

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

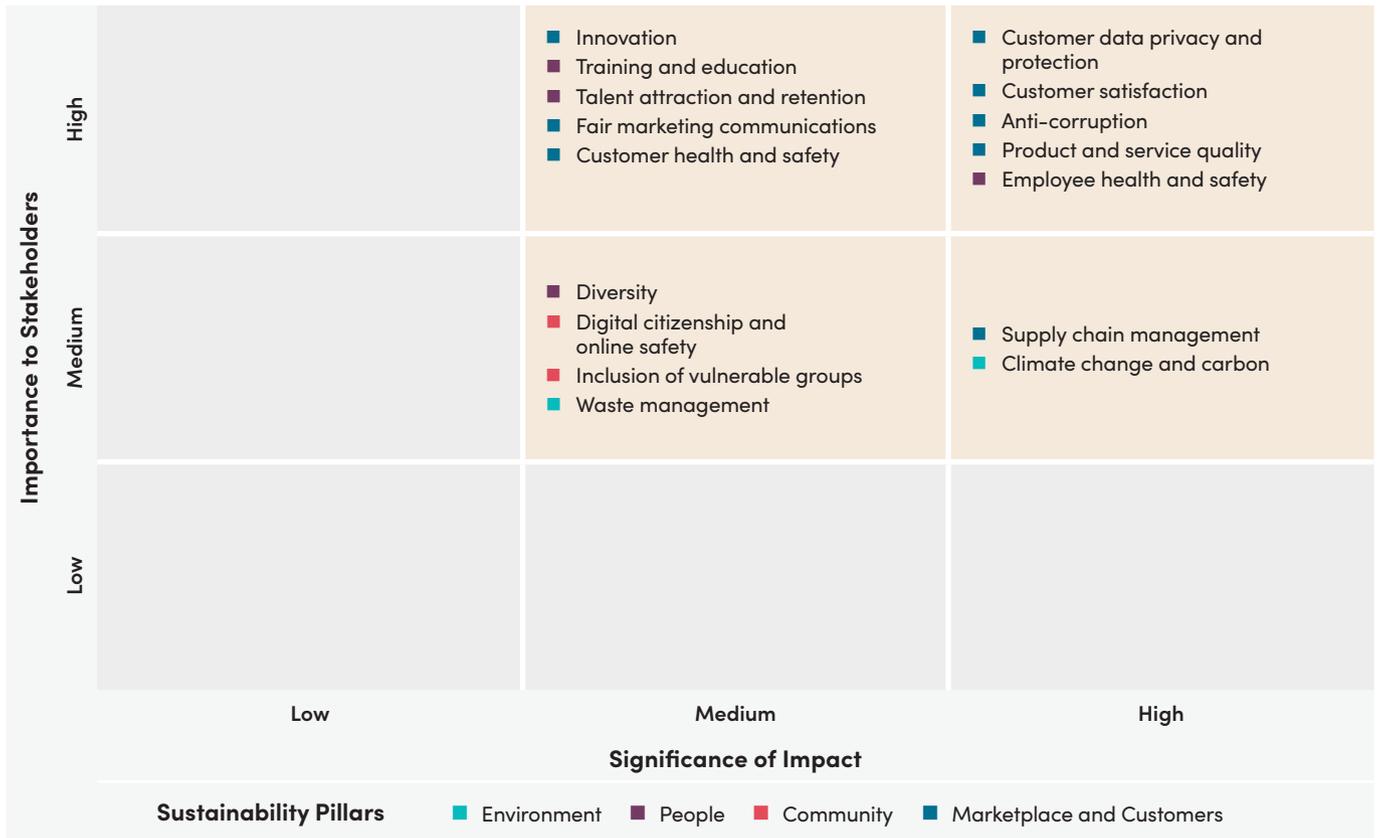
Sustainability is governed across various levels in our organisation – from the Board and Management to the business units and working groups. To embed sustainability across the organisation, our management performance takes into account various Environmental, Social and Governance (ESG) KPIs which form 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.