



Engaging for a Sustainable Future

M1 Sustainability Report 2022





OUR BUSINESS

GRI 2-1, 2-2, 2-6

M1, a subsidiary of Keppel Corporation, is a digital network provider headquartered in Singapore and offering communications services including mobile, fixed line and fibre, and 5G enterprise solutions to over two million customers.

Founded in 1994, M1 began operating commercially in 1997 and became part of Keppel Corporation in 2019¹. M1 has achieved many firsts – becoming one of the first operators to be awarded one of Singapore's two nationwide 5G standalone network license, and the first operator to offer nationwide 4G service. At the end of 2022, M1 True 5G Network reached over 95% of Singapore's outdoor coverage. These services deliver an offer of ultra high-speed fixed broadband, fixed voice, enterprise business solutions and other services in the information and communications technologies (ICT) sector, advancing on the Next Generation Nationwide Broadband Network (NGNBN).

In 2022, M1 took a significant stride towards strengthening its enterprise digital service capabilities and establishing its first offshore development centre – M1 Digital Labs, with the acquisition of Glocomp Systems (M) Sdn. Bhd (Glocomp), a Malaysian ICT company based in Petaling Jaya, and its two subsidiary companies, Global Computing Solutions Sdn. Bhd (GCS) and GCIS Sdn. Bhd (GCIS)². These three Malaysia-based digital solutions providers are held by AsiaPac Technology (M) Sdn Bhd and marks M1's strategic expansion into other regional markets and strengthens its enterprise digital service capabilities.



OUR GENERATED ECONOMIC VALUE

GRI 2-7, 201-1

As at 31 December 2022, M1 and its nine subsidiaries employed 1,592 people in Singapore and Malaysia. In 2022, we generated an annual operating revenue of S\$1,182 million and a net profit attributable to shareholders of S\$89.5 million. Our operating expenses amounted to S\$1,079 million, including S\$145.1 million in staff costs, and we paid S\$77 million in taxes. During the year, we also provided S\$1,418 million in community investments (cash and in-kind). Additional information can be found in www.keppcorp.com/annualreport2022/.



OUR VISION

M1 forms a key pillar of our shareholder Keppel Corporation's connectivity business. The continuous expansion of our digital and mobile network solutions technologically and geographically is crucial to Keppel Group's Vision 2030 towards creating innovative and sustainable ICT business solutions on a cloud-native connectivity platform.

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.

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

¹ Owned by Keppel Konnect Pte Ltd (19%) and Konnectivity Pte Ltd (81%), which are in turn 100%-owned and 80%-owned by the Keppel Group, respectively. Cuscaden Peak Investments Private Limited (formerly known as Singapore Press Holdings Limited) owns the remaining 20% of Konnectivity Pte Ltd.

² As of 31 December 2022, M1 holds 51% of Glocomp.



In line with Singapore's vision of becoming a digital-first nation, we are dedicated to advancing and reshaping the telecommunications landscape by leveraging state-of-the-art technology and tailor-made solutions. We also acknowledge that inclusive, responsible, and sustainable business practices must form the core drivers for this transformation and leading to a brighter future for our stakeholders and the community.

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GRI 2-3

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



Inclusivity

We are dedicated to bridging the gap and empowering our stakeholders in the digital age. We strive to ensure equal access to technology for all, creating a more inclusive and equitable digital society.

Provided over

42,000

low-income households with subsidised fibre broadband connectivity through IMDA's Home Access Programme since 2014



Launched

Youth Academy Work-Study-Train

programme in collaboration with SIM tailored for diploma holders to develop relevant skills in the ICT sector



Responsibility

We understand the importance of trust and prioritise responsible practices that will inspire confidence. We place utmost importance on upholding ethical standards and excellent conduct to cultivate trust in our stakeholders.



Data Protection Trustmark (DPTM)

Certification renewed in August 2022 for 3 years



NPS score of

62

in 2022, exceeding our target of 60

Committed to reduce Scope 1, 2 and 3 emissions

in line with SBTi's criteria



Technology

Through innovative solutions and a continuous improvement mindset, we harness the power of technology to minimise environmental impact, optimise resource efficiency and drive sustainability.

Green Mark

Optimisation of advanced chillers technologies at data centre to provide sufficient cooling at minimal



Trial and development of 5G testbeds

at the Southern Coast targeted to enhance efficiency and safety of maritime operations and management



About this Report



Our twelfth sustainability report showcases M1's value creation for stakeholders and our dedication to integrating sustainable practices in our operations and value chain. In addition, the report highlights our accomplishments and the challenges we encounter in achieving economic, environmental, and social sustainability.

REPORTING SCOPE AND BOUNDARIES

GRI 2-2, 2-3, 2-4, 2-5

This sustainability report covers the operations under M1's direct control for the period 1 January 2022 to 31 December 2022. It reflects the sustainability approach and performance of M1 Limited and all its subsidiaries¹: M1 Net Ltd; M1 Shop Pte. Ltd; M1 TeliNet Pte. Ltd; AsiaPac Technology Pte. Ltd; AP Tech Holding Private Limited and AsiaPac Technology (M) Sdn. Bhd. Unless indicated otherwise, the statements and figures also cover the workforce and operations of Glocomp Systems (M) Sdn. Bhd and its subsidiary companies GCS and GCIS.

¹ M1 TeliNet, AP Tech Holding and AsiaPac Technology (M) are investment holding companies.

² Antina Pte. Ltd is a joint venture with StarHub (M1's ownership is 50%), while M1 Network Private Limited is a special vehicle holding network assets. With the exception of the solar PV power systems installed at our offshore base stations (see page 16), M1 has no operational control over both entities.

The performance of M1's joint venture companies² Antina Pte. Ltd and M1 Network Private Limited is not included within the scope of this report. However, these two entities' main greenhouse gas (GHG) emissions are accounted for under our Scope 3 (indirect) emissions figures.

This report has been prepared in accordance with the latest version of the Global Reporting Initiative (GRI) Standards and, where applicable, has been aligned with the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD). 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 2022**.

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

We are dedicated to minimising our environmental and social impacts and ensuring transparent communication of our performance for our stakeholders.

Aligning our reporting with M1's new organisational structure

While the acquisition of Glocomp Systems has expanded M1's operational and geographical reporting scope, the incorporation of M1 Network Private Limited involved the divestment of our mobile network assets, including 3G/4G/5G NSA equipment and base stations, which are now under the operational control of the new entity.

Due to limitations in measuring and collecting new performance data and to prevent any cascading impact on the Group's reporting disclosures, we are gradually adapting M1's reporting approach as follows:

- Operations in Malaysia: Available social performance from Glocomp Systems such as diversity, training and safety figures, is fully integrated into our 2022 disclosures. Only environmental performance covering July to December (measured following the acquisition) is included in our 2022 disclosures. Full-year, complete and historical environmental performance data of Glocomp Systems is not yet integrated and will be collected and reported in our subsequent sustainability report (2023).
- Mobile networks: As the divestment of our mobile network assets was completed in December 2021, we removed the energy data related to the base stations from our 2022 disclosures. While the corresponding GHG emissions are also removed from our Scope 1 and Scope 2 inventory, they are accounted for in our Scope 3 inventory in proportion to our equity stake in M1 Network Private Limited.

For consistent comparison and the adjustment of our science-based targets in the next reporting period, we will revise our environmental figures for 2020, our base year, to reflect the inclusion of Glocomp Systems' performance and the removal of the mobile networks' performance.

Chief Executive Officer's Statement

GRI 2-22

At the core of our business strategy is our commitment to generating sustainable long-term value for our customers and positively impacting the people and communities we work and engage with.



Last year, M1 made significant progress in further integrating sustainability into our business as we expanded our market and services offered, and strengthened our alignment with the policies and vision of our Group, Keppel Corporation. As a leader in mobile networks and ICT solutions, M1 strives to stay ahead of the technological curve and

the social and environmental challenges our world faces, whilst at the same time, pursuing continuous adaptation and innovation.

In 2022, our digital transformation was marked by noteworthy advancements in our True 5G Network, which achieved 95% outdoor coverage in Singapore by the end of

the year. Alongside this achievement, we also focused on developing innovative multi-cloud infrastructures and digital applications as part of our comprehensive suite of business solutions. Furthermore, starting with the acquisition of Glocomp Systems in Malaysia towards the end of 2021, our strategic expansion into other markets has provided M1 with enhanced capabilities, additional talented resources, and the impetus to establish a prominent regional presence at the forefront of the ICT sector.

Amidst a favourable landscape of opportunities and business expansion, our Board plays a crucial role in ensuring the financial viability of M1's transformation strategy. We prioritise implementing efficient processes, adhering to appropriate corporate governance practices, and aligning ourselves with the highest sustainability standards. In 2022, I had the privilege of serving as a member of M1's newly established Board Sustainability and Safety Committee (BSSC). The BSSC was formed to evaluate M1's sustainability strategy and monitor the progress of its environmental and social objectives. Throughout the year, the BSSC maintained regular engagement with our sustainability and HSE teams, and the Group's own BSSC, fostering a collaborative approach. One notable outcome

of this multi-level collaboration was the establishment of new targets for using electricity from renewable sources, aiming to achieve a minimum of 20% renewable energy consumption by 2023 and 50% by 2025.

Throughout 2022, we maintained our leadership position in applying environmental, social, and governance principles while incorporating the Group's sustainability policies and targets.

Specifically, our commitment to long-term and ambitious carbon emissions reduction remained unwavering, with a significant milestone occurring in June 2022 when our science-based targets were validated. These targets align with the ambitious objective of limiting global temperature increase to 1.5°C compared to pre-industrial levels. Moreover, we conducted a thorough analysis, comparing our practices against the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Amongst the required actions to align our sustainability framework with the TCFD guidelines, we identified climate-related risks and opportunities relevant to our operations and markets, and the incorporation of physical and transitional risks into our risk management system. For further details regarding our alignment with TCFD, please refer to page 31 of this Report.

Chief Executive Officer's Statement

2022 HIGHLIGHTS



> S\$2b

invested in technology and infrastructure since our commercial launch in 1997



About

15,000 tonnes

of carbon emitted in our operations during the year



About

85 tonnes

of carbon emissions avoided by using solar energy



60%

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



4.4 tonnes

of M1 e-waste collected for recycling



>50,000 tonnes

of carbon emitted in the rest of our value chain



>S\$1.4m

cash and in-kind sponsorships and donations contributed to various community initiatives



M1's science-based targets set for **emissions reduction by 2030 from a 2020 base year – Scope 1 and 2: 46.2% Scope 3: 42%**

Employee attrition rate of 19.6% in Singapore and 17% in Malaysia

We also recognise the importance of addressing the concerns of the individuals we collaborate with, including our employees, customers, and the community. Consequently, we focus on implementing innovative management approaches related to various economic and social aspects. These include staff training and career development, promoting diversity and equality, ensuring a safe workplace environment, encouraging volunteering efforts, enhancing customer satisfaction, safeguarding minors and

other vulnerable customers, prioritising data security and privacy, and combating corruption. In particular, we reinforced our Workplace Safety and Health (WSH) framework in January 2022 with the ISO 45001 and bizSAFE Star Certifications awarded to M1 Limited, M1 Net Ltd, and M1 Shop Pte. Ltd, further bolstering our commitment to workplace safety and health.

While I am proud of our advancement so far, mainly through the actions described in this

report, I acknowledge that there is still much effort required to achieve our 2030 goals. Through engaging with and acting for our internal and external stakeholders, M1 will play a leading role in advancing sustainability in the ICT sector and building a better tomorrow for future generations.

Thank you for your interest in our Sustainability Report 2022. We welcome your feedback on its content and our sustainability approach.

MANJOT SINGH MANN
CEO

M1's Sustainability Approach

STAKEHOLDER ENGAGEMENT AND MATERIALITY

GRI 2-29, 3-1

The identification and prioritisation of M1's material topics and mitigation measures are based on risks and opportunities relevant to our business operations and the concerns of our eight groups of stakeholders, with whom we regularly engage via direct communication, events and other types of interactions.

Through that engagement and our internal reviews, we have identified a list of 14 key

topics that are material to M1. Based on how important a topic is to our stakeholders and our organisation, we have implemented management approaches, including sustainability policies, initiatives, performance measurement and targets, to improve our business practices, reduce our impacts and assess our progress over time.

M1's sustainability team is responsible for coordinating and communicating the Group's management approaches across all operations and levels of our organisation.

We also seek to be fully transparent in all communications with our internal and external stakeholders to build trust and strengthen our engagement with these groups.

M1's engagement channels, the concerns of our stakeholders, the identified key material topics and implemented management approaches are presented in the following pages. Our targets and performance 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 SDGs whose targets are most closely aligned to our own capabilities and efforts to positively address today's social and environmental challenges. Our relevant SDGs are listed in the materiality table starting on page 10.

Management structure and materiality

GRI 2-9, 2-12, 2-13, 2-14, 2-16, 2-23, 2-24, 2-25, 2-26

In May 2022, M1 established its Board Sustainability and Safety Committee (BSSC), subsuming the previous Board Safety Committee. The BSSC's responsibilities involve evaluating M1's sustainability strategy against emerging local and global sustainability trends, monitoring the environmental and social performance of the Company and the advancement of its sustainability objectives. The BSSC is chaired by non-independent director Mr Thomas Pang, and its members include non-independent director Ms Janice Wu, and M1's CEO Mr Manjot Singh Mann. The Committee meets quarterly to consider regular updates on material or critical issues, performance data and recommendations expressed by M1's sustainability and HSE teams, and to approve the prioritisation of material topics, the implementation of mitigation measures and the reporting of key information.









Our sustainability strategy is aligned with Keppel Corporation's goals and policies as part of our commitment to the Group's Vision 2030 Roadmap. Accordingly, M1's BSSC and management teams frequently engage with their counterparts from the Group to identify and collaborate on common sustainability issues, priorities and targets, particularly regarding the risks and opportunities related to climate change.



M1's Sustainability Approach

M1 STAKEHOLDER ENGAGEMENT CHANNELS AND EXPECTATIONS

GRI 2-29, 3-1

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	<ul style="list-style-type: none"> • 24-hour contact centre • Customer service and focus groups at 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, Net Promoter Score surveys and in-store surveys • Virtual ambassadors at our shops • My M1 App • My M1+ App 	<ul style="list-style-type: none"> • Management teams' in-person meetings, townhalls (including virtual), common training and knowledge-sharing sessions 	<ul style="list-style-type: none"> • Meetings • Teleconferences 	<ul style="list-style-type: none"> • Employee feedback, surveys and focus group sessions • 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 	<ul style="list-style-type: none"> • Regular meetings and discussions • Teleconferences • Written submissions • Industry consultations • Participation in cyber defence exercises 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Membership of and engagement with relevant trade associations¹ 	<ul style="list-style-type: none"> • Discussions with community groups • Participation in relevant conferences • Reporting on our sustainability strategy and performance
Stakeholders' expectations	<ul style="list-style-type: none"> • Reliable, safe, high-quality network access • Relevant and affordable products and services • Effective customer service • Data protection 	<ul style="list-style-type: none"> • Sustainable business growth • Long-term shareholder value • Good corporate governance • Transparency in business strategy and operations • Group-level alignment of sustainability policies and roadmap 	<ul style="list-style-type: none"> • Transparent and fair procurement and other business practices • Compliance with terms and conditions of business contracts 	<ul style="list-style-type: none"> • Safe working environment • Fair remuneration and benefits • Fair and progressive employment • Career growth opportunities • Relevant employee training 	<ul style="list-style-type: none"> • Compliance with regulations and service requirements • Deliver continued socio-economic benefits to society • Work with industry to maintain consistent technological standards 	<ul style="list-style-type: none"> • Prompt responses to media queries, timely and transparent disclosure of corporate announcements, and active engagement of media with senior management 	<ul style="list-style-type: none"> • Improve the labour market and adopt responsible employment practices • Make available industry approved products and services 	<ul style="list-style-type: none"> • 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 3-1, 3-2, 3-3

OUR ENVIRONMENT

OUR ENVIRONMENT		M1's Management approach
 <p>Carbon footprint</p> 	<p>Impacted stakeholders: All</p> <p>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.</p>	<ul style="list-style-type: none"> • 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 and reduction in paper consumption).
 <p>Energy usage</p> 	<p>Impacted stakeholders: All</p> <p>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.</p>	<ul style="list-style-type: none"> • 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.
 <p>Water usage</p> 	<p>Impacted stakeholders: All</p> <p>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.</p>	<ul style="list-style-type: none"> • We continually seek out opportunities to reduce our consumption of potable water and increase the ratio of reclaimed NEWater.

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.

- 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.

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 provide customers with comprehensive and transparent information with which to make informed decisions regarding our products and services.



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 customers' needs.
- We conduct regular and appropriate staff training to enhance the customer experience. The training roadmap for our frontline staff covers both content knowledge and soft skills and includes:
 - New staff academy training
 - Skills enhancement training
 - Refreshers on important topics
 - e-learning platform



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.

- All base stations used for our mobile networks services comply with the International Commission on Non-Ionizing Radiation Protection (ICNIRP) requirements and are subject to site visits and independent radiation measurements by IMDA and NEA.
- We provide a series of security tools for families to monitor, filter and limit online activity.

M1's Sustainability Approach

OUR PEOPLE AND COMMUNITY

OUR PEOPLE AND COMMUNITY		M1's Management approach
 <p>Attracting and retaining talent</p> 	<p>Impacted stakeholders: Employees</p> <p>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.</p>	<ul style="list-style-type: none"> • 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.
 <p>Training and education</p> 	<p>Impacted stakeholders: Employees</p> <p>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.</p>	<ul style="list-style-type: none"> • We provide continuous in-person training and e-learning programmes to build on our employees' knowledge and skills.
 <p>Workplace safety and health</p> 	<p>Impacted stakeholders: Employees, business partners and suppliers</p> <p>Ensuring the safety and health of all personnel carrying out their professional responsibilities on our sites is of paramount importance to M1.</p>	<ul style="list-style-type: none"> • 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.

M1's Sustainability Approach

OUR PEOPLE AND COMMUNITY



Supporting the community



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

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

M1's Management approach

- Through our CSR programmes, we provide telecommunications services and equipment support to adopted community causes.
- We ensure products and services are available to address the needs of underserved communities.
- We make cash and in-kind donations and sponsorships to arts and community initiatives.
- We involve our employees through diverse volunteering programmes.



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.

Our Environment



Recognising the importance of addressing climate change and ensuring environmental sustainability, M1 has integrated the reduction of our footprint as a key component of our business strategy at all levels.

Targets and performance

Material topic	2022 Target	2022 Performance	2023 Target
Energy usage	<ul style="list-style-type: none"> Minimise increase in energy usage, despite the expansion of our communications networks and service offerings 	<ul style="list-style-type: none"> Total energy consumption within M1 decreased by 47% due to the divestment of our mobile network assets 	<ul style="list-style-type: none"> Reach at least 20% of electricity consumption from renewable sources in 2023 Aim for 50% of electricity use to be from renewable energy sources by 2025 Minimise increase in energy usage, despite the expansion of our communications networks and service offers
Carbon footprint	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> M1 science-based targets for emissions reduction in line with SBTi-ICT sector 1.5°C pathway validated in June 2022 	<ul style="list-style-type: none"> At the Group level, halve Scope 1 and Scope 2 emissions by 2030 and achieve net zero Scope 1 and Scope 2 emissions by 2050
Water usage	<ul style="list-style-type: none"> Maintain NEWater/potable water ratio equal or above 65/35 	<ul style="list-style-type: none"> NEWater/potable water ratio: 60/40 	<ul style="list-style-type: none"> NEWater/potable water ratio equal or above 60/40
Other	<ul style="list-style-type: none"> Raise eBill penetration to 85% of customer base 	<ul style="list-style-type: none"> eBill penetration reached 85% of customer base 	<ul style="list-style-type: none"> Maintain eBill penetration to 85% of customer base

Supported SDGs:



M1 is committed to reducing carbon emissions, enhancing energy efficiency, minimising waste generation, and conserving water resources through innovative and eco-friendly technologies and infrastructures. We strive to

minimise our company's environmental impact and promote sustainable corporate behaviour in our value chain through a forward-thinking sustainability and climate change strategy, and continuous collaboration with our stakeholders.

Our Environment

ENERGY CONSUMPTION

GRI 302-1

In 2022, energy consumption within M1 operations represented a total of 125,998 gigajoules (GJ), of which the grid electricity consumed by M1 accounted for 97.8% or 123,248 GJ (34,235,423 kWh)¹. In comparison, energy from fuel consumption² and energy generated by our solar power systems accounted for only 1.6% or 1,997 GJ and 0.6% or 754 GJ, respectively.

Our operations in Malaysia accounted for 0.6% or 750 GJ³ of our total energy consumption, consisting of 453 GJ in electricity and 297 GJ in fuel consumed by Glocomp's office and fleet.

Electricity

GRI 302-4

82.8% of all electricity consumed by M1 was used for our commercial buildings and rented offices, while 15.6% was used for our data centre and the remaining 1.6% for our retail outlets.

Between 2021 and 2022, higher electricity consumption (+49%) occurred at our retail shops, due to the increased incorporation of ICT devices, such as LED screens and video walls, installed to enhance a better 'in-store' customer experience.

On the other hand, the electricity consumed during the year by our other operations decreased overall by 1.6% compared to 2021⁴. The reduction was achieved by overhauling or tuning and adjusting equipment, such as servers, computer racks and chillers, for better energy efficiency and air management⁵. Switching off or reducing the usage of office space, lighting and air distribution systems was also possible due to more employees

working from home and the canteen in MiWorld commercial building ceasing operations in April 2022.

Our ongoing efforts to reduce energy consumption

The following initiatives have been implemented or tested since 2022, reflecting M1's commitment to continuously exploring new and innovative measures to reduce electricity usage, including adopting more energy efficient equipment, software and building infrastructures.

- Automatic scheduling and optimisation of fresh air fan implemented at MOC building
- More efficient LED light tubes implemented at MiWorld call centre
- Air-conditioning based on a hybrid system harnessing ambient, solar and waste heat trial at MiWorld call centre

The reduction in electricity consumption from these solutions is expected to reach 80,000 kWh or the equivalent of about 35 tonnes of CO₂.

Fuel

GRI 302-1, 302-4

In 2022, a total of 1,998 GJ of non-renewable energy from fuel was consumed by M1 operations. Our fleet of vehicles, which mainly support our field engineers (responsible for equipment delivery, installation, testing and maintenance), consumed 1,823 GJ from 37,872 litres of diesel and 13,796 litres of petrol. The testing and maintenance of backup power generators installed at M1's three buildings consumed 147 GJ or 4,066 litres, while our canteen used 28 GJ or 600 kg of liquid petroleum gas (LPG) for cooking purposes.

Although direct fuel use represents less than 2% of M1's total energy sourcing, we will continue to apply and improve measures to reduce fuel consumption. These measures include upgrading equipment, car-pooling, switch to electric vehicles, and prioritising online channels whenever possible for field data collection and technical assistance.

Renewable energy

GRI 302-1

The solar PV power systems⁶ installed at the offshore base stations and on the roof of our ROC generated respectively 18 GJ and 736 GJ of renewable energy in 2022. During the year, renewables met 0.6% of M1's energy needs, while 99.4 % were met by fuels and electricity from non-renewable sources.

The generation of solar energy in 2022 helped reduce approximately 85 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 2-23, 305-1, 305-2, 305-5

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) emissions⁷.

Aware of this responsibility and the role it can play in the achievement of global decarbonisation, M1 has set its own Science Based Targets (SBTs) and follows Keppel Corporation's sustainability commitment and carbon emissions strategy towards the following Group's targets:

- Halve Scope 1 and Scope 2 emissions by 2030 and achieve net zero Scope 1 and Scope 2 emissions by 2050
- Attain 20% of electricity use to be from renewable energy sources by 2023 and 50% by 2025

¹ This does not include 209,354 kWh or 754 GJ (1 GJ = 277.78 kWh) of solar energy generated at our ROC building and offshore base station sites.

² Includes diesel, petrol and LPG.

³ Based on measurements covering the period July to December 2022.

⁴ The comparison does not include electricity consumed by mobile network base stations, which are now reported separately as part of our supply chain (see page 17), nor does it include Glocomp's electricity consumption, as only the subsidiary's figures covering the second half of 2022 are currently available for this sustainability report.

⁵ These initiatives were implemented in line with the Green Mark certification, which our data centre obtained in the first quarter of 2022.

⁶ Photovoltaic systems are operating at our offshore stations on Pulau Satumu and St. John's Island since 2012 and 2014 respectively, and at the ROC since 2018.

⁷ Mobile networks' emissions represent about 0.4% of global emissions. Sources: GSMA, International Telecommunications Union.

Our Environment

Yearly, M1 compiles its carbon emissions in GHG inventories based on the three Scopes defined by the Green House Protocol¹ and covering all applicable types of carbon emissions generated in the internal and external activities that occur in our operations as well as upstream and downstream of our value chain.

In 2022, the carbon emissions produced by the operations under our control amounted to 14,836 tonnes of carbon dioxide equivalent (t-CO₂e)². This total comprised 6.2% (915 t-CO₂e) of direct emissions (Scope 1) from use of fuel and refrigerant gases, and 93.8% (13,921 t-CO₂e) of indirect emissions (Scope 2) from electricity consumption.

Committing to a science-based reduction of our carbon footprint

M1 is committed to the ICT sector 1.5°C pathway of the Science Based Targets initiative's (SBTi)³, which validated our science-based targets in June 2022. The targets specify that

- M1 Limited commits to reduce absolute Scope 1 and Scope 2 GHG emissions 46.2% by year 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 the adoption of electric vehicle fleets, solar power sources and, starting from 2023, the purchase of clean power through renewable electricity certificates (RECs) and purchase agreements⁴.

We will also increase efforts to engage with our main suppliers to implement carbon reduction measures that align with our objectives.

To take into account the divestment of our mobile network assets and the acquisition of Glocomp, we have started the restructuring of our GHG inventories and the recalculation of our science-based targets, with the plan to re-submit them for SBTi's validation by 2024.

¹ 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.

² Carbon dioxide equivalent (CO₂e) is the unit to express the carbon footprint of different greenhouse gases.

³ The Science Based Targets initiative (SBTi) provides a target pathway to reduce GHG emissions in the information and communications technology sector. The pathway is in line with the Paris Agreement's goal of limiting global temperature increase to 1.5°C compared to pre-industrial levels.

⁴ We are reviewing the available options for acquiring green electricity in Singapore.

Our value chain emissions

GRI 305-3

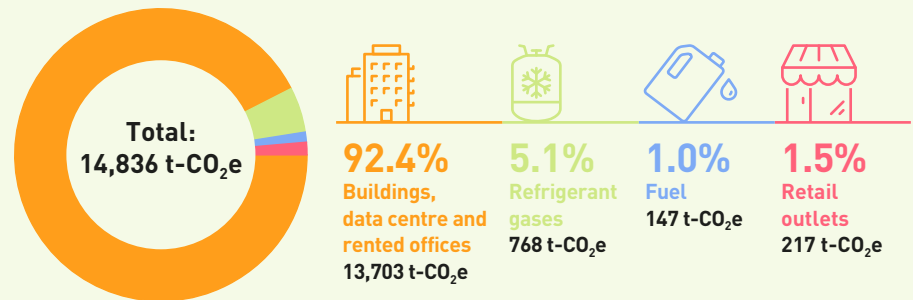
When compiling our yearly Scope 3 inventory, we identify all existing and new carbon-emitting activities within our supply chain and the rest of the value chain associated with the life cycle of our products and services during the reporting period. For each activity, we use estimates and generic conversion factors to obtain the respective amounts of carbon emissions and when possible, data is collected directly from our suppliers. For reporting and comparison purposes, the activities are grouped into a series of 15 Scope 3 categories defined by the GHG Protocol.

Our Scope 3 inventory indicates that in 2022, the highest carbon-emitting categories of activities in M1's value chain were purchased goods and services (37,656 t-CO₂e),

fuel- and energy-related activities not included in Scope 1 or Scope 2 (3,800 t-CO₂e) and use of sold products (2,537 t-CO₂e). The remaining Scope 3 categories represent a total of 6,387 t-CO₂e and include investments (1,814 t-CO₂e), employee commuting (1,337 t-CO₂e), capital goods (1,198 t-CO₂e) and upstream leased assets (1,020 t-CO₂e) amongst others (see page 20). All categories combined, our Scope 3 emissions for the year amounted to 50,381 t-CO₂e.

The inherent difficulties in measuring external performance within M1's value chain limit our ability to build a Scope 3 emissions inventory that is as accurate and reliable as our Scope 1 and Scope 2 inventories. While we continue reviewing our GHG inventories, we will strive to enhance our measurement and calculation methods to obtain Scope 3 emissions data of the highest quality possible.

M1 carbon emissions (Scope 1 and 2) – 2022



Numbers may not add due to rounding.

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 2022, our total water withdrawal¹ amounted to 59,564 m³, a similar volume compared to 2021 (59,741 m³) and about 3% decrease compared to 2015 (61,375 m³).

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. For example, our MOC and MiWorld buildings obtained the PUB Water Efficient Building (WEB) certification in 2021, for which we implemented more efficient water-saving fittings and adjustments of water pressure, leading to a lower usage of potable water. In addition, 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 2022, most of our cooling towers² were connected to the NEWater network.

With 35,769 m³ consumed in 2022, the proportion of NEWater within our total water consumption was 60% during the year. Although this percentage represents significant progress compared to 2015, when the ratio was only 12%, it is below our 2022 target of at least 65% of NEWater. The low consumption of NEWater during the year was due to an overall reduction in cooling usage, while staff returning to the office proportionally increased the consumption of normal water.

In alignment with the Group's water consumption reduction target, M1 will continue to monitor water usage and seek to improve equipment and processes to become more water efficient. In addition, we will continue to prioritise the use of NEWater wherever possible and further increase its ratio, pending PUB's extension of the NEWater network.

WASTE MANAGEMENT

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. In 2022, M1 generated and disposed 87 tonnes of general waste from our head office, MiWorld and ROC buildings and Glocomp office³.

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 material⁴ contained in M1's waste is disposed of properly, end-of-life material from our operations including offices, such as laptops, desktops, monitors, printers, batteries, cables,

and other IT equipment, is collected and properly processed by an accredited waste collector. In 2022, about 4.4 tonnes of M1's e-waste was collected from our operations in Singapore and sent for recycling.

Compared to 2021, the amounts of general waste and e-waste generated by M1 in Singapore reduced significantly in 2022, by 50% and 60% respectively. This difference is due to the unusually high amounts of packaging and food waste generated in 2021 from more takeaway behaviour by employees due to COVID-related restrictions and large batches of computers and laptops that reached the end of their effective lifespan during the same year.

Our approach to packaging

GRI 301-1, 306-2

M1 purchases and consumes plastic for transport and protective packaging as well as for the carrier bags provided by our online and in-store retail operations. We have adopted measures to reuse and recycle plastic, such as using biodegradable plastic for courier bags, and polypropylene – a recyclable plastic with lower environmental impact, for reusable carrier bags.

We report our packaging data and 3R (reduce, reuse and recycle) plans to the National Environment Agency (NEA)⁵ yearly and, in 2022, the plastic consumption for packaging by our Singapore operations reached a total of about 6.5 tonnes.

¹ Total water withdrawal does not include water used at AsiaPac offices, which cannot be measured currently. We do not measure and report usage of harvested and condensate water at our buildings, as its impact on our sustainability performance is estimated to be negligible.

² The cooling towers of ROC are not connected, as the supply of NEWater is not yet available for the building.

³ Waste data from AsiaPac operations is currently not available.

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.

⁵ M1 complies with the requirements of NEA's Mandatory Packaging Reporting scheme (www.nea.gov.sg/packaging).

Our Environment

Our environmental initiatives



Public e-waste recycling

Since 2017, we have placed dedicated e-waste bins at different M1 locations to enable staff and customers to conveniently and responsibly dispose of their personal e-waste, such as SIM cards and memory cards, laptops, mobile phones, chargers and cables. In 2022, we provided these sorting bins at eleven sites, comprising our offices and M1 shops across the island. Initially managed under multiple partnerships¹, the programme has been run under Singapore's regulated e-waste management system since 2021.



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 and sending only digital printed brochures promoting M1 products and services. These measures have helped reduce the number of paper prints in our offices and shops by about 0.99 million in 2022.

During the year, 95% of customer payment transactions were done digitally. By the end of December 2022, 85% of our customers had enrolled on our eBill. We are glad of the progress made compared to 81% penetration in 2021 and 8% in 2015, when we started measuring this indicator. Through the eBill programme, the use of 15.9 million sheets of paper was avoided during 2022.

¹ From 2017 to 2020, over 11 tonnes of e-waste were collected from our collection sites under the initiative. However, since 2021, information on the weight of the e-waste collected from the bins is not available from the NEA, which solely manages the e-waste collection.



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 and AsiaPac offices, are fitted with LED lighting where possible.



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 programme

As one of the launch partners, M1 continued to participate in the 'Say Yes to Waste Less' 2022 campaign, launched nationally by the NEA in 2019 to drive awareness, action and advocacy among the public.

Our Environment

ENVIRONMENTAL KEY INDICATORS

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

Environmental performance	2022 ¹	2021	2020
ENERGY²			
Total energy consumption within M1 (d + i)	125,998GJ	240,940 GJ	233,549 GJ
Direct energy consumption (d)	2,751 GJ	4,113 GJ	4,320 GJ
Non-renewable			
Fuel (offshore base stations)	–	1,307 GJ	1,342 GJ
Fuel (vehicle fleet)	1,823 GJ	1,608 GJ	1,625 GJ
Fuel (power generators)	147 GJ	197 GJ	263 GJ
Gas (canteen) ³	28 GJ	202 GJ	271 GJ
Renewable			
Solar (offshore base stations and ROC building)	754 GJ	799 GJ	820 GJ
Indirect energy consumption (i)	123,248 GJ	236,827 GJ	229,229 GJ
Non-renewable (electricity)			
M1 buildings and rented offices ⁴	101,943 GJ	103,420 GJ	99,062 GJ
Data centre	19,379 GJ	19,359 GJ	19,837 GJ
Mobile networks	–	112,756 GJ	109,329 GJ
Retail outlets	1,925 GJ	1,293 GJ	1,000 GJ

GHG EMISSIONS

Total emissions within M1 (Scope 1 and 2)	14,836 t-CO₂e	28,079 t-CO₂e	26,705 t-CO₂e
Scope 1: Direct emissions			
Emissions from non-renewable (fuel and gas)	147 t-CO ₂ e	230 t-CO ₂ e	242 t-CO ₂ e
Emissions from refrigerant gases ⁶	768 t-CO ₂ e	1,008 t-CO ₂ e	484 t-CO ₂ e
Scope 2: Indirect emissions	13,921 t-CO₂e	26,840 t-CO₂e	25,979 t-CO₂e
Emissions from non-renewable (electricity)	13,921 t-CO ₂ e	26,840 t-CO ₂ e	25,979 t-CO ₂ e
Scope 3: Other indirect emissions			
Emissions from purchased goods and services	37,656 t-CO ₂ e	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 ⁷	3,800 t-CO ₂ e	7,324 t-CO ₂ e	4,440 t-CO ₂ e
Emissions from use of sold products	2,537 t-CO ₂ e	2,055 t-CO ₂ e	2,555 t-CO ₂ e
Emissions from other categories of activities in the value chain ⁸	6,387 t-CO ₂ e	9,934 t-CO ₂ e	8,753 t-CO ₂ e

Numbers may not add due to rounding.

Environmental performance	2022 ¹	2021	2020
ENVIRONMENTAL INTENSITY⁹			
Energy per SGD million revenue	107 GJ/\$m	220 GJ/\$m	217 GJ/\$m
Emissions per SGD million revenue	12.6 t-CO ₂ e/\$m	25.6 t-CO ₂ e/\$m	24.9 t-CO ₂ e/\$m
WATER			
Total water consumption	59,564 m³	59,741 m³	68,594 m³
NEWater	35,769 m ³	39,190 m ³	43,310 m ³
Potable water	23,794 m ³	20,551 m ³	25,284 m ³
Ratio NEWater:Potable water	60%:40%	66%:34%	63%:37%
WASTE			
Incinerated general waste ¹⁰	86.5 tonnes	170.7 tonnes	119 tonnes
Recycled e-waste from operations	4.4 tonnes	10.9 tonnes	0.95 tonne
Plastic packaging used for retail and corporate	6.5 tonnes	7.1 tonnes	–

¹ 2022 figures include Glocomp's performance data for the period July to December 2022.

Except for solar power systems, 2022 figures do not include energy and emissions data on fuel and electricity consumed by mobile networks (inland and offshore base stations).

² Energy and emissions calculations use 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 M1 canteen ceased its operations in April 2022.

⁴ Includes purchased electricity consumed by our subsidiaries, including AsiaPac and Glocomp.

⁵ At the end of 2022, we had a total of eight retail outlets. They were nine in 2021 and 2020.

⁶ Emissions from leakage of refrigerant gases (R410A, R22, R407C and R410A) from air-conditioning at M1 buildings and data centre. Figures are based on top-up records and global warming potential (GWP) factors from DEFRA/IPCC.

⁷ The difference between 2020 and 2021 is due to a value change in DEFRA's conversion factors. Reduction in 2022 is due to the divestment of our mobile networks.

⁸ Investments (1,814 t-CO₂e in 2022) / Employee commuting (1,337 t-CO₂e) / Capital goods (1,198 t-CO₂e) / Upstream leased assets (1,020 t-CO₂e) / Upstream transportation and distribution (694 t-CO₂e) / End-of-life treatment of sold products (171 t-CO₂e) / Business travel (135 t-CO₂e) / Waste generated in operations (18 t-CO₂e).

⁹ Intensity values include Scope 1 and Scope 2 only. Compared to previous years, the 2022 energy and emissions intensity reduction is due to the divestment of our mobile network assets.

¹⁰ Figures are reported by the waste collector.

Our Business

We aim to operate and deliver products and services responsibly and with the utmost quality by implementing effective management approaches supported by robust policies in critical areas such as customer experience, data protection, responsible procurement and anti-corruption.

Targets and performance

Material topic	2022 Target	2022 Performance	2023 Target
Digital inclusion	<ul style="list-style-type: none"> Continue to partner government agencies to enable low-income households to benefit from digital/connectivity services 	<ul style="list-style-type: none"> M1 partnered with IMDA on the Seniors Go Digital, NEU PC Plus, and Home Access programmes 	<ul style="list-style-type: none"> Continue to partner government agencies to enable low-income households to benefit from digital/connectivity services
Customer satisfaction	<ul style="list-style-type: none"> Achieve an NPS score of 60 	<ul style="list-style-type: none"> Achieved an NPS score of 62 	<ul style="list-style-type: none"> Achieve an NPS score of 25 while transitioning to digital platform
Transparency in customer communications	<ul style="list-style-type: none"> Maintain key customer communications training modules for 100% of frontline staff, including on-the-job training Reinstate attachment programme on service excellence 	<ul style="list-style-type: none"> All frontline staff received key customer communications training, including compulsory on-the-job training Attachment programme on service excellence reinstated 	<ul style="list-style-type: none"> Maintain key customer communications training modules for 100% of frontline staff, including on-the-job training
Data privacy	<ul style="list-style-type: none"> Maintain our current record of zero cases of regulatory non-compliance Maintain DPTM certification 	<ul style="list-style-type: none"> No cases of regulatory non-compliance during the year Three M1 corporate entities achieved DPTM re-certification 	<ul style="list-style-type: none"> Record of zero cases of regulatory non-compliance Maintain DPTM certification
Responsible procurement	–	<ul style="list-style-type: none"> 100% screening of critical suppliers (based on the acknowledgement of the Group's Supplier Code of Conduct) 	<ul style="list-style-type: none"> 100% screening of critical suppliers (based on the acknowledgement of the Group's Supplier Code of Conduct)
Governance, ethics and integrity	<ul style="list-style-type: none"> Achieve zero cases of regulatory non-compliance 	<ul style="list-style-type: none"> No penalty received during the year 	<ul style="list-style-type: none"> Achieve zero cases of regulatory non-compliance

Supported SDGs:



Our Business

RESPONSIBLE BUSINESS

Corporate governance and risk management

GRI 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 2-19, 2-20

We are committed to conducting our business in a responsible and ethical manner, in compliance with all applicable corporate, social and environment-related laws and regulations, including those governing our core telecommunications business and quality of service delivery standards. For example, we abide by the Cybersecurity Act and IMDA's Code of Practice for Telecommunication Cybersecurity, Telecommunications Act and Code of Practice for Competition in the Provision of Telecommunication and Media Services 2022 (Telecom and Media Competition Code), Quality of Service Frameworks, Code of Practice for Telecommunication Infrastructure Resiliency Audit and other local and global guidelines.

Although M1's management structure differs from listed companies, it aligns with the governance policies, norms and principles set out by Keppel Corporation and pertaining to accounting, tax fraud, corruption, bribery, competition and labour issues, as well as directors' independence, competence and diversity, conflict of interest, remuneration

and compensation, succession planning, training and communication. Where applicable, we conduct risk assessment, audit and test infrastructures and processes.

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

M1's sustainability management structure is described on page 8 of this report. Details on the Group's corporate governance policies and risk management can be found on pages 44 to 63 of Keppel Corporation's Sustainability Report or **Keppel Group Supplier Code of Conduct**.

Anti-corruption

GRI 2-23, 2-26, 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 the prevention of corruption. While risks are monitored on an ongoing basis and reported quarterly to senior management, no corruption-related risks were identified in 2022¹. In addition, M1's operations in Singapore and Malaysia are embarking to obtain the ISO 37001 (anti-bribery management systems) certification, which will start with a third-party gap analysis carried out through 2023 and 2024.

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 2022, a total of 1,246 M1 employees² 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.

Our supply chain (Singapore)

GRI 2-6, 2-8, 204-1

In 2022, M1 engaged 447 suppliers in Singapore 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 29).

For 2022, 90.8% of M1 suppliers were Singapore-based (with a registered office in the country) and represented 97.5% 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 (3%), Pacific Ocean region (0.4%) and the Asia Pacific region (2%).

¹ Glocomp's governance framework follows Keppel's Anti-Corruption policy, definitions and rules and has started reporting its corruption-related risks in 2023.

² Representing 90% of M1's workforce, 100% of Senior Management, 91% of Managers to Deputy General Managers, 86% of Executives to Deputy Managers and 96% of Non-Executives and General staff. The figures do not include Glocomp's workforce, which we will account for in our next reporting exercise (2023).

Our Business

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. For this, M1 has implemented a set of Health, Safety and Environment Contractor Management procedures, which 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 Deputy Director of Procurement and employees involved in procurement will undergo training on due diligence.

All M1 suppliers are required to comply with the Group Supplier Code of Conduct¹, which sets out the standards of business behaviour that our suppliers are expected to meet or exceed. 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 205-3, 206-1, 406-1, 416-2, 417-2, 417-3

M1 and its subsidiaries in Singapore 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.

DIGITALISATION OF OUR COMMUNITY

GRI 203-1, 203-2

Throughout 2022, M1 has continued to focus on product and service innovation to maintain its position as a leading provider of communications in Singapore. During the 25 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.

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.

In addition, enhanced collaborations to bridge the digital divide in Singapore continued to benefit individuals in our community during 2022 with M1 Mobile Access for Seniors plan, which is part of IMDA's Seniors Go Digital programme and provides lower-income seniors of 60 years and above with affordable mobile plans, services and devices. Also, under the IMDA's 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 2022, 504 households benefitted from this programme, making a total of over 15,000 households since its inception in 2009. Similarly, M1 has provided 8,102 low-income households with subsidised fibre broadband connectivity through IMDA's Home Access Programme for a total of over 42,000 households since the start of the programme in 2014.

M1's wholly owned subsidiary, AsiaPac, partnered with the Singapore Institute of Management (SIM) to launch a Youth Academy Work-Study-Train Programme in October 2022, which supports students in developing their skills in the technology sector while pursuing

their undergraduate studies. Under the programme, the first batch of four students were attached to AsiaPac for 18 months while pursuing a part-time computer science and information systems-related degree with SIM's university partner, the University of Wollongong. Similarly, AsiaPac partnered with the Institute of Technical Education (ITE) for their 2.5 years Work-Study Diploma Programme, which provided an apprenticeship avenue to 19 students seeking opportunities to gain work experience as full-time employees while obtaining their diploma certificate at the same time. During 2022, AsiaPac also hired one candidate through the SGUnited Mid-Career Pathways Programme, which provides mature mid-career individuals aged 40 and above with full-time attachment opportunities to restart their career.



Participants of the AsiaPac-SIM Youth Academy Work-Study-Train Programme.

¹ The Supplier Code of Conduct is included in our contracts and purchase order's terms and conditions. Supplier's full acknowledgement of the Code is implicit, and supplier's concerns on its content must be communicated to M1 in writing.

Our Business



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 touchpoints.

All new employees undergo an attachment programme on service excellence at our customer contact centre and retail outlets during their orientation. Regular virtual and on-the-job training on customer communications is provided to all our frontline staff. In 2022, 113 of these employees clocked 300 hours of EXSA workshop courses and were conferred eight EXSA¹ Star, 76 Gold and 29 Silver awards.

Since 2019, M1 has measured its customer experience through quarterly Net Promoter Score (NPS) surveys², which we gradually enhanced by implementing a new digital platform in 2022. Although our NPS score for the year reached 62, well above our 2022 target of 60, the migration to the new platform generated a sharp rise in calls from enquiring customers, resulting in long wait times at our main customer-facing channels. Therefore, while M1 continues to improve the effectiveness of engaging our customers, the 2023 NPS target will be provisionally set to 25, in consideration of the impact of the platform transition on the overall customers' experience.

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 essential 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 comply with local regulations.

Engaging with our customers

GRI 2-29

The valuable feedback from our customers helped us improve our service quality. We gather this feedback through various channels, including our 24-hour hotlines, chats, retail outlets, digital platforms, and social media networks like Facebook. We also conduct a bi-yearly independent benchmark survey across our sectors.

All transaction-based customer feedbacks are centralised in a cloud-based platform to streamline the information collection process and provide insightful and detailed findings for actions and loop closure.

As part of M1's Customer Experience (CX) Governance, our CX Board organises weekly forums with key customer-facing teams to evaluate the effectiveness of our communication and customer-handling procedures and identify areas for improvement. For example, frictions resulting from the transition to the new digital platform through 2022 and 2023 were communicated to M1 management and led to allocating extra resources by February 2023 to reduce wait times.

Other examples of customer engagement in 2022 include our inaugural focus group held in October at one of our stores. This focus group consisted of 16 customers with similar profiles and bill plans, allowing us to gain more precise insights into their satisfaction levels regarding different services such as mobile, broadband, and roaming plans. Similarly, in November, we started conducting in-store surveys to understand the reasons behind our customers' continued visits to our physical stores, despite the online availability of most services. These surveys also provided valuable insights into the non-sales interactions, such as touch-and-feel mobile displays and face-to-face consultations, that our customers prefer to engage in while visiting our stores.

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

² After every service or transaction, we carry out an NPS survey, usually notified via SMS. We received approximately 20,000 monthly responses from the questionnaires embedded in our mobile app or online. In 2022, most of our NPS surveys were conducted on our legacy platform, which will be discontinued in 2023 and completely replaced by the new digital platform introduced in the latter half of 2022.

Our Business

PRODUCT SAFETY

We place utmost importance on our customer well-being and public health and safety. We constantly review the potential impacts our products and services can have on our customers and the community, and implement strategies to ensure that current regulations are met and adverse effects mitigated.

Public protection

GRI 416-1

M1 recognises and has responded to the public's concern about potential radio frequency (RF) radiation from telecommunications equipment, including the mobile devices we sell and the base stations that deliver the mobile network services. All base stations operate within the standards developed by the International Commission on Non-Ionizing Radiation Protection (ICNIRP). IMDA and NEA regularly conduct site visits and independent radiation measurements¹, and in 2022, there were no identified cases of non-compliance.

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 Content². 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.

Data protection

GRI 418-1

M1 attaches the highest importance to data privacy and protection. As a mobile and fixed communications service provider, 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 policy³ 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. We also adopt the "Consequential Actions for Phishing Exercise Failures" practice in alignment with Keppel Corporation to instill

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.

We received 105 queries and requests from customers and the public on data protection matters and one referral from PDPC, where a customer provided feedback about M1 marketing messages he received even though

he had withdrawn his consent previously. There was no substantiated complaint concerning breaches of customer privacy.

Cyber security

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

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

In 2019, M1 was the first telecommunications provider in Singapore to receive the Data Protection Trustmark (DPTM) Certification⁴. 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. In August 2022, M1 Limited, M1 Net Ltd and M1 Shop Pte. Ltd completed their DPTM re-certification for three more years.

¹ NEA's radiation tests are initiated at the request of M1 Network Private Limited, the owner of the base stations. In 2022, eight of the sites were subject to such voluntary tests triggered by concerns about RF radiation received from residents or building owners who live or work near the base stations. The radiations were within the limit in every instance, and no corrections were required.

² www.m1.com.sg/about-us/regulatory-information

³ www.m1.com.sg/dataprotection

⁴ www.imda.gov.sg/programme-listing/data-protection-trustmark-certification

Our People and Community

A diverse, talented and motivated workforce and an inclusive, safe and supportive work environment are crucial to the success and sustainability of M1's business and its relationship with the community.

Targets and performance

Material topic	2022 Target	2022 Performance	2023 Target
Attracting and retaining talent	<ul style="list-style-type: none"> Achieve annual attrition rate equal to or lower than industry norms 	<ul style="list-style-type: none"> Employee attrition rate of 19.6% in Singapore, lower than industry norms (25.5%) Employee attrition rate of 17% in Malaysia, comparable to industry norms (16.6%) 	<ul style="list-style-type: none"> Achieve annual attrition rate equal to or lower than industry norms
Training and education	<ul style="list-style-type: none"> Participation of at least 60% of all staff in digital training programmes 	<ul style="list-style-type: none"> 26% of all staff participating in digital training programmes 	<ul style="list-style-type: none"> Participation of at least 60% of all staff in digital training programmes
Workplace safety and health	<ul style="list-style-type: none"> Maintain zero fatality rate 	<ul style="list-style-type: none"> ISO 45001 and bizSAFE Star Certifications awarded to M1 Limited, M1 Net Ltd, and M1 Shop Pte. Ltd in Jan 2022 Zero fatality rate maintained 	<ul style="list-style-type: none"> Maintain zero fatality rate
Supporting the community	<ul style="list-style-type: none"> Increase community volunteering hours among M1 staff 	<ul style="list-style-type: none"> 1,072 volunteer hours completed, compared to 101 hours in 2021 	<ul style="list-style-type: none"> Increase community volunteering hours among M1 staff

Supported SDGs:



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. We make every effort to safeguard employees and external workers throughout our operations by ensuring high workplace safety standards through recognised certifications. In 2022, M1 did not have any incidents of discrimination or receive any complaints regarding discriminatory practices.

Our People and Community

EMPLOYEE PROFILE

GRI 2-7, 401-1

At the close of 2022, M1 and its subsidiaries employed 1,592 people¹, predominantly in technology, marketing, customer service and retail functions. Most of our workforce is employed on a permanent full-time basis, with only 2.2% working on a part-time or temporary contract basis.

EQUALITY AND DIVERSITY

GRI 404-3

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 our employees in Singapore and are based on the Group's scorecard system covering various metrics including financials, business development, sustainability, safety, and stakeholder engagement. Specifically, environmental sustainability targets, including carbon emissions reduction, account for 7.5% of the Company's performance scorecard.

The overall gender ratio of our workforce is about 45% female and 55% male and has been stable and well-balanced for several years, although females still tend to be less represented in the management categories. 67% of our workforce is aged between 30 and 50 years and 70% is of Chinese ethnicity.

During 2022, we hired a total of 443 employees while 307 employees left the Company, corresponding to a global hire rate of 27.8% and a global turnover rate of 19.3%².

In Singapore, we hired 364 employees, resulting in a local hire rate of 26.4% for the year. Amongst these employees, 138 were females and 226 were males, for a gender hire rate of 10% and 16.4%, respectively, while their hire rates by age group were 66.7% (under 30), 23.1% (30-50) and 9.4% (over 50). During the year, 271 Singapore-based employees left the Company, resulting in a local turnover rate of 19.6%, which is lower than our 2021 rate (23.5%) and the country's industry norm for 2022 (25.5%). Amongst these employees, 99 were females and 172 were males, for a gender turnover rate of 15.7% and 22.9%, respectively, while their turnover rates by age group were 32.8% (under 30), 19.8% (30-50) and 9.7% (over 50).

In Malaysia, we hired 79 employees, resulting in a local hire rate of 37.3% for the year. Amongst these employees, 33 were females and 46 were

males, for a gender hire rate of 15.6% and 21.7%, respectively, while their hire rates by age group were 44% (under 30), 33.6% (30-50) and 0% (over 50). During the year, 36 Malaysia-based employees left the Company, resulting in a local turnover rate of 17%, which is comparable to

the country's industry norm for 2022 (16.6%). Amongst these employees, 11 were females and 25 were males, for a gender turnover rate of 14.7% and 18.2%, respectively, while their turnover rates by age group were 33.3% (under 30), 12.5% (30-50) and 0% (over 50).

Type of employment

GRI 2-7

2022	Male	%	Female	%	Total	%
Full-time (permanent)	867	54.5%	690	43.3%	1,557	97.8%
Part-time (permanent)	0	0.0%	2	0.1%	2	0.1%
Full-time (temporary)	20	1.3%	12	0.8%	32	2.0%
Part-time (temporary)	0	0.0%	1	0.1%	1	0.1%
Total	887	55.7%	705	44.3%	1,592	100.0%

Diversity

GRI 405-1

2022	Senior Management	Mid-Management	Executive	Non-Executive	Total
Gender					
Female	0.1%	5.5%	21.9%	16.7%	44.3%
Male	0.5%	12.6%	28.6%	13.9%	55.7%
Total	0.6%	18.2%	50.6%	30.7%	100.0%
Age groups					
<30	0.0%	0.1%	9.1%	6.0%	15.3%
30-50	0.1%	10.7%	35.2%	21.1%	67.1%
>50	0.5%	7.3%	6.3%	3.5%	17.7%
Total	0.6%	18.2%	50.6%	30.7%	100.0%
Ethnic groups					
Chinese	0.4%	15.7%	35.9%	18.5%	70.5%
Indian	0.1%	1.4%	5.2%	4.4%	11.2%
Malay	0.0%	0.3%	5.0%	3.0%	8.2%
Others	0.1%	0.8%	4.5%	4.7%	10.1%
Total	0.6%	18.2%	50.6%	30.7%	100.0%

¹ The total number includes 1,380 employees working in our Singapore operations and 212 employees working in our Malaysia operations. Our workforce figures do not include 21 temporary staff, 34 interns and 19 trainees who were engaged for short periods throughout the year. External personnel from security, cleaning, gardening services and other contractors who worked on 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 vital to attracting and retaining the best talent and giving M1 the edge in what has recently become a very competitive job market. 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 flexible¹ and therefore accessible, for employees. For example, we have sustained our shift in emphasis towards targeted technology-related training programmes as part of the digital up-skilling initiative we started in 2019.

In 2022, we continued to encourage our employees to acquire the knowledge they seek through self-driven learning, which consists of bite-size, targeted and just-in-time training materials. During the year, Keppel Digital Learning platforms provided the M1 workforce with 738 self-directed learning places, compared to the 22 learning places supplied by the same platforms in 2021. Including traditional training (classroom/online face-to-face training) and self-directed learning places (from Keppel Digital Learning),

we provide our employees with the same total number of training places in 2022, with almost half of the training hours², which amounted to an average of 8.8 hours per employee, compared to 16 hours in 2022. In addition, 26% of our entire workforce participated in at least one digital training programme during the year, an increase compared to 2021 (22%) but still below our annual target of 60%.

Our ongoing training programmes are designed to broaden and deepen our employees' professional expertise and support their personal development. The programmes include training on coaching and managing people, and external courses and conferences relevant to each employee's role. Topics and trends relate to our business and technological changes, including workplace safety and health, data protection and cyber security, cloud computing, data analytics and robotics process automation.

We encourage longer-term learning options, such as post-graduate studies and certification courses, through subsidies and other measures, including examination leave. We continue to identify staff for reskilling or upskilling through the Career Conversion Programme in partnership with the National University of Singapore.

Training hours

GRI 404-1

2022	Average hours per year
Employee categories	
Senior Management	5.6
Mid-Management	11.6
Executive	8.9
Non-Executive	7.1
Gender	
Women	8.9
Men	8.8
Overall	8.8

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 wide choice of benefits³ and an annual variable bonus based on Company performance and individual performance.

M1 is also committed to a holistic approach to workplace wellness encompassing our employees' physical and psychological well-being. We provide our full-time employees with outpatient and inpatient medical coverage,

group insurance, and annual health screenings. Our flexible benefits and medical programmes are customisable to the employees' needs and those of their dependants. These wide-ranging benefits include but are not limited to dental treatment, personal and hospitalisation insurance, COVID-related medical devices, long service award, and work-from-home essentials. We offer our employees various social, educational and sports programmes, including health and wellness webinars. In Singapore, 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 2022, the employer's contribution to the CPF was set at 17% of an employee's monthly wage, with the employee contributing 20%. Contribution rates are lower for employees above 55 years of age. The contribution rates are applicable to monthly wages more than S\$750 and up to a ceiling of S\$6,000, which will be gradually increased to S\$8,000 by 2026. For the retirement savings plan of our Malaysia-based employees, contributions are allocated to Malaysia's Employees Provident Fund (EPF), with the employer contributing 12% for a monthly wage up to RM 5,000 or 13% for a monthly wage above RM 5,000. Conversely, the employee has the choice to contribute either 9% or 11%. For employees aged 60 and above, the contribution rates are lower for both employer and employee.

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

² In 2022, our employees spent about 12,000 hours for 6,834 learning places (6,096 traditional and 738 self-directed). Comparatively, there were about 21,000 hours for 6,873 learning places (6,851 traditional and 22 self-directed) in 2021.

³ Temporary employees are not provided with the following benefits: Variable bonuses, social, educational and sporting programmes and events, maternity leave, paternity leave, shared parental leave schemes, annual leave, medical leave, COVID-related support programmes, e.g., employment assistance programme, flexi-benefits, and outpatient and inpatient medical coverage. Health screenings, marriage leave, and long service awards are only provided to full-time employees. Currently, health screenings, fully equipped gymnasium on the premise, and long service awards are not offered to Glocomp's employees.

Our People and Community

Supporting families

GRI 401-3

M1 supports pro-family initiatives, and our employees enjoy benefits such as leave schemes for marriage, adoption, childcare, maternity and paternity, shared parental leave, compassionate leave, as well as extended medical coverage for their dependants. Female employees with two qualifying children¹ or more may take up to two days of their sick leave entitlement using their child's medical certificate. Our offices in Singapore have dedicated onsite nursing facilities and a childcare centre.

All M1 employees are entitled to parental leave and, of the 22 employees taking their entitlement to parental leave in 2022, eight were female and 14 were male. All employees returned to work after their parental leave ended and within the year, resulting in a return to work rate of 100% for both genders. Among the 23 women and 15 men who returned to work from parental leave in 2021, 19 women and 12 men were still employed 12 months after their return. This represents an 82% retention rate for women and 80% for men².

WORKPLACE SAFETY AND HEALTH

GRI 2-8, 403-1, 403-2, 403-3, 403-4, 403-5, 403-8, 403-9

M1 and our subsidiaries are 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 bizSAFE³ since 2016 and attained bizSAFE Level 4 certification in 2020. M1 Limited, M1 Net Ltd and M1 Shop Pte. Ltd successfully achieved 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 the Board Sustainability and Safety Committee with support from the management and the HSE Committee. The HSE Committee leads and implements safety initiatives at M1 and its subsidiaries. It comprises a mix of union workers and worker representatives from different departments offering diverse views through regular 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 departments' teams trained in bizSAFE.

All employees, contractors and visitors present at M1 worksites and our subsidiaries where we have operational control are covered by the WSH framework and are required to comply with stipulated safety procedures. Applicable contractors in Singapore who carry out physical activities in our operations are required to be at least bizSAFE Level 3 certified and provide their workers with safety trainings, personal

protective equipment (PPE), and adequate risk control measures to ensure the safety and health of the workers and other persons around the work activities. 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 and safe work procedures before work commences. Under M1 Workplace, Safety, Health & Security Policy, workers can follow an HSE Stop Work procedure to remove themselves from work situations that they believe could cause injury or ill health.

Regular audits and peer reviews are conducted to identify non-conformities and areas for improvements in our operational and safety processes. In 2022, we conducted two peer reviews with safety representatives from Keppel Corporation at M1 radio towers and offshore radio sites. Diesel refilling of power generators and other work activities on and around radio antennas were reviewed, and safety measures were improved where required. Similarly, following a safety audit of our engineering switch rooms, we conducted noise mapping to identify risk areas, installed signs to wear hearing protection and implemented adequate noise-reducing measures.

M1 ensures that all WSH preventive and response measures are adequately communicated and available to all workers through dedicated channels, such as our HSE portal, incident notifications and regular email alerts from M1 and the Group, and assisted search through our HR Chat Bot.

In 2022, one work-related injury sustained by an M1 employee was reported to MOM⁴. The incident, which was related to a fall, was

investigated and discussed during our safety risk assessment review. Lessons learnt were disseminated to all employees, and a new safety procedure for the relevant activity was created to prevent a recurrence.

No reportable work-related injuries were sustained by external personnel working at our premises, who totalled an estimated 400 individuals for the whole year. Including both M1 workers and external personnel, our Accident Frequency Rate (AFR) was 0.31 reportable accidents per million man-hours and our Accident Severity Rate (ASR) was 2.2 man-days lost per million man-hours.

Safety training

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 first aid kits and automated external defibrillators (AEDs), which are available in our offices and M1 Shops.

In 2022, over 1,000 hours of WSH training were provided via internal workshops, seminars, webinars and e-learning in addition to safety training from accredited training providers.

In line with the Keppel Group HSE requirements and standards, M1 Limited and its subsidiaries will continue to improve on their WSH framework in 2023 with particular focus on mental health hazards and the digitisation of M1's safety process through the implementation of the GoARC safety application. Workshops and internal trainings will also be scheduled to increase safety awareness and culture at the Company.

¹ Children below six years old.

² The retention rate for employees in Singapore was 95% for women and 79% for men. The retention rate for employees in Malaysia was 25% for women and 100% for men.

³ 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.

⁴ Under Singapore regulations for WSH and work injury compensation, work accidents, dangerous occurrences and occupational diseases must be reported to the Ministry of Manpower, Singapore (MOM).

Our People and Community

Safety performance

GRI 403-9

2022	M1 Workforce	Contract Workforce ¹	Total
Number of man-hours	3,187,765	964,465	4,152,230
Number and recordable work-related injuries	1	0	1
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)	0.31	0	0.31
ASR (man-days lost per million man-hours)	2.20	0	2.20
Occupational Disease Frequency Rate	0	0	0
Total Recordable Incident Rate	0.31	0	0.31
Lost Time Injury Frequency	0.31	0	0.31
Fatal Injury Rate (fatal injuries per 100,000 employed persons)	0	0	0

Our 2022 main WSH initiatives

GRI 403-4

- We have further improved the digitalisation of our WSH framework with the newly implemented GoARC, an app tool to proactively identify hazards, analyse safety risks and implement risk control. Safety hazards and unsafe behaviours reported via GoARC are promptly investigated by HSE representatives, who trigger the required follow-up actions and assign them to the relevant parties.
- M1 and its subsidiaries have started tracking the engagement and participation of its workforce in the Keppel Group HSE's new safety initiative, "Speak Up for Safety – Your Voice Matters". The multi-year campaign promotes workers' empowerment to stop unsafe work by allowing anonymous reporting and highlighting of dangerous work situations that they believe could cause injury or ill health.
- As part of M1's integrated management system, our subsidiary AsiaPac has initiated the transition of its safety processes towards achieving the ISO 45001 certification in June 2023. Similarly, Glocomp has started devising a roadmap to align with M1's WSH framework and obtain the ISO 45001 certification in the coming years.

LABOUR RIGHTS

GRI 2-30

M1 has a collective agreement with the Singapore Industrial and 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 2022, 41% of our employees in Singapore 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 2022, M1 donated a total of S\$1,418,000² to local community organisations.

During the year, our staff contributed 1,072 hours of volunteer hours with IMDA's Digital Learning Circles initiative with the elderly from Sunshine Gardens – Pacific Activity Centre and at the inaugural Digital for Life Festival 2022 – Raising Anti-Scam Awareness for Seniors, both run in partnerships with Keppel Corporation. Our staff also participated in tree plantings across Singapore, trash collecting at East Coast Park Beach, packing of provisions for the underprivileged at Food from the Heart, and kitchen preparations for the underprivileged at Willing Hearts. Other activities and events that we supported during the year included M1 Singapore Fringe Festival 2022 – The Helpers, the National Day Parade 2022, and providing of SIM-cards to youths from lower income families. We also continued to partner government agencies to enable low-income households to benefit from digital/connectivity service, including the launch of two work-study programmes to support current students in developing their skills in the technology sector (see page 23).

Moving forward, M1 will continue to encourage volunteering amongst its employees and contribute to our established projects, and other initiatives with our community partners or at the Group level.

¹ The number of man-hours executed by the contract workforce is estimated based on nine hours worked per day and 22 days per month. The contract workforce includes third-party personnel performing physical work activities at our premises such as installation works, delivery of goods and people, cleaning, maintenance, and servicing work. The contract workforce does not include office-based third-party personnel (e.g., for IT services or consulting), agency workers and self-employed workers whose work hours are not tracked.

² Comprises of cash and in-kind sponsorships and donations.

TCFD Report

INTEGRATING CLIMATE CHANGE RISKS

GRI 2-24












As the impacts of climate change begin to materialise, it is essential for M1 to assess the risks and opportunities stemming from climate change and integrate them into business decisions and operations. In line with this objective, M1 fully supports the adoption of the Task Force on Climate-related Financial Disclosures (TCFD) and its recommendations on risk assessment and reporting of financial information related to climate change.

M1 began the integration in 2022 by engaging a consultancy firm to carry out a gap analysis on our sustainability framework and risk management system against the recommendations of the TCFD. The analysis, which involved engaging with internal stakeholders, such as

senior management and representatives from finance, legal, human resource, facilities, risk management and sustainability, resulted in an alignment roadmap with clear short and long-term goals in the four core components of governance defined by the TCFD, namely Governance, Strategy, Risk Management and Metrics and Targets.

By the end of 2022, we had already achieved half of the short-term goals and forward into 2023, we are progressing into the remaining short-term objectives by preparing a scenario analysis to assess and prioritise our transition risks. During the year, we will also refine the evaluation of the potential financial impacts faced by M1 and further integrate climate-related considerations into our strategic decision-making, innovation and process development. These measures will form the stepping stone for our long-term objectives, creating more resilient and sustainable business practices.

M1 roadmap for TCFD alignment

Core elements	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)	

 Achieved  In progress

TCFD Report

Following the TCFD's recommendations, below are the disclosures on how M1 integrates climate-related risks and opportunities into its corporate structure and sustainability framework.

Governance

Recommended disclosures:

- Describe the board's oversight of climate-related risks and opportunities.
- Describe management's role in assessing and managing climate-related risks and opportunities.

M1's Board Sustainability and Safety Committee (BSSC) oversees the Company's ESG strategy and ensures that climate-related risks and opportunities are evaluated and addressed across our operations. The BSSC meets every quarter and engages with the relevant management teams, such as M1's sustainability team, to prioritise climate-related issues and determine appropriate targets and mitigation actions. Moreover, the BSSC and sustainability team regularly collaborate with the leadership teams at Keppel Corporation to facilitate the integration of the Group's Vision 2030 strategy.

The sustainability team is responsible for implementing the Company's climate-related strategy, coordinating and communicating M1's sustainability policies, practices and performance on GHG emissions reduction and establishing the measures to manage climate-related risks and opportunities. The team regularly updates the BSSC on material or critical issues, performance, and recommendations for improvement.

Strategy

Recommended disclosures:

- Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long-term.
- Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.
- Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Based on a scenario analysis¹ and stakeholder engagement, M1 evaluated the resilience of our current strategies and assets against potential and hypothetical futures and identified the risks and opportunities deemed relevant to our business. This approach aims to provide us with the baseline to stress-test our business, prepare for potential impacts and identify mitigation and adaptation options to manage climate change risks and their impact on our operations.

According to our latest assessment, M1's business remains resilient and well placed to adapt to the challenges created by climate change. Moreover, we expect opportunities to materialise from the capitalisation of our efforts to adapt to climate change and the effectiveness of the mitigation measures we implement. We are hopeful that a more sustainable business model will in turn, lead to cost savings and business growth through operational efficiencies, enhanced reputation and attractiveness to employees and customers.

The identified potential risks and opportunities are listed below and on the next page.

Physical Risks

- **Heat waves days** (Persistent period of high temperatures)
A chronic risk of prolonged exposure to excessive heat leading to human discomfort and threatened health. As a result, the company may have to limit working hours to reduce vulnerability and increase the energy consumption required for cooling buildings.
- **Extreme precipitation** (Exposure of assets to substantial exceedance in the amount of rainfall)
An acute risk of increased frequency of extreme or high-intensity, short-duration precipitation leads to flooding and damage to structures and the natural environment. As a result, operational capacity and accessibility to facilities can be impaired.

¹ In 2022, Keppel Corporation conducted a scenario analysis that included the following assets belonging to M1 in Singapore – Main Operations Centre, Regional Operations Centre and MiWorld Building.

TCFD Report

Transition Risks

Description	Potential Business Impact	Mitigation Actions
Policy and Legal		
<p>Increasing price of carbon Singapore has implemented and announced plans to increase carbon tax from 2024.</p>	Increased indirect costs from operations, including rising prices of electricity, fuel and other products.	<ul style="list-style-type: none"> Progressive implementation of energy efficient infrastructure and technology, such as smart energy management systems Expansion of solar energy production systems Procurement of renewable energy where feasible
<p>Stricter statutory regulations imposed by government entities and regulatory bodies Sustainability related regulations to reach net zero are likely to grow within the ICT sector.</p>	Increased costs to align with regulations through upgrading and retrofitting infrastructure, data management and disclosures, including potential legal and financial penalties due to non-compliance.	<ul style="list-style-type: none"> Achieved full compliance with all relevant industry and building regulations, including BCA Green Mark Gold Continuous active monitoring of the evolving regulatory landscape
Market		
<p>Shift in stakeholder expectations As the effects of climate change begin to materialise, companies face increasing pressure from investors, lenders and customers.</p>	Reduced capital availability from investors and potential loss of revenue from customers.	<ul style="list-style-type: none"> Progressive implementation of energy efficient infrastructure and technology Procurement of renewable energy where feasible
<p>Increase in cost of energy and fuel Energy costs are expected to increase as the limited supply of non-renewable sources fails to match the demand and affects the short-term energy mix's transition towards renewables.</p>	Increased operating costs due to higher energy prices.	<ul style="list-style-type: none"> Regular review and assessment of innovative measures for expanding our offerings of low carbon products and services

Opportunities

Description	Potential Business Impact
<p>Resource efficiency and energy source With the advancement of clean technology, M1 can leverage on increasingly efficient technologies to improve its infrastructure and expand renewable energy options.</p>	Improved reputation and reduced operational costs and potential carbon tax due to energy savings and higher adoption of renewable energy.
<p>Expansion of and increased demand for low carbon solutions M1 can expand its sustainable services and offerings to cost saving measures to customers.</p>	Increased revenues and market expansion from larger offerings of low carbon/net zero services and products.
<p>Incentives provided by government entities M1 can benefit from available government schemes and partnerships to support the implementation of clean technology.</p>	Cost savings through government schemes to implement green initiatives.
<p>Improved access to capital To implement innovative and energy efficient technology, M1 can take advantage of the growing availability of green finance options that provide more affordable access to capital.</p>	Increased access to finance at lower interest rates through the achievement of sustainability targets.

TCFD Report

Risk Management

Recommended disclosures:

- Describe the organisation's processes for identifying and assessing climate-related risks.
- Describe the organisation's processes for managing climate-related risks.
- Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.

As a baseline, we classify the climate risks and opportunities as follows:

- Physical risks which arise from acute events or long-term shifts related to changes in the climate
- Transition risks which arise from required adaptation towards a low carbon economy, including policy changes, market shifts, and changes in technology

As part of the assessment carried out in 2022, we also evaluated our assets over 11 identified physical risk factors to understand the potential impact of climate change. The identified factors include Chronic risks, which are related to gradual long-term environmental changes, such as temperature, rainfall and humidity, and Acute risks, which are related to extreme events, such as wildfires, heatwaves and floods.

In parallel, three Shared Socioeconomic Pathways (SSPs) scenarios¹ were used in the analysis. The scenarios considered physical risks across varying potential futures that are higher and lower than a 2°C increase in global temperature and across different time frames, taking into account the lifespan of M1's assets and the Group's sustainability targets' year. Climate risks and opportunities were also assessed across three scenarios and three timeframes based on IPCC and the Network for Greening the Financial System (NGFS)²: Orderly (Net Zero 2050), Disorderly (Delayed Transition) and Hot house world (Current Policies).

Taking into account the above factors and scenarios, we assessed and scored our risks based on: (i) vulnerability, (ii) magnitude and (iii) likelihood, while we evaluated the opportunities according to i) the size of the opportunity and ii) the ability for M1 to execute the potential opportunity. The scoring was executed under M1's existing enterprise risk management processes and methodologies.

Metrics and Targets

Recommended disclosures:

- Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.
- Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.
- Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.

To achieve the objectives of our climate change strategy, M1 actively tracks and monitors a series of environmental performance indicators including fuel and electricity consumption, refrigerant gases usage and the corresponding Scope 1, Scope 2 and Scope 3 GHG emissions covering our business activities. A key element of these efforts consists of two science-based targets in line with the Paris Agreement's goal of limiting global temperature increase to 1.5°C compared to pre-industrial levels. The targets, which were set and approved in 2022, specify that M1 commits

- to reduce absolute Scope 1 and Scope 2 GHG emissions 46.2% by 2030 from a 2020 base year; and
- to 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.

Other metrics and targets include reaching at least 20% of electricity consumption from renewable sources in 2023 and 50% by 2025. In addition, M1 is committed to the Group's objective of achieving net zero emissions for Scope 1 and Scope 2 by 2050.

Moving forward, M1 will continue to measure its GHG emissions and intensify the efforts to reduce them by implementing more energy efficient telecommunications and data centre equipment, increasing renewable sources usage, and procuring green electricity. Similarly, we will continue improving the tracking and reducing of our supply chain's energy and emissions whenever feasible.

¹ Based on the SSP 1-2.6, SSP 2-4.5 and SSP 5-8.5 – referenced to latest IPCC's reference period and modelling. More details can be found at www.ipcc.ch.

² The NGFS is a group of Central Banks and Supervisors established to share best practices and contribute to the development of environment and climate risk management in the financial sector. More information on the NGFS Scenarios can be found at www.ngfs.net/en.

GRI Content Index

M1 Limited has reported in accordance with the GRI Standards for the period 1 January to 31 December 2022. The version of the standards is GRI 1: Foundation 2021.

GRI standards / other source	Disclosure	Page reference / Information
General Standard Disclosures		
GRI 2: General Disclosures 2021	1. The organisation and its reporting practices	
	2-1 Organisation details	2
	2-2 Entities included in the organisation's sustainability reporting	2, 5
	2-3 Reporting period, frequency and contact point	5
	2-4 Restatements of information	5
	2-5 External assurance	5
	2. Activities and workers	
	2-6 Activities, value chain and other business relationships	2, 22
	2-7 Employees	2, 27
	2-8 Workers who are not employees	22, 29
	3. Governance	
	2-9 Governance structure and composition	8
	2-10 Nomination and selection of the highest governance body	22
	2-11 Chair of the highest governance body	22
	2-12 Role of the highest governance body in overseeing the management of impacts	8, 22
	2-13 Delegation of responsibility for managing impacts	8, 22
	2-14 Role of the highest governance body in sustainability reporting	8, 22
	2-15 Conflicts of interest	22
	2-16 Communication of critical concerns	8, 22
	2-17 Collective knowledge of the highest governance body	22
	2-18 Evaluation of the performance of the highest governance body	22
	2-19 Remuneration policies	22
	2-20 Process to determine remuneration	22
	2-21 Annual total compensation ratio	Information is confidential

GRI standards / other source	Disclosure	Page reference / Information
	4. Strategy, policies and practices	
	2-22 Statement on sustainable development strategy	6-7
	2-23 Policy commitments	8, 16, 22
	2-24 Embedding policy commitments	8, 31
	2-25 Processes to remediate negative impacts	8
	2-26 Mechanisms for seeking advice and raising concerns	8, 22
	2-27 Compliance with laws and regulations	27
	2-28 Membership associations	Three memberships ¹
	5. Stakeholder engagement	
	2-29 Approach to stakeholder engagement	8, 9, 10-14, 24
	2-30 Collective bargaining agreements	30
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	8, 9
	3-2 List of material topics	10-14
ECONOMIC		
Economic Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	2, 28, 30
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2, 30
	201-3 Defined benefit plan obligations and other retirement plans	28
Indirect Economic Impacts		
GRI 3: Material Topics 2021	3-3 Management of material topics	23
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	23
	203-2 Significant indirect economic impacts	23
Procurement Practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	11
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	22

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 / Data Protection Officer, is the Exco Member of the Contact Centre Association of Singapore.

GRI Content Index

GRI standards / other source	Disclosure	Page reference / Information
General Standard Disclosures		
Anti-Corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	11
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	22
	205-2 Communication and training about anti-corruption policies and procedures	22
	205-3 Confirmed incidents of corruption and actions taken	23
Anti-competitive Behavior		
GRI 3: Material Topics 2021	3-3 Management of material topics	22
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	23
ENVIRONMENTAL		
Material		
GRI 3: Material Topics 2021	3-3 Management of material topics	18
GRI 301: Materials	301-1 Materials used by weight or volume	18
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	10, 16
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	16, 20
	302-2 Energy consumption outside the organisation	20
	302-3 Energy intensity	20
	302-4 Reduction of energy consumption	16
Water and Effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	10, 18
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	18
	303-2 Management of water discharge-related impacts	18
	303-3 Water withdrawal	18, 20
	303-4 Water discharge	18, 20
	303-5 Water consumption	None ¹

¹ All water withdrawn by M1 is used and discharged through the city's sewerage system.

² Based on the acceptance of the Supplier Code of Conduct.

GRI standards / other source	Disclosure	Page reference / Information
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	10, 16-17
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	17, 20
	305-2 Energy indirect (Scope 2) GHG emissions	17, 20
	305-3 Other indirect (Scope 3) GHG emissions	17, 20
	305-4 GHG emissions intensity	20
	305-5 Reduction of GHG emissions	16-17
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	18
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	18
	306-2 Management of significant waste-related impacts	18
	306-3 Waste generated	18, 20
	306-4 Waste diverted from disposal	18
	306-5 Waste directed to disposal	18, 20
Supplier Environmental Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	23
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	100% ²
SOCIAL		
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	27, 28, 29
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	27
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	28
	401-3 Parental leave	29

GRI Content Index

GRI standards / other source	Disclosure	Page reference / Information
General Standard Disclosures		
SOCIAL		
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	13
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	29
	403-2 Hazard identification, risk assessment, and incident investigation	29
	403-3 Occupational health services	29
	403-4 Worker participation, consultation, and communication on occupational health and safety	29, 30
	403-5 Worker training on occupational health and safety	29
	403-6 Promotion of worker health	28
	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	29
	403-9 Work-related injuries	29, 30
	403-10 Work-related ill health	No case
Training and Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	13, 27, 28
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	28
	404-2 Programs for upgrading employee skills and transition assistance programs	28
	404-3 Percentage of employees receiving regular performance and career development reviews	27
Diversity and Equal Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	27
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	27

GRI standards / other source	Disclosure	Page reference / Information
Non-Discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	22, 27
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	23
Supplier Social Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	23
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	100% ¹
Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	12, 25
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	25
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	23, 25
Marketing and Labelling		
GRI 3: Material Topics 2021	3-3 Management of material topics	22, 24
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	24
	417-2 Incidents of non-compliance concerning product and service information and labelling	23
	417-3 Incidents of non-compliance concerning marketing communications	23
Customer Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics	12, 25
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	25
SOCIAL NON-GRI		
Customer satisfaction score	Overall score rating from our customer satisfaction survey	12, 24
eBill penetration	Portion of our customers base who have migrated to receiving eBills	19
E-waste collected	Amount of public e-waste collected	19

¹ Based on the acceptance of the Supplier Code of Conduct.



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