

Sustainability Report

INTRODUCTION

M1 remains committed to conducting its business in a responsible, ethical and sustainable way, and to play a part in benefitting our stakeholders, the community we live in and the environment through our continued sustainability efforts.

This annual sustainability report covers our economic, environmental, social and corporate governance performance for 2015.

Details of M1's corporate practices can be found in the Our Business section. We provide a holistic, inclusive and collaborative workplace for all employees, and a description of our human resource policies and practices, with relevant statistics, is available in the Our People section. Our contributions to the community, and continued efforts to minimise our environmental footprint, are available in the Our Community and Our Environment sections.

Internationally accepted measurement units are used in the reporting of performance data and indicators. A full listing of reported General Standard Disclosures and Specific Standard Disclosures can be found on pages 87 to 92 of this Annual Report.

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

This report has been prepared in accordance with the Global Reporting Initiative's (GRI) G4 "Core" level guidelines, in describing key materiality issues and impact on our stakeholders, and is limited to M1's operations under its direct control for the period 1 January to 31 December 2015.

We reviewed the key environmental, social and governance issues highlighted by our stakeholders, and applied 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.

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 and training to enhance customer experience • Clear disclosure of all information relevant to customers in marketing materials • Controls in place to ensure the privacy of our customers' 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 • Create long-term shareholder value • Good corporate governance • Transparency in business strategy and operations • Consideration for minority shareholders' interest • Relevant corporate social responsibility initiatives 	<ul style="list-style-type: none"> • Provide relevant and prompt updates on company developments • Respond to investors' queries in a timely manner • Opportunities to engage with senior management through investor meetings, emails, teleconferences, roadshows and the AGM
Business partners and suppliers	<ul style="list-style-type: none"> • Meetings • Email • 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 Supplier Code of Conduct, to further encourage best practices in procurement
Employees	<ul style="list-style-type: none"> • Employee feedback • Team building sessions • Annual employee appraisal sessions • Biannual 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 inclusive 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, laws and quality of service standards • Swift remedial action in case of any regulatory or legislative violation

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Stakeholder	Main engagement channels	Stakeholder's expectations	How M1 addresses concerns and notable 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 • Prompt response to queries • Access to senior management 	<ul style="list-style-type: none"> • Provide relevant and prompt updates on company developments • Respond to media and analysts' 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"> • Make available 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 improve sustainability performance and reporting

KEY MATERIALITY ISSUES, ASPECTS AND SUSTAINABILITY CONTEXT

The following section summarises the key material sustainability issues for M1, as determined through our engagement with stakeholders and inputs from our management and employees. We have provided an indication of the impact of the issues, and a summary of our management approach for 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 over 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-2015, we have invested more than S\$1.8 billion into our mobile and fixed networks. We will continue to invest in technology to enhance the customer experience 	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 1,563 employees who form an important stakeholder segment and a critical component to our continued success in a 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 colleagues, management and employees work together to identify suitable and relevant training programmes to enhance employees' skill sets 	Yes	No

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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 consumed in 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 material issues highlighted above, 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.

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OUR BUSINESS

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

FINANCIAL PERFORMANCE

Our key financial indicators are as follows:

Financial indicators	2015 (S\$m)	2014 (S\$m)
Operating revenue	1,157.2	1,076.3
Net profit after tax	178.5	175.8
Operating expenses	940.0	857.1
Staff costs	118.2	113.5
Dividends paid to shareholders	177.0	196.9

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 remain key to our business, and we continually invest in new technologies, as well as coverage and capacity expansion, to deliver a better experience for our customers.

Since our inception, we have invested more than S\$1.8 billion in expanding and upgrading our mobile and fixed network infrastructure. This has enabled us to enhance our operational efficiency, better support our growing business and deliver new products and services to meet our customers' changing needs. M1 also continues to be at the forefront of empowering our customers in the digital world, such as in delivering Singapore's fastest 4G speeds¹ in 2015.

In 2015, we commenced a small cell network trial in high traffic locations, such as malls and MRT stations, to further improve customer experience. We also made available 4G Voice or Voice over LTE (VoLTE) calls, at no additional charge, enabling customers to connect their calls faster and at higher quality voice quality, compared to standard voice calls.

Further details of our network investments can be found in the Operating Review section of this Annual Report.

QUALITY PRODUCTS AND SERVICES

With a strong focus on delivering superior customer experience and offerings with meaningful value, we are committed to quality and innovation, and constantly review our products and services to ensure they are relevant and enable more people to enjoy the benefits of digital connectivity.

We understand how technology can make a difference in the lives of underprivileged or underserved communities such as low-income households. To help narrow Singapore's digital divide, we worked with the Infocomm Development Authority of Singapore (IDA) as its appointed Home Access provider, to enable low-income families with school-going children to enjoy the benefit of fibre broadband for S\$6 a month. We also assisted fibre network company Netlink Trust with its inaugural sponsorship programme last year to deliver free fibre access to 400 low-income households.

¹ Results from IDA's MyConnection SG Pilot from October 2014 to March 2015, based on the 90th percentile of data sessions tested across all operators

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OUR BUSINESS

In catering to customers who prefer to buy their own handsets, we launched the mySIM plans in July 2015. These plans have been well-received by customers. Through the unique M1 Data Passport services, we enabled our customers to use their data bundles across 29 destinations including Australia, Malaysia, Japan, the United States and popular European countries, giving them the convenience of using their smartphones overseas the same way they do at home.

In the corporate segment, we made available an array of new products and services. M1's new XGPON (Gigabit Passive Optical Network) services, Singapore's first 2Gbps to 10Gbps GPON services, are designed to address the industry's gap in such corporate connectivity options. With the new services, M1 now offers Singapore's most extensive range

of corporate GPON connectivity services. During the year, M1 was appointed as Netlink Trust's key subcontractor to install fibre optic connectivity for corporate customers, further improving our end-to-end provisioning process and thereby the customer service experience.

In collaboration with CIMB, MasterCard and Wirecard, we launched a new mobile Point of Sale (mPOS) solution, transforming smartphones and tablets into terminals that allow merchants to accept credit, debit and prepaid card payments from customers anytime, anywhere. The launch of our advanced Machine-to-Machine (M2M) platform, M1 M2M Connect, will help deliver the benefits of smart M2M solutions to companies in raising their productivity, lowering costs, and tapping on new business opportunities.



DATA PASSPORT Launched in July 2015, M1's unique Data Passport service enables customers to use their existing M1 data bundles at overseas destinations including Malaysia, Australia, the United States and popular Asian and European destinations, at highly affordable rates. The service delivers convenience and value to both business and leisure travellers, and gives M1 customers the peace of mind to use their smart devices the way they do at home. As at end-2015, M1 Data Passport was available at 29 destinations worldwide.

REGULATORY COMPLIANCE

We conduct our business in a 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 Media Development Authority of Singapore.

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 2015 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. Two senior executives of the Company have been appointed 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 2015.

TRANSFORMING THE RETAIL PAYMENTS

SPACE In collaboration with CIMB, MasterCard and Wirecard, we launched an innovative mobile Point of Sale solution to transform smartphones and tablets into terminals that allow merchants to accept credit, debit and prepaid card payments from customers anytime, anywhere.

The M1 mPOS solution is designed to meet the needs of traditionally cash-based small businesses, startups, and "on-the-go" enterprises such as push-cart vendors and small cafes, allowing them to offer customers the convenience of card payment.



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OUR BUSINESS

SINGAPORE'S BEST VALUE POSTPAID PLANS

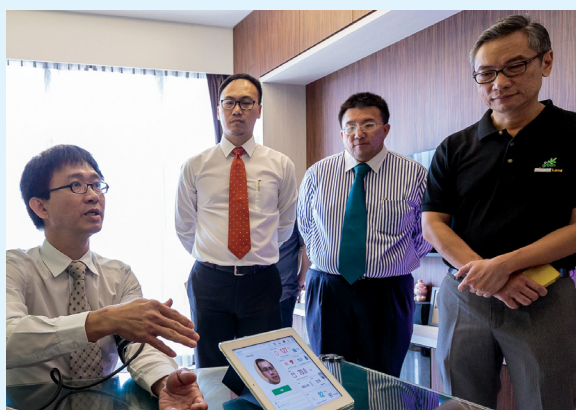
Singapore consumers today have access to a wide selection of smartphones at affordable prices even without contract. This has given consumers even more flexibility over the smartphones they want to use, and how often they wish to upgrade them.

In catering to these customers who prefer to buy their own handsets, M1 was the first to launch Singapore's best value SIM-only plans in July 2015. Known as mySIM plans, which start from S\$30 a month for a 5GB data bundle, 300 minutes of calls, and 1,000 SMS/MMS, to S\$125 for a 20GB data bundle with unlimited calls and SMS/MMS, they have been well-received by customers.

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
- Early termination charges



SMARTER HOMES M1 and Keppel Land's Smart Lives programme, announced in December 2015, will enable 30 households at Keppel's 622-unit The Luxurie condominium in Sengkang to enjoy smart home technology.

The programme will run for 12 months, and enable the selected households to enjoy a suite of smart healthcare, security and lighting solutions, such as alerts to residents when unwanted entry or motion is detected in off-limit areas in the home. Feedback will be gathered to ensure the solutions are relevant and meet homeowners' needs, and the programme will eventually be extended to other Keppel residential and commercial properties.



TELECOMMUNICATIONS AND PUBLIC SAFETY

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

The World Health Organisation has found no substantiated link between exposure to RF radiation and adverse impact on human health. Additionally, 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.

We are committed to public health and safety, and will continue to monitor RF radiation levels at our base stations and further scientific developments, to ensure our networks meet all relevant guidelines. We will also continue to be open and transparent in the area of public health and safety, and continue to work with the National Environment Agency and IDA to ensure the levels of exposure of RF radiation from our networks are well within the guideline limits.

CUSTOMER EXPERIENCE

Providing excellent customer service is one of our core tenets and we continually invest in training and review our business processes 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.



CELEBRATING SG50 As a homegrown company, we wanted to do our part to help our nation celebrate its 50th birthday. To enable our highly connected customers to freely share their joys and wishes for our nation with each other, on this very special occasion, we offered free voice calls, SMS/ MMS messages and mobile data for local usage, over the National Day weekend.

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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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OUR PEOPLE

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.

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OUR COMMUNITY

M1 remains committed to help create value for the community in a sustainable manner, through our corporate social responsibility initiatives. In 2015, we continued to actively support the arts, sports and youth causes with a mix of ongoing and new projects.

ARTS AND US

M1 has been supporting the arts since 1997, as we believe a thriving arts scene is important in enriching the quality of life, as well as strengthening social bonds and our identity, in a multicultural country like Singapore. For our longstanding contributions, which have been instrumental in helping to shape Singapore's arts scene, we were presented with a special SG50 Arts Patron Award in 2015 by the National Arts Council.

Together with the passionate team from The Necessary Stage, we presented the 11th edition of the M1 Singapore Fringe Festival, with the theme "Art and Loss", in January 2015. The highly anticipated annual festival, which featured 18 works, 28 performances and four exhibitions by local and international artistes, drew a record audience of close to 15,000.

The M1 Chinese Theatre Festival, which featured an original children's musical to experimental works from Taiwan and Hong Kong, ran for four weeks over July and August 2015. In partnership with Theatre Practice, the festival brings small to mid-sized quality Chinese theatre performances to local audiences, accessible to both adults and children.

We increased our support to the theatrical scene during the year with the title sponsorship of the M1-The Straits Times Life! Theatre Awards 2015 in April, in honouring outstanding achievements in local theatre and recognising the contributions of theatre productions in Singapore.

In contemporary dance, M1 continued to support leading dance companies, T.H.E Dance Company and Frontier Danceland, in the development of this art form and young talents. Growing from strength to strength, the 6th edition of M1 CONTACT Contemporary Dance Festival was held from November to December



2015. In partnership with T.H.E Dance Company, the festival comprised three weeks of exhilarating dance performances, choreographic workshops and technique classes, as well as the M1 Open Stage – a distinctive platform for young, talented and aspiring dancers to showcase their works. With Frontier Danceland, our partnership continued with M1 Dancing on the Frontier Appreciation Series which introduces contemporary dance to students from secondary schools and tertiary institutions, as well as the M1-Frontier Danceland PULSE scholarship programme for aspiring and talented dancers.



Sustainability Report

OUR COMMUNITY



SPORTS WITH A CAUSE

In creating opportunities for young sporting talents to excel, we continued our support for Netball Singapore's initiatives, such as the M1 Schools Challenge League and the M1 Talent Identification Programme.

2015 was a memorable year for netball. Following the Singapore national team's first-ever South-East Asian (SEA) Games Gold medal win at the 28th SEA Games, we hosted an exclusive meet-and-greet session with the national team players for 100 fans at our Paragon M1 Shop in July 2015.

To promote sporting habits for life, we also partnered Netball Singapore to host the M1 Corporate Netball Challenge (M1CNC) – Singapore's biggest mixed corporate annual netball competition – for the third consecutive year at the Kallang Netball Centre in November 2015. The one-day event saw the participation of 47 teams across a wide spectrum of companies. New Zealand netball legends Ms Irene van Dyk, the most capped international player of all time, and Ms Casey Kopua, the current Captain of the New Zealand national team, Silver Ferns, were specially invited to make an appearance at the M1CNC to meet participants and fans, as well as at various netball clinics in secondary schools to share tips and tricks with young, aspiring netball players.

Another event highlight was the exhibition match between Singapore's Members of Parliament (MPs) comprising Ms Sim Ann, Senior Minister of State, Ministry of Community, Culture and Youth & Ministry of Finance & Deputy Government Whip; Dr Janil Puthuchery, Minister of State, Ministry of Education & Ministry of Communication and Information; Ms Low Yen Ling, Parliamentary Secretary, Ministry of Education & Ministry of Trade and Industry; and Ms Jessica Tan, Member of Parliament, and M1 Senior Management. In appreciation of the MPs' participation, M1 pledged a S\$50,000 donation to the underprivileged children and youths-at-risk causes of our adopted charities.

HELPING HAND TO UNDERPRIVILEGED CHILDREN AND YOUTHS-AT-RISK

The primary focus of M1's fundraising efforts in 2015 remained on the underprivileged children and youths-at-risk causes.

The annual M1 Charity Golf 2015 and M1 Sports Fiesta 2015 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\$350,000 was raised for the beneficiaries of our adopted charities, Beyond Social Services, Brahm Centre, Children-at-Risk Empowerment Association, and the M1 Students Support Fund, launched in February 2015. The M1 Students Support Fund, in partnership

with the Ministry of Education, provides supplementary financial aid to underprivileged school-going children from low income families. It is currently extended to financially needy students from ten primary schools, for payment of school-related expenses.

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 Forest Adventure and the Kallang Ice World. In October 2015, M1 presented TOTEM by Cirque du Soleil and invited 500 children and youths-at-risk from M1's adopted charities to an exclusive performance.

TIES WITH THE COMMUNITY

In July 2015, M1 made a meaningful cash contribution towards the set-up of the Yusof Ishak Professorship in Social Sciences at the National University of Singapore, in support of enhancing cutting edge research and intellectual leadership in the areas of ethnicity, multiculturalism and religious diversity. This worthy cause honours the legacy of Singapore's first President, Mr Yusof Ishak, through being at the forefront of educating future generations and thereby help nurture a cohesive and progressive society of the future, true to the core principles of Singapore's founding fathers.

M1 was especially proud to be the principal partner sponsor of the National Day Parade 2015 – Majulah Singapura, in celebration of Singapore's Golden Jubilee. Held at the historic Padang where Singapore's first National Day Parade took place back in 1966, the highly memorable event drew 26,000 spectators with its heart-warming performances and spectacular displays by 3,500 performers across different generations, as well as a touching tribute to our late founding Prime Minister, Mr Lee Kuan Yew.

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 200 M1 staff and visitors donated, and 145 units of blood were collected for the blood bank, which in turn will benefit over 430 patients.



Sustainability Report

OUR ENVIRONMENT

We strive to conduct our business operations efficiently, to minimise our environmental footprint and make effective use of limited resources. We are committed to adhere with all applicable environmental regulations, and have not been fined or otherwise sanctioned for any environment-related violations in 2015.

ENVIRONMENTAL FOOTPRINT

Energy, generated from both renewable and non-renewable sources, continued to be the main resource consumed in the delivery of our services.

In 2015, M1's mobile networks, offices and data centre operations used 60,854,140kWh of electrical power, 3.8% higher than the year before. This was to support increased business requirements, including the deployment of more than 100 new base station sites and a small cell trial to further enhance coverage and support customers' growing mobile data needs, as well as additional corporate customer demand for our connectivity and data centre solutions.

We also operate three offshore base stations, at Pulau Satumu, Pulau Tekong and St. John's Island. These islands are not connected to Singapore's power grid, and therefore on-site diesel generators are required

to provide power for the base station equipment. In spite of higher voice and data traffic, the three sites used 51,648 litres of diesel fuel in 2015, 25.6% lower than 2014. This decline was primarily driven by the increased power generation from our solar photovoltaic (PV) power system in Pulau Satumu. Installed in August 2014, the solar PV system saw its first full year of operations in 2015.

We maintain a fleet of vehicles for our field engineers to install new mobile equipment and perform drive tests, site maintenance or repairs.

In 2015, fuel consumption for our diesel vehicle fleet was 24,164 litres, 11.6% higher than the year before, and 12,642 litres for our petrol vehicle fleet, 9.3% lower than the year before.

M1's retail operations used an estimated 315,989kWh of electrical power in 2015. This was 6.0% lower compared to 2014, as we completed our M1 Shop renovation programme which included a replacement of the majority of our light fittings to energy-efficient light emitting diode (LED) lights.

In addition to energy, water is used for drinking, cleaning and equipment cooling purposes in our daily operations. In 2015, total water consumption was 61,375m³, 7.3% higher than the year before, as we increased our gross floor area by 17.8%. However, potable water consumption was 54,774m³, 4.3% lower than the year before, due to the introduction of NEWater for cooling purposes in our new data centre. NEWater is reclaimed water for industrial use.

Electricity consumption	2015 (kWh)	2014 (kWh)
M1 buildings and data centre operations	31,430,594	30,627,609
Mobile networks	29,423,546	28,022,425
Retail outlets ¹	315,989	336,119
Total	61,170,129	58,986,153

Fuel consumption	2015 (in litres)	2014 (in litres)
Diesel (offshore base stations)	51,648	69,394 ²
Diesel (fleet)	24,164	21,663
Petrol (fleet)	12,642	13,940

Water consumption	2015 (m ³)	2014 (m ³)
Potable water	54,774	57,212
NEWater	6,601	-
Total usage	61,375	57,212

¹ Estimated based on utility bills

² Restated from 70,680 litres due to an editorial error

ENVIRONMENTAL CONSERVATION

We continually review our business operations to identify ways to help us increase productivity and reduce impact to the environment, and at the same time, deliver consistent quality service to our customers.

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 to identify ways to reduce energy consumption, including upgrading our base stations with multi-radio units that do not require air conditioning. This has yielded annual power savings of 6,876,600kWh.



With the deployment of solar PV power systems to supplement the use of diesel power generators for our offshore base station sites on Pulau Satumu and St. John's Island, we have reduced the use of diesel over the years. Although the terrain on Pulau Tekong does not permit the installation of solar PV power systems, the overhaul of the base station's generators, which was completed in January 2015, has enhanced their efficiency and reduced annual diesel usage by 17%.

In 2015, we also began deploying small cells in selected high traffic sites including malls, libraries and MRT stations. Small cells enable us to enhance the mobile data experience in a more targeted and energy-efficient manner, compared to using a base station.

EFFICIENT FACILITIES

M1's new 4,214sqm five-storey annex building, sited next to our MiWorld building in Jurong, is fitted with environmentally-friendly features such as LED lights and rainwater harvesting tanks. The building, which has successfully achieved the Building and Construction Authority's Green Mark Gold certification, also utilises reclaimed NEWater and condensate water, instead of potable water for cooling purposes.

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

EFFICIENT OPERATIONS

The revamp of our M1 Shop retail outlets to enhance productivity and customer experience, as well as minimise our carbon footprint, was completed in 2014. In-shop light fittings were changed to LED where possible, and our migration to a streamlined transaction process using wireless tablets enabled us to cut down on the use of printed brochures, receipts, forms and other non-recyclable materials by 20% annually. M1 has also been using sustainably sourced, environmentally-friendly Forest Stewardship Council (FSC) certified paper for all our printing needs since 2014. An e-billing programme was also launched in 2015 to migrate staff to electronic bills and payment, and this will be extended progressively to customers.

Sustainability Report

OUR ENVIRONMENT



GREEN BUILDINGS M1's new five-storey annex building in Jurong has been fitted with smart green features, including:

- Intelligent façade design and extensive greenery help minimise environmental heat gain within the building. These features, alongside with an enhanced chiller plant system, reduce the energy used for cooling by more than 13% compared to another similar sized building
- Energy efficient light fittings such as LED lights and high frequency electronic ballasts lamps, deliver 30% lower energy usage while ensuring comfortable lighting levels
- Motion activated lighting and elevators with variable voltage and variable frequency motor derived elevators, reduce energy during low occupancy periods such as after office hours
- PUB's Water Efficient Labelling Scheme 3 tick rated water fittings, improves water efficiency
- Use of environmentally-friendly building materials including gypsum board in areas such as car park and toilets

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.	16
ORGANISATIONAL PROFILE		
G4-3	Report the name of the organisation.	M1 Limited
G4-4	Report the primary brands, products, and services.	17 – 24
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.	105, 148 – 149
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	17 - 24
G4-9	Report the scale of the organisation, including: <ul style="list-style-type: none"> • Total number of employees • Total number of operations • Net sales (for private sector organisations) or net revenues (for public sector organisations) • Total capitalisation broken down in terms of debt and equity (for private sector organisations) • Quantity of products or services provided 	17 - 24, 76
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 recognised 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).	76 - 80
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	51% of eligible employees
G4-12	Describe the organisation's supply chain.	62

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GRI CONTENT INDEX

General Standard Disclosures		Page or Direct Reference
ORGANISATIONAL PROFILE (CONT'D)		
G4-13	<p>Report any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain, including:</p> <ul style="list-style-type: none"> • Changes in the location of, or changes in, operations, including facility openings, closings, and expansions • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organisations) • Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination 	17 - 24
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation.	84 - 86
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	71 - 75
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 Poopalasingam Subramaniam, Chief Marketing Officer, is a Council Member of the Advertising Standards Association of Singapore.</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 Denis Seek, Chief Technical Officer, is a member of the IDA's Telecommunications Standards Committee</p> <p>Mr Stamford Low, Director, Customer Service, is the Honorary Treasurer of the Contact Centre Association of Singapore</p>

General Standard Disclosures		Page or Direct Reference
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	List all entities included in the organisation's consolidated financial statements or equivalent documents. Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.	M1 Limited
G4-18	Explain the process for defining the report content and the Aspect Boundaries. Explain how the organisation has implemented the Reporting Principles for Defining Report Content.	66 - 70
G4-19	List all the material Aspects identified in the process for defining report content.	66 - 70
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.	69 - 70
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	Due to an editing error our 2014 Sustainability Report stated our offshore base station diesel usage as 70,680 litres. It should be 69,394 litres.
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	Our reporting period remains our financial year
STAKEHOLDER ENGAGEMENT		
G4-24	Provide a list of stakeholder groups engaged by the organisation.	66 - 68
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	66 - 68
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.	66 - 68
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.	66 - 68

Sustainability Report

GRI CONTENT INDEX

General Standard Disclosures		Page or Direct Reference
REPORT PROFILE		
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	2015
G4-29	Date of most recent previous report (if any).	2014
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. Report the organisation's policy and current practice with regard to seeking external assurance for the report.	Core; 87 - 92
G4-33	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.	47 - 63
ETHICS AND INTEGRITY		
G4-56	Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	61 - 62

General 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.	24, 28, 71
	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.	17 - 24
	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.	16, 71
	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.	17 - 24, 71
	PA 4	Quantify the level of availability of telecommunications products and services in areas where the organisation operates.	17 - 24
	G4-EC7	Development and impact of infrastructure investments and services supported.	14 - 24, 71
	G4-EC8	Significant indirect economic impacts.	14 - 24, 81 - 83
	Affordable selection of products and services	G4-DMA	
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.	71 - 72
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 - 16, 71 - 72
Transparency in business practices including marketing communications, recruitment and procurement	PA 10	Initiatives to ensure clarity of charges and tariffs.	74
Data privacy	G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	None

Sustainability Report

GRI CONTENT INDEX

General Standard Disclosures			Page or Direct Reference
Material Aspects	Indicators	Description	
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.	30 - 34, 40 - 45, 47 - 53, 76 - 77
Relevant training	G4-LA9	Average hours of training per year by gender and by employee category.	The average employee training hours in 2015 was 42.2 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		71 - 75
	G4-EC1	Direct economic value generated and distributed.	64 - 65, 71
Supporting deserving community initiatives and underprivileged groups	G4-DMA		81 - 83
Energy usage	G4-EN3	Energy consumption within the organisation.	84 - 86
	G4-EN6	Reduction of energy consumption.	84 - 86