



#### INTRODUCTION

M1 is committed to conducting its business in a responsible, ethical and sustainable way. Through our efforts, we aim to create long-term value for our stakeholders, make a positive impact on our community and minimise our environmental footprint.

1,551

NUMBER OF EMPLOYEES WORKING IN M1

This annual sustainability report covers M1's economic, environmental, social and corporate governance performance for 2016.

These are described over four sections, namely "Our Business", "Our People", "Our Community" and "Our Environment".

To ensure comparability, we have used internationally accepted measurement units for the reporting of performance data and indicators. A full listing of reported General Standard Disclosures and Specific Standard Disclosures is available at pages 95 to 100 of this Annual Report.

M1 continually reviews its sustainability performance, monitoring and reporting processes, as well as new developments in sustainability reporting, to ensure ongoing improvements.

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

### REPORTING SCOPE AND BOUNDARIES

The M1 sustainability 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 2016.

We reviewed the key environmental, social and governance issues highlighted by our stakeholders. The GRI's G4 reporting principles, including stakeholder inclusiveness, key materiality, the sustainability context, and indicator comparability, have been applied to identify the key material issues most relevant to our business operations and stakeholders, and we have presented the results accordingly.

Stakeholder	Main engagement channels	Stakeholder's expectations	How M1 addresses concerns and notable initiatives
Consumer and corporate customers	<ul> <li>24-hour contact centre</li> <li>M1 Shop outlets</li> <li>Mobile sales team</li> <li>Corporate sales team</li> <li>Technical support team</li> <li>M1 website and Facebook page feedback forms</li> </ul>	<ul> <li>Reliable, quality network access</li> <li>Relevant and affordable products and services</li> <li>Effective customer service</li> <li>Data protection</li> </ul>	<ul> <li>Continual investment in networks and training to enhance customer experience</li> <li>Constantly review and update products and services to ensure they are relevant and offer meaningful value</li> <li>Clear disclosure of all information relevant to customers in marketing materials</li> <li>Controls in place to ensure the privacy of our customers' personal data</li> </ul>
Institutional and retail investors	<ul> <li>Access to our Investor Relations team and senior management through:         <ul> <li>Emails</li> <li>Teleconferences</li> <li>Meetings</li> <li>Investor conferences</li> <li>Investor roadshows</li> <li>Annual General Meetings</li></ul></li></ul>	<ul> <li>Sustainable business growth</li> <li>Create long-term shareholder value</li> <li>Good corporate governance</li> <li>Transparency in business strategy and operations</li> <li>Consideration for minority shareholders' interest</li> <li>Relevant corporate social responsibility (CSR) initiatives</li> </ul>	<ul> <li>Provide relevant and prompt updates on company developments</li> <li>Respond to investors' queries in a timely manner</li> <li>Opportunities to engage with senior management through investor meetings, emails, teleconferences, roadshows and AGM</li> <li>Strong CSR programme in place</li> </ul>
Business partners and suppliers	<ul><li>Meetings</li><li>Emails</li><li>Telephone</li></ul>	<ul> <li>Transparent and fair procurement and other business practices</li> <li>Compliance with terms and conditions of business contracts</li> </ul>	<ul> <li>Communicate M1's business policies to employees</li> <li>Transparent business processes in the selection of winning tenderers</li> <li>Avenues to report incidence of abuse and corruption</li> <li>Whistleblower policy</li> <li>Supplier Code of Conduct in place for best practices in procurement</li> </ul>
Employees	<ul> <li>Employee feedback</li> <li>Team building sessions</li> <li>Annual employee appraisal sessions</li> <li>Bi-annual townhall events</li> <li>Open door policy</li> <li>Quarterly CEO messages</li> <li>Grievance handling channel through Human Resource Department</li> <li>Union representation</li> </ul>	<ul> <li>Safe working environment</li> <li>Fair remuneration and benefits</li> <li>Non-discriminatory practices</li> <li>Career growth</li> <li>Relevant employee training</li> </ul>	<ul> <li>Maintain a safe and inclusive working environment</li> <li>M1 offers employees competitive remuneration packages commensurate with their experience, performance and job responsibilities</li> <li>Recruit, reward and promote employees based on performance and merit</li> <li>Continual investment in human capital</li> </ul>



### **INTRODUCTION**

Stakeholder	Main engagement channels	Stakeholder's expectations	How M1 addresses concerns and notable initiatives
Regulators	<ul> <li>Regular formal and informal discussions</li> <li>Teleconferences</li> <li>Active participation, including written submissions, in relevant industry consultation sessions</li> </ul>	<ul> <li>Compliance with regulations and service requirements</li> <li>Deliver continued socio-economic benefits to society</li> <li>Work with industry to maintain consistent technological standards</li> </ul>	<ul> <li>Policies to ensure compliance with regulations, laws and quality of service standards</li> <li>Swift remedial action in case of any regulatory or legislative violation</li> </ul>
Analysts and the media	<ul> <li>Access to our Corporate         Communications and         Investor Relations team         through:             - Emails             - Teleconferences             - Meetings             - Organised visits and             industry events             - Quarterly results             conferences and             teleconferences</li> </ul>	<ul> <li>Timely and transparent disclosure of corporate information</li> <li>Prompt response to queries</li> <li>Access to senior management</li> </ul>	<ul> <li>Provide relevant and prompt updates on company developments</li> <li>Respond to media and analysts' queries in a timely manner</li> <li>Work closely with media and analysts to advance Company's interests</li> </ul>
Trade associations	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> <li>Make available industry approved products and services</li> <li>Adoption of industry best practices</li> </ul>	<ul> <li>Participation in industry events and dialogue sessions</li> <li>Harmonise our policies and networks with globally accepted technologies and standards</li> </ul>
Non-governmental organisations and community partners	<ul> <li>Discussions with community groups</li> <li>Participation in relevant conferences</li> <li>Reporting on our sustainability strategy and performance</li> </ul>	<ul> <li>Minimise any social, public health or environmental impact</li> <li>Support deserving community efforts and underprivileged groups</li> </ul>	<ul> <li>Continual support of adopted community causes and conservation efforts</li> <li>Ensure products and services address the needs of and are available to underserved communities</li> <li>Continually review and improve sustainability performance and reporting</li> </ul>

#### 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 and targets	Sustainability context	Management approach	Internal impact	External impact
Network access and coverage	<ul> <li>Continue to deliver good quality and reliable network access</li> <li>Offer good customer value in our products and services</li> <li>Strengthen digital inclusion efforts</li> </ul>	<ul> <li>We provide mobile and fixed services to over 2 million customers</li> <li>The availability and affordability of our services greatly enhance our customers' productivity and quality of life</li> <li>Enabler for other sectors by providing essential connectivity infrastructure for functioning and growing in the digital economy</li> </ul>	As at end-2016, we have invested more than S\$1.9 billion into our mobile and fixed networks. We will continue to invest in technology to enhance our customers' mobile and fixed experience	Yes	Yes
Ethics and integrity	<ul> <li>Ensure transparency in business practices including marketing communications, recruitment and procurement</li> <li>Continue to protect customers' data privacy</li> </ul>	Maintaining a high standard of corporate governance is key to protecting the interests of our stakeholders, including customers, employees, business partners and shareholders	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> <li>Offer staff a safe and conducive working environment</li> <li>Continually provide relevant training</li> </ul>	We provide employment to 1,551 employees, who form an important stakeholder segment and a critical component to our continued success in a competitive marketplace	<ul> <li>We maintain a safe and conducive working environment</li> <li>We have a merit-based recruitment and promotion policy</li> <li>Our human resource colleagues, management and employees work together to identify suitable and relevant training programmes to enhance employees' skill sets</li> </ul>	Yes	No

# SUSTAINABILITY REPORT INTRODUCTION

Material issues	Material aspects and targets	Sustainability context	Management approach	Internal impact	External impact
Economic performance	Create long-term value for stakeholders	<ul> <li>We contribute toward         Singapore's economy by         creating jobs, responsibly         paying our taxes and         introducing business         opportunities for our         business partners</li> <li>Our shareholders benefit         through regular dividend         payouts and long-term         share price performance</li> <li>Our employees share in         the company's success,         through monetary rewards         and staff benefits</li> <li>Our continuous network         investments 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 corporat         consumers in Singapore</li> </ul>	t	Yes	Yes
Community support	Continue our support for deserving community initiatives and underprivileged groups	We believe that for a company to be successful in the long-term, it should help create value for the community it operates in	We are a long-term supporter of various charity 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	Minimise energy usage where possible	<ul> <li>Energy is consumed in our business</li> <li>As a non-extractive business, M1 does not have a significant environmental footprint</li> </ul>	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.

#### **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 regulatory requirements, and meet or surpass the expectations of our customers.



INVESTMENT IN OUR M1 MOBILE AND FIXED NETWORK INFRASTRUCTURE SINCE INCEPTION

#### **FINANCIAL PERFORMANCE**

Our key financial indicators are as follows:

Financial indicators	2016 (S\$m)	2015 (S\$m)
Operating revenue	1,060.9	1,157.2
Net profit after tax	149.7	178.5
Operating expenses (including staff cost)	880.9	940.0
Staff costs	115.0	118.2
Dividends paid to shareholders	142.3	177.0

For more details of our financial performance, please refer to the Financial Statements section of this Annual Report.

### INVESTMENTS IN NETWORK AND SYSTEMS

We continually invest in new technologies, as well as coverage and capacity expansion to enhance the performance and resiliency of our networks and deliver a better experience for our customers.

Since our inception, we have invested more than S\$1.9 billion in expanding and upgrading our mobile and fixed network infrastructure. Following our successful small cell trials in 2015, we announced Singapore's first nationwide commercial HetNet (heterogenous network) deployment in 2016. In addition, we also announced the first nationwide commercial NB-IoT (narrowband Internet of Things) network deployment. The completion of these networks will enable M1 to augment the customer experience and launch new services to cater to the existing and future needs of our customers.



#### **OUR BUSINESS**

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

### QUALITY PRODUCTS AND SERVICES

Technology and connectivity is an integral part of everyone's lives today, be it at work or play. We constantly review and update our products and services to ensure they are relevant and offer meaningful value to each of our customer segments, including the underprivileged and underserved communities.

Working with the Info-communications Media Development Authority (IMDA), M1 provided broadband access to students and persons with disabilities from low-income households through 2016, under the NEU PC Plus Programme. Through this programme, eligible applicants receive a complimentary 4G or fixed fibre broadband connection for three years. These efforts have made a positive impact in narrowing the digital divide and enabling families in the underprivileged and underserved segments to enjoy the benefits of communications technology.



In March 2016, we launched an integrated Smart Activity Monitoring Service to enable caregivers to non-intrusively monitor the safety of vulnerable seniors, particularly those who live alone. Through this service, caregivers will be able to access real-time activity information of these seniors and support them in continuing to live independently and safely, in their own homes.

To further drive fibre adoption in the corporate segment for more companies to enjoy cost-effective high speed fibre connectivity, we embanked on a fibre

### ENHANCED NETWORKS TO SUPPORT OUR SMART NATION

M1's HetNet and NB-IoT deployment, initiated in August 2016, will deliver improved coverage and faster download speeds, and enhance the performance for M2M (machineto-machine) communications.

The HetNet deployment will see the deployment of small cells and WiFi equipment across hundreds of high traffic hotspots nationwide, to complement our advanced 4G+ network. Through these hotspots, we will be able to deliver the best coverage and network capacity to meet our customers' continued demand for mobile data, especially at previously hard-to-reach areas such as car parks, basements and parks.

NB-IoT technology is designed to offer improved M2M performance – low-bandwidth, robust indoor

penetration and low power consumption, while delivering the benefits of licensed spectrum such as network reliability and security, thus helping to pave the way for services such as autonomous vehicles and smart healthcare.

The two networks are expected to be amongst the world's first commercial large scale HetNet and NB-IoT deployments.

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network expansion programme. In addition, we were appointed by Ascendas-Singbridge in Singapore's biggest fibre upgrading project, to install and enhance fibre infrastructure at 70 commercial buildings. This has reduced the fibre access turnaround time for tenants. Through the year, we also launched a selection of new corporate managed services, such as the M1 Cyber Security Solutions Suite, Hosted Unified Communications solution, and SOHO fibre plan bundled with business solutions, to further enhance our connectivity solutions.

#### **REGULATORY COMPLIANCE**

We are committed to conducting 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 which govern our core telecommunications business and quality of service (QoS) delivery standards to our customers include the Telecommunications Act and Telecoms Competition Code (2012).

M1 protects vulnerable customer segments such as children and youths 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 at both the network and the device levels, to enable parents to monitor the access of their children to online sites.

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 2016 for non-compliance with any laws and regulations.

#### **ENTERTAINMENT DATA**

Over-the-top (OTT) video and music streaming services have delivered unprecedented content to Internet users, and in doing so, driven media consumption online.

To enable M1 customers to enjoy their favourite OTT content services anytime, anywhere, without worrying about excess data charges, we launched our M1 Entertainment Data in October 2016. Through the service, priced at \$\$9.90 per month, M1 postpaid customers enjoy unlimited local data access to popular video and music streaming services Netflix, Dailymotion and Deezer.

As a launch promotion, Entertainment Data was made available at a promotional monthly subscription price of \$\$4.90 for the first six months.



#### **OUR BUSINESS**

#### **BRAZIL DATA PASSPORT**

The 2016 Olympics and 2016 Summer Paralympics games were significant sporting events of the year. To help athletes, officials and supporters visiting Brazil stay connected with their loved ones and fans at home, M1 made available a new Brazil Data Passport at a promotional rate of \$\$10 (UP \$\$25) a month during the sporting season.

M1's unique Data Passport service enables customers to use their local data bundle overseas, as if they never left home. As at February 2017, it is available in 56 destinations including Australia, Malaysia, China, India, the United Kingdom and the United States.



## CAPTURE YOUR FAVOURITE MOMENTS OF THIS YEAR'S BIGGEST SPORTING EVENT IN BRAZIL.

With \$10 Brazil Data Passport, you can use your local data bundle to stay connected and share the excitement of the world's biggest sporting event with your loved ones at home.

Promotion is only valid till 30 September 2016, Activate Brazil Data Passport now via My M1 App or dial \*123#!

M1. FOR EVERY ONE.

m1.com.sg/datapassport

#### DATA PROTECTION

We respect our customers' privacy and do not collect, use or disclose customers' personal data other than as permitted under applicable laws, including the Personal Data Protection Act 2012 ("Act").

All M1 employees are trained on their obligations under the Act, with e-learning refreshers made available annually to ensure employees are kept up-to-date with the Act.

Additionally, 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.

#### RESPONSIBLE MARKETING

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

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

## TELECOMMUNICATIONS AND PUBLIC SAFETY

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

To date, the World Health Organisation<sup>1</sup> has found no substantiated link between

The World Health Organisation is currently conducting a formal assessment of all studied health outcomes (http://www.who.int/ mediacentre/factsheets/fs193/en/)

of its customers. Samsung subsequently issued a recall of the Galaxy Note 7 and refunded affected customers.

exposure to RF radiation and adverse impact on human health. Additionally, the IMDA 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 work closely with the National Environment Agency and IMDA to ensure the levels of exposure of RF radiation from our networks are well within the guideline limits.

In October 2016, some overseas users of Samsung Galaxy Note 7 handsets reported overheating issues. While there were no reported cases in Singapore, M1 halted sales of the handset to ensure the safety

#### **CUSTOMER EXPERIENCE**

Delivering excellent customer service is one of M1's core operating tenets. We continually invest in training and review our business processes to ensure consistent delivery of positive experience across all customer touch points.

To help our employees better appreciate customers' needs and achieve service excellence, all new employees undergo an attachment programme at our customer contact centre and retail outlets during their orientation programme.

We value customer feedback in helping us to improve our service, and gather 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.

#### UNIVERSAL SECURE MOBILE-BASED AUTHENTICATION

GSMA's Mobile Connect standard, which has been adopted by Singapore's mobile operators, will enable Singapore consumers to enjoy fast, simple and secure access to a variety of online services with their mobile devices.

Announced in November 2016 and expected to be rolled out in late 2017, Mobile Connect will free customers from having to manage multiple usernames and passwords for every online account. Instead, customers will be able to use Mobile Connect's universal trusted

digital identity for convenient and secure access to compatible telecommunications, banking, e-commerce, entertainment, government and travel services and applications.

To access Mobile Connect-enabled services, customers will confirm their identities using their mobile numbers on their devices, with unique personal codes for online transactions that require greater levels of security. No information will be made available to online service providers without users' permission.

Online service providers will also benefit from accepting Mobile

Connect logins. They will be able to offer simpler sign-ups, reduce customer frustration and abandoned transactions due to authentication issues, and increase the likelihood of repeat business.

To drive rollout and adoption, Singapore's mobile operators are building a unified platform to enable easy integration with online service providers through a common Mobile Connect Application Programme Interface (API). Mobile Connect is developed by the GSMA and is currently available in 22 countries.



### 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
Total	48.6	51.4

Male %	Female %
60.0	30.1
57.8	42.2
52.3	47.7
42.6	57.4
48.9	51.1
	69.9 57.8 52.3 42.6

#### **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
Total	596	29	44	128	797
Percentage mix (%)	74.8	3.6	5.5	16.1	100.0

#### **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
Percentage mix (%)	73.7	3.9	5.9	16.5	100

#### **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
Total	604	20	39	91	754
Percentage mix (%)	80.1	2.6	5.2	12.1	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
Percentage mix (%)	78.8	3.2	4.7	13.3	100

#### **OUR PEOPLE**

#### **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.





#### **OUR PEOPLE**

#### 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

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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.

**OUR COMMUNITY** 

In 2016, M1 continued to actively engage and support the community with corporate social responsibility projects that covers the arts, sports and youth causes.

**S\$500,000** 

AMOUNT RAISED FOR BENEFICIARIES OF M1 ADOPTED CHARITIES

#### **M1 AND THE ARTS**

M1 has been supporting the arts since 1997. 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. In recognition of our contributions to the arts, we were accorded an award at the National Arts Council's Patron of the Arts Awards in 2016 for the 17th consecutive year.

Together with The Necessary Stage, we presented the 12<sup>th</sup> edition of the M1 Singapore Fringe Festival, titled "Art & the Animal" in January 2016 to rave reviews and good attendance. Featuring 19 quality works by international and local artists, the festival continued to be a favourite of





the local audience, as ticket prices were kept affordable.

The M1 Chinese Theatre Festival, which ran for three weeks in July and August 2016, brought together six exciting and high calibre productions from Singapore, China, Hong Kong and Taiwan. In partnership with the Theatre Practice, the festival aims to bring professional theatrical performances, ranging from family oriented to cutting edge experimental fare, to smaller stages for a more intimate experience.

In 2016, we extended our sponsorship to become the title sponsor of the M1 Peer Pleasure Youth Theatre Festival. The Festival features productions produced by Singapore youth under the guidance of professional theatre practitioners, for audiences young and old.

To honour outstanding achievements in local theatre and recognise the contributions of theatre productions in Singapore, we continued to support the M1-The Straits Times Life! Theatre Awards in 2016.

At the same time, we remain a keen supporter of leading dance companies, T.H.E Dance Company and Frontier Danceland, in their efforts to grow Singapore's contemporary arts scene and nurture young dance talents.

The 7<sup>th</sup> edition of the M1 CONTACT Contemporary Dance Festival was held from November to December 2016. Curated by T.H.E Dance Company, the festival featured 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 the M1 Dancing on the Frontier Appreciation Series to introduce 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.

#### **SPORTS WITH A CAUSE**

We work extensively with Netball Singapore in promoting netball to the community and schools. Some of our key initiatives include the M1 Schools Challenge League,



#### **OUR COMMUNITY**

the M1 Talent Identification Programme and the M1 Age Groups KL Tour, which help create fresh opportunities for young sporting talent to excel.

Our association with netball began in 2009 and over the years, we have sponsored a variety of netball programmes and initiatives from the grassroots to the national level. In 2016, we increased our support toward the netball sport and became the title sponsor of the M1 Netball Super League, a local competitive event that features Singapore's best netball players.

To promote a sporting habit for life, we continued to present the M1 Corporate Netball Challenge (M1CNC), Singapore's biggest mixed corporate annual netball competition. The fourth edition of the M1CNC, which took place in November 2016 at the Kallang Netball Centre, saw the participation of 41 teams across a wide spectrum of corporates. New Zealand netball legend, World Champion and Commonwealth Games double gold medallist Ms Leana de Bruin was specially invited to make an appearance at the event to meet participants and fans. She also conducted netball clinics for schools and the National age groups, to share tips with young, aspiring netball players.

Another highlight of the M1CNC was the exhibition match between M1 Senior Management and Singapore's Members of Parliament (MPs) and friends team, comprising Mr Tan Chuan-Jin, Minister for Social & Family Development; Mr Teo Ser Luck, Minister of State for Manpower; Members of Parliament Ms Cheryl Chan, Ms Jessica Tan and Mr Zaqy Mohamad, and Mr Bruce Liang, Chief Executive Officer for Integrated Health Information Systems. In appreciation of the MPs' participation, M1 pledged a \$\$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 2016 remained on the underprivileged children and youths-at-risk causes.





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The annual M1 Charity Golf 2016 and M1 Epicurean Charity Carnival 2016 were two key fundraising events successfully staged during the year. The events were passionately supported by our staff and families, business partners and associates, as well as members of the community.

Through these events, more than \$\$500,000 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. 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 10 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 the movies, HomeTeamNS Adventure Centre, as well as the M1-sponsored Southeast Asia's first MARVEL Avengers S.T.A.T.I.O.N. exhibition at the Singapore Science Centre.

#### **SERVICE TO THE COMMUNITY**

In celebration of our nation's 51st birthday, M1 provided communications services to the parade's elaborate multi-media staging at the National Stadium. M1 customers also enjoyed free local calls, SMS/MMS messages and mobile data for local usage, on National Day.

In partnership with the Singapore Red Cross Society, we organised two on-site blood donation drives in 2016 at our main office building. During these donation drives, 174 M1 staff and visitors donated 133 units of blood, which in turn will benefit about 400 patients.



#### **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 adhering with all applicable environmental regulations, and have not been fined or otherwise sanctioned for any environment-related violations in 2016.





#### **ENVIRONMENTAL FOOTPRINT**

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

In 2016, our mobile networks, offices and data centre operations used 62,387,979kWh of electrical power, 2.5% higher than 2015. This was to support increased business requirements including the deployment of approximately 200 new base station sites to enhance coverage and support customers' growing data needs, as well as testbed projects such as our upcoming NB-IoT and HetNet networks. In 2016, we included our fibre operating centre's energy usage, based on data provided by the fibre network company NetLink Trust and our own meter readings.

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. The three sites used 48,774 litres of diesel fuel in 2016, 5.6% lower than 2015, primarily driven by the upgrade of the solar hybrid battery on our Palau Satumu site in January 2016.

Our fleet of vehicles support our field engineers who are responsible for installing new mobile equipment, performing drive tests, and conducting site maintenance and repairs. In 2016, fuel consumption for





our diesel vehicle fleet was 26,635 litres, 10.2% higher than the year before, and 11,273 litres for our petrol vehicle fleet, 10.8% lower than the year before, as we shifted usage to diesel vehicles in covering our expanded networks.

M1's retail operations used an estimated 322,310kWh of electrical power in 2016, 2% higher compared to 2015. In addition to energy, water is used for drinking, cleaning and equipment cooling purposes in our daily operations.

In 2016, total water consumption was 60,996m³, marginally lower compared to 2015. We began using NEWater for cooling purposes in our new data centre in 2015, and in 2016 we increased our usage of NEWater, thereby reducing the usage of potable water. NEWater is reclaimed water for industrial use and has a lower environmental impact.

#### **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.

Our key efforts are in the following areas:

#### **NETWORKS**

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.

We deployed solar photovoltaic (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, and this initiative has enabled us to reduce the use of diesel over the years. As the terrain on Pulau Tekong does not the permit the installation of solar PV power systems, the base station's generators were overhauled. This overhaul, completed in January 2015, has enhanced the generators' efficiency and reduced annual diesel usage by 17%.

Following a successful trial, more small cells were deployed at selected high traffic sites such as malls, libraries and MRT stations in 2016. Small cells enable us to enhance the mobile data experience in a more targeted and energy-efficient manner, compared to using a base station. We will continue to roll out more small cells in 2017.

#### **FACILITIES**

M1's 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.

All our buildings, in Jurong and Aljunied, are fitted with energy-efficient LED lights and this yields an estimated power savings of 450,000kWh a year.

#### **OUR ENVIRONMENT**



#### **GENERAL OPERATIONS**

Our M1 Shop retail outlets are designed to enhance productivity and customer experience, as well as minimise our carbon footprint. In-shop light fittings were changed to LED where possible, and our streamlined transaction process using wireless tablets enables us to cut down on the use of printed brochures, receipts, forms and

other non-recyclable materials by an estimated 20% annually.

M1 uses sustainably sourced, environmentally-friendly Forest Stewardship Council (FSC) certified paper for all our printing needs. Through an e-billing programme, we have migrated all employees from paper to electronic bills and payment, and are progressively migrating our customers as well.

#### **OPCO POWER USAGE**

For 2016, we are reporting the power used by our fibre OpCo (Operating Centre). Our OpCO equipment supports the fibre broadband connectivity we provide to our residential and corporate customers. Our reported usage is based on data provided to us from fibre network company NetLink Trust and our own meter readings.

For 2016, the OpCo energy consumption is 1,604,038kWh, 2.5% of our total power consumption.

#### **SENTOSA GREEN WIFI**

M1, in collaboration with the IMDA and Sentosa Development Corporation, launched Singapore's first solar-powered WiFi hotspot along Sentosa's Merlion Walk.

The Wireless@SG hotspot, which is located outdoors, was part of a trial to test the viability of this renewable power source and wireless backhaul systems, which can reduce the amount of trenching required to lay power and network cabling during deployment. The trial was launched in March and ended in September 2016.

Electricity consumption	2016 (kWh)	2015 (kWh)
M1 buildings and data centre operations	30,835,554	31,430,594
Mobile networks	31,552,425	29,423,546
Fibre OpCo	1,604,038	$NA^1$
Retail outlets <sup>2</sup>	322,310	315,989
Total	64,314,327	61,170,129
Fuel consumption	2016 (litres)	2015 (litres)
Diesel (offshore base stations)	48,774	51,648
Diesel (vehicle fleet)	26,635	24,164
Petrol (vehicle fleet)	11,273	12,642

Water consumption	2016 (m³)	2015 (m³)
Potable water	48,735	54,774
NEWater	12,231	6,601
Total	60,996	61,375

- Our total reported energy consumption for 2015 does not include our fibre operating company energy consumption which we began tracking in 2016
- Power usage at some M1 Shops usage is estimated based on available utility bills

### **GRI CONTENT INDEX**

**General Standard Disclosures** 

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.	15
ORGANISATIONAL PROFILE		
G4-3	Report the name of the organisation.	M1 Limited
G4-4	Report the primary brands, products, and services.	16-24
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.	119, 170-171
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	16-24
G4-9	<ul> <li>Report the scale of the organisation, including:</li> <li>Total number of employees</li> <li>Total number of operations</li> <li>Net sales (for private sector organisations) or net revenues (for public sector organisations)</li> <li>Total capitalization broken down in terms of debt and equity (for private sector organisations)</li> <li>Quantity of products or services provided</li> </ul>	16-24, 82
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).	82-87
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	61% of eligible employees
G4-12	Describe the organisation's supply chain.	66



Page or Direct Reference

# SUSTAINABILITY REPORT GRI CONTENT INDEX

General Standard D		Page or Direct Reference	
ORGANISATIONAL F	PROFILE (CONT'D)		
G4-13	Report any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain, including:	16-24	
	<ul> <li>Changes in the location of, or changes in, operations, including facility openings, closings, and expansions</li> </ul>		
	<ul> <li>Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organisations)</li> </ul>		
	<ul> <li>Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination</li> </ul>		
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation.	92-94	
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	77-81	
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation:	Mr Patrick Michael Scodeller, Chief Operating Officer, is the Chairman of the	
	<ul> <li>Holds a position on the governance body</li> </ul>	Singapore Internet Exchange	
	<ul> <li>Participates in projects or committees</li> </ul>	Mr P. Subramaniam, Chief Marketing Officer, is a Council Member of the Advertising Standards Association of Singapore	
	<ul> <li>Provides substantive funding beyond routine membership dues</li> <li>Views membership as strategic</li> </ul>		
		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	
		Mr Denis Seek, Chief Technica Officer, is a member of the IDA's Telecommunications Standards Committee	
		Mr Stamford Low, Director, Customer Service, is the Honorary Treasurer of the Contact Centre Association of Singapore	



# 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.	2016
G4-29	Date of most recent previous report (if any).	2015
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.	Core; 95-100
	Report the GRI Content Index for the chosen option.	
	Report the reference to the External Assurance Report, if the report has been externally assured.	
G4-33	Report the organisation's policy and current practice  with regard to seeking external assurance for the report.  has not been experience to the report.	
	If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided.	assured
	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.	
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.	47-67
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.	64-67

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.	23-24, 28, 77
	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.	16-24
	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.	15, 78-79
	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.	16-24, 77-78
	PA 4	Quantify the level of availability of telecommunications products and services in areas where the organisation operates.	16-24
	G4-EC7	Development and impact of infrastructure investments and services supported.	12-24, 77-79
	G4-EC8	Significant indirect economic impacts.	12-24, 77-79, 88-91
Good value products	G4-DMA		12-24, 77-79
and services	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.	77-79
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.	12-15, 77-79



### **GRI CONTENT INDEX**

Specific Standard Disclosures		Page or Direct Reference	
MATERIAL ASPECTS	INDICATORS	DESCRIPTION	
Transparency in business practices including marketing communications, recruitment and procurement	PA 10	Initiatives to ensure clarity of charges and tariffs.	80
Data privacy	G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	None
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.	30-33, 40-45, 47-53, 82-83
Relevant training	G4-LA9	Average hours of training per year by gender and by employee category.	The average employee training hours in 2016 was 33.5 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.
Create long-term value	G4-DMA		77-81
for stakeholders	G4-EC1	Direct economic value generated and distributed.	68-69, 77
Supporting deserving community initiatives and underprivileged groups	G4-DMA		88-91
Energy usage	G4-EN3	Energy consumption within the organisation.	92-94
	G4-EN6	Reduction of energy consumption.	92-94