

SUSTAINABILITY REPORT

OUR PEOPLE

Investment in our people is an investment in our future. Our people are key to us in delivering excellent customer experience and creating long-term value for all stakeholders

50.4% : 49.6%

overall women to men ratio

31.1

hours of training on average per employee

30%

increase in number of training courses attended by employees since 2016

Zero

workplace accidents or injuries

We are living in an increasingly digital world; one where the ability of M1 to attract, develop and retain exceptional people is more important than ever if we are to maintain our position as Singapore's most vibrant and dynamic communications company, and service provider of choice.

Knowing how critical our people are to M1's success, we offer every opportunity for them to realise their full potential within a safe and welcoming environment. We encourage them to take ownership of their work and foster a work ethic that embraces inclusiveness, diversity and teamwork.

EMPLOYEE PROFILE (GRI 102-8, 401-1)

As at end 2017, M1 employed 1,541 people. The majority of our employees are in technology, marketing, customer service and retail functions on a full-time basis. About 2% of the workforce are part-timers or temporary contract hires.

During 2017, we hired 238 employees, while 249 left the company. This corresponds to a turnover rate of 14.8% for the year, which is in line with industry norms.

TYPE OF EMPLOYMENT (GRI 405-1)

	Male	%	Female	%	Total	%
2017						
Full-time	750	98.2%	759	97.7%	1,509	97.9%
Part-time	1	0.1%	2	0.3%	3	0.2%
Contract	13	1.7%	16	2.1%	29	1.9%
Total	764	100.0%	777	100.0%	1,541	100.0%
2016						
Full-time	740	98.1%	771	96.7%	1,511	97.4%
Part-time	2	0.3%	6	0.8%	8	0.5%
Contract	12	1.6%	20	2.5%	32	2.1%
Total	754	100.0%	797	100.0%	1,551	100.0%

LENGTH OF SERVICE

	2017	%	2016	%
<5 years	728	47.2	746	48.1
5-10 years	288	18.7	314	20.2
>10 years	525	34.1	491	31.7
Total	1,541	100.0	1,551	100.0



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OUR PEOPLE

EQUALITY AND DIVERSITY (GRI 404-3, 102-13, 406-1)

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 in fair, responsible and merit-based employment practices, M1 is a signatory to the Employers' Pledge of Fair Employment Practices set up by the Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP).

The Company did not have any internal incidents of discrimination or receive any complaint with regard to discriminatory practices in 2017.

EMPLOYEE CATEGORIES (GRI 405-1)

	Male %	Female %
2017		
Senior Management	69.8	30.2
Mid-Management	57.9	42.1
Executive	55.3	44.7
Non-Executive	41.9	58.1
Total	49.6	50.4
2016		
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

AGE AND ETHNIC GROUPS (GRI 405-1)

FEMALE WORKFORCE

Age	Chinese	Indian	Malay	Others	Total
2017					
Under 30	142	9	4	33	188
30 – 50	387	23	31	85	526
Over 50	51	4	5	3	63
Total	580	36	40	121	777
Percentage mix	74.6%	4.6%	5.2%	15.6%	100.0%
2016					
Under 30	163	7	6	34	210
30 – 50	387	21	33	90	531
Over 50	46	1	5	4	56
Total	596	29	44	128	797
Percentage mix	74.8%	3.6%	5.5%	16.1%	100.0%

MALE WORKFORCE

Age	Chinese	Indian	Malay	Others	Total
2017					
Under 30	148	5	4	15	172
30 – 50	388	15	27	67	497
Over 50	76	4	7	8	95
Total	612	24	38	90	764
Percentage mix	80.1%	3.1%	5.0%	11.8%	100.0%
2016					
Under 30	156	2	10	12	180
30 – 50	385	15	21	72	493
Over 50	63	3	8	7	81
Total	604	20	39	91	754
Percentage mix	80.1%	2.8%	5.2%	12.1%	100.0%



COMPENSATION AND BENEFITS

Remuneration

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.

Medical cover

M1 is also committed to our employees' physical and mental health. 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 dependants. In October 2017, we engaged Raffles Medical Group to provide employees with complimentary flu vaccinations, which were well received.

Well-being

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.

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 RUNNINGHOUR, YOLO Run and POSB Passion Run for Kids in 2017.

A fully equipped gymnasium is available for use round the clock by employees who wish to work on their fitness levels. To support employees who choose to walk, run or cycle to work, facilities such as bicycle racks and shower rooms are also provided. 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.

To foster team bonding and camaraderie, every department organises annual team building and de-stress activities such as games, crafts, and meal outings. In 2017, instead of an annual dinner and dance, M1's employees and their loved ones were treated to an exhilarating Cirque du Soleil KOOZA performance.

Retirement (GRI 201-3)

M1 contributes to Singapore's Central Provident Fund (CPF), which is a comprehensive social security savings plan for working Singaporeans. CPF contributions are allocated for retirement, housing, investment, insurance, education and medical expenses. In 2017, the contribution of employers was set at 17% of an employee's monthly wage, with the employee contributing 20%. Contributions are lower for employees above 55 years of age and only applicable to monthly wages between S\$750 and \$6,000.

SUPPORTING FAMILIES (GRI 401-3)

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 for their dependants.

Our offices feature dedicated on-site nursing facilities and a childcare centre.

In 2017, 53 employees were entitled to parental leave, and 30 female employees and 23 male employees took such leave. All of these employees returned to work during the year after their parental leave ended. This represents a return to work rate of 100% for both genders. Among the men and women who returned from parental leave in 2016, 21 women and 20 men were still employed 12 months after their return to work. This represents a retention rate of 88% for women and a retention rate of 87% for men.

As a strong advocate of family values, we support the annual national 'Eat With Your Family Day' initiative, whereby employees are encouraged to leave work earlier to dine with their family.

Our annual 'Bring your Kids to Work Day' invites employees' children to spend the day at M1 to gain a better appreciation of their parents' job responsibilities.

WORKPLACE HEALTH & SAFETY (GRI 403-2)

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, 23 employees are certified first aiders and have been trained in the use of the AEDs and cardio-pulmonary resuscitation techniques, in case of a medical emergency.

No workplace accidents or injuries⁵ were sustained by M1 employees during 2017.

⁵ Incidents are recorded and reported to authorities according to the Ministry of Manpower guidelines. Because no incidents occurred in 2017, relevant indicators, such as injury rate, lost day rate and absentee rate, were not applicable.

SUSTAINABILITY REPORT

OUR PEOPLE

TRAINING (GRI 404-2, 404-1)

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 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. We also encourage longer-term learning options such as post-graduate studies and certification courses, through subsidies and measures such as examination leave. In 2017, employees participated in an average of 31.1 hours of training, compared to 33.5 hours in 2016. This slight drop in training hours was counterbalanced by an increase in the number of courses attended by employees, which rose 30% year-on-year.

In 2017, we continued with our talent acquisition programme. A total of

Average number of training hours (2017)	
Employee categories	
Senior Management	53.6
Mid-Management	28.2
Executive	28.3
Non-Executive	32.4
Gender	
Female	28.5
Male	32.9
Overall	31.1

14 degree and diploma scholarships were awarded to outstanding students pursuing their studies in fields such as business, engineering and IT.

OPEN AND REGULAR COMMUNICATIONS

We attach great importance to open and regular communications as a means of 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.

Townhall-style presentation and discussion sessions are conducted every quarter by the Company's senior management to enable employees to interact and share their views on company-related matters and other relevant issues.

LABOUR RIGHTS (GRI 102-41)

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 have a Collective Agreement with the Singapore Industrial & Services Employees Union, covering matters such as working hours, overtime pay, and notice periods, and support the union's efforts to further worker welfare and labour-management harmony. In 2017, a step-up in recruitment activities drove union membership to 70% of eligible M1 staff, nine percentage points higher than a year ago.

