SUSTAINABILITY REPORT

50% reduction
in GHG emissions
by 2030

30% renewable energy
by 2030

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INTRODUCTION

Message from the Board

We are pleased to present StarHub's 11th Sustainability Report.

2021 was a year characterised by uncertainty, however, it brought about many opportunities for us to make excellent progress on StarHub's sustainability targets. Guided by our strategic sustainability charter and as a pioneer in emerging areas such as 5G, we doubled down on our efforts to meet our clean energy and greenhouse gas emissions targets in support of the Singapore Green Plan 2030. Recognising the growing importance of human connections in a world disrupted and divided by the COVID-19 pandemic, we also expanded our commitment to community support together with our longstanding charity partners.

We are honoured and humbled to have improved our placing among the world's front runners of sustainability in the 2022 Corporate Knights Global 100 rankings, gaining international recognition for our sustainable practices. Notably, StarHub has been ranked as the world's most sustainable Wireless Telecommunication Service Provider, as well as emerging first in Singapore among telecommunication providers. These major milestones are a strong endorsement of StarHub's relentless quest to drive a more sustainable future for our businesses, our community and the environment in which we operate.

At StarHub, the Board of Directors is responsible for the strategic direction of sustainability governance, and we have made it our priority to consider sustainability issues as an integral part of our overall strategy. The Management plays a key role to support this integration, in executing and tracking the company's DARE+ transformation and growth strategy for the next five years.

To ensure we take into account our stakeholders' concerns and the latest developments, we have conducted a Materiality Assessment refresh this year whereby the Board-level Risk & Sustainability Committee took a key role in working closely with Management to prioritise the ESG topics that are most material to our business. We will continue to work closely with Management to oversee progress in these key areas.

In 2021, we leapt ahead to start climate impact reporting in accordance with the recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD). Although the Singapore Exchange (SGX) only mandates the 'comply or explain' reporting requirements to apply from 2022 onwards, we believe aligning to the TCFD recommendations earlier will allow us to build resilience amid the growing climate change threat. Moving forward, we will be conducting more detailed scenario analyses in 2022, to enhance and broaden our climate impact reporting.

As an early signatory to the United Nations (UN) Global Compact, we continue to be committed to the Ten Principles of the UN Global Compact. Many of our initiatives are aligned to the Sustainable Development Goals (SDGs), demonstrating our strong belief that StarHub has the ability to make a significant contribution towards the fulfilment of the SDGs.

Moving ahead, to signal our strong intent to embed Sustainability into the core of all we do, we have set long-term greenhouse gas emissions reduction and renewable energy adoption targets for 2030, to align ourselves to make a positive impact on the climate, the environment and for all our stakeholders.

On behalf of the Board of Directors of StarHub, I thank you for your support of StarHub's sustainability strategy and practices. As a trusted homegrown brand, we will continue to push the boundaries of what is possible and reach new heights, to build a more sustainable future.

Best regards,
Steven T Clontz, Chairman of Board

ABOUT THIS REPORT

REPORTING SCOPE AND BOUNDARY

The information in this report covers all our business units, StarHub Shops (excluding Exclusive Partners unless otherwise stated), data centres, subsidiaries, and associated companies (excluding some new subsidiaries[1] and a joint venture[2], unless otherwise stated), during our financial year 2021 (1 January to 31 December 2021).

REPORTING FRAMEWORK

This report adheres to the Singapore Exchange Securities Trading Limited (SGX-ST) Listing Rule 711A on preparing an annual sustainability report and describes our sustainability practices with reference to the primary components set out in the SGX-ST Listing Rule 711B.

This report is also prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option, given its wide adoption and to the extent applicable to StarHub's business operations. The GRI content index can be found on pages 165-168.

We have also included relevant metrics recommended by the Sustainability Accounting Standard Board (SASB) based on the Telecommunications Services (Industry Standard, Version 2018-10) as summarised in our SASB Disclosure Index on pages 169-170.

For the first time, our report also includes the recommended disclosures of the TCFD. Our TCFD Index can be found on page 164.

EXTERNAL ASSURANCE

StarHub has engaged KPMG LLP to provide independent assurance over a selection of our key ESG disclosures. Please refer to pages 171-174 for the assurance opinion and scope of data assured.

FEEDBACK

We welcome your comments and feedback on how we can continue to progress on our sustainability journey. Please contact us at: ir@starhub.com.

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[1] Subsidiaries refer to Ensign InfoSecurity Pte. Ltd. (Ensign), Strateq Sdn. Bhd. (Strateq), HKBN JOS (Singapore Pte. Ltd (JOS SG), and HKBN JOS (Malaysia) Sdn. Bhd. (JOS MY) acquired between 2018 and 2022

[2] Joint venture refers to Antina Pte. Ltd., incorporated in 2021

SUSTAINABILITY REPORT

FY2021 PERFORMANCE HIGHLIGHTS

Advancing Environmental Sustainability & Resilience

- 8% reduction in greenhouse gas emissions against 2019 baseline
- Increased the proportion of our renewable energy use to 6%
- Met the sustainability performance target of our sustainability-linked loan, qualifying for a rebate against the loan interest in 2021
- Embarked on our TCFD reporting

Enabling a Digital Society

- Following the momentum of being the first in Singapore to launch a 5G Non-Standalone network, we successfully deployed a 5G Standalone network in 2021
- Launched a 5G-ready Internet of Things platform service

Caring for Our People & Communities

- 22,789 hours of training provided to our employees, reaching 99% of our workforce
- 25% of Board members are female and 42% of our workforce are female
- Awarded "Best Leadership Development" and "Best People-centric Culture" in EngageRocket's Workplace Transformation Awards
- Reached over 4,800 beneficiaries with our donation and hands-on community efforts

Embedding Responsible Business Practices

- Zero incidents of non-compliance pertaining to fraud, corruption, and unethical actions
- Zero incidents of non-compliance with regulations or voluntary codes concerning product and service information and labelling
- Rated highest in customer satisfaction scores for Mobile and Broadband services in the info-communications sector by the Customer Satisfaction Index of Singapore (CSISG) 2021 study[3]
- Fastest 4G median throughput in Infocomm Media Development Authority (IMDA) IMconnected 2021 H1 Report
- Ranked first in five network performance categories in the Opensignal Global Mobile Network Experience Awards 2021, for Video Experience, Download Speed Experience, Games Experience, Voice App Experience, and 4G Coverage experience
- Recognised as "Best Pay TV Service Provider" at the 2021 HWM+Hardwarezone.com Tech Awards
- Completed Supplier Self-Assessment Questionnaires with 100% of our key suppliers with an annual spend of $1 million and above

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[3]   *Conducted by the Institute of Service Excellence (ISE) at Singapore Management University (SMU)*

AWARDS AND RECOGNITION

GLOBAL100 2022
THE WORLD'S MOST SUSTAINABLE CORPORATIONS

World's Most Sustainable Wireless Telecommunication Service Provider, World's Third Most Sustainable Telco, Singapore's Most Sustainable Telco, Ranked 72nd Overall

COMMUNITY CHEST AWARDS

Charity Platinum Award

MSCI ESG RATINGS AA
CCC | B | BB | BBB | A | AA | AAA

Rated 'AA' since 2017

CDP DISCLOSER 2021

'B' rating for **CDP Climate Change**

Best People-Centric Culture 2021 | Best Leadership Development 2021

EngageRocket's Workplace Transformation Awards

FTSE4Good

Included since 2020

SGTI
Singapore Governance and Transparency Index 2021
Ranked 40th out of 519 Companies

SGX Group

iEdge SG ESG Indices
ESG Leaders Index and ESG Transparency Index since 2016

SIAS INVESTORS' CHOICE AWARDS

Most Transparent Company (Communications category)

LowCarbonSG

Recipient of the inaugural LowCarbonSG Mark

CSISG
Customer Satisfaction Index of Singapore

Ranked **highest in customer satisfaction scores** for mobile and broadband services

FASTEST NETWORK
IMDA REPORT H1 2021

Fastest 4G median throughput in IMDA IMConnected 2021 H1 Report
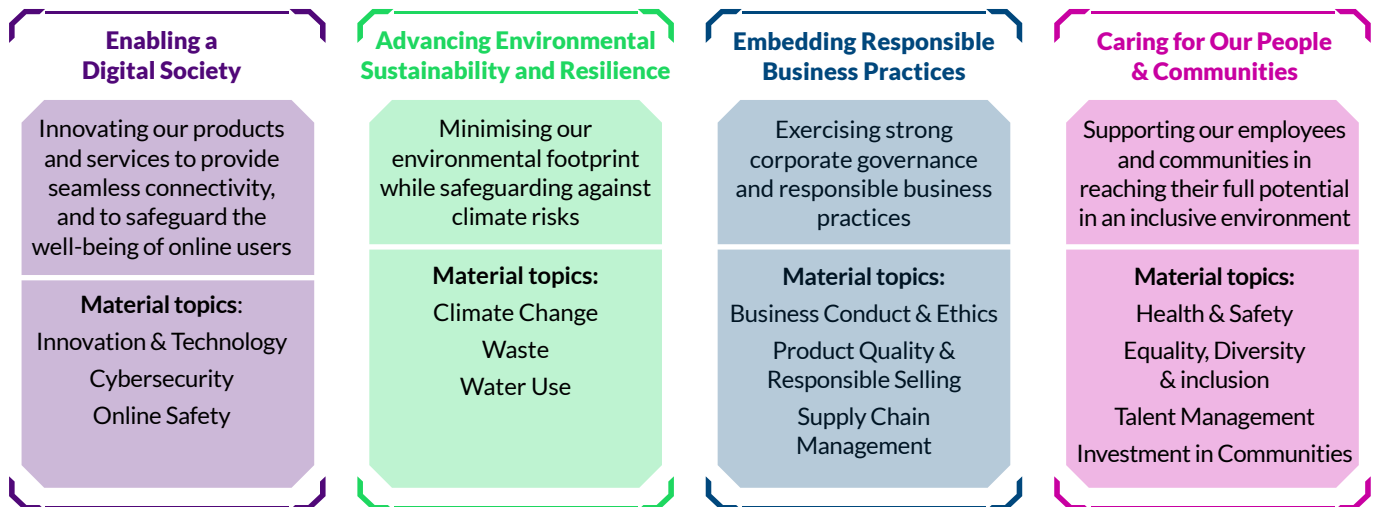
SUSTAINABILITY REPORT

APPROACH

StarHub's Sustainability Framework

StarHub's ambition is to create a better world enabled by digital solutions, while caring for our planet and its people.

To achieve this ambition, we have identified a framework consisting of four key priorities. This framework guides our approach to strategically embed sustainable practices in every aspect of our business and creating long-term value for all our stakeholders. It is underpinned by action plans, with key performance indicators and targets that drive continuous performance improvement. Tracking our progress against this framework forms the basis of this report, which is important for accountability and transparency.

Pillars of the StarHub Sustainability Framework

Enabling a Digital Society

Innovating our products and services to provide seamless connectivity, and to safeguard the well-being of online users

Material topics:
Innovation & Technology
Cybersecurity
Online Safety

Advancing Environmental Sustainability and Resilience

Minimising our environmental footprint while safeguarding against climate risks

Material topics:
Climate Change
Waste
Water Use

Embedding Responsible Business Practices

Exercising strong corporate governance and responsible business practices

Material topics:
Business Conduct & Ethics
Product Quality & Responsible Selling
Supply Chain Management

Caring for Our People & Communities

Supporting our employees and communities in reaching their full potential in an inclusive environment

Material topics:
Health & Safety
Equality, Diversity & inclusion
Talent Management
Investment in Communities

Sustainability Governance

1 The Board
- Responsible for overseeing StarHub's overall sustainability efforts, and climate-related risks and opportunities
- Reviews and considers sustainability issues as part of its strategic formulation, the determination, target-setting and monitoring of material ESG factors

2 Board Risk & Sustainability Committee
- Comprises members of the Board of Directors as well as the CEO
- Responsible for the oversight of sustainability and climate-related matters, keeping the Board informed on the identification, assessment, and monitoring of material sustainability topics and climate-related risks and opportunities
- Reviews business practices and climate-related risks and opportunities identification process to ensure alignment and integration of our sustainability strategy

3 Management Risk Committee
- Comprises cross-functional members of the Management across business units, with the sustainability agenda headed by the Chief Corporate and Sustainability Officer
- Reports to the Board Risk & Sustainability Committee on a regular basis
- Responsible for assisting the Board Risk & Sustainability Committee in developing management policies, strategies, and frameworks for monitoring and mitigating climate-related risks and opportunities, as well as establishing priorities, goals and targets in the short- and long-term

4 Corporate Sustainability Advocate Function
- Responsible for developing, implementing and coordinating programmes and initiatives with the support of cross-functional representatives
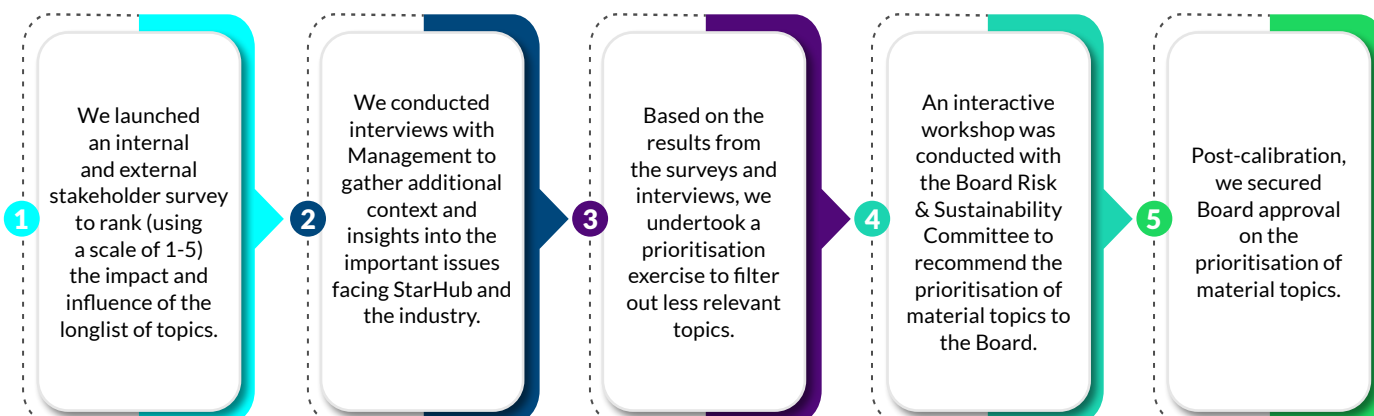
MATERIALITY ASSESSMENT

In 2021, we conducted a refresh of our materiality assessment to prioritise ESG topics that have the greatest influence on our stakeholders, and which StarHub can have the greatest impact. During the materiality assessment, we aimed to get balanced views from representatives of our most important stakeholder groups, namely the Board of Directors, Management, employees, enterprise customers, investors, media, non-governmental organisations (NGOs) and suppliers. We will continue to review our material topics on an annual basis.

StarHub's Materiality Matrix
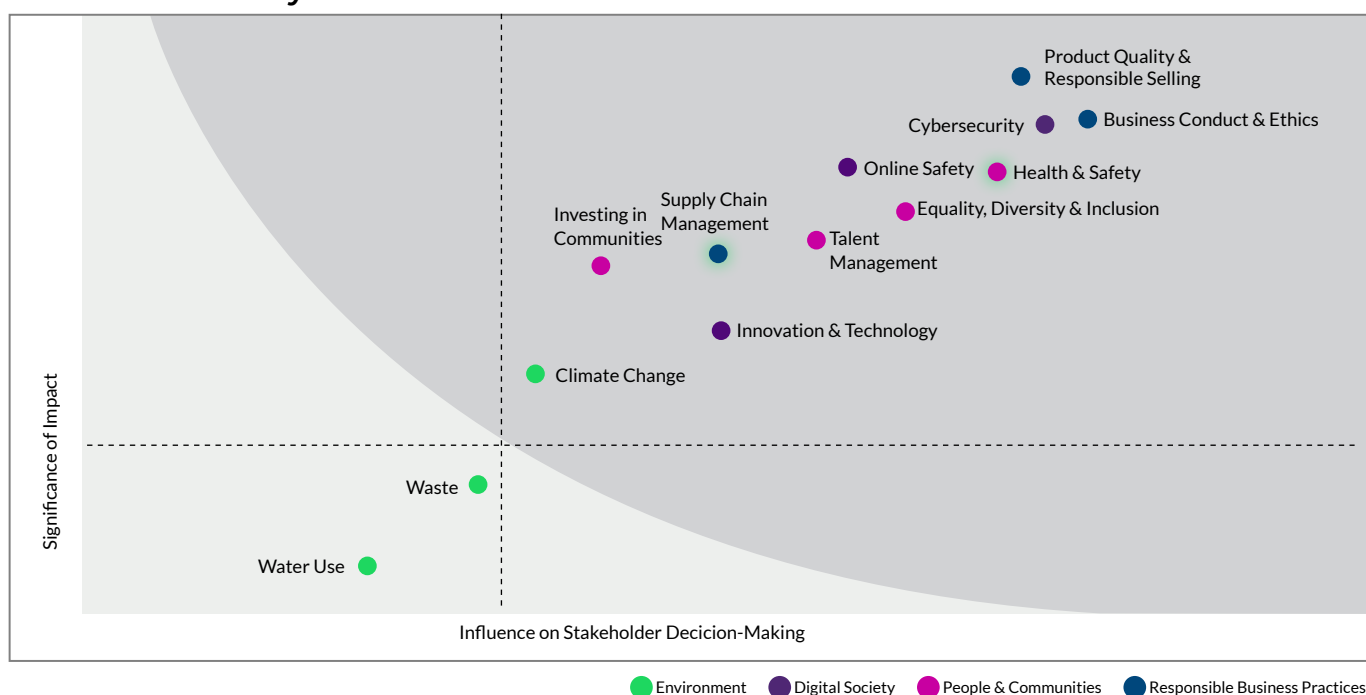
To identify a longlist of material topics, we conducted desk-based research and peer benchmarking to identify any new topics that may have emerged since StarHub's last full materiality assessment in 2019.

1	2	3	4	5
We launched an internal and external stakeholder survey to rank (using a scale of 1-5) the impact and influence of the longlist of topics.	We conducted interviews with Management to gather additional context and insights into the important issues facing StarHub and the industry.	Based on the results from the surveys and interviews, we undertook a prioritisation exercise to filter out less relevant topics.	An interactive workshop was conducted with the Board Risk & Sustainability Committee to recommend the prioritisation of material topics to the Board.	Post-calibration, we secured Board approval on the prioritisation of material topics.

SUSTAINABILITY REPORT

Supporting the UN Sustainable Development Goals

StarHub has identified the following SDGs as our key focus of impact and has concentrated on specific targets within each goal to which we are able to make specific contributions.

SDG (SDG Targets)		Material Topics	Examples of Efforts and Initiatives
Goal 3 Ensure healthy lives and promoting well-being for all at all ages (3.4, 3.d)		• Health & Safety	• Partnership with ThoughtFull to launch a company-wide mental wellness programme and a range of employee care initiatives (page 142) • Sponsorship of Care Corner Youth Services Online Engagement Initiative to raise awareness and provide intervention for mental depression in youths (page 154) • Implementation of safe management measures during the COVID-19 pandemic, following government advisories on work-from-home arrangements (page 142)
Goal 4 Supporting quality education as the foundation to improving people's lives and sustainable development (4.4, 4.a)		• Investment in Communities	• Refurbishment of laptops for distribution to underprivileged youths to facilitate effective learning during the COVID-19 pandemic (page 149)
		• Talent Management	• Upskilling of workforce, particularly in the technical areas of 5G, network virtualisation, cybersecurity, and data analytics (page 147)
Goal 5 Achieve gender equality and empower all women and girls (5.1)		• Equality, Diversity & Inclusion	• Adherence to the Tripartite Alliance for Fair Employment Practices (TAFEP) guidelines, prohibiting any kind of discrimination in employment or transactions (page 144)
Goal 7 Improve access to clean energy (7.2)		• Climate Change	• Progressively raising the proportion of our renewable energy use to 10% by 2022 and 30% in 2030 (page 130)
Goal 8 Promote inclusive and sustainable economic growth by creating quality jobs for all (8.8)		• Supply Chain Management	• Implementation of a formalised Responsible Sourcing Policy based on the Ten Principles of the UN Global Compact (page 140) • Assessment of suppliers through our Supplier Self-Assessment Questionnaire (page 140)

SDG (SDG Targets)		Material Topics	Examples of Efforts and Initiatives
Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation (9.1, 9.4)		• Innovation & Technology	• Launch of a 5G standalone network (page 124) • Provision of a 5G-capable IoT platform to support corporate and government clients with sustainable solutions (page 135) • Developed bespoke mobile app for Go-Ahead Singapore (page 125)
		• Climate Change	• Commencement of operations of energy-efficient Data Centre SHDC@Loyang (page 130) • Lowering the average PUE (power usage effectiveness) ratio of our technical centres from 2.08 to 1.76 (page 130)
Goal 10 Reduce inequality within and among countries (10.2)		• Investment in Communities	• Making contributions to disadvantaged members of the community through volunteering and monetary donations (page 149) • Launching of a pilot programme by Ensign, to offer neurodiverse individuals better employment opportunities (page 144)
Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable (11.6)		• Waste	• One-for-one take-back service of used devices for customers (page 136) • Fully-managed Device Lifecycle Management service (page 136) • Waste reduction initiatives, including a) refurbishment of rental electronic devices, b) paperless processes and digital billing, and c) reduction of packaging (page 136)
Goal 12 Ensure sustainable consumption and production patterns (12.8)		• Investment in Communities	• Supporter of WWF Earth Hour since 2013, providing free TV airtime to raise awareness (page 150) • Supporting WWF through their corporate engagement services to spread awareness (page 150)
Goal 13 Take urgent action to combat climate change and its impacts (13.1)		• Climate Change	• Adoption of the TCFD framework (pages 134-135) • Established our Climate Risk Framework to identify and mitigate key climate risks (pages 134-135)
Goal 17 Strengthen the means of implementation and revitalise the global partnership for sustainable development (17.17)		• Investment in Communities	• Partnering NGOs and regulatory bodies to bridge the digital divide through our Senior Go Digital, Junior Stars and Small Business Day initiatives (page 149) • Supporting Care Corner Youth Services to assist at-risk youths facing mental depression issues in cyberspace (page 154)

SUSTAINABILITY REPORT

2021 PERFORMANCE & NEW KEY TARGETS

In line with our commitment to sustainable development, we have laid out clear targets which we track our progress annually. We have set out a combination of long-term goals to achieve by 2030, aligned with the Paris Agreement, as well as short-term, immediate goals.

We regard the following targets as key contributors to our sustainability strategy. More specific targets under each of the four pillars of the StarHub Sustainability Framework are detailed under the respective sections in this report.

Material Topic	2021 Achievement	New Target
Greenhouse Gas (GHG) Emissions	Achieved **8% reduction** in Scope 1 and 2 GHG emissions	**50% reduction** in Scope 1 and 2 GHG emissions by 2030 (from a 2019 base year) Offset our Scope 1 and 2 GHG emissions for our Corporate Office and four main retail shops in 2022
Renewable Energy	Achieved target of **6% renewable energy** use through procurement of Renewable Energy Certificates (RECs)	**10% energy use from renewable sources by 2022 and 30% by 2030**
Energy Efficiency	Exceeded target with an **average PUE ratio of 1.76** for our technical centres	Improve monthly **average PUE ratio to 1.70** by 2022
Supply Chain Management	**Completed Supplier Self-Assessment Questionnaires** with all suppliers with an annual spend of at least $1 million and new suppliers onboarded in 2021	To secure confirmation from **70% of our suppliers** that they adhere to our Supplier Code of Conduct in 2022
Public Health & Safety	**100% compliance** with relevant radio frequency (RF) radiation safety standards set by local regulators	**100% compliance**
Investment in Communities	Invested a total of **$882,200** reaching more than **4,800** beneficiaries Estimated potential reduction of **250 tonnes** of carbon emissions via sequestration through staff tree-planting activity	To support corporate social responsibility (CSR) activities that engage our employees and work with our beneficiaries, with a focus on climate change

2021 Performance & New Targets

1 Innovation & Technology

Rolled out 5G Standalone network and launched a suite of new services and solutions for our customers

Target:
Continue to innovate with customers' evolving needs, embracing new technology and fostering innovation through our value chain

2 Cybersecurity

No information systems or customer databases were materially compromised

Target:
Continue to enforce strict compliance with local regulatory requirements and industry best practices and maintain the integrity of information systems and customer databases

3 Online Safety

Educated customers and employees on online safety and responded to requests and advisories from government agencies

Target:
Continue to encourage and promote the appropriate and safe use of online technologies, educate customers on potential scams and cooperate with requests from government agencies

SUSTAINABILITY REPORT

INNOVATION & TECHNOLOGY

StarHub is committed to embracing new technologies and fostering innovation throughout our value chain. This is evident in the nascent area of 5G, where StarHub moved early to establish ourselves as a market leader. 5G, which offers greater speeds, capacity, and connectivity, enables digital-first solutions for a smarter, safer and more sustainable society.

StarHub was the first in Singapore to launch 5G services for both consumers and businesses in 2020. This milestone was achieved in collaboration with our technology partner Nokia. In 2021, StarHub boosted our network to full-fledged 5G Standalone and secured additional wireless spectrum in the 2.1GHz band, which will allow our customers to experience excellent 5G indoor coverage.

Taking the opportunity to support the sharing economy, we rolled out our 5G Standalone network through our joint venture, Antina, on the 3.5GHz spectrum in a more sustainable manner by collaborating with another mobile network operator. Under the partnership, we will expand and enhance the 5G Standalone network with the additional 2.1 GHz spectrum which was secured in 2021. The sharing of network with our partner allows us to avoid the duplication of infrastructure, thereby optimising infrastructure spectrum costs as well as reducing the carbon footprint of our 5G service offerings.

StarHub has maintained its leadership in 5G innovation, launching a continuum of new services and solutions for customers. We are also conducting trials with government clients and firms across various industries to find breakthrough solutions to address the most pressing concerns faced by our customers.

With the network upgrade to 5G Standalone, StarHub unlocked the true ultra-low latency performance features

StarHub offers a full suite of 5G enhanced IoT services for corporate customers to boost sustainability efforts

of 5G. For consumers, we rolled out a complete package of 5G services, including 5G SIM cards, fixed contract and SIM Only plans, devices as well as roaming, streaming and cloud gaming services. Our customers can now enjoy an expanding suite of entertainment streaming and cloud gaming services optimised by our 5G network.

For our enterprise customers, security is just as important as network

responsiveness. In 2021, StarHub became the one-stop brand for our customers' 5G, cybersecurity, cloud, ICT and network connectivity needs. With the introduction of 5G Digital Workplace and Managed Secure Access Service Edge solutions, StarHub now offers integrated solutions to improve IT and workforce management, and to secure connectivity between our customers' offices and employees.

5G network rollout activities

StarHub forged a partnership with Hewlett Packard Enterprise to launch the 5G Multi-access Edge Computing (5G MEC) solution, which helps organisations and government clients make faster and smarter decisions that are time-critical, by enabling next-generation automation, mission-critical communications and data analytics. With the new solution, customers in latency-sensitive environments, including high-precision manufacturing, autonomous transportation, and intelligent robots and cameras with accurate predictive analytics, can move services and content closer to their end-users and make split-second business decisions based on real-time analytics.

Another major development was the launch of the StarHub 5G IoT Platform Service, a one-stop solution that allows organisations to aggregate all their existing IoT applications and connected devices on a single platform. For example, a public transport operator can perform real-time vehicle tracking, automated inspection of the conditions of its fleet, and predict potential issues pre-emptively.

Set out on the right are a few case examples of how StarHub acts as an enabler by providing our services to help our clients make efficient use of resources.

Case Example 1:
StarHub Developed Bespoke Mobile App for Go-Ahead Singapore to Help Simplify and Automate Daily Work Processes

StarHub developed an innovative workflow and scheduling mobile app, BC Click, which helped Go-Ahead Singapore to increase business efficiency by simplifying and automating the work processes of its bus captains. In 2021, the app helped the bus operator achieve its work efficiency objective of saving 1,400 man-hours, while positively contributing towards the environment by going paperless and saving more than 500,000 sheets of A4 sized paper.

Simplify and automate work processes using mobile app

Case Example 2:
StarHub Collaborating with H2i for a Cost-Effective Rainfall Monitoring System Using Mobile Base Stations as Rainfall Sensors

StarHub will be working with Hydroinformatics Institute (H2i), a water technology scale-up, to utilise StarHub's ubiquitous network of mobile base stations as "opportunistic" rainfall sensors in a Public Utilities Board (PUB) pilot project to develop a cost-effective rainfall monitoring system. StarHub analyses signal strength data from our base stations as part of our day-to-day network operations to enhance our network quality. Due to the effect that rain has on mobile signal strength, by analysing our data for micro changes in signal strength, insights on rainfall intensities can be obtained, allowing better management of storm water to alleviate and mitigate the effects of flash floods brought about by climate change. As the World Meteorological Organisation recognises extreme weather events as the "new norm" in its newly released State of the Climate

StarHub Mobile Base Station

report, there is an even greater urgency to address their impact. This timely and novel pairing between StarHub and H2i generates synergy through the sharing of expertise and technology to deliver an innovative flood management solution which provides a safer and more sustainable environment for all.

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Case Example 3: Mission-Critical Communications Solution

StarHub is the first to launch a mission critical communications solution in Singapore powered by both 4G and 5G, allowing public safety, aviation, construction and healthcare agencies to boost the safety and security of their workforce and the community through more effective crisis and emergency response strategies. Named SmartPTT, the service enables ruggedised mobile phones to possess amped-up walkie-talkie features, including crystal-clear audio quality, nationwide coverage and first-of-its-kind 'live' video feeds via Push-to-Video capability.

StarHub SmartPPT provides a 5G-capable mission critical communications solution

Signing of 5G Standalone Radio Access Network Contract. StarHub Chief Executive, Nikhil Eapen (right), M1 Chief Executive Officer, Manjot Singh Mann (left), and Nokia Head of Customer Experience, Asia Pacific & Japan, John Harrington

Enterprises, government clients, and partners saw StarHub's 5G solutions 'live' in action at the 5G Digital Experience Showcase and iFAME 2021

CYBERSECURITY

To maintain the trust our customers place in us, we take a proactive approach towards preventing cybersecurity incidents and protecting our customers' personal information.

StarHub complies with all applicable laws, including the Cybersecurity Act and the Personal Data Protection Act (PDPA), as well as sector-specific cybersecurity requirements imposed by IMDA. Audits, risk assessments, penetration tests, vulnerability assessments and cybersecurity exercises are performed on an ongoing basis.

In 2021, we successfully implemented a cybersecurity governance framework that is aligned with both the National Institute of Standards and Technology's cybersecurity framework and ISO/IEC 27001 standards. To implement our cybersecurity governance framework across the organisation, we have put in place a set of cybersecurity and information security policies, procedures, guidelines, and checklists for StarHub employees as well as third-party suppliers. Cybersecurity clauses have also been added to supplier contracts to ensure cybersecurity throughout our value chain. We also conduct annual cybersecurity awareness training and regular cybersecurity exercises to maintain staff security vigilance. We have in place a cyber risk insurance policy to further mitigate our exposure to cybersecurity risk.

StarHub's Data Protection Policy sets out how we collect, use, manage and disclose personal data in line with the PDPA. Our Data Protection Officer (DPO) oversees StarHub's Data Protection Management Programme and ensures compliance with the PDPA. The DPO, together with the Legal and Regulatory departments, monitors upcoming relevant legislative changes. Our Internal Audit function provides assurance to Management on the effectiveness of our control measures. Our data protection practices have been validated through a third-party certification process, achieving the Data Protection Trustmark in 2020.

Over 200 employees attended a total of five PDPA awareness sessions in 2021, equipping them with knowledge and skills to safeguard the personal data of our customers. A Personal Data Breach Response e-learning module was launched in 4Q2021 to educate our employees on the response measures in the event of a personal data incident. 85% of our employees successfully completed the e-learning module.

In 2021, through proactive online surveillance, StarHub discovered that the personal information of certain individual customers had been illegally uploaded on a third-party data dump website. The personal data appeared to be around 14 years old. No credit card or bank account information was at risk and no StarHub information systems or customer databases were compromised. There was no evidence that the data was misused.

StarHub treated this incident with utmost seriousness. Apart from reporting the incident to the appropriate channels, we swiftly implemented the following mitigating actions:

- Activated an incident management team to assess and contain the situation
- Engaged a team of leading digital forensic and cybersecurity experts to launch an investigation
- Took immediate and appropriate actions to review existing security measures to protect core infrastructure and systems
- Offered free credit monitoring services to all customers impacted, in order to help guard against misuse of their information

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ONLINE SAFETY

StarHub offers CyberSecure, CyberCover and CyberProtect, providing additional protection for our enterprise customers and consumers

The internet has changed the way people live, work, learn and socialise. As technology continues to evolve, unknown threats will emerge. Being a responsible service provider, StarHub encourages and promotes the appropriate and safe use of online technology.

We provide information to educate our employees and customers about online threats. We share timely information about safe online practices on our website, community forums and social media platforms, including warnings about common scams. Topics are identified through customer feedback, trending issues, internal stakeholders, and other external parties.

A series of three videos, created in partnership with the National Crime Prevention Council, were released at the end of 2021 to educate the public on common scams and how they could use the ScamShield app to protect themselves.

We have put in place robust authentication mechanisms and resilient backend systems to protect customers' data and to prevent fraud and impersonation, including the mandatory use of strong passwords for customers' Hub ID accounts, and a one-time password authentication for customers who use their mobile number for My StarHub app log-in. We also took steps to suspend dormant Hub ID Lite accounts which no longer support any active StarHub services. Customers who were using the default voicemail passcode were reminded to reset it as an added safeguard.

With the increasing prevalence of digital scams, StarHub also works closely with the relevant authorities to block international calls that spoof local numbers, impersonating legitimate sources such as government agencies. For other overseas call, a plus '+' sign prefix has been added to help users identify potential overseas spoof calls and reduce their risk of becoming a victim.

In addition, we offer JuniorProtect, an internet parental control service to protect children online. A subscription allows parents to manage their children's data usage and screen time, block unsafe content with easy preset filters and obtain reports and alerts on their web activities.

In 2021, we pursued our efforts to encourage and promote the appropriate and safe use of online technology through the internet and My StarHub app. To safeguard enterprise customers and consumers, we are delivering a complete suite of cybersecurity solutions, including CyberSecure, CyberCover and CyberProtect in 2022, to strengthen their defences against cyber risks.

ADVANCING ENVIRONMENTAL SUSTAINABILITY & RESILIENCE

2021 Performance & New Targets

1 GHG Emissions
Achieved
8%
reduction in
GHG emissions
Target:
50% reduction in
Scope 1 and 2 GHG
emissions by 2030 (from a
2019 base year)

2 Renewable Energy
Adopted
6%
renewable energy use
through procurement
of RECs
Target:
10% by 2022 and
30% by 2030

3 Energy Efficiency
Average PUE ratio of
1.76
for our technical
centres
Target:
PUE ratio of 1.70
by 2022

4 Water Conservation
Achieved a
40%
year-on-year reduction
in water consumption
Target:
To detect and manage
leaks promptly to
minimise water wastage

5 Climate Resilience
Conducted an independent
infrastructure audit and
flood-prone zone review,
finding no significant
issues with the resilience
of our network operations
and facilities
Target:
To ensure climate resilience
through an annual review
of flood-prone areas for
all our network operations
and facilities

6 Waste Management
Diverted
100%
of the e-waste within our
operations away from
landfills through recycling
and smoothly transitioned
our public e-waste
recycling programme to the
government's new e-waste
management system
Target:
To recycle 100% of
the e-waste within our
operations
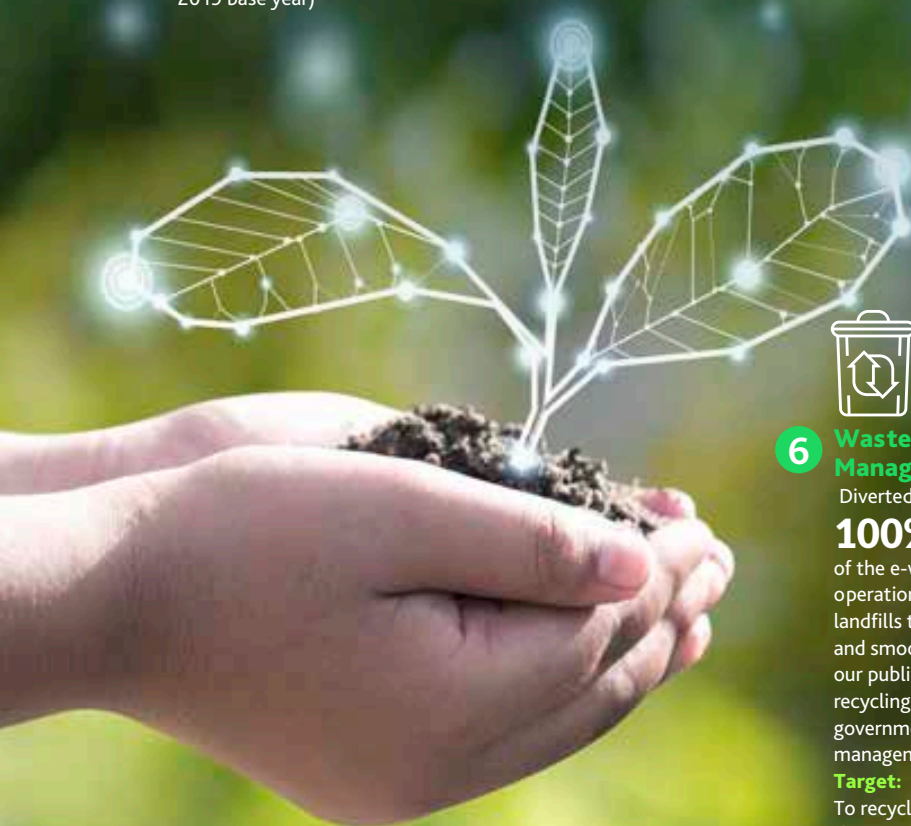
SUSTAINABILITY REPORT

CLIMATE CHANGE

The effects of climate change are evident and will continue to intensify. StarHub is committed to minimising our environmental footprint, as well as ensuring our business remains resilient in the face of climate risk and related regulatory impacts.

It is imperative that we put in place innovative and adequate measures to improve our energy efficiency and reduce our GHG emissions, as well as to ensure our physical assets remain resilient to potential damages from rising temperatures and natural disasters.

Consequently, we have set a new target to achieve a 50% reduction in our Scope 1 and 2 GHG emissions by 2030, using 2019 as a base year. We have also raised our renewable energy and energy efficiency targets correspondingly, as detailed in the next section. Our preferred approach is to consider and purchase RECs from nature-derived solutions and carbon credits from nature-based solutions or their equivalent in order to fulfil our low-carbon needs.

Energy & Emission

Our technical centres, including our data centres and base stations, contribute to the majority of our energy consumption as they are part of the key infrastructure which supports our products and services.

To address the higher energy consumption caused by the increasing demand for data, we are focusing on operating our technical centres in a more energy-efficient manner and adopting energy-efficient technologies. Measures implemented include temperature optimisation and improving airflow with the use of aisle containment and blanking panels to reduce cooling requirements. A list of our main energy reduction measures implemented in

2021 are presented on page 131. These measures are estimated to provide a reduction of 4,824,647 kWh (3%) in our annual energy consumption, on top of the annual reduction of 2,351,991 kWh from the measures implemented in 2020.

In 2021, following the procurement of 8,896 MWh of RECs, we increased the proportion of our renewable energy use to 6% through the purchase of additional unbundled RECs[4] . We are committed to increase the proportion of our renewable energy progressively to reach our target of 10% in 2022 and 30% by 2030. We have met and exceeded the average PUE ratio target of 1.77 in 2021 and we are committed to improve the monthly average PUE ratio of our technical centres to 1.70 in 2022.

StarHub Data Centre @ Loyang

SHDC@Loyang, our state-of-the-art hyperscale facility located within AirTrunk SGP1, began operations in January 2021. Using advanced energy-efficient indirect evaporative cooling through the evaporation of water, it can achieve an operating PUE ratio as low as 1.36. To-date, it is estimated that SHDC@Loyang has reduced the energy consumption of our data centre customers by 2,550 MWh, compared to Singapore's average data centre PUE of around 1.9.

We are on track to fully utilise our committed capacity for our customers at SHDC@Loyang, which is extremely encouraging. The strong take-up rate validates that an increasing number of large enterprises are seriously adopting responsible supply chain management.

We are in the process of formulating the next phase of our data centre strategy, which will embed sustainable practices by design, looking into more efficient use of energy and, where available, green sources of energy to support our climate action.

StarHub Hyperscale Data Centre @ Loyang on the AirTrunk SGP1 campus

[4]   *Of the 8,896 MWh of RECs purchased, 2,496 MWh of RECs were generated from local solar photovoltaics in 2020 and 6,400 MWh of RECs were generated from solar photovoltaics in Vietnam, in 2021*

Main Energy Reduction Measures Implemented in 2021

Energy Reduction Measures	Sites/Facilities	Estimated Annual Cost Reduction ($)	Estimated Annual Energy Reduction (kWh)	Estimated Annual Avoided Emissions (tonnes CO₂e)

Temperature Optimisation[5]	StarHub Data Centres
	    - SHDC@Tai Seng - CO2
	    - SHDC@Tai Seng - NC CO1
	    - SHDC@Yishun - NC CO2
		302,877	2,523,975	1,030

Cyclical replacement of 2 Computer Room Cooling Units	SHDC@Tai Seng - CO2	29,525	246,043	100
Cyclical replacement and consolidation of 3 units of Uninterruptible Power Supply system	StarHub Green	126,932	604,440	247
Consolidation of sites and systems	SHDC@Kaki Bukit - CO3	174,023	1,450,189	592
Total		**633,357**	**4,824,647**	**1,969**

We Plant for The Planet

40 StarHubbers, including our Management, planted 50 trees at Jurong Lake Gardens in support of the National Parks Board OneMillionTrees movement. An estimated 250 tonnes of carbon dioxide will be sequestered over the lifetime of the trees.

StarHub Management and employees planting trees at Jurong Lake Gardens

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[5]   *Achieved through an increase in the central offices' temperature from 24°C to 25.5°C and the implementation of good practices and housekeeping to improve airflow (assuming a 3% reduction in power consumption for every degree Celsius increment in cooling temperatures)*

SUSTAINABILITY REPORT

In 2021, we generated 55,975 tonnes CO_2e of Scope 1 and 2 GHG emissions, of which 97.6% were attributable to purchased electricity, 1.8% to refrigerant gas leaks and 0.6% to our vehicle fleet and back-up power generators. Our fuel consumption remained stable with a 0.6% reduction in Scope 1

GHG emissions, while the lower use of refrigerant gases resulted in a 35% reduction in Scope 1 GHG emissions. The higher Scope 2 GHG emissions was attributable to the increase in our purchased electricity consumption of 4%. This increase resulted mainly from higher usage by the enterprise customers

subscribing to our data centre hosting services and, to a smaller extent, the provision of 5G services. We managed to minimise the year-on-year increase in our Scope 1 and 2[6] GHG emissions to 1%, by raising the proportion of our renewable energy use to 6% in 2021 through the purchase of RECs.

Fuel Consumption
(gigajoules)

	Stationary Diesel	Mobile Diesel	Mobile Petrol	Total
2021	673	3,547	286	4,506
2020	548	3,710	437	4,695
2019	704	3,746	1,290	5,740
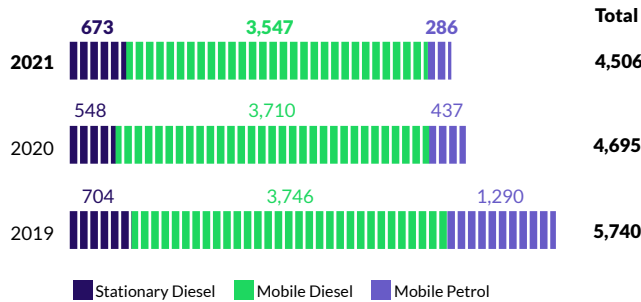
Electricity Use
(gigajoules)

	Within Organisation	Outside Organisation Exclusive Partners	Outside Organisation SHDC@Loyang	Total
2021	513,959	956	37,165	552,080
2020	493,064	1,301		494,365
2019	517,958	1,722		519,680

Energy Consumption within Organisation
(gigajoules)

	Electricity	Solar REC	Fuel	Total
2021	481,934	32,026	4,506	518,466
2020	470,024	23,040	4,695	497,759
2019	507,698	10,260	5,740	523,698
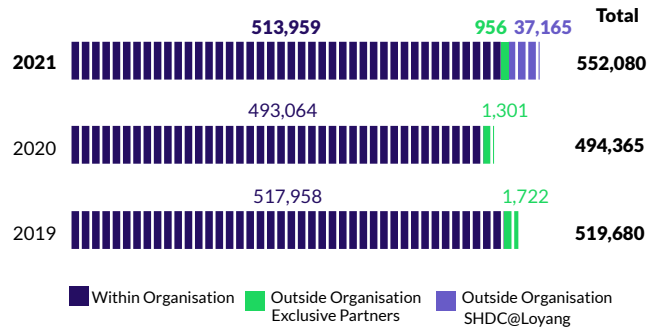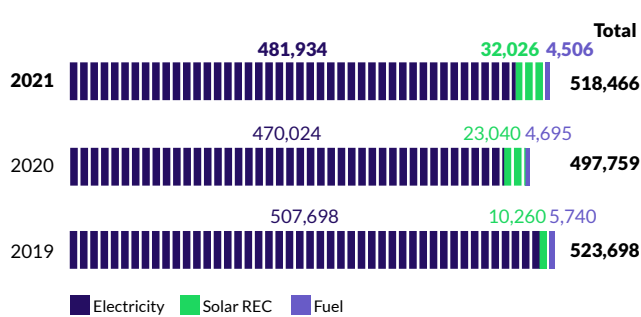
Energy Intensity within Organisation
(gigajoules per $million revenue)

2021	254
2020	245[7]
2019	225

GHG Emissions by Scope

68,970 tonnes CO_2e
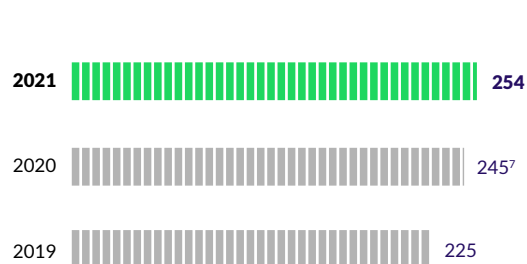
●	Scope 1	2%
●	Scope 2[6]	79%
●	Scope 3	19%
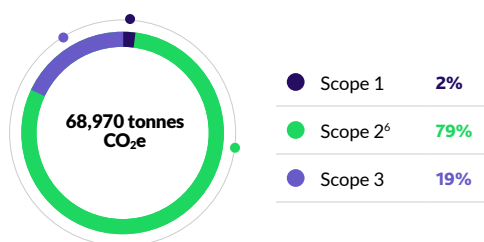
GHG Emissions by Gas Type
(Scope 1)

1,356 tonnes CO_2e

●	CO_2	23.0%
○	CH_4	0.01%
○	N_2O	0.31%
●	HFCs	76.68%

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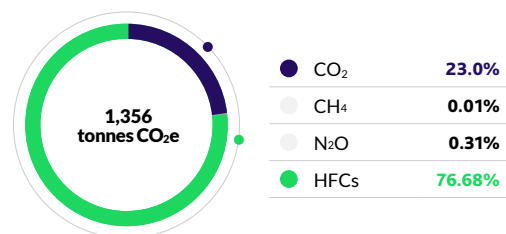
[6]   Scope 2 GHG emissions are reported using market-based approach
[7]   Energy intensity for 2020 has been restated to exclude energy use outside organisation

GHG Emissions Source[8] (tonnes CO_2e)

Scope 1	2021	2020	2019
Stationary combustion[9]	47	38	49
Mobile combustion[10]	269	290	349
Fugitive emissions - refrigerant gases	1,040	1,775	1,290
Total Scope 1	**1,356**	**2,103**	**1,688**

Scope 2			
Purchased electricity[11]	54,619	53,335	59,062
Total Scope 1 + 2	**55,975**	**55,438**	**60,750**

Scope 3			
Fuel and energy related emissions (not already covered by Scope 1 and 2)	8,475	8,130	8,541
Employee Business Travel - Air[12]	0	8	112
Employee Commute[13]	200	372	983
Electricity consumption by Exclusive Partners	108	148	201
Downstream Leased Assets - SHDC@Loyang	4,212	0	0
Total Scope 3	**12,995**	**8,658**	**9,836**

GHG Emissions Intensity[14] within Organisation
(tonnes CO_2e per $million revenue)

2021	**27.4**
2020	27.3
2019	26.1

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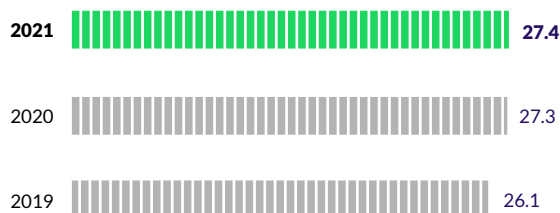
8   All GHG emissions are calculated in accordance with the GHG Protocol. The CO_2 equivalent emissions include CH_4, HFCs, PFCs, SF_6, and NF_3. The CO_2 equivalent emissions for fossil fuel, refrigerant sources and employee commute are calculated based on the United Kingdom Greenhouse Gas Inventory that is compiled according to the Intergovernmental Panel on Climate Change (2006) Guidelines. Emissions for electricity purchased is calculated based on the 2020 emissions factor published in the Singapore Energy Statistics 2021 by the Energy Market Authority. Emissions for air travel is reported based on estimations by ICAO. Operational control has been selected as the reporting boundary

9   Stationary combustion refers to the combustion of diesel fuel for generation of electricity

10   Mobile combustion refers to the combustion of petrol and diesel fuels for company fleet vehicles

11   Scope 2 emissions are reported using the market-based reporting method, taking into account our purchase of RECs. The location-based Scope 2 emissions for 2021 was 58,249 tonnes CO_2e

12   No emissions for business travel in 2021 due to COVID-19 travel restrictions

13   Employee commute emissions are estimated based on the valid results of 343 respondents from a survey conducted in 2021, of their official work schedules and the year-end headcount, taking into account 11 days of public holidays and 18 days of annual leave taken per employee. The reduction in employee commute emissions in 2021 is due to the longer period of work-from-home arrangement

14   Based on Scope 1 and 2 GHG emissions only

SUSTAINABILITY REPORT

Getting Ahead of the Curve with TCFD

StarHub embarked on our TCFD reporting journey in 2021, ahead of mandatory compliance requirements. The assessment of climate-related risks and opportunities under the TCFD framework will help us to anticipate and prepare for future climate events better. The disclosures provide stakeholders with forward-looking, useful information regarding our approach to managing climate risks. We view this as a proactive step to cement StarHub's position as a sustainability leader.

In 2021, using our Climate Risk Framework, we have identified initial key climate risks over the medium and long term, allowing us to put in place appropriate control measures to mitigate our physical and transitional risks. We have identified the following initial key climate risks and have begun to assess their potential financial impact.

From 2022, we are committed to conducting a more comprehensive climate risk assessment of transitional and physical risks over selected timeframes and scenarios. We will continue to improve our processes for identifying and mitigating climate-related risks and opportunities, and enhance our alignment to TCFD as we progress in our journey.

Climate-Related Risks and Opportunities under the TCFD Framework

Key Risks	Potential Impact
Increased costs due to an expected rise in carbon tax rates Long-term transition risk	Our preliminary scenario analysis examined the increase in carbon tax from the current $5 per tonne to $25 per tonne in 2024 and $50-$80 per tonne in 2030. This could directly increase the energy costs across our seven technical centre locations and negatively impact our gross revenue by close to $1 million by 2024, rising between $2 million and $4 million a year by 2030.
Rising temperatures increase the energy needed for cooling StarHub's technical centres Medium-term physical risk	Rising mean temperatures in Singapore could impact the operations of our seven technical centres island-wide, resulting in an increase in the demand on energy for cooling requirements. Based on our preliminary scenario analysis, we could potentially see an increase in costs by as much as $560,000 to $1,100,000 a year for a 2 to 4 °C increase in temperature.
Damage to physical assets caused by effects of climate change, for example, flood and water damage Medium- to long-term physical risk	Potential damage from extreme weather events include fibre network destruction and loss of network connection.

Key Opportunities	Potential Impact
Sustainable financing could provide financial returns	Improved access to capital, gaining rebates when the sustainability performance targets are met.
Energy efficiency	Improving in our energy efficiency will reduce operating costs through efficiency gains.
Product and Services	Improved reputational stability and access to new markets by meeting the expectations of our investors and consumers, helping them mitigate their environmental impact and improving their resilience to climate change.

Management Strategy

Energy efficiency is our primary approach to mitigating both potential carbon tax costs and increased energy needs due to rising temperatures.

StarHub has implemented energy efficiency measures to improve PUE ratio at our technical centres. This will help reduce direct operating cost as well as our exposure to regulatory changes aimed at decreasing carbon emissions.

We periodically review PUB's list of flood-prone areas to verify that our critical facility sites are not within these locations.

An independent infrastructure audit conducted in 2020 found no significant issues with the resilience of our network, operations, and facilities. The audit will be carried out every two to four years.

Management Strategy

We took out our first sustainability-linked loan in 2020 and are keen to explore new sustainable financing opportunities. Our current sustainability-linked loan incentivises the improvement of our ESG performance.

To address the ever-increasing demands of our customers, it is important for us to control our energy usage by improving energy efficiency across our operationally-controlled facilities. We have adopted the use of smart BTS Energy system and are actively optimising the PUE of our technical centres by implementing various energy reduction initiatives.

We provide low-emissions services by setting targets to increase the proportion of our renewable energy use and to reduce our GHG emissions. We actively explore the developments of innovative climate-related products and services, bringing to market solutions that have a positive environmental and social impact.

In 2020, we took out our first sustainability-linked loan and have met our sustainability performance target for 2021. Based on our CDP Climate Change Score in 2021, we are eligible to receive a rebate against the loan interest.

With more companies around the world embracing sustainability, and taking into account Singapore's launch of the Green Plan 2030 to guide the nation in building a more resilient and sustainable future, we seized the opportunity to support this initiative by using our skills and technology.

With our 5G network in operation, we pushed out StarHub 5G IoT Platform Service and 5G MEC as solutions for seamless integration of smart technologies as well as to achieve increased efficiency in transmitting and processing data. In addition, we launched 5G Digital Workplace to help enterprises adopt 5G and lease accompanying devices with peace-of-mind as they navigate the myriad adjustments amid the digitalisation push and challenging business climate. Through our service and product offerings, we enable our enterprise customers to enjoy greater convenience, flexibility and cost efficiencies, while optimising their operations and reducing wastage in line with their sustainability goals.

5G and IoT-as-a-Service to boost sustainability efforts of enterprise customers

SUSTAINABILITY REPORT

WASTE

StarHub handles and disposes of equipment and devices daily as part of our services to customers. Our award-winning flagship e-waste recycling programme, RENEW (Recycling the Nation's Electronic Waste), gracefully concluded in June 2021. Since its launch in 2012, we have cumulatively collected more than 780 tonnes of e-waste from the community for recycling. As a retailer of regulated electronic products, StarHub supports the National Environment Agency's (NEA) Extended Producer Responsibility (EPR) System, which came into effect in July 2021. Under this new system, producers bear the responsibility for the collection and treatment of their used products. Through these two avenues, we collected a total of 75 tonnes of our consumers' e-waste in 2021 for recycling.

In support of EPR, e-waste recycling bins will continue to be available at StarHub Shops in Plaza Singapura and Tampines Mall. Consumers can deposit their old devices, including mobile phones, tablets, computers, modems, routers and household batteries.

Additionally, StarHub offers a one-for-one take-back service for our customers. During the product delivery process, customers can choose to dispose of their old devices of the same class or type and quantity through us. For example, after receiving a new StarHub Smart WiFi Pro router, the customer can pass an unwanted WiFi router to our Hub Trooper for safe disposal, at no extra charge. These used devices will then be collected by NEA for recycling under the EPR programme.

StarHub also offers rental of set-top boxes, business routers and Optical Network Terminal units to our customers. Used products are repaired and refurbished for redeployment until they reach the end of their life cycle, whereby they will be recycled through licensed e-waste collectors.

In 2021, StarHub launched a fully-managed Device Lifecycle Management service, which enables enterprises to upgrade their mobile workforce to 5G through a device leasing period of 24 or 36 months. At the end of the contract term, the used devices will be collected through StarHub's buy-back partners and traded in with the device manufacturers.

Other notable waste reduction initiatives which we undertook in 2021 include the following:

Going Paperless

- All our customers receive electronic bills by default. A monthly fee of $2.68 per billing account will apply if a customer opts to receive paper bills (with the exception of those aged 60 and above). Fees collected for paper bills are channelled to support our sustainability efforts.

- StarHub has also transitioned to electronic forms of vouchers, sales agreements and work orders, thereby decreasing paper use in our daily operations.

Reducing Paper Bags

- To reduce packaging waste, we implemented the 'Skip the Bag' initiative and a paper bag charge across our shops. This resulted in an 80% reduction in bag usage from 2020 to 2021.

Since 2020, we have transitioned from non-woven bags to FSC MIX-certified biodegradable brown paper bags at our stores. The certification ensures that apart from recycled materials, the virgin materials used for making the paper, come from a forest and supply chain that are being managed in a way that preserves the natural ecosystem and benefits the lives of the local people and workers.

Uniform Donation

- StarHub removed the logos from over 800 pieces of our old staff uniforms and donated them to the Salvation Army for resale, avoiding approximately 2-3 tonnes of carbon dioxide emissions in the production of new polo T-shirts.

PROTECT OUR PLANET, RECYCLE YOUR E-WASTE!

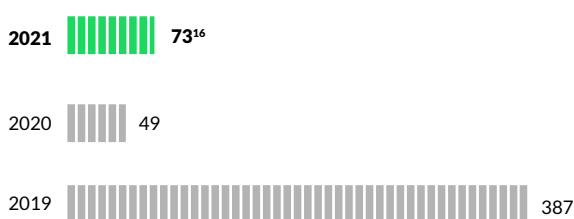*E-poster displayed at our StarHub retail stores*

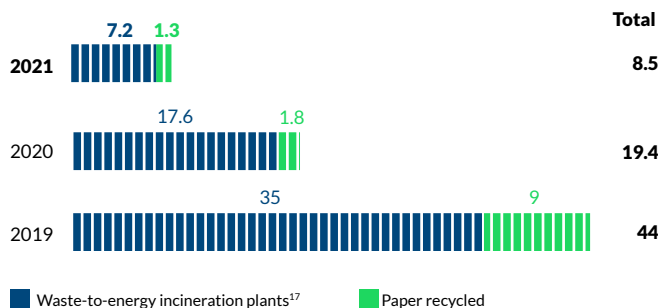In 2021, our total general waste disposed through waste-to-energy incineration plants and the amount of paper waste recycled have decreased by 59% and 28%, respectively, mainly due to employees spending less time working in the office during the COVID-19 pandemic, hence generating less waste. Our electronic waste recycled increased by 49% due to the phasing-out of our Cable TV set-top boxes. The following charts below set out our waste streams generated.

Hazardous E-Waste Generated and Recycled
(tonnes)

Year	Amount
2021	73[16]
2020	49
2019	387

Non-Hazardous Waste Generated
(tonnes)

			Total
2021	7.2	1.3	8.5
2020	17.6	1.8	19.4
2019	35	9	44

■ Waste-to-energy incineration plants[17]   ■ Paper recycled

WATER USE

Water efficiency is a key priority for Singapore as it has limited land resources to collect and store rainwater. StarHub does our part to use water responsibly by reducing the water consumption in our operations and improving water efficiency.

Through our Employee Code of Conduct and Ethics (Employee Code), employees are required to make prudent and effective use of the Group's resources. Where possible, water-efficient fittings are used to reduce our water consumption, which is monitored on a monthly basis to detect leaks and prevent wastage. Any significant increase in water consumption will trigger an investigation. The charts below set out our water withdrawal.

Our water consumption has been steadily declining after significant repair works were performed at one of our older facilities. Out of the 40% reduction in our water consumption, 24% can be attributed to work-from-home arrangement, 14% to leak repair works and the remaining 2% to the consolidation of our facilities.

Water Use
(megalitres)

Year	Amount
2021	5.80
2020	9.65
2019	21.78
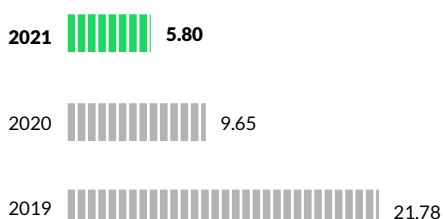
Water Intensity
(cubic metres per $million revenue)

Year	Amount
2021	2.84
2020	4.76
2019	9.34
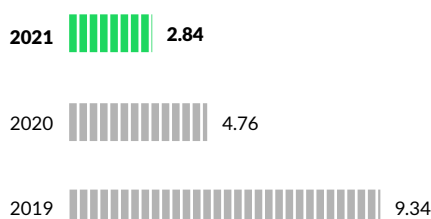
Third-Party Water Withdrawal by Source[18]

Surface Water 50%   Seawater 50%
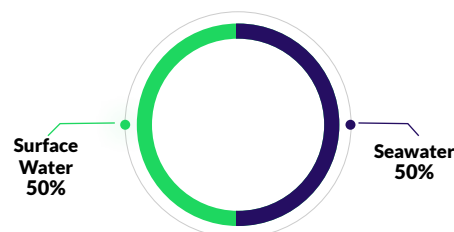
[16] The increase in our electronic waste is due to the phasing out of legacy Cable TV set-top boxes, and the upgrade to new StarHub TV+ boxes with advanced features for customers
[17] The amount of non-hazardous waste reported only includes general waste from our office at StarHub Green where the quantities of waste disposed through waste-to-energy incineration plants are the most substantial
[18] The breakdown of third-party water withdrawal sources is based on information published on PUB's Singapore Water Story website

EMBEDDING RESPONSIBLE BUSINESS PRACTICES

2021 Performance & New Targets

1 Business Conduct & Ethics

Maintained

Zero

incidents of non-compliance pertaining to fraud, corruption, and unethical actions

Target:

To ensure strict compliance with local legal and regulatory requirements pertaining to fraud, corruption and unethical actions

2 Product Quality & Responsible Selling

Maintained

Zero

incidents of non-compliance in marketing communications

Target:

To maintain strict compliance with regulations and/or voluntary codes concerning marketing communications

3 Supply Chain Management

Completed Supplier Self-Assessment Questionnaires with all suppliers with an annual spend of at least $1 million and new suppliers onboarded in 2021

Target:

To secure confirmation from at least 70% of our suppliers that they adhere to our Supplier Code of Conduct

BUSINESS CONDUCT & ETHICS

As a public company listed on the Mainboard of the SGX-ST, StarHub is accountable to a wide range of stakeholders. Maintaining high standards of business conduct and ethics are paramount to our long-term success.

We do not tolerate ethical or legal violations, including corruption. We adhere to the listing requirements, as well as the revised Code of Corporate Governance issued by the Monetary Authority of Singapore on 6 August 2018 and comply with all applicable laws in Singapore. We have in place an Employee Code, which sets out the standards of behaviour and business conduct that address safety, harassment and corruption issues. Our Employee Code is supplemented by other policies which reinforce certain aspects of business conduct and procedures when dealing with customers, business associates and other stakeholders. These include the Corporate Gift and Hospitality Policy, the Insider Trading Policy and the Supplier and Vendor Policy. All our policies are communicated to our employees upon hiring and can be readily accessed through our intranet.

Our Whistle Blowing Policy provides employees and external parties with accessible channels to raise concerns in good faith and in confidence on any possible improprieties in our business activities, without the risk of reprisals. These channels include a dedicated whistle blowing channel to the Audit Committee Chairman and the General Counsel.

Employees found in breach of our Employee Code or other applicable policies will face appropriate disciplinary and legal actions, including dismissal where required.

We also respect and comply with relevant legislation, licence obligations and codes of practice relating to anti-competitive behaviour for our business. We adhere to IMDA's Net Neutrality policy, which ensures all content providers on the Web are treated equally by internet service providers. Network management is only used to allocate access to the finite network resources and bandwidth according to our customers' subscription plans, to ensure fair use of network resources.

In 2021, as in prior years, StarHub had:

ZERO incidents of corruption

ZERO incidents of harassment

ZERO incidents of safety complaints

ZERO legal actions regarding anti-competitive and anti-trust behaviour

There were no incidents of significant fines[19] and non-monetary sanctions meted out to StarHub for non-compliance with laws and regulations.

StarHub Chief Financial Officer Dennis Chia (middle), receiving the Investors' Choice Awards for the Most Transparent Company (Communications category) by SIAS

PRODUCT QUALITY & RESPONSIBLE SELLING

As in prior years, StarHub had zero incidents of non-compliance with regulations or voluntary codes concerning product and service information and labelling in 2021.

Product Quality

A reliable network is the cornerstone of communications in the new normal of COVID-19. StarHub is dedicated to providing reliable connectivity solutions to enable our customers to flourish in daily professional and personal lives. In 2021, we have implemented additional measures to minimise instances of service disruption. Based on the Quality of Service Reports submitted to IMDA, we achieved more than 99.99% in network availability for broadband service.

We are constantly improving customer experience through our "insights-to-action" approach. By collecting real-time customer feedback through surveys and across Consumer and Enterprise touchpoints, we strive to make changes that improve customer experience.

We also use the Net Promoter Score to determine the long-term value of our brand. In the CSISG 2021 study by the ISE at SMU, StarHub was rated the highest in customer satisfaction scores for Mobile and Broadband services in the info-communications sector. We have also outperformed our competitors by a greater margin this year.

[19] *Only significant fines above $10,000 are reported*

SUSTAINABILITY REPORT

Responsible Selling

To maintain the loyalty of our customers and attract new customers, it is important for us to market and advertise our products and services responsibly, as well as to ensure clarity in our pricing and billing.

In this respect, we comply with all applicable local regulations and guidelines, such as the Television and Radio Advertising and Sponsorship Code. Our DPO oversees compliance with our Do-Not-Call (DNC) Policy, which guides and ensures that we comply with the PDPA and DNC Registry provisions. Targeted marketing messages will only be sent to mobile numbers in Singapore where consent has been obtained and any message sent will have an appropriate tag prefixed to ensure the clear intent of our communications. Our Customer Communication Guidelines supplement our DNC Policy and serve as further guidance on customer communication.

When we launch new products and services, our Sales and Customer Service teams are trained to communicate our pricing structure and contractual terms clearly and transparently to our customers.

We continue to accelerate our strategy to simplify and improve our services with no hidden fees. Other than achieving the high customer satisfaction scores in the CSISG 2021 study, StarHub was also recognised as the Best Pay TV Service Provider at the 2021 HWM+Hardwarezone.com Tech Awards and for providing the fastest 4G median throughput speed by IMDA. Please refer to pages 32-33 for the full list of our awards and achievements.

SUPPLY CHAIN MANAGEMENT

We recognise that being a responsible business requires the integration of sustainability practices into our procurement and supply chain management processes. StarHub has an extensive and complex supply chain which spans geographies and sectors. Due to the nature of our global supply chain, our business is exposed to additional risks which have to be managed in order to build resilience, reduce disruption, enhance efficiencies, and safeguard our reputation.

Our main suppliers include major handset and hardware manufacturers as well as software and infrastructure solution providers. Local suppliers made up 94% of our total procurement spend[20] of $1.5 billion in 2021, while 87% of our total supplier base of 1,898 suppliers were local.

We recognise the importance of ensuring that our suppliers are continuously aligned with our values. We approach this by the process depicted in the diagram below.

Any potential concerns flagged out during this process will be addressed with the relevant suppliers to better understand the issues and assess mitigation measures which can be put in place by the suppliers, before the ultimate decision is made on the continuance of our supplier relationship.

Identifying high-risk suppliers by conducting a supply chain risk assessment using a weighted approach based on relevant factors for each supplier category

Implementing a Supplier Code of Conduct based on the ten principles of the UN Global Compact, which is included in the Terms and Conditions issued to all suppliers with each purchase order (PO)

Establishing a Responsible Sourcing Policy which reserves our rights not to procure goods and services from suppliers who do not adhere to the Supplier Code

Requiring existing suppliers with an annual spend of at least $1 million and all new suppliers at the time they are onboarded to complete a self-assessment

[20]   Procurement spend excludes those related to content acquisition. Suppliers are classified as local if the purchase is made from an entity located in Singapore, as they contribute to Singapore's economy

2021 Performance & New Targets

1 Employee Health & Safety

Maintained **Zero** work-related fatalities

Target:
To maintain zero work-related fatalities

2 Public Health & Safety

Achieved **100%** compliance with relevant RF radiation safety standards set by local regulators

Target:
100% compliance

3 Workplace Equality, Diversity & Inclusion

Maintained

Zero reported incidents of discrimination

Target:
To maintain zero reported incidents of discrimination

4 Talent Management

Achieved target of putting in place, individual development plans for

100% of identified high-potential talent

Achieved learning reach of

99% of our employees

Target:
To ensure 100% of identified high-potential talent are assigned development sponsors, to champion and support their development plans; and to promote learning and development activities to reach at least 90% of our employees

5 Investment in Communities

Invested a total of

$882,200 reaching more than

4,800 beneficiaries

Estimated potential reduction of

250 tonnes of carbon emissions via sequestration through staff tree-planting activity

Target:
To support CSR activities with a focus on climate change

SUSTAINABILITY REPORT

HEALTH & SAFETY
Employee Health & Safety

Amid the ongoing COVID-19 pandemic, taking care of our employees with a core focus on their physical and psychological wellness is an imperative for StarHub. As the company continues to serve customers notwithstanding the public health situation, we continue to strike an adroit balance between employee satisfaction and business needs.

Employee care initiatives include:

COVID-19 health and safety response: Proactive enforcement of safe work practices at the workplace, split-team operations and remote working arrangements

Regular open and transparent updates through email **staff advisories:** Employees were kept informed about Management's plans to ensure business continuity while protecting employees' health and safety

Townhalls: Management hosted bi-monthly **#HubberHangout** sessions to provide open and transparent updates and answer questions about business and people matters as well as how the company was handling COVID-19 pandemic

Regular two-way communication: Team leaders were empowered to conduct regular well-being checks. To facilitate greater connection with family, friends and colleagues, all staff were given unlimited mobile talk-time.

Flexible benefit scheme extended to support work from home (WFH): A flexible benefit programme (#HubbaFlex) was launched in late 2019 to support employees' needs, suiting different life stages. During the pandemic, it was extended to provide support for employees who may need WFH equipment.

HubbaWellness: Wellness talks and fitness classes were organised to provide employees with structured time-out as they navigated blurred boundaries between work and home as a result of prolonged remote working.

#BoostYourMojo Hacks: Introduced #NoMeetingThuPMs as a response to help employees manage online fatigue caused by virtual meetings.

Keep Calm and Be ThoughtFull: Partnered ThoughtFull to launch a company-wide mental wellness programme to provide on-demand mental wellness resources, webinars, and the ThoughtFull Chat app where employees can reach out to a counsellor for personalised one-on-one support. We also continually work to support our managers in building their leadership capabilities to provide psychological first-aid to team members.

Quarterly early release: Introduced **"Eat with Your Family Day"** by letting employees leave work early four times a year so that they can enjoy dinner with their families. Research studies have shown that connecting as a family over a meal can improve physical and mental health.

#BringYourMojo: To connect with staff and lift their spirits, a series of #BringYourMojo weekly challenges and contests, and two seasons of #BYM video series featuring our Management and Behind the Scenes heroes were introduced.

Institutionalised regular **one-on-one employee engagements:** Employee survey results indicated that regular one-on-one engagements are correlated with higher eNPS (Employee Net Promoter Score). A manager toolkit was developed to support managers in conducting effective one-on-one employee engagement.

ThoughtFull app sign-up page sent to all employees via email and also available on our intranet

The health and safety of our employees is a key priority. Under our Occupational Health and Safety Management system, StarHub's Workplace Safety and Health (WSH) Committee, represented by Management and employees, periodically reviews policies, procedures and practices relating to occupational health and safety.

Our trained Risk Assessment Leaders and Managers within the WSH Committee work with our nominated employees' representatives across the organisation to identify and eliminate or minimise the WSH hazards of every work activity in the workplace. We require contractors undertaking work at our sites to comply with the provisions of the Workplace Safety and Health Act. We also require contractors to submit a risk assessment report for approval prior to carrying out any work on-site.

Internal communication channels have been set up for employees to report unsafe work practices. Our external partners may also report any

WSH-related issues through our whistle blowing channel to the Audit Committee Chairman and the General Counsel or they can also escalate the issue directly to the Ministry of Manpower (MOM). As an organisation, we report WSH-related incidents to MOM. The employees of our contractors are not included in the reporting of our safety performance as this will be carried out by their direct employers.

For employees in job roles that require WSH domain knowledge, StarHub provides company-sponsored training to enhance their skills and capabilities to deal with WSH-related issues. Examples of training support include first aid, work-at-height, and incident management processes to respond to emergencies.

As of December 2021, 39 StarHub employees had completed the bizSAFE Level 2 Risk Management Champion training and two employees have undergone the bizSAFE Level 4 WSH Management System Champion training.

StarHub continues to be a certified bizSAFE Level 3 organisation, which is awarded by the Workplace Safety and Health Council Singapore following an independent audit. The table below sets out our Workplace Health and Safety Performance.

Public Health & Safety

StarHub recognises the need to address concerns from customers, regulators and the general public on the perceived health risks associated with RF emissions from mobile devices and base stations.

The use of RF spectrum in Singapore is regulated by IMDA and NEA. We comply strictly with RF emissions and safety standards implemented by the regulators. RF emissions from StarHub's equipment are well within the guidelines developed by the International Commission on Non-Ionizing Radiation Protection and adopted by the World Health Organization. Where required, StarHub works closely with NEA and other mobile network operators to verify that the mobile equipment we install comply with public health and safety standards in Singapore.

In 2021, as in prior years, StarHub had no incidents of non-compliance regarding the health and safety impact of our products and services.

Employee Workplace Health and Safety Performance[21]	2021	2020	2019
Number of Workplace Fatalities	0	0	0
Number of Occupational Disease Cases	0	0	0
Number of High-Consequence Work-Related Injuries[22] (excluding fatalities)	0	0	0
Number of Recordable Work-Related Injuries[23]	0	2	3
Workplace Injury Incidence Rate (per 100,000 employees)	0	112	144
Workplace Injury Frequency Rate (per million hours worked)	0	0.6	0.7
Workplace Injury Severity Rate[24] (per million hours worked)	0	1.7	12.8
Absenteeism Rate %	1.3	1.2	1.8
Number of Hours Worked	3,257,192	3,602,457	4,127,681

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[21]   Workplace health and safety performance metrics are reported based on the International Labour Organization definitions
[22]   High-consequence work-related injuries refer to injuries from which the worker cannot recover or be expected to recover fully to pre-injury health status within six months
[23]   Recordable work-related injuries refer to injuries due to work exposure, resulting in outpatient/hospitalisation leave, light duty, death or occupational disease, all of which are reportable to MOM under the Singapore Workplace Safety and Health Act
[24]   Severity rate = Days lost due to case of occupational injury / Hours worked by workers in the reference group x 1,000,000

SUSTAINABILITY REPORT

EQUALITY, DIVERSITY & INCLUSION

A diverse and inclusive workforce is important in order to provide the organisation with different perspectives and skills. We aim to promote this and foster a culture where all employees are treated fairly and with respect.

Management regularly reviews Human Resource (HR) policies and practices related to hiring, diversity and inclusion, equal opportunity, anti-harassment, training as well as performance management. We adhere to fair employment practices, strive to provide a safe and non-discriminatory work environment, and continually strengthen our workplace policies to provide a level playing field for all our employees. Fair remuneration is a component of our HR policies, which include merit-based hiring, reward for performance, diversity, and equal opportunity. StarHub actively promotes meritocratic employment, development, recognition, and reward.

As a signatory to the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), a national initiative to promote the adoption of fair employment practices, StarHub abides by local labour laws, implements fair employment practices, and prohibits any kind of discrimination in employment or transactions. In 2021, no incidents of discrimination were reported directly to StarHub or through TAFEP.

Under our anti-harassment policy, employees can report any incidents of harassment to their immediate supervisor or the HR department without the risk of reprisals. The company will promptly investigate any complaints of harassment and take prompt remedial action. In 2021, no incidents of discrimination were reported.

In accordance with MOM guidelines, StarHub employees are entitled to maternity, paternity and shared parental leave. Eligible working fathers are entitled to two weeks of paid paternity leave and up to four weeks of shared parental leave. To facilitate parents returning to work, StarHub provides paid childcare leave, nursing rooms and childcare facilities at our headquarters in StarHub Green.

Embracing Neurodiversity in the Workplace

Our subsidiary Ensign partnered the Autism Resource Centre (Singapore) and launched a pilot workforce programme in November 2021, onboarding a group of neurodiverse individuals. Ensign aims to help increase employment opportunities for differently-enabled staff in order to build a more diverse and inclusive workplace. StarHub will be working with Ensign to support the scaling up of this initiative.

Building a more diversified workforce at Ensign

The following statistics demonstrate the diversity of our workforce and leadership.

Gender Diversity by Employee Category

Category	Male	Female
Board	75%	25%
Senior Management	65%	35%
Middle Management	66%	34%
Function Employees	55%	45%
Overall Workforce (excluding Board)	58%	42%

Legend: ■ Male ■ Female

Age Diversity by Employee Category

Category	<30	30-50	>50
Board		33%	67%
Senior Management		67%	33%
Middle Management	0.3%	80.3%	19.4%
Function Employees	13%	76%	11%
Overall Workforce (excluding Board)	10%	77%	13%

Legend: ■ <30 ■ 30-50 ■ >50
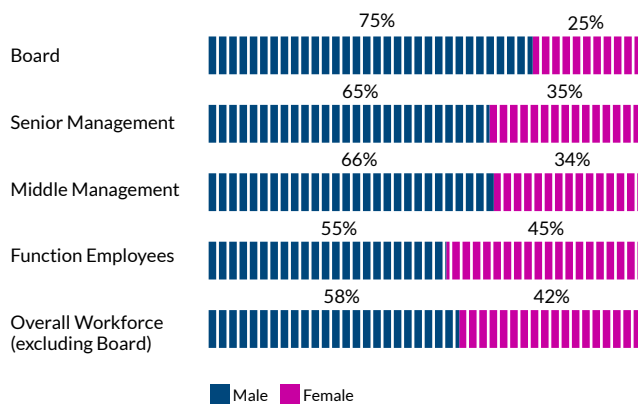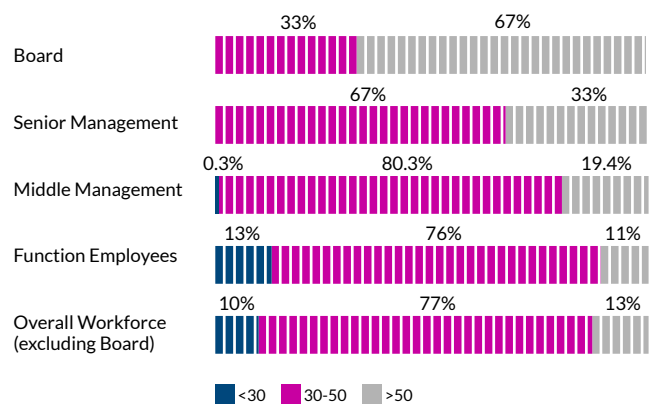
Ethnic Diversity by Employee Category

Category	Chinese	Malay	Indian	Others
Board	33%		25%	42%
Senior Management	74%		8%	18%
Middle Management	85%	2%	7%	6%
Function Employees	71%	9%	5%	15%
Overall Workforce (excl. Board)	74%	7%	6%	13%

Legend: ■ Chinese ■ Malay ■ Indian ■ Others
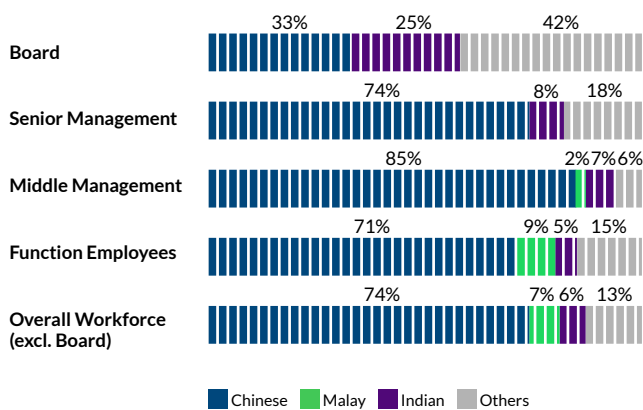
Ratio of Base Salary and Remuneration

Category	Male	Female
Senior Management	1.27	1.00
Middle Management	1.00	1.00
Function Employees	1.01	1.00
Overall Workforce (excl. Board)	1.15	1.00

Legend: ■ Male ■ Female
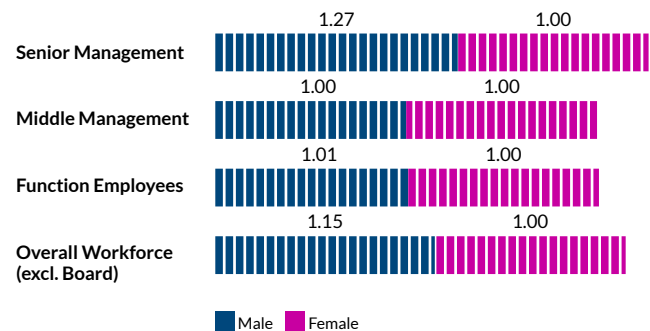
SUSTAINABILITY REPORT

TALENT MANAGEMENT

Talent Attraction

Our industry is undergoing rapid transformation, which requires us to constantly assess the skills that are critical for our business. Pivoting to new ways of working in the current environment requires new skill sets and a digital and agile workforce.

Last year, we launched the Leadership Accelerator Programme (LEAP), a 12-month leadership development journey designed to accelerate the development of 30 senior key talents and build T-shaped leaders for StarHub. The journey is designed to have the right mix of Experience, Exposure and Education to maximise their learning outcomes. This year, we launched LEAP 2, a six-month leadership accelerator journey for 70 individuals identified as key talents. With a focus on self-leadership and innovation, each participant has access to unlimited coaching sessions for the duration of the programme through a digital coaching platform.
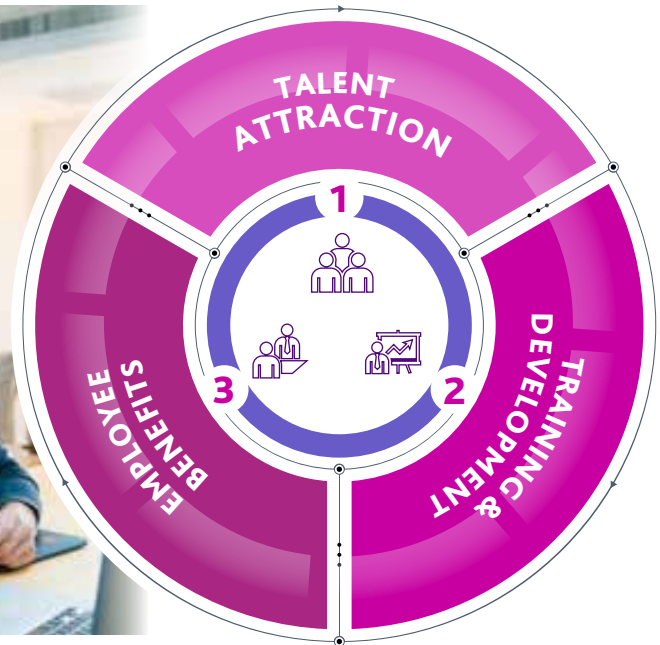
We also use alternative recruitment channels, such as hackathons, and partner with local universities on the Integrated Work Study Programme to tap into a larger talent pool, especially for tech-based roles.

In 2021, StarHub received the "Best Leadership Development" and "Best People-Centric Culture" awards from EngageRocket, an HR analytics solution provider offering products for employee engagement and performance enhancement. We are proud and honoured to be the only company in the region to secure double awards at the inaugural EngageRocket awards ceremony.

Employee Benefits

We offer our employees competitive remuneration packages commensurate with their job responsibilities, level of experience and performance.

Full-time employees are entitled to:
- Leave benefits including annual leave, medical leave, birthday leave, childcare leave and eldercare leave

- HubbaFlex benefits including outpatient medical, dental, hospital, and personal accidents

- Employee mobile, entertainment and broadband benefits

Training & Development

StarHub is committed to the development of all talents within the organisation. We co-design individual development plans with identified high-potential employees. For all other employees, we continue to create and ensure employees have access to programmes for their professional development in terms of technical skills and personal effectiveness.

Building our employees' skills and capabilities is essential for employee retention and helps them stay up-to-date on the latest industry developments. We continue to invest in upskilling in the areas of 5G, network virtualisation, cybersecurity and data analytics to build critical skills as StarHub advances its DARE+ strategy. For some divisions, we practise portfolio rotation to enable our staff to develop new skills, build new network connections and to diversify our workforce. In addition, we launched a quarterly Learning Week to encourage employees to #LearnEveryDay and to build a culture of continuous learning within StarHub. The Learning Week agenda includes talks by both external and internal industry leaders, and courses on LinkedIn Learning. We continue to offer all employees open access to digital learning platforms (such as LinkedIn Learning), classroom training, leadership development workshops, professional certifications and on-the-job training.

To maximise learning opportunities for our employees, we have also established partnerships with multiple government agencies, such as SkillsFuture Singapore and IMDA.

The intent of all these initiatives is to encourage all employees to build and develop skills for their personal development and growth, while increasing the overall human capital within StarHub.

We invested $917,568 in training in 2021 and received $35,932 in training subsidies from various government agencies. These include IMDA's Company-Led Training funding. In total, we provided 22,789 hours of training for our employees. Through our learning and development programmes, we reached 99% of our workforce. We have allocated $1.4 million in training investments for 2022, and the areas of training include 5G and digital technologies, to develop a future-ready, agile and digital workforce.
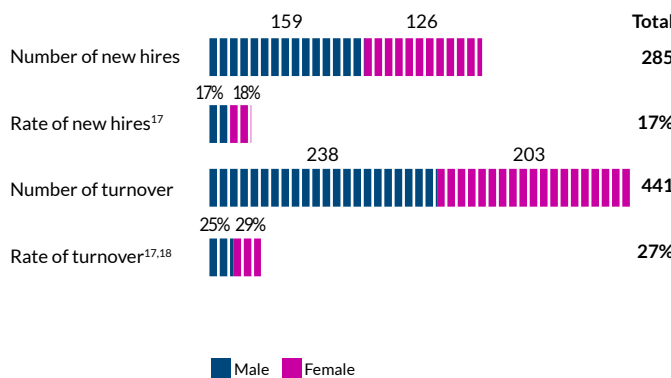

Various forms of activities and programmes to keep our employees actively engaged
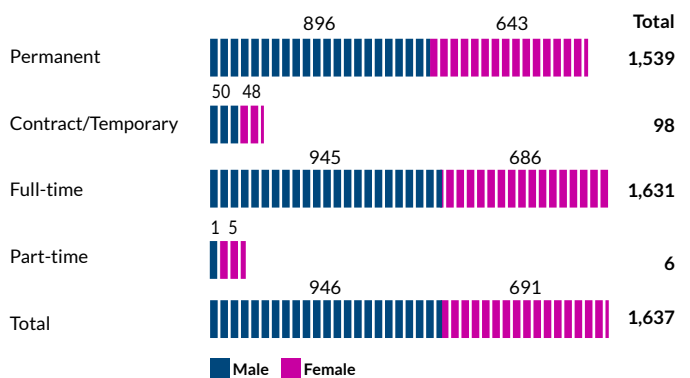
SUSTAINABILITY REPORT

Our employees receive regular performance and career development reviews as part of StarHub's performance management system. Personal targets are set by supervisors and employees under five categories: Financial, Business, Customer, Process and People.
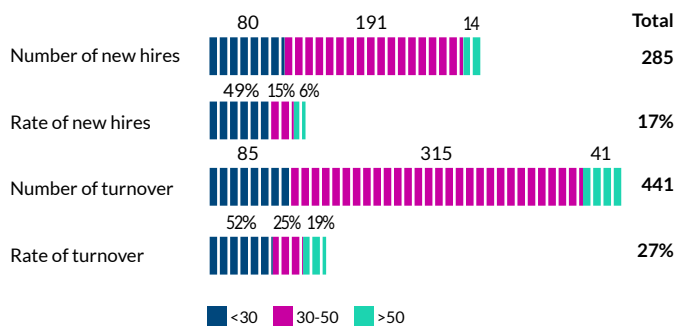
New Employee Hires and Turnover by Gender

		Total
Number of new hires	159 / 126	285
Rate of new hires[17]	17% / 18%	17%
Number of turnover	238 / 203	441
Rate of turnover[17,18]	25% / 29%	27%

■ Male ■ Female

Number of Employees[25] by Employment Contract by Gender

		Total
Permanent	896 / 643	1,539
Contract/Temporary	50 / 48	98
Full-time	945 / 686	1,631
Part-time	1 / 5	6
Total	946 / 691	1,637

■ Male ■ Female

New Employee Hires and Turnover by Age Group

		Total
Number of new hires	80 / 191 / 14	285
Rate of new hires	49% / 15% / 6%	17%
Number of turnover	85 / 315 / 41	441
Rate of turnover	52% / 25% / 19%	27%

■ <30 ■ 30-50 ■ >50

Proportion of Local Employees

● Singapore Citizens	**75%**	
● Singapore PR	**10%**	
● Foreigners	**15%**	
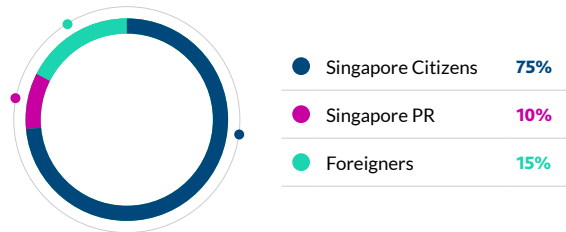
Average Training Hours Per Employee Category by Gender

Senior Management	13.21 / 21.07
Middle Management	23.59 / 23.03
Function Employees	12.41 / 9.53
Overall	15.19 / 12.19

■ Male ■ Female
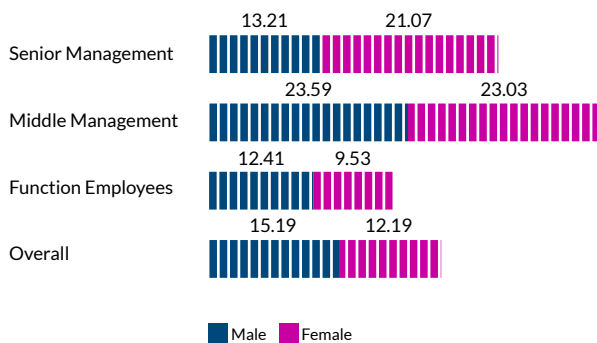
Parental Leave

56 Paternity Leave   **51** Maternity Leave

Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work

42 Male   **38 Female**

Return to Work Rate

98% / 100%

55 Male   **51 Female**

Retention Rate
(after 12 months)

79% Male   **75%** Female

[25] The numbers of employees, new hires and turnover are reported based on year-end headcount. Turnover includes both voluntary and involuntary turnover during the reporting year

INVESTMENT IN COMMUNITIES

In an era where accessibility to technology is becoming increasingly vital, StarHub is committed to playing a key role in lending a helping hand and enabling digital connection in our communities. In 2021, StarHub contributed a total of $882,200 to our communities, of which $187,200 came from the StarHub Cares COVID-19 Fund, helping over 4,800 beneficiaries. In recognition of our contributions, we were presented with the Charity Platinum Award at the annual Community Chest Awards.

StarHub's Community Investment Contributions in 2021

$187,200	The Food Pantry 2.0, The Food Bank Singapore
$150,000	Central Singapore CDC, Junior Stars (Nurture) programme
$100,000	Metta Welfare Association
$60,000	Singapore Anglican Community Services
$50,000	Care Corner Youth Services, Online Engagement Initiative
$20,000	SHINE Children and Youth Services
$15,000	Garden City Fund, Plant-A-Tree
$300,000	WWF Earth Hour (in-kind donation of TV airtime)

Charity Platinum Award from the Community Chest

Bridging the Digital Divide

StarHub believes that everyone has the right to enjoy digital connectivity, especially in light of the COVID-19 pandemic. We rolled out the following initiatives to bridge the digital divide, particularly among the elderly and less privileged.

StarHub launched a digital inclusion project to refurbish 40 used laptops for donation to underprivileged youths through the Care Corner. Each laptop was thoroughly cleaned, upgraded for faster speeds, installed with the latest operating system, and equipped with a power cord, a mouse and a laptop bag.

StarHub remains a firm supporter of IMDA's Senior Go Digital initiative. As more information and services have moved online, digital inclusion brings quality of life to the elderly, allowing them to enjoy the convenience of accessing instant information and performing everyday tasks such as shopping, travelling, and banking. Lower-income seniors can sign up for affordable StarHub SIM Only mobile data plans and purchase basic smartphones from $20 onwards. We also offer mobile plans bundled with a smartphone. There will be no excess data charges in the event should the seniors exceed their data access limits.

Bottom middle picture: : Donating refurbished laptops to Care Corner – StarHub Chief Information Officer Kee Yaw Yee (middle right), StarHub Head of Cybersecurity Tan Beng Soon (far right), Care Corner Head of Corporate Partnership Daniel Ong (left), and Care Corner Head of IT and Digitalisation Thomas Tan (middle left)

SUSTAINABILITY REPORT

Awareness, Education & Empowerment

StarHub supports education and self-development in our workforce and communities, striving to promote awareness of the key issues in society.

WWF Earth Hour

Environmental stewardship is one of our highest priorities. StarHub has been a supporter of the WWF Earth Hour since 2013 and an official media partner since 2016, providing free TV airtime, e-posters at our shops, internal communication, and social media coverage to help WWF Singapore raise awareness about Earth Hour. We also partnered WWF through their corporate engagement services, to provide interactive educational activities during our team building sessions to raise awareness among employees.

Educate, inspire and empower employees to take sustainable actions through a virtual escape room and terrarium workshop during team building, to learn about the illegal wildlife trade and a self-sustaining plant ecosystem

Junior Stars (Nurture) programme

Since 2011, we have been partnering Central Singapore CDC to provide vulnerable children with greater access and exposure to learning opportunities. The programme aims to complement the standard educational framework in Singapore, by providing equal learning opportunities for vulnerable children in the Central Singapore district, exposing them to future-ready skill sets and setting them up for a better future to narrow the social gap. The programme also targets the cultivation of values that inspire giving back to the community.

StarHub Chief Executive Officer Nikhil Eapen and Chief Corporate and Sustainability Officer Veronica Lai (right), receiving the Community Partnership Excellence Award and gifts from Mayor Denise Phua during her visit to StarHub's office

To ensure that the children continue to be engaged meaningfully amid the COVID-19 pandemic, the lessons were conducted both physically and online depending on the prevailing safe management measures. Turning social distancing restrictions into an opportunity, an all-new suite of workshops under Junior Stars Enrichment Series was conducted in 2021 to reach out to a wider group of vulnerable children in the community, providing them with equal access to learning opportunities.

The workshops were specially selected to focus on topics including communications, problem-solving, creativity and content creation.

Positive Impact of Junior Stars

Reached
784
beneficiaries

Partnering
9
Primary Schools

Delivered
19 enrichment
workshop sessions
in 2021

Success Story # 1
Caerleon
Aged 10

Caerleon had serious behavioural issues prior to joining Junior Stars. After the weekly lessons, his Lead Teacher observed an improvement in his attitude as he started to take ownership of his own learning and be more punctual for lessons. He also started to participate more actively and work more positively with his team members.

Caerleon's school principal acknowledged that he had shown a marked improvement in both his behaviour in class and attitude towards learning during the academic year.

Success Story # 2 and #3
Amelia & Istiqamah
Aged 9

Amelia and Istiqamah were very reserved when they first joined the programme. After much encouragement from the Lead Teacher urging them to speak up, the girls have now grown to become more expressive and confident in sharing their thoughts and ideas.

At times, the girls would stay back after lessons to share their feedback of the lessons with the Lead Teacher and volunteers. Their feedback was taken seriously and the team promptly addressed the background noise issue raised by them. This not only made the lessons more effective and enjoyable but also helped reinforce the girls' behaviour to articulate their thoughts without fear.
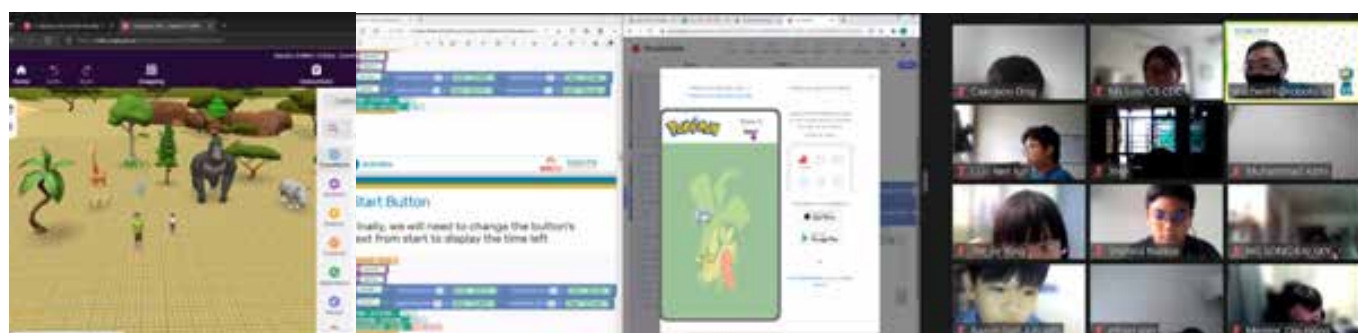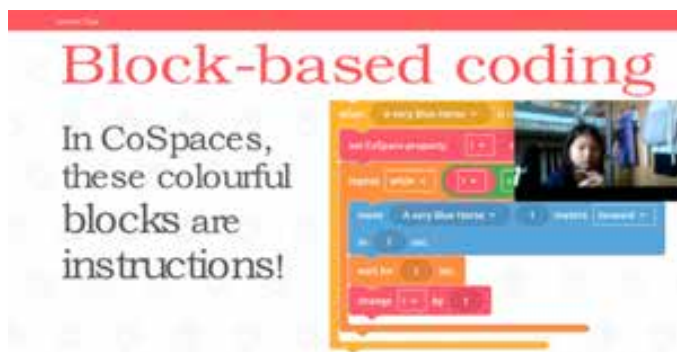
Children attending coding and application development workshops provided by Junior Stars

SUSTAINABILITY REPORT

SEC-StarHub School Green Awards

StarHub has been partnering the Singapore Environment Council since 2014 to invest in our youths through the School Green Awards (SGA). This is a platform for students to develop and showcase their innovative environmental efforts, and to create a real and positive impact in raising awareness among the community. This year, the programme achieved an impressive outreach of 870,000 people in the community through the environmental projects undertaken by the students, raising awareness in a wide array of environmental topics including urban farming, food waste composting, water and energy conservation, waste recycling and upcycling and carbon footprint reduction. We received acknowledgement for our efforts from the Minister for Education, Mr Chan Chun Sing, in his Facebook post.

Minister for Education, Mr Chan Chun Sing, interacting with student representatives at the SGA Prize Presentation Ceremony

StarHub Chief Corporate and Sustainability Officer Veronica Lai presenting the top prize to the winning school of the E-waste Challenge at the SGA Prize Presentation Ceremony

Achieved an estimated total outreach of **870,000**

375 schools participated in the programme

319 schools received awards for their participation

Positive Feedback from Schools on the SGA Programme

The SGA also seeks to create lasting environmental impact through the continued efforts of the participating schools. Many schools have built upon their projects, developing longer term programmes, allowing them to achieve continual improvements in their sustainability performance. Below are some quotes received from participating schools.

PCF Sparkletots Preschool @ Punggol Coast Blk 326

"It's served as a recognition for the participating school and teachers of efforts in CONSERVATION. A good platform to showcase."

Chung Cheng High School (Yishun)

"It is like a benchmark for schools to aim for when looking at all aspects of caring for the environment, especially in caring for nature and the outdoors, as well as looking at the aesthetics and cleanliness aspects. Taking photos and collecting data are quite enjoyable."

Ai Tong School

"I like that it served as a tool for the school for external validation of our green efforts. We use the checklist to see what areas we can actually improve on."

Various sustainable initiatives and green projects led by students from participating schools of all education levels

StarHub Small Business Day

We launched the inaugural StarHub Small Business Day on 10 August 2021, an annual initiative to rally Singapore to support underrated small businesses with fewer than 20 employees, that are keen to market their products or services digitally, and which may not be familiar with how to get started or the support measures available to them. Shining the spotlight on small businesses, we will be providing over $6 million worth of marketing support free-of-charge for over a year, to help business owners drive sales and advertise their services to a wider, stay-at-home audience.

Employee Engagement Webinars

We raise awareness of sustainability issues through employee engagement webinars. Through the sharing of insights in managing climate change, applying low-carbon technologies, and selecting responsible procurement options, we equip employees with the knowledge and skills to accelerate sustainability initiatives

Sharing our digital platform to help small businesses better connect, building a support system for everyone to thrive and grow together

SUSTAINABILITY REPORT

Giving Back to the Community

Each year, we support a number of community causes, investing towards a stronger and more resilient community. To encourage our employees to participate in community volunteering, we organised several volunteering activities for employees to utilise their two days of paid volunteering leave. With a total of six activities organised this year, 110 StarHubbers (7% of our workforce) collectively volunteered 518 hours of their time. Other than the aforementioned community support, we have also supported the following causes.

Care Corner Youth Services

Since 2017, StarHub has been partnering with Care Corner Youth Services, which reaches out to at-risk youths who lack meaningful engagement at home and in school, with the aim of creating a safe and encouraging environment to help empower them. In 2020, due to COVID-19 restrictions, we pivoted to support them to create an online platform, providing an effective avenue of outreach to the youths through cyberspace. This online engagement initiative provides youths with access to support and one-to-one intervention in the absence of physical interactions.

Impact of the Care Corner Online Engagement Initiative (August 2020 – July 2021)

Spread awareness about mental depression issues in youths to over **60,000** people

Generated **111** posts and **441** stories, receiving over **100,000** views and close to **3,500** responses on Instagram.

Provided intervention support to **128** youths

Care Corner partnered popular social media influencer, Ian Jeevan, to share a topic on bullying issues among the adolescents

Community Chest

StarHub has a long-term partnership with the Community Chest since 2003. Our contribution has been used to support the Metta Welfare Association which provides vocational training for special needs individuals, Singapore Anglican Community Services which improves the employability of people with mental health conditions, the SHINE Children and Youth Services which helps youths-at-risk, Care Corner Singapore and The Food Bank Singapore. We also support their annual Heartstrings Walk to raise awareness among our employees on the causes that we support.

StarHub Chief Customer Officer, Chris Lipman (fourth person from left), leading his team in supporting the Community Chest Heartstring Walk 2021's Walk@MarinaBay

Food Security

StarHub also encourages our employees to volunteer for meaningful causes. StarHubbers lent a helping hand at The Food Bank Singapore warehouse, sorting and packing carton boxes of food donations. Since January 2021, StarHub has worked with The Food Bank Singapore to dispense 24x7 food aid consisting of 129,828 meals to over 2,900 beneficiaries through food vending machines.

StarHub volunteers at The Food Bank warehouse and topping up vending machines

#BYOBclean

StarHub supported Temasek Foundation through employee voluntarism in their 'bring your own bottle' campaign, a Stay Prepared initiative in response to the COVID-19 pandemic. 14 StarHub employees assisted the public to fill up their bottles with hand sanitiser at the collection points.


StarHub Chief Human Resource Officer, Catherine Chia (nearest to machine) and teammates volunteering for the #BYOBclean campaign

SUSTAINABILITY REPORT

STAKEHOLDER ENGAGEMENT

Our interaction and engagement with our stakeholders are essential in ensuring we continue to create value for them and achieve our long-term success as a business. Through a stakeholder mapping exercise and annual review, we have identified our main stakeholders based on the potential for StarHub to impact their part of the value chain as well as their potential to impact our business.

We seek stakeholder feedback using both formal and informal channels. Ongoing stakeholder feedback allows us to offer the right products and services that meet our customers' needs and expectations, create a fulfilling workplace for employees, and to serve the community.
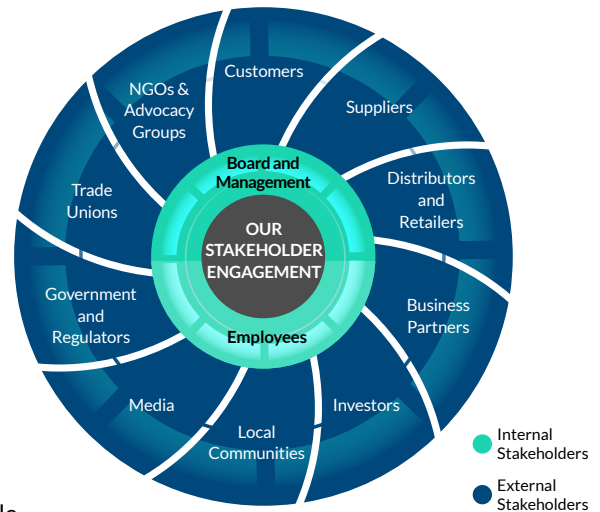
A summary of our key engagement efforts is presented in the following table.

SUMMARY OF STAKEHOLDER ENGAGEMENT EFFORTS

Stakeholder Group	Engagement Method & Frequency	Stakeholders' Expectations	StarHub's Response
Customers	• Customer surveys (OG) • Company website and social media (OG) • WhatsApp chat and Facebook Messenger chatbot channel (OG) • GreenR Community online forum (R) • Customer Service touchpoints (OG) • Sustainability Report (A)	• Seamless, high-quality network coverage • Simplicity and clarity of StarHub's fees and contracts • Cybersecurity and data protection • Enhanced support for customers in light of COVID-19 challenges	• Ongoing investments in infrastructural upgrades • Active and ongoing monitoring of cybersecurity trends to stay updated on latest developments • Offered promotions and enhanced services to extend additional support to our customers • Redesigned My StarHub app to manage StarHub services more conveniently • Use of Intelligent Virtual Assistant on WhatsApp and Facebook Page to address queries to shorten response time for routine customer support
Employees	• Intranet (OG) • Emails (R) • Workshops (R) • HubberHangout virtual staff communication session (BM) • Employee feedback surveys (TY) (R) • Performance review (A) • Employee engagement activities, such as webinars and volunteering activities (R) • Annual Report and Sustainability Report (A)	• Career and talent development • Salaries and benefits • Work-life balance • Access to communication channels	• Refined an annual Talent and Succession Planning framework and process • Flexi-benefit scheme since 2019 • Proactive encouragement of safe work practices at the office and remote working arrangements • Introduced HubberHangout Broadcast to stay connected during the COVID-19 WFH arrangement

A Annually **AR** As required **BM** Bi-monthly **OG** Ongoing **Q** Quarterly **R** Regularly **TY** Thrice a year

Stakeholder Group	Engagement Method & Frequency		Stakeholders' Expectations	StarHub's Response
Suppliers	• Company website • Face-to-face meetings • Emails • Teleconference • Sustainability Report	OG R R R A	• Procurement process • Compliance with terms and conditions of purchasing policies, including StarHub's Supplier Code	• Making our Supplier Code and Responsible Sourcing Policy available online • Implemented a Supplier Self-Assessment Questionnaire to guide compliance
Distributors & Retailers	• Teleconference • Face-to-face meetings • Shop visits • Emails	R AR AR R	• Timely delivery • Quality assurance • Strong dealer collaboration, driving good customer experience • After-sales support • Offer attractive sales promotions	• Supporting partners with simplified processes and systems (including training) • Provided digital sales tools • Enhanced service offerings and promotions
Business Partners	• Teleconference • Sustainability Report	R A	• Business opportunities partnership	• Explored partnerships to seek mutually beneficial business opportunities
Investors	• Financial reports and disclosures • Annual Report • Announcements via SGXNet • Annual General Meeting • Combined analyst and media briefing for Full Year results announcements, with webcast available for public participation • Combined analyst and media results update call • Investor conferences • Investor meetings and non-deal roadshows • Sustainability Report • IR contact – email address and phone number listed on IR website	R A T A A Q R R A	• Transparency, timely information on business performance, strategy, views on operating landscape and business outlook • Timely response to queries	• Actively engage the investment community, through investor meetings, prompt response to email and phone queries • Conduct regular update meetings with research analysts • Provided timely and comprehensive information and remained committed to best corporate governance and disclosure practices
Local Communities	• Community outreach programmes • Sponsorships • Sustainability Report	OG OG A	• Addressing social needs, including digital inclusion and employability • Providing support during COVID-19	• Regularly reviewing community needs • Partnering with Voluntary Welfare Organisations • Investing in community projects to support underprivileged youths and families • Organised ground-up initiatives to help vulnerable groups affected by COVID-19

SUSTAINABILITY REPORT

Stakeholder Group	Engagement Method & Frequency	Stakeholders' Expectations	StarHub's Response
Media	• Media events / briefings • Media releases • Media responses • Annual Report • Corporate Governance Report • Sustainability Report • Media contact - email address listed on corporate website R T A A A	• Exposure and access to company developments and news as well as breaking stories on products, services, entertainment, and related content	• Provided dedicated media contacts • Offering timely and accurate information on company affairs of public interest
Government & Regulators	• Virtual and face-to-face meetings • Consultation sessions • Calls for Proposals • Sustainability Report R R R A	• Compliance with regulations, including providing a resilient service for our customers • Support in digital readiness, online safety, narrowing digital divide	• Complied with regulatory requirements, including relevant audits on our infrastructure
Trade Unions	• Informal/formal consultations • Annual Report and Sustainability Report R A	• Access to employees for promoting membership • Open and honest dialogue with Management • Knowledge sharing and capacity building	• MOU with Singapore Industrial and Services Employees' Union • MOU with the National Trade Union Congress (NTUC), offering Union members exclusive mobile and broadband deals as well as entry-level mobile plans for lower-income members and Family Membership deals
Non-Governmental Organisations (NGOs) & Advocacy Groups	• Meetings • Conferences • Sustainability Report R R A	• Responsible business practices • Reducing environmental impact • Disclosing information about our sustainability performance	• Committed to the Ten Principles of the UN Global Compact • Developed plans to lower carbon emissions • Embarked on disclosure in alignment with the TCFD recommendations

Stakeholder Group	Engagement Method & Frequency	Stakeholders' Expectations	StarHub's Response
The Board & Management	• Board and Board Committee meetings **R** • StarHub Board Portal • Quarterly reports **Q** • Business reports and updates **R** • Emails and telephone calls • Annual General Meeting and the Extraordinary General Meeting **A**	• Access to relevant information and up-to-date policies • Receive complete, adequate, and timely information, including ESG risks • Develop sound strategies	• Conducted orientation programme for newly appointed Directors • Provided continual training and development • Conducted network and technology briefing

MEMBERSHIPS AND ASSOCIATIONS IN 2021

- American Chamber of Commerce in Singapore
- Asia Pacific Network Information Centre
- Asia Video Industry Association
- Association of Certified Fraud Examiners
- Association of Chartered Certified Accountants
- British Chamber of Commerce, Singapore
- Chartered Institute of Management Accountants
- Chartered Secretaries Institute of Singapore
- Cloud Security Alliance
- Contact Centre Association of Singapore
- CPA Australia
- Disaster Recovery Institute International
- Global Compact Network Singapore
- GSMA
- IMDA's 5G Workforce Transformation Committee
- Income Tax Board of Review
- Information Systems Audit and Control Association
- Institute of Service Excellence at SMU
- Institute of Singapore Chartered Accountants
- Intelligent Transportation Society Singapore

- International Council of E-Commerce Consultants
- International Information System Security Certification Consortium
- National Sustainable Procurement Roundtable
- Promax Asia
- Project Management Institute
- Singapore Academy of Law
- Singapore Accountancy Commission
- Singapore Advanced Research & Education Network
- Singapore Association of the Institute of Chartered Secretaries and Administrators
- Singapore Business Federation
- Singapore Chinese Chamber of Commerce & Industry
- Singapore Computer Society
- Singapore Corporate Counsel Association
- Singapore Hotel Association
- Singapore Institute of Directors
- Singapore International Chamber of Commerce
- Singapore National Employers' Federation
- Wireless Broadband Alliance

SUSTAINABILITY REPORT

APPENDIX
StarHub Value Creation Scorecard

	FY2021	FY2020	FY2019
Environmental			
CO_2e emissions for Scope 1+2 (tonnes)	55,975	55,438	60,750
Carbon emission intensity per $million revenue (tonnes CO_2e)	27.4	27.3	26.1
Electricity used within organisation (million kWh)	143	137	144
Energy consumption within organisation (gigajoules)	518,466	497,759	523,698
Energy intensity per $million revenue within organisation (gigajoules)	254	245	225
Water consumption (megalitres)	5.80	9.65	21.78
General waste (non-hazardous) (tonnes)	7.2	17.6	35
Internal e-waste recycled (tonnes)	73	49	387
Paper recycled (tonnes)	1.3	1.8	8.9
Social			
Employees			
Permanent employees	1,539	1,686	2,016
Local employees (% of Singapore citizens)	75	74	70
New hires	285	213	450
Female employees (%)	42	43	42
Female managers (% of Senior level)	38	35	36
Female managers (% of Middle level)	34	36	35
Female Heads of Department (% of HODs)	20	20	20[26]
Average training hours per employee	14	9.4	14
Training expenditure per employee ($)	561	238	421
Employee turnover rate (%)	27	29	24
Number of reported work injuries	0	2	3
Fatal accidents	0	0	0
Community			
Employee volunteerism participation (%)	7	4	7
Community investment and donations to charities ($million)	0.7	1.7	1.0
Governance			
Revenue ($million)	2,043	2,029	2,331
Net profit ($million)	149	158	179
Dividends paid to shareholders ($million)	87	82	186
Share of local suppliers as percentage of total procurement spend (%)	94	95	93
Proportion of local suppliers	87	90	88

[26]   *Restated using the same basis as 2020 and 2021*

UN GLOBAL COMPACT COMMUNICATION ON PROGRESS

StarHub reaffirms our support of the Ten Principles of the UNGC in the areas of Human Rights, Labour, Environment and Anti-Corruption. StarHub has been a signatory member of the UNGC since 2012. Progressively, we have taken appropriate actions to incorporate the ten principles in the way we conduct business.

Our sustainability report serves as our annual communication on progress, describing our actions to continually improve the integration of the UNGC and its principles into our business strategy, culture, and daily operations. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Best regards,
Nikhil Eapen, CEO

COMMUNICATION ON PROGRESS
UN GLOBAL COMPACT

This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.
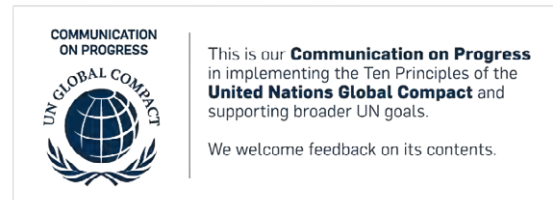
Please refer to the table below for our actions and outcomes in 2021:

Human Rights	Ensure workers are provided safe, suitable and sanitary work facilities	Pages 142-143
	Protect workers from workplace harassment, including physical, verbal, sexual or psychological harassment, abuse or threats	Page 144
	Take measures to eliminate ingredients, designs, defects or side-effects that could harm or threaten human life and health during manufacturing, usage or disposal of products	Page 143
Labour	Ensure that the company does not participate in any form of forced or bonded labour	Page 140
	Comply with minimum wage standards	StarHub fully complies with all local laws. Page 144
	Ensure that employment-related decisions are based on relevant and objective criteria	Page 144
Environment	Avoid environmental damage via regular maintenance of production processes and environmental protection system (air pollution control, waste, water treatment systems, etc.)	Pages 129, 137
	Ensure emergency procedures to prevent and address accidents affecting the environment and human health	Page 143
	Minimse the use and ensure safe handling and storage of chemical and other dangerous substances	Page 140
Anti-Corruption	Assess the risk of corruption when doing business	Page 140
	Mention "anti-corruption" and/or "ethical behaviour" in contracts with business partners	Page 140
	Ensure that internal procedures support the company's anti-corruption commitment	Page 139

SUSTAINABILITY REPORT

DESCRIPTION AND BOUNDARY OF STARHUB'S MATERIAL SUSTAINABILITY TOPICS

Topic	Description	Suppliers	Infrastructure	Operations	Products	Customers
Enabling a Digital Society						
Innovation & Technology	Embracing new technologies and fostering innovation throughout our value chain. Expanding our knowledge, expertise, and resources through partnerships to deliver better products and develop new markets.	X	X	X	X	X
Cybersecurity	Ensuring adequate systems and processes are put in place in order to prevent cyber breaches and leaks, respecting the rights to data privacy of our employees and customers.	X	X	X	X	X
Online Safety	Creating awareness and implementing measures to protect the safety of our online users, especially vulnerable groups such as children.					X

Topic	Description	Suppliers	Infrastructure	Operations	Products	Customers
Advancing Environmental Sustainability & Resilience						
Climate Change	Building our business and infrastructure resilience against the impact of climate change, including physical and regulatory risks. Improving energy efficiency within our operations, increasing the use of renewable energy and reducing our GHG emissions.	X	X	X	X	
Waste	Enabling the reduction, reuse and recycling of waste, especially e-waste, within our operations and the community.	X	X	X	X	X
Water Use	Reducing the amount of water consumed in our operations and improving water efficiency.		X	X		

Topic	Description	Suppliers	Infrastructure	Operations	Products	Customers
Embedding Responsible Business Practices						
Business Conduct & Ethics	Conducting our business activities responsibly, upholding the highest standards of ethics and integrity.	X		X		X
Product Quality & Responsible Selling	Maintaining the highest level of product and service quality, and responsible marketing and advertising to establish trust and enhance customer experience.	X		X	X	X
Supply Chain Management	Implementing responsible procurement practices and managing our supply chain impact through supplier engagement and collaboration.	X				
Caring for Our People & Communities						
Health & Safety	Adhering to best-practice safety standards and regulations, while staying up-to-date with the latest research and findings on RF emissions risks. Creating a work environment that promotes the health of our employees and ensures their safety.	X	X	X	X	X
Equality, Diversity & Inclusion	Promoting a culture of diversity and equal opportunity, free from discrimination on the basis of age, race, gender identity, sexual orientation, disability, religion, family or marital status.			X		
Talent Management	Attracting highly-skilled individuals, engaging our employees and providing training and development opportunities to build a high- performing organisation.			X		
Investment in Communities	Investing in the communities in which we operate, particularly in supporting disadvantaged groups in the areas of digital inclusion and employability.			X		X

SUSTAINABILITY REPORT

TCFD INDEX

TCFD Pillar	TCFD recommendation	2021 Disclosure
Governance	Describe the Board's oversight of climate-related risks and opportunities.	Please refer to Sustainability Governance, page 118
	Describe Management's role in assessing and managing climate-related risks and opportunities.	
Strategy	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Please refer to Climate Change, pages 132-135
	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	
Risk Management	Describe the organisation's processes for identifying and assessing climate-related risks.	
	Describe the organisation's processes for managing climate-related risks.	
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	
Metrics & Targets	Disclose the metrics used by the organisation to assess climate related risks and opportunities in line with its strategy and risk management process.	
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks	
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Please refer to Performance & New Key Targets, page 122

GRI CONTENT INDEX

This report has been prepared in accordance with the GRI Standards: Core option. The table below presents our GRI content index, which specifies each of the GRI Standards used in this report with references to where the information can be found. Where we were not able to meet the GRI Standards reporting requirements, we have included our reasons for the omission in the table below:

GRI STANDARD DISCLOSURE	GRI INDICATOR		REFERENCES
GENERAL DISCLOSURES			
GRI 102: General Disclosures	102-1	Name of the organisation	StarHub Ltd
	102-2	Activities, brands, products, and services	18-19
	102-3	Location of headquarters	Singapore
	102-4	Location of operations	309
	102-5	Ownership and legal form	278-279, 309
	102-6	Markets served	18-19
	102-7	Scale of the organisation	148
	102-8	Information on employees and other workers	148
	102-9	Supply chain	140
	102-10	Significant changes to the organisation and its supply chain	No significant changes
	102-11	Precautionary Principle or approach	104
	102-12	External initiatives	161
	102-13	Membership of associations	159
	102-14	Statement from senior decision-maker	114
	102-16	Values, principles, standards, and norms of behaviour	139-140, 144
	102-18	Governance structure	118
	102-40	List of stakeholder groups	156
	102-41	Collective bargaining agreements	34% of our workforce are members of SISEU
	102-42	Identifying and selecting stakeholders	156
	102-43	Approach to stakeholder engagement	156
	102-44	Key topics and concerns raised	119, 156-159
	102-45	Entities included in the consolidated financial statements	186
	102-46	Defining report content and topic Boundaries	115, 162-163
	102-47	List of material topics	119
	102-48	Restatements of information	132, 160
	102-49	Changes in reporting	No changes in reporting
	102-50	Reporting period	115
	102-51	Date of most recent report	StarHub Sustainability Report 2020 published 8 April 2021

SUSTAINABILITY REPORT

GRI STANDARD DISCLOSURE	GRI INDICATOR		REFERENCES
	102-52	Reporting cycle	115
	102-53	Contact point for questions regarding the report	115
	102-54	Claims of reporting in accordance with the GRI Standards	115
	102-55	GRI content index	165-168
	102-56	External assurance	171-174
TOPIC SPECIFIC DISCLOSURES			
ENABLING A DIGITAL SOCIETY			
Innovation & Technology			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	124
	103-2	The management approach and its components	124-125
	103-3	Evaluation of the management approach	125-126
Cybersecurity			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	127
	103-2	The management approach and its components	127
	103-3	Evaluation of the management approach	127
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	127
Online Safety			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	128
	103-2	The management approach and its components	128
	103-3	Evaluation of the management approach	128
ADVANCING ENVIRONMENTAL SUSTAINABILITY & RESILIENCE			
Climate Change			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	130
	103-2	The management approach and its components	130, 134-135
	103-3	Evaluation of the management approach	132
GRI 302: Energy	302-1	Energy consumption within the organisation	132
	302-2	Energy consumption outside of the organisation	132
	302-3	Energy intensity	132
	302-4	Reduction of energy consumption	132
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	133
	305-2	Energy indirect (Scope 2) GHG emissions	133
	305-3	Other indirect (Scope 3) GHG emission	133
	305-4	GHG emissions intensity	133

GRI STANDARD DISCLOSURE	GRI INDICATOR		REFERENCES
Waste			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	136
	103-2	The management approach and its components	136
	103-3	Evaluation of the management approach	137
GRI 305: Waste	306-3	Waste generated	137
Water Use			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	137
	103-2	The management approach and its components	137
	103-3	Evaluation of the management approach	137
GRI 303: Water and Effluents	303-3	Water withdrawal	137
EMBEDDING RESPONSIBLE BUSINESS PRACTICES			
Business Conduct & Ethics			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	139
	103-2	The management approach and its components	139
	103-3	Evaluation of the management approach	139
GRI 205: Anti-corruption	205-3	Confirmed incidents of corruption and actions taken	139
GRI 206: Anti-competitive Behavior	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	139
Product Quality & Responsible Selling			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	139, 140
	103-2	The management approach and its components	139, 140
	103-3	Evaluation of the management approach	139, 140
GRI: 417:Marketing and Labeling	417-2	Incidents of non-compliance concerning product and service information and labelling	139
Supply Chain Management			
GRI 103:Management Approach	103-1	Explanation of the material topic and its Boundary	140
	103-2	The management approach and its components	140
	103-3	Evaluation of the management approach	140
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	140

SUSTAINABILITY REPORT

GRI STANDARD DISCLOSURE	GRI INDICATOR		REFERENCES
CARING FOR OUR PEOPLE & COMMUNITIES			
Health & Safety			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	142,143
	103-2	The management approach and its components	143
	103-3	Evaluation of the management approach	143
GRI 403: Occupational Health andSafety	403-9	Work-related injuries	143
GRI 416: Customer Health and Safety	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	143
Equality, Diversity & Inclusion			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	144
	103-2	The management approach and its components	144
	103-3	Evaluation of the management approach	145
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	145
	405-2	Ratio of the basic salary and remuneration of women to men	145
GRI 406: Nondiscrimination	406-1	Incidents of discrimination and corrective actions taken	144
Talent Management			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	146, 147
	103-2	The management approach and its components	146, 147
	103-3	Evaluation of the management approach	146, 148
GRI 401: Employment	401-1	New employee hires and employee turnover	148
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	146
	401-3	Parental leave	148
GRI 404: Training and Education	404-1	Average hours of training per year per employee	148, 160
Investment in Communities			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	149
	103-2	The management approach and its components	149
	103-3	Evaluation of the management approach	150-155
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	100% of operations (i.e., Singapore) implemented community engagement in 2021. Please refer to 150-155

SASB DISCLOSURE INDEX

CODE	METRIC DESCRIPTION	2021	PAGE REFERENCE
Activity Metric			
TC-TL-000.A	Number of wireless subscribers	2.0M	18
TC-TL-000.B	Number of wireline subscribers	279K	–
TC-TL-000.C	Number of broadband subscribers	484K	18
TC-TL-000.D	Network traffic (Petrabytes)	3,330	–
Environmental Footprint of Operations			
TC-TL-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	518,466 gigajoules Grid: 93% Renewable: 6%	132
Data Privacy			
TC-TL-220a.1	Description of policies and practices relating to behavioural advertising and customer privacy	Refer to report	139 - 140
TC-TL-220a.2	Number of customers whose information is used for secondary purposes	0	–
TC-TL-220a.3	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	0	–
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	–	Not able to provide due to confidentiality obligations.
Data Security			
TC-TL-230a.1	(1) Number of data breaches, (2) Percentage involving personally identifiable information (PII), (3) Number of customers affected	(1) One incident of data breach related to customer data from before 2007 (2) 100% involved personally identifiable information (3) 57,191 customers were affected.	127
TC-TL-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Refer to report	127
Product End-of-life Management			
TC-TL-440a.1	(1) Materials recovered through take back programs, percentage of recovered materials that were (2) reused, (3) recycled, and (4) landfilled	Internal e-waste: 73 tonnes External e-waste: 75 tonnes Reuse: 0% Recycled: 100% Landfilled: 0%	136, 137

SUSTAINABILITY REPORT

CODE	METRIC DESCRIPTION	2021	PAGE REFERENCE
Competitive Behaviour & Open Internet			
TC-TL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	Refer to report	139
TC-TL-520a.2	Average actual sustained download speed of (1) owned and commercially-associated content and (2) non-associated content	The speeds are non-specific to our owned content or other non-associated content.	–
TC-TL-520a.3	Description of risks and opportunities associated with net neutrality, paid peering, zero rating, and related practices	Refer to report	139
Managing Systemic Risks from Technology Disruptions			
TC-TL-550a.1	(1) System average interruption frequency and (2) customer average interruption duration	1) An independent infrastructure audit conducted in 2020 confirmed that overall service availability of mobile services was higher than 99.95%.	–
		2) StarHub's Quality of Service reports to IMDA showed that the network availability of StarHub's broadband service was higher than 99.99%.	139
TC-TL-550a.2	Discussion of systems to provide unimpeded service during service interruptions	Refer to report	134-135, 139

INDEPENDENT LIMITED ASSURANCE REPORT

To the Directors of StarHub Ltd

We were engaged by the Board of Directors of StarHub Ltd (the Company) to provide limited assurance on the accompanying StarHub Sustainability Report 2021 for the year ended 31 December 2021 (the Report), as set on pages 112 to 163, and the selected Global Reporting Initiative Sustainability Reporting Standards disclosures (Selected GRI Disclosures) as identified below.

Conclusion

Based on the evidence we obtained from the procedures performed as described in the Auditors' Responsibilities section of our report, nothing has come to our attention that causes us to believe that:

(a)   the Report has not described the sustainability practices on a comply-or-explain basis with reference to the following components as listed under Rule 711B of the Singapore Exchange's (SGX) Listing Manual;
– Material environmental, social and governance factors;
– Policies, practices and performance;
– Targets;
– Sustainability reporting framework; and
– Board statement;
(b)   the Selected GRI Disclosures as identified in the table below, are not presented, in all material respects, in accordance with the relevant topic-specific disclosures requirements in the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards); and
(c)   the Selected GRI Disclosures as identified in the table below, are not calculated, in all material respects, in accordance with the relevant topic-specific disclosures requirements in the GRI Standards.

Material Topic	GRI Standards	Topic-specific Disclosure	Selected GRI Disclosures
Energy	GRI 302-1	Energy consumption within the organisation	518,466 gigajoules (GJ)
	GRI 302-2	Energy consumption outside of the organisation	38,121 gigajoules (GJ)
	GRI 302-3	Energy intensity	254 GJ per $million revenue (for energy consumption within organisation)
	GRI 302-4	Reduction of energy consumption	Increased by 4%
Water Use	GRI 303-3	Water withdrawal	5.80 megalitres
Emissions	GRI 305-1	Direct (Scope 1) GHG emissions	1,356 tonnes CO_2e
	GRI 305-2	Energy indirect (Scope 2) GHG emissions (location-based)	58,249 tonnes CO_2e
	GRI 305-2	Energy indirect (Scope 2) GHG emissions (market-based)	54,619 tonnes CO_2e
	GRI 305-3	Other indirect (Scope 3) GHG emissions	12,995 tonnes CO_2e
	GRI 305-4	GHG emissions intensity	27.4 tonnes CO_2e per $million revenue (within organisation)
Waste	GRI 306-3	Waste generated	Internal e-waste recycled: 72.6 tonnes Paper recycled: 1.3 tonnes Non-hazardous general waste disposed: 7.2 tonnes

SUSTAINABILITY REPORT

Material Topic	GRI Standards	Topic-specific Disclosure	Selected GRI Disclosures			
Employment	GRI 401-1	New employee hires and employee turnover	Gender	Male	Female	Total
			Number of new hires	159	126	285
			Rate of new hires	17%	18%	17%
			Number of turnovers	238	203	441
			Rate of turnover	25%	29%	27%
			Age Group	< 30	30-50	> 50	Total
			Number of new hires	80	191	14	285
			Rate of new hires	49%	15%	6%	17%
			Number of turnovers	85	315	41	441
			Rate of turnover	52%	25%	19%	27%

Material Topic	GRI Standards	Topic-specific Disclosure		Male	Female
Talent Management	GRI 404-1	Average hours of training per year per employee			
			Senior Management	13.21	21.07
			Middle Management	23.59	23.03
			Function Employees	12.41	9.53
			Overall	15.19	12.19

Material Topic	GRI Standards	Topic-specific Disclosure	Gender	Male	Female
Equality, Diversity and Inclusion	GRI 405-1	Diversity of governance bodies and employees	Board	75%	25%
			Senior Management	65%	35%
			Middle Management	66%	34%
			Function Employees	55%	45%
			Overall Workforce (excl. Board)	58%	42%

Age Group	< 30	30-50	> 50
Board	0%	33%	67%
Senior Management	0%	67%	33%
Middle Management	0.3%	80.3%	19.4%
Function Employees	13%	76%	11%
Overall Workforce (excl. Board)	10%	77%	13%

Ethnic Group	Chinese	Malay	Indian	Others
Board	33%	0%	25%	42%
Senior Management	74%	0%	8%	18%
Middle Management	85%	2%	7%	6%
Function Employees	71%	9%	5%	15%
Overall Workforce (excl. Board)	74%	7%	6%	13%

Material Topic	GRI Standards	Topic-specific Disclosure	Selected GRI Disclosures		
Equality, Diversity and Inclusion	GRI 405-2	Ratio of the basic salary and remuneration of women to men	**Ratio of Base Salary**	**Female**	**Male**
			Senior Management	1.00	1.27
			Middle Management	1.00	1.00
			Function Employees	1.00	1.01
			Overall	1.00	1.15
	GRI 406-1	Incidents of discrimination and corrective actions taken	Incidents of discrimination and corrective actions taken: 0 cases		
Workplace Health and Safety	GRI 403-9	Work-related injuries	**Workplace Injury Frequency Rate**	**2021**	
			Number of Workplace Accidents	0	
			Workplace Injury Frequency Rate	0	
			Workplace Injury Severity Rate	**2021**	
			Number of Man Days Lost	0	
			Workplace Injury Severity Rate	0	
			Workplace Injury Incidence Rate	**2021**	
			Number of Workplace Injuries	0	
			Workplace Injury Incidence Rate	0	
			Workplace Fatalities	**2021**	
			Number of Workplace Fatalities	0	
			Occupational Disease	**2021**	
			Number of Occupational Disease Incidences	0	
Procurement practices	GRI 204-1	Proportion of spending on local suppliers	Share of local suppliers as a percentage of total supplier payments: 93.5%		
			Proportion of local suppliers as a percentage of total suppliers: 87.2%		

Basis for Conclusion

We conducted our limited assurance engagement in accordance with Singapore Standard on Assurance Engagement 3000 Assurance Engagements other than Audits or Reviews of Historical Financial Information (SSAE 3000). Our responsibilities are further described in the Auditors' Responsibilities section of our report.

We have complied with the independence and other ethical requirements of the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies Singapore Standard on Quality Control 1 and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

SUSTAINABILITY REPORT

Responsibilities of Management

Management is responsible for:

- preparing and presenting the Report in accordance with the GRI Standards and Rule 711B of the SGX Listing Manual, and the information and assertions contained within it;
- determining StarHub's objectives in respect of sustainable development performance and reporting, including the identification of stakeholders and material issues;
- establishing and maintaining appropriate internal control systems that enable the preparation and presentation of the Report and the selected GRI disclosures that are free from material misstatement, whether due to fraud or error;
- preventing and detecting fraud and for identifying and ensuring that the Company complies with laws and regulations applicable to its activities; and
- ensuring that staff involved with the preparation and presentation of the Report are properly trained, information systems are properly updated and that any changes in reporting encompass all significant reporting units.

The directors' responsibilities include overseeing the Company's sustainability reporting process.

Auditors' Responsibilities

Our responsibility is to carry out a limited assurance engagement in accordance with SSAE 3000 and to express a conclusion based on the work performed. SSAE 3000 requires that we plan and perform the engagement to obtain limited assurance about whether the Report is free from material misstatement. The extent of our work performed depends on our professional judgement and our assessment of the engagement risk.

A limited assurance engagement consists of making inquiries, primarily of persons responsible for the preparation of information presented in the Report, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:
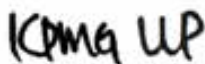
- Inquiries of management to gain an understanding of StarHub's processes for determining the material issues for StarHub's key stakeholder groups;
- Interviews with relevant staff at group level and selected business unit level concerning sustainability strategy and policies for material issues, and the implementation of these across the business;
- Interviews with relevant staff at the corporate and business unit level responsible for providing the information in the Report;
- Inquiries about the design and implementation of the systems and methods used to collect and report on the GRI Disclosures, including the aggregation of the reported information;
- Comparison of the GRI Disclosures presented in the Report to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been appropriately included in the GRI Disclosures; and
- Reading of the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of the Company.

The 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.

Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities in the information presented in the Report may occur and not be detected. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation and presentation of the Report, as the engagement has not been performed continuously throughout the period and the procedures performed were undertaken on a test basis.

Restriction on use

This report has been prepared for the Directors of StarHub Ltd for the purpose of providing an assurance conclusion on the Report and Selected GRI Disclosures and may not be suitable for another purpose. We disclaim any assumption of responsibility for any reliance on this report, to any person other than the Directors of StarHub Ltd, or for any other purpose than that for which it was prepared.

KPMG LLP

KPMG LLP
Public Accountants and
Chartered Accountants

Singapore
22 March 2022