SHAPING SUSTAINABLE TELECOMMUNICATIONS

M1 Sustainability Report 2020

OUR BUSINESS
GRI 102-2, 102-4, 102-5, 102-6

M1, a subsidiary of Keppel Corporation, is Singapore's first digital network operator, providing a suite of communications services, including mobile, fixed line and fibre offerings, to over two million customers.

Since the launch of its commercial services in 1997, M1 has achieved many firsts – becoming one of the first operators to be awarded one of Singapore's two nationwide 5G standalone network license, first operator to offer nationwide 4G service, as well as ultra high-speed fixed broadband, fixed voice and other services on the Next Generation Nationwide Broadband Network (NGNBN).

M1's mission is to drive transformation and evolution in Singapore's telecommunications landscape through cutting-edge technology and made-to-measure offerings. M1 was founded in 1994, launched commercial services in 1997, and became part of Keppel Corporation in 2019[1].

For more information, visit **www.m1.com.sg**

OUR GENERATED ECONOMIC VALUE
GRI 102-7, 201-1

As at 31 December 2020, M1 and its four subsidiaries employed 1,384 people. In 2020, we generated an annual operating revenue of S$1.07 billion and a net profit after tax of S$77.4 million. Our operating expenses amounted to S$993.2 million, including S$132.9 million in staff costs, and we paid S$8.1 million in taxes. We also provided over S$1.4 million in community investments (cash and in-kind) during the year.

WHO WE ARE

For over a quarter of a century M1 has pioneered many firsts to successfully establish itself as a leader in Singapore's telecommunication industry, but our commitment to full digital transformation is by far the most significant in terms of both scale and potential. Our drive and determination to innovate and radically grow our technology infrastructure will future proof our status as leaders in the digital landscape.

We collaborate closely with our shareholders Keppel Corporation and Singapore Press Holdings Limited to achieve operational synergies that strengthen our position as an established communications provider in the market. M1's digital solutions and 5G network capabilities are key to Keppel's Vision 2030, which includes a focus on connectivity to enhance the Group's suite of solutions for sustainable urbanisation. In line with the Keppel Group, our sustainability strategy focuses on the following three areas that are fundamental to the success of our operations:

Our Environment
We strive to minimise our environmental footprint and improve our operational efficiency by limiting our use of natural resources and non-renewable energy.

Our Business
We embed strong corporate governance, embracing fairness, integrity and transparency in every aspect of our operations. Through sound investment in new technologies, we aim to add value to the economy.

Our People and the Community
We value our people and their well-being and believe that providing a safe, inclusive, and rewarding workplace motivates our employees to achieve their full potential and deliver an excellent customer experience. We demonstrate our commitment to responsible corporate citizenship, and endeavour to achieve a lasting and positive impact on Singapore society, through our sustained support of arts, sports and youth programmes.

CONTENTS

GRI 102-53

We welcome feedback on this report and on any aspect of our sustainability performance or possible areas of improvement at **csrandsustainability@m1.com.sg**.

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[1] Owned by Keppel Telecommunications & Transportation Ltd (19%), a wholly-owned subsidiary of Keppel Corporation, and Konnectivity (81%), a company jointly owned by Keppel Corporation and Singapore Press Holdings.

About this Report

Transforming business sustainably to fulfil
our commitment to stakeholders, society
and the environment

Over the past decade, the progress and achievements summarised in M1's sustainability reports have demonstrated the Company's ongoing commitment to building sustainable practices into every aspect of our business. In this tenth report we present our progress during 2020, highlighting the recent innovations, successes and challenges that have marked our journey towards economic, environmental and social sustainability.

REPORTING SCOPE AND BOUNDARIES
GRI 102-10, 102-45, 102-49, 102-50, 102-54, 102-56

This sustainability report covers the operations under M1's direct control for the period 1 January to 31 December 2020. It reflects the sustainability approach and performance of M1 Limited and its four subsidiaries: M1 Net Ltd; M1 Shop Pte Ltd; M1 TeliNet Pte Ltd; and AsiaPac Distribution Pte Ltd.

The performance of M1's associate company Trakomatic Pte Ltd and Antina Pte Ltd[1], a new joint venture set up in September 2020 with StarHub, is not included within the scope of this report.

In August 2020, we divested our subsidiary Kliq Pte Ltd. The performance data for this entity during the first seven months of the year has been included in the scope of this report. As Kliq represented only 0.5% of our workforce and operated in M1's shared offices, the impact of its divestment on M1's social and environmental performance is negligible. During the reporting period, there were no other significant changes within M1 or its supply chain, or to our reporting boundaries.

We have further improved our disclosures to provide more detailed figures on our safety performance, electricity consumption and e-waste recycling, to include gas consumption and indirect carbon emissions from our business air travel, electricity and fuel purchased, water supply and treatment, and waste disposal, and to be more closely aligned with the Group reporting approach.

This report has been prepared in accordance with the GRI Standards: Core option. We have used the latest version of the GRI (Global Reporting Initiative)

Standards, which represent the most widely used global and independent sustainability reporting framework.

The economic and sustainability key performance indicators disclosed in this report have been compiled and merged into the Group disclosures of Keppel Corporation's Sustainability Report (see **www.kepcorp.com/en/sustainability/sustainability-reports/**).

The content of this report has not been externally assured by any independent party, but such assurance will be considered for future reporting exercises.

Chief Executive Officer's Statement
GRI 102-14

M1 is enhancing its operational efficiency, future-proofing its technology and pursuing its goal to be the first digital telecommunications company in the market, thus enabling a smarter, more connected and more sustainable society.

2020 Highlights

> S$2b
invested in technology and infrastructure since our launch in 1997

46:54
women to men employee ratio

27,249
tonnes of carbon emitted during the year

About 93
tonnes of carbon emissions avoided by using solar energy

63%
of the water we consumed in 2020 was reclaimed water (NEWater)

Close to 1 tonne of M1 e-waste and

1.2 tonne of public e-waste collected for recycling

> S$1.4m
contributed to over 25 charitable organisations

It is with pleasure that I introduce M1's 2020 Sustainability Report, summarising the actions we have taken over the last 12 months to further our sustainability goals.

2020 has seen significant progress in M1's journey towards the digital transformation of its products and services. Since being awarded the 5G network licence by IMDA, M1 has been developing its plans to build and operate a cutting-edge 5G network to provide connectivity solutions that offer greater value and flexibility to all our customers and pave the way for the future of telecommunications across Singapore. M1 will continue to focus on creating long-term value for all our stakeholders. We are working closely with Keppel to harness the synergies of the Group, including adopting the Group's governance and sustainability policies, as we progress towards Keppel's Vision 2030.

We are mindful of the responsibilities that come with our goal to become the first fully

digital telco in the market, and commit to driving this transformation in a sustainable way, and one that benefits both society and our community. Despite the many challenges brought about by the COVID-19 pandemic, our commitment to excel is undiminished, as is our determination to reduce our environmental impact and integrate sustainable practices into every aspect of our operations.

THE IMPACTS OF COVID-19
The COVID-19 outbreak has impacted M1's operations on many levels. We saw an increase in electricity consumption at our offices and data centre, and less electricity was consumed by our mobile networks. Correspondingly, we saw a surge in demand for our broadband services. These trend-bucking figures were considered to be due mainly to the installation of more energy efficient equipment and work-from-home measures.

COVID-19 restrictions also resulted in less waste being generated; a reduction in face-to-face training for our employees, and a scarcity of opportunities for M1 volunteers to interact with members of the community. To counteract these limitations, our workforce participated in digital training programmes throughout the year, and joined with the Keppel Group and Temasek Foundation to support national efforts in rolling out programmes to help the community stay safe and healthy.

MITIGATING CLIMATE CHANGE
The information and communication technologies (ICT) sector plays a significant role in global greenhouse gas (GHG) emissions. This, alongside the operational and financial risks imposed on business by climate change, highlights the importance of M1's efforts in mitigating its impact, and the role it can play in the achievement of global decarbonisation.

In line with the Singapore Government's strategy to halve the country's peak emissions by 2050 and achieve net zero emissions as soon as viable in the second

half of this century, M1 will continue to advance its sustainability practices and explore new opportunities to minimise its environmental footprint. Since starting our sustainability journey, reducing our emissions has been an important goal and, in 2020, we emitted 5% less GHG than in 2015, our base year.

We are also pleased to report continued progress in our objective to reduce our use of natural resources. In 2020, the proportion of reclaimed water (NEWater) we used over potable water rose to 63%, which was 3% above our target for the year and 51% above our 2015 baseline of 12%.

LISTENING TO OUR STAKEHOLDERS
M1 is mindful of the importance of addressing the concerns of all its stakeholders and of embedding sustainability at every level of its business. To this end, we continue to review and revise our management approaches and have prioritised the safety of our staff and personnel during the pandemic. Goals that we have achieved in 2020 include BizSAFE Level 4 certification, and being rated second in Customer Experience in the Net Promoter Score's fourth quarter 2020 benchmark survey.

M1 is particularly sensitive to its obligations regarding data security. In 2020, we implemented a Data Protection Management System to administer our data protection governance more effectively, and all M1 employees are trained to comply with the Personal Data Protection Act and our own Data Protection Policy.

However, despite our best efforts, M1 recorded three incidents of data loss in 2020 and also suffered three fibre broadband service disruptions. As a result of these incidents, we commissioned an independent review to identify gaps and implement preventive actions.

Looking ahead, we will continue to develop innovative and sustainable solutions reflecting M1's commitment to digital transformation that will narrow the digital divide and change the face of telecommunications in Singapore.

Thank you for your interest in this report. We welcome your feedback on its content and on our sustainability approach.

MANJOT SINGH MANN
CEO

M1's Sustainability Approach

GRI 102-12, 102-18

M1's sustainability team reports to the Company's Chief Financial Officer and, supported by key department heads, has responsibility for co-ordinating and communicating the Company's sustainability policies, practices and performance. Sustainability initiatives and practices are communicated across all levels of our organisation. M1 senior management is periodically updated by the sustainability team on key sustainability outcomes and performance. Proposed changes to our sustainability framework are also presented to M1 senior management.

Where applicable, we adhere to the Keppel Group's sustainability goals and policies, while maintaining strong alignment with sustainability best practices and standards in the Information and Communication Technology sector, such as guidelines from the Global System for Mobile Communications (GSMA). Our management and sustainability team frequently engage with their counterparts from Keppel Corporation to identify and collaborate on common issues and set Group sustainability priorities and targets.

STAKEHOLDER ENGAGEMENT AND MATERIALITY
GRI 102-42, 102-46

The establishment of stakeholder engagement channels, identification of material topics and risk mitigation measures are discussed and prioritised based on expectations and best practices within the current local and global sustainability contexts, but also on the risks and opportunities relevant to M1's business operations.

We regularly engage with our eight stakeholder groups via direct communication, events and other types of interactions. From this engagement, we have identified the key expectations of each group and, after substantiation and assessment through internal management discussions, produced M1's list of 14 key material topics.

Based on how important a topic is to our stakeholders and our organisation, and how we can improve our business practices and reduce our impacts, we have implemented management approaches to assess our progress over time.

M1's engagement channels, the concerns of our stakeholders, the identified key material topics and implemented management approaches are presented in the two tables on the following pages. Our goals and targets for each material topic are presented at the beginning of the relevant sections of this Report.

Our alignment to the Sustainable Development Goals

M1 is committed to contribute to the advancement of the Sustainable Development Goals (SDGs) through our sustainability initiatives and objectives. We have identified eight Sustainable Development Goals (SDGs) whose targets are most closely aligned to our own capabilities and efforts to positively address today's social and environmental challenges.

M1 STAKEHOLDER ENGAGEMENT CHANNELS AND EXPECTATIONS
GRI 102-40, 102-42, 102-43, 102-44, 102-46

Stakeholders	Consumers and corporate customers	Corporate group (Keppel Corporation)	Business partners and suppliers	Employees	Regulators	Media	Trade associations	Non-governmental organisations and community partners
Main engagement channels	• 24-hour contact centre • M1 Shop outlets • Mobile and fixed sales team • Corporate sales team • Technical support team • M1 website, Facebook, Instagram, Twitter, Chatbot and Live Chat • Customer satisfaction survey, Net Promoter Score (since July 2019) • Virtual ambassadors at our newly renovated shops • My M1 App	• Direct access to M1 senior management and M1 sustainability team through regular meeting with sustainability managers	• Meetings • Emails • Teleconferences	• Employee feedback • Annual employee appraisals • Open-door policy • CEO messages • Grievance-handling channels through line management and/or human resource department • Union representation	• Regular engagements and discussions • Teleconferences • Written submissions • Industry consultations	• Access to our corporate communications through: – Emails, phones, interviews, media briefing and conferences, media site visits and industry events	• Membership of and engagement with relevant trade associations[1]	• Discussions with community groups • Participation in relevant conferences • Reporting on our sustainability strategy and performance
Stakeholders' expectations	• Reliable, safe, high-quality network access • Relevant and affordable products and services • Effective customer service • Data protection	• Sustainable business growth • Long-term shareholder value • Good corporate governance • Transparency in business strategy and operations • Group-level alignment of sustainability policies and approach	• Transparent and fair procurement and other business practices • Compliance with terms and conditions of business contracts	• Safe working environment • Fair remuneration and benefits • Non-discriminatory practices • Career growth • Relevant employee training	• Compliance with regulations and service requirements • Deliver continued socio-economic benefits to society • Work with industry to maintain consistent technological standards	• Prompt responses to media queries, timely and transparent disclosure of corporate announcements and active engagement of media with senior management	• Make available industry approved products and services	• Minimise any social, public health or environmental impact • Support deserving community efforts and underprivileged groups

[1] Contact Centre Association of Singapore, Singapore Business Federation, Singapore Internet Exchange, and Singapore National Employer Federation.

M1's Sustainability Approach cont.

M1'S KEY MATERIAL TOPICS
GRI 102-47

OUR ENVIRONMENT

Carbon footprint

Impacted stakeholders:
All

Through its Climate and Action Plan and its Long-Term Low-Emissions Development Strategy, Singapore aspires to make the country climate-resilient and halve the country emissions from their peak to $33MtCO_2e$ by 2050 through transformation of the industry. In the Information and Communication Technology sector, this can be achieved by adopting innovative, clean, and environmentally sound technologies and connectivity infrastructures with resilient and adaptive capacity to climate-related risks.

SDG Alignment:

M1's Management Approach
- We have implemented new approaches, such as the use of solar panels, to reduce our consumption of non-renewable energy.
- We are adopting new measures to reduce indirect carbon emissions (electronic equipment recycling and reduction in paper consumption).
- We are working together with the Keppel Group towards its carbon emissions intensity reduction targets. In addition, we are evaluating our carbon emissions inventory with the objective of setting ambitious 2030 targets in line with the science-based decarbonisation path of the ICT sector.

Energy usage

Impacted stakeholders:
All

Reducing energy use is critical to mitigate climate change. With an increasing demand for data use and a reliance on electricity-intensive telecommunication systems, the adoption of resource-efficient technologies and processes is necessary for our sector. However, a shift to renewable energy sources remains crucial to achieve full decarbonisation.

SDG Alignment:

M1's Management Approach
- We continually measure and review our environmental footprint to identify feasible initiatives to make the most efficient and sustainable use of limited resources and become less dependent on non-renewable energy sources.
- We are increasing our use of resource-efficient technologies and practices in our equipment and operations.

Water usage

Impacted stakeholders:
All

The supply of potable water in Singapore is limited. Maximising opportunity to replace potable water with reclaimed water (NEWater) is an important step towards sustainable management and efficient use of natural resources.

SDG Alignment:

M1's Management Approach
- We continually seek out opportunities to reduce our consumption of potable water and increase consumption of reclaimed NEWater.

OUR BUSINESS

Governance, ethics and integrity

Impacted stakeholders:
All

Maintaining a high standard of corporate governance in the economic, social and environmental aspects of our business is key to protecting the interests of all our stakeholder groups. This includes adopting sustainable and ethical practices as well as seeking feedback from and communicating transparently with all parties.

SDG Alignment:

M1's Management Approach
- We subscribe to a 'zero tolerance' policy on fraud, corruption and other forms of unethical behaviour or conduct.
- We communicate our business policies to staff and ensure that management, staff and suppliers abide by strict guidelines, codes of conduct and regulatory compliance.
- We are certified to ISO 22301 – Business Continuity Management Systems.
- We conduct risk and awareness training for staff.
- We respond to media queries in a timely manner and provide relevant and prompt updates on company developments.
- We work closely with media to advance the Company's interests.
- We align with the Keppel Group's anti-corruption policy.
- Through the Group's Whistle-Blower policy, we create avenues for reporting incidences of abuse and corruption.
- We continually review and improve sustainability performance and reporting.

Responsible procurement

Impacted stakeholders:
Business partners and suppliers

Adopting a responsible procurement policy helps M1 to promote among its suppliers the same stringent sustainability principles and corporate values that it adheres to itself.

SDG Alignment:

M1's Management Approach
- We have integrated the Keppel Group's Supplier Code of Conduct into our procurement practices.
- We ensure transparency throughout the tendering process.

Data privacy

Impacted stakeholders:
All

Given our role as a provider of mobile and fixed communications services, and being fully aware of the sensitivities that customers rightly have concerning data privacy, protecting that privacy is M1's prime material topic.

SDG Alignment:

M1's Management Approach
- We subscribe to the principles and requirements of the Personal Data Protection Act 2012 (PDPA) to ensure the privacy of customers' personal data.
- Our data management practices are supported by a Data Protection Management System and a certified cyber security framework.
- All our frontline staff complete e-learning training on information security and data protection.

M1's Sustainability Approach cont.

OUR BUSINESS

Transparency in customer communications

Impacted stakeholders:
Consumers and corporate customers, regulators

Being fully transparent in all forms of customer communication, builds trust and strengthens our engagement with our customers and other stakeholder groups.

M1's Management Approach
- We have a training roadmap for our frontline staff which enables them to provide customers with comprehensive and transparent information with which to make informed decisions regarding our products and services. The process covers both content knowledge and soft skills, and includes:
  – New staff academy training
  – Skills enhancement training
  – Refreshers on important topics
  – e-learning platform

Customer satisfaction

Impacted stakeholders:
Consumers and corporate customers

Customer satisfaction impacts all stakeholder groups either directly or indirectly. Satisfied customers are more likely to be loyal customers who become ambassadors for the brand and build economic growth, which in turn, leads to a better stakeholder experience for employees and suppliers.

M1's Management Approach
- We continually invest in and review our products and services to ensure they are relevant, competitive, and meet customer needs.
- We conduct regular and appropriate staff training to enhance the customer experience.

Public safety

Impacted stakeholders:
Consumers and corporate customers, regulators

Having a strong public safety record, particularly in the sensitive area of radio frequency (RF) radiation levels, builds confidence and support for M1 among our customer base and industry regulators.

M1's Management Approach
- We comply with the Info-communications Media Development Authority's (IMDA) strict controls over the installation and transmitter power limits of our base station equipment.
- We conduct risk assessment, testing and audits on key telecommunication infrastructure, processes and services.
- We are open and transparent in the area of public health and safety, and work closely with the National Environment Agency and IMDA to ensure the levels of exposure of RF radiation from our networks are well within guideline limits.
- We have mechanisms in place to respond promptly to any public safety incidents.

OUR PEOPLE AND COMMUNITY

Attracting and retaining talent

Impacted stakeholders:
Employees

Our people form an important stakeholder segment and are a critical component to our long-term success. Attracting and retaining talent requires inclusive and decent work conditions, as well as equal opportunities for career development.

SDG Alignment:

M1's Management Approach
- We offer competitive remuneration packages commensurate with qualifications, experience and job responsibilities.
- We value diversity within our workforce and apply non-discrimination practices and code of conduct.
- We provide fair and inclusive employment practice, gender-equal career advancement and development opportunities.
- We promote employees based on performance and merit.

Training and education

Impacted stakeholders:
Employees

Investment in the training and education of our people gives M1 an edge in our ever-changing, highly competitive and innovative industry. By supporting their personal development, we are enabling our people to reach their full potential.

SDG Alignment:

M1's Management Approach
- We provide continuous training programmes to build on our employees' knowledge and skills.

Workplace safety and health

Impacted stakeholders:
Employees, business partners and suppliers

Ensuring the safety and health of all personnel carrying out their professional responsibilities on our sites is of paramount importance to M1.

SDG Alignment:

M1's Management Approach
- We maintain a safe working environment for all employees.
- We are certified to bizSAFE Level 4 Enterprise.
- We are developing M1 WSH Management System based on the ISO 45001 – Occupational Health and Safety standard.
- The Keppel Group's Incident Reporting and Investigation system has been integrated into our internal WSH reporting processes.
- We conduct an annual e-learning workshop to keep employees up to date with M1's workplace safety and health procedures and regulations.

M1's Sustainability Approach cont.

Our Environment

OUR PEOPLE AND COMMUNITY

Supporting the community

Impacted stakeholders:
Non-governmental organisations and community partners, employees

We believe that for a company to be successful in the long-term, it should help create value for the community within which it operates. Participation in CSR programmes is a significant motivation factor for our employees.

SDG Alignment:

M1's Management Approach
- Through our CSR programmes, we provide financial assistance and support to adopted community causes and conservation efforts.
- We provide scholarships and educational programmes for youth through our community partners.
- We focus our efforts on start-up arts and sports programmes, where our contributions can make a meaningful impact.
- We ensure products and services are available to address the needs of underserved communities.
- We involve our employees through M1 SunCare Club volunteers and Keppel Volunteers.

Digital inclusion

Impacted stakeholders:
Non-governmental organisations and community partners, regulators

As connectivity becomes an ever greater part of our lives, it is important to ensure that digital services are made accessible to all members of our society.

SDG Alignment:

M1's Management Approach
- We participate in industry events and dialogue sessions.
- We harmonise our policies and networks with globally accepted technologies and standards.
- We invest to expand communication networks and implement reliable and innovative connectivity and communication technologies.
- We partner with government agencies to enable low-income households to benefit from digital/connectivity services.

M1 is committed to environmental sustainability and reducing its footprint by embedding risk assessment and environmental efficiency measures and targets into its operations.

Targets and performance

Material topic	2020 Target	2020 Performance	2021 Target
Carbon footprint	• Raise eBill penetration to 65% of customer base	• eBill penetration reached 70% of customer base • e-waste recycling bins now installed at 12 sites	• Work towards emissions reduction in alignment with the Keppel Group's policies and targets • Raise eBill penetration to 80% of customer base
Energy usage	• Minimise increase in total power consumption, despite expansion of mobile networks and ICT systems	• Total power consumption of our operations decreased by 6.7%, despite a slight increase in the number of deployed base stations	• Minimise increase in energy usage, despite expansion of our communication networks and service offers
Water usage	• Increase NEWater/potable water ratio to 40/60	• NEWater/potable water consumption ratio: 62.7/37.3	• Maintain NEWater/potable water ratio equal or above 60/40

Supported SDGs:

GRI 102-11

In line with the Keppel Group's sustainability strategy, assessing environmental risk is an important part of M1's decision-making process. With the long-term view always in mind, we are focused on mitigating the impact of our operations and activity on the environment. To this end, we regularly review our processes, equipment and building features to ensure energy efficiency and assess new technologies or management approaches to promote environmental sustainability. Together with our stakeholders, we pursue a common goal to mitigate climate change and reduction of carbon emissions by intensifying measures to improve our efficiency in the areas of energy, water and waste.

ENERGY CONSUMPTION
GRI 302-1

In 2020, energy consumption within M1 operations fell to a total of 241,485 gigajoules (GJ), 6.5% less than in 2019 (258,265 GJ). The reduction was mainly due to a reduction in activities resulting from the impact of COVID-19.

Grid electricity consumed by M1 accounted for 98.3% or 237,433 GJ (65,953,587 kWh)[1] of total energy consumption. The remaining 1.7% or 4,053 GJ represented energy from fuel[2] consumption and energy generated by our solar power systems.

Electricity
GRI 302-3, 302-4

46% of the total grid electricity consumed in 2020, was used for our mobile networks, which consists of base stations that enable us to deliver mobile voice and data services to our customers, while 41.7% was consumed by our commercial buildings and rented offices. Of the remainder, 8.4% was consumed by our data centre, 3.5% by our fibre networks and 0.4% by our retail outlets.

The COVID-19 outbreak had an impact on the amount of electricity consumed within our operations. For example, our buildings, offices and data centre combined saw an increase in consumption of 4.2% compared to 2019. This was due to an expansion of operational activities such as additional testings of new equipment deployed, and management structures for the organisational and technical changes resulting from the outbreak. In 2020, our mobile network consumed 16.9% less electricity than in the previous year. We believe this reduction was due to both the outbreak and a progressive upgrade to more energy-efficient equipment, which began in August 2020. A reduction in electricity consumption was also perceptible at our retail operations (-8.5%) but this was mainly due to the closure of one outlet in June 2020.

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[1] This does not include 227,691 kWh or 820 GJ (1 GJ = 277.78 kWh) of solar energy generated at our ROC and offshore base station sites.
[2] Includes diesel, petrol and LPG.

Our Environment cont.

Relative to our 2015[1] base year, electricity consumed by M1's mobile networks decreased 6.9% by 2020, while the monthly average energy intensity of our base stations over the same period decreased by 51%, from 5.73 GJ (1,593 kWh) per station in 2015 to 2.79 GJ (775 kWh) per station in 2020. A reduction in total electricity consumption since 2015 was also noticeable at our retail outlets (-12.1%).

With an increase of 37.8% between 2015 and 2020, the annual electricity consumption of our fibre networks contrasts with the overall reduction observed in our other operations. This increase is due to a growing customer base and a higher number of subscriptions to bandwidth-intensive broadband services. Between 2019 and 2020, the increase was 5.7% and resulted from a surge in bandwidth demand from the COVID-19-related "new normal" of working from home, as well as additional fibre broadband access provided by M1 to the Ministry of Education to support home-based learning.

M1 will continue to explore new measures to reduce electricity consumption in all its operations, including energy-saving practices and the adoption of more energy-efficient equipment. This may include the implementation of greener base stations as part of our 5G network development, and the overhaul of the cooling system at our Regional Operations Centre (ROC).

Fuel
GRI 302-1, 302-3, 302-4

In 2020, 1,342 GJ of fuel energy was produced by our diesel generators used to power M1's three offshore base stations (located at Pulau Satumu, Pulau Tekong and St. John's Island), which are not connected to the power grid. During the year, the average monthly fuel intensity of each of these offshore stations was 37.3 GJ (973 litres of diesel), representing a 32% reduction compared to a monthly intensity of 55 GJ per station in 2015, but a 8.9% increase compared to 2019. This increase

was due to aging equipment at one site, which will be overhauled in 2021 to make it more efficient.

Our fleet of vehicles, which mainly support our field engineers (responsible for equipment delivery, installation, testing and maintenance), consumed 34,013 litres of diesel and 9,191 litres of petrol during 2020. This represented a total of 1,620 GJ of fuel energy, a 2.7% decrease compared to the fleet consumption in 2019 (1,664 GJ). Although the amount of fuel consumed by our vehicles remained relatively stable across 2019 and 2020, there were notable fluctuations in activity as a result of the COVID-19 outbreak: deliveries of devices and hardware were in higher demand, whereas technical tests and site meetings with building owners were carried out remotely.

In total, non-renewable energy from fuel consumed in M1 operations during 2020 was 3,233 GJ, including 5,500 kg (or 271 GJ) of liquid petroleum gas (LPG) used at our canteen.

Although direct use of fuel represents only 1.3% of our total energy source, we will continue to apply and improve our measures to reduce fuel consumption. These measures include upgrading equipment, greener energy sources, car-pooling, prioritising online channels whenever possible for field data collection, and technical and assistance work.

Renewable energy
GRI 302-1

The solar PV power systems[2] installed at two of our offshore base stations and on the roof of our ROC generated a total of

820 GJ of renewable energy during 2020, compared to 886 GJ in 2019. This decrease of 7.4% was due to a reduction in sunshine exposure time during the year. Currently, less than 0.5% of M1's energy needs (Scope 1 and 2) is met by renewables.

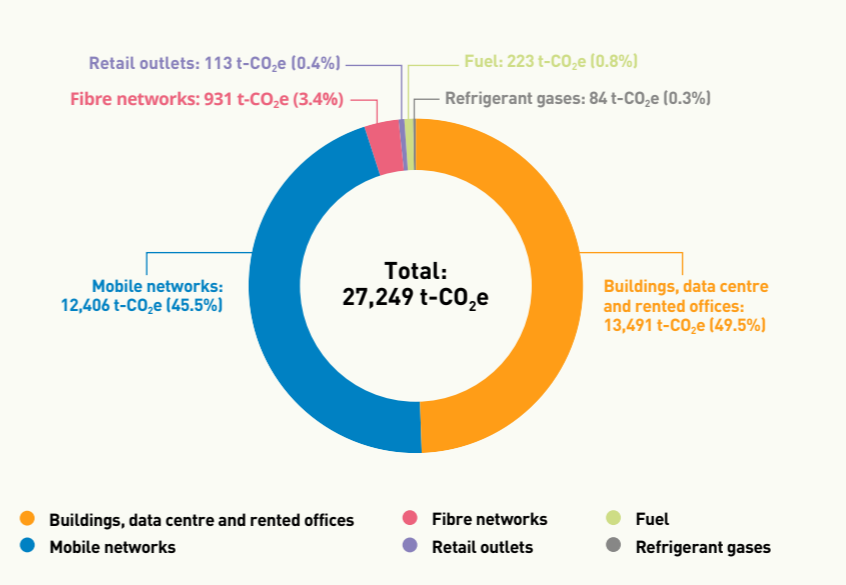## CARBON FOOTPRINT
GRI 102-11, 102-12, 305-1, 305-2, 305-4, 305-5

The carbon emissions produced by our activities during 2020 amounted to a total of 27,249 tonnes of carbon dioxide equivalent (t-CO_2e)[3]. This total comprised 1.1% (307 t-CO_2e) of direct emissions (Scope 1)[4] from use of fuel and refrigerant gases, and 98.9% (26,942 t-CO_2e) of indirect emissions (Scope 2) from electricity consumption.

During the year, the generation of solar energy helped reduce by approximately 93 tonnes the carbon emissions that would have resulted from the consumption of diesel and grid electricity had we not installed the solar PV power systems.
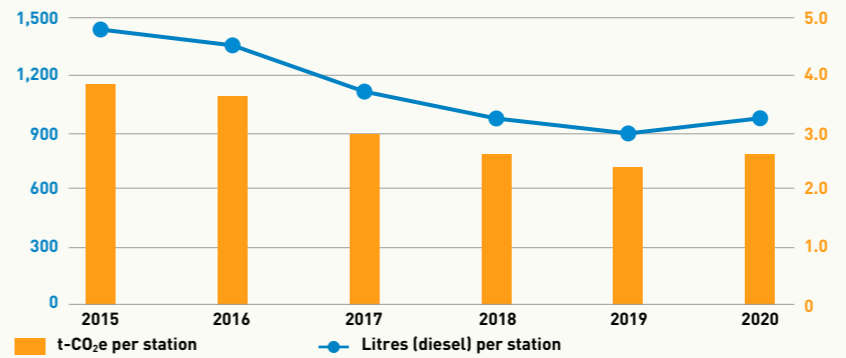
In view of the significant impact of climate change and the associated operational and financial risks, the importance of businesses' participation in mitigating global warming has become irrefutable. This is particularly pertinent to the information and communication technologies (ICT) sector, which is estimated to represent up to 4% of global GHG emissions[5]. Aware of this responsibility and the role it can play in the achievement of global decarbonisation, M1 is considering aligning with the Science-Based Target Initiative (SBTi)[6].

> **Climate change risk assessment**
> In 2020, the Keppel Group initiated a high-level physical risk assessment to evaluate the potential impact of seven climate-related hazards on 50 of the Group's key assests, including M1's headquarters, MiWorld Building and Regional Operations Centre. These seven hazards comprised: a rise in sea level; heatwave; water stress; flood; wildfire; rapid temperature drop and hurricane. Scenarios used in the assessment were based on Representative Concentration Pathways[7] 1.9, 4.5 and 8.5, with projections for 2030 and 2050. Based on the findings of the assessment, the Group will consider and prioritise appropriate mitigation/adaptation actions to be taken.

M1 Carbon Emissions (Scope 1 and 2) – 2020

Retail outlets: 113 t-CO_2e (0.4%)
Fibre networks: 931 t-CO_2e (3.4%)
Fuel: 223 t-CO_2e (0.8%)
Refrigerant gases: 84 t-CO_2e (0.3%)
Mobile networks: 12,406 t-CO_2e (45.5%)
Buildings, data centre and rented offices: 13,491 t-CO_2e (49.5%)

Total: 27,249 t-CO_2e

- Buildings, data centre and rented offices
- Mobile networks
- Fibre networks
- Retail outlets
- Fuel
- Refrigerant gases

Mobile Networks Intensity (Monthly Average)
Offshore Base Stations

- t-CO_2e per station
- Litres (diesel) per station

Mobile Networks Intensity (Monthly Average)
Base Stations

- t-CO_2e per station
- kWh (electricity) per station

Other indirect emissions
GRI 305-3

Our reporting of Scope 3 emissions is currently limited to some of the activities that occur upstream and downstream of M1's value chain. In 2020, this included a total of 4,597 t-CO_2e released by our suppliers for the production, processing and delivery of electricity, fuel and gas purchased and used by M1. Less significantly, a total of 23 t-CO_2e was emitted from the supply of water we purchased during the year, while the external treatment of all our discharged water and disposed waste represented a total of 51 t-CO_2e.

During 2020, the shuttle trips consumed an estimated 1,314 GJ of fuel energy (34,338 litres of diesel), which correspond to 92 t-CO_2e of emissions. This was about 18% less than in 2019, due to reduction and suspension of some routes resulting from the work-from-home measures to mitigate the COVID-19 outbreak.

Business flights taken by our staff in 2020 generated estimated total emissions of 67 t-CO_2e. This figure however only covers the first two months of the year, prior to imposed travel restrictions. Correspondingly, we would expect these emissions to be at least four times higher during a business-as-usual year.

We will continue to evaluate and consider the inclusion of additional activities in our Scope 3 reporting, provided we are able to obtain comprehensive, accurate and reliable data from suppliers and other relevant sources.

WATER CONSUMPTION
GRI 303-1, 303-2, 303-3, 303-4

Although we believe our activities do not have a significant impact on Singapore's water resources, we continue our efforts to reduce our consumption of potable water in line with the government's goal to become water self-sufficient.

M1 essentially withdraws potable water from Singapore's national water agency PUB for daily activities at our offices and we do not dispose any used water directly into the environment. All water withdrawn by M1 is discharged through the city's sewerage system and collected by PUB for treatment at water reclamation plants. There, it is purified and returned to nature or reused as NEWater for Singapore industry.

During 2020, our total water withdrawal[1] was 68,594 m³, a 4.7% increase compared to 2019 (65,510 m³) and an increase of 11.8% compared to 2015 (61,375 m³).

1 2015 represents the year we started collecting our operations' key environmental performance data for reporting purposes.
2 Photovoltaic systems were commissioned at our offshore stations on Pulau Satumu and St. John's Island in January 2012 and September 2014 respectively, and at the ROC in March 2018.
3 Carbon dioxide equivalent (CO_2e) is the unit to express the carbon footprint of different greenhouse gases.
4 Under the GHG protocol, Scope 1 consists of direct emissions from sources owned or controlled by the organisation; Scope 2 consists of indirect emissions from the generation of purchased electricity consumed by the organisation; Scope 3 consists of all other indirect emissions that are a consequence of the organisation's activities, but occur from sources not owned or controlled by the organisation.
5 Source: Freitag, Charlotte and Berners-Lee, Mike and Widdicks, Kelly and Knowles, Bran and Blair, Gordon and Friday, Adrian (2020). The climate impact of ICT:A review of estimates, trends and regulations.
6 www.sciencebasedtargets.org
7 Representative Concentration Pathways (RCPs) provide different climate outcomes based on greenhouse gas concentration trajectories. The current pathways range from RCP 1.9, which remains within a global warming below 1.5°C, to RCP 8.5, which represents the worst-case climate change scenario.
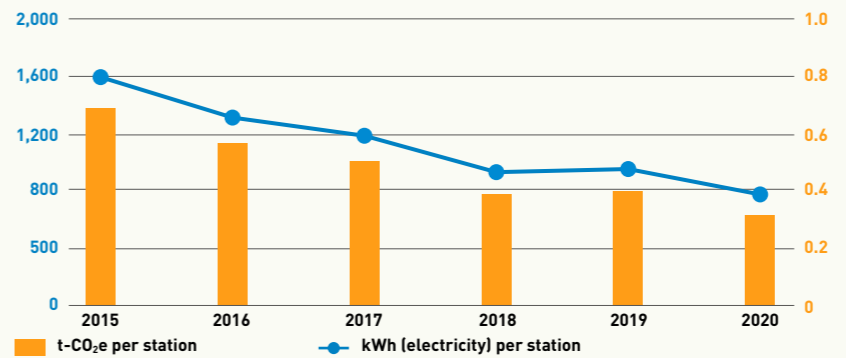
1 Total water withdrawal does not include water used at AsiaPac Distribution offices, which cannot be measured currently. We do not measure and report usage of harvested and condensate water, as their impact on our sustainability performance is estimated to be negligible.

Our Environment cont.

Through the years, we have progressively switched our sites, including our data centre, from the potable water network to the NEWater network for equipment cooling purposes. For example, the shift completed in October 2019 at our corporate headquarters marked the connection of all our cooling towers[1] to the NEWater network. This significantly increased M1's use of NEWater within our total water consumption from 38% in 2019 to 63.1% in 2020, equating to 43,310 m^3 of NEWater and 25,284 m^3 of potable water. For comparison, the percentage was only 12% in 2015 (6,601 m^3 of NEWater and 54,774 m^3 of potable water).

In alignment with the Group's water consumption reduction target, M1 will continue to monitor water usage and seek to improve equipment and processes in order to become more water-efficient.

WASTE MANAGEMENT
GRI 306-1, 306-2, 306-3, 306-4, 306-5

Our general waste, which comprises non-hazardous material and food waste from our offices and canteen, is collected daily by a licensed waste collector who processes it and sends it for incineration at waste-to-energy plants. Only waste from our head office, MiWorld Building and ROC is measured at present. In 2020, M1 generated and disposed

119 tonnes of general waste from these three buildings.

Electrical and electronic waste (e-waste) has a potentially high impact on the environment and our community if disposed inappropriately and the processing of e-waste is therefore regulated in Singapore. To abide by these regulations and ensure that hazardous material[2] contained in M1's waste is disposed of properly, end-of-life material from our operations, such as laptops, desktops, displays, printers, batteries, cables, and other IT equipment, is collected and properly processed by an accredited waste collector. In 2020, 948 kg of M1's e-waste was collected for recycling.

Our environmental initiatives
GRI 102-12

Public e-waste recycling

In addition to the recycling of e-waste from M1 operations as mentioned above, and following guidance provided in the National Environment Agency's e-waste recycling initiative, we placed dedicated e-waste bins at 12 sites, comprising our offices and M1 Shop outlets, to enable staff and customers to conveniently and responsibly dispose of their personal e-waste. Due to COVID-19 lock-down restrictions, only 1.19 tonnes of recyclable e-waste was collected from these sites in 2020, a significant decrease compared to 2019 (4.3 tonnes) and 2017 (3.2 tonnes), when we started the programme.

Sustainable office

The M1 Sustainable Office Programme (M1SOP) was rolled-out company-wide in May 2019 to introduce sustainability practices to staff and encourage them to care for the environment. The programme includes removing single-use plastics from our canteen and providing all staff with a starter-kit comprising a lunch box, mug, and stainless-steel cutlery set. M1SOP is introduced to new staff during their orientation, and provides employees with online material about green activities.

Reducing paper consumption

Environmentally friendly Forest Stewardship Council (FSC) certified paper is sourced for all our printing needs, and we have implemented procedures and guidelines to reduce paper consumption at our offices, such as the configuration of printers to default two-sided printing. In our progress to digitalisation and reducing paper usage, since April 2020, we adopted the use of electronically signed agreements to cut down on our internal manual and paper-based documentations. Printed brochures promoting M1 products and services are no longer produced for M1 Shops.

During 2020, more than 93% of customer transactions were done electronically. By the end of the reporting period, 70% of our customers had enrolled on our eBilling programme, which was well above our 2020 target of 65% eBill penetration. This compares to 54% penetration in 2019 and 8% in 2015.

Public awareness programmes

As one of the launch partners, M1 continued to participate in the campaign 'Say Yes to Waste Less' 2020 campaign, launched nationally by Singapore's National Environment Agency in 2019 to drive awareness, action and advocacy among the public at points of consumption, such as M1 retail outlets.

Greener facilities

M1's 4,214 m^2, five-storey annex building, sited next to our MiWorld Building in Jurong achieved the Building and Construction Authority's Green Mark Gold certification in 2014. The building is fitted with environmentally friendly features, such as LED lights and rainwater harvesting tanks, and uses reclaimed NEWater and condensate water for cooling purposes.

To minimise the carbon footprint at M1 Shops, stores are fitted with LED lighting where possible. In 2020, all light fittings at our AsiaPac office were changed to LED.

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[1] Cooling towers of ROC are not included, as supply of NEWater is yet not available for the building.
[2] Components from printed circuit boards represent about 10% of the total e-waste weight and are further processed for extraction of precious and hazardous metals, such as gold, silver, copper, platinum and palladium. The rest of the e-waste consists mainly of plastic (~50%) and recyclable metals (~40%). Data is provided by our e-waste collector.

ENVIRONMENTAL KEY INDICATORS
GRI 302-1, 302-2, 303-3, 303-4, 305-1, 305-2, 305-4, 305-3, 306-3, 306-5

Environmental performance	2020	2019	2018
ENERGY[1]			
Total energy consumption within M1 (d + i)	**241,485 GJ**	**258,265 GJ**	**244,202 GJ**
Direct energy consumption (d)	**4,053 GJ**	**3,782 GJ**	**3,446 GJ**
Non-renewable			
Fuel (offshore base stations)	1,342 GJ	1,233 GJ	1,339 GJ
Fuel (vehicle fleet)	1,620 GJ	1,664 GJ	1,370 GJ
Gas (canteen)	271 GJ	–	–
Renewable			
Solar (offshore base stations and ROC)	820 GJ	886 GJ	736 GJ
Indirect energy consumption (i)	**237,433 GJ**	**254,483 GJ**	**240,756 GJ**
Non-renewable (electricity)			
M1 buildings, data centre and rented offices[2]	118,900 GJ	114,095 GJ	111,518 GJ
M1 buildings and rented offices	99,062 GJ	–	–
Data centre	19,837 GJ	–	–
Mobile networks	109,329 GJ	131,536 GJ	120,589 GJ
Fibre networks	8,204 GJ	7,760 GJ	7,496 GJ
Retail outlets[3]	1,000 GJ	1,092 GJ	1,153 GJ
Other indirect energy consumption[4]	**1,314 GJ**	**1,599 GJ**	**1,556 GJ**
Non-renewable			
Fuel (shuttle bus)[5]	1,314 GJ	1,599 GJ	1,556 GJ
GHG EMISSIONS			
Total emissions within M1 (Scope 1 and 2)	**27,249 t-CO₂e**	**29,894 t-CO₂e**	**28,224 t-CO₂e**
Scope 1: Direct emissions	**307 t-CO₂e**	**290 t-CO₂e**	**189 t-CO₂e**
Emissions from non-renewable (fuel and gas)	223 t-CO₂e	205 t-CO₂e	189 t-CO₂e
Emissions from refrigerant gases[6]	84 t-CO₂e	84 t-CO₂e	–
Scope 2: Indirect emissions	**26,942 t-CO₂e**	**29,605 t-CO₂e**	**28,035 t-CO₂e**
Emissions from non-renewable (electricity)	26,942 t-CO₂e	29,605 t-CO₂e	28,035 t-CO₂e
Scope 3: Other indirect emissions[4]	**4,830 t-CO₂e**	**112 t-CO₂e**	**109 t-CO₂e**
Emissions from fuel and energy-related activities not included in Scope 1 or Scope 2 (purchased fuel, gas and grid electricity)[7]	4,597 t-CO₂e	–	–
Emissions from purchased goods and services (withdrawn water)[8]	23 t-CO₂e	–	–
Emissions from waste generated in operations (discharged water and disposed waste)[8]	51 t-CO₂e	–	–
Emissions from business travel (air travel)[9]	67 t-CO₂e	–	–
Emissions from employee commuting (fuel for shuttle services)[5]	92 t-CO₂e	112 t-CO₂e	109 t-CO₂e
INTENSITY			
Monthly emission per grid-powered base station	0.32 t-CO₂e	0.40 t-CO₂e	0.39 t-CO₂e
Monthly emission per offshore base station	2.62 t-CO₂e	2.40 t-CO₂e	2.61 t-CO₂e
WATER			
Total water withdrawal (from third-party)	**68,594 m³**	**65,510 m³**	**62,980 m³**
NEWater	43,310 m³	25,016 m³	18,194 m³
Potable water	25,284 m³	40,494 m³	44,786 m³
Ratio NEWater:Potable water	63%:37%	38%:62%	29%:71%
WASTE			
Incinerated general waste[10]	119 tonnes	176 tonnes	234 tonnes
Recycled e-waste from operations	0.95 tonne	2.8 tonnes	3.4 tonnes

[1] Energy and emissions calculations use DEFRA Greenhouse gas reporting conversion factors 2020, which are based on the Intergovernmental Panel on Climate Change (IPCC). Grid emission factors are sourced from Singapore Energy Market Authority (EMA) and adjusted yearly.
[2] Includes purchased electricity consumed by our five subsidiaries. 2018 figure does not include electricity from AsiaPac. The separate consumption measurement of the different premises started in 2020.
[3] In June 2020, we closed one outlet. At the end of 2020, we had a total of nine retail outlets.
[4] Disclosure on other indirect energy and emissions (Scope 3) is limited to activities that we are currently able to measure or estimate accurately. Figures are grouped by reporting categories defined under the GHG Protocol's Corporate Value Chain (Scope 3) Accounting and Reporting Standard.
[5] Fuel figures from shuttle and trunk buses are estimated based on distance, number of trips and bus capacity.
[6] Emissions from leakage of R410A and R22 gases from air-conditioning at M1 buildings and data centre are estimated based on 10% of total capacity and global warming potential (GWP) factors from DEFRA/IPCC. Gases data is not available for 2018.
[7] This covers extraction, processing and transportation of fuel, as well as grid electricity lost in transmission and distribution (T&D). Figures are based on DEFRA's Well-to-Tank (WTT) conversion factors.
[8] Figures are based on DEFRA conversion factors.
[9] Emissions from business air travel are calculated using our travel agent records and an online carbon emissions calculator, which takes into account a radiator forcing factor (for impact of high altitudes emissions).
[10] 2019 and 2018 general waste figures are estimates based on the number and volume of bins, the number of collections trips and the average weight of waste volume. 2020 figure is reported by the waste collector.

Our Business

M1's commitment to innovative solutions, responsible governance and customer service excellence drives sustainable business growth and adds value to society and the economy.

Targets and performance

Material topic	2020 Target	2020 Performance	2021 Target
Governance, ethics and integrity	• Achieve zero cases of regulatory non-compliance	• Received a S$400,000 penalty for a residential fibre broadband service difficulty incident (two additional incidents are under the IMDA's investigation)	• Achieve zero cases of regulatory non-compliance
Responsible procurement	• Align all M1 invitations to quote and to tender with the Group's Supplier Code of Conduct	• All templates for invitation to quote and to tender were updated with the Group's Supplier Code of Conduct	• To have 100% of qualified vendors comply with the Group's Supplier Code of Conduct
Data privacy	• Maintain our current record of zero cases of regulatory non-compliance • Maintain the Data Protection Trustmark certification.	• No cases of regulatory non-compliance during the year, although we identified three incidents of data loss. One incident of data breach was also identified and reported by M1 to the Personal Data Protection Commission • Conducted internal surveillance audit exercise for our Data Protection Trustmark certification	• Maintain our current record of zero cases of regulatory non-compliance • Maintain the Data Protection Trustmark certification
Transparency in customer communications	• Maintain key customer communication training modules for 100% of frontline staff, including on-the-job training	• All frontline staff received key customer communication training, including compulsory on-the-job training	• Maintain key customer communication training modules for 100% of frontline staff, including on-the-job training
Customer satisfaction	• To be the second leading telco in Singapore under the Net Promoter Score	• Achieved second place in Customer Experience in the Net Promoter Score's (NPS) fourth quarter 2020 benchmark survey, with a 23% improvement in NPS in December 2020 compared to January 2020	• To maintain our position as the second leading telco in Singapore under the Net Promoter Score
Public safety	• Maintain record of no public safety incident	• Conducted third-party independent radiation measurements at 15 sites, with no corrective action required • No public safety incident	• Maintain record of no public safety incident
Digital inclusion	• Continue to partner government agencies to enable low-income households to benefit from digital/connectivity services	• M1 partnered with IMDA on the Seniors Go Digital, NEU PC Plus, and Home Access programmes	• Continue to partner government agencies to enable low-income households to benefit from digital/connectivity services

Supported SDGs:

8 DECENT WORK AND ECONOMIC GROWTH | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

GRI 203-1

Throughout 2020, M1 has continued to focus on product and service innovation to maintain its position as a leading provider of communications in Singapore. During the 23 years that we have been providing mobile and fixed networks to customers, we have invested more than S$2 billion to expand and upgrade our infrastructure to meet the expectations of our shareholders.

The management approaches that we have implemented have allowed us to deliver first class customer services, and our alignment with the Keppel Group has strengthened our policies and codes of conduct regarding health, safety and the environment, procurement, whistle-blowing and anti-corruption. In order to administer our data protection governance more effectively, M1 also implemented an integrated Data Protection Management System in 2020.

Our collaborations with the Info-communications Media Development Authority (IMDA) are helping to reduce the digital divide in our society as well as supporting Singapore's SMEs to launch and grow their businesses with competitively priced digital solutions.

M1 continues to develop and implement strategies to ensure that it is fully aligned with regulations for product safety, and is committed to conducting its business responsibly and ethically.

DIGITALISATION OF OUR COMMUNITY
GRI 203-2

Our collaboration to narrow the digital divide in Singapore also benefited individuals in our community during the year. As part of IMDA's Seniors Go Digital programme, M1 launched a Mobile Access for Seniors plan, which provides lower-income seniors of 60 years and above with affordable mobile plans, services and devices.

Similarly, under the ongoing NEU PC Plus Programme, M1 provided students and persons with disabilities from low-income households with 4G or fixed fibre broadband connection for three years, plus the opportunity to own a brand-new computer at an affordable price. In 2020, 3,708 households benefitted from this programme, making a total of 13,664 households since its inception in 2009. Since 2014, M1 has also provided over 28,000 low-income households with subsidised fibre broadband connectivity through IMDA's Home Access Programme.

CUSTOMER SATISFACTION

Delivering excellent customer service is one of M1's core operating tenets. We continually invest in customer service training and review our business processes to ensure consistent and high-quality service across all customer touch points. During their orientation, all new employees undergo an attachment programme on service excellence at our customer contact centre and retail outlets. Because of the COVID-19 outbreak, the attachment programme was suspended in 2020 and our customer service training has been migrated to a new virtual platform. Despite these challenges, all our frontline staff received key customer communication training in 2020, including on-the-job training.

Since July 2019, our customer experience has been measured with the Net Promoter Score (NPS), in which we achieved a 23% improvement between January and December 2020. In the NPS's fourth quarter 2020 Benchmark Survey, M1 was rated second in Customer Experience. For 2021, we aim to maintain our position as the NPS's second leading telco in Singapore.

Transparency in customer communications
GRI 417-1

M1 clearly labels all products and services in advertisements, marketing collateral and on its website, and provides all relevant details in customer contracts. Prior to processing customer transactions, our employees carefully explain key information such as price, excess charges, value-added services offered on a promotional or trial basis, and early termination charges. However, M1 does not monitor the labelling of product manufacturers, as it is their responsibility to be in compliance with local regulations.

PRODUCT SAFETY

Customer well-being and public health and safety is of prime importance to us

Engaging with our customers
GRI 102-43

The valuable feedback we receive from our customers helps us to improve our service quality. We gather this feedback through various channels including our contact centre, retail outlets, letters to the media and from social media networks such as Facebook. We also conduct a quarterly independent benchmark survey across our sectors. All customer feedback is centralised in a cloud-based platform to streamline the information collection process and provide more insightful and detailed findings on the concerns of our customers.

As part of M1's Customer Experience Governance (CX), our CX Board organises weekly forums with key customer-facing managers in direct contact with customers to evaluate the effectiveness of our communication and customer-handling procedures and identify areas for improvement. Findings are then shared with M1 management on a monthly basis and appropriate actions are communicated to the relevant teams and personnel who also contact customers to seek positive closure in instances where CX has fallen short of their expectations.

In 2020, we identified significant opportunities for CX improvement in the areas of Coverage Experience, Customer Loyalty and Customer Service. New solutions, including state-of-art platforms, have been developed to enhance the experience of our customers in these areas and will be rolled out and evaluated through 2021.

and we aim to achieve a good balance between providing excellent coverage and complying with regulatory standards. To this end, we constantly review emission updates and implement strategies to ensure that our equipment and sites meet current regulations.

Our Business cont.

Public protection
GRI 102-12, 416-1

M1 recognises, and has responded to the public's concern about potential radio frequency (RF) radiation from telecommunications equipment, including mobile devices and base stations. All our base stations operate within the standards developed by the International Commission on Non-Ionizing Radiation Protection (ICNIRP). In addition, IMDA exercises strict control over the installation and transmitter power limits of M1's base station equipment, and conducts site visits to ensure compliance with the ICNIRP's standards.

In 2020, M1 engaged the National Environment Agency (NEA) to conduct third-party independent radiation measurements at 15 of our sites. These voluntary tests were initiated following approaches from residents or building owners who live or work near M1 base stations and raised concerns about RF radiation. In every instance, we were well within the limit, and no corrections were required.

Following the completion of tests carried out in 2019 by NEA and IMDA to measure radiation levels at M1's live 5G Trial sites, discussion to define the regulatory power limits for 5G transmitters continued throughout 2020. M1 has also provided additional recommendations for IMDA's consideration.

With an open and transparent approach to public health and safety, we continue to work closely with the two regulatory bodies and review the latest guidelines from ICNIRP[1]. We will maintain the monitoring of radiation levels at our stations and embrace any further technological developments, to ensure that levels of exposure to RF radiation from our networks are well within the guideline limits. Whenever adequate and optimal signal level is assured, we will further limit the level of radiation to prevent unnecessary exposure.

Content responsibility

M1 protects vulnerable customer segments from undesirable content, and worked with other mobile operators in 2010 to create the Voluntary Code for Self-Regulation of Mobile Content[2] in Singapore to protect minors from accessing prohibited content via mobile phones.

We have made a variety of tools available at both network and device levels, such

as the M1 Cyber Guardian, which allows parents to maintain a healthy internet lifestyle for their family by remotely monitoring their children's online activity.

Data protection
GRI 418-1

M1 attaches the highest importance to data privacy and protection. As a provider of mobile and fixed communications services, we are very aware of sensitivities concerning personal data. M1 does not collect, use or disclose customers' personal data other than as permitted under applicable laws. Based on the Personal Data Protection Act 2012 (the Act) and recommendations from the Personal Data Protection Commission (PDPC), we created a Data Protection policy[3] to outline more specifically the terms and provisions related to data collection, use, disclosure and retention of personal data by M1. In 2020, we implemented a Data Protection Management System (DPMS) to integrate all our privacy management processes and activities into a single cloud platform to administer our data protection governance more effectively.

All M1 employees are trained regarding their obligations under the Act and our Data Protection policy, while all frontline staff also complete e-learning training on information security and data protection. E-learning refreshers are made available annually to ensure employees are kept up-to-date with such matters. All new

employees are required to read and acknowledge the policy and to sign a confidentiality clause. Additionally, two senior executives of the Company have been appointed as Data Protection Officers (DPO) to oversee compliance with the Act. Any customer or employee can contact a DPO to enquire about their personal data.

During 2020, M1 recorded three connected incidents of data loss, which concerned a member of staff accessing an account without the subscriber's approval, unknowingly sharing a snapshot of the customer's details while helping to reserve a mobile phone, and not performing a factory reset on a tablet before placing it into the sales stock. A few M1 customers were able to see the data of another customer when they logged into our Self-Service Portal. This case of identified data breach was reported to PDPC. The incidents were addressed promptly by our team and all the affected customers were informed.

There were no other cases of identified leaks, thefts, or losses of customer data during the year.

No substantiated complaint was received concerning breaches of customer privacy, although we received four queries from PDPC and 44 general queries and requests from customers and the public, essentially related to privacy matters.

M1 cyber security and data protection framework
GRI 102-12

As the frequency and impact of cyber security incidents continue to increase globally, M1 is committed to maintaining customer confidence and trust by protecting personal information and minimising service disruption that may arise from a cyber security threat. M1 adopts a holistic strategy to ensure cyber security risk is well contained.

As part of this strategy, M1 has implemented: a cyber security governance structure; cyber security policy; risk management framework; vendor management framework; defence approach; incident response, and cyber security awareness programme. All these initiatives are based on standards and best practices, such as ISO 270001, ISO 31000, NIST SP 800-37, CSA's Cybersecurity Act and IMDA's Code of Practice for Telecommunication Cybersecurity.

In 2019, M1 became the first and only telecommunications provider in Singapore to receive the Data Protection Trustmark (DPTM) Certification[4]. The certification, which is administered by the IMDA, demonstrates M1's commitment to protecting customer privacy and assures customers of the sound and accountable data protection practices that M1 has put in place. A surveillance audit in accordance with the DPTM Certification framework was conducted in 2020 for our three corporate entities: M1 Limited, M1 Net Ltd and M1 Shop Pte Ltd.

RESPONSIBLE BUSINESS
GRI 102-12, GRI 102-16

We are committed to conducting our business in a responsible and ethical manner, in compliance with all applicable business, social and environment-related laws and regulations, including those relating to accounting, tax fraud, corruption, bribery, competition and labour issues. Where applicable, we conduct risk assessment, audit and testing of infrastructures and processes. Key laws and regulations governing our core telecommunications business and quality of service (QoS) delivery standards include the Cybersecurity Act and IMDA's Code of Practice for Telecommunication Cybersecurity, Telecommunications Act and Telecoms Competition Code (2012), IMDA Quality of Service Frameworks, Code of Practice for Telecommunication Infrastructure Resiliency Audit and other global guidelines.

M1's governance also aligns with Group policies, norms and principles set out by Keppel Corporation. This includes the Whistle-Blower Policy, Supplier Code of Conduct, guidelines on health, safety and environment (HSE) and all policies under the umbrella of the Group's Code of Conduct[1].

We communicate these business policies to our employees and ensure that management, staff and suppliers abide by our strict guidelines, codes of conduct and regulatory compliance.

Anti-corruption
GRI 102-16, 205-1, 205-2

M1 subscribes to a 'zero tolerance' policy on fraud, corruption and other forms of unethical behaviour or conduct, and has processes to manage risk, prevent corruption and ensure accountability and integrity. M1's anti-corruption framework covers our operations and supply chain.

In January 2020, M1 began its alignment with Keppel's Anti-Corruption Policy, which encompasses more comprehensive definitions and rules. These have been included in our risk management approach. We have also adopted the Group's operational controls with respect to prevention of corruption. While risks are monitored on an ongoing

basis and reported quarterly to senior management, no corruption-related risks were identified in 2020.

Awareness-training programmes are conducted to initiate and update employees on our anti-corruption policies and all new employees are required to acknowledge our code of conduct. In 2020, a total of 1,295 M1 employees received anti-corruption training through the Keppel Annual E-training and Declaration Exercise.

Under the Group Whistle-Blower Policy – which is available to all our stakeholders – employees, customers and suppliers are encouraged to report any suspicious or irregular behaviour they may encounter in the course of their work and interaction with M1 and its partners, with the assurance that allegations will be investigated and their identities protected.

Procurement approach

Our suppliers play a key role in our value chain and we regularly engage with them to identify any new issues and ensure that the quality of our product and services is maintained and aligned with our business values and principles.

All M1 suppliers are required to comply with the Group Supplier Code of Conduct, which sets out the standards of business behaviour that our suppliers are expected to meet or exceed[2]. The Supplier Code of Conduct covers aspects of business conduct, human rights, safety and health, environmental management, and compliance. Suppliers are required to comply with all applicable laws, regulations and conventions.

For more details about our corporate governance processes and activities, including our Whistle-Blower Policy and Supplier Code of Conduct, please visit **www.m1.com.sg/about-us/our-company/corporate-governance.**

Regulatory compliance
GRI 102-2, 205-3, 206-1, 307-1, 406-1, 416-2, 417-2, 417-3, 419-1

M1 was fined S$400,000 for a residential fibre broadband service difficulty incident[3] that occurred in May 2020. Following this incident, M1 commissioned an independent review of its broadband

Our supply chain
GRI 102-8, 102-9, 204-1

In 2020, M1 engaged 491 suppliers through purchase orders to support its supply of telecom equipment and services, terminals and devices, ICT solutions, software and computer hardware products, as well as cable installation.

Some activities, such as security, cleaning and gardening services at our premises and sites, are performed by these suppliers' workers. Although the number of these workers is small compared to our internal workforce, they are covered by our health and safety policies and procedures when working at our operations (see page 24).

For the reporting year, 88.4% of M1 suppliers were Singapore-based (with a registered office in the country) and represented 97.4% of our total procurement spending. Our overseas suppliers, which include the vendors of our equipment and products, are mainly located in North America (5% of total suppliers count), Europe (4%), and the Asia Pacific region (2%).

network and processes to identify areas for improvement and implement the necessary preventive actions.

Apart from the above penalty, M1 did not receive any significant fines from the authorities for non-compliance with laws and regulations in any areas, including environmental, social and economic, and had no incident of or complaints for discrimination, corruption or anti-competitive behaviour. Neither were there any cases of non-compliance with regulations concerning the health and safety impacts of products and services, product and service information and labelling, or marketing communications. No primary brand, product or service marketed under the M1 brand has been banned in Singapore or other markets.

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1   As of June 2021, M1 has been following the ICNIRP Guidelines published in 1998. We will adopt the new version of the guidelines (ICNIRP 2020), once they have been approved by IMDA.
2   www.m1.com.sg/about-us/regulatory-information
3   www.m1.com.sg/dataprotection
4   www.imda.gov.sg/programme-listing/data-protection-trustmark-certification

1   https://www.kepcorp.com/en/file/sustainability/our-focus-areas/keppel-group-code-of-conduct-web.pdf
2   Supplier's full acknowledgement of the policy is implicit, and supplier's concerns on its content must be communicated to M1 in writing.
3   Two other fibre broadband service incidents occurred in December 2020 but, as of June 2021, are still under investigation by IMDA.

Our People and Community

Appreciating how vital motivated staff and supportive communities are to the sustainability of our business, M1 places great importance on attracting, training, safeguarding and rewarding its people and giving back to the communities within which it operates.

Targets and performance

Material topic	2020 Target	2020 Performance	2021 Target
Attracting and retaining talent	• Achieve annual attrition rate equal or lower than industry norms	• Employee attrition rate of 15% in 2020, lower than industry norms of 18%	• Achieve annual attrition rate equal to or lower than industry norms
Training and education	• Participation of at least 60% of all staff in digital training programmes	• 59% of all staff participating in digital training programmes	• Participation of at least 60% of all staff in digital training programmes
Workplace safety and health	• Achieve BizSAFE Level 4 certification • Maintain zero fatality rate	• Achieved BizSAFE Level 4 certification • Zero fatality rate maintained	• Maintain zero fatality rate • Establish WHS procedures, processes and programmes required by ISO 45001 – Occupational Health and Safety standard
Supporting the community	• Increase community volunteering hours among M1 staff	• 127 volunteer hours completed	• Increase community volunteering hours among M1 staff

Supported SDGs:

GRI 102-12

M1's focus on network quality, customer service, value and innovation has been rewarded by its recognition as Singapore's most vibrant and dynamic communications company. Safeguarding this prized status requires that we attract exceptional people at all levels of our organisation and that we encourage them to develop, grow and stay with us as we continue on our journey towards economic, environmental and social sustainability.

M1 adheres to the terms of the Employment Act and all other regulations governing employment in Singapore. As signatories of the Employers' Pledge of Fair Employment Practices set up by the Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP), we espouse responsible, merit-based employment practices that reflect the value we place on all our personnel.

EMPLOYEE PROFILE
GRI 102-7, 401-1

At the close of 2020, M1 employed 1,384 people[1], predominantly in technology, marketing, customer service and retail functions. Most of our workforce is employed on a permanent full-time basis, with only 2.7% working on a part-time or temporary contract basis.

During 2020 we hired 192 employees, which corresponds to a hire rate of 13.9%[2]. Over the same period, 207 employees left the company, equating to a turnover rate of 15%, which is close to our 2019 rate (16%) and still lower than the industry norm for 2020 (18%). The turnover rate was 14.1% for our female employees and 15.7% for male employees. The employees in the

Type of employment
GRI 102-8

2020	Male	%	Female	%	Total	%
Full-time (permanent)	728	52.6%	618	44.7%	1,346	97.3%
Part-time (permanent)	0	0.0%	2	0.1%	2	0.1%
Full-time (temporary)	24	1.7%	11	0.8%	35	2.5%
Part-time (temporary)	0	0.0%	1	0.1%	1	0.1%
Total	**752**	**54.3%**	**632**	**45.7%**	**1384**	**100.0%**

Diversity
GRI 405-1

2020	Senior Management	Mid-Management	Executive	Non-Executive	Total
Gender					
Female	1.3%	7.6%	15.0%	21.7%	45.6%
Male	4.0%	13.4%	17.6%	19.4%	54.4%
Total	**5.3%**	**21.0%**	**32.6%**	**41.1%**	**100.0%**
Age groups					
<30	0.0%	0.1%	5.4%	9.0%	14.6%
30-50	2.7%	14.7%	24.3%	28.9%	70.6%
>50	2.5%	6.2%	2.9%	3.2%	14.8%
Total	**5.3%**	**21.0%**	**32.6%**	**41.1%**	**100.0%**
Ethnic groups					
Chinese	4.5%	18.5%	25.7%	27.4%	76.1%
Indian	0.4%	0.6%	1.8%	2.6%	5.4%
Malay	0.0%	0.5%	1.2%	3.6%	5.3%
Others	0.4%	1.4%	3.9%	7.5%	13.2%
Total	**5.3%**	**21.0%**	**32.6%**	**41.1%**	**100.0%**

below 30 age group had the highest hire rate and turnover rate, at 38.1% and 24.8% respectively, while the rates were significantly lower for the 30–50 age group (11.1% and 14.5%) and the above 50 age group (3.4% and 7.3%).

EQUALITY AND DIVERSITY
GRI 404-3, 406-1

We believe in equal opportunity, respect, diversity and inclusiveness in our workforce and strive to provide a safe, nurturing workplace where all our people can achieve their full potential. M1 employees are recruited and selected based on merit, regardless of age, race, gender, ethnicity, religion, family status or disability. We have implemented progressive human resource management systems with equal career advancement and development opportunities. Career development and performance reviews are conducted biannually for all employees.

The overall gender ratio of our workforce has been stable and well-balanced for several years, although females still tend to be less represented in the management categories. About 70% of our workforce is aged between 30 and 50 years and 76% is of Chinese ethnicity. In 2020, M1 did not have any incidents of discrimination or receive any complaint regarding discriminatory practices.

TRAINING
GRI 404-1, 404-2

Not only does investment in training and development give M1 a competitive edge by ensuring that our workforce excels in today's dynamic communications industry, it also drives the innovation and motivation required to attract and retain the best people. This, in turn, boosts our performance and results and builds stakeholder trust and confidence in our business.

In 2020, M1 employees participated in an average of 21.3 hours of training, compared to 27.9 hours in 2019. The reduction is partially due to a drop in traditional face-to-face training programmes resulting from the COVID-19 restrictions. It is also an effect of our shift in emphasis towards targeted technology-related training programmes, as part of the digital up-skilling initiative we started in 2019. In 2020, 59% of our entire workforce participated in at least one digital training programme, just one percentage below our annual target of 60%.

Our on-going training programmes are designed to broaden and deepen our employees' professional expertise and support their personal development. This includes regular in-house programmes on effective negotiations, managing conflict and interpersonal communications, as well as external courses and conferences relevant to each employee's role. In normal circumstances, industry experts are frequently invited to share insights on topics and trends related to our business and technological changes, including cyber security, cloud computing, data analytics and robotics process automation, however this type of training was greatly reduced during the outbreak. We also encourage longer-term learning options such as post-graduate studies and certification courses, through subsidies and other measures, including examination leave.

Training hours
GRI 404-1

2020	Average hours per year
Employee categories	
Senior Management	19.39
Mid-Management	27.21
Executive	24.06
Non-Executive	16.40
Gender	
Women	19.06
Men	23.18
Overall	21.30

[1] Our workforce figures do not include 34 temporary staff, 15 interns and 18 SGUnited trainees (www.wsg.gov.sg/SGUnited) who were engaged for short periods through the year. External personnel from security, cleaning and gardening services who worked on our premises are also excluded from our counts.
[2] Hire and turnover rates are based on year end headcount.

COMPENSATION AND BENEFITS
GRI 201-3, 401-2, 403-6

We offer employees competitive remuneration packages commensurate with their experience, performance and job responsibilities. In addition, eligible employees receive an annual variable bonus based on company performance.

M1 is also committed to the physical and mental health of our employees. We provide full-time and part-time employees with outpatient and inpatient medical coverage, group insurance coverage and regular health screenings[1]. Our flexible benefits and medical programmes allow employees to personalise benefits according to their needs and those of their dependants. These wide-ranging benefits include, but are not limited to: dental treatment, personal insurance and flu vaccinations. We offer our employees a wide variety of social, educational and sporting programmes and events, including access to a fully equipped gymnasium, and health and wellness talks.

M1 contributes to Singapore's Central Provident Fund (CPF), which is a comprehensive social security savings plan for working Singaporeans. CPF contributions are allocated for retirement, housing, investment, insurance, education and medical expenses. In 2020, the employer's contribution to the CPF fund was set at 17% of an employee's monthly wage, with the employee contributing 20%. Contributions are lower for employees above 55 years of age and only applicable to monthly wages between S$750 and S$6,000.

Supporting families
GRI 401-3

M1 supports pro-family initiatives, and our employees enjoy benefits such as childcare, maternity leave, paternity leave and shared parental leave schemes, as well as extended medical coverage for their dependants. Our offices feature dedicated on-site nursing facilities and a childcare centre.

All M1 employees are entitled to parental leave and, of the 39 employees taking their entitlement to parental leave in 2020, 23 were female and 16 were male. All employees returned to work after their parental leave ended. This represents a return to work rate of 100% for both genders. Among the men and women who returned to work from parental leave in 2019, 16 women and 12 men were still employed 12 months after their return. This represents a retention rate of 70% for women and 75% for men.

WORKPLACE SAFETY AND HEALTH
GRI 102-8, 403-1, 403-2, 403-3, 403-5, 403-8, 403-9

M1 is committed to providing and maintaining a safe environment within our premises for our workforce and key stakeholders, including our customers. To realise this goal, we have implemented a Workplace Safety and Health (WSH) framework, which has been certified bizSAFE[2] since 2016. In May 2020, M1 attained bizSAFE level 4 certification.

In line with Keppel Corporation's Health, Safety and Environment (HSE) requirements, M1's WSH framework is driven by a Board Safety Committee and is reviewed internally every year and audited by an approved WSH auditor every three years. The framework includes incident reporting guidelines and safety procedures covering all M1 offices, retail outlets and base station sites. We have also implemented measures from SGSecure, a national movement to prevent and deal with a terrorist attack.

All employees, contractors and visitors present at M1 worksites and at subsidiaries where we have operational control are covered by the WSH framework and are required to comply with stipulated safety procedures. Applicable contractors are required to be bizSAFE Level 3 certified to train their workers on basic safety requirements,

and to duly perform and communicate relevant risk assessments before work commences. For rooftop activities, workers must also have completed the Work at Height (WAH) certification.

> ### A risk-based approach to safety
> *GRI 403-2, 403-4*
>
> In 2020, M1 HSE committee was formed to lead and implement safety initiatives at M1 and its subsidiaries. The HSE committee comprises a mix of union workers and worker representatives from different departments offering diverse views through monthly committee meetings. The committee oversees our WSH risk management team, which defines M1's risk control measures and conducts quarterly management safety walks and regular safety inspections conducted by the different department teams trained in bizSAFE.
>
> At operational levels, the department team members play a key role in the identification of hazards and high impact risk activities, the definition of measures to eliminate or minimise WSH risks, and the provision of these measures to the relevant workers. Consultation and participation of workers is sought when assessing WSH risks and developing and implementing the relevant mitigating control measures.
>
> In May 2020, a risk assessment review resulted in the strengthening of M1's list of safety hazards with the inclusion of infectious diseases, such as COVID-19, and other safety hazards identified at group level. The prioritisation of our risk control measures and risk activities was also refined.

M1 ensures that all WSH preventive and response measures are adequately communicated and made available to all workers. We also ensure that personal health-related information is kept confidential. All new hires participate in WSH training during induction, and workshops are conducted regularly to familiarise and keep employees up to date with our WSH procedures and local regulations. In accordance with M1 Workplace, Safety, Health & Security Policy, workers are allowed to remove themselves from work situations that they believe could cause injury or ill health.

A team of M1 employees are certified first aiders, trained in emergency techniques and the use of the first aid kits and automated external defibrillators (AEDs), which are available in our offices and M1 Shops.

Having adopted the Keppel Incident Reporting and Investigation procedures, M1 reports all mandatory HSE accidents to the Keppel Group for consolidation, as well as to the Ministry of Manpower (MOM)[1]. During 2020, two work-related injuries sustained by M1 employees were reported to MOM. These injuries, which consisted of slips, trips or falls resulting in minor fractures, were discussed during our safety risks assessment review. No reportable work-related injuries were sustained by external personnel working at our premises, who totalled an estimated 558 individuals for the whole year. Including both M1 worker and external personnel, our Accident Frequency Rate (AFR) was 0.38 reportable accidents per million man-hours and our Accident Severity Rate (ASR) was 5.66 man-days lost per million man-hours.

LABOUR RIGHTS
GRI 102-41

M1 has a collective agreement with the Singapore Industrial & Services Employees Union, which covers matters such as working hours, overtime pay and notice periods, and we support the union's efforts to further worker welfare and labour-management harmony. At the end of 2020, 47% of our employees were

Safety performance
GRI 403-9

2020	M1 Workforce	Contract Workforce	Total
Number of man-hours[2]	3,697,523	1,606,046	5,303,569
Number and recordable work-related injuries	2	0	2
Number of high-consequence work-related injuries (excluding fatalities)	0	0	0
Number of fatalities resulting from work-related injury	0	0	0
AFR (reportable accidents per million man-hours)	0.54	0	0.38
ASR (man-days lost per million man-hours)	8.11	0	5.66
Occupational Disease Frequency Rate	0	0	0
Total Recordable Incident Rate	0.54	0	0.38
Lost Time Injury Frequency	0.54	0	0.38
Fatal Injury Rate (fatal injuries per 100,000 employed persons)	0	0	0

covered by this agreement. The collective agreement was reviewed and amended in 2020 to cover M1 Executive Grade 12 employees and allow non-executives to carry forward up to 14 days of their annual leave.

OUR COMMUNITY
GRI 201-1

M1 is actively involved in the Singapore community and seeks to improve lives and enrich our society by engaging with a broad cross-section of citizens through its long-standing support of the arts, sponsorship of sports events and regular fundraising for underprivileged children and at-risk youths.

In 2020, opportunities to interact with underprivileged groups were scarce due to the emergence of COVID-19. Despite the very strict limitations, M1 staff were able to participate in the Keppel Group community outreach programmes. For example, M1 volunteers participated in two community initiatives organised by Keppel Corporation and Temasek Foundation to support Singapore's national efforts to combat the COVID-19 outbreak: The #BYOBClean project, which dispensed complimentary hand sanitiser to the public, and an initiative to distribute Care Packs to education frontline staff undergoing COVID-19 swab tests. Additionally, M1, together with the voluntary contributions

from the Keppel Group's directors, senior management and staff, and with matching contributions from Keppel Corporation, funded a S$4.2 million package to support lower income households, frontline staff, migrant workers and others, affected by COVID-19. This included rebates given through M1 to customers living in 1 and 2-room HDB flats.

Some of the other initiatives and events that we supported in 2020 include M1 Singapore Fringe Festival 2020 - My Country and My People; M1 Peer Pleasure 2020; M1 Patch! A Theatre Festival of Play!; M1 Netball Super League 2020; M1 Students Support Fund and Singapore's 55th National Day parade.

In total, M1 supported over 25 organisations during 2020, donating over S$1,463 million, and our staff contributed 127 hours of volunteer hours. We also continued to partner government agencies to enable low-income households to benefit from digital/connectivity services (see page 19 of this report).

Moving forward, M1 will explore opportunities to increase employee volunteer hours to our established projects, as well as other initiatives with our community partners or at Group level.

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[1] Health screenings are only provided to full-time employees.
[2] bizSAFE is a five-level programme by Singapore's Workplace Safety and Health Council to help companies implement and improve safety and health standards at the workplace. For more details, see www.wshc.sg.

[1] Under Singapore regulations for WSH and work injury compensation, work accidents, dangerous occurrences and occupational diseases must be reported to MOM.
[2] Number of man-hours from contract workforce is estimated.

GRI Content Index

GRI 102-55

General Standard Disclosures

GRI standards	Disclosure		Page reference, data
	Organisational Profile		
GRI 102: General Disclosures 2016	102-1	Name of the organisation	M1 Limited
	102-2	Activities, brands, products, and services	2, 21
	102-3	Location of organisation's headquarters	10 International Business Park, Singapore 609928
	102-4	Location of operations	Singapore
	102-5	Ownership and legal form	2
	102-6	Markets served	2
	102-7	Scale of the organisation	2, 22 (Keppel Corporation AR2020)
	102-8	Information on employees and other workers	21, 23, 24
	102-9	Supply chain	21
	102-10	Significant changes to the organisation and its supply chain	4
	102-11	Precautionary principle or approach	13, 14
	102-12	External initiatives	6, 14, 16, 20, 21, 22
	102-13	Membership of associations	Three memberships[1]
	Strategy		
	102-14	Statement from senior decision maker	5
	Ethics and Integrity		
	102-16	Values, principles, standards, and norms of behaviour	21
	Governance		
	102-18	Governance structure	6
	Stakeholder Engagement		
	102-40	List of stakeholder groups	6, 7
	102-41	Collective bargaining agreements	25
	102-42	Identifying and selecting stakeholders	6, 7
	102-43	Approach to stakeholder engagement	6, 7, 19
	102-44	Key topics and concerns raised	6, 7
	Reporting Practice		
	102-45	Entities included in the consolidated financial statements	4
	102-46	Defining report content and topic boundaries	6, 7
	102-47	List of material topics	8-12
	102-48	Restatements of information	None
	102-49	Changes in reporting	4
	102-50	Reporting period	January to December 2020
	102-51	Date of most recent report	Published on 3 July 2020
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	3
	102-54	Claims of reporting in accordance with the GRI Standards	4
	102-55	GRI content index	26-29
	102-56	External assurance	4

Specific Standard Disclosures

GRI standards	Disclosure		Page reference, data or reason for omission
ECONOMIC			
Economic Performance			
GRI 103: Management Approach[1] 2016	103-1, 103-2, 103-3		2, 24, 25
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	2, 25 (Keppel Corporation AR2020)[2]
	201-3	Defined benefit plan obligations and other retirement plans	24
Indirect Economic Impacts			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		12, 18, 19
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	19
	203-2	Significant indirect economic impacts	19
Procurement Practices			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		9, 18, 21
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	21
Anti-Corruption			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		9, 21
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	21
	205-2	Communication and training about anti-corruption policies and procedures	21
	205-3	Confirmed incidents of corruption and actions taken	21
Anti-Competitive Behaviour			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		9, 21
GRI 206: Anti-Competitive Behaviour 2016	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	21
ENVIRONMENTAL			
Energy			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		8, 13, 14
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	13, 14, 17
	302-2	Energy consumption outside the organisation	17
	302-3	Energy intensity	13, 14
	302-4	Reduction of energy consumption	13, 14
Water and Effluents			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		8, 13, 15, 16
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	15
	303-2	Management of water discharge-related impacts	15
	303-3	Water withdrawal	15, 17
	303-4	Water discharge	15, 17
	303-5	Water consumption	None[3]

[1] • Mr Denis Seek, Chief Technical Officer, is a member of the IMDA's Telecommunications Standards Advisory Committee and the GSMA's APAC 5G Forum (AP5GF)
     • Mr Stamford Low, Director, Customer Experience & Retail, is the Honorary Treasurer of the Contact Centre Association of Singapore

[1] Management approach applies to each topic and includes 103-1 (Explanation of the material topic and its boundary), 103-2 (The management approach and its components) and 103-3 (Evaluation of the management approach).
[2] www.kepcorp.com/annualreport2020/
[3] All water withdrawn by M1 is used and discharged through the city's sewerage system.

GRI Content Index cont.

GRI 102-55

Specific Standard Disclosures

GRI standards	Disclosure		Page reference, data or reason for omission
Emissions			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		8, 13-15
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	14, 17
	305-2	Energy indirect (Scope 2) GHG emissions	14, 17
	305-3	Other indirect (Scope 3) GHG emissions	15, 17
	305-4	GHG emissions intensity	14, 17
	305-5	Reduction of GHG emissions	14
Waste			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		15, 16
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	16
	306-2	Management of significant waste-related impacts	16
	306-3	Waste generated	16, 17
	306-4	Waste diverted from disposal	16
	306-5	Waste directed to disposal	16, 17
Environmental Compliance			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		9, 13
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	21 (no case in 2020)
Supplier Environmental Assessment			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		18, 21
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	No screening done
SOCIAL			
Employment			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 22, 24
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	22
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	24
	401-3	Parental leave	24
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 22, 24, 25
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	24, 25
	403-2	Hazard identification, risk assessment, and incident investigation	24, 25
	403-3	Occupational health services	24, 25
	403-4	Worker participation, consultation, and communication on occupational health and safety	24
	403-5	Worker training on occupational health and safety	24, 25
	403-6	Promotion of worker health	24
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Not relevant to M1
	403-8	Workers covered by an occupational health and safety management system	24, 25
	403-9	Work-related injuries	24, 25

Specific Standard Disclosures

GRI standards	Disclosure		Page reference, data or reason for omission
Training and Education			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 22, 23
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	23
	404-2	Programmes for upgrading employee skills and transition assistance programmes	23
	404-3	Percentage of employees receiving regular performance and career development reviews	23
Diversity and Equal Opportunity			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 22, 23
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	23
Non-Discrimination			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 21, 23
GRI 406: Non-Discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	21, 23
Supplier Social Assessment			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		18, 21
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	No screening done
Customer Health and Safety			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		10, 18, 20
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	20
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	21 (no incidents in 2020)
Marketing and Labelling			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		10, 18, 19
GRI 417: Marketing and Labelling 2016	417-1	Requirements for product and service information and labelling	19
	417-2	Incidents of non-compliance concerning product and service information and labelling	21 (no incidents in 2020)
	417-3	Incidents of non-compliance concerning marketing communications	21 (no incidents in 2020)
Customer Privacy			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		9, 18, 20
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	20
Socio-economic Compliance			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		9, 21
GRI 419: Socio-economic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	21
NON-GRI INDICATORS			
Customer satisfaction score	Overall score rating from our customer satisfaction survey		10, 19
eBill penetration	Portion of our customers base who have migrated to receiving eBills		13, 16
E-waste collected	Amount of public e-waste collected		16