

2020 Targets

In 2015, we set the following five-year 2020 targets for the Singtel Group across our four sustainability pillars.

■ Target achieved or exceeded ■ Target partially or not achieved

Environment

	2020 TARGET	FY2020 ACHIEVEMENTS	5-YEAR SCORECARD
Climate Change and Carbon	Reduce our carbon emissions intensity of kWh/TB by 30% by 2020 and 50% by 2030 using 2015 as baseline	Continued to improve our carbon efficiency on our networks by 70% carbon emissions intensity reduction from baseline year of 2015. Started on our renewable energy journey committing to net zero by 2050. (page 15, 19)	Achieved carbon emissions intensity reduction of 70% in 2020, well exceeding our 2030 target of 50%. We are also committed to achieving our 2030 SBTi absolute carbon reduction target of 42% for Scope 1 and 2 and 30% reduction for Scope 3 from 2015 baseline.
Waste Management	At least 80% of waste generated within our operation disposed via reuse, recycling or incineration with energy recovered	Over 84% of waste generated within our operation disposed via reuse, recycling or incineration with energy recovered. (page 17, 19)	Exceeded original target by 4%.

People

	2020 TARGET	FY2020 ACHIEVEMENTS	5-YEAR SCORECARD
Diversity	At least 30% of female employees in Middle and Top Management	28% of female employees in Middle and Top Management. Included in the 2020 Bloomberg Gender-Equality Index and the Refinitiv Global Diversity & Inclusion Index 2019 and named as one of the top ten employers for Gender Diversity at The Leonie Awards 2019. (page 22)	28% of female employees in Middle and Top Management.
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	Built a strong pipeline of more than 800 Young Talent with 56% from technical background. (page 24)	Increased Group-wide pipeline and intake for management associates and cadets by 16% over five years. Improved talent pool gender mix by 3.5% and talent pool size by 9% since 2015.
Training and Education	Training investment of S\$100 million between 2016 and 2020	Total training investment of S\$21.9 million. (page 25) Pledged S\$45 million to boost the digital skills of our workforce through company-wide initiative ACT over three years. (page 20)	Cumulative S\$125.9 million of training investment.
Employee Health and Safety	Zero fatality rate	Zero fatality rate across Singtel and Optus in FY2020. (page 27) Successfully re-certified OHSAS18001 and bizSAFE Star in Singapore and the AS4801 Australian Standard for Safety Management in Australia. (page 25)	Zero fatality in the past five years. Committed to leading industry efforts to strengthen capabilities and build a progressive culture in WSH towards Vision Zero, our target for zero accidents and fatalities.

Community

	2020 TARGET	FY2020 ACHIEVEMENTS	5-YEAR SCORECARD
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 to scale impact with our community programmes and community investment in FY2020 was S\$22.34 million. (page 28)	Cumulative S\$112.14 million of community investment.
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 114,000 students in Singapore and Australia in FY2020. (page 33-34)	Our various digital citizenship programmes reached more than 540,000 students, parents and educators in Singapore and Australia over five years.

Marketplace and Customers

	2020 TARGET	FY2020 ACHIEVEMENTS	5-YEAR SCORECARD
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) and voted Best Mobile & Broadband Service Provider and the inaugural Best Mobile Data Roaming Service Provider award at HWM+HardwareZone Tech Awards 2020. (page 36)	Continued to lead in 'Customer Experience' and maintained our position as the preferred brand in Singapore and Australia. For example, we maintained top spot on the Customer Satisfaction Index of Singapore (CSISG) since 2013 and Australia's strongest brand in Brand Finance's Top 100 list.
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 billion in FY2020. (page 36)	Cumulative S\$10.26 billion of capital investment. Continued to invest and upgrade our network infrastructure and technology, such as 5G and climate adaptation and resilience measures. Completed the construction of the INDIGO West and Central submarine cable systems.
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	5G rollout in Australia and industry collaboration in Singapore. Launched UNBOXED by Singtel, our 24x7 unmanned pop-up store, and our newest Trustwave Fusion Platform to support enterprise customers in handling cyber threats. (page 37, 41)	Continued to drive and embed innovation in our consumer, enterprise and digital businesses and operations, with 5G as an enabler for our customers as well as our community and environment by supporting technological innovation for good through our Singtel Group Future Makers inception in 2016.
Customer Health and Safety	Maintain 100% compliance with RF radiation levels and safety guidelines set by local regulators and ICNIRP	100% compliant in FY2020. (page 40) Engaged subject matter expert Dr Phill Knipe for a live 5G measurement whose findings established no health effect as a result of radio waves from 5G networks. (page 40)	Beyond 100% compliance, we ensure that we stay current on new findings through local and international regulatory bodies and participation in industry initiatives like the GSMA 5G and Health committee.
Customer Data Privacy and Protection	Uphold the highest standards of customer data privacy protection and ensure compliance by our supply chain	Ensured we uphold the highest standards of customer data privacy protection through internal governance, business risk assessment, training and communication. (page 40-41)	We conduct our business in strict adherence to data protection laws – the Personal Data Protection Act (PDPA) in Singapore and the Privacy Act and Telecommunications Act in Australia. There have been minor lapses due to IT, process and human errors. We continue to educate our staff and improve practices and processes to minimise the occurrence of data breaches.
Fair Marketing Communications	Uphold the highest standards of professional values and integrity	Adhered to Singapore and Australia codes of advertising. (page 42)	While we strive to uphold the highest standards of professional values and integrity, there have been lapses especially in our Australian operations. We are committed to continuously review our systems and processes to tighten the management of marketing communications, including approval of marketing and advertising copy.
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 42-43)	Continuously manage the Group's exposure to corruption risks by applying and emphasising good corporate governance, business ethics, and transparency while implementing robust internal controls in business processes as our core approach.
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 	Engaged an external industry leading expert to enhance our Supplier Risk Assessment and Management Framework aligned to industry best practices. The Singtel Group Master Supply Agreement was updated to include provisions to ensure that our suppliers comply with the requirements of the Modern Slavery Act. (page 43-44)	Under our refreshed three-year Sustainable Supply Chain Management roadmap (2020-2022), we have since updated our Supplier Code of Conduct to encompass all aspects of labour and human rights issues, including our Anti-Bribery and Corruption Policy. Our Master Supply Agreement has been updated to incorporate the Modern Slavery Act 2018 (MSA). We will publish a Singtel Group Human Rights Policy and a Modern Slavery statement in second half of FY2021.