



■ **Making The Connection**
Creating The Impact

Singapore Telecommunications Limited
Sustainability Report 2010/2011

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FY10/11 Highlights

MARKETPLACE

- Reduced customers' operating costs by **more than 70%** through **SingTel PowerON Compute™**
- Launch of **MySingTel smartphone application** for customers to track their data usage records and prevent bill shock

PEOPLE

- Signed the '**Employers' Pledge of Fair Employment Practices**' and '**MOU on the Re-employment of Older Workers**'
- Total training investment of **S\$10.38 million** in FY10/11, a 15% increase from the previous year

ENVIRONMENT

- Achieved **9.35 GWh** in electricity savings, outperforming the target set of 6.54 GWh
- All SingTel and NCS premises certified under **PUB's Water Efficient Building Programme**

COMMUNITY

- Raised a record high of **S\$2.48 million** in donations for the SingTel Touching Lives Fund
- More than **8,000 volunteering hours** contributed towards community and environmental causes, a 14% increase from the previous year

01 About SingTel

SingTel is Asia's leading communications group with operations and investments around the world. Serving both the enterprise and consumer markets, we are committed to bringing the best global communication solutions to customers in Asia Pacific and beyond.

With significant operations in Singapore and Australia (through wholly-owned subsidiary SingTel Optus), the Group provides a comprehensive portfolio of services that includes voice and data solutions over fixed, wireless and internet platforms, as well as infocomm technology and pay TV.

The Group has presence in Asia and Africa with more than 400 million mobile customers in 25 countries, including Bangladesh, India, Indonesia, Pakistan, the Philippines and Thailand.

To serve the needs of multinational corporations, we have a network of 35 offices in 19 countries and territories throughout Asia Pacific, Europe and the United States. These offices enable us to deliver reliable and quality network solutions to customers, either on our own or jointly with local partners.

SingTel is listed on both the Singapore Exchange (SGX) and the Australian Securities Exchange (ASX).

We employ more than 23,000 people worldwide, with about 13,000 employees in Singapore and 10,000 in Australia.

SingTel's Financial Performance FY10/11

Key Financial Highlights	Group (S\$m)	Growth (%)	Singapore (S\$m)	Growth (%)
Revenue	18,071	7	6,401	7
Retained Earnings	24,550	6	N.A.	N.A.
Net Profit	3,825	(2)	1,317	(3)
Operating costs (excluding staff costs)	10,885	9	3,370	14
Staff Costs	2,197	4	901	5
Dividends To Shareholders	4,111*	82	-	-
Tax Expense	1,170	3	115	(15)

N.A. denotes Not Available

* The final and special dividends in respect of the financial year ended 31 March 2011 totalling approximately S\$3.03 billion as recommended by the Directors are subject to approval at the Annual General Meeting in July 2011.

"Our total shareholder payout is S\$26 billion over the last 10 years or 76% of earnings over the same period."

For the full year, the Group's revenue increased 7% to S\$18.07 billion and net profit declined 2% to S\$3.83 billion. Excluding the impact of Bharti Africa, net profit would have increased 1%. The Group's free cash flow increased 19% to a record S\$4.04 billion while cash flows from the Singapore business grew 11% to S\$1.44 billion.

SingTel Singapore achieved 7% revenue growth to S\$6.40 billion. Our mobile services continued to be a key driver with revenue growth of 11% to S\$1.79 billion, driven by strong postpaid customer acquisitions and higher postpaid ARPU. Data and internet revenue rose 2% to S\$1.61 billion while IT and Engineering revenue grew 8% to S\$1.53 billion.

For the full year, Optus saw a 4% increase in operating revenue to A\$9.28 billion, underpinned by continued mobile revenue growth. The sustained revenue growth and strong cost management increased EBITDA by 8% to A\$2.33 billion, while net profit increased 15% to A\$776 million.

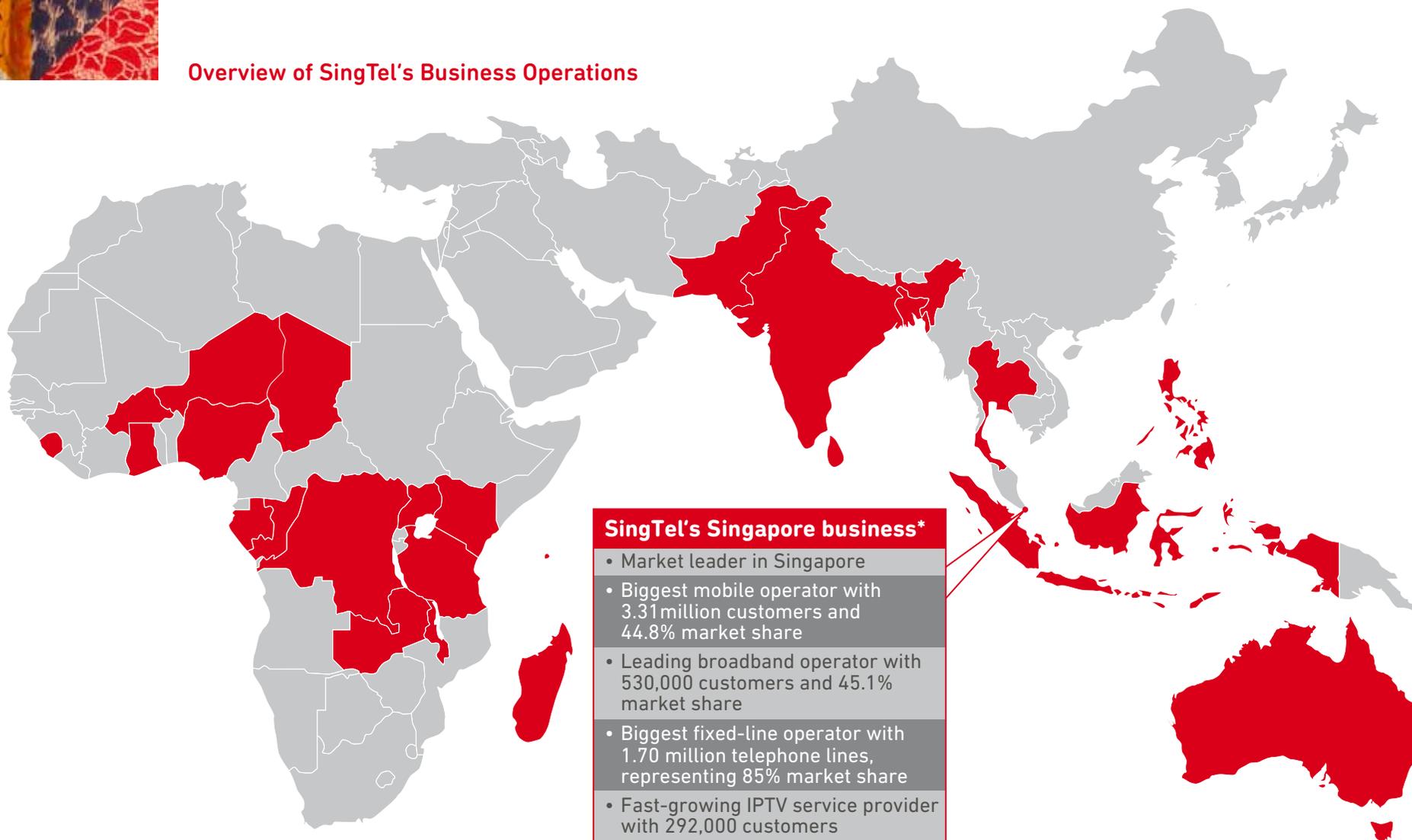
The Group's share of pre-tax ordinary profit from the regional mobile associates declined 12% to S\$2.03 billion mainly due to lower earnings from Bharti including losses incurred by Bharti Africa, as well as lower profits from Telkomsel and Globe. The Group and its regional mobile associates continued to register strong customer growth and had 403 million mobile customers as at 31 March 2011, a 37% increase from a year ago.

SingTel has a strong track record of cash returns to shareholders with steady increases in ordinary dividend per share. The ordinary dividends paid and proposed in respect of the financial year ended 31 March 2011 represent an 11% increase and 66% of underlying net profit. The Board has also recommended a special dividend of 10 cents a share. Our total shareholder payout is S\$26 billion over the last 10 years or 76% of earnings over the same period.





Overview of SingTel's Business Operations



SingTel's Singapore business*

- Market leader in Singapore
- Biggest mobile operator with 3.31 million customers and 44.8% market share
- Leading broadband operator with 530,000 customers and 45.1% market share
- Biggest fixed-line operator with 1.70 million telephone lines, representing 85% market share
- Fast-growing IPTV service provider with 292,000 customers
- Largest professional IT service provider in Singapore with 22.0% market share
- Leading satellite service provider with four satellite teleports

* As at 31 March 2011

02 About this report

Released in June 2011, this is SingTel's second annual Sustainability Report. It describes our environmental, social and economic performance and the progress on our sustainability journey.

This fully integrated web report covers our efforts in four key areas: Marketplace, People, Environment and Community.

Scope

This report covers the sustainability practices and initiatives of SingTel Group's business in Singapore where it is headquartered. All data, statistics and improvement targets reported refer to the Singapore operations unless otherwise stated.

SingTel's wholly-owned subsidiary in Australia, Optus, has been producing Corporate Responsibility Reports since 2000. These reports are available online at www.optus.com.au.

Reporting Period

This report relates to our sustainability performance during the financial year 1 April 2010 to 31 March 2011.

GRI Guidelines

In producing this report we have adopted the Global Reporting Initiative's (GRI) reporting guidelines 3.1, which were released on 23 March 2011. This report meets the requirements of a GRI Level B report. The GRI Application Level Check Statement can be found on page 55.

Feedback

We welcome feedback on this report and on our sustainability performance in general. Please address feedback to Deputy Director, Group CSR, at csr@singtel.com.





03 Message from Group CEO

Amid a highly eventful year around the world, SingTel remains focused on continuously innovating to build long-term business value and achieve multiple objectives: delivering strong financial returns to our shareholders, being an employer of choice and supporting community development, while managing our environmental footprint.

All of us at SingTel work very hard to meet these goals and I am pleased to report that we have achieved most of the sustainability targets established for FY10/11. The results are presented here in SingTel's second annual Sustainability Report.

Among the accolades we received during the year is our inclusion among the 'World's Most Ethical Companies' by US-based think-tank Ethisphere Institute. The SingTel Group is indeed honoured to be recognised for our good ethics and compliance programmes.

I am also happy to see an increase in the Corporate Social Responsibility (CSR) score in our latest annual staff engagement survey, indicating that our people are more aware of and identify with our CSR causes. This has translated into action, with an increase of over 1,000 volunteering hours compared to a year ago. Much of this growth can be attributed to 'VolunTeaming', an initiative that we promoted among our people last year that combines department teambuilding with contributing time and effort to a worthy cause. We certainly plan to further develop this culture of volunteerism among our people.



As a responsible corporate citizen, the SingTel Group steps forward to assist victims of natural disasters in countries where we operate.

When flooding overwhelmed Queensland, North New South Wales and Victoria in Australia, our people across Australia and Singapore responded generously to the call for relief efforts and donation appeals. In addition to emergency and network recovery efforts to minimise communication disruptions, we matched staff donations dollar for dollar and the Group collectively raised around S\$450,000. We also contributed mobile handsets and SIM cards to help the flood victims maintain contact with their families and loved ones. Our people also donated close to S\$50,000 to help those affected by the tsunami and earthquakes in Japan. In September 2010, SingTel donated S\$80,000 to help the Pakistan flood victims.

The year 2011 marks a milestone for our philanthropy programme – the SingTel Touching Lives Fund – as we celebrate ten years of helping disadvantaged children and young people in Singapore. Since its inception in 2002, the Fund has raised almost S\$20 million for more than 20 charities under the auspices of the National Council of Social Service.

On the environmental front, our Project LESS campaign in both Australia and Singapore encouraged our people to adopt simple green acts to care for the Earth. SingTel, Optus and several of our regional associates also supported Earth Hour 2011 through awareness campaigns for staff and customers such as SMS broadcasts to publicise this global event ahead of time, as well as switching off non-essential lights in our offices and retail outlets during Earth Hour itself.

In the new financial year, we will embark on a carbon footprinting exercise to determine the environmental impact of our Singapore operations and identify the areas for improvement. We are very excited about the opportunities to make a positive difference to climate change.

I invite you, our key stakeholder, to join us on our sustainability journey and share with us your views on SingTel's sustainability efforts around the four key pillars of marketplace, people, environment and community.

Chua Sock Koong
Group Chief Executive Officer

04 Sustainability at SingTel



SingTel aims to be a leading multimedia and ICT solutions provider in the markets where we operate by increasing shareholder value, being an employer of choice, managing our environmental footprint and supporting community development.

We strive to stay ahead of our competition and build a sustainable future for all our stakeholders. We see environmental and social performance as integral to our economic performance.

Our sustainability framework is based on four key pillars: Marketplace, People, Environment and Community. We seek to uphold 14 key sustainability goals that impact our organisation and are significant to our stakeholders.

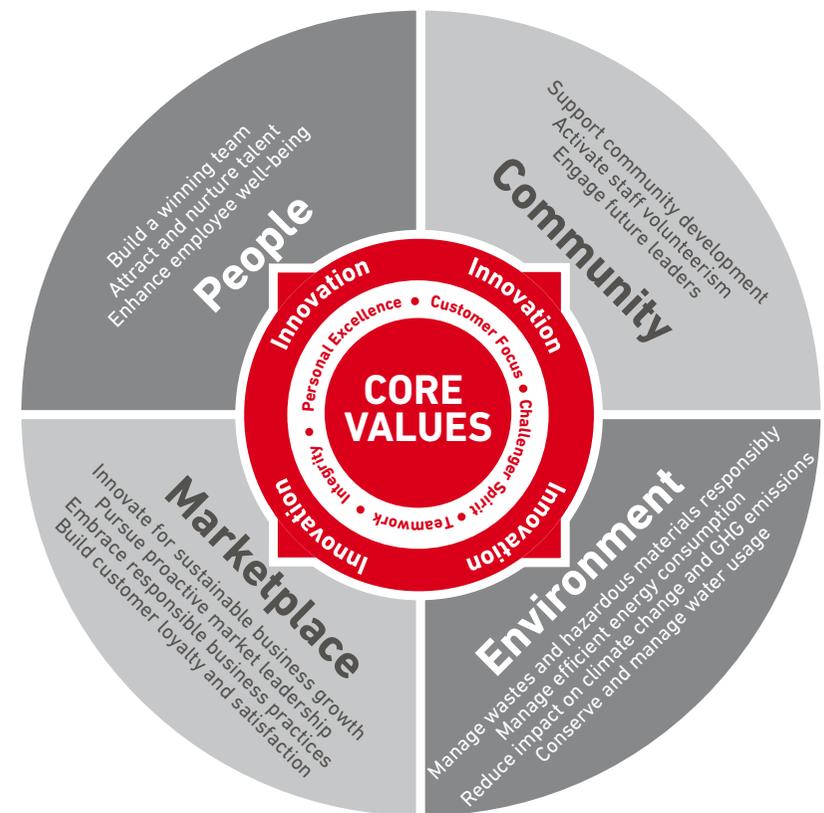
Through our Sustainability Report, we report on the company's performance against these goals and we continuously develop improvement programmes to help us meet our strategic sustainability objectives.

SingTel CSR function

The Singapore CSR working group comprises 12 representatives from key business units such as Marketing, Human Resource and Property. Led by the SingTel Group CSR function, the working group is actively involved in implementing sustainability programmes in SingTel.

The Group CSR function, headed by the Group Director of Human Resource (GDHR), serves to bring together all the CSR Working Groups in Singapore, Optus and regional associates to drive and report on CSR programmes in key markets. The eight companies share best practices through regular teleconferences and at our annual Regional CSR Workshop, looking for collaboration opportunities on community projects to extend the outreach programme of the SingTel Group.

At management meetings, sustainability-aligned activities are an important part of the operational improvement agenda and strategic planning process.



Materiality review

In late 2008, we conducted a Materiality Review workshop to assess our significant environmental, social, governance and economic issues. This workshop was facilitated by an independent CSR specialist consultant. We assessed the significance, both internally and externally, of our sustainability issues.

From this workshop, we identified our 14 key sustainability goals, based around the four key pillars of Marketplace, People, Environment and Community. We also identified our key stakeholder groups at this workshop.

Engaging our stakeholders

Our key stakeholders are our Customers, Employees, Government and Regulators, Industry Bodies, Investors, Local Communities, Media and Trade Unions. SingTel seeks to engage all stakeholders in open dialogue. They have easy access to information about SingTel through numerous platforms that facilitate our interaction with stakeholders. We have established communication channels with the company, such as customer-facing units for customer activities and the Corporate Communications department for the media.

Stakeholders Engagement

Stakeholders	Communication Goals	Channels	Frequency
Customers	We reach out to our customers to understand their needs and respond to their feedback through product innovation or service improvement.	<ul style="list-style-type: none"> Account, Project and Service Management professionals Customer Premise Installation and Service engineers SingTel Customer Experience Survey SingTel Customer Service Hotline SingTel Retail and Dealer Shops Website 	Ongoing Ongoing Monthly Ongoing Ongoing Ongoing
Employees	We engage our employees with open and constant communications to create a cohesive and well-informed workforce.	<ul style="list-style-type: none"> Business Plan Seminar Intranet Quarterly staff briefings SingTel employee engagement survey Staff performance reviews Team meetings 	Annual Ongoing Quarterly Annual 2-3 times/year Ongoing
Government and regulators	We engage the government and regulators to update our business direction and influence industry developments.	<ul style="list-style-type: none"> Participation in consultation papers Regular dialogue 	Ongoing Regular
Industry bodies	We work with industry associations and professional organisations to promote, support and benchmark against best practices in the industry.	<ul style="list-style-type: none"> Active membership and participation Presentations at industry seminars Regular industry and professional networking sessions 	Ongoing Regular Regular
Investors	We provide timely and regular updates to the investment community, including market development, business strategy, financial performance and other shareholder issues, to allow them to make informed investment decisions.	<ul style="list-style-type: none"> Annual General Meeting Half-yearly investor roadshows by top management One-to-one meetings with investors Quarterly financial results updates 	Annual Half-yearly Ongoing Quarterly
Local communities	We support community development programmes to provide for the well-being and economic progress of communities in the markets in which we operate.	<ul style="list-style-type: none"> SingTel CSR programmes SingTel Touching Lives Fund Staff volunteerism initiatives 	Ongoing Annual Ongoing
Media	We engage the media to ensure the public obtains timely and accurate information about the company.	<ul style="list-style-type: none"> Management interviews Media conferences e.g. for product launches Quarterly financial results updates 	Regular Regular Quarterly
Trade unions	We engage the union to ensure a harmonious and collaborative partnership.	<ul style="list-style-type: none"> Regular management-union dialogues Management-union workshops/retreats 	Regular Regular

05 Leading the Market, Shaping the Future

**Amazing things
happen when you
dream big.**

SingTel has been widely recognised for corporate transparency, strong governance and business excellence over the past decades. In this dynamic and highly competitive telecommunications market, we continue to stay ahead by focusing on customers, innovation, service delivery and execution.

We are steadily transforming ourselves from a provider of traditional communication services into a highly successful, integrated multimedia and Infocomm Technology (ICT) solutions company in the region. During the year, we also invigorated the SingTel brand with the theme 'Amazing things happen when you dream big'.

SingTel is synonymous with innovation. We always bring the latest and most relevant products and services to our customers so that they can be highly productive at work, at home and at play. With the latest mobile devices on our unparalleled network, they can access their work and personal email, watch videos from the internet, play games and do much more even while on the move. This, we believe, helps to improve the quality of lives at both professional and personal levels.



SingTel Wins Singapore Governance Awards Again

We are proud to receive the Singapore Governance Award (Large cap), given by the Securities Investors Association (Singapore), which recognises SingTel for meeting the Singapore Code on corporate governance and our efforts to adopt practices that are in line with best international practices. We have consistently won the award since 2003, and the company was placed in the Hall of Fame from 2006 to 2008 for our consecutive wins.

SingTel Among World's Most Ethical Companies



SingTel is among 36 new entrants listed among US-based think-tank Ethisphere Institute's 2011 'World's most ethical companies' ranking. This international award singles out businesses with good ethics and compliance programmes. We are among a handful of Asian firms to be ranked.

"As companies strive to maintain a competitive advantage, good ethics translate into better business, and better business means better bottomlines. SingTel recognises the important role that principled practices play in brand reputation, which ultimately is the most valuable asset for a corporation."

- Alex Brigham, Executive Director of the Ethisphere Institute



Mick Connors (centre), Director of Sales-East Coast, SingTel USA, receives the award on SingTel's behalf at the Awards ceremony in New York

Performance against Sustainability Goals

Key Areas of Focus	FY10/11 Targets	Performance
Innovate For Sustainable Business Growth	<ul style="list-style-type: none"> Launch a new business portal for corporate customers which offers one-stop convenience and reduces paper transactions Introduce at least two new e-services for SingTel customers to access via their mobile phone or internet 	<ul style="list-style-type: none"> Launched eRequest for DigiNet, Meg@POP, MetroEthernet and Corporate SingNet services Examples: Delite™ (digital magazine), PowerON Compute™ portal
Pursue Proactive Market Leadership	<p>To continue to:</p> <ul style="list-style-type: none"> Monitor market development and participate in public policy advocacy Uphold high standards of corporate governance and business ethics 	<ul style="list-style-type: none"> Actively participated in public policy advocacy through submissions and representations covering a range of telecommunications and broadcasting issues Continued to be recognised by the industry for our efforts in upholding high standards
Embrace Responsible Business Practices	<p>To embrace responsible marketing by:</p> <ul style="list-style-type: none"> Forming a working committee for driving responsible marketing in Singapore Identify and review the adoption of marketing guidelines or programmes for alignment to laws, standards and voluntary codes Identify and register SingTel as a corporate member of two local associations/marketing bodies Set guidelines to use recycled paper for at least 30% of our marketing programmes <p>To embrace responsible procurement by:</p> <ul style="list-style-type: none"> Introducing a supplier survey to review the procurement management practices of key vendors 	<ul style="list-style-type: none"> Subsumed under the auspices of the new Customer Experience Steering Committee chaired by EVP of Digital Consumer Aligned our marketing practices to industry and regulatory guidelines Represented in the Institute of Advertising Singapore (IAS) as an Executive Council Member 90% of Business Group's marketing materials printed on recycled or FSC paper Supplier survey on CSR designed and ready for implementation in FY11/12
Build Customer Loyalty And Satisfaction	<ul style="list-style-type: none"> Review the mechanisms of both the Coperm Survey and necessary follow-up for improvements Explore the use of social media tools to improve customer service and promote education 	<ul style="list-style-type: none"> Coperm Survey replaced with a large scale Customer Experience tracking study conducted by an external research firm SingTel Facebook garnered support of more than 11,000 fans Live Chat function at singtelshop.com

INNOVATE FOR SUSTAINABLE BUSINESS GROWTH

In this dynamic and competitive operating environment, SingTel wants to lead and shape the market. We continue to generate growth by identifying and capitalising on business opportunities as well as leveraging our strengths and resources, which include our strong, extensive partnerships and dedicated SingTel people.

Through constant innovation, we are able to continue to differentiate ourselves and maintain leadership position in our various market segments all these years. Our industry leadership is widely recognised through the awards and accolades the company has received in Singapore and the region.

Improving productivity

We actively promote products and services that increase resource efficiency and productivity. For example, SingTel's cloud services allow SMEs to enjoy powerful ICT solutions and business software that only large companies could have afforded in the past. These solutions allow them to avoid heavy upfront investments in ICT infrastructure and maintenance costs while improving productivity and simplifying business operations.

Today, more than 100,000 users trust SingTel's cloud services to drive their business operations, making SingTel the leading telco provider of cloud services in this region. SingTel's cloud services include on-demand computing resources, as well as software-as-a-service (SaaS) solutions from SingTel's mybusiness.singtel.com online portal.

Leveraging NGNBN

Leveraging the Next Generation National Broadband Network (NGNBN) deployed by OpenNet and SingTel's own extensive fibre infrastructure, We offer a range of high-speed fibre services with downlink speeds of up to 200Mbps, uplink speeds of up to 100Mbps and international bandwidth of up to 25Mbps for retail and business customers.

During the year, we launched a number of services to allow our customers to enjoy the full potential of high-speed fibre broadband. These include exCite TV, exPress Portal and ESC. With these services, customers can enjoy 20-party video chats, watch the best videos the internet has to offer, share photos and content seamlessly, and play the latest games.



Low-carbon, innovative services

We believe in the potential of technology to replace physical objects, thereby reducing the impact on the environment. Our unique market leader position also allows us to influence and encourage low-carbon options.



SingTel's popular music service, AMPed™

We have been very successful in promoting digital music downloads through SingTel AMPed™, which is free for all our 3G Flexi customers. With reduced number of compact discs, freight deliveries and trips customers make to a music retail store, we are able to reduce the energy as well as material use and waste incurred to enjoy music.



Go Green by reading magazines on smart mobile devices, De!ite™

We developed De!ite™, a free application where any SingTel customer can view Singapore's more popular magazines in digital format. It was launched along with the Samsung Galaxy Tab™, which we were the first to bring to Singapore.



Computing resources on demand, PowerON Compute™

For our business customers, we introduced SingTel PowerON Compute™, together with VMware™ on March 2011. This ground-breaking enterprise hybrid cloud computing solution enables businesses to upgrade their IT resources without the heavy costs and complexities of purchasing and managing additional servers and systems, thereby reducing operating costs by more than 70%.

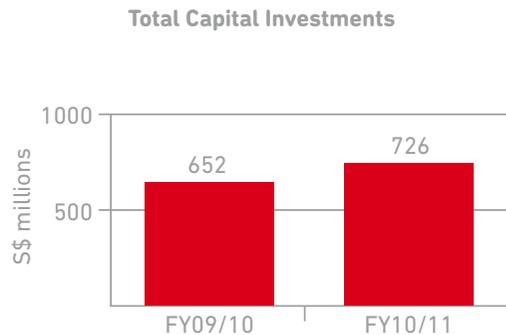


PURSUE PROACTIVE MARKET LEADERSHIP

In our quest to be Asia's leading ICT and multimedia solutions company, we constantly seek to push boundaries. We invest significantly in our systems and network infrastructure so that our customers can enjoy reliable, high quality services to meet their communications and entertainment needs. Our investments also mean that they get to enjoy the best from the latest technology.

We are leading the 3D TV phenomenon through providing the infrastructure and capability to enable content providers to deliver 3D TV content to consumers in Singapore. This is made possible by SingTel's state-of-the-art multi-million dollar 3D-enabled broadcast playout facility, the first of its kind in Asia Pacific.

We are also delighted to be Google's chosen partner for OneOffice™, an all-in-one productivity and connectivity suite of services for businesses. We leverage our large customer base and quality network to offer businesses the benefits of ICT without them incurring heavy upfront capital investments in infrastructure and ongoing maintenance and manpower costs.



EMBRACE RESPONSIBLE BUSINESS PRACTICES

Corporate governance and fraud prevention programme

We educate all our people on the Code of Conduct and Conflict of Interest Policy, which is reviewed on a periodic basis. The policy was revised in early 2011 to incorporate statements highlighting the risk of employees who engage in habitual gambling and stress further the requirement for employees to conduct themselves sensibly to uphold the integrity of the company. Any employee who suffers financial embarrassment is required to report it to the Management immediately.

We also require all our people at managerial grades and above to complete an annual Declaration of Conflict of Interest and Compliance with the Code of Conduct, with effect from 2011.

We conducted briefing sessions for about 500 of our people to guide them in the completion of the Declaration. We also reinforced the expectation that while discharging their duties and responsibilities, they must conduct themselves with utmost integrity in their dealings with customers, suppliers, competitors, business partners, colleagues and the community. Topics on procurement governance and internal control processes relating to purchasing activities as well as fraud risks and controls were also covered.

We have a whistleblower programme that provides our people with well-defined and accessible channels within the Group to report suspected fraud, corruption, dishonest practices and other similar matters. We have set up a direct channel to Internal Audit as well as an independent, externally-managed whistleblower hotline service. All whistleblower complaints and suspected fraud are independently investigated by Internal Audit and reviewed periodically by the Audit Committee to ensure adequate follow-up by Management.

Fraud and anti-corruption training programmes are periodically provided during new employee induction. In FY10/11, about 670 employees in Singapore received training in risk management and fraud.



Access to our products and services

As a Public Telecommunication Licensee, SingTel has to meet certain basic obligations, including the obligation to make available a basic telephone service to any person in Singapore who requests the provision of such a service, and provide emergency as well as public payphone services.

Furthermore, we need to meet specific quality requirements or Quality of Service set by the regulator, Infocomm Authority of Singapore (IDA), for the various telecommunication services that we offer. IDA publishes regular performance reports on broadband, mobile and fixed telephone services offered by various operators in Singapore. These reports are found at www.ida.gov.sg.

We publish SingTel's level of compliance with the Quality of Service Indicators at [http://info.singtel.com/about-us/sustainability/marketplace/under 'Regulation'](http://info.singtel.com/about-us/sustainability/marketplace/under%20'Regulation').

SingTel's service offering

SingTel strives to provide access to telecommunications services to all sectors of our society. We offer a comprehensive range of plans and products to suit different needs and budgets. Our success in this area can be demonstrated by the high uptake of mobile phone and internet use in Singapore.

As at 31 March 2011, Singapore had 7.38 million mobile customers, representing a penetration rate of 145.5% which is among the highest in the world. The fixed-line household penetration rate was 104.9%. As for broadband internet connectivity, Residential Wired Broadband Household and Wireless Broadband Population penetration rates were 101.8% and 136.4% respectively.

SingTel continues to lead in these markets with innovative offerings at competitive prices to ensure that our customers stay connected. We also ensure that our mobile coverage – both indoor and outdoor – is unparalleled so that our customers enjoy the best service experience while on the move.



As part of this initiative, SingTel launched in November 2010 a unique mobile device for senior citizens. The device is very affordable, even offered free with certain subscription plans. It has big numeric buttons, large screen number display and an SOS button should the user be in an emergency situation (for example, health emergency or robbery). If the button is activated, the phone will automatically call one of five pre-assigned contact numbers.

In order to protect minors from being exposed to undesirable mobile content, SingTel and the other mobile operators in Singapore jointly developed the Voluntary Code for Self-regulation of Mobile Content (Mobile Content Code).



Boosting online protection with SingNet Security Suite

We also offer SingNet Security Suite service, powered by McAfee, which gives customers all-in-one protection against online threats. The suite of services includes

Anti-Virus, Anti-Spyware, Anti-Phishing, Firewall, Parental Controls, Anti-Spam and Website safety ratings. Customers pay only \$5 a month to enjoy the whole spectrum of services.

SingTel adheres to the policies and practices issued by the regulators (IDA and MDA) to manage human rights issues relating to the access and use of telecommunication products and services.

Responsible marketing

We have identified marketing communications (marcom) as a key touchpoint that drives customer experience. As part of the overall exercise to improve customer experience, leading indicators of marcom such as complaint rates, campaign effectiveness, share of voice and brand appeal are monitored on a monthly basis. Monthly surveys are also conducted to track customers' feedback on awareness and comprehension of our advertising messages.

Marcom is guided by the Customer Experience Steering Committee, chaired by Executive Vice President (EVP) Digital Consumer. The VP of Consumer Marketing sits in the Committee.

We ensure compliance with the law and constantly review industry standards and voluntary codes to adopt relevant guidelines and programmes. Our marketing practices are also aligned with guidelines by the IDA, such as the Premium Rate Services Code.

We keep abreast of the latest developments in the industry through relevant associations and institutions. During the year, the Director of Segment Marketing and Marcom from our Consumer Marketing group was appointed to serve as an Executive Council Member of the Institute of Advertising Singapore (IAS).

We use recycled or FSC paper to print 90% of our marketing materials for Business Group – far exceeding our target of 30%. We also make strategic use of our digital assets, such as our websites and in-store interactive screens, to promote our services, thus cutting down on printed marketing collateral.

Responsible selling

We are committed to an honest and pleasant buying experience for our customers.

Our people working at SingTel Retail Shops are trained to inform customers about contract terms prior to signing any agreement, especially penalties involved due to early termination requests by customers. In addition, customers are requested to acknowledge and confirm the products and services provided in the Service Agreement before submission.



The new SingTel Shop at Comcentre

All mobile phones that we sell come with at least a one-year manufacturer warranty. For Value-Added Services (VAS) that are offered free for a limited period with new sign-ups, our customers enjoy peace of mind as we will advise them via SMS when the promotion period ends, giving them the option to subscribe the VAS at a fee.

Our revamped online store singtelshop.com highlights the Terms and Conditions in the FAQ of the landing page. There is a Live Chat function to provide instant clarification between 9am and 11pm daily. Items purchased for less than seven days are eligible for a one-to-one exchange and delivery is free for faulty equipment exchanges.

We aim to provide excellent after-sales service by empowering the first point of contact to take ownership of the case, so that customers have a specific person to attend to them. Our online shop also has a dedicated hotline for after-sales support.



Responsible procurement

We select our suppliers – based locally or overseas – carefully to provide our customers with the best quality we can at the best prices. During the year, 84% of our purchases were from suppliers based in Singapore, offering employment opportunities, higher efficiency and lower carbon emissions from shorter delivery distances.

Data Protection

We respect our customers' privacy. Our database management system resides on our servers to protect customer data from being compromised or misused by third-party vendors. All our employees are trained to handle customer information and other proprietary company information with the utmost care and confidentiality.

Promotional messages are labelled as advertisements in compliance with the Spam Control Act and customers have the option to be unsubscribed from our mailing lists.

We also limit the number of direct marketing messages that we can send to our customers via our marketing channels over a given time period. The Customer Lifecycle Marketing team is the coordinating body and ensures compliance with our internal Contact Policy.

Regulatory compliance

SingTel has a strong track record of compliance with the Dominant Licensee Obligations under the Telecom Competition Code. For FY09/10 and FY10/11, SingTel submitted an average of 150 tariff filings to the IDA. All the tariff filings were submitted in accordance with the regulatory requirements under the Telecom Competition Code except for one instance of non-compliance which we rectified in October 2010. In December 2010, the IDA found SingTel in breach of the Telecom Competition Code due to an inadvertent omission of certain conditions in a broadband access tariff and imposed a fine of S\$130,000.

Due to a software glitch in March 2010, about 6% of our customers experienced disruption to their mio TV service. We issued three statements to the media apologising to our customers, explaining the cause and the actions taken to rectify the situation. All media queries and customer letters pertaining to the service disruption were promptly attended to.

As a goodwill gesture, we offered all customers a continuous 72 hours of free, unlimited viewing of all broadcast channels during the April 2010 school holidays. For this service disruption, the Media Development Authority of Singapore (MDA) imposed a fine of \$50,000.

Government support

We were eligible to receive S\$2.9 million of government grants for the year from the IDA and IE Singapore under these industry programmes: Wireless@SG, Grid Services Provisioning, SingTel Mobile I-Centre Project of the Infocomm Enterprises Scheme, SingTel Innovation Exchange Project under the International Partners Programme and the SME Infocomm Package.

These funds are for different grant periods, including one programme that commenced as early as 1 May 2008 while another will end by 31 March 2013.

BUILD CUSTOMER LOYALTY AND SATISFACTION

We focus on strengthening our customers' satisfaction and loyalty at every opportunity we interact with our customers.

For two consecutive years in 2010 and 2011, SingTel was voted Best Mobile Operator and Best Internet Service Provider by readers of hardwarezone.com and HardwareZone magazines.

We actively engage our customers through social media to promote and educate customers on our products, services and promotions. SingTel's Facebook had more than 11,000 fans while our mio TV page had more than 1,500 fans as of March 2011. Enquiries and service issues raised on Facebook are attended to and channelled to the respective customer care team.

Accelerating the momentum with the Customer Experience team

We have formed a dedicated team of professionals to look after customer experience initiatives and measurements. Through monitoring the end-to-end customer experience, we are able to respond to customer needs proactively and provide innovative solutions and services that cater to their lifestyles. In all customer interactions, we focus on strengthening our customers' satisfaction and loyalty.

Customer experience management

We engage an external research firm to conduct regular Customer Experience tracking study across key customer touchpoints. NCS also conducts two ongoing independent surveys to monitor and benchmark corporate customer satisfaction levels. Results from our surveys are shared on a monthly or quarterly basis according to market segments. We take pride in the overall positive ratings our customers give us, and are eager to improve in areas they like us to.

For example, our customers give us the thumbs-up for our online retail experience, the responsiveness of our hotlines, our dealer stores and our solution and service management for enterprises.

Based on the customer insights generated, we implemented a new quality system for our Customer Care touchpoints, which resulted in better customer service with the wait-time at the technical helpdesks improving by about 10%.

Since 2009, we have adopted the proven Lean Six Sigma (LSS) principles and methodology in improving our end-to-end process to deliver distinctive customer experience. Our LSS programme won both International and Asia level awards in January and June 2011 respectively.

Rewarding customers



Attractive deals and privileges with SingTel Red Rewards

We revamped our Red Rewards programme in March 2011 so that our customers earn one point for every dollar spent with SingTel. Points can be redeemed for SingTel services or other rewards in tie-ups up with our partners. We increased the flexibility of redemption by allowing customers to roll over their points and also to 'gift' their points to anyone else.

In addition, all our customers enjoy other privileges such as Instant Rewards and Birthday treats at participating merchant outlets.

Bill shock

To prevent bill shock, data charges are capped. For local usage, the cap ranges from S\$29.90 for lower tier plan to S\$49.90 for the highest tier monthly. For overseas roaming, we offer plans that provide unlimited data usage from S\$20 daily.

Customers are alerted via SMS when they reach 5Mb and 15Mb of data roaming usage and our Customer Care Officer will call them when they hit 25Mb of data roaming usage.

Customers can check their own data usage records readily through SMS, the MySingTel smartphone application and the SingTel website.

Improvement Targets

Key Areas of Focus	What We Will Do	
	Five-Year Plan (FY10/11 – FY14/15)	FY11/12
Innovate For Sustainable Business Growth	<p>To re-position and build SingTel into a sustainable brand by:</p> <ul style="list-style-type: none"> Developing more e-services to offer corporate customers one-stop convenience and also to reduce paper transactions Providing our consumer clients more online services and content via their mobile devices 	<ul style="list-style-type: none"> Enhanced user experience and improved navigation at singtelshop.com and singtel.com At least two new e-services introduced for SingTel customers to access via their mobile phone/PC/tablet
Pursue Proactive Market Leadership	<p>To continue to:</p> <ul style="list-style-type: none"> Monitor market development and participate in public policy advocacy Uphold high standards of corporate governance and business ethics 	<p>To continue to:</p> <ul style="list-style-type: none"> Monitor market development and participate in public policy advocacy Uphold high standards of corporate governance and business ethics
Embrace Responsible Business Practices	<p>To embrace responsible marketing by:</p> <ul style="list-style-type: none"> Adopting marketing guidelines and programmes for alignment to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship Participating as corporate member in five local/regional industry associations or marketing bodies Introducing Green marketing practices and complying with the usage of recycled paper materials for 100% of SingTel's marketing activities Introducing education programmes to promote safety and the responsible use of mobile technology for SingTel customers <p>To embrace responsible procurement by:</p> <ul style="list-style-type: none"> Adopting a vendor engagement framework for our sustainable procurement commitments to communities and strategic partners Establishing SingTel's sustainable procurement policy and standards, as well as planning to conduct random verification of at least three of the top ten suppliers annually Introducing at least two sustainability KPIs as performance metrics for the procurement decision makers 	<ul style="list-style-type: none"> Dedicated resource to focus on our engagement with customers via social community platforms Supplier Sustainability Survey completed by all key vendors within FY11/12
Build Customer Loyalty And Satisfaction	<p>To enhance the customer loyalty and satisfaction index by:</p> <ul style="list-style-type: none"> Reviewing customer feedback and benchmarking review mechanisms Implementing additional feedback surveys to measure customer satisfaction levels at key customer touchpoints 	<p>Further improvements to the customer experience index by:</p> <ul style="list-style-type: none"> Continuing to measure the customer experience and initiate more projects to improve the experience Motivating and enabling staff to deliver excellent service by interventions Making the customer experience successes more visible within the organisation

06 Fostering a Winning Team



SingTel is a leading employer committed to providing the best opportunities for our people, in a work environment that supports professional and personal development, teamwork and collaboration, and work-life integration.

We believe our people must connect and grow with the company to help achieve our vision of becoming the best multimedia and ICT solutions company in the region.



(L) SingTel wins Leading HR Practices (Special Mention) Award in CSR
(R) NCS is among the "Top ten companies to work for voted by Gen Y" in Singapore

SingTel is recognised as a leader in people development. In FY10/11, SingTel won three Singapore HR Awards: for Leading HR Leader, Leading HR Practices in HR Communications Branding and Leading HR Practices in CSR. NCS received the Ministry of Manpower Work-Life Achiever Award which recognises organisations for their commendable achievements in implementing work-life strategies. NCS is also among the "Top ten companies to work for voted by Gen Y" in Singapore from a study by PeopleSearch and Boardroom Research.

Performance against Sustainability Goals

Key Areas of Focus	Improvement Targets FY10/11	Performance Against Targets
Build A Winning Team	<ul style="list-style-type: none"> Expand the Management Associate programme from three to five recipients Strengthen our commitment to uphold fair employment practices by: <ul style="list-style-type: none"> - Signing Employers' Pledge of Fair Employment Practice with The Tripartite Alliance for Fair Employment Practices (TAFEP) - Signing Memorandum of Understanding (MOU) with UTES on Re-employment of Older Workers 	<ul style="list-style-type: none"> Six outstanding candidates were selected for the Management Associate programme Signed the Pledge and MOU in October 2010
Attract And Nurture Talent	<ul style="list-style-type: none"> 100% rollout of learning interventions executed to close critical skills gaps Align people management programme to Workforce Skills Qualification (WSQ) Leadership and People Management (LPM) framework and achieve 85% attendance by People Managers at managerial and Junior Officer levels 	<ul style="list-style-type: none"> 100% of the critical skill gaps were closed 43% of People Managers at managerial and Junior Officer levels attended our LPM programmes In 2010, eight additional LPM programmes were developed and rolled out, bringing our total number of LPM programmes to 11
Enhance Employee Well-being	<ul style="list-style-type: none"> Enhance and intensify sustainable programmes to promote employees health and wellness, which include Fitness@Work sessions, improved employees access to sports and wellness facilities, intervention programmes for chronic disease management and promotion of healthy eating at staff cafeterias 	<ul style="list-style-type: none"> Maintained participation rate at 98% for Fitness@Work New gymnasium facility built at our Serangoon North premises, serving 1,200 staff members who are based there More than 80% of target group enrolled for six-month chronic disease management programme conducted by appointed clinic vendor



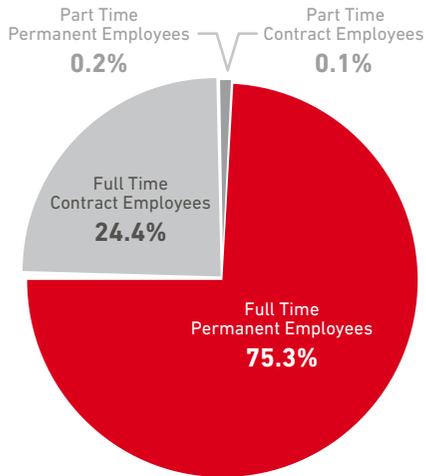
BUILD A WINNING TEAM

Equal opportunities and diversity

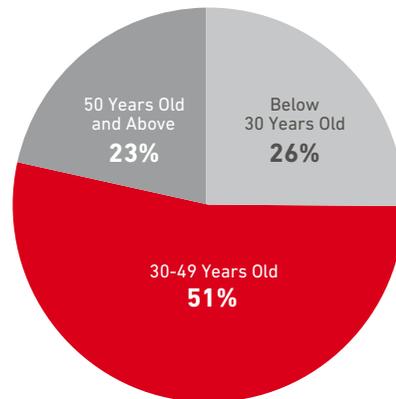
We embrace diversity as it provides the valuable variety of experiences and perspectives we need to excel in the global marketplace. Our 23,000-strong global workforce, located mainly in Australia and Singapore, comprises a rich mix of people of different races and around 70 nationalities.

All our people are selected strictly based on merit in accordance with non-discrimination and fair employment policies. We promote equal employment opportunities within the company and are committed to creating a work environment free of discrimination or harassment on the basis of race, colour, religion, gender, national origin, disability or age.

**Singapore Workforce Profile
FY10/11 by Employment Category**



**Singapore Workforce Profile
FY10/11 by Age**



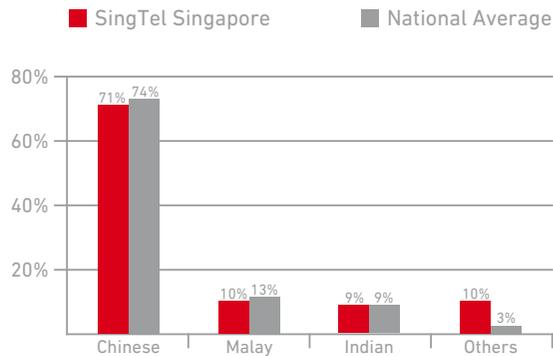
(L-R) Aileen Tan, GDHR, Chua Sock Koong, Group CEO, S Logarajah, General Secretary of UTES, and Roger Tan, President of UTES

In October 2010, SingTel signed the Employers' Pledge of Fair Employment Practices with the Tripartite Alliance for Fair Employment Practices (TAFEP), as well as the Memorandum of Understanding with UTES on the Re-employment of Older Workers. The latter formalises the re-employment policy at SingTel, ahead of legislation in 2012 which will require companies to offer re-employment to their staff when they reach the current statutory retirement age of 62.

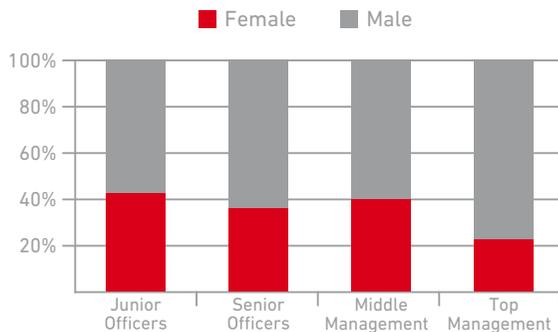
The ethnic distribution of our workforce is representative of the national average ethnic distribution in Singapore.

Women represent about 38% of our Singapore workforce. To meet the family demands of married female employees, we offer numerous family-friendly policies, such as flexible work schedules or even part-time employment. In addition, we have tied up with Metropolitan YMCA to offer priority enrolment for the children of our people at their Child Care Centres.

Ethnic Distribution of Singapore Workforce FY10/11



Gender Distribution of Singapore Workforce FY10/11 by Employment Category



Driving and rewarding performance

We uphold a high performance ethic by ensuring that our people understand where the company is heading and the role they play in helping to achieve our corporate goals.

SingTel rewards and recognises individual and team performances, as well as their embodiment of our core values. Breakthrough business performance is recognised through prestigious awards such as the SingTel Excellence awards. Leaders at any level who demonstrate exemplary people management practices are also recognised at high-profile annual award ceremonies.

We provide competitive remuneration with performance-based incentives to motivate continued excellence. Our remuneration policies are regularly reviewed to ensure competitiveness and alignment with our reward strategies. Our female employees on average receive pay equivalent to their male colleagues.

ATTRACT AND NURTURE TALENT

We identify and engage emerging young talent through collaboration with local and international tertiary institutions, social media platforms and career fairs. Our strategic internship and cadetship programmes offer direct and valuable exposure to our working environment.

During the year, we selected six top graduates with outstanding academic results and leadership potential to join the SingTel Management Associate programme, now in its fourth year. They enjoy accelerated learning and development opportunities such as cross-functional rotation, active participation in projects and direct interaction with senior management.

Since 2009, we offer full scholarships and book prizes to promising young undergraduates under the SingTel Group Undergraduate Scholarship programme.



Developing talent

We believe that an important way to attract and retain talent is to promote continuous learning and develop skill sets that will enhance our people's employability for a rewarding, long-term career in SingTel.

SingTel adopts a holistic approach to learning and development based on education, experience and relationships, tailored to suit the needs of different staff segments. The relationship-based development support is especially critical as it helps our people build internal networks to facilitate continuous development.

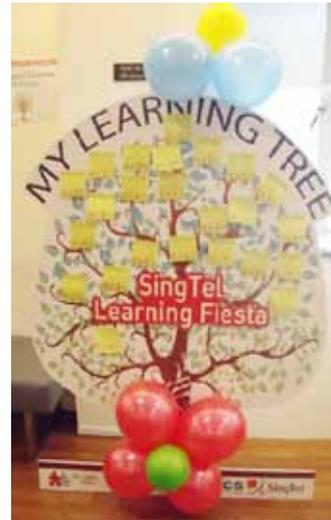
We also sponsor our top talent for full-time master's degrees in business or other specialist programmes at leading universities.

Our training investment totalled S\$10.38 million for FY10/11 (FY09/10: S\$9 million), and our people completed an average of 30 training hours (FY09/10: 32 hours).

Career development

Our people are encouraged to take charge of their careers and discuss development plans with their managers. Individual career development planning is integrated into the performance management cycle and reviewed regularly. Online career development portals, toolkits, talks and workshops further equip our people with the resources to manage their careers.

We conduct career development workshops to strengthen our people's awareness and capabilities to manage their own personal and career development. To date, more than 1,500 have attended these workshops with positive feedback.



Good turnout at SingTel Learning Fiesta

Each year, our SingTel Learning Fiestas offer engaging keynote speakers and a wide range of informative and interesting bite-sized talks to reach various staff segments. The Learning Fiesta received even greater support this year, with participation rates improving across SingTel and NCS. 93% of all participants rated the event good or excellent. Participation rate increased to 86% from SingTel (FY09/10: 81%) and 70% from NCS (FY09/10: 47%).



Grooming leaders

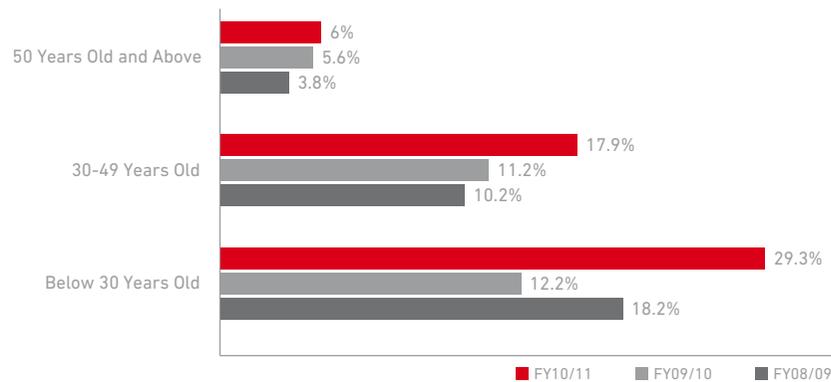
One of our key leadership development investments is the Game for Global Growth (GGG) to prepare leaders to step into more significant leadership roles. This experiential leadership development programme spans over 12 months and includes residence programmes, executive coaching and action learning projects guided by senior executive sponsors. The second GGG cohort in 2010 comprised 33 participants from across the SingTel Group.

The Regional Leadership in Action (RLA) programme grooms high-potential emerging leaders to lead and manage business operations in a multinational context. Participants are involved in intense course work at a leading Singapore university and cross-entity teams to tackle challenging business assignments judged by our top management. In total, 144 participants have gone through the RLA since the programme began in 2006.

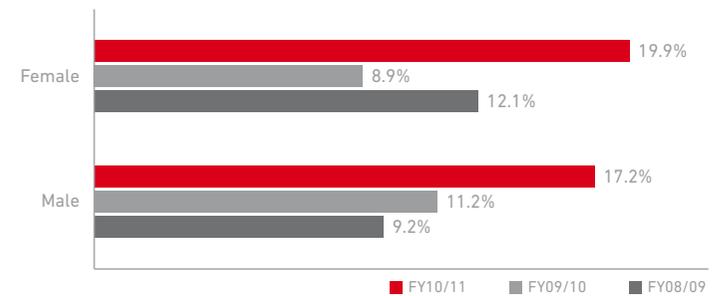
Talent retention

We value our people and monitor our talent retention rates closely to understand how to shape our people strategy to cater to our employees' personal and career development needs. The turnover rate by gender is about 17% for men and 20% for women.

Employee Turnover Rate by Age Group in Singapore
(FY08/09 to FY10/11)



Employee Turnover Rate by Gender in Singapore
(FY08/09 to FY10/11)



ENHANCE EMPLOYEE WELL-BEING

Healthy work environment

We are committed to providing a safe and healthy work environment conducive to staff wellness and work-life integration. Recreation clubs and gymnasiums are located on-site at our company premises. We conduct free health screenings and presentations on various health themes, professional counselling services, disease management programmes and treatment. We also encourage our cafeteria operators to offer healthier food.

As an extension of our support for our people and their families, we make education, training, counselling, prevention and risk control, and treatment available to their family members through our medical benefits.



Fitness@Work encourages healthy living

SingTel was awarded the biennial Singapore Health Award 2010 (Gold) by Health Promotion Board in recognition of our outstanding employee health management practices, for the second consecutive time. After having achieved Gold in the two previous awards, NCS was among 40 companies that received the Platinum Award in 2010.

Work-life integration

We recognise that our people have to juggle many priorities so we offer family-friendly policies such as flexible work schedules, telecommuting and various forms of family leave arrangements. On-site childcare facilities are also provided at NCS. Our people welcome these flexi-time policies, with more than 80% of our staff adopting them.

We organise a variety of competitive and non-competitive events, ranging from exercise sessions at work, mass participation in marathons to cooking and even karaoke competitions to foster teamwork and camaraderie. Over 5,000 of our people took part in this wide selection of programmes.

Benefits

In addition to complying with statutory requirements such as employer contributions to the Singapore Central Provident Fund, SingTel provides a variety of employment benefits such as comprehensive healthcare insurance, generous paid time-off and attractive staff discounts on SingTel products and services. Part-time employees enjoy similar benefits on a pro-rated basis.

Temporary workers are hired through recruitment agencies and hence subject to the terms and conditions of the respective agency contracts. Temporary employment arrangements are usually for periods of less than three months.



Workplace safety and health

The Workplace Safety & Health (WSH) Act is a Ministry of Manpower legislation governing the safety, health and welfare of persons at work in workplaces. The Act will be extended to cover all workplaces on 1 September 2011.

SingTel is committed to providing a safe work environment and we formed a dedicated WSH Committee to build our WSH capabilities, well ahead of the deadline. Our WSH Committee has developed a comprehensive Health Safety and Environment policy statement to address our WSH and environment issues in a holistic manner.

SingTel's Health, Safety and Environment Policy Statement

"SingTel is committed to providing a healthy and safe work environment for employees, customers, business partners and visitors, and managing our environmental footprint through resource conservation and pollution prevention. Every employee has a personal responsibility to support this commitment..."



We educated our people on the implications of the Act and their roles in maintaining a healthy and safe workplace for all stakeholders through awareness workshops and a WSH portal that we created to provide easy access to all WSH-related information.

We have assumed the additional responsibility of spreading WSH awareness to our business partners and vendors as a bizSAFE Partner. We have revised our Procurement policy to take our suppliers' bizSAFE status into consideration during the evaluation stage, demonstrating our preference to work with parties who share our commitment to promote WSH. We also hold the bizSAFE Enterprise Level 2 certification, which requires the company's nominated risk management champions to attend a two-day Risk Management Course on managing and reducing WSH risks.

There has been no incidence of work-related fatalities or occupational disease at our Singapore operations in the last three years, indicating that our safety measures have been effective.

Ministry of Manpower Workplace Safety and Health Indicators FY10/11

Ministry of Manpower Workplace Safety and Health Indicators	SingTel Singapore	National Average ¹
Workplace Injury Rate ^A	109.6	411
Accident Frequency Rate ^B	0.5	1.7
Accident Severity Rate ^C	21.1	87

¹ Ministry of Manpower workplace safety and health indicators 2010

A. Number of fatal and non-fatal workplace injuries per 100,000 persons employed.

Figures used are victim-based.

B. Number of workplace accidents per million man-hours worked.

Figures used are incident-based.

C. Number of man-days lost to workplace accidents per million man-hours worked.

Staff engagement survey

We encourage our people to participate in our engagement survey conducted by an independent third party consultant so that we can identify key improvement areas. 98% of our people in Singapore responded to our engagement survey last year.

Our overall engagement score in Singapore was 78%, maintaining our score in the previous year, and above the Singapore national norm of 74%. We saw strong results in the areas of Values and Objectives, Immediate Supervision and Corporate Social Responsibility. Some key improvement areas we are working on include forging better working relationships and building a more innovative culture.

The results of the survey are shared with all our people. Every year, change leaders from each business unit are appointed to develop action plans and improvement targets to address the areas highlighted from the engagement survey for their respective business unit. These plans will then be implemented after endorsement by Management.

Collective Agreement

Our collaborative relationship with the Union of Telecoms Employees of Singapore (UTES) facilitates our win-win approach to labour management relations. Our collective agreements with UTES cover 32% of our people at SingTel and NCS combined. We engage in regular dialogues with UTES in all matters concerning our people. We are committed to providing appropriate notice to our people in the event of an organisational change, following the legal and industrial relations and consultation requirements. We make every effort to engage UTES as early as possible and inform affected staff in advance, usually exceeding the one-month notice as provided in the Collective Agreement.

Protecting human rights

The SingTel Code of Conduct covers a wide range of topics including the responsibility to treat fellow colleagues with respect and consideration at all times. Examples of improper behaviour include discrimination or harassment in any form such as bullying, ridicule, sexual, racial or verbal abuse, insults and physical violence. SingTel will not tolerate such actions and will take disciplinary actions against offenders, including termination of employment.

Improvement Targets

Key Areas of Focus	What We Will Do	
	Five-Year Plan (FY10/11 – FY14/15)	FY11/12
Build A Winning Team	<ul style="list-style-type: none"> Expand the Management Associate Programme from three to eight recipients by FY14/15 	<ul style="list-style-type: none"> Expand the Management Associate Programme from six to ten recipients
Attract And Nurture Talent	<ul style="list-style-type: none"> 100% rollout of learning interventions executed to close critical skills gaps Continue to introduce leadership development programmes at all levels complemented with alternative learning resources <ul style="list-style-type: none"> Achieve at least 85% attendance by target participants 	<ul style="list-style-type: none"> Closure of 100% of identified critical skill gaps 85% of People Managers attend at least one LPM programme
Enhance Employee Well-being	<ul style="list-style-type: none"> Continue to promote a healthy organisation and lifestyle as long-term strategic goals to increase organisational performance and improve employees work-life quality and productivity 	<ul style="list-style-type: none"> Achieve employee awareness of health status and issues through communication sessions such as talks, Wellness Portal and annual health screening Attain bizSAFE Enterprise level 3 certification in 2011



07 Caring for Our Environment

At SingTel, managing our environmental footprint is a priority and we are committed to adopting best practices in our business operations.

We continue to focus on environmental protection, resource conservation, waste reduction and the impact of our operations.

We are guided by our Environmental Management System (EMS) which supports our commitment to protecting the environment and are in compliance with all environmental regulations applicable to our industry. We require our contractors and sub-contractors to comply with our EMS when carrying out on-site activities. For example, erosion and sediment controls are implemented at our field network operations if required to avoid pollution from the release of contaminated water into public drainage and the environment.

Our key environmental aspects include wastes and hazardous materials generation, energy use, climate change and greenhouse gas (GHG) emissions, and water use. We report on our performance against our environmental improvement targets in each of these key areas in the table.

Performance against Sustainability Goals

Key Areas of Focus	Improvement Targets FY10/11	Performance Against Targets
Manage Wastes And Hazardous Materials Responsibly	<ul style="list-style-type: none"> Identify appropriate disposal methods for faulty and used radioactive tubes in consultation with the OEM supplier or qualified contractors Implement processes to track reduction in quantity of paper used due to e-billing 	<ul style="list-style-type: none"> Radioactive substances are not used within our operations; all hazardous and toxic wastes disposed of by authorised collectors Processes implemented and the quantity of paper avoided as a result of e-billing can be easily determined by the Billing Department
Manage Efficient Energy Consumption	<ul style="list-style-type: none"> Achieve 20% of the three year improvement targets in electricity savings (i.e. 6.54 GWh savings) from energy conservation programmes implemented in FY09/10 (base year) 	<ul style="list-style-type: none"> Achieved 9.35 GWh in electricity savings from energy conservation programmes implemented since FY09/10 Completed energy audits for six telephone exchanges with improvement plans currently under review for implementation
Reduce Impact On Climate Change And GHG Emissions	<ul style="list-style-type: none"> Develop in-house processes to track quantities of refrigerants that contribute to GHG emissions Complete the wind turbine installation study to power Bukit Timah Hill Radio Station 	<ul style="list-style-type: none"> In progress – process instituted for vendors to report on the quantity of refrigerants used; to be incorporated into our contracts when they are up for renewal (last renewal in FY12/13) Study completed
Conserve And Manage Water Usage	<ul style="list-style-type: none"> Identify opportunities for NEWater substitution to reduce consumption of potable water 	<ul style="list-style-type: none"> In progress – identification of opportunities continues



MANAGE WASTES AND HAZARDOUS MATERIALS RESPONSIBLY

Waste is a key issue for Singapore. As a small island nation with limited land space and a growing population, we need to be very mindful of the waste that we generate. Since the 1970's, the amount of solid waste disposed of in Singapore has increased six-fold¹. As one of the leading companies in Singapore, we aim to lead by example and play our part in managing waste responsibly.

Our priority is to reduce the amount of waste that we generate at the workplace. We adopt a two-pronged approach at the company and individual levels. For example, we promote personal responsibility like encouraging our people to bring their own water bottles or mugs to meetings instead of using the biodegradable, disposable cups that come with the water dispenser.



Environment-friendly smart printing management system

Corporate level measures include double-sided printing in our managed printing network. NCS, for example, has adopted an innovative print management system that greatly reduces unnecessary printing and waste. The system holds the print job request until the user taps the staff access card on the network printer and selects the document to be released for print.

Users can also choose to delete documents that were mistakenly sent for print. In the event that users forget their print requests, the system will automatically delete the jobs within a specified period.

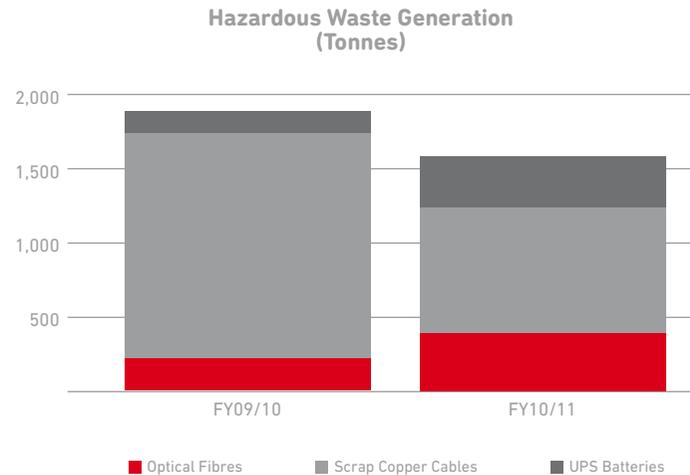
Hazardous and non-hazardous wastes

The responsible management of hazardous materials generated within our operations is a key focus of our environmental management programme.

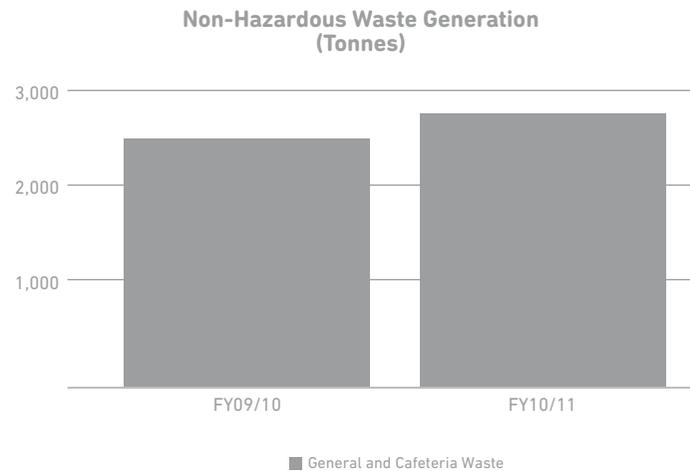
We ensure that all hazardous electrical and electronic component wastes as well as inflammable fuels are handled and disposed of responsibly. This year we reduced our hazardous waste generation by 14%, mainly through the reduction of scrap copper cables. We reduced our scrap copper cable waste by 46%.

In FY10/11, we recycled an estimated 42% of our hazardous wastes.

¹ Source: Ministry of the Environment and Water Resources, State of the Environment 2008 Report, Singapore. Available from: <http://app.mewr.gov.sg>



Our overall general and cafeteria waste generated was 2,761 tonnes, a slight increase from FY09/10, reflecting the inclusion of NCS cafeteria waste from FY10/11.

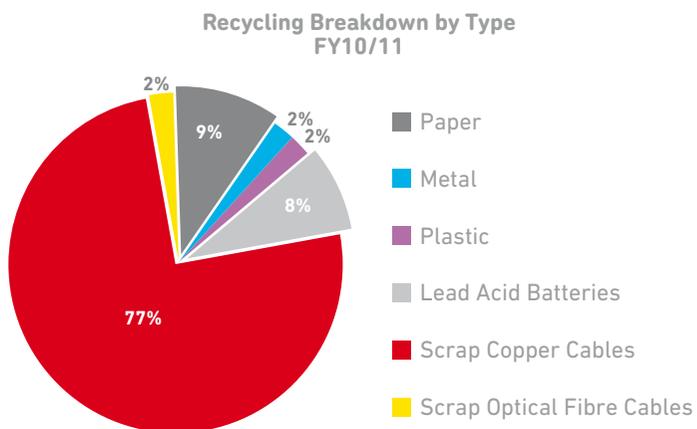


Waste recycling



Recycling bins at SingTel premises

Following the success of our paper recycling programme, we extended our recycling efforts to include plastic and metal waste at our premises across Singapore during the year. As a result we have recycled 17.8% of our total wastes. Next year we will continue to expand our recycling programme and aim to further increase our level of recycling. We have also been encouraging our customers to reduce waste and recycle. For example, we have been actively promoting electronic billing to our customers.



SingTel supports Nokia's mobile phone recycling programme

In addition, we have implemented a joint recycling programme with Nokia, called 'Recycle a phone, Adopt a tree', whereby customers who recycle old mobile phones, regardless of brand, can get a tree planted in their name by Nokia. They can drop their phone into the recycling bins at selected SingTel Retail Shops or mail their phones directly to our recycling vendor using the prepaid envelopes from any of our shops. We launched the programme in the last week of March 2011 and will report the results next year.

To do our part for environmental conservation, we have been using 100% recycled paper bags, available in A3 and A4 sizes, at all of our retail shops since March 2010.

MANAGE EFFICIENT ENERGY CONSUMPTION

Singapore has one of the highest per capita energy use in the world. As a result, a key national focus is to reduce energy use, improve energy efficiency and look towards renewable sources of energy. The nation's electricity comes mainly from relatively efficient natural gas combined-cycle (NGCC) turbine power stations.

Energy use is a key issue for our business. Our data centres have higher energy demands than standard buildings due to the need to keep the network equipment and infrastructure cool around the clock.

Energy conservation

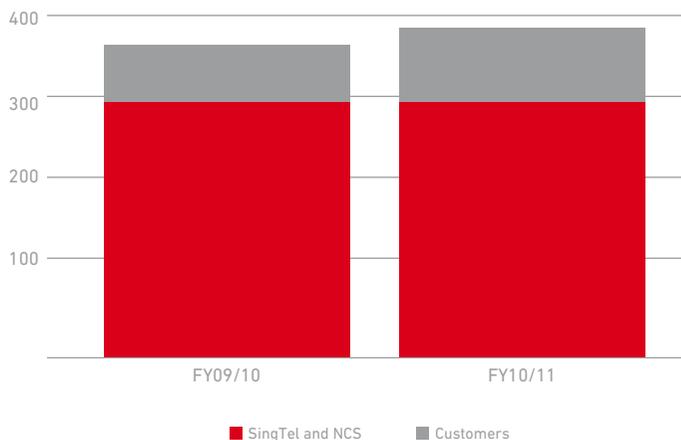
One of SingTel's sustainability goals is to save 32.7 GWh of electricity from energy conservation programmes implemented over a period of three years from FY09/10.

Over the course of the year, we have implemented various energy saving measures, including the replacement and overhaul of our chillers and lighting systems to increase energy efficiency. We also create awareness of the importance of energy conservation to all our employees, for example, through our Project LESS environmental campaign (see Chapter 8).

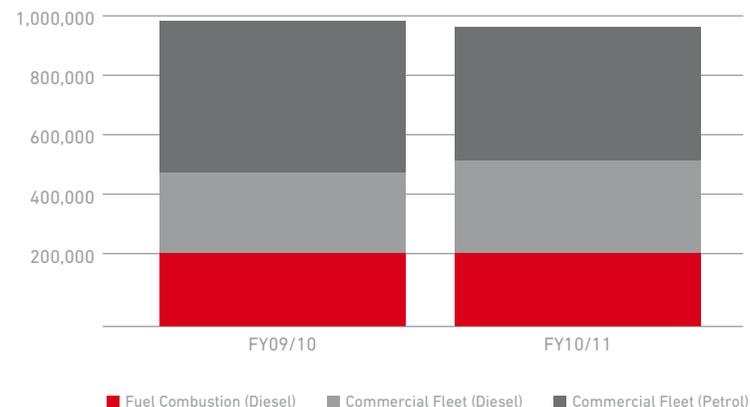
Other examples of energy conservation initiatives that we undertook during the year include replacing T8 fluorescent lights with motion sensor LED lights as well as replacing CDMT lights with energy saving PLC lights at our premises. As a result of these programmes, we achieved 9.35 GWh in electricity savings. This translates into a reduction of our carbon footprint by 4,452 tCO₂e emissions.



Energy Use (GWh)



Fuel Use (Litres)



Indirect energy use

This year's report excludes electricity consumption by customers on our leased out premises. We lease out some space within our data centres, where our customers provide their own technology and are billed for their electricity use. As we do not have any direct control over this use, we have excluded customer consumption from our report scope for this year and future years of reporting. We have recalculated FY09/10 electricity use on this basis such that all comparisons made within the report are on a consistent basis. Electricity consumption at all hello! and SingTel Shop outlets is included.

SingTel and NCS consumed 297.65 GWh in FY10/11 compared to 297.47 GWh the previous year. Despite the implementation of energy conservation initiatives, our consumption from the national power grid increased marginally by 0.06% due to the commencement in operation of our new Data Centre, Kim Chuan 2 Telecommunications Complex. We continue to focus on our energy conservation programme towards achieving the target set.

Direct energy use

We use petrol and diesel for our commercial fleet and diesel for our back-up power supply generator sets in Singapore. Our total fuel use in FY10/11 was 974,523 litres, a slight decrease of 0.32% from the previous year.

We adopt the approach of replacing our existing vans with Euro IV compliant ones as and when they are due for replacement. During the year, we replaced 43 non-Euro IV vans with Euro IV compliant ones, or 23% of our company-owned vans. We expect all our vans to be compliant with Euro IV or higher standard by 2020 as the last non-Euro IV van will be due for replacement then.

All diesel vans leased from an external fleet company by NCS are not Euro IV compliant and the vendor currently does not have immediate plans to replace them with Euro IV compliant vans.



Solar and wind renewable energy system at Bukit Timah Hill Radio Station

Renewable energy initiatives

In April 2011, we commissioned a renewable energy system at the Bukit Timah Hill Radio Station. It harnesses energy from the sun and wind to supplement energy from the national power grid. The system comprises 100 pieces of solar panels with a total capacity of 24 kW and three wind turbines each rated at 1 kW. The energy harnessed by the system is able to power 177 laptops for ten hours each working day.

In addition, we continued to use a Grid-Tied Solar Photovoltaic System (40 kW peak capacity) at our Pasir Ris Telephone Exchange which yielded a total of 45,593 kWh last year. This translates into a reduction of our carbon footprint by 23 tCO₂e emissions.

REDUCE IMPACT ON CLIMATE CHANGE AND GHG EMISSIONS

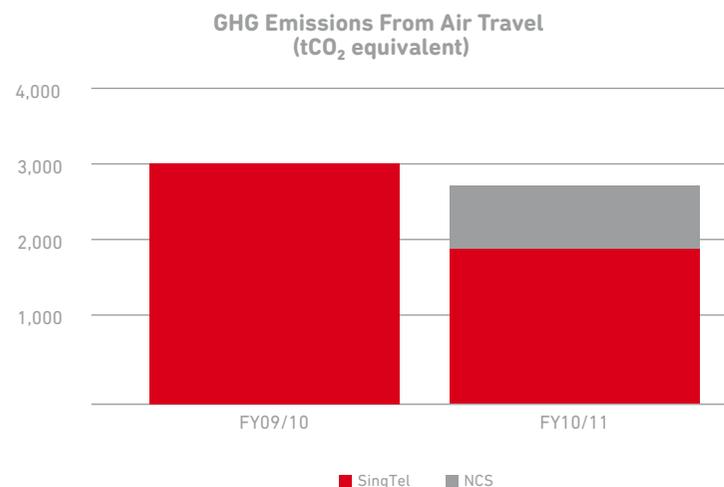
Our main source of greenhouse gas emissions are from our energy use.

GHG emissions from electricity use

As we still rely primarily on electricity purchased from the national power grid, the majority of our greenhouse gas emissions are indirect. Our overall carbon equivalent emissions from our electricity use in the year were 141,710 tCO₂e, a 7,500 tCO₂e decrease from the previous year due to differing generation mix².

GHG emissions from air travel

The GHG emissions³ from our air travel are estimated to be 2,628 tCO₂e, a reduction of 393 tCO₂e from last year, despite the inclusion of NCS in this year's figures. Apart from encouraging the use of video or telephone conferencing to reduce the need for business air travel, we have also improved our system for monitoring business air travel which allowed us to capture a better representation of our CO₂ emissions.



² The equivalent CO₂ emissions for electricity use are calculated based on the 2008 and 2009 operating margin grid emission factors from the National Environment Agency in Singapore

³ The emission factors for air travel used are based on DEFRA UK guidelines

GHG emissions from refrigerant usage

GHG emissions from refrigerant use have increased compared to last year, mainly due to the replacement of refrigerants from overhauling our chillers.

We are currently in the process of phasing out refrigerants that have high global warming potentials (GWPs) and replacing them with lower GWP alternatives. This will reduce the carbon intensity associated with air-conditioning systems.

Equivalent CO₂ Emissions generated by SingTel

EQUIVALENT CO ₂ EMISSIONS	tCO ₂ e	
	FY09/10	FY10/11
Stationary Combustion		
Fuel Combustion (diesel generator)	529	516
Refrigerant gases	1,501	15,947
Company-owned commercial fleet (diesel)	755	831
Company-owned commercial fleet (petrol)	1,314	1,093
TOTAL SCOPE 1 EMISSIONS	4,099	18,386
Purchased Electricity		
Electricity use	149,209	141,710
TOTAL SCOPE 2 EMISSIONS	149,209	141,710
Other Indirect Emissions		
Business Air Travel	3,021	2,628
TOTAL SCOPE 3 EMISSIONS	3,021	2,628
TOTAL EQUIVALENT CO₂ EMISSIONS	156,330	162,724

CONSERVE AND MANAGE WATER USAGE

Water scarcity is increasingly a key global issue as cities and populations grow, and the need for water increases in agriculture, industry and households. SingTel recognises our role in conserving and protecting this essential resource.

Our water use can be split into two types: Potable Water and NEWater, high-grade reclaimed water, both of which are supplied by Singapore's Public Utilities Board (PUB). Wherever possible, we seek to replace our use of potable water with recycled water.



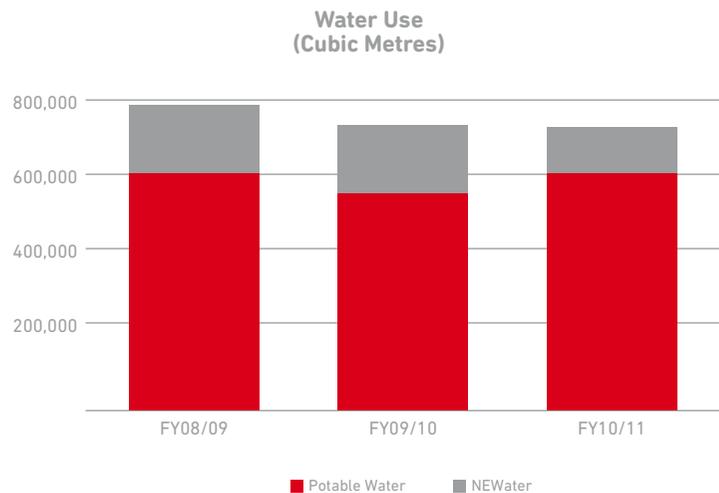
In 2009, we embarked on a process to get all our premises certified under PUB's Water Efficient Building (WEB) programme. The last office premise to obtain this certification was Kim Chuan 2 Telecommunication Complex in March 2011.

For this certification, we put in place a process to take daily water meter readings for early detection of water leakage. To reduce water usage, we implemented measures such as the following:

- Urinals were converted into waterless ones where feasible. The amount of water saved is 1.5 litres per flush.
- Recycled plastic bottles were placed in our flushing cisterns to regulate the amount of water per flush.
- Thimbles have been installed at taps to regulate water flow.
- All our new sanitary and plumbing fittings now comply with PUB's Mandatory Water Efficiency Labelling Scheme.



Despite the implementation of water conservation initiatives, our total water consumption (potable and NEWater) was 753,838m³ in FY10/11 compared to 734,989m³ the previous year (an increase of 2.56% from FY09/10) due to the commencement in operation of our new Data Centre, Kim Chuan 2 Telecommunications Complex. We continue to look for opportunities to reduce our water usage.



This year's report excludes water consumption by customers on our leased out premises. We lease out some space within our data centres, where our customers provide their own technology and are billed for their water use. As we do not have any direct control over this use, we have excluded customer consumption from our report scope for this year and future years of reporting. We have recalculated FY09/10 water use on this basis such that all comparisons made within the report are on a consistent basis. There is no water consumption at hello! and SingTel Shop outlets.

Radiation emissions from base stations

A common concern regarding mobile use is radiation. SingTel closely monitors international research and developments in this area. The local authority on Electromagnetic Field (EMF) matters is the Centre for Radiation Protection (CRPNS). Their advice is that radiofrequency exposure is safe as long as it is within the specified guidelines. The CRPNS has also acknowledged that "no study has shown adverse health effects at exposure levels below international guideline limits". The radiation levels from SingTel's mobile base stations are within the acceptable limits.

SingTel has adopted the International Commission on Non-Ionising Radiation Protection (ICNIRP) Standards for health-based exposure limits relating to base stations. These standards are widely accepted internationally as the leading standards on exposure to radiation emissions from base stations and handsets.

In Singapore, mobile phone manufacturers must demonstrate to IDA that their devices comply with certain technical requirements set out by the regulator. These requirements ensure that such devices operate within the standards developed by the ICNIRP.

Other environmental concerns

Biodiversity

The loss of biodiversity is a global concern and one which SingTel takes seriously. When laying cables, both underground and undersea, we will first assess any potential biodiversity issue. For example, should our cable laying affect any tree routes, we will consult the National Parks Board and from their advice make a judgment on how best to proceed so as not to risk damaging any tree.

For submarine cable installations which include seabed burial, shore-end work and surface laying, we will ensure that there is no adverse ecological impact to the air and water quality or to the natural environment, although minor localised seabed disturbance is unavoidable.

During this reporting period, we did not encounter any significant biodiversity issues.





Sustainable procurement

In the past 12 months, we have taken great strides towards achieving a more efficient and sustainable procurement environment.

Clear policies and guidelines are stipulated in the staff manual to remind staff to conduct themselves with the highest level of integrity. These guidelines are also regularly communicated to remind users of the expectations.

We have taken more steps to minimise our impact on the environment at the procurement level. For example, we discourage the use of bottled water during meetings and consumer roadshows. Disposable plastic and paper cups in meeting rooms have also been replaced with biodegradable ones. User departments are given the option to use FSC certified paper for their printing needs. We have also automated the process for ordering namecards to cut down on the use of paper forms.

We seek to work with quality supply chain partners and ensure that our procurement practices are conducted in an open and transparent manner. We award tenders fairly, on the basis of merit.

We ensure that the selection criteria of our suppliers comply where applicable with government certification requirements, and with SingTel's Code of Conduct.

We have finalised a questionnaire that seeks to evaluate and assess our suppliers' sustainability practices and commitments on environmental protection, employee health and safety, as well as their policies on human rights and child and forced labour. This questionnaire will be given to all key vendors by the second quarter of FY11/12 for their response. All of our vendors will also be required to attain bizSAFE Enterprise certification by September 2011.

We will continue to seek out best procurement practices.

Improvement Targets

Key Areas of Focus	What We Will Do	
	Five-Year Plan (FY10/11 – FY14/15)	FY11/12
Manage Wastes And Hazardous Materials Responsibly	<ul style="list-style-type: none"> Implement processes for reducing, recycling and re-using product packaging, either by encouraging our customers to return packaging materials and/or by using biodegradable or recyclable materials Develop a waste management system to track wastes from generation to disposal/recycling 	<ul style="list-style-type: none"> Feasibility review on provision of recycling facilities for customers to return packaging materials Study on identifying and monitoring waste streams and their disposal treatment
Manage Efficient Energy Consumption	<ul style="list-style-type: none"> Target to save 32.7 GWh of electricity from energy conservation programmes implemented since FY09/10 over the period FY10/11 to FY12/13 Conduct energy audits for selected exchanges to analyse electricity consumption patterns so that power efficiency improvement programmes can be undertaken Improve our chiller replacement and overhaul programme to further enhance cooling system efficiency 	<ul style="list-style-type: none"> 65% of the three-year improvement target in electricity savings from energy conservation programmes implemented since FY09/10 to be achieved Energy audits at six sites to be conducted Feasibility study for solar panel installation at Seletar Satellite Earth Station to complete Chiller replacement and overhaul programme to continue
Reduce Impact On Climate Change And GHG Emissions	<ul style="list-style-type: none"> Develop monitoring processes for benchmarking GHG emissions from business air travel Set goals for replacement of new chillers which is compliant with the Montreal Protocol 	<ul style="list-style-type: none"> Streamlining of GHG emissions from business air travel for monitoring Process to track quantities of refrigerants used to be fully developed
Conserve and Manage Water Usage	<ul style="list-style-type: none"> Continue to systematically monitor and promote efficient use of water Provide for NEWater capability at new facilities 	<ul style="list-style-type: none"> Systematically monitor and promote efficient use of water NEWater capability to be provided at all new facilities where feasible

08 Bridging Communities, Touching Lives



SingTel aims to be a responsible corporate citizen in all the markets where we operate. We drive and support numerous programmes for the benefit of our communities, our environment, our customers and our people.

We want to help people realise their potential both at the workplace and in society.

Performance against Sustainability Goals

Key Areas of Focus	FY10/11 Targets	Performance
Support Community Development	<ul style="list-style-type: none"> Develop programmes to improve awareness of STLF and achieve at least S\$2 million in funds raised Continue with Plant-A-Tree day event and achieve a target of at least 200 employees to plant 100 trees 	<ul style="list-style-type: none"> Raised S\$2.48 million; introduced an electronic version of Fold-A-Heart Planted 100 trees with 200 staff volunteers
Activate Employee Volunteerism	<ul style="list-style-type: none"> Increase number of employee volunteers who contribute to community work by 10% Implement an online portal for staff to log their volunteer hours Introduce VolunTeaming at SingTel, a concept that combines volunteering for CSR initiatives with department teambuilding activities to promote staff volunteerism 	<ul style="list-style-type: none"> Number of staff volunteers increased by 40% My Volunteer Diary launched in August 2010 800 employees from 18 Departments contributed over 4,000 VolunTeaming hours
Engage Future Leaders	<ul style="list-style-type: none"> Extend SingTel Group Undergraduate Scholarships programme to three joint ventures/associates 	<ul style="list-style-type: none"> In place at AIS (Thailand), Telkomsel (Indonesia)* and Globe (the Philippines)

* Telkomsel (Indonesia) – Pending Award Ceremony



SUPPORT COMMUNITY DEVELOPMENT

As a home grown company with roots that can be traced back to more than 130 years ago, SingTel plays an integral role in nation-building and the development of Singapore as a major communications hub in the region. We support national projects and events that are aligned with SingTel's core competence, such as sponsoring the Youth Olympic Games (YOG) in 2010 as its Official Multimedia Services Partner.

YOG Torch Relay



CEO Singapore Allen Lew (left) participates as a YOG torch bearer

On 13 August 2010, three of our management executives, CEO Singapore Allen Lew, EVP Digital Consumer Yuen Kuan Moon and GDHR Aileen Tan became official torch bearers along the YOG torch relay route.

Some 260 colleagues, dressed in red T-shirts and armed with balloons and banners, lined the route and enthusiastically

cheered them on, capturing the spirit of the Games. SingTel also sponsored and supported Singapore's swimming, sailing and football teams.

Doing Our Bit For A Safer Singapore

SingTel supported the public education outreach programme of the Singapore Civil Defence Force (SCDF) during the year.

The SCDF makes use of mobile technology to educate the public on fire safety and dealing with emergency situations. It launched a Fire Safety iPhone Application that provides tips on what to do when fires break out.

To support the SCDF's initiatives, we placed leaflets that promote the application at our retail outlets. We also sponsored mobile handsets as lucky draw prizes at the SCDF's roadshows.

SingTel Recognised For Community Efforts

We have been awarded the Community Chest's Corporate Platinum Award for our annual corporate donation to the organisation.



SingTel receives Northlight School's Partners Award

We also received Northlight School's Partners Award for our support of its programmes. The school was established by the Ministry of Education to provide further education for primary school leavers who often come from challenging home environments and are not academically eligible for mainstream secondary schools. For the past two years, SingTel staff volunteers have gone to its Student Centre on Friday afternoons to facilitate healthy interaction among the students when they use the facilities.

SingTel Touching Lives Fund



Record S\$2.48 million raised through STLF: (L-R) Ang Bee Lian, CEO NCSS, Edmund Tie, Deputy Chairman Community Chest, Chua Sock Koong, Group CEO and Jeann Low, Group CFO and STLF Chairman

The SingTel Touching Lives Fund (STLF) is our corporate philanthropy programme in Singapore that supports community programmes for disadvantaged children and young people. Launched in 2002, STLF has raised about S\$20 million for more than 20 charities under the auspices of the National Council of Social Service (NCSS). STLF celebrates its tenth anniversary in 2011.

STLF focuses on supporting charities that offer specialised education and support programmes for children and young people. They include special education for the intellectually or physically challenged, and programmes that help young people with learning difficulties or who come from difficult home environment.

Fold-A-Heart For STLF



Students of Northlight School fold hearts in support of STLF's Fold-A-Heart activity

Fold-A-Heart is a signature STLF activity where members of the community fold an origami heart using the STLF newspaper advertisement. They can drop the folded heart into any postbox in Singapore and SingTel will donate \$1 for every folded heart received. This year, we also introduced a new electronic version of this activity. In total, we collected 80,000 hearts in FY10/11.

As part of our community outreach programme, we visited Northlight School to raise awareness of the STLF on 5 August 2010. Some 300 students and teachers folded 1,000 hearts paper hearts during their morning assembly.

SingTel Management and UTES officials also folded the paper hearts at the signing ceremony for Employers' Pledge of Fair Employment Practices and MOU on Re-employment of Older Workers.

Race Against Cancer



Cheque presentation ceremony before the flag-off. (L-R) Jeann Low, Group CFO and STLF Chairman, Ang Peng Tiam, Chairman of Community Partnerships, Singapore Cancer Society (SCS), Chua Sock Koong, Group CEO, Deputy Prime Minister Teo Chee Hean, and Choo Eng Chuan, Chairman of SCS



SingTel runners ready to go



CEO Singapore Allen Lew runs for charity

The SingTel-Singapore Cancer Society (SCS) 2010 Race Against Cancer was held on 4 July 2010. The event raised funds for SCS, one of STLF beneficiaries.

Around 500 colleagues, their families and friends turned up for the 7.5km (Competitive) and 5km (Fun) race – showing enthusiastic support despite an early morning rain shower. Lending their support were members from our Singapore Leadership Team. GCEO Chua Sock Koong and GCFO Jeann Low presented a cheque for \$200,000 from STLF to SCS before the race flag-off.

Supporting 1GOAL: Education For All



SingTel, Optus and associates AIS, Bharti Airtel and Globe, as well as other operators around the world supported a global education initiative called 1GOAL during the year. 1GOAL is about canvassing global support and appealing to world leaders to ensure that every child has the opportunity to attend school by 2015 and break free from the cycle of poverty.

We supported this cause through various means including SMSes and websites to help the message reach our customers. The results – appeals from 18 million supporters from around the world, of which nearly six million came via SMS – were presented on 22 September 2010 to the UN Secretary General by Her Majesty Queen Rania Al-Abdullah of Jordan, Co-Founder and Global Co-Chair of 1GOAL.



Csr awareness and environmental conservation

The Group CSR function at SingTel was formed early last year to drive sustainability and promote staff awareness of CSR issues and the company's efforts in this space.

We held our first CSR Month in July 2010. One of our goals was to increase staff participation in the various initiatives that we undertake on an ongoing basis to support our community and the environment. Roadshows were held at our major offices across the island over four weeks.



Raising awareness through CSR Roadshows

During the month, we organised a series of CSR Lunchtime Talks with external speakers sharing their insights with our people:

- National Parks Board (NParks) gave an insight into Singapore's fragile natural heritage, focusing on Singapore's nature reserves, our biodiversity and how we could play our part in conserving our environment.
- World Wide Fund for Nature (WWF) shared the impact of climate change on the planet and us.
- National Environment Agency (NEA) talked about the solid waste challenges in Singapore and how we could play our part in waste minimisation.
- Public Utilities Board (PUB) shared the Singapore experience on overcoming our lack of natural water resources to create a sustainable water supply for today and generations to come.
- The National Volunteering & Philanthropy Centre (NVPC) and National Council of Social Service (NCSS) talked to our people on how they could contribute to the community and volunteer for good causes.



A key environmental initiative introduced during the year is Project LESS, with the tagline "It's Time We Did LESS – to protect our planet".



SingTel Project LESS environmental campaign

Launched on 1 March 2010, the eight-week campaign aimed to promote a culture of 'LESS' – Little Eco StepS – among our staff and customers to adopt simple Green acts to care for our environment. We hope to reduce our carbon footprint by spreading the ethos that little acts can collectively make a big difference.

We organised numerous activities for our people to participate actively in this campaign, including sharing of Green tips by our people and management members, a photo contest with 'Environment in Focus' as its theme, and an eco-trip to the NEWater Visitor Centre to understand the water challenges we face as a nation. Our annual Plant-A-Tree Day became a key event of the campaign.

"Opt for online or electronic subscription rather than paper subscription for bills, newspapers and magazines."

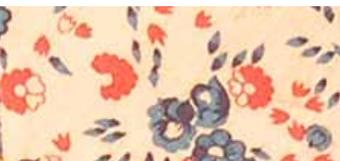
– Aditya Lesmana, Application Consultant, NCS



A winning photo submitted by Gina Ler from Carrier Services titled 'Grasshopper having breakfast' - Protect Mother Nature for our next generation



A winning photo submitted by Lee Ee Mian from Business Products titled 'Aircon Valley' - Think of our actions and climate change





(L-R) Aileen Tan, GDHR, Chua Sock Koong, Group CEO and Titus Yong, VP Satellite



Plant-A-Tree Day 2010 Winning Photo titled 'With teamwork, we can make a difference to our Environment'

SingTel's Second Plant-A-Tree Day

On our second Plant-A-Tree Day on 9 July 2010, 200 colleagues planted 100 trees on a new plot of land meant for reforestation in the Mandai Reserve. Our management executives led by example, with GCEO Chua Sock Koong digging, planting and watering along with everyone else.

Volunteers then explored the Singapore Botanic Gardens and world-renowned National Orchid Garden to complete a meaningful day of environmental awareness and protection.

Eco Trip To Marina Barrage

On 22 October 2010, 25 colleagues enjoyed an eco-trip to the Marina Barrage organised by the CSR department. They visited the Sustainable Singapore Gallery and learnt how a small country like Singapore with limited resources meets the needs of a fast developing nation in an environmentally sustainable way.

In Touch With Nature At Chek Jawa

On 18 February 2011, 44 colleagues explored Chek Jawa, a unique natural area in Pulau Ubin where six habitats exist in one small area. Guided by an eco-expert, they had the chance to see and touch plants and animals that are no longer commonly seen in Singapore like the Sand Dollar and starfish.

E-Greeting Cards

Demonstrating that SingTel cares for the environment, we were among the first few companies in Singapore to switch to using e-greeting cards back in 2001. To mark the tenth year of using e-cards, SingTel pledged an extra dollar to our Plant-A-Tree 2011 fund for every employee who sent an e-card greeting.





Regional disaster relief

Outside of Singapore and Australia, we are present in six other Asian countries through our strategic stakes in our regional associates, and we support community development in these countries. This can be seen from, for example, our Reading Project with Globe in the Philippines which we reported on last year. Another area is that of disaster relief, where we help the affected communities that include our regional customers and colleagues who are based overseas.

The Floods In Australia

We made an appeal to our people in Singapore to donate generously and help the flood victims in Queensland, Victoria and North New South Wales through our employee donation portal. Matching their donations dollar for dollar, we raised over S\$76,000.

The Floods In Pakistan

In September 2010, SingTel donated \$80,000 to the Pakistan flood relief through Mercy Relief, an independent non-governmental humanitarian charitable organisation.

The Tsunami And Earthquake In Japan

Our people in Singapore raised S\$30,000 in 12 days to help those affected by the tsunami and earthquake in Japan. Together with other mobile operators in Singapore, we also set up a common SMS code for customers to make donations through Red Cross.



Photo courtesy of Mercy Relief

ACTIVATE EMPLOYEE VOLUNTEERISM

Besides giving monetary assistance to our beneficiaries and communities affected by natural disasters, we hope that our people can be more actively involved in the good work that our beneficiaries and other relevant Voluntary Welfare Organisations (VWOs) are already doing. We therefore encourage our people to contribute their time on a voluntary basis either as individuals or as a team through VolunTeaming.

During the year, our people contributed more than 8,000 hours towards community and environmental causes. This is a 14% increase from last year. For the first time, 18 departments comprising more than 800 people participated enthusiastically in VolunTeaming.

These activities included bringing STLF beneficiaries to outings and delivering food hampers to the needy elderly such as those in the Home Nursing Foundation.



Staff volunteers from Human Resource Group purchased, packed and delivered hampers to the elderly beneficiaries under the auspices of the Home Nursing Foundation



NCS volunteers spending a lovely afternoon with families under the care of AMKFSC

NCS partners the Ang Mo Kio Family Service Centre (AMKFSC) in the annual 'Adopt-A-Family' programme where our people are involved in fulfilling the wish-lists of the Centre's needy families. During the year, staff volunteers brought families under the care of AMKFSC to Pasir Ris Farmway. We also recognise our people in NCS who devote themselves to community work to help the less fortunate through our annual Community Service Award.

My Volunteer Diary



To promote the spirit of volunteerism among our people, we launched an online journal called My Volunteer Diary. It provides a platform for our people to record their volunteering activities and be informed about upcoming CSR events.

The top three staff volunteers who clock the most number of volunteering hours during the year also win cash donations for the STLF beneficiary of their choice.



VolunTeaming For A Good Cause

In July 2010, our Internal Audit (IA) department coordinated a two-month book donation drive for APSN Tanglin School, an STLF beneficiary that provides special education for children with mild intellectual disabilities. Our IA colleagues sorted, delivered and presented more than 3,000 books to the school on the day it celebrated Teachers' Day. These books significantly increased the central school library's collection. School principal Mrs Liza Ow shared that they planned to set up class libraries to give students convenient access to the books and encourage reading.

"It feels good that we can help these children and contribute to their intellectual needs. I'm glad that I am part of this meaningful event."

– Phemie Kiong, Auditor, SingTel



Colleagues from the Internal Audit department collected, sorted and packed 3,000 books for APSN Tanglin School

Two weeks before the school year ended, our colleagues from Procurement & Supply Chain Management spent two mornings at the school to make bookshelves to house these additional books. Working with the students and teachers, they built bookshelves and decorated the library corners of 12 classrooms out of recycled materials.



Charlotte Seng (front), Director of Procurement & Supply Chain Management, together with her team of volunteers



SingTel volunteers at work with students of APSN Tanglin School

Such VolunTeaming projects allow our people to experience the satisfaction of making a difference in the lives of the disadvantaged while giving them the opportunity to bond in meaningful ways.



ENGAGE FUTURE LEADERS

The SingTel Group Undergraduate Scholarship programme has been expanded to four countries since its 2009 pilot in Thailand. This year, in partnership with AIS, Globe and Telkomsel, we awarded 11 scholarships to students in Thailand, the Philippines, Indonesia¹ and Singapore. In addition to full scholarships at top local universities, the scholars also enjoy mentoring and internship opportunities at the SingTel Group of companies locally and overseas. Due to the high calibre of the applicants, 12 book prizes were also awarded to outstanding students who reached the final selection interview.



(L-R) Hui Weng Cheong, CEO International, SingTel, Gino B. Quinio, Han Jefferson Lu Lim, Alecsandra Maria F. Mediodia, Francis Deo Saldu Pulmano, and Ernest Cu, CEO of Globe Telecom

¹ All scholarships and book prizes have been awarded except for Telkomsel as we were in the final phase of legal documentation and thereafter, an award ceremony



Improvement Targets

Key Areas of Focus	What We Will Do	
	Five-Year Plan (FY10/11 – FY14/15)	FY11/12
Support Community Development	<ul style="list-style-type: none"> Review and chart the SingTel CSR roadmap and programmes until FY14/15 Achieve S\$28 million total funds raised for STLF by FY14/15 Initiate greater alignment of CSR programmes and key KPIs among all business entities under SingTel Singapore 	<ul style="list-style-type: none"> Increase public awareness of STLF in conjunction with its tenth anniversary Raise more than \$2 million for STLF beneficiaries
Activate Employee Volunteerism	<ul style="list-style-type: none"> Expand the scope and reach of SingTel Recreation Club Community Service Group (SRC CSG) employee volunteerism programme Increase number of employee volunteers in Singapore who contribute to community work by 50% from the participation rate in FY09/10 Work with HR department to incorporate CSR and staff volunteerism within staff performance objectives 	<ul style="list-style-type: none"> 10% increase in number of staff volunteering hours from FY09/10 10% increase in number of departments adopting VolunTeaming Introduce an overseas volunteering programme for our people
Engage Future Leaders	<ul style="list-style-type: none"> Continue to extend the SingTel Group Undergraduate Scholarships programme to joint ventures/associates regionally 	<ul style="list-style-type: none"> Continue with SingTel Group Undergraduate Scholarships programme with three joint ventures/associates Award eight recipients in four countries including Singapore

STANDARD DISCLOSURES – PROFILE

Profile Disclosure	Description	Page #	Inclusion	Comments
1. STRATEGY AND ANALYSIS				
1.1	Statement from the most senior decision-maker of the organisation	5	✓	
1.2	Description of key impacts, risks and opportunities	7-9, 19, 27 & 35	✓	
2. ORGANISATION PROFILE				
2.1	Name of the organisation	1	✓	
2.2	Primary brands, products, and/or services	1-3	✓	
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures	1-3	✓	
2.4	Location of organisation's headquarters	4	✓	
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	1-3	✓	
2.6	Nature of ownership and legal form	1	✓	Refer to Annual Report (Page 196-197 & 184-194)
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	1-3	✓	
2.8	Scale of the reporting organisation	1-3	✓	
2.9	Significant changes during the reporting period regarding size, structure, or ownership		✓	There were no significant changes during the reporting period regarding size, structure or ownership.
2.10	Awards received in the reporting period	5, 10, 17, 19, 24, 32 & 36	✓	10, 17 [Marketplace], 19, 24 [People], 32 [Environment] 36 [Community]
3. REPORT PARAMETERS				
3.1	Reporting period (e.g. fiscal/calendar year) for information provided	4	✓	
3.2	Date of most recent previous report (if any)		✓	FY09/10
3.3	Reporting cycle (annual, biennial, etc)	4	✓	
3.4	Contact point for questions regarding the report or its contents	4	✓	
3.5	Process for defining report content	4, 7 & 8	✓	
3.6	Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	4	✓	
3.7	State any specific limitations on the scope or boundary of the report (see completeness principles for explanation of scope)		✓	No limitations are applied in selecting the project boundary.
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that significantly affect comparability from period to period and/or between organisations		✓	This is not applicable as this report focuses mainly on the Singapore operations.
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report		✓	The techniques and calculations are reflected where applicable in Chapters 5-8.

Profile Disclosure	Description	Page #	Inclusion	Comments
3. REPORT PARAMETERS				
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	30 & 33	✓	30 [Indirect energy use], 33 [Water usage]
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	28 & 30-33	✓	28 [NCS cafeteria waste], 30 [Indirect energy use] 31 [GHG emissions from air travel], 33 [Water usage]
3.12	Table identifying the location of the Standard Disclosures in the report	47-53	✓	
3.13	Policy and current practice with regard to seeking external assurance for the report		✓	We are not seeking external assurance for this report.
4. GOVERNANCE, COMMITMENTS AND ENGAGEMENT				
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight		✓	Refer to Annual Report (Page 56-58 & 60-63)
4.2	Indicate whether the Chair of the highest governance body is also an executive officer		✓	Refer to Annual Report (Page 58)
4.3	For organisations that have unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members		✓	Refer to Annual Report (Page 14-17)
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body		✓	Refer to Annual Report (Page 64, 66 & 72)
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organisation's performance		✓	Refer to Annual Report (Page 54, 62 & 66)
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided		✓	Refer to Annual Report (Page 56-59)
4.7	Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity		✓	Refer to Annual Report (Page 56-59)
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	7-8	✓	
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	8	✓	
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	8	✓	
4.11	Explanation of whether and how the precautionary approach of principle is addressed by the organisation	13	✓	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	14-17, 19-20, 25-26 & 32-33	✓	
4.13	Memberships in associations (such as industry associations) and/or national/internal advocacy organisations	10	✓	We are a signatory of the UN Global Compact and a committee member of the Singapore Compact.
4.14	List of stakeholder groups engaged by the organisation	8	✓	

Profile Disclosure	Description	Page #	Inclusion	Comments
4. GOVERNANCE, COMMITMENTS AND ENGAGEMENT				
4.15	Basis for identification and selection of stakeholders with whom to engage	8	✓	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and stakeholder group	8	✓	
4.17	Key topics and concerns that have raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting	8	✓	
G3 DMA	Description	Page #	Inclusion	Comments
DISCLOSURES ON MANAGEMENT APPROACH (DMAS)				
DMA EC	Disclosure on Management Approach – Economic	5, 7, 9 & 11	✓	
DMA EN	Disclosure on Management Approach – Environment	25 & 27	✓	
DMA LA	Disclosure on Management Approach – Labour	19-21 & 24-25	✓	
DMA HR	Disclosure on Management Approach – Human Rights	26	✓	
DMA SO	Disclosure on Management Approach – Society	35 & 42-43	✓	
DMA PR	Disclosure on Management Approach – Product Responsibility	13-17	✓	
Performance indicator	Description	Page #	Inclusion	Comments
ECONOMIC PERFORMANCE INDICATORS				
EC1	Direct economic value generated and distributed	1-2	✓	
EC3	Coverage of the organisation's defined benefit plan obligations	24	✓	
EC4	Significant financial assistance received from government	16	✓	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	16	✓	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	20-21	✓	
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	11-12	✓	

Performance indicator	Description	Page #	Inclusion	Comments
ENVIRONMENTAL PERFORMANCE INDICATORS				
EN3	Direct energy consumption by primary energy source	30	Partial	
EN4	Indirect energy consumption by primary source	29-30	Partial	
EN5	Energy saved due to conservation and efficiency improvements	29	✓	
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	31	✓	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	12, 29-31	✓	
EN8	Total water withdrawal by source	32-33	✓	
EN9	Water sources significantly affected by withdrawal of water		✓	This is immaterial as we do not significantly affect any water sources
EN16	Total direct and indirect greenhouse gas emissions by weight	31-32	✓	
EN17	Other relevant indirect greenhouse gas emissions by weight	32	✓	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	29-32	✓	
EN19	Emissions of ozone-depleting substances by weight	32	✓	
EN22	Total weight of waste by type and disposal method	28-29	Partial	
EN23	Total number and volume of significant spills		✓	There has been no incident of non-compliance with applicable regulations and we have not been subjected to any financial penalties.
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental law and regulations		✓	There has been no incident of non-compliance with applicable regulations and we have not been subjected to any financial penalties.
Profile Disclosure	Description	Page #	Inclusion	Comments
SOCIAL PERFORMANCE INDICATORS: LABOUR PRACTICES AND DECENT WORK				
LA1	Total workforce by employment type, employment contract, and region, broken down by gender	20-21	Partial	
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region	23	Partial	
LA4	Percentage of employees covered by collective bargaining agreements	26	✓	
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	26	✓	

Performance indicator	Description	Page #	Inclusion	Comments
SOCIAL PERFORMANCE INDICATORS: LABOUR PRACTICES AND DECENT WORK				
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and gender	25	✓	
LA8	Education, training, counselling, prevention, and risk-control programme in place to assist workforce members, their families, or community members regarding serious diseases	24	✓	
LA10	Average hours of training per year per employee by gender, and by employee category	22	Partial	
LA11	Programme for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	20 & 22	✓	
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	22	✓	100% of our people receive regular performance and career development reviews
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	20-21	Partial	
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	21	✓	
Performance indicator	Description	Page #	Inclusion	Comments
SOCIAL PERFORMANCE INDICATORS: HUMAN RIGHTS				
HR4	Total number of incidents of discrimination and actions taken		✓	We have not been subjected to any legal action for incidents of discrimination.
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken		✓	We have had no incidents of violations involving rights of indigenous people
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms		✓	We have had no grievances related to human rights
Performance indicator	Description	Page #	Inclusion	Comments
SOCIAL PERFORMANCE INDICATORS: SOCIETY				
S02	Percentage and total number of business units analysed for risks related to corruption	13	✓	
S03	Percentage of employees trained in organisation's anti-corruption policies and procedures	13	✓	
S04	Actions taken in response to incidents of corruption		✓	We do not have any reported incidents of corruption.
S05	Public policy positions and participation in public policy development and lobbying	10	✓	
S03	Percentage of employees trained in organisation's anti-corruption policies and procedures	13	✓	
S06	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country		✓	We do not contribute to any cause which is political in nature in Singapore.

Performance indicator	Description	Page #	Inclusion	Comments
SOCIAL PERFORMANCE INDICATORS: SOCIETY				
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	16	✓	
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes		✓	There has been no incident of non-compliance with regulations and voluntary codes concerning health and safety impacts
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes		✓	There has been no incident of non-compliance with applicable regulations and we have not been subject to any financial penalties.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	17	✓	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes		✓	There has been no incident of non-compliance with applicable regulations and we have not been subject to any financial penalties.
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data		✓	There has been no incident of non-compliance with applicable regulations and we have not been subject to any financial penalties.
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	16	✓	

TELECOMMUNICATIONS SECTOR SUPPLEMENT DISCLOSURES

Profile Disclosure	Description	Page #	Inclusion	Comments
HEALTH & SAFETY				
I03	Practices to ensure health and safety of field personnel involved in the installation, operation and maintenance of masts, base stations, laying cables and other outside plant. Related health and safety issues include working at heights, electric shock, exposure to EMG and radio frequency fields, and exposure to hazardous chemicals.	25	✓	
I05	Compliance with ICNIRP (International Commission on Non-Ionising Radiation Protection) guidelines on exposure to radiofrequency (RF) emissions from base stations.	33	✓	

Profile Disclosure	Description	Page #	Inclusion	Comments
PROVIDING ACCESS				
PA1	Policies and practices to enable the deployment of telecommunications infrastructure and access to telecommunications products and services in remote and low population density areas.	14	✓	As a city-state, Singapore has no remote areas.
PA2	Policies and practices to overcome barriers for access and use of telecommunications products and services including: language, culture, illiteracy, and lack of education, income, disabilities, and age.	14	✓	
PA3	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	14	✓	
PA4	Quantify the level of availability of telecommunications products and services in areas where the organisation operates	14	✓	
PA5	Number and types of telecommunications products and services provided to and used by low and no income sectors of the population.	14	✓	
PA6	Programmes to provide and maintain telecommunications products and services in emergency situations and for disaster relief.	36 & 42	✓	
PA7	Policies and practices to manage human rights issues relating to access and use of telecommunications products and services.	14	✓	
Profile Disclosure	Description	Page #	Inclusion	Comments
CUSTOMER RELATIONS				
PA10	Initiatives to ensure clarity of charges and tariffs.	15 & 17	✓	
Profile Disclosure	Description	Page #	Inclusion	Comments
TECHNOLOGY APPLICATIONS				
TA2	Provide examples of telecommunications products, services and applications that have the potential to replace physical objects	11-12	✓	

UN GLOBAL COMPACT PRINCIPLES

Principle	Description	Page #
HUMAN RIGHTS		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	20 & 26
Principle 2	make sure that they are not complicit in human rights abuses.	20 & 26
LABOUR		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	26
Principle 4	the elimination of all forms of forced and compulsory labour;	20 & 26
Principle 5	the effective abolition of child labour; and	26 & 34
Principle 6	the elimination of discrimination in respect of employment and occupation.	20
ENVIRONMENT		
Principle 7	Businesses should support a precautionary approach to environmental challenges	27 & 34
Principle 8	undertake initiatives to promote greater environmental responsibility; and	27, 34 & 40
Principle 9	encourage the development and diffusion of environmentally friendly technologies.	12, 29-34
ANTI-CORRUPTION		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	13, 15-16



Statement GRI Application Level Check

GRI hereby states that SingTel has presented its report "SingTel's Sustainability Report 2010/2011: Making The Connection, Creating The Impact" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 20 September 2011

A handwritten signature in blue ink, appearing to read "Nelmara Arbex".

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 13 August 2011. GRI explicitly excludes the statement being applied to any later changes to such material.



About The Design Concept

Like how a patchwork quilt is made, SingTel plays an integral role in connecting millions of people in the communities where we operate. It also reflects the diversity of our staff – bringing together people with unique skills and growing as one winning team.

By making these connections, we are creating a positive impact and making a difference.



This Sustainability Report is printed on 50% recycled paper.



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