

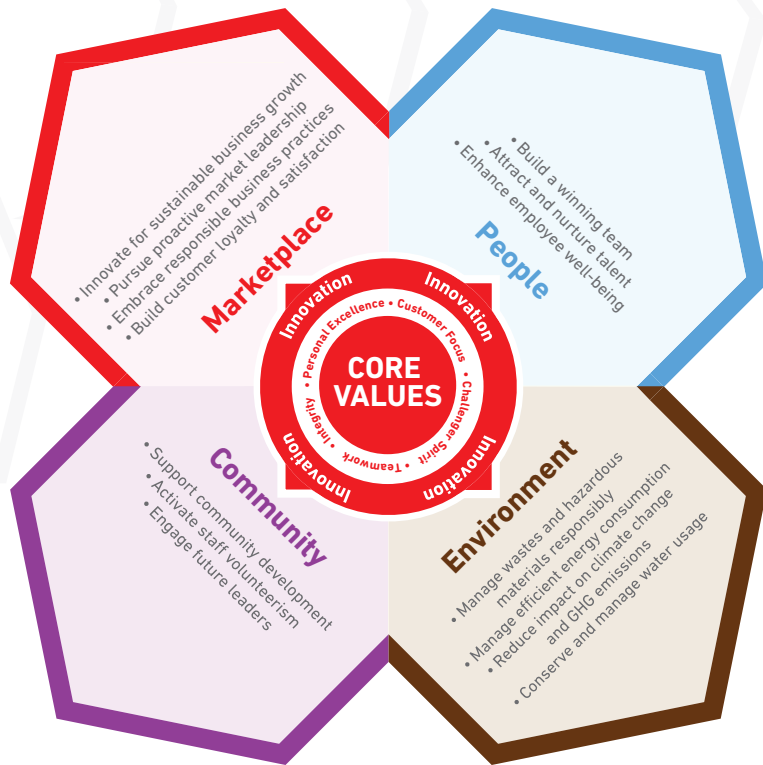
04 Sustainability at SingTel

SingTel aims to be a leading multimedia and ICT service provider in the markets where we operate by increasing shareholder value, being an employer of choice, managing our environmental footprint and supporting community development.

We strive to stay ahead of our competition and build a sustainable future for all our stakeholders. We see environmental and social performance as integral to our economic performance.

Our sustainability framework is based on four key pillars: Marketplace, People, Environment and Community. We seek to uphold 14 key sustainability goals that impact our organisation and are significant to our stakeholders.

Through our Sustainability Report, we hope to provide disclosure and insight into the company's performance against these goals. The reporting process allows us to continuously develop improvement programmes to help us meet our strategic sustainability objectives.

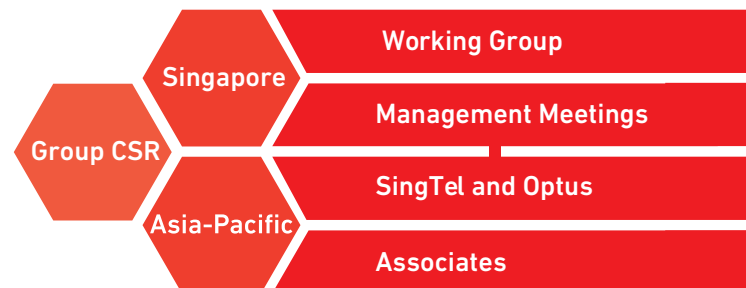


Managing sustainability at SingTel

SingTel's Group CSR function, headed by the Group Director Human Resources, is tasked with managing and overseeing sustainability throughout the Group.

Sustainability management operates at two levels: Group level for the Asia Pacific region and country level for Singapore. At the Group level, it serves to bring together all the relevant working groups in Singapore, Optus in Australia, and regional associates to drive and report on CSR programmes in key markets. The eight SingTel Group of companies – SingTel, Optus, Airtel, AIS, Globe, PBTL, Telkomsel and Warid – share best practices through regular teleconferences and at our annual Regional CSR Workshop, looking for collaboration opportunities on projects and to extend the outreach programmes of the Group.

In Singapore, the CSR Working Group is led by Group CSR and comprises 12 representatives from key business units such as Human Resources, Marketing and Property. The working group is actively involved in developing and implementing sustainability strategy and programmes in SingTel. In addition, management meetings now include sustainability-aligned items and are an important part of the operational improvement agenda and strategic planning process.



Materiality review

In late 2008, facilitated by an independent consultant, we conducted a Materiality Review workshop. In a forward focused five-year plan we defined our material sustainability issues and assessed their significance from an internal and external perspective. Using a defined evaluation process, we also identified our key stakeholder groups assessing each one in terms of relevance and influence. Our key stakeholders are customers, employees, government and regulators, industry bodies, investors, local communities, media and trade unions.

Aligning sustainability with our core business values, the workshop results identified 14 key sustainability goals, based around the four key pillars of Marketplace, People, Environment and Community. These pillars and goals are regularly reviewed by the Group CSR function to ensure that they remain relevant and address stakeholder concerns raised during our regular engagement. Priority targets have been disclosed and outcomes reported on during last three years.

Engaging our stakeholders

SingTel seeks to engage all relevant stakeholders in open two-way dialogue where possible. To facilitate this objective, there are numerous engagement channels in place. Our interactions with stakeholders take place on a regular basis through, for example, union-management dialogue, customer-facing units for customer activities, active membership of industry bodies, and our quarterly staff briefings and annual employee survey. Issues raised are responded to within agreed timeframes and examples of our actions can be seen throughout this report.

In FY2013, we will undertake a major review of our material issues as part of a structured stakeholder engagement exercise, using the AA1000 Stakeholder Engagement Standard. This will help to ensure that we maintain a good balance of internal and external views. Over the following 12 to 18 months, we will benchmark SingTel against industry best practices and initiate new dialogues with stakeholder groups to assess their opinions on our sustainability issues, strategy and programmes. This exercise will help us to align our efforts on appropriate responses and actions, address them in our review and feed into future strategy and reporting.

Stakeholders engagement

Stakeholders	Communication Goals	Channels	Frequency
Customers	We reach out to our customers to understand their needs and respond to their feedback through product innovation or service improvement.	<ul style="list-style-type: none"> Account, Project and Service Management professionals Customer Premise Installation and Service engineers SingTel Customer Experience Survey SingTel Customer Service Hotline SingTel Retail and Dealer Shops Website 	Ongoing Ongoing Monthly Ongoing Ongoing Ongoing
Employees	We engage our employees with open and constant communications to create a cohesive and well-informed workforce.	<ul style="list-style-type: none"> Business Plan Seminar Intranet Quarterly staff briefings SingTel employee engagement survey Staff performance reviews Team meetings 	Annual Ongoing Quarterly Annual 2-3 times/year Ongoing
Government and Regulators	We engage the government and regulators to update our business direction and influence industry developments.	<ul style="list-style-type: none"> Participation in consultation papers Regular dialogues 	Ongoing Regular
Industry bodies	We work with industry associations and professional organisations to promote, support and benchmark against best practices in the industry.	<ul style="list-style-type: none"> Active membership and participation Presentations at industry seminars Regular industry and professional networking sessions 	Ongoing Regular Regular
Investors	We provide timely and regular updates to the investment community, including market development, business strategy, financial performance and other shareholder issues, to allow them to make informed investment decisions.	<ul style="list-style-type: none"> Annual General Meeting Half-yearly investor roadshows by top management One-to-one meetings with investors Quarterly financial results updates 	Annual Half-yearly Ongoing Quarterly
Local communities	We support community development programmes to provide for the well-being and economic progress of communities in the markets in which we operate.	<ul style="list-style-type: none"> SingTel CSR programmes SingTel Touching Lives Fund Staff volunteerism initiatives 	Ongoing Annual Ongoing
Media	We engage the media to ensure the public obtains timely and accurate information about the company.	<ul style="list-style-type: none"> Management interviews Media conferences Quarterly financial result updates 	Regular Regular Quarterly
Trade unions	We engage the union to ensure a harmonious and collaborative partnership.	<ul style="list-style-type: none"> Regular management-union dialogues Management-union workshops/retreats 	Regular Regular