



03 About the Singtel Group

600 million
mobile
customers in
25 countries




25,000
employees worldwide

The Singtel Group is Asia's leading communications group providing a portfolio of services including ICT, pay TV as well as voice and data solutions over fixed, wireless and internet platforms. The Group has presence in Asia, Australia and Africa with over 600 million mobile customers in 25 countries, including India, Indonesia, the Philippines and Thailand. We also have a vast network of offices throughout Europe and the United States. Singtel is listed on the Singapore Exchange (SGX) and the Group employs more than 25,000* people worldwide, with about 13,000 employees in Singapore and 9,000 in Australia.

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OUR BUSINESS UNITS G4-4

GROUP CONSUMER

Consolidates the Group's consumer-related functions, including our international business in the emerging markets, and delivers a complete and integrated suite of services, including mobile, broadband and TV to consumers.

GROUP DIGITAL LIFE

Drives the Group's efforts to be at the forefront in the digital space, focusing on creating new revenue platforms for the Group, such as premium over-the-top video, digital marketing and advanced analytics. Also connects the start-ups ecosystem to identify early innovations that could contribute to the overall business of the Singtel Group.

GROUP ENTERPRISE

Provides innovative and comprehensive ICT solutions to the Group's enterprise customers across geographical boundaries. These solutions include workforce mobility, data hosting, cloud, network infrastructure, analytics and cyber-security capabilities.

Corporate Vision And Mission

The Singtel Group aspires to be Asia Pacific's best multimedia and ICT solutions group. Creating and delivering value to our customers, employees and shareholders is fundamental to our business.

We help people and enterprises stay connected all the time, no matter where they are, by making communications easier, faster and more reliable.

Our Core Values G4-56

The Singtel Group's core values form the foundation of our culture and the way we do business and go to market.

The five core values of Customer Focus, Challenger Spirit, Teamwork, Integrity and Personal Excellence are the bedrock of our corporate strategy and drive our sustainability strategy. They underpin our desire to create a common purpose across the Singtel Group and foster a culture that is open and innovative, and that promotes mutual trust and engagement. These values drive our relationships with customers, suppliers, people and all other stakeholders.

* This includes employees based outside Singapore and Australia.

FY2016 Key Highlights



Marketplace & Customers

- Included in **World's Most Ethical Companies 2016** for the sixth consecutive year
- Implemented our online automated chat agent 'Ask Shirley' in Singapore and IVR to Chat and Visual IVR in Australia to **improve customer experience**
- Launched the first ever nationwide campaign **99%SME** to rally support for small and medium enterprises in Singapore
- Established the **Singtel Cyber Security Institute**
- Total **capital investment of S\$1.93 billion** in Singapore and Australia
- Established our **Sustainable Supply Chain Management strategy**



Community

- **Community investment of S\$35.67 million** in Singapore and Australia
- Opened the **Singtel Enabling Innovation Centre** for training persons with disabilities
- **Founding member** of the Singapore Business Network on DisAbility and a **member** of the Enabling Master Plan 3 Steering Committee
- Extended scope of community outreach to **social innovation** through programmes like *Enabling Change* in Singapore and *Optus Future Makers* in Australia
- Developed a brand new **Singtel Cyber Wellness Education Toolkit** for special education schools
- First **overseas skilled volunteering programme**, the AIS-Singtel English Camp 2015, to coach 34 university students in Thailand



People

- Singtel has over **25,000 employees** representing more than **90 nationalities**
- **CSR** was the **top staff engagement driver** for the Singtel Group, outperforming Global High Performing Company norm
- **Hired** two wheelchair users as Webchat call centre officers and provided **internships** for two tertiary IT students with hearing and vision impairment
- **Training investment of S\$22.1 million** in Singapore and Australia
- Launched a new **SHINE programme** that offers internships to promising polytechnic and university students
- Won the **HR Excellence Awards 2015** and **HRM Awards 2016**








Environment

- **CDP score of 93C** for Singtel Group's climate change disclosure and performance
- Completed **Life Cycle Assessment** for our environmental and social footprint across our extended supply chain
- Achieved a 5% **reduction in energy use** for base stations per cell carrier in Singapore and more than 8% reduction in Australia
- Developed a **climate change adaptation plan** for Singapore and Australia to ensure we continue to build more resilient networks for the future
- **Founding partner** of the Australian Business Roundtable for Disaster Resilience and Safer Communities, and a **member** of the Australian Green Cross Business Adaptation Network

FY2016 Performance Highlights

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		SINGTEL		OPTUS		SINGTEL GROUP	
		2016	2015	2016	2015	2016	2015
MARKETPLACE & CUSTOMERS 	Capital investment (\$M)	S\$825	S\$789	A\$1,083	A\$1,285	S\$1,930	S\$2,238
	Mobile network investment (\$M)	S\$211	S\$233	A\$536	A\$793	S\$758	S\$1,124
COMMUNITY 	Community Investment (\$M)	S\$26.7	S\$10.1	A\$8.7	A\$8.7	S\$35.6	S\$19.87
	Total staff volunteering hours	15,981	15,109	16,194	11,505	32,175	26,614
PEOPLE 	Total employees by gender						
	• Male	63%	62%	67%	68%	65%	65%
	• Female	37%	38%	33%	32%	35%	35%
	Employee turnover (%)	15%	13%	11%	10%	13%	12%
	Total training investment (\$M)	S\$10.9	S\$10.0	A\$10.9	A\$11.5	S\$22.1	S\$22.9
	Average training hours per employee	32.5	33.3	31.7	32.2	32.2	32.8
	Employee safety and health ²						
• Workplace injury rate	1.3	1.4	1.3	2.6	1.3	1.9	
• Accident frequency rate	0.6	0.6	0.8	1.3	0.7	0.9	
• Accident severity rate	5.9	7.4	12.9	18.6	8.3	11.3	
ENVIRONMENT 	Total energy use (GJ)	1,379,633	1,338,904	1,657,262	1,533,360	3,036,895	2,872,264
	Energy intensity (GJ/\$M revenue)	180	182	178	155	179	167
	Total carbon emissions (tCO ₂ e)	174,112	176,454	420,827	402,750	594,938	579,205
	Carbon emissions intensity (tCO ₂ e/\$M revenue)	23	24	45	41	35	34
	Water use (m ³)	756,398	691,389	70,254⁴	60,422 ⁴	826,652	751,811
Total waste, hazardous and non-hazardous (tonnes)	4,223	4,015	1,503	1,425	5,726	5,440	
ECONOMIC PERFORMANCE 	Revenue (\$M)	7,663	7,348	9,298	9,875	16,961	17,223
	Operating costs (\$M)	5,524	5,262	6,573	7,022	12,097	12,284
	Staff costs (\$M)	1,358	1,273	1,099	1,194	2,457	2,467
	Tax expense (\$M)	1,201	1,092	396	418	1,597	1,510
	Net profit (\$M)	2,844	2,840	949	942	3,793	3,782

¹ Exchange rate of A\$1 = S\$1.0201.










² Workplace Safety and Health (WSH) metrics have been realigned to the International Labour Organization (ILO) definitions. FY2015 data has been restated.

³ The carbon emissions reported in the table is based on the reporting requirements of the WRI and WBCSD 'GHG Protocol Corporate Accounting and Reporting Standard'. The equivalent CO₂ emissions for electricity use are calculated based on the updated simple operating margin grid emission factors from the National Environment Agency in Singapore for the relevant time period and from corresponding states in Australia. Scope 1 direct emissions are calculated using the 2010 Guidelines to EFRA/DECC's GHG conversion factors for company reporting (Annex 1). Scope 3 other indirect emissions are calculated using the 2010 Guidelines to conversion factors for DEFRA/DECC's GHG company reporting (Annex 6 and 7).











⁴ Water use for Optus Sydney campus only.

2020 Targets

We have set the following 2020 targets across our four sustainability pillars.

Our Sustainability Pillars	Top Material Issues for the Singtel Group	2020 Target	FY2016 Achievements 
 <p>Marketplace & Customers</p> <p>To be recognised as a responsible and innovative market leader who offers excellent customer experience</p>	 <p>CUSTOMER SATISFACTION</p>	<p>Lead in 'Customer Experience' in major customer satisfaction measurement tools and indices over tier one telcos in Singapore and Australia</p>	<p>Continued to enhance our customer experience with new services such as online automated chat agent and installation touchpoints (see page 15)</p>
	 <p>PRODUCT AND SERVICE QUALITY</p>	<p>Invest in our networks to meet and exceed the quality of service standards set by the relevant local authorities while addressing the topic of long-term climate change adaptation</p>	<p>Total capital investment of S\$1.93 billion (see page 16) and undertook climate adaptation review (see page 43)</p>
	 <p>INNOVATION</p>	<p>Continue to develop new digital business and services that take advantage of industry changes, leveraging our assets like customer knowledge and intelligent networks, as well as mobile data growth across our markets</p>	<p>Continued to drive innovation and bring the latest and the best services and experience to our customers, focusing on digital advertising, cyber security, OTT video services, cloud computing, smart cities and data analytics (see page 17)</p>
	 <p>CUSTOMER HEALTH AND SAFETY</p>	<p>Maintain 100% compliance with RF radiation levels and safety guidelines set by local regulators and ICNIRP</p>	<p>100% compliant (see page 18)</p>
	 <p>CUSTOMER DATA PRIVACY AND PROTECTION</p>	<p>Uphold the highest standards of customer data privacy protection and ensure compliance by our supply chain</p>	<p>Continued to strive towards compliance with local laws and regulations (see page 19). Concluded assurance reviews on our offshore call centres in India and the Philippines for data privacy and security (see page 21)</p>
	 <p>FAIR MARKETING COMMUNICATIONS</p>	<p>Uphold the highest standards of professional values and integrity</p>	<p>New Marketing Code of Conduct was introduced in July 2015 and incorporated into the Singtel Code of Conduct (see page 19)</p>
	 <p>SUSTAINABLE SUPPLY CHAIN MANAGEMENT</p>	<p>To become an industry leader in this area by 2020:</p> <ul style="list-style-type: none"> - 100% contracted procurement spend in line with Singtel Group sustainable procurement policy - Drive responsible business practices across our supply chain in the areas of human and labour rights as well as environment 	<p>Implemented a new Sustainable Supply Chain Management programme in FY2016 (see page 21)</p>

2020 Targets

Our Sustainability Pillars	Top Material Issues for the Singtel Group	2020 Target	FY2016 Achievements 
 <p>Community</p> <p>To enable the inclusion and well-being of people, and help them realise their potential through our digital technologies and innovative programmes</p>	 <p>INCLUSION OF VULNERABLE GROUPS</p>	<p>Community investment of S\$100 million to support vulnerable persons through our various enabling and inclusion programmes between 2016 and 2020</p>	<p>Continued with our community programmes like Singtel Touching Lives Fund and embarked on our disability programmes in FY2016 (see pages 23-24, 28-29)</p>
 <p>People</p> <p>To be an admired employer known for fair and inclusive employment practices which promote diversity and equal opportunity</p>	 <p>DIGITAL CITIZENSHIP AND ONLINE SAFETY</p>	<p>Reach at least half a million students, parents and educators in Singapore and Australia through our digital citizenship and outreach programmes between 2016 and 2020</p>	<p>Our digital citizenship programmes reached over 100,000 students in Singapore and Australia in FY2016 (see page 27)</p>
 <p>Environment</p> <p>To manage and minimise our environmental footprint across our business value chain</p>	 <p>TALENT ATTRACTION AND RETENTION</p>	<p>Increase 2% pipeline and intake for management associates and cadets, improve gender mix and retention of talent pool by 2% YOY using 2015 as baseline</p>	<p>Launched a new SHINE programme to complement our other talent programmes (see page 34)</p>
 <p>TRAINING AND EDUCATION</p>	 <p>EMPLOYEE HEALTH AND SAFETY</p>	<p>Training investment of S\$100 million between 2016 and 2020</p>	<p>Total training investment of S\$22.1 million in FY2016 (see page 35)</p>
 <p>CLIMATE CHANGE AND ENERGY MANAGEMENT</p>	<p>Zero fatality rate</p>	<p>Reduce our carbon emissions intensity of kWh/TB by 30% by 2020 and 50% by 2030 using 2015 as baseline</p>	<p>Expanded our WSH measures like training and education, fire safety improvements and onsite safety inspections (see page 37)</p>
<p>The Group's carbon emissions grew 3.1% YoY compared to 4.3% in the previous year (see page 41)</p>			