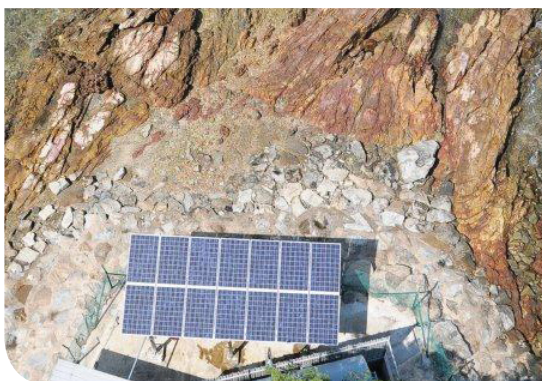


SUSTAINABILITY REPORT



Introduction

M1 has a longstanding commitment to conduct its business in a responsible and sustainable way, and to play a meaningful role in the well-being of our stakeholders, the community we live in and the environment through our sustainability efforts.

We are pleased to present our fourth annual sustainability report, covering M1's economic, environmental, social and corporate governance performance for 2014.

This document has been prepared in accordance with Global Reporting Initiative's (GRI) G4 "Core" level guidelines, in describing key materiality issues and impact on our stakeholders.

Details of M1's corporate practices and our initiatives to further improve in this area, such as our new Supplier Code of Conduct, can be found in the Our Business section. We continue to provide a holistic, inclusive and collaborative workplace for all employees, and we have provided a description of our human resource policies and practices, with additional statistics, in the Our People section. The Our Community and Our Environment sections detail our various contributions to the community, and our continued efforts to minimise our environmental footprint.

Internationally accepted measurement units are used in the reporting of performance data and indicators, and no previously reported data has been restated. A full listing of reported General Standard Disclosures and Specific Standard Disclosures can be found on pages 82 to 86 of this Annual Report.

M1 HAS A LONGSTANDING COMMITMENT TO CONDUCT ITS BUSINESS IN A RESPONSIBLE AND SUSTAINABLE WAY, AND TO PLAY A MEANINGFUL ROLE IN THE WELL-BEING OF OUR STAKEHOLDERS, THE COMMUNITY WE LIVE IN AND THE ENVIRONMENT THROUGH OUR SUSTAINABILITY EFFORTS.

We continually review our sustainability performance, as well as monitoring and reporting processes for further enhancements or improvements.

We welcome feedback on this report and possible areas of improvement at corpcomms@m1.com.sg

Reporting Scope and Boundaries

The report is limited to M1 operations under its direct control for the period 1 January to 31 December 2014.

In preparing this report, we reviewed our business operations to assess and identify key environmental, social and governance issues, and addressed areas of interest highlighted by our stakeholders. We then applied the GRI's G4 reporting principles, including stakeholder inclusiveness, key materiality, the sustainability context, and indicator comparability; to the identified key material issues most relevant to our business operations and stakeholders, and presented the results accordingly.

SUSTAINABILITY REPORT

Introduction

Stakeholder	Main engagement channels	Stakeholder's expectations	How M1 addresses concerns and notable initiatives
Consumer and corporate customers	<ul style="list-style-type: none"> • 24-hour contact centre • M1 Shop outlets • Mobile sales team • Corporate sales team • Technical support team • M1 website and Facebook page feedback forms 	<ul style="list-style-type: none"> • Reliable, quality network access • Relevant and affordable products and services • Effective customer service • Data protection 	<ul style="list-style-type: none"> • Continual investment in networks to benefit customers. In 2014, we launched Singapore's first nationwide 300Mbps 4G mobile network to deliver faster mobile Internet access to customers • Continual investment in customer service and employee training • Clear disclosure of all information relevant to customers in marketing materials • Procedures to ensure the privacy of our customer's personal data
Institutional and retail investors	<ul style="list-style-type: none"> • Access to our Investor Relations team and senior management through: <ul style="list-style-type: none"> ◦ Email ◦ Teleconferences ◦ Meetings ◦ Investor conferences ◦ Investor roadshows ◦ Annual General Meeting (AGM) ◦ Annual Reports 	<ul style="list-style-type: none"> • Sustainable business growth • Ability to generate expected returns on their investment • Good corporate governance • Transparency in business strategy and operations • Protection under laws for minority shareholders' interest • Relevant Corporate Social Responsibility initiatives 	<ul style="list-style-type: none"> • M1's Investor Relations team is committed to responding to investors' concerns in a timely manner • Quarterly financial results briefing and Q&A sessions are conducted within a month of period end. M1 is Singapore's only communications company to report within such a time frame • Senior management is present and responsive in investor meetings, teleconferences, roadshows and AGMs
Business partners and suppliers	<ul style="list-style-type: none"> • Meetings • Emails • Telephone 	<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"> • Communicate M1's business policies to employees • Transparent business processes in the selection of winning tenderers • Avenues to report incidents of abuse and corruption • Whistleblower policy • M1's Supplier Code of Conduct, to further encourage best practices in procurement, was developed in 2014 and launched in January 2015

Stakeholder	Main engagement channels	Stakeholder's expectations	How M1 addresses concerns and notable initiatives
Employees	<ul style="list-style-type: none"> Employee feedback Team-building sessions Annual employee appraisal sessions Bi-annual townhall events Quarterly CEO messages Grievance handling channel through Human Resource Department Union representation 	<ul style="list-style-type: none"> Safe working environment Fair remuneration and benefits Non-discriminatory practices Career growth Relevant employee training 	<ul style="list-style-type: none"> Maintain a safe and pleasant working environment Recruit, reward and promote employees based on performance and merit Continual investment in human capital
Regulators	<ul style="list-style-type: none"> Regular formal and informal discussions Teleconferences Active participation, including written submissions, in relevant industry consultation sessions 	<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"> Policies to ensure compliance with regulations and laws Swift remedial action in case of any regulatory or legislative violation Network upgrading initiatives
Analysts and the media	<ul style="list-style-type: none"> Access to our Corporate Communications and Investor Relations teams through: <ul style="list-style-type: none"> Email Teleconferences Meetings Organised visits and industry events Quarterly results conferences and teleconferences 	<ul style="list-style-type: none"> Timely and transparent disclosure of corporate information Access to senior management Prompt response to queries 	<ul style="list-style-type: none"> M1's Corporate Communications and Investor Relations team works closely with these stakeholders to ensure they have access to the information they need, and respond to their queries in a timely manner
Trade associations	<ul style="list-style-type: none"> Membership in and engaging with trade bodies and associations, including the Contact Centre Association of Singapore, National Trade Union Congress, Singapore Internet Exchange, and Singapore National Employer Federation 	<ul style="list-style-type: none"> Deliver industry approved products and services Adoption of industry best practices 	<ul style="list-style-type: none"> Participation in industry events and dialogue sessions Harmonise our company policies and networks with globally accepted technologies and standards
Non-governmental organisations and community partners	<ul style="list-style-type: none"> Discussions with community groups Participation in relevant conferences Reporting on our sustainability strategy and performance 	<ul style="list-style-type: none"> Minimise any social, public health or environmental impact Support deserving community efforts and underprivileged groups 	<ul style="list-style-type: none"> Continual support of adopted community causes and conservation efforts Ensure products and services address the needs of and are available to underserved communities Continually review and enhance sustainability performance and reporting

SUSTAINABILITY REPORT

Introduction

Key Materiality Issues, Aspects and Sustainability Context

The following section is a summary of the key issues material to our operations in the wider context of sustainability, as determined through our engagement with stakeholders, and inputs from our management and employees. We have also provided an indication of the impact of the issues, and a summary of our management approach toward each issue.

Material Issues	Material Aspects	Sustainability Context	Management Approach	Internal impact	External impact
Network access and coverage	<ul style="list-style-type: none"> Good quality and reliable network access Affordable selection of products and services Digital inclusion 	<ul style="list-style-type: none"> We provide mobile and fixed services to close to 2 million customers The availability and affordability of our services greatly enhance our customers' productivity and quality of life 	<ul style="list-style-type: none"> As at end-2014, we have invested more than S\$1.6 billion into our mobile networks and we continually invest in technology to enhance our networks for the benefit of our customers 	Yes	Yes
Ethics and integrity	<ul style="list-style-type: none"> Transparency in business practices including marketing communications, recruitment and procurement Data privacy 	<ul style="list-style-type: none"> Maintaining a high standard of corporate governance is key to protecting the interests of our stakeholders, including customers, employees, business partners and shareholders 	<ul style="list-style-type: none"> The company has strict guidelines and policies with regard to procurement and staff conduct in our business, and we abide by all relevant laws including those governing data protection 	Yes	Yes
Employees	<ul style="list-style-type: none"> A safe and conducive working environment Relevant training 	<ul style="list-style-type: none"> We provide employment to 1,488 full-time employees, who form an important stakeholder segment and a critical component to our continued success in the competitive marketplace 	<ul style="list-style-type: none"> We maintain a safe and conducive working environment We have a merit-based recruitment and promotion policy Our human resource function, management and employees work together to identify suitable and relevant training programmes to enhance employees' skill sets 	Yes	No

Material Issues	Material Aspects	Sustainability Context	Management Approach	Internal impact	External impact
Economic performance	<ul style="list-style-type: none"> Continued, sustainable business growth 	<ul style="list-style-type: none"> We contribute toward Singapore's economy by responsibly paying our taxes and introducing business opportunities for our business partners Our shareholders benefit through regular dividend payouts and share price performance Our employees share in the company's success, through monetary rewards and staff benefits Our continuous network investment and introduction of innovative products and services have a positive impact on the level of competition in our industry for the benefit of both retail and corporate consumers in Singapore 	<ul style="list-style-type: none"> We continually invest in our networks to enhance customer experience, delivering relevant products and services that bring value to our customers, and providing a positive customer experience, to drive our business forward 	Yes	Yes
Community support	<ul style="list-style-type: none"> Supporting deserving community initiatives and underprivileged groups 	<ul style="list-style-type: none"> We believe that for a company to be successful in the long term, it should help create value for the community it operates in 	<ul style="list-style-type: none"> We are a long-term supporter of such causes, by providing financial assistance and conducting outings through the efforts of the M1 SunCare Club volunteers. We focus our efforts on the arts and sports causes in their start-up stage, where our contributions can make a meaningful impact 	Yes	Yes
Environmental footprint	<ul style="list-style-type: none"> Energy usage 	<ul style="list-style-type: none"> Energy is required to drive our business As a non-extractive business, M1 does not have a significant environmental footprint 	<ul style="list-style-type: none"> We continually review our environmental footprint to identify feasible initiatives to make the most efficient use of limited resources in a sustainable way 	Yes	Yes

In addition to the stated key material issues above, we note that there may also be other important sustainability-related issues, such as our impact on biodiversity. We have not included these issues in our report as they are not material to our business, due to our operating environment or the nature of our business.

SUSTAINABILITY REPORT

Our Business

WE HAVE A STRONG FOCUS ON CUSTOMERS' NEEDS AND ARE COMMITTED TO QUALITY AND INNOVATION IN ORDER TO DELIVER SUPERIOR CUSTOMER EXPERIENCE AND TO OFFER MEANINGFUL VALUE. WE CONSTANTLY REVIEW OUR PRODUCTS AND SERVICES TO ENSURE THEY ARE RELEVANT, AND ENABLE MORE PEOPLE TO ENJOY THE BENEFITS OF DIGITAL CONNECTIVITY.

M1 engages in fair, transparent and responsible business practices in our dealings with all stakeholders, including customers, suppliers and business partners. We comply with regulatory requirements, and meet or surpass the expectations of our customers.

Financial Performance

Our key financial indicators are as follows:

Financial indicators	2014 (S\$m)	2013 (S\$m)
Operating revenue	1,076.3	1,007.9
Net profit after tax	175.8	160.2
Operating expenses	857.1	812.4
Staff costs	113.5	108.7
Dividends paid to shareholders	196.9	136.3

For a more detailed discussion on our financial performance, please refer to the Financial Statements section of this Annual Report.

Network Investments

The performance and resiliency of our networks is key to customer experience, and we continually invest in technology to upgrade and enhance our networks to deliver a better experience for our customers.

Since our inception, we have invested more than S\$1.6 billion in expanding and upgrading our mobile network infrastructure, including resiliency

enhancement and implementation of the latest technology. These investments have enabled us to launch Singapore's first nationwide 4G network in 2012, as well as the first 300Mbps nationwide LTE (Long Term Evolution) Advanced network in 2014.

In 2014, we committed S\$140 million to upgrade our networks and systems, as well as construct a building extension. Details of key network enhancements can be found in the Operating and Financial Review section of this Annual Report.

Quality Products and Services

We have a strong focus on customers' needs and are committed to quality and innovation in order to deliver superior customer experience and to offer meaningful value. We constantly review our products and services to ensure they are relevant, and enable more people to enjoy the benefits of digital connectivity.

For the underprivileged or underserved communities, such as Persons with Disabilities, we understand how access to mobile technology can make a significant difference in their lives. In 2014, we built on our earlier efforts for this community by enhancing our service offerings through the new ConnectSurf plan, to help them make the most of their mobile devices.

To cater better to our customers' increasing usage of mobile data, we revised our service plans in September 2014 to offer more choices and bigger data bundles. From December 2014 onwards, customers were also able to enjoy faster data access speeds at no additional charge with the launch of our upgraded 300Mbps nationwide LTE-Advanced network.

During the year, we worked with the Media Development Authority of Singapore (MDA) to help low-income households enjoy free access to digital free-to-air TV programming. In this project, M1 supplied and installed DVB-T2 (Digital Video Broadcasting – Second Generation Terrestrial) set-top boxes to eligible households, allowing them to access and enjoy the improved video and sound quality of digital TV programming.



In the corporate segment, a wide range of customers have benefited from our new state-of-the-art data centre, which offered advanced features such as “cold aisle” containment, and temperature, humidity and power utilisation sensors on all server racks – options previously available only to large corporate users. “Cold aisle” containment prevents the mixing of hot exhaust with cold air for cooling resulting in improved cooling efficiency and better equipment performance.

Regulatory Compliance

We conduct our business in a socially responsible and ethical manner, in compliance with all applicable laws and regulations. We also support voluntary codes and best practice guidelines that benefit our stakeholders and society at large.

Key laws and regulations include the Telecommunications Act which governs our core telecommunications business, as well as the Telecoms Competition Code 2012 which establishes quality of service (QoS) delivery standards to our customers. Our media-related services are operated in accordance with the Broadcasting Act, and we block access to websites as directed under applicable laws or by MDA.

We protect vulnerable customers such as children and youth from undesirable content, and worked with the other mobile operators to create the Voluntary Code of Self-Regulation of Mobile Content in Singapore, to protect minors

from accessing prohibited content via mobile phones. We have made available a variety of tools to enable parents to monitor the access of their children to sites online.

Additionally, we abide with all applicable business, health, manpower, consumer protection, data protection and marketing-related laws and regulations.

M1 was not fined by any authority in 2014 for non-compliance with such laws and regulations.

Data Protection

We respect our customers’ privacy and do not collect, use or disclose their personal data other than as permitted or required under applicable laws and/or regulations, including the Personal Data Protection Act 2012 (“Act”).

Our employees who handle customers’ personal data have been trained on their obligations under the Act. We have also appointed two senior executives of the Company as Data Protection Officers to oversee compliance with the Act in relation to both customer and employee personal data. To further empower our customers, our account management web portal has been revamped to enable them to choose if, and how, they want to receive marketing materials from M1.

M1 was not fined for any non-compliance with the Act in 2014.

SUSTAINABILITY REPORT

Our Business



Responsible Marketing

M1 clearly labels all our products and services in our advertisements and marketing collaterals, and provides relevant details in customers' contracts. Prior to processing any customer's transaction, our employees will strive to explain the following in a clear and concise manner:

- Prices;
- Product specifications;
- Excess charges;
- Value-added services offered on a promotional or trial basis; and
- Early termination charges.

Telecommunications and Public Safety

We recognise the public's interest on radio frequency (RF) radiation from telecommunications equipment, including mobile devices and base stations.

We are committed to public health and safety, and continued to work with agencies, such as the National Environment Agency and IDA, to ensure the levels of exposure of RF radiation from our networks are well within the guideline limits.

The World Health Organisation has found no substantiated link between exposure to RF radiation and adverse impact on human health. In Singapore, IDA exercises strict control over the installation and transmitter power limits of M1's base station equipment, and conducts site visits to ensure compliance with the International

Commission on Non-Ionising Radiation Protection's standards.

M1 will continue to monitor RF radiation levels at our base stations and further scientific developments, to ensure our networks meet all relevant guidelines and we will continue to be open and transparent in the area of public health and safety.

Customer Experience

Providing excellent customer service is one of our core tenets and we continually invest in training to ensure we constantly deliver a positive customer experience across all touch points of our business operations.

To help our employees better appreciate customers' needs and achieve service excellence, all new employees undergo an attachment at our customer contact centre and retail outlets during their orientation programme. In addition, our senior management also participate in a frontline attachment programme at the centre or outlets to ensure that they continue to be customer-centric in carrying out their duties.

We recognise the importance of customer feedback in helping us further improve our customer service, and we obtain such information through a multitude of channels including our 24-hour contact centre, retail outlets, letters to the media, mystery shopping surveys, and from social media networks such as Facebook.

Sustainable Procurement

M1 purchases the following key products and systems from time to time, to support our business operations:

- Networks and related application systems;
- Application systems and computers;
- Mobile phones, computer tablets, accessories, and other consumer devices; and
- Furniture, fittings and equipment for our offices.

Our group procurement function adheres to a transparent procurement process, and suppliers are selected based on merit based or criteria such as vendor experience and track record, ability to meet the requirement specifications, price competitiveness, and level of after sales' support.

To further enhance ethical practices on the part of our suppliers, we commenced work on a M1 Supplier Code of Conduct in 2014. This Code sets out M1's expectations of our suppliers, including their compliance with all applicable laws, prohibition on illegal or unethical behaviour such as bribery and corruption, and protection of customer data. The Code has been implemented in 2015.

For financial details of M1's procurement, please refer to the Financial Statements of this Annual Report, under Fixed assets and Inventories.



Delivering Advanced Technology Sustainably

The launch of our next-generation data centre in October 2014 offered state-of-the-art features previously only available to large corporate users, such as "cold aisle" containment, as well as temperature, humidity and power utilisation sensors on all server racks, to a wide spectrum of customers from large corporates to small and medium enterprises. "Cold aisle" containment prevents the mixing of hot exhaust with cold air for cooling from mixing, resulting in improved equipment performance and cooling efficiency. To further minimise our environmental footprint, our new data centre also uses NEWater, or reclaimed water, for cooling.



Enabling Communications for People with Special Needs

M1 has supported the Persons with Disabilities community since 2000, with the launch of Singapore's first customised mobile plan featuring an enlarged SMS bundle, to meet this segment's needs. In 2011, this plan was enhanced with a data bundle to cater to smartphone usage. Following a further review in 2104, we launched ConnectSurf, Singapore's best-value plan for this segment, with a specially designed voice, SMS/MMS and data bundle at a highly affordable price point. For information on M1's ConnectSurf plan, please visit: <https://www.m1.com.sg/personal/mobile/plans/connectsurf>

Apart from the Persons with Disabilities community, we also offer customised packages with benefits relevant to respective segments such as senior citizens, as well as make available Singapore's lowest-entry prices for fibre broadband and smartphone plans.

SUSTAINABILITY REPORT

Our Business



Delivering Convenience to Customers

In 2014, we completed the revamp of all our M1 Shop outlets to deliver a warmer, more personal retail experience. Key changes including removing service counters and streamlining multiple service touch points into a single one through the innovative use of hand-held tablets. The new retail concept has been well-received by customers, with 88% of customers rating the service “Good” or “Excellent”.

To further enhance the retail experience, we launched a new comprehensive online pre-order and collection system for customers to pick up or have their chosen handsets delivered to them at their preferred address conveniently. This reduces waiting times and allows us to serve more customers during busy handset launch periods. In addition, M1 was the first operator in Singapore to launch an optimised mobile website to provide a better experience to customers accessing it via their mobile devices.

Ethical Behaviour

We subscribe to a high standard of corporate governance, with a “zero tolerance” policy on fraud, corruption and other forms of unethical behaviour or conduct.

We have in place policies and processes that manage risk, deter fraud and ensure accountability and integrity. Employees are encouraged to report suspicious or irregular behaviour they encounter in the course of work. We keep confidential the identity of any whistle-blower.

Acts that violate our Policy for Disclosure of Reportable Conduct include:

- Unlawful acts;
- Theft, misuse or wilful damage of M1 resources;
- Dishonest, fraudulent or corrupt activities;
- Misuse or abuse of power or authority for any unauthorised or ulterior purpose;
- Unsafe work practices.

M1 will investigate allegations raised, and firm action will be taken to deal with corrupt behaviour or illegal acts. Significant cases will be escalated to members of senior management and the Board of Directors, and/or referred to the appropriate authorities, such as the Singapore Police Force, Commercial Affairs Department or Corrupt Practices Investigation Bureau.

Individuals who make a report under this Policy will be protected from reprisal if he/she:

- Makes the report in good faith and without malice;
- Reasonably believes the matters referred to in the report to be substantially true;
- Does not seek any personal or financial gain from making the report; and
- Follows the reporting procedure set out in the Policy.

If there are any attempts at reprisal against the whistle-blower, he/she will be given the opportunity to bring the matter to the attention of the appropriate level of senior management and/or the Board's Audit Committee Chairman.

For a fuller description of our corporate governance practices, please refer to our Corporate Governance section in this Annual Report.

Employee Code of Conduct

M1 has a Code of Conduct which all employees are required to adhere to. The key tenets of this Code, which is available on our company's intranet, include the following:

- Employees are prohibited from activities that may lead to conflicts of interest when dealing with suppliers, customers and other business partners. If a conflict of interest arises, their manager must be informed immediately;
- Employees and their family members are prohibited from soliciting or accepting any gifts or favours from any suppliers or clients. If refusal is difficult, the employee must report the gift to his/her line manager. The gift should be handed over to M1's Human Resource department for further handling and appropriate disposal;
- Employees are not allowed to download hacking tools or file-sharing programmes for the purpose of downloading pirated and other illegal materials;
- Employees should not distribute content disparaging colleagues, customers or business partners;
- Employees are expected to maintain appropriate relationships with other employees. Employees should disclose family or close personal relationships between themselves to their managers, with such employees being strictly prohibited from working in a supervisor-subordinate relationship.



Bringing Your Loved Ones Closer

We believe technology can help bring people closer together. To encourage our customers to pick up their mobile phones and connect with their loved ones on Sunday, a day when most have more free time, we offered our customers free local calls and SMS/MMS messages on every Sunday in April 2014. This offer, part of our Sunshine Sundays customer appreciation campaign, was well-received by our customers.

SUSTAINABILITY REPORT

Our People

IN RECRUITMENT, CANDIDATES ARE EVALUATED ON THEIR QUALIFICATIONS, EXPERIENCE AND MERITS, REGARDLESS OF GENDER, AGE OR ETHNICITY. ANNUAL EMPLOYEE EVALUATIONS ARE CONDUCTED THROUGH A TRANSPARENT APPRAISAL PROCESS, AND PERFORMANCE TARGETS FOR THE FOLLOWING YEAR ARE SET WITH THE EMPLOYEE'S INPUTS.

Our People

M1's passionate, dedicated and hardworking employees are instrumental to our continued success in the marketplace. We embrace diversity and inclusiveness, with equal opportunities for all as we continually engage, motivate and develop our people.

Employee Profile

As at end-2014, M1 employed 1,488 people with the majority engaged in technology, marketing, customer service and retail functions. Most of our employees are employed on a full-time basis, with a small number of part-timers and contract hires.

Type of Employment

	2013	%	2014	%
Full-time	1,439	95.1	1,415	95.1
Part-time	35	2.3	21	1.4
Contract	40	2.6	52	3.5
Total	1,514	100.0	1,488	100.0

Length of Service

	2013	%	2014	%
< 5 years	831	54.9	817	54.9
5 - 10 years	210	13.9	199	13.4
> 10 years	473	31.2	472	31.7
Total	1,514	100.0	1,488	100.0

Equality and Diversity

M1 adopts a strategic and proactive focus in seeking diverse talents and believes in fully utilising the potential contributions of all employees.

In recruitment, candidates are evaluated on their qualifications, experience and merits, regardless of gender, age or ethnicity. Annual employee evaluations are conducted through a transparent appraisal process, and performance targets for the following year are set with the employee's inputs.

M1 is a signatory to the Tripartite Alliance for Fair Employment Practices' Employers' Pledge of Fair Employment Practices, which promotes fair, responsible and merit-based employment practices. We did not receive any complaints in 2014 on discriminatory practices.

2014	Male %	Female %
Senior Management	69.8	30.2
Mid-Management	56.6	43.4
Executive	51.1	48.9
Non-Executive	39.7	60.3
Total	46.8	53.2

2013	Male %	Female %
Senior Management	72.5	27.5
Mid-Management	55.2	44.8
Executive	53.4	46.6
Non-Executive	41.6	58.4
Total	48.0	52.0

M1 female workforce 2014

Age	Chinese	Indian	Malay	Others	Total
< 20	–	–	–	–	–
20 - 29	156	9	10	36	211
30 - 39	228	12	22	90	352
40 - 49	143	7	17	19	186
50 - 59	29	1	3	3	36
≥ 60	6	1	–	–	7
Total	562	30	52	148	792
%	71.0	3.8	6.6	18.7	100.0

M1 female workforce 2013

Age	Chinese	Indian	Malay	Others	Total
< 20	–	–	–	–	–
20 - 29	165	7	13	37	222
30 - 39	240	16	23	89	368
40 - 49	123	7	12	20	162
50 - 59	30	1	1	1	33
≥ 60	2	1	–	–	3
Total	560	32	49	147	788
%	71.1	4.1	6.2	18.7	100.0

M1 male workforce 2014

Age	Chinese	Indian	Malay	Others	Total
< 20	–	–	–	–	0
20 - 29	116	5	11	23	155
30 - 39	214	7	11	52	284
40 - 49	162	4	10	15	191
50 - 59	47	2	6	4	59
≥ 60	5	1	–	1	7
Total	544	19	38	95	696
%	78.2	2.7	5.5	13.6	100.0

M1 male workforce 2013

Age	Chinese	Indian	Malay	Others	Total
< 20	–	–	1	–	1
20 - 29	150	9	9	30	198
30 - 39	224	7	12	56	299
40 - 49	152	5	10	6	173
50 - 59	41	2	7	2	52
≥ 60	2	–	1	–	3
Total	569	23	40	94	726
%	78.4	3.2	5.5	12.9	100.0



SUSTAINABILITY REPORT

Our People



Compensation and Benefits

We offer employees competitive remuneration packages commensurate with their experience, performance and job responsibilities. Depending on the performance of the Company, eligible employees receive an annual variable performance bonus, as well as share options under the M1 Employee Share Option Scheme. This enables us to align the interests of eligible employees with the Company's long-term performance and to retain talent.

M1 is also committed to our employees' physical and mental health and well-being.

Full-time employees are entitled to both outpatient and inpatient medical coverage, as well as regular health screenings and group insurance coverage.

As part of our Fun!@M1 initiative launched in 2013, we organise regular lunch-time talks on topics such as stress management and parenting, as well as company-wide sporting events like basketball, futsal and bowling competitions, which enjoyed high participation rates. Employees who enjoy working up a healthy sweat can make use of our fully-equipped gymnasium, which is open for use round the clock. There are also facilities such as bicycle racks and shower rooms, to support employees who wish to walk, run or cycle to work.

Our flexible benefits programme allows employees to tailor their benefits portfolio according to their needs, through a variety of products and services including dental treatment, personal insurance and childcare fees. We also offer subsidised meals to all employees at our staff canteen.

Complimentary passes to popular attractions such as the Singapore Zoological Gardens, River Safari, Night Safari and Jurong Bird Park, as well as chalet rentals at subsidised rates, are also available throughout the year for employees and their families to enjoy.

To improve team bonding and foster camaraderie, the departments organise teambuilding and de-stress activities such as games, craft-work, and meals. The annual Company Dinner and Dance continues to be a key highlight of our Company's social calendar.

Supporting Pro-Families Initiatives

M1 supports pro-family initiatives, and our employees have enjoyed benefits such as paternity leave and shared parental leave schemes, ahead of legislative development and extended medical coverage to their dependents. Our offices feature dedicated on-site nursing facilities and a childcare centre.

As a strong advocate of family values, we support the annual national “Eat With Your Family Day” initiative, whereby employees are allowed to leave work earlier to dine with family members and staging of our ‘Bring Your Kids to Work Day’, where children of our staff were invited to spend a day with their parents at work and introduced to the work environment and daily job duties of their parents.

Workplace Safety

To promote a safe and healthy work environment, we have in place safety procedures that all employees, contractors and visitors must comply with. We also conduct regular workshops to familiarise and keep employees up to date with our workplace safety and health procedures and regulations.

First aid kits and automated external defibrillators (AEDs) are available in our offices and selected retail outlets, and we have trained 30 employees in the use of the AEDs and cardio-pulmonary resuscitation techniques in case of a medical emergency.

There were no workplace accidents or injuries sustained by our employees in 2014.

Training

Recognising that people are our most important resource, we continually invest in employee training to enhance their professional knowledge and skills, as well as support their personal development.

Besides regular in-house programmes such as in the areas of effective negotiations, managing conflict and interpersonal communications, we are also supportive of employees who attend external courses and conferences relevant to their work, as well as encourage longer-term learning options such as post-graduate studies and certification courses, through subsidies and measures such as examination leave.

The average employee training hours in 2014 was 36.6 hours.

Open and Transparent Communications

Open and regular communications with our employees is fundamental to employee engagement.

Through our monthly newsletter Voice and regular company-wide email updates, employees are apprised of developments in the Company. The CEO also sends out a quarterly message to all employees on the Company’s financial performance and pertinent developments in the quarter. In addition, townhall-style discussion sessions are conducted twice a year to enable employees to interact with senior management and share their views on company-related matters.

Labour Rights

M1 adheres to all regulations governing employment in Singapore such as the Employment Act that prohibits the employment of children and youth under the age of 16.

Employees who resign can leave the Company after they serve or pay out their contracted notice period and in the event of an organisational change, affected employees will be considered for redeployment elsewhere within the organisation.

We support the union’s efforts to further worker welfare and labour-management harmony and have a Collective Agreement with the Singapore Industrial & Services Employees Union, covering matters such as working hours, overtime pay, and notice periods. As at end-2014, 54% of eligible M1 employees are union members, compared to 41% a year ago.

During 2014, we developed the M1 Supplier Code of Conduct to encourage our suppliers to abide by relevant labour regulations and employment best practices, such as non-discrimination and fair compensation.

SUSTAINABILITY REPORT

Our Community

LAST YEAR MARKED THE 10TH ANNIVERSARY OF THE M1 SINGAPORE FRINGE FESTIVAL. FROM ITS HUMBLE YET GROUNDBREAKING BEGINNINGS IN 2005, THE FESTIVAL HAS GROWN, EVOLVED AND WOWED MANY OVER THE YEARS.

In 2014, M1 continued to actively engage and support the community with corporate social responsibility projects that cover the arts, sports and youth causes.

Arts Power

Over the years, we have worked with various arts groups and supported numerous arts-related projects to help grow the quality, diversity and depth of the Singapore arts scene. As a result, M1 has earned a strong reputation as a leading corporate supporter of the arts, and a key partner in the development of local contemporary dance. For our longstanding contribution to the arts, we received the Straits Times Life!s accolade in its Power list 2014 and were presented with the Distinguished Patron of the Arts Award 2014 by the National Arts Council (NAC) for the 14th consecutive year.

Last year marked the 10th anniversary of the M1 Singapore Fringe Festival. From its humble yet groundbreaking beginnings in 2005, the Festival has grown, evolved and wowed many over the years. Today, it continues to feature culturally diverse, as well as socially significant, contemporary and provocative works that touch our hearts and challenge our minds. In commemoration of this milestone year and our continual efforts to make the arts more accessible to the community, ticket prices to the 12-day festival with the well chosen theme “Art and the People” featuring 15 works, 31 performances and four exhibitions by local and international artistes, were kept at an affordable S\$19.

During the year, we further expanded our support for the arts with the title sponsorship of the M1 Chinese Theatre Festival, which ran for three weeks over June and July 2014. The Festival featured six acclaimed, original productions from Singapore and abroad. In partnership with The Theatre Practice, the Festival seeks to address the lack of variety in Chinese theatre performances locally, as well as to make professional performances more accessible to adults and children.

We have also deepened our collaboration with two leading homegrown dance companies, T.H.E Dance Company and Frontier Danceland, to further promote contemporary dance. In





partnership with T.H.E Dance Company, the inaugural M1 CONTACT Contemporary Dance Festival 2014, held from November to December 2014, featured 17 days of exhilarating dance performances, choreographic workshops and technique classes. Included in the line-up was the M1 Open Stage – a distinctive platform for young, talented and aspiring dancers to showcase their works. With Frontier Danceland, we kick-started the M1 Dancing on the Frontier Appreciation Series to introduce contemporary dance to students from secondary schools and tertiary institutions, as well as introduced the M1-Frontier Danceland PULSE scholarship programme for aspiring and talented dancers.

The A-List, Singapore's definitive new guide book to all things arts and culture was launched by the NAC in October 2014, and M1 is proud to be the sole corporate partner for this long awaited showcase of Singapore's vibrant and diverse arts offerings to locals and visiting arts fans.

Spirit of Sportsmanship

M1 believes sports convey admirable values such as team spirit, fair play, perseverance over adversity, as well as healthy living.



This drives our continued support for Netball Singapore's initiatives, which focus on promoting netball in schools and youth activities, particularly through the M1 Schools Challenge League and the M1 Talent Identification Programme.

We also partnered Netball Singapore to host the M1 Corporate Challenge – Singapore's biggest mixed-corporate annual netball competition – for a second consecutive year last November at the Kallang Netball Centre. The one-day event saw the participation of over 40 teams across a wide spectrum of companies including Allen & Gledhill, Changi General Hospital, Deloitte SG, the Inland Revenue Authority of Singapore, Microsoft and Singapore Airlines. The event's highlight was a unique exhibition match featuring Singapore's Members of Parliament (MPs) play off against M1's senior management team. Players on the MPs' team included Senior Minister of State Indranee Rajah, Minister of State Teo Ser Luck, MP Zaqq Mohamad, Deputy Speaker of Parliament Seah Kian Peng and South West District Mayor Low Yen Ling. In appreciation of the MPs' participation, M1 pledged a S\$50,000 donation to the underprivileged children and youth-at-risk causes of our adopted charities.

SUSTAINABILITY REPORT

Our Community

THE PRIMARY FOCUS OF M1'S FUND-RAISING EFFORTS IN 2014 REMAINED ON THE UNDERPRIVILEGED CHILDREN AND YOUTHS-AT-RISK CAUSES.

Helping Underprivileged Children and Youths-at-Risk

The primary focus of M1's fund-raising efforts in 2014 remained on the underprivileged children and youths-at-risk causes.

The annual M1 Charity Golf 2014 and M1 80s Flash-Back Charity Carnival were two key fundraising events successfully staged during the year and passionately supported by our staff and families, business partners and associates, as well as members of the community. More than S\$300,000 was raised for the beneficiaries of our adopted charities, Beyond Social Services (BSS), Children-at-Risk Empowerment Association and Brahm Centre. In addition, the relevant funds raised were matched by the national Care and Share Movement.

To broaden our support for children causes, we initiated the M1 Students Support Fund, in partnership with the Ministry of Education,

to provide supplementary financial aid to underprivileged school-going children from low income families. To be launched in the first quarter of 2015, M1 will commit S\$200,000 each year towards the inaugural Fund, which financially needy students from 10 primary schools will be able to tap on for payment of school-related expenses. We hope this Fund will help our beneficiaries have a more enjoyable school life and better opportunities to develop their full potential, regardless of their families' background.

During the year, our staff volunteers from the M1 SunCare Club continued to organise regular outings for the beneficiaries of our adopted charities, including visits to Camp Challenge and Snow City. To foster greater volunteerism within the organisation, M1 staff and their family members were also invited and encouraged to participate in these outings.

In December 2014, M1 presented the Jay Chou Opus 2 concert and invited beneficiaries from our adopted charity BSS to attend the sold-out concert, with two of the children receiving exclusive backstage passes to meet and take photos with the superstar.

Bonding with the Community

In maintaining our engagement with the community, we initiated the M1 Dance Mania 2014 event to broaden the appeal of dance in





Singapore, and to bring dance closer to the masses. Held at the Sengkang Community Club Hardcourt and supported by the People's Association Youth Movement, the community-centred event encompassed an invigorating dance competition judged by renowned international and Singapore dance masters, and featured a community mass dance activity – the Mass Bokwa+Zumba Combi Workout.

M1's 80s Flash-Back Charity Carnival was held alongside the dance event, with enthusiastic employees volunteering their time and effort to bring cheer to the underprivileged children and youth of M1's adopted charities, through an afternoon of fun and food at the Carnival. The whole event, with Mr Lawrence Wong, Minister for Culture, Community and Youth and Second Minister for Communications and Information as the Guest-of-Honour and Mr Teo Ser Luck, Minister of State for Trade and Industry as Special Guest, saw more than 1,000 participants. In addition, we took the opportunity to invite 32 children from our adopted charity BSS to take part in a special dance master class, to interact and learn from US-based dance guru Mike Fallorina.

M1 was once again proud to be the principal partner sponsor of the National Day Parade (NDP) 2014 - Our People, Our Home. Held at The Float at Marina Bay against Singapore's striking

cityscape, the signature event drew more than 100,000 spectators with its spectacular displays and heart-warming performances, in celebration of Singapore's 49th year of independence.

In partnership with the Singapore Red Cross Society, we organised two on-site blood donation drives during the year at our main office building. A total of 161 M1 staff and visitors donated and 122 units of blood were collected for the blood bank, which in turn will benefit over 360 patients.



SUSTAINABILITY REPORT

Our Environment

WE CONTINUALLY REVIEW OUR BUSINESS OPERATIONS TO IDENTIFY WAYS TO HELP US MAKE THE MOST EFFECTIVE USE OF LIMITED RESOURCES AND REDUCE IMPACT TO THE ENVIRONMENT

We strive to conduct our business operations efficiently, to minimise our environmental footprint and to make effective use of limited resources. We are committed to adhering to all applicable environmental regulations, and have not been fined or otherwise sanctioned for any environment-related violations in 2014.

Environmental Footprint

The main resource consumed by us in the delivery of our services is energy, generated from both renewable and non-renewable sources.

Our mobile networks, offices and data centre operations used 58,986,153kWh of electrical power in 2014, 7.8% higher than the year before. The increase was due to growth in business requirements including the addition of 80 new base stations to support the increase in mobile voice and data traffic, as well as commencement of our new data centre operations.

We operate three offshore base stations at Pulau Satumu, Pulau Tekong and St. John's Island. As these islands are not connected to Singapore's power grid, on-site diesel generators provide electricity for the base station equipment. In 2014, the three sites used 70,680 litres of diesel fuel, 4.0% higher than 2013, to support higher voice and data traffic.

We maintain a fleet of vehicles, which is used by our field engineers to install new mobile equipment and perform site maintenance or repairs. In 2014, fuel consumption for our diesel vehicle fleet was 21,662 litres, 10.1% higher than the year before, and 13,939 litres for our petrol vehicle fleet, 6.8% lower than the year before.

Our retail operations used an estimated 336,119kWh of electrical power, lower compared to 387,532kWh in 2013. This was mainly driven by the closure of our 313@Somerset retail outlet in October 2014, and temporary renovation for some other outlets.

Water is also used for drinking, cleaning and equipment cooling purposes in our daily operations. Water consumption in 2014 was 57,212m³, 4.1% higher than the year before. The increase in usage was mainly due to the on-going construction of the MiWorld building extension and data centre, which was completed in the third quarter of 2014.

Electricity consumption

	2013 (kWh)	2014 (kWh)
M1 buildings and data centre operations	28,819,931	30,627,609
Mobile networks	25,532,962	28,022,425
Retail outlets ¹	387,532	336,119
Total	54,740,425	58,986,153

¹ Estimated based on utility bills; Our 313@Somerset outlet closed in October 2014

Fuel consumption

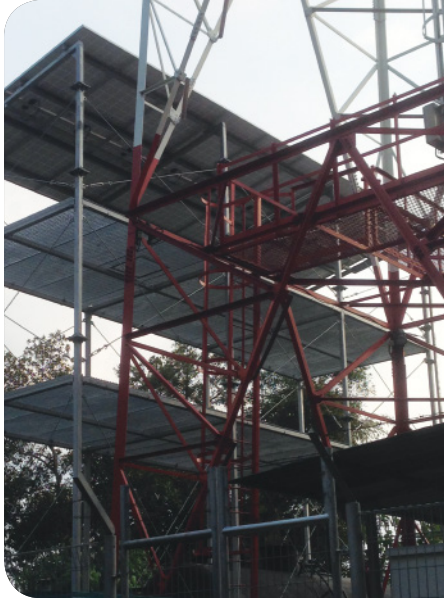
	2013 (in litres)	2014 (in litres)
Diesel (offshore base stations)	67,936	70,680
Diesel (fleet)	19,671	21,663
Petrol (fleet)	14,955	13,940

Water consumption

	2013 (m ³)	2014 (m ³)
Total usage	54,974	57,212

Environmental Conservation

We continually review our business operations to identify ways to help us make the most effective use of limited resources and reduce impact to the environment. These initiatives include:



Singapore's Tallest Solar Photovoltaic Power System

As part of our continuous effort to minimise impact on the environment, we conducted a survey on the feasibility of using solar photovoltaic (PV) power systems at our offshore base stations, to replace diesel fuel with cleaner renewable solar power.

The survey found the Pulau Satumu site suitable, and we successfully installed a solar PV power system in 2012 capable of generating 2,580Wp (Watt-peak). Watt-peak describes the maximum power output under optimal weather conditions.

However, the St. John's Island site was considered unsuitable for a solar PV power system, due to limited deployment space and heavy foliage cover. Undeterred, we explored various alternatives to the traditional "flat" solar PV array layout. Through an innovative, custom-designed solar PV array elevated above the tree line, we were able to deploy a solar PV power system capable of generating 4,500Wp within the limited space.

- **Efficient base station network**

Our base stations network, which enables us to deliver mobile voice and data services to our customers, makes up approximately half of our energy consumption.

We continually review our base station operations over the years to identify ways to reduce energy consumption. In 2011, we completed our 2G base station modernisation programme to replace 1,200 base stations with multi-radio ones that do not require air-conditioning, yielding power savings of 6,876,600kWh a year.

Solar photovoltaic (PV) power systems were installed at our base station sites on Pulau Satumu and St. John's Island to reduce the use of diesel, in 2012 and 2014 respectively. These generated power savings of 5,687kWh last year, and depending on weather conditions, are expected to generate an estimated 10,000kWh in power supplement annually. Although solar PV power systems are not suitable for use at our Pular Tekong site, an overhaul of the base station's generators this October 2015 will enhance their efficiency and reduce diesel usage.

- **Efficient facilities**

To cater to our increased business requirements, we began construction of a new building extension in 2012, next to our MiWorld building in Jurong. This new five-storey annex building, which was completed late last year, is outfitted with environmentally-friendly features such as light-emitting diode (LED) lights and rainwater harvesting tanks and has successfully achieved the Building and Construction Authority's Green Mark Gold certification. The building also utilises NEWater industrial water and recycled condensate water, instead of potable water, for cooling purposes.

Following a review of our lighting requirements, we began a programme to replace 6,600 fluorescent light fittings at our buildings in Jurong and Aljunied, with energy-efficient LED lights. This programme was completed in 2014, and yields an estimated 450,000kWh of power savings a year.

- **Efficient retail operations**

We began revamping our retail outlets in 2012 to enhance productivity and customer experience, and this was completed in late 2014. Through a streamlined transactions process using wireless tablets, we have cut down on the use of printed brochures, receipts, forms and other non-recyclable materials by 20% annually.

SUSTAINABILITY REPORT

GRI Content Index

General Standard Disclosures

Page or Direct Reference

Strategy and Analysis

G4-1	Provide a statement from the most senior decision-maker of the organisation (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.	14-15
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Organisational Profile

G4-3	Report the name of the organisation.	M1 Limited
G4-4	Report the primary brands, products, and services.	16-22
G4-5	Report the location of the organisation's headquarters.	10 International Business Park, Singapore 609928
G4-6	Report the number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Singapore
G4-7	Report the nature of ownership and legal form.	101, 150-151
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	16-22
G4-9	Report the scale of the organisation, including: Total number of employees Total number of operations Net sales (for private sector organisations) or net revenues (for public sector organisations) Total capitalization broken down in terms of debt and equity (for private sector organisations) Quantity of products or services provided	2-3, 10-11, 16-22, 72
G4-10	Report the total number of employees by employment contract and gender. Report the total number of permanent employees by employment type and gender. Report the total workforce by employees and supervised workers and by gender. Report the total workforce by region and gender. Report whether a substantial portion of the organisation's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	72-75
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	54% of eligible employees
G4-12	Describe the organisation's supply chain.	69

G4-13	<p>Report any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain, including:</p> <p>Changes in the location of, or changes in, operations, including facility openings, closings, and expansions</p> <p>Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organisations)</p> <p>Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination</p>	16-22
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation.	80-81
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	66-71
G4-16	<p>List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation:</p> <ul style="list-style-type: none"> • Holds a position on the governance body • Participates in projects or committees • Provides substantive funding beyond routine membership dues • Views membership as strategic 	<p>Mr Patrick Michael Scodeller, Chief Operating Officer, is the Chairman of the Singapore Internet Exchange</p> <p>Mr Alan Goh, Chief Information Officer, is a Council Member of the Information Technology Management Association, and a Committee Member of the Singapore International Chamber of Commerce's Information & Communications Technology Committee</p> <p>Mr Stamford Low, Director, Customer Service, is the Honorary Treasurer of the Contact Centre Association of Singapore</p>
Identified Material Aspects and Boundaries		
G4-17	<p>List all entities included in the organisation's consolidated financial statements or equivalent documents.</p> <p>Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.</p>	M1 Limited
G4-18	<p>Explain the process for defining the report content and the Aspect Boundaries.</p> <p>Explain how the organisation has implemented the Reporting Principles for Defining Report Content.</p>	61-65
G4-19	List all the material Aspects identified in the process for defining report content.	61-65
G4-20	For each material Aspect, report the Aspect Boundary within the organisation.	M1 Limited
G4-21	For each material Aspect, report the Aspect Boundary outside the organisation.	61-65
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	There are no restatements of information provided in previous reports
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	Our reporting period remains our financial year

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Stakeholder Engagement		
G4-24	Provide a list of stakeholder groups engaged by the organisation.	62-63
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	61-63
G4-26	Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	61-63
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	61-63
Report Profile		
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	2014
G4-29	Date of most recent previous report (if any).	2013
G4-30	Reporting cycle (such as annual, biennial).	Annual
G4-31	Provide the contact point for questions regarding the report or its contents.	corpcomms@m1.com.sg
G4-32	Report the 'in accordance' option the organisation has chosen. Report the GRI Content Index for the chosen option. Report the reference to the External Assurance Report, if the report has been externally assured.	61-65
G4-33	Report the organisation's policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. Report the relationship between the organisation and the assurance providers. Report whether the highest governance body or senior executives are involved in seeking assurance for the organisation's sustainability report.	This sustainability report has not been externally assured
Governance		
G4-34	Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	42-57
Ethics and Integrity		
G4-56	Describe the organisation's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	66-71

Specific Standard Disclosures

Page or Direct Reference

Material Aspects	Indicators	Description	
Good quality and reliable network access	IO 1	Capital investment in telecommunication network infrastructure broken down by country/region.	22, 26, 66, 124-126
	PA 1	Policies and practices to enable the deployment of telecommunications infrastructure and access to telecommunications products and services in remote and low population density areas.	16-22
	PA 2	Policies and practices to overcome barriers for access and use of telecommunication products and services including: language, culture, illiteracy, and lack of education, income, disabilities, and age.	14, 69
	PA 3	Policies and practices to ensure availability and reliability of telecommunications products and services and quantify, where possible, for specified time periods and locations of down time.	12-14, 16-22, 66-71
	PA 4	Quantify the level of availability of telecommunications products and services in areas where the organisation operates.	16-22
	G4-EC7	Development and impact of infrastructure investments and services supported.	12-14, 16-22, 66-71
	G4-EC8	Significant indirect economic impacts.	12-15, 16-22, 66-71
Affordable selection of products and services	G4-DMA		14, 69
	PA 2	Policies and practices to overcome barriers for access and use of telecommunication products and services including: language, culture, illiteracy, and lack of education, income, disabilities, and age. Include an explanation of business models applied.	69
Digital inclusion	PA 2	Policies and practices to overcome barriers for access and use of telecommunication products and services including: language, culture, illiteracy, and lack of education, income, disabilities, and age. Include an explanation of business models applied.	14, 69

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Specific Standard Disclosures

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Material Aspects	Indicators	Description	
Transparency in business practices including marketing communications, recruitment and procurement	PA 10	Initiatives to ensure clarity of charges and tariffs.	68
Data privacy	G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	One
A safe and conducive working environment	G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity.	28-31, 37-40, 42-48, 72-73
Relevant training	G4-LA9	Average hours of training per year by gender and by employee category.	The average employee training hours in 2014 was 36.6 hours. We do not breakdown training hours by gender or rank.
	G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.	All full-time employees receive regular performance appraisals.
Continued, sustainable business growth	G4-DMA		66-71
	G4-EC1	Direct economic value generated and distributed.	58-59, 66
Supporting deserving community initiatives and underprivileged groups	G4-DMA		76-79
Energy usage	G4-EN3	Energy consumption within the organisation.	80-81
	G4-EN6	Reduction of energy consumption.	