Singtel Group Sustainability Report 2018

About this Report and Contents

This is the fourth Group Sustainability Report (SR2018) by Singapore Telecommunications Limited (Singtel). It covers the Environmental, Social and Governance (ESG) and sustainability strategies, initiatives and performance of our operations in Singapore, where Singtel is headquartered, and Optus, our wholly-owned subsidiary in Australia, for the financial year 1 April 2017 to 31 March 2018 (FY2018).

All data, statistics and improvement targets are in relation to the Group's operations in Singapore and Australia unless stated otherwise. Group-level figures are in Singapore dollars, using the exchange rate of A$1 to S$1.0489. No restatements were made from the previous report except Terabyte related figures of Optus and the Singtel Group for 2016 and 2017 in the Environmental Performance Indicators on Page 18. There were no significant changes to the organisation and our supply chain during the reporting cycle.

This report captures the highlights and achievements of FY2018 and should be read together with Singtel Sustainability and Sustainability Report 2018 webpages, which contain our corporate sustainability information and additional annexes like GRI Index and EY assurance statement.

Optus continues to produce a standalone Sustainability Report on our sustainability programmes and performance in Australia.

Our key local and regional Associates, SingPost, AIS, Bharti Airtel, Globe and Telkomsel also report on their various corporate sustainability programmes in the communities they operate in. Please refer to their respective websites and reports to read about their initiatives.

GRI STANDARDS

This report has been prepared in accordance with the GRI Standards: Core option.

EXTERNAL ASSURANCE

We have engaged Ernst & Young to independently assure a selection of our key ESG disclosures.

The assurance statement can be read here.

FEEDBACK

We are fully committed to listening to our stakeholders and we welcome feedback on this report and any aspect of our sustainability performance. Please address all feedback to Vice President, Group Sustainability, at sustainability@singtel.com.

Key Highlights FY2018

Environment

First company in Asia (ex-Japan) to commit and have carbon reduction targets approved by Science Based Targets initiative (SBTi)

A- score in CDP 2017, **highest scoring** telecommunications company in Hong Kong and Southeast Asia region

Among the first companies globally committed to supporting the **Task Force on Climate-related Financial Disclosures** (TCFD)

Estimated **carbon emissions avoidance** of 16,580 tCO_2e/year through the adoption of key energy programmes in FY2018

Achieved improvement in **electricity intensity** of 151 kWh/TB from 187 kWh/TB last year

People

Training investment of **S$30.7 million** in Singapore and Australia in FY2018

Clinched **four HRM 2018 Awards**: SIM Award for Best Talent Management Practices for companies with more than 500 staff, Best Leadership Development, Best Diversity and Inclusion Strategies, and Outstanding Contribution to HR

Listed on Thomson Reuters IX Global Diversity and Inclusion Index 2017

34% of our workforce is female, with **26%** of female employees in Middle and Top Management

Optus was named one of the **Top 100** Graduate Employers in 2018 (Grad Connection)

One of the first companies in Singapore to pilot the **SkillsFuture for Digital Workplace** training programme to raise the digital literacy and build future skills for our workforce

Community

Community investment of **S$17.1 million** in Singapore and Australia

Our Singtel Group Digital Citizenship programmes have supported more than **140,000 students** to be digitally safe and responsible online

Our eighth annual **overseas volunteering programme** extended from the **Philippines** and **Thailand** to **India** for the first time

Singtel Group Future Makers covering Australia, Singapore and the Philippines offered over **S$500,000 grants and non-monetary support** to 19 finalists

Donate Your Data enabled Australian customers to donate their unused mobile data to The Smith Family, with 1,500 customers contributing data and matched by Optus to help 400 beneficiary students

Advocating and scaling collaboration for inclusive employment with six Singtel executives mentoring six tertiary students with disabilities

Marketplace and Customers

Highest ranked company in Singapore listed in the Corporate Knights **Global 100 Most Sustainable Corporations 2018** in the World

Highest ranked company in Singapore in the **Governance and Transparency Index 2017**

Included in **World's Most Ethical Companies 2018** for the **eighth** consecutive year

Published our Singtel Group **Anti-Bribery and Corruption Policy** that complements our Code of Conduct

Total capital investment of **S$2.35 billion** in Singapore and Australia

Optus became a member of **Supply Nation**, a direct business-to-business purchasing link between corporate Australia and Indigenous-owned businesses

01 Message from Chairman and Group CEO

SIMON ISRAEL
Chairman

CHUA SOCK KOONG
Group CEO

We are glad to have deepened the Singtel Group's commitments to sustainable development in the past year, playing a leadership role in various aspects of sustainability, both locally and internationally, that are aligned with the UN Sustainable Development Goals.

The Singtel Board and Management, through our stakeholder engagement and materiality assessment, had earlier identified many key trends and topics that our internal and external stakeholders are concerned with, such as customer data privacy and protection, climate change and cyber bullying. We have always viewed such risks and concerns as important opportunities to strengthen our risk management, and create value and long-term growth for our organisation. The Board continues to provide oversight with the support of the Singtel Management Committee and Risk Management Committee where these material environmental, social and governance (ESG) topics are reviewed.

Below are highlights of some of our achievements and next steps, with more details within this fourth Singtel Group Sustainability Report 2018.

Leaving the smallest environmental footprint
In October 2017, Singtel became the first company in Asia Pacific (ex-Japan) to have our carbon targets formally approved by the Science Based Targets initiative. The initiative is aimed at carbon reduction alongside global commitments to cap temperature rise to under 2°C.

Setting this target was possible as we have over the years improved our own understanding and disclosure

of our carbon footprint. CDP, the international organisation which oversees carbon disclosures, recently recognised Singtel with a score of A- for our carbon disclosure, making us one of two 'Leadership' companies in Singapore on its list.

In June 2017, Singtel became one of the first companies globally to endorse the climate risk reporting framework recommended by the Task Force on Climate-related Financial Disclosures, or TCFD. It provides a useful framework for us to engage our major investors who are interested in this topic. This also builds on the work we began a few years ago in climate change adaptation and resilience planning, carbon disclosures and other aspects of environmental risk management and reporting.

We continued to progress our sustainable supply chain programme with the engagement and ESG risk assessment of the next tier of 51–100 top suppliers. We have also aligned our supply chain risk categories and principles with our regional associates which enables the Singtel Group of companies in Singapore, Australia and the region to engage our suppliers consistently when it comes to managing our respective ESG risks.

A Future-Ready, Diverse and Inclusive Workforce
With rapid changes in technology, businesses and operating models are constantly facing the threat of digital disruption. To ready our leaders for this new economy, we have launched a range of new initiatives in Singapore and Australia to drive collaboration and solve business challenges. We were among the first corporates to implement the SkillsFuture for Digital Workplace training programme, a national initiative to

equip Singaporeans with the necessary digital skills to navigate the future economy.

Diversity and inclusion remain a key focus for us. We continued our efforts to increase the representation of women in senior leadership and key technical roles especially in Australia. Besides supporting disability employment, we recognise the need to make our various touchpoints and services more accessible to customers with disabilities.

Enabling the most connected communities

During the year, we continued to broaden the reach and impact of our strategic community programmes, which are based on advocacy and education, digital innovations and partnerships.

Our ongoing digital citizenship and cyber wellness programmes have reached over 430,000 students in Singapore and Australia since 2013. We are well on track to meet our target of half a million students by 2020. As part of our strategic partnership with social enterprise DQ Institute, we will roll out to all primary schools in Singapore a new #DQEveryChild online programme, which enables children to learn about cyber safety issues and values while assessing their Digital Intelligence Quotient or DQ. #DQEveryChild is endorsed by the World Economic Forum and used by OECD and UNESCO.

We published an impact assessment report for the last three years of our Optus Digital Thumbprint programme in Australia. A DQ Singapore National Report was also recently released. Details and findings of both reports are available on our website.

Our community skill-based volunteering programmes focusing on disabled and vulnerable youth in Singapore and Australia continued to make headway, especially in mobilising other companies to adopt a similar approach. Our involvement in the Singapore Business Network on DisAbility, which Singtel is a founding member and the co-chair, has seen many of our departments and staff volunteers supporting the various meaningful programmes by national disability agency SG Enable.
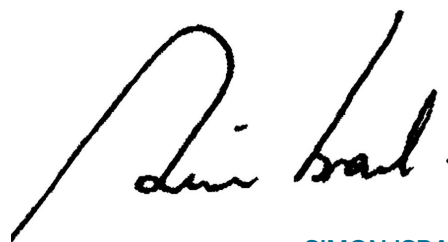
Our innovative Pathways to Employment programme which mentors vulnerable youth from the Australian Business and Community Network and other youth-based charities has begun to translate into positive outcomes – with our business hiring ten of them into retail positions. We have similarly pipelined Indigenous mentees in our World Vision Young MOB programme.

In 2017, our social innovation programme, Singtel Future Makers, then in its second year, was completed successfully at regional level with support from Singtel, Optus and Globe. This culminated in the Singtel Group Future Makers where six start-ups from Singapore, Australia and the Philippines pitched their ideas for further support at the Impact Investment Summit Asia Pacific held in Sydney in November. They went on to receive additional funding support from the Group to develop their technologies to create socially impactful businesses. We are glad this platform triggered partnerships and collaborations in the larger ecosystem, including non-profits and other corporates.

Continuing our sustainability journey

We are heartened that our efforts in corporate sustainability have proven impactful. Singtel was included in the World's Most Ethical Companies 2018 for the eighth straight year by Ethisphere and ranked for the second year running in Corporate Knight's 100 World's Most Sustainable Corporations. We are now the top ranked Singapore company and second highest ranking for the global telco sector in Global 100. These recognitions tell us we are on the right path.

On behalf of the Board and Management of Singtel, we would like to thank all our staff, partners and stakeholders who have been with us throughout our sustainability journey. We look forward to your continued engagement, partnership and support.

SIMON ISRAEL
Chairman

CHUA SOCK KOONG
Group CEO

02   Sustainability at Singtel

The Singtel Group is committed to creating sustainable and long-term business growth, while leading and shaping positive change for our marketplace and customers, the communities we operate in, our people and the environment.

Sustainability Strategy

As a leading communications technology company, we improve lives for our customers, connect people, create jobs and opportunities while making a difference to the wider community through our network investments, innovations and the skills and passion of our people. We developed and constantly review our sustainability strategy in view of the risks and opportunities we face today and foresee in the horizon. Our sustainability strategy focuses on four key pillars: Environment, People, Community, and Marketplace and Customers.

Governance Structure and ESG Accountability

Sustainability is governed across various levels in the organisation – from the Board and Management to the business units and working groups. To embed sustainability across the organisation, we reward our management on various Environmental, Social and Governance (ESG) KPIs which form part of their balanced scorecard. For example, the Singtel Group CEO has specific ESG KPIs tied to her performance-based compensation such as creating a bigger impact in the four areas of our community strategy: enabling innovation, digital citizenship, volunteerism and community involvement, and ensuring health and safety considerations in corporate processes and decision-making. Please see our website for further details on how we govern sustainability at Singtel.

Stakeholder Engagement and Materiality Review

Regular engagement with our stakeholders provides a core input for determining our material focus areas. We engage a number of stakeholders to understand their concerns and emerging priorities. This keeps us agile and allows us the opportunity to initiate collaboration and be part of formulating or facilitating a solution.

Last year, we conducted a refresh of our materiality review based on four key metrics; our ongoing stakeholder engagement, an in-depth survey with management and external stakeholders, life cycle analysis and peer review exercise. The Group-wide assessment was conducted based on the GRI Standards' materiality principle for defining report content and aimed to identify any shift in priorities and emerging areas of concern. The findings yielded three new material topics – anti-corruption, diversity and waste management – and customer data privacy and protection became the most important topic for the Group.

Singtel Group Materiality Matrix

Importance to Stakeholders

High
- Innovation
- Training and education
- Talent attraction and retention
- Fair marketing communications
- Customer health and safety

- Customer data privacy and protection
- Customer satisfaction
- Anti-corruption
- Product and service quality
- Employee health and safety

Medium
- Diversity
- Digital citizenship and online safety
- Inclusion of vulnerable groups
- Waste management

- Supply chain management
- Climate change and carbon

Low

Low | Medium | High

Significance of Impact

Sustainability Pillars ■ Environment ■ People ■ Community ■ Marketplace and Customers

Details of our stakeholder engagement, materiality assessment process, value chain assessment and life-cycle analysis can be found on our website.

UN Sustainable Development Goals (SDGs)

We had earlier identified 11 SDGs where we create an impact through our operations, initiatives and programmes. We have commenced a more scientific approach to prioritise which SDGs we should focus on, down to the target level. The prioritisation exercise will identify SDG targets that require most attention in countries of our operations and supply chains, and more importantly where we can create the most impact as a leading communications technology company.

2020 Targets

We have set the following five-year 2020 targets for the Singtel Group across our four sustainability pillars.

Environment

To manage and minimise our environmental footprint across our business value chain

TOP MATERIAL ISSUES	2020 TARGET	FY2018 ACHIEVEMENTS
Climate Change and Carbon	Reduce our carbon emissions intensity of kWh/TB by 30% by 2020 and 50% by 2030 using 2015 as baseline SBTi approved 2030 absolute carbon reduction target of 42% for Scope 1 and 2 and 30% reduction for Scope 3 from 2015 baseline	We delivered better data and carbon efficiency on our networks where we achieved 56% improvement in our intensity measure of kWh/TB against baseline year of FY2015. We also have our absolute carbon reduction targets approved by SBTi. (page 14, 18)
Waste Management	At least 80% of waste generated within our operation disposed via reuse, recycling or incineration with energy recovered	73% of waste generated within our operation disposed via reuse, recycling or incineration with energy recovered. (page 15)

People

To be an admired employer known for fair and inclusive employment practices which promote diversity and equal opportunity

TOP MATERIAL ISSUES	2020 TARGET	FY2018 ACHIEVEMENTS
Diversity	At least 30% of female employees in Middle and Top Management	26% of female employees in Middle and Top Management. Won HRM Awards 2018 - Best Diversity and Inclusion Strategies. Supported the revision of Tripartite Guidelines on Re-employment from 65 to 67 years old. (page 20-21)
Talent Attraction and Retention	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	Launched SCORE+ in Singapore and Enterprise Leadership programme in Australia. Awarded S$2.7 million in scholarships and apprenticeships to 72 university and polytechnic students. (page 22-24)
Training and Education	Training investment of S$100 million between 2016 and 2020	Total training investment of S$30.7 million. (page 23-24) Cumulative S$77.9 million of training investment since FY2016
Employee Health and Safety	Zero fatality rate	Zero fatality rate. Set up a new Health and Wellness Committee to look at employee wellness agenda in a strategic manner. (page 25)

Community

To enable the inclusion and well-being of people, and help them realise their potential through our digital technologies and innovative programmes

TOP MATERIAL ISSUES	2020 TARGET	FY2018 ACHIEVEMENTS
Inclusion of Vulnerable Groups	Community investment of S$100 million to support vulnerable persons through our various enabling and inclusion programmes between 2016 and 2020	Community investment of S$17.1 million. (page 28-30) Cumulative S$69.5 million of community investment since FY2016
Digital Citizenship and Online Safety	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	Our digital citizenship programmes reached about 140,000 students in Singapore and Australia. (page 31-33) Cumulative >300,000 students reached since FY2016.

Marketplace and Customers

To be recognised as a responsible and innovative market leader who offers excellent customer experience

TOP MATERIAL ISSUES	2020 TARGET	FY2018 ACHIEVEMENTS
Customer Satisfaction	Lead in 'Customer Experience' in major customer satisfaction measurement tools and indices over tier one telcos in Singapore and Australia	Maintained top spot on the Customer Satisfaction Index of Singapore (CSISG) - mobile sector - from 2013 to 2017. Won seven awards at the Customer Experience Management Asia Summit 2017. (page 35)
Product and Service Quality	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	Total capital investment of S$2.35 billion. (page 36) Cumulative S$6.54 billion of capital investment since FY2016
Innovation	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	Continued to drive innovation at both our core and digital businesses through partnerships, acquisitions and organic innovation. Successful regional launch of our social innovation programme Singtel Group Future Makers. (page 37)
Customer Health and Safety	Maintain 100% compliance with RF radiation levels and safety guidelines set by local regulators and ICNIRP	100% compliant. (page 39)
Customer Data Privacy and Protection	Uphold the highest standards of customer data privacy protection and ensure compliance by our supply chain	Introduced Data Protection Impact Assessment process and issued comprehensive guidelines to help staff comply with PDPA in Singapore. (page 39)
Fair Marketing Communications	Uphold the highest standards of professional values and integrity	Adherence to various laws and guidelines such as Singapore Code of Advertising Practice, IMDA Codes of Practice and Guidelines and PDPA. (page 40)
Anti-Corruption	Uphold and adhere to the Group's zero tolerance policy towards fraud, corruption and unethical actions	Zero tolerance policy towards fraud, corruption and unethical actions. Published our Singtel Group Anti-Bribery and Corruption Policy. (page 40-41)
Sustainable Supply Chain Management	To become an industry leader in this area by 2020: • 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	Surveyed our top 51-100 suppliers on eight key ESG categories. Security Compliance Assessment on offshore facilities of 14 high risk suppliers. Conducted over 2,000 site inspections of our contractors. (page 41-42)

UN Sustainable Development Goals

With the launch of the UN SDGs 2030 in 2015, we have mapped how our key focus and programmes relate to these goals, and the areas that we believe we have most impact as a business. The table below shows some of our key efforts and programmes in relation to the key SDGs.

Singtel Group programmes and UN SDGs

SDG	SINGTEL GROUP'S POSITION	SINGTEL GROUP'S EFFORTS AND PROGRAMMES
3 GOOD HEALTH AND WELL-BEING **Goal 3: Good Health and Well-being** Ensure healthy lives and promote well-being for all at all ages	The Singtel Group views any potential risk to the health and safety of our stakeholders seriously, and we actively promote health, safety and well-being at the workplace and in the broader community.	**Workplace health and safety:** We provide a safe work environment for our people and actively promote awareness of workplace health and safety. We set up a new Health and Wellness Committee in Singapore to look at our employee wellness agenda. In Australia, we continue to run 'Healthy Minds', a workplace mental well-being programme aimed at creating a psychologically healthy workplace. (page 24-25) **Digital citizenship:** Our efforts in cyber wellness and digital citizenship are the cornerstone of the well-being and safety agenda. (page 31-33) **Electromagnetic energy:** We monitor research findings on EME and comply with ICNIRP and ARPANSA standards. In Singapore, we engage NEA to conduct EME measurements at locations of concern. In Australia, we design and deploy our network to comply with the relevant Federal Government mandated exposure standards. (page 39)
4 QUALITY EDUCATION **Goal 4: Quality Education** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	The Singtel Group has an important role in enabling the progress, development and inclusion of vulnerable segments of the society through the support of education and skills development opportunities.	**Staff training and development:** We invest heavily in skills training, education and development of our people. To address emerging industry needs, we have set up a Future of Work team to drive digital initiatives to support our strategy roadmap of Work, Workforce and Workplace. (page 22-24) **Vulnerable children and youth:** We support the education of children with special needs, at-risk youth and young people transiting to the workforce. (page 28-34) **Digital citizenship:** We actively promote responsible digital citizenship. We are a strategic partner of the #DQEveryChild learning programme which created the world's first measurement of Digital Intelligence Quotient. (page 31-33)
5 GENDER EQUALITY **Goal 5: Gender Equality** Achieve gender equality and empower all women and girls	The Singtel Group treats everyone with respect and consideration at all times, regardless of gender, age, ethnicity, language, cultural background, physical ability, religious belief and lifestyle choice.	**Gender representation at work:** Female employees are well represented across all levels of the organisation. In Australia, we recognise that more female representation is needed in senior leadership and technical roles. The Singtel Group has an equitable remuneration structure based on work performance without gender bias. (page 20, 26-27)
7 AFFORDABLE AND CLEAN ENERGY **Goal 7: Affordable and Clean Energy** Increase substantially the share of renewable energy in the global energy mix	The Singtel Group is committed to adopting cleaner energy to reduce our reliance on fossil fuels.	**Sustainable energy sources:** We explore opportunities in alternative energy forms to reduce our grid dependency. Details of our efforts can be found at our website. (page 12-13) **Greening our networks:** We invest in greening our networks and implement energy efficiency programmes. (page 13)

SDG	SINGTEL GROUP'S POSITION	SINGTEL GROUP'S EFFORTS AND PROGRAMMES
8 DECENT WORK AND ECONOMIC GROWTH **Goal 8: Decent Work and Economic Growth** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	The Singtel Group is committed to growing with our people and making the company a vibrant workplace across our global operations.	**Fair employment:** We employ over 25,000 people worldwide representing about 90 different nationalities. We strive to create an open and trusting work environment characterised by equal opportunity, as well as a diverse, inclusive, collaborative and learning culture. We have been a signatory of the UN Global Compact since 2007. We also have a sustainable supply chain management programme to promote and uphold human and labour rights practices among our suppliers. (page 19-21, 41-42)
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE **Goal 9: Industry, Innovation and Infrastructure** Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation	The Singtel Group innovates continuously to stay at the forefront to bring the latest and the best services to our customers, and works with changemakers to bring creative solutions to solve social problems.	**Innovation:** We innovate to bring the latest and the best services and experience to our customers. Our social innovation programme, the Singtel Group Future Makers, supports charities, social entrepreneurs and social enterprises that believe technological innovation plays a key role in addressing social challenges in Singapore, Australia and beyond. (page 36-38) **Infrastructure:** We invest in our fixed and mobile networks to offer a superior customer experience. We also invest in cyber security to protect the ICT infrastructure of our enterprise customers as well as training of cyber security and smart cities professionals. (page 36, 39-40)
10 REDUCED INEQUALITIES **Goal 10: Reduced Inequality** Reduce inequality within and among countries	The Singtel Group is committed to creating equal opportunity for both our people and our communities.	**Workplace diversity:** We create an open and trusting workplace environment characterised by equal opportunity, as well as a diverse, inclusive, collaborative and learning culture. (page 19-21) **Equal opportunity:** We supported three runs of SG Enable's 12-week RISE Mentorship Programme in Singapore since its launch in 2017. Ten executive staff volunteers from various business units mentored tertiary students with disabilities. (page 34)
11 SUSTAINABLE CITIES AND COMMUNITIES **Goal 11: Sustainable Cities and Communities** Make cities and human settlements inclusive, safe, resilient and sustainable	The Singtel Group leverages our ICT competence to develop solutions that improve quality of living, and focuses on building a resilient network infrastructure.	**Inclusive smart cities:** We actively support Smart City and Smart Nation visions and we are developing a suite of smart home solutions for our customers. We conduct workshops for senior citizens in Singapore to use smartphones and social media apps, as well as online safety tips like protecting their online privacy and against scams. We are also a founding partner of the Australian Business Roundtable for Disaster Resilience and Safer Communities. (page 13, 29)
12 RESPONSIBLE CONSUMPTION AND PRODUCTION **Goal 12: Responsible Consumption and Production** Ensure sustainable consumption and production patterns	The Singtel Group actively monitors our waste management practices as part of our business operations and environmental conservation efforts.	**Going green:** We aim to reduce paper use in our business operations and actively promote the 3Rs – Reduce, Reuse and Recycle – to our people. We provide recycling facilities at our retails shops in Singapore and Australia. We have a joint e-waste recycling programme in Singapore with SingPost. We continue to support the Mobile Muster programme in Australia. (page 15)
13 CLIMATE ACTION **Goal 13: Climate Action** Take urgent action to combat climate change and its impacts	The Singtel Group is committed to understanding, managing and minimising our environmental footprint across our value chain, including our business operations, suppliers and customers.	**Environmental Focus:** We have set a Science Based Target of reducing our absolute carbon footprint by 42% by 2030 across our Singapore and Australia operations. The target is aligned with the Paris COP21 climate deal to keep global warming below 2°C. These targets will focus on reducing our Scope 1 and 2 emissions using a science based approach. (page 12-17)

SDG 17: Partnerships for the Goals

The Singtel Group believes that social issues are multi-faceted and no individual or single organisation can solve them alone. We therefore continuously strive to forge partnerships in the areas of community, cyber wellness, disability, environment and social innovation to achieve a multiplier effect and create positive and sustainable impact for the communities we operate in.

17 PARTNERSHIPS FOR THE GOALS

We are a founding partner of Australian Business Roundtable for Disaster Resilience and Safer Communities and a member of Australian Green Cross Business Adaptation Network, working with other companies to help Australian communities respond better to natural disasters.

As the founding member of the Singapore Business Network on DisAbility, we partner like-minded corporates to advance the agenda of equitable employment opportunities for persons with disabilities.

We work with National Council of Social Service, charities, business partners, employees and members of the public to raise funds to support critical and specialised education programmes for children and youth through the Singtel Touching Lives Fund.

Our partnership with The Smith Family enables disadvantaged youths improve their education and literacy through technology. We recently launched Donate Your Data and rally our customers to donate their unused mobile data to these families.

We are the strategic partner of Help123, Singapore's first one-stop cyber wellness helpline, initiated by the National Council of Social Service and supported by Fei Yue Community Services and TOUCH Community Services that provide counselling services over phone and webchat.

Help 1 2 3
is a service provided by the following partners

Fei Yue COMMUNITY SERVICES　　TOUCH Cyber Wellness　　NCSS National Council of Social Service　　Care & Share　　Community Chest　　Singtel

We work closely with the Global Compact Network Singapore to advocate corporate sustainability in Singapore and drive collaboration between stakeholders in businesses, government and civil society to create sustainable value for the community.

For our Singtel Group Future Makers programme, we forge collaboration with major players in the social impact ecosystem – non-profit and social services sector, impact investors, corporates and staff volunteers – to support the work of the social impact start-ups.

We are a founding member of Telco Together Foundation in Australia, working in collaboration with the telco industry to support common social causes.

We are a founding member of Australian Business and Community Network, a partnership between business and community to provide structured mentoring programme for youths.

03 Environment
The Smallest Footprint

We are committed to minimising our environmental impact and building operational resilience.

This year has seen continued progress on our climate agenda at the global and national level.

The G20 Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) has released recommendations to help businesses disclose climate-related financial information. These recommendations are a significant step forward in the climate space and we are proud to be among the first companies globally to endorse the recommendations and commit to working progressively towards the reporting framework.

In Singapore, the Government has accelerated action with the announcement of the carbon tax and a mandatory electrical and electronic waste management system by 2021. It has also named 2018 the 'Year of Climate Action' for Singapore.

With our ongoing climate mitigation and adaptation roadmap as well as the adoption of Science Based Targets and implementation of our energy and carbon reduction programmes, we are preparing the Singtel Group to tackle climate related risks and opportunities as well as contribute to keeping global warming below the 2°C threshold.

For more details on our approach, please refer to our website.
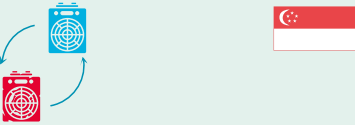
Environment

CLIMATE CHANGE AND CARBON

We continue to address the threat of climate change through mitigation and adaptation efforts, focusing on improving our energy performance and efficiency measures, as well as building resilience across our operations.

Energy performance and efficiency

The Singtel Group has been working on a number of programmes targeting energy reduction across key energy intensive touchpoints of our operations, such as network infrastructure, data centres, satellite earth stations and office buildings.

For more details on our approach, please refer to our website**.**

Replacing and overhauling chillers and related equipment

Over the years, we have been regularly replacing and overhauling chiller units and related Mechanical and Engineering (M&E) equipment at our exchanges and office buildings in Singapore, targeting those that have been in operation for 15 years or more.

In FY2018, we replaced the older and less efficient chillers from NCS Hub with new chillers, cooling towers and pumps of high energy efficiency. Alongside the chiller replacement, old Computer Room Air Handling Units (CRAH) and Air Handling Units (AHUs) were replaced with newer and more energy efficient Electronically Commutated (EC) fan driven AHUs.

Our energy roadmap has been updated and extended until FY2021, and to replace 22 units of older chillers and related M&E equipment located at our exchanges and office buildings.
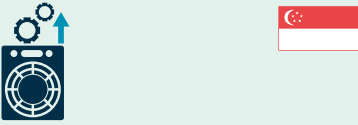
Progress in FY2018

Estimated energy savings and emissions avoidance:

4,401 MWh/year (15,842 GJ/year) or 1,898 tCO$_2$e/year in Singapore.

Potential reduction of a total of 6,141 MWh (22,108 GJ) annually when fully completed for all 22 chillers.

This will reduce our carbon footprint by 2,649 tCO$_2$e per year in Singapore.

Retrofitting M&E equipment

We have made concerted efforts to retrofit our M&E equipment such as installation of Variable Speed Drive (VSD) for air cooled chiller, AHU and CRAH at our Data Centres in Singapore.
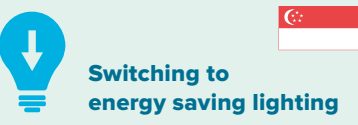
Progress in FY2018

Estimated energy savings and emissions avoidance:

(a) *Retrofit of air cooled chiller with 1 VSD, NCS Bedok: 300 MWh/year (1,080 GJ/year) or 129 tCO$_2$e/year.*

(b) *Retrofit of AHUs with 50 VSDs, Kim Chuan 1 Data Centre: 1,282 MWh/year (4,615 GJ/year) or 553 tCO$_2$e/year.*

(c) *Retrofit of CRAH units with 47 VSDs, Kim Chuan 1 Data Centre: 1,131 MWh/year (4,072 GJ/year) or 488 tCO$_2$e/year.*

Switching to energy saving lighting

Concerted efforts made to retrofit to LED lightings in Singapore.

Progress in FY2018

Estimated energy savings and emissions avoidance:

164 MWh/year (591 GJ/year) or 71 tCO$_2$e/year at Kim Chuan 2 Data Centre in Singapore.

25°C

Implementing operational improvements

We created energy savings through operational improvements without the need for capital investments in Singapore.

We increased the temperature of common areas to 25 degrees Celsius and optimised the operating hours of the air conditioning units at our data centres.

We also looked into the operation methodology of the CRAH units at our telephone exchange and changed from running three units at an average of 80% fan speed to running four units at around 60% fan speed.

Progress in FY2018

Estimated energy savings and emissions avoidance:

(a) *Kim Chuan 1 Data Centre: 949 MWh/year (3,415 GJ/year) or 409 tCO$_2$e/year.*

(b) *DC West Data Centre: 5,909 MWh/year (21,271 GJ/year) or 2,548 tCO$_2$e/year.*

(c) *Yio Chu Kang telephone exchange: 66 MWh/year (239 GJ/year) or 29 tCO$_2$e/year.*

Upgrading fresh air cooling

Replacing current fresh air fans with modern DC variable speed fans and larger intake units with the capability of doubling the air intake and reducing the need to rely on air conditioners in Australia.

Progress in FY2018

Installation completed at 260 sites.

Estimated energy savings and emissions avoidance:

1,170 MWh/year (4,212 GJ/year) or 936 tCO$_2$e/year in Australia.

Decomissioning obsolete mobile equipment

Shutting down and decommissioning obsolete mobile equipment as a result of the discontinuation of 2G technology in Australia.

Progress in FY2018

Radio frequency shutdown on 5,100 sites and equipment decommissioning on 1,750 sites.

Estimated energy savings and emissions avoidance:

11,424 MWh/year (41,126 GJ/year) or 9,139 tCO$_2$e/year in Australia.

Promoting sustainable transport options

We continue to make sustainable transport attractive to employees by running one of Australia's largest fleets of employee shuttle service with over 100 buses each day.

Progress in FY2018

Reduction of cars off the roads:
~1,400 cars daily

Replacing Uninterruptible Power Supply (UPS)

We replaced six units of UPS and improved efficiency from 84% to 92.5%.

Progress in FY2018

Estimated energy savings and emissions avoidance:

365 MWh/year (1,314 GJ/year) or 157 tCO$_2$e/year at Kim Chuan 1 Data Centre in Singapore.

Converting to energy efficient mobile base stations

We continue to upgrade our mobile networks in Singapore and convert to energy efficient mobile base stations.

Progress in FY2018

Energy efficient mobile base stations:
99.12% in Singapore.

Electricity use per cell carrier:
Improved to 3,238 kWh from 3,594 kWh last year.

Switching to cleaner energy

Switching the power supply source from diesel generators to the national power grid for cleaner energy at our offshore Pulau Tekong Microwave Station.

Progress in FY2018

Estimated emissions avoidance:

223 tCO$_2$e/year in Singapore.

Climate change resilience

In response to the potential effects of climate change in Singapore, we have reviewed targeted critical infrastructure and identified those that may need enhancement to protect against floods. We are currently exploring measures to mitigate this risk.

We continue to participate actively at the Australian Business Roundtable for Disaster Resilience and Safer Communities (ABR), of which Optus is a founding member, and have published our **fifth Report** on Building Resilience to natural disasters in our states and territories. We are pleased that our efforts and research through ABR have contributed towards the Australian Government's recent announcement of establishing a National Resilience Taskforce to reduce the impact of natural disasters on the Australian community.

We have identified an additional 260 critical facilities across Australia for the next three years where we will upgrade energy standby generation and storage capacity from three to seven days, so that we will have extended uptime during times when the public energy grid is affected by natural disasters.

Two additional SATCATs (mobile cell on wheels with built-in generator power) were commissioned during the year to support mobile communications at disaster areas.

As part of our support for SDG 11 on Sustainable Cities and Communities, Singtel and Optus have been involved with the **100 Resilient Cities** (100RC) projects in Singapore and Sydney, Australia, to provide input into the key long-term resilience issues and roadmap. We see significant interdependencies between different stakeholders and key infrastructures in ensuring overall resilience of cities to long-term 'systems shocks', such as climate change and climate action (SDG 13).

We engage the Centre for Liveable Cities, the Secretariat to the Singapore 100RC project, for such input at the national level and to mobilise broader corporate engagement with the 100RC initiative, which supports SDG 17 on Partnership for the Goals. Since 2016, we have been actively involved in the Sydney 100 Resilient Cities workshops and contributed to the strategy development, and we remain an advocate.

Environment

Singtel adopts Science Based Targets to keep global warming below 2°C

The Singtel Group became the first company in Asia excluding Japan to have our carbon reduction targets approved by the Science Based Targets initiative (SBTi) in October 2017. SBTi is a collaborative effort between CDP, World Resources Institute (WRI), World Wide Fund for Nature (WWF) and the United Nations Global Compact (UNGC) and aims to assist businesses to align with the Paris COP21 climate deal to keep global warming below 2°C.

SBTi Methodology

The SBTi methodology starts with what global carbon reductions are needed to come below 2°C and these absolute reductions are allocated by sector supply chains and countries of operation. Singtel adopted the sector decarbonisation approach and selected a market-based mechanism for meeting our targets. The country aspect also factors in current and future carbon coefficients of power generation in a particular country.

For example, for Optus in Australia, we took into account that today's energy is mainly derived from coal power generation, which has higher carbon coefficient compared to Singapore which uses mainly natural gas for power generation.

Why SBTi

Adoption of the SBTi targets is a follow-up to the Life Cycle Assessment (LCA) that we conducted in FY2016. The LCA identified carbon as a key area of focus across our value chain and helped us identify that 60% of the Group's carbon footprint was in our supply chain. We also recognised that with the growth of our business, there is a projected ongoing increase in energy consumption and carbon emissions leading up to 2030.

The SBTi framework and methodology has provided us with a 'top down' means to develop our aspirational targets and guide the business strategy going forward, one that is in line with the global intent to keep the global temperature rise to below 2°C. The SBTi framework and methodology are helpful in setting our targets that are related to our businesses and areas of operation.

Our targets

The Singtel Group aims to cut our absolute Scope 1 and 2 direct and indirect carbon emissions across our Singapore and Australian operations by 42% from 2015 base year by 2030. This is after factoring in further organic business growth. We will also work with our suppliers to reduce Scope 3 third-party emissions by 30% over the same period.

Looking ahead

We understand that a large quantum of these reductions will come through our supply chain. As we continue to work on the energy and operational efficiency initiatives in our operations, we will work progressively with our major vendors to understand how they can reduce their own carbon footprint.

Factoring in the supply side, we aim to work closely with energy providers and the authorities due to the dependency for some of the reductions on our renewable energy roadmap. We will also explore a larger scale direct renewable energy deployment in our infrastructure or bigger scale projects in both Australia and Singapore where available and economically viable.

"I applaud Singtel for taking the lead in corporate responsibility and ask that more companies, big and small, undertake efforts to study and publish their carbon footprint. Being transparent is the first and crucial step to reducing carbon emissions. We also encourage companies to undertake efforts to build operational resilience in the face of climate change."

MR MASAGOS ZULKIFLI, MINISTER OF THE ENVIRONMENT AND WATER RESOURCES, SINGAPORE, AT THE RESPONSIBLE BUSINESS FORUM, 22 NOVEMBER 2017

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

PRODUCT STEWARDSHIP

Waste Management

Electronic and packaging waste are the two key sources of waste generated from our operations and across our value chain. We focus on recycling our own waste, collaborating with partners and suppliers, and redesigning our product offerings to minimise our impact in this area.

E-waste

We continue to maintain high standards in e-waste recycling, with over 75% of our hazardous waste such as scrap copper cables and UPS lead acid batteries recycled with National Environment Agency (NEA) licensed vendors in Singapore. In Australia, we recycle over 98% of our own e-waste.

Packaging waste

We are committed to packaging sustainability and continue to be a high performing member of the Australian Packaging Covenant Organisation (APCO). In 2017, APCO revised its reporting framework in order to better account for its members packaging impact and measurement. These include providing quantitative data on the sustainability performance of packaging and other materials released to market. This will better reflect progress in areas such as recyclability, material efficiency and post-consumer recycled content. While we had progressively improved our scores to a high 4.2 out of 5 as reported last year, the revised reporting framework would result in a one-time recalibration and reduction of reporting scores for all members.

We see this as an opportunity to progressively raise our own standards in packaging and disclosures, and have begun developing a new five-year Packaging Strategy with measurable targets in line with the new APCO framework. We will report our progress in next year's report.

Recycling e-waste through partnerships in Singapore and Australia

The Ministry of Environment and Water Resources (MEWR) in Singapore has announced the implementation of a mandatory e-waste management system by 2021 with an Extended Producer Responsibility (EPR) approach. While details are not available yet, the scheme will have a direct impact on the mobile phone manufacturers. We will monitor the development closely while continuing to play our part to promote e-waste recycling.

Today, we offer our customers a trade-in scheme so that end-of-contract phones can be reused. We also provide recycling facilities at our retail outlets for consumers to dispose of their end of-life products and accessories easily.

In Singapore, we launched the **ReCYCLE** programme in collaboration with SingPost on World Environment Day 2017. Through the programme, which is supported by NEA, consumers can drop off their unwanted electronic items at our ReCYCLE bins at selected Singtel Shop, Singtel Exclusive Retailer and SingPost outlets. ReCYCLE envelopes are also available at all outlets for people to mail their mobile devices and accessories at their own convenience without the need for postage.

As at 31 March 2018, our programme collected a total of 9,677 kg (net weight) of e-waste, or almost 1,000 kg per month over ten months. This is a 250% increase before our strategic partnership with SingPost, demonstrating the benefits of increasing access through new outlets like post offices and the convenience of a mail-in option.

We also work with our e-waste vendor to organise regular roadshows at our key office premises to encourage our people to dispose of their unwanted e-waste responsibly.

In Australia, we continue to support the Mobile Muster programme, enabling customers to recycle their old mobile phones free of charge by taking them to any Optus retail store. During the year, 4,251 kg of handsets, batteries and accessories were collected for recycling.

Environment

Task Force on Climate-related Financial Disclosures: Singtel's current alignment and plans

GOVERNANCE

Our Plans

We plan to enhance information processes that will enable the Board and management to consider climate issues in relevant strategic decisions.

Board oversight

The Singtel Board provides oversight of the company's sustainability strategy and initiatives, and approves the sustainability-materiality register which includes climate change issues.

The Board is updated on the strategy, plans and performance at least once a year, and approves the sustainability report which provides comprehensive disclosures on the company's climate change agenda.

Management oversight

Climate change comes under the responsibility of the Vice President of Group Sustainability, who reports to a Singtel Management Committee Member. The climate and environment portfolio is headed by a Director of Group Environmental Sustainability.

The governance structure for climate related matters includes the company's Management Committee for all Group environment policy, strategy and plans; and Risk Management Committee for risk related updates on the topic.

There are other working groups - mainly from Networks and Facilities business units - relating to issues of climate adaptation and resilience planning.

STRATEGY

Our Plans

We are looking to refresh our analysis on transitional and physical climate issues and quantify the materiality of financial impact of these issues under different climate scenarios. We will also look at integrating these issues into core business management processes and financial planning.

Climate related risks and opportunities over the short, medium and long term

In FY2016, the Singtel Group conducted a formal climate adaptation and resilience study to understand the various models and assumptions of climate change patterns for our Singapore and Australian operations. This exercise helped us to identify the key climate change and impact scenarios, gaps and opportunities to improve resilience and adaptation of our networks to the long-term effects of climate change.

The biggest risks we identified are related to business continuity of network and operations, which is essential for any telecommunications operator. Inundation risk from increased frequency and intensity of cyclonic activities, coupled with sea level rise which can result in network and service disruptions and other interdependencies, is the top concern. This led to progressive development and upgrade of network design and infrastructure both in terms of redundancy and energy security. Regulatory risks identified are mainly linked to network availability and quality to meet regulatory service benchmarks.

a. Impact of the risks on business, strategy and financial planning

b. Resilience of strategy, considering different climate scenarios

We have identified the high-level financial drivers relating to climate risks and opportunities. We will progressively seek and isolate the required financial information to undertake long-term financial impact modelling.

As we undertake the SBTi roadmap, we will also know if there are any material financial exposures on our efforts to achieve the SBTi carbon targets.

The TCFD recommendations have provided further direction to our climate strategy, particularly on climate resilience. We are one of the first companies globally to endorse the TCFD recommendations and our initial assessment shows that we have all the building blocks in place to implement the recommendations into our existing management processes.

While we have done significant work in certain areas, such as setting metrics and targets, we recognise that there are other areas where we need to strengthen over the next three years of adopting the recommendations.

RISK MANAGEMENT

Our Plans

We plan to undertake a formal mapping and modelling of the financial drivers relating to climate change, which will help to establish a materiality threshold and assessment framework for climate risks versus other risks.

Process for assessing and identifying climate risks

We have undertaken Life Cycle Assessments, Climate Adaptation Mapping and SBTi as part of the methodology to identify risks, including climate risks.

We also actively engage the Singapore and Australian Government and agencies on the topic to understand emerging risks, policies or regulations. In Singapore, this is through business roundtables sharing and discussion on TCFD and SBTi. In Australia, this is mainly through ABR where we have undertaken collective research, economic modelling and policy discussions with federal and local governments.

In Singapore, we have begun proactive engagement and advocating collaboration with the National Climate Change Secretariat and Centre for Liveable Cities as part of 100 Resilient Cities, and lead business engagement and roundtables to share and discuss longer term climate risks.

Optus has been proactive through ABR on research and policy influence on government, given the major interdependencies on policy and funding. We also actively monitor and engage in the regulatory development relating to reporting and carbon emission taxes. In Australia, Optus provides annual comprehensive energy reporting to the National Green Energy Regulator (NGER).

Process for managing climate risks

Climate risks, as a standalone risk category after mitigation, does not feature among the top ten risks for the Singtel Group. However, it is considered under service interruption risks which can be caused by various factors including climatic disasters.

Integration of processes into overall risk management

The company's Risk Register is comprehensively updated to reflect the longer term risks of climate change. The Board Risk Committee considers in detail the most material risks for the company.

METRICS AND TARGETS

Our Plans

We are in the process of developing a decarbonisation roadmap and financial model for climate change impact which will help us to achieve our SBTi carbon reduction targets. We will also work on breaking down these targets for individual business units, projects and procurement budgets.

Metrics used to assess climate risks and opportunities

We currently track and monitor a number of climate related metrics including our carbon intensity (per revenue and data traffic) and these are disclosed in our annual sustainability reports.

Scope 1, 2 and 3 Greenhouse Gas (GHG) emissions

Please refer to page 18 for more details on our scope 1, 2 and 3 emissions data.

Resilience of strategy, considering different climate scenarios targets used and performance against targets

In FY2018, the Singtel Group conducted a review and modelling of our carbon footprint and carbon targets to achieve a less than 2°C temperature rise scenario. Our carbon reduction targets have since been approved by the Singtel Management Committee and SBTi, and are publicly disclosed. Please refer to page 14 for details on our SBTi targets.

Environmental Performance Indicators

Environment	Singtel 2018	2017	2016	Optus 2018	2017	2016	Singtel Group 2018	2017	2016
Total energy use (GJ)	1,395,100	1,404,843	1,379,633	1,724,106	1,702,440	1,657,262	3,119,206	3,107,283	3,036,895
Energy intensity (GJ/S$million revenue)	166	177	180	189	194	178	178	186	179
Energy intensity (GJ/TB*)	0.43	0.53	0.77	0.71	0.92	1.28	0.55	0.69	0.98
(i) Electricity Use (GJ)	1,372,809	1,385,099	1,358,030	1,692,773	1,665,694	1,618,544	3,065,582	3,050,793	2,976,574
Electricity Use (MWh)	381,336	384,750	377,231	470,215	462,693	449,595	851,551	847,443	826,826
Electricity Intensity (GJ/S$million revenue)	164	175	177	185	190	174	175	183	175
Electricity Intensity (GJ/TB)	0.42	0.52	0.76	0.70	0.90	1.25	0.54	0.67	0.96
Electricity Intensity (kWh/TB)	118	144	210	195	251	348	151	187	268
(ii) Fuel use from non-renewable sources (GJ)	21,935	19,369	21,198	30,869	36,282	38,255	52,804	55,651	59,453
(iii) Fuel use from renewable sources (GJ)	356	375	405	464	464	463	820	839	868
Solar energy (MWh)	99	104	112	129	129	129	228	233	241
Total carbon emissions (tonnes CO_2 equivalent) [1]	174,391	173,811	174,112	418,760	418,269	420,827	593,151	592,080	594,938
(i) Scope 1	3,367	1,992	4,629	2,725	2,495	2,614	6,092	4,487	7,243
Refrigerants	1,828	643	3,174	589 [2]	N.A. [2]	N.A. [2]	2,417	643	3,174
Fuel combustion	587	582	525	329	397	355	916	979	880
Company fleet	952	767	929	1,807	2,097	2,259	2,759	2,864	3,188
(ii) Scope 2	164,470	165,943	163,416	399,257	397,785	394,249	563,727	563,728	557,665
(iii) Scope 3	6,554	5,876	6,067	16,778	17,989	23,964	23,332	23,865	30,030
Contractor fleet	687	733	813	1,168	1,119	4,810	1,855	1,852	5,623
Air travel	3,845	3,113	3,180	8,004	8,551	9,442	11,849	11,664	12,621
Employee commute [3]	1,821	1,821	1,821	7,606	8,319	9,712	9,427	10,140	11,533
Retail franchisees	201	209	253	N.A.	N.A.	N.A.	201	209	253
Carbon Intensity (tCO_2e/S$ million revenue)	21	22	23	46	48	45	34	35	35
Carbon Intensity (tCO_2e/TB) [4]	0.05	0.06	0.09	0.17	0.22	0.31	0.10	0.13	0.18
Total Water Use (m³)	752,207 [5]	814,447	756,398	74,235 [6]	82,111	70,254	826,442	896,558	826,652
Water Intensity (m³/S$million revenue)	90	103	99	N.A.	N.A.	N.A.	47	54	49
Total Waste: hazardous and non-hazardous (tonnes)	6,289	4,613	4,223	2,197 [8]	1,853 [8]	1,503 [8]	8,486	6,466	5,726
Total Non-Hazardous Waste by disposal method (tonnes) [7]	2,227	2,194	–	1,972 [8]	1,177 [8]	–	4,199	3,371	–
Incineration with energy recovered	1,968	2,116		N.A.	N.A.		1,968	2,116	
Landfill	0	0		1,720	517		1,720	517	
Recycle / Reuse	259	78		252	660		511	738	
Total Hazardous Waste by disposal method (tonnes) [7]	4,062	2,419	–	225 [8]	677 [8]	–	4,287	3,095	–
Incineration with energy recovered	388	285		0	N.A.		388	285	
Landfill	593	184		3	10		596	193	
Recycle / Reuse	3,081	1,950		222	667		3,303	2,617	
Customer E-waste Recycling (tonnes)	36	21	–	4	4	–	40	25	–

Footnotes:

* TB refers to terabyte of data transported across our network.
Terabyte related figures of Optus and the Singtel Group for 2016 and 2017 were restated.

[1] 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 CO_2 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 DEFRA/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). Scope 3 air travel emission factors are derived from WRI, DEFRA, Oxford University and the UK Royal Commission on Environmental Pollution.

[2] Optus uses a combination of air, water and refrigerant cooling systems. Refrigerants tracked and reported from FY2018.

[3] Employee commute carbon emissions data will be updated only when there is a significant change in our company's operations or workforce.

[4] Covers Scope 1 and 2 only.

[5] Total volume withdrawn from municipal water supplies and includes use of 118,793m³ NEWater instead of potable water.

[6] Total volume withdrawn from municipal water supplies and includes rainwater harvesting of 3,660m³ instead of potable water.
Water use for Optus Sydney campus only.

[7] New GRI standards indicators tracked from FY2017.

[8] Waste across facility under Optus waste direct contract and not inclusive of all sites.

04 People
Our Greatest Asset

Our people are key to the Group's long-term growth and success. We want to be an employer that our people are proud to work for.

Group CEO Chua Sock Koong receiving the Management Partners Appreciation Award by UTES from the then Secretary-General of the National Trades Union Congress and Minister in Prime Minister's Office Mr Chan Chun Sing in recognition of our excellent labour management relationship in September 2017

Our Approach

The Singtel Group employs over 25,000 people, with about 13,000 in Singapore and 9,000 in Australia. We provide a fair, performance-based work culture that is diverse, inclusive and collaborative.

We empower our employees and continue to invest in equipping them with relevant skills and knowledge to help them thrive in this digital age and our highly disruptive and competitive industry. Above all, ensuring the safety and well-being of our people is of utmost importance to us.

In Singapore, we practise fair employment that is aligned with the Tripartite Guidelines for Fair Employment. In Australia, we adopt a fair employment framework that is approved by Fair Work Australia and also governed by our Employment Partnership Agreement. We have fostered a strong, proactive and collaborative partnership with the Union of Telecoms Employees of Singapore (UTES) since

it was formed in 1982. This has laid a strong foundation in facilitating employee development, promoting the well-being of our people and supporting business growth for our Singapore and Australia operations.
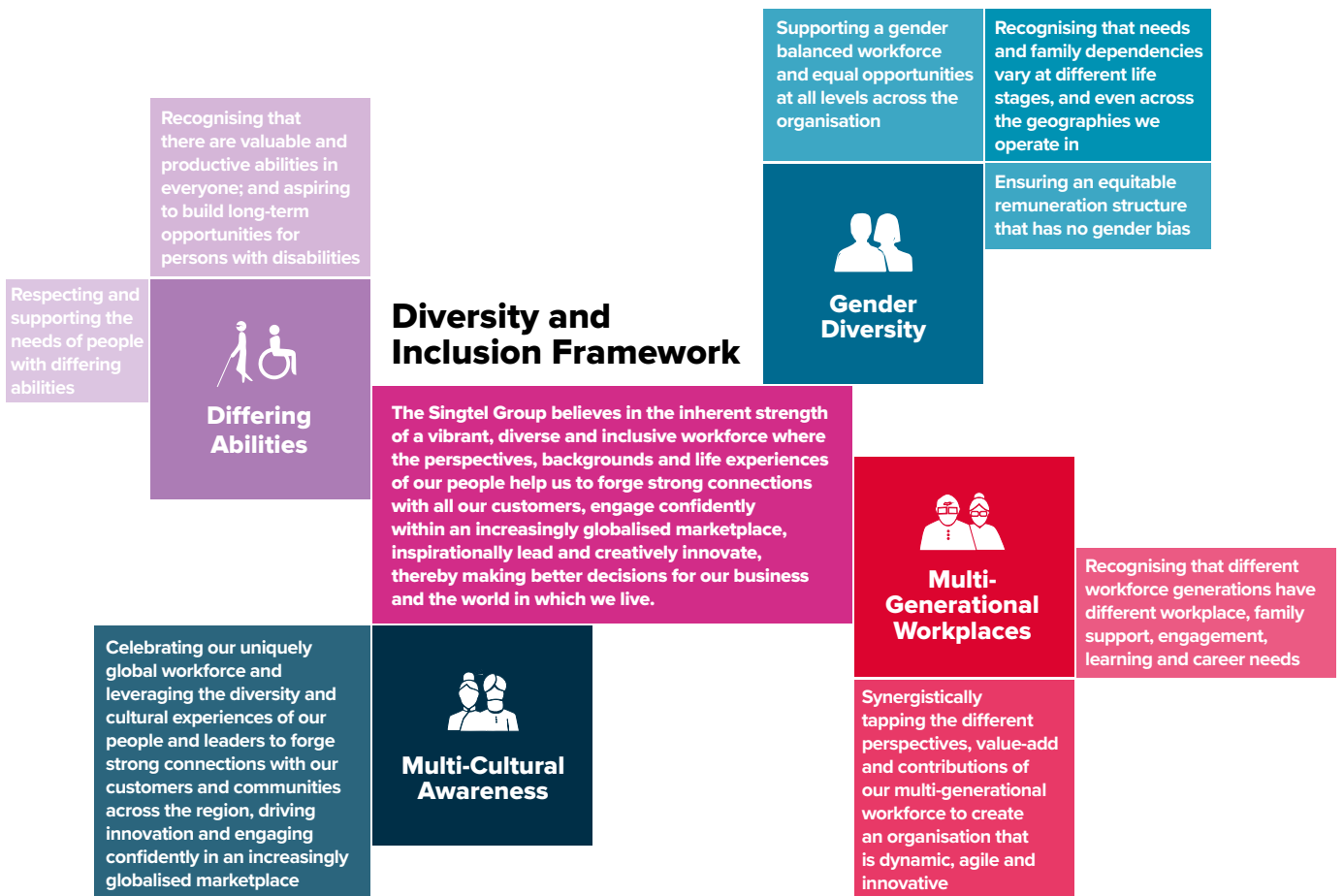
In Singapore, we had 5,635 bargainable employees (43%) and in Australia, 3,653 employees (41%) who were covered by the Employment Partnership Agreement as at 31 March 2018.

During the year, we continued to support the National Trades Union Congress (NTUC) U Care Fund with an annual donation of S$100,000. We also disbursed S$60,000 to about 100 schooling children of our staff under our joint Singtel-UTES Bursary Awards scheme. In addition, we contributed S$1 million to the NTUC Education and Training Fund over a five-year period from 2017 to 2021 to support NTUC's efforts to advance the professional development of the workforce.

People

DIVERSITY AND INCLUSION

We believe in providing a diverse, inclusive and collaborative work culture as well as an environment that values differences to achieve better business results. Diversity provides different perspectives and fosters innovative thinking to solve business challenges. The Singtel Group Code of Conduct and our diversity and inclusion framework guide us towards this aspiration.

Respecting and supporting the needs of people with differing abilities

Recognising that there are valuable and productive abilities in everyone; and aspiring to build long-term opportunities for persons with disabilities

Differing Abilities

Diversity and Inclusion Framework

Supporting a gender balanced workforce and equal opportunities at all levels across the organisation

Recognising that needs and family dependencies vary at different life stages, and even across the geographies we operate in

Ensuring an equitable remuneration structure that has no gender bias

Gender Diversity

The Singtel Group believes in the inherent strength of a vibrant, diverse and inclusive workforce where the perspectives, backgrounds and life experiences of our people help us to forge strong connections with all our customers, engage confidently within an increasingly globalised marketplace, inspirationally lead and creatively innovate, thereby making better decisions for our business and the world in which we live.

Multi-Generational Workplaces

Recognising that different workforce generations have different workplace, family support, engagement, learning and career needs

Celebrating our uniquely global workforce and leveraging the diversity and cultural experiences of our people and leaders to forge strong connections with our customers and communities across the region, driving innovation and engaging confidently in an increasingly globalised marketplace

Multi-Cultural Awareness

Synergistically tapping the different perspectives, value-add and contributions of our multi-generational workforce to create an organisation that is dynamic, agile and innovative

Gender Diversity

Gender diversity remains a key area for the Singtel Group as we continue to focus on increasing the representation of women in senior leadership and key technical roles.

Female employees account for 34% of our workforce in the Singtel Group, with 35% in Singapore and 32% in Australia. They represent 26% of our top and middle management positions in the Group.

We won four HRM Awards 2018: Best Diversity and Inclusion Strategies, Best Leadership Development, SIM Awards for Best Talent Management Practices (>500 employees), Outstanding Contribution to HR – Aileen Tan, Group Chief Human Resources Officer.

Female Executives in the Singtel Group

FY2018	Singtel	Optus	Singtel Group
Top management	29%	9%	22%
Middle management	33%	21%	26%

FY2017	Singtel	Optus	Singtel Group
Top management	25%	7%	21%
Middle management	35%	21%	27%

Multigenerational workplace

We value the experience, perspectives and wisdom that our silver talents bring to the company. During the year, more than 100 employees in Singapore attended Re-employment: Equipping and Developing Yourself (READY) and Rethink 50, our two Silver Talent programmes aimed to help them cope with possible life changes and career transitions.

READY is targeted at employees above the age of 58 while Rethink 50 is designed to help employees between 50 and 59 years old. Both programmes help participants to review their own financial circumstances and make more informed financial decisions, assess self-awareness and behavioural style and build relational skills with family and friends.

In July 2017, the Tripartite Guidelines on Re-employment were revised from 65 to 67 years old. We are fully supportive of this move as it will further strengthen our silver talent workforce in Singapore.
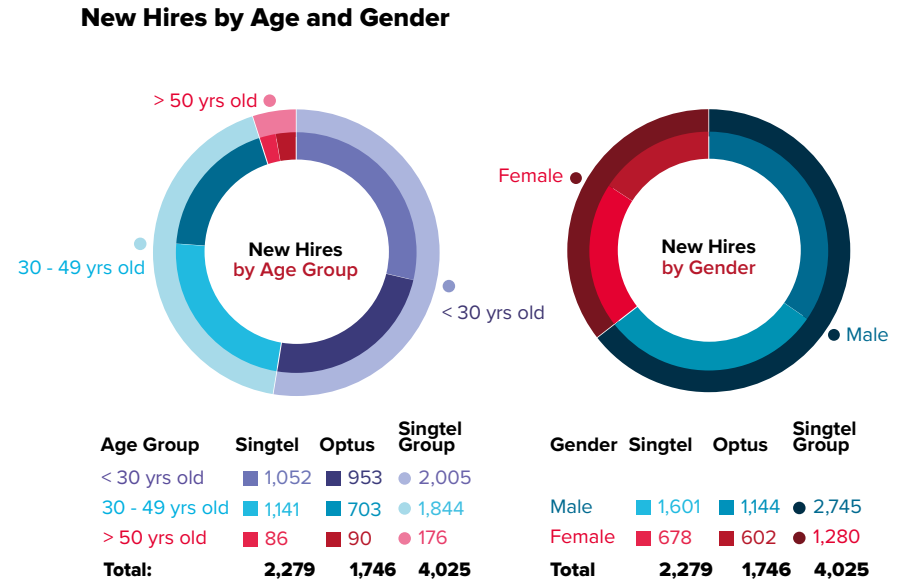
Multicultural awareness

With more than 25,000 employees covering about 90 different nationalities across our global business operations, cultural diversity is certainly part of our DNA.

Differing Abilities

We value the inclusion of persons with differing abilities in our company, in line with our philosophy of building an inclusive workplace and society. In Singapore, we continue to work closely with national agency SG Enable on training, internships and employment of persons with disabilities, who also form a critical talent pipeline with today's labour crunch.

During the year, we supported its Institute of Higher Learning Internship Programme and took in two tertiary students with hearing impairment and one student with Autism Spectrum Disorder (ASD) who did their internship with our Consumer Operations and Finance units.

New Hires by Age and Gender

Age Group	Singtel	Optus	Singtel Group
< 30 yrs old	1,052	953	2,005
30 - 49 yrs old	1,141	703	1,844
> 50 yrs old	86	90	176
Total:	**2,279**	**1,746**	**4,025**

Gender	Singtel	Optus	Singtel Group
Male	1,601	1,144	2,745
Female	678	602	1,280
Total	**2,279**	**1,746**	**4,025**

Employee Turnover by Age and Gender

Age Group	Singtel	Optus	Singtel Group
< 30 yrs old	721	719	1,440
30 - 49 yrs old	1,308	545	1,853
> 50 yrs old	210	98	308
Total:	**2,239**	**1,362**	**3,601**

Gender	Singtel	Optus	Singtel Group
Male	1,449	858	2,307
Female	790	504	1,294
Total	**2,239**	**1,362**	**3,601**

As one of the founding members, Singtel participates actively in the Singapore Business Network on DisAbility (SBNoD), set up in 2015. The SBNoD group of companies has been supporting SG Enable's 12-week RISE Mentorship Programme, launched in 2017, for tertiary students with disabilities. Singtel fielded three top and seven middle management members as mentors for ten students with various forms of disabilities over three runs of this programme.

People

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HUMAN CAPITAL PARTNER

Singtel is proud to be among the pioneer batch of Human Capital Partners, a tripartite initiative involving the Singapore government, unions and employers. We have been endorsed with the 'Human Capital Partner' mark, a symbol that identifies exemplary employers who are committed to Singapore's overall human capital development, focusing on five key areas that encompass all career stages:

01   Build the careers of young talent

02   Provide a platform to transfer skills and experience

03   Prepare a local workforce for success in a competitive global market

04   Offer opportunities for lifelong learning and career development

05   Recognise the contribution and empowering women in today's workforce

</div>

Human Capital Development

Investing in our people is critical to our success. We manage our human capital investment by attracting and nurturing our talent, as well as their professional growth and personal well-being during their career with us. Every employee undergoes regular, formal performance and career development reviews, and we encourage leaders to have frequent informal performance conversations with their team members.

As part of Singtel's digitisation efforts, we embarked on our workforce transformation journey to equip our employees with relevant skills and redesigning our office premises. To address emerging industry needs, we have set up a Future of Work team to drive digital initiatives to support our strategy roadmap of Work, Workforce and Workplace, such as Robotics Process Automation, Micro-Learning On-the-Go, AR and VR learning, and People Analytics Master Planning.

TALENT ATTRACTION AND RETENTION

We believe that developing and engaging young talent are key to building internal capabilities in this competitive global war for talent. Today, we have a robust young talent pool, comprising interns, cadets, apprentices, scholars and management associates. We partner a number of stakeholders such as polytechnics and universities to help us build this pipeline. In FY2018, we awarded S$2.7 million in scholarships and apprenticeships to 72 tertiary students in Singapore, giving them industry-relevant training as well as employment and progression opportunities.

The FY2018 recipients with Singtel senior management members at our annual scholarship award ceremony

Singtel Group's Talent Management and Development Programmes

Aspiring and Young Talents

Flagship programme	Description	Talent acquired and trained	
		FY2018	**FY2017**
Singtel Management Associate Programme and Optus Graduate Programme	Two-year programme that offers a rich development roadmap of activities such as leadership development training, meaningful rotations, coaching and international assignments for top university graduates.	**93**	82
SHINE Internship Programme	Structured internship programme to develop young, high performing students by offering real-world, meaningful assignments, mentoring by experienced professionals, networking events and on-the-job training.	**114**	88
Singtel and Optus Cadet Scholarship	Scholarships offered to top diploma students in Singapore and top undergraduates from Macquarie University in Australia.	**55**	53
Singtel Group Undergraduate Scholarship	University scholarships are offered to top students in fields such as business, engineering, cyber security, computer science and analytics.	**16**	12

Emerging and Future Leaders

Flagship programme	Description	Talent acquired and trained	
Cyber Security Associates and Technologists (CSAT) Programme with the Info-communications Media Development Authority and the Cyber Security Agency of Singapore	The programme aims to help fresh and mid-career ICT individuals attain the necessary practical skills to better equip them for cyber security roles and positions.	**41**	49
Regional Leadership in Action and Game for Global Growth	Helps prepare emerging high-potential leaders to lead and manage business operations in a multinational, digital context by promoting learning through interactive workshops, lectures and action learning projects.	**109**	132
SCORE+ Leadership Programme (launched in FY2018)	Three-day application-based programme that focuses on self-awareness, leadership, brand development, business acumen and innovation.	**35**	-

TRAINING AND EDUCATION

With the rapid technological and market changes in our industry, it is vital for our employees to keep themselves abreast of the latest industry developments and be future-ready. We offer our people a rich and diverse range of training and educational programmes, framed within our four key learning pillars: Compliance, Company, Business and Future. These programmes focus on personal effectiveness and leadership, as well as technical and functional areas that support our strategic priorities and business needs, such as cloud services, analytics, cyber security and smart cities.

People

Singtel Group Learning Fiesta

Our flagship learning event, the Singtel Group Learning Fiesta (SGLF), celebrated its tenth anniversary with the theme 'Amp Up, Level Up' in FY2018. It emphasised the need for every employee to amplify a culture of learning and stay relevant amid a fast-changing digital economy. SGLF 2017 was organised into three different tracks: Future Work, Future Skills and Future Me and registered over 42,000 learning places across the Group. It tapped on digital learning and introduced an inaugural fully online Mini Learning Fiesta using Learning Jam, an internal learning platform that supports social and collaborative learning in Singapore and Australia. As part of the event line-up, we piloted the SkillsFuture for Digital Workplace training programme for 60 employees. This programme, initiated by SkillsFuture Singapore, aims to raise digital literacy and build future skills across the workforce. Singtel was the first in Singapore to pilot it for our people.

Training and Development Investment

	Singtel	Optus	Singtel Group
FY2018	S$ 17.7 million	A$ 12.4 million	S$ 30.7 million
FY2017	S$ 13.8 million	A$ 10.8 million	S$ 25.1 milliion

Average Training Hours

	Singtel	Optus	Singtel Group
FY2018	30.6 hours	27.6 hours	29.2 hours
FY2017	30.4 hours	30.9 hours	30.5 hours

Grooming our leaders

Our leadership development efforts are focused on building enterprise leadership, leadership brand, business acumen and innovation in our young, emerging and future leaders. In addition to our regular stable of programmes such as Regional Leadership in Action and Game for Global Growth, we have designed and launched new programmes to prepare our leaders in this disruptive digital business landscape.

The SCORE+ Leaderhip Programme and SCORE Development Centre are new leadership initiatives that leverage digital business simulations to provide learners with an applied learning experience designed to reflect real Singtel business challenges. We also invested in providing our aspiring talent pool of interns, scholars and management associates with holistic development which includes rotations, international assignments, career coaching, mentoring, senior leader networking and special projects.

To enable our leaders to collaborate and demonstrate enterprise leadership behaviours, workshops have been rolled out to the Top 100 leaders in Australia. This new three-day residential Enterprise Leadership programme focuses on helping leaders lead with renewed purpose and a growth mindset to drive organisation-wide success. A similar programme will be extended to Singapore.
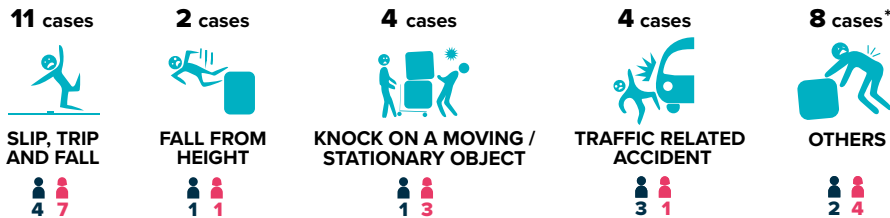
EMPLOYEE HEALTH, SAFETY AND WELL-BEING

The safety and security of our employees are our top priority, and we strive to ensure the physical and mental well-being of our people. During the year, we successfully completed OHSAS 18001 for Singtel and our SS506 yearly surveillance audit with no issues of non-compliance, and renewed our bizSAFE 3 re-certification for eight of our key business units.

Enhancing our workplace safety and health efforts

Workplace Safety and Health (WSH) training starts the moment an employee

Types of injury by number and gender at Singtel

11 cases	**2** cases	**4** cases	**4** cases	**8** cases*
SLIP, TRIP AND FALL	FALL FROM HEIGHT	KNOCK ON A MOVING / STATIONARY OBJECT	TRAFFIC RELATED ACCIDENT	OTHERS
4 / 7	1 / 1	1 / 3	3 / 1	2 / 4

* These were isolated incidents. Two cases did not result in any injury.

joins Singtel, who needs to undergo an introductory course that includes case studies on potential workplace safety, health and security risks. The various business units work closely with our WSH department to identify employees who are required to attend WSH courses relevant to the nature of their roles, such as risk assessment, fire safety awareness, ergonomics, and workplace health and safety. About 5,000 employees in Singapore have completed their assigned courses, including e-learning WSH modules which we introduced during the year.

167 officers have been appointed to help coordinate health, safety and security matters on designated floors in our Singapore office buildings. To help them perform their role more effectively, they attended courses on basic first aid, fire safety and risk management. We currently have 130 Automated External Defibrillator (AED) devices installed at our Singapore office premises for emergency medical situation.

In preparation for haze, we sent 230 employees to be trained on the use of respiratory sets should there be a need to activate our Respond and Recovery team for critical work and service continuity in hazardous haze conditions.

We noted an increase in the number of incidents reported during the year especially trip and fall cases, which also led to an increase in medical leave days. We are reviewing if there are systemic causes or if these are isolated incidents. We continue to remind our people to observe workplace safety and exercise personal responsibility and care at all times.

Employee wellness

We set up a new Health and Wellness Committee during the year to look at our employee wellness agenda in a strategic manner, focusing on four key areas: targeted health programmes, physical fitness, mental well-being and family. A new health and wellness portal offers a one-stop guide for staff on the latest in health trends, tips and resources to support an active lifestyle and a well-balanced diet, and upcoming events.

Our first Health and Wellness Carnival was organised to bring together our people and the senior management team for an afternoon of fitness, fun and games. 300 people attended the carnivals held concurrently at Comcentre and NCS Hub in Singapore, featuring mass exercises like Zumba and Yoga.

Targeted health programmes: We introduced 'Happy People', a digital health and wellness programme for our employees in Australia to improve their energy, sleep, mood and stress levels.

Physical fitness: Team Singtel with 2,823 employees participated in the National Steps Corporate Challenge 2017 organised by the Health Promotion Board in Singapore.

Mental well-being: In Australia, we continue to run 'Healthy Minds', a workplace well-being programme aimed at creating a psychologically healthy workplace as well as reducing the stigma surrounding mental illnesses and encouraging early support and intervention.

Family: The Singtel Family Day 2017 was organised for our employees to spend a relaxing and meaningful time together with their loved ones at award winning Gardens by the Bay.

For more information on our ongoing health and well-being initiatives and programmes, please refer to our website.

Launch of the Singtel Health and Wellness Carnival 2017 at Comcentre Singapore

People Performance Indicators

People	Singtel 2018	2017	2016	Optus 2018	2017	2016	Singtel Group 2018	2017	2016
Total employees by gender [1]									
Male	**8,455**	8,185	–	**6,021**	6,112	–	**14,476**	14,297	–
Female	**4,640**	4,822	–	**2,847**	2,938	–	**7,487**	7,760	–
Total employees [1]	**13,095**	13,007	–	**8,868**	9,050	–	**21,963**	22,057	–
Total employees by employment contract and gender [1]									
Regular employees (Male)	**7,136**	6,742	–	**5,929**	6,005	–	**13,065**	12,747	–
Contract employees (Male)	**1,319**	1,443	–	**92**	107	–	**1,411**	1,550	–
Regular employees (Female)	**4,148**	4,193	–	**2,799**	2,874	–	**6,947**	7,067	–
Contract employees (Female)	**492**	629	–	**48**	64	–	**540**	693	–
Total regular employees by employment type and gender [1]									
Full time (Male)	**8,449**	8,178	–	**5,307**	5,385	–	**13,756**	13,563	–
Part time (Male)	**6**	7	–	**714**	727	–	**720**	734	–
Full time (Female)	**4,623**	4,803	–	**2,058**	2,101	–	**6,681**	6,904	–
Part time (Female)	**17**	19	–	**789**	837	–	**806**	856	–
Total employees by age group									
<30 years old	**21%**	22%	22%	**23%**	24%	24%	**22%**	23%	23%
30-49 years old	**59%**	60%	60%	**60%**	60%	60%	**59%**	60%	60%
≥ 50 years old	**20%**	18%	18%	**17%**	16%	16%	**19%**	17%	17%
Gender mix by employee category (% female)									
Operations and Support	**41%**	43%	43%	**42%**	43%	40%	**41%**	43%	42%
Professional	**31%**	33%	32%	**29%**	29%	27%	**30%**	31%	30%
Middle and Top Management	**33%**	34%	36%	**21%**	21%	26%	**26%**	27%	30%
• Middle Management	**33%**	35%	36%	**21%**	21%	27%	**26%**	27%	30%
• Top Management	**29%**	25%	31%	**9%**	7%	16%	**22%**	21%	21%
New employee hires by age [1]									
<30 years old	**8.0%**	8.3%	–	**10.8%**	10.0%	–	**9.1%**	9.0%	–
30-49 years old	**8.7%**	7.0%	–	**7.9%**	8.0%	–	**8.4%**	7.4%	–
≥ 50 years old	**0.7%**	0.6%	–	**1.0%**	1.2%	–	**0.8%**	0.9%	–
New employee hires by gender [1]									
Male	**12.2%**	10.1%	–	**12.9%**	12.6%	–	**12.5%**	11.2%	–
Female	**5.2%**	5.8%	–	**6.8%**	6.6%	–	**5.8%**	6.1%	–
New employee hires [1]	**17.4%**	15.9%	–	**19.7%**	19.2%	–	**18.3%**	17.3%	–
Employee turnover by age [1]									
<30 years old	**5.5%**	5.6%	–	**8.1%**	7.8%	–	**6.6%**	6.5%	–
30-49 years old	**10.0%**	9.5%	–	**6.2%**	6.4%	–	**8.4%**	8.2%	–
≥ 50 years old	**1.6%**	1.3%	–	**1.1%**	1.2%	–	**1.4%**	1.3%	–
Employee turnover by gender [1]									
Male	**11.1%**	10.7%	–	**9.7%**	9.7%	–	**10.5%**	10.3%	–
Female	**6.0%**	5.7%	–	**5.7%**	5.7%	–	**5.9%**	5.7%	–
Employee turnover	**17.1%**	16.4%	14.5%	**15.4%**	15.4%	10.7%	**16.4%**	16.0%	13.0%

People

	Singtel 2018	2017	2016	Optus 2018	2017	2016	Singtel Group 2018	2017	2016
Salary ratio (female:male) [2]									
Operations and Support	**1 : 0.99**	1 : 0.99	0.96 : 1	**1 : 0.96**	1 : 0.98	0.96 : 1	**1 : 0.97**	1 : 095	0.96 : 1
Professional	**0.98 : 1**	0.98 : 1	0.99 : 1	**0.96 : 1**	0.96 : 1	0.91 : 1	**0.97 : 1**	0.97 : 1	0.94 : 1
Middle Management	**0.98 : 1**	0.99 : 1	0.97 : 1	**0.94 : 1**	0.97 : 1	0.94 : 1	**0.98 : 1**	0.98 : 1	0.95 : 1
Workforce ethnicity in Singapore									
Chinese	**68%**	69%	68%	**–**	–	–	**–**	–	–
Malay	**10%**	9%	9%	**–**	–	–	**–**	–	–
Indian	**13%**	13%	12%	**–**	–	–	**–**	–	–
Others [3]	**9%**	9%	11%	**–**	–	–	**–**	–	–
Total training investment ($million)	**S$17.7**	S$13.8	S$10.9	**A$12.4**	A$10.8	A$10.9	**S$30.7**	S$25.1	S$22.1
Average training hours per employee	**30.6**	30.4	32.5	**27.6**	30.9	31.7	**29.2**	30.5	32.2
Average training hours by gender [1]									
Male	**31.6**	30.4	–	**27.6**	31.2	–	**29.7**	30.6	–
Female	**28.9**	30.3	–	**27.4**	30.2	–	**28.2**	30.2	–
Average training hours by employee category [1]									
Operations and Support	**23.3**	31.8	–	**31.1**	36.5	–	**26.7**	33.2	–
Professional	**37.2**	30.1	–	**26.3**	28.5	–	**32.0**	29.3	–
Middle Management and Above	**22.0**	23.3	–	**22.3**	28.1	–	**22.2**	25.9	–
Employee health and safety [4]									
Workplace injury incidence rate	**2.1**	1.3	1.3	**4.1**	1.3	1.3	**2.9**	1.3	1.3
Workplace injury frequency rate	**0.9**	0.6	0.6	**2.8**	0.8	0.8	**1.5**	0.7	0.7
• Workplace injury frequency rate (Male) [1]	**0.6**	0.5	–	**2.3**	0.4	–	**1.1**	0.5	–
• Workplace injury frequency rate (Female) [1]	**1.6**	0.8	–	**4.0**	1.9	–	**2.2**	1.1	–
Workplace injury severity rate	**14.7 [5]**	3.3	5.9	**7.3**	8.7	12.9	**12.4**	5.1	8.3
• Workplace injury severity rate (Male) [1]	**6.0 [5]**	1.5	–	**9.7**	4.9	–	**7.2**	2.9	–
• Workplace injury severity rate (Female) [1]	**30.6**	6.3	–	**1.6**	17.9	–	**22.8**	10.2	–
Absenteeism rate [1]	**0.018**	0.017	–	**0.015**	0.015	–	**0.017**	0.017	–
• Absenteeism rate (Male) [1]	**0.015**	0.014	–	**0.014**	0.014	–	**0.014**	0.014	–
• Absenteeism rate (Female) [1]	**0.024**	0.024	–	**0.017**	0.017	–	**0.021**	0.021	–
Occupational disease rate [1]	**0**	0	–	**0.7**	0	–	**0.2**	0	–
• Occupational disease rate (Male) [1]	**0**	0	–	**0.5**	0	–	**0.2**	0	–
• Occupational disease rate (Female) [1]	**0**	0	–	**1.1**	0	–	**0.3**	0	–
Fatalities	**0**	0	0	**0**	0	0	**0**	0	0

Footnotes:

[1] New GRI Standards indicators tracked from FY2017.

[2] Based on average monthly salary of regular employees.

[3] Singtel recognises non-locals outside these three ethnic groups under this category.

[4] Workplace health and safety metrics are based on the International Labour Organization (ILO) definitions.

[5] Based on ILO definition, this excluded time lost as a result of permanent incapacity for work. A male employee was caught in an accident involving several vehicles, which resulted in a prolonged medical leave of absence of more than 200 days as of end-FY2018.

05 Community
The Most Connected Communities

The Singtel Group is committed to being a responsible corporate citizen in all the markets where we operate, driving positive and sustainable change for our communities.

Digital Citizenship and Online Safety

Partners and Associates

Capability and Competence

To enable the inclusion and well-being of people, and help them realise their potential through our digital technologies and innovative programmes

Inclusion and Well-being

Product Technology and Innovation

Staff Engagement and Volunteerism

Corporate Philanthropy

Education and Employability

Our Approach

Investing in our community is an integral part of our sustainability strategy. We are guided by our strategic community investment framework when making such decisions.

The Singtel Group can play a significant role in enabling the progress, development and inclusion of vulnerable segments of society. Through our key partnerships, programmes and staff engagement initiatives, we combine our collective resources and leverage our skills and core competencies to make a positive and sustainable change to communities in need.

Our community strategy helps us to contribute towards the various UN Sustainable Development Goals of 3, 4, 8, 9, 10 and 11 on Good health and well-being, Quality education, Decent work and economic growth, Industry, innovation and infrastructure, Reduced inequalities and Sustainable cities and communities.

Singtel Group's Community Investment *

	Singtel	Optus	Singtel Group
FY2018	S$7.22 million	A$9.43 million	S$17.11 million
FY2017	S$8.27 million	A$8.19 million	S$16.87 million

*   Our community investment figure, which includes direct financial support, in-kind charitable sponsorships and staff volunteering hours, has been verified by the London Benchmarking Group (LBG).

Singtel Touching Lives Fund

The Singtel Touching Lives Fund (STLF) is our flagship corporate philanthropy programme to support children and youth with special needs in Singapore. Our beneficiary schools are APSN Chaoyang School, APSN Tanglin School, APSN Delta Senior School, Cerebral Palsy Alliance Singapore School, Eden School and MINDS Lee Kong Chian Gardens School.

Since 2002, STLF has been raising money for special educational programmes that help them lead independent lives. Besides Singtel's corporate donation, we raise funds from employees, business partners and members of the public through various activities. STLF has since raised over S$39 million, of which S$3 million was raised during the year.

We also donated about S$1.7 million to non-STLF charitable organisations and contributed over S$500,000 of in-kind sponsorship of telecommunications and media services to charities, social enterprises and nation-building activities in Singapore during the year.

*(top) Two Singtel management members (far right) flagged off at the event
(above) Singtel volunteers (in red t-shirts) at our Silver Mobile Workshops
teaching the seniors to use smartphones and mobile apps*

INCLUSION OF VULNERABLE GROUPS

We continue to support the cancer cause given its pervasiveness in the society. We were the title sponsor of the Singtel-Singapore Cancer Society Race Against Cancer for the ninth consecutive year where our funding helped support the tuition fees for children from low income families affected by cancer. In Australia, our executives participated in the eighth Tour de Cure in Australia to raise funds for cancer research and related causes. We encouraged staff members to take part in such activities and help these organisations raise funds while showing solidarity and support for cancer warriors.

In FY2018, we partnered Singapore Press Holdings and People's Association to conduct ten workshops for 2,500 senior citizens in Singapore who learnt to use smartphones and social media apps, as well as online safety tips like protecting their online privacy and against scams.

In 2005, we became a founding member of the Australian Business and Community Network (ABCN) whose members work closely to improve opportunities and outcomes for vulnerable youth in high-needs schools across Australia. Since 2008, more than 4,000 volunteer and mentor roles have been filled by our staff amounting to about 40,000 hours of volunteering activity and positively impacting more than 7,700 students.

Staff Volunteering Hours

	Singtel	Optus	Singtel Group
FY2018	15,500	12,128	27,628
FY2017	17,140	16,420	33,560

5th Singtel Carnival 2017

2,000
Singtel staff volunteers

26
SBNoD chaperone volunteers

34
Game stalls

1,500
children
from the special education schools in Singapore, including our Singtel Touching Lives Fund beneficiary schools

300
teachers and caregivers

8
Food stalls

7
Activity stalls

"As a Singtel employee, it's my responsibility to be able to impact the lives of these children and it's fantastic to see them smiling and enjoying themselves." **JULIAN CHEONG, STAFF VOLUNTEER** *(front cover, left)*

Employee Volunteerism

We encourage our people to volunteer on an individual or team basis. We believe active employee volunteerism not only helps the community but contributes to the holistic development of our people in terms of empathy and character building.

Besides giving our employees one day of paid volunteer leave each year, we encourage business units to adopt VolunTeaming, our concept of teambuilding and volunteering as a department.

2,000 staff volunteers planned and manned game stalls at the 5th Singtel Carnival, and chaperoned 1,500 students with special needs so that they had an enjoyable time in a safe environment

Community
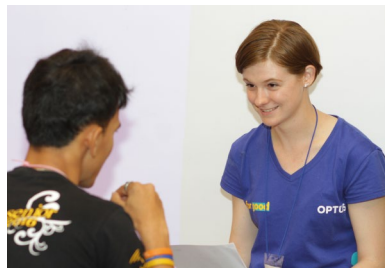
Volunteering with our associates

Into our eighth year, the Singtel Group overseas volunteering expeditions expanded from the Philippines and Thailand to include India this year. Better Together is the new name of our annual overseas volunteering programme where we work with our regional associates and our partner vendors to support their local community programmes.

Twenty staff volunteers from Singtel, Optus, Globe and 24/7, our contact centre partner, together with the staff from Globe's partner school, Centre of Excellence in Public Elementary Education (CENTEX), came together at Bauan, Batangas in the Philippines. They conducted cyber wellness lessons from our own Digital Thumbprint Programme and other activities for more than 200 students who were from economically disadvantaged families. The volunteers also spent half a day doing a shoreline clean-up in support of Globe's partner, Taal Lake Conservation Center.

For the first time, four staff volunteers from Globe joined 28 staff volunteers from AIS, Singtel and Optus in Thailand to mentor 34 high school and university students who are beneficiaries of AIS' Good Kids Great Hearts programme and improve their conversational English.

In the inaugural expedition to India, six participating companies: Singtel, Optus, Bharti Airtel, Globe, 24/7 and Convergys, headed for Manesar, an industrial town in the Gurgaon district. Twenty eight staff volunteers covered nine Satya Bharti Schools in disadvantaged communities, delivering classroom sessions on computer skills, English and spelling, and art and craft to Grade Four to Six students.

Better Together

India (Manesar, Gurgaon)
· Inaugural expedition
· Beneficiary partner: Bharti Foundation's Satya Bharti School Programme
· 28 volunteers from six participating companies: Singtel, Optus, Bharti Airtel, Globe, 24/7 and Convergys

Philippines (Bauan, Batangas)
· Eighth expedition
· Beneficiary partner: Center of Excellence in Public Elementary Education (Centex) and Taal Lake Conservation Center
· 20 volunteers from six participating companies: Singtel, Optus, Bharti Airtel, Globe and 24/7

Thailand (Khao Kheow Open Zoo, Chonburi)
· Third expedition
· Beneficiary partner: AIS CSR programme, Good Kids Great Hearts
· 32 volunteers from four participating companies: Singtel, Optus, AIS and Globe

DIGITAL CITIZENSHIP AND ONLINE SAFETY

Internet, social media and mobile apps have fundamentally changed the way people live, work, learn and play. Mobile technology enables 24x7 connectivity which also gives rise to unintended consequences, such as the associated risks that children and youth are increasingly becoming vulnerable to – device and gaming addiction, failure to protect their privacy, inappropriate online content and cyber bullying.

Recognising this potential negative impact especially to the young, we strive to play a proactive role to mitigate such risks by educating our customers and promoting responsible digital citizenship among vulnerable children and youth. These interventions also support our efforts towards the UN Sustainable Development Goal 3 on Good Health and Well-being.

We continued to fund and work with DQ Institute as its strategic partner on #DQEveryChild programme – from inception to development to launch. This programme has created the world's first Digital Intelligence Quotient (DQ) that measures a person's ability and command of digital technology and media. It aims to help children use digital technology and media in safe, responsible and effective ways as they spend increasingly more time on digital devices. It is a combination of online education tools and real-time assessment which is available for free via an online platform called DQWorld.net.

A pilot study of #DQEveryChild conducted in Singapore early last year in collaboration with Singtel, Nanyang Technological University, IMDA/Media Literacy Council and TOUCH Cyber Wellness, found that children who completed the programme showed a 13% improvement in their DQ score and a corresponding 18% reduction in cyber risks.

The DQ programme, also supported by the World Economic Forum, is rapidly gaining traction from governments and educators around the world. We introduced their programme to Kids Helpline, our community partner in Australia, and Globe, our regional associate in the Philippines.

On Safer Internet Day 2018, a DQ Singapore National Report was released on the current state of online child safety and digital citizenship in Singapore. During the year, we also conducted a research on our Digital Thumbprint Programme in Australia and published our Optus DTP Impact Report.

As part of Singtel's efforts to prevent cyber bullying and excessive internet usage among youth, we partnered and supported the National Council of Social Service's Help123, Singapore's first one-stop cyber wellness helpline 1800 6123 123. This platform, launched in July 2017, links young people, their family members and teachers via online chat, phone or e-mail to trained counsellors from our social service partners Fei Yue Community Services and TOUCH Community Services.

DQ Findings in Singapore

54% of children aged 8 to 12 in Singapore are exposed to cyber risks. These risks include cyber bullying, video game addiction, online meetings and online sexual behaviour.

Children aged 8 to 12 spend more time online for entertainment compared to the global average – 35 hours/week compared to 32 hours/week respectively.

Children who own a mobile phone spend an average of 44 hours/week online, which is 15 more hours/week compared to children who do not own a mobile phone.

Children have a higher propensity of being highly active in social media when they own a mobile phone.

70% of children who own a mobile phone and are highly active in social media are exposed to cyber risk compared to 45% of children who do not own a mobile phone.

Children who own a mobile phone and who are not highly active in social media have similar risk exposure and screen time as children who do not own a mobile phone.

Read the full 2018 DQ Singapore National Report here.

Community

Meet our Cyber Wellness Ambassadors

During the year, we recruited our inaugural batch of Cyber Wellness Ambassadors – employees who are passionate about this important topic. During the June school holidays, we worked with the Singapore Indian Development Association and the Info-communications Media Development Authority of Singapore to conduct #DQEveryChild Programme for primary school students.

(Left)
Our inaugural batch of Singtel Cyber Wellness Ambassadors – employees who are passionate about this important topic – volunteered during the March 2018 school holidays to lead #DQEveryChild workshops targeted at staff and their children

(Bottom)
A fun day of learning with ABCN students about digital citizenship and online safety during our inaugural Digital Smarts Day

In June 2017, we organised our inaugural Digital Smarts Day at the Optus campus in Sydney, Australia. A team of 47 staff volunteers delivered the message of digital citizenship and online safety in a fun and interactive way to 160 primary and high school students. Australia's Olympian Ian Thorpe also shared his own experiences with bullying and emphasised the need for a respectful and empathetic online world.

"We believe that digital literacy is just as important as teaching young people about other safety concerns such as stranger danger and road safety."

MS HELEN MAISANO, DIRECTOR OF COMMUNITY, OPTUS
(picture below, front row, 3rd from right)

Singtel Group Digital Thumbprint Programme at a glance

Schools

#DQEveryChild for primary schools

Digital Thumbprint with Kids Helpline

Optus Digital Thumbprint programme for high schools

Globe Digital Thumbprint programme for high schools

Parents

notAnoobie mobile app

Parental control

Singtel Surf School – Qustodio Parental Control

Staff Volunteers

Singtel Cyber Wellness Ambassadors

Optus Digital Smarts Day

Globe DTP Ambassadors

Special Needs

Singtel CyberWellness Toolkit for special education schools

Intervention

Help123

Elderly

Silver Mobile Workshops for Seniors

In Singapore and Australia

* Since 2013

431,470
students reached

7,595
sessions delivered within schools

1,379
primary and secondary schools reached

Singtel has also been supporting the Science Centre Singapore's Young Scientist Badge scheme – "I am a Young IT Whiz". The IT Whiz cards are structured to engage primary students to learn independently by carrying out activities that foster technical competence, media literacy and awareness on cyber security and cyber wellness. Upon completion of all activities, students earn an 'I am a Young IT Whiz' badge. Between April 2015 when we first collaborated with Science Centre Singapore and end-2017, 108 primary schools with more than 60,000 students have participated in the programme.

These digital citizenship initiatives are part of our Digital Thumbprint Programme, which aims to create and implement educational programmes, leverage our technology and provide resources as well as partner leading community organisations to empower and equip responsible digital citizens to thrive in the digital era.

On Safer Internet Day 2018, we launched a new programme called Singtel Surf School targeted at parents to promote cyber fun, safety and education among younger users. Our customers can also subscribe to Qustodio Parental Control app that gives them peace of mind when their children use computers, smartphones and tablets – up to ten devices – at home or on the move on any mobile network.
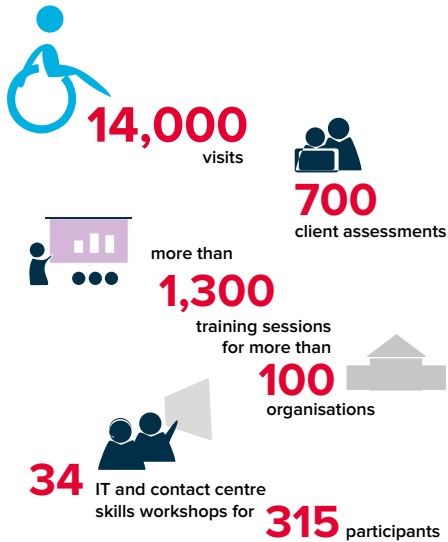
A user friendly web portal and mobile app allow parents to view their children's device usage activities and set controls and limits if necessary, giving them the visibility and ability to manage their children's device usage, screen time and access to apps and age-appropriate content. This service offering is a result of feedback from parents that besides knowledge about the potential pitfalls, they want tools to help monitor and protect their children in the digital world.

"We recognise that education and awareness is only one aspect as the use of digital devices becomes more prevalent among children. Our joint funding and partnerships in counselling helplines like Help123 in Singapore, provide an added level of intervention and support not only for children, but increasingly their parents and educators."

MR YUEN KUAN MOON, CEO OF CONSUMER SINGAPORE, SINGTEL

Community

14,000 visits

700 client assessments

more than **1,300** training sessions for more than

100 organisations

34 IT and contact centre skills workshops for **315** participants

* To-date

Education and Employabilty

A key focus of our community strategy is to support youth with disabilities so that they can be equipped to join the workforce and be ready to lead independent lives. This focus is a natural extension of our long-term support for special education of students with disabilities.

As one of the founding members and current co-chair, Singtel continues to participate actively in the Singapore Business Network on DisAbility (SBNoD). The network meets regularly to share expertise, experiences and resources to help advance the equitable inclusion of persons with disabilities in all aspects of business.

Together with our SBNoD partners, Singtel has been supporting the RISE Mentorship Programme for tertiary students with disabilities by SG Enable, the national agency that promotes disability employment. We have fielded ten middle and top management members who volunteered to mentor ten students with various disabilities like vision, hearing and physical impairment and Autism Spectrum Disorder for the past three runs since February 2017. We also support SG Enable's annual internship programme for these students and placed them in various business units like IT, Finance and Consumer Operations.

(Left)
Staff mentors from the Singtel Cyber Security unit communicating with their students with hearing disability in the RISE Mentorship Programme

(Below)
Optus staff mentoring ABCN students to improve their confidence and employability skills

We also supported SG Enable's Training and Career Day 2017 by giving career talks on the various industries represented by our membership in SBNoD, as well as a CV clinic to help job seekers with disabilities.

In Australia, we continued to run our Pathways to Employment programme to build confidence and skills in youth and provide opportunity for them to secure employment with Optus Retail. 122 students participated in the programme across seven workshops in Adelaide, Brisbane, Melbourne, Perth and Sydney, and were coached by 70 Optus Retail employees. They learnt about the retail environment and interview skills and at the end of the programme, received an Optus Retail Certificate. Ten outstanding students were subsequently employed in casual roles at Optus 'yes' stores.

06   Marketplace and Customers:
The Best Experience

The Singtel Group is committed to being a responsible and innovative leader in the markets where we operate. Our strategy is underpinned by delivering an unparalleled customer experience while embracing responsible business practices across our operations and supply chain.

Customer Experience

We strive to deliver a superior customer experience that is defined by the quality of our products and services and customer care, as well as the range of innovative services and value that we offer to our customers.

Singtel
A unified and brilliant
ONE SINGTEL EXPERIENCE
where customers of diverse needs and preferences will receive a consistent and seamless experience with us anytime anywhere, regardless of how and who they are served by.
EASY – CONVENIENT – PERSONALISED

Connecting your world through one single sign on

CUSTOMER SATISFACTION

We focus on giving the best value and experience to our customers and deepening our engagement and relationship with them in this highly competitive market.

Focus groups and user studies are conducted to establish clear understanding of customer needs. We subject to-be launched products and services to rigorous testing to ensure that they meet customer expectations before introducing them to the market.

Singtel has embarked on an omni-channel strategy to compete in the new digital economy and maintain our leadership position in the market. By focusing on what truly matters to customers through extensive research and analytics, we leveraged an array of innovative technology to design a robust, customer-focused omni-channel experience that allows customers to interact with Singtel and get things done – from buying and recontracting services to viewing and paying bills – on their preferred device and channel anytime, anywhere. More importantly,

they are assured of a consistent and seamless experience regardless of how they choose to interact with us.

Singtel maintained its number one position on the Customer Satisfaction Index of Singapore (CSISG) - mobile sector - from 2013 to 2017 despite intense market competition. We were also voted Singapore Best Telco at HWM+HardwareZone.com Tech Awards 2017: Readers Choice.

In Singapore, for every 10 customer complaints via the media, social media, our website and management, we received 27 compliments in FY2018, up from 25 last year.

In Australia, the monthly average for Telecommunications Industry Ombudsman (TIO) complaints for phone and internet users about Optus was 3.7 complaints per 10,000 services, up from 2.66 a year ago.

Marketplace and Customers

Big Data Analytics for Predictive Routing at Singtel Hotlines

We analysed over 60 million records at our hotlines from our data warehouses and used Six Sigma tools and statistical software like speech analytics to investigate and validate root causes.

These insights helped us with formulating advanced analytical models to predict the reason for our customer's call at the Interactive Voice Response system stage and enable smart routing for faster resolution and shorter waiting time.

PRODUCT AND SERVICE QUALITY

The Singtel Group is committed to offering our customers a great network and service experience. We therefore continuously enhance the reach, reliability and quality of our networks in Singapore and Australia.

Enhancing Network Reliability

Ensuring consistency in network and service performance is critical. We continue to invest in new base stations and towers, upgrade our technologies and increase our user capacity.
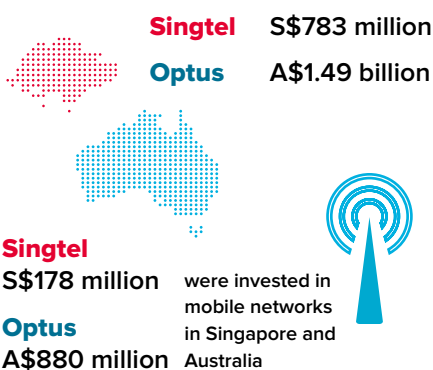
Ensuring Quality Standards

In Singapore, Singtel adheres to the Quality of Service standards set by the Info-communications Media Development Authority of Singapore (IMDA) for the services that we offer. The regulator publishes periodic performance reports on the various operators in Singapore covering broadband, mobile and fixed telephone services. We continue to meet or exceed the quality of service standards for service coverage, network availability, network latency, installation and fault repair time. These reports can be found at **www.imda.gov.sg**.

Despite our efforts, there were occasional service disruptions. We notify our customers via various channels such as social media and our hotlines' Interactive Voice Response once we confirm a specific network service disruption. Customers can also request to be notified via SMS when service resumes.

In FY2018, there was no legal action regarding anti-competitive behaviour and violation of anti-trust legislation against the Singtel Group. During the year, we paid two fines totalling S$509,500 imposed by IMDA and there was no non-monetary sanction against Singtel.

- A S$500,000 fine for a broadband service difficulty incident in December 2016 arising from a software design limitation.

- A S$9,500 fine for broadcasting a drama series containing restricted adult themes without classification rating or advisory.

Total capital investment of
S$2.35 billion
in FY2018

Singtel	S$783 million
Optus	A$1.49 billion

Singtel
S$178 million

Optus
A$880 million

were invested in mobile networks in Singapore and Australia

Optus CEO Allen Lew (3rd from right) at Bunbury, Western Australia, when Optus donated a new outdoor electronic scoreboard for the South Bunbury Football Club as part of our commitment to network investment in regional Australia

INNOVATION

The Singtel Group innovates continuously and keeps abreast of rapid technology advancement and changing customer needs. We want to bring the latest and the best services and experience to our customers.

Singtel Dash, our innovative mobile payment service, was named 'FinTech Innovation of the Year 2017' award at the FinTech Innovation Awards 2017 in Shanghai, China, and the Best Asian B2C Payments Initiative at Asia Seamless Awards 2017.

Singtel Group Future Makers

We continue to support charities, social entrepreneurs and social enterprises that leverage technological innovation to address social causes and scale their impact in the community. We do this through our Future Makers programme which we launched in 2016.

In FY2018, we extended Future Makers from Singapore and Australia to the Philippines, where our associate Globe adopted the programme to help support social entrepreneurs to address poverty related issues in the country. Across Singapore, Australia and the Philippines, we funded more than S$500,000 in local and regional grants and provided capacity building support such as mentoring by cross-sector experts, competency workshops, networking and strategic partnership opportunities with the Singtel Group and our partners.

Our ecosystem of partners comprised the non-profit sector, social enterprises, corporates and venture capital companies. Their engagement and support came in many forms such as programme partners, mentors and speakers. Our in-house subject matter experts from various business units, including centre of operational excellence, digital marketing, enterprise

sales, HR, legal and strategy, were involved in roles like mentors and coaches as part of our skilled volunteering effort.

We also included challenge briefs from our community and corporate partners like Home Nursing Foundation, MINDS, SMRT and World Vision Australia, as we aimed to connect our start-ups with relevant community partners to help them better understand the challenges of some of these social issues and the solutions needed.

The three programmes by Singtel, Optus and Globe culminated in our inaugural Singtel Group Future Makers 2017. Six start-ups with regional potential were selected from 19 contenders from the local tracks – chosen from a total of over 250 applicants – to attend the regional track for support to scale their solutions and access into other markets where the Singtel Group operates.

The six regional finalist teams gathered in Sydney, Australia, in November 2017 where they participated in the two-day Impact Investment Summit Asia Pacific and a one-day workshop at the Optus campus. The teams had the opportunity to pitch their solutions for pressing social challenges to a panel of judges comprising representatives from Giant Leap Fund, Impact Generation Partners, Qualgro Venture Capital and World Vision Australia to score an additional S$100,000 in funding from the Singtel Group, which would help them expand regionally for greater community impact

Marketplace and Customers

Enabling Independent Travel for Persons with Disabilities

Transportation is one of the most basic needs in everyone's daily life. Despite the sophisticated public transportation infrastructure in Singapore, commuters with special needs face challenges when taking public transport.

Through our Future Makers programme, we supported Hapticus, a Singapore technology social impact start-up, which is working on an online transportation booking system to cater to the transportation needs for persons with disabilities. We also facilitated a joint problem brief between Movement for the Intellectually Disabled of Singapore (MINDS) and public transport operator SMRT to address the gap in independent travelling for persons with intellectual disabilities. Hapticus then developed a prototype based on feedback gathered from this group and the caregivers. The first version of the app was piloted together with MINDS clients in January 2018. In addition, Hapticus was one of the two regional finalists selected to attend the Impact Investment Summit Asia Pacific 2017 in Australia and received an additional grant of S$20,000 from the Singtel Group as well as capacity building workshops and networking opportunities. During the Summit, they had discussions with relevant ecosystem partners and investors to conceptualise their regional plans of expanding into the Australian market.

6
Group Topical Mentoring Sessions

- Business Strategy
- Design Thinking
- Digital Marketing
- HR
- Leadership
- Personal and Brand Storytelling
- Sales

28
Coaching and Mentoring Sessions Delivered

- 1-1 mentoring with VP Group Sustainability, Singtel
- Ad-hoc clinics with Singtel Legal team
- Monthly 1-1 coaching with programme coaches
- Monthly 1-1 mentoring with start-up mentors

9
Workshops

- Business Modelling
- Corporate Engagement
- Finanical Projections
- Go-to-Market Strategy
- Growth Hacking
- Product Development and Testing
- Social Impact Assessment
- Venture Landscape Sharing and Pitching
- Vision, Mission, Team Alignment

9
Community and Other Events

- Impact Investment Summit Asia Pacific 2017 (Regional Track)
- TBN Asia Conference 2017

Monthly Community Events:
- Programme Kickoff
- Community Engagement
- Know your Legal RIghts
- Pitching with Singtel Innov8
- Pitching to Impact Investors

At Singtel, our objective behind each social investment project is to assess outcomes and benefits to understand the social impact created for the intended beneficiaries and stakeholders.

Read our inaugural Singapore Impact Report on the progress and milestones of selected social impact start-ups and alumni of the Singtel Future Makers programme.

Marketplace and Customers

Ethical and Responsible Business Practices

The Singtel Group strives to reduce the negative impact of our products and services. Our responsibility encompasses governance and anti-corruption as well as safety, data privacy and fair communications for our stakeholders in the marketplace.

CUSTOMER HEALTH AND SAFETY

Today, the perceived health risks associated with the emission of Electromagnetic Energy (EME) from mobile devices, base stations and tower infrastructure remain a concern for our customers, the community and regulators. This is despite the absence of conclusive evidence on adverse health effects caused by mobile phone usage.

Please refer to our website for information on our efforts and measures to ensure compliance with both local and global standards for such emissions.

In Singapore, we continue to engage the National Environment Agency (NEA) during the year, which conducted eight radiation measurements at locations of concern island-wide. The results showed that our mobile base stations complied with the radio frequency radiation levels and safety guidelines set by International Commission on Non-Ionizing Radiation Protection (ICNIRP). The findings were shared with the stakeholders who raised the concern.

We also submit to IMDA a monthly report on newly commissioned base stations to ensure that their Effective Isotropic Radiated Power or transmission power is within its guideline.

In Australia, we conduct audits of base stations and undertake predictive EME modelling and testing to ensure compliance at our sites with the Australian standards. We publish the EME reports of all our sites at www.rfnsa.com.au.

CUSTOMER DATA PRIVACY AND PROTECTION

We conduct our business in compliance with data protection laws – the Personal Data Protection Act (PDPA) in Singapore and the Privacy Act and Telecommunications Act in Australia. These laws cover various rules governing the collection, use, disclosure and care of personal data. Singtel's Group Chief Information Officer is also our Data Protection Officer and reports to the Board Risk Committee to manage this important matter.

During the year, we conducted over 1,000 Privacy Impact Assessments in our Singapore and Australian operations to identify and assess personal data protection risks in our systems or processes that involve the handling of personal data, with recommendations addressing the risks.

We issued comprehensive guidelines on our staff portal Espresso to help our employees comply with the PDPA in Singapore. These guidelines cover the various aspects under three categories of collecting, disclosing and disposing of personal data. We also implemented a mandatory online privacy training for our employees in Singapore and Australia. Our training programme was a finalist in the Australian Institute of Training and Development National Training Excellence Awards.

We recorded 21 minor incidents in Singapore and 48 cases in Australia of unintended data disclosure during the year, mainly due to human lapses and negligence, such as disclosing personal data to unintended recipients over the phone and sending documents containing personal data to the wrong email or postal addresses. Three of these cases were referred by the Personal Data Protection Commission of Singapore. We continue to work with our staff to reduce the recurrence of such lapses. From 22 February 2018, certain eligible data breaches are notifiable to the Office of the Australian Information Commissioner and Optus did not have such data breaches during the year.

To help enterprise customers protect their own data and their customer data, the Singtel Group offers a suite of cyber security solutions powered by our US-based subsidiary Trustwave and the Group's ten Advanced Security Operations Centres (ASOCs) across Asia

Marketplace and Customers

Pacific, Europe and US. Supported by about 2,000 cyber security professionals, we leverage our ASOCs' global threat intelligence, threat data analytics and advanced security automation capabilities to provide our enterprise customers with real-time monitoring, response and remediation against advanced and evolving cyber threats.

To meet the demand for cyber security talent, we have partnered government agencies, tertiary institutions and leading cyber security service providers to build a sustainable cyber security talent pool.

FAIR MARKETING COMMUNICATIONS

We recognise that fair marketing practices and being transparent in the way we communicate are critical to build trust and loyalty among our customers. Our marketing code sets out the requirements that Singtel organisations and representatives must follow to ensure that all marketing activities comply with various laws and guidelines such as the Singapore Code of Advertising Practice, IMDA Codes of Practice and Guidelines and PDPA.

There were no cases of non-compliance with regulations and voluntary codes concerning marketing communications at Singtel in Singapore during the year. However, we received three consumer complaints from the Advertising Standards Authority of Singapore, of which two were found to be invalid claims that our advertisements were misleading. The third involved a new mobile phone brand that claimed to have the "largest capacity found in any smartphone". We amended the advertisement copy which was provided by the mobile phone manufacturer.

On 11 December 2017, the Australian Competition and Consumer Commission (ACCC) accepted a court enforceable undertaking from Optus in relation to claims about speeds available to consumers on our fibre-to-the-node and fibre-to-the-building broadband plans offered over the National Broadband Network (NBN) that were likely to

Number of cases received in FY2018 via Whistleblower Hotlines

	Received	Substantiated	Not Substantiated	Under Investigation
Singtel	37	11	17	9
Optus	66	33	25	8
Singtel Group	**103**	**44**	**42**	**17**

Number of confirmed incidents in which employees were dismissed or disciplined for corruption

Singtel **2**   Optus **0**

Number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption

Singtel **1**   Optus **0**

contravene the Australian Consumer Law. On 22 May 2018, Optus was fined by the Federal Court A$1.5 million for making misleading representations to customers about their transition from our network to the NBN.

ANTI-CORRUPTION

We continue to manage the Group's exposure to corruption risks by applying and emphasising good corporate governance, business ethics and transparency while applying robust internal controls in business processes as our core approach. Our efforts in this area have been recognised through the 2018 World's Most Ethical Companies ranking by Ethisphere Institute for the eighth consecutive year. Singtel is the only company in Singapore as well as in Asia's telecommunications industry to be honoured with this accolade.

We ensure that the Group's zero tolerance policy towards fraud, corruption and unethical actions is strictly adhered to. Our Group policies on Fraud Investigation and Whistleblower Programme underpin our fraud risk management framework and

processes. Please refer to our website for more information on this topic under Corporate Governance.

In August 2017, we published our Singtel Group Anti-Bribery and Corruption Policy, which reinforces our longstanding zero tolerance approach to bribery and corruption of any form that is set out in our Code of Conduct. All Singtel Board of Directors, employees and third parties who represent us such as suppliers, contractors and business partners, must comply with this policy at all times. They must also comply with all relevant laws like the UK Bribery Act in countries where we conduct business.

We received a total of 103 cases via our whistleblower channels during the year. After investigation, 44 cases were substantiated and 42 cases were not, with the remaining 17 cases under investigation at the end of FY2018. Two of the substantiated cases took place outside Singapore and Australia. We closed 15 matters received in the prior year that were still under investigation as at 31 March 2017.

Highlights of the substantiated cases:

- 22 cases involved breach of policy and gaps in business processes by employees

- 10 cases of identity theft related issues in Australia that affected customers or members of the public

- 9 cases of employee misconduct and inappropriate behaviour involving unethical behaviour, conflict of interest, breach of code of conduct and corruption

- 2 cases involving harassment of fellow employees

- 1 case of vendor fraud involving forged documents

When these cases came to our attention, independent internal investigations were immediately conducted by our Internal Audit or investigation teams led by our subject matter experts. When an alleged corrupt or other criminal act by an employee is substantiated, the persons of interest were terminated and the matters reported to the relevant law enforcement authority.

During the year, we amended the public communications in Australia so that calls regarding customer identity theft were directly referred to our Optus' ID Theft Hotline. This resulted in a significant decrease in call volumes to our Whistleblower hotline in Australia.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

The Singtel Group has an extensive supply chain ranging from equipment and infrastructure suppliers to advertising agencies and content providers.

Given the complex nature and the widespread geographical presence of our supply chain, we believe that by collaborating with socially and environmentally conscious suppliers, we can mitigate a significant proportion of our sustainability risks and impacts. Results from our Life Cycle Assessment and Social Hotspot Analysis are further testimony to the need for responsible procurement practices in our business. Please refer to our website for more details.

MANAGING SUSTAINABILITY IN OUR SUPPLY CHAIN

In FY2018, we circulated our self-assessment questionnaire to gather inputs from our next set of top 50 suppliers. This questionnaire was developed last year and covered eight key ESG categories. All new suppliers were also assessed through the questionnaire as part of their on-boarding tender process.

The Singtel Group contracted

6,534

suppliers worldwide in FY2018

From the assessment, we are generally satisfied with the approach our larger suppliers have for the key ESG matters of importance to the Singtel Group.
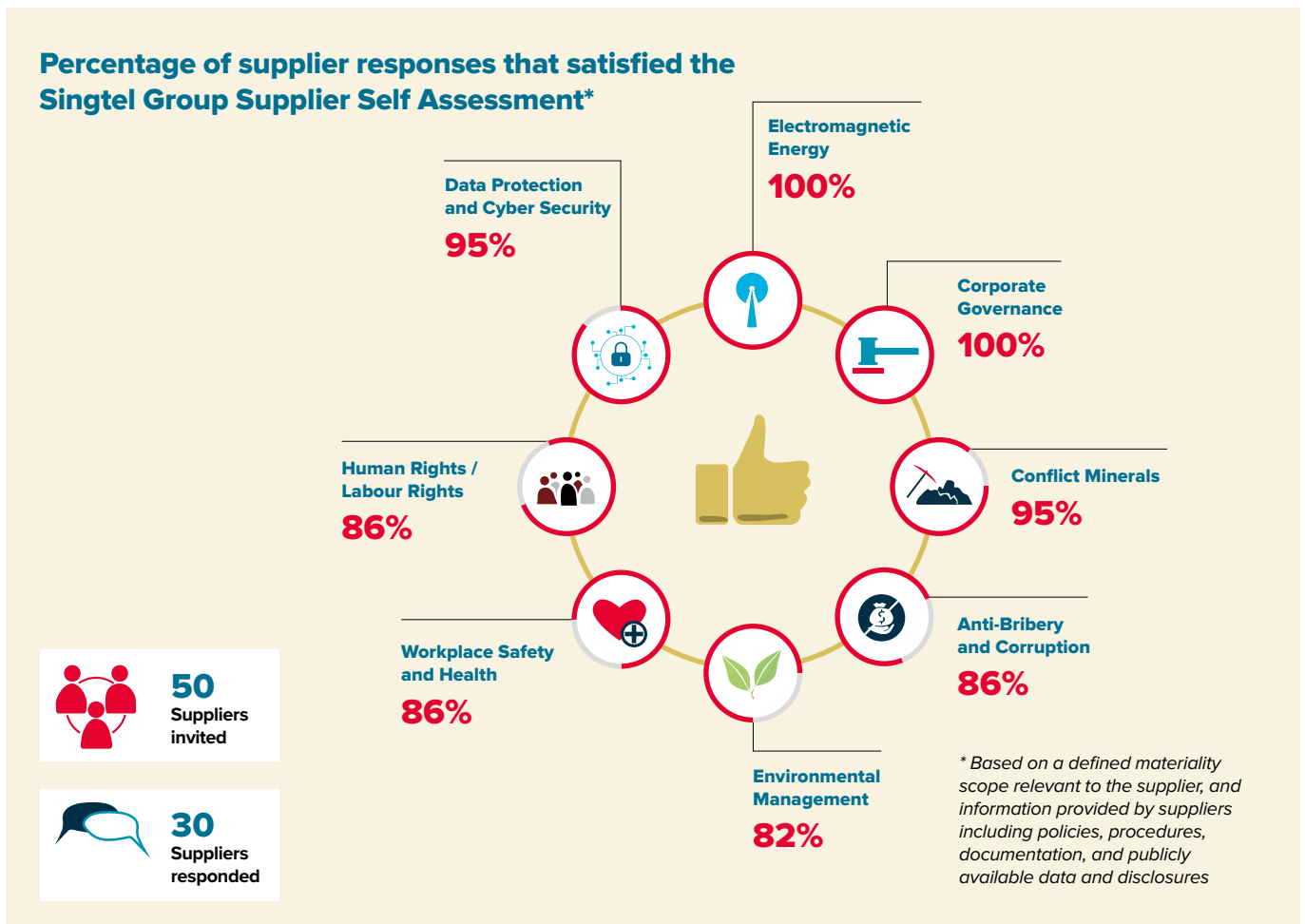
For suppliers who lack sufficient documentation to support their claims, we will request for more information regarding their areas of high sustainability risks. This will allow us to undertake a deeper dive into how our suppliers manage these key areas. If we are not satisfied that they have robust systems and methodologies governing the key ESG topics, we will request for further engagement and determine if there is a need to flag for third-party audits.

With the progress made with our Sustainable Supply Chain management programme, we are sharpening our focus on four key groups of suppliers who pose higher risks in our supply chain: Devices, Network equipment, IT hardware and Offshore call centres.

During the year, we also undertook a Security Compliance Assessment and visited 14 offshore secure locations to ensure that the facilities were set up according to the agreed regulatory security architecture and controls.

We are committed to inclusive procurement practices, which we believe will create long-term value for our partners and communities. Optus is a member of Supply Nation, a direct business-to-business purchasing link between corporate Australia, government agencies and Indigenous-owned businesses. As a Supply Nation member, we meet the requirements of the Australian Government's Indigenous Opportunity Policy and have access to an online database of Supply Nation-certified Indigenous business suppliers whom we seek to engage for services. We will proactively promote the services of Indigenous suppliers as part of our wider inclusion strategy.

Marketplace and Customers

Percentage of supplier responses that satisfied the Singtel Group Supplier Self Assessment*

Electromagnetic Energy
100%

Data Protection and Cyber Security
95%

Corporate Governance
100%

Conflict Minerals
95%

Human Rights / Labour Rights
86%

Anti-Bribery and Corruption
86%

Workplace Safety and Health
86%

Environmental Management
82%

50 Suppliers invited

30 Suppliers responded

* Based on a defined materiality scope relevant to the supplier, and information provided by suppliers including policies, procedures, documentation, and publicly available data and disclosures
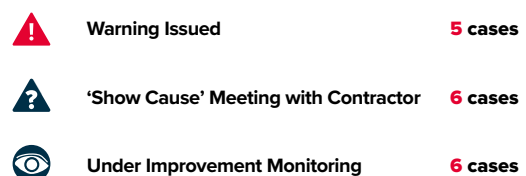
SAFETY OF OUR CONTRACTORS

We continued with the Singtel Safe Contractor Accreditation (SCA) scheme, a set of Singtel's Workplace Safety and Health (WSH) standards that we piloted last year for contractors who perform high-risk technical or physical work in Singapore. We identified 120 contractors in the high risk category who require SCA accreditation and failure to do so will disqualify them from obtaining future contracts with Singtel. Our contractors have made good progress in this area with elevated WSH standards, with 105 achieving our SCA accreditation.

We increased efforts to identify lapses on-ground and help our contractors put in place programmes to address any unsafe work practice. We also produced a manhole safety video highlighting common risks and safe procedures to carry out work. The video is based on actual work scenes so that viewers can easily relate to.

We continued to issue 'show cause' notices for cases where serious safety violations were observed. During the year, we conducted more than 2,000 inspections. Contractors found to have infringements attended our Safety Time Out Programme (STOP) and implemented necessary precautions before resuming work with Singtel.

🔍 **2,307** inspections

➕ **3,719** positive findings

441 minor safety infringements

11 major infringements

Enforcement Actions

⚠️ Warning Issued — **5 cases**

❓ 'Show Cause' Meeting with Contractor — **6 cases**

👁 Under Improvement Monitoring — **6 cases**

07 GRI Content Index

General Disclosures

GRI Standard	Disclosure		Page number
GRI 101: Foundation 2016			Singtel Group Sustainability Report 2018
GRI 102: General disclosures 2016	**Organisational Profile**		
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	102-2	Activities, brands, products, and services	Annual Report
	102-3	Location of headquarters	About this Report and Contents
	102-4	Location of operations	About this Report and Contents, Annual Report
	102-5	Ownership and legal form	About this Report and Contents
	102-6	Markets served	Annual Report
	102-7	Scale of the organisation	Annual Report
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	102-10	Significant changes to the organisation and its supply chain	About this Report and Contents
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	102-46	Defining report content and topic Boundaries	About this Report and Contents, 5, Website
	102-47	List of material topics	5
	102-48	Restatements of information	About this Report and Contents
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	102-50	Reporting period	About this Report and Contents
	102-51	Date of most recent report	About this Report and Contents
	102-52	Reporting cycle	About this Report and Contents
	102-53	Contact point for questions regarding the report	About this Report and Contents
	102-54	Claims of reporting in accordance with the GRI Standards	About this Report and Contents
	102-55	GRI content index	Website
	102-56	External assurance	About this Report and Contents, Website

GRI Content Index

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	103-2	The management approach and its components		29-30	
	103-3	Evaluation of the management approach		29-30	
GRI 201: **Economic performance 2016**	201-1	Direct economic value generated and distributed		28, Annual Report	
	Innovation				
GRI 103: **Management approach 2016**	103-1	Explanation of the material topic and its boundary		37, Website	
	103-2	The management approach and its components		37-38	
	103-3	Evaluation of the management approach		37-38	
GRI 203: **Indirect economic impacts 2016**	203-1	Infrastructure investments and services supported		36	
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GRI 103: **Management approach 2016**	103-1	Explanation of the material topic and its boundary		40, Website	
	103-2	The management approach and its components		40-41	
	103-3	Evaluation of the management approach		40-41	
GRI 205: **Anti-corruption 2016**	205-3	Confirmed incidents of corruption and actions taken		40-41	Singtel
	Employee health and safety				
GRI 103: **Management approach 2016**	103-1	Explanation of the material topic and its boundary		24, Website	
	103-2	The management approach and its components		24-25	
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GRI 403: **Occupational Health and safety 2016**	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities		27	Singtel Group
	Talent attraction and retention				
GRI 103: **Management approach 2016**	103-1	Explanation of the material topic and its boundary		22, Website	
	103-2	The management approach and its components		22-24	
	103-3	Evaluation of the management approach		22-24	
GRI 401: **Employment 2016**	401-1	New employee hires and employee turnover		26	Singtel

Material Topics

GRI Standard	Disclosure		Page number	Level of External Assurance
	Training and education			
GRI 103: **Management approach 2016**	103-1	Explanation of the material topic and its boundary	23, Website	
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GRI 404: **Training and education 2016**	404-1	Average hours of training per year per employee	27	Singtel Group
	404-2	Programs for upgrading employee skills and transition assistance programs	21,23-24	
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	Diversity and equal opportunity			
GRI 103: **Management approach 2016**	103-1	Explanation of the material topic and its boundary	20-21, Website	
	103-2	The management approach and its components	20-21	
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GRI 405: **Diversity and equal opportunity 2016**	405-2	Ratio of basic salary and remuneration of women to men	27	
	Digital citizenship and online safety			
GRI 103: **Management approach 2016**	103-1	Explanation of the material topic and its boundary	31, Website	
	103-2	The management approach and its components	31-33	
	103-3	Evaluation of the management approach	31, 33	
GRI 413: **Local communities 2016**	413-2	Operations with significant actual and potential negative impacts on local communities	31-33	
	Supply chain management			
GRI 103: **Management approach 2016**	103-1	Explanation of the material topic and its boundary	41, Website	
	103-2	The management approach and its components	41-42	
	103-3	Evaluation of the management approach	41-42	
GRI 414: **Supplier social assessment 2016**	414-1	New suppliers that were screened using social criteria	41	Singtel Group
GRI 308: **Supplier environmental assessment 2016**	308-1	New suppliers that were screened using environmental criteria	41	Singtel Group
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GRI 103: **Management approach 2016**	103-1	Explanation of the material topic and its boundary	39, Website	
	103-2	The management approach and its components	39-40	
	103-3	Evaluation of the management approach	39-40	
GRI 416: **Supplier social assessment 2016**	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	39	Singtel

GRI Content Index

Material Topics

GRI Standard	Disclosure		Page number	Level of External Assurance
	Fair marketing communications			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	40, Website	
	103-2	The management approach and its components	40	
	103-3	Evaluation of the management approach	40	
GRI 417: Marketing and labeling 2016	417-3	Incidents of non-compliance concerning marketing communications	40	Singtel
	Customer data privacy and protection			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	39, Website	
	103-2	The management approach and its components	39	
	103-3	Evaluation of the management approach	39	
GRI 418: Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	39	Singtel
	Product and service quality			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	36, Website	
	103-2	The management approach and its components	36	
	103-3	Evaluation of the management approach	36	
GRI 419: Socioeconomic compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	36	Singtel
	Climate change and carbon			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	11, Website	
	103-2	The management approach and its components	11-17	
	103-3	Evaluation of the management approach	11-17	
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	18	Singtel Group
	302-3	Energy intensity	18	Singtel Group
	302-4	Reduction of energy consumption	12-13	Singtel
GRI 305: Emissions 2016	305-1	Direct (scope 1) GHG emissions	18	Singtel Group
	305-2	Energy indirect (scope 2) GHG emissions	18	Singtel Group
	305-3	Other indirect (scope 3) GHG emissions	18	Singtel Group
	305-4	GHG emissions intensity	18	Singtel Group
	305-5	Reduction of GHG emissions	12-13	Singtel

Material Topics

GRI Standard	Disclosure		Page number	Level of External Assurance
	Waste management			
GRI 103: **Management approach 2016**	103-1	Explanation of the material topic and its boundary	15, [Website](#)	
	103-2	The management approach and its components	15	
	103-3	Evaluation of the management approach	15	
GRI 306: **Effluents and waste 2016**	306-2	Waste by type and disposal method	18	Singtel
	Customer satisfaction			
GRI 103: **Management approach 2016**	103-1	Explanation of the material topic and its boundary	35, [Website](#)	
	103-2	The management approach and its components	35	
	103-3	Evaluation of the management approach	35	
		Customer satisfaction score	35	

Non-Material Topics

GRI Standard	Disclosure		Page number	Level of External Assurance
GRI 303: **Water 2016**	303-1	Water withdrawal by source	18	Singtel

08 UN Global Compact Principles

Principle	Description	Page Reference
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	19-20, 41-42
Principle 2	make sure that they are not complicit in human rights abuses	19-20, 41-42
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	19
Principle 4	the elimination of all forms of forced and compulsory labour;	19-20, 41-42
Principle 5	the effective abolition of child labour; and	19-20, 41-42
Principle 6	the elimination of discrimination in respect of employment and occupation.	20-21
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	11, [Website](#)
Principle 8	undertake initiatives to promote greater environmental responsibility; and	11-17
Principle 9	encourage the development and diffusion of environmentally friendly technologies.	12-13
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	40-42

09 Independent Limited Assurance Statement

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Building a better working world

INDEPENDENT LIMITED ASSURANCE STATEMENT IN CONNECTION WITH THE SUBJECT MATTERS INCLUDED IN THE SUSTAINABILITY REPORT OF SINGAPORE TELECOMMUNICATIONS LIMITED ("SINGTEL GROUP")

We have performed a limited assurance engagement on the Subject Matters set out in the Subject Matters section below. These Subject Matters are included in the attached Sustainability Report of Singapore Telecommunications Limited ("Singtel") and Singtel Optus Pty Ltd ("Optus") (Collectively referred to as "Singtel Group") for the financial year ended 31 March 2018 ('the Sustainability Report').

SUBJECT MATTERS

Our limited assurance engagement covers the following Subject Matters:

*   *Pertains to only Singtel's Sustainability Performance Data*

**   *Pertains to Singtel Group's Sustainability Performance Data*

MATERIAL ISSUES	GRI TOPIC-SPECIFIC DISCLOSURE		"SHALL" REQUIREMENTS UNDER EACH DISCLOSURE
Corruption	GRI 205-3*	Confirmed incidents of corruption and actions taken	a. Total number and nature of confirmed incidents of corruption.
			b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.
			c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.
			d. Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases.
Climate change and energy management	GRI 302-1**	Energy consumption within the organisation	a. Total fuel consumption within the organisation from non-renewable sources, in joules or multiples, and including fuel types used.
			b. Total fuel consumption within the organisationfrom renewable sources, in joules or multiples, and including fuel types used.
			c. In joules, watt-hours or multiples, the total:
			i. Electricity consumption
			ii. Heating consumption
			iii. Cooling consumption
			iv. Steam consumption
			d. In joules, watt-hours or multiples, the total:
			i. Electricity sold
			ii. Heating sold
			iii. Cooling sold
			iv. Steam sold
			1. Total energy consumption within the organisation, in joules or multiples.
			2. Standards, methodologies, assumptions, and/or calculation tools used.
			3. Source of the conversion factors used.

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MATERIAL ISSUES	GRI TOPIC-SPECIFIC DISCLOSURE	"SHALL" REQUIREMENTS UNDER EACH DISCLOSURE
		2.1. When compiling the information specified in Disclosure 302-1, the reporting organisation shall:
		2.1.1. avoid the double-counting of fuel consumption, when reporting self-generated energy consumption. If the organisation generates electricity from a non-renewable or renewable fuel source and then consumes the generated electricity, the energy consumption shall be counted once under fuel consumption;
		2.1.2 report fuel consumption separately for non-renewable and renewable fuel sources;
		2.1.3 only report energy consumed by entities owned or controlled by the organisation;
		2.1.4 calculate the total energy consumption within the organisation in joules or multiples using the following formula: Total energy consumption within the organisation = Nonrenewable fuel consumed + Renewable fuel consumed + Electricity, heating, cooling, and steam purchased for consumption + Selfgenerated electricity, heating, cooling, and steam, which are not consumed (see clause 2.1.1) – Electricity, heating, cooling, and steam sold
	GRI 302-3**	Energy intensity	a. Energy intensity ratio for the organisation.
		b. Organisation-specific metric (the denominator) chosen to calculate the ratio.
		c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all.
		d. Whether the ratio uses energy consumption within the organisation, outside of it, or both.
		2.5. When compiling the information specified in Disclosure 302-3, the reporting organisation shall:
		2.5.1. calculate the ratio by dividing the absolute energy consumption (the numerator) by the organisation-specific metric (the denominator);
		2.5.2 if reporting an intensity ratio both for the energy consumed within the organisation and outside of it, report these intensity ratios separately.
	GRI 302-4*	Reduction of energy consumption	a. Amount of reductions in energy consumption achieved# as a direct result of conservation and efficiency initiatives, in joules or multiples. #: reported, by Singtel, as estimated annualised energy savings and emissions avoidance
		b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all.
		c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it.
		d. Standards, methodologies, assumptions, and/or calculation tools used.
		2.7. When compiling the information specified in Disclosure 302-4, the reporting organisation shall:
		2.7.1. exclude reductions resulting from reduced production capacity or outsourcing;
		2.7.2. describe whether energy reduction is estimated, modelled, or sourced from direct measurements. If estimation or modelling is used, the organisation shall disclose the methods used.

MATERIAL ISSUES	GRI TOPIC-SPECIFIC DISCLOSURE		"SHALL" REQUIREMENTS UNDER EACH DISCLOSURE

	GRI 303-1*	Water withdrawal by source	a. Total volume of water withdrawn, with a breakdown by the following sources:
			   i. Surface water, including water from wetlands, rivers, lakes, and oceans:
			   ii. Ground water
			   iii. Rainwater collected directly and stored by the organisation;
			   iv. Waste water from another organisation;
			   v. Municipal water supplies or other public or private water utilities.
			 b. Standards, methodologies, and assumptions used.

	GRI 305-1*	Direct (Scope 1) GHG emissions	a. Gross direct (Scope 1) GHG emissions in metric tons of CO_2 equivalent
			 b. Gases included in the calculation; whether CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, or all.
			 c. Biogenic CO_2 emissions in metric tons of CO_2 equivalent.
			 d. Base year for the calculation, if applicable, including:
			 v. the rationale for choosing it;
			 vi. emissions in the base year;
			 vii. the context for any significant changes in emissions that triggered recalculations of base year emissions.
			 e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.
			 f. Consolidation approach for emissions; whether equity share, financial control, or operational control.
			 g. Standards, methodologies, assumptions, and/or calculation tools used.
			 2.1. When compiling the information specified in Disclosure 305-1, the reporting organisation shall:
			   2.1.1. exclude any GHG trades from the calculation of gross direct (Scope 1) GHG emissions;
			   2.1.2. report biogenic emissions of CO_2 from the combustion or biodegradation of biomass separately from the gross direct (Scope 1) GHG emissions. Exclude biogenic emissions of other types of GHG (such as CH_4 and N_2O), and biogenic emissions of CO_2 that occur in the life cycle of biomass other than from combustion or biodegradation (such as GHG emissions from processing or transporting biomass).

	GRI 305-2**	Energy indirect (Scope 2) GHG emissions	a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO_2 equivalent.
			 b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO_2 equivalent.
			 c. If available, the gases included in the calculation; whether CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, or all.
			 d. Base year for the calculation, if applicable, including:
			   i. the rationale for choosing it;
			   ii. emissions in the base year;
			   iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.

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MATERIAL ISSUES	GRI TOPIC-SPECIFIC DISCLOSURE	"SHALL" REQUIREMENTS UNDER EACH DISCLOSURE
		e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.
		f. Consolidation approach for emissions; whether equity share, financial control, or operational control.
		g. Standards, methodologies, assumptions, and/or calculation tools used.
		2.3. When compiling the information specified in Disclosure 305-2, the reporting organisation shall:
		2.3.1. exclude any GHG trades from the calculation of gross energy indirect (Scope 2) GHG emissions;
		2.3.2. exclude other indirect (Scope 3) GHG emissions that are disclosed as specified in Disclosure 305-3;
		2.3.3. account and report energy indirect (Scope 2) GHG emissions based on the location-based method, if it has operations in markets without product or supplier-specific data;
		2.3.4. account and report energy indirect (Scope 2) GHG emissions based on both the location-based and market-based methods, if it has any operations in markets providing product or supplier-specific data in the form of contractual instruments.
	GRI 305-3**	Other indirect (Scope 3) GHG emissions	a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent.
		b. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.
		c. Biogenic CO2 emissions in metric tons of CO2 equivalent.
		d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.
		e. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.
		f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.
		g. Standards, methodologies, assumptions, and/or calculation tools used.
		2.5. When compiling the information specified in Disclosure 305-3, the reporting organisation shall:
		2.5.1. exclude any GHG trades from the calculation of gross other indirect (Scope 3) GHG emissions;
		2.5.2. exclude energy indirect (Scope 2) GHG emissions from this disclosure. Energy indirect (Scope 2) GHG emissions are disclosed as specified in Disclosure 305-2;
		2.5.3. report biogenic emissions of CO2 from the combustion or biodegradation of biomass that occur in its value chain separately from the gross other indirect (Scope 3) GHG emissions. Exclude biogenic emissions of other types of GHG (such as CH4 and N2O), and biogenic emissions of CO2 that occur in the life cycle of biomass other than from combustion or biodegradation (such as GHG emissions from processing or transporting biomass).

MATERIAL ISSUES	GRI TOPIC-SPECIFIC DISCLOSURE		"SHALL" REQUIREMENTS UNDER EACH DISCLOSURE
	GRI 305-4***	GHG emissions intensity	a. GHG emissions intensity ratio for the organisation. b. Organisation-specific metric (the denominator) chosen to calculate the ratio. c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). d. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. 2.7. When compiling the information specified in Disclosure 305-4, the reporting organisation shall: 2.7.1. calculate the ratio by dividing the absolute GHG emissions (the numerator) by the organisation-specific metric (the denominator); 2.7.2. if reporting an intensity ratio for other indirect (Scope 3) GHG emissions, report this intensity ratio separately from the intensity ratios for direct (Scope 1) and energy indirect (Scope 2) emissions.
	GRI 305-5*	Reduction of GHG emissions	a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO2 equivalent. b. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Base year or baseline, including the rationale for choosing it. d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). e. Standards, methodologies, assumptions, and/or calculation tools used. 2.9. When compiling the information specified in Disclosure 305-5, the reporting organisation shall: 2.9.1. exclude reductions resulting from reduced production capacity or outsourcing; 2.9.2. use the inventory or project method to account for reductions; 2.9.3. calculate an initiative's total reductions of GHG emissions as the sum of its associated primary effects and any significant secondary effects; 2.9.4. if reporting two or more Scope types, report the reductions for each separately; 2.9.5. report reductions from offsets separately.
Waste management	GRI 306-2*	Waste by type and disposal method	a. Total weight of hazardous waste, with a breakdown by the following disposal methods where applicable: vi. Reuse vii. Recycling viii. Composting ix. Recovery, including energy recovery x. Incineration (mass burn) xi. Deep well injection xii. Landfill xiii. On-site storage xiv. Other (to be specified by the organisation)

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MATERIAL ISSUES	GRI TOPIC-SPECIFIC DISCLOSURE		"SHALL" REQUIREMENTS UNDER EACH DISCLOSURE
Waste management	GRI 306-2*	Waste by type and disposal method	b. Total weight of non-hazardous waste, with a breakdown by the following disposal methods where applicable: i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage ix. Other (to be specified by the organisation) c. How the waste disposal method has been determined: i. Disposed of directly by the organisation, or otherwise directly confirmed ii. Information provided by the waste disposal contractor iii. Organisational defaults of the waste disposal contractor 2.3. When compiling the information specified in Disclosure 306-2, the reporting organisation shall: 2.3.1. identify hazardous waste as defined by national legislation at the point of generation; 2.3.2. exclude non-hazardous wastewater from the calculation of non-hazardous waste; 2.3.3. if no weight data are available, estimate the weight using available information on waste density and volume collected, mass balances, or similar information.
Supply chain management	GRI 308-1**	New suppliers that were screened using environmental criteria	a. Percentage of new suppliers that were screened using environmental criteria
	GRI 414-1**	New suppliers that were screened using social criteria	a. Percentage of new suppliers that werescreened using social criteria
Talent attraction and retention; Diversity	GRI 401-1*	New employee hires and employee turnover	a. Total number and rate of new employee hires during the reporting period, by age group, gender and region. b. Total number and rate of employee turnover during the reporting period, by age group, gender and region. 2.1. When compiling the information specified in Disclosure 401-1, the reporting organisation shall use the total employee numbers at the end of the reporting period to calculate the rates of new employee hires and employee turnover#. #: Singtel's turnover rates do not include involuntary turnover
Employee health and safety	GRI 403-2*	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	a. Types of injury, injury rate (IR) #, occupational disease rate (ODR), lost day rate (LDR), absentee rate (AR), and work-related fatalities, for all employees, with a breakdown by: i. region; ii. gender. c. The system of rules applied in recording and reporting accident statistics. 2.2. When compiling the information specified in Disclosure 403-2, the reporting organisation shall: 2.2.1. indicate whether minor (first-aid level) injuries are included or excluded in the injury rate (IR);

MATERIAL ISSUES	GRI TOPIC-SPECIFIC DISCLOSURE		"SHALL" REQUIREMENTS UNDER EACH DISCLOSURE
			2.2.2. include fatalities in the injury rate (IR);
			2.2.3. in calculating 'lost days', indicate:
			2.2.3.1. whether 'days' means 'calendar days' or 'scheduled work days';
			2.2.3.2. at what point the 'lost days' count begins (for example, the day after the accident or three days after the accident).
			#: excluding cases of permanent incapacitation
Training and education	GRI 404-1**	Average hours of training per year per employee	a. Average hours of training that the organisation's employees have undertaken during the reporting period, by: i. gender; ii. employee category.
	GRI 404-3*	Percentage of employees receiving regular performance and career development reviews	a. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.

Customer health and safety	GRI 416-2*	Incidents of non-compliance concerning the health and safety	a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by:
			i. Incidents of non-compliance with regulations resulting in a fine or penalty;
			ii. incidents of non-compliance with regulations resulting in a warning;
			iii. incidents of non-compliance with voluntary codes.
			b. If the organisation has not identified any noncompliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.
			2.1. When compiling the information specified in Disclosure 416-2, the reporting organisation shall:
			  2.1.1. exclude incidents of non-compliance in which the organisation was determined not to be at fault;
			  2.1.2. exclude incidents of non-compliance related to labelling. Incidents related to labelling are reported in Disclosure 417-2 of GRI 417: Marketing and Labelling;
			  2.1.3. if applicable, identify any incidents of noncompliance that relate to events in periods prior to the reporting period.

Fair marketing communications	GRI 417-3*	Incidents of non-compliance concerning marketing communications	a. Total number of incidents of non-compliancewith regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by:
			i. incidents of non-compliance with regulations resulting in a fine or penalty;
			ii. incidents of non-compliance with regulations resulting in a warning;
			iii. incidents of non-compliance with voluntary codes.
			b. If the organisation has not identified any noncompliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.
			2.2. When compiling the information specified in Disclosure 417-3, the reporting organisation shall:
			  2.2.1. exclude incidents of non-compliance in which the organisation was determined not to be at fault;
			  2.2.2. if applicable, identify any incidents of noncompliance that relate to events in periods prior to the reporting period.

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MATERIAL ISSUES	GRI TOPIC-SPECIFIC DISCLOSURE		"SHALL" REQUIREMENTS UNDER EACH DISCLOSURE

Customer data privacy and protection	GRI 418-1*	Substantiated complaints concerning breaches of customer privacy and losses of customer data	a. Total number of substantiated complaints received concerning breaches of customer privacy, categorised by:
			
			   i. complaints received from outside parties and substantiated by the organisation;
			
			   ii. complaints from regulatory bodies.
			
			b. Total number of identified leaks, thefts, or losses of customer data.
			
			c. If the organisation has not identified any substantiated complaints, a brief statement of this fact is sufficient.
			
			2.1 When compiling the information specified in Disclosure 418-1, the reporting organisation shall indicate if a substantial number of these breaches relate to events in preceding years.

Product and service quality	GRI 419-1*	Non-compliance with laws and regulations in the social and economic area	a. Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area in terms of:
			
			   i. total monetary value of significant fines;
			
			   ii. total number of non-monetary sanctions;
			
			   iii. cases brought through dispute resolution mechanisms.
			
			b. If the organisation has not identified any noncompliance with laws and/or regulations, a brief statement of this fact is sufficient.
			
			c. The context against which significant fines and non-monetary sanctions were incurred.

Note: Singtel Group sustainability performance data includes sustainability data of Optus which is Singtel's subsidiary in Australia. Assurance of Optus sustainability performance for the relevant data was carried out and assurance statement provided in Optus' sustainability report.

MANAGEMENT'S AND BOARD OF DIRECTORS' RESPONSIBILITY

The Management is responsible for the preparation of the Subject Matters in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards. The Board has ultimate responsibility for the company's sustainability reporting

The Management is responsible for the collection and presentation of the information and for maintaining adequate records and internal controls that are designed to support the sustainability reporting process. For the purpose of the Sustainability Report 2018, there are no legally prescribed requirements relating to the verification of sustainability reports.

AUDITOR'S INDEPENDENCE AND QUALITY CONTROL

We have complied with the independence and other ethical requirements of the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. Our firm applies Singapore Standards on Quality Control 1 of the Institute of Singapore Chartered Accountants and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have the required competencies and experience to conduct this assurance engagement. Our professionals have both the required assurance skills and experience in the applicable Subject Matters including environmental, social and financial aspects.

AUDITOR'S RESPONSIBILITY

Our responsibility is to form a conclusion on Singtel Group's preparation of the Subject Matters based on our work. We performed our work in accordance with International Standard on Assurance Engagements 3000 (ISAE 3000) (Revised) – Assurance Engagements other than Audits or Reviews of Historical Financial Information (the "Standard"). This Standard requires that we plan and perform our work to form the conclusion. The extent of our work performed depends on our professional judgment and our assessment of the engagement risk.

Our review was limited to the information on the select indicators set out within the Report from 01 April 2017 to 31 March 2018 and our responsibility does not include:

- Any work in respect of sustainability information published elsewhere in Singtel Group's annual report, website and other publications,

- Sustainability information prior to 01 April 2017 and subsequent to 31 March 2018, and

- Management's forward looking statements such as targets, plans and intentions.

REPORTING CRITERIA

As a basis for the assurance engagement, we have used the criterion of "Accuracy" as defined by GRI and specific criteria determined by Singtel Group as being relevant for its sustainability performance. We consider these reporting criteria to be relevant and appropriate to review the Report.

ASSURANCE STANDARD USED AND LEVEL OF ASSURANCE

Our limited assurance engagement has been planned and performed in accordance with the ISAE 30001 Assurance Engagement Other Than Audits or Reviews of Historical Financial Information.

A limited assurance engagement consists of making enquiries and applying analytical and other review procedures. Our procedures were designed to provide a limited level of assurance and as such do not provide all the evidence that would be required to provide a reasonable level of assurance.

The procedures performed depend on our judgement including the risk of material misstatement of the specific activity data, whether due to fraud or error. While we considered the effectiveness of Management's internal controls when determining the nature and extent of our procedures, our review was not designed to provide assurance on internal controls. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion

WHAT WE DID TO FORM OUR CONCLUSIONS

We designed our procedures in order to state whether anything has come to our attention to suggest that the Subject Matters detailed above has not been reported in accordance with the reporting criteria cited earlier. In order to form our conclusions, we undertook the steps below:

1. Inquiries with Singtel Group's Sustainability team to

    a. Understand principal business operations,

    b. Appreciate key sustainability issues and developments,

    c. Map out information flow for sustainability reporting and the controls on information collation,

    d. Identify data providers with their responsibilities, and

    e. Recognise the likelihood of possible manipulation of sustainability data.

2. Conduct visits to Singtel Group's offices.

3. Conduct process walk-through of systems and processes for data aggregation and reporting, with relevant personnel to understand the quality of checks and control mechanisms, assessing and testing the controls in relation to the concerned Subject Matters in the Report.

4. Interviews with employees and management based in Singapore (Group Sustainability, Human Resources, Learning and Development, Rewards, Energy, Utilities, Workplace Safety & Health, Group Internal Audit, Supply Chain, Regulations, Brand Development, Information Technology, Customer Resolution & Competitor Intelligence) and Australia (Group Sustainability, Human Resources, Learning and Development, Energy, Utilities, Workplace Safety & Health) to understand key sustainability issues related to the select indicators and processes for the collection and accurate reporting of performance information.

Independent Limited Assurance Statement

WHAT WE DID TO FORM OUR CONCLUSIONS (CONTINUED)

5. Collect samples through sampling methods and obtain documentation for the sample to verify assumptions, estimations and computations made by management in relation to the concerned Subject Matters in the Report.

6. Conduct general media research on the concerned Subject Matters.

7. Checking that data and statements had been correctly transcribed from corporate systems and /or supporting evidence, into the Report.

8. Obtain investigation reports in relation to the concerned Subject Matters in the Report.

9. Rely on Optus and Singtel's management representation letter for Singtel Group on the concerned Subject Matters in the Report.

OBSERVATIONS AND AREAS FOR IMPROVEMENT

Our observations and areas for improvement will be raised in a separate report to Singtel Group's Board of Directors and Management. These observations and areas for improvement do not affect our conclusion on the aforementioned Subject Matters included in the Sustainability Report.

OTHER MATTERS

Our responsibility in performing our limited assurance activities is to the Management of Singtel Group only and in accordance with the terms of reference agreed with them. We do not accept or assume any responsibility for any other purpose or to any other person or organisation. Any reliance any such third party may place on the Report is entirely at their own risk.

CONCLUSION

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the information in the Report was not presented fairly, and calculated in all material respects in accordance with the reporting criteria detailed above.

ERNST & YOUNG LLP

Signed for Ernst & Young LLP by
K Sadashiv
Managing Director, Climate Change and
Sustainability Services

Singapore, 31 May 2018