect minor corrections in the calculation method and source of data. This report also marks our first mapping of M1 sustainability strategy against the UN Sustainable Development Goals.

We have removed from the GRI content index all references to the obsolete indicators from the GRI Telecommunications Sector Supplement. The same information is now covered by the latest GRI indicators.

The content of this report has not been externally assured by any independent party, but such assurance will be considered for future reporting exercises.

measures are discussed and prioritised based on expectations and best practices within the current local and global sustainability contexts, but also on the risks and opportunities relevant to M1's business operations.

Key outcomes, performance updates and proposed changes in our sustainability framework are presented to the Board for inputs and approval. The Board also has oversight of M1's sustainability reporting agenda.

M1's management approaches and performance data are regularly assessed according to defined targets, and our sustainability framework is periodically reviewed for areas of improvements. Specifically, the Audit Committee supports the Board in sustainability reporting and the review of material ESG factors. To drive our sustainability programmes, a dedicated sustainability team comprising three staff members, was formed since our last reporting period. This new M1 sustainability team, together with the heads of key departments, is responsible for co-ordinating and communicating the Company's sustainability policies, practices and performance.

M1 SUSTAINABILITY FRAMEWORK

GRI 102-18

M1's sustainability policies are managed and communicated across all levels of our organisation. The Board of Directors, which oversees the material environment, social and governance (ESG) factors of the Company, considers sustainability issues as part of M1's formulation.

The establishment of stakeholder engagement channels, identification of material topics and risk mitigation



We welcome feedback on this report, any aspect of our sustainability performance and possible areas of improvement at corpcomms@m1.com.sg.

Introduction

Engaging with our stakeholders

GRI 102-40, 102-42, 102-43, 102-44, 102-46

Regular engagement with our eight stakeholder groups is key to our sustainability programme. The following table sets out the channels via which we communicate with our stakeholders and identifies the expectations of each group.

Stakeholders	Consumers and corporate customers	Institutional and retail investors	Business partners and suppliers	Employees	Regulators	Analysts and the media	Trade associations	Non-governmental organisations and community partners
Main engagement channels	<ul style="list-style-type: none"> 24-hour contact centre M1 Shop outlets Mobile and fixed sales team Corporate sales team Technical support team M1 website and Facebook page feedback forms Customer satisfaction survey My M1 App 	<ul style="list-style-type: none"> Access to our investor relations team and senior management through: <ul style="list-style-type: none"> Emails Teleconferences Meetings Investor conferences Investor roadshows Annual general meetings (AGMs) Annual reports 	<ul style="list-style-type: none"> Meetings Emails Teleconferences 	<ul style="list-style-type: none"> Employee feedback Teambuilding sessions Annual employee appraisals Quarterly townhall events Open-door policy Quarterly CEO messages M1 organisational culture survey Grievance-handling channels through line management and/or human resource department Union representation 	<ul style="list-style-type: none"> Regular formal and informal discussions Teleconferences Active participation, including written submissions, in relevant industry consultation sessions 	<ul style="list-style-type: none"> Access to our corporate communications and investor relations team through: <ul style="list-style-type: none"> Emails Teleconferences Meetings Organised visits and industry events Quarterly results teleconferences 	<ul style="list-style-type: none"> Membership of and engagement with relevant trade associations³ 	<ul style="list-style-type: none"> Discussions with community groups Participation in relevant conferences Reporting on our sustainability strategy and performance
Stakeholders' expectations	<ul style="list-style-type: none"> Reliable and safe, quality network access Relevant and affordable products and services Effective customer service Data protection 	<ul style="list-style-type: none"> Sustainable business growth Long-term shareholder value Good corporate governance Transparency in business strategy and operations Consideration for minority shareholders' interest Relevant corporate social responsibility (CSR) initiatives 	<ul style="list-style-type: none"> Transparent and fair procurement and other business practices Compliance with terms and conditions of business contracts 	<ul style="list-style-type: none"> Safe working environment Fair remuneration and benefits Non-discriminatory practices Career growth Relevant employee training 	<ul style="list-style-type: none"> Compliance with regulations and service requirements Deliver continued socio-economic benefits to society Work with industry to maintain consistent technological standards 	<ul style="list-style-type: none"> Timely and transparent disclosure of corporate information Prompt response to queries Access to senior management 	<ul style="list-style-type: none"> Make available industry approved products and services 	<ul style="list-style-type: none"> Minimise any social, public health or environmental impact Support deserving community efforts and underprivileged groups

³ Contact Centre Association of Singapore, National Trade Union Congress, Singapore Internet Exchange, and Singapore National Employer Federation.

Introduction

GRI 102-47

Materiality assessment

M1's key material topics have been determined through our stakeholder engagement channels and management discussions. Based on how important a

topic is to our stakeholders and our organisation and how we can reduce our impacts, we have implemented management approaches to assess our progress through the years.

The following pages outline our 14 key material topics as well as M1's relevant management approaches and targets for the 2019 period and beyond.

OUR BUSINESS																									
Governance, ethics and integrity	<p>M1's Management Approach</p> <ul style="list-style-type: none"> We communicate our business policies to staff and ensure that management, staff and suppliers abide by strict guidelines, codes of conduct and regulatory compliance We obtain annual Business Continuity Management (BCM) certification We conduct appropriate risk and awareness training sessions for staff We respond to media and analysts' queries in a timely manner and provide relevant and prompt updates on company developments We work closely with media and analysts to advance the Company's interests We continually review and improve sustainability performance and reporting <p>Impacted stakeholders: All</p> <p>Maintaining a high standard of corporate governance in the economic, social and environmental aspects of our business is key to protecting the interests of all our stakeholder groups. This includes seeking feedback from and communicating transparently with all parties.</p> <table border="1"> <tbody> <tr> <td></td> <td>2018 Goals</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> Maintain our current record of zero cases of regulatory non-compliance </td> </tr> <tr> <td></td> <td>2018 Achievements</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> No cases of regulatory non-compliance during the year </td> </tr> <tr> <td></td> <td>2019 Targets</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> Maintain our current record of zero cases of regulatory non-compliance </td> </tr> </tbody> </table> <p>M1's Management Approach</p> <ul style="list-style-type: none"> We review our Supplier Code of Conduct annually to ensure best procurement practices We ensure transparency throughout the tendering process Through our whistle-blower policy (M1 Speak-Up policy), we create avenues for reporting incidences of abuse and corruption <p>Impacted stakeholders: Business partners and suppliers</p> <p>Adopting a responsible procurement policy helps M1 to indoctrinate among its suppliers the same stringent sustainability principles and corporate values that it adheres to itself.</p> <table border="1"> <tbody> <tr> <td></td> <td>2018 Goals</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> Annual review of Supplier Code of Conduct </td> </tr> <tr> <td></td> <td>2018 Achievements</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> Reviewed our Supplier Code of Conduct </td> </tr> <tr> <td></td> <td>2019 Targets</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> None </td> </tr> </tbody> </table>		2018 Goals		<ul style="list-style-type: none"> Maintain our current record of zero cases of regulatory non-compliance 		2018 Achievements		<ul style="list-style-type: none"> No cases of regulatory non-compliance during the year 		2019 Targets		<ul style="list-style-type: none"> Maintain our current record of zero cases of regulatory non-compliance 		2018 Goals		<ul style="list-style-type: none"> Annual review of Supplier Code of Conduct 		2018 Achievements		<ul style="list-style-type: none"> Reviewed our Supplier Code of Conduct 		2019 Targets		<ul style="list-style-type: none"> None
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	2019 Targets																								
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OUR BUSINESS																									
Data privacy	<p>M1's Management Approach</p> <ul style="list-style-type: none"> We subscribe to the principles and requirements of the Personal Data Protection Act 2012 (PDPA) to ensure the privacy of customers' personal data <table border="1"> <tbody> <tr> <td></td> <td>2018 Goals</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> Maintain positive record of zero regulatory breaches </td> </tr> <tr> <td></td> <td>2018 Achievements</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> No regulatory breaches </td> </tr> <tr> <td></td> <td>2019 Targets</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> Maintain positive record of zero regulatory breaches </td> </tr> </tbody> </table> <p>Impacted stakeholders: Consumers and corporate customers</p> <p>Given our role as a provider of mobile and fixed communications services, and being fully aware of the sensitivities that customers rightly have concerning data privacy, protecting that privacy is M1's prime material topic.</p> <p>M1's Management Approach</p> <ul style="list-style-type: none"> We have a training roadmap for our frontline staff which enables them to provide customers with comprehensive and transparent information with which to make informed decisions regarding our products and services. The process covers both content knowledge and soft skills, and includes: <ul style="list-style-type: none"> New staff academy training Skills enhancement training Refreshers on important topics e-Learning platform <table border="1"> <tbody> <tr> <td></td> <td>2018 Goals</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> Maintain 100% of frontline staff trained in key modules including on-the-job training </td> </tr> <tr> <td></td> <td>2018 Achievements</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> All frontline staff were trained in key modules including compulsory on-the-job training </td> </tr> <tr> <td></td> <td>2019 Targets</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> Maintain 100% of frontline staff trained in key modules including on-the-job training </td> </tr> </tbody> </table> <p>Impacted stakeholders: Consumers and corporate customers, regulators</p> <p>Being fully transparent in all forms of customer communications, builds trust and strengthens our engagement with our customers and other stakeholder groups.</p>		2018 Goals		<ul style="list-style-type: none"> Maintain positive record of zero regulatory breaches 		2018 Achievements		<ul style="list-style-type: none"> No regulatory breaches 		2019 Targets		<ul style="list-style-type: none"> Maintain positive record of zero regulatory breaches 		2018 Goals		<ul style="list-style-type: none"> Maintain 100% of frontline staff trained in key modules including on-the-job training 		2018 Achievements		<ul style="list-style-type: none"> All frontline staff were trained in key modules including compulsory on-the-job training 		2019 Targets		<ul style="list-style-type: none"> Maintain 100% of frontline staff trained in key modules including on-the-job training
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Introduction

GRI 102-47

OUR BUSINESS		OUR PEOPLE	
<p>Customer satisfaction</p> <p>Customer satisfaction impacts all stakeholder groups either directly or indirectly. Satisfied customers are more likely to be loyal customers who become ambassadors for the brand and build economic growth, which, in turn, leads to a better stakeholder experience for employees, investors and suppliers.</p> <p>Impacted stakeholders: Consumers and corporate customers</p>	<p>M1's Management Approach</p> <ul style="list-style-type: none"> We continually invest in and review our products and services to ensure they are relevant, competitive, and meet customer needs We conduct regular and appropriate staff training to enhance the customer experience <p>2018 Goals</p> <ul style="list-style-type: none"> Achieve at least 85% customer satisfaction rating <p>2018 Achievements</p> <ul style="list-style-type: none"> Achieved 85% customer satisfaction rating⁴ <p>2019 Targets</p> <ul style="list-style-type: none"> Maintain at least 85% customer satisfaction rating 	<p>Attracting and retaining talent</p> <p>Our people form an important stakeholder segment and are a critical component to our long-term success.</p> <p>Impacted stakeholders: Employees</p>	<p>M1's Management Approach</p> <ul style="list-style-type: none"> We offer competitive remuneration packages commensurate with qualifications, experience and job responsibilities We value diversity within our workforce We promote employees based on performance and merit <p>2018 Goals</p> <ul style="list-style-type: none"> Achieve annual attrition rate equal or lower than industry norms of 15% <p>2018 Achievements</p> <ul style="list-style-type: none"> Employee attrition rate of 15.2% in 2018, slightly higher than industry norms of 15% <p>2019 Targets</p> <ul style="list-style-type: none"> Achieve annual attrition rate equal or lower than industry norms
<p>Public safety</p> <p>Having a strong public safety record, particularly in the sensitive area of radio frequency (RF) radiation levels, builds confidence and support for M1 among our customer base and industry regulators.</p> <p>Impacted stakeholders: Consumers and corporate customers, regulators</p>	<p>M1's Management Approach</p> <ul style="list-style-type: none"> We comply with the Info-communications Media Development Authority's (IMDA) strict controls over the installation and transmitter power limits of our base station equipment We are open and transparent in the area of public health and safety, and work closely with the National Environment Agency and IMDA to ensure the levels of exposure of RF radiation from our networks are well within guideline limits We have mechanisms in place to respond promptly to any public safety incidents <p>2018 Goals</p> <ul style="list-style-type: none"> Maintain record of no public safety incident <p>2018 Achievements</p> <ul style="list-style-type: none"> Conducted third-party independent radiation measurements at 11 sites, with no corrective action required No public safety incident <p>2019 Targets</p> <ul style="list-style-type: none"> Maintain record of no public safety incident 	<p>Training and education</p> <p>Investment in the training and education of our people gives M1 an edge in our ever-changing and highly competitive industry. By supporting their personal development, we are enabling our people to reach their full potential.</p> <p>Impacted stakeholders: Employees</p>	<p>M1's Management Approach</p> <ul style="list-style-type: none"> We provide continuous training programmes to build on our employees' knowledge and skills <p>2018 Goals</p> <ul style="list-style-type: none"> An average of 4 days of training per employee per year <p>2018 Achievements</p> <ul style="list-style-type: none"> 4.9 days of training per employee <p>2019 Targets</p> <ul style="list-style-type: none"> An average of 4 days of training per employee per year
		<p>Workplace safety and health</p> <p>Providing a safe and healthy workplace protects all stakeholders who carry out their professional responsibilities on M1 sites and strengthens our engagement with those same stakeholders.</p> <p>Impacted stakeholders: Employees, business partners and suppliers</p>	<p>M1's Management Approach</p> <ul style="list-style-type: none"> We maintain a safe and inclusive working environment We have attained BizSAFE Level 3 certification We conduct regular workshops to keep employees up to date with M1's workplace safety and health procedures and regulations We are a signatory to the Tripartite Alliance for Fair Employment Practices' Employers' Pledge of Fair Employment Practices <p>2018 Goals</p> <ul style="list-style-type: none"> Maintain zero fatality rate <p>2018 Achievements</p> <ul style="list-style-type: none"> No fatality <p>2019 Target</p> <ul style="list-style-type: none"> Maintain zero fatality rate Maintain BizSAFE Level 3 certification

⁴ The customer satisfaction survey was migrated in 2018 to a Cloud-based solution across our customer touch points (Hotline, Customer Service Centres and Retail Shops).

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OUR ENVIRONMENT		OUR COMMUNITY	
Energy usage In line with the Singapore Government's 2015 pledge that the country will become more efficient in its economic activity by the year 2030, a reduction in the use of non-renewable energy sources is a priority for M1. Impacted stakeholders: All	M1's Management Approach <ul style="list-style-type: none"> We continually measure and review our environmental footprint to identify feasible initiatives to make the most efficient use of limited resources in a sustainable way We implement more energy-efficient technologies 	2018 Goals <ul style="list-style-type: none"> Minimise increase in total power consumption 	2018 Achievements <ul style="list-style-type: none"> Total power consumption of our operations increased by only 0.5% despite a 25% increase in new base stations deployed
	2019 Targets <ul style="list-style-type: none"> Minimise increase in total power consumption, despite expansion of mobile networks and ICT systems 		
Carbon footprint It is essential to prevent our current actions on the climate from compromising the life of future generations. The Singapore Government's 2030 targets toward the global fight against climate change also highlight the need for companies to reduce their carbon footprint and look towards renewable energy sources. Impacted stakeholders: All	M1's Management Approach <ul style="list-style-type: none"> We have implemented new approaches such as use of solar panels, to reduce our consumption of non-renewable energy We adopt new measures to reduce indirect carbon emissions (electronic equipment recycling and reduction in paper consumption) 	2018 Goals <ul style="list-style-type: none"> Roll out e-waste recycling to more collection sites Raise eBill penetration to 20% of customer base 	2018 Achievements <ul style="list-style-type: none"> e-waste recycling bins installed at five additional sites (total of 12 sites) eBill penetration at 25%
	2019 Targets <ul style="list-style-type: none"> Raise eBill penetration to 30% of customer base 		
Water usage The supply of fresh water in Singapore is limited. Maximising opportunity to replace fresh water with reclaimed water is an important step towards environmental sustainability. Impacted stakeholders: All	M1's Management Approach <ul style="list-style-type: none"> We continually seek out opportunities to reduce our consumption of potable water and increase consumption of reclaimed NEWater, e.g. for cooling 	2018 Goals <ul style="list-style-type: none"> Increase NEWater/potable water consumption ratio to 30/70 	2018 Achievements <ul style="list-style-type: none"> NEWater/potable water consumption ratio: 29/71
	2019 Targets <ul style="list-style-type: none"> Increase NEWater/potable water ratio to 50/50 		
Supporting the community We believe that for a company to be successful in the long term, it should help create value for the community within which it operates. Participation in CSR programmes is a significant motivation factor for our employees. Impacted stakeholders: Non-governmental organisations and community partners, employees	M1's Management Approach <ul style="list-style-type: none"> Through our strong CSR programmes, we continuously provide financial assistance and support to adopted community causes and conservation efforts We focus our efforts on the arts and sports causes in their start-up stage, where our contributions can make a meaningful impact We ensure products and services are available to and address the needs of underserved communities We involve our employees through M1 SunCare Club volunteers 	2018 Goals <ul style="list-style-type: none"> Make a combined community investment of more than S\$1.5 million toward arts, sports and charity 	2018 Achievements <ul style="list-style-type: none"> We invested more than S\$2 million toward arts, sports and charity
	2019 Targets <ul style="list-style-type: none"> Make a combined community investment of more than S\$1.5 million toward arts, sports and charity 		
Digital inclusion As connectivity becomes an ever greater part of our lives, it is important to ensure that digital services are made accessible to all members of our society. Impacted stakeholders: Non-governmental organisations and community partners, regulators	M1's Management Approach <ul style="list-style-type: none"> Participation in industry events and dialogue sessions Harmonise our policies and networks with globally accepted technologies and standards 	2018 Goals <ul style="list-style-type: none"> Continue to partner government agencies to enable low-income households to benefit from digital/connectivity services 	2018 Achievements <ul style="list-style-type: none"> M1 partnered with IMDA on the NEU PC Plus Programme, Home Access Programme and Digital TV Assistance Scheme
	2019 Targets <ul style="list-style-type: none"> Continue to partner government agencies to enable low-income households to benefit from digital/connectivity services 		

Introduction

OUR ALIGNMENT TO THE SUSTAINABLE DEVELOPMENT GOALS

Many of M1's programmes and initiatives are aligned with the Sustainable Development Goals (SDGs) adopted by UN Member States in 2015. As part of the 2030 Agenda for Sustainable Development, the 17 SDGs encompass the many challenges facing the world today and include targeted priorities to help governments and businesses achieve a more sustainable world.

We have identified seven SDGs, listed in the table below, whose targets are most closely aligned to our own efforts to positively address today's social and environmental challenges.

SDGs	M1's Approach and Initiatives to Support the Goal
4 QUALITY EDUCATION	<ul style="list-style-type: none"> Scholarships and educational programmes for youth provided through our community partners
5 GENDER EQUALITY	<ul style="list-style-type: none"> Non-discrimination practices and code of conduct Gender-equal career advancement and development opportunities
8 DECENT WORK AND ECONOMIC GROWTH	<ul style="list-style-type: none"> Investments to expand communication networks Fair and inclusive employment practices Workplace safety and health framework for all employees
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	<ul style="list-style-type: none"> Implementation of innovative connectivity and communication technologies Partnership with government agencies to enable low-income households to benefit from digital/connectivity services Increased use of resource-efficient technologies and practices in our equipment and operations
10 REDUCED INEQUALITIES	<ul style="list-style-type: none"> Gender-equal career advancement and development opportunities Fair and inclusive employment practices, including compensation and benefits
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	<ul style="list-style-type: none"> Energy-saving technologies and initiatives Increase NEWater consumption ratio Implementation of practices for sustainable procurement E-waste recycling programme Reporting on our sustainability performance
13 CLIMATE ACTION	<ul style="list-style-type: none"> Energy-saving technologies and initiatives Initiatives to reduce use of non-renewable energy

Our Business

Our goal is to add value to the economy, meet or surpass the expectations of every M1 stakeholder and build an ever-more-sustainable business through sound and innovative investments in technology and diligent corporate governance

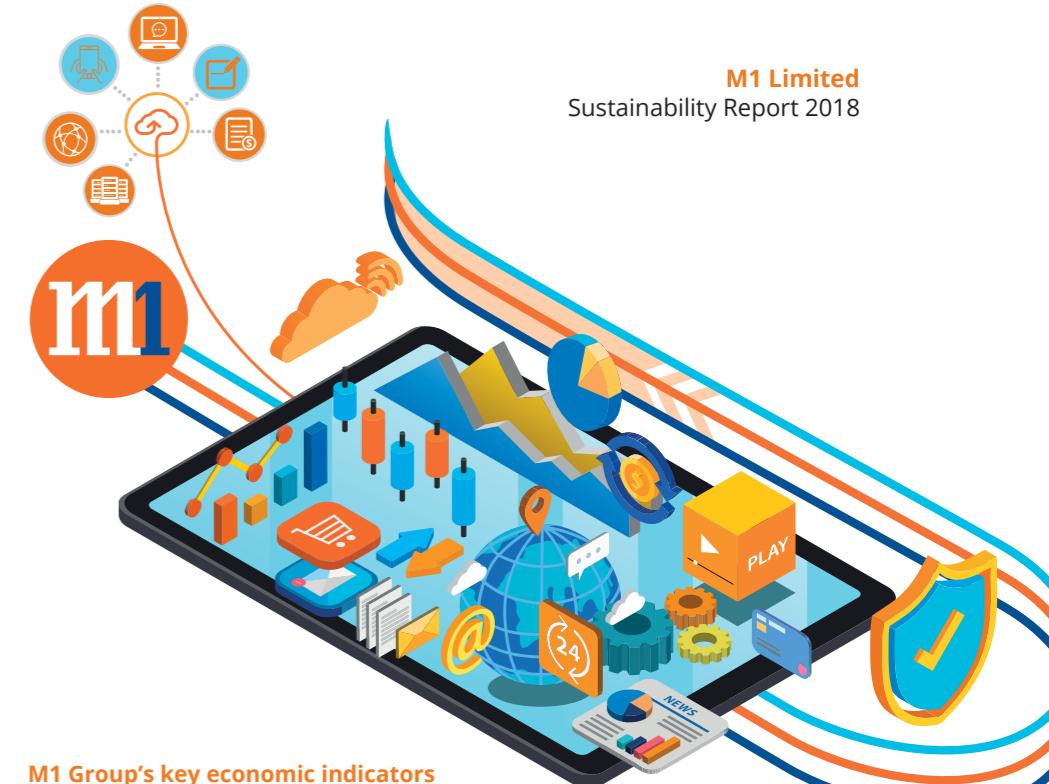
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invested in network technologies and infrastructure in the last 21 years

Zero cases

of non-compliance with laws and regulations

Supported SDGs



M1 Group's key economic indicators
GRI 201-1

Group	2018 S\$m	2017 S\$m (Restated)
Operating revenue	1,094.7	1,053.0
Net profit after tax	130.7	139.1
Operating expenses (including staff cost)	925.4	874.0
Staff costs	131.3	122.5
Dividends paid to shareholders	105.5	103.2
Tax paid	27.3	24.4
Community investments	2.03	1.94

and new industries in the digital environment, enabling customers to benefit from technological advancement and further reducing the digital divide in our society.

Connectivity

In 2018, M1 continued its work with the Info-communications Media Development Authority (IMDA) as the appointed vendor to provide broadband access to students and persons with disabilities from low-income households under the NEU PC Plus Programme. Through this programme, eligible applicants receive a complimentary 4G or fixed fibre broadband connection for three years. To date, more than 8,800 households have benefitted from this programme.



In addition, as IMDA's appointed vendor for the Home Access Programme, we continued to help low-income households with subsidised fibre broadband connectivity. M1 is also IMDA's sole vendor in the Digital TV Assistance Scheme, which helps Housing Development Board

Our Business

households to make the switch from analogue to Digital TV through distribution of free digital set-top boxes and indoor antennas, as well as free installation. Since analogue TV broadcast services ceased in Singapore on 31 December 2018, households are required to migrate to Digital TV in order to continue to enjoy free-to-air TV programmes. More than 10,000 households benefitted from the Home Access Programme and 390,000 households have benefitted from the Digital TV Assistance Scheme.

These efforts have made a positive impact in narrowing the digital divide and enabling families in the underprivileged and underserved segments to enjoy the benefits of digital and connectivity services.

Network and systems

M1 is committed to ongoing investment in new technologies, as well as coverage and capacity expansion, to enhance the performance and resiliency of our networks and deliver a better experience for our customers.

Since our inception in 1997, we have invested more than S\$2.1 billion in expanding and upgrading our mobile and fixed network infrastructure.

M1 achieved the fastest 4G speeds and lowest latency for mobile connectivity in the IMDA's IMconnected half-yearly interactive report, published for the period January to June 2018. The results demonstrated our strong commitment to deliver superior network performance to support the growing demand for data services. As a leader in network innovation, we continuously invest to push the limits in network speeds, latency and coverage. During the year, we continued to optimise our 4.5G Heterogeneous Network (HetNet) and increased our small cell and WiFi coverage to 500 sites at targeted high-traffic hotspots to augment the customer experience. We also commenced multi-vendor 5G trials, including Nokia's first 5G small cell trial in Southeast Asia and

Singapore's first end-to-end 5G live trial of 360-view Virtual Reality (VR) content broadcasting with Huawei, in our journey towards next generation 5G mobile networks. M1 is committed to staying at the forefront of 5G technology to ensure our customers enjoy the best user experience and new services made possible by 5G.

BUILDING CUSTOMER VALUE

We constantly review and update our products and services to ensure they are relevant and offer meaningful value to all our customers. With M1 Remit, we were the first mobile remittance service provider to offer an end-to-end digital money remittance experience within our mobile app. Today, M1 Remit offers ten remittance destinations and is open to both M1 and non-M1 mobile customers for greater convenience in digital transactions.

The corporate and ICT business is a growth segment for M1. We have accelerated our investments in technology, infrastructure and expertise, as well as strengthened our product offerings to capture this

growth and new opportunities in the digital economy.

In 2018, we launched a new cloud-based video surveillance service on our M1 Fibre Broadband through a partnership with HikVision, one of the world's leading providers of video surveillance products and solutions. This new cloud-based video surveillance service offers a refreshingly simple, flexible and cost-effective video surveillance solution for businesses.

Customer satisfaction

Delivering excellent customer service is one of M1's core operating tenets. We continually invest in customer service training and review our business processes to ensure consistent and high-quality service across all customer touch points.

Our chatbot Mindy, launched in November 2017 to provide round-the-clock assistance to customers with queries on M1's products and services, was enhanced in 2018 with a total of 2,000 sets of answers, from its initial 300 sets. With this additional knowledge and better



Centralising customer feedback

In July 2018, we migrated our customer survey platform to a Cloud-based solution into which all customer feedback obtained through M1 key contact channels, namely hotlines, contact centres and outlets, is recorded. The new platform centralises customer feedback and provides more insightful and detailed findings on the concerns of our customers. We succeeded in meeting our 85% customer satisfaction target for 2018.



display capabilities, Mindy can now help users perform simple transactions such as signing up for, or cancelling service subscriptions including Data Passport, roaming and data usage cap.

- Prices
- Product specifications
- Excess charges
- Value-added services offered on a promotional or trial basis
- Early termination charges

Public safety

GRI 416-1

M1 recognises the public's concern⁵ about potential radio frequency (RF) radiation from telecommunications equipment, including mobile devices and base stations. Customer well-being and public health and safety is of prime importance to us and we aim to achieve a good balance between providing excellent coverage and complying with regulatory standards. To this end, we constantly review emission updates and implement strategies to ensure that our equipment and site design meet current regulations.

We value customer feedback in helping us to improve our service, and gather such information through a multitude of channels including our contact centre, 24-hour hotlines, retail outlets, letters to the media, mystery shopping surveys, and from social media networks such as Facebook.

Transparency in customer communications

GRI 417-1

M1 clearly labels all products and services in advertisements, marketing collateral and on its website, and provides all relevant details in customer contracts. Prior to processing any customer transaction, the following are explained clearly and concisely by our employees:

compliance with the ICNIRP's standards. In 2018, M1 engaged the National Environment Agency (NEA) to conduct third-party independent radiation measurements at 11 of our sites. These voluntary tests were initiated following approaches from residents or building owners who live or work near M1 base stations and raised concerns about RF radiation. In all these cases, we are well within the limit and thus, no corrections were required.

We will continue to monitor radiation levels at our stations, and any further technological developments, to ensure that levels of exposure to RF radiation from our networks are well within the guideline limits.

We maintain an open and transparent approach to public health and safety, and work closely with the NEA and IMDA. For example, M1 has participated in discussions with IMDA on regulatory emission limits related to newer cellular technologies, such as 5G. M1 is also reviewing new guidelines being drafted⁶ by ICNIRP on radiation standards and will adapt its network design and planning strategy to meet these guidelines when published.

⁵ To date, the World Health Organisation has found no substantiated link between exposure to RF radiation and adverse impact on human health. It is currently conducting a formal assessment of all studied health outcomes (<http://www.who.int/mediacentre/factsheets/fs193/en/>).

⁶ See www.icnirp.org for the new RF Guidelines drafting progress.

Our Business

Content responsibility

M1 protects vulnerable customer segments such as children and youths from undesirable content, and has worked with other mobile operators to create the Voluntary Code of Self-Regulation of Mobile Content⁷ in Singapore to protect minors from accessing prohibited content via mobile phones.

We have made a variety of tools available at both network and device levels such as the M1 Cyber Guardian, which allows parents to maintain a healthy internet lifestyle for their family by remotely monitoring their children's online activity.

Data protection

As a provider of mobile and fixed communications services, and being fully aware of sensitivities concerning personal data, M1 takes data privacy and protection very seriously. M1 does not collect, use or disclose customers' personal data other than as permitted under applicable laws, including the Personal Data Protection Act 2012 (the Act). Based on the Act, M1 created its Data Protection policy⁸ to outline more specifically the terms and provisions related to data collection, use, disclosure and retention of personal data by M1. The policy was reviewed and updated in August 2018 to add relevance to the most current issues in data protection.

All M1 employees are trained regarding their obligations under the Act and our Data Protection policy, with e-learning refreshers made available annually to ensure employees are kept up-to-date with data protection matters. Additionally,

two senior executives of the Company have been appointed as Data Protection Officers (DPO) to oversee compliance with the Act. Any customer or employee can contact the DPO to enquire about their personal data.

RESPONSIBLE BUSINESS

GRI 102-16

We are committed to conducting our business in a responsible and ethical manner, in compliance with all applicable laws and regulations, including those relating to accounting, tax fraud, corruption, bribery, competition and labour issues. In addition to our practices to protect our customers, we also support voluntary codes and best practice guidelines that benefit our stakeholders and society at large.

Anti-corruption

GRI 205-2

M1 subscribes to a 'zero tolerance' policy on fraud, corruption and other forms of unethical behaviour or conduct. Awareness training programmes are conducted to initiate and update employees on the Company's anti-corruption policies and all new employees are required to acknowledge our Code of Conduct.

Under the M1 Speak-Up (whistle-blower) policy, employees, customers and suppliers are encouraged to report any suspicious or irregular behaviour they may encounter in the course of their work and interaction with M1 and its partners, with the assurance that allegations will be investigated and their identities protected. In 2018, the policy was made available to all stakeholders through our website.

Procurement approach

GRI 102-9, 204-1

Our supply chain

In 2018, M1 engaged 464 suppliers through purchase orders to support its supply of telecom equipment and services, terminals and devices, ICT solutions, software and computer hardware products, as well as cable installation.

95% of these suppliers were Singapore-based (with registered office in the country) and represented 98% of our total procurement spending for the year.

Our suppliers play a key role in our value chain and we regularly engage with them to identify any new issues and ensure that the quality of our product and services is maintained and aligned with our business values and principles.

All our suppliers are required to comply with M1's Supplier Code of Conduct, which was introduced in 2015 to set out the standards of business behaviour that the Company's suppliers are expected to meet or exceed. The M1 Supplier Code of Conduct covers topics such as ethics, human rights, non-discrimination, fair compensation, collective association, health and safety, and protection of the environment. Suppliers are required to comply with all applicable laws, regulations and conventions. The Code also outlines procedures for suppliers to report any M1 director, officer, employee or representative who breaches ethical standards.

M1 is developing a new self-assessment questionnaire on business continuity plan (BCP) readiness with our key suppliers. The BCP assessment programme will be implemented throughout 2019.

We are also implementing regular Supplier Quality Performance

assessments in 2019 on key suppliers to measure deliverables performance and engage them for further improvement. All supplier rejections based on assessment results are reviewed and approved by the Procurement Director or General Manager.

Regulatory compliance

GRI 205-3, 206-1, 307-1, 416-2, 417-2, 417-3, 418-1, 419-1

Key laws and regulations governing our core telecommunications business and quality of service (QoS) delivery standards include the Telecommunications Act and Telecoms Competition Code (2012) and other global guidelines.

We abide by all applicable business, social and environment-related laws and regulations.

M1 was not fined by any authority in 2018 for non-compliance with any laws and regulations, including in the environmental, social and economic area, and had no incident of corruption or anti-competitive behaviour during the year. No substantiated complaint was received concerning breaches of customer privacy, and there were no cases of identified leaks,

For more details about our corporate governance processes and activities, including our Speak-Up policy and Supplier Code of Conduct, please visit our website at www.m1.com.sg/aboutm1/ourcompany/corporategovernance.

thefts, or losses of customer data during the year. Neither were there any cases of non-compliance with regulations concerning the health and safety impacts of products and services, product and service information and labelling, or marketing communications.

⁷ www.m1.com.sg/aboutm1/regulatoryinformation/self-regulationofmobilecontent
⁸ www.m1.com.sg/dataprotection

Our People

M1 recognises that the sustainability of our business, the satisfaction of our customers and the trust of all our stakeholders depends on our success in attracting, nurturing, valuing and retaining the best people at all levels of our organisation



Our reputation as Singapore's most vibrant and dynamic communications company, and our focus on network quality, customer service, value and innovation, demands that we attract exceptional people at all levels of our organisation and that we provide them with an environment that encourages them to develop, grow and stay with us.

By offering the opportunities for every individual to realise his or her full potential within a safe, nurturing workplace, and encouraging them to embrace the ethics of inclusiveness, diversity and teamwork, we seek to build and retain an exemplary workforce who create value for our organisation and our customers.

Our workforce profile and numbers have remained stable since we started reporting.

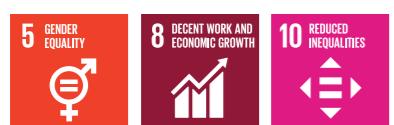
During 2018, we hired 233 employees, while 230 left the Company. This corresponds to a global turnover rate of 15.2% for the year, which is slightly above industry norms of 15%.

50:50
overall women to men ratio

41.5 hours
of training on average per employee

22%
increase in number of training courses attended by employees

Supported SDGs



EMPLOYEE PROFILE

GRI 102-8, 401-1

As at end 2018, M1 employed 1,511 people⁹, working mostly in technology, marketing, customer service and retail functions. The majority of the workforce were employed on a permanent full-time basis, while about 1.5% were part-timers or temporary contract hires.

Type of employment

GRI 102-8

	Male	%	Female	%	Total	%
2018						
Full-time (Permanent)	738	48.9%	749	49.5%	1,487	98.4%
Part-time (Permanent)	-	0%	1	0.1%	1	0.1%
Full-time (Temporary)	17	1.1%	6	0.4%	23	1.5%
Total	755	50.0%	756	50.0%	1,511	100.0%

Length of service

	2018	%
<5 years	671	44.4%
5-10 years	313	20.7%
>10 years	527	34.9%
Total	1,511	100.0%

⁹ Our workforce figures do not include three temporary staff and 46 interns who were engaged for short periods through the year. External personnel from security, cleaning and gardening services who worked in our premises are also excluded from our counts.

Diversity

GRI 405-1

2018	Senior Management	Mid-Management	Executive	Non-Executive	Total
Gender					
Female	1.0%	7.4%	14.9%	26.7%	50.0%
Male	2.9%	11.0%	16.0%	20.1%	50.0%
Total	3.9%	18.4%	30.9%	46.8%	100%
Age groups					
<30	0%	0.1%	5.8%	14.0%	19.9%
30-50	2.1%	14.0%	22.6%	29.8%	68.5%
>50	1.9%	4.2%	2.6%	2.9%	11.6%
Total	4.0%	18.3%	31.0%	46.7%	100%
Ethnic groups					
Chinese	3.7%	16.7%	25.0%	31.9%	77.3%
Indian	0.2%	0.5%	1.3%	2.7%	4.7%
Malay	0%	0.3%	1.0%	3.3%	4.6%
Others	0.1%	0.8%	3.7%	8.8%	13.4%
Total	4.0%	18.3%	31.0%	46.7%	100%

The ethnic composition of our workforce is 77.3% Chinese, 4.7% Indian, 4.6% Malay and 13.4% others. While, overall, this distribution is relatively equal in both non-executive and executive categories, the proportion of ethnic Chinese personnel is higher within the mid and senior management categories specifically.

We have implemented progressive human resource management systems with equal career advancement and development opportunities. Employees go through a career development and performance review conducted twice a year. The appraisal process is transparent and includes setting performance targets with the employee's input.

In 2018, the Company did not have any internal incidents of discrimination or receive any complaint regarding discriminatory practices.

TRAINING

GRI 404-1, 404-2

To compete successfully in our fast-moving industry, it is imperative to invest in employee training and development. Up-skilling of the workforce encourages creativity and innovation, which are key to driving company-wide adoption of digital and new technologies.

We provide continuous training programmes to broaden and deepen our employees' professional

Upgrading employees' skills

GRI 404-2

In anticipation of technological changes and their impact on the skillsets of our employees, we host a series of Professional Talks, where industry experts are invited to share insights on topics and trends related to our business, including Internet of Things (IoT), Cybersecurity and Digital Marketing. Through these talks, we aim to inculcate a spirit of lifelong learning and effective flow of information across all levels of our workforce.

knowledge and skills, as well as to support their personal development to reach their fullest potential.

In addition to regular in-house programmes in the areas of effective negotiations, managing conflict and interpersonal communications, we support employees who attend external courses and conferences relevant to their work. We also encourage longer-term learning options such as post-graduate studies and certification courses, through subsidies and other measures, including examination leave.

In 2018, employees participated in an average of 41.5 hours of training, compared to 31.1 hours in 2017. The increase was due to a greater number of courses attended by employees, which rose 22% year-on-year. At Group level, our male employees benefitted from an average of 45.1 training hours, compared to 37.8 hours for our female

employees. This is attributed to a few sizeable departments that have higher male representation and contributed substantially to the Company's total training hours.

In 2018, we continued with our talent acquisition programme. Three degree and diploma scholarships were awarded to outstanding students pursuing their studies in information technology.

Average number of training hours

2018	Employee categories	
Senior Management	41.2	
Mid-Management	41.6	
Executive	37.2	
Non-Executive	44.1	
Gender		
Women	37.8	
Men	45.1	
Overall	41.5	

Our People

COMPENSATION AND BENEFITS

M1 offers all its employees a variety of benefits to meet their career and personal needs.

Remuneration

M1 offers employees competitive remuneration packages commensurate with their experience, performance and job responsibilities. Depending on the performance of the Company, eligible employees receive an annual variable performance bonus, as well as share awards under the M1 Share Plan. This Share Plan, adopted in 2016, helps retain talent and align the interests of eligible employees with shareholders of the Company.

Medical cover

GRI 403-6

M1 is also committed to our employees' physical and mental health. We provide full-time employees with outpatient and inpatient medical coverage, regular health screenings and group insurance coverage. Raffles Medical Group (RMG), a reputable healthcare group, manage our medical benefits programme in providing a consistent quality of care and well-being services to our employees and their dependants. In June 2018, we engaged RMG to provide employees with complimentary flu vaccinations, which were well received.

Well-being

M1's flexible benefits programme allows employees to choose their own benefits according to their needs, through a diverse range of products and services including dental treatment, personal insurance and childcare fees. We also offer subsidised meals to all employees at our in-house canteen.

Our Fun!@M1 initiative makes available a wide variety of social, educational and sporting programmes including lunchtime talks on topics such as stress management and parenting, as well as our company-wide futsal and bowling competitions. We also support

employees who are keen to participate in meaningful events, such as the National Steps Challenge™: Corporate Challenge, Income Eco Run and POSB Passion Run for Kids in 2018.

A fully equipped gymnasium is available for use round the clock by employees who wish to work on their fitness levels. To support employees who choose to walk, run or cycle to work, facilities such as bicycle racks and shower rooms are also provided. Complimentary passes to popular attractions such as the Singapore Zoological Gardens, River Safari, Night Safari and Jurong Bird Park, as well as holiday chalets at subsidised rental rates are available for employees to enjoy with their families throughout the year.

To foster team bonding and camaraderie, every department organises annual team building and de-stress activities such as games, crafts, and meal outings. The annual Dinner and Dance, which features a different dress-up theme each year, continues to be a key highlight of our Company's social calendar.

Retirement

GRI 201-3

M1 contributes to Singapore's Central Provident Fund (CPF), which is a comprehensive social security savings plan for working Singaporeans. CPF contributions are allocated for retirement, housing, investment, insurance, education and medical expenses. In 2018, the contribution of employers was set at 17% of an employee's monthly wage, with the employee contributing 20%. Contributions are lower for employees above 55 years of age and only applicable to monthly wages between S\$750 and S\$6,000.

SUPPORTING FAMILIES

GRI 401-3

M1 supports pro-family initiatives, and our employees enjoy benefits such as maternity leave, paternity leave and shared parental leave schemes, as well as extended medical coverage for their dependants.

Our offices feature dedicated on-site nursing facilities and a childcare centre.

40 employees were entitled to parental leave in 2018, and 22 female and 18 male employees took the mentioned leave. 17 female and 10 male employees returned to work after their parental leave ended. This represents a return to work rate of 77% for women and 56% for men.

Among the men and women who returned to work from parental leave in 2017, 22 women and 12 men were still employed 12 months after their return. This represents a retention rate of 81% for women and 71% for men.

In promoting stronger family values, we support the annual national 'Eat with Your Family Day' initiative, whereby employees are permitted unrecorded time off to leave work earlier to dine with their families.

We also engage with the children of our employees by inviting them to our annual 'Bring your Kids to Work Day', where they spend a day at M1 to provide a better understanding of the work they do.

WORKPLACE SAFETY AND HEALTH

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-8, 403-9

Workplace safety has been a topic of major importance for M1 since our establishment and we are committed to providing and maintaining a safe environment within our premises for our workforce and key stakeholders, including our customers. For this, M1 has implemented a Workplace Safety and Health (WSH) framework, which includes incident reporting guidelines and safety procedures covering all our offices, retail outlets and base station sites. All employees, contractors and visitors are required to comply with these procedures.

In 2016, M1 obtained the bizSAFE Level 3 certification¹⁰, which confirms that the Company has implemented

a compliant WSH risk management framework and appointed an approved WSH auditor. The bizSAFE certification has been renewed in January 2019 and incorporates measures from SGSecure, a national movement to prevent and deal with a terrorist attack.

Our WSH risk management team, which defines M1's risk control measures, conducts regular reviews run by staff from various departments who have been trained by bizSAFE. At operational levels, the team members play a key role in the identification of hazards, the definition of measures to eliminate or minimise WSH risks, and the provision of these measures to the relevant workers. Consultation and participation of workers is sought when assessing WSH risks and developing and implementing the relevant measures.

M1 ensures that all WSH preventive and response measures are adequately communicated and made available to all workers. We also ensure that individual personal health-related information is kept confidential. All new hires participate in WSH training during induction and workshops are conducted regularly to familiarise and keep employees up to date with our WSH procedures and local regulations.

At the end of 2018, M1 had 48 employees who were certified first aiders and trained in emergency techniques and the use of the first aid kits and automated external defibrillators.



(AEDs), which are available in our offices and M1 shops.

Under Singapore regulations for WSH and work injury compensation, work accidents, dangerous occurrences and occupational diseases must be reported to the Ministry of Manpower (MOM). During 2018, there were two minor cases of work-related injuries¹¹ sustained by M1 employees, which were reported to MOM. These were minor injuries such as fractures at workplace.

OPEN AND REGULAR COMMUNICATIONS

At M1, we view open and regular communications as an important means of enhancing employee engagement.

All members of M1 senior management maintain an open-door policy, thus fostering an environment of openness, collaboration, trust and respect with staff, regardless of hierarchy.

Through our monthly newsletter VOICE and regular company-wide email updates, employees are kept abreast of the latest developments at M1. Additionally, our CEO sends out a quarterly message to all employees about the Company's financial performance and other key developments during the quarter, as well as on ad-hoc occasions as necessary.

Townhall-style presentation and discussion sessions are held every

Engaging with our employees

From 23 April to 11 May 2018, we conducted an Organisational Culture Survey to assess our employees' opinion on our organisational effectiveness and identify strengths and areas for business improvement. Out of a sample of 500 employees invited to take part, 442 participants completed the survey.

The survey followed up on a previous culture survey and the 2018 results confirmed that most of our workforce recognises and values M1's continuous investment in training programmes to improve their skills.

quarter by Departments' Heads for their respective teams, enabling employees to interact and share their views more effectively on company-related matters and other relevant issues.

LABOUR RIGHTS

GRI 102-41

M1 adheres to all regulations governing employment in Singapore such as the Employment Act that prohibits the employment of anyone under the age of 16.

Employees who wish to resign can leave the Company after serving or paying out their contracted notice period. In the event of an organisational change, affected employees will be considered for redeployment elsewhere within the Company.

We have a Collective Agreement with the Singapore Industrial & Services Employees Union, covering matters such as working hours, overtime pay, notice periods, and support the union's efforts to further worker welfare and labour-management harmony. At the end of 2018, 47% of our employees were covered by the Collective Agreement.

¹⁰ BizSAFE is a programme by Singapore's Workplace Safety and Health Council to help companies implement and improve safety and health standards at the workplace. For more details, see www.wschc.sg.

¹¹ One case is still pending confirmation from MOM.

Our Environment

Recognising the importance of environmental sustainability, M1 makes every effort to maximise operational efficiency and minimise environmental impact

41.6%

reduction in average electricity consumption per base station versus 2015¹²

28,333 tonnes

of carbon emitted during the year

>80 tonnes

of carbon emissions avoided by using solar energy

29%

of the water we consumed in 2018 was reclaimed water

2.6 tonnes

of recyclable e-waste collected

Supported SDGs



ENVIRONMENTAL MANAGEMENT

GRI 102-11

M1 makes every effort to minimise its impact on the environment, including measures to limit the consumption of fuel, electricity and water, and to reduce the production of waste. Our business operations abide by all applicable environment-related laws and recognised standards.

We also recognise that environmental sustainability is about ensuring that our actions today do not compromise the quality of life for future generations. Therefore, we constantly look for new alternatives and the latest technologies to help run our operations in the most environmentally friendly way.

Although the provision of our services continues to be largely shaped by the use of non-renewable resources, such as grid electricity and fuel, M1 strives to increase its share of

renewable sources, such as solar panels and NEWater.

Electricity consumption

GRI 302-1, 302-3

In 2018, the total electrical power taken from Singapore's power grid for our networks, data centre, offices and retail outlets, amounted to 66,876,728 kWh and represented 98% of our total consumption of energy from all sources for the same period.

Compared to 2017, our electricity consumption was 0.5% higher, while our number of base stations deployed in 2018 to enhance coverage and support customers' growing data needs increased by 25%. 46.3% of our total electricity consumption was used for our buildings and data centre operations and amounted to 30,977,171 kWh during the year.

33,496,891 kWh or 50.1% of our total electricity consumption was used to



¹² 2015 represents the year we started collecting our operations' key environmental performance for reporting purposes.

run our base station network, which enables us to deliver mobile voice and data services to our customers. This represents an average of 931 kWh (3.4 GJ) per base station, 41.6% lower than our base year¹² 2015's level of 1,593 kWh per base station.

Comparatively, only 2,082,318 kWh or 3% of our total consumption was used for providing broadband services via our fibre networks. These networks consumed 25.9% more than in 2015. This was due to an increase in customers and more subscriptions to a higher bandwidth plan.

M1's retail operations used 320,348 kWh of electrical power in 2018, 1.4% higher compared to 2015.

Fuel consumption

GRI 302-1, 302-2, 302-3, 302-4

During 2018, the generators at M1's three offshore base stations (located at Pulau Satumu, Pulau Tekong and St. John's Island), which are not connected to

the power grid, consumed a total of 35,018 litres of diesel fuel. This was 13% lower than 2017 and 32% lower than 2015. This reduction is attributed to the completion of the replacement of more efficient generators.

Our fleet of vehicles support our field engineers who are responsible for installing new mobile equipment, performing drive tests, and conducting site maintenance and repairs. In 2018, our diesel vehicle fleet consumed 25,847 litres, 7% higher than 2015. The consumption for our petrol-powered vehicles was 11,063 litres during the same period, 12.5% less than 2015.

We hire a bus company to provide M1 staff with regular bus services between our offices and the main transportation hubs. In 2018, these trunk and shuttle buses consumed an estimated 40,684 litres of diesel (1,556 GJ).

In 2018, the fuel intensity of our offshore stations was 11,673 litres

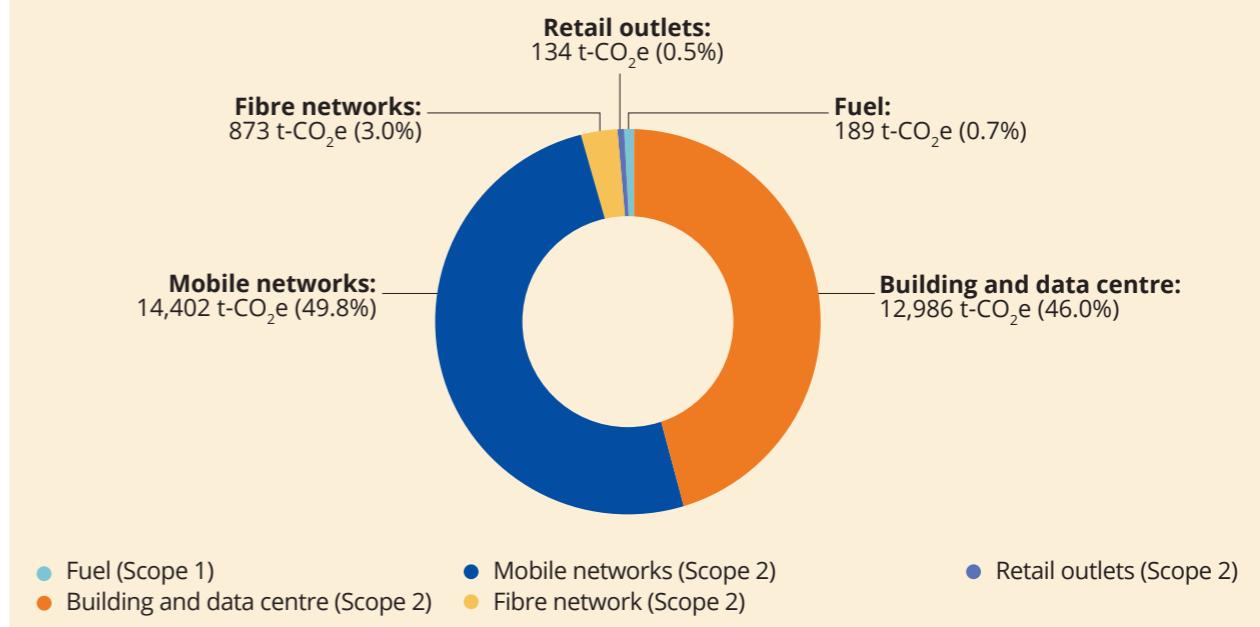
per station, while the fuel intensities of our diesel and petrol vehicle fleets were 2,585 litres per vehicle and 1,580 litres per vehicle respectively. Since 2015, the fuel intensity of our offshore stations decreased by 32%, while the fuel intensity of our diesel and petrol vehicle fleets (trunk and shuttle buses not included) increased by 7% and decreased by 12.5% respectively.

Carbon footprint

GRI 305-1, 305-2, 305-3

The carbon emissions produced from our energy consumption during 2018 amounted to a total of 28,333 tonnes of CO₂ equivalent (t-CO₂e)¹³. This consisted of 0.7% (189 t-CO₂e) of direct emissions (Scope 1)¹⁴ and 99% (28,035 t-CO₂e) of indirect emissions (Scope 2). Our current measurement of other indirect emissions (Scope 3) for the reporting period, which consist of estimated emissions from our third-party shuttle services, amounted to just 109 t-CO₂e in 2018.

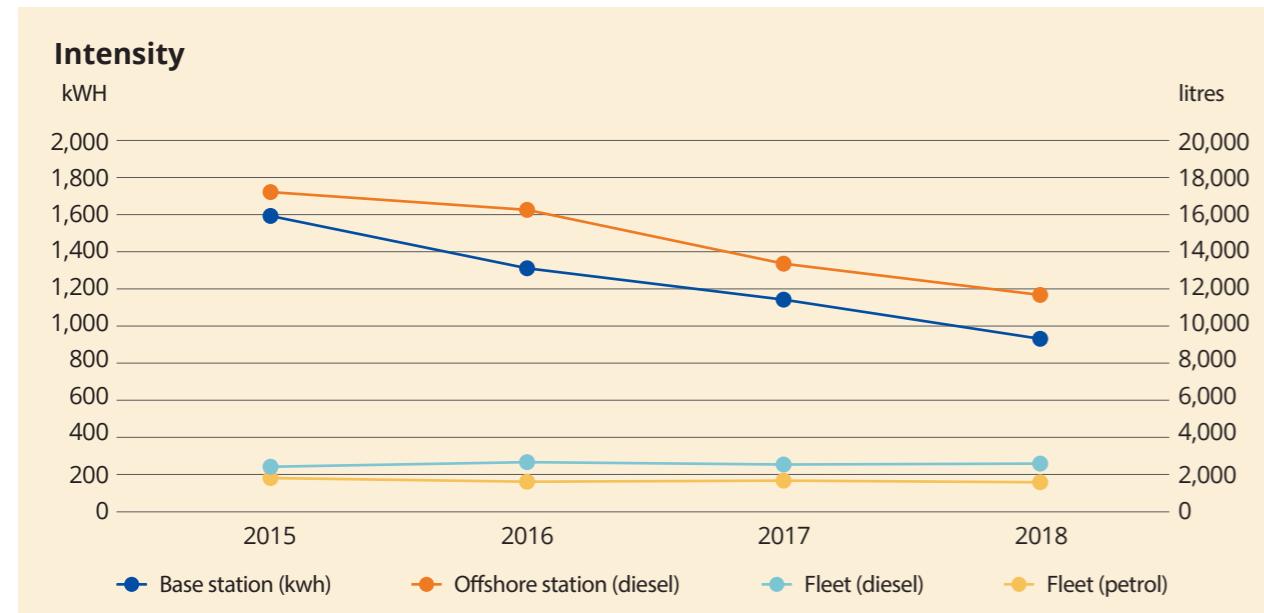
M1 Carbon Emissions (Scope 1 and 2)



¹³ Carbon dioxide equivalent (CO₂e) is the unit to express the carbon footprint of different greenhouse gases.

¹⁴ Under the GHG protocol, **Scope 1** emissions are from sources owned or controlled by the organisation; **Scope 2** emissions are from sources not controlled or owned by the organisation but are a consequence of the activities of the organisation; **Scope 3** emissions occur outside the organisation, but under its responsibility.

Our Environment



Water consumption

GRI 303-1, 303-3, 303-5, 306-1

Although we believe our activities do not have a significant impact on Singapore's water resources, we continue our efforts to reduce our consumption of potable water in line with the government's goal to become water self-sufficient.

Our total water consumption in 2018 was 62,980 m³, a 0.3% decrease compared to 2017 (63,196 m³) and an increase of 2.6% compared to 2015 (61,375 m³).

We do not discharge any used water directly into the environment. All water used by M1 is disposed through the city's sewerage system and collected by Singapore's national water agency PUB for treatment at water reclamation plants. There, it is purified and returned to nature or reused as NEWater (see www.pub.gov.sg for more details).

Switching from potable to reclaimed water

M1 essentially uses potable water for daily activities at our offices and NEWater for equipment cooling purposes at our various sites, including our data centre (since 2015). NEWater is reclaimed water available in Singapore for industrial use and has a lower environmental impact.

In 2018, we continued to switch additional sites from the potable water network to the NEWater network. This increased the percentage of NEWater over our total water consumption from 11% in 2015 to 29% in 2018.

During 2018, we used 18,194 m³ of NEWater and 44,786 m³ of potable water, while the consumption figures for 2015 were 6,601 m³ and 54,774 m³ respectively.



Waste

GRI 306-2

Our general waste, which comprises non-hazardous material and food waste from our offices and canteen, is disposed of in provided bins and collected daily by a general waste collector. The waste is processed by the collector and sent for incineration.

Currently, our disposed waste is only measured at our head office, MiWorld Building and Regional Operations Centre (ROC). In 2018, M1 disposed an estimated 234,000 kg of general waste¹⁵ at these three buildings.

E-Waste Recycling



M1 is a supporter of the National Environment Agency's electronic waste (e-waste) recycling initiative. Electronic equipment typically contains plastic and metal components, as well as non-negligible quantities of hazardous materials such as heavy metals and other toxic substances, which can have a negative impact on the environment if not disposed of properly.

Since April 2017, we have placed dedicated e-waste bins at 12 sites, comprising our offices and M1 Shop outlets, to enable staff and customers to conveniently and responsibly dispose of their e-waste.

In 2018, 2.6 tonnes of recyclable e-waste were collected from our collection sites. The e-waste collected included mobile phones, laptops, cables, chargers, keyboards, modems and routers.

REDUCING OUR FOOTPRINT

During the reporting period, we continued to focus our efforts to reduce the environmental impact of our facilities and general operations, while still increasing productivity and delivering consistent quality service to our customers. To achieve this, we regularly review our processes, equipment and building features to identify gaps and assess new technologies or management approaches.

Facilities

GRI 305-5

M1's 4,214 m² five-storey annex building, sited next to our MiWorld building in Jurong, successfully achieved the Building and Construction Authority's Green Mark Gold certification in 2014. The building is fitted with environmentally friendly features such as LED lights and rainwater harvesting tanks¹⁶. It also utilises reclaimed NEWater and condensate water, instead of potable water for cooling purposes.

The solar PV power system installed in 2017 on the roof of ROC generated

a total of 197,764 kWh of renewable energy during 2018. This helped to reduce by approximately 83 tonnes the carbon emissions that would have resulted from the consumption of grid electricity had we not installed the solar PV power system.

General operations

To minimise the carbon footprint

at M1 Shops, stores are fitted with LED lighting where possible. More than 95% of customer transactions are done electronically and printed brochures promoting M1 products and services have been removed.

Environmentally friendly Forest Stewardship Council (FSC) certified paper is sourced for all our printing needs, and we have implemented procedures and guidelines to reduce paper consumption at our offices, such as the configuration of printers to default two-sided instead of one-sided printing.

Since the introduction of our e-billing programme, 25% of our customers have migrated to receiving electronic bills.



¹⁵ Based on the number and volume of our bins, the number of collections trips and the average weight of waste volume.

¹⁶ Consumption of harvested and condensate water is not measured and reported yet, as their impact on our sustainability performance is estimated to be negligible.

Our Environment

ENVIRONMENTAL KEY INDICATORS

Environmental Performance ¹⁷	2018	2017 ¹⁸	2016 ¹⁸
DIRECT ENERGY USE			
Non-renewable			
Diesel (offshore base stations)	35,018 litres	40,073 litres	48,774 litres
Diesel (fleet)	25,847 litres	25,362 litres	26,635 litres
Petrol (fleet)	11,063 litres	11,678 litres	11,273 litres
Renewable			
Solar energy	197,764 kWh	-	-
TOTAL DIRECT ENERGY (d)	3,421 GJ	2,905 GJ	3,277 GJ
SCOPE 1 EMISSIONS	189 t-CO₂e	202 t-CO₂e	228 t-CO₂e
INDIRECT ENERGY USE			
Non-renewable (electricity)			
M1 buildings and data centre operations	30,977,171 kWh	30,816,881 kWh	30,835,554 kWh
Mobile networks (monthly average per base station)	33,496,891 kWh (931 kWh)	33,478,185 kWh (1,184 kWh)	34,349,154 kWh (1,311 kWh)
Fibre networks	2,082,318 kWh	1,911,155 kWh	1,710,483 kWh
Retail outlets	320,348 kWh	349,537 kWh	350,847 kWh
Total electricity consumption	66,876,728 kWh	66,555,758 kWh	67,246,038 kWh
Non-renewable (fuel)¹⁹			
Diesel (trunk bus)	36,166 litres	36,166 litres	-
Diesel (shuttle bus)	4,518 litres	4,518 litres	-
TOTAL INDIRECT ENERGY (i)	242,312 GJ	241,157 GJ	242,086 GJ
SCOPE 2 EMISSIONS	28,035 t-CO₂e	28,246 t-CO₂e	29,003 t-CO₂e
SCOPE 3 EMISSIONS	109 t-CO₂e	109 t-CO₂e	-
TOTAL ENERGY USE (d + i)	245,734 GJ	244,062 GJ	245,363 GJ
TOTAL EMISSIONS (SCOPE 1 + 2)	28,333 t-CO₂e	28,557 t-CO₂e	29,231 t-CO₂e
WATER CONSUMPTION			
NEWater	18,194 m ³	14,563 m ³	12,231 m ³
Potable water	44,786 m ³	48,633 m ³	48,735 m ³
Ratio NEWater:Potable water	29%:71%	23%:77%	20%:80%
TOTAL WATER CONSUMPTION	62,980 m³	63,196 m³	60,996 m³

¹⁷ Energy and emissions calculations use the factors from DEFRA Greenhouse gas reporting – Conversion factors 2018, which are based on the Intergovernmental Panel on Climate Change (IPCC). Grid emission factors are sourced from Singapore Energy Market Authority (EMA).

¹⁸ Some 2016 and 2017 figures for energy and emissions have been adjusted to reflect minor corrections in the calculation method and source of data.

¹⁹ Fuel figures from shuttle and trunk buses are estimated based on distance and number of trips. 2016 data is not available.

Our Community

M1 gives back to the Singapore community through a long-standing support of the arts, ongoing sponsorship of sports events and regular fundraising for underprivileged children and the youths-at-risk. These efforts demonstrate our commitment to responsible corporate citizenship and the welfare of our society



>S\$2m

in sponsorship funds for over 15 arts and sports events in 2018

>S\$500,000

raised to support underprivileged children and youths-at-risk

132 patients

benefitted from a blood donation drive held on M1's premises

Supported SDGs



ENRICHING SOCIETY THROUGH SUPPORT OF THE ARTS

M1 has been supporting the arts throughout its 21 years of commercial operation, as we believe that a thriving arts scene enriches the quality of life and strengthens social bonds in multi-cultural Singapore. We work with several arts groups and support a number of arts-related projects to help grow the quality, diversity and depth of the Singapore arts scene.

In recognition of our sustained contribution to the arts and for the 19th consecutive year, M1 was accorded a Patron of the Arts Award in 2018 by the National Arts Council.

In January 2018, we partnered with The Necessary Stage to present the 14th M1 Singapore Fringe Festival. Themed 'Let's Walk', the 2018 festival ran for 12 days and featured 16 performances and exhibitions by international and local artists from seven countries. Besides a record-beating number of productions performed to a full house, the number of ticketed events also doubled that of the previous year's festival, demonstrating the popularity of this event.

In 2018, we became the title sponsor of M1 Patch! A Theatre Festival of Artful Play. This international theatre festival, which was staged from 1 to 31 August 2018, provided an opportunity for

artists to explore new insights through the spirit of play, regardless of age, language or genre.

In July 2018, we ran the third edition of M1 Peer Pleasure Youth Theatre Festival, creating youth theatre with a social conscience. The festival this year saw participants collaborating with theatre professionals through workshops, a camp, community walks and home visits to research the topic of poverty in Singapore. The experience and knowledge gained during this year's research phase will be put into practice when participants devise their own theatrical productions in 2019.

M1's ongoing support for leading dance companies, including T.H.E Dance Company and Frontier Danceland, aims to grow Singapore's contemporary arts scene and nurture young dance talents. From 17 to 28 January 2018, we held the 9th M1 CONTACT Contemporary Dance Festival, a highlight in Singapore's dance calendar. Curated by T.H.E Dance Company, the event featured exhilarating dance performances, choreographic workshops and technique classes presented by local, Southeast Asian and international contemporary dance artists. The M1 Open Stage + DiverCity — a platform for young, talented and aspiring dancers to showcase their works, was again staged as part of the festival.

Our Community

Our partnership with Frontier Danceland continued in 2018 with the M1 Dancing on the Frontier Appreciation Series, which introduces contemporary dance to students from secondary schools and tertiary institutions. Our support for this inspirational dance company extends to the M1-Frontier Danceland PULSE scholarship programme for aspiring and talented dancers.

INculcating the Values of Sport

GRI 201-1

M1 places great emphasis on the values that can be instilled by participation in sports, such as team spirit, fair play and perseverance. We are also keen to encourage sport as a gateway to healthy living.

Our contribution to the local sports community is best exemplified by our long association with netball, which began in 2009 and includes our continued support for Netball Singapore's initiatives promoting the sport in schools and within the community. Over the years we have sponsored a variety of netball

programmes and initiatives from grassroots to national level.

Annual initiatives include the M1 Schools Challenge League, the M1 Talent Identification Programme, the M1 Age Groups KL Tour and the M1 Zone Age Groups, which help create fresh opportunities for young sporting talent to excel in netball.

In 2018, we broadened our support as title sponsor of the M1 Netball Super League. This local competitive event features Singapore's best netball players. We also extended our support to Singapore's netball scene with the title sponsorship of the M1 Asian Netball Championships. This is Asia's most prestigious netball event and was staged at the OCBC Arena from 1 to 9 September, attracting teams from 12 nations. Singapore's President, Madam Halimah Yacob, honoured us with her presence at the championship match of this exhilarating week-long tournament, and witnessed the

Singapore netball team securing first runner-up position and qualifying for the 2019 Netball World Cup.

In promoting netball as a sporting habit for life within the corporate

community, we presented the sixth edition of the M1 Corporate Netball Challenge (M1CNC), Singapore's biggest mixed corporate annual netball competition. Staged in November 2018 at the Kallang Netball Centre, this year's challenge introduced a new Fast5 play format. Australia's Diamond and Commonwealth Games Silver Medallist, Jo Weston, was a special guest at the event and met with participants and fans. She also conducted netball clinics to share her experience and skills with young, aspiring netball players as part of the M1 Schools Programme.

Another highlight of the M1CNC was the charity exhibition match between M1 senior management and Netball's Hall of Fame team.

In appreciation of the Hall of Fame team's participation, M1 pledged S\$50,000 to underprivileged children and youths-at-risk beneficiaries of our adopted charities.

SUPPORTING YOUNG PEOPLE IN NEED

Underprivileged children and youths-at-risk continued to be the primary



beneficiaries of M1's fundraising efforts in 2018 through our adopted charities: Beyond Social Services, Brahm Centre, Children-at-Risk Empowerment Association, and the M1 Students Support Fund.

The generosity of our business partners and associates, as well as staff and families, resulted in more than S\$500,000 being raised for the

COMMUNITY SUPPORT

In celebration of Singapore's 53rd birthday, M1 provided communications services to the National Day Parade's organising and show committees at the Floating Platform.

In partnership with the Singapore Red Cross Society, we organised a blood donation drive in May 2018 at our main office building. During this donation drive, 68 M1 staff and visitors donated 44 units of blood, which in turn will benefit about 132 patients.

beneficiaries of these charities at the M1 Charity Golf 2018 and M1 Bring your Kids to Work Day event.

The M1 Students Support Fund, in partnership with the Ministry of Education, provides supplementary financial aid to underprivileged school children from low-income families. Additional assistance is given to needy students from 15 primary schools

to help with the payment of school-related expenses.

During the year, our staff volunteers from the M1 SunCare Club continued to organise regular outings for the beneficiaries of our adopted charities, including visits to the movies, Camp Challenge and Snow City.



GRI Content Index

General Standard Disclosures		Value, page or direct reference
GRI Standards ²⁰	Category/Description	
Organisational Profile		
102-1	Name of the organisation	M1 Limited
102-2	Activities, brands, products, and services	
102-3	Location of organisation's headquarters	10 International Business Park, Singapore 609928
102-4	Location of operations	Singapore
102-5	Ownership and legal form	www.m1.com.sg/aboutm1
102-6	Markets served	Singapore
102-7	Scale of the organisation	4, 22
102-8	Information on employees and other workers	22
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102-10	Significant changes to the organisation and its supply chain	5
102-11	Precautionary Principle or approach	26
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102-13	Membership of associations	Six memberships ²¹
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102-49	Changes in reporting	None
102-50	Reporting period	January to December 2018
102-51	Date of most recent report	March 2018
102-52	Reporting cycle	Annual
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205-2	Communication and training about anti-corruption policies and procedures	20
205-3	Confirmed incidents of corruption and actions taken	None, 21
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302-4	Reduction of energy consumption	27
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303-2	Management of water discharge-related impacts	Not relevant to M1
303-3	Water withdrawal	28
303-4	Water discharge	28
303-5	Water consumption	28
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305-2	Energy indirect (Scope 2) GHG emissions	27
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²⁰ All disclosures in this content index follow the reporting requirements found in the 2016 publication of the GRI Standards, with the exception of GRI 303 (Water) and GRI 403 (Occupational Health and Safety), which have been updated to their latest version (2018).

²¹ • Mr Patrick Michael Scodeller, Chief Operating Officer, is the Chairman of the Singapore Internet Exchange
• Mr P. Subramaniam, Chief Marketing Officer, is a Council Member of the Advertising Standards Association of Singapore and a member of the Marketing Institute of Singapore
• Mr Alan Goh, Chief Information Officer, is the Vice President of the Information Technology Management Association, and a member of the School Advisory Committee for Temasek Polytechnic's School of Informatics and IT
• Mr Denis See, Chief Technical Officer, is a member of the IMDA's Telecommunications Standards Advisory Committee
• Mr Willis Sim, Chief Corporate Sales and Solutions Officer, is a member of the Singapore Chinese Chamber of Commerce & Industry
• Mr Stamford Low, Director, Customer Service, is the Honorary Treasurer of the Contact Centre Association of Singapore and member of AsiaDPO

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308	Environmental — Supplier Environmental Assessment	
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401-3	Parental leave	24
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417-2	Incidents of non-compliance concerning product and service information and labelling	None, 21
417-3	Incidents of non-compliance concerning marketing communications	None, 21
418	Social — Customer Privacy	
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418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None, 21
419	Social — Socioeconomic Compliance	
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419-1	Non-compliance with laws and regulations in the social and economic area	None, 21
Non-GRI indicators		
	Description	Value, page or direct reference
Customer satisfaction score	Overall score rating from our customer satisfaction survey	85% 19
eBill penetration	Portion of our customers base who have migrated to receiving e-bills	25% 29

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