

# SUSTAINABILITY REPORT

## OUR PEOPLE

Our people are critical to our success. They are instrumental to delivering excellent customer experience and creating long-term value for stakeholders. As we move into a digital future, it is important that we attract, develop and retain exceptional people to continue to be the service provider of choice. At M1, we offer opportunities for our people to realise their full potential, by encouraging them to take ownership of their work and fostering a work environment and organisation culture that embraces inclusiveness, diversity and teamwork.

# 9% INCREASE YEAR-ON-YEAR

NUMBER OF COURSES  
ATTENDED BY EMPLOYEES

### EMPLOYEE PROFILE

As at end-2016, M1 employed 1,551 people. The majority of our staff are in technology, marketing, customer service and retail functions on a full-time basis, with a small number of part-timers and contract hires.

### TYPE OF EMPLOYMENT

	2016	%	2015	%
Full-time	1,511	97.4	1,529	97.8
Part-time	8	0.5	11	0.7
Contract	32	2.1	23	1.5
Total	1,551	100.0	1,563	100.0

### LENGTH OF SERVICE

	2016	%	2015	%
< 5 years	746	48.1	847	54.2
5 – 10 years	314	20.2	245	15.7
> 10 years	491	31.7	471	30.1
Total	1,551	100.0	1,563	100.0

## EQUALITY AND DIVERSITY

We value and celebrate the diversity of our people, which in turn helps foster innovation and enable us to better understand and serve our customers.

Prospective employees are evaluated based on their qualifications, capabilities and experience, regardless of gender, age or ethnicity. Twice a year, employee evaluations are conducted through a transparent appraisal process, and performance targets are set with the employee's input.

As a believer of fair, responsible and merit-based employment practices, we are a signatory to the Tripartite Alliance for Fair Employment Practices' Employers' Pledge of Fair Employment Practices. The Company did not receive any complaint with regard to discriminatory practices in 2016.

2016	Male %	Female %
Senior Management	76.8	23.2
Mid-Management	55.0	45.0
Executive	53.8	46.2
Non-Executive	42.2	57.8
<b>Total</b>	<b>48.6</b>	<b>51.4</b>

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
<b>Total</b>	<b>48.9</b>	<b>51.1</b>

### M1 FEMALE WORKFORCE 2016

Age	Chinese	Indian	Malay	Others	Total
< 20	–	–	–	–	–
20 – 29	163	7	6	34	210
30 – 39	217	12	15	70	314
40 – 49	170	9	18	20	217
50 – 59	37	–	5	4	46
> 60	9	1	–	–	10
<b>Total</b>	<b>596</b>	<b>29</b>	<b>44</b>	<b>128</b>	<b>797</b>
<b>Percentage mix (%)</b>	<b>74.8</b>	<b>3.6</b>	<b>5.5</b>	<b>16.1</b>	<b>100.0</b>

### 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
<b>Total</b>	<b>588</b>	<b>31</b>	<b>47</b>	<b>132</b>	<b>798</b>
<b>Percentage mix (%)</b>	<b>73.7</b>	<b>3.9</b>	<b>5.9</b>	<b>16.5</b>	<b>100</b>

### M1 MALE WORKFORCE 2016

Age	Chinese	Indian	Malay	Others	Total
< 20	–	–	–	–	–
20 – 29	156	2	10	12	180
30 – 39	204	11	15	57	287
40 – 49	181	4	6	15	206
50 – 59	54	2	8	5	69
> 60	9	1	–	2	12
<b>Total</b>	<b>604</b>	<b>20</b>	<b>39</b>	<b>91</b>	<b>754</b>
<b>Percentage mix (%)</b>	<b>80.1</b>	<b>2.6</b>	<b>5.2</b>	<b>12.1</b>	<b>100.0</b>

### 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
<b>Total</b>	<b>603</b>	<b>24</b>	<b>36</b>	<b>102</b>	<b>765</b>
<b>Percentage mix (%)</b>	<b>78.8</b>	<b>3.2</b>	<b>4.7</b>	<b>13.3</b>	<b>100</b>

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### COMPENSATION AND BENEFITS

M1 offers 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 awards under the M1 Share Plan. The M1 Share Plan, adopted in 2016, helps retain talent and align the interests of eligible employees with shareholders of the Company.

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, regular health screenings, and group insurance coverage. After a comprehensive evaluation, Raffles Medical Group was appointed as M1's healthcare service provider in 2015 to better manage our medical benefits programme, and to provide a consistent quality of care and services to our employees and their dependents. In early 2016, we engaged Raffles Medical Group to provide employees with complimentary flu vaccinations, which were well-received.

Our Fun!@M1 initiative makes available a wide variety of social, educational and sporting programmes including lunch-time talks on topics such as stress management and parenting, as well as our company-wide annual road relay, futsal, netball and bowling competitions. We also support employees who are keen to participate in meaningful events, such as the YOLO Run in 2016.

A fully-equipped gymnasium is available for use round the clock for employees who enjoy working up a healthy sweat. To support employees who wish to walk, run or cycle to work, facilities such as bicycle racks and shower rooms are also made available.



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 in-house canteen.

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

In fostering team bonding and camaraderie, every department organises annual team building and de-stress activities such as games, craft-work, and meal outings. The annual Dinner and Dance, which features a different dress-up theme each year, continues to be a key highlight of our Company's social calendar.

### SUPPORTING FAMILIES

M1 supports pro-family initiatives, and our employees enjoy benefits such as paternity leave and shared parental leave schemes, 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 enables children of our employees to spend a day with their parents at work and gain a better appreciation of their parents' job responsibilities at M1.

### WORKPLACE SAFETY

As part of our continual efforts 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. Workshops are also conducted regularly 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 was no workplace accident or injury sustained by our employees in 2016.





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### LIFELONG LEARNING

M1 believes in and continually invests in our employees to help them achieve their full potential through lifelong learning.

Mr Mervyn Chua, 46, first joined M1 18 years ago as an Assistant Store Manager. Serving customers with a passion, Mr Chua is today the General Manager for Retail Operations, overseeing M1's chain of M1 Shop outlets including online operations.

Supported by M1, Mr Chua successfully applied for the Singapore Retailers Association's (SRA) National Retail Scholarship to undergo a Masters in Retailing, to equip him with the relevant knowledge to further improve M1's retail operations.

Mr Chua's accomplishments were highlighted by Dr Koh Poh Koon, Minister of State, Ministry of Trade and Industry and Ministry of National Development, at his speech to the Singapore Retailers' Association Ball 2016.

We are proud of Mr Chua's achievements, and will continue to encourage and support all M1 staff keen to improve themselves.



### TRAINING

To compete successfully in our ever-changing industry, it is imperative to invest in employee training and development. We provide continuous training programmes to broaden and deepen our employees' professional knowledge and skills, as well as to support their personal development to reach their fullest 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 2016 include a refreshed Customer Centric Initiative (CCI) 3.0 programme, to ensure all our employees continue to serve both internal and external customers with passion. In 2016, the average employee training hours was 33.5 hours, compared to 42.2 hours in 2015, and the number of courses attended by employees rose 9% year-on-year. The lower training hours in 2016 was due to increased participation in shorter-duration courses.

### OPEN AND REGULAR COMMUNICATIONS

We strongly believe in open and regular communications with our employees in enhancing employee engagement.

All members of M1 management maintain an open door policy, thus fostering an environment of openness, collaboration, trust and respect with staff, regardless of hierarchy.

Through our monthly newsletter VOICE and regular company-wide email updates, employees are kept abreast of the Company's latest developments. Additionally, the CEO sends out a quarterly message to all



employees on the Company's financial performance and other key developments in the quarter, as well as on ad-hoc occasions as necessary.

Twice a year, townhall-style presentation and discussion sessions are conducted by the Company's senior management to enable employees to interact and share their views on company-related matters and other relevant issues.

M1 subscribes to a high standard of corporate governance, with a "zero tolerance" policy on fraud, corruption and other forms of unethical behaviour or conduct. Employees are encouraged to report suspicious or irregular behaviour they encounter in the course of work, with the assurance that allegations will be investigated and their identities protected.

## 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. In 2016, a step-up in recruitment activities drove union membership to 61% of eligible M1 staff, 10 percentage points higher compared to a year ago.

To encourage 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 and remains in effect since.

## SERVING WITH PASSION

M1 introduced the company-wide Customer Centric Initiative (CCI) programme as part of our service excellence journey.

In August 2016, we launched a refreshed CCI workshop series, CCI 3.0, to bring staff from various departments together to experience our new Strategic Service Intent: Serve with Passion, and our new Service Standards: "Take Ownership", "One & Done; Follow Through" and "Serve the Staff Serving the Customer".

The workshops have been well-received by participants, who are able to better appreciate the importance of working together and building a strong working



relationship in order to exceed the ever-growing customers' expectations.

As at end-2016, seven workshops have been conducted, with additional workshops to be conducted progressively through 2017.