Building a Sustainable Digital Transformation

M1 Sustainability Report 2021

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | Our Environment | Our Business | Our People and Community | GRI Content Index

« ≡ »

2

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

M1, a subsidiary of Keppel Corporation, is a digital network provider in Singapore. By the end of 2021, the Company was providing communications services, including mobile, fixed line and fibre to over two million customers nationwide.

Founded in 1994, M1 began operating commercially in 1997 and became part of Keppel Corporation in 2019[1]. Since the launch of its commercial services, the Company has achieved many firsts: it was one of the first network operators to be awarded a nationwide 5G standalone network license in Singapore and the first operator to offer a nationwide 4G service, as well as ultra high-speed fixed broadband, fixed voice and other services on the Next Generation Nationwide Broadband Network (NGNBN).

Together with its subsidiary AsiaPac Technology Pte Ltd[2], a leading enterprise multi-cloud solutions provider, M1 has helped accelerate business digital transformation with a comprehensive portfolio of ICT and cloud solutions. In November 2021, the Company entered into an agreement to acquire Glocomp Systems (M) Sdn Bhd (Glocomp)[3], including its affiliated companies, Global Computing Solutions Sdn Bhd (GCS) and GCIS Sdn Bhd (GCIS). These three digital solutions providers will be based in Malaysia and are held by AsiaPac Technology (M) Sdn Bhd, our new subsidiary company. The acquisition marks a milestone in the strengthening of M1's enterprise digital service capabilities.

For more information, visit **www.m1.com.sg/about-us**.

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

As at 31 December 2021, M1 and its six subsidiaries employed 1,308 people. In 2021, we generated an annual operating revenue of S$1.1 billion and a net profit after tax of S$68.5 million. Our operating expenses amounted to S$1.01 billion, including S$128.1 million in staff costs, and we paid S$24.7 million in taxes. We also provided S$573,000 in community investments (cash and in-kind) during the year.

WHO WE ARE

Our resolve to innovate and develop new technology has put M1 at the forefront of Singapore's telecommunications industry for over 24 years, and our current commitment to full digital transformation and a customer-first approach is future-proofing our status as leaders in Singapore's digital landscape.

M1 forms a key pillar of our shareholder Keppel Corporation's connectivity business. Our digital solutions and 5G network play an important role in the Keppel Group's Vision 2030, road-mapping solutions for sustainable urbanisation.

In line with the Keppel Group's approach, 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 society, through our support of the community.

---

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

[2] Formerly known as AsiaPac Distribution Pte Ltd.

[3] In January 2022, 26% of Glocomp was acquired by M1 in the first phase of the acquisition. Due to the low ownership and operational control level in 2021, the performance of Glocomp and its affiliate companies during the year is not included in the scope of this sustainability report.

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | Our Environment | Our Business | Our People and Community | GRI Content Index

3

In line with Singapore's vision to become a Smart Nation and trailblaze Singapore's transformation to a digital economy, we are focused on driving sustainable growth through digitalisation. We recognise inclusivity, responsibility and sustainability as being key enablers that will allow us to create a better future for all, and these factors form the foundation of our digitalisation efforts.

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**

Sustainability Report 2021

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | Our Environment | Our Business | Our People and Community | GRI Content Index

4

Inclusivity

The transition to a digital world means there are people left behind without equal access to opportunities. There is a pressing need to make the digital world more accessible for all. We are closing the digital divide by enhancing connectivity, improving access and empowering people by building up their digital competencies.

TRUE 5G

Launch of True 5G network targeting

65%

5G connectivity by end of 2021, exceeding the target of 50% set by IMDA

Partnering with WSG

to upskill competencies of workers through the Career Conversion Programme for 5G Infocomm Professionals

Mobile access for seniors

As part of IMDA's Seniors Go Digital programme, lower-income seniors of 60 years and above were provided with affordable mobile plans, services and devices

Responsibility

To fully realise the potential of a digital economy requires trust. Without trust, people are less likely to participate in the digital world. We are building up trust by developing a secure ecosystem that safeguards the interests of customers and businesses.

Cyber security

Robust cyber security governance and capabilities

to enhance M1 security posture and resiliency against new and emerging threats

Customer satisfaction

NPS score improved by 40% in 2021 compared to 23% in 2020

M NUMBER ONE

Data protection

First telco in Singapore to be awarded

the Data Protection Trustmark (DPTM) certification by IMDA

Sustainability

Emerging technology such as Big Data, AI, drones and IoT are changing how energy is being used and consumed. By embracing all things digital, it is possible to take climate positive actions. We are exploring opportunities to optimise energy use and lower emissions in order to drive change and create a more sustainable future.

Airbus

Drone trials

at Maritime Drone Estate

Continental and JTC

Last mile delivery robot

for autonomous last mile delivery transport

Keppel O&M

Augmented reality surveillance and video analytics

for workplace safety and efficiency

Marina at Keppel Bay

Enhanced security and e-concierge services

with the deployment of surveillance robot and camera technologies

Sustainability Report 2021

About this Report

Fulfilling our commitment to stakeholders, society and the environment with transformational and sustainable digital solutions.

M1's eleventh sustainability report charts the progress made during 2021 to fulfill our commitment to build sustainable business practices throughout our value chain and to overcome challenges, drive growth, provide value to our stakeholders and safeguard our environment for future generations.

REPORTING SCOPE AND BOUNDARIES
GRI 102-10, 102-45, 102-48, 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 2021. It reflects the sustainability approach and performance of M1 Limited and its subsidiaries: M1 Net Ltd; M1 Shop Pte Ltd; M1 TeliNet Pte Ltd; and AsiaPac Technology Pte Ltd.

The performance of M1's associate company Antina Pte Ltd[1]; investment – Trakomatic Pte Ltd[2]; and subsidiaries AP Tech Holding Private Limited[3] and AsiaPac Technology (M) Sdn Bhd[4] is not included within the scope of this report. However, the greenhouse gas (GHG) emissions of these entities are accounted under our Scope 3 (indirect) emissions figures.

This report has been prepared in accordance with the GRI Standards[5]: Core option. The environmental, social and economic key performance indicators disclosed in this report have been collected and merged into the Group disclosures of Keppel Corporation's Sustainability Report 2021 (see **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.

Divesting our Mobile Networks assets
As part of the Keppel Group's asset-light business model under its Vision 2030 roadmap, our mobile networks assets, including 3G/4G/5G NSA, were divested to M1 Network Private Limited, an entity incorporated on 20 September 2021. As the divestment was completed in December 2021, the sustainability performance of the mobile networks for the whole year is included in this report. However, as Keppel DC REIT owns 100% of the preference shares and has 100% economic interest in the investment, its social and environmental performance will not form part of our reporting scope from 2022 onward, although its Scope 1 and Scope 2 GHG emissions, will be reported as part of our Scope 3 inventory.

Consolidating the coverage of our carbon emissions disclosures
2021 saw a big step in our environmental disclosures with the building of M1's GHG emissions inventory covering the main sources of GHG emissions throughout our value chain, from upstream activities, such as the manufacturing of handsets sold by M1 Shop, to downstream activities, such as the treatment of our waste by third-party collectors.

As part of this inventory and the disclosures in this report, we added the energy usage and emissions performance of our buildings' power generators for the years 2020 and 2021. To better align our figures with the GHG Protocol's guidelines, we have removed the electricity use and emissions of our fixed network equipment from our reporting scope. This is because the electricity used is under the control of the operators who lease the fixed network connection sites where our equipment is located. We have however accounted for the indirect carbon emissions generated from these sites under our Scope 3 inventory and disclosures. We have also revised the calculation of our fugitive emissions in the last two years.

The above amendments resulted in only 2.0% to 3.3% reduction in the values of our 2019 and 2020 total energy and emissions performance in comparison to their previously reported values.

To be more closely aligned with the Group reporting approach, we are now reporting our energy and emissions intensity based on our yearly revenue. We have also added information on how we align with the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD).

[1] Antina Pte Ltd is a joint venture between StarHub and M1, which has no operational control over the entity.
[2] Non associate company since January 2021.
[3] Incorporated on 21 October 2021.
[4] Incorporated on 19 November 2021.
[5] The 2016 version of the GRI Foundation, General Disclosures (102 series) and Management Approach (103 series) have been used for this report. The GRI Standards represent the most widely used global and independent sustainability reporting framework.

Chief Executive Officer's Statement

GRI 102-14

Integrating responsible practices into every aspect of its operations, M1 continues to grow its customer base, expand its network and transform its products and services to meet the expectations of its stakeholders and uphold its commitment to building digital solutions for a sustainable future.

It gives me great pleasure to present M1's 2021 Sustainability Report, which highlights the initiatives we have taken and the results we have achieved over the last 12 months on our journey towards a sustainable future.

In 2021, M1 continued to build on its position as a leader in the Singapore telecommunications sector while, at the same time, exploring global opportunities in line with Keppel's Vision 2030: a roadmap to drive the Group's growth as an integrated business providing end-to-end solutions for sustainable urbanisation. For M1, this vision is embodied by the ongoing digital transformation of our products and services, particularly the development of our 5G network, whose coverage by the end of 2021, had expanded to about 65% of Singapore. We also continued to upgrade our infrastructure and to offer innovative digital solutions not only to our private and business customers but also to the broader Singapore community by providing affordable products and network access through the NEU PC Plus, Mobile Access for Seniors and Home Access programmes run in collaboration with IMDA.

2021 saw regional growth for M1 too, with the acquisition of Glocomp, a Malaysian ICT company based in Petaling Jaya. This acquisition was initiated in December 2021 through our subsidiary AsiaPac Technology and aims to establish M1's first Offshore Development Centre and become a launchpad for further growth in the region.

M1's ambition to expand and integrate its business incorporates the mitigation of our environmental and social impact at the forefront of our activities. Sustainability is embedded in our decision-making processes and we integrate responsible practices into every aspect of our operations with the aim of creating long-term value for all stakeholders throughout M1's value chain.

OUR SOCIAL RESPONSIBILITY

Despite the continuing challenges brought about by the COVID-19 pandemic in 2021, efforts were maintained to build engagement with our key stakeholders through communication channels that are being progressively transferred online. Our townhall meetings were particularly productive during 2021.
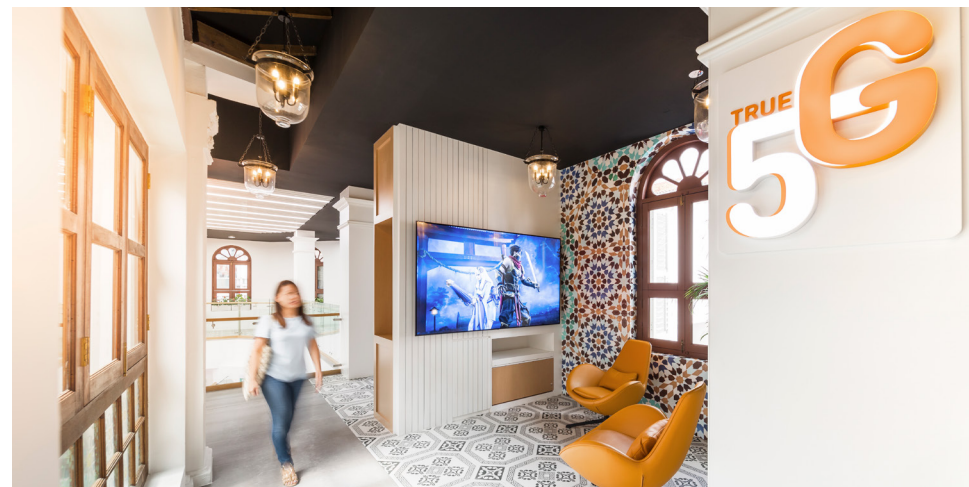
These meetings helped me and other senior M1 managers understand how we could improve our work-from-home approach to maintain the well-being of our workforce. Acknowledging that employee training hours in 2021 were lower than in previous years, we will look at ways in which we could improve our training programmes going forward.

During the reporting year, we also reinforced our Workplace Safety and Health (WSH) framework by preparing our WSH processes and policies for ISO 45001 and bizSAFE Star certifications, which we proudly obtained in January 2022.

Service quality and the well-being of our customers is also very important to us. Among the many steps we take to safeguard our customers are: ensuring that our mobile base stations do not emit radio frequency radiation above the authorised limit; putting in place systems and tools to protect minors

and other vulnerable customer segments from accessing undesirable and prohibited content from the Internet, and establishing a certified Data Protection Management System to maintain the protection and privacy of our customers' data. Despite our best efforts, however, M1 did record two incidents of data loss in 2021 and also suffered one fibre broadband service disruption. We promptly addressed these incidents and introduced additional safeguards against future disruptions. We will also strive to keep our high-level of customer satisfaction, including the introduction of new platforms to train our frontline staff.

OUR ENVIRONMENTAL COMMITMENT

As a leading player in Singapore's telecommunications sector, and with a growing customer base and expanding network, M1 recognises the importance of its responsibility to reduce its impact on the environment and

Chief Executive Officer's Statement

promote sustainable practices both within and beyond its business operations.

2021 saw the setting of long-term and ambitious goals to reduce our carbon emissions and the development of a roadmap to improve our reporting of climate-related financial information. Collaboration with other parts of the Group and aligning with its sustainability and climate change strategy will be key in achieving these goals.

As a first but significant step in that direction, our sustainability team and our main operational managers embarked on the building of M1's GHG emissions inventory to identify, prioritise and quantify all individual activities in our operations and value chain which, directly or indirectly, emit a non-negligible amount of GHG. With the achievement of this comprehensive inventory, we were able to submit in November 2021 our emissions figures and set M1's first science-based targets (SBTs), which were validated by the Science Based Targets initiative in June 2022. SBTs have the ambitious goal of limiting global temperature increase to 1.5°C compared to pre-industrial levels. In line with this intent, M1 has committed to (1) reduce absolute Scope 1 and Scope 2 GHG emissions 46.2% by 2030 from a 2020 base year; (2) reduce absolute Scope 3 GHG emissions from purchased goods and services, capital goods, and upstream leased assets 42% by 2030 from a 2020 base year.

Growth in demand for our products and services in 2021 led to about 5% increase in our total GHG emissions compared to 2020, and this unfortunate repercussion has highlighted the significant effort that

will be required to see our emissions take a downward direction in line with the SBT path.

In other key environmental sustainability initiatives, M1 continues to make every effort to reduce its potable water intake and to increase the percentage of reclaimed water we use for equipment cooling. We are pleased to report that reclaimed NEWater comprised about 66% of our total consumption in 2021. We have embraced the use of eco-friendly, biodegradable and recyclable plastics in our product packaging and use an accredited waste collector for the disposal of our e-waste, as well as providing facilities for staff and customers to responsibly dispose of their own e-waste. We continue to adopt and promote new initiatives to encourage sustainable practices and the protection of our environment.

We look forward to continuing to work with you, our employees, customers and key stakeholders, to grow M1's business and drive digital transformation in parallel with the social and environmental responsibilities and priorities that will define not only our sector but also our society in the coming decades.

Thank you for your interest in M1's 2021 Sustainability Report. Any feedback you may have on the Report content or on our approach to sustainability will be most welcome.

MANJOT SINGH MANN
CEO

2021 HIGHLIGHTS

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

> S$573,000[1]
contributed to charitable organisations

46:54
women to men employee ratio

66%
of the water we consumed during the year was reclaimed water (NEWater)

About
11
tonnes of M1 e-waste collected for recycling

CO_2

Complete carbon emissions inventory developed, including our value chain

About
28,000
tonnes of carbon emitted in our operations during the year

>58,000
tonnes of carbon emitted in the rest of our value chain

About
90
tonnes of carbon emissions avoided by using solar energy

M1's science-based targets set for emissions reduction by 2030

[1]   Comprises of cash and in-kind sponsorships and donations.

M1's Sustainability Approach

GRI 102-12, 102-18

M1's sustainability team reports to the Company's Chief Financial Officer and 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.

Our sustainability strategy is aligned with Keppel Corporation's goals and policies and our management teams frequently engage with their counterparts from the Group to identify and collaborate on common sustainability issues, priorities and targets. We also maintain strong alignment with sustainability best practices and standards in the Information and Communications Technology sector, such as guidelines from the Info-communications Media Development Authority's (IMDA) and the Global System for Mobile Communications (GSMA).

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.

Sustainability Report 2021

| About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | Our Environment | Our Business | Our People and Community | GRI Content Index |

9

M1's Sustainability Approach

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 • Quarterly benchmark surveys and Net Promoter Score surveys • Virtual ambassadors at our shops • My M1 App • My M1+ App	• Direct access to M1 senior management and M1 sustainability team through regular meetings with sustainability managers	• Meetings • Teleconferences	• Employee feedback and surveys • Annual employee appraisals and half-yearly reviews • Open-door policy • CEO messages and townhall meetings • Department level townhall meetings • Grievance-handling channels through line management and/or human resource department • Union representation • Direct email to HR leadership team • GoArc application for safety reporting	• Regular engagements and discussions • Teleconferences • Written submissions • Industry consultations	• Access to our corporate communications through emails, phones, interviews, virtual and in-person media briefing and conferences, media site visits, corporate website, LinkedIn 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 roadmap	• Transparent and fair procurement and other business practices • Compliance with terms and conditions of business contracts	• Safe working environment • Fair remuneration and benefits • Fair and progressive employment • Career growth opportunities • 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

M1'S KEY MATERIAL TOPICS
GRI 102-47

OUR ENVIRONMENT	M1's Management Approach
Carbon footprint	**Impacted stakeholders:** All Mitigating climate change through reduction of carbon emissions has become a worldwide priority. Supporting Singapore's Green Plan 2030 to become more energy efficient and reduce domestic greenhouse gas emissions by at least three million tonnes per year by 2030, the Information and Communications Technology sector can play an important role locally and globally. This can be achieved by adopting innovative, clean, and environmentally sound technologies, connectivity infrastructures and corporate governance.	• We are working together with the Keppel Group towards its Vision 2030 roadmap and carbon emissions intensity reduction targets. • We have developed our carbon emissions inventory covering the entire value chain and are setting ambitious 2030 targets in line with the science-based decarbonisation path of the ICT sector. • We are in the process of reinforcing our internal management approach and capacity to become resilient and adaptive to climate-related risks. • We have implemented approaches such as the use of solar panels, to reduce our consumption of non-renewable energy. • We are adopting measures to reduce indirect carbon emissions (electronic equipment recycling, reduction in paper consumption, and 3R approach on packaging).
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 telecommunications 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.	• 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 the opportunity to replace potable water with reclaimed water (NEWater) is an important step towards sustainable management and efficient use of natural resources.	• We continually seek out opportunities to reduce our consumption of potable water and increase consumption of reclaimed NEWater.

Sustainability Report 2021

M1's Sustainability Approach

OUR BUSINESS	▶ M1's Management Approach

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 within our value chain as well as seeking feedback from and communicating transparently with all parties.

- We subscribe to a 'zero tolerance' policy on fraud, corruption and other forms of unethical behaviour or conduct.
- We align with the Keppel Group's anti-corruption policy and, through the Group's whistle-blower policy, we create avenues for reporting incidences of abuse and corruption.
- We communicate our business policies to staff and ensure that management, staff and suppliers abide by strict guidelines, code 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 the media to advance the Company's interests.
- We continually review and improve our 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.

- Our procurement practices are aligned with the Keppel Group's Supplier Code of Conduct, which covers business conduct, human rights, safety and health, environmental management, and compliance in the supply chain.
- 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.

- We subscribe to the principles and requirements of the Personal Data Protection Act 2012 (PDPA) and all subsequent amendments 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.
- Three of our corporate entities are certified to the Data Protection Trustmark.
- All staff are required to complete and pass e-learning trainings on information security and data protection.

Ⓜ Sustainability Report 2021

M1's Sustainability Approach

OUR BUSINESS	▶ M1's Management Approach

Transparency in customer communications	**Impacted stakeholders:** Consumers and corporate customers, regulators
	
	Being fully transparent in all forms of customer communications builds trust, and strengthens our engagement with our customers and other stakeholder groups.
		• 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.	• 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. The protection of vulnerable customers, such as children, from accessing undesirable and prohibited content is also a key component of ensuring our customers' safety.	• 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 telecommunications infrastructure, processes and services. • We have mechanisms in place to respond promptly to any public safety incidents. • 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 to RF radiation from our networks are well within guideline limits. • We provide a series of security tools for families to monitor, filter and limit online activity.

M1's Sustainability Approach

OUR PEOPLE AND COMMUNITY

M1's Management Approach

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.

- 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.

- We provide continuous in-person training and e-learning 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.

- We maintain a safe working environment within our premises for all employees, external workers and visitors.
- Our WSH Management System is certified to ISO 45001 Occupational Health and Safety Management System and bizSAFE Star standard.
- We use Keppel Group's Incident Reporting and Investigation procedure as part of our 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 processes.

About this Report | Chief Executive Officer's Statement | **M1's Sustainability Approach** | Our Environment | Our Business | Our People and Community | GRI Content Index

14

M1's Sustainability Approach

OUR PEOPLE AND COMMUNITY

M1's Management Approach

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.

- Through our CSR programmes, we provide telecommunications services and equipment support to adopted community causes and conservation efforts.
- We ensure products and services are available to address the needs of underserved communities.
- We make cash and in-kind sponsorships to start-up arts and sports programmes.
- 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.

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

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | **Our Environment** | Our Business | Our People and Community | GRI Content Index

15

Our Environment

The establishment of science-based targets, coupled with regularly reviewed energy-saving measures and improved equipment efficiency throughout our operations, are visibly demonstrating M1's commitment to environmental sustainability and the reduction of our carbon footprint.

Supported SDGs:

Targets and performance

Material topic	2021 Target	2021 Performance	2022 Target
Energy usage	• Minimise increase in energy usage, despite expansion of our communications networks and service offers	• Total power consumption of our operations increased by 3.2% due to increase in equipment and activity	• Minimise increase in energy usage, despite expansion of our communications networks and service offers
Carbon footprint	• Work towards emissions reduction in alignment with the Keppel Group's policies and targets	• Started the validation process of M1 science-based targets for emissions reduction in line with SBTi-ICT sector 1.5°C pathway	• Work towards emissions reduction in alignment with the Keppel Group's policies and targets • Validation of science-based targets covering Scope 1, 2 and 3 emissions
Water usage	• Maintain NEWater/potable water ratio equal or above 60/40	• NEWater/potable water ratio: 65.6/34.4	• Maintain NEWater/potable water ratio equal or above 65/35
Other	• Raise eBill penetration to 80% of customer base	• eBill penetration reached 81% of customer base	• Raise eBill penetration to 85% of customer base

Mitigating M1's impact on the environment and promoting sustainable corporate behaviour is integral to every aspect of our business. To counter the effect of the welcome growth in our customer base and increased usage of our network services, we are making continuous efforts to reduce carbon emissions, improve energy efficiency, reduce waste, minimise water consumption and harness new, greener technologies and building features.

Working closely with our stakeholders, and in line with the Keppel Group's sustainability and climate change strategy, we are developing a long-term roadmap with ambitious goals.

ENERGY CONSUMPTION
GRI 302-1

In 2021, energy consumption within M1 operations represented a total of 240,940 gigajoules (GJ), 3.2% more than in 2020 (233,549 GJ), due mostly to increased mobile network activity. Grid electricity consumed by M1 accounted for 98.3% or 236,827 GJ (65,785,377 kWh)[1] of total energy consumption. The remaining 1.7% or 4,113 GJ represented energy from fuel[2] consumption and energy generated by our solar power systems.

Electricity
GRI 302-4

The base stations making up our mobile networks used 47.6% of all electricity consumed by M1 during 2021, while 43.7% was consumed by our commercial buildings and rented offices, 8.1% by our data centre, and the remaining 0.6% by our retail outlets.

Between 2020 and 2021, the annual electricity consumption of our mobile networks increased by about 3%. This increase resulted from the overhauling of existing equipment, the deployment of new equipment and the tuning of our servers and stations for 5G. Higher electricity consumption (+30%) also occurred at our retail shops, with most of them going through major renovations during the year. The opening of a new two-storey shop further raised electricity requirements.

---

[1] This does not include 221,999 kWh or 799 GJ (1 GJ = 277.78 kWh) of solar energy generated at our ROC and offshore base station sites.

[2] Includes diesel, petrol and LPG.

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | Our Environment | Our Business | Our People and Community | GRI Content Index

16

Our Environment

Our offices consumed less electricity compared to the previous year as more employees worked from home under COVID-related measures, which allowed us to switch off or reduce the usage of office space, lighting and air distribution systems. For example, the total electricity consumption at our MiWorld building, which consists mostly of office space, was reduced by more than 14% compared to 2020.

On the other hand, both our Regional Operations Centre (ROC) and Main Operations Centre (MOC) saw an increase of around 7% in their electricity consumption during 2021. This was due to higher than usual usage of our telecommunications server equipment coping with a surge in remote online connections from our home-working employees and our customers.

Despite this general rise in equipment activity, we reduced the annual electricity consumption of our data centre located in MiWorld by almost 3%. This was achieved by tuning and adjusting the computer room's power supply and air conditioning units as well as the placement of computer racks for more efficient heat and air management. These initiatives were implemented in line with requirements for the Green Mark certification obtained for the data centre during the year.

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 includes the progressive overhaul of mobile network base stations with more efficient equipment as part of our 5G network development, and the overhaul of the cooling system at our ROC.

Fuel
GRI 302-1, 302-4

In 2021, a total of 3,314 GJ of non-renewable energy from fuel was consumed by M1 operations. This included 1,307 GJ from the consumption of 34,000 litres of diesel by the generators powering 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. Our fleet of vehicles, which mainly support our field engineers (responsible for equipment delivery, installation, testing and maintenance), consumed 1,608 GJ from over 35,000 litres of diesel and 7,300 litres of petrol. 197 GJ or 5,115 litres of diesel were consumed during the testing and maintenance of backup power generators installed at M1's three buildings, while 202 GJ or 4,100 kg of liquid petroleum gas (LPG) was used at our canteen for cooking purpose.

Overall, the consumption of non-renewable energy from fuel remained relatively stable throughout 2020 and 2021, with just a 4.8% decrease in 2021 due essentially to the lower usage of our buildings' power generators and canteen.

Although direct fuel use represents less than 1% of M1's total energy sourcing, we will continue to apply and improve measures to reduce fuel consumption. These measures include upgrading of equipment, sourcing greener energy, car-pooling, prioritising online channels whenever possible for field data collection and technical assistance.

Renewable energy
GRI 302-1

The solar PV power systems[1] installed at two of our offshore base stations and on the roof of our ROC generated respectively 21 GJ and 778 GJ of renewable energy during 2021. During the year, 0.3% of M1's energy needs were met by renewables, while 99.7 % were met by fuels and electricity from non-renewable sources.

The generation of solar energy in 2021 helped reduce approximately 90 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.

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

In 2021, the carbon emissions produced by our activities amounted to a total of 28,079 tonnes of carbon dioxide equivalent (t-CO_2e)[2]. This total comprised 4.8% (1,239 t-CO_2e) of direct emissions (Scope 1)[3] from use of fuel and refrigerant gases, and 95.6% (26,840 t-CO_2e) of indirect emissions (Scope 2) from electricity consumption.

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 communications technologies (ICT) sector, which is responsible for 3% to 4% of global greenhouse gases (GHG) emissions[4].

Aware of this responsibility and the role it can play in the achievement of global decarbonisation, M1 is keeping abreast of the Group's sustainability commitment and carbon emissions strategy that are in line with the Paris Agreement's goal of limiting global temperature increase to 1.5°C compared to pre-industrial levels. For this, we will set our Science Based Targets (SBTs) and work toward achieving Keppel Corporation's goal of halving the Group's total yearly emissions by 2030.

---

[1] 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.

[2] Carbon dioxide equivalent (CO_2e) is the unit to express the carbon footprint of different greenhouse gases.

[3] 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.

[4] Mobile networks emissions represent about 0.4% of global emissions. Sources: GSMA, International Telecommunications Union.

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | **Our Environment** | Our Business | Our People and Community | GRI Content Index

17

Our Environment

Committing to a science-based reduction of our carbon footprint

M1 is committed to the Science Based Targets initiative's (SBTi) ICT sector 1.5°C pathway[1]. In November 2021, we submitted our own science-based targets to reduce our carbon footprint by 2030. The targets, which were validated by SBTi in June 2022, specify that

- M1 Limited commits to reduce absolute Scope 1 and Scope 2 GHG emissions 46.2% by 2030 from a 2020 base year.
- M1 Limited commits to reduce absolute Scope 3 GHG emissions from purchased goods and services, capital goods and upstream leased assets 42% by year 2030 from a 2020 base year.

To achieve these targets, M1 is seeking to strengthen its carbon reduction approach, including further and continuous upgrades to more energy efficient telecom equipment and building infrastructures, as well as adoption of electric vehicle fleets, solar power sources and, in the near future, the purchase of green electricity. We will also increase efforts to engage with our main suppliers to implement carbon reduction measures that are in line with our objectives.

Our value chain emissions
GRI 305-3

During 2021, M1 developed its first full GHG inventory covering all applicable types of carbon emissions generated in our operational activities as well as in the external activities that occur upstream and downstream of our value chain. To align with the GHG Protocol, the inventory has been segmented into Scope 1 (direct emissions from fuels and refrigerant gases), Scope 2 (indirect emissions from purchased electricity) and Scope 3 (all other indirect emissions).

For the Scope 3 inventory, we have identified all carbon-emitting activities within our

supply chain and the rest of the value chain that are associated with the life cycle of our products and services. For each activity, we have used estimates and generic conversion factors to obtain the respective amounts of carbon emissions and, when possible, data was collected directly from our suppliers. For reporting and comparison purposes, the figures have been compiled into a series of Scope 3 categories defined by the GHG Protocol.

Our Scope 3 inventory indicates that the highest carbon-emitting categories of activities in M1's value chain for the year 2021 are purchased goods and services (39,602 $t-CO_2e$), fuel- and energy-related activities not included in Scope 1 or Scope 2 (7,324 $t-CO_2e$), upstream leased assets (4,010 $t-CO_2e$) and capital goods (3,424 $t-CO_2e$). The remaining Scope 3 categories represent a total of 4,555 $t-CO_2e$ and include business travel (7 $t-CO_2e$) and employee commuting (1,284 $t-CO_2e$) amongst others (see page 21). All categories combined, our Scope 3 emissions for the year amounted to 58,915 $t-CO_2e$.

Despite our sustainability team's efforts to obtain Scope 3 emissions data of the highest quality possible, the inherent difficulties in measuring external performance prevented us from building a Scope 3 emissions inventory that is as accurate and reliable as our Scope 1 and Scope 2 inventories. We will nevertheless strive to improve our measurement and calculation methods for Scope 3 performance in M1's value chain.

M1 Carbon Emissions (Scope 1 and 2) – 2021

3.6%
Refrigerant gases
1,008 $t-CO_2e$

0.8%
Fuel
230 $t-CO_2e$

0.5%
Retail outlets
147 $t-CO_2e$

Total:
28,079 $t-CO_2e$

49.6%
Buildings, data centre and rented offices
13,915 $t-CO_2e$

45.5%
Mobile networks
12,779 $t-CO_2e$

---
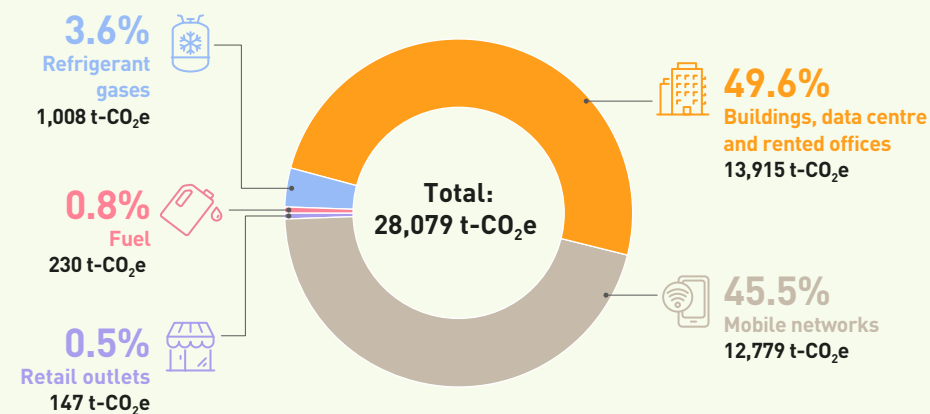
[1] The Science Based Targets initiative (SBTi) provides a target pathway to reduce GHG emissions in the information and communications technology sector.

Our Environment

Integrating climate change risks

In early 2022, M1 engaged a consultancy firm to carry out a gap analysis on the alignment of our sustainability framework and risk management system against the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The exercise involved engaging with internal stakeholders, such as finance, legal, human resource, facilities, risk management and sustainability representatives, and resulted in the development of M1's roadmap for providing our next steps towards alignment with the TCFD recommendations.

The completion of our first version of a full Scope 3 inventory and validation of M1's science-based targets in the first half of 2022 represent our first significant achievement in the execution of the roadmap.

M1 roadmap for TCFD alignment

TCFD Recommendations ▶	Short-term (2022-2023)		Long-term (2023 and beyond)	
Governance	Establish format process for updating the Board	Define management roles and responsibilities	Ongoing consideration of climate issues in strategy and financial planning	Ongoing training on climate-related issues
Strategy	Assess results from physical impact analysis to inform strategy and financial planning	Assess transition risks	Ongoing integration of physical and transition risks and opportunities into strategy and financial planning	Selection of transition risks for impact quantification
Risk management	Develop a process to assess and prioritise transition risks		Refine process and integrate climate risks into risk management framework	Continue to monitor and assess climate-related risks through Enterprise Risk Management
Metrics and targets	Report on approved science-based targets	Report on Scope 3 emissions	Identify other relevant metrics and targets (e.g. investment in climate adaptation/low-carbon services)	

Our Environment

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

The water M1 uses for daily activities at its offices consists essentially of potable water withdrawn from Singapore's water network, which is managed by the national water agency PUB. We do not dispose any used water directly into the environment, as 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 industrial purpose.

During 2021, our total water withdrawal[1] amounted to 59,741 m^3, a 12.9% decrease compared to 2020 (68,594 m^3) and a 2.6% decrease compared to 2015 (61,375 m^3). This significant reduction was due to more staff working from home and positive results from the PUB Water Efficient Building (WEB) certification obtained by MOC and MiWorld buildings in 2021, for which we implemented more efficient water-saving fittings and adjustments of water pressure, leading to a lower usage of potable water.

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. 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. As of 2021, most of our cooling towers[2] were connected to the NEWater network.

With 39,190 m^3 consumed in 2021, the proportion of NEWater within our total water consumption continued to rise, from 63.1% in 2020 to 65.6% in 2021. For comparison, this percentage was only 12% in 2015. Pending the extension of the NEWater network by PUB, we plan to further increase the ratio.

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

WASTE MANAGEMENT
GRI 301-1,306-1, 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 and ROC buildings is measured at present. In 2021, M1 generated and disposed 171 tonnes of general waste from these three buildings, a 43% increase from 2020 (119 tonnes) mostly due to packaging and food waste generated from more takeaway behaviour by employees due to COVID-related restrictions.

Under the National Environment Agency's (NEA) new Mandatory Packaging Reporting (MPR) framework[3], we also started reporting data on our packaging consumption, which in 2021 represented over seven tonnes of plastic packaging used in our retail operations for the sales of our products. Our approach to reduce, reuse or recycle (3R) packaging includes using biodegradable plastic for courier bags, and polypropylene – a recyclable plastic with lower environmental impact – for reusable carrier bags.

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[4] contained in M1's waste is disposed of properly, end-of-life material from our operations, including offices, such as laptops, desktops, displays, printers, batteries, cables, and other IT equipment, is collected and properly processed by an accredited waste collector. In 2021, 10,899 kg of M1's e-waste was collected for recycling, a 11-fold increase from 2020 (948 kg) due to large batches of computers and laptops that reached the end of their effective lifespan during the year.

---

[1] Total water withdrawal does not include water used at AsiaPac Technology offices, which cannot be measured currently. We do not measure and report usage of harvested and condensate water, as its impact on our sustainability performance is estimated to be negligible.
[2] The cooling towers of ROC are not connected, as supply of NEWater is not yet available for the building.
[3] **www.nea.gov.sg/packaging**
[4] 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.

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | **Our Environment** | Our Business | Our People and Community | GRI Content Index

20

Our Environment

Our environmental initiatives
GRI 102-12

Public e-waste recycling

Since 2017, we have placed dedicated e-waste bins at our offices and M1 Shop outlets to enable staff and customers to conveniently and responsibly dispose of their personal e-waste. Until 2021, a total of over 11 tonnes of e-waste was collected from our collection sites under this initiative, which was carried out under different partnerships. Since July 2021, the programme has been run under the NEA's new regulated e-waste management system, with M1 providing sorting bins[1] at twelve sites, comprising our offices and M1 shops across the island where staff and customers can dispose their e-waste. Under the new system, however, the weight of the e-waste collected from the bins is no longer available.

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. Since April 2020, we have made progress in our journey towards digitalisation and the reduction of paper usage by adopting the use of electronically signed agreements. Printed brochures promoting M1 products and services are no longer produced for M1 Shops. These measures have helped reduce the number of paper prints in our offices and shops by about 0.8 million in 2021.

During the year, more than 94% of customer transactions were done electronically. By the end of the reporting period, 81% of our customers had enrolled on our eBill programme, which is above our 2021 target of 80% eBill penetration. This compares to 70% penetration in 2020 and 8% in 2015, when we started measuring this indicator. Through the eBill programme, the use of 14.8 million sheets of paper was avoided during 2021.

Greener facilities

M1's 4,214 m², 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.

Our retail outlets are fitted with LED lighting where possible. All light fittings at our AsiaPac Technology offices are LED.

Sustainable office

M1's Sustainable Office Programme (M1SOP), which was rolled-out company-wide in 2019, provides staff with sustainability practices and online material about green activities encouraging them to care for the environment. The programme is introduced to new staff during their orientation.

Public awareness programmes

As one of the launch partners, M1 continued to participate in the 'Say Yes to Waste Less' 2021 campaign, launched nationally by the NEA in 2019 to drive awareness, action and advocacy among the public at points of consumption, such as at M1 retail outlets.

---

[1] Bins accept SIM cards and memory cards, laptops, mobile phones, chargers and cables.

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | **Our Environment** | Our Business | Our People and Community | GRI Content Index

21

Our Environment

ENVIRONMENTAL KEY INDICATORS

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

Environmental performance	2021	2020[1]	2019
ENERGY[2]			
Total energy consumption within M1 (d + i)	**240,940 GJ**	**233,549 GJ**	**250, 506 GJ**
Direct energy consumption (d)	**4,113 GJ**	**4,320 GJ**	**3,782 GJ**
Non-renewable			
Fuel (offshore base stations)	1,307 GJ	1,342 GJ	1,233 GJ
Fuel (vehicle fleet)	1,608 GJ	1,625 GJ	1,664 GJ
Fuel (power generators)	197 GJ	263 GJ	–
Gas (canteen)	202 GJ	271 GJ	–
Renewable			
Solar (offshore base stations and ROC)	799 GJ	820 GJ	886 GJ
Indirect energy consumption (i)	**236,827 GJ**	**229,229 GJ**	**246,723 GJ**
Non-renewable (electricity)			
M1 buildings and rented offices[3]	103,420 GJ	99,062 GJ	114,095 GJ
Data centre	19,359 GJ	19,837 GJ	
Mobile networks	112,756 GJ	109,329 GJ	131,536 GJ
Retail outlets[4]	1,293 GJ	1,000 GJ	1,092 GJ

GHG EMISSIONS	2021	2020	2019
Total emissions within M1 (Scope 1 and 2)	**28,079 t-CO$_2$e**	**26,705 t-CO$_2$e**	**28,992 t-CO$_2$e**
Scope 1: Direct emissions	1,239 t-CO$_2$e	726 t-CO$_2$e	290 t-CO$_2$e
Emissions from non-renewable (fuel and gas)	230 t-CO$_2$e	242 t-CO$_2$e	205 t-CO$_2$e
Emissions from refrigerant gases[5]	1,008 t-CO$_2$e	484 t-CO$_2$e	84 t-CO$_2$e
Scope 2: Indirect emissions	26,840 t-CO$_2$e	25,979 t-CO$_2$e	28,702 t-CO$_2$e
Emissions from non-renewable (electricity)	26,840 t-CO$_2$e	25,979 t-CO$_2$e	28,702 t-CO$_2$e
Scope 3: Other indirect emissions	**58,915 t-CO$_2$e**	**53,525 t-CO$_2$e**	**–**
Emissions from purchased goods and services	39,602 t-CO$_2$e	37,778 t-CO$_2$e	–
Emissions from fuel- and energy-related activities not included in Scope 1 or Scope 2[6]	7,324 t-CO$_2$e	4,440 t-CO$_2$e	
Emissions from upstream leased assets	4,010 t-CO$_2$e	4,746 t-CO$_2$e	–
Emissions from capital goods	3,424 t-CO$_2$e	2,390 t-CO$_2$e	–
Emissions from other categories of activities in the value chain[7]	4,555 t-CO$_2$e	4,171 t-CO$_2$e	–

Environmental performance	2021	2020[1]	2019
INTENSITY (Scope 1 and Scope 2)			
Energy per SGD million revenue	220 GJ/$m	217 GJ/$m	221 GJ/$m
Emissions per SGD million revenue	25.6 t-CO$_2$e/$m	24.9 t-CO$_2$e/$m	25.5 t-CO$_2$e/$m

WATER	2021	2020[1]	2019
Total water consumption	59,741 m^3	68,594 m^3	65,510 m^3
NEWater	39,190 m^3	43,310 m^3	25,016 m^3
Potable water	20,551 m^3	25,284 m^3	40,494 m^3
Ratio NEWater:Potable water	66%:34%	63%:37%	38%:62%

WASTE AND PACKAGING	2021	2020	2019
Incinerated general waste[8]	171 tonnes	119 tonnes	176 tonnes
Recycled e-waste from operations	10.9 tonnes	0.95 tonne	2.8 tonnes
Plastic packaging used in retail	7.1 tonnes	–	–

[1] Compared to previous Sustainability Reports, 2020 and 2021 figures have been adjusted to reflect the removal of fixed network's electricity consumption and emissions, the inclusion of fuel used by power generators, updated conversion factors, and a change in calculation of the emissions from refrigerant gases.

[2] Energy and emissions calculations use the latest DEFRA Greenhouse gas reporting conversion factors, 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.

[3] Includes purchased electricity consumed by our subsidiaries. The separate consumption measurement of the different premises, including the data centre, started in 2020.

[4] At the end of 2021, we had a total of nine retail outlets.

[5] Emissions from leakage of refrigerant gases (R410A, R22, R407C and R410A) from air-conditioning at M1 buildings, data centre and base stations. Figures are based on top-up records and global warming potential (GWP) factors from DEFRA/IPCC.

[6] Difference between 2020 and 2021 is due to a value change in DEFRA's conversion factors.

[7] Use of sold products / employee commuting / upstream transportation and distribution / investments / end-of-life treatment of sold products / waste generated in operations / business travel.

[8] 2020 and 2021 figures are reported by the waste collector. 2019 figure is based on the number and volume of bins, the number of collection trips and the average weight of waste volume.

Our Business

M1 places great importance on providing outstanding customer service, responsible governance and strict regulatory compliance both within its own workforce and those of its suppliers. This commitment builds societal value and drives sustainable business growth.

Supported SDGs:

Targets and performance

Material topic	2021 Target	2021 Performance	2022 Target
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
Customer satisfaction	• To maintain our position as the second leading telco in Singapore under the Net Promoter Score (NPS)	• M1 did not achieve target of being listed as the NPS' second leading telco in Singapore	• Achieve an NPS score of 60
Transparency in customer communications	• Maintain key customer communications training modules for 100% of frontline staff, including on-the-job training	• All frontline staff received key customer communications training, including compulsory on-the-job training	• Maintain key customer communications training modules for 100% of frontline staff, including on-the-job training • Reinstate attachment programme on service excellence
Public safety	• Maintain record of no public safety incident	• Conducted third-party independent radiation measurements at six sites, with no corrective action required • No public safety incident	• Maintain record of no public safety incident
Data privacy	• Maintain the Data Protection Trustmark (DPTM) certification • Maintain our current record of zero cases of regulatory non-compliance	• Three M1 corporate entities obtained DPTM certification • No cases of regulatory non-compliance during the year, although we identified two non-reportable incidents of data loss	• Maintain our current record of zero cases of regulatory non-compliance • Maintain DPTM certification
Responsible procurement	• To have 100% of qualified vendors comply with the Group's Supplier Code of Conduct	• Terms and conditions of all purchase orders require vendors to abide to the Supplier Code of Conduct	• Not applicable, as it is now part of the procurement practice
Governance, ethics and integrity	• Achieve zero cases of regulatory non-compliance	• Received a S$36,000 penalty for a 2020 fibre broadband service incident	• Achieve zero cases of regulatory non-compliance

Our Business

GRI 203-1

Throughout 2021, M1 has continued to focus on product and service innovation to maintain its position as a leading provider of communications in Singapore. During the 24 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 (HSE), procurement, whistle-blowing and anti-corruption. In order to administer our data protection governance more effectively, M1 has in place an integrated and certified Data Protection Management System.

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 collaborations to narrow the digital divide in Singapore have also benefitted individuals in our community during 2021. As part of IMDA's Seniors Go Digital programme, M1 continued its 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 low-income households with students or persons with disabilities with 4G or fixed fibre broadband connection for home-based learning, plus the opportunity to own a brand-new computer at an affordable price. In 2021, 928 households benefitted from this programme, making a total of over 14,500 households since its inception in 2009. Similarly, M1 has provided 6,131 low-income households with subsidised fibre broadband connectivity through IMDA's Home Access Programme for a total of over 34,000 households since the start of the programme in 2014.

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.

In normal circumstances, all new employees undergo an attachment programme on service excellence at our customer contact centre and retail outlets during their orientation. Despite the attachment programme being suspended again in 2021 due to pandemic-related restrictions, all our frontline staff received key customer communications virtual training in 2021, including on-the-job training. During the year, our staff also clocked 300 hours of EXSA[1] workshop courses which were attended by some 74 staff who were conferred the EXSA Star, Gold and Silver awards.

In 2022, we plan to reinstate and improve the attachment programme and introduce new training platforms, including virtual and novel ways of working to ensure that our frontline staff acquire all the necessary skills and tools to excel in their roles.

Since 2019, our customer experience has been measured through quarterly Net Promoter Score (NPS) surveys, which were externally audited in 2021. With the incorporation of best practices and stronger focus on customer-centric initiatives during the year, our NPS score improved by 40% between January and December 2021, compared to a 23% improvement in 2020. Despite these good results, we did not reach our target of being listed as NPS' second leading mobile network operator (MNO) in Singapore for the 2021 benchmark. In response, we are reviewing our approach to improve the effectiveness of engaging our customers with a focus on fostering stronger relationship. This will help in our efforts to achieve our target of a NPS score of 60 in 2022.

Transparency in customer communications
GRI 417-1

M1 clearly labels all products and services in advertisements, marketing collaterals 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.

---

[1] The Excellent Service Award (EXSA) is a national award that recognises individuals who have delivered quality service.

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | Our Environment | **Our Business** | Our People and Community | GRI Content Index

24

Our Business

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 24-hour hotlines, chats, retail outlets, digital platforms and from social media networks such as Facebook. We also conduct a quarterly independent benchmark survey across our sectors and expanded customer touchpoints (in-person and digital). 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 (CX) Governance, our CX Board organises weekly forums with key customer-facing managers 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. The number of these teams was increased in 2021, following the recommendations resulting from the NPS.

Increased customer engagement resulted in the implementation of new solutions to enhance their experience during 2021 and included tools to better identify hotspots for actions, use of artificial intelligence to improve customer call-in experience, and an improved M1 customers' reward system.

PRODUCT SAFETY

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

Public protection
GRI 102-12, 102-16, 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 addition, independent radiation measurements of some base stations are regularly carried out by National Environment Agency (NEA) at M1's request. In 2021, six of our sites were subject to such voluntary tests, which were triggered following concerns about RF radiation received from residents or building owners who live or work near M1 base stations. In every instance, we were well within the limit, and no corrections were required.

M1's live 5G Trial sites programme, which started in 2019 and included tests and radiation level measurement by NEA and IMDA, helped us and the agencies define the regulatory power limits and other operational factors for 5G transmitters. While pending the test results, our 5G network is operating within the current regulatory power limits.

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

To protect minors and other vulnerable customer segments from accessing undesirable and prohibited content from the internet via mobile phones, M1 adopts a Voluntary Code for Self-Regulation of Mobile Content[2]. The code was jointly developed with two other local mobile operators and launched in April 2010.

We also provide a series of security 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 framing and remotely monitoring their children's online activity.

---

[1] As of June 2021, M1 has been following the ICNIRP Guidelines published in 1998. We will implement the new version of the guidelines (ICNIRP 2020), once they have been adopted by IMDA.
[2] **www.m1.com.sg/about-us/regulatory-information**

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | Our Environment | Our Business | Our People and Community | GRI Content Index

25

Our Business

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 and all subsequent amendments ("the PDPA Act") and recommendations from the Personal Data Protection Commission (PDPC), our Data Protection policy[1] outlines more specifically the terms and provisions related to data collection, use, disclosure and retention of personal data by M1. In addition, M1's Data Protection Management System (DPMS) integrates all our privacy management processes and activities into a single cloud platform, allowing us to administer our data protection governance more effectively. In 2021, we have adopted the "Consequential Actions for Phishing Exercise Failures" practice in alignment with Keppel Corporation to instil staff with responsibility in guarding against phishing attacks.

All M1 employees are trained regarding their obligations under the PDPA 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 provided annually to ensure all 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 PDPA Act. Any customer or employee can contact a DPO to enquire about their personal data.

During 2021, M1 recorded two connected incidents of data loss. The first occurrence concerned M1 customers who were able to see the data of another customer when logged into our Self-Service Portal. The second incident occurred when a promotional SMS sent to a customer contained someone else's mobile number. The incidents did not require to be reported to the PDCP and were addressed promptly by our team and 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 one query from PDPC and 54 general queries and requests from customers and the public on data protection matters.

M1 is the first telecommunications provider in Singapore to receive the Data Protection Trustmark (DPTM) Certification[2]. 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. By the end of 2021, our three corporate entities M1 Limited, M1 Net Ltd and M1 Shop Pte Ltd had obtained the DPTM Certification.

Cyber security
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.

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 the Group's policies, norms and principles set out by Keppel Corporation. This includes the Whistle-Blower Policy, Supplier Code of Conduct, HSE guidelines and all policies under the umbrella of the Group's Code of Conduct[3].

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.

[1] www.m1.com.sg/dataprotection
[2] www.imda.gov.sg/programme-listing/data-protection-trustmark-certification
[3] www.kepcorp.com/en/file/sustainability/our-focus-areas/keppel-group-code-of-conduct-web.pdf

Our Business

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 risks, prevent corruption and ensure accountability and integrity. M1's anti-corruption framework covers our operations and supply chain and is aligned with Keppel's Anti-Corruption Policy, definitions and rules, which are also part of 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 2021.

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

In 2021, M1 engaged 475 suppliers to support its supply of telecom equipment and services, terminals and devices, ICT solutions, software and computer hardware products, as well as cable installations.

Some activities at our premises and sites, such as security, cleaning and gardening services, are also performed by external 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 30).

For 2021, 89% of M1 suppliers were Singapore-based (with a registered office in the country) and represented 97.3% of our total procurement spending. Our overseas suppliers, which include the vendors of our equipment and products, are mainly located in North America (4% of total suppliers count), Europe (5%), and the Asia Pacific region (2%).

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 2021, a total of 1,175 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. This is reinforced by M1's Health, Safety and Environment Contractor Management procedures, which were implemented in June 2021. The procedures include a due diligence check list on potential vendors, and the communication of our HSE requirements at the early phase of procurement (in M1's terms and conditions, and contracts). M1 HSE Contractor Management is under the responsibility of the Director of Procurement and training on due diligence is provided to employees involved in procurement.

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[1]. 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

In October 2021, M1 was fined S$36,000 for a residential fibre broadband service incident that occurred in December 2020. Following this incident, M1 completed a full review of our network change management process and introduced additional safeguards to raise the standards for all maintenance. This includes more rigorous validation of vendors' work.

Apart from the above penalty, M1 did not receive any 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.

---

[1] Supplier's full acknowledgement of the Code is implicit, and supplier's concerns on its content must be communicated to M1 in writing.

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | Our Environment | Our Business | Our People and Community | GRI Content Index

27

Our People and Community

Operating a successful and sustainable business requires a strong commitment to both the people who work with us and the communities we serve. Investment in the recruitment, training, safeguarding and well-being of our workforce is key to M1's operations, as is the support we provide within the community.

Supported SDGs:

4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES

Targets and performance

Material topic	2021 Target	2021 Performance	2022 Target
Attracting and retaining talent	• Achieve annual attrition rate equal to or lower than industry norms	• Employee attrition rate of 23.5%, comparable to industry norms of 23.1%	• 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	• 22% of all staff participating in digital training programmes; decrease due to higher intake in 2020	• Participation of at least 60% of all staff in digital training programmes
Workplace safety and health	• Establish WSH procedures, processes and programmes required by ISO 45001 – Occupational Health and Safety standard • Maintain zero fatality rate	• ISO 45001 and bizSAFE Star Certifications awarded to M1 Limited, M1 Net Limited, and M1 Shop Pte Ltd • Zero fatality rate maintained	• Maintain zero fatality rate
Supporting the community	• Increase community volunteering hours among M1 staff	• 101 volunteer hours completed	• Increase community volunteering hours among M1 staff

GRI 102-12

In order to maintain and build on our established track record for high quality networks, innovative technology and excellent customer service, M1 recognises the importance of attracting, developing and rewarding an exceptional workforce.

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. By ensuring high workplace safety standards through recognised certifications, we make every effort to safeguard employees and external workers throughout our operations.

Our People and Community

EMPLOYEE PROFILE
GRI 102-7, 401-1

At the close of 2021, M1 and its subsidiaries employed a total of 1,308 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 2.5% working on a part-time or temporary contract basis.

During 2021, we hired 278 employees, which corresponds to a hire rate of 21.3%[2]. Over the same period, 307 employees left the Company, equating to a turnover rate of 23.5%, which is higher than our 2020 rate (15%) but comparable with the industry norm for 2021 (23.1%). The difference between the two years is due to the stabilisation of the economy following great market uncertainty at the onset of COVID-19 through 2020, followed by a stronger job market with more competition for talent in 2021. In our industry, the issue was particularly amplified by the strong demand for digital skills and the reduced access to the overseas talent pool, particularly from Malaysia.

In terms of diversity, the turnover rate was 19.5% for our female employees and 26.8% for male employees. The employees in the below 30 age group had the highest hire rate and turnover rate, at 54.3% and 46.3% respectively, while the rates were significantly lower for the 30–50 age group (18.5% and 26.8%) and the above 50 age group (8.8% and 6.6%).

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 75% is of Chinese ethnicity. In 2021, M1 did not have any incidents of discrimination or receive any complaint regarding discriminatory practices.

Type of employment
GRI 102-8

2021	Male	%	Female	%	Total	%
Full-time (permanent)	688	52.6%	588	45.0%	1276	97.6%
Part-time (permanent)	0	0%	1	0.1%	1	0.1%
Full-time (temporary)	24	1.8%	6	0.5%	30	2.3%
Part-time (temporary)	0	0%	1	0.1%	1	0.1%
Total	**712**	**54.4%**	**596**	**45.6%**	**1308**	**100.0%**

Diversity
GRI 405-1

2021	Senior Management	Mid-Management	Executive	Non-Executive	Total
Gender					
Female	1.3%	8.9%	15.4%	20.0%	**45.6%**
Male	4.4%	15.2%	17.7%	17.1%	**54.4%**
Total	**5.7%**	**24.2%**	**33.0%**	**37.1%**	**100.0%**
Age groups					
<30	0.0%	0.2%	5.1%	7.1%	**12.4%**
30-50	2.6%	16.6%	24.9%	26.1%	**70.2%**
>50	3.1%	7.4%	3.0%	3.9%	**17.4%**
Total	**5.7%**	**24.2%**	**33.0%**	**37.1%**	**100.0%**
Ethnic groups					
Chinese	4.7%	20.3%	26.2%	24.3%	**75.6%**
Indian	0.5%	1.4%	1.5%	3.3%	**6.7%**
Malay	0.0%	0.5%	1.5%	3.4%	**5.4%**
Others	0.5%	1.9%	3.8%	6.0%	**12.2%**
Total	**5.7%**	**24.2%**	**33.0%**	**37.1%**	**100.0%**

---

[1] Our workforce figures do not include 24 temporary staff, 31 interns and 20 SGUnited trainees who were engaged for short periods through the year. External personnel from security, cleaning and gardening services who worked in our premises are also excluded from our counts.

[2] Hire and turnover rates are based on year end headcount.

Our People and Community

TRAINING
GRI 404-1, 404-2

Effective, targeted, result-driven training is key to attracting and retaining the best talent, and to giving M1 the edge in what has recently become a very competitive job market, as mentioned above. Investment in training also builds stakeholder trust by boosting our performance and results. M1 is continuously monitoring and adapting its approach to training to increase effectiveness while making training more flexible[1] – and therefore accessible – for employees.

In 2021, M1 employees participated in an average of 16 hours of training, compared to 21.3 hours in 2020. The reduction is partially due to the continuous 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 2021, 22% of our entire workforce participated in at least one digital training programme, far below our annual target of 60%. The drop in participation was due a higher intake of digital training during 2020, while most of our employees were working from home. As a result, most of our available digital training programmes were completed before the start of 2021.

Our on-going training programmes are designed to broaden and deepen our employees' professional expertise and support their personal development. This includes programmes on coaching and managing people, as well as external courses and conferences relevant to each employee's role.

In 2021, e-learning modules such as Fire Safety, Work Safety and Health, Data Protection, Keppel's Insider Trading and Code of Conduct, have been implemented for new hires as part of their probationary review.

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 COVID-19 restrictions. We also encourage longer-term learning options such as post-graduate studies and certification courses, through subsidies and other measures, including examination leave.

M1 has also participated actively in the SGUnited Traineeships Programme (**www.wsg.gov.sg/SGUnited**) supporting job seekers who have recently graduated to develop their skills professionally even during the current economic climate. Some of these trainees have successfully transferred to permanent roles within the Company.

Training hours
GRI 404-1

2021	Average hours per year
Employee categories	
Senior Management	15.8
Mid-Management	16.4
Executive	16.3
Non-Executive	15.5
Gender	
Women	13.6
Men	17.9
Overall	16.0

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 a large choice of benefits[2] and an annual variable bonus based on Company performance and individual performance.

M1 is also committed to a holistic approach to workplace wellness encompassing the physical and psychological well-being of our employees. We provide our full-time employees with outpatient and inpatient medical coverage, group insurance coverage and annual health screenings. 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, COVID-related medical devices as well as work-from-home essentials. We offer our employees a wide variety of social, educational and sports programmes, including health and wellness webinars. We also have a fully equipped gymnasium on our premises for employees.

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 2021, 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 adoption leave, childcare, maternity leave, paternity leave and shared parental leave schemes, as well as extended medical coverage for their dependants. Female employees with two qualifying children[3] or more may take up to

---

[1] Through both e-learning and just-in-time learning (personalised on-demand training focussing on the employee's need when it occurs).

[2] Temporary employees are not provided with the following benefits: Variable bonus, social, educational and sporting programmes and events, maternity leave, paternity leave, shared parental leave schemes, annual leave, medical leave, COVID-related support programme e.g. Employment Assistance Program (EAP), flexi-benefits, and outpatient and inpatient medical coverage. Health screenings are only provided to full-time employees.

[3] Children below six years old.

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | Our Environment | Our Business | Our People and Community | GRI Content Index

30

Our People and Community

two days of their sick leave entitlement using their child's medical certificate. Our offices also have dedicated onsite nursing facilities and a childcare centre.

All M1 employees are entitled to parental leave and, of the 34 employees taking their entitlement to parental leave in 2021, 20 were female and 14 were male. One female employee did not return to work after her parental leave ended. This represents a return to work rate of 95% for female and 100% for male. Among the 43 men and women who returned to work from parental leave in 2020, 17 women and 12 men were still employed 12 months after their return. This represents a retention rate of 62% for women and 71% for men.

WORKPLACE SAFETY AND HEALTH
GRI 102-8, 403-1, 403-2, 403-3, 403-4, 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[1] since 2016 and attained bizSAFE Level 4 certification in 2020. M1 Limited, M1 Net Limited, and M1 Shop Pte Ltd successfully attained both ISO 45001 and bizSAFE Star certifications in January 2022.

In line with Keppel Corporation's Health, Safety and Environment (HSE) requirements, the WSH framework is driven by a Board Safety Committee with support from the HSE Committee. The HSE Committee leads and implements safety initiatives at M1 and its subsidiaries, and comprises a mix of union workers and worker representatives from different departments offering diverse views through monthly committee meetings. The committee also oversees our WSH risk management team, which defines M1's risk control measures and organises quarterly management safety walks and regular safety inspections conducted by the different department teams trained in bizSAFE.

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 who carry out physical activities in our operations are required to be bizSAFE Level 3 certified to train their workers on basic safety requirements or, for specific activities, send them to accredited safety training. For example, workers engaged for rooftop activities, must have completed the Work at Height (WAH) certification. Applicable contractors are also required to duly perform and communicate relevant risk assessments before work commences. 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. This action is covered by a new HSE Stop Work Procedure established in 2021.

M1 ensures that all WSH preventive and response measures are adequately communicated and made available to all workers. For example, during 2021, frequent email updates were sent to staff in response to the changing COVID-19 situations, in particular on safe management measures. Online tools were also deployed to track temperature and subsequently to track vaccination status. We 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. 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. We have also implemented measures from SGSecure, a national movement to prevent and deal with a terrorist attack.

During 2021, three work-related injuries sustained by M1 employees were reported to MOM[2]. Two of the incidents were related to slips, trips or falls, while a third consisted of a finger cut requiring medical assistance. The incidents were investigated and discussed during our safety risk assessment review. Lessons learnt were disseminated to all employees, and the unsafe conditions identified were promptly rectified or improved upon to prevent a recurrence.

No reportable work-related injuries were sustained by external personnel working at our premises, who totalled an estimated 180 individuals for the whole year. Including both M1 workers and external personnel, our Accident Frequency Rate (AFR) was 0.72 reportable accidents per million man-hours and our Accident Severity Rate (ASR) was 2.17 man-days lost per million man-hours.

---

[1] 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**.

[2] Under Singapore regulations for WSH and work injury compensation, work accidents, dangerous occurrences and occupational diseases must be reported to MOM.

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | Our Environment | Our Business | Our People and Community | GRI Content Index

31

Our People and Community

Safety performance
GRI 403-9

2021	M1 Workforce	Contract Workforce	Total
Number of man-hours[1]	3,632,176	523,730	**4,155,906**
Number and recordable work-related injuries	3	0	**3**
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)	0.72	0	**0.72**
ASR (man-days lost per million man-hours)	2.17	0	**2.17**
Occupational Disease Frequency Rate	0	0	**0**
Total Recordable Incident Rate	0.72	0	**0.72**
Lost Time Injury Frequency	0.72	0	**0.72**
Fatal Injury Rate (fatal injuries per 100,000 employed persons)	0	0	**0**

In line with the Keppel Group HSE requirements and standards, M1 Limited and its subsidiaries will continue to improve on their WSH framework in 2022 with particular focus on mental health hazards and the digitisation of M1's safety process through the implementation of the GoARC safety application[2]. Workshops and internal trainings will also be scheduled to increase safety awareness and culture at the Company.

Speak Up for Safety

M1 and its subsidiaries also support the Keppel Group HSE's newly launched safety initiative "Speak Up for Safety – Your Voice Matters" and have begun tracking engagement and participation in 2022.

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 2021, 46.6% of our employees were covered by this agreement.

OUR COMMUNITY
GRI 201-1

M1 maintains close links with the Singapore community and seeks to improve lives and enrich our society by engaging with a broad cross-section of citizens representing the underprivileged community groups.

In 2021, opportunities to interact with the community continued to be scarce due to the COVID-19 pandemic. Our staff could nevertheless contribute 101 hours of volunteer hours with IMDA's Digital Learning Circles initiative with the elderly from Pacific Activity Centre – SkyTerrace @ Dawson, run in partnership with Keppel Corporation. The initiative's goal is to help seniors go digital by providing guidance

on the use of mobile phones and other tech-apps. Other activities and events that we supported during the year included the M1 Singapore Fringe Festival 2021 – Quiet Riot! and the National Day Parade 2021. We also continued to partner government agencies to enable low-income households to benefit from digital/connectivity services (see page 23).

In total, M1 donated S$573,000[3] to local community organisations in 2021.

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 the Group level.

---

[1] Number of man-hours from contract workforce is estimated.
[2] Online tool to proactively identify hazards, analyse safety risk and implement risk control.
[3] Comprises of cash and in-kind sponsorships and donations.

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | Our Environment | Our Business | Our People and Community | GRI Content Index

32

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, 26
	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, 28 (Keppel Corporation AR2021)
	102-8	Information on employees and other workers	26, 28, 30
	102-9	Supply chain	26
	102-10	Significant changes to the organisation and its supply chain	5
	102-11	Precautionary principle or approach	16
	102-12	External initiatives	8, 16, 20, 24, 25, 27
	102-13	Membership of associations	Three memberships[1]
	Strategy		
	102-14	Statement from senior decision maker	6
	Ethics and Integrity		
	102-16	Values, principles, standards, and norms of behaviour	24 – 26

GRI standards	Disclosure		Page reference, data
	Governance		
	102-18	Governance structure	8
	Stakeholder Engagement		
	102-40	List of stakeholder groups	9
	102-41	Collective bargaining agreements	31
	102-42	Identifying and selecting stakeholders	8, 9
	102-43	Approach to stakeholder engagement	9, 24
	102-44	Key topics and concerns raised	9
	Reporting Practice		
	102-45	Entities included in the consolidated financial statements	5
	102-46	Defining report content and topic boundaries	8, 9
	102-47	List of material topics	10 – 14
	102-48	Restatements of information	5
	102-49	Changes in reporting	5
	102-50	Reporting period	January to December 2021
	102-51	Date of most recent report	Published on 8 July 2021
	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	5
	102-55	GRI content index	32 – 35
	102-56	External assurance	5

[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 and Retail, is the Honorary Treasurer of the Contact Centre Association of Singapore.

About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | Our Environment | Our Business | Our People and Community | GRI Content Index

33

GRI Content Index

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		11 – 14, 23, 24, 31
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	2, 31 (Keppel Corporation AR2021)[2]
	201-3	Defined benefit plan obligations and other retirement plans	29
Indirect Economic Impacts			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 12, 14, 23, 31
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	23
	203-2	Significant indirect economic impacts	23
Procurement Practices			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 26
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	26
Anti-Corruption			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 26
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	26
	205-2	Communication and training about anti-corruption policies and procedures	26
	205-3	Confirmed incidents of corruption and actions taken	26

GRI standards	Disclosure		Page reference, data or reason for omission
Anti-competitive Behavior			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 25
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	26
ENVIRONMENTAL			
Materials			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		19
GRI 301: Materials 2016	301-1	Materials used by weight or volume	19
Energy			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		10, 15, 16
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	15, 16, 21
	302-2	Energy consumption outside the organisation	21
	302-3	Energy intensity	21
	302-4	Reduction of energy consumption	15, 16
Water and Effluents			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		10, 19
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	19
	303-2	Management of water discharge-related impacts	19
	303-3	Water withdrawal	19, 21
	303-4	Water discharge	19, 21
	303-5	Water consumption	None[3]

[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] **kepcorp.com/annualreport2021/**

[3] All water withdrawn by M1 is used and discharged through the city's sewerage system.

| About this Report | Chief Executive Officer's Statement | M1's Sustainability Approach | Our Environment | Our Business | Our People and Community | GRI Content Index |

34

GRI Content Index

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		10, 16, 17
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	16, 17, 21
	305-2	Energy indirect (Scope 2) GHG emissions	16, 17, 21
	305-3	Other indirect (Scope 3) GHG emissions	17, 21
	305-4	GHG emissions intensity	21
	305-5	Reduction of GHG emissions	16
Waste			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		19
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	19
	306-2	Management of significant waste-related impacts	19
	306-3	Waste generated	19, 21
	306-4	Waste diverted from disposal	19
	306-5	Waste directed to disposal	19, 21
Environmental Compliance			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 25, 26
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	26 (no case in 2021)
Supplier Environmental Assessment			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 26
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	No screening done

GRI standards	Disclosure		Page reference, data or reason for omission
SOCIAL			
Employment			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		13, 27 – 29
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	28
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	29
	401-3	Parental leave	29
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		13, 30, 31
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	30
	403-2	Hazard identification, risk assessment, and incident investigation	30
	403-3	Occupational health services	30
	403-4	Worker participation, consultation, and communication on occupational health and safety	30
	403-5	Worker training on occupational health and safety	30
	403-6	Promotion of worker health	29
	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	30
	403-9	Work-related injuries	30, 31

GRI Content Index

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		13, 27, 29
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	29
	404-2	Programs for upgrading employee skills and transition assistance programs	29
	404-3	Percentage of employees receiving regular performance and career development reviews	28
Diversity and Equal Opportunity			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		13, 28
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	28
Non-Discrimination			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		13, 28
GRI 406: Non-Discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	26, 28
Supplier Social Assessment			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 26
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		12, 24
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	24
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	26 (no incidents in 2021)

GRI standards	Disclosure		Page reference, data or reason for omission
Marketing and Labelling			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		23
GRI 417: Marketing and Labelling 2016	417-1	Requirements for product and service information and labelling	23
	417-2	Incidents of non-compliance concerning product and service information and labelling	26 (no incidents in 2021)
	417-3	Incidents of non-compliance concerning marketing communications	26 (no incidents in 2021)
Customer Privacy			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 25
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	25
Socioeconomic Compliance			
GRI 103: Management Approach 2016	103-1, 103-2, 103-3		11, 25
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	26 (no non-compliance in 2021)
NON-GRI INDICATORS			
Customer satisfaction score	Overall score rating from our customer satisfaction survey		23
eBill penetration	Portion of our customers base who have migrated to receiving eBills		20
E-waste collected	Amount of public e-waste collected		20