

# About this Report and Contents

This is the fifth Group Sustainability Report by Singapore Telecommunications Limited (Singtel). It covers the sustainability performance of our operations in Singapore, where Singtel is headquartered, and Optus, our wholly-owned subsidiary in Australia, for the financial year 1 April 2018 to 31 March 2019 (FY2019).

This Sustainability Report (SR2019) covers the company's strategies, initiatives and performance in relation to Environmental, Social and Governance (ESG) issues. All data, statistics and improvement targets are for 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\$0.9898. No restatements were made from the previous report except revenue-related indicators in FY2018 on Page 19 which have been retrospectively adjusted to take into account Singtel Group's adoption of all applicable Singapore Financial Reporting Standards (International) from 1 April 2018, and staff training-related figures of Optus for FY2018 due to errors in certain training hours recorded which affected the Singtel Group figure on Page 27. There were no significant changes to the organisation and our supply chain during the reporting cycle.

This report captures the highlights and achievements of FY2019 and should be read together with [Singtel Sustainability](#) and [Sustainability Report 2019](#) webpages, which contain our corporate sustainability information and additional annexes like GRI Index and EY assurance statement. We continue to disclose Optus' sustainability programmes and performance on [Optus website](#).

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. It also complies with SGX Listing Rule 711 (A) and (B).

## EXTERNAL ASSURANCE

We have engaged EY to independently assure a selection of our key ESG disclosures.



The assurance statement can be read on our [website](#).

## 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](mailto:sustainability@singtel.com).

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# Key Highlights FY2019

OVERVIEW

ENVIRONMENT

SOCIAL

GOVERNANCE

## Environment



A- score in CDP 2018, **highest scoring** telecommunications company in Hong Kong and Southeast Asia region



Estimated **carbon emissions avoidance** of 7,987 tCO<sub>2</sub>e/year through the adoption of key energy programmes



Achieved **improvement in electricity intensity** of 125 kWh/TB from 151 kWh/TB



Received the **Australia Packaging Covenant Organisation (APCO) Award**



Successfully concluded ten years of annual Plant-A-Tree Day with a total of **1,205 trees** planted in Singapore by **2,320 staff volunteers**

## Community



Community investment of **S\$20.3 million** in Singapore and Australia



Involved in standardisation working group of **IEEE SA** to establish the DQ (Digital Intelligence) framework as a **global framework** for digital literacy, skills and readiness



Ten years of supporting Singapore Cancer Society with over **S\$2.3 million** in total funding, benefitting **962 children** and youth



**26,709** staff volunteering hours clocked



**102** staff volunteers from the Singtel Group of companies and vendor partners participated in **Better Together**, our overseas volunteering programme

## People



Training investment of **S\$26.1 million** in Singapore and Australia



Drove **Future of Work** with our HR2020 strategy to ensure that our people continue to stay relevant in this rapidly changing digital age



Clinched three **HR Excellence Awards 2018**: Two Gold awards for Excellence in Total Rewards Strategy and Excellence in Talent Management; Silver award for Excellence in Graduate Recruitment & Development



Listed on 2019 **Bloomberg Gender-Equality Index** and 2018 **LinkedIn Top 25** companies to work for in Australia

## Marketplace and Customers



**Highest ranked company** in Singapore in the Governance and Transparency Index 2018 for the fourth consecutive year



Total capital investment of **S\$1.72 billion** in Singapore and Australia



Launched **FutureNow Innovation Centre** to help enterprises accelerate their digital transformation



**Singtel Group Future Makers** covering Australia, Singapore, the Philippines, and for the first time Indonesia and Thailand, offered over **S\$1 million** in grants and support for 48 impact start-ups

# 01 Message from Chairman and Group CEO



In 2019, Singtel celebrates 140 years of heritage. From the first telephone service in Singapore in 1879 to our latest developments in 5G, one thing that remains unchanged is our commitment to ensuring the sustainable growth of our business and meeting the long-term needs of all our stakeholders.

Today, the topic of sustainability has become even more pressing, fuelled by global economic volatility, climate change, breaches in business ethics and trust, growing social service needs and changing consumer expectations on the role of businesses. Increasingly, many of these environmental, social and governance (ESG) issues are coming under close scrutiny by regulators and investors.

With our regular stakeholder engagement and materiality assessments, the Singtel Board and management have earlier identified and deliberated on these emerging trends which shaped our sustainability strategy and helped us to set time-based targets with intended outcome and impact.

We are pleased to share the highlights of how we have progressed, where we believe we can do better and our focus going forward.

## **LEAVING THE SMALLEST ENVIRONMENTAL FOOTPRINT**

2018 recorded some of the most extreme temperatures and weather conditions for Singapore and Australia not seen in decades. In Australia, extreme climate-related events continued to disrupt businesses and cause catastrophic damage to community and the wider ecosystem. These underscore the importance of our strategy and mitigation plans to address the long-term effects of climate change and product stewardship, both of which are material topics for the Singtel Group.

As the first company in Asia excluding Japan to have our carbon reduction targets approved by Science Based Targets initiative (SBTi) in 2017, we continue to focus on energy efficiency measures to reduce our energy and carbon emission levels.

While many of these programmes such as chiller replacements are multi-year initiatives, we are already seeing the

fruits of these efforts in levelling our energy growth. We have significantly reduced the carbon intensity of our business, even while our network infrastructure and customer base continue to grow.

The October 2018 Intergovernmental Panel on Climate Change (IPCC) Report has set a new 1.5 degrees Celsius limit for global warming, down from the earlier 2 degrees Celsius. To achieve and even exceed our 2030 target of 42% Scope 1 and 2 absolute carbon reductions, we are exploring long-term renewable energy supply options. These efforts will also pave the way for our aspiration to be carbon neutral by 2050.

## **A FUTURE-READY, DIVERSE AND INCLUSIVE WORKFORCE**

Singtel is committed to fostering a diverse and inclusive workplace that is reflective of the markets we serve so we can better understand our diverse customer base. Our efforts were recognised globally this year, when we were one of four Singapore companies included in Bloomberg's 2019 Gender-Equality Index for supporting women in the workforce, in leadership and at the Board level.

A third of our board members, management and staff across the Group are women. During the year, two more senior female executives joined the Optus leadership team, including the Deputy CEO of Consumer Australia. We will continue to create a pipeline of female talent and leadership in all our enterprise businesses and technical groups.

We are updating our Optus Disability Action Plan for inclusive employment, physical accommodation and customer-facing channels, and continue to mobilise support for inclusive employment in Singapore via the Singapore Business Network on DisAbility, which we are currently co-chairing.

As we deepen our digitisation efforts, we are taking a proactive approach to ensure our leaders and workforce make a smooth transition into the digital economy. We invested S\$26.1 million in the year in staff learning and development across both Singapore and Australia to upgrade our skills.

### ENABLING THE MOST CONNECTED COMMUNITIES

Beyond helping our staff to grow with our business, Singtel recognises that we are also well-positioned to support the inclusion and progress of the communities in which we operate. Our long-term community strategy is developed from our rigorous assessment of material social issues and engagement with the government and social service sectors.

We partnered the Australian e-Safety Commissioner in a series of national awareness campaigns launched on Safer Internet Day in February. As our mobile networks expand in regional Australia, our Digital Thumbprint programme continues to be embedded into our community engagement because we believe it is critical for consumers, both young and old, to maximise opportunities with our high-speed mobile data access without the

unintended consequences such as cyber bullying, screen time addiction and increased privacy risks.

The #DQEveryChild movement by DQ Institute, for which Singtel has been a strategic partner and funder from its beginnings, has grown into a global coalition of member organisations such as IEEE Standards Association, the Organisation for Economic Co-operation and Development and World Economic Forum. We are part of the working group to establish this digital intelligence framework as a global standard for digital literacy, skills and readiness to ensure people, especially children, have the social, emotional and cognitive abilities to thrive in our digital world. Meanwhile, our Thai associate AIS announced in February its intention to bring this programme to Thai students.

The Singtel Group Future Makers social innovation programme, launched in 2016, continues to expand in scope and reach. Last year, together with our regional associates AIS, Globe and Telkomsel, we supported ten regional social impact start-ups that are developing technologies and innovations targeting areas like healthcare, disability enablement and domestic violence. With an alumni of 46 social impact start-ups in Australia and Singapore, our plan in the new year is to support their next stage of growth, both locally and across our regional markets.

### GOING FORWARD

While we have made significant progress in our sustainability journey, we recognise that there are areas where we need to improve on.

Australia has introduced a new Modern Slavery Legislation, which we will use to update our Supplier Code of Conduct and engagement process in the new financial year to ensure that our supply chain operates to the highest level of human and labour rights as well as environmental practices. With our 6,800 direct suppliers and many more in their own supply chain, these efforts will take

time. Hence, we are adopting a risk-prioritised approach to due diligence and supplier engagement.

In our sustainability report next year, we will report on our achievements against our mid-term goals set in 2015. We will undertake a new round of formal stakeholder engagement and materiality assessment as well as a Sustainable Development Goals prioritisation exercise to set our new mid-term targets for 2025 and refine our corporate sustainability strategy to guide our programmes. We hope to obtain your valuable input and perspective to help shape our sustainability agenda and strategy.

On behalf of the Board and Management of Singtel, we wish to thank all who have been with us throughout our sustainability journey. We look forward to your continued 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 company, we simplify 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

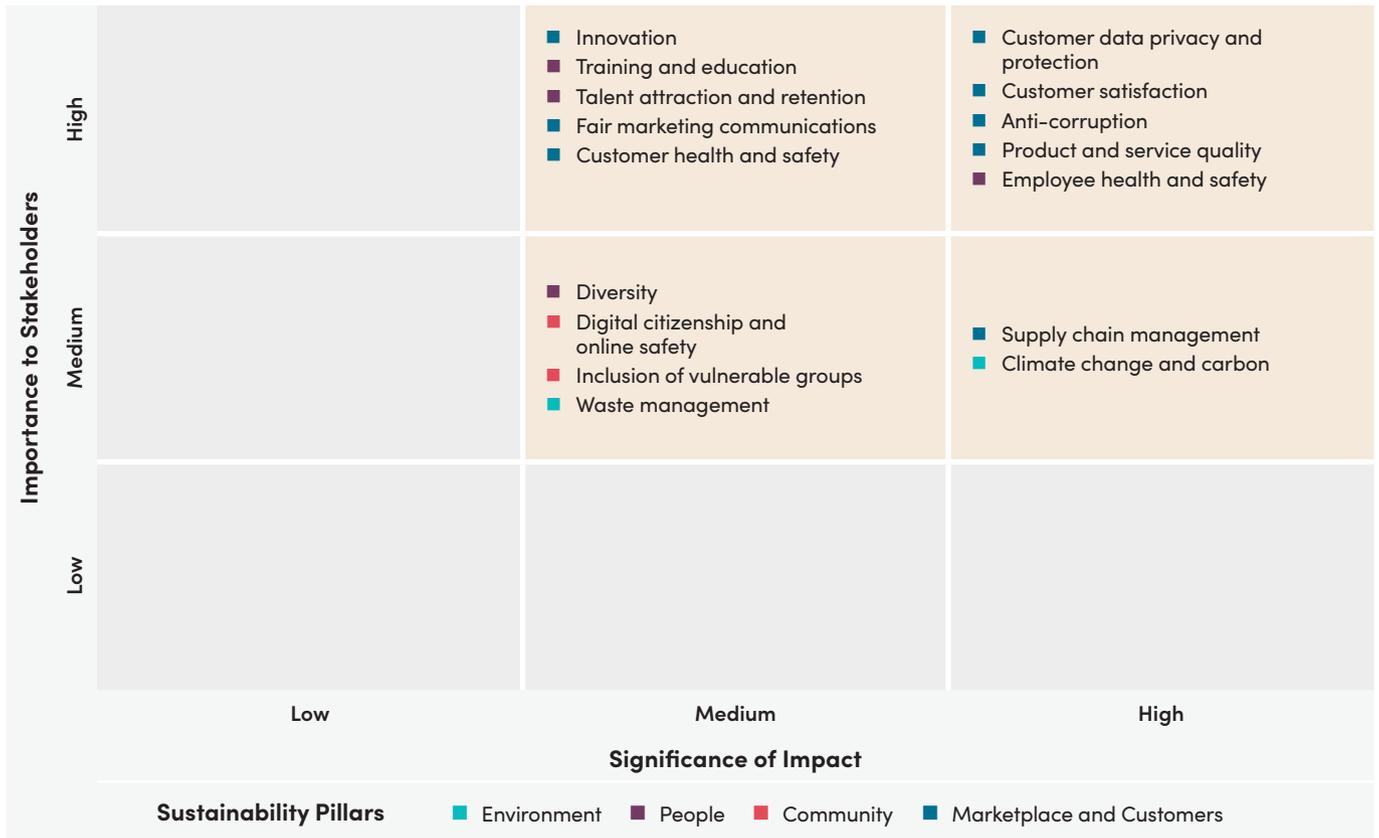
Sustainability is governed across various levels in our organisation – from the Board and Management to the business units and working groups. To embed sustainability across the organisation, our management performance takes into account various Environmental, Social and Governance (ESG) KPIs which form part of their balanced scorecard. For example, 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 safety and health considerations in corporate processes and decision making. More information on how we govern sustainability at Singtel is on our [website](#).

**STAKEHOLDER ENGAGEMENT AND MATERIALITY REVIEW**

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

Our Group-wide materiality review was based on four key metrics: our ongoing stakeholder engagement, in-depth survey with management and external stakeholders, life-cycle assessment and peer review exercise. The assessment was based on the GRI Standards’ materiality principle for defining report content and aimed to identify any shift in priorities and emerging areas of concern.

**Singtel Group Materiality Matrix**



Details of our stakeholder engagement, materiality assessment process, value chain assessment and life-cycle analysis are on our [website](#).

We plan to conduct Singtel Group’s third formal stakeholder engagement exercise and materiality review in the first half of calendar year 2020. At the same time, we will revisit the Sustainable Development Goals (SDGs) we previously established using a more data-driven methodology to help us prioritise the relevant SDGs at the target level. This approach will help us to focus on those targets which are of greatest need in the regions where we operate as well as those which we can influence as a leading communications service provider. The results from these interdependent reviews will allow us to strengthen alignment among Singtel Group’s materiality matrix, the SDGs we support and our mid to long-term goals.

# 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
 <b>Climate Change and Carbon</b>	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)
 <b>Waste Management</b>	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
 <b>Diversity</b>	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)
 <b>Talent Attraction and Retention</b>	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)
 <b>Training and Education</b>	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.
 <b>Employee Health and Safety</b>	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
 <b>Inclusion of Vulnerable Groups</b>	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.
 <b>Digital Citizenship and Online Safety</b>	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

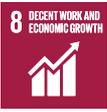
TOP MATERIAL ISSUES	2020 TARGET	FY2019 ACHIEVEMENTS
 <b>Customer Satisfaction</b>	Lead in 'Customer Experience' in major customer satisfaction measurement tools and indices over tier one telcos in Singapore and Australia	Maintained top spot on the Customer Satisfaction Index of Singapore (CSISG) from 2013 to 2018. Also voted Best Mobile Service, Best Broadband and Best Pay TV Service Provider at HWM+HardwareZone Tech Awards 2019. (page 35)
 <b>Product and Service Quality</b>	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.
 <b>Innovation</b>	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)
 <b>Customer Health and Safety</b>	Maintain 100% compliance with RF radiation levels and safety guidelines set by local regulators and ICNIRP	100% compliant in FY2019. (page 37)
 <b>Customer Data Privacy and Protection</b>	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)
 <b>Fair Marketing Communications</b>	Uphold the highest standards of professional values and integrity	Adherence to Singapore and Australia codes of advertising. (page 38)
 <b>Anti-Corruption</b>	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)
 <b>Sustainable Supply Chain Management</b>	To become an industry leader in this area by 2020: <ul style="list-style-type: none"> <li>• 100% contracted procurement spend in line with Singtel Group sustainable procurement policy</li> <li>• Drive responsible business practices across our supply chain in the areas of human and labour rights as well as environment</li> </ul>	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)

# UN Sustainable Development Goals

We have earlier identified 11 SDGs where we believe we have the most impact as a business through our operations, initiatives and programmes.

## Singtel Group Programmes and UN SDGs

SDG	SINGTEL GROUP'S POSITION	SINGTEL GROUP'S EFFORTS AND PROGRAMMES
 <p><b>Goal 3: Good Health and Well-being</b> Ensure healthy lives and promote well-being for all at all ages</p>	<p>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.</p>	<p><b>Workplace health and safety:</b> We provide a safe work environment for our people and actively promote awareness of workplace occupational health and safety. We introduced a revised Health, Safety and Security Policy which incorporated security and vigilance in all aspects of our work life. (page 25)</p> <p><b>Digital citizenship:</b> Our efforts in cyber wellness and digital citizenship are the cornerstone of our well-being and safety agenda. (page 32-33)</p> <p><b>Electromagnetic energy:</b> 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 37)</p>
 <p><b>Goal 4: Quality Education</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<p>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.</p>	<p><b>Staff training and development:</b> We invest heavily in skills training, education and development of our people to support our Future of Work vision and strategy. (page 24-25)</p> <p><b>Vulnerable children and youth:</b> We support the education of children with special needs, at-risk youth and young people to prepare them to join the workforce. (page 29-31)</p> <p><b>Digital citizenship:</b> We actively promote responsible digital citizenship. We are a strategic partner of the global #DQEveryChild learning programme which created the world's first measurement of Digital Intelligence Quotient. (page 32-33)</p>
 <p><b>Goal 5: Gender Equality</b> Achieve gender equality and empower all women and girls</p>	<p>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.</p>	<p><b>Gender representation at work:</b> 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 22-23, 26-27)</p>
 <p><b>Goal 7: Affordable and Clean Energy</b> Increase substantially the share of renewable energy in the global energy mix</p>	<p>The Singtel Group is committed to adopting cleaner energy to reduce our reliance on fossil fuels.</p>	<p><b>Sustainable energy sources:</b> We explore opportunities in alternate forms of energy to reduce our grid dependency. Details of our efforts are on our <a href="#">website</a>. (page 13)</p> <p><b>Greening our networks:</b> We invest in greening our networks and implement energy efficiency programmes. (page 15)</p>

SDG	SINGTEL GROUP'S POSITION	SINGTEL GROUP'S EFFORTS AND PROGRAMMES
	<p><b>Goal 8: Decent Work and Economic Growth</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p><b>Fair employment:</b> We employ over 24,000 people worldwide representing about 90 different nationalities. 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 20, 40-41)</p> <p><b>Economic growth:</b> We contribute to economic growth and national GDP by supporting Singapore as a key ICT and innovation hub for businesses.</p>
	<p><b>Goal 9: Industry, Innovation and Infrastructure</b> Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p>	<p><b>Innovation:</b> 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 causes in Singapore, Australia and the regional markets where we operate. (page 36)</p> <p><b>Infrastructure:</b> 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 35)</p>
	<p><b>Goal 10: Reduced Inequality</b> Reduce inequality within and among countries</p>	<p><b>Workplace diversity:</b> We create an open and trusting workplace environment characterised by equal opportunity, as well as a diverse, inclusive, collaborative and learning culture. (page 22-23)</p> <p><b>Equal opportunity:</b> We have supported four runs of SG Enable's 12-week RISE Mentorship Programme in Singapore since its launch in 2017. 13 management staff volunteers from various business units mentored tertiary students with disabilities. (page 23, 33)</p>
	<p><b>Goal 11: Sustainable Cities and Communities</b> Make cities and human settlements inclusive, safe, resilient and sustainable</p>	<p><b>Inclusive smart cities:</b> 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 16)</p>
	<p><b>Goal 12: Responsible Consumption and Production</b> Ensure sustainable consumption and production patterns</p>	<p><b>Going green:</b> 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 retail shops in Singapore and Australia. We have a joint e-waste recycling programme in Singapore with SingPost and we continue to support the Mobile Muster programme in Australia. (page 17-18)</p>
	<p><b>Goal 13: Climate Action</b> Take urgent action to combat climate change and its impacts</p>	<p><b>Environmental Focus:</b> We have set a Science Based Target of reducing our absolute carbon footprint by 42% by 2030 across our Singapore and Australia operations. We aim to achieve and exceed this target of reducing global warming to below 1.5 degrees Celsius. These targets will reduce our Scope 1 and 2 emissions using a science-based approach, while Scope 3 emissions will be addressed through our supply chain efforts. (page 10-19)</p>
	<p><b>Goal 17: Partnerships for the Goals</b> Revitalise the global partnership for sustainable development</p>	<p><b>Key Partnerships:</b> We have formed strong relationships with key partners for our strategic programmes targeting at meeting our sustainability and community needs. These partners include: ABCN, ABR, AVPN, DQ Institute, Global Compact Network Singapore, National Council of Social Service, NVPC, SG Enable, Singapore Business Network on DisAbility, Telco Together Foundation and The Smith Family. (page 16-17, 29-33)</p>