



2020 Targets

In 2015, we 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 | FY2019 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 | We delivered better data traffic and carbon efficiency on our networks where we achieved a 64% carbon emissions intensity reduction from baseline year of FY2015. (page 15, 19) |
|  Waste Management | At least 80% of waste generated within our operation disposed via reuse, recycling or incineration with energy recovered | Over 77% of waste generated within our operation disposed via reuse, recycling or incineration with energy recovered. (page 17, 19) |



People



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

| TOP MATERIAL ISSUES | 2020 TARGET | FY2019 ACHIEVEMENTS |
|--|--|--|
|  Diversity | At least 30% of female employees in Middle and Top Management | 27% of female employees in Middle and Top Management. Recognised as one of the top 5 employers for Gender Diversity at the Leonie Awards and included on the 2019 Bloomberg Gender-Equality Index. (page 22) |
|  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 | Increased pipeline and intake of Management Associates and Cadets by 11%. (page 24) |
|  Training and Education | Training investment of S\$100 million between 2016 and 2020 | Total training investment of S\$26.1 million. (page 25) Cumulative S\$104 million of training investment since FY2016. |
|  Employee Health and Safety | Zero fatality rate | Zero fatality rate. Across Singtel and Optus, we organised several Health and Wellness programmes across four tracks: mental well-being, physical fitness, nutrition and targeted health programmes, and family. (page 25, 27) |



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 | FY2019 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 | Continued with our community programmes and community investment in FY2019 was S\$20.3 million. (page 28) Cumulative S\$89.8 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 86,000 students in Singapore and Australia in FY2019. (page 32-33) Cumulative >380,000 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 | FY2019 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) from 2013 to 2018. Also voted Best Mobile Service, Best Broadband and Best Pay TV Service Provider at HWM+HardwareZone Tech Awards 2019. (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\$1.72 billion in FY2019. (page 35) Cumulative S\$8.26 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. Expanded our social innovation programme Singtel Group Future Makers to include AIS and Telkomsel. (page 36) |
|  Customer Health and Safety | Maintain 100% compliance with RF radiation levels and safety guidelines set by local regulators and ICNIRP | 100% compliant in FY2019. (page 37) |
|  Customer Data Privacy and Protection | Uphold the highest standards of customer data privacy protection and ensure compliance by our supply chain | Continuous education of staff to safeguard customer data privacy. (page 37) |
|  Fair Marketing Communications | Uphold the highest standards of professional values and integrity | Adherence to Singapore and Australia codes of advertising. (page 38) |
|  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. (page 38-39) |
|  Sustainable Supply Chain Management | To become an industry leader in this area by 2020: <ul style="list-style-type: none"> • 100% contracted procurement spend in line with Singtel Group sustainable procurement policy • Drive responsible business practices across our supply chain in the areas of human and labour rights as well as environment | Updated with a three-year roadmap 2020-2022 to guide our sustainable supply chain management and execution. Currently developing a human rights policy together with a Modern Slavery statement. (page 40-41) |