Singtel

SINGTEL28
THE GROWTH TRAIL

Sustainability Report 2025

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About This Report

Singapore Telecommunications Limited (Singtel Group) remains committed to sustainability with the publication of our 11th annual Group Sustainability Report (SR2025) on 30 June 2025.

This report describes the Group's strategies, commitments, initiatives and targets in relation to Environmental, Social and Governance (ESG) topics for our global operations. The report scope covers Singtel, Digital InfraCo, our infrastructure arm that drives digital transformation with data centres, submarine cables, satellites and the Paragon platform, and our wholly-owned subsidiaries NCS and Optus.

The Singtel Annual Report 2025 (AR2025) sets out the Singtel Group structure. All information, statistics and targets presented correspond to the Group's operations for the financial year 1 April 2024 to 31 March 2025 (FY2025). Unless otherwise stated, the companies included in the scope of SR2025 align with those included in the scope of AR2025 and the corresponding financial statements.

Group-level figures are expressed in Singapore dollars, using the exchange rate of A$1 to S$0.8728. This year we have disaggregated quantitative data by operating companies (OpCos) - Optus, Singtel Singapore, NCS and Digital InfraCo[1] - where information is available. In coming years, we will endeavour to enhance our data collection processes to provide a comprehensive OpCo breakdown for all data sets.

Restatements were made for selected 2024 figures, and are elaborated in our methodology (page 112-116).

This report is intended to be read in conjunction with **AR2025**, **SR2025 webpage** and **Optus Sustainability Report 2025**. NCS has also published its inaugural **Sustainability Progress Report** this year. Together, these resources build a more comprehensive view of the Group's sustainability efforts, containing additional corporate sustainability information and annexes.

Reporting standards

This report has been prepared to be in accordance with the globally recognised GRI Universal Standards 2021. It complies with SGX Listing Rule 711 (A) and (B) and includes SGX's 27 Core ESG Metrics.

We have also incorporated in our AR2025 the Climate-related Financial Disclosures required under SGX Practice Note 7.6 Sustainability Reporting Guide. The details can be found under the Supplementary Climate-related Financial Disclosures section of AR2025 from page 236.

Building on our previous disclosures addressing the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we are progressively incorporating selected climate-related disclosures from the requirements of International Financial Reporting Standards (IFRS) S2, issued by the International Sustainability Standards Board (ISSB), and consequently the climate-relevant provisions in IFRS S1. This positions Singtel Group to meet the upcoming Singapore Exchange Regulation (SGX RegCo) enhanced sustainability reporting regime.

In addition, this report contains disclosures recommended by SASB Standards based on the Telecommunications Services (Industry Standard, Version 2 18-10) and GSM Association (GSMA) ESG Metrics for Mobile for the mobile industry.

External assurance

We have engaged Ernst & Young LLP (EY) to provide limited assurance for a selection of our key ESG disclosures. The assurance statement provides details on material topics assured, assurance standards used and procedures, methodologies and assumptions. The independent limited assurance statement (page 119-125) can be read **here**.

Feedback

Aligned with our commitment to continuous improvement and to serve the interests of our stakeholders, we welcome feedback on our sustainability performance. Please address all comments to the Group Chief People and Sustainability Officer at **sustainability@singtel.com**.

1. Optus (Singtel Optus Pty Ltd) and NCS (NCS Pte Ltd) are wholly-owned subsidiaries of Singtel, while Singtel Singapore and Digital InfraCo are major operating business units. For purpose of this SR2025, they are collectively referred to as OpCos.

Key Highlights **FY2025**

Climate Change and Environment

"A" score

"B" score

Reduced **30.5%** from 2015 to 2025 and met our 2025 target

Reduced **14.0%** YoY and on track to meet our 2030 SBTi target

20.4%

Achieved GHG emissions intensity improvement to **0.019** tCO_2e/TB from 0.024 tCO_2e/TB

Collected **81,739** customer devices* for refurbishing or reuse, and **104,568** for recycling through our take-back programme

* Customer devices includes mobile devices and other customer premises equipment such as routers and laptops.

People and Future of Work

Group-wide AI training

33%

36% women

S$19.7 million

76%

11,000 employees

Community Impact

Sustainable Value Creation

Singtel28 – Our strategy for resilient growth

We have built a strong foundation for growth, having restructured the Group's businesses to focus on connectivity, digital services and digital infrastructure over the last few years. Despite ongoing macroeconomic uncertainties, we remain focused on driving growth, improving operational efficiency and delivering sustained shareholder value under our Singtel28 strategy. We have seen early progress, which includes simplifying our product offerings, advancing innovation through technologies like network slicing, and accelerating momentum in high potential areas such as Artificial Intelligence (AI) and data centres.

Sustainability is a cornerstone of business resilience and long-term success. Our approach is pragmatic, guided by materiality, value creation and strong governance to ensure our ESG efforts are driven not just by compliance, but by meaningful business outcomes and stakeholder priorities.

Strengthening sustainability governance and transparency

As part of our commitment to transparency and accountability, we have voluntarily included climate-related financial disclosures required under SGX Practice Note 7.6 Sustainability Reporting Guide of the Annual Report 2025, primarily in the Supplementary Climate-related Financial Disclosures section, with further details in this report.

In the year ahead, we will continue to refine our disclosures in preparation for SGX RegCo's enhanced sustainability reporting requirements, ensuring we meet regulatory expectations and stakeholder demands for robust, comparable and useful sustainability information.

45th anniversary of our Comcentre headquarters

Singtel celebrates 145th anniversary with launch of "Voices from Comcentre" book

Organisations of Good (Large Enterprise) winner

Recognising the diverse nature of our businesses, starting with this SR2025, we have begun disclosing, where feasible, sustainability-related data for our other operating companies, Singtel Singapore, Digital InfraCo and NCS, in addition to Optus' standalone sustainability report. Previously consolidated under Singtel, these separate disclosures reflect our commitment to greater clarity and transparency as more data becomes available.

Advancing climate action and collaboration

We continue to embed and operationalise the Singtel 4D Environmental Strategy, advancing key initiatives under its four pillars: Defend, Decarbonise, Dematerialise and Deliver. Through the dedicated efforts of teams across the Group, we achieved a 30.5% reduction in scope 1 and 2 emissions since 2015, exceeding our mid-term targets of 25% by FY2025 to meet our sustainability-linked financing performance targets. We achieved an 8.0% year-on-year reduction in scope 1, 2 and 3 emissions, reinforcing our trajectory towards our SBTi-aligned 2030 goals.

Reaching our net-zero ambition by 2045 will require sustained collective action across the value chain. We have stepped up engagement with our suppliers, encouraging them to address their own emissions in support of shared climate goals.

Recognising the complexity of scope 3 emissions tracking, we co-developed Singapore's first Emissions Factors Registry in partnership with the Singapore Business Federation, the Agency for Science, Technology and Research, and PwC Singapore.

This initiative provides a centralised platform of industry-specific emissions data, helping businesses measure and report their carbon footprint with greater accuracy and consistency.

Market stewardship and governance

We have further strengthened governance across the Group. Our Board is supported through ongoing training, external advisory and expert engagement. Governance has also been embedded at the operating company level to address industry-specific priorities. For our regional associates, we maintain an active stewardship role through shareholder representation and regular engagement on ESG matters.

We launched the Singtel Group Responsible Procurement Policy to embed clearer ESG expectations in our supply chain and introduced the Singtel Group Policy Management Framework to establish a structured and consistent framework across all key Group policies.

As a leading communications technology group, we continue to invest in innovation and digital infrastructure to enable the digital economy. Having achieved nationwide 5G coverage in 2022, we recently deployed the 700 MHz spectrum and launched 5G+, our next-generation 5G network elevated through network slicing technology, supporting Singapore's Smart Nation ambitions and delivering enhanced experiences for our customers.

With rapid technological advancement and increasing cyber threats, we remain committed to strengthening digital resilience. This year, we engaged independent consultants to review and enhance the Group's Cyber Security Policy and Standards, aligning with global best practices.

Singtel is recognised as a Champion of Digital for Life by IMDA

Empowering people and driving social impact

We continued to strengthen our employee value proposition, BIG, fostering a strong sense of Belonging, enabling our people to take on Impactful and meaningful work, and supporting both their professional and personal Growth. During the year, we introduced e-training on inclusion and belonging to help employees better understand these topics and contribute to a more inclusive workplace culture.

Digital inclusion has long been a Group priority. To ensure everyone benefits from digital technologies, we focus on building digital confidence, safety and independence. We work closely with national agencies in Singapore and with Australia's Office of the eSafety Commissioner to promote digital literacy and responsible online behaviour.

In Singapore, over 50,000 seniors and migrant workers have benefited from digital literacy and scam awareness training. Our efforts were recognised at the President's Volunteerism and Philanthropy Awards 2024. In Australia, the Optus Digital Thumbprint programme, one of the country's longest-running digital safety education initiatives, was recognised in the 2024 Steward Leadership 25 for its societal impact.

Lee Theng Kiat
Chairman

Yuen Kuan Moon
Group CEO

Our Sustainability Journey

<2013	2013-2015	2015-2020	2021-2023	2024-2025	2026 and beyond
Philanthropic CSR	Strategic CSR	Stakeholder Impact Materiality	ESG Performance and Pay Green Financing	Integration Governance, Practices and Stewardship	Sustainability by Innovation, Design and Enablement
Do Good, Feel Good	Maximise Positive Impact, Minimise Unintended Consequences	Broader External Impact of Company	Creating Shared Value from Sustainability	'Normalisation' from Compliance and Pragmatism	The Opportunity: Product, Operating and Business Model Transformation

Figure 1. Singtel Group sustainability journey

2025 marks a significant milestone in Singtel's sustainability journey, spanning over 15 years of structured progress. This year coincides with the timeline of many of our mid- and long-term targets, some set as early as 2015 and others introduced during a major refresh in 2020.

Guided by our Group purpose, Empower Every Generation, Singtel's sustainability framework is built upon four strategic pillars: Climate Change and Environment, People and Future of Work, Community Impact and Sustainable Value Creation. This framework is underpinned by our six core values: Cultivate a growth mindset, Operate with integrity, Make customers first, Maximise teamwork, Innovate with a challenger spirit and Take ownership, which collectively form the mnemonic COMMIT, demonstrating our dedication to driving sustainable value and fostering an equitable and inclusive future for all.

Our formal sustainability commitment began in 2010 with the establishment of a dedicated function within the Group. At the time, sustainability was still an emerging concept in Singapore and the region. Nonetheless, we recognised its importance to long-term business resilience and the role we could play in integrating environmental and social considerations into strategic planning.

Optus published its first sustainability report in 1999, initially focused on environmental performance. In 2010, Singtel released its first sustainability report covering Singapore operations. By 2012, we had adopted external limited assurance and in 2015 extended this practice group-wide to include both Singapore and Australia operations an approach we have maintained annually since.

We also formalised the Group's first sustainability strategy more than a decade ago, centred on four key pillars:

These pillars were shaped by our inaugural stakeholder engagement and materiality assessment in 2014. Since then, we have reviewed and refined our approach every three to five years, enabling us to evolve from early CSR practices to a fully integrated sustainability strategy. Sustainability is no longer an adjunct function, and is now embedded in how we manage risk, drive innovation and create long-term value.

From the outset, we adopted a holistic approach aligned with our purpose, long-term resilience and strategic goals, not one driven solely by compliance. Today, sustainability is embedded in how we operate, measure performance and plan for the future, as a key driver of value creation for our stakeholders.

Target setting and reporting

In 2015, we introduced our first set of five-year sustainability targets for the Singtel Group, based on material topics identified through our materiality assessment. These targets were announced in our 2016 Sustainability Report and were largely met by 2020. Recognising the need to stay responsive to emerging issues, we refreshed our targets in 2021 with a new set of goals to be achieved by 2025. Our progress is detailed in this report.

Looking ahead, we will publish our 2030 targets in the 2026 Sustainability Report. These will be based on a double materiality lens, considering both the potential financial implications of ESG risks and opportunities, as well as our broader environmental and social impact. Sustainability reporting itself has grown significantly more complex.

We have navigated multiple global frameworks over the years, GRI (from GRI 3 to the current GRI Standards), SASB, TCFD, GSMA ESG metrics for the telecoms sector and most recently the IFRS Sustainability Disclosure Standards issued by the ISSB.

We also closely monitor regulatory developments in the EU and US. Our early decision to align with global frameworks has helped establish rigour in our target setting, reporting and disclosure practices. We adopted external assurance early on, applied consistent metrics and committed to transparent reporting. While not driven by regulatory pressure at the time, many of the standards we embraced are now embedded in disclosure regimes and recognised as best practices.

To manage the growing scale and complexity of ESG data, we invested in a dedicated third-party sustainability performance management system, for Group-level reporting in 2017.

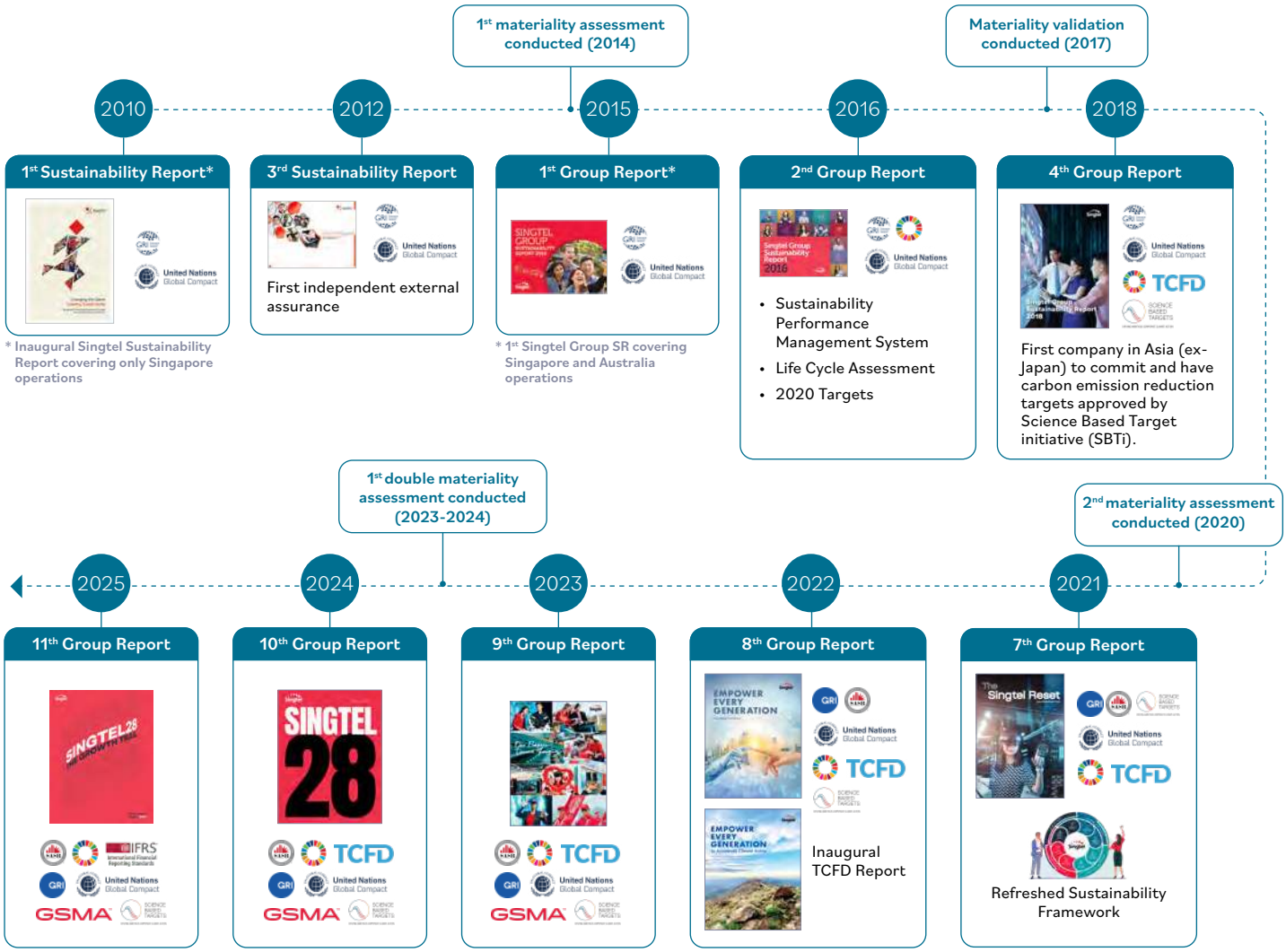

Figure 2. Singtel Group's sustainability reporting journey milestones

We are now working with our IT and Finance teams to integrate sustainability data into our new Enterprise Performance Management system, allowing us to track performance and make business decisions more effectively across the organisation.

Aligning management and business

As many ESG standards become codified into formal regulation, the governance structures and practices we adopted early have become foundational. Integrating sustainability into daily business operations, with defined roles, clear accountability and decision making tools, is essential. To strengthen oversight, the Risk, Sustainability and Technology Committee (RSTC) oversees the Group's sustainability strategy, ensuring alignment with our purpose, long-term resilience, strategic goals and value creation across our operating companies.

At the Board level, sustainability governance has been progressively enhanced. ESG considerations are now embedded in committee charters and factored into director nominations and Board performance evaluations. Directors receive regular sustainability training, and ESG policies are reviewed and integrated across the Board and its committees. To broaden organisational engagement, we continue to build ESG capabilities across all staff levels, including ongoing learning programmes for employees and leadership. We review gaps and opportunities to strengthen our ESG policies and practices, working closely with internal teams to address them.

In 2021, we introduced group-wide ESG Key Performance Indicators (KPIs) for senior leaders, with shared targets contributing 20% of long-term incentive plans. As these KPIs cover key areas such as climate action and talent development, they help embed sustainability performance into executive accountability. We also made our entry into sustainable financing through Olives, our Group's sustainable financing programme. In 2021, we launched a S$750 million sustainability-linked revolving credit facility and published the Singtel Group Sustainability-Linked Bond Framework, a first in Asia Pacific for our sector. This framework allows both Singtel and Optus to issue sustainability-linked bonds with clear performance metrics.

To further integrate climate considerations into business decisions, we piloted internal carbon pricing (ICP) in 2021 for high-emission business cases using a shadow price of S$50 per tonne of CO_2e. In 2023, we formalised this as the emissions-weighted average cost of carbon (e-WACC), a mechanism now used to guide capital expenditure decisions and vendor selection by embedding the long-term cost of emissions. Through these efforts, we continue to align management practices and business decisions with our ESG priorities. This not only supports regulatory readiness and risk management, but also builds resilience, positions us to capture long-term value and deliver on stakeholder expectations.

Recognition over the years

We are encouraged that our sustainability efforts have been recognised locally, regionally and globally. Some of the acknowledgments include:

- 2025 EcoVadis – Gold rating
- President's Volunteerism and Philanthropy Awards 2024 – Organisations of Good (Large Enterprise) – recognising Singtel's sustained contributions to the community via initiatives such as digital enablement of seniors
- Community Chest Awards 2024 – Pinnacle Award, Charity Platinum Award and Volunteer Partner Award – which recognised Singtel's exemplary programmes and practices in holistic caring, including donations, volunteerism and inclusive employment
- 2024 CDP – 'A' score
- 2024 Global 100 Most Sustainable Corporations in the World
- 2024 Steward Leadership Award 25 for Optus
- 2023 Steward Leadership Award 25 for Singtel
- Sustainability Impact Awards 2023 – Impact Enterprise of the Year which recognised Singtel's digital enablement efforts
- 2022 World's Most Ethical Companies
- President's Challenge Social Enterprise Awards 2021 which recognised the role of Singtel Future Makers that contributed to Singapore's early social innovation ecosystem
- President's Award for the Environment 2019 which recognised Singtel's commitment to climate action and environmental efforts
- Singapore Apex Corporate Sustainability Awards 2016 – Apex Honour Roll, Sustainable Business which recognised Singtel's efforts that support the Ten Principles of UN Global Compact

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Our Sustainability Approach

Singtel Group's sustainability is anchored in our Group purpose: Empower Every Generation. Guided by this, we adopt a robust framework built around four key pillars, Climate Change and Environment, People and Future of Work, Community Impact and Sustainable Value Creation (see Figure 1 and 2). These pillars help embed responsible growth, resilience and long-term value creation across our operations, strategies and decisions.

Our six core values are: Cultivate a growth mindset, Operate with integrity, Make customers first, Maximise teamwork, Innovate with a challenger spirit and Take ownership. Together, they form the mnemonic COMMIT. Together with our purpose, they shape a culture of corporate responsibility, sustainable progress and meaningful impact, fuelled by innovation and built on strong capabilities.

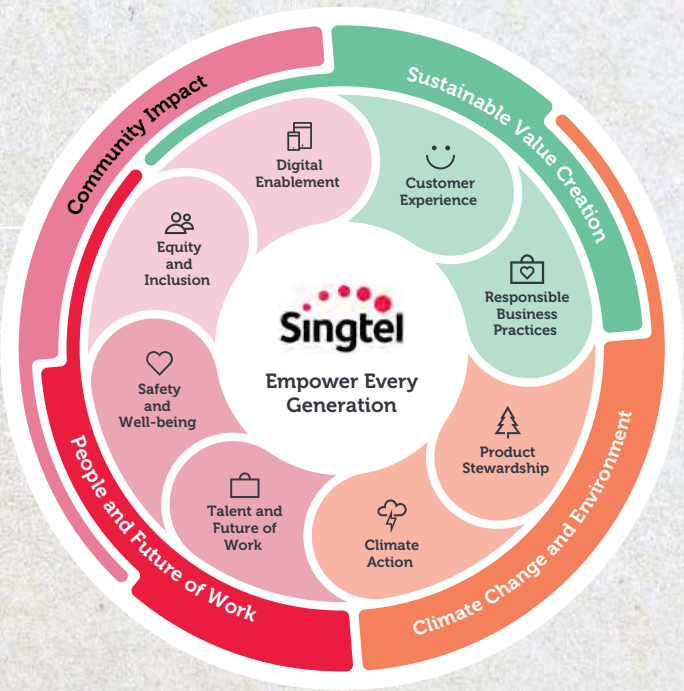


Figure 1. Singtel Group's sustainability framework

In 2023, Singtel Group adopted a decentralised, operating companies (OpCos) driven structure to strengthen our businesses while leveraging commercial synergies and capabilities to promote growth. Each OpCo, Singtel Singapore, NCS, Optus and Digital InfraCo, has its own governance structure and continuously strives to refine its sustainability governance. Each OpCo is accountable for embedding sustainability into its business strategy and operations, with dedicated governance frameworks in place to oversee implementation at the company level.

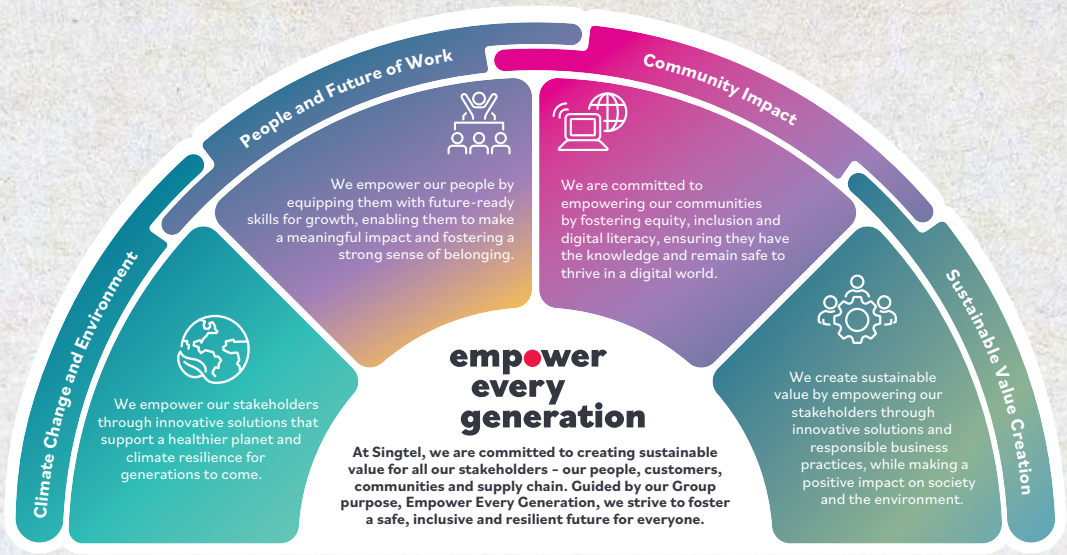


Figure 2. Singtel Group purpose and sustainability framework

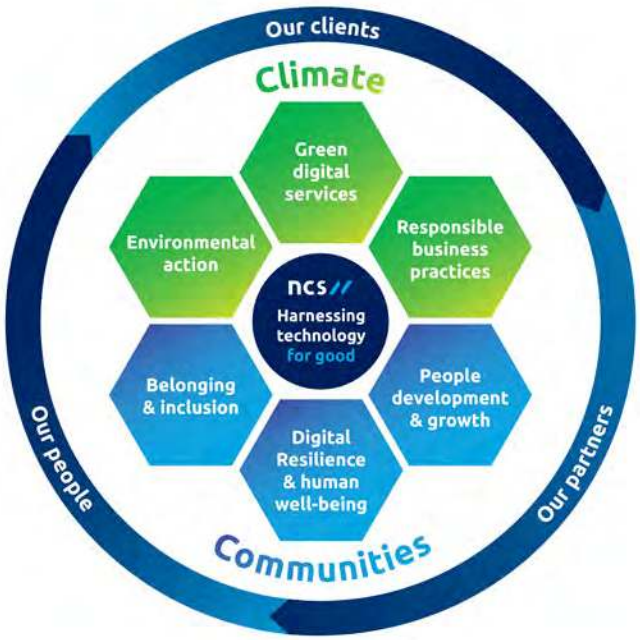


Figure 3. NCS sustainability framework

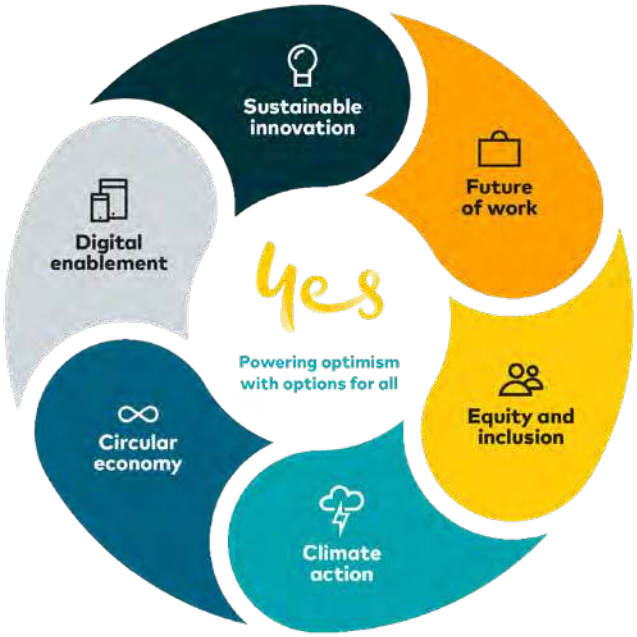


Figure 4. Optus sustainability framework

Our wholly-owned subsidiaries, NCS and Optus, align their respective sustainability approaches with Singtel Group's sustainability framework, adapting where appropriate for their respective businesses (see Figure 3 and 4). NCS focuses on harnessing technology for good, protecting the climate and uplifting communities. Optus is committed to driving positive change through sustainable innovation, digital enablement, climate action, circular economy initiatives and promoting equity and inclusion.

Digital InfraCo, our digital infrastructure arm including our data centre Nxera, is dedicated to delivering sustainable, hyper-connected and AI-ready data centres across the Asia Pacific region. Its sustainability strategy is built upon four key pillars: Design and Build, Infrastructure and Technology, Operations and Maintenance, and Renewable Energy Sources.

We also work closely with our regional associates, focusing on strengthening trusted relationships, leveraging shareholder representatives and driving strategic value-add while ensuring alignment with Group strategy and targets. This stewardship approach ensures that our collective efforts contribute to our overarching sustainability goals.

Singtel has been a signatory of the United Nations Global Compact (UNGC) since 2007. Our sustainability framework supports its Ten Principles and is aligned with the 2030 UN Sustainable Development Goals (SDGs). We are also an active member of GSMA and its various sustainability workstreams.

STAKEHOLDER ENGAGEMENT

We value the interests of both our internal and external stakeholders and engage them through regular dialogues. Stakeholders are identified based on their ability to impact and be impacted by the Singtel Group. We cover a comprehensive range of topics, using various platforms and feedback mechanisms.

Regular engagements allow us to gain a deeper understanding of all our stakeholders. Ensuring that our sustainability strategies, efforts and programmes address their evolving needs, interests and emerging concerns has enabled us to deliver positive impact.

We also regularly communicate with our investors to share our sustainability goals, plans and progress. At the same time, this allows us to understand their perspectives on ESG matters and its influence on their investment decisions. More details of our stakeholder engagements and expectations can be found on our sustainability **webpage**.

MATERIALITY ASSESSMENT

In 2023, we conducted an interim materiality assessment aligned with GRI 2021 Standards. The assessment validated the key material topics most relevant to Singtel Group. With the support of PwC Singapore, we followed the process described in Figure 5 on the next page.

Figure 5. Process to identify Singtel Group's material topics

Internal review of our business activities and relationships, and the ESG issues pertinent to the telecommunications and information and communications technology (ICT) industries through desktop research and peer benchmarking.

Listed the relevant potential and actual impacts of our operations, products and services, as well as major value chain activities.

Assessed the significance of each impact by considering its severity, including the potential for remediation of negative impacts and likelihood of occurrence for potential impacts.

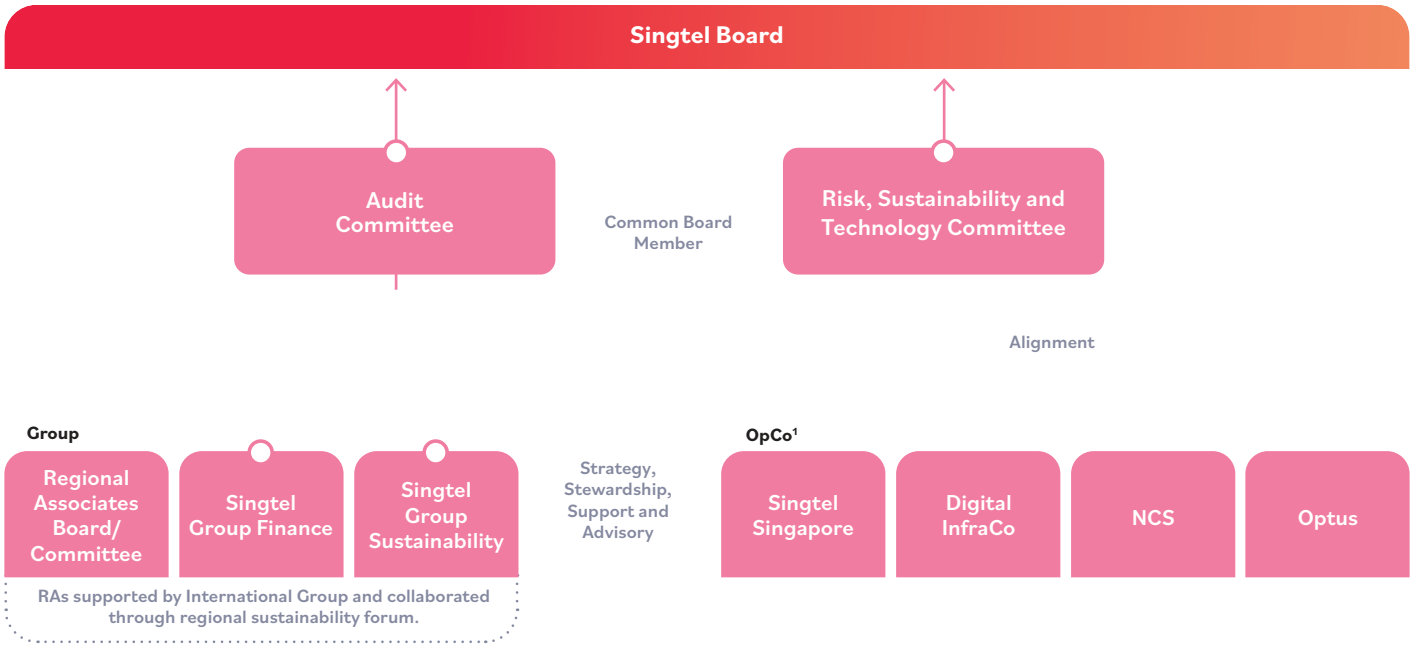
Prioritised the impacts according to their significance and derived a list of material topics.

MATERIAL TOPICS

We identified our key material topics through the GRI 2021 Standards and grouped them according to our four sustainability pillars.

Sustainability pillars	Material topics
Climate Change and Environment	• Climate change • Resource management
People and Future of Work	• Diversity, equity, inclusion and belonging • Employee safety and well-being • Talent attraction and development
Community Impact	• Digitally inclusive and empowered communities • Online safety
Sustainable Value Creation	• Sustainable supply chain management • Product and service quality • Ethical and fair business practices • Data and customer privacy

We conducted a double materiality assessment with the support of PwC Singapore to prepare ourselves for the IFRS Sustainability Disclosure Standards.



1. Optus (Singtel Optus Pty Ltd) and NCS (NCS Pte Ltd) are wholly-owned subsidiaries of Singtel, while Singtel Singapore and Digital InfraCo are major operating business units. For purpose of this SR2025, they are collectively referred to as OpCos.

Figure 6. Singtel Group risk and sustainability governance framework

This enhanced double materiality assessment considers the 'outside-in' perspective, which looks at how external sustainability factors impact our business, and the 'inside-out' perspective, which examines how our business activities impact the economy, environment and people, and consequently the sustainability-related risks and opportunities that may also arise from those impacts. The assessment was conducted at the OpCo level, accounting for the nuances and specific circumstances of each company and providing a comprehensive view of the key material topics for the Singtel Group. The results of this assessment, along with refreshed targets for the identified material topics, will be presented in our SR2026 next year.

SUSTAINABILITY GOVERNANCE AT SINGTEL

Sustainability remains a strategic priority at the highest levels of governance within the Singtel Group. The Board oversees the Group's sustainability strategy, including the management of sustainability and climate-related risks and opportunities (see Figure 6). It provides guidance to Singtel's business leaders and receives regular updates, at least twice a year, from senior executives on the Group's sustainability priorities, targets and progress. The Board also approves the annual sustainability report, which discloses our performance on key material topics, including climate change, ESG targets and associated risks and opportunities.

The RSTC supports the Board in overseeing the execution of the Group's sustainability strategy, driving alignment through group-wide policies, frameworks and programmes that advance our long-term commitments. It plays a key role in evaluating sustainability risks including climate-related risks and opportunities, and their impact on the Group's operations, business model and strategy.

The Committee meets regularly to assess progress against ESG targets, ensure timely risk mitigation and review key disclosures, drawing on external expertise when needed. Prior to the consolidation of the RSC and TRC on 1 September 2024, the RSC and TRC met twice and once, respectively. Following the consolidation, the RSTC met three times during the financial year ended 31 March 2025.

ESG considerations are integrated across all Board committees to ensure comprehensive oversight. The Executive Resource and Compensation Committee (ERCC) incorporates ESG KPIs into short- and long-term incentive plans for top executives. The Finance and Investment Committee (FIC) reviews sustainability-linked financing frameworks and decisions.

With the introduction of the new IFRS Sustainability Disclosure Standards by ISSB on sustainability reporting, the Audit Committee has taken on the additional role of overseeing climate-related financial disclosures in the Annual Report.

To support this, Group Internal Audit regularly undertakes reviews and assessments of sustainability governance and controls. The external auditors undertake limited assurance on relevant climate-related disclosures and indicators.

Key objectives of RSTC

Review the sustainability-related risks and opportunities of the Singtel Group.

Provide oversight of the execution of Singtel Group's sustainability strategy and progress towards long-term ESG commitments and targets.

Review sustainability targets and their link to the Group's performance, long-term value creation, and reputation as a responsible and sustainable company.

Review and endorse external sustainability and climate-related reporting and disclosures, the sustainability statement in the Annual Report and Sustainability Report.

Board skills and competencies

At Singtel Group, we recognise that a diverse and skilled Board is essential to building a resilient, innovative and successful organisation. Our Board Diversity Policy ensures that the Board comprises a balanced mix of expertise, experience, attributes and perspectives to guide the Group's long-term strategy and governance. The Corporate Governance and Nominations Committee (CGNC) is tasked with reviewing Board composition and overseeing succession planning to maintain effective leadership and Board renewal.

Currently, four Board members bring valuable knowledge and experience in corporate sustainability, reinforcing the Board's oversight of ESG matters. The Board places strong emphasis on continuous learning and capability building. All Directors are expected to undergo regular training to remain effective in their roles and stay abreast of key developments.

To strengthen the Board's oversight on ESG including climate-related matters, the RSTC has appointed external advisors with deep expertise in these areas. They include Ms Goh Swee Chen, former Chair of Shell Singapore and a recognised sustainability leader, as well as members of the Low Carbon Advisors Group who bring specialist knowledge in climate transition strategy and decarbonisation.

Table 1. Singtel Group sustainability governance

Governance body	Roles and responsibilities	Meeting and reporting cadence
Board of Directors	The Board oversees the overall sustainability and climate-related strategies, approves the material topics and targets which includes climate-related topics, reviews the progress and performance of the Group's climate commitments and strategy, and approves disclosures in the Annual Report and Sustainability Report including climate-related disclosures.	Twice a year for ESG matters.
Executive Resource and Compensation Committee (ERCC)	ERCC reviews and approves executive and management's compensation structure, and long and short-term incentives. ESG KPIs comprise 20% of these incentives, with climate-related KPIs representing one in five targets for both groups.	Twice a year to review KPIs and performance.
Board Finance and Investment Committee (FIC)	FIC approves sustainability-linked financing and associated ESG KPIs.	ESG related topics as required.
Board Risk, Sustainability and Technology Committee (RSTC)	RSTC assesses the sustainability risks and opportunities, including climate-related and their impact on the Group's overall business, ensuring alignment with sustainability policies, strategies and resources to achieve the long-term sustainability commitments and targets.	At least three times a year for sustainability and climate-related risks and opportunities.
Audit Committee (AC)	AC takes on the additional role to oversee the various sustainability-related financial disclosures in the Annual Report.	At least four times a year.
Group Chief Executive Officer (GCEO)	GCEO, a Board member and Chairperson of the Management Committee, is responsible for making climate-specific recommendations to the Board, related to strategy, performance, risks and disclosures.	Full participation at Main Board, OpCo Boards, Singtel Singapore ExCom and Singtel Management Committee.
Management Committee (MC)	MC, comprising all C-level senior executives, plans, reviews and approves Singtel Group's climate strategy and other ESG decisions and investments across all operations.	Monthly participation.
Group Risk and Compliance (GRC)	GRC, together with Group Sustainability, reviews and updates the risk register and conducts bi-annual risk assessments, including sustainability and climate-related risks. It ensures that the business has appropriate plans and mitigation measures in place to manage these risks.	At least once a year for sustainability related risk, including climate related risk.
Group Chief People and Sustainability Officer (GCPSO)	GCPSO has overall accountability for the management of sustainability. This role is supported by the Vice President of Group Sustainability who oversees sustainability strategy, programmes, execution, performance and disclosures across the Singtel Group operations in Singapore and Australia, including climate-related issues. GCPSO makes recommendations to GCEO and MC.	Regular participation.
OpCo Board Committee or OpCo ExCom	Each OpCo has their separate Board committee or ExCom which is accountable for the overall implementation and progress of respective sustainability strategy.	At least once a year for sustainability related risk, including climate related risk.

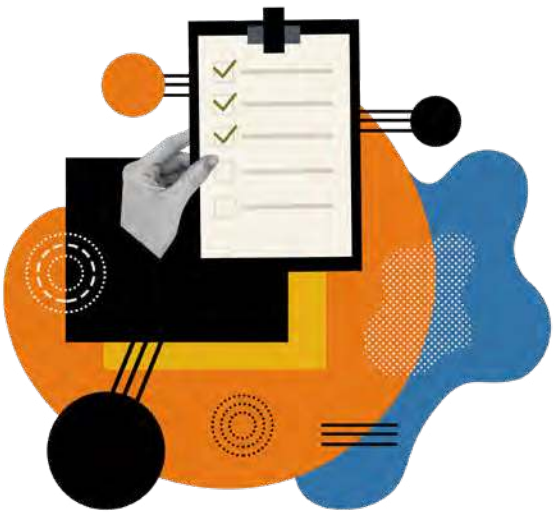
In compliance with Singapore Exchange (SGX) requirements, all Board members have completed mandatory sustainability training. In addition, the Board is regularly briefed on sustainability-related developments, including emerging trends, climate-related risks and opportunities, and the potential impact of sustainability issues on Singtel Group's operations and strategy.

Management structure

At the management level, the Singtel Group Management Committee serves as the overarching governance body responsible for driving the implementation of our sustainability strategy. This includes overseeing efforts to address climate-related risks and opportunities across the Group's operations. The Committee is supported by a dedicated Group Sustainability function, which manages broader ESG priorities including climate change. This function is led by a Vice President who reports directly to the Group Chief People and Sustainability Officer. It works closely with cross-functional steering committees and working groups across the OpCos to coordinate and operationalise initiatives aligned with our material sustainability topics.

To ensure alignment and accountability at the company level, each OpCo has its own Board Committee or ExCom responsible for sustainability. These committees provide strategic oversight, track progress against sustainability objectives and ensure that each OpCo complies with group-wide commitments while addressing its specific business context and regulatory requirements.

In addition, our GRC function, together with Group Sustainability, plays a key role in evaluating climate-related and emerging risks and reviewing mitigation plans.



MANAGEMENT OF ESG KPIS

We recognise the critical role management plays in advancing our sustainability agenda and achieving our sustainability goals. To embed accountability and drive meaningful progress, we have integrated collective ESG targets into the KPIs of our top executives, as well as into their short- and long-term incentive plans. This approach ensures greater ownership and reinforces the importance of sustainability across all levels of the organisation.

- 20% of our top executives' long-term incentive plans are tied to specific, time-bound ESG KPIs
- 10% of our Management Committee's annual balanced scorecard performance relates to ESG outcomes and is linked to their short-term incentive plans

These KPIs span four key themes:

- Climate change and environment, measured through recognised benchmarks such as CDP
- Responsible business and reputation, assessed via ESG ratings like MSCI
- Community impact, focusing on digital inclusion and enablement, and volunteering
- People and talent, including culture, diversity and retention metrics

The focus and weighting of these KPIs are calibrated to reflect each executive's level of influence and functional responsibilities. For example, executives overseeing energy-intensive functions may have a stronger emphasis on energy efficiency and decarbonisation targets.

These KPIs are cascaded throughout the organisation from Management Committee members to business units and departments, ensuring that individual performance bonuses and incentives are aligned with our sustainability priorities. To further embed sustainability across the organisation, operational ESG KPIs are also assigned to relevant employees. This approach strengthens alignment with group-wide targets, reinforces shared accountability, and fosters a culture of responsibility and performance at every level.

Risk management

Singtel Group adopts a proactive and structured approach to identifying, assessing and managing risks to minimise potential adverse impacts on our business and stakeholders. Our comprehensive Risk Management Framework outlines the governance structure for risk oversight, our risk philosophy, appetite and tolerance thresholds, management approach and key risk categories.

One of ten key enterprise risks identified for the Group is ESG, of which climate change is a critical subset. It is prioritised alongside other strategic operational risks such as human resources, information technology and cyber security.

We use our Enterprise Risk Management (ERM) rating and apply ERM methodologies to evaluate the impact and likelihood of identified risks. This allows us to assess and prioritise material sustainability and climate-related risks consistently across the Group. ESG risks and opportunities, including those emerging across our broader value chain, are regularly reviewed through stakeholder engagement and formal materiality assessments. Climate scenario analysis has also been conducted to understand the potential financial implications of climate-related risks (refer to the "Climate-related Risks and Opportunities" section on page 25 for further details).

Each OpCo and business unit is responsible for maintaining its own risk register and action plans, which are integrated into the annual business planning and budgeting cycle. For instance, at Optus, natural disaster risks such as cyclones, floods or bushfires are assessed in terms of their potential impact on network infrastructure and are managed accordingly by the Networks unit.

These risks, including climate-related ones, are continuously monitored and addressed through targeted mitigation strategies and internal controls. Each OpCo CEO submits an annual report detailing key risks, controls and indicators to their respective OpCo Board committee or ExCom for discussion and review. These reports are subsequently reviewed by the RSTC and feed into a group-wide risk assessment, which consolidates the risk portfolio across the Singtel Group to ensure alignment and effective oversight.

Ethics and compliance

At Singtel Group, we are committed to upholding the highest standards of integrity, corporate governance, and ethical conduct. Guided by our Group purpose and core values, we hold ourselves accountable for our decisions and actions, ensuring full compliance with all applicable laws and regulations. This commitment underpins our brand value and reputation, while safeguarding the interests of our stakeholders, including shareholders, employees, customers, business partners, vendors and creditors.

To embed a strong culture of integrity across the Group, we maintain a comprehensive governance framework that spans leadership accountability, corporate culture, robust internal controls, policies, risk management and employee training.

Our Group Internal Audit, Risk and Compliance, Legal, and People and Sustainability teams work closely with OpCos and business units to continuously strengthen governance practices, raise awareness as well as equip employees with tools, training and resources needed to uphold ethical conduct in all business activities.

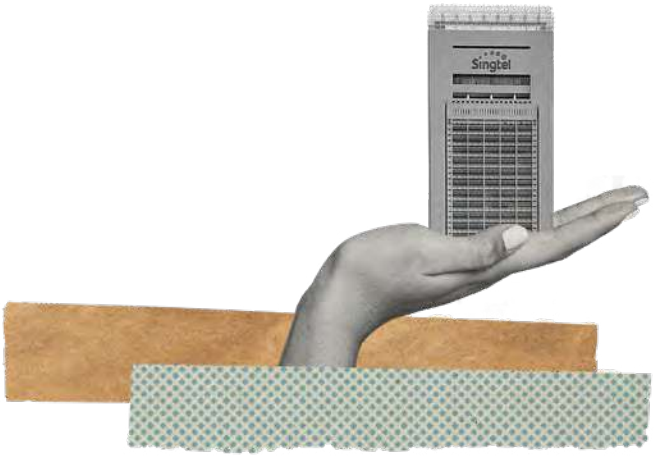
To further enhance policy governance, we launched the Singtel Group Policy Management Framework in FY2025. This framework provides a structured and consistent approach to developing and managing key Group policies, including standardised documentation, review protocols and an authority matrix for policy approvals.

We adopt a zero-tolerance stance toward fraud, bribery, corruption and any form of unethical behaviour. Every employee, regardless of role or seniority, is expected to abide by the Singtel Group Code of Conduct. The Board of Directors abide by the Singtel Group Code of Business Conduct and Ethics, while our suppliers are expected to comply with the Singtel Group Supplier Code of Conduct.

All employees, including contract staff, must complete mandatory annual online training on the Code of Conduct, Fraud Awareness and Anti-Bribery and Corruption (ABC) Policy. They are also required to submit an annual declaration of any potential conflicts of interest. These requirements reinforce our commitment to ethical behaviour and transparent business practices across the organisation.

Reflecting our strong governance standards, Singtel Group was ranked 4th in the 2024 Singapore Governance and Transparency Index. The Index evaluates listed companies on board effectiveness, shareholder rights, stakeholder engagement, internal accountability and disclosure practices.

Please refer to the "Ethical and Fair Business Practices" section on page 86-89 and the Corporate Governance section in our Annual Report for more information about our policies and controls.



2025 SUSTAINABILITY GOALS AND PROGRESS

Material topic	2025 targets	FY2025 achievements
Climate Change and Environment		
Climate change	Reduce absolute scope 1 and 2 carbon emissions from 2023 baseline by 55% by 2030. Reduce scope 3 carbon emissions from 2023 baseline by 40% by 2030. Continue to invest in network adaptation and resilience, while disclosing long-term climate change risks and mitigation in line with the TCFD framework.	In FY2025, scope 1 and 2 absolute emissions are 355,768 tCO_2e, representing a decrease of 14.0% from last year. This marks a 19.3% reduction, equivalent to 84,832 tCO_2e, compared to our 2023 SBTi baseline of 440,600 tCO_2e. Since 2015, our scope 1 and 2 absolute emissions have reduced by 30.5%, exceeding the 25.0% reduction target set for FY2025. We met our Sustainability Performance Target (SPTs) for our Sustainability-linked financing. In FY2025, scope 3 absolute emissions are 2,309,368 tCO_2e for all categories and 2,220,348 tCO_2e for categories included in our SBTi target (categories 1, 2, 11, 13, 15). Compared to the 2023 SBTi baseline of 3,622,512 tCO_2e, our scope 3 emissions for the selected categories decreased by 38.7%. Refer to Table 1 on page 24 for the explanation of year-on-year changes to all 15 scope 3 categories. Achieved 'A' score in the revamped CDP 2024 Climate Change assessment[1].
People and Future of Work		
Diversity, equity, inclusion and belonging	32% female employees in management by 2025.	30.6%[1,2]
Employee safety and well-being	Zero fatalities. Well-being score above 80%.	Zero fatalities. 75%
Talent attraction and development	Training investment of S$90 million from 2021 to 2025. Attrition of high performers at no more than 60% of normal attrition.	Invested S$19.7 million in FY2025, bringing cumulative training investment since 2021 to over S$97.8 million. 58.2% of normal attrition rate in FY2025[1,3]
Sustainable Value Creation		
Sustainable supply chain management	No major human rights incident in our supply chain.	No major human rights incident in our supply chain.
Product and service quality	Continue to develop new digital business and services to meet customers' changing demands. Continue to uplift customer experience and remain as service provider of choice.	We continue to drive and embed innovation in our consumer, enterprise and digital businesses and operations, with 5G as an enabler for our customers, community and the environment.
Ethical and fair business practices	Uphold the highest standards of responsible business practices with no major controversies that result in regulatory fines, sanctions and/or doubled monthly customer churn rate.	In 2024, Singapore's Health Sciences Authority (HSA) imposed a fine on SingNet for S$1,000 for a breach of the Tobacco (Control of Advertisements and Sale) Act 1993[1].
Data and customer privacy	Uphold the highest standards of customer data privacy protection and cyber security measures in adherence to data protection laws – PDPA in Singapore and Privacy Act and Telecommunications Act in Australia – with zero major incidents.	We conduct our business in strict adherence to data protection laws in Singapore and Australia. In Singapore, we recorded five privacy incidents, and two incidents where customers continued to receive marketing messages despite unsubscribing. We continue to educate our employees and improve practices and processes to reduce the recurrence of data breaches[1].

1. These are selected targets tied to top executive ESG KPIs.
2. The percentage of female employees in management covers only the Singapore OpCos and Optus. This ESG KPI was set prior to subsequent organisational changes and acquisitions.
3. The attrition rate of high performers covers the Group, excluding the acquired companies of NCS Australia in 2022. This ESG KPI was set prior to subsequent organisational changes and acquisitions.

SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGS)

Our six priority UN SDGs represent the areas where we believe we can create the most significant impact for our society and environment. These SDGs are aligned with our key focus areas and programmes. Our sustainability strategy is underpinned by SGD 17 – Partnerships for the Goals – as a sustainable future for all requires the commitment and effort of all stakeholders involved.

UN SDGs	Description	Singtel Group's position	Examples of Singtel Group's efforts
	Goal 3: Good Health and Well-being Ensure healthy lives and promote well-being for all at all ages.	Singtel Group strives to ensure good physical and mental health for our people at the workplace and in our community, including online safety and cyber wellness.	Partnered mental healthcare provider Intellect to offer 24/7 digital mental well-being support for all Singtel and NCS employees and their dependants (page 56). The Optus Digital Thumbprint programme provides complementary educational workshops, guides and resources to support children, youth and their families (page 73-75).
	Goal 8: Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Singtel Group is committed to developing our people and the community and creating a vibrant work environment across our global operations that enables individual, business and market success.	Expanded union representation to include managerial-grade employees and attained Progressive Wage Mark and Progressive Wage Mark Plus accreditation for fair and progressive employment practices (page 51). Supported over 3,400 employees in transitioning to future-ready roles through the Professional Conversion Accelerator and structured upskilling (page 64).
	Goal 9: Industry, Innovation and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.	Singtel Group innovates continuously to bring the best services to our customers and collaborates with changemakers to build an effective and sustainable ecosystem.	Singtel Group Future Makers (SGFM) was launched in 2016 to support social enterprises that harness technology to develop innovative solutions and advance social impact (page 75). Singtel collaborated with Samsung Electronics Singapore to unlock trailblazing network slicing capabilities, enabling enterprises to prioritise connectivity resources for apps and specific users (page 85).
	Goal 11: Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient and sustainable.	Singtel Group leverages our ICT competence to develop solutions that improve quality of living and societal inclusion, and focuses on building a resilient network infrastructure.	Invested S$335 million in Singapore and Australia in FY2025 to improve energy efficiency, reduce emissions and improve network resilience against physical risks and disasters to continue serving our customers (page 29). Singtel introduced Mobile Protect for our 5G postpaid customers to enhance mobile security. This network-level service provides protection against a wide range of cyber threats (page 85).
	Goal 12: Responsible Consumption and Production Ensure sustainable consumption and production patterns.	Singtel Group actively monitors and improves our resource and waste practices to increase circularity in our business operations and supply chain.	Committed to the GSMA target of retrieving at least 20% of new mobile devices distributed directly to customers through our takeback and e-waste recycling programmes by 2030 (page 36). Involved in circular economy initiatives such as providing e-waste bins for employees, offering customer takeback service for e-waste, conducting our first e-waste collection drive to refurbish or recycle old electronics from over 2,000 households, and implementing recycling and upcycling programmes (page 41).
	Goal 13: Climate Action Take urgent action to combat climate change and its impacts.	Singtel Group is committed to minimising our environmental footprint in our business operations and value chain to meet our carbon reduction targets.	Signed new renewables energy power purchase agreements in both Singapore and Australia to increase the share of renewables used in our operations (page 35).

02

Climate Change and Environment

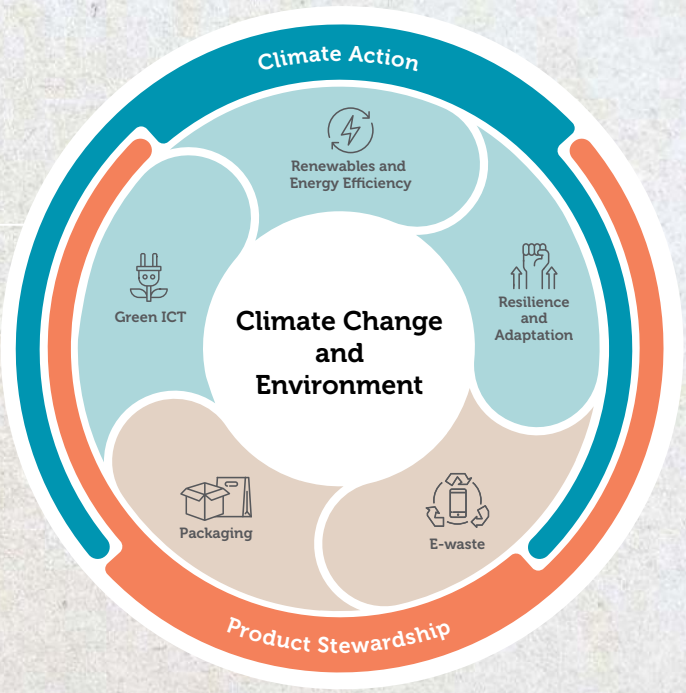


Figure 1. Singtel Group environmental framework

Our Strategy and Commitment

Singtel Group commits to reaching net-zero GHG emissions across our value chain by 2045. We incorporate climate-related considerations across our business to improve operational resilience and provide sustainable value for our stakeholders. Please see Figure 1 for our environmental framework.

Our commitments

Amid record-breaking heatwaves and growing evidence of climate-related risks, the 29th United Nations Climate Change Conference (COP29) in Baku, Azerbaijan reaffirmed the urgency of global climate action. The conference also reinforced the critical role the private sector must play in achieving the goals of the Paris Agreement. At the same time, evolving geopolitical dynamics, particularly shifts in climate policy from major economies such as the United States, may influence the pace and direction of global climate ambition.

Against this complex and shifting backdrop, Singtel Group remains firmly committed to advancing climate action across our value chain. We recognise that the path to net-zero will not be linear and that implementation challenges will arise. Nevertheless, we are embedding climate considerations into business planning, investment decisions and operations where feasible, balancing ambition with operational resilience and long-term value creation for our stakeholders.

Singtel Group was the first telecommunications company in Asia to have our climate targets validated by the Science Based Targets initiative (SBTi) and commit to achieving net-zero emissions before 2050. In FY2024, we brought this goal forward to 2045.

Our revised net-zero target, aligned with SBTi's 1.5°C pathway, was revalidated in December 2023 under the SBTi Corporate Net-Zero Standard.

Our SBTi targets were derived using a cross-sectoral methodology and cover all seven greenhouse gases in the GHG protocol. We have chosen FY2023 as our new base year, to reflect more recent business conditions. By strengthening our targets and taking a measured, pragmatic approach to implementation, we aim to drive credible decarbonisation while maintaining business agility and growth.

Singtel Group's SBTi targets based on FY2023 baseline:

Overall Net-Zero Target

Singtel Group commits to reach net-zero GHG emissions across the value chain by FY2045.

Near-Term Targets

Singtel Group commits to reduce absolute scope 1 and 2 GHG emissions 55% by FY2030 from a FY2023 base year.[1]

Singtel Group also commits to reduce absolute scope 3 GHG emissions from purchased good and services, capital goods, use of sold products, downstream leased assets and investments 40% within the same timeframe.

Long-Term Targets

Singtel Group commits to reduce absolute scope 1, 2, and 3 GHG emissions 90% by FY2045 from a FY2023 base year.[1]

[1] The target boundary includes land-related emissions and removals from bioenergy feedstocks

Our sustained efforts in emissions reduction, target setting, value chain engagement and enhanced environmental disclosures have once again been recognised with an 'A' score in the revamped CDP 2024 Climate Change assessment. Singtel is the first Southeast Asian telecommunications company to achieve this highest rating by CDP, underscoring the strength and credibility of our climate strategy.

Our climate action plan focuses on decarbonising across the value chain and is built on three actions:

1. Reduce GHG emissions
We are managing greenhouse gas emissions in line with the 1.5°C ambition of the Paris Agreement and aiming to reach net-zero by 2045. This includes implementing energy efficiency measures and transitioning to renewable energy (refer to the "Decarbonise" section).

2. Manage transition risks
We are linking emissions and financing through internal carbon pricing to quantify our carbon footprint and drive behaviour change across the business (refer to the "Decarbonise" section).

3. Manage physical risks
We are adapting our network to withstand climate-related disruptions and advocating for broader climate action with our stakeholders (refer to the "Defend" section).

During the year, Singtel Singapore, Digital InfraCo and NCS maintained their ISO 14001 Environmental Management System (EMS) certification, demonstrating our continued commitment to systematic environmental impact management. We adhere to the Singtel Group Environmental Policy and continue to strengthen our EMS framework to ensure compliance with applicable laws and regulations in our markets. There were no environmental-related sanctions or legal actions against Singtel Singapore, NCS, Digital InfraCo or Optus during the year. In our Singapore operations, there were a total of nine recorded cases of mosquito breeding incidents, resulting in fines totalling less than S$2,000. All affected areas were promptly addressed and rectified to prevent recurrences.

We also complemented our Group Environmental Policy with a public climate statement (**Singtel Group Climate Statement**) which highlights our commitments and intention in driving climate action.

4D ENVIRONMENTAL SUSTAINABILITY STRATEGY

Our commitment to responsible business conduct, operational resilience and minimising environmental impact remains central to how we create long-term sustainable value for our stakeholders. Recognising the scale and complexity of the climate challenge, we continue to adopt a practical, outcomes-driven approach.

Our 4D environmental sustainability strategy, **Defend, Decarbonise, Dematerialise** and **Deliver**, launched last year, provides a clear approach to focus our efforts, build on our progress and accelerate our path toward net-zero.

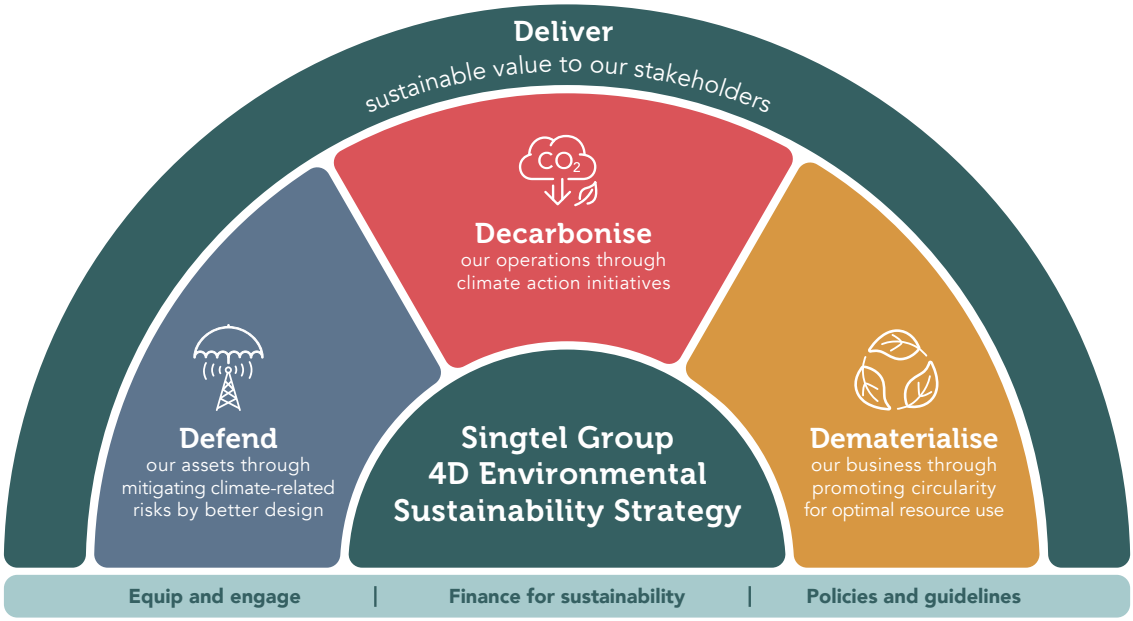


Figure 2. Singtel Group 4D environmental sustainability strategy

To put this strategy into practice, we have identified three key enablers:

1. **Equip and engage**
   We take a whole-of-organisation approach to build awareness and embed sustainability into our culture. This includes upskilling employees with relevant green capabilities tailored to their roles and empowering them to make more sustainable choices in their daily work.
2. **Finance for sustainability**
   We ensure that our sustainability actions are backed by robust financial frameworks, including internal carbon pricing and sustainable financing tools that support more informed and accountable decision making.
3. **Policies and guidelines**
   We continually strengthen our internal governance, including the introduction of the Singtel Group Responsible Procurement Policy, to ensure our operating procedures and sourcing decisions support long-term sustainability objectives.

CLIMATE CHANGE

GHG emissions performance for FY2025

Singtel Group's total GHG emissions for scope 1, 2 and all 15 categories of scope 3 in FY2025 was 2,665,136 tCO_2e. This represents a reduction of 231,522 tCO_2e or 8.0%, compared to FY2024. Figure 3 shows the breakdown of Singtel Group's scope 1, 2, and 3 emissions.

Our validated SBTi targets cover scope 1 and 2, as well as scope 3 categories of purchased goods and services (category 1), capital goods (category 2), use of sold products (category 11), downstream leased assets (category 13) and investments (category 15). The equivalent total emissions for scope 1, 2 and 3 based on our SBTi baseline boundary for FY2025 is 2,576,117 tCO_2e.

Scope 1 and 2 emissions for FY2025 was 355,768 tCO_2e, representing a 14.0% reduction from the previous year. This marks a 19.3% reduction compared to our 2023 SBTi baseline of 440,600 tCO_2e, and a 30.5% reduction compared to our 2015 emissions, with 2015 being the year our sustainability performance targets (SPTs) are measured against. With this, we achieved our SPTs for sustainability-linked loans (SLLs) and sustainability-linked bonds (SLBs) for the year.

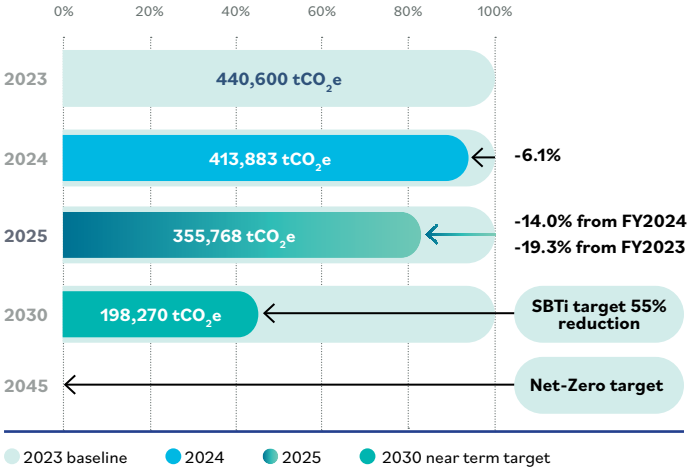
Scope 3 GHG emissions for FY2025 stands at 2,309,368 tCO_2e. Emissions from the scope 3 categories covered by our SBTi target (categories 1, 2, 11, 13 and 15) amounted to 2,220,348 tCO_2e, representing a 38.7% reduction from the 2023 SBTi baseline of 3,622,512 tCO_2e.

Singtel Group scope 1 and 2 emissions

In FY2025, scope 1 emissions increased by 57.2% and scope 2 market-based emissions decreased by 15.5%, compared to FY2024. This is equivalent to a net reduction of 58,115 tCO_2e, or 14.0% in scope 1 and 2 emissions from the previous year.

Figure 3. FY2025 Singtel Group scope 1, 2 and 3 GHG emissions

Figure 4. Scope 1 and 2 SBTi targets



Given their negligible significance in our operations, ozone depleting gases and other GHGs, such as perfluorocarbon, nitrogen trifluoride and sulfur hexafluoride are not reported. Figure 4 illustrates the year-on-year performance of scope 1 and 2 emissions, along with our interim and net-zero targets.

During the year, we continue to make progress in reducing operational emissions by transitioning more of our vehicle fleet to electric and hybrid models, and improving chiller systems, which led to fewer break-fix incidents and better control of refrigerant leaks. This improvement, however, was negated by the increase in scope 1 emissions due to the inclusion of a fire suppressant gas with high global warming potential in our reporting scope.

Our market-based scope 2 emissions for FY2025 was 342,540 tCO_2e, with reductions driven by two key factors. First, there was an increase in the retirement of Energy Attribute Certificates (EACs) across both local and overseas operations. Renewable energy adoption remains a core focus of our decarbonisation strategy.

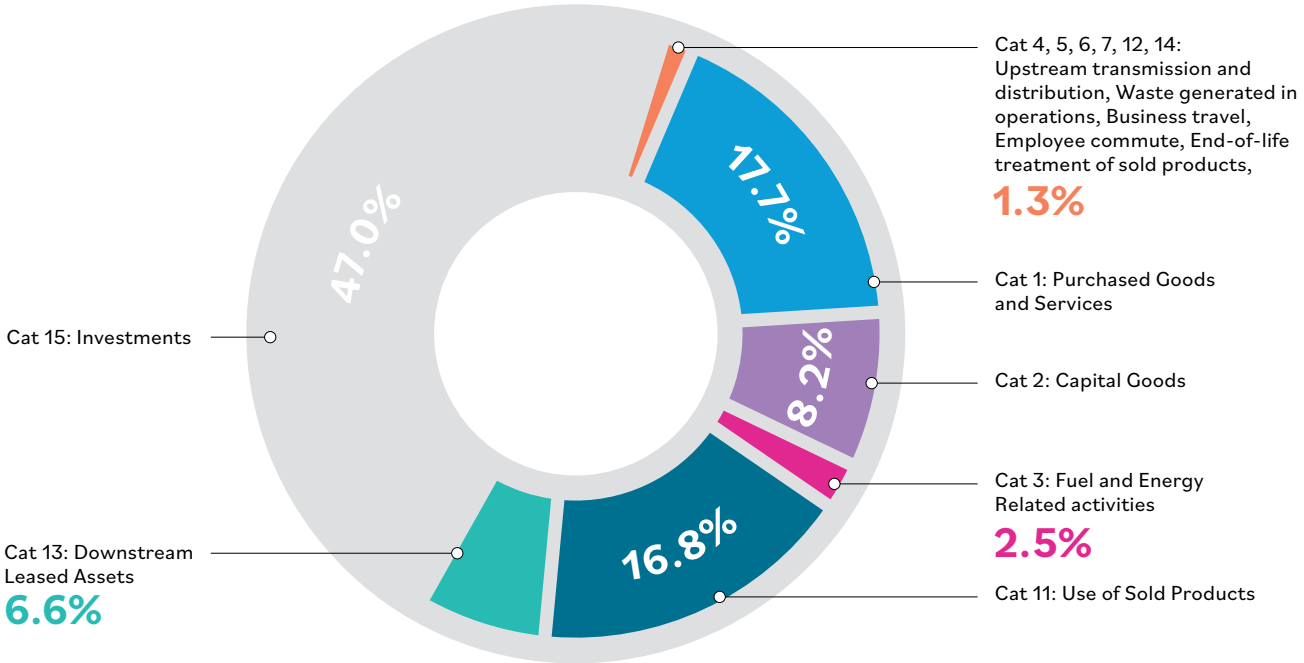


Figure 5. FY2025 Singtel Group full scope 3 emissions breakdown

In FY2025, 20.4% of our electricity consumption was backed by renewable sources, up from 9.3% last year. A total of 157,545 EACs were voluntarily surrendered during the year across the Group.

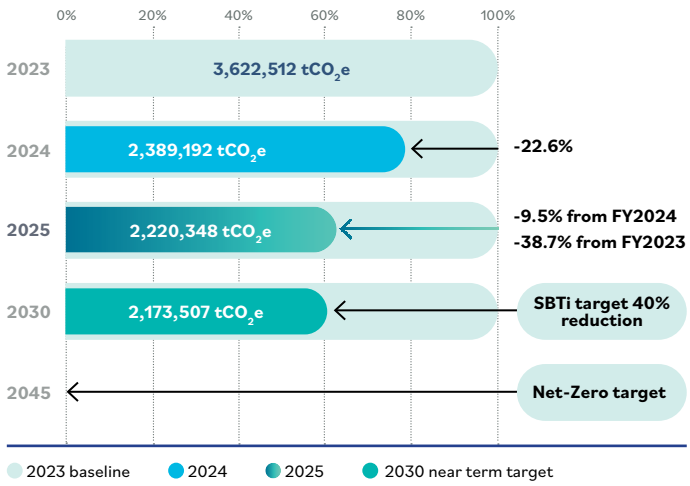
Second, total electricity consumption across our operating companies decreased by 2.3% compared to FY2024, supported by ongoing energy efficiency initiatives. Starting in FY2025, we expanded our scope of coverage for scope 1 and 2 emissions to include Singtel Global Offices and NCS International Offices. For completeness, we have also applied this expanded scope retrospectively to our FY2024 figures.

Singtel Group scope 3 emissions

The total indirect GHG emissions under scope 3 for the Group in FY2025 stood at 2,309,368 tCO_2e, reflecting a 7.0% decrease compared to previous year. Categories 15, 1, and 11 were the top three contributors to our scope 3 emissions, collectively accounting for 81.4% of the total. The overall decrease in emissions during the year was primarily driven by reductions in these key categories, as shown in Table 1 and Figure 5.

Category 1 decreased by 15.2% despite higher spending on purchased goods compared to FY2024. This reduction was primarily driven by the application of more company-specific emission factors in our hybrid accounting methodology, which provided a more accurate reflection of emissions associated with procurement and capital expenditure.

Figure 6. Scope 3 SBTi targets (Cat 1, 2, 11, 13, 15)



Category 11 emissions fell by 9.3% due to lower grid emission factors in Singapore and Australia and better energy efficiency of newer handset models, despite a slight increase in volume of sales for modems and routers compared to last year.

Category 15 emissions declined by 2.9%, despite expanded coverage due to business growth of several associates. Many of our associates reported reduced fossil fuel usage due to transition to cleaner vehicles for scope 1 and increased deployment of renewable energy for scope 2.

Table 1. Singtel Group scope 3 emissions

Category	FY2025 (tCO_2e)	FY2024 (tCO_2e)	Reasons for emissions change from FY2024	% change from FY2024	
Total scope 3 emissions	**2,309,368**	2,482,775		↓	**-7.0%**
1: Purchased goods and services	**408,606**	482,020	We continue to refine our hybrid accounting methodology and were able to increase the usage of more relevant and specific emissions factors (EFs) instead of applying average industry EFs. More specifically, we managed to: 1) Increase the use of company-specific EFs for Singtel Singapore, Digital InfraCo and NCS suppliers 2) Apply CDP sectoral average EFs for Singtel Singapore, Digital InfraCo and NCS suppliers. CDP sectoral EFs has more granular activities data to match our activities. With the amount of spend in this category remaining relatively stable, these resulted in a decrease in emissions for the category.	↓	**-15.2%**
2: Capital goods	**188,856**	208,316	1) Decrease in capital expenditure in Optus and NCS. 2) Increased usage of company-specific EFs in Optus through their supplier engagement programme. 3) The decrease was moderated by an increase in capital expenditure by Singtel Singapore and Digital InfraCo for infrastructure fit-out and replacement works.	↓	**-9.3%**
3: Fuel use and energy-related activities	**58,329**	65,371	1) Reduced electricity consumption from all OpCos contributed by on-going energy efficiency efforts. 2) Decline in related EFs in Australia.	↓	**-10.8%**
4: Upstream transportation and distribution	**4,168**	3,518	1) Due to a higher volume of deliveries driven by an increase in sold products in Optus.	↑	**18.5%**
5: Waste generated in operations	**2,654**	2,925	1) Decreased volume of landfill waste from Optus. 2) Reduction in general waste incinerated by 81% due to moving out of Comcentre as well as a reduction in fibre waste generated in Singapore. 3) The reduction, however, has been moderated by an increase in waste generated by NCS due to the inclusion of overseas entities.	↓	**-9.3%**
6: Business travel	**11,153** (Gross) **10,203** (Net)	12,563	1) Increase in NCS business travel due to international expansion. 2) The other OpCos significantly reduced their business travel, resulting in an overall decrease in emissions.	↓	**-11.2%** (Gross) **-18.8%** (Net)
7: Employee commuting	**9,057**	4,234	1) Updated the calculation with a new employee commute survey conducted in January 2025 for Singtel Singapore, Digital InfraCo and NCS employees, where we accounted for actual distance between home and work instead of previous rough estimates. 2) Optus reported an increase in the average commuting distance compared to last year, further contributing to the rise in emissions.	↑	**113.9%**
11: Use of sold products	**386,822**	426,601	1) Lower grid emission factors in Singapore and Australia compared to last year. 2) Improved energy rating for newer handset models. 3) However, more products were sold in the year hence moderated the reduction.	↓	**-9.3%**
12: End-of-life treatment of sold products	**2,199**	2,253	1) Large reduction in the average packaging weight across all products in Optus. 2) This reduction is partially offset by the increase in the quantity of products sold and the use of higher local emission factors from the Singapore Emission Factor Registry (SEFR) for the incineration of plastic and paper.	↓	**-2.4%**
13: Downstream leased assets	**152,106**	156,464	1) Decrease in usage of tenanted space for the year.	↓	**-2.8%**
14: Franchises	**2,411**	2,720	1) Lower electricity grid emission factor and fewer franchisees in Australia.	↓	**-11.4%**
15: Investments	**1,083,958**	1,115,791	1) Decrease in emissions due to a reduction in scope 1 and 2 emissions of associates, driven by the transition to electric vehicles, lower fuel usage, and greater adoption of renewable energy, despite expanded coverage due to business growth. 2) This decrease was partially counterbalanced by the expansion of reporting to include additional regional branches and acquisitions by three other associates.	↓	**-2.9%**

The reduction in overall emissions is a result of our continued progress in managing our emissions, driven by targeted efforts in engaging our suppliers and associates as well as improvements in data accuracy through applying hybrid methodology more widely.

We made several advancements in refining our emissions accounting practices during the year. We expanded the use of CDP sectoral emission factors, supported by increased supplier participation in the CDP Supply Chain Programme compared to FY2024. This enabled us to apply more granular and sector specific data. Another methodological improvement came from our Singapore operations. Following the launch of the Singapore Emissions Factor Registry in October 2024, we incorporated locally-derived emission factors into our calculations to provide a more realistic representation of our emissions profile in the local context.

We updated the calculation of category 7 in Singapore through a new commuter survey with our employees. The organisation-wide initiative achieved a 40% response rate and provided more representative data on commuting patterns for our calculations.

As a result of these efforts across our value chain, the Group achieved a significant 38.7% reduction in scope 3 emissions compared to our 2023 SBTi baseline. See Table 1 on page 24 for the explanation of year-on-year changes to all 15 scope 3 categories.

Climate-related risks and opportunities

The results of climate scenario analysis summarised in this report are based on the 2022 assessment done in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and do not account for the changes our Group structure has undergone in the period elapsed. We have commenced the process of performing enhanced climate scenario analysis and financial modelling across our Group. This updated analysis will enable us to further refine our mitigation and adaptation efforts taking into account the restructured Group set-up.

In interpreting the climate scenario analysis results, it is important to remain aware of the limitations associated with a forward-looking assessment of this nature. Given the time horizons considered, the results are subject to uncertainty and a reasonable degree of judgement is required. The full results of our 2022 climate scenario analysis and financial assessments are presented in our standalone **TCFD Report**.

Modelling and analysis of climate-related risks and opportunities

Through climate risk assessments, we use scenario analysis to identify the climate related risks pertinent to Singtel Group, in addition to their associated opportunities and financial impact. Building on two previous smaller-scale climate scenario analyses, Singtel Group conducted its first organisation-wide climate scenario analysis in FY2022.

Physical risk modelling and analysis

Table 2 summarises Singtel Group's top 5 most material physical risks. To assess the extent of physical climate risk to our business, we modelled how vulnerable our assets are to extreme weather conditions, under two opposing Representative Concentration Pathway (RCP) scenarios taken from the Intergovernmental Panel on Climate Change (IPCC) 5th Assessment Report (see Table 3).

The IPCC has since released the updated Shared Socioeconomic Pathways (SSPs) scenarios as part of its 6th Assessment Report. The latest climate projections will be considered in the enhanced climate scenario analysis that we are currently undertaking.

We conducted the assessment over three time horizons: short term (2030), medium term (2050) and long term (2100). The model overlays localised climate hazards with asset costs to produce a financial output of Technical Insurance Premium (TIP), a risk indicator expressed as an absolute dollar number.

Table 2. Singtel Group's material physical risks

Risk	Risk description
Riverine flooding *Expected time horizon: Across all horizons*	Increased frequency and intensity of rainfall alter the frequency and intensity of river flooding, which can damage low-lying equipment and infrastructure assets.
Surface water flooding *Expected time horizon: Short to medium term*	Increased frequency of extreme rainfall leading to floods including flash flooding, which can damage low-lying equipment and infrastructure assets.
Extreme heat *Expected time horizon: Short to medium term*	New extremes of high temperatures, more frequent hot days and longer-lasting heatwaves, which can result in the loss of use or failure of equipment and infrastructure.
Coastal inundation *Expected time horizon: Long term*	Rising sea levels and higher incidence of extreme sea events including sea water flooding due to high tides, low air pressure and waves, which can damage coastal assets.
Bushfires *Expected time horizon: Short term*	Increased incidence of fire weather due to confluence of days with higher temperatures, high wind speeds and drier conditions. Flames and heat from burning vegetation can damage equipment and infrastructure.

Table 3. Physical risk climate scenario

Physical risk scenario	Assumptions
RCP 2.6 *Warming limited to 2°C (above pre-industrial levels) by 2100*	• 1.5°C policy ambition • Immediate policy reaction • Fast technology change • Medium use of carbon dioxide removal • Medium variation in regional policy
RCP 8.5 Warming *Warming exceeds 4°C (above pre-industrial levels) by 2100*	• 4°C+ policy ambition • No policy reaction • Slow technology change • Low use of carbon dioxide removal • Low variation in regional policy

For our qualitative analysis, we selected the hazards and assets most relevant to our business, and for the specific climate conditions in Singapore and Australia.

For Singapore, we conducted a high-level qualitative analysis of 82 Singtel assets located in flood-prone areas and hotspots identified by the Public Utilities Board (PUB).

The rest of our assets were excluded from the analysis as they were either deemed to be non-critical or housed in a building.

For our quantitative modelling, we narrowed down to ten assets most vulnerable to the range of hazards and core to our business, across distinct geographic locations. These assets were analysed in relation to the stated risk hazards. Given that precipitation stress typically manifests as flash floods in Singapore, we narrowed the focus of precipitation hazard to surface water flooding in this model.

For Australia, we included 1,909 assets in total, covering core assets like Controlled Environmental Vaults (CEV) towers, fibre mux and macrocells. We also considered three hazards, bushfires, riverine flooding and extreme heat, that were determined through an earlier pilot study in FY2021.

We assessed each asset's dependencies on power supply, looking at the failure probability of their nearest electrical substation and whether a hazard event may cut power supply to our assets. These inputs were used to derive the associated financial impact in the form of TIP.

Please refer to our 2022 TCFD Report for more information.

Physical risk assessment results

Table 4. Key results for Singapore and Australia

Items	Key results for Singapore	Key results for Australia
Critical hazards with highest potential financial impact	Without proactive and adaptive network design and deployment, we found surface water flooding and extreme heat to potentially have the highest financial impact on capital expenditure for asset repair or replacement in 2030 and 2050. The modelling found that the risk of sea level rise is low, as all coastal assets are currently sufficiently elevated.	Without proactive and adaptive network design and deployment, we found bushfires, riverine flooding and extreme heat to potentially have the highest financial impact on capital expenditure for asset repair or replacement in 2030 and 2050.
Asset type likely to incur highest average TIP	Without proactive and adaptive network design and deployment, exchanges are the asset type likely to incur the highest average TIP. Specifically, the average TIP could potentially increase by 10% per asset from 2030 to 2050 in the BAU scenario, due to their high replacement costs in Singapore.	Optus' macrocell assets have the highest average hazard TIP figures in both scenarios and all analysed years. We found that the average TIP for macrocells could potentially increase by about 13% per asset from 2030 to 2050, due to the high volume of macrocell assets at risk across Australia.
Critical sites at risk	As surface water flooding is our most significant physical risk, our critical sites found to be at risk are in low-lying, flood-prone areas such as the Central Catchment and Lower Seletar Reservoir.	We found New South Wales to be the state at highest critical risk of facing negative physical impacts from climate change. The assets at these locations are also at risk: Broulee (New South Wales), Caboolture (Queensland), and Green Head (Western Australia).

* Value at Risk percentage (VAR) is an asset's TIP expressed as a percentage of its replacement cost.

Transition risk modelling and analysis

Table 5 summarises Singtel Group's most material transition risks. Leveraging the previous FY2021 pilot scenario analysis, we refined and expanded our approach in FY2022 to quantify the potential financial impact of capital risk and risk of stranded assets, carbon pricing and counterparty risk.

We considered two net-zero 2050 transition scenarios, developed with reference to Network for Greening the Financial System (NGFS) (refer to Table 6). The analysis covered our Singapore and Australian operations across the same three time horizons: short (2030), medium (2040) and long term (2050).

We adjusted certain parameters from the FY2021 exercise, including the degree of warming ambition to reflect the global uptake of net-zero 2050 targets aligned with keeping global warming to 1.5°C or well below 2°C by 2100. In addition, we shifted focus from quantifying potential financial impact on the EBIT metric to a broader range of financial impacts, including capital expenditure and operating expenditures.

Through our qualitative analysis, we identified the transition risks that could impact our business. Five first-order levers were shortlisted from 12 universal levers commonly used for assessing climate risks. Further qualitative assessment led to the identification of the three most significant drivers posing the greatest impact to our business: carbon pricing, capital risk and risk of stranded assets, and counterparty risk.

For the quantitative modelling, we included volume and pricing of renewable energy for carbon pricing risk as well as capital risk and risk of stranded assets. We found these levers to be interdependent, with an impact on the security and mix of renewable energy that Singtel should procure. We also adjusted the modelling focus to account for differences in the operating context between Singapore and Australia.

Please refer to our 2022 TCFD Report for more information.

Transition risk assessment results

Carbon pricing

Based on the assumptions and context in the 2022 TCFD study across both scenarios and geographies, carbon pricing was found to have a minor financial impact on EBIT in 2030, potentially increasing in financial impact by 2050. The impact was found to be more severe in the delayed or disruptive decarbonisation scenario due to higher carbon prices, where it acts as a significant instrument to decarbonise rapidly in the disorderly scenario.

Capital risk and risk of stranded assets

This risk is found to be more relevant for our Singapore operations than Australia given the different business and asset mix, particularly for data centres.

If the data centres in Singapore fail to meet requirements based on national efficiency targets, we risk losing market share to more progressive service providers. As several of Digital InfraCo's incumbent data centres were built many years ago, our analysis has found that the majority of our capital expenditure on energy efficiency improvements needs to take place between now and 2030, to meet internal design Power Usage Effectiveness (PUE) targets.

Table 5. Singtel Group's transition risks

Risk	Risk description
Carbon Pricing *Expected time horizon: Short term*	Impact on Singtel and Optus earnings before interest and taxes (EBIT) as a result of the introduction of or increase in carbon price, an instrument that applies a cost to GHG emissions for emitters.
Capital Risk and Risk of Stranded Assets *Expected time horizon: Short to medium term*	**Singtel:** Energy efficiency (MWh) and Power Purchase Agreement (PPA) (S$) impact on Digital InfraCo's data centres to meet potential regulatory and market expectations of energy efficient and low carbon data centres. **Optus:** Value of assets that would be at risk as a result of assets being retired earlier than their natural capital depreciation schedule due to the transition to a low carbon economy.
Counterparty Risk *Expected time horizon: Medium term*	Impact on our business continuity due to disruptions to critical suppliers because of the economy's decarbonisation transition, as well as causing business and individual consumers to default on contractual obligations.

Table 6. Transition risk climate scenarios

Transition risk scenario	Assumptions
Net-zero aligned orderly transition *Warming limited to 1.5°C by 2100*	• 1.5°C policy ambition • Immediate policy reaction • Fast technology change • Medium use of carbon dioxide removal • Medium variation in regional policy
Delayed or disruptive decarbonisation *Warming limited to 1.8°C by 2100*	• 1.8°C policy ambition • Delayed policy reaction • Slow/fast technology change • Medium use of carbon dioxide removal • High variation in regional policy

We also found that emissions abatement for data centres would be primarily driven by renewable energy procurement rather than energy efficiency improvements.

In Australia, the bulk of investment is in mobile network infrastructure which tends to undergo upgrades more regularly, thereby reducing the risk of stranded assets from energy-related regulations. At the time this analysis was conducted, we deemed it unlikely that the Australian Government would introduce any significant energy efficiency targets on electricity-reliant assets to achieve its net-zero goals.

In addition, retirement of Australian assets will more likely be due to business as usual (BAU) technology upgrades rather than any specific energy efficiency requirements. Notwithstanding, increasing the sourcing of electricity linked to renewable energy is one way for us to offset residual emissions resulting from the energy intensity of our network in Australia.

Counterparty risk

Results from the supplier counterparty risk modelling study highlighted that more than half of our most critical suppliers (representing over S$750 million annually in contract value) appeared ready for the transition, largely due to ambitious emissions reduction targets supported by feasible action plans.

We also identified opportunities for further engagement with suppliers on their decarbonisation strategies. Based on our top-down sector-level analysis of our enterprise customers, we found that approximately 5% of our revenue from Singapore and Australia enterprise customers are in high-emitting sectors. This number is projected to decline over time as the sectors transition across both scenarios. The exposure is slightly higher for our Australia operations due to a small portion of higher risk revenue streams from livestock and coal in Australia's agriculture and electricity generation sectors.

Our assessment of individual consumer default risk in Australia showed there is insignificant exposure due to the high diversification of industries within each region, with overall risk profiles aligned with the overall decarbonisation trajectory of the Australian economy. This is further supported by the fairly inelastic nature of telecommunications demand, and the strong societal, business and government support for a just transition for workers and communities.

The potential risks are assessed to be greater where changing consumer preferences for companies with sustainable products and stronger climate commitments could influence purchasing preferences.

Climate-related opportunities

The last organisation-wide climate scenario analysis of Singtel Group in FY2022 analysis focused predominantly on climate-related risks and we have since undertaken an exercise to identify climate-related opportunities. This involved leveraging our ERM rating and methodologies, as well as conducting stakeholder engagement and materiality assessments.

We identified an initial list of opportunities through financial pathways which establish the causal links between changes in environmental and social factors, relevant national and global policies, and effects on businesses regarding costs, revenue and asset values. From there, we assessed opportunities based on a combination of size of potential financial effects, likelihood of occurrence and reliance on relationship and resources, leveraging our ERM rating and methodologies. Using a materiality threshold, we were able to determine the climate-related opportunities most pertinent to the Group.

Once identified and assessed, climate-related opportunities are managed at the business unit level through incorporation into the respective risk register, action plans, annual business planning and budgeting process.

Table 7. Initial list of opportunities that we have identified

	First-mover advantage from achieving net-zero emissions and greener data centres, hence attracting more customers as preference shifts towards green service providers and enabling corporate customers to achieve their net-zero targets.
	Price premium or increase in market share as a result of being a reliable and resilient telecommunications brand supporting the community in the face of extreme weather events.
	Cost effectiveness from more energy efficient operations due to energy savings and emissions avoidance.
	Innovative ICT solutions can minimise resource consumption in various sectors of the economy, including smart grid solutions and precision agriculture digital solutions.

Strategy to address climate-related risks and opportunities

We have undertaken various initiatives as part of our climate action plan to address physical and transition risks, as well as leverage climate-related opportunities. Our direct mitigation and adaptation efforts are an integral part of our 4D environmental strategy (refer to page 30-45 for details).

Addressing climate-related risks and opportunities forms an integral part of our annual business planning and budgeting process. Climate-related aspects have been integrated into various OpCos' planning process for FY2025. In addition, OpCos are now required to factor internal carbon pricing into emissions-intensive business decisions and develop greener products. A separate 'green budget' has also been allocated at the Group level to support pro-climate initiatives by our business units.

After the mitigation and adaptation measures outlined above, Singtel Group has relatively low risks. Two areas for improvement are accelerating the renewable energy transition and developing the competitiveness of data centres from an environmental sustainability perspective. By building climate resilience into the core of our corporate strategy and operations, we are well prepared for climate-related risks based on the scenario analysis outcomes.

Financial impacts of climate-related risks and opportunities

As part of our journey to further understand and address climate-related risks and opportunities, Singtel Group has begun assessing the financial impacts of the climate-related risks and opportunities identified through the climate scenario analysis exercise we conducted.

Based on our initial assessment, we found the following preliminary current (Table 8) and anticipated financial effects (Table 9) from climate-related risks. For the anticipated effects of climate-related risks and opportunities on our business, we are currently working to understand at a more granular level and will disclose more information in due course. The tables below show the potential financial impact that we have identified thus far.

Table 8. Investments in climate adaptation (physical risks) and mitigation (transition risks)

Amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities	FY2025	FY2024
Investment in climate adaptation measures	1.5M	7.8M
Investment in climate mitigation measures*	333.1M	89.0M

*Excluding carbon-pricing related expenditure

Table 9. Potential financial impacts of physical risk

Risk	Potential financial impact
Riverine flooding	**Income impact:** Revenue, market share, insurance premiums, operational cost of disaster recovery, supply chain risks and customer revenue from ICT service diversity **Balance sheet impact:** Asset impairment or write-down from damage, capital investment for adaptation or resilience building and capitalised cost of disaster recovery and renewable energy projects.
Surface water flooding	
Extreme heat	
Coastal inundation	
Bushfires	

Table 10. Potential financial impact of transition risks

Risk	Potential drivers	Potential financial impact
Carbon pricing	• Expenses related to carbon pricing • Costs of paying the carbon price • Costs of purchasing PPAs • Costs of purchasing offsets	**Income impact:** • Carbon tax, energy costs, carbon offsets, renewable energy purchase, ICT solutions enabling carbon footprint reduction for customers • Business disruption from counterparty and supplier risks **Balance sheet impact:** • Investments in energy efficient technologies or upgrades (chillers and lighting) and renewable energy projects • Asset impairment from new energy standards
Capital risk and risk of stranded assets	**Singtel:** Energy efficiency (MWh) and PPA (S$) impact **Optus:** Assets value at risk or earlier retirement	
Counterparty risk	**Suppliers:** Exposure of supplier contracts at moderate to high risk due to inability to transition. **Enterprise customers**: Exposure of business customer revenue at moderate to high risk due to inability to transition. **Individual customers:** Exposure of individual customer contracts at moderate to high risk due to inability of employment sectors to transition.	

To provide a clear direction to focus our efforts, build on our progress and accelerate our pathway to net-zero, our 4D environmental sustainability strategy with the four main approaches of **Defend**, **Decarbonise**, **Dematerialise** and **Deliver** was launched last year. This year, we continue to operationalise it within the various OpCos.

Defend our assets

The first pillar of our 4D environmental sustainability strategy focuses on defending our assets through leveraging improved design and infrastructure adaptation to mitigate climate-related risks. To ensure minimal disruption to our operations from the physical impacts of climate-related disasters, we are taking steps to protect our assets, including buildings and networks. This involves future-proofing our assets and increasing our network resilience.

With the increasing severity and frequency of extreme weather events, it is imperative that we integrate climate resilience into our strategy to maintain sustainable business operations. This includes the corporate offices, exchanges and data centres owned by Singtel Group, particularly in Australia where we have experienced frequent and severe storms, floods, cyclones, heatwaves, droughts and bushfires.

Increasing network resilience

Network quality and reliability across Singapore and Australia remain a critical focus area for Singtel Group. A resilient network with seamless operations minimises downtime and enhances trust with our valued customers.

A key part of building network resilience involves responding to the pertinent climate-related risks identified through our scenario analysis. In Singapore, surface water flooding poses the greatest financial risk to capital expenditures for asset repair or replacement. To mitigate this, we design new infrastructures with elevated platforms, enhancing flood resilience and long-term operational stability.

Additionally, to address the risk of extreme heat, we ensure our exchanges are equipped with adequate cooling systems to prevent functional disruptions.

In Australia, bushfires were found to be the dominant hazard for all asset types, except CEV for which riverine flooding is expected to be more significant in the 2100 timeframe.

The comprehensive steps we are taking to respond to the identified climate-related risks, and thereby increase the resilience of our network through mitigation and adaptation measures, are outlined in the "Climate-related Risks and Opportunities" section on page 25. In addition, having conducted a physical risk assessment and adaptation exercise in 2022 as disclosed in our TCFD Report, we are currently performing a refresh, and the results will be shared in due course.

As climate change and its associated impacts grow more severe, it has become increasingly important that consideration for climate-related risks is integrated into our climate adaptation strategy.

These risks have the potential to disrupt our networks, causing operational and financial implications. Our approach to climate resilience consists of four aspects: design, operations, response and collaborations (refer to Figure 7).

Figure 7. Approach to climate resilience

During the year, Optus implemented various measures to reduce the impact of extreme weather events on its network infrastructure in Australia. Optus strengthened its network resilience through implementing the following measures:

- Deployment of nine next generation SatCats and seven Cell on Wheels (COWs) when rapid connectivity and coverage were needed across Australia.
- Acquiring 22 new portable generators to reach 73 units, so that there is more capacity to restore and maintain power for customers during an outage.

- Equipping 188 mobile sites in disaster prone areas, remote locations, and sites with difficult manual access, with permanent generators, all of which include rigorous testing and maintenance procedures.
- Deploying 741 Critical Power Extenders (CPX) to extend our national network connectivity by an additional 12 to 18 hours through a longer supply of back-up power.
- Continuing to invest in the 'fire hardening' of its sites, which includes sealing cable entries, adding fire resistant mesh to support land access, avoiding the installation of timber retaining walls and clearing vegetation to further reduce possible damage in times of bushfire.

Community resilience and disaster response

Reliable telecommunications services are essential component to keep customers and communities connected during disaster response and supporting community during extreme weather events.

As the impacts of climate change are expected to increase in severity and frequency, physical risks such as floods and bushfires pose a growing threat to business operations and financial performance. It is therefore critical to prepare for natural disasters and extreme weather events. Whether facing cyclones, floods, droughts or bushfires, our network teams work diligently to ensure readiness and resilience, particularly for Optus in Australia, where such risks are more prevalent.

Optus continued to strengthen relationships with emergency management agencies across Australia. For example, its Networks Field Operations leadership team participated in the National Preparedness Summit hosted by the Government's National Emergency Management Agency (NEMA) in September 2024, ahead of the higher-risk weather season.

The Summit brought together key stakeholders from government, industry, and the not-for-profit sector to discuss how to help communities better prepare for, respond to and recover from disasters across Australia. Optus teams also collaborated with energy providers and engaged in national disaster response relationships and a coordinated approach for the benefit of customers and communities.

During the year, Optus supported customers and communities before, during and after Tropical Cyclone Alfred, which affected telecommunications access, sites and exchanges across south-east Queensland and northern New South Wales. They deployed crews to mobilise available generators, arranged for a helicopter and barge to be on standby to support the restoration of services, and positioned additional Optus employees at significant sites and evacuation centres in the region.

Figure 8. Decarbonisation strategy

Future-proofing our assets

We build and upgrade our buildings and exchanges to support business needs, while enhancing their performance. During the year, both DC West and KC2 achieved Green Mark Platinum recertification by the Building and Construction Authority (BCA) of Singapore. Digital InfraCo's latest data centre, DC Tuas, has also achieved Green Mark Platinum certification, reinforcing our commitment to sustainable design and operations. Once operational in 2026, DC Tuas is expected to be one of the most efficient and sustainable data centres in the industry. Re-development of Pasir Ris Telecommunication Facility started during the year to meet the BCA Green Mark Platinum level for data centres through enabling a low PUE of 1.3 at 100% IT load. Some of the environmental features incorporated into the development include achieving high recycling for demolition (85% for crushed concrete, 90% for scrap metal, 80% for horticultural waste), utilising sustainable construction materials, products and equipment (green concrete, certified green product), installing solar photovoltaic (PV) panel and providing hydrotreated vegetable oil (HVO) compatible diesel generator.

The facility also features liquid cooling systems ready to cater to future needs. As part of resiliency efforts, the facility is elevated two metres above Singapore Height Datum (SHD), to mitigate flood risks and ensure long term operational stability.

Decarbonise our operations

Decarbonising our operations through effective climate action is the second pillar of our 4D strategy. We continue to be guided by our decarbonisation strategy (Figure 8) which extends across scope 1, 2 and 3.

For scope 1 and 2, our reduction activities follow the Group's decarbonisation hierarchy with four key elements: Replacement and Electrification; Decommission and Consolidation; Optimisation and Upgrading; and Renewables Transition. For scope 3, we focus on responsible procurement, regional associates management and sustainable business innovation.

Scope 1 and 2 decarbonisation levers

Replacement and electrification

Replacing and electrifying our fleet remain a core component of our efforts to reduce scope 1 emissions. Singtel Singapore switched out a total of 36 diesel-powered vans to electric vehicles (EVs) during the year, bringing the total number of EVs to 86 which accounts for 56.2% of its vehicle fleet. We aim to changeover to 100% by FY2028. Complementing this, both Singtel Singapore and NCS in Singapore added another ten EV chargers at various facilities to cater to the demands of employees and visitors.

Similarly, during the year, Optus took steps to expand its hybrid fleet by switching out 42 cars to hybrid cars. This increases the total number of hybrid vehicles to 136, representing 93% of all passenger vehicle in the Optus fleet.

Decommission and consolidation

To reduce our energy demand, we review and decommission legacy equipment and platforms to optimise our operations and energy consumption.

During the year, NCS decommissioned a diesel-powered generator along with its fuel tank. This generator had become redundant due to the improved power resilience of its server rooms and decommissioning of data centre at NCS Hub. An estimated of 526 litres of diesel would be saved annually from monthly no-load tests and annual full-load tests.

Optimisation and upgrading

Optimising and upgrading is another key step in our decarbonisation hierarchy. Refer to Table 11 for the list of energy reduction initiatives in FY2025. Aligned with our target to optimise temperatures across 61 data hall and equipment rooms spanning a total of 16 sites, Singtel Singapore has successfully achieved a temperature of 24°C in six rooms. An additional three rooms have been optimised at a lower temperature range of 19-23°C. The remaining 52 rooms are already operating within optimal temperature ranges.

In parallel, Singtel Singapore is implementing energy-saving measures for our Radio Access Network (RAN) systems. Specifically, we are focusing on enabling deep sleep modes for N78 radios when network demand is low. As of January 2025, we have successfully completed a nationwide rollout in Singapore of the booster carrier sleep feature, generating estimated annual energy savings of 979.9 MWh.

Singtel Singapore upgraded two chiller plant systems at Orchard Exchange during the year for better performance. From selecting a more efficient chiller to designing a better cooling system and optimising operations with load balancing, the project achieved significant efficiency gains. Preliminary calculations suggest a 50% reduction in electricity consumption, from 1.4 kW/RT to 0.7 kW/RT. It is expected to deliver annual savings of 570 MWh.

Table 11. Energy reduction initiatives in FY2025

Energy reduction initiatives in FY2025	Description	Estimated annual savings (MWh)	GHG emissions avoided (tCO_2e)
Overhaul maintenance of chillers	Digital InfraCo has carried out overhaul maintenance of two chillers at KC2 DC. During the overhaul, both condenser tubes and evaporator were cleaned. Seals, gaskets and other components have been replaced.	341.6	140.7
Computer Room Air Handling Unit (CRAU) enhancement	Digital InfraCo has successfully completed 68 CRAU enhancements in KC2. Remaining CRAUs are configured with variable speed drive.	96.5*	39.8
Reconfiguration of Computer Room Air Handler (CRAH) operation parameters in DCW	Digital InfraCo has configured master slave for Computer Room Air Handler (CRAH) in DC West L2 to L5 to operate based on cooling demand rather than operating on fixed parameters.	4,048.8	1,668.1
Sustainable Retrofit / Migration Solution for Satellite Network Systems	Digital InfraCo has successfully completed several projects aimed at optimising our Satellite Network System for energy efficiency and performing a technology refresh.	19.1	7.9
Enhancement of Satellite Up and Down Converter System (UDC)	Digital InfraCo has enhanced the Satellite's UDC System to energy-efficient models.	0.2	0.1
Radio Access Network (RAN) Energy Efficiency Programme	Optus has optimised RAN performance through power reductions, efficient equipment, and technology shutdowns.	1,357.0	854.9
DeCalon (DCI) Electrochemistry Technology	NCS has used DCI in NCS cooling towers to enhance water recirculation and reduce chemical usage, resulting in energy savings.	60.4	24.9

* Energy savings is shared between tenant and Digital InfraCo.

Renewable transition

After optimising energy consumption, the next step is to focus on the supply side, where we aim to increase the share of renewables in our operations. We continue to drive our transition in accordance with our renewable energy strategy and approach. Please refer to Figure 9 for our progress for FY2025.

During the year, Singtel Singapore completed the installation of solar PV system at Woodlands Exchange. This is expected to generate approximately 270 MWh annually.

Digital InfraCo installed a new solar PV system on the roof of a chiller plant at its data centre DC West, with an estimated annual generation of 197.1 MWh. Similarly, as part of the National Solar Programme, Optus installed 1,517 kWp of on-site solar PV systems at 21 key Optus exchanges and satellite sites.

We will continue to roll out more on-site solar PV systems in the coming year, further enhancing our renewable energy capacity and reducing our emissions.

During the year, we signed a new RE PPA to deliver 30,000 MWh of renewable backed electricity to our operations in Singapore and retired another 16,000 unbundled Singapore RECs. For the first time, we retired 1,400 unbundled Malaysian RECs to offset for all the electricity consumed by our operations in Malaysia, making it 100% backed by renewables.

Over at Australia, Optus retired 75,000 LGCs in addition to the 35,145 MWh of renewable backed electricity delivered through a RE PPA. This brings the electricity backed by renewable energy sources of Optus to 21.3%.

conversion between satellite modems and amplifiers were improved from reliable uplink and downlink transmissions. By upgrading to advanced, energy efficient models, obsolete systems have been replaced for better sustainability and connectivity performance in satellite operations.

DC West solar PV system

Woodlands Exchange solar PV system

Scope 3 decarbonisation levers

Scope 3 decarbonisation requires a robust responsible procurement strategy, clear policies and strong supplier engagement, including capacity building. Our Singtel Safe Contractor Accreditation (SCA) programme has included environmental sustainability in its criteria since last year.

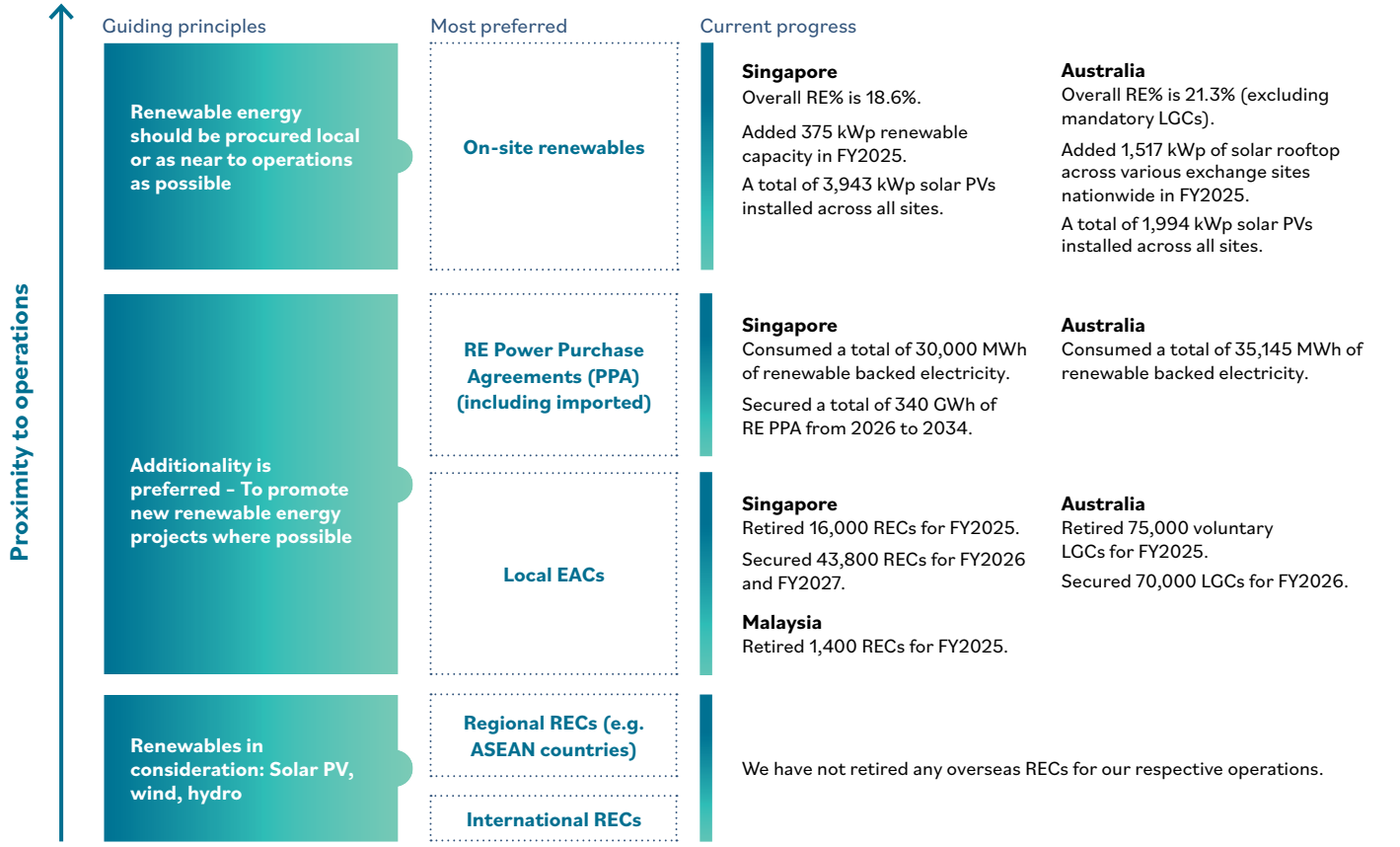


Figure 9. Renewable energy strategy and approach

During the year, 12 out of the 67 companies accredited under the SCA achieved positive environmental sustainability scores. The programme recognises and rewards accredited contractors, primarily Small and Medium Enterprises (SMEs), who excel in safety and sustainability practices.

The Singtel Group is also exploring the use of carbon credits to offset our residual emissions in order to achieve our SBTi targets. We will adhere to SBTi's guidelines for net-zero targets, which state that carbon offsets should not exceed 10% of a company's total target emissions. During the year, we offset approximately 950 tonnes of our aviation carbon footprint through the voluntary carbon offset programme by our preferred airline.

The nature-based carbon offset projects we have supported through this programme are verified in line with international standards by independent third-party auditors, according to the Verified Carbon Standard Program and Gold Standard.

Singtel Group will continue to consider the use of carbon credits in accordance with the Claims Code of Practice (CCP) by Voluntary Carbon Markets Integrity Initiative (VCMI), ensuring they are verified using international standards approved by the Integrity Council for the Voluntary Carbon Market (ICVCM). We will also engage carbon rating agencies to help us select high quality credits. We will look to invest in high quality carbon credits, with a preference for nature-based solutions that focus on carbon removal or avoidance and offer co-benefits such as biodiversity conservation and community development. All carbon credits must demonstrate clear additionality, undergo robust verification, and contribute to long term environmental and social impact.

Equipping and engaging

In an ongoing effort to mobilise the whole organisation towards our net-zero goal, Singtel Group has implemented several initiatives to engage our employees and regional associates in our decarbonisation journey.

We continue to organise quarterly meetings with OpCos and regional associates, including our annual Regional Sustainability Forum which was hosted by Telkomsel in Indonesia. These platforms enable the sharing of best practices, climate action measures and joint initiatives to support emissions reduction. Through these ongoing collaborations, we have developed a shared database of company and product emission factors for use across all regional associates.

Finance for sustainability

Singtel Group's sustainable financing framework, Olives, supports us in realising our mid to long term sustainability goals and net-zero goal by 2045.

In February 2025, our regional data centre arm, Nxera, secured a S$643 million five-year green loan. The funds will support the development of a new 58 MW data centre in Tuas, Singapore's most hyper-connected green data centre, with the highest power density and Green Mark Platinum certification. This marks our first aligned green loan under Singapore-Asia Taxonomy for Sustainable Finance by the Monetary Authority of Singapore. We continue to engage our joint venture partners and associates to embark on sustainability financing where relevant.

Internal carbon pricing

Since July 2023, business units have been required to incorporate internal carbon pricing (ICP) into emissions-intensive expenditures. Termed the emissions-weighted average cost of carbon (e-WACC), our implementation of an internal carbon fee is designed to highlight the long-term costs of emissions, to encourage greener and more sustainable choices.

ICP is applied during the development of business cases and the tender process, such that the cost of carbon is added to the total cost of ownership to create a holistic cost of ownership (HCO). Our e-WACC, averaging S$50 per tonne, is applied to expenditure exceeding 100 tonnes of carbon over its lifecycle. In FY2025, ICP was applied to 24 tenders.

To further support lower-carbon decisions, a dedicated green budget was allocated at Group level in FY2025. Of the 24 tenders, two were approved for green budget funding. Including the six projects that were carried forward from FY2024, we approved approximately S$13 million in drawdowns, supporting initiatives such as conversion to EVs, cooling tower upgrade and lighting control system changeover. We believe that the ICP positively impacts mindsets, changing buying behaviour within Singtel Group and encouraging suppliers to offer greener solutions to remain competitive.

RESOURCE MANAGEMENT

Dematerialise our supply chain through circularity

Effective resource management is a cornerstone of our environmental strategy. We leverage the principles of circularity and manage resources sustainably, particularly in electronic waste and packaging, to dematerialise our business.

Last year, we adopted a new set of targets developed by Global System for Mobile Communications Association (GSMA) which supports us in moving away from the conventional take-make-dispose model, in favour of increasing used mobile phone recovery and decreasing device incineration or disposal in landfills. By 2030, we commit to take back at least 20% of new mobile devices (handsets and tablets) distributed directly to customers through our various take-back and e-waste recycling schemes.

During the year, we successfully achieved 2.5% take-back rate, based on the data in the reports that we collated from our appointed waste and recycling vendors and partners.

Water management

Recognising the importance of water conservation, Digital InfraCo tracks Water Usage Effectiveness (WUE) for its data centres as part of its water management targets under the ISO 14001 framework. The Group also continuously explore other water-saving initiatives across the organisation.

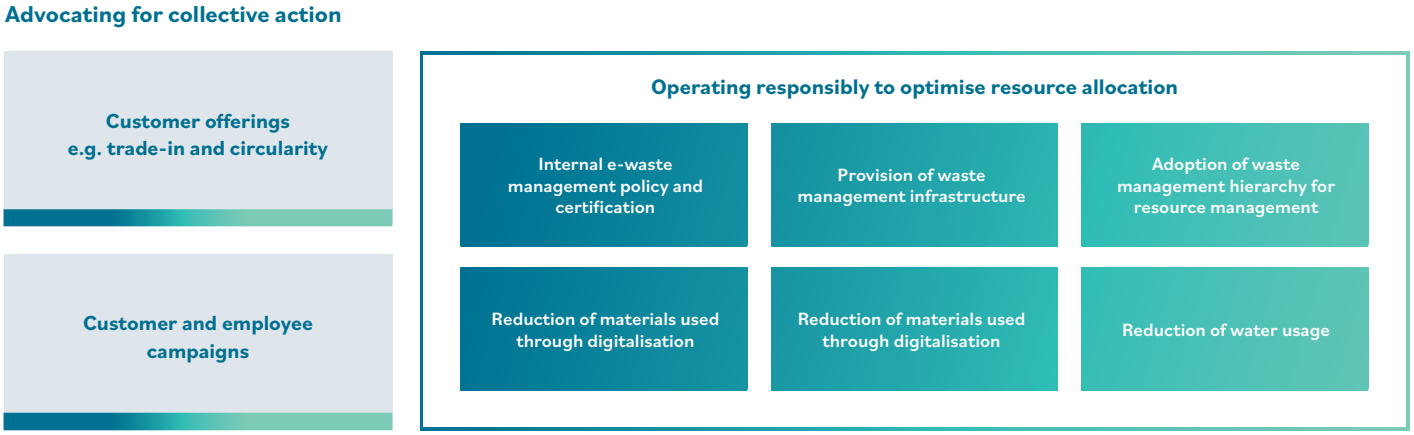


Figure 10. Dematerialisation strategy

session focused on how we are incorporating emissions considerations into our procurement processes.

Singtel Group Fundamentals of Sustainability Online Training

Training session for Singtel staff

One of the benefits of reducing cooling loads in some of the energy-saving efforts mentioned in Table 11 is reduced water usage in cooling towers. As a result, WUE at DC West and KC2 data centres improved from an average of 1.93 m^3/MWh to 1.87 m^3/MWh, and from 2.80 m^3/MWh to 2.72 m^3/MWh respectively, between FY2024 and FY2025.

Our Facilities Management team tracks the Cycles of Concentration (CoC) for cooling towers across three SuperCore sites and seven critical sites with the intent to optimise water usage. These assets include exchanges, stations, satellite hubs, cable hubs and Serangoon Hub. Having successfully obtained baseline CoC readings for all ten sites, which range between seven and ten, we target to improve the reading for each site by two.

Furthermore, NCS implemented DeCalon (DCI) Electrochemistry Technology in its cooling towers to enhance water recirculation and reduce chemical usage, resulting in water savings of 1,200 m^3 and energy consumption savings of about 60 MWh simultaneously.

In recognition of our water management efforts, Singtel Group achieved a 'B' score for Water Security, under our inaugural disclosure on water in the FY2024 CDP Disclosure.

We remain vigilant about our impact on water as a shared and limited resource. Given the water scarcity challenges in both Singapore and Australia, we are committed to sustainable water management practices, aligned with national infrastructure, regulations and standards for water use, recycling, and discharge treatment.

E-waste management

We are committed to ensuring proper management of end-of-life ICT equipment. Mandated by the Producer Responsibility Scheme (PRS) from National Environment Agency (NEA) in Singapore, Singtel Singapore collects and recycles customer premises equipment (CPE) produced and distributed by Singtel for the residential broadband market.

This includes Wi-Fi routers, mesh, Optical Network Terminals (ONT) and Optical Network Router (ONR) from faulty returns that are beyond warranty repairs.

Singtel Singapore also provides recycling collection for e-waste items like mobile phones, tablets, routers and modems through the PRS Operator, ALBA e-waste bin at our flagship shop and various customer touch points, such as our replacement centres.

During the year, we implemented a new take-back scheme with one of our logistics partners to accept e-waste at their warehouse for recycling with ALBA. As a result of these efforts, Singtel Singapore collected 69.7 tonnes of e-waste for recycling.

We ensure that items collected from customers are properly recycled. During the year, we condemned and sold an estimated 60 tonnes of CPEs to NEA-registered e-waste collectors for proper recycling and disposal.

Under the PRS, Singtel Singapore also pays an annual fee towards making e-waste disposal more accessible to the public through ALBA e-waste bins and collection drives across Singapore. During the year, ALBA collected 6.7 tonnes of CPE e-waste on our behalf, an increase of 2.1 tonnes from the previous year.

Additionally, on top of collecting e-waste for recycling, we provide Device Donation Bins for customers to donate their pre-loved electronic devices, where suitable devices may be repaired and redistributed to those in need. The Device Donation Bins, are placed in select Singtel stores across Singapore, including 313@Somerset, Jurong Point, Tampines Mall and Ang Mo Kio Hub.

Beyond providing more channels for customers to recycle their e-waste, we continuously enhance our e-waste management in our operations. In Singapore, we have established three e-waste bins at our SPC Hub, Bukit Timah Satellite Earth Station and Seletar Satellite Earth Station. All major offices in Singapore are now equipped with e-waste recycling bins.

During the year, Optus continued its 27-year partnership with the MobileMuster product stewardship programme, which enables customers to recycle end-of-life devices such as mobile phones, modems, smartwatches, smart home devices and gaming consoles through drop-off points at Optus retail stores or reply-paid recycling satchels. During the year, Optus customers recycled 8.6 tonnes of e-waste, a 274% increase from 2.3 tonnes the previous year, helping to divert more electronic waste from landfill.

Reducing materials through digitalisation

Beyond addressing e-waste, Singtel is actively reducing other resource use, including paper.

For consumer customers, e-bills are now set as the default option for all new and re-contracted accounts. Paper bills are available upon request for a fee. Targeted campaigns for consumers held in July 2024 and January 2025 resulted in a conversion rates of 91.5% and 86.9%. These efforts helped increase the proportion of paperless accounts among consumers from 82.0% to 87.8% over the year.

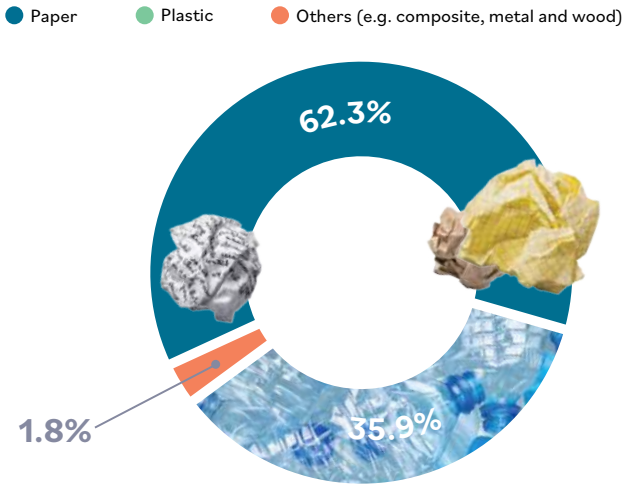
Corporate customers are also encouraged to switch to e-billing, with paper billing incurring additional charges. This initiative has driven an increase in paperless adoption from 77.9% in April 2024 to 82.1% in February 2025. In line with our dematerialisation goals, we launched eSIMs in 2023 for tourists and GOMO plans. By virtualising traditional SIM cards, we reduced the need for plastic and have avoided about 640 kg of plastic waste since the launch.

Reducing product packaging

Under the Singapore Resource Sustainability Act (RSA), we report our packaging data and 3R (Reduce, Reuse, Recycle) plans annually to the NEA. In FY2025, we declared a total of 79 tonnes of packaging weight, which is a 30% reduction from the previous year.

A significant contributor to this reduction was a 25% decrease in plastic packaging, driven largely by our transition towards eSIM adoption, reducing the need for physical SIM cards. Please refer to Figure 11 for the breakdown of packaging material.

Figure 11. Singtel and NCS packaging materials by weight (tonnes) for calendar year 2024



Optus partnership with Sircel to improve e-waste management and recycling

Additionally, we continued our initiative to charge for carrier bags at all Singtel shops, resulting in a 9.9% reduction in carrier bag usage per sales transaction compared to the preceding year.

In Australia, Optus reports annually to the Australian Packaging Covenant Organisation (APCO), including disclosures on design and procurement, recycled content, recoverability, disposal labelling and waste. It also supports the implementation of the Australasian Recycling Label (ARL) on products, providing clear recycling instructions to customers and enhancing curb side recovery efforts in Australia. During the year, Optus managed to achieve a 'leading' APCO reporting score of 66%, with 71% of Optus-branded product packaging being reusable, recyclable or compostable.

Office waste management

As part of our commitment to dematerialisation, Singtel has expanded our waste management initiatives to address multiple waste streams.

A food-waste digester was introduced at the Serangoon Hub cafeteria in June 2024. It converts food scraps into fertiliser used in the on-site herb garden. Since launch, the digester has processed 4,461 kg of food waste, generating 527 kg of compost.

Waste management initiatives in our offices

To promote recycling in our offices, plastic bottle and metal cans recycling bins were placed in pantries at Serangoon Hub and SingPost Centre. We have also introduced Charopy smart recycling bin at the Serangoon Hub cafeteria through the Singtel Group Future Makers programme. To reduce contamination, it uses bar code scanning to accept only beverage containers. Furthermore, paper recycling bins were installed in printing rooms at the Serangoon Hub, which collected 120 kg of paper over the year.

During the year, the Group saw several major office relocations due to various project and organisational movements. As part of waste minimisation efforts, office equipment and furniture from the former offices were first put up for reuse, relocation or repurpose in the new offices, where possible, before new items are procured. New offices at NCS, NCS Australia and Singtel Group were fitted in line with this ethos.

To achieve our dematerialisation targets, it is important to make the process convenient for our customers and actively engage our employees to support these efforts.

Deliver sustainable value

Through concerted efforts around defending, decarbonising and dematerialising, Singtel aims to deliver sustainable value to all stakeholders. Our targets include:

Sustainable offerings for customers: Increase the proportion of more sustainable offerings, including products and services that are of lower emissions or products and services that can help customers to live a more sustainable lifestyle. These can be more energy efficient services that reduce emissions for our customers or products that have lower embodied carbon.

Meaningful experiences for employees: Provide opportunities and platforms for all employees to learn, participate and co-create sustainability-related initiatives to make a difference in their own way.

Sustainable partnerships with suppliers: Partner our suppliers to reduce value chain emissions through innovation and increase investment in more sustainable product and business models.

Positive impact on communities: Contribute to various communities by sharing our knowledge and resources, while improving the environmental outcome and uplifting the community and industry.

E-waste
Collection Drive

New eSIM offerings in FY2025 include:

- 2nd Line for Tablets (May 2024) – Seamless iPad connectivity without the need for additional plastic.
- Try your eSIM (November 2024) – A risk-free trial of our network, delivered digitally.
- Protect eSIM (December 2024) – A secure, digitally activated secondary line for enhanced online safety.

Since launch of eSIM, we avoided about 640kg of plastic waste through eSIM adoption. Our transition to eSIM demonstrates our ability to deliver sustainable value to customers through digitalisation and product innovation. It supports our broader ambition to create a low carbon digital economy, while enhancing customer experience with convenient, secure and low-impact connectivity solutions.

Sustainable offerings for customers

During the year, a key focus for Singtel Singapore was to encourage more customers to move to eSIM, which is a more efficient and sustainable way of signing up for mobile lines. We expanded the availability of eSIM to more products and launched new value-added services to make eSIM adoption safe and fast.

During the year, Singtel Shop 313@somerset received the Sustainability Initiative of the Year at the Retail Asia Awards 2024 in Singapore. This annual event acknowledges Asia-Pacific's best retail innovators. Singtel Shop 313@somerset obtained this award for its dedication to sustainable practices and innovation, which was reflected in a number of major initiatives.

In addition to putting up a dedicated sustainability corner highlighting green initiatives, such as vertical farming and e-waste recycling, the store also incorporated upcycled materials and energy efficient fittings, which earned the BCA Green Mark Platinum accreditation.

To strengthen responsible sourcing across our business, we worked closely with Procurement to include responsible sourcing criteria into the assessment of Singtel mass market Wi-Fi 7 products. Key criteria include the use of renewable energy in manufacturing, use of recycled and recyclable materials in product and packaging, and carbon foot printing certifications.

Singtel Singapore and EnterpriseSG launched SPEED, a 15-month sustainability training and readiness programme designed to equip local SMEs with tools and expertise to advance their sustainability goals. SPEED stands for Smart technologies, Purpose-driven innovations, Enhanced capabilities, achieving Effective Digital transformation. The programme guides SMEs on how to track and optimise their energy usage and carbon emissions using Internet of Things (IoT) solutions, while also equipping them with the skills needed to meet growing customer sustainability requirements.

It begins with a pre-programme assessment to evaluate current sustainability level of the SMEs, followed by a one-day workshop covering sustainability fundamentals with advisory. In the advisory sessions, the SMEs receive tailored insights based on their assessment responses, including guidance on improvement areas and tips on responding to common sustainability-related questions in tenders. SMEs also gain access to a dashboard that provides real-time data on device usage, power consumption and emissions. The programme will end off with a review session to assess progress made in the SME's sustainability practices.

By building capability and encouraging action among smaller enterprises, Singtel Singapore advocates for collective action, driving broader progress toward national and global sustainability goals.

SPEED MOU signing ceremony between NYP and Singtel Singapore

Beyond SPEED, Singtel Singapore and Nanyang Polytechnic (NYP) will be collaborating to co-develop sustainability-related training programmes and seminars aimed at advancing the industry. To drive the pipeline of talent, Singtel Singapore will also be working with NYP on internships and attachments for NYP students and staff.

NCS also signed a Memorandum of Understanding (MOU) with Schneider Electric to become the first-in-Asia partner under their Sustainability Partner Programme to jointly provide clients end-to-end sustainability offering and AI-enabled solutions, empowering governments and enterprises to accelerate their sustainability progress. The solutions will range from audit and consulting to implementation and management, including data centre infrastructure management.

Meaningful and impactful experiences for employees

To support the Singapore Green Plan, we launched a three-month vegetable subscription plan with the Kranji Countryside Association for employees to receive delivery of fresh produce every two weeks.

Sharing by Kranji Countryside Association on local farming

NCS MOU with Schneider Electric

The initiative kicked off with a talk by the participating farmers who shared insights into their sustainable farming practices, the challenges they face, and the importance of community support. By encouraging local consumption and reducing food miles, the initiative supports Singapore's 30 by 30 goal, to produce 30% of the nation's nutritional needs locally by 2030.

To reduce waste generated by the organisation and extend the useful life of items, pre-loved furnitures and office equipment were either given to employees or put up for sale with our employees to raise funds for the Singtel Touching Lives Fund (STLF). As part of their office relocation in April 2024, employees at NCS Australia were encouraged to repurpose excess furniture, kitchenware and legacy marketing materials from the old offices.

Over in Singapore, Singtel held a Comcentre Moving Out Sale with the support of 33 Singtel Champs4Environment, our internal employee network, to offer a second lease of life for excess items that needed to be disposed due to the redevelopment of Comcentre.

The sale of these excess items, including furniture, monitors and small appliances, raised more than S$38,000 for STLF. This amount was further matched one-to-one by Singtel Group.

Some of the items were also donated to our STLF beneficiary schools, while non-working items were given to a rage room for reuse. In total, approximately 8.4 tonnes of materials were diverted from waste and given second life.

Sustainable partnerships with suppliers

Last year, we joined the CDP Supply Chain Programme, becoming one of the first Singapore-based company to do so. In this second year of participation, we significantly expanded our supplier outreach from 217 to 500, which accounts for up to 80% of our scope 3 category 1 and 2 emissions.

Overall, 178 suppliers, responded to the CDP questionnaire, providing valuable data for our scope 3 emissions calculations. Notably, there was a four-fold increase in new respondents, the majority of whom are SMEs. Over 90% of these SMEs were participating for the first time, reflecting our influence in encouraging more SMEs to work on their climate disclosures.

In Australia, Optus partnered with carbon-accounting platform Sumday on a pilot involving 50 of its SME suppliers. These suppliers were invited to join the platform to share information about their emissions data, upskill their teams, complete a baseline and consider ways to reduce their emissions going forward.

We also launched the Singtel Group Responsible Procurement Policy to further strengthen our commitment to sustainable sourcing. This policy guides our suppliers on our expectations of them in areas such as labour rights, environmental impact and responsible sourcing of materials, which further embed sustainability into our procurement processes. The policy was introduced to our suppliers during the Singtel Sustainability Day 2025 in March 2025.

Positive impact and thought leadership in the community

During the year, Singtel Group actively participated in and contributed to several important global industry events to share our experiences and thoughts around various sustainability topics. Our Group Sustainability team took part in COP29 in Baku, Azerbaijan where the team spoke at the Singapore Pavilion during a session organised by GSMA. The team also showcased the SEFR alongside PwC Singapore and A*STAR. Beyond COP29, the team participated in the APEC Business Advisory Council (ABAC) hybrid roundtable on sustainable supply chains and the National Sustainable Procurement Roundtable Forum.

These platforms enabled our people to engage with other thought leaders, domain experts and enthusiasts, sparking meaningful conversation to advance awareness and drive action within our industry and the broader ecosystem.

Our participation at COP29

Our participation underscores our commitment to finding collaborative solutions for pertinent environmental issues and contributing to the broader dialogue on sustainability.

As part of our support for industry development and capability building, several of our senior sustainability executives represent Singtel Group on various industry association and institutes of higher learning (IHL) committees to advocate for integration of sustainability into business and academic curriculum. These committees include the Asia-Pacific Economic Cooperation Business Advisory Council, Singapore Business Federation (SBF) – Sustainability Action Committee, Nanyang Polytechnic Sustainability Advisory Council, and Institute of Singapore Chartered Accountants - Climate Change and Sustainability Committee.

Singtel Group's ongoing commitment to environmental conservation is exemplified through our contributions to the restoration of Sisters' Islands Marine Park, including a S$1 million donation to NParks. Over the past two years, around 400 employees have participated in planting 470 trees on the island, actively supporting biodiversity conservation and green space management. Looking ahead, the Singtel Marine Explorer Programme @ Sisters' Islands Marine Park will launch as a virtual marine classroom, further promoting environmental education.

At the industry level, Singtel Group is an active member of the GSMA Climate Action Taskforce. We also participate in the GSMA Circular Economy for Devices Project Group and the Scope 3 Database Project. In the Circular Economy group, we collaborate with other telecommunications companies and major manufacturers to identify barriers to device circularity.

This includes conducting interviews and contributing to the development of a tool that calculates potential carbon savings from using refurbished products.

The Scope 3 Database Project aims to create a shared industry database to support more consistent and accurate scope 3 emissions calculations across the mobile sector.

During the year, NCS launched the Green Code Foundry, a research project to pilot carbon intensity monitoring tools in our internal cloud environment. The Foundry also launched a Community of Practice to share progress and encourage like-minded practitioners to adopt the green code and environmentally friendly practices.

In addition, NCS took on a leadership role as a founding member in the Digital Sustainability Workgroup with GovTech and key government tech suppliers. The workgroup focuses on sharing best practices for reducing ICT carbon footprints and recommending environmental sustainability requirements for procurement processes.

NCS Impact 2024 brought together 1,200 industry leaders and tech experts from across Asia Pacific to engage in meaningful conversations on how we can change the game in today's unsettled world.

The event featured a dedicated track which focused on technology as a driving force for advancing sustainability. The key themes included the importance of collaboration, empowering communities and youth to drive sustainable technological solutions, as well as the possibilities of Green AI.

Singtel employees celebrating a fruitful day of tree planting at Sisters' Islands

Singtel employees participating in tree planting

CASE STUDY :

Singtel's Role in Establishing the Singapore Emissions Factor Registry

The Singapore Emissions Factor Registry was officially launched by Senior Minister of State, Koh Poh Koon in October 2024. Singtel co-developed this registry in partnership with the SBF, the Agency for Science, Technology and Research and PwC Singapore.

The registry addresses the complexities of measuring and reporting carbon emissions, aiming for more precise climate-related disclosures. It sets transparent, locally relevant standards for climate reporting, enabling companies to drive more impactful environmental actions in Singapore. This initiative is supported by the Ministry of Sustainability and the Environment, the Ministry of Trade and Industry, and the SBF Foundation.

Furthermore, we have pledged a S$1 million donation to the SBF Foundation's Corporate Purpose Initiative over the next five years to support projects like the registry. This contribution aims to enhance informed decision making and action to advance decarbonisation and Singapore's net-zero transition.

Environmental performance indicator	Optus		Singtel Singapore		NCS		Digital InfraCo		Singtel Group	
	2025	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**	2024
Total GHG emissions - Gross (tonnes CO_2 equivalent)[1]	**960,778**	1,126,674	**1,378,173**	1,439,307	**161,509**	175,005	**165,626**	155,673	**2,666,086**	2,896,658
Total GHG emissions - Net (tonnes CO_2 equivalent)[1]	**960,778**	1,126,674	**1,377,223**	1,439,307	**161,509**	175,005	**165,626**	155,673	**2,665,136**	2,896,658
Scope 1 and scope 2 (market-based) GHG emissions[2,3]	**261,301**	310,072	**81,522**	86,306	**6,331**	5,734	**6,614**	11,771	**355,768**	413,883
(i) Scope 1[2]	**2,107**	1,741	**5,375**	2,753	**1,931**	1,052	**3,816**	2,868	**13,228**	8,415
Fugitive emissions	**405**	258	**5,069**	2,441	**1,814**	924	**3,018**	2,516	**10,307**	6,139
Fuel Combustion - stationary	**1,098**	487	**98**	64	**5**	24	**797**	352	**1,999**	927
Fuel Combustion - mobile	**603**	997	**207**	249	**111**	103	**0**	0	**921**	1,349
(ii) Scope 2[3]										
Electricity (location-based)	**336,596**	350,491	**98,829**	104,392	**4,837**	5,174	**9,517**	10,225	**449,779**	470,282
Electricity (market-based)	**259,194**	308,331	**76,147**	83,552	**4,401**	4,682	**2,799**	8,903	**342,540**	405,468
(iii) Scope 3 (Gross)	**699,477**	816,602	**1,296,652**	1,353,002	**155,177**	169,271	**159,012**	143,901	**2,310,318**	2,482,775
Scope 3 (Net)	**699,477**	816,602	**1,295,702**	1,353,002	**155,177**	169,271	**159,012**	143,901	**2,309,368**	2,482,775
Category 1: Purchased goods and services[4]	**172,956**	213,848	**88,322**	107,131	**140,873**	156,352	**6,456**	4,690	**408,606**	482,020
Category 2: Capital goods	**140,340**	171,442	**30,123**	26,288	**475**	2,193	**17,917**	8,394	**188,856**	208,316
Category 3: Fuel- and energy-related emissions[5]	**33,869**	38,337	**21,175**	23,455	**1,067**	1,205	**2,217**	2,374	**58,329**	65,371
Category 4: Upstream transportation and distribution	**4,168**	3,518	**0**	0	**0**	0	**0**	0	**4,168**	3,518
Category 5: Waste generated in operations	**628**	774	**1,730**	1,960	**202**	118	**93**	73	**2,654**	2,925
Category 6: Business travel (Gross)	**3,747**	4,033	**3,621**	6,309	**2,833**	2,221	**952**	-	**11,153**	12,563
Category 6: Business travel (Net)	**3,747**	4,033	**2,671**	6,309	**2,833**	2,221	**952**	-	**10,203**	12,563
Category 7: Employee commuting	**1,172**	734	**2,911**	1,602	**4,762**	1,784	**212**	115	**9,057**	4,234
Category 8: Upstream leased assets	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0
Category 9: Downstream transportation and distribution	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0
Category 10: Processing of sold products	**NA**	NA	**NA**	NA	**NA**	NA	**NA**	NA	**NA**	NA
Category 11: Use of sold products[6]	**338,686**	379,575	**48,136**	47,026	**NA**	NA	**NA**	NA	**386,822**	426,601
Category 12: End-of-life treatment of sold products[7]	**1,747**	1,863	**452**	390	**NA**	NA	**NA**	NA	**2,199**	2,253
Category 13: Downstream leased assets	**-**	-	**15,977**	22,810	**4,965**	5,399	**131,164**	128,255	**152,106**	156,464
Category 14: Franchises	**2,164**	2,478	**247**	242	**NA**	NA	**NA**	NA	**2,411**	2,720
Category 15: Investments[8]	**NA**	NA	**1,083,958**	1,115,791	**NA**	NA	**NA**	NA	**1,083,958**	1,115,791
Carbon credits retirement	**0**	0	**950**	0	**0**	0	**0**	0	**950**	0
GHG intensity (tCO_2e/S$ million revenue)	**134**	158	**362**	370	**54**	62	**382**	377	**188**	205
GHG intensity (tCO_2e/TB)	**0.0269**	0.0364	**0.0093**	0.0105	**NA**	NA	**NA**	NA	**0.0186**	0.0237
Energy management[9,10]										
Total energy use (GJ)	**1,898,848**	1,914,236	**868,219**	908,278	**47,332**	50,179	**95,859**	93,855	**2,910,258**	2,966,547
Total energy use (MWh)	**527,458**	531,732	**241,172**	252,299	**13,148**	13,938	**26,627**	26,071	**808,405**	824,041
Energy intensity (GJ/S$million revenue)	**266**	268	**228**	233	**16**	18	**221**	227	**206**	210
Energy intensity (GJ/TB*)	**0.196**	0.225	**0.099**	0.110	**NA**	NA	**NA**	NA	**0.158**	0.177
(i) Electricity use (GJ)[9,10]	**1,870,848**	1,890,868	**858,984**	897,233	**37,306**	40,215	**83,160**	88,318	**2,850,298**	2,916,635
Electricity use (MWh)[9,10]	**519,680**	525,241	**238,607**	249,231	**10,363**	11,171	**23,100**	24,533	**791,749**	810,176
(ii) Fuel use (GJ)	**24,900**	21,809	**4,360**	4,831	**1,672**	1,828	**11,333**	4,572	**42,264**	33,040
Fuel use (MWh)	**6,917**	6,058	**1,211**	1,342	**464**	508	**3,148**	1,270	**11,740**	9,178
(iii) Solar energy (GJ)	**3,100**	1,559	**4,875**	6,213	**8,354**	8,135	**1,366**	965	**17,694**	16,872
Solar energy (MWh)	**861**	433	**1,354**	1,726	**2,321**	2,260	**380**	268	**4,915**	4,687

Environmental performance indicator	Optus		Singtel Singapore		NCS		Digital InfraCo		Singtel Group	
	2025	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**	2024
Purchased Renewable Energy Certificates/Large-scale Generation Certificates (MWh)	**110,146**	45,000	**32,100**	26,000	**0**	0	**15,300**	0	**157,546**	71,000
Percentage of electricity backed by renewable sources[9,10] (%)	**21.3%**	8.6%	**13.9%**	11.0%	**18.3%**	16.8%	**66.8%**	1.1%	**20.4%**	9.3%
Percentage of electricity backed by renewable sources with mandatory LGCs[9,10] (%)	**38.5%**	27.6%	**13.9%**	11.0%	**18.3%**	16.8%	**66.8%**	1.1%	**31.5%**	19.9%
Electricity used in Networks[11] (MWh)	**501,962**	447,066	**196,677**	192,942	**NA**	NA	**NA**	NA	**698,639**	640,008
Water management										
Potable water use[10] (m^3)	**37,232**	42,034	**353,092**	423,569	**70,768**	61,260	**157,793**	174,140	**618,885**	701,003
Use of recycled water instead of potable water (m^3)	**22,109**	8,857	**54,030**	65,336	**0**	0	**346,127**	320,740	**422,266**	394,934
Water Intensity (m^3/S$ million revenue)	**NA**	NA	**107**	126	**25**	21	**1,161**	1,198	**74**	78
Waste management[12,13]										
Total Waste (tonnes)	**1,160**	1,204	**39,503**	11,133	**402**	247	**721**	108	**41,785**	12,692
Waste diverted from disposal by recovery operation	**759**	736	**37,592**	8,505	**77**	67	**652**	0	**39,081**	9,308
Waste directed to disposal by disposal operation	**400**	468	**1,911**	2,628	**325**	180	**69**	108	**2,704**	3,384
Non-Hazardous Waste (tonnes)	**519**	655	**466**	980	**359**	206	**68**	108	**1,413**	1,949
Waste diverted from disposal by recovery operation: Recycling	**138**	199	**86**	256	**36**	27	**0**	0	**260**	482
Waste directed to disposal by disposal operation: Incineration (with energy recovery)	**0**	0	**380**	724	**179**	179	**68**	108	**627**	1,011
Waste directed to disposal by disposal operation: Landfilling[11]	**382**	456	**0**	0	**144**	0	**0**	0	**526**	456
Hazardous Waste (tonnes)	**640**	549	**1,616**	1,769	**43**	41	**652**	-	**2,951**	2,359
Waste diverted from disposal by recovery operation: Recycling	**622**	537	**1,031**	853	**41**	39	**652**	-	**2,345**	1,430
Waste directed to disposal by disposal operation: Incineration (with energy recovery)	**0**	0	**586**	915	**2**	1	**0**	-	**587**	916
Waste directed to disposal by disposal operation: Landfilling	**19**	12	**0**	0	**0**	0	**0**	-	**19**	12
Construction Waste - Non-Hazardous (tonnes)	**-**	-	**37,421**	7,733	**-**	-	**-**	-	**37,421**	7,733
Waste diverted from disposal by construction operations: Recycling	**-**	-	**36,476**	6,745	**-**	-	**-**	-	**36,476**	6,745
Waste directed to disposal by construction operation: Incineration (with energy recovery)	**-**	-	**945**	908	**-**	-	**-**	-	**945**	908
Waste directed to disposal by construction operation: Landfilling	**-**	-	**0**	80	**-**	-	**-**	-	**0**	80
Construction Waste - Hazardous (tonnes)	**-**	-	**0**	651	**-**	-	**-**	-	**0**	651
Waste diverted from disposal by construction operations: Recycling	**-**	-	**0**	651	**-**	-	**-**	-	**0**	651
Waste directed to disposal by construction operation: Incineration (with energy recovery)	**-**	-	**0**	0	**-**	-	**-**	-	**0**	0
Waste directed to disposal by construction operation: Landfilling	**-**	-	**0**	0	**-**	-	**-**	-	**0**	0

1. Refer to our Environmental Sustainability Reporting - Definition and Methodologies (page 112) for more details on the GHG emissions calculation methodology, definitions and exclusions.
2. Restated figures for Singtel Singapore, Digital InfraCo and Group totals for FY2024 reflect the enhanced reporting scope, which now includes fuel usage from Submarine Cable operations and additional refrigerants identified in Digital InfraCo's data centres.
3. Restated for Singtel Singapore, Digital InfraCo, NCS and Group for FY2024 due to the inclusion of our overseas offices and electricity and diesel usage in our Submarine Cable operations.
4. Restated figures for Singtel Singapore, Digital InfraCo, NCS, Optus, and the Group for FY2024 now include water data from our Submarine Cable operations and a revised emission factor for one vendor. FY2024 figures also reflect the separation of product carbon footprint into categories 11 and 12, distinguishing the use and end-of-life phases of products.
5. Restated figures for Singtel Singapore, Digital InfraCo and NCS for FY2024 due to the inclusion of our overseas offices.
6. Figures for Singtel Singapore and Optus in FY2024 have been restated to include the use phase for products with a carbon footprint, along with calculation adjustments for Singtel Singapore.
7. Restated figures for Singtel Singapore and Optus in FY2024 now include the end-of-life phase for products with carbon footprint.
8. Restated figures for Singtel Singapore and the Group for FY2024 now include investee data, reflecting emissions from their regional branches for a more complete overview.
9. Restated for Singtel Singapore, Digital InfraCo, NCS and Group for FY2024 due to the inclusion of our overseas offices.
10. Restated FY2024 numbers to include electricity, fuel and water consumption for Submarine cable operations.
11. Restated FY2024 numbers to include electricity consumed in fixed and mobile networks only.
12. Recategorised our waste indicator headers to hazardous and non-hazardous waste.
13. Inclusion of NCS AU waste data for the first time in FY2025.

03

People and Future of Work

Figure 1. Singtel Group's People and Future of Work framework

Our Strategy and Commitment

At Singtel, we are committed to fostering an inclusive and highly engaged workforce. We strive to empower our people with the skills and opportunities to thrive today and in the future. A thriving workforce is crucial for enabling us to deliver on our Singtel28 growth plan.

In 2021, as part of the Singtel Group Strategic Reset, we introduced our Group purpose, Empower Every Generation. This reflects our commitment to harnessing technology to uplift individuals, businesses and communities across generations. Our COMMIT core values guide how we work, collaborate and engage with stakeholders to ensure organisational excellence (Figure 2).

Core Values	Behaviours		
C Cultivate a growth mindset	STAY CURIOUS	LEARN, UNLEARN, RELEARN	BE A COACH
O Operate with integrity	STAND FOR WHAT'S RIGHT	DO THE RIGHT THING	
M Make customers first	SHOW WE CARE	EVERY INTERACTION COUNTS	AMP UP THE TRUST
M Maximise teamwork	BREAK DOWN SILOS	WE ARE ALL IN THIS TOGETHER!	WIN WITH DIVERSITY
I Innovate with a challenger spirit	BE ADVENTUROUS!	KEEP PUSHING BOUNDARIES	SPEAK UP!
T Take ownership	ACT AS AN OWNER	COMMIT AND DELIVER	

Figure 2. Singtel Group core values and behaviours

big BELONGING IMPACT GROWTH

Our Purpose and Values are brought to life by our distinctive Belonging-Impact-Growth (BIG) culture (see Figure 3). We seek to create an environment where employees feel a strong sense of Belonging, make a meaningful Impact through their work and benefit from opportunities for personal and professional Growth.

Anchored on our Group purpose, our People and Future of Work strategy (see Figure 1) focuses on several key priorities: fostering a purpose-led organisation, championing inclusion and belonging, strengthening our talent pipeline and continually investing in workforce upskilling and reskilling.

Together with efforts to enhance the employee experience across all our operating companies, these priorities are designed to ensure that our organisation continues to be a fulfilling place to work, where everyone can thrive.

Figure 3. Singtel BIG framework

BUILDING A STRONG SENSE OF BELONGING

Progressing inclusion

At Singtel Group, we believe a strong sense of belonging is fundamental to a thriving workplace. It fosters engagement, collaboration, innovation and performance. Our inclusion efforts are grounded in practical actions and focused on building this sense of belonging, through inclusive leadership, employee resource groups and open dialogue across the organisation. Our strength has always come from hiring the best people and fostering a culture of collaboration, one where individuals with diverse backgrounds and perspectives come together to innovate and deliver meaningful impact to our stakeholders.

We are committed to building a workforce that reflects the diversity of the markets and communities we serve. By embracing differences in experience, identity and perspective, we enhance our ability to innovate, make better decisions and offer products and services that meet our customers' needs.

Our approach is anchored in fair and inclusive policies that ensure equal access to opportunities. We work to recognise individual needs, remove systemic barriers and create an environment where all employees can contribute and succeed.

1. Diversity of our workforce

Gender

Championing gender diversity is integral to fostering an inclusive culture and driving stronger organisational performance. We recognise that a more gender-balanced workforce brings broader perspectives, supports better decision making, and contributes to sustainable business outcomes.

We committed to achieving 32% female representation in management by FY2025. Currently, women make up 33% of our total workforce and hold 30.6%[1] of management roles. Female representation on the Singtel Board of Directors and Management Committee stands at 36% and 23% respectively.

Generations

With four generations represented across our workforce, we benefit from a strong mix of experience and fresh perspectives. Gen Z makes up 22% of our employees, while Gen Y forms the largest group at 51%. Gen X and Baby Boomers continue to play a critical role, together making up 27% of the workforce. The median age of our workforce is 39 years old.

1. This ESG KPI for top executives was set prior to subsequent organisational changes and acquisitions. The percentage of female employees in management covers only the Singapore OpCos and Optus.

Nationalities

Our workforce comprises employees from 91 nationalities, reflecting the diversity of the markets and communities we serve. Singaporeans make up 66% of the workforce in Singapore, and Australians account for 79% in Australia, forming the backbone of our operations in both locations.

As a Group with regional and global businesses, a globally diverse workforce enhances our ability to understand different markets and serve a broad spectrum of customers and stakeholders. It also fosters innovation through the exchange of ideas and experiences. In addition, it enables more effective cross-market collaboration and agility in addressing local and global challenges.

Persons with disabilities

Singtel fosters an inclusive workplace for persons with disabilities and supports broader efforts to promote disability inclusion across the business community. As a founding member and co-chair of the Singapore Business Network on DisAbility (SBNoD), we participate in initiatives that enhance workplace accessibility and provide mentoring and internship pathways that support long-term employment.

We also fund and support the Singtel Enabling Innovation Centre at the Enabling Village, which provides skills training and access to assistive technologies for employment readiness and career transitions. Through the Singtel Group Future Makers programme, we support start-ups and social enterprises that use technology to address social challenges, including those faced by persons with disabilities.

Singtel and NCS employees also participate annually in the Purple Parade, Singapore's largest movement for disability inclusion. In 2024, approximately 150 volunteers joined our contingent, many returning from previous years, reflecting a growing commitment to inclusion in the wider community.

At Optus, disability inclusion is guided by the **Access and Inclusion Action Plan (2024-2029)**. A key component is the Workplace Adjustment Policy, which outlines a clear process for employees and job applicants to request accommodations that support their performance, from recruitment adjustments to workstation setup and alternative communication formats.

Optus has been recognised as a Disability Confident Recruiter (DCR) by the Australian Disability Network, following a rigorous audit to identify and remove systemic hiring barriers. This recognition reinforces its commitment to inclusive hiring and equal opportunity.

Additional initiatives at Optus further reinforce its commitment to accessibility and inclusion. Through its partnership with the Hidden Disability Sunflower initiative, Optus supports employees and customers with non-visible disabilities by raising awareness, providing employee training and working towards the accreditation of all retail stores as Sunflower-friendly spaces. This helps reduce stigma and improve customer and employee experiences. In collaboration with What Ability, Optus delivered impactful lived experience training to our Specialist Care team, a group of our Customer Resolution Team and Retail leaders. This training strengthens its front line staff's ability to provide inclusive and accessible customer experiences.

Singtel and NCS employees at the annual Purple Parade

The Optus Disability Network (ODN), an employee-led resource group, launched the "What Would You Do?" campaign in December 2024 to mark International Day of People with Disability. The campaign focused on everyday actions that can help make accessibility a natural part of workplace culture. It encouraged employees to consider how small changes in content creation, communication and design can foster a more inclusive environment and improve customer experience.

2. Fair workplace and employment practices

Upholding human rights and fair employment

At Singtel Group, we are committed to upholding human rights and fair employment practices across all our operations. Guided by globally recognised frameworks such as the International Bill of Human Rights and the UN Global Compact, we embed ethical conduct and respect for individual dignity at the heart of how we do business.

Our Code of Conduct sets our clear expectations for ethical behaviour and responsible decision making across the Group. This extends to employees, business partners and affiliates, ensuring a shared commitment to preventing harm and promoting fairness.

This commitment is consistently applied across all operating companies with Optus further reinforcing its stance through its Human Rights Statement and annual Modern Slavery Statement. Together, we strive to create an ecosystem where human rights are safeguarded and upheld across every level of the organisation.

Our employment principles

We uphold four core principles across all our employment practices:

1. Compliance with local labour laws and regulations
2. Fair and equal access to opportunities for all
3. Merit-based decision making
4. Zero tolerance for workplace discrimination

These principles are embedded throughout the employee lifecycle – from recruitment and performance evaluation to career development and rewards. We maintain a strict non-discrimination policy that protects against bias based on:

- Age
- Nationality
- Sex, marital status, pregnancy, caregiving responsibilities or sexual orientation
- Race, religion or language
- Disability or mental health conditions

Our approach ensures that every employee is treated with fairness, dignity and respect, while making opportunities for growth accessible to all.

Addressing key human rights issues

At Singtel Group, we are committed to upholding and promoting human rights across our operations and value chain. We have identified six priority areas where we work closely with employees, partners and communities to drive meaningful and lasting change:

1. Safe and fair working conditions, including across our supply chains
2. Data privacy and security for employees and customers
3. User safety and digital inclusion to bridge the digital divide
4. Environmental responsibility to minimise our impact on the planet
5. A safe, harassment-free and equitable workplace
6. Respecting and protecting the rights of communities affected by our operations

These focus areas form the foundation of our human rights framework and are integrated into how we operate and engage with stakeholders. We are committed to continuously strengthening our practices to ensure that ethical, inclusive and responsible conduct remains central to everything we do.

Upholding fair employment in Singapore

In Singapore, Singtel adheres to the Tripartite Guidelines on Fair Employment Practices (TGFEP), as outlined by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP). We comply with the Employment Act and the Workplace Fairness Act administered by the Ministry of Manpower in Singapore.

As a signatory of the Singapore Employers' Pledge of Fair Employment Practices, we adopt all applicable Tripartite Standards to promote fairness and equal opportunity.

We have maintained a strong and collaborative partnership with the Union of Telecoms Employees of Singapore (UTES) since 1982. In 2024, union representation was expanded to include managerial-grade employees under a limited representation arrangement. We also support UTES in extending union coverage to more executive employees across the Group.

As at 31 March 2025, 6,035 employees, representing 46.3% of our Singapore workforce, were covered under collective bargaining agreements or limited representation. We are committed to open and timely engagement with UTES on significant operational matters and consult employees before implementing any major labour-related decisions.

NCS and Singtel have been accredited with the Progressive Wage (PW) Mark and PW Mark Plus, respectively. The PW Mark recognises organisations that provide progressive wages and fair employment practices for lower-wage workers.

The PW Mark Plus is awarded to employers that go further by also adopting the Tripartite Standard on Advancing the Well-Being of Lower-Wage Workers, demonstrating a stronger commitment to holistic support and sustainable livelihoods.

Supporting fair employment at Optus

At Optus, employment practices are built on the principles of fairness, respect and equal opportunity, in alignment with Australia's Fair Work Act 2009 and relevant state and territory anti-discrimination laws.

The Employment Partnership Agreement (EPA) offers employees additional entitlements beyond legal requirements, including paid Parental Leave, Family and Domestic Violence Leave, Gender Affirmation Leave and Connected Days – flexible leave that employees can use based on personal needs.

As at 31 March 2025, 3,122 employees (46% of the Optus workforce) were covered by the EPA and Optus Retail Agreement at Optus.

Optus continues to make progress in reducing the gender pay gap. According to the Workplace Gender Equality Agency (WGEA), the median total remuneration pay gap for Optus Administration has narrowed to 13.3%, reflecting a 1.4% year-on-year improvement. Notably, RetailCo frontline teams continues to maintain a 0% gender pay gap, underscoring its commitment to equitable compensation.

In June 2024, Optus pleaded guilty in a case brought by the Wage Inspectorate Victoria concerning the underpayment of Long Service Leave. Optus paid a fine of A$13,000 and reimbursed A$15,000 in legal costs.

Commitment to reconciliation

Optus marked a significant milestone in its reconciliation journey with Aboriginal and Torres Strait Islander communities by successfully delivering its Reflect Reconciliation Action Plan (RAP). Over an 18-month period, Optus achieved 41 commitments, reinforcing its dedication to advancing reconciliation in meaningful and measurable ways.

Key outcomes include strengthening opportunities for Indigenous businesses through the renewal of Optus Supply Nation membership, updates to its procurement policies and implementation of spend tracking to establish a baseline for future growth. Optus Digital Thumbprint programme has reached more than 1,900 First Nations students, and its Donate Your Data initiative has expanded to support over 10,500 First Nations individuals, improving digital access and inclusion.

To support education and employment pathways, Optus introduced a range of initiatives including university scholarships, new talent sourcing partnerships, Candidate Coach services and employer branding activities aimed at increasing Indigenous representation.

To foster cultural understanding, Optus provided employees with opportunities to deepen their cultural confidence. These included participation in the Yarn Network, Manawari Cultural Safety Training, as well as events such as National Reconciliation Week (NRW) and NAIDOC Week.

In 2024, Optus commemorated NRW under the theme "Now More Than Ever". Activities included discussions on Indigenous success in higher education and the role of AI in driving equitable outcomes.

A signature event, Stories Under the Stars, held at Parramatta River foreshore, celebrated First Nations storytelling, music and art. Employees were also encouraged to engage in local NRW events and support First Nations charities through the yes4good platform.

3. Cultivating inclusion through engagement and leadership

We commit to foster an inclusive workplace where diverse identities are respected and individual differences are valued. Inclusion is embedded into our culture and leadership practices through continuous awareness building, capability development and meaningful employee engagement.

With strong leadership accountability and clear measures of progress, we remain focused on building a more inclusive and equitable organisation.

Training and awareness

Throughout the year, Singtel delivered a range of inclusion-related training programmes. Recognising the important role that People Managers play in shaping workplace culture, tailored sessions were introduced to support them. Inclusive Leadership workshops were rolled out to all executives, equipping them with practical tools to lead diverse teams and foster psychologically safe environments.

Our BIG Culture Champions after a session on team spirit and engagement

NCS launched e-learning modules on the fundamentals of inclusion and belonging, along with workshops to raise awareness and deepen understanding. These initiatives address critical topics, including unconscious bias, neurodiversity, disability awareness, cultural competence and allyship.

At Optus, the Included@Optus learning and development programme empowers employees to take shared responsibility for creating a safe, respectful and welcoming workplace. Combining virtual reality, interactive workshops and meaningful conversations, the programme offers an immersive learning experience.

Since its launch in 2022, Included@Optus has reached over 84% of its employees and 90% of its leaders. This year, it was further adapted for Retail frontline employees to strengthen inclusive practices at all levels of the business.

Optus also marked Inclusion Week (28 October–1 November) with targeted learning sessions and engagement activities focused on building a workplace where everyone felt respected and valued. A total of 621 hours of learning were logged, with sessions on intersectionality, allyship, inclusive leadership and cultural awareness receiving strong positive feedback. Employees shared that participating in the workshops, panels and discussions sparked meaningful conversations and generated valuable insights.

Employee Resource Groups

Employee Resource Groups (ERGs) play a vital role in building a sense of belonging, connection and shared purpose across Singtel Group.

These voluntary, employee-led groups offer a space for colleagues to connect, share lived experiences and support one another through professional networking, mentorship

and personal development. Open to all employees, ERGs also help raise awareness of inclusion-related issues and advocate for positive change in workplace policies and culture.

At Singtel, three ERGs were launched to strengthen peer support and community building across different identities and career stages:

1. **The Early Professionals Group (EPG) supports young professionals with less than five years of experience, providing a platform to grow through peer connection and knowledge exchange.**

2. **Resilience, Inspire, Strength and Empowerment (RISE) and Women in NCS (WIN) champion gender equity, and support women's advancement in the tech and telco sectors.**

3. **Express Yourself celebrates diverse identities and encourages employees to show up as their authentic selves in a safe and supportive environment.**

NCS plans to launch two new groups, Parents with Young Kids and Caregivers, to support the unique challenges and shared experiences of employees managing family responsibilities alongside their careers.

At Optus, there are eight active employee networks to support a wide range of communities, including women, LGBTQIA+ employees, culturally diverse groups, persons with disabilities, First Nations people, veterans and emergency services personnel, young professionals and employee well-being.

With the backing of Executive Sponsors, these employee networks at Optus now include over 3,700 members, with a 10% growth in participation during Inclusion Week last year. They have supported recognition of over 11 cultural and diversity-related dates and contributed to more than 4,500 hours of employee learning and engagement.

Workforce engagement

In 2025, Singtel celebrated IWD with the theme "Accelerate Action". The RISE women's ERG organised a series of initiatives to empower female employees and strengthen male allyship. One highlight was Stroll to Success (see boxed story below), an innovative, informal mentoring initiative where senior leaders walked alongside participants, sharing career advice and personal insights in a relaxed and engaging environment.

Singtel also launched a structured mentorship programme, Mentoring Employees to Grow and Aspire (MEGA), in collaboration with Mentoring SG. The programme matched 23 women employees with trained mentors to support their career development, with preparatory training provided by Mentoring SG.

At NCS, the WIN network marked the occasion with a series of initiatives celebrating the strength, resilience and accomplishments of women across the organisation. These included a women partners-led networking lunch and "In it to WIN it", a sharing session featuring personal stories from NCS colleagues. To inspire the next generation of women in tech, NCS also hosted a learning journey for students from Nanyang Girls' High School, offering exposure to careers in Artificial Intelligence (AI) and Machine Learning.

At Optus, IWD 2025 was marked with the theme "March Forward", reinforcing a commitment to action and progress on gender equality. Organised by the Elevate women's employee network, the day featured a series of talks, workshops and networking activities focused on both personal and professional growth.

Highlights included a mindfulness session, a networking breakfast with senior leaders, financial empowerment training, a self-defence workshop and mentoring roundtables.

An Executive Presence workshop provided practical strategies to help participants build confidence and strengthen their leadership impact.

Sharing session at NCS' "In it to WIN it" held in March 2025

EMPLOYEE SAFETY AND WELL-BEING

Promoting inclusion through family-friendly leave benefits and flexible work arrangements

Recognising the importance of family and caregiving responsibilities, Singtel Group provides a range of leave benefits and flexible arrangements to support employees through different life stages. At Singtel and NCS, employees are entitled to 16 weeks of paid maternity leave and two weeks of paid paternity leave (see Table 1). In addition, we offer Flexi Family Leave for National Service (NS) milestones,

Table 1. Parental leave related statistics in FY2025

	Optus		Singtel Singapore		NCS		Digital InfraCo	
	Male	Female	Male	Female	Male	Female	Male	Female
Total number of employees that were entitled to parental leave[2]	4,276	2,113	2,065	2,423	4,201	2,897	247	119
Total number of employees that took parental leave[3]	183	142	77	66	161	80	7	3
Total number of employees that returned to work in the reporting period after parental leave ended	168	69	76	65	161	80	7	3
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	155	103	69	56	143	72	7	3
Return to work and retention rates of employees that took parental leave	0.9	0.5	1	1	1	1	1	1
Retention rate of employees who took parental leave in previous FY	0.8	0.7	0.8	0.9	0.8	0.8	1	0.5

2. Optus defines it as employees who are eligible under their contract, while the operating companies in Singapore defines it as inclusive of all female employees and married male employees.
3. Parental leave granted to men and women employees on the grounds of the birth of a child.

allowing employees to take one day off to attend NS-related events and ceremonies. This benefit is also extended to employees whose dependants are involved in such activities.

At Optus, primary carers are entitled to 14 weeks of paid parental leave, while secondary carers receive four weeks. Additional support is available in cases of stillbirth, pregnancy loss and family or domestic violence. Optus also provides superannuation contributions on unpaid parental leave for the primary carer, up to the child's first birthday, reinforcing long-term financial well-being for parents.

In a significant step forward, Optus employees voted in favour of the renewed EPA 2025, which includes key enhancements to parental leave. Notably, the policy transitions to a 'carer-neutral' model, offering 16 weeks of paid parental leave regardless of gender or carer designation. This shift moves away from the traditional 'primary' and 'secondary' carer definitions, promoting shared caregiving responsibilities and better reflecting modern family dynamics.

Flexible Work Arrangements

At Singtel, flexible work has evolved as part of our post-pandemic transition. Across the Group, Flexible Work Arrangements (FWAs) are implemented to support collaboration, productivity and employee well-being. With a diverse workforce across markets, we recognise that employees have varying job requirements, responsibilities and personal needs. Our approach to flexibility is anchored on trust, setting clear expectations and shared accountability, supporting both individual effectiveness and business outcomes.

Aligned with the Singapore government's new Tripartite Guidelines on FWA introduced in December 2024, we provide employees with a range of FWA options to support their diverse needs. Through our refreshed FWA scheme, known as Better Ways of Working (B-WoW), Singapore-based employees may request for the following formal and ad-hoc FWAs where business and operational needs as well as job roles allow:

Formal FWAs:

- Flexi-Place: Employees may request to work from home or another location on designated days.
- Flexi-Time: Employees may request to work flexible hours on designated days.
- Flexi-Workload: Employees may request to work shorter hours in a week with part-time employment.

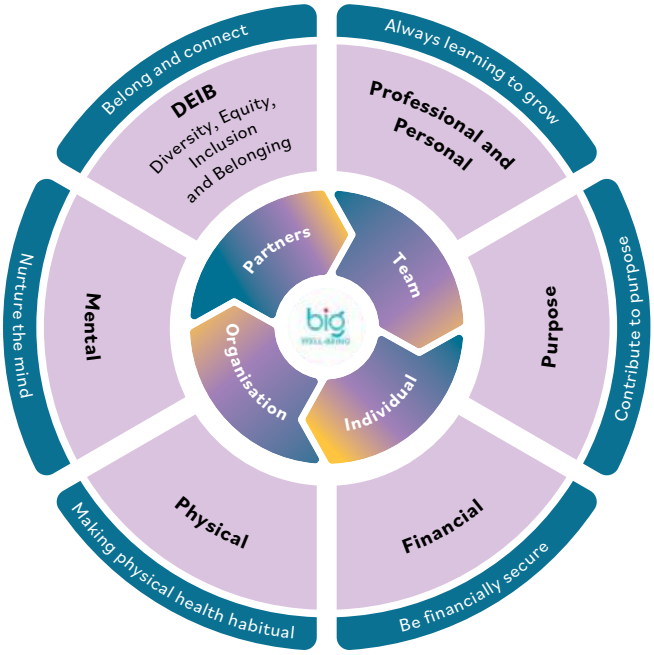
Ad-hoc FWAs:

- Return-To-Office-with-Flex (RTO-F): Introduced in late 2023, employees may request for work from home (up to one day per week) or adjust their working hours when the need arises, subject to managerial approval.

Creating a culture of holistic well-being

Our well-being programmes empower employees to thrive at every stage of their personal, professional and health journeys. It is structured around essential well-being pillars (see Figure 4). This holistic approach reflects our belief that genuine well-being extends beyond the workplace, enriching all aspects of life.

Figure 4. Singtel's essential well-being pillars



1. **Mental well-being -** Access to support that helps employees manage stress, build resilience and balance.
2. **Physical well-being -** Holistic health initiatives that promote fitness, nutrition and preventive care.
3. **Financial well-being -** Tools and resources to enhance financial security and confidence.
4. **A culture of inclusion and belonging -** A workplace where inclusion and belonging are deeply embedded.
5. **Continuous growth -** Opportunities for professional and personal development.
6. **Compelling purpose -** To contribute to something meaningful and impactful.

Mental well-being

Recognising the importance of mental health as a foundation for overall well-being, we partner with mental healthcare provider, Intellect, to offer a comprehensive suite of services to all Singtel and NCS employees, as well as their dependants. Accessible via a mobile app and web portal, Intellect provides round-the-clock support through features such as one-on-one behavioural health coaching, guided learning paths, journaling tools and mindfulness exercises, including meditation and breathwork.

To date, our employees have collectively completed more than 13,000 sessions on the platform. In addition, all employees across the Group and their dependants have access to a global 24/7 Employee Assistance Programme (EAP), offering confidential support whenever professional guidance is needed. In Singapore, Intellect acts as the point of contact for all well-being services.

In October and November 2024, Singtel celebrated Mental Health Month with a series of wellness talks and events. These sessions attracted hundreds of participants and contributed to reducing stigma and promoting open dialogue around mental wellness.

At Optus, a variety of wellness-focused activities were held in September. As part of Women's Health Week, the Elevate network hosted a session on the physical and mental effects of burnout, featuring a panel of medical experts. In recognition of R U OK? Day, celebrity MasterChef Julie Goodwin shared her personal mental health journey, reinforcing the importance of regular meaningful check-ins with colleagues and loved ones.

Physical well-being

To support the physical well-being of all our employees across the Group, we offer a comprehensive suite of benefits designed to enhance their health journey.

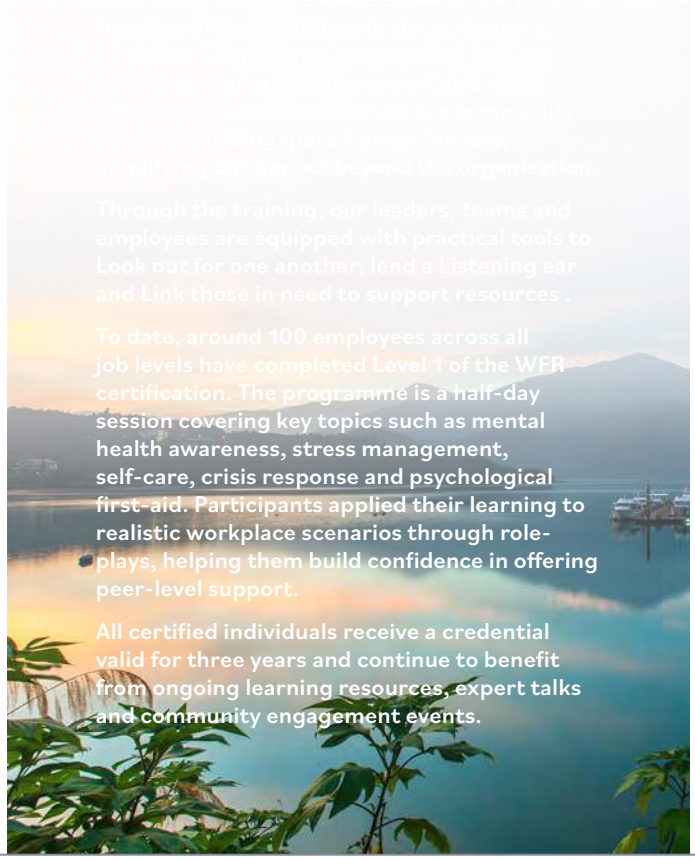
In Singapore, we regularly review our employee health and medical benefits to ensure they remain relevant and responsive to the evolving needs of our people and their families.

Singtel employees at the annual SRC Sports Fiesta

Based on insights through these reviews, we introduced an enhanced healthcare and medical benefits programme that provides better coverage and flexibility.

In support of national efforts, we partnered with Parkway Shenton to encourage enrolment in the Healthier SG initiative through targeted incentives, working in tandem with our Chronic Disease Management Programme (CDMP) to support preventive care. To promote sustained healthy habits, we launched the Start Now, Hello Health campaign, focused on making small, sustainable lifestyle changes.

The campaign emphasised progress over perfection, reinforcing how consistent effort can lead to lasting health improvements. In collaboration with the Health Promotion Board, National Healthcare Group and Parkway Shenton, employees received tailored insights into their current health status and practical guidance for improvement.



To address mental health and well-being in the workplace, Parkway Shenton employees trained in WFR, and extended training opportunity also to selected staff members of our community partners, the Singapore Cancer Society, amplifying our impact beyond the organisation.

Through the training, our leaders, teams and employees are equipped with practical tools to Look out for one another, lend a Listening ear and Link those in need to support resources .

To date, around 100 employees across all job levels have completed Level 1 of the WFR certification. The programme is a half-day session covering key topics such as mental health awareness, stress management, self-care, crisis response and psychological first-aid. Participants applied their learning to realistic workplace scenarios through role-plays, helping them build confidence in offering peer-level support.

All certified individuals receive a credential valid for three years and continue to benefit from ongoing learning resources, expert talks and community engagement events.

To support physical activity, we promote fitness and recreational initiatives and provide access to on-site AI-powered gyms at several locations, alongside on-site physiotherapy services. We also support healthier lifestyles through resources and programmes focused on sustainable nutrition and healthy eating habits.

Optus reinforced its focus on physical and mental well-being through its September Challenge, which encouraged employees to walk 10,000 steps daily or take part in over 40 activities throughout the month. The challenge was designed to support physical fitness and mental wellness while raising funds to help individuals with cerebral palsy gain access to assistive technology, underscoring the link between well-being and social impact.

In February 2025, a Benefits Expo was held at the Sydney campus, drawing over 1,500 employees. The event raised awareness of available programmes and drove increased uptake of financial, mental, physical and social well-being benefits. It highlights the importance of connection through events and access to holistic support systems.

Financial well-being

Financial literacy is important for our workforce. Hence, we offer a range of tools and resources to empower our employees in managing and growing their personal finances. This includes hosting regular workshops and talks led by financial experts. We also collaborate with partners to provide employees with guidance on making informed financial decisions.

Belonging and connection

At Singtel Group, we believe that a strong sense of belonging is essential. When employees feel connected to one another and to the organisation, it enhances collaboration, strengthens well-being and drives collective performance. We actively create opportunities across the Group for people to build meaningful relationships, celebrate cultural diversity and experience the power of community, within and beyond the workplace.

In Singapore, the Singtel Recreation Club (SRC) plays a key role in fostering camaraderie and connection. Through a wide range of activities and celebrations, SRC helps cultivate a vibrant workplace culture. The annual SRC Sports Fiesta brings employees from Singtel and NCS together for a day of spirited teambuilding and fun. Activities include futsal, badminton, e-sports and cooking competitions, as well as casual games such as mahjong and pickleball.

Singtel's participation in Singapore's National Day Parade (NDP) 2024 also brought employees together in a shared experience of pride and commitment, with support from senior leadership reinforcing team spirit and appreciation.

In addition, bi-monthly "Power-Up" events held across Singtel office locations create regular opportunities for colleagues to reconnect, celebrate milestones and build bonds in a relaxed, informal setting.

Senior leaders visiting our NDP contingent during a training session

Celebrating together at Singtel's buka puasa dinner

At NCS, the award-winning NCS Hub serves as a lively gathering point where employees can unwind, socialise and recharge. Weekly bazaars organised by the SRC contribute to the community feel, offering fresh fruits, baked goods and refreshments in a friendly, welcoming atmosphere.

Our commitment to cultural inclusion is also reflected in how we celebrate key festivals together. During Ramadan, Singtel's leadership team joined Muslim colleagues for a buka puasa dinner. Hosted by SRC, it was a moment of cultural appreciation that fostered deeper connection. We also marked Chinese New Year with lion dance performances, and celebrated Deepavali, the Festival of Lights, alongside our Indian colleagues, turning each occasion into an opportunity for shared learning and joy.

At Optus, connection is similarly nurtured through inclusive cultural events and shared experiences. Employees came together to celebrate Eid-al-Fitr and A Taste of Harmony, sharing stories, traditions and meals that deepened understanding and strengthened team cohesion across diverse backgrounds.

Table 2. Staff injury types by number and gender

OpCos	Slip, trip and fall	Struck by object (falling, moving or stationary)	Laceration (cut by object)	Fall from height	Traffic related incident	Muscle stress	Others
Optus	**Total: 3** Male: 0 Female: 3	**Total: 5** Male: 1 Female: 4	**0 case**	**Total: 1** Male: 0 Female: 1	**0 case**	**Total: 4** Male: 4 Female: 0	**Total: 4** Male: 1 Female: 3
Singtel Singapore	**Total: 8** Male: 2 Female: 6	**Total: 1** Male: 0 Female: 1	**0 case**	**0 case**	**Total: 2** Male: 1 Female: 1	**0 case**	**Total: 2** Male: 1 Female: 1
NCS	**Total: 7** Male: 3 Female: 4	**Total: 9** Male: 5 Female: 4	**Total: 2** Male: 2 Female: 0	**0 case**	**0 case**	**Total: 1** Male: 1 Female: 0	**0 case**
Digital InfraCo	**Total: 1** Male: 0 Female: 1	**Total: 1** Male: 0 Female: 1	**0 case**	**0 case**	**0 case**	**0 case**	**0 case**

Commitment to workplace, safety and health

At Singtel Group, we are committed to providing a healthy, safe and secure working environment for all employees and contractors. This commitment is supported by ongoing investments in policies, programmes, infrastructure and training, all anchored in our goal of achieving zero major accidents across the Group (see Table 2).

Our approach is guided by the Group's Health, Safety and Security Policy, endorsed by the Group CEO. Its sets the direction for all OpCos and outlines our priorities in maintaining a safe work environment. It affirms the Group's commitment to allocating adequate resources, enforcing robust safety practices and promoting employee well-being.

Governance and oversight

WSH governance at Singtel Group is structured to ensure strong oversight, accountability and continuous improvement. WSH performance is actively tracked and reported to the Group WSH Steering Committee, which is chaired by senior management. Meeting quarterly, the committee evaluates the effectiveness of existing policies and practices, identifies areas for improvement and sets the strategic direction for WSH across the organisation.

This direction is then cascaded to the WSH committees within each OpCo, which are responsible for translating Group strategy into day-to-day operations. Each OpCo committee conducts regular meetings to address operational safety concerns, monitors incident trends and implements targeted interventions.

This structured approach ensures that WSH governance is integrated at all levels, from group-wide leadership to frontline operations. Our WSH performance is publicly disclosed in our sustainability reports as part of our commitment to transparency and accountability.

Certifications and standards

Singtel Singapore, NCS and Optus are all ISO 45001 certified, an internationally recognised benchmark for occupational safety and health management systems. In addition, Singtel Singapore and NCS are bizSTAR certified, reflecting compliance with local best practices. These accreditations reinforce our commitment to maintaining high standards in workplace safety.

To support proactive risk identification, Singtel's Code of Conduct encourages all employees to report potential WSH hazards. User-friendly digital tools such as the iSAFE portal (via the iConnect app) for Singtel employees and the DoneSafe portal for Optus employees make it easy to raise concerns and submit feedback at any time.

Education, engagement and awareness

We take a multi-pronged approach to safety education. Regular WSH bulletins, expert-led talks and concise safety tips help keep employees informed on evolving risks and best practices. Employees also participate in an annual WSH campaign, which uses interactive activities and events to reinforce safety awareness.

In collaboration with the Singapore Red Cross, Singtel organises monthly CPR and AED awareness classes, equipping employees with lifesaving skills. These sessions have received strong participation and positive feedback. Each OpCo's safety committees holds regular meetings to review incidents and lessons learned, transforming them into teachable moments that help employees identify and avoid potential hazards in future.

Figure 5. Singtel Group WSH management system framework

Digital tools and contractor safety

This year, Singtel launched the electronic Permit-to-Work system to streamline the tracking, assessment and approval of contractor work applications. This digital tool enhances governance and oversight of on-site activities, reducing risks and mitigating unsafe situations.

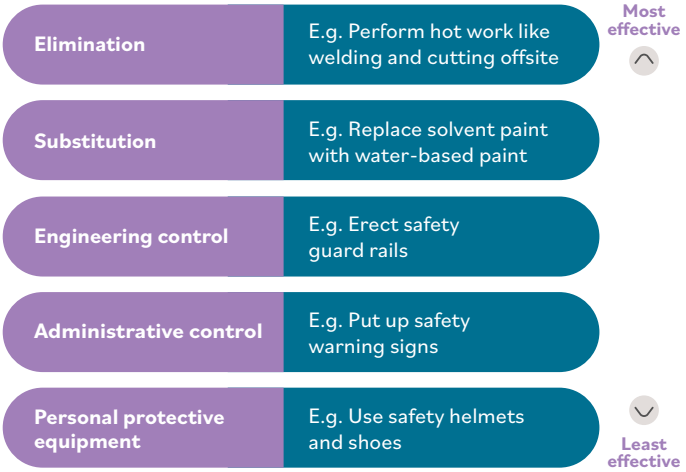
The Singtel Safe Contractor Accreditation (SCA) scheme ensures that contractors, especially those engaged in high-risk work meet Singtel's WSH requirements. Contractors are audited and certified under the SCA once every two years, and high-performing partners are recognised annually at the SCA Awards. This recognition promotes greater ownership of safety outcomes and reinforces our shared target of zero accidents.

WSH management system

To ensure compliance with all WSH legal obligations, Singtel Group has established a systematic process to track and monitor both new and existing regulatory requirements. This allows us to stay ahead of evolving legislation and maintain high standards of operational safety across all operating companies.

Our WSH risk management process (Figure 5) is fully integrated into the Group's organisational processes, from strategic planning to project execution and change management. Our approach is aligned with ISO 45001 and the Code of Practice on WSH Risk Management and applies to all work activities undertaken by employees and contractors where Singtel acts as the principal. Risk assessments are a foundational requirement. They are conducted to identify potential hazards and implement appropriate control measures to reduce the risk of injury or ill health.

Figure 6. WSH hierarchy of controls



In Singapore, these assessments also include the evaluation of occupational disease risks. Where potential exposure is identified, our WSH team partners the company's medical clinic to develop a targeted occupational health surveillance programme, which monitors the well-being of affected employees. To date, no Singtel staff work activities have been identified as carrying a risk of occupational disease.

A key component of our WSH management system is the hierarchy of controls (Figure 6). Risk control measures are selected in this order of preference: elimination, substitution, engineering control, administrative control and lastly, personal

protective equipment. Elimination is preferred on the hierarchy of controls as it is the most effective by completely removing workers' exposure to hazards.

To continually improve our WSH system, we conduct internal audits annually to validate the control effectiveness, identify shortcomings and propose improvements.

Grievance reporting

At Singtel, we are committed to maintaining a supportive and secure work environment where employees feel safe to raise concerns without fear of reprisal. We strive to uphold a workplace culture built on fairness, mutual respect and open communication.

To support this, we have implemented a clear Grievance Reporting Policy that applies across the Group. Employees can confidentially report concerns related to harassment, discrimination, bias, or other workplace issues through dedicated channels.

All reports are handled fairly and with strict confidentiality, and employees are protected from retaliation throughout the process (Table 3).

We follow a structured approach to managing grievance cases. This includes clear procedural guidelines, timely and impartial investigations, and two-way engagement with affected parties. Our priority is to resolve concerns constructively and ensure a satisfactory and respectful outcome for all involved.

In addition, we operate an independent whistle blower hotline that enables employees, customers, suppliers and business partners to report any actual or suspected fraud, corruption or unethical conduct.

All reports are treated with the highest level of confidentiality, including the identity of the reporting party, to the extent permitted by law and investigative protocols. These mechanisms reflect our ongoing commitment to ethical conduct, accountability and a culture of transparency across the Group.

Table 3. Number of staff grievance cases in FY2025

Grievance cases*	Optus	Singtel Singapore	NCS	Digital InfraCo	Singtel Group
Number of staff grievance cases received (including cases not progressed formally)	64	24	22	1	111
Number of staff grievance cases substantiated	13	14	7	0	34
Number of staff grievance cases not substantiated	17	8	10	1	36
Number of staff grievance cases not progressed formally	24	2	2	0	28
Number of staff grievance cases still under investigation as at 31 March 2025	10	0	3	0	13
Nature of substantiated cases	**Optus**	**Singtel Singapore**	**NCS**	**Digital InfraCo**	**Singtel Group**
Unprofessional behaviour	3	4	2	0	9
Supervisor management style	2	6	2	0	10
Misconduct (includes discrimination and harassment)	6	3	0	0	9
Employment terms and conditions	2	1	0	0	3
Others (e.g. performance related)	0	0	3	0	3

*The reported numbers include channels from Whistleblower, Grievance Reporting and Speak Up.

ENABLING OUR PEOPLE TO MAKE AN IMPACT

At Singtel Group, we believe our people are our greatest asset. Enabling them to make an impact at work, in their careers and in the community is central to how we grow our business and drive sustainable value. We are committed to creating the conditions for success by investing in inclusive leadership, transparent performance development and meaningful career opportunities. Through a combination of coaching, data-driven insights and open access to internal mobility, we empower our employees to grow, lead and thrive.

Performance management

Our performance management framework goes beyond assessing past achievements. It is designed to empower employees to take ownership of their success by focusing not just on what is achieved, but how it is achieved. This holistic approach places equal emphasis on business outcomes, leadership capabilities and the behaviours that bring our COMMIT core values to life. To support more meaningful and ongoing conversations, leaders are equipped with the Goal, Reality, Options, Way Forward (GROW) coaching model, which enables regular dialogue with their team members on progress, development and impact, moving beyond traditional mid- and year-end reviews.

At the senior level, Top Executives are required to complete structured year-end reflections covering their business performance, leadership effectiveness, cultural impact and areas for personal improvement.

Together, these practices help foster a culture of continuous feedback, open communication, shared accountability and ongoing performance improvement across all levels of the organisation.

Leadership development

Leadership development is core to building high-performing teams, driving sustainable growth and reinforcing our BIG culture. We believe every leader should take a genuine interest in their people's development, not just by managing tasks, but by actively coaching, mentoring and advocating for their growth.

Effective leadership today demands more than operational oversight. It requires the ability to navigate complex conversations around performance, development, team dynamics, transformation and technological disruption.
To support our leaders, we offer a comprehensive suite of tools and resources, including:

- AI-powered coaching and roleplay platforms
- On-demand learning channels
- Structured manager guides
- Leadership development programmes
- Executive workshops and townhalls

These platforms are designed to help leaders develop the clarity, confidence and empathy needed to lead effectively in a dynamic environment.

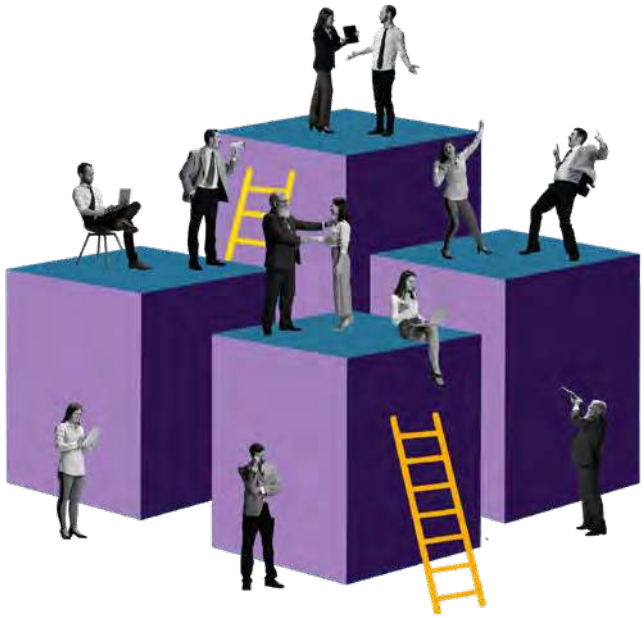
To strengthen data-driven leadership, we introduced BIG Insights, a powerful people analytics tool that provides our top executives with real-time visibility into key workforce dynamics such as headcount trends, attrition, performance and diversity. With these insights, leaders are better equipped to identify talent risks, uncover growth opportunities and make informed workforce planning decisions.

By embedding data, learning and coaching into the leadership journey, we are empowering our leaders to lead with greater impact, and to grow others while growing themselves. Just as importantly, strong leadership helps foster a sense of belonging by creating inclusive environments, where individuals feel valued, supported and inspired to contribute their best.

Career mobility

At Singtel Group, we are committed to building a versatile, technology-enabled and resilient workforce, one that is agile, adaptable and ready for the future. As technology continues to transform how we work, many roles will evolve or be redesigned. To remain competitive and relevant, employees must continuously develop new capabilities, embrace emerging technologies and be open to new ways of working.

Career mobility is a strategic enabler in this transformation. It helps employees stay ahead by expanding their skills and offering more opportunities to grow within the organisation. This not only drives skills renewal and innovation but also boosts employee engagement and satisfaction, making our people more likely to stay and build long-term careers within the Group.



We support our employees in developing capabilities across multiple disciplines to forge dynamic and fulfilling career paths. This cross-functional exposure fosters diverse thinking, strengthens collaboration and helps build a more agile and future-ready organisation. It also cultivates well-rounded leaders with both depth and breadth of experience so that they are better equipped to navigate increasingly complex challenges. In 2023, we refreshed Singtel's internal mobility policies to improve accessibility and remove barriers to growth. Key enhancements include:

- No minimum tenure or performance thresholds for internal applications
- Internal advertising of roles before opening them to external candidates
- Removal of grade restrictions, allowing employees with the relevant expertise to apply for roles at any level

To further accelerate mobility, we launched the BIG Marketplace in 2024, a group-wide platform that connects employees to internal career opportunities, short-term projects and volunteer roles. The platform also offers integrated career planning tools, including personalised learning paths and access to the #CURIOUS online learning platform, helping employees identify skill gaps and chart development plans. Since launch, the BIG Marketplace has driven a 43% increase in internal applications for open roles, underscoring our employees' growing appetite for career growth and cross-functional exposure.

At NCS, we launched Aglow, a one-stop online platform that enables employees to discover internal project opportunities, connect with like-minded colleagues and access customised learning resources. To support international talent development, NCS also introduced a Global Mobility Framework that enables employees to take on roles in regional markets and gain cross-border experience. A unique initiative under this framework, Nomad, allows employees to temporarily work from NCS overseas offices during personal travel, promoting flexible work, stronger regional collaboration and fresh perspectives.

EMPOWERING OUR PEOPLE TO GROW

At Singtel Group, we believe that growth is a shared journey whereby when our people grow, so does our business. As technology continues to reshape industries, job roles and required skills, we are focused on enabling every individual to stay relevant, resilient and ready for the future.

Through progressive talent strategies, skills-based development and access to meaningful career experiences, we are building a purpose-driven, technology-enabled workforce that thrives in change and leads with impact. This commitment is at the heart of how we attract, develop and empower our people across all levels and markets.

Talent attraction

In an era of AI and technological disruption, attracting top talent and building a future-ready workforce are key to maintaining our competitive edge. We continue to invest in progressive talent strategies that support a purpose-driven, adaptable and highly skilled workforce.

Our approach is grounded in skills-based hiring. We look beyond traditional qualifications, such as academic background or job titles, and focus on current capabilities, culture alignment and future potential. This helps us tap into a wider, more diverse talent pool, including individuals from adjacent industries who bring fresh perspectives and real-world experience.

For senior executive recruitment, we prioritise diversity in backgrounds and experiences, supported by fair, inclusive selection processes. We also regularly benchmark remuneration to ensure equity and market competitiveness. These efforts reflect our commitment to building a workforce that is not only capable and motivated, but also equipped to lead transformation across the Group.

Early career development

We are committed to nurturing talent from the ground up, ensuring that the next generation of professionals is equipped to thrive in a fast-evolving digital landscape.

Our early career development strategy spans the entire Group and is built on providing meaningful, real-world experiences that support growth, adaptability and long-term success. Our talent pipeline draws from a broad and diverse base, ranging from high schools in Australia to vocational institutes, polytechnics and universities across Singapore, Australia and beyond. We actively seek out students and graduates from a variety of backgrounds, bringing new perspectives and energy into our business.

Internships are a core part of our early talent strategy. Across the Singtel Group, our internship programmes provide students with hands-on project work, mentorship from experienced professionals, and exposure to real-world business challenges. Many of our interns transition into full-time roles, forming a strong foundation for long-term careers within the Group.

As one of the largest employers in our key markets, we hire more than 1,000 interns and graduates each year. Through structured onboarding, practical learning and career development opportunities, we are investing in a strong pipeline of future leaders ready to power the digital economy.

Our flagship graduate programmes are designed to prepare young professionals for leadership roles across our diverse ICT businesses:

The Group Management Associate Programme (MAP) offers a two-year development journey with job rotations across Singtel Singapore, Digital InfraCo and Corporate Centre, supported by career coaching and leadership training

The Optus Graduate Programme spans two years, providing structured rotations in Technology and Corporate functions to help graduates build core skills and agility in a fast changing environment

The NCS Management Associate Programme focuses on IT consulting and professional services, while the NCS Nucleus Programme offers participants a pathway to a Graduate Certificate from NUS-ISS, culminating in a Master of Technology.

Gathering for NCS Nucleus Programme colleagues

Beyond structured programmes, our graduate and early career talents have access to a variety of enrichment opportunities, ranging from enterprise-level projects and international assignments to regional secondments and leadership workshops.

We also offer work-study programmes that support academic advancement while gaining industry experience:

The Singtel Catalyst Work-Study Programme (3 years), which also supports Digital InfraCo, and the NCS Fusion Work-Study Programme (3-4 years) allow polytechnic diploma graduates to earn a degree while working full-time. Participants receive a full salary, bond-free tuition sponsorship, and comprehensive on-the-job training.

For ITE graduates, the NCS Ignite Programme combines practical work experience with part-time study, leading to a Diploma in Software Engineering, Full-stack Development, or Cloud Management and Operations.

To build a steady pipeline of young talent, we invest in early career development. Over the past decade, we have recruited nearly 375 SHINE cadets, diploma and degree holders from Singapore's polytechnics and universities, with a focus on Engineering and Cybersecurity. These cadets receive tuition scholarships and internship opportunities, followed by full-time employment upon graduation. The SHINE programme has supported talent needs across Singtel Singapore, NCS and Digital InfraCo, and is expected to continue complementing our overall tech talent pool through to FY2030.

These early career initiatives reflect our deep commitment to building a future-ready workforce, one that is equipped, empowered and inspired to grow with us.

People development

At Singtel Group, we recognise that people development is central to our long-term success. It fuels a culture of continuous growth, strengthens innovation and builds the capabilities needed to navigate change. We invest significantly in upskilling and reskilling to ensure our employees are equipped to meet evolving demands, enhance performance and contribute meaningfully to our strategic goals.

S$19.7 million	invested this year in upskilling and reskilling across the Group
Over 820,000	training hours completed by employees
39.1	average training hours per employee

Our development framework is anchored on the ACT principles, Accelerate, Co-create and Transform:

A Accelerate skills development

We accelerate skills equipping by providing in-person workshops and digital learning that support self-directed development.

C Co-create skills pathways

We collaborate with business units, learning institutions, government agencies, unions and think tanks to design relevant, future-focused curricula. Through our "co-create, co-own, co-execute" model, we have strengthened learner engagement and built a framework that ensures continuous upskilling and reskilling.

T Transform jobs and roles

Transformation is key to preparing our workforce for the future. We prioritise continuous skills upgrading and role evolution, enabling employees to adapt to emerging opportunities. The Professional Conversion Accelerator (PCA) is an example of an initiative that has successfully reshaped job roles and expanded career pathways, enabling over 3,400 employees to transition into future-ready roles.

To bring this strategy to life, we deliver learning through three group-wide corporate academies: Singtel 8George, NCS Dojo and OptusU. These academies offer a wide range of programmes built around four pillars: Personal Excellence, Tech Acceleration, Leadership Excellence and Future Readiness, to empower employees to build both depth and breadth in their capabilities.

Singtel's BIG Learning Fiesta 2024 kick-off

Learning is made accessible and engaging across the Group. Our annual BIG Learning Fiesta brings together over 3,000 participants for three weeks of curated talks, workshops and experiences. The 2024 edition focused on Power Skills, AI and Emerging Tech, and Sustainability, reinforcing our commitment to preparing employees for the future.

Our digital learning platform, #CURIOUS, gives employees on-demand access to more than 100,000 accredited resources, making lifelong learning seamless and scalable. Each year, over 4,000 employees actively use the platform to develop new skills and knowledge.

We updated our Fundamentals of Sustainability e-learning module for all Singtel Singapore, NCS and Digital InfraCo staff last year. Given that sustainability has evolved into a critical component of strategy and operations across all our business units, it is essential that we educate staff on the evolving sustainability landscape and the role each of us can play in driving sustainable and equitable change. 59% of Singtel Singapore, NCS and Digital InfraCo employees have since completed the module (Table 4).

Table 4. Completion rate of the Sustainability e-learning module in FY2025

	Singtel Singapore	NCS	Digital InfraCo	Total
Active learners	5,406	12,790	433	**18,629**
Number of employees completed module	4,625	6,111	333	**11,069**
Percentage completed	86%	48%	77%	**59%**

We continue to build national and industry partnerships to deepen our capabilities. In July 2024, Singtel and NCS collaborated with the Singapore Computer Society (SCS), Cyber Security Agency of Singapore (CSA), Association of Information Security Professionals (AISP) and industry leaders to launch the Cybersecurity Skills Pathway, a structured training and certification programme with internship and employment outcomes for aspiring cybersecurity professionals.

In partnership with UTES, our Company Training Committee (CTC) continues to evolve its focus in line with ST28 strategic priorities. A key initiative is building a skills-first organisation, with emphasis on training emerging tech specialists to support our shift from transformation to growth.

At Optus, people development is driven through its OptusU programme launched in 2011. Through strategic partnerships with universities, industry bodies and training providers, the OptusU programme has delivered over 1,800 micro-credentials in high demand areas such as AI, Data, Commercial Acumen and Strategic Management over the last four years. In 2025, over 820 employees completed new courses in sustainability and emerging technologies, earning certificates of completion.

Optus also places strong emphasis on developing women leaders. The Executive Committee holds annual talent discussions focused on women's development and career mobility. Programmes include executive sponsorship, leadership assessments, wellness support and executive coaching, creating stronger pathways for progression and influence.

A hybrid in-person and online learning experience for employees

Equipping tech leaders across the Group

As technology continues to reshape industries, the need for agile and forward-thinking tech leadership has never been greater. At Singtel Group, we are focused on developing leaders who not only manage today's digital complexity, but also anticipate and shape what comes next.

The Singtel Group Tech Leadership Programme (TLP) is a key initiative in this effort. It has played a pivotal role in developing 60 senior technology leaders from across Singtel Singapore, Digital InfraCo, NCS, Optus and regional associates Telkomsel, AIS and Globe. The programme is designed to build leadership dexterity, balancing operational excellence with the ability to drive transformation.

Delivered as a multi-modular experience, TLP brought together thought leaders and experts from Silicon Valley, top-tier business schools, government agencies and the Singtel Group senior leadership team. Participants engaged deeply on topics ranging from Artificial Intelligence and Big Data to the Future of Finance and High-Altitude Platform Systems (HAPS).

The programme challenged leaders to adopt an exponential growth mindset, collaborate across disciplines, and co-create practical solutions to real business problems, resulting in innovation outcomes with tangible business value.

To extend leadership development across technical talent pipelines, we also launched the Emerging Tech Guild (ETG), a flagship initiative under 8George Academy. ETG is focused on building deep, future-ready capabilities in emerging technologies while fostering multi-domain expertise and agility.

It establishes structured development pathways that attract and retain top tech talent, reinforcing Singtel's position as an innovation-led, tech-driven organisation.

ETG goes beyond formal training. It acts as a community of practice, connecting experts across Singtel Group subsidiaries and regional associates. It also draws on the rich experience of our silver talents, using structured frameworks to retain and transfer institutional knowledge to the next generation. Through unified platforms for knowledge sharing, hands-on problem solving and applied learning, ETG ensures that our workforce is prepared, not just for today's challenges, but for the opportunities of tomorrow.

Empowering our people with AI skills

AI is reshaping industries, redefining roles and revolutionising how we serve our customers. Singtel Group is committed to equipping our people with the skills to harness AI responsibly and effectively. At Singtel, AI enablement is a core focus of the ETG, a flagship initiative of 8George Academy. ETG aims to build deep, future-ready capabilities in emerging technologies, including AI.

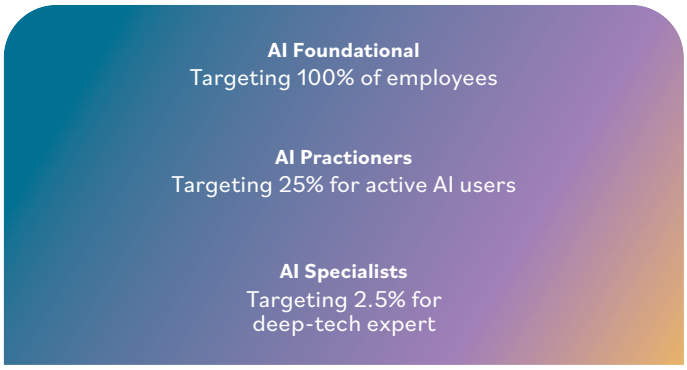
As a group-wide priority, we are building an AI-enabled workforce that can navigate a fast-changing digital landscape. We launched our group-wide AI training programme in late 2024. Our three-tier competency framework outlines this vision and sets out our aspirations across all OpCos (Figure 7). As of May 2025, 46% of our employees across our OpCos have been trained, primarily at the AI Foundational tier, followed by AI Practitioners tier, with a smaller group at the AI Specialist tier.

Foundational training at Singtel Singapore begins with a workshop for operations staff introducing Gen AI tools and ethical considerations. Managers and above continue with online modules focused on practical business applications. AI Practitioners receive advanced training in use case development and change management, while AI Specialists follow tailored learning pathways.

At NCS, the programme integrates technical training with real world application. Employees apply their learning through hands-on projects co-developed with clients, translating knowledge into action from day one.

Optus' AI learning programme ranges from introductory workshops to specialised modules in advanced disciplines. Over 2,480 Optus employees have completed at least one hour of AI-related learning, totalling over 15,700 learning hours. Employees also have access to micro-skills courses in areas such as Responsible AI and Business Applications through an education partner.

Figure 7. Singtel AI workforce vision



FOSTERING A THRIVING WORKFORCE

At Singtel Group, we believe that a thriving workforce is key to building a highly engaged, purpose-driven organisation. When our people feel connected, empowered and energised, they are more likely to contribute meaningfully to the success of the business and the communities we serve.

We adopt the Thrive Model as a group-wide framework to guide our people strategy. A thriving employee is defined as someone who lives our BIG culture and feels supported to bring their best self to work (Figure 8).

Figure 8. Singtel's thrive model

Compared to their non-thriving peers, thriving employees are 3.6 times more likely to stay with the organisation, nearly twice as likely to view processes as efficient and simplified, 1.4 times more likely to find their workload manageable, and spend almost 1.4 times more time learning new skills. (Source: Mercer Global Talent Trends 2024).

The annual Your Voice Survey (YVS) is a key measure of our progress in building a thriving and engaged workforce, and forms part of our leadership KPIs. This year, the Group registered an overall employee engagement score of 72%, placing our organisation above the global average. Our Group purpose continues to resonate well with our workforce, with 78% committed to "Empowering Every Generation".

Our people tell us that they experience our BIG culture in their everyday work:

The YVS results reaffirm that we are moving in the right direction in creating an inclusive, equitable and diverse work environment:

88%	**of employees feel that the workplace is open and accepting towards people from diverse backgrounds.**
75%	**feel confident that their voices are heard when they speak up and express their views.**

While the YVS continues to be a valuable channel for gathering employee feedback, we recognise the importance of moving beyond a once-a-year snapshot of engagement. To better understand and respond to the evolving employee experience, we adopt a continuous listening approach. This will provide timely, data-driven insights that allow us to address key issues more proactively and with greater agility.

Our continuous listening strategy is built around two core elements:

1. **Quarterly surveys that capture insights on defining moments and shared experiences across our OpCos and Corporate Centre.**
2. **Ongoing feedback collected through pulse surveys covering the employee lifecycle, major strategic initiatives, cultural alignment efforts and local sentiment across OpCos.**

Together, these efforts will help us stay more closely connected to our people's needs and continuously shape a workplace where everyone can thrive.

This enhanced approach helps us stay closely connected to our people, so that we can respond with greater relevance, act on feedback in real time, and continue shaping a workplace where everyone has the opportunity to thrive.

People performance indicators[1]	Optus		Singtel Singapore		NCS		Digital InfraCo		Singtel Group	
	2025	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**	2024
Total employees by gender										
Total employees	**6,772**	6,716	**5,544**	6,094	**11,510**	10,909	**458**	378	**24,284**	24,097
Male	**4,550**	4,525	**3,112**	3,316	**8,224**	7,823	**340**	287	**16,226**	15,951
Female	**2,222**	2,191	**2,432**	2,778	**3,286**	3,086	**118**	91	**8,058**	8,146
Total employees by employment contract and gender										
Regular employees (Male)	**4,514**	4,480	**2,798**	2,859	**7,169**	6,822	**310**	261	**14,791**	14,422
Contract employees (Male)	**36**	45	**314**	457	**1,055**	1,001	**30**	26	**1,435**	1,529
Regular employees (Female)	**2,199**	2,149	**2,182**	2,382	**2,924**	2,729	**101**	83	**7,406**	7,343
Contract employees (Female)	**23**	42	**250**	396	**362**	357	**17**	8	**652**	803
Total regular employees by employment type and gender										
Full time (Male)	**3,953**	3,942	**3,099**	3,310	**8,215**	7,548	**340**	287	**15,607**	15,087
Part time (Male)	**597**	583	**13**	6	**9**	275	**0**	0	**619**	864
Full time (Female)	**1,739**	1,742	**2,426**	2,772	**3,255**	2,919	**118**	91	**7,538**	7,524
Part time (Female)	**483**	449	**6**	6	**31**	167	**0**	0	**520**	622
Casual employees[2]										
Total casual employees	**444**	379	**0**	0	**0**	0	**0**	0	**444**	379
Casual employees (Male)	**259**	238	**0**	0	**0**	0	**0**	0	**259**	238
Casual employees (Female)	**185**	141	**0**	0	**0**	0	**0**	0	**185**	141
Total man hours worked	**200,923**	185,734	**0**	0	**0**	0	**0**	0	**200,923**	185,734
Man hours worked (Male)	**121,871**	118,648	**0**	0	**0**	0	**0**	0	**121,871**	118,648
Man hours worked (Female)	**79,052**	67,086	**0**	0	**0**	0	**0**	0	**79,052**	67,086
Total employees by age group										
< 30 years old	**23%**	23%	**17%**	18%	**-**	-	**18%**	12%	**22%**	22%
30-49 years old	**53%**	54%	**60%**	58%	**-**	-	**54%**	56%	**58%**	58%
≥ 50 years old	**24%**	23%	**23%**	23%	**-**	-	**28%**	32%	**20%**	20%
Age mix by employee category (Operations and Support)[3]										
<30 years old	**75%**	74%	**24%**	25%	**-**	-	**28%**	22%	**42%**	40%
30-49 years old	**21%**	21%	**49%**	46%	**-**	-	**36%**	40%	**42%**	41%
≥ 50 years old	**5%**	5%	**27%**	29%	**-**	-	**36%**	37%	**16%**	19%
Age mix by employee category (Professional)[3]										
<30 years old	**11%**	11%	**16%**	16%	**-**	-	**17%**	9%	**18%**	18%
30-49 years old	**61%**	62%	**69%**	70%	**-**	-	**65%**	70%	**64%**	64%
≥ 50 years old	**27%**	27%	**15%**	14%	**-**	-	**18%**	22%	**18%**	18%
Age mix by employee category (Executive)[3]										
<30 years old	**0%**	0%	**0%**	0%	**-**	-	**2%**	0%	**0%**	0%
30-49 years old	**64%**	66%	**61%**	63%	**-**	-	**57%**	48%	**58%**	60%
≥ 50 years old	**36%**	34%	**39%**	37%	**-**	-	**42%**	53%	**42%**	40%
Age mix by employee category (Top Executive)[3]										
<30 years old	**0%**	0%	**0%**	0%	**-**	-	**0%**	0%	**0%**	0%
30-49 years old	**47%**	51%	**30%**	29%	**-**	-	**27%**	27%	**33%**	35%
≥ 50 years old	**53%**	49%	**70%**	71%	**-**	-	**73%**	73%	**67%**	65%
Gender mix by employee category (% female)										
Operations and Support	**39%**	38%	**54%**	55%	**31%**	29%	**30%**	29%	**41%**	43%
Professional	**32%**	32%	**37%**	38%	**28%**	29%	**24%**	23%	**31%**	31%
Executives and Top Executives	**29%**	27%	**37%**	37%	**24%**	24%	**23%**	18%	**29%**	29%
- Executives	**29%**	28%	**38%**	38%	**23%**	24%	**25%**	23%	**29%**	29%
- Top Executives	**23%**	19%	**36%**	37%	**33%**	27%	**13%**	7%	**30%**	27%
Mean salary ratio (female:male)[4]										
Operations and Support	**1 : 0.95**	1 : 0.94	**0.82 : 1**	0.87 : 1	**-**	-	**1 : 0.99**	1 : 0.97	**0.89 : 1**	0.89 : 1
Professional	**0.93 : 1**	0.92 : 1	**0.93 : 1**	0.89 :1	**-**	-	**0.87 : 1**	0.92 : 1	**0.94 : 1**	0.92 : 1
Executives	**0.99 : 1**	1 : 1	**0.97 : 1**	0.95 :1	**-**	-	**0.81 : 1**	0.91 : 1	**0.96 : 1**	0.94 : 1
Median salary ratio (female:male)[4]										
Operations and Support	**1 : 1**	1 : 0.92	**0.88 : 1**	0.91: 1	**-**	-	**1 : 0.99**	1 : 0.95	**0.91 : 1**	0.95 : 1
Professional	**0.91 : 1**	0.90 : 1	**0.90 : 1**	0.87 : 1	**-**	-	**0.84 : 1**	0.93 : 1	**0.93 : 1**	0.91 : 1
Executives	**0.99 : 1**	0.99 : 1	**0.95 : 1**	0.93 : 1	**-**	-	**0.77 : 1**	0.78 :1	**0.96 : 1**	0.94 : 1
Mean bonus ratio (female:male)[4]										
Operations and Support	**1 : 0.96**	1 : 0.85	**0.83 : 1**	0.83 : 1	**-**	-	**1 : 0.94**	1 : 0.87	**0.90 : 1**	0.98 :1
Professional	**0.89 : 1**	0.86 : 1	**0.91 : 1**	0.94 :1	**-**	-	**0.86 : 1**	0.79 : 1	**0.93 : 1**	0.95 : 1
Executives	**1 : 0.99**	0.97 : 1	**0.98 : 1**	1 : 0.99	**-**	-	**1 : 0.91**	1 : 0.81	**0.99 : 1**	1 : 0.98
Median bonus ratio (female:male)[4]										
Operations and Support	**1 : 0.94**	1 : 0.94	**0.85 : 1**	0.82 : 1	**-**	-	**1 : 0.90**	1 : 0.79	**0.94 : 1**	0.94 : 1
Professional	**0.83 : 1**	0.89 : 1	**0.91 : 1**	0.96 : 1	**-**	-	**0.89 : 1**	0.79 :1	**0.91 : 1**	0.96 : 1
Executives	**1 : 1**	0.95 : 1	**0.96 : 1**	0.99 : 1	**-**	-	**1 : 1**	1 : 0.67	**0.98 : 1**	1 : 0.99

People performance indicators[1]	Optus		Singtel Singapore		NCS		Digital InfraCo		Singtel Group	
	2025	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**	2024
New employee hires										
Percentage of new employee hires	**15.8%**	15.0%	**9.2%**	11.4%	**12.9%**	18.0%	**17.2%**	22.0%	**12.9%**	15.6%
New employee hires by age group										
< 30 years old	**9.1%**	8.6%	**4.5%**	5.4%	**-**	-	**5.9%**	5.3%	**6.1%**	7.8%
30-49 years old	**5.4%**	5.5%	**4.2%**	5.5%	**-**	-	**10.3%**	14.3%	**5.7%**	6.9%
≥ 50 years old	**1.3%**	1.0%	**0.4%**	0.5%	**-**	-	**1.1%**	2.4%	**1.0%**	0.9%
New employee hires by gender										
Male	**9.6%**	9.1%	**5.3%**	6.7%	**9.4%**	13.4%	**14.2%**	16.9%	**8.6%**	10.6%
Female	**6.2%**	5.9%	**3.9%**	4.7%	**3.5%**	4.6%	**3.1%**	5.0%	**4.3%**	5.0%
Employee voluntary turnover										
Percentage of employee voluntary turnover	**12.6%**	14.8%	**14.0%**	14.2%	**-**	-	**11.1%**	8.5%	**14.0%**	14.6%
Employee turnover by age group										
< 30 years old										
- Voluntary	**7.2%**	8.1%	**3.8%**	4.3%	**-**	-	**1.1%**	1.1%	**5.0%**	5.5%
- Involuntary	**1.1%**	2.2%	**1.0%**	0.7%	**-**	-	**0.4%**	0.0%	**0.9%**	1.1%
30-49 years old										
- Voluntary	**4.2%**	5.4%	**6.5%**	7.0%	**-**	-	**7.2%**	6.1%	**6.8%**	7.2%
- Involuntary	**2.7%**	8.0%	**2.2%**	1.1%	**-**	-	**0.7%**	0.3%	**2.2%**	3.2%
≥ 50 years old										
- Voluntary	**1.2%**	1.3%	**3.7%**	2.9%	**-**	-	**2.8%**	1.3%	**2.2%**	1.9%
- Involuntary	**2.0%**	4.3%	**1.2%**	0.6%	**-**	-	**0.4%**	0.3%	**1.0%**	1.5%
Employee turnover by gender										
Male										
- Voluntary	**7.3%**	8.7%	**7.2%**	7.3%	**-**	-	**9.6%**	5.8%	**8.8%**	9.1%
- Involuntary	**3.9%**	9.8%	**2.6%**	1.5%	**-**	-	**1.3%**	0.5%	**2.8%**	3.9%
Female										
- Voluntary	**5.3%**	6.2%	**6.8%**	6.9%	**-**	-	**1.5%**	2.6%	**5.2%**	5.5%
- Involuntary	**1.9%**	4.7%	**1.9%**	0.9%	**-**	-	**0.2%**	0.0%	**1.3%**	1.9%
Total training investment[5]										
Total training investment (million)	**A$5.1**	A$4.8	**S$15.2**	S$15.9	**-**	-	**-**	-	**S$19.7**	S$20.2
Average training hours[4, 6]										
Average training hours per employee	**28.4**	27.1	**17.8**	19.4	**57.9**	53.3	**20.7**	17.3	**39.1**	36.1
Average training hours by gender[4, 6]										
Male	**27.3**	26.2	**19.1**	20.6	**63.1**	56.3	**21.4**	17.4	**42.9**	38.9
Female	**30.9**	29.0	**16.2**	17.9	**44.6**	45.1	**18.5**	17.2	**31.2**	30.5
Average training hours by employee category[4, 6]										
Operations and Support	**27.9**	30.4	**15.3**	15.6	**24.6**	39.8	**15.9**	14.7	**20.5**	25.2
Professional	**29.0**	26.6	**19.7**	20.5	**65.4**	55.2	**23.2**	18.1	**45.3**	39.2
Executives and above	**25.7**	28.1	**18.3**	29.4	**75.1**	65.2	**21.4**	20.9	**36.2**	38.7
Employee health and safety[7]										
Total man hours worked (per million)	**11.4**	11.8	**10.3**	11.6	**17.5**	16.6	**1.0**	0.8	**40.2**	40.9
Workplace injury incidence rate (per 1,000 employees)	**2.5**	3.9	**2.8**	1.5	**2.4**	0.7	**4.4**	7.9	**2.1**	1.7
Workplace injury frequency rate (per million hours worked)	**1.5**	2.2	**1.3**	0.7	**1.1**	0.3	**2.0**	3.6	**1.3**	1.0
- Workplace injury frequency rate (Male)	**0.8**	2.2	**0.7**	0.5	**0.9**	0.2	**0.0**	4.7	**0.8**	1.0
- Workplace injury frequency rate (Female)	**3.0**	2.1	**2.1**	1.0	**1.7**	0.5	**8.4**	0.0	**2.3**	1.1
Workplace injury severity rate	**19.6**	16.1	**7.9**	6.9	**10.0**	0.7	**48.8**	8.4	**13.2**	7.1
- Workplace injury severity rate (Male)	**22.3**	22.6[8]	**5.3**	2.4	**5.3**	0.7	**0.0**	11.0	**10.0**	7.8
- Workplace injury severity rate (Female)	**13.8**	2.1[8]	**11.6**	12.7	**22.6**	0.7	**201.8**	0.0	**19.8**	5.6
High consequence injury rate (per million hours worked)	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0
Fatalities	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0

1. FY2025 and FY2024 data now includes international entities and are presented by OpCos, which is aligned with the Annual Report. Singtel Singapore also includes Corporate Centre. In the previous report, FY2024 data excluded international entities and was assured at a broader grouping level.
2. Casual employees are mainly retail sales consultants in Australia. Singtel Singapore figures have been restated to zero, as prior data were individuals not on the company's payroll.
3. There is a slight difference from the GRI 405-1 requirements for age group (i.e. < 30 years old, 30-50 years old, ≥ 50 years old) to allow for comparability and consistency with FY2023 age group by total employees, new hires, turnover. No material impact is expected due to the reporting difference.
4. NCS includes international entities except for NCS AU.
5. Singtel Singapore training investments included those of NCS and Digital InfraCo.
6. Singtel Singapore, NCS and Digital InfraCo exclude contract staff with tenure under one year, while Optus excludes all contract staff and casual workers in their data.
7. Workplace health and safety metrics are based on the International Labour Organization (ILO) definitions, subject to country definition of lost work shifts e.g. Optus excludes weekends from medical leave when calculating these rates. Only accounts for Singapore operations for Singtel Singapore, NCS and Digital InfraCo.
8. Optus' FY2024 workplace injury severity rate for male and female have been restated due to a transcription error.

04

Community Impact

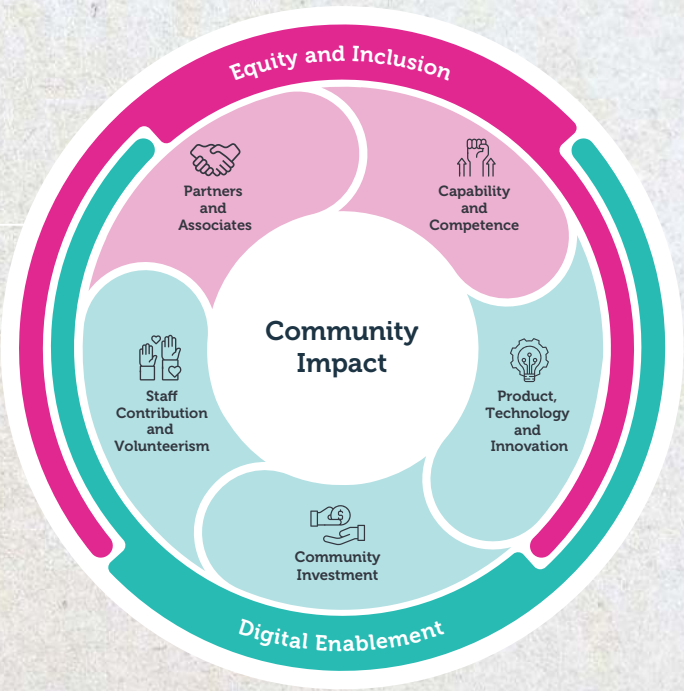


Figure 1. Singtel Group community impact framework

Our community impact strategy focuses on bridging the digital divide, promoting digital safety and supporting vulnerable segments of society, including children, youth, seniors, persons with disabilities, disadvantaged families and migrant workers. By leveraging our resources, expertise and partnerships, we aim to drive inclusive progress and empower individuals and communities to thrive in an increasingly digital world.

Our Strategy and Commitment

At Singtel Group, we recognise that creating long-term value goes beyond business performance. It includes making a meaningful contribution to the communities we serve. Guided by our Group purpose, Empower Every Generation, we are committed to aligning our business and sustainability ambitions with initiatives that strengthen societal well-being.

All our community impact programmes are aligned with the strategic objectives of the National Council of Social Service (NCSS) Social Service Sector Strategic Roadmap (4ST). As a member of the 4ST Steering Committee, we have contributed to shaping the overall strategy roadmap, designed to guide the service sector to transform lives and create meaningful change.

Recognising the power of partnerships in delivering impact at scale, we collaborate closely with national agencies, such as NCSS and Infocomm Media Development Authority (IMDA), to enhance our community engagement efforts. A key initiative is the Digital for Life (DfL) national movement, which encourages individuals of all ages and backgrounds to embrace digital learning and improve their quality of life through technology. We also promote social innovation and the application of technologies, such as 5G and Artificial Intelligence (AI), for social good.

Table 1. Singtel Group community impact efforts and goals

Community impact pillars	Objectives	Key Singtel Group initiatives	Target segments	2025 target	Achievement
Digital Enablement	Enhancing ease of access to technologies among vulnerable groups	• Digital for Life • Donate your Data and Device • Migrant Worker outreach	Seniors, migrant workers, low-income families	**One million digitally enabled persons and SMEs (between 2015 and 2025)**	**Achieved over one million (between 2015 and 2025)**
	Safeguarding our systems and stakeholders	• Digital Thumbprint programme • NCS x Friends2Gather	Youth, parents and children from disadvantaged backgrounds		
	Leveraging innovative technologies	• Singtel Group Future Makers • NCS partnership events	Social impact start-ups, students		
Equity and Inclusion	Lending support to marginalised groups	• Singtel Touching Lives Fund (STLF) • Race Against Cancer • Australian Business and Community Network (ABCN)	Students, persons with disabilities, low income families		
	Increasing employability through education	• SBNoD • Pathways 2 Employment • N-Able Me!			

In recognition of our sustained efforts, Singtel was awarded the President's Volunteerism and Philanthropy Award (PVPA) in the Organisations of Good (Large Enterprise) category in November 2024. Organised by the National Volunteer and Philanthropy Centre (NVPC) and conferred by President Tharman Shanmugaratnam, this award honours companies that have made lasting contributions to the community.

This underscores the success of Singtel's long-standing digital enablement programmes, which have positively impacted more than a million individuals and SMEs across Singapore and Australia over the last decade. It also affirms our strong commitment to corporate volunteering and fundraising for special education (SPED) schools.

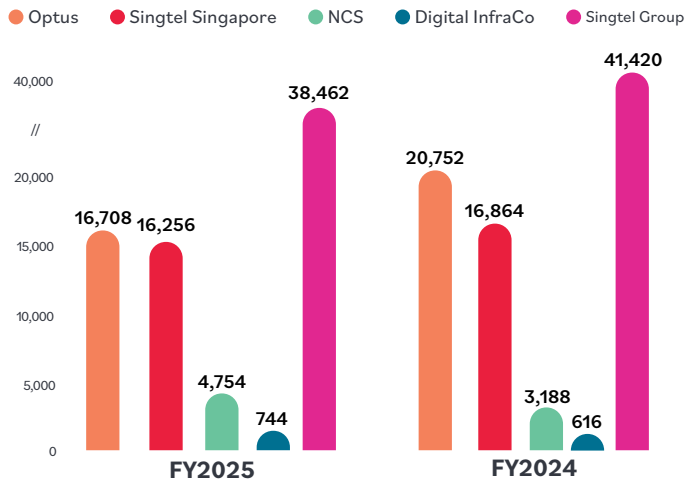
Singtel Group remains committed to giving back to the community and strongly encourages employee volunteering, which also provides our people with holistic development in areas such as empathy and character building, and a deeper sense of purpose. During the year, we invested S$32.8 million in our communities, bringing our cumulative investment since 2015 to S$303.9 million. Over the past year, our employees contributed a total of 38,462 hours to volunteering, as tracked by the Business for Societal Impact (B4SI) framework.

Figure 2. Singtel Group's community investment (S$ million)*

* Our community investment, which includes direct financial support, in-kind sponsorship and staff volunteering, is measured using the Business for Societal Impact (B4SI) framework. NCS' figures reflect a partial application of the framework, focused on key impact areas.

** Singtel Singapore's investments includes Digital InfraCo.

Figure 3. Singtel Group's volunteering hours



DIGITALLY INCLUSIVE AND EMPOWERED COMMUNITIES

Digital access empowers individuals in nearly every aspect of daily life. Connectivity and digital literacy have become fundamental to full participation in modern society. They enable people to access news, engage on social platforms, and use essential services such as healthcare, government support, financial tools and online shopping.

For vulnerable communities, such as seniors, low-income families and migrant workers, the lack of digital access and confidence can lead to social isolation, economic disadvantage and reduced quality of life. As digitalisation continues to accelerate, it is more important than ever to ensure that these groups are not left behind.

At Singtel Group, we believe that no one should be excluded from the benefits of technology. We are committed to closing the digital divide by equipping underserved communities with the connectivity, tools and knowledge needed to thrive in an increasingly digital world.

Through sustained partnerships with government agencies, non-profits and industry partners, we roll out targeted programmes that promote digital literacy, affordability and accessibility. These efforts aim not only to provide basic access, but also to build long-term digital confidence, independence and resilience.

As of FY2025, we have met our long-term target of digitally enabling one million individuals and SMEs across Singapore and Australia, achieving a major milestone in our journey toward inclusive digital empowerment.

Digitally enabling seniors and the community

Singtel was honoured to be recognised by the IMDA as a Champion of the DfL national movement in 2024. This recognition affirms our commitment to building a digitally inclusive society and empowering communities with the knowledge and skills necessary to navigate the digital age confidently and safely.

As part of our continuing partnership with IMDA's SG Digital Office and the South West Community Development Council, we supported the "I Am Digitally Ready @ South West" initiative. More than 400 Singtel and NCS staff volunteers have helped over 1,200 seniors develop basic digital skills and strengthen their awareness of online scams and digital protection. These sessions equip seniors with practical knowledge to recognise suspicious online behaviour, safeguard their personal information and make informed decisions, which are critical components of digital resilience in today's connected world.

In parallel, we continued our collaboration with St Luke's ElderCare. Approximately 170 Corporate Office staff volunteers conducted digital drawing workshops for more than 200 seniors at various active ageing centres. These sessions encouraged seniors to explore creative digital tools in a supportive environment, promoting both confidence and engagement through technology.

Enhancing digital inclusion for migrant workers

Singtel continues to provide prepaid mobile services to Singapore's migrant workers community, acknowledging the essential role they play in the country's growth and infrastructure development. Recognising the heightened vulnerability of migrant workers to job and loan scams, we remain focused on equipping them with both safe access to connectivity and the knowledge to navigate the digital space safely.

In collaboration with dormitory operators such as the Migrant Workers' Centre (MWC) and the Centre for Domestic Employees (CDE), we organised a series of May Day celebrations and educational talks. These sessions focused on scam awareness, safe remittance practices and the importance of digital protection. We also upgraded our Singtel network across five major migrant worker dormitories to provide both 4G and 5G services, and helped migrate remaining 3G customers to 4G and 5G services. We continued to offer subsidised 5G devices and mobile plans to migrant workers to ensure they can benefit from the latest mobile technology.

These initiatives for migrant workers foster an environment of camaraderie, support and digital empowerment. The events also provided a welcome break from their daily routines and a chance to socialise with peers. The shared experiences helped build a sense of unity that transcended nationalities and reinforced the importance of community inclusion.

May Day celebrations for migrant workers

Optus Donate Your Data™

In 2019, Optus launched Donate Your Data™ (DYD) in Australia to help bridge the digital divide for disadvantaged and vulnerable Australians who do not have regular access to internet.

Through the programme, Optus customers can donate their excess data to those in need. Through Optus charity partners, such as The Smith Family, Good360 Australia and KARI Foundation, Optus provides young people, families and other Australians with free internet access, so that they can access vital services, education platforms, employment opportunities and connect with others. During the year, Optus provided 14,265 participants with over 11.2 million gigabytes of data, donated by 196,090 customers.

Participating parents from The Smith Family had positive feedback on Optus' DYD programme. The Smith Family's impact evaluation considered 2,491 responses from families and found that:

98%	of parents report that DYD has helped their young persons' online learning and education.
99%	of parents would recommend DYD to other families.
23%	of total DYD participants are Aboriginal or Torres Strait Islander Peoples.

Qualitative data from families highlight that they are aware that Optus DYD is easing the financial burden to be digitally included, and enabling older students to explore career pathways and job opportunities.

ONLINE SAFETY

At Singtel, we recognise that as technology and digital innovation continue to transform our world at an unprecedented pace, vulnerable groups face an increasing set of risks, including exposure to inappropriate content, cyberbullying and online scams.

In line with our assessment of salient human rights issues, we have implemented various initiatives to educate and equip these vulnerable groups with online safety and scam knowledge and digital skills. Collaboration remains central to our approach. We work closely with national agencies in Singapore and the Office of the e-Safety Commissioner in Australia to promote digital literacy and safety.

Cyber safety and wellness

Optus' Digital Thumbprint programme, launched in 2013, is one of the longest running digital safety and well-being education programmes in Australia. It supports children, youth and their families by providing complimentary educational workshops, guides and resources on the topic. The programme is endorsed by the eSafety Commissioner as a Trusted eSafety Provider since 2016.

Twimbit Asia Pacific award for Optus Digital Thumbprint programme

June 2024:

Partnerships with local clubs such as Tuggeranong United FC in Canberra, Putney Rangers in Sydney and Casey Comets in Melbourne spanned 12 months. Activities included weekly 'Optus Team of the Week' awards, on-site game day activations and giveaways to connect and celebrate with fans, players and the local community.

July 2024:

We hosted the Canberra Business Chamber's July 2025 networking night, which saw 140 local business leaders gather for an evening of collaboration and engagement.

August 2024:

At Townsville's James Cook University, we supported the Big Ideas Youth Expo, which brought together students from 15 schools across Queensland to brainstorm sustainable solutions. An Optus General Manager served as a mentor to students as they developed their innovative pitches.

February 2025:

At the annual St. Kilda Festival's First Peoples First event, LED visuals on the Optus truck supported vibrant performances by breakdancing troupe - Indigenous Outreach Projects, while the Optus Stage in O'Donnell Gardens showcased Indigenous artists like Crooked TP and Amos Roach. This free event was attended by 350,000 people and connected local communities to First Nations culture.

March 2025:

Through our partnership with Invictus Australia, we participated in the Defence Community Sports Day in Canberra to champion the health and well-being of veterans and their families through the power of sport.

During the year, Optus reached nearly 50,000 students, bringing the total number of participants to 669,529 since the programme's inception. Optus also expanded its programme with a new workshop on Gen AI and online safety. It supports parents to understand this rapidly growing technology with a new guide. A full list of programme resources can be found on Optus website **here**.

Optus was awarded the Steward Leadership 25 Award and Twimbit Asia Pacific Telecom Awards 2024 for its Digital Thumbprint programme. These accolades are a recognition of Optus' commitment and contribution to local communities as well as the social impact it has created.

Supporting innovation for social good

Singtel Group Future Makers - 10 years of social impact

Recognising that technology and innovation can be harnessed to address community and social needs, Singtel Group Future Makers (SGFM) was launched in 2016 to support social enterprises that harness technology to develop innovative solutions and advance social impact. Areas of focus include healthcare, education, environment and inclusion.

Through SGFM, start-ups are supported to expand their reach with the right mentorship, resources and network. To date, over S$5 million in funding has been provided to support 85 local and regional social impact start-ups.

The Singapore social innovation ecosystem has matured significantly over the past decade, with increased government and corporate support for tech-based social enterprises. With SGFM marking its 10th anniversary, it was timely to bring the original programme format to a close. However, our collaboration with alumni across the region will continue to support their ongoing expansion and engagement with the business.

Read more about SGFM's ten-year journey and the impact created by its alumni through the case studies featured **here**.

NCS x NUS Business Analytics Centre Innovation Challenge

In 2024, NCS partnered the National University of Singapore (NUS) Business Analytics Centre to co-host the annual Analytics Innovation Challenge. This initiative served as a key platform for nurturing young talent and advancing innovation in urban mobility.

The Challenge brought together more than 400 students from various Institutes of Higher Learning, providing them with the opportunity to tackle real-world business problems using emerging technologies. Participants developed data-driven solutions addressing urban transport challenges, enhancing their practical skills while contributing to meaningful industry impact.

Transformative AI solutions for urban mobility unveiled at the 2024 Analytics Innovation Challenge

The top eight teams were shortlisted for the final round, which took place at NCS Hub. Among the winning ideas was a real-time monitoring and routing system that uses AI to optimise public mobility. The solution integrates traffic patterns, weather data and commuter needs to improve transport efficiency, demonstrating the transformative potential of AI in shaping smarter, more inclusive cities.

ASEAN China-India Youth Leadership Summit

NCS was proud to partner OSG Youth Alliance in the ASEAN China-India Youth Leadership Summit (ACIYLS) 2024, which convened 180 winners from over 8,300 Startathon participants from 12 countries across the region. Hosted in Singapore, the six-day programme was designed to foster cross-cultural understanding, advance sustainability awareness, and empower the next generation of changemakers.

As part of the Summit, NCS subject matter experts contributed to key forum discussions on how innovation and technology can drive sustainable outcomes. Topics included the role of AI in advancing sustainability and green urban development for the cities of tomorrow. NCS professionals also participated as speakers, mentors and judges in the Sustainability Startathon, where youth teams pitched innovative ideas to address urban sustainability challenges.

NCS' engagement in ACIYLS reflects its broader purpose to "make the extraordinary happen" and reaffirms its commitment to nurturing youth potential. By sharing knowledge and providing a platform for emerging leaders, NCS aims to inspire and equip the next generation to co-create a more sustainable and inclusive future.

EQUITY AND INCLUSION

Singtel Carnival

The 10th annual Singtel Carnival, held in October 2024 at the Singapore Expo, marked a significant milestone in our commitment to inclusivity and community engagement. This flagship initiative of the Singtel Touching Lives Fund (STLF) brought together a record 2,500 students from 23 SPED schools across Singapore, supported by approximately 2,200 volunteers, including Singtel employees and members of the Singapore Business Network on DisAbility (SBNoD).

Themed "Animal Kingdom," the carnival featured 55 food and game stalls designed to provide a safe and enjoyable environment for children aged seven to 18. These stalls were funded and run by employees, demonstrating strong staff commitment to the cause. Activities were thoughtfully curated to help students develop essential life skills, boost their confidence, and foster social interaction. Notably, a Gen AI booth introduced students to emerging technologies, aligning with our goal to equip them with digital literacy skills.

We were honoured to have Dr Mohamad Maliki Bin Osman, then-Minister in the Prime Minister's Office and Second Minister for Education and Foreign Affairs, join us at the event, to engage with students and volunteers alike. Since its inception in 2013, the Singtel Carnival has evolved into Singapore's largest event dedicated to children with special needs. It serves as a vital platform not only for the students but also for our employees and partners to cultivate empathy, understanding and a shared sense of purpose. Through initiatives like this, we reaffirm our commitment to building a more inclusive society where every individual is empowered to thrive.

10th Singtel Carnival, a vibrant celebration of inclusivity with special needs children

"As we celebrate ten years of inclusion with these incredible children, I couldn't be more proud of how the Singtel Carnival continues to make a real difference in their lives. Not only does this annual event help the students develop their social and cognitive skills, it also builds a sense of inclusion and understanding of vulnerable communities among our employees and partners. It's all about fostering empathy, a deeper connection and a shared purpose within our community."

—
Ms Aileen Tan
Singtel Group Chief People and Sustainability Officer

"I want to thank Singtel and its partners for their hard work in bringing together this wonderful event for the last ten years. Its continuous growth shows so much support from the community."

—
Dr Mohamad Maliki Bin Osman
Then Minister, Prime Minister's Office
Second Minister for Education and Foreign Affairs

Expressions Through Art

Now in its third edition, Singtel's Expressions Through Art continues to celebrate the creativity of students from all 25 SPED schools in Singapore. This year's showcase featured 37 artworks by students aged 7-18, using watercolour, coloured pencils and markers to bring their imagination to life.

Several exhibitions were organised to help raise awareness and celebrate the artistic talents of these students. The 2024 exhibition was launched on 7 November at Gardens by the Bay, marking the first time the event was held at this iconic venue. The launch was graced by Singtel Group CEO Mr Yuen Kuan Moon and Gardens by the Bay CEO Mr Felix Loh, along with over 120 guests, including students, parents, caregivers and teaching staff.

The exhibition journey continued in December at the National Gallery Singapore, bringing the students' work into another landmark cultural space. To reach an even broader audience, digitised versions of the artwork were displayed on six art-themed SMRT trains travelling across the North-South, East-West and Circle lines, transforming daily commutes into moving galleries for the public to appreciate the imagination and talent of children with special needs.

To round off the campaign, a roving exhibition was brought to three of Singtel's main offices between January and March 2025. This final leg brought the stories and creativity of the students directly into our workplace, reinforcing the Group's belief in creating platforms that celebrate diverse voices and talents across the community.

Expressions Through Art not only provides a platform for students with special needs to express themselves but also fosters a more inclusive society by highlighting their capabilities. As part of Singtel's ongoing commitment to community engagement and support for the arts, this initiative underscores the importance of diversity and inclusion across all facets of society. For more information and to view the collection of artworks, please visit **here**.

3rd edition of Singtel's Expressions Through Art at Gardens by the Bay

Singtel Charity Golf

In August 2024, Singtel hosted its annual Charity Golf event at Tanah Merah Country Club, successfully raising a record S$1.48 million for STLF. This milestone was achieved through the generous support of business partners and senior management from across the Singtel Group, including AIS, Globe, NCS, Optus and Telkomsel.

The event culminated in a dinner that showcased the vocational skills and talents of students from STLF's beneficiary schools. Students from APSN Delta Senior School applied their vocational training by serving welcome drinks and food to guests, demonstrating their skills and professionalism. Meanwhile, students from APSN Tanglin School captivated the audience with a vibrant percussion performance, reflecting their confidence and enthusiasm.

A highlight of the evening was a charity auction featuring an acrylic art piece by an APSN Tanglin School student, which garnered significant interest and contributions. Singtel's commitment to fully underwriting the fundraising costs ensures that every dollar raised directly benefits the six SPED schools supported by STLF, aiding about 1,800 students. STLF has raised S$60 million since 2002.

Business partners and senior management in support of the Singtel Charity Golf 2024

"With the amount raised, we will be able to further our goal of advancing the development and inclusion of vulnerable segments in our community. We support some 1,800 students yearly across our six adopted SPED schools, and it is gratifying to see the progress made over the past 12 years. We are pleased that students have been securing internships and employment opportunities as well as integrating into mainstream higher learning institutes for further vocational training.

—
Mr Yuen Kuan Moon
Singtel Group CEO

"The educational journey of our teenage students has greatly benefited from the Singtel Touching Lives Fund. Singtel's support has opened doors for our students, offering them opportunities to shine. For example, our students showcased their artistic talents to a broader audience with their performance at the charity golf event dinner. They also participated in Expressions Through Art, allowing them to be champions of inclusivity through their colourful artworks. This collaboration has not only broadened their horizons, but also significantly enriched their lives, underscoring the transformative power of this partnership.

—
Mr Phua Huat Chuan
Principal, APSN Tanglin School

A Singtel Waterfront Theatre performance for special needs children

As part of our continued commitment to inclusion and community engagement, 101 Singtel volunteers hosted 231 students, teachers and caregivers from three SPED schools—APSN Chaoyang School, Cerebral Palsy Alliance Singapore School (CPASS West) and MINDS Lee Kong Chian Gardens School, for a special performance of The Feelings Farm at the Singtel Waterfront Theatre.

Developed for primary school-aged children, the production combined music, movement, poetry and multimedia to help young audiences explore and understand emotions with empathy and compassion. To ensure a smooth and enjoyable experience for all invited guests, Singtel sponsored the theatre booking, snacks, beverages and transport arrangements.

Magic tricks and a live band performance by Group Procurement and Singtel Singapore Networks FISW

Due to limitations in wheelchair-accessible seating, not all CPASS West students were able to enter the theatre. In response, a cross-functional team from Group Procurement and Singtel Singapore Networks FISW swiftly arranged an alternative programme comprising science demonstrations, magic performances and a live music segment. These activities ensured that every student, regardless of mobility needs, was included in the day's festivities.

Race Against Cancer

The 2024 Singtel-Singapore Cancer Society (SCS) Race Against Cancer raised S$1.3 million through 7,006 participants and 235 teams. The annual event aims to raise funds for cancer treatment subsidies, welfare assistance, cancer rehabilitation, hospice care, cancer screenings, research, public education and cancer support group initiatives.

In line with previous years, Singtel pledged S$250,000 to SCS' Help the Children and Youth Programme. Singtel senior management, employees and their families participated in the race and supported fundraising efforts.

Singtel pledged S$250,000 to SCS' Help the Children and Youth Programme

EDUCATION AND EMPLOYABILITY

As part of our efforts to drive community impact, we support various programmes that help vulnerable segments of society reach their fullest potential. We organise and participate in numerous initiatives to enhance the education and employability of disadvantaged children, youth, families, persons with special needs and Indigenous Australians.

In Singapore, Singtel has been consistently recognised for our contributions. We have received the Community Chest's Charity Platinum Award annually since 2001 and the Volunteer Partner Award since 2020.

In 2024, Singtel was honoured with the Community Chest Pinnacle Award, which recognises organisations that demonstrate exemplary commitment to holistic care, through donations, volunteerism and inclusive employment practices.

In Australia, Optus' initiatives continue to focus on improving educational and employment opportunities for disadvantaged individuals and groups. As a founding member of the Australian Business and Community Network (ABCN), Optus actively supports its workplace mentoring programmes for support students from low socio-economic backgrounds, helping these vulnerable youths realise their full potential.

During the year, 214 Optus volunteer mentors contributed 1,120 hours to support nearly 700 students from 45 schools across Australia. Many of these schools include students with First Nations background.

The mentors helped students to understand their various pathways to university, supported them with goal setting, discussed career paths and explored financial management. These sustained efforts reflect our belief in the power of education and employability to uplift individuals and build stronger, more resilient communities.

Supporting persons with disabilities and the vulnerable

Singtel Group is committed to fostering an inclusive society where individuals of all abilities and backgrounds are empowered to reach their full potential. Through strategic partnerships, targeted programmes and sustained volunteerism, we support efforts that promote inclusion, education and employment for persons with disabilities and vulnerable groups.

Singapore Business Network on Disability

Singtel plays an active role in connecting a broad ecosystem of partners to advance the disability employment agenda. We are one of the founding members and co-chair of SBNoD, established in 2015 to advance equitable employment opportunities for persons with disabilities through awareness, shared expertise, networking and resources.

We promote cross-sharing of best practices among member companies during quarterly meetings that we, as its secretariat, facilitate together with our co-chair Deutsche Bank. We are also involved in the SG Enable RISE mentorship programme for tertiary students with disabilities. During the year, we fielded three executive mentors for this programme.

The Purple Parade

Singtel provides ongoing support to the Purple Parade, the largest movement in Singapore that supports inclusion and celebrates the abilities of persons with disabilities. The 2024 event saw a record turnout of over 15,000 participants from over 200 organisations.

More than 100 Singtel employees and their family members joined to advocate for persons with disabilities to be fully included, valued and celebrated in our country. Singtel is proud to support the Purple Parade as part of our drive to raise awareness and champion equal opportunities for persons with disabilities.

Friends2Gather

As a corporate partner of Friends2Gather, a programme by Life Community Services Society (LCSS), NCS mentors children from vulnerable backgrounds by equipping them with digital literacy skills needed to thrive in school settings.

During the year, more than 40 NCS volunteers were involved in engagement sessions with the children. The children were educated on sustainability awareness, as well as presentation skills through basic LibreOffice knowledge and public speaking. The engagement culminated in NCS' participation in the LCSS Christmas Carnival at the Gardens by the Bay, where NCS volunteers managed the game stalls and engaged with 400 underprivileged students.

LCSS Christmas Carnival at the Gardens by the Bay

NCS and ITE partnership

Reflecting its commitment to developing local tech talent and realising the aspirations in the digital economy, NCS has partnered Institute of Technical Education (ITE) to provide students and graduates with enhanced pathways to careers in technology.

NCS aims to offer more internship and industry attachment opportunities for ITE students, enabling them to gain hands-on experience in the IT sector before graduation. The company fully sponsors the course fees of students in the NCS Ignite, Fusion and Nucleus work-study programmes, with no bond requirements.

05

Sustainable Value Creation

Figure 1. Singtel Group sustainable value creation framework

As a signatory of the UN Global Compact since 2007, we conduct our business in alignment with its Ten Principles. We address salient human rights issues within our value chain and operations, ensuring fair treatment of workers, ethical business conduct and customer data privacy, guided by the UN Guiding Principles on Business and Human Rights.

Our Strategy and Commitment

The Singtel Group is committed to upholding the highest standards of responsible business conduct in all aspects of our operations, which serve over 15 million retail and enterprise customers daily. We also promote responsible business practices across our supply chain to drive positive business, environmental and social impact.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

During the year, we continued to strengthen sustainability practices across our supply chain, ranging from mobile and network equipment suppliers to security and logistics providers. Our procurement policies and processes are designed to ensure that these suppliers meet our sustainability requirements, including respecting human rights, preventing the displacement of local communities, and minimising environmental harm from sourcing and manufacturing.

Our sustainable procurement process

At Singtel Group, we view procurement as a key enabler of our sustainability strategy. All new suppliers are required to accept the Singtel Group Supplier Code of Conduct during the tender process. This sets clear expectations around environmental responsibility, human rights, legal compliance and ethical business conduct. We reserve the right to terminate business relationships with suppliers who fail to comply with these standards.

Insightful conversations on the benefits, challenges and imperatives of responsible procurement

Sharing insights on responsible supply chains and ESG vendor engagement at the Regional People and Sustainability Summit

This year, we strengthened our commitment to responsible sourcing with the launch of the Singtel Group Responsible Procurement Policy. This policy sets clear and structured expectations for our suppliers in areas such as labour rights, environmental impact and responsible sourcing of materials. It also introduces internal requirements to guide our procurement teams on what and how we buy, reinforcing sustainability considerations in every purchasing decision. By formally embedding both mandatory and preferred sustainability criteria into our sourcing processes, the policy ensures that sustainability is not just an add-on, but a core part of how we engage suppliers and select goods and services.

To embed these changes internally, we conducted educational webinars and launched a Responsible Procurement Resource Hub on our staff portal. This hub includes guidelines, reference materials and self-learning resources to help employees incorporate sustainability into their procurement activities.

Externally, the new policy was introduced to more than 100 supplier representatives at the second annual Singtel Sustainability Day. It was also shared with regional associates at the Regional People and Sustainability Summit hosted by Telkomsel, where responsible supply chains and vendor engagement were key topics of discussion.

To ensure governance and alignment, our Responsible Procurement Taskforce was set up as a cross-functional Steering Committee, chaired by senior leaders from Procurement, Sustainability and Risk. This group provides strategic oversight and ensures a coordinated group-wide approach to responsible sourcing.

In Australia, Optus remains strongly committed to respecting human rights across its operations and supply chain. It published its fifth Modern Slavery Statement this year, outlining continued efforts to prevent modern slavery and protect vulnerable workers. Key achievements include finalising their Supplier Engagement Roadmap and identifying priority action areas.

No incidents of modern slavery were reported during this period. Optus remain committed to continuous improvement and plan to expand training around modern slavery. An audit programme has also commenced for high-risk suppliers, based on the Supplier Code of Conduct. Optus is dedicated to further strengthening their efforts to prevent modern slavery and uphold human rights across our supply chain.

Supplier conduct and engagement

In line with our commitment to responsible and sustainable sourcing, we enhanced the Singtel Group Supplier Code of Conduct during the year, aligning it with our newly-launched Responsible Procurement Policy. These enhancements reflect our elevated expectations of suppliers in key areas such as ethical conduct, environmental stewardship, labour rights and responsible sourcing.

Recognising that effective climate action extends beyond our operations, we actively engage suppliers to improve their environmental performance. We encourage them to adopt circular practices as well as to calculate and disclose the greenhouse gas (GHG) emissions associated with their products and services.

This effort is further supported by our internal carbon fee of S$50 per tonne for projects exceeding 100 tonnes, which incentivises greater accountability and climate-conscious decision making.

Singtel is among the first companies in Singapore to request top suppliers, ranked by spend and emissions, to disclose their environmental impact and climate mitigation strategies through the CDP Supply Chain Programme. Following a successful pilot involving 200 suppliers, outreach was expanded to 500 suppliers this year. This led to a 100% response rate from Singtel's top emitting suppliers and over 90% from NCS' top emitters, together representing more than 40% of total value chain emissions.

To build supplier capacity, NCS collaborated with SGTech, Singapore's leading tech trade association, to deliver a sustainability workshop for key suppliers. The session covered the evolving sustainability reporting landscape, importance of disclosures, and available funding support through SGTech's Sustainability Guided Programme.

Supporting supplier diversity and inclusion is also a priority across the Group. In Australia, Optus continued to implement its Reflect Reconciliation Action Plan (RAP), which includes a commitment to engaging Supply Nation-certified Aboriginal and Torres Strait Islander businesses. As a longstanding Supply Nation member, Optus continues to promote economic opportunities for First Nation's businesses, helping to build a more inclusive and equitable supply chain.

During the year, as a result of our sustainability efforts across the Group, Singtel Group maintained its EcoVadis 2025 Gold rating, while Singtel Europe achieved the Gold rating for the first time.

Contractor workplace safety and health

The Singtel Group remains firmly committed to safeguarding the health and safety of all individuals working within our operational ecosystem, including contractors and suppliers (Table 1). A cornerstone of this commitment is the Safe Contractor Accreditation (SCA) programme, introduced in 2016 and refreshed in 2022 to further elevate workplace safety and health (WSH) standards. We collaborate closely with our contractors and monitor the health and safety records of their workers. This provides robust insights into contractors' safety performance, including injury rates and enforcement actions.

Safe Contractor Accreditation Award 2024

The enhanced SCA framework incorporates initiatives supporting workers' mental well-being, the use of technology for improved WSH outcomes, and stronger screening criteria such as proven WSH performance and BizSAFE certification. In April 2024, we further aligned the programme with the Group's broader sustainability agenda by incorporating environmental sustainability as one of eight key evaluation criteria.

To ensure continued effectiveness of the SCA programme, we initiated a comprehensive review of its scoring system, auditor appointment process and associated fees. In parallel, we expanded our environmental engagement efforts by inviting 40 contractors to participate in the CDP Supply Chain Programme. SMEs that are new to the programme were offered funding support for their first disclosure. Notably, one of our SME contractors achieved a CDP score of B on its first submission, an encouraging outcome that reflects growing sustainability maturity within our contractor base.

Table 1. FY2025 WSH indicators of third-party contractors[1]

Contractor safety and health	Optus		Singtel Singapore		NCS		Digital InfraCo		Singtel Group	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Workplace injury incidence rate (per 1,000 employees)	3.5	0	13.9	14.8	22.2	35.7	18.5	12.8	6.7	8.9
Workplace injury frequency rate (per million hours worked)	6.5	0	4.4	5.4	6.6	11.5	4.9	4.3	5.6	4.5
Workplace injury severity rate (per million hours worked)	6.5	0	13.2	18.9	211.1	46.1	24.5	378.4	47.1	94.5
High consequence injury rate	0	0	0	0	0	0	0	0	0	0
Fatalities	0	0	0	0	0	0	0	0	0	0

[1] Cleaners and security guards

As a major procurement of services, Singtel demands high WSH standards and performance from its contractors. In-line with our new Singtel Group's Responsible Procurement Policy, all contractors undertaking physical work in Singapore must be BizSAFE Level 3 certified. For high-risk physical work, contractors are required to meet the enhanced standards of BizSAFE Star certification, which includes compliance with ISO 45001. These requirements reinforce our commitment to achieving zero workplace accidents and maintaining high safety standards across our value chain. On top of evaluating the overall work records and performance, our contractor screening process includes a mandatory review of all new contractors in Singapore using the CheckSafe eService by the Ministry of Manpower.

In Australia, Optus completed third-party audits of its Rehabilitation Management System and Case Management System, as well as its ISO 45001 certification, with no non-compliance findings. Across the Group, Singtel, NCS and Optus continue to maintain ISO 45001 certification, underscoring our shared commitment to ensuring the highest standards of occupational health and safety.

PRODUCT AND SERVICE QUALITY

Our services play an essential role in the personal and professional lives of our customers, as well as the operational needs of businesses engaged in activities ranging from office digitalisation to e-commerce and m-commerce. As part of our commitment to maintaining high-quality networks and services, we continuously invest in the resources and capabilities necessary to meet our customers' daily communication needs. We strive to further enrich their digital experience, fully aware of the consequences that network service disruptions can pose.

Our standalone 5G networks have been recognised as the fastest in Singapore and Australia by Ookla and OpenSignal, respectively. Optus was awarded the Global Winner for 5G Games Experience and Video Experience by OpenSignal.

Enhancing customer experience

Singtel Group continues to remain at the forefront of innovation in network and service capabilities. We launched 5G+, our next-generation 5G network elevated through network slicing technology, and were the first telco in Singapore to deploy the 700 MHz spectrum. This further boosted our 5G coverage nationwide, with increased signal strength of up to 40% in high-rise indoor and underground spaces as well as in remote areas across Singapore. This gave both consumers and enterprise customers a more seamless network experience. Singtel was the first to achieve full 5G coverage across Singapore's MRT network, supporting thousands of commuters and their communications daily.

Launched next-generation fibre connectivity to every room

We partnered Huawei to launch FibreEverywhere, Singapore's first next-generation fibre connectivity solution. This provides unprecedented high-speed and reliable internet connection to every room within a home, overcoming conventional connectivity obstacles such as awkward floor layouts, concrete walls and corners. Singtel continues to have one of the lowest customer complaint rates for our mobile, broadband and fixed line services, according to IMDA's telecommunications industry-related statistics report.

Optus paid a total penalty of A$12 million to the Australian Communications and Media Authority for its network service disruption in November 2023 that prevented a couple of thousands of customers from making emergency calls.

Delivering quality technology services globally

NCS delivers quality technology services to government and enterprises globally through local teams and its Global Delivery Network, governed by NCS' Global Quality Framework focusing on three pillars:

1. **Delivery Excellence:** Guided by defined policies and methods, certifications and globally recognised standards (such as ISO 9001, ISO 20000, ISO 27000, SS507, SS564, CMMI, SOC) and customer satisfaction through project and customer surveys.
2. **Quality Assurance:** Ensured through audits and embedded controls, certified independent Quality Leads and AI-driven test automation.
3. **Quality Governance:** Enabled by predictive analytics, watchlist governance and quality reporting to leadership for informed decision making.

Unlocking URSP network slicing with Samsung Electronics Singapore for enhanced connectivity and business continuity

Enhancing cyber security for enterprises and consumers

In partnership with Palo Alto Networks and Fortinet, a robust, future-proof cyber security solution was delivered to enterprise customers. Further collaboration with Samsung Electronics Singapore unlocked trailblazing network slicing capabilities, known as User Equipment Route Selection Policy (URSP), enabling enterprise customers to prioritise connectivity resources for specific apps and users. These capabilities are critical for ensuring business continuity and minimising downtime of essential communications platforms in daily operations.

To enhance mobile security, Singtel introduced Mobile Protect for our 5G postpaid customers. This network-level service provides protection against a wide range of cyber threats, including malware, phishing and botnet attacks.

Powered by AI and machine learning, it offers customers automatic protection without requiring installation, delivering seamless security. Key features include personalised weekly threat reports, instant alerts via SMS or push notifications, and improved email safety through proactive threat detection. This initiative reflects Singtel's focus on advancing cyber security and ensuring a safer mobile experience for its customers.

Building cyber resilience in the SME community

Proactive investment is made to fortify the community's resilience against cyber and fraud risks. Our Cyber Elevate Programme is designed to bolster the cyber security posture of SMEs by equipping them with new capabilities and skill sets to spot cyber attacks, identify key assets to protect and create workflows to limit the impact of an attack.

Developed in collaboration with Drew & Napier, Blackpanda and Singtel, this two-day programme emphasises practical, hands-on training, guiding participants through the creation of data protection and incident response policies. The programme also includes 12 months of post-training support, offering a one-time cyber crisis response from our partners and cloud backup services from Singtel to combat ransomware.

Since its launch in February 2024, the programme has trained around 1,000 participants from over 100 SMEs, including non-profit organisations. Delivered both online and onsite, the programme has engaged a wide range of sectors, including retail, healthcare, construction, manufacturing and trade associations. This reflects a growing recognition among SMEs of the urgent need for cyber resilience in today's digital landscape.

Looking ahead, additional SMEs are scheduled for training, with more expressing interest in the coming months. By equipping SMEs with the knowledge to protect themselves, we are not only safeguarding individual businesses, but also strengthening the security posture of the broader business ecosystem.

Strengthening cyber governance for enterprise customers

NCS is advancing cyber resilience at the governance level through its collaboration with ISTARI, a cyber security firm, to develop the Cyber Resilience Guide for Boards in Singapore. This strategic 10-chapter guide, endorsed by the Cyber Security Agency of Singapore (CSA), aims to equip board directors with the knowledge needed to manage and mitigate cyber threats and ransomware attacks.

In addition, NCS is partnering CSA and ISTARI to deliver cyber security training to around 500 Board directors, empowering them with practical, strategic insights to safeguard their organisations' digital infrastructure.

Public health and safety

Stringent measures and precautions are taken to ensure the safety of mobile equipment. Singtel's base stations and infrastructure owned by Singtel Singapore are type-approved by IMDA and operate within permissible electromagnetic energy (EME) exposure limits. Field engineers are required to complete a safety course and follow proper installation guidelines to safeguard their health and safety. This includes taking equipment offline, during installation or replacement work near base stations or antennas.

To continually enhance product safety, we assessed the health and safety impacts of 100% of our significant product and service categories during the year. There were no incidents of non-compliance related to the health and safety impacts of products and services.

ETHICAL AND FAIR BUSINESS PRACTICES

Singtel Group recognises that ethical and fair business practices are fundamental to our long-term success and credibility. We uphold the highest standards of business conduct, guided by our core values: Operate with Integrity and Make Customers First. In building stakeholder trust and delivering sustainable value, we are committed to continuous improvement in our corporate governance practices.

Our governance approach is anchored in a comprehensive framework that integrates strong leadership with a values-driven culture, robust internal controls and policies, and effective risk management. Group Risk and Compliance, Group People and Sustainability, Group Internal Audit and Group Legal work closely with our OpCos to strengthen governance capabilities. They help ensure our people are equipped with the knowledge and tools to act responsibly and ethically.

To reinforce these standards, a Central Policy Library was launched during the year. Serving as a single source of truth for key group-wide policies, the library provides employees with seamless access to the latest guidelines, promoting consistent understanding and adherence to ethical business practices across the organisation.

Anti-bribery and corruption (ABC) and trade compliance

At Singtel Group, we uphold the highest standards of honesty, transparency and ethical conduct in all our business activities. We believe sustainable success is grounded in strong ethical foundations and maintain a strict zero-tolerance policy towards bribery, corruption, fraud and any form of unethical behaviour. We expect all employees, business partners and third-party representatives to act with integrity and in accordance with the **Singtel Group ABC Policy** and **Singtel Group Code of Conduct**.

These expectations are clearly communicated and apply consistently across all levels of the organisation, including the Board, management, employees, suppliers, contractors and other business associates (Table 2).

Our ethical standards are reinforced through a comprehensive suite of policies, guidelines and processes covering areas such as gifts and hospitality, conflicts of interest, investigations as well as whistleblowing. These mechanisms are designed to ensure consistent behaviour aligned with our values and to support a culture of accountability and transparency.

To further embed these principles, annual mandatory training is conducted on the Code of Conduct, Fraud Awareness and ABC Policy. The ABC compliance programme is risk-based and subject to regular review by Group Risk and Compliance. In 2024, the mandatory Corporate Compliance: ABC training module was refreshed to enhance its relevance and effectiveness for employees. Completion of these training programmes is closely tracked to ensure accountability and awareness across the organisation.

Completion of these training programmes is compulsory for all staff, including fixed-term employees and contractors. As at 31 December 2024, 99% of employees had completed their mandatory training, with appropriate follow-up actions taken for those with valid exemptions. All employees are also required to submit an annual conflict of interest declaration, with non-compliance impacting performance assessments and compensation.

Singtel Group is also committed to complying with all applicable sanctions, export control laws and regulations through the Singtel Group Trade Compliance Policy. This policy sets out the Trade Compliance framework and standards which the Group is expected to follow. This year, we implemented key initiatives including risk assessments and trainings, to strengthen adherence to global sanctions, export controls and trade regulations (Table 2).

Table 2. Key initiatives of anti-bribery and corruption, and trade compliance

	Anti-Bribery and Corruption Policy	Group Trade Compliance Policy
Policies, procedures and controls	• Enhancements of internal guiding process documents in areas such as counterparty due diligence	• Rolled out the Group Trade Compliance Policy to strengthen adherence to global sanctions, export controls and trade regulations. • Risk-based due diligence processes to assess business partners and transactions for potential trade compliance risks. • Implemented internal controls and screening mechanisms to monitor compliance with evolving regulatory requirements
Risk assessment	• Completed a group-wide supplier review of ABC risks • Embed ABC considerations into key risk categories and expansion of ABC hotspots for Enterprise Risk Management risk review exercises	• Identification of high-risk jurisdictions, industries and business activities that require heightened due diligence
Training and communications	• Conducted targeted ABC and due diligence training sessions for relevant employees to uplift awareness and competencies	• Launched training sessions for all employees to understand the new Group Trade Compliance Policy and its application

Speaking up

At Singtel Group, we uphold the highest standards of honesty, transparency and ethical conduct in all our business dealings. We take a firm zero-tolerance stance on bribery, corruption, fraud and unethical behaviour, recognising that sustainable success is built on a foundation of integrity.

To support these values, we expect all employees, partners and third-party representatives to adhere to our ABC Policy and Code of Conduct. These standards are consistently applied and communicated across the Group, including Board members, management, staff, suppliers, contractors and business associates.

In parallel, the Singtel Group's whistleblower programme enables employees and external stakeholders to report suspected misconduct, fraud, corruption or other unethical behaviour. These secure and confidential channels, governed by the Group Whistleblower Policy, are independently managed in Singapore and Australia, and accessible to both internal as well as external parties.

These hotlines allow individuals to report concerns, based on reasonable grounds for suspicion, of potential misconduct by employees, suppliers or third parties associated with the Singtel Group. We ensure the confidentiality of disclosers and are committed to protect their identities, to encourage them to come forward without fear of retaliation.

Allegations received are thoroughly investigated by an independent specialist team. Where allegations are substantiated, we take firm corrective actions, including employee dismissal, vendor disqualification, or referral to law enforcement. The outcomes of these cases are reported to senior management and the Audit Committee.

During the year, 100 reports were received through whistleblower channels, including cases of employee misconduct. An additional 78 allegations related to fraud and similar issues were identified through other sources such as compliance checks and law enforcement investigations. A total of 72 cases were substantiated, while 37 cases remain under investigation as at 31 March 2025. Additionally, 74 matters from the previous year were concluded, with 49 of those cases substantiated. See Table 3 and Table 4 for more information.

To ensure continued effectiveness, the whistleblower programme and related policies are reviewed annually. Training, communications and resources are also provided to empower employees to act ethically and reinforce a culture of accountability across the Group.

Table 3. Number of cases received in FY2025 and cases brought forward from FY2024

Number of cases received	Optus		Singtel Singapore		NCS		Digital InfraCo		Singtel Group	
	via WB channels (all complaints)	via non-WB channels (Fraud/ corruption related)	via WB channels (all complaints)	via non-WB channels (Fraud/ corruption related)	via WB channels (all complaints)	via non-WB channels (Fraud/ corruption related)	via WB channels (all complaints)	via non-WB channels (Fraud/ corruption related)	via WB channels (all complaints)	via non-WB channels (Fraud/ corruption related)
Cases in FY2025										
Received	66	65	22	8	11	5	1	0	100	78
Substantiated	14	39	7	7	4	1	0	0	25	47
Not substantiated	31	14	14	1	5	3	1	0	51	18
Under investigation	21	12	1	0	2	1	0	0	24	13
Cases brought forward from FY2024										
Cases under investigation as at 31 March 2024	19	49	0	0	5	0	1	0	25	49
Substantiated	9	39	0	0	0	0	1	0	10	39
Not substantiated	10	10	0	0	5	0	0	0	15	10

Substantiated cases outside Singapore/Australia	Optus	Singtel Singapore	NCS	Digital InfraCo	Singtel Group
Cases under investigation as at 31 March 2024	4	0	0	0	4
Cases received in FY2025	6	1	1	0	8
Total	10	1	1	0	12

Table 4. Breakdown of nature of substantiated cases in FY2025

Types/Nature of cases	Optus	Singtel Singapore	NCS	Digital InfraCo	Singtel Group
Employee fraud and theft	30	1	1	0	32
Employee misconduct, undeclared conflict of interest and inappropriate behaviour	13	6	3	1	23
Breach of policy including IT security policy	49	7	1	0	57
Identity theft	8	0	0	0	8
Corruption	1	0	0	0	1
Number of corruption cases during the year	**Optus**	**Singtel Singapore**	**NCS**	**Digital InfraCo**	**Singtel Group**
Number of cases in which employees were dismissed or disciplined for corruption	1*	0	0	0	1
Number of cases where contracts with business partners were terminated or not renewed due to corruption	1*	0	0	0	1

*Same case resulting in employee dismissal and vendor termination.

Fair and ethical marketing

Marketing and advertising our products and services responsibly is integral to maintaining the loyalty and trust of our customers. Our commitment to fair marketing practices and ensuring clear, transparent communication with customers is evident through our Code of Conduct, which sets out requirements for employees and representatives to adhere to various laws and guidelines, including the Singapore Code of Advertising Practice, Personal Data Protection Act (PDPA) and the Australian Consumer Law.

Information for our promotions and campaigns, including Terms and Conditions, is transparently and clearly presented on our website and app. In addition, our customer care officers are trained to provide clear explanations to customers where queries arise.

During the year, Singapore's Health Sciences Authority (HSA) imposed a fine of S$1,000 on SingNet for a breach of the Tobacco (Control of Advertisements and Sale) Act 1993, as its content provider did not comply with the local broadcasting regulations. Singtel was also informed by the Advertising Standards Authority of Singapore (ASAS) of three cases from customers who felt that our advertised promotions were unclear or could be misleading. Immediate corrective actions were taken in response to customer feedback, which is treated with utmost seriousness.

Responsible tax management

Tax payments play an important role in sustaining public funds, supporting social initiatives and strengthening communities. Singtel Group remains committed to maintaining high standards of tax governance and complying with tax regulations in all countries of operation.

The Board is responsible for tax risk governance while the Audit Committee oversees tax matters. Our tax risk management framework formalises our risk tolerance and governance structure for handling tax risks. The framework also establishes a coordinated approach to identifying, managing and mitigating potential tax risks, while encouraging responsible tax management.

The Group Chief Financial Officer, supported by the Vice President of Group Tax is in charge of reviewing and evaluating the efficacy of our tax risk management system and processes, as well as ensuring compliance with established criteria.

For more information on our approach to managing tax risks and the guiding principles that underscore our commitment to responsible tax governance practices, please refer to our **Responsible Tax Management Statement**.

Figure 2. Singtel tax governance structure

Board	**Overall responsibility for the Group's tax risk governance**
Audit Committee	**Assists the Board in the oversight of tax risk governance**
Group Chief Financial Officer	**Responsible for ensuring proper tax risk management and compliance**
Vice President, Group Tax	**Support Group Chief Financial Officer in the execution of the Group's global tax strategy**

Optus' engagement approach with the Australian Taxation Office (ATO) is to maintain a collaborative and constructive engagement using the ATO's Action Differentiation Framework and Justified Trust Approach. Optus' **Tax Transparency Reporting** outlines its policy, strategy and governance principles.

As a signatory of the Board of Taxation's voluntary Tax Transparency Code, Optus has been publishing tax transparency reports since 2018. The most recent Optus Tax Transparency Report details its corporate income tax contributions and reconciles accounting profit with income tax expense and tax payables in Australia. These initiatives align with the global effort to foster community confidence in accurate tax payments by companies.

Commercial transactions and application of tax regulations can be complicated, requiring adjudication to ensure fairness and equity. In October 2024, the High Court of Australia declined to grant our wholly-owned subsidiary Singapore Telecom Australia Investments Ltd (STAI) special leave to appeal in respect of STAI's action against the Commissioner of Taxation and the Full Federal Court's decision as of March 2024. The court case related to the acquisition financing of Optus in 2001. As there were no further avenues for appeal, the matter was concluded during the year and the applicable tax, including penalties and interest, was paid by STAI.

DATA AND CUSTOMER PRIVACY

The Singtel Group seeks to uphold the highest standards of data protection and cyber security measures. We take comprehensive measures to enhance our cyber security resiliency and reduce exposure of customer data.

We also remain vigilant about emerging regulatory developments and the evolving landscape of cyber threats, up-keeping our policies and practices against industry benchmark, minimising risk and any associated reputational and financial penalties.

Our Data Protection Trustmark (DPTM) certification from IMDA underscores our commitment to privacy. Having accountable data protection practices in place helps us build trust with our customers and stakeholders and they can confidently trust us with their data. Singtel also attained ISO 27001 certification for critical information infrastructure under our networks and key services[1].

Information security and data governance management

Singtel Group emphasises the importance of fostering trust around data usage and has determined data protection to be a key governance priority.

To manage data responsibly, we are committed to:

Ensuring data security by enhancing data protection capabilities, implementing strict access controls and increasing data surveillance to minimise the risk of data breaches and misuse.

Responsible data usage, building trust by continuously improving governance processes, with reference to an international data governance framework.

Our Data Protection Officer provides regular updates to the Board Risk, Sustainability and Technology Committee (RSTC) on potential data privacy risks, incidents, and remediation efforts. Data protection impact assessments are embedded into review processes prior to launching new products and services, enabling the identification of data protection risks and implementation of necessary controls.

Contractual obligations are also imposed on recipients of personal data, such as suppliers and business partners, to ensure they protect and limit the use of shared data.

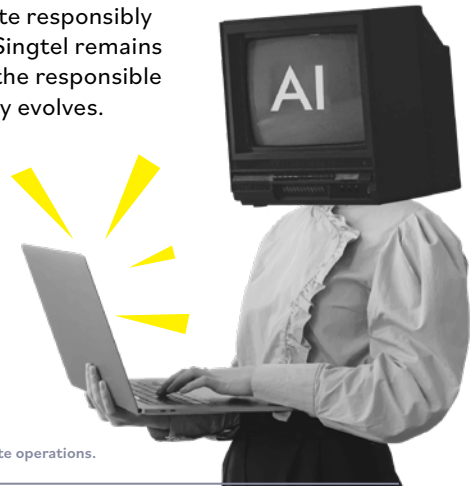
Our data breach management process ensures that immediate steps are taken to manage and respond to any breach incidents that arise. The relevant authorities and affected individuals are notified, in accordance with applicable laws.

Responsible AI

This year marks a significant step in our commitment to responsible integration, and use of AI and Gen AI. Acknowledging the transformative potential of these technologies and their inherent risks, we have prioritised AI governance across the Group.

Central to this effort is our Group Responsible AI (RAI) Framework and Policy. The Framework defines key principles, governance structure and control objectives for scaling AI responsibly. The Policy sets out processes, such as AI Impact and Risk Assessments, along with guardrails for the development, adoption and use of AI and Gen AI solutions.

This reinforces our commitment to ethical AI development and proactive risk mitigation, while ensuring our people are empowered to innovate responsibly with AI and Gen AI tools. Singtel remains committed to advancing the responsible use of AI as the technology evolves.



1. This comprises our Data Centres, Technical Assistance Centre, Advanced Security Operations Centre, Managed Security Services and Satellite operations.

Staff education and training

Education and capacity building are key to empowering staff with knowledge of cyber security and data privacy risks. Regular annual refresher training is conducted for all employees, including new hires, contract staff and vendors, to reinforce proper handling of personal data and raise awareness of data risks and cyber threats in the workplace. Targeted bite-size e-learning modules were also introduced, covering topics such as Do Not Call (DNC) provisions and managing vendors that process personal data.

Customer empowerment

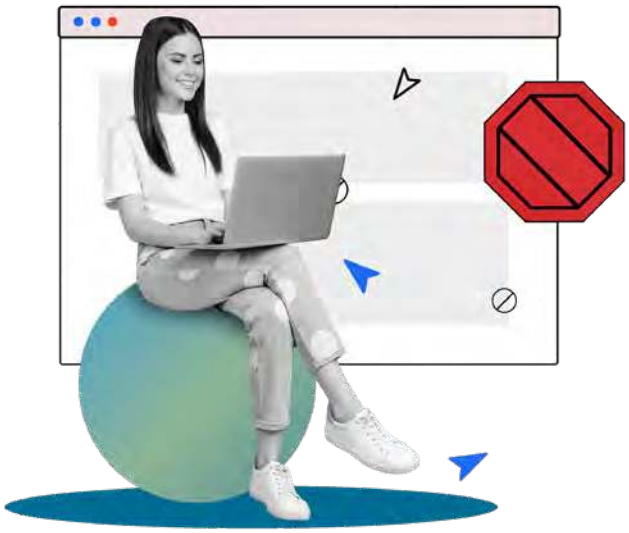
The collection, use and disclosure of personal data are limited to what is reasonably necessary for the purposes outlined in the **Singtel Data Protection Policy**. Customers are empowered with the choice to opt out of receiving promotional messages or marketing calls and are provided with rights to access and rectify their personal data.

Data privacy incidents

In Singapore, complaints were received from customers regarding five incidents involving unauthorised disclosure of personal data and two incidents where customers continued to receive marketing messages despite unsubscribing.

In Australia, Optus recorded 76 privacy-related complaints. Of these, 10 cases were referred by the Telecommunications Industry Ombudsman (TIO). All complaints were thoroughly investigated and, where substantiated, remediated.

In all cases Optus engaged directly with the customers to understand and address substantiated complaints by providing appropriate solutions and information on how to protect themselves online. Optus also took action to understand and address underlying causes, implement additional controls as well as trained its people to ensure processes are understood and followed properly.



We organise this involves a proactive approach to enforcing IT security controls through regular security assurance testing, encompassing vulnerability scanning, penetration tests and source code reviews. We have established an escalation process for incident management to ensure timely and effective response to security breaches, thus minimising potential impact. We are further supported by our vulnerability disclosure programme.

Our Group Internal Audit department provides objective assurance on these controls, including critical IT and telecommunications infrastructure, and management actively collaborates on mitigation efforts. Additionally, our Third-Party Service Provider Security Risk Governance Programme ensures our vendors adhere to stringent cyber security practices. These measures collectively safeguard our information assets and maintain the security and reliability of our services.

SINGTEL GROUP CYBER SECURITY STANDARDS

The Singtel Group Cyber Security Standards prescribe acceptable implementation methods that meet the policy intent for compliance and streamlining common operations.

The Standards consist of the following:

- Cyber Security Risk Management Standard
- System Management Standards
- Communication and Operation Management
- Cyber Security Incident Management Standards
- Business Continuity Management Standards
- Human Resource Security Standards
- Physical and Equipment Security Standard
- Access Controls Management Standard
- System Acquisition, Development and Maintenance
- Cloud Security Standards
- Regulatory and Compliance Standard

Spotlight on

OpCos and Regional Associates

OpCos

Singtel Singapore

Company description

Singtel Singapore's mission and vision is to provide seamless connectivity and innovative digital solutions that enhance the lives of customers with leading sustainable practices.

With more than 4,600 employees, Singtel Singapore has a variety of key services and offerings for its consumer and business customers, including:

- **Mobile Services:** industry-leading mobile service solutions
- **Fixed Line and Broadband:** reliable and seamless connectivity for homes and businesses
- **Enterprise Platforms:** cutting-edge digital solutions that empower enterprises
- **Digital Services:** services such as content, entertainment and lifestyle applications that enrich customer experience
- **Cyber Security:** comprehensive cyber security solutions to protect businesses and individuals from evolving cyber threats

Sustainability commitments and highlights

Singtel Singapore is guided by the Singtel Group purpose, Empower Every Generation, with a focus on creating positive impact and sustainable value for stakeholders. The Singtel Singapore sustainability framework is also aligned with the Group's four sustainability pillars: Climate Change and Environment, People and Future of Work, Community Impact and Sustainable Value Creation.

Singtel Singapore is committed to helping to achieve the Group's SBTi target of reducing scope 1 and 2 GHG emissions 55% by 2030. Other targets have also been set across the four sustainability pillars, including high talent mobility and maintain best-in-industry Net Promoter Score (NPS).

Singtel Singapore's key sustainability highlights and initiatives during the year include:

- Achieved the ISO 14001 – Environmental Management Systems, SS564 – Green Data Centres (Chua Chu Kang Exchange) and ISO 50001 – Energy Management (Chua Chu Kang Exchange) certifications as a testament to its sustainable operations.
- Installed and commissioned a new chiller plant system at Orchard Exchange, which includes three chillers and associated equipment. Preliminary calculations show an improvement from 1.4 kW/RT to 0.7 kW/RT which amounts to an estimate savings of 570 MWh/year on electrical power cost for operating the chiller plant.
- Installed solar PV systems on the roof of Woodlands exchange in January 2025, with an estimated capacity of 219 kWp.
- Modernising its 4G indoor and outdoor radio access network (RAN) to more efficient hardware at EOS base stations to reduce power consumption in the overall network, a project targeted to complete in FY2027.
- Modernising 170 indoor and 102 outdoor mobile sites.
- Installed paper recycling bins in Serangoon Hub utility rooms, collecting 120 kg of paper in FY2025. Introduced dedicated recycling bins for plastic bottles and metal cans in SPC Hub and Serangoon Hub pantries. Deployed Charopy smart recycling bin for plastic bottles and metal cans at Serangoon Hub Cafeteria.
- Replaced 36 diesel powered vans with electric vehicles (EVs) in FY2025, raising EV fleet share to 56.2% (86 vans), with full transition targeted by FY2028.

Progressive conversion of diesel veheicles to electric vehicles

Digital InfraCo

Company description

Digital InfraCo is a standalone infrastructure business segment which includes the SingtelGroup's regional data centre business under Nxera, submarine cable and satellite carrier businesses, Paragon, Singtel's all-in-one digital acceleration platform for 5G Multi-access Edge Compute and cloud orchestration as well as RE:AI, Singtel's newly launched AI-as-a-Service offering.

Nxera

Nxera builds on the Singtel Group's strong data centre operational experience in Singapore, and leverages strategic partnerships in the region, to design, build and operate green and sustainable data centres, with one of the lowest Power Usage Effectiveness (PUE) in the industry.

Submarine Cable

Singtel's international submarine cable network provides connections from Singapore to more than 100 countries.

Singtel Satellite

Singtel Satellite is a leading provider of satellite communication services in the Asia-Pacific region. Supported by an extensive terrestrial network, Singtel Satellite offers seamless and reliable satellite connectivity in Asia, Middle East and Africa.

Paragon

Paragon is the industry's first 5G and edge computing orchestration platform that unifies network services, infrastructure services and ready-to-use applications all under a single unified platform to enable vertical specific turnkey solutions for challenging enterprise use cases.

RE:AI

Singtel launched its GPUaaS in Singapore and Southeast Asia in the third quarter of 2024, providing enterprises with access to NVIDIA's AI computing power to drive greater efficiencies to accelerate growth and innovation.

Sustainability commitments and highlights

Digital InfraCo draws from the Singtel Group's 4D environmental sustainability strategy to guide the development of its key initiatives to improve the carbon emissions, energy efficiency, water and waste management for its data centres, as well as the associated environmental metrics.

To remain competitive within the industry, Digital InfraCo is working towards achieving operational net zero scope 1 and 2 net zero by 2028 for all its Singapore data centres. To address scope 3 emissions, Digital InfraCo plans to evaluate end-customers' emissions reduction plans and evolving GHG accounting standards for data centre customers.

It has also established a set of energy efficiency and water management targets for its data centres, supported by improvement plans covering areas such as data hall temperature, cooling tower fan speed and water treatment modifications. Digital InfraCo's key sustainability highlights and initiatives during the year include:

- Achieved BCA Green Mark Platinum certification for all data centres.
- Attained SS564 Green Data Centres, ISO 50001 Energy Management and ISO 46001 Water Efficiency Management Systems certifications for DC West and KC2.
- Improved the PUE for DC West and KC2 data centres from an average of 1.59 to 1.57, and from 1.80 to 1.79 respectively, between FY2024 and FY2025.
- Improved the Water Usage Effectiveness (WUE) for DC West and KC2 data centres from an average of 1.93 m^3/MWh to 1.87 m^3/MWh, and from 2.80 m^3/MWh to 2.72 m^3/MWh respectively, between FY2024 and FY2025.
- Obtained Tier 4 Certification from the World Teleport Association (WTA), the highest level of recognition for excellence in teleport operations, infrastructure and service.
- Achieved ISO 22301 Business Continuity Audit - Surveillance Audit, ISO 9001 Quality Management System - Surveillance Audit, ISO 45001:2018 Occupational health and safety management (OH&S) - Surveillance Audit, ISO 14001:2015 Environment Management System (EMS) - Surveillance Audit and ISO 27001:2022 Information Security Management System.
- Conducting comprehensive asset assessments focused on improving energy efficiency, upgrading outdated machinery, optimising workflows to reduce energy consumption, and enhancing renewable energy forecasting.
- Advancing digitalisation and automation initiatives to drive sustainable innovation.

DC West solar panel installation (Phase 2 project)

- Initiating performance measurement for refrigerant use to effectively oversee and track refrigerant selection, leak detection and prevention through collaboration with vendors.
- Enhancing operational processes at Singtel Satellite to minimise environmental impact, reduce resource consumption and improve efficiency, while maintaining productivity and customer experience. This included the recycling of 24 tonnes of e-waste generated from our satellite operations.

KC2 Deston proof of concept to achieve chiller energy savings and reduce cooling tower blowdown water reduction

NCS

Company description

NCS, the leader in technology services in Southeast Asia, has been part of Singapore's remarkable technological transformation since 1981. It has close to 45 years of experience in digitalising public services and enterprises, delivering its purpose of advancing communities by partnering governments and companies to harness technology.

With more than 11,000 employees, NCS serves customers through three strategic business groups:

- **Gov+:** NCS is a trusted partner and go-to digital catalyst for governments across Asia Pacific, improving how people live, work and play, and advancing the smart cities agenda.
- **Enterprise:** NCS partners enterprises to leverage technology and innovate to achieve transformational and sustainable growth, and together solve some of the world's biggest challenges and shape future cities.
- **Telco+:** NCS advances AI-driven innovation, 5G revenue streams and smarter data orchestration to build the telco of tomorrow.

Sustainability commitments and highlights

NCS is committed to driving sustainable change and creating purposeful impact for clients, people and the future. This commitment to advancing sustainability is embodied in the NCS Sustainability pledge: To harness technology for good, for communities and climate, through rallying people, clients and partners. NCS firmly believes that together, it can build a better environment and an inclusive future for a sustainable tomorrow. NCS sustainability efforts are categorised into six key areas, centred around communities and climate.

NCS' key sustainability highlights and initiatives during the year include:

- Convened 1,200 industry leaders and tech experts from across Asia Pacific at NCS Impact 2024, to engage in meaningful conversation on how to change the game in today's unsettled world.
- Signed Schneider Electric's first-in-Asia sustainability partnership to advance access to AI-driven and data centre technology solutions for sustainability.
- Co-founded Digital Sustainability Workgroup with GovTech and key government suppliers on sharing best practices for reducing ICT carbon footprints and recommendations for procurement evaluation.
- Sponsored the ASEAN-China-India Youth Leadership Summit 2024, which brought together 8,322 youth from 168 universities across 12 countries.

ASEAN-China-India Youth Leadership Summit 2024

Sustainability Track at NCS Impact 2024

- Organised the inaugural Unity Games to bring people together through various sports and activities.
- Unveiled a new workplace space at NCS Hub, built with sustainability at its core while offering employees a vibrant environment to connect, recharge and thrive.
- Launched new Sustainability Competency Roadmap and training people on sustainability, product carbon footprint and carbon accounting principles through NCS Dojo.
- Consolidated nine offices into Grade A buildings in Sydney, Melbourne and Canberra with a minimum of 4.5 stars in energy rating and 5 stars or above for NABERS Indoor environment.

Optus

Company description

Optus is Australia's second largest telecommunications provider, helping over 10 million people stay connected every day. With over 6,700 employees across the country, Optus offers a wide range of services, including mobile and home phone plans, internet and broadband, entertainment, satellite services and business solutions. Optus became a wholly-owned subsidiary of Singtel in 2001.

As technology evolves, so does Optus. The company is always looking for new ways to go beyond just keeping people connected, offering innovative solutions that meet the changing needs of customers.

At the same time, the company is committed to building a more sustainable future, working together with customers and partners to reduce its environmental footprint and make a positive impact on the community.

Key business sustainability highlights

In 2021, following an updated materiality assessment, Optus refreshed its sustainability strategy and developed a five-year framework with accompanying targets to guide its efforts from FY2021-2025. Optus' key sustainability highlights and initiatives during the year include:

Climate Action

- On-track to meet the sustainability-linked financing target to reduce scope 1 and 2 absolute GHG emissions by 25% between 2015 and 2025.
- Increased the use of renewable electricity to 21.3%.

Circular Economy

- 100% of operational e-waste, including from network sites, corporate offices and retail stores, was either recycled or reused.
- Diverted 8.6 tonnes of customer e-waste from landfill through the Mobile Muster programme.
- Achieved a 66% APCO reporting score, earning a 'leading' classification.
- Launched a Supplier Engagement Program, focusing on carbon accounting education for small and medium-sized suppliers.

Community Impact

- Educated over 49,600 students on digital safety and well-being via the Digital Thumbprint programme.
- Supported 14,200+ Australians with internet access through the Donate Your Data initiative.
- Introduced Digital Thumbprint Gen AI workshops and guide to enhance AI literacy among young Australians.
- Recognised with the Steward Leadership 25 Award for the Digital Thumbprint programme.
- Awarded the 'Telco to Ace ESG' at the Twimbit Telecom Awards for exemplary sustainability integration.

Future of Work, Equity and Inclusion:

- Achieved 28.5% representation of women in leadership roles, surpassing the FY2025 target.
- Accredited 373 graduates with new skills through the Optus U programme.
- Supported nearly 700 students from low socio-economic backgrounds via the ABCN mentoring partnership.
- Launched a new five-year Access and Inclusion Action Plan to foster greater equity across services and employment.

Looking Ahead

In the coming year, shaped by the latest double materiality assessment, Optus will evolve its sustainability framework, developing a refreshed five-year strategy and updated targets for FY2026 and beyond.

REGIONAL ASSOCIATES

Company description

Airtel is a global communications service provider that operates in 17 countries across Asia and Africa. Its retail portfolio includes high-speed 4G/5G mobile broadband, fixed line broadband technology, digital TV across linear and on-demand entertainment, digital payments and financial services. For enterprise customers, Airtel offers a range of integrated solutions for secure connectivity, cloud and data centre services, cyber security, IoT, Ad Tech and cloud-based communication. Airtel has about 28,000 employees and a customer base of 528 million mobile subscribers across India and Africa.

Sustainability commitments and highlights

By FY2031, Airtel aims to achieve its SBTi-aligned targets of a 50.2% reduction in scope 1 and 2 emissions and a 42% reduction in scope 3 emissions. In 2023, Airtel received the Golden Peacock Award for Sustainability for its achievements and was recognised as an S&P Global 2024 Sustainability Yearbook Member with a maintained 'B' CDP rating.

The Bharti Airtel Foundation, established in 2000, has prioritised equitable access to quality education for underprivileged children, particularly girls in rural India. In 2023–2024, it reached over 900,000 students, impacted more than 10,000 schools, and supported over 50,000 teachers.

The Foundation's flagship Satya Bharti School Programme offers free quality education and resources such as books, uniforms and mid-day meals. Since 2006, it has operated 173 schools across five states in India, benefiting over 40,300 students.

For more information on Airtel's sustainability journey, please refer to the sustainability page on their **website** and latest **sustainability report**.

Airtel's ESG Charter

Our ESG Charter meticulously lays down the ESG Committee's structure, quorum requirements, authority and specific duties. Upholding the highest standards of corporate governance, the ESG Charter further consolidates Airtel's commitment to accountability and excellence in its ESG efforts.

Environment	Social	Governance
• Greening the Network • Achieving Climate Resilience • Resource Efficiency • Waste Management	• Occupational Health and Safety • Diversity and Inclusion • Talent Development and Retention	• Stakeholder Engagement • Sustainable Supply Chain Management • Management and Corporate Governance

Figure 1. Airtel framework

Company description

As the leading digital technology service provider in Thailand, AIS is committed to delivering an exceptional experience for its customers. AIS offerings include high-speed 4G/5G mobile broadband and fibre internet services, and new digital services that align with the evolving digital lifestyles of consumers, such as entertainment, content and digital financial services. For large enterprise and SME customers, AIS offerings cover enterprise network data connectivity and other technology solutions like ICT, cloud and data centres. With over 19,000 employees, AIS serves over 45 million mobile subscribers.

Sustainability commitments and highlights

AIS is committed to driving a sustainable Thai digital economy by providing inclusive and environmentally responsible telecommunications services. In 2024, its new digital services contributed nearly 4% of total revenue, supporting both consumer and business needs. Through initiatives like Green Energy, Green Network, AIS Academy and Free Broadband for Education, AIS improved digital access and quality of life for over 3.4 million people, while the Aunjai Cyber Programme enhanced cyber literacy for nearly 800,000 individuals.

AIS achieved energy savings of 84,233 MWh, reducing 42,102 tonnes of CO_2 emissions annually through renewable energy adoption and efficiency measures. The company leads the "Thais Say No to E-waste" campaign, managing electronic waste responsibly in collaboration with 235 partners and over 2,700 collection points nationwide.

Recognised for its sustainability efforts, AIS maintains 'AA' ESG ratings from SET and MSCI and has been included in the FTSE4Good Index for a decade. In 2024, AIS received the WSIS Prize for Environmental Action and was named one of the HR Asia Best Companies to Work for in Asia.

For more information on AIS' sustainability journey, please refer to the sustainability page on their **website** and latest **sustainability report**.

AIS Sustainability Strategy
Thriving in a greener and inclusive digital world

Drive Digital Economy	Promote Digital Inclusion	Act on Climate
Enable people and business to grow in the digital economy.	**Build inclusive and responsible digital access in our products and services**	**Shape a greener future of life for consumers and society**

Figure 2. AIS framework

Company description

Globe is a leading digital platform in the Philippines, with major interests in telecommunications, venture capital and venture building, shared services and digital marketing solutions. The company serves the telecommunications and technology needs of consumers and businesses across an entire suite of products and services including mobile, fixed, broadband, data connectivity, internet and managed services. In 2019, Globe became a participant to the United Nations Global Compact, committing to implement universal sustainability principles. Globe has over 6,000 employees and a customer base of 61 million mobile subscribers.

Sustainability commitments and highlights

Globe is committed to creating long-term impact for its stakeholders by integrating sustainability into its business operations. With the Philippines, as a developing and archipelagic country frequently affected by typhoons, Globe aims to provide a reliable and resilient network, which is crucial for nation-building and for creating a Globe of Good.

Globe continues to enhance digital inclusion by reaching more areas in the Philippines while offering a wide range of products for its diverse customer base.

Figure 3. Globe framework

As Filipinos connect online, Globe upskills its customers with digital literacy and promotes online safety for all, as highlighted by its Digital Thumbprint Program (DTP) and Senior Digizen Program.

Reaching more than 6,000 students in 35 schools nationwide in 2024, DTP expanded to 35 stackable modules, now covering ethical AI, blockchain, cryptocurrency, cybersecurity, and more. The Senior Digizen Program taught basic digital skills to the elderly, such as using smartphones and protecting themselves from online risks like scams and spam.

By 2030, Globe aims to achieve its SBTi targets by 42% reduction in scope 1 and 2 emissions and 25% reduction in scope 3 emissions. Globe also targets a 90% reduction in scope 1, 2, and 3 emissions by 2050.

Globe's strong ESG performance is consistently recognised, earning an 'AA' MSCI rating for two years and inclusion in the FTSE4Good Index for nine years. Further demonstrating its commitment to good corporate governance, the Institute of Corporate Directors awarded Globe Five Golden Arrows for the third straight year, making it the sole Philippine telco with this distinction.

For more information on Globe's sustainability journey, please refer to the sustainability page on their **website** and latest **sustainability report**.

Telkomsel by Telkom Indonesia

Company description

Telkomsel is the leading digital telecommunications service provider committed to empowering Indonesian society. As the largest convergence service provider, Telkomsel continuously expands its 4G network coverage, develops 5G technology and implements the latest fixed broadband technology to enhance customers' experience. Telkomsel has over 6,000 employees and a customer base of 159 million mobile subscribers.

Sustainability commitments and highlights

Telkomsel integrates sustainability into its operations, focusing on responsible business practices that empower communities and protect the environment. Key initiatives include Telkomsel Jaga Cita, which improves digital literacy and provides accessible education through digital platforms for students, educators and parents. Telkomsel Jaga Bumi promotes energy efficiency, GHG emission reduction and resource optimisation, including recycling plastic from starter packs and SIM card packaging into reusable products aligned with circular economy principles.

In 2024, Telkomsel received recognition for its efforts, including the Telecom Provider of the Year by CNBC Indonesia, Best Companies to Work for in Asia by HR Asia, and awards for its CSR and sustainability programmes such as the Bisnis Indonesia CSR Award, Kumparan Impact Makers Award and Anugerah ESG Republika.

For more information on Telkomsel's sustainability journey, please refer to the sustainability page on their **website** and latest **sustainability report**.

Figure 4. Telkomsel framework

Glossary

List of key abbreviations

ABCN	Australian Business and Community Network
ACMA	Australian Communications and Media Authority
AI	Artificial Intelligence
ARL	Australasian Recycling Label
BCA	Building and Construction Authority
CEV	Controlled environmental vaults
COP	Conference of Parties
CRAU	Computer room air units
CSIRO	Commonwealth Scientific and Industrial Research
DfL	Digital for Life
EAC	Energy Attribute Certificate
EBIT	Earnings Before Interest and Tax
EE	Energy Efficiency
EMS	Environmental Management System
EPR	Extended Producer Responsibility
ESG	Environmental, Social and Governance
GCR	Group Cyber Resilience
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
GSMA	Global System for Mobile Communications Association
ICP	Internal carbon pricing
ICT	Information and Communications Technology
IFRS	International Financial Reporting Standards
IMDA	Infocomm Media Development Authority
INMS	Integrated Monitoring Systems
IPCC	Intergovernmental Panel on Climate Change
IPTV	Internet Protocol television
ISSB	International Sustainability Standards Board
LGC	Large-scale Generation Certificate
MACC	Marginal Abatement Cost Curve
NEA	National Environment Agency
NGFS	Network for Greening the Financial System
OAIC	Office of the Australian Information Commissioner
OEM	Original Equipment Manufacturer
Olives	The sustainability financing programme of the Singtel Group
OpCo	Operating Company
PDPA	Personal Data Protection Act
PDPC	Personal Data Protection Commission
PPA	Power Purchase Agreement
REC	Renewable Energy Certificate
RoHS	Restriction of Hazardous Substances
RSA	Singapore's Resource Sustainability Act
SASB	Sustainability Accounting Standards Board
SATCATs	Satellite cells and trailers
SBNoD	Singapore Business Network on DisAbility
SBTi	Science Based Targets initiative
SGFM	Singtel Group Future Makers
SGX RegCo	Singapore Exchange Regulation (SGX RegCo)
SLB	Sustainability-linked bond
SLL	Sustainability-linked loan
SME	Small and Medium-sized Enterprise
SSPs	Shared Socioeconomic Pathways
STLF	Singtel Touching Lives Fund
TAFEP	Tripartite Alliance for Fair and Progressive Employment Practices
TCFD	Task Force on Climate-related Financial Disclosures
TIP	Technical Insurance Premium
UNGC	United Nations Global Compact
UN SDGs	United Nations Sustainable Development Goals
UPS	Uninterrupted power supply
WEEE	Waste from Electrical and Electronic Equipment
WSH	Workplace safety and health
WUE	Water usage effectiveness

Reference: Policies and statements

Singtel Group Anti-Bribery and Corruption Policy	*https://www.singtel.com/content/dam/singtel/corporate/anti-bribery-and-corruption-policy.pdf*
Singtel Group Code of Conduct	*https://www.singtel.com/content/dam/singtel/corporate/Code_of_conduct.pdf*
Singtel Group Climate Statement	*https://www.singtel.com/content/dam/singtel/about-us-singtel/sustainability/sustainability-at-singtel/environment/Singtel-Group-climate-statement.pdf*
Singtel Group Environment Policy	*https://www.singtel.com/content/dam/singtel/about-us-singtel/sustainability/sustainability-at-singtel/environment/Singtel-Group-Environment-Policy.pdf*
Singtel Group Health, Safety and Security Policy	*https://www.singtel.com/content/dam/singtel/about-us-singtel/company/governance/SingtelGroup_HSS_Policy_Aug2022.pdf*
Singtel Group Human Rights Statement	*https://www.singtel.com/content/dam/singtel/about-us-singtel/company/governance/singtel-group-human-rights-statement.pdf*
Singtel Group Responsible Procurement Policy	*https://www.singtel.com/content/dam/singtel/about-us-singtel/sustainability/supplier-portal/Responsible-Procurement-Policy-V1.0.pdf*
Singtel Group Supplier Code of Conduct	*https://www.singtel.com/content/dam/singtel/about-us-singtel/tender/Singtel-Group-Supplier-Code-of-Conduct-Nov24.pdf*
Singtel Data Protection Policy	*https://www.singtel.com/data-protection*
Singtel Responsible Tax Management Statement	*https://www.singtel.com/content/dam/singtel/about-us-singtel/company/governance/Responsible-Tax-Management_2024.pdf*
Singtel Whistleblower Policy	*https://www.singtel.com/about-us/company/corporate-governance/whistleblower-policy*
Optus Human Rights Statement	*https://www.optus.com.au/content/dam/optus/documents/about-us/sustainability/governance/human-rights-statement_fa1.pdf*
Optus Modern Slavery Statement	*https://www.optus.com.au/content/dam/optus/documents/about-us/sustainability/governance/2024-optus-modern-slavery-statement.pdf*
Optus Privacy Policy	*https://www.optus.com.au/about/legal/privacy*

Key environmental and social performance indicators	Optus		Singtel Singapore		NCS		Digital InfraCo		Singtel Group	
	2025	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**	2024
Environmental performance										
Total energy use (GJ)	**1,898,848**	1,914,236	**868,219**	908,278	**47,332**	50,179	**95,859**	93,855	**2,910,258**	2,966,547
Total GHG emissions - Gross (tonnes CO_2 equivalent)	**960,778**	1,126,674	**1,378,173**	1,439,307	**161,509**	175,005	**165,626**	155,673	**2,666,086**	2,896,658
Total GHG emissions - Net (tonnes CO_2 equivalent)	**960,778**	1,126,674	**1,377,223**	1,439,307	**161,509**	175,005	**165,626**	155,673	**2,665,136**	2,896,658
Scope 1	**2,107**	1,741	**5,375**	2,753	**1,931**	1,052	**3,816**	2,868	**13,228**	8,415
Scope 2 (market-based)	**259,194**	308,331	**76,147**	83,552	**4,401**	4,682	**2,799**	8,903	**342,540**	405,468
Scope 3 - Gross	**699,477**	816,602	**1,296,652**	1,353,002	**155,177**	169,271	**159,012**	143,901	**2,310,318**	2,482,775
Scope 3 - Net	**699,477**	816,602	**1,295,702**	1,353,002	**155,177**	169,271	**159,012**	143,901	**2,309,368**	2,482,775
Carbon intensity (tCO_2e/TB)	**0.0269**	0.0364	**0.0093**	0.0105	**NA**	NA	**NA**	NA	**0.0186**	0.0237
Potable water use (m^3)	**37,232**	42,034	**353,092**	423,569	**70,768**	61,260	**157,793**	174,140	**618,885**	701,003
Use of recycled water instead of potable water (m^3)	**22,109**	8,857	**54,030**	65,336	**0**	0	**346,127**	320,740	**422,266**	394,934
Total hazardous and non-hazardous waste (tonnes)	**1,160**	1,204	**39,503**	11,133	**402**	247	**721**	108	**41,786**	12,692
Social performance: People										
Total employees	**6,772**	6,716	**5,544**	6,094	**11,510**	10,909	**458**	378	**24,284**	24,097
Male	**4,550**	4,525	**3,112**	3,316	**8,224**	7,823	**340**	287	**16,226**	15,951
Female	**2,222**	2,191	**2,432**	2,778	**3,286**	3,086	**118**	91	**8,058**	8,146
New employee hires	**15.8%**	15.0%	**9.2%**	11.4%	**12.9%**	18.0%	**17.2%**	22.0%	**12.9%**	15.6%
Employee voluntary turnover	**12.6%**	14.8%	**14.0%**	14.2%	**15.0%**	14.8%	**11.1%**	8.5%	**14.0%**	14.6%
Mean salary ratio (female : male)[1]										
Operations and Support	**1 : 0.95**	1 : 0.94	**0.82 : 1**	0.87 : 1	**-**	-	**1 : 0.99**	1 : 0.97	**0.89 : 1**	0.89 : 1
Professional	**0.93 : 1**	0.92 : 1	**0.93 : 1**	0.89 :1	**-**	-	**0.87 : 1**	0.92 : 1	**0.94 : 1**	0.92 : 1
Executives	**0.99 : 1**	1 : 1	**0.97 : 1**	0.95 :1	**-**	-	**0.81 : 1**	0.91 : 1	**0.96 : 1**	0.94 : 1
Median salary ratio (female : male)										
Operations and Support	**1 : 1**	1 : 0.92	**0.88 : 1**	0.91: 1	**-**	-	**1 : 0.99**	1 : 0.95	**0.91 : 1**	0.95 : 1
Professional	**0.91 : 1**	0.90 : 1	**0.90 : 1**	0.87 : 1	**-**	-	**0.84 : 1**	0.93 : 1	**0.93 : 1**	0.91 : 1
Executives	**0.99 : 1**	0.99 : 1	**0.95 : 1**	0.93 : 1	**-**	-	**0.77 : 1**	0.78 :1	**0.96 : 1**	0.94 : 1
Mean bonus ratio (female : male)[2]										
Operations and Support	**1 : 0.96**	1 : 0.85	**0.83 : 1**	0.83 : 1	**-**	-	**1 : 0.94**	1 : 0.87	**0.90 : 1**	0.98 :1
Professional	**0.89 : 1**	0.86 : 1	**0.91 : 1**	0.94 : 1	**-**	-	**0.86 : 1**	0.79 :1	**0.93 : 1**	0.95 : 1
Executives	**1 : 0.99**	0.97 : 1	**0.98 : 1**	1 : 0.99	**-**	-	**1 : 0.91**	1 : 0.81	**0.99 : 1**	1 : 0.98
Median bonus ratio (female : male)										
Operations and Support	**1 : 0.94**	1 : 0.94	**0.85 : 1**	0.82 : 1	**-**	-	**1 : 0.90**	1 : 0.79	**0.94 : 1**	0.94 : 1
Professional	**0.83 : 1**	0.89 : 1	**0.91 : 1**	0.96 : 1	**-**	-	**0.89 : 1**	0.79 :1	**0.91 : 1**	0.96 : 1
Executives	**1 : 1**	0.95 : 1	**0.96 : 1**	0.99 : 1	**-**	-	**1 : 1**	1 : 0.67	**0.98 : 1**	1 : 0.99
Total training investment (S$ million)[3]	**A$5.1**	A$4.8	**S$15.2**	S$15.9	**-**	-	**-**	-	**S$19.65**	S$20.2
Average training hours per employee	**28.4**	27.1	**17.8**	19.4	**57.9**	53.3	**20.7**	17.3	**39.1**	36.1
Employee health and safety[4]										
Workplace injury incidence rate (per 1,000 employees)	**2.5**	3.9	**2.8**	1.5	**2.4**	0.7	**4.4**	7.9	**2.1**	1.7
Workplace injury frequency rate (per million hours worked)	**1.5**	2.2	**1.3**	0.7	**1.1**	0.3	**2.0**	3.6	**1.3**	1.0
High consequence injury rate (per million hours worked)	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0
Fatalities	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0
Social performance: Community										
Community investment (S$ million)[5]	**A$28.2**	A$31.3	**S$7.7**	S$8.6	**S$0.5**	S$0.1	**-**	-	**S$32.8**	S$36.4
Total volunteering hours	**16,708**	20,752	**16,256**	16,864	**4,754**	3,188	**744**	616	**38,462**	41,420
Digital enablement reach	**63,922**	66,927	**54,560**	58,289	**-**	-	**-**	-	**118,482**	125,216

1. Based on average monthly salary of regular employees.
2. Based on average annual bonus of regular employees.
3. Singtel Singapore training investments included those of NCS and Digital InfraCo.
4. Workplace health and safety metrics are based on the International Labour Organization (ILO) definitions, subject to country definition of lost work shifts e.g. Optus excludes weekends from medical leave when calculating these rates. Only accounts for Singapore operations for Singtel Singapore, NCS and Digital InfraCo.
5. Our community investment, which includes direct financial support, in-kind sponsorship and staff volunteering, is measured using the Business for Societal Impact (B4SI) framework.

GRI content index

GRI Standard	Disclosure		Page number	Level of external assurance
GENERAL DISCLOSURES				
	The organisation and its reporting practices			
	2-1	Organisational details	3	
	2-2	Entities included in the organisation's sustainability reporting	3	
	2-3	Reporting period, frequency and contact point	3	
	2-4	Restatements of information	3	
	2-5	External assurance	3	
	Activities and workers			
	2-6	Activities, value chain and other business relationships	Annual Report 2025, ***Website***	
	2-7	Employees	68	
	2-8	Workers who are not employees	68	
	Governance			
	2-9	Governance structure and composition	13-16, Annual Report 2025, ***Corporate Governance***, ***Website***	
	2-10	Nomination and selection of the highest governance body	13-16, Annual Report 2025, ***Corporate Governance***, ***Website***	
	2-11	Chair of the highest governance body	13-16, Annual Report 2025, ***Corporate Governance***, ***Website***	
	2-12	Role of the highest governance body in overseeing the management of impacts	14-15, Annual Report 2025, ***Corporate Governance***, ***Website***	
	2-13	Delegation of responsibility for managing impacts	13-16, Annual Report 2025, ***Corporate Governance***, ***Website***	
	2-14	Role of the highest governance body in sustainability reporting	14-15, Annual Report 2025, ***Corporate Governance***, ***Website***	
GRI 2: General Disclosures 2021	2-15	Conflicts of interest	16-17, 86-88, ***Corporate Governance***	
	2-16	Communication of critical concerns	60, 87-88, ***Corporate Governance***	
	2-17	Collective knowledge of the highest governance body	14, Annual Report 2025, ***Corporate Governance***	
	2-18	Evaluation of the performance of the highest governance body	14, Annual Report 2025, ***Corporate Governance***	
	2-19	Remuneration policies	15-16, Annual Report 2025, ***Corporate Governance***, ***Website***	
	2-20	Process to determine remuneration	15-16, Annual Report 2025, ***Corporate Governance***, ***Website***	
	2-21	Annual total compensation ratio	76:1 (Group CEO total compensation to median annual total compensation for Singtel Group, excluding GCEO)	
	Strategy, policy and practices			
	2-22	Statement on sustainable development strategy	5-7	
	2-23	Policy commitments	98, Appendix, disclosed throughout Sustainability Report 2025 across all four sustainability pillars, ***Corporate Governance***	
	2-24	Embedding policy commitment	Disclosed throughout Sustainability Report 2025 across all four sustainability pillars	
	2-25	Processes to remediate negative impacts	60, 87-88	
	2-26	Mechanisms for seeking advice and raising concerns	60, 87-88, ***Whistleblower policy***	
	2-27	Compliance with laws and regulations	21, 51, 84, 85, 88	
	2-28	Membership associations	Appendix	
	Stakeholder Engagement			
	2-29	Approach to stakeholder engagement	12	
	2-30	Collective bargaining agreements	51	

GRI Standard	Disclosure		Page number	Level of external assurance
GRI 3: Material Topics 2021	3-1	Process to determine material topics	13, 14	
	3-2	List of material topics	13	
MATERIAL TOPICS				
Climate Change and Environment				
Climate change				
GRI 3: Material topics 2021	3-3	Management of material topics	20-22	
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	46-47, 99	Singtel Group
	302-2	Energy consumption outside of the organisation	Not applicable. No energy consumption outside of the organisation	
	302-3	Energy intensity	46	Singtel Group
	302-4	Reduction of energy consumption	33	Singtel Group
	302-5	Reductions in energy requirements of products and services	33	
GRI 305: Emissions 2016	305-1	Direct GHG emissions (Scope 1)	22, 46, Appendix	Singtel Group
	305-2	Energy indirect GHG emissions (Scope 2)	22, 46, Appendix	Singtel Group
	305-3	Other indirect GHG emissions (Scope 3)	22-25, 46, Appendix	Singtel Group
	305-4	GHG emissions intensity	46, Appendix	Singtel Group
	305-5	Reduction of GHG emissions	22-23, 33, 46, Appendix	Singtel Group
	305-6	Emissions of ozone-depleting substances (ODS)	Not significant, refer to page 22	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not significant, refer to page 22	
Resource management				
GRI 3: Material topics 2021	3-3	Management of material topics	36, 38-40	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	38-40, 115	
	306-2	Management of significant waste related impacts	36, 38-40	
	306-3	Waste generated	47	Singtel Group
	306-4	Waste diverted from disposal	47	Singtel Group
	306-5	Waste directed to disposal	47	Singtel Group
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	36, 38	
	303-3	Water withdrawal	47	Singtel Group
	303-5	Water consumption	47	
People and Future of Work				
Diversity, equity and inclusion				
GRI 3: Material Topics 2021	3-3	Management of material topics	48-54	
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	49, 68	Singtel Group
	405-2	Ratio of basic salary and remuneration of women to men	68	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	60	

GRI Standard	Disclosure		Page number	Level of external assurance
MATERIAL TOPICS				
People and Future of Work (cont)				
Employee safety and well-being				
GRI 3: Material topics 2021	3-3	Management of material topics	38, 54-60	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	58-60	
	403-2	Hazard identification, risk assessment and incident investigation	58-60	
	403-3	Occupational health services	58-60	
	403-4	Worker participation, consultation, and communication on occupational health and safety	58-60	
	403-5	Worker training on occupational health and safety	58-60	
	403-6	Promotion of worker health	54-60	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	58-60	
	403-8	Workers covered by an occupational health and safety management system	58-60	
	403-9	Work-related injuries	58, 69, 99	Singtel Group
	403-10	Work-related ill health	58, 69, 99	Singtel Group
Talent attraction and development				
GRI 3: Material topics 2021	3-3	Management of material topics	62-67	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	69, 99	Singtel Group
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	54-55	
	401-3	Parental leave	54	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	63, 69, 99	Singtel Group
	404-2	Programmes for upgrading employee skills and transition assistance programmes	63-66	
	404-3	Percentage of employees receiving regular performance and career development reviews	61	
Community Impact				
GRI 3: Material Topics 2021	3-3	Management of material topics	70-80	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	70-80	
	413-2	Operations with significant actual and potential negative impacts on local communities	No operations with significant negative impacts on local communities	
Sustainable Value Creation				
Sustainable supply chain management				
GRI 3: Material Topics 2021	3-3	Management of material topics	81-84	
GRI 308: Environmental assessment 2016	308-1	New suppliers that were screened using environmental criteria	81-82	Singtel Group
	308-2	Negative environmental impacts in the supply chain and actions taken	44, 81-83	

GRI Standard	Disclosure		Page number	Level of external assurance
MATERIAL TOPICS				
Sustainable value creation (cont)				
Sustainable supply chain management (cont)				
GRI 414: Supplier social assessment 2016	414-1	New suppliers that were screened using social criteria	81-82	Singtel Group
	414-2	Negative social impacts in the supply chain and actions taken	81-83	
Product and service quality				
GRI 3: Material topics 2021	3-3	Management of material topics	81, 84-85	
GRI 203: Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	84-85	
	203-2	Significant indirect economic impacts	84-85	
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety impacts of products and service categories	85	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	85	
Ethical and fair business practices				
GRI 3: Material topics 2021	3-3	Management of material topics	81, 86-89	
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	86	
	205-2	Communication and training about anti-corruption policies and procedures	86	
	205-3	Confirmed incidents of corruption and actions taken	87-88	
GRI 207: Tax 2019	207-1	Approach to tax	88-89	
	207-2	Tax governance, control and risk management	88-89, ***Responsible Tax Management Statement***	
	207-3	Stakeholder engagement and management of concerns related to tax	88-89, ***Responsible Tax Management Statement***	
GRI 417: Marketing and labelling 2016	417-2	Incidents on non-compliance concerning product and service information and labelling	88	
	417-3	Incidents of non-compliance concerning marketing communications	88	
Data and customer privacy				
GRI 3: Material topics 2021	3-3	Management of material topics	81, 89-90	
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	18, 90	Singtel Group

Climate-related requirements in the IFRS Sustainability Disclosure Standards Index

IFRS S2	Disclosure requirement	Page number
GOVERNANCE		
6 (a) (i)-(v)	The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities	Annual Report 2025, Corporate Governance - Our governance organisation on page 38 - Board Matters, Director development/training on page 44 - Board Matters, Progress, Board performance and evaluation on page 53 - Audit Committee, Climate-related Financial Disclosures on pages 55-57 - Executive Resource and Compensation Committee on page 58 - Risk, Sustainability and Technology Committee on pages 59-60 - Remuneration framework – Balanced Scorecard Targets Setting on page 75
6 (b) (i)-(ii)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	Annual Report 2025, Corporate Governance - Audit Committee, Climate-related Financial Disclosures on pages 56-57 Annual Report 2025, Supplementary Climate-related Financial Disclosures - Management's role in governance on page 237
STRATEGY		
10 (a)-(d)	Climate-related risks and opportunities	Annual Report 2025, Supplementary Climate-related Financial Disclosures - Climate-related Risks and Opportunities - Climate-related physical risks, Climate-related transition risks, Climate-related opportunities on pages 237-239
13 (a)-(b)	Business model and value chain	Annual Report 2025, Supplementary Climate-related Financial Disclosures - Climate-related Risks and Opportunities - Climate-related physical risks, Climate-related transition risks, Climate-related opportunities on pages 237-239
14 (a)-(c)	Strategy and decision-making: Information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation Information about how the entity is resourcing, and plans to resource, the activities Quantitative and qualitative information about the progress of plans disclosed in previous reporting periods	Annual Report 2025, Supplementary Climate-related Financial Disclosures - Climate-related Risks and Opportunities – Effects on strategy and decision-making on page 239 - Metrics and Targets on pages 240-241 Annual Report 2025, Sustainability - Climate Change and Environment on pages 101-102
16 (a)-(d)	Financial position, financial performance and cash flows	Annual Report 2025, Supplementary Climate-related Financial Disclosures - Climate-related Risks and Opportunities – Current and anticipated financial effects on page 240
22 (a)-(b)	Climate resilience: The entity's assessment of its climate resilience as at the reporting date How and when the climate-related scenario analysis was carried out	Annual Report 2025, Supplementary Climate-related Financial Disclosures - Climate-related Risks and Opportunities – Climate scenario analysis on pages 237-238 - Climate-related Risks and Opportunities – Climate resilience on page 240

IFRS S2	Disclosure requirement	Page number
RISK MANAGEMENT		
25 (a)-(c)	The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks The processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process	Annual Report 2025, Supplementary Climate-related Financial Disclosures - Climate-related Risks and Opportunities – Climate scenario analysis on pages 238-239 Annual Report 2025, Risk Management - Risk Management Process on pages 89-90 - Environmental Sustainability, Climate Change Risks on page 97
METRICS AND TARGETS		
29 (a)-(g)	Climate-related metrics: Greenhouse gases Capital deployment—the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities Internal carbon prices Remuneration	Annual Report 2025, Corporate Governance - Executive Resource and Compensation Committee on page 58 - Remuneration framework – Balanced Scorecard Targets Setting on page 75 Annual Report 2025, Sustainability - Climate Change and Environment on page 101 Annual Report 2025, Supplementary Climate-related Financial Disclosures - Reporting Boundary for Greenhouse Gas Emissions on pages 236-237 - Climate-related Risks and Opportunities – Current and anticipated financial effects on pages 239-240 - Metrics and Targets on pages 240-241 The Group measures Scope 3 emissions in accordance with the Greenhouse Gas Protocol, in line with the requirements of both the Global Reporting Initiative (GRI) Standards and the IFRS S2 Climate-related Disclosures. This data is disclosed in the Sustainability section of the Annual Report on page 93 and in more detail in the Sustainability Report 2025 pages 23-25. However, it is not included within the scope of the Group's IFRS S2 disclosures, in accordance with the relief set out in paragraphs 4.12 and 4.23 of Practice Note 7.6, pursuant to SGX Listing Rule 711B(1)(aa)
33 (a)-(h), 34 (a)-(d), 35, 36 (a)-(e)	Climate-related targets: Performance against each climate-related target and an analysis of trends or changes in the entity's performance Performance against each climate-related target and an analysis of trends or changes in the entity's performance Details about targets The entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target	Annual Report 2025, Supplementary Climate-related Financial Disclosures - Metrics and Targets on pages 240-241 Annual Report 2025, Sustainability - Climate Change and Environment on pages 101 - 102

Sustainability Accounting Standards Board (SASB) Index

Topic	SASB code	Accounting metric	Category	Unit of measure	Remarks / Page reference	
					Singtel Singapore	Optus
Environmental footprint of operations	TC-TL-130a.1	(1) Total energy consumed (2) percentage grid electricity (3) percentage renewable	Quantitative	Gigajoules (GJ), percentage (%)	(1) 868,219 (2) 98.9% (3) 13.9%	(1) 1,898,848 (2) 98.6% (3) 21.3%
Data privacy	TC-TL-220a.1	Description of policies and practices relating to behavioural advertising and customer privacy	Discussion and analysis	N/A	Refer to ***Singtel Data Protection Policy***.	Refer to ***Optus Privacy Policy***.
	TC-TL-220a.2	Number of customers whose information is used for secondary purposes	Quantitative	Number	We do not have these specified metrics. Our ***Singtel Data Protection Policy*** describes the customer information we collect and how we use it.	Optus does not have these specified metrics. ***Optus Privacy Policy*** describes the customer information Optus collects and how Optus uses it.
	TC-TL-220a.3	Total amount of monetary losses as a result of legal proceedings associated with customer privacy[1]	Quantitative	Reporting currency	No fines or non-monetary sanctions were imposed on Singtel	No fines or non-monetary sanctions were imposed on Optus
	TC-TL-220a.4	(1) Number of law enforcement requests for customer information, (2) number of customers whose information was requested, (3) percentage resulting in disclosure	Quantitative	Number, percentage (%)	Singtel does not disclose unless required by law.	Optus reports annually to the Australian Communications and Media Authority (ACMA) on disclosures of personal information, which occurs under specific sections of the Telecommunications Act 1997 or the Telecommunications (Interception and Access) Act 1979. Optus does not publicly disclose or publish the number of disclosures made.
Data security	TC-TL-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected[2]	Quantitative	Number, percentage (%)	(1) 7 (2) 71.4% (3) 5	(1) 76 (2) 100% (3) 271 Please refer to "Sustainable Value Creation" chapter on page 90 for further details on corrective actions implemented in response to data breaches.
	TC-TL-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and analysis	N/A	Please refer to "Sustainable Value Creation" chapter on (page 89-90) for further details.	
Product end-of-life management	TC-TL-440a.1	(1) Materials recovered through take-back programmes, percentage of recovered materials that were (2) reused, (3) recycled, and (4) landfilled	Quantitative	Metric tons (t), percentage (%)	(1) 69 (2) 4.1% (3) 94.2% (4) 0%* *1.7% of the materials recovered were incinerated as the final disposal in Singapore is incineration and not landfill.	(1) 22 (2) 65.4% (3) 34.6% (4) 0%

1. Note to TC-TL-220a.3 – The entity shall briefly describe the nature, context, and any corrective actions taken as a result of the monetary losses.
2. Note to TC-TL-230a.1 – Disclosure shall include a description of corrective actions implemented in response to data breaches.

Topic	SASB code	Accounting metric	Category	Unit of measure	Remarks / Page reference	
					Singtel Singapore	Optus
Competitive behaviour and open internet	TC-TL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations[3]	Quantitative	Reporting currency	NIL	NIL
	TC-TL-520a.2	Average actual sustained download speed of (1) owned and commercially associated content and (2) non-associated content	Quantitative	Megabits per second (Mbps)	We do not have these specified metrics. We publish our network speed on our website, presented as a range of speed for "Stationary" state and "Mobility" state.	Optus does not have these specified metrics.
	TC-TL-520a.3	Description of risks and opportunities associated with net neutrality, paid peering, zero rating, and related practices	Discussion and analysis	N/A	We comply with IMDA's Net Neutrality Policy and do not measure these specified metrics.	Optus does not have these specified metrics.
Managing systemic risks from technology disruptions	TC-TL-550a.1	(1) System average interruption frequency and (2) customer average interruption duration[4]	Quantitative	Disruptions per customer, hours per customer	Singtel submits quarterly reports to IMDA on the quality and performance of key services against Quality of Service (QoS) standards regulated by IMDA. These services include 3G, 4G, Fixed Network Telecommunication, Broadband Access, Mobile Broadband and Fibre Connection. Refer to IMDA's ***Quality of Service Reports***.	Optus does not measure these specified metrics. It submits quarterly reports on network performance to the Risk Management Committee.
	TC-TL-550a.2	Discussion of systems to provide unimpeded service during service interruptions	Discussion and analysis	N/A	Singtel Networks have a robust Business Continuity Management (BCM) programme which are audited and ISO 22301 (BCMS) certified. On annual basis, the team conducts risk assessment across various areas including process, people, infrastructure, supply chain and others. Necessary mitigation measures are put in place to reduce the impact and ensure the continuity of critical services when a disruption happens. There are also guidelines in place for internal and external communication, as necessary. In addition, the team conducts regular business continuity exercises to validate the effectiveness of business continuity solutions and familiarise with the roles and responsibilities when disruption occurs.	Optus designs its network to enhance resilience through design and deployment of redundant platforms and systems. This manifests through: • Physical and functional redundancy on core switching nodes • Alternative transmission and fibre routing (transmission "rings") • Backup power systems including battery systems and generators • Mobile networks that have overlapping coverage and multiple technology layers (3G, 4G and 5G) • Deployment of temporary telecommunication solutions during major outage events (SATCAT and cells on wheels) Optus has also established ITIL processes dealing with incidents, problems and change management to support proactive responses to network and customer impacting events.

3. Note to TC-TL-520a.1 – The entity shall briefly describe the nature, context, and any corrective actions taken as a result of the monetary losses.
4. Note to TC-TL-550a.1 – Disclosure shall include a description of each significant performance issue or service disruption and any corrective actions taken to prevent future disruptions.

Topic	SASB code	Accounting metric	Category	Unit of measure	Remarks / Page reference	
					Singtel Singapore	Optus
Number of wireless subscribers	TC-TL-000.A	Number of customers that contract with the entity for mobile services, which include cellular phone service and/or wireless data service	Quantitative	Number	4,536,000	10,706,000
Number of wireline subscribers	TC-TL-000.B	Number of customers that contract with the entity for fixed line phone services	Quantitative	Number	931,800	1,097,935
Number of broadband subscribers	TC-TL-000.C	Number of customers that contract with the entity for fixed line cable and internet services, which include Wi-Fi connections	Quantitative	Number	691,000	1,310,000
Network traffic	TC-TL-000.D	-	Quantitative	Petabytes (PB)	8,730 PB	9,699 PB

Global System for Mobile Communications Association (GSMA) ESG Metrics for Mobile

Topic	Code	KPI	Alignment	Remark/Page Reference	
				Singtel Singapore	Optus
Environment					
Emissions	GSMAENV-01	**Science-based targets** 1.1a Disclose whether the company has set, or committed to set, near-term science-based target i. Temperature alignment ii. Target approval/ validation status	Stakeholder Capitalism Metrics; TCFD Recommendations; CDSB R01, R02, R03, R04 and R06; SASB 110; Science Based Targets initiative	Please refer to "Climate Change and Environment" chapter on page 20.	
		1.1b Disclose whether the company has set a corporate net zero target (covering scope 1, 2, and 3) i. Net zero target year ii. Target approval/ validation status		i. 2045 ii. Obtained approval of our updated targets by SBTi in December 2023.	
Scope 1, 2 GHG emissions	GSMAENV-02	**1.2a Scope 1 and 2 GHG emissions** i. Scope 1 emissions (tonnes CO_2e) ii. Scope 2 emissions, location-based (tonnes CO_2e) iii. Scope 2 emissions, market-based (tonnes CO_2e) iv. Percentage change in combined Scope 1 + 2 emissions since last reporting period v. Combined Scope 1 + 2 emissions per unit total revenue (tonnes CO_2e per SGD)	GRI 305:1-3, TCFD, GHG Protocol (modified); CDP Climate Change	i. 5,375 ii. 98,829 iii. 76,147 iv. -5.5% v. 0.000021 scope 2 market-based	i. 2,107 ii. 336,596 iii. 259,194 iv. -15.7% v. 0.000037 scope 2 market-based
		1.2b Scope 3 GHG emissions i. Total Scope 3 emissions (tonnes CO_2e) ii. Scope 3 emissions, by category (tonnes CO_2e)		i. 1,296,652 (Gross) 1,295,702 (Net) ii. Please refer to "Climate Change and Environment" chapter on page 23.	i. 699,477 (Gross and Net) ii. Please refer to "Climate Change and Environment" chapter on page 23.

Topic	Code	KPI	Alignment	Remarks / Page reference	
				Singtel Singapore	Optus
Energy	GSMAENV-03	**1.3a Total energy consumption** i. Total energy consumption (MWh) ii. Purchased electricity, total (MWh) iii. Purchased electricity, from renewable sources (MWh) iv. Generated electricity consumed by the company, from renewable sources (MWh) v. Total diesel consumption in generators (litres)	RI 302-1; SASB TC-TL130a.1 (modified); CDP Climate Change	i. 241,172 ii. 238,607 iii. 32,100 iv. 1,354 v. 36,900	i. 527,458 ii. 519,680 iii. 110,146 iv. 861 v. 405,350
		1.3b Network energy consumption i. Total network energy consumed, including core, fixed, and mobile networks (MWh) ii. Energy consumed by mobile networks (MWh) iii. Total network energy consumed per unit data (MWh/PB) or subscription (kWh per subscription) iv. Percentage change in network energy intensity (MWh/PB or kWh per subscription) since the last reporting period		i. 196,910 ii. 94,081 iii. 22.55 iv. -4.0%	i. 508,279 ii. 347,023 iii. 53.12 iv. -0.1%
Circular Economy	GSMAENV-04	**1.4a Circularity of network equipment** i. Percentage of network equipment decommissioned in the reporting period that was repaired, reused, or sold to another company (%, by units) ii. Percentage of network equipment installed in the reporting period that was reused or refurbished, as a share of total network equipment installed in the reporting period (%, by units)	SASB TC-TL-440a.1 (modified); GRI 306- 3 (modified); GSMA Circularity Targets	i. Data not available ii. Data not available	i. Data not available ii. Data not available
		1.4b Circularity of mobile devices i. Used mobile devices collected through operator takeback schemes in the reporting period as a percentage of new mobile devices distributed directly to customers in the reporting period (%) ii. Percentage of used mobile devices collected through operator takeback schemes in the reporting period that were repaired, reused, or recycled, i.e. diverted from landfill or incineration (%) iii. Percentage of refurbished, repaired, or used mobile devices distributed to customers for reuse in the reporting period, as a share of all mobile devices distributed directly to customers in the reporting period (%)		i. 2.5% ii. 100% iii. 0%	i. 6.0% ii. 100% iii. 3.9%
		1.4c Circularity of customer premises equipment (CPE) i. Used CPE collected through operator takeback schemes in the reporting period as a percentage of CPE distributed to customers in the reporting period (%) ii. Percentage of used CPE collected through operator takeback schemes in the reporting period that were repaired, reused, or recycled, i.e. diverted from landfill or incineration (%) iii. Percentage of refurbished, repaired, or used CPE distributed to customers in the reporting period as a share of all CPE distributed to customers in the reporting period (%)		i. 21.5% ii. 100% iii. 9.3%	i. 3.4% ii. 100% iii. 0%

Topic	Code	KPI	Alignment	Remarks / Page reference	
				Singtel Singapore	Optus
Circular Economy	GSMAENV-05	**1.5a Electronic waste** i. Total electronic waste generated (tonnes) ii. Percentage of electronic waste reused or recycled, by weight (%)	GRI 306-3 (modified); SASB TC-TL-440a.1 (modified)	i. 454.7 ii. 94.5%	i. 662.4 ii. 97.2%
Digital Inclusion					
Network Coverage	GSMAINC-01	**2.1 Population covered by mobile network** Percentage of population covered by operator's mobile network Breakdown by: 3G, 4G, 5G	ITU Indicator 2.6	4G and 5G: 99%[1]	4G – 98.5% 5G – 84.6%
Affordability	GSMAINC-02	**2.2 Device and subscription affordability** a. Retail price of the most affordable smartphone b. Retail price of the most affordable way of purchasing 1GB of data	GSMA Methodology	a. Mobile Access for Seniors - Xiaomi Redmi A3: S$20 b. Mobile Access for Seniors Plan: 5GB for S$5.10	a. Prepaid – Optus X Lite 4 A$49.00 Postpaid – A$248.40 – Nubia Focus 5G b. Prepaid SIM: Flex Plus - 10GB for A$13
Digital Skills	GSMAINC-03	**2.3 Digital skills programme** Number of people (excluding employees) who have completed a basic, intermediate or advanced digital skills training programme divided by total subscribers.	ITU Digital Skills Toolkit	0.0120	0.0046
Digital Integrity					
Data Protection	GSMAINT-01	**3.1 Customer data incidents** a. Number of data breaches, per million subscribers b. Percentage of data breaches involving PII c. Number of customers affected, per million subscribers d. Number of regulatory actions for data protection violations (e.g. marketing related complaints, data breaches), per million subscribers	SASB TC-TL-230a.1 (modified)	a. 0.000007 b. 71.4% c. 0.000005 d. 0	a. 0.000076 b. 100% c. 0.000271 d. 1
Digital Rights	GSMAINT-02	**3.2 Digital rights policy** Is there a policy specifically covering digital rights protection and transparency, privacy, freedom of expression, government mandates to shut down or restrict access, and/or government requests for data? (yes/no)	2020 Ranking Digital Rights Corporate Accountability Index	No	No
Online Safety	GSMAINT-03	**3.3 Online safety measures** Do you have controls or programmes in place to improve online safety for children and other vulnerable groups? (yes/no)		Refer to the ***Singtel Group Human Rights Statement*** and Community Impact chapter, pages 73-75 covering online safety.	Refer to the ***Singtel Group Human Rights Statement*** and Community Impact chapter, pages 73-75 covering online safety.

1. 3G enterprise networks will be shut down in December 2025.

Topic	Code	KPI	Alignment	Remarks / Page reference	
				Singtel Singapore	Optus
Supply Chain					
Sustainable Supply Chain	GSMAINC-01	**4.1 Sustainable procurement policy** a. Do you have a sustainable procurement policy in place? (yes/no)		Yes. Please refer to the ***Singtel Group Responsible Procurement Policy***.	
		4.1b If yes, how many of the following elements does it cover? a. Organisational governance b. Human rights c. Labour practices d. Environment e. Fair operating practices f. Consumer issues g. Community involvement and development	ISO 20400:2017	Not applicable, refer to response in 4.1a.	Not applicable, refer to response in 4.1a.
	GSMASUP-02	**4.2 Supplier assessment** a. Percentage of suppliers screened against the sustainable procurement policy using company defined and documented assessment procedure, within the previous two years	GRI 308-1; GRI 414-1 (partially)	Data unavailable	Data unavailable
		b. Percentage of suppliers assessed against the sustainable procurement policy through site visits, within the previous two years		Data unavailable	Data unavailable

UN Global Compact Principles

Principle	Description	Page reference
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	***Singtel Group Human Rights Statement***, 18, 50-51, 73, 81- 82
Principle 2	Make sure that they are not complicit in human rights abuses	
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	***Singtel Group Human Rights Statement***, 51
Principle 4	The elimination of all forms of forced and compulsory labour;	50-51, 60, 82
Principle 5	The effective abolition of child labour; and	
Principle 6	The elimination of discrimination in respect of employment and occupation.	
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	6, 11-12, 19
Principle 8	Undertake initiatives to promote greater environmental responsibility; and	20-45
Principle 9	Encourage the development and diffusion of environmentally friendly technologies.	32-34, 38-40, 42, 45
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	***Singtel Group Anti-Bribery and Corruption Policy***, 17, 60, 86-88

Singtel's environmental sustainability reporting: definitions and methodologies

Greenhouse gas emissions calculation methodology

GHG emissions are derived in accordance with the requirements of these documents developed by World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD): a) GHG Protocol Corporate Accounting, b) Reporting Standard Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Emissions are reported according to the GHG Protocol using operational control as the basis for consolidation. Emissions due to carbon dioxide, methane, nitrous oxide and hydrofluorocarbon are accounted for. Perfluorocarbons, sulfur hexafluoride and nitrogen trifluoride are not reported due to their negligible use in our operations.

Emissions are reported according to the GHG Protocol using operational control as the basis for consolidation. In addition, GSMA guidance is applied to ensure sector-specific consistency and relevance in emissions reporting. Emissions are reported according to the GHG Protocol using operational control as the basis for consolidation. In addition, GSMA guidance is applied to ensure sector-specific consistency and relevance in emissions reporting.

GHG Protocol scopes	Emissions calculation methodology	Exclusions
Scope 1 and 2		
Scope 1	Emission sources include: (i) Refrigerant used in air conditioning and facilities equipment. (ii) Fire suppression gases used in fire suppression systems in exchanges and data centres. (iii) Diesel used for back-up generators in our office and facilities. (iv) Diesel, petrol, biofuel used by our owned and leased company vehicles. Emissions from all scope 1 sources are calculated using activity-based approach. **Singapore operations** Emission factors for fuel usage are sourced from the UK Department for Energy Security and Net Zero (UK DESNZ). Emission factors for fugitive emissions are taken from the Singapore Emission Factor Registry (SEFR) and the UK DESNZ. **Australia operations** i) Emissions factors are sourced from the 2024 Australian National Greenhouse Accounts Factors, Department of Climate Change, Energy, the Environment and Water (DCCEEW).	Fugitive and fuel emissions from Singtel Singapore and NCS overseas offices are excluded, as these rented premises are managed by landlords and emissions data cannot be distinctly attributed.
Scope 2	Emissions from all scope 2 sources are calculated using activity-based approach. **Singapore operations** Indirect emissions from the generation of purchased electricity to power our owned and leased offices, Data Centres, Network sites (Exchanges, Main Distribution Frame rooms, Mobile Base stations) and Retail spaces. Location-based method uses the local grid emission factor provided by Energy market Authority (EMA) for electricity consumed. Market-based method involves using supplier specific emission factor for electricity purchased, as well as the retirement of local Renewable Energy Certificates (RECs). Onsite renewable energy generation and renewable energy purchases are excluded from emission calculations, as they are accounted for as zero-emission sources. **Australia operations** Indirect emissions cover electricity use across networks, data centres, corporate offices, and retail sites. Location-based emissions are calculated using state-specific emission factors, reflecting the local grid mix and applying the factor relevant to each property's location. Market-based emissions apply a zero-emission factor to renewable electricity purchases, with any remaining electricity use calculated using the national residual mix factor. All emissions factors are sourced from the 2024 Australian National Greenhouse Accounts, published by the Department of Climate Change, Energy, the Environment and Water (DCCEEW). **Other overseas operations** Indirect emissions cover electricity use across leased corporate offices. Location-based method uses the respective country's local grid emission factor sourced either from government publications or are derived by local electricity providers. Market-based method accounts for the retirement of local Energy Attribute Certificates (EACs) in the country where the electricity is consumed.	- Some overseas offices are excluded, as these rented spaces are managed by landlords and electricity consumption data cannot be clearly separated. - All Singtel Group tenants in our owned office, facilities, and data centre colocation racks as they are reported in scope 3 category 13. - Singtel Exclusive Retailers and Optus franchisees are reported under scope 3 category 14.

GHG Protocol scopes	Emissions calculation methodology	Exclusions
Scope 3		
Category 1 and 2	Emissions associated with purchased goods and services as well as capital goods have been calculated using three methods: (i) supplier specific method, (ii) hybrid method based on supplier's emissions and annual revenue, (iii) spend based method where purchases are mapped to different product category and industry average emission factors. Supplier-specific and hybrid emission factors were sourced from suppliers' websites and data provided through the CDP Supply Chain Program. For the spend-based method, EXIOBASE v3.3.1.6 values were used and mapped to the organisation's procurement GL categories, with adjustments made for inflation and country-specific currency. This category includes the production and distribution phase carbon footprint of available products from Apple, Samsung, and Google.	- All investees, associates and joint ventures. - Utility providers as emissions are captured in scope 1 and 2, while emissions from water usage are added back in these categories. - Waste vendors as waste emissions are captured under scope 3 category 5. - Air travel vendor as emissions due to air travel are reported under scope 3 category 6. - Distribution suppliers for Optus are reported in scope 3 category 4.
Category 3	Emissions from fuel- and energy-related activities not included in Scope 1 or Scope 2 are calculated using an average-data method. **Singapore and other overseas (excluding Australia) operations** Emissions associated with this category are calculated using fuel and electricity data collected and reported in scope 1 and 2 across the Group. Upstream emission factors from the UK DESNZ are applied to fuel consumption, while both upstream and well-to-tank (WTT) emission factors from the International Energy Agency (IEA) are used for electricity consumption. **Australia operations** For fleet and stationary diesel, emission factors represent 'well-to-pump' emissions including upstream, midstream and downstream activities. For electricity, emission factors include upstream and downstream activities in the electricity supply chain (e.g. coal transport and transmission and distribution losses respectively) Emissions are sourced from the 2024 Australian National Greenhouse Accounts Factors, Department of Climate Change, Energy, the Environment and Water (DCCEEW).	
Category 4	**Australia operations (Optus)** Emissions are provided by our logistic partners and include air and road transportation, calculated using a distance-based method.	Emissions from this category for Singtel Singapore, Digital InfraCo and NCS are reported together with scope 3 category 1 and 2.
Category 5	Emissions in this category are calculated using the waste-type-specific method. The underlying data is based on consolidated waste volumes (in tonnes) collected across the Group. Emissions are calculated using emission factors specific to different waste types. Local emission factors (SEFR and NGA) are prioritised before international emission factors (with US EPA prioritised before UK DESNZ). This category includes hazardous, non-hazardous waste further classified into recycled, landfilled and incinerated.	Waste data from Singtel Singapore and NCS overseas offices are excluded, as these rented premises are managed by landlords and waste quantity cannot be distinctly attributed.
Category 6	Emissions in this category are based on consolidated travel data, including air travel and land travel (private and public transport). Calculations are performed using both the distance-based and spend-based methods. Emissions for air travel are calculated using emission factors from UK DESNZ specific to different haul and class type on a distance- based method. Land travel emissions are calculated using a combination of distance-based and spend-based methods, with emission factors sourced from local government databases and the UK Department for Energy Security and Net Zero (DESNZ)	
Category 7	Emissions for this category are calculated using the distance-based method. **Singapore and Other Overseas Operations (including NCS Australia)** Emissions are based on data collected through an employee commute survey launched in January 2025 across Singtel Singapore, Digital InfraCo, and NCS (including all global offices). The survey captured information on commuting distances and modes of transportation. Emission factors specific to each transport mode were applied, with local factors prioritised where available, followed by international sources such as UK DESNZ, US EPA and Australian National Transport Commission (NTC). **Australia Operations (excluding NCS Australia)** For these operations, emissions are calculated using data on employee commuting by bus to/from Optus Headquarters in Sydney, and by car to/from corporate offices across Australia b. Emission calculations are based on average emissions intensities for light buses and passenger vehicles as published by the Australian NTC.	

GHG Protocol scopes	Emissions calculation methodology	Exclusions
Category 11	Emissions in this category are calculated based on direct use-phase method. Where available, Life Cycle Assessment data is used; otherwise, key inputs such as product lifespan and annual power consumption (kWh/year) are applied. Full lifetime emissions are attributed to the year of purchase. Product specifications and assumptions are taken from supplier or reputable web sources. Grid emission factors applied to the energy usage are taken from local government sources (EMA and DCCEEW). This category includes the usage-phase carbon footprint of available products from Apple, Samsung, and Google.	
Category 12	Emissions associated with this category are calculated using waste-type-specific method. Where available, Life Cycle Assessment data is used; otherwise, key inputs such product and packaging data of sold products are obtained. National recycling rates specific to each product and packaging material are applied, with the remainder assumed to be incinerated. Use of local emission factors are prioritised before international emission factors (US EPA prioritised before UK DESNZ). Product specifications such as energy use and assumptions are taken from supplier or reputable web sources. This category includes the end-of-life processing phase carbon footprint of available products from Apple, Samsung, and Google.	
Category 13	Emissions are calculated using the asset-specific method and stem from two primary sources: (i) leased tenant spaces and (ii) leased set-top boxes (STBs). For leased tenant spaces, emissions are calculated using supplier-specific emission factors applied to electricity purchased. For leased STBs, emissions are based on electricity consumption during the financial year, using local grid emission factors where supplier-specific data is unavailable.	NetLink Trust tenants are excluded from this category as they are reported in scope 3 category 15 as our investee.
Category 14	Emissions are calculated using the franchise-specific method and are associated with the electricity consumption of franchisee stores in Singapore. In Australia, emissions are estimated using the average electricity consumption per sqm for all stores located in each state and the respective scope 2 emissions (location-based) emission factors.	Scope 1 emissions and waste quantities are excluded, as franchisee outlets are rented premises managed by landlords, and waste cannot be clearly attributed to individual stores.
Category 15	Emissions are calculated using the investment-specific method, based on Singtel Group's equity share in each of its seven investee companies. This approach attributes a proportion of each investee's scope 1 and 2 emissions to the Group according to its ownership stake.	Excluded all other investees as when combined, they were found to be less than 0.1% of total scope 3 emissions and made up of less than 2% of total profits.

Sources of emission factors	
Singapore Energy Market Authority	*Singapore Grid Emission Factor*
Exiobase Consortium	*Exiobase Industry Average Emission Factors*
UK Government Department for Energy Security and Net Zero and Department for Business, Energy and Industrial Strategy	*Greenhouse gas reporting: conversion factors 2024 - GOV.U*
Australian Government Department of Climate Change, Energy, the Environment and Water	*National Greenhouse Accounts Factors: 2024 - DCCEEW*
International Energy Agency	*Life Cycle Upstream Emissions Factors 2024 - Data product - IEA*
Singapore Emission Factors Registry	*SEFR | NetZeroHub.SG*
United States Environmental Protection Agency	*GHG Emission Factors Hub | US EPA*
Institute for Global Environmental Strategies	*IGES List of Grid Emission Factors*
Ministry of Ecology and Environment of the People's Republic of China	*China Grid Emission Factor*
United for Efficiency	*Brunei Grid emission factor*
HK Electric	*Hong Kong SGO electricity emission factor*
Government of India Ministry of Power Central Electricity Authority	*India Grid Emission Factor*
Japan International Cooperation Agency Mar 2024	*Japan Grid Emission Factor*
Malaysia Energy Commission	*Malaysia Grid Emission Factor*
National Transport Commission – Australia	*NTC homepage | National Transport Commission*

Environmental metrics reporting methodology

Reporting categories	Definitions		Exclusions
Intensity ratios	The organisation specific metric (the denominator) chosen is data traffic. This includes total data used by our wireless (3G,4G and 5G), wireline services (voice over internet protocol (VoIP) telephone, television, and broadband internet services) and satellite broadcast.		Data traffic intensity is not relevant for Digital InfraCo and NCS.
Energy consumption	Renewable Energy	Electricity backed by renewable sources includes: - Solar energy generated from photovoltaic systems installed at Singtel Singapore, Digital InfraCo, NCS and Optus facilities. Renewable electricity sourced through power purchase agreements and local Energy Attribute Certificates (EACs) retired by Singtel Singapore, Digital InfraCo, and Optus in their respective countries.	Nil
		Mandatory LGCs: LGCs that electricity providers surrender to meet their obligations under the Australian Renewable Energy Target (RET).	Nil
	Network energy consumption	This covers the energy used to power our Exchanges, Mobile Base Stations and other network related infrastructure.	Corporate offices, data centre operations, retail spaces are not included under Networks.
Water	Potable water use	All potable water withdrawn from municipal third-party water supplies and categorised as freshwater.	Singtel Global Office and NCS Geographical Units overseas offices are unable to provide water use data ((with the exception of NCS AU and China which has provided water usage data).
	Recycled water	This includes NEWater and rainwater harvesting. NEWater is high-grade reclaimed water primarily used for operational activities such as cooling in Singapore. Rainwater harvesting systems are installed at the Optus Sydney campus.	Nil
Waste management	The organisation reports on general waste recyclables, including plastics, metal, and paper as well as construction waste generated from its owned facilities, which include offices, exchanges, satellite stations, data centres, and other operational sites. In FY2025, construction waste includes a one-off contribution from the demolition of Comcentre in Singapore. Reported waste are classified into hazardous and non-hazardous waste, and further classified depending on treatment (recycled or directed to disposal).		
	Hazardous waste	This includes toxic e-waste like lead acid batteries, which are sent to licensed Toxic Industrial Waste Collectors, as well as Waste Electrical and Electronic Equipment (WEEE), scrap copper cables and other metallic waste from our network and IT operations.	Singtel tenanted facilities, Singtel Global Offices and NCS Geographical Units (with the exception of NCS AU) are unable to provide waste disposal data.
	Waste directed to disposal	In Singapore, licensed waste collectors transport incinerable waste to waste-to-energy (WTE) plants or licensed recyclers directly from site. In Optus, licensed waste collectors transport commingled recycling to different recovery plants across the country and unrecoverable waste is sent to landfill.	

Reporting categories	Definitions		Exclusions
Product end-of-life management	Customer e-waste recycling	This is the total weight of e-waste collected from customers for recycling. Singtel collects customer e-waste recycling through our ALBA collection point in Singtel shops and take-back schemes for routers, set-up boxes and mobile phones. Optus collects customer e-waste recycling for mobile devices, modems, some smart home products and streaming devices through the MobileMuster programme. Optus also includes recycled mobile devices figures from any upgrade or trade-in programmes.	Nil
	Mobile devices and CPE reused/ refurbished	This is the number of units collected from customers for reuse and refurbishment. Singtel refurbishes and reuses the mobile phones and CPE as part of our trade-in, takeback programmes and through our device donation collaboration with Engineering Good.	Nil
	Mobile devices and CPE recycled	This is the number of units collected from customers that were recycled through our take-back programmes.	All mobile phones and CPE collected through Engineering Good's device donation bins are assumed to be reused or refurbished.

List of key environmental abbreviations	
CO_2e	Carbon dioxide equivalent
CPE	Customer premises equipment
GJ	Gigajoule
GHG	Greenhouse Gas
GWh	Gigawatt hour (equivalent to 1 million kilowatt hours)
MWh	Megawatt hour (equivalent to 1,000 kilowatt hours)
kWh	Kilowatt hour
kWp	Kilowatt-peak
WUE	Water usage effectiveness
PUE	Power usage effectiveness
TB	Terabyte (equivalent to 1,000 gigabytes)
TCFD	Taskforce for Climate-related Financial Disclosures
tCO_2e	Tonnes (t) of CO_2e

Climate risks modelling and analysis methodology, assumptions and limitations

Physical risk modelling	
Methodology	The assessment modelled both direct (relating to damage and loss of real assets) and indirect (relating to insurance premiums) physical impacts on two elements of an asset cost: 1. Technical Insurance Prenium (TIP) – a risk indicator expressed as an absolute dollar number, derived by multiplying three elements: a) An asset's full replacement cost, b) The proportion of that full asset replacement cost assigned to each element that might get damaged and, c) The probability of that damaging event occurring in a given year. 2. Value at Risk percentage (VAR) – an asset's TIP expressed as a percentage of its replacement cost. The climate contribution to the VAR was overlaid with our internal dependencies on the asset to understand our overall exposure to risk for that asset.
Key assumptions	Controlled Environmental Vaults CEVs in Singapore were modelled using a default prototype for control rooms. Due to the relatively low heat thresholds assumed for control rooms, the probability of heat failure was deemed to be significant in Singapore.
Limitations	The assessment focused on current assets and did not account for planned assets as a result of the 5G rollout.

Climate risks modelling and analysis methodology, assumptions and limitations (cont)

Transition risk modelling

	Carbon pricing	Capital risk and risk of stranded assets	Counterparty risk
Methodology	We modelled a set of carbon prices against our projected emissions trajectory and decarbonisation targets, including a combination of mitigating measures such as PPAs for renewable energy and purchase of carbon offsets for a more holistic picture of cost impacts.	**Singapore:** We modelled the scale of abatement measures required between overall energy efficiency improvements and PPA procurement for each data centre. **Australia:** We modelled the retirement of network assets failing to meet our energy intensity targets.	**Suppliers:** We assessed the climate transition readiness of each of our critical suppliers against the Climate Bonds Initiative's Principles for Transition. **Enterprise customers:** We assessed the exposure of enterprise customers at risk based on the climate transition pathway of their sector. **Individual consumers:** We assessed the exposure of individual consumers at risk based on the current makeup of economic activities within each area, and the climate transition pathway of those employment sectors.
Inputs	EBIT forecast; baseline emissions; decarbonisation targets and schedule.	**Singtel:** Current data centres energy efficiency PUE, capacity and RE100 customer base; expected data centre retirements, additions, revenue and electricity consumption. **Optus:** Asset depreciation schedule; asset energy intensity levels; asset energy intensity targets.	**Supplier:** Critical suppliers listing; emissions performance per supplier; procurement spend per supplier. **Enterprise customer:** Revenue breakdown by sectors. **Retail customer (Optus):** Revenue forecast; aggregated individual consumer contract value; individual consumer revenue breakdown by region.
Key assumptions	A linear emission reduction pathway was assumed to achieve our targets, with a small amount of residual emissions in 2050 across all scopes of emissions despite the strategy we had in place to achieve our previous SBTi targets. We obtained carbon prices from NGFS, International Energy Agency (IEA) and Singapore legislation. To be conservative, the model assumed Category 13 (Downstream leased assets) and 15 (Investments) of Scope 3 emissions would be taxed, and there was no ability to pass the carbon pricing onto customers. Other Scope 3 categories were not assumed to be subject to carbon tax, as they relate to imported goods and services, and market acceptable standards around the issue of double counting are evolving.	The model assumed that any capital upgrades implemented in future as part of our business-as-usual technology migration would be aligned with energy efficiency targets or benchmarks.	Our selection of critical suppliers for the analysis was based on factors regarding Singtel Group's total spending, the supplier's emissions intensity and product category. We prioritised suppliers who have critical business model dependence on fossil fuels (example: transportation and power generation) and commodities expected to be in high demand in a net-zero economy (example: electronics).
Further assumptions	Residual percentage of Scope 1, 2 and 3 emissions; research derived carbon and PPA price projections; carbon pricing pass through percentages; research and assumption derived carbon; offsets projections.	**Singtel:** Design PUE targets; climate sensitivity of customers; PPA price trajectories. **Optus:** Asset retirement methodology; asset exposure to GHGs and regulations.	**Supplier:** Product category's exposure to transition climate risk; research derived assessment of supplier's climate transition plan. **Enterprise customer:** Sector exposure to transition climate risk; sectorial emissions intensity trajectories. **Retail customer:** Growth factor for future consumer spend; sectorial employment by region ; sectorial emissions intensity trajectories.
Limitations	We kept future electricity prices at a constant due to significant uncertainty and a range of other non-climate-related influences in the market. Lack of reliable projections on carbon offset pricing for a range of offset projects resulted in a simplistic assumption of aligning offset pricing with carbon pricing levels.	**Singapore:** We only conducted a high-level MACC analysis for our data centres to estimate the potential cost impacts for each energy efficiency abatement opportunity. **Australia:** Energy intensity was tracked based on the site, rather than the asset (limited smart meter coverage).	The analysis was based on inherent risk and relied on public disclosures, which are not always available. **Individual consumers:** Sector adjacencies and knock-on effects have not been considered in the analysis.

Key memberships and collaborations

1.	Agency for Integrated Care
2.	Australian Business and Community Network
3.	Business for Societal Impact
4.	CDP Supply Chain
5.	Centre for Liveable Cities
6.	Global Compact Network Singapore (GCNS)
7.	Global System for Mobile Communications Association (GSMA)
8.	Infocomm Media Development Authority (IMDA)
9.	KARI foundation
10.	National Council of Social Service
11.	National Environment Agency (NEA)
12.	National Sustainable Procurement Roundtable
13.	National Parks Board
14.	Redflow
15.	SG Enable
16.	SGTech
17.	Singapore Business Network on DisAbility
18.	Singapore Business Federation (SBF)
19.	Singapore Standardisation Programme
20.	Union of Telecom Employees
21.	United Nations Global Compact (UNGC)
22	NetZeroHub.SG by Singapore Business Federation

FY2025 sustainability awards

Singtel

1. Asia eCommerce Awards 2024: Best eCommerce Campaign - Green Initiative (Gold)
2. Brandon Hall Group Excellence Awards 2024: Best Diversity Equity, Inclusion and Belonging Strategy (Silver)
3. Champion of Digital for Life by IMDA
4. Community Chest Awards 2024:
   - Pinnacle Award
   - Charity Platinum Award
   - Volunteer Partner Award
5. Employee Experience Awards 2024:
   - Employee Experience Champion of the Year (Winner)
   - Overall Leadership award (Winner)
   - Best Employee Onboarding (Gold)
   - Best ESG programme (Gold)
   - Best Executive Coaching Programme (Gold)
   - Best Skilling Strategy (Gold)
   - Best Management Training Programme (Gold)
   - Best Employee Engagement (Silver)
   - Best Talent Mobility Programme (Silver)
   - Best Graduate Training Programme (Bronze)
6. HR Excellence Awards 2024:
   - Excellence in Employee Volunteerism (Gold)
   - Best HR Team for MNC (Silver)
   - Excellence in HR Tech (Bronze)
7. President's Volunteerism and Philanthropy Awards: Organisations of Good (Large Enterprise) - Winner
8. Retail Asia Awards 2024: Sustainability Initiative of the Year
9. Singapore Health Awards: Achievement Award
10. SkillsFuture Employer Awards 2024: Singtel (Gold)
11. WSH Awards 2024: Culture of Acceptance, Respect and Empathy (CARE) Award

Optus

1. Twimbit Asia Pacific Telecom Awards 2024 for Telco to Ace ESG
2. Steward Leadership 25 (SL25) Award Asia Pacific (for Optus Digital Thumbprint Program)
3. 5th place in GoodCompany's Best Workplaces to Give Back

FY2025 sustainability ratings

CDP 2024:
- Climate Change: Achieved "A" leadership score
- Water Security: B

Corporate Knights — Global 100 World's Most Sustainable Corporations 2025: Ranked #77

EcoVadis 2025
- Singtel Group : Gold (97th percentile)
- Singtel Europe : Gold (95th percentile)

ISS ESG Corporate Rating 2024: C+ (Prime status)

MSCI ESG Ratings 2024: A

Sustainalytics ESG Risk Rating December 2024: Low Risk (15th percentile in the Telecommunication Services industry)

FTSE4Good 2024: Listed in index

Independent Limited Assurance Statement

Shape the future with confidence

Independent Limited Assurance Statement in connection with the subject matters included in the Sustainability Report of Singtel Group for the financial year ended 31 March 2025

To the Management of Singtel Group,

Scope

We have been engaged by Singtel Group to perform a 'limited assurance engagement', as defined by International Standards on Assurance Engagements, hereafter referred to as the engagement, to report on Singapore Telecommunications Limited's ("Singtel"), Singtel Optus Pty Ltd's ("Optus"), NCS Pte Ltd's ("NCS") and Digital Infrastructure Co's ("Digital InfraCo") subject matter (Collectively referred to as "Singtel Group") as set out in the Subject Matter section below as contained in Singtel Group's Sustainability Report dated 13 June 2025 for the year ended 31 March 2025 for the period from 1 April 2024 to 31 March 2025.

Subject Matter

Our limited assurance engagement covers the following subject matters for the above-mentioned period:

GRI Standards Disclosures:

ESG Topics	GRI Topic-Specific Disclosure		"Shall" requirements under each disclosure	SR2025 page reference
Climate change and Environment	**GRI (2016) 302-1**	Energy consumption within the organisation	a. Total fuel consumption within the organisation from non-renewable sources, in joules or multiples, and including fuel types used. b. Total fuel consumption within the organisation from renewable sources, in joules or multiples, and including fuel types used. c. In joules, watt-hours or multiples, the total: i. Electricity consumption ii. Heating consumption iii. Cooling consumption iv. Steam consumption d. In joules, watt-hours or multiples, the total: i. Electricity sold ii. Heating sold iii. Cooling sold iv. Steam sold e. Total energy consumption within the organisation, in joules or multiples. f. Standards, methodologies, assumptions, and/or calculation tools used. g. Source of the conversion factors used. 2.1 When compiling the information specified in Disclosure 302-1, the reporting organisation shall: 2.1.1 avoid the double-counting of fuel consumption, when reporting self-generated energy consumption. If the organisation generates electricity from a non-renewable or renewable fuel source and then consumes the generated electricity, the energy consumption shall be counted once under fuel consumption; 2.1.2 report fuel consumption separately for non-renewable and renewable fuel sources; 2.1.3 only report energy consumed by entities owned or controlled by the organisation; 2.1.4 calculate the total energy consumption within the organisation in joules or multiples using the following formula: Total energy consumption within the organisation = Non-renewable fuel consumed + Renewable fuel consumed + Electricity, heating, cooling, and steam purchased for consumption + Self-generated electricity, heating, cooling, and steam, which are not consumed (see clause 2.1.1) - Electricity, heating, cooling, and steam sold.	46-47, 99
	GRI (2016) 302-3	Energy intensity	a. Energy intensity ratio for the organisation. b. Organisation-specific metric (the denominator) chosen to calculate the ratio. c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all. d. Whether the ratio uses energy consumption within the organisation, outside of it, or both. 2.5 When compiling the information specified in Disclosure 302-3, the reporting organisation shall: 2.5.1 calculate the ratio by dividing the absolute energy consumption (the numerator) by the organisation-specific metric (the denominator); 2.5.2 if reporting an intensity ratio both for the energy consumed within the organisation and outside of it, report these intensity ratios separately.	46

ESG Topics	GRI Topic-Specific Disclosure		"Shall" requirements under each disclosure	SR2025 page reference
Climate change and Environment	**GRI (2016) 302-4**	Reduction of energy consumption	a. Amount of reductions in energy consumption achieved# as a direct result of conservation and efficiency initiatives, in joules or multiples. #: reported, by Singtel, as estimated annualised energy savings and emissions avoidance. b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all. c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. d. Standards, methodologies, assumptions, and/or calculation tools used. 2.7 When compiling the information specified in Disclosure 302-4, the reporting organisation shall: 2.7.1 exclude reductions resulting from reduced production capacity or outsourcing; 2.7.2 describe whether energy reduction is estimated, modelled, or sourced from direct measurements. If estimation or modelling is used, the organisation shall disclose the methods used.	33, 38
	GRI (2016) 305-1	Direct (Scope 1) GHG emissions	a. Gross direct (Scope 1) GHG emissions in metric tons of CO_2 equivalent. b. Gases included in the calculation; whether CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, or all. c. Biogenic CO_2 emissions in metric tons of CO_2 equivalent. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential ("GWP") rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used. 2.1 When compiling the information specified in Disclosure 305-1, the reporting organisation shall: 2.1.1 exclude any GHG trades from the calculation of gross direct (Scope 1) GHG emissions; 2.1.2 report biogenic emissions of CO_2 from the combustion or biodegradation of biomass separately from the gross direct (Scope 1) GHG emissions. Exclude biogenic emissions of other types of GHG (such as CH_4 and N_2O), and biogenic emissions of CO_2 that occur in the life cycle of biomass other than from combustion or biodegradation (such as GHG emissions from processing or transporting biomass).	18, 22, 46-47, 99, 112
	GRI (2016) 305-2	Energy indirect (Scope 2) GHG emissions	a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO_2 equivalent. b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO_2 equivalent. c. If available, the gases included in the calculation; whether CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, or all. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential ("GWP") rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used. 2.3 When compiling the information specified in Disclosure 305-2, the reporting organisation shall: 2.3.1 exclude any GHG trades from the calculation of gross energy indirect (Scope 2) GHG emissions; 2.3.2 exclude other indirect (Scope 3) GHG emissions that are disclosed as specified in Disclosure 305-3; 2.3.3 account and report energy indirect (Scope 2) GHG emissions based on the location-based method, if it has operations in markets without product or supplier-specific data; 2.3.4 account and report energy indirect (Scope 2) GHG emissions based on both the location-based and market-based methods, if it has any operations in markets providing product or supplier-specific data in the form of contractual instruments.	22, 46-47

ESG Topics	GRI Topic-Specific Disclosure		"Shall" requirements under each disclosure	SR2025 page reference
Climate change and Environment	**GRI (2016) 305-3**	Other indirect (Scope 3) GHG emissions	a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO_2 equivalent. b. If available, the gases included in the calculation; whether CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, or all. c. Biogenic CO_2 emissions in metric tons of CO_2 equivalent. d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation. e. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. f. Source of the emission factors and the global warming potential ("GWP") rates used, or a reference to the GWP source. g. Standards, methodologies, assumptions, and/or calculation tools used. 2.5 When compiling the information specified in Disclosure 305-3, the reporting organisation shall: 2.5.1 exclude any GHG trades from the calculation of gross other indirect (Scope 3) GHG emissions; 2.5.2 exclude energy indirect (Scope 2) GHG emissions from this disclosure. Energy indirect (Scope 2) GHG emissions are disclosed as specified in Disclosure 305-2; 2.5.3 report biogenic emissions of CO_2 from the combustion or biodegradation of biomass that occur in its value chain separately from the gross other indirect (Scope 3) GHG emissions. Exclude biogenic emissions of other types of GHG (such as CH_4 and N_2O), and biogenic emissions of CO_2 that occur in the life cycle of biomass other than from combustion or biodegradation (such as GHG emissions from processing or transporting biomass).	22-25, 46-47
	GRI (2016) 305-4	GHG emissions intensity	a. GHG emissions intensity ratio for the organisation. b. Organisation-specific metric (the denominator) chosen to calculate the ratio. c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). d. Gases included in the calculation; whether CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, or all. 2.7 When compiling the information specified in Disclosure 305-4, the reporting organisation shall: 2.7.1 calculate the ratio by dividing the absolute GHG emissions (the numerator) by the organisation-specific metric (the denominator); 2.7.2 if reporting an intensity ratio for other indirect (Scope 3) GHG emissions, report this intensity ratio separately from the intensity ratios for direct (Scope 1) and energy indirect (Scope 2) emissions.	46
	GRI (2016) 305-5	Reduction of GHG emissions	a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO_2 equivalent. b. Gases included in the calculation; whether CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, or all. c. Base year or baseline, including the rationale for choosing it. d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). e. Standards, methodologies, assumptions, and/or calculation tools used. 2.9 When compiling the information specified in Disclosure 305-5, the reporting organisation shall: 2.9.1 exclude reductions resulting from reduced production capacity or outsourcing; 2.9.2 use the inventory or project method to account for reductions; 2.9.3 calculate an initiative's total reductions of GHG emissions as the sum of its associated primary effects and any significant secondary effects; 2.9.4 if reporting two or more Scope types, report the reductions for each separately; 2.9.5 report reductions from offsets separately.	22, 46
Resource management	**GRI (2020) 306-3**	Waste generated	a. Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste. b. Contextual information necessary to understand the data and how the data has been compiled. 2.1 When compiling the information specified in Disclosure 306-3-a, the reporting organisation shall: 2.1.1 exclude effluent, unless required by national legislation to be reported under total waste; 2.1.2 use 1000 kilograms as the measure for a metric ton	47

ESG Topics	GRI Topic-Specific Disclosure		"Shall" requirements under each disclosure	SR2025 page reference
Resource management	**GRI (2020) 306-4**	Waste diverted from disposal	a. Total weight of waste diverted from disposal in metric tons, and a breakdown of this total by composition of the waste. b. Total weight of hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. c. Total weight of non-hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. d. For each recovery operation listed in Disclosures 306-4-b and 306-4-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste diverted from disposal: i. onsite; ii. offsite. e. Contextual information necessary to understand the data and how the data has been compiled. 2.2 When compiling the information specified in Disclosure 306-4, the reporting organisation shall: 2.2.1 exclude effluent, unless required by national legislation to be reported under total waste; 2.2.2 use 1000 kilograms as the measure for a metric ton.	47
	GRI (2020) 306-5	Waste directed to disposal	a. Total weight of waste directed to disposal in metric tons, and a breakdown of this total by composition of the waste. b. Total weight of hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations: i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. c. Total weight of non-hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations: i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. d. For each disposal operation listed in Disclosures 306-5-b and 306-5-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste directed to disposal: i. onsite; ii. offsite. e. Contextual information necessary to understand the data and how the data has been compiled. 2.4 When compiling the information specified in Disclosure 306-5, the reporting organisation shall: 2.4.1 exclude effluent, unless required by national legislation to be reported under total waste; 2.4.2 use 1000 kilograms as the measure for a metric ton.	47
	GRI (2018) 303-3	Water withdrawal	a. Total water withdrawal from all areas in megalitres, and a breakdown of this total by the following sources, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water. b. Total water withdrawal from all areas with water stress in megalitres, and a breakdown of this total by the following sources, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water, and a breakdown of this total by the withdrawal sources listed in i-iv. d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used. 2.1 When compiling the information specified in Disclosure 303-3, the reporting organisation shall use publicly available and credible tools and methodologies for assessing water stress in an area.	47

ESG Topics	GRI Topic-Specific Disclosure		"Shall" requirements under each disclosure	SR2025 page reference
Diversity, equity and inclusion	**GRI (2016) 405-1**	Diversity of governance bodies and employees	a. Percentage of individuals within the organisation's governance bodies in each of the following diversity categories: i. gender; ii. age group: under 30 years old, 30-50 years old, over 50 years old. iii. other indicators of diversity where relevant (such as minority or vulnerable groups). b. Percentage of employees per employee category in each of the following diversity categories: i. gender; ii. age group: under 30 years old, 30-50 years old, over 50 years old; c. other indicators of diversity where relevant (such as minority or vulnerable groups).	49, 68
Employee safety and well-being	**GRI (2018) 403-9**	Work-related injuries	a. For all employees: i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. b. Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked. c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumption used. 2.1 When compiling the information specified in Disclosure 403-9, the reporting organisation shall: 2.1.1 exclude fatalities in the calculation of the number and rate of high-consequence work-related injuries; 2.1.2 include fatalities as a result of work-related injury in the calculation of the number and rate of recordable work-related injuries; 2.1.3 include injuries as a result of commuting incidents only where the transport has been organised by the organisation; 2.1.4 calculate the rates based on either 200,000 or 1,000,000 hours worked, using the following formulas: Rate of fatalities as a result of work-related injury = (Number of fatalities as a result of work-related injury / Number of hours worked) x [200,000 or 1,000,000] Rate of high-consequence work-related injuries (excluding fatalities) = (Number of high-consequence work-related injuries (excluding fatalities) / Number of hours worked) x [200,000 or 1,000,000] Rate of recordable work-related injuries = (Number of recordable work-related injuries / Number of hours worked) x [200,000 or 1,000,000]	58, 69, 99
	GRI (2018) 403-10	Work-related ill health	a. For all employees: i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. b. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumption used. 2.3 When compiling the information specified in Disclosure 403-9, the reporting organisation shall include fatalities as a result of work-related ill health in the calculation of the number of cases of recordable work-related ill health.	58, 69
Talent attraction and development	**GRI (2016) 401-1**	New employee hires and employee turnover	a. Total number and rate of new employee hires during the reporting period, by age group, gender and region. b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.	69, 99
	GRI (2016) 404-1	Average hours of training per year per employee	a. Average hours of training that the organisation's employees have undertaken during the reporting period, by: i. gender; ii. employee category.	4, 63, 69, 99
Sustainable supply chain management	**GRI (2016) 308-1**	New suppliers that were screened using environmental criteria	a. Percentage of new suppliers that were screened using environmental criteria.	81-82
	GRI (2016) 414-1	New suppliers that were screened using social criteria	a. Percentage of new suppliers that were screened using social criteria.	81-82

ESG Topics	GRI Topic-Specific Disclosure		"Shall" requirements under each disclosure	SR2025 page reference
Data and customer privacy	**GRI (2016) 418-1**	Substantiated complaints concerning breaches of customer privacy and losses of customer data	a. Total number of substantiated complaints received concerning breaches of customer privacy, categorised by: i. complaints received from outside parties and substantiated by the organisation; ii. complaints from regulatory bodies. b. Total number of identified leaks, thefts, or losses of customer data. c. If the organisation has not identified any substantiated complaints, a brief statement of this fact is sufficient. 2.1 When compiling the information specified in Disclosure 418-1, the reporting organisation shall indicate if a substantial number of these breaches relate to events in preceding years.	18-90

Criteria applied by Singtel Group

In preparing the Report, Singtel Group applied the criterion of "Accuracy" as defined by GRI and specific criteria determined by Singtel Group as being relevant for its sustainability performance. Such criteria were specifically designed for sustainability performance; as a result, the subject matter information may not be suitable for another purpose.

Singtel Group's responsibilities

Singtel Group's management is responsible for selecting criteria, and for presenting the Subject Matter in accordance with that criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence that we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000 (Revised)'), International Standard for Assurance Engagements on Greenhouse Gas Statements ('ISAE3410') and the terms of reference for this engagement as agreed with Singtel Group on 1 April 2023, supplemental to the principal agreement dated 1 April 2023. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions. Our review was limited to the information on the select indicators set out in the Sustainability Report for the year ended 31 March 2025 and our responsibility does not include:

- Any work in respect of sustainability information published elsewhere in Singtel's annual report, website and other publications,
- Sustainability information prior to 1 April 2024 and subsequent to 31 March 2025, and
- Management's forward-looking statements such as targets, plans and intentions.

Our independence and quality control

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

The GHG quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Our procedures included:

1. Inquiries with Singtel Group's Sustainability team to
   a. Understand principal business operations,
   b. Appreciate key sustainability issues and developments,
   c. Map out information flow for sustainability reporting and the relevant controls, and
   d. Identify data providers with their responsibilities
2. Conducting process walk-through of systems and processes for data collection, calculation and reporting with relevant personnel to understand the quality of checks and control mechanisms in relation to the Subject Matter in the Report.
3. Virtual interviews and face-to-face meetings with employees and Management based in Singapore and Australia e.g. data owners to understand key issues related to the selected indicators, collection processes and accuracy of reporting.
4. Conducting analytical review procedures to support the reasonableness of the data.
5. Testing, on a sample basis, underlying source information to check accuracy of the data in relation to the relevant Subject Matter in the Report.
6. Identifying and checking assumptions supporting disclosures related to select sustainability performance disclosure.
7. Obtaining third-party reports and confirmations in relation to the relevant Subject Matter in the Report.
8. Checking data and statements in relation to the relevant Subject Matter have been correctly transcribed from corporate systems and / or supporting evidence, into the Report.
9. Relying on Singtel Group's management representation letter on the relevant Subject Matter in the Report.

We also performed such other procedures as we considered necessary in the circumstances. The review procedures do not relate to future period and conclusion on the subject matters is for period described only.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter as of 13 June 2025 for the year ended 31 March 2025, in order for it to be in accordance with the Criteria.

Restricted use

This report is intended solely for the information and use of Singtel Group and is not intended to be and should not be used by anyone other than those specified parties.

Ernst & Young LLP

Ernst & Young LLP
13 June 2025
Singapore

Singapore Telecommunications Limited
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