

# Sustainability Report

## OUR PEOPLE

Our dedicated employees are critical to our continued success. It is important that we attract, develop and retain exceptional people to continue to deliver a better experience for our customers. We are committed to fostering a work environment and organisation culture that embraces inclusiveness, diversity and teamwork, as well as promotes ownership mindset, while offering opportunities for our people to realise their full potential.

### EMPLOYEE PROFILE

As at end-2015, M1 employed 1,563 people with the majority engaged in technology, marketing, customer service and retail functions. Most of our people are employed on a full-time basis, with a small number of part-timers and contract hires.

#### TYPE OF EMPLOYMENT

	2015	%	2014	%
Full-time	1,529	97.8	1,415	95.1
Part-time	11	0.7	21	1.4
Contract	23	1.5	52	3.5
Total	1,563	100.0	1,488	100.0

#### LENGTH OF SERVICE

	2015	%	2014	%
< 5 years	847	54.2	817	54.9
5 – 10 years	245	15.7	199	13.4
> 10 years	471	30.1	472	31.7
Total	1,563	100.0	1,488	100.0

### EQUALITY AND DIVERSITY

At M1, we value the diversity of our people and believe a diverse workforce fosters greater innovation, helps us better understand and serve our customers, and empowers our people to deliver their best.

In recruitment, candidates are evaluated on their qualifications, capabilities and experience, regardless of gender, age or ethnicity. Annual employee evaluations are conducted through a transparent appraisal process, and performance targets set with the employee's input. 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 complaint in 2015 regarding discriminatory practices.

2015	Male %	Female %
Senior Management	69.9	30.1
Mid-Management	57.8	42.2
Executive	52.3	47.7
Non-Executive	42.6	57.4
Total	48.9	51.1

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



#### M1 FEMALE WORKFORCE 2015

Age	Chinese	Indian	Malay	Others	Total
< 20	-	-	-	-	-
20 - 29	170	8	6	31	215
30 - 39	225	12	18	79	334
40 - 49	153	9	18	19	199
50 - 59	34	1	5	3	43
≥ 60	6	1	-	-	7
Total	588	31	47	132	798
%	73.7	3.9	5.9	16.5	100.0

#### M1 MALE WORKFORCE 2015

Age	Chinese	Indian	Malay	Others	Total
< 20	-	-	-	-	-
20 - 29	158	6	13	14	191
30 - 39	218	11	10	65	304
40 - 49	173	4	8	18	203
50 - 59	48	2	5	3	58
≥ 60	6	1	-	2	9
Total	603	24	36	102	765
%	78.8	3.2	4.7	13.3	100.0

#### 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 MALE WORKFORCE 2014

Age	Chinese	Indian	Malay	Others	Total
< 20	-	-	-	-	-
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

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### COMPENSATION AND BENEFITS

M1 employees enjoy 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 longer term performance and retain talent.

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

We provide full-time employees with outpatient and inpatient medical coverage, as well as regular health screenings and group insurance coverage. Following a review, we appointed Raffles Medical Group as our healthcare service provider to better manage our medical benefits programme, and provide a consistent quality of care and services to our employees and their dependents.

Through our Fun!@M1 initiative, employees can participate in lunch-time talks on topics such as stress management and parenting, as well as company-wide sporting events including road relays, basketball, netball and bowling. Launched in 2013, our Fun!@M1 initiatives continue to enjoy high participation rates amongst our staff.

For the benefit of employees who enjoy working up a healthy sweat, we have a fully-equipped gymnasium 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.

M1's 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 available throughout the year for employees and their families to enjoy.

In fostering team bonding and camaraderie, each department organises team building and de-stress activities such as games, craft-work, and meal outings. In 2015, instead of an annual Company Dinner and Dance, M1's employees and their loved ones were treated to an exhilarating Cirque du Soleil TOTEM performance.

### SUPPORTING PRO-FAMILIES INITIATIVES

In support of staff with families, we offer pro-family benefits such as paternity leave and shared parental leave schemes ahead of legislative development, as well as 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. Our annual “Bring Your Kids to Work Day” also enable children of our staff to spend a day with their parents at work and gain a better appreciation of their parents’ job responsibilities at M1.

## WORKPLACE SAFETY

To promote a safe and healthy work environment, we have in place safety procedures that all employees, contractors and visitors are required to 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. In addition, 30 employees have been trained 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 2015.

## TRAINING

Our people are our most important resource in driving business growth. We continually invest in employee training to enhance their professional knowledge and skills, as well as to support their personal development to reach their potential.

In addition to regular in-house programmes such as in the areas of effective negotiations, managing conflict and interpersonal communications, we also support 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.

New initiatives launched in 2015 include a diploma scholarship programme and an internship programme for Institute of Technical Education students. The average employee training hours in 2015 was 42.2 hours, compared to 36.6 hours in 2014.

## MENTORING PROGRAMME

M1’s Mentoring Programme, developed together with an external talent development consultant, is designed to help mid-management employees grow professionally by tapping into the cumulative experience and wisdom of M1’s senior management team. Reception has been positive, and the programme has since been expanded to more participants for 2016.



## M1 DIPLOMA SCHOLARSHIP

M1, in collaboration with Nanyang Polytechnic and Temasek Polytechnic, launched the M1 Diploma Scholarship programme in April 2015, to attract and groom outstanding second and third year students to take up operational leadership roles within M1. Reception has been positive, with 29 applications, and three scholarships awarded, during the year.



## OPEN AND TRANSPARENT COMMUNICATIONS

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

Through M1's monthly newsletter VOICE and regular company-wide email updates, employees are apprised of developments in the industry and marketplace. The CEO also sends out a quarterly message to all employees on the Company's financial performance and pertinent developments in the quarter, as well as on ad-hoc occasions as necessary. 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. 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-2015, there was a 10% increase in union members compared to a year ago. Due to an enlarged employee base,

union members comprise 51% of eligible employees in 2015, compared to 54% a year ago.

In encouraging our suppliers to abide by relevant labour regulations and industry best practices such as non-discrimination and fair compensation, the M1 Supplier Code of Conduct was introduced in January 2015.



**ITE TRAINEESHIP PROGRAMME** A new Institute of Technical Education (ITE) Traineeship programme was introduced in 2015.

The programme provides ITE students an opportunity to "Learn-As-You-Earn", through a traineeship programme with M1 while pursuing their national certificate at ITE. As part of this programme, trainees will spend two to three days at ITE studying, and the remainder of their work week with M1. There is currently one trainee, who has been attached to M1's Customer Service department since April 2015. The 2016 selection is currently ongoing.