Sustainability Report

As a subsidiary of Keppel Corporation, Keppel T&T aligns its sustainability strategy with its parent company. In 2009, Keppel Corporation defined three focus areas: Sustaining Growth – Caring for the Environment; Empowering Lives – Caring for our People; and Nurturing Communities – Caring for the Society. We identify with these action areas and they serve as focal points for us.

This Sustainability Report adheres to the Global Reporting Initiative (GRI) G3.1 guidelines. In 2010, Keppel T&T's sustainability performance was disclosed in the sustainability section of its Annual Report, as well as within the Keppel Corporation Sustainability Report 2010 (a GRI B level report). That report aggregated data from major subsidiaries of Keppel Corporation. As part of our efforts to increase transparency, Keppel T&T is reporting our sustainability performance independently and we endeavour to do that annually.

Based on the GRI's recommended approach to reporting, we seek to report on aspects that are deemed material to Keppel T&T and its stakeholders.

Sustaining Growth

PAGE 47–51

Our commitment to business excellence is driven by our unwavering focus on strong corporate governance and prudent risk management.

Resource efficiency is not only our responsibility, it also makes good business sense.

Innovation and delivering quality products and services are key in sharpening our competitive edge.

Empowering Lives

PAGE 52–57

People are the cornerstone of our businesses.

As an employer of choice, we are committed to grow and nurture our talent pool through continuous training and development to help our people reach their full potential.

We want to instill a culture of safety so that everyone who comes to work goes home safe.

Nurturing Communities

PAGE 58–59

As a global corporate citizen, we believe that as communities thrive, we thrive. We give back to communities wherever we operate through our multi-faceted approach towards Corporate Social Responsibility.

We also believe that cultivating a green mindset among our employees will spur them to adopt a sustainable lifestyle.

As leaders in our businesses, we support industry programmes and initiatives, and encourage open dialogue for further growth.

Letter to our Stakeholders

DEAR VALUED STAKEHOLDERS,
I am pleased to present to you the first Sustainability Report for Keppel Telecommunications and Transportation (Keppel T&T). Our Group of companies are among the leading players within the logistics and data centre industries in Singapore and selected overseas markets. We have offered reliable services to our customers and delivered creditable results for our shareholders.

Although this is the first year that Keppel T&T is reporting its sustainability performance, our efforts have been longstanding. A strong commitment to high quality, environmental, social, ethical and governance standards is the hallmark of all Keppel companies. We believe that by meeting our responsibilities to our staff, customers, shareholders, suppliers, governments and the communities where we operate, we will be able to engender long-term benefits for the company.

I chair the Corporate Social Responsibility Committee for Keppel T&T. Together with the rest of the management, we drive the implementation of our sustainability strategy across the Group. For 2010, our sustainability activities were reported as part of Keppel Corporation's, our parent company, first GRI Sustainability Report.

Keppel T&T is reporting its sustainability efforts also in accordance with the Global Reporting Initiative (GRI) G3.1 guidelines and is aligned with the *Guide to Sustainability Reporting for Listed Companies* published by the Singapore Exchange in June 2011.

The internationally-accepted GRI framework provides a useful framework for us to prioritise issues, look at how we manage our sustainability, and track our sustainability performance.

SUSTAINABILITY AT KEPPEL T&T
Our sustainability thrusts are aligned with Keppel Corporation's three thrusts: Sustaining Growth, Empowering Lives, and Nurturing Communities. I am happy to note that as Keppel T&T expands its business both domestically and overseas, our modest efforts to embed sustainability as part of business bore fruit in 2011:

- We recycled 15 per cent of our total waste production.
- Two per cent of our energy consumption at Keppel Logistics (Foshan) is from on-site renewable energy.
- We reduced energy consumption across all our business units by seven per cent.
- We delivered nearly 11,000 training hours to our employees.

SUSTAINABILITY RISKS AND OPPORTUNITIES
We will continue to refine how we manage our sustainability. Some key issues that we have identified are energy efficiency and employee engagement. We see a significant opportunity for innovative solutions to increase the energy efficiency of our logistics operations and data centres, and in doing so sharpen our competitiveness and minimise our carbon footprint.

The other key priority for management is its workforce. The management will augment the skills of our employees so that they can deliver better service to our customers. We have also set in place various feedback channels because we believe that the ability of employees to deliver candid feedback is important, as it fosters a climate of trust, as well as a culture of innovation.

Despite our efforts to ensure a safe workplace for our employees, I regret to note that a fatality occurred in our Chinese facility in 2011. At Keppel, we always uphold safety as our top priority, and we continually review and enhance our systems, processes and culture. We are committed to strengthen safety in our operations through drawing lessons from the incident.

To me, our first sustainability report is a step, amongst many in future that we will take to improve the way we do business. By reporting our efforts in a consistent and transparent manner, we are able to see where we may need to improve and direct our efforts accordingly.

I hope that this report will serve to further your understanding of our sustainability efforts and facilitate our continuing dialogue with our stakeholders.

Yours sincerely,

PANG HEE HON
14 February 2012

Corporate Profile

Keppel T&T received the Gold award for the Best Managed Board in the "Market capitalisation of $300 million to less than $1 billion" category.

Keppel T&T offers integrated solutions in Logistics and Data Centre services. The Logistics Division offers one-stop, integrated logistics solutions to help clients manage their supply chain. The Data Centre Division owns, acquires, develops and manages high-availability data centre facilities.

LOGISTICS

Keppel Logistics, a wholly-owned subsidiary of Keppel T&T, is one of the top Third Party Logistics (3PL) companies in Asia Pacific with operations in Singapore, China, Malaysia and Vietnam. We offer efficient and reliable logistics services by leveraging our strong warehousing and distribution management systems.

In China, Keppel T&T's presence is represented mainly through its subsidiary, Keppel Logistics (Foshan) (KLF). KLF, a joint venture company between Keppel T&T and Sinotrans Guangdong Company, is a leading and unique integrated logistics service provider in Foshan.

Due to the service nature of the business, our operations use mainly supporting materials, such as plastic stretch wraps and wooden pallets. Other standard packaging materials are often provided by clients directly. We also recycle some materials, such as paper and stretch wrap.

We adopt a lean and efficient business model by outsourcing non-core functions. For example, certain transportation needs are outsourced to a trusted network of contractors. Outsourced vehicles typically account for 40% to 100% of the total fleet used at each of our operations. For example, at KLF, we outsource about 80% of our land transport fleet.

To minimise operational risks involving external contractors, we strive to ensure contractors fully understand and comply with our Health & Safety principles and requirements. At KLF, contractors are stationed at our office and work closely with our staff. Our logistics staff and contractors jointly develop safety training programmes. For our operations in Singapore and China, vehicles are installed with Global Positioning Systems for tracking and management. The Group is also increasing its emphasis on compliance with its environmental policies, making it an important requirement for all contractors.

DATA CENTRE

Keppel Data Centres, a wholly-owned subsidiary of Keppel T&T, is a leading provider of resilient and energy-efficient data centre co-location services. We have more than a decade of experience for owning and managing Tier III+ data centres, providing blue-chip customers, including IT managed service providers, multinational corporations and government agencies, with high levels of service standards and availability.

Data centres are highly secured facilities housing computer servers and networking equipment. The business has high power requirements, not only for accommodating IT equipment, but also for the cooling infrastructure needed for consistent environmental control. Data centres can be up to 40 times more energy intensive than conventional office buildings. Therefore, one of our major considerations when designing and managing our data centres is energy efficiency. We strive to improve the configuration and operations of our power and cooling infrastructure by collaborating closely with our clients.

AWARDS AND ACCOLADES

In 2011, Keppel T&T received honours from both within Keppel Group and external parties for various achievements.

Keppel Logistics was presented with the Meritorious Defence Partner under the Total Defence Awards. The award, formerly known as SAF Awards, recognises employer's support for Singapore National Servicemen.

Keppel Logistics was also amongst one of the few logistics service providers in the Asia Pacific region to clinch the Frost & Sullivan Asia Pacific Green Home-Grown Logistics Service Provider of the Year 2011 award. This award is given in recognition of Asian organisations that have excelled in green product and green technology innovation. In 2011, the Company had implemented a carbon accounting system, which helps to track and improve practices leading to the reduction of its carbon footprint.

In September 2011, Keppel Logistics was awarded the Community Chest Awards. Community Chest is a fund-raising division of National Council of Social Service of Singapore, which supports various charities in the nation.

In the Data Centre Division, Keppel Datahub received the Green Mark Gold award. The award honours companies that actively play their part in corporate social responsibility with environmentally-friendly designed buildings. Our efforts in providing energy-efficient services to our clients have also been rewarded with the Green Data Centre Standard SS564 certification, by the Infocomm Development Authority of Singapore.

KLF was awarded the 2011 Safety Gold Award by Keppel Group during the 5th Annual Safety Convention held in November, as well as being commended by Foshan Administration of Work Safety as a safety model enterprise, Class A (highest level) award.

SUSTAINABILITY REPORTING PROCESS, MATERIALITY AND DISCLOSURE PERIOD

To identify the social and environmental challenges to be included in this report, we conducted an employee engagement exercise. Focus groups and surveys were conducted to explore employee opinions and perceptions of sustainability, with a focus on the three sustainability focus areas in our mission statement – environment, our people and community.

This Sustainability Report focuses on the issues identified by our employee stakeholders and the three focus areas we have outlined in our mission statement. In future reports, we intend to consult other stakeholder groups and will continue to engage employees regularly.

The disclosure period for this Sustainability Report is aligned with the 2011 financial reporting period, from January to December. However, actual data was only available up to the end of October 2011. Where possible, we have annualised numbers to include November and December. If the actual data differ by more than 5% from our estimations, we will restate the data and provide an explanation in the 2012 report.

As this is Keppel T&T's first report, we want to set in place our data collection processes before seeking external assurance. This report fulfils the requirements of Application level 'B' checked by GRI. Stakeholders are advised to read the Annual Report for a complete view of the Group's business, strategy, performance and prospects.

The report covers Keppel T&T and its subsidiaries, as of 1 October 2011, as indicated in the Corporate Structure chart in the Annual Report on page 12:

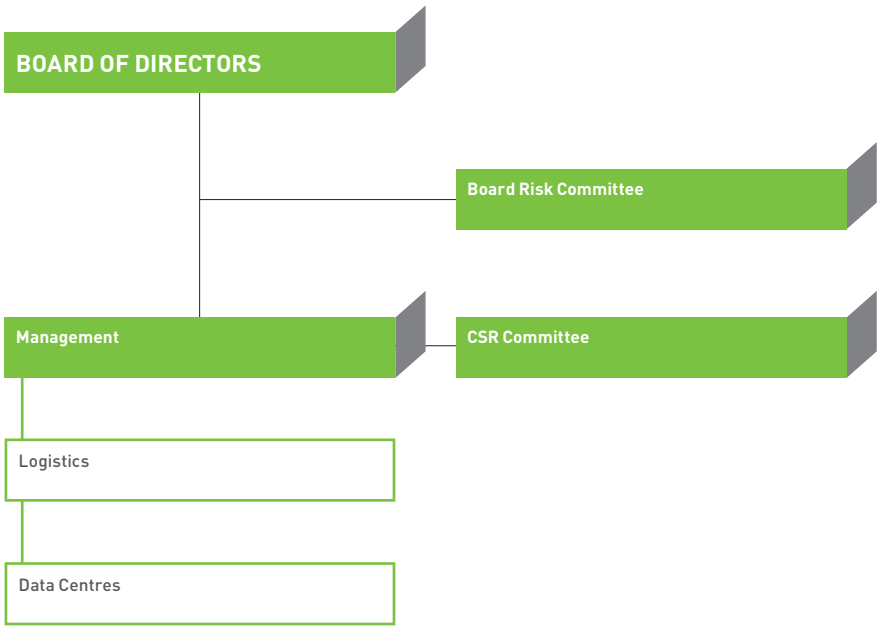
- Keppel Logistics Pte Ltd
- Keppel Logistics (Malaysia) Sdn Bhd
- Keppel Logistics (Foshan) Ltd
- Keppel Data Centres (comprising Keppel Datahub Pte Ltd, Keppel Digihub Ltd)

SUSTAINABILITY REPORTING PROCESS

Operations in which we do not have a majority control have been excluded. If you have any queries, please contact us at keppeltt@keppeltt.com.sg.

Managing Sustainability

KEPPEL T&T CORPORATE SOCIAL RESPONSIBILITY MANAGEMENT STRUCTURE



MANAGEMENT INVOLVEMENT

The Corporate Social Responsibility (CSR) Committee, comprising senior representatives across the corporate departments and various business units, is responsible for developing our sustainability strategy. This committee is chaired by Keppel T&T's CEO. In addition, the Board receives reports on monthly and quarterly company performance, which includes sustainability performance indicators. The Board Risk Committee (see page 144) looks into operational risks and establishes guidelines and plans for risk management that includes sustainability issues.

STAKEHOLDER ENGAGEMENT

Stakeholder engagement is a critical part of our process of identifying and prioritising sustainability issues. For our inaugural report, we have only engaged employees because they understand our businesses well.

Despite having employees in multiple locations, with varying access to the internet, we conducted focus groups and held multi-lingual surveys to understand their opinions and perceptions on sustainability.

The employee engagement identified the following:

WORKPLACE

A need to improve compensation and benefits, career progression, and internal communications

ENVIRONMENT

A desire to increase recycling activities at our facilities and the number of environmentally focused community projects

COMMUNITY

A desire to be involved in the community through employee volunteering exercises and scholarship programmes

We have had no complaints of breaches of customer privacy or loss of data last year.

FINANCIAL HIGHLIGHTS
Keppel T&T has had another creditable year. For detailed information, please refer to the Financial Highlights and Business Review sections in our Annual Report.

FAIR OPERATING PRACTICES
We comply with the laws and regulations of the countries in which we operate. We are pleased to report that we have not received any monetary or non-monetary sanctions this reporting year due to non-compliance with the laws and regulations in the places we operate.

ANTI-BRIBERY AND CORRUPTION MEASURES
New employees are required to declare if there are conflicts of interest. They are also briefed on the anti-corruption policy and whistle-blower procedures during their orientation. The policies are clearly stated in the HR policy file, which is made available for employees. In addition, employees are responsible for the declaration of any conflicts of interests as and when necessary, and senior management have to declare this annually.

SERVICE RESPONSIBILITY
Our data centres provide facilities for organisations to store and manage their applications and data. Data security is of utmost importance to us and our customers. We have had zero complaints of breaches of customer privacy or loss of data. We also seek to ensure that our communications adhere to relevant regulations.

Over the years, our businesses have established a strong position in the market. The table on page 46 summarises our international and local qualifications and awards.

The majority of our customers will recommend Keppel Logistics to their peers.

KEPPEL LOGISTICS PTE LTD

- ISO9001:2008 – Quality Management Systems
- ISO14001:2004 – Environmental Management Systems
- OHSAS18001:2007 - Occupational Health and Safety Management Systems
- ISO13485:2003 – Quality Management Systems of Medical Devices
- GDPMDS – Good Distribution Practice for Medical Device of Singapore
- Best Asia Pacific Green Home-Grown Logistics Service Provider by Frost & Sullivan, 2011
- HACCP – Management of Food Safety based on Hazard Analysis and Critical Control Point, 2011

KEPPEL DATA CENTRES

- SS 564:2010 – National Green Data Centre Management System
- TIA 942 – Tier III Telecommunication Infrastructure Standard
- SS 507:2008 – Business Continuity/Disaster Recovery – Information and Communications Technology Disaster Recovery Services
- ISO/IEC 24762ICT Disaster Recovery
- Building and Construction Authority of Singapore Green Mark Gold, 2011

KEPPEL LOGISTICS (FOSHAN) LTD

- ISO 9001:2008 – Quality Management Systems

CUSTOMER SATISFACTION

We engage our customers to seek feedback regularly. In Singapore, we conduct annual customer satisfaction surveys. Customers are invited to attend "Customer Nights", conduct audits on-site and provide feedback by email. Our customer satisfaction survey for Keppel Logistics (Singapore) in January 2011 found that:

- The average score for the quality of service has improved compared to our 2010 survey;
- The overall customer satisfaction index is maintained at 73%, similar to the previous year; and
- The majority of our customers will recommend Keppel Logistics to their peers.

Caring for the Environment

Keppel Logistics (Foshan) installed skylights in its warehouses, which reduce the need for artificial lighting.

We strive to grow our business while minimising negative impact to our environment. Keppel T&T is managing its environmental impact by monitoring and managing waste volumes and using water, energy and materials more efficiently.

In the past few years, we have been tracking the consumption of these resources and implemented several appropriate measures to optimise our consumption.

ENVIRONMENTAL PERFORMANCE
We are committed to ensure that our business operations are environmentally sustainable or "green". In our business strategy and project implementation plans, environment considerations are also factored into our assessment.

We believe that environmental issues, such as climate change, pollution and energy shortages, will have an adverse effect on communities and on businesses, including Keppel T&T's. Therefore, we will like to do our part. Our CSR Committee seeks to improve the Group's environmental performance through the framework shown on the right.

FRAMEWORK ON ENVIRONMENTAL SUSTAINABILITY

OPERATE GREEN	BUILD GREEN	MEASURE GREEN	EDUCATE GREEN
Utilisation of energy-saving technology	Green construction and infrastructure	Monitoring of energy and material consumption	Increasing awareness on environmental protection
Green logistics operations	Research and development	Benchmarking and certification	Promotion of green practices
		Effective carbon management plan	

MATERIALS AND WASTE

As a service provider in logistics solutions and data centres, Keppel T&T uses paper and stretch wrap for its operations. Total paper consumption in 2011 was 42,989 kg and stretch wrap consumption was 118,203 kg. Only three business units, Keppel Logistics (Singapore), Keppel Logistics (Malaysia) and Keppel Logistics (Foshan) use stretch wrap.

Three of the four business units track their waste generation. Keppel Logistics (Malaysia) is unable to track its waste production because its waste collector is unable to provide the figures. Keppel Logistics (Malaysia) tracks its recycling (which is 16.5 tonnes in 2011), but the figures were excluded for data consistency. For the three reporting business units, total waste production was 651 tonnes.

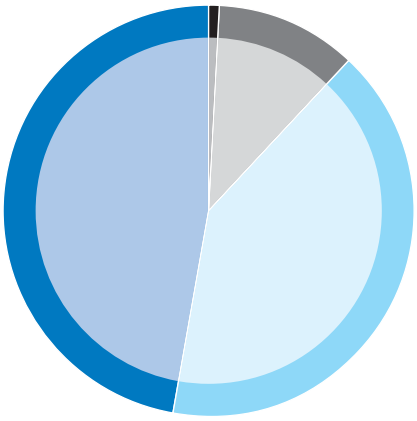
Waste from our Singapore business units are collected by an authorised waste collector, and is incinerated by national incineration plants. Waste from our Malaysia and Foshan business units are collected by an approved third-party and disposed of at landfills.

Each business unit recycles different materials. The table on page 49 shows the type of materials that our business units recycle.

We recycle some of the stretch wrap at two of our business units. At Keppel Logistics (Singapore) and Keppel Logistics (Malaysia), the percentages of stretch wrap recycled to total purchases are 75 per cent and 28 per cent respectively. Keppel Logistics (Foshan) does not recycle stretch wrap as the cargo they handle are not repacked.

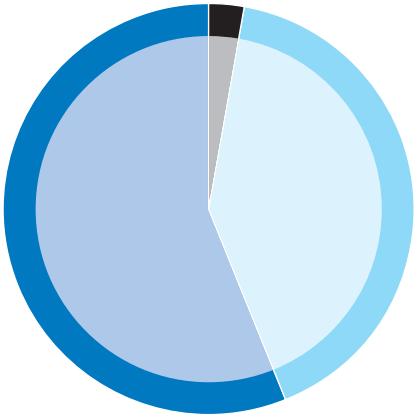
While we recycle some of the stretch wrap that passes through our facilities, we do not purchase recycled stretch wrap or other recycled materials.

Paper Used (kg)



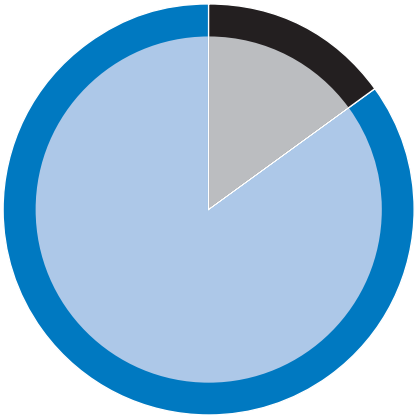
Keppel Logistics (Singapore)	20,251
Keppel Logistics (Malaysia)	17,696
Keppel Logistics (Foshan)	4,795
Keppel Data Centres	247
Total	42,989

Stretch Wrap Used (kg)



Keppel Logistics (Singapore)	66,616
Keppel Logistics (Malaysia)	48,354
Keppel Logistics (Foshan)	3,233
Total	118,203

Waste Generated (tonnes)



Total Disposed	552
Total Recycled	99
Total	651

ENERGY CONSUMPTION AND EMISSIONS

Energy consumption is a significant cost to our business. By improving energy efficiency, we become more competitive and we are able to deliver more value to our customers, while also reducing our environmental impact.

At Keppel Logistics (Foshan) in China, we installed an on-site solar water heater in the staff dormitory and dual-powered footpath lighting in the warehouses to reduce our electricity consumption. Total energy produced by the solar powered water heater and footpath lighting is 796 GJ or 2% of total energy demand at Keppel Logistics (Foshan).

	Keppel Logistics (Singapore)	Keppel Logistics (Malaysia)	Keppel Logistics (Foshan)	Keppel Data Centres
Office paper	✓	✓	✓	✓
Other paper			✓	
Carton boxes	✓		✓	
Stretch wrap	✓	✓		
Metal waste			✓	
Aluminium cans				✓
Plastic waste				✓

Our fleet of vehicles consumes the largest amount of direct energy from diesel, totalling 62,880 GJ of energy. Liquid Propane Gas (LPG), which is used for our warehouse forklifts and canteen facilities, and renewable energy constitute the rest of our direct energy consumption.

Our indirect energy consumption is from grid-supplied electricity. Our total indirect energy consumption was 134,486 GJ. Our two data centres consume the largest amount of electricity amongst business units, due to the power and cooling demands of our clients' IT equipment.

1. Keppel Logistics clinched the Frost & Sullivan Asia Pacific Green Home-Grown Logistics Service Provider of the Year 2011 award.

2. We recycle some of our stretch wrap at two of our business units.

11 homes

At our Keppel Logistics (Foshan) facility, 2% of our total energy demand is met by renewable energy. This is roughly equivalent to the energy demand of 11 homes in China.

7% reduction in energy

We have reduced our energy consumption by 7% compared to a business-as-usual scenario.

Since the major source of our energy consumption comes from electricity, we have implemented various energy-efficient measures to further help reduce our electricity consumption.

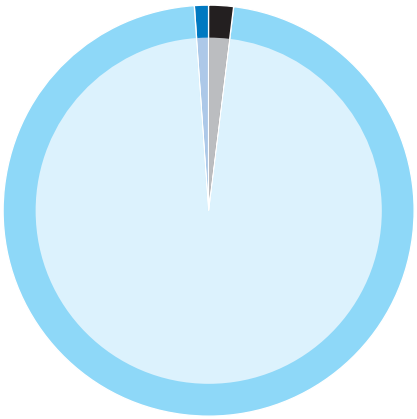
SAVING ENERGY

We have introduced energy-efficient measures throughout our facilities. Keppel Logistics (Foshan) installed skylights in its warehouses, which reduced the need for artificial lighting. At Keppel Logistics (Singapore), we installed energy-saving lights with reflective panels in our warehouses, which reduced our energy consumption. At Keppel Data Centres, we installed new uninterruptible power supply (UPS) systems, energy-efficient chillers and lighting. Motion sensors were also installed in areas with less traffic such as corridors, plant areas, toilets and staircases to ensure lights are off when these facilities are not used.

Compared to a baseline energy consumption that would have occurred without the energy-saving initiatives, we have reduced our energy consumption by 7%. The energy saving is an estimate based on the assumption that the equipment at each business unit is in proper working order and is operating under normal hours. The estimated baseline is the sum of the actual total amount of energy consumed over the year and estimated total energy saved.

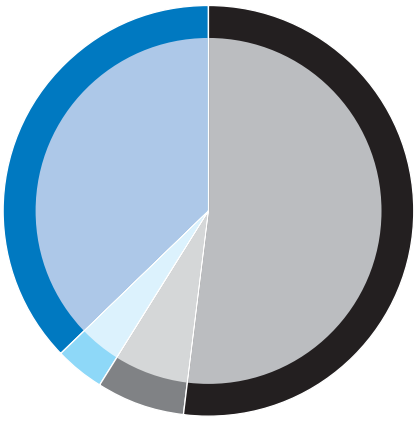
We will continue to monitor our energy consumption and look for ways to reduce it and find alternative sustainable sources of energy.

Direct Energy Consumption as Percentage of Total (%)



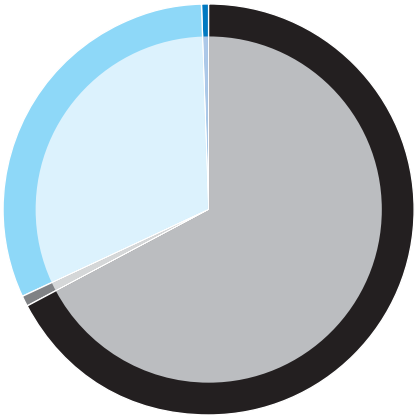
Renewables	1
Diesel	97
LPG	2
Total	100

Total Electricity Consumption by Business Unit (GJ)



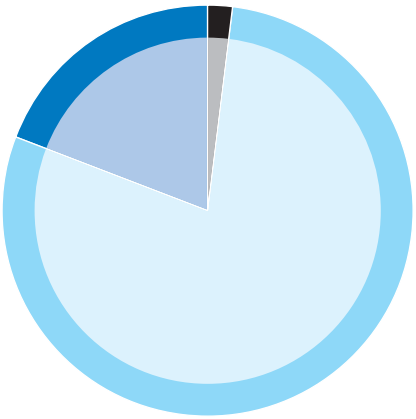
Keppel Logistics (Singapore)	49,239
Keppel Logistics (Malaysia)	5,333
Keppel Logistics (Foshan)	10,260
Keppel Data Centres	69,654
Total	134,486

Total Direct and Indirect Energy Consumption as Percentage of Total (%)



Renewables (Direct)	0.4
Diesel (Direct)	31.5
LPG (Direct)	0.7
Electricity (Indirect)	67.4
Total	100

Greenhouse Gas Emissions (tonnes)



Scope 1	4,595
Scope 2	19,012
Scope 3	429
Total	24,036

Refrigerant	HCFC-22	HCFC-134a	Total
Emission amount	13.2 kg	73.44 kg	
CFC-11 equivalent	0.73 kg	1.47 kg	2.19 kg

Water Consumption by Business Unit (m^3)

Keppel Logistic (Singapore)	39,359
Keppel Logistics (Malaysia)	4,469
Keppel Logistics (Foshan)	140,346
Keppel Data Centres	74,170

CARBON MANAGEMENT
Our carbon emission stems from the materials we consume, the energy we use and emissions from our operations. We aim to reduce our carbon footprint by operating efficiently. Keppel T&T is also in the process of developing its Carbon Management Plan.

GREENHOUSE GASES[1]
In our operations, the largest production of GHG emission is through indirect emissions from our consumption of electricity. Therefore, we are seeking to reduce our GHG by improving the energy efficiency of our buildings.

EMISSIONS OF OZONE-DEPLETING SUBSTANCES
It is estimated that 3% of the total refrigerant holding capacity of each of our chiller units is leaked into the atmosphere from the operation of our chillers. All eleven chillers are located in Singapore. Six of the eleven chillers use HCFC-123 and two use HCFC-22, both of which are minor ozone-depleting substances (ODS) approved for use until 2030 under the Montreal Protocol. The other three chillers use HFC-134a, which is a non-ozone depleting substance. The table above shows the estimated total ODS refrigerant leakage in kg and kg CFC-11 equivalent[2].

WATER
Except for Keppel Logistics (Foshan), all our water consumption is for domestic washing and cleaning. Water consumption at Keppel Logistics (Foshan) includes water consumption from the staff dormitory, staff canteen, administrative building, workshop, port, government inspection bureaus such as the Inspection and Quarantine Bureau (CIQ), Customs, Immigration & Inspection, Military Police and water supplies to barges.

[1] The carbon conversion factor used is from the United Kingdom Department of Environment, Food and Rural Affairs (DEFRA) 2010 standard. The GHG emission scopes 1,2, and 3 are defined by the GHG Protocol. Scope 1 are emissions from company owned and operated facilities, machines, vehicles, etc. Scope 2 are emissions from sources external to the company, but providing the company with a service such as power plants and other utilities. Scope 3 are emissions from daily activity that performs a supporting role to the company such as employee commuting, business travel, and purchase of office supplies.
[2] HCFC-22 has an ozone depleting potential of 0.055 and HCFC-134a has an ozone depleting potential of 0.02.

Caring for our People

We believe that our company culture forms the heart of the organisation.

As Keppel T&T is a service provider, our employees are our most important asset. We aim to attract, retain and develop the best talents through competitive salaries, training opportunities and career progression.

In 2011, employee salaries, wages and benefits accounted for approximately 28% of our total operating expenditure. We benchmark our salaries against independent data in markets where we operate. We strive to offer our employees career progression opportunities based on merit and experience.

Our total number of working hours across all reporting entities was 2,037,536, encompassing 913 full-time employees (as at October 2011).

Our Human Resource Department and the Environment, Health and Safety (EHS) Committee actively seeks out new initiatives on employee welfare (refer to chart on page 53).

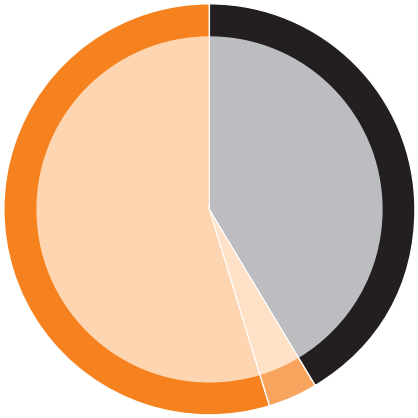
KEPPEL T&T CULTURE

As we operate in many different markets, we believe that our company culture forms the heart of the organisation, shapes the values we uphold, how our employees behave and how we treat other people.

EMPLOYEE CODE OF CONDUCT

On joining the company, employees are briefed on the Employee Code of Conduct. This code clarifies our expectations of our employees and covers issues, such as anti-discrimination, anti-bribery and anti-corruption, as well as other behaviours which we do not condone.

Breakdown of Employees by Region



Singapore	498
Malaysia	36
China	379
Total	913

The Employee Code of Conduct policy covers the following areas:

- Employee Conduct: To address standards of acceptable and unacceptable employee behaviour and personal decorum.
- Safety: To conduct the business in a manner that protects the safety of employees, others involved in the operations, customers and the public.
- Workplace Harassment: To prohibit discrimination.
- Business Courtesies: To conduct business fairly, impartially, in an ethical and proper manner, and in full compliance with all laws and regulations.
- Conflict of Interest: To avoid any conflict between own interests and the interests of the Group in dealing with suppliers, customers and other third parties.

DIVERSITY

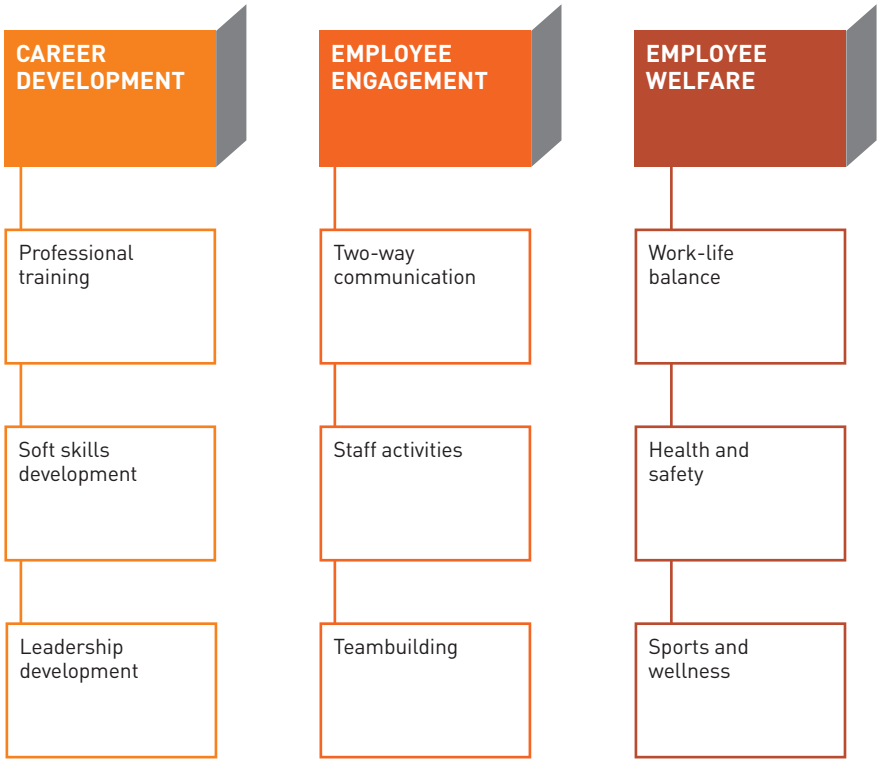
The Employee Code of Conduct and induction process ensure our employees understand that they are respected as individuals and are expected to respect their colleagues, customers and counterparts in the same way. We are pleased to report that we have had no incidents of discrimination reported in our organisation.

GRIEVANCE MECHANISM

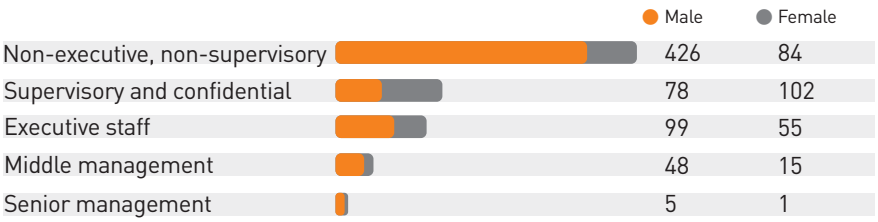
We have a formal employee grievance procedure. Employees are encouraged to approach their immediate supervisors, human resources or union representatives to voice grievances.

Throughout the year, dialogue sessions were organised between Human Resource Department, Union and employee representatives. These sessions provided a platform for employees to discuss and share their views with Human Resource Department and Union to foster a closer working relationship. A wide range of issues, such as company facilities and staff welfare were discussed during these sessions.

EMPLOYEE WELFARE INITIATIVES



Gender Diversity by Seniority



ENVIRONMENT, HEALTH AND SAFETY COMMITTEE

HEALTH AND SAFETY

The health and safety of all our employees is of utmost importance to us. We aim to have a zero accident rate through the combined efforts of the management and line staff.

ENVIRONMENT, HEALTH AND SAFETY COMMITTEE

The Environment, Health and Safety (EHS) Committee is responsible for inspecting operations, identifying action items, raising EHS awareness among employees, reporting EHS statistics to our parent company and to national bodies (when required), as well as monitoring and tracking any changes to local EHS legislation.

In Singapore, we comply with the Workplace Safety and Health Act and its subsidiary legislations. In 2011, unfortunately, the Group recorded one fatality and two reportable cases. A reportable case is a workplace accident which results in the injury of an employee who has been given more than three consecutive days of medical leave or hospitalised for at least 24 hours. The fatality occurred in China and had involved a container stack loader. The two reportable cases took place in Singapore with one involving a contractor who was hit by a moving machinery, and the other involving a fall from height.

To prevent the reoccurrence of such accidents, we have implemented additional measures:

- To enhance safety for container stack loaders operations, rear sensors and cameras with night vision capabilities were installed. Reverse warning buzzer volume was increased, and additional strobe lights were also installed on the container stacker's rear to alert pedestrians. The visual aided radar detection and reversing system was proven to reduce the operator's visual blind spots while operating the stack loader in the cabin.
- Visibility of forklift trucks and container stackers were also enhanced by adding reflective stripes.
- Pedestrian walkways were demarcated.
- Speed control measures for port vehicles were also enhanced by adding road bumps and speed limit signages.

Lessons from the accident were shared with all business units to raise awareness amongst colleagues and contractors who operate or work close to heavy machinery. We will continue to review and improve safety initiatives by taking proactive steps and measures to reduce risk in the workplace. Such measures include conducting safety regular checks and audits by the safety committee and senior management to identify unsafe actions and conditions.

We also continue to promote a strong safety culture and mindset by organising safety promotion activities and training programmes such as EHS month, management safety site walks, DuPont Safety Assessor Training Program, risk assessment and management training, forklift safety training, accident and incident sharing sessions and stack loader safety training.

In each of our operations, we track occupational diseases, lost worker-days, accident severity rate (ASR) and accident frequency rate (AFR). Lost worker-hours are shown as a ratio of the total working hours for each region (refer to graph on page 55).

ENGAGING EMPLOYEES

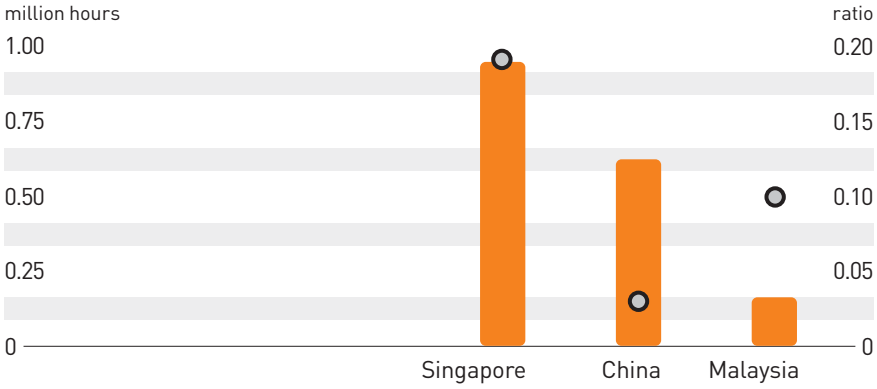
Despite having diverse businesses in different countries, Keppel T&T endeavours to communicate to all levels of staff through different channels and platforms. We believe that internal communications help foster a cohesive identity and create opportunities for staff feedback.

In 2011, a series of new and improved activities across business units aimed at sharing knowledge and building camaraderie was launched. Through these events, staff were also able to cultivate innovativeness. The table on page 55 summarises how we communicate internally, stating our target audience, the frequency, content and parties who are involved in developing the materials.

Communication	Target audience	Frequency	Typical content	Prepared by
Intranet	All employees	Ongoing	Company policies, e-applications, forms, events photo gallery and relevant corporate information	Respective departments
CEO communication sessions	All employees (on rotational basis)	Monthly	Company's direction and recent development	CEO
Keppelite newsletter	All employees	Monthly	News and updates within Keppel Group	Keppel Group Corporate Communications
Human resource engagement activities	All employees	Monthly	Employee bonding activities and events	Human Resource Department
Human resource dialogue sessions	All employees (on rotational basis)	Quarterly	HR policies and employee feedback	Human Resource Department

Similar employee engagement activities were organised for our subsidiaries in Malaysia and China, with customisation to local context.

Lost Worker – Hours Ratio



	Singapore	China	Malaysia
Total working hours	939,901	620,333	164,468
Lost working hours ratio	0.19	0.03	0.10

STAFF WELFARE

We believe that building a cohesive team will create a productive workforce. Besides formal platforms for activities, we also cultivate team spirit through informal activities for employees and their families. We hope that this provides employees the opportunity to relax and to get to know their colleagues better. These activities are organised by either the Human Resource Department, or the Staff Welfare Committee, which comprises representatives from different departments.

WORK-LIFE BALANCE

Keppel T&T's Family Day was held on 10 July 2011. This event not only provided a platform to foster closer relationships between staff of all levels and across business units, but also allowed staff to spend quality time with their family members and friends. Activities including tele-matches and group competitions that encouraged teamwork, forged camaraderie and promoted unity.

We also supported the "Eat With Your Family Day" on 27 May 2011 by allowing staff to go back half an hour earlier from work to have dinner with their families.

HEALTH, FITNESS AND WELLNESS

We believe our staff's health and fitness has a direct relationship to productivity.

We encourage staff to maintain a healthy diet and adopt an active lifestyle. Healthy snacks like fruits, juices and health supplements are distributed to all staff in Singapore every month to encourage good eating habits.

Keppel T&T also conducted a survey across the business units in Singapore to find out which were the most popular sports activities. The survey results led to the first Keppel T&T Group Inter-Business Unit Bowling Challenge held in September 2011.

In celebration of International Women's Day, female staff from Keppel Logistics took part in the Singapore Venus Run at Bedok Reservoir on 20 March 2011.

We customise our welfare initiatives to local context. During the summer period in China, herbal tea was distributed to employees at our Chinese operations. Staff were also reminded to take adequate rest to prevent heat exhaustion. Staff in Hong Kong and Shenzhen were also encouraged to maintain a healthy lifestyle by participating in the regular company-organised sports activities.

EVENTS AND CELEBRATIONS

In addition to quarterly birthday celebrations, Keppel T&T also organised various celebrations and events throughout the year.

Keppel T&T's Dinner & Dance was held on 9 September 2011. The event was a platform for staff to mingle in

an informal setting. We also invited underprivileged children from the Student Care Centre and Hougang Sheng Hong Family Centre to join in the celebration as part of our community outreach programmes.

During festive periods, the management also took the opportunity to celebrate with staff. During Lunar New Year, Keppel T&T CEO and Deputy CEO distributed mandarin oranges to the staff. During Christmas, a high tea was organised for Group Corporate Office and Keppel Logistics. In Data Centre Division, staff were treated to buffet dinner.

Teambuilding activities were organised to promote interaction between employees from different job levels and different business units.

TEAMBUILDING ACTIVITIES

The Group believes that enhancing teamwork through structured teambuilding activities can enhance camaraderie. In China, Keppel Logistics organised a two-day teambuilding exercise on top of Nankun Mountain in Guangzhou. In Singapore, teambuilding activities were also organised to promote interaction between employees from different job levels and different business units.

FEEDBACK

As part of the Group's efforts to promote communication amongst management and ground staff, frequent communication sessions were organised throughout 2011. These sessions were designed to share, update and remind staff on the business units' progresses and plans in order to align work targets.

During employee engagement sessions, employees have the opportunity to clarify policies or issues with the management and provide feedback.

Dialogue sessions are held regularly to gather feedback on staff welfare and other HR initiatives. In addition, business units' CEOs also host yearly dialogue sessions with employees to share the Company's vision and upcoming business plans.

A group orientation programme to familiarise new employees with the Group's core businesses was officially launched in the last quarter of 2011. New employees were given guided tours at the Group's data centres and warehouses.

DEVELOPING INDIVIDUALS AND CREATING OPPORTUNITIES

To remain competitive, we see the need to attract the best talents, bring out the best in our employees through training, and create opportunities for them to further their career aspirations. Ultimately, we want our employees to learn and grow, so that they will develop their careers with Keppel T&T.

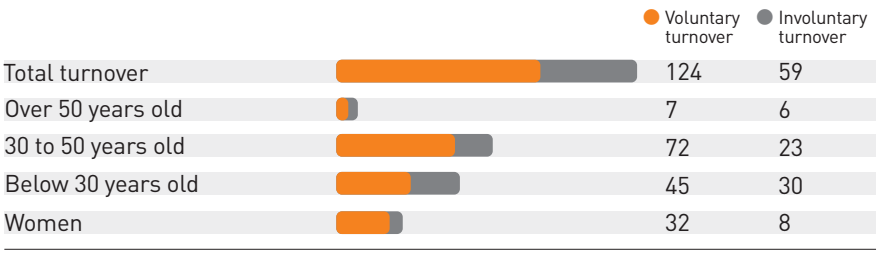
Programmes were designed to provide senior managers and high-potential executives a platform to enhance their leadership skills and promote interaction amongst leaders. Staff were also given assignment opportunities to challenge them.

RECRUITMENT, RETENTION AND CAREER PROGRESSION

One of the indicators for employee satisfaction at Keppel T&T is voluntary employee turnover rate. Compared to the country average, all our business units have a lower employee turnover rate, suggesting that employees are happy to stay with us.

	Singapore	Malaysia	China
Average monthly employee turnover rate (voluntary departure: resignation by employees)	2.4%	2.9%	2.0%
Percentage of employees leaving voluntarily who are women in the year	24%	75%	15%
Average monthly employee turnover rate (involuntary departure: dismissal; retirement; death in service)	0.4%	1.4%	2.7%
Percentage of employees leaving involuntarily who are women	0%	33%	18%
Country average employee turnover rate (voluntary and involuntary)	>10%	15.7%	>16%
	Source: Hudson Report Singapore 4Q 2010	Source: HR Matters 2010	Source: Hay Group China 2010

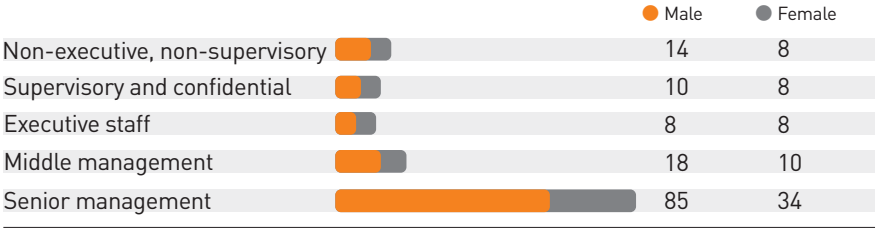
Employee Turnover by Age and Gender



11,000 hours

In 2011, our staff received nearly 11,000 hours of training across all business units.

Average Training Hours by Seniority and Gender



Average Training Hours per Employee by Country

COMPENSATION AND BENEFITS

Keppel T&T benchmarks salaries to ensure competitive salaries are offered. Our full-time and part-time employees enjoy the same benefits packages, although, where applicable, we pro-rate the benefits. Benefits available to employees vary slightly across the different markets, based on market norms in each country.

In all countries, all employees receive:

- Personal accident and Group Term Life Insurance
- Outpatient and inpatient healthcare coverage
- Contribution to the local pension funds (CPF in Singapore; EPF in Malaysia; Social Security in China)

Apart from standard benefits for employees as required by law, we also provide other additional benefits such as paternity leave, marriage leave and compassionate leave.

TRAINING

As an employer, we aim to equip our employees with the skills and know-how to enable them to fulfil the tasks and duties of their roles. This represents a significant investment in the development of our staff.

The graph above shows the average training hours per employee in 2011, by seniority and gender. For the non-executives, there are many functions that require vocational training. Within our current workforce, there are more male employees than female.

EXCHANGE PROGRAMMES

In 2011, an inter-business unit exchange programme was organised by Keppel Logistics for its Foshan and Vietnam counterparts. During the five-day programme, employees were introduced to the logistics operations and supply chain business in Singapore. The exchange programme allowed exchange of operational best practices. The participants also had the opportunity to visit other parts of Keppel Group such as Keppel FELS and Keppel Integrated Engineering.

Caring for the Society

Keppel T&T supported blood donation drives.

Keppel T&T believes that as communities thrive, businesses will thrive. Therefore, we endeavour to support communities through positive engagements wherever we operate. Along with regular employee volunteering activities, our employees have expressed an interest in environmental community projects. We are reviewing this feedback and hope to meet their interests in 2012.

COMMUNITY ENGAGEMENT

Beyond the day-to-day operations of our business, we see value in positive engagement with our local communities. This takes many forms, including providing financial support for education, philanthropic donations, employee volunteering and participating in local business and community initiatives.

COMMUNITY INVESTMENT STRATEGY

COMMUNITY WELFARE

- Supporting outstanding students
- Reaching out to the needy

CHARITABLE ACTIVITIES

- Donation
- Fund-raising
- Participating in public charity events

EDUCATION SPONSORSHIP

Keppel T&T provides scholarships and sponsorships for outstanding students who face financial challenges. The beneficiaries of educational support are selected based on three main criteria: academic results, gross family income and leadership potential. On completion of scholarship, we offer employment with Keppel T&T to the recipients. Recipients typically serve one to three years of service. The recipients are periodically invited to interact with our management for exposure.

INTERNSHIP AND INDUSTRIAL ATTACHMENT

In 2011, Keppel Logistics received two student interns from Nanyang Technological University. These students were trained in the warehouse operations in Singapore before being posted to Vietnam, where they assisted the managers in the supervision of operations. In addition, Keppel T&T received eight students from the polytechnics for industrial attachments.

PHILANTHROPY

One way in which Keppel T&T makes a difference to the community is through philanthropy. We have donated to registered charities. We also worked with organisations like the Red Cross Society of China to raise funds for the earthquake victims in Japan, New Zealand and China. Other than extending helping hands to needy people, we also participate in the "Furry Friends Fund Donation Tin" exercise organised by the Society for the Prevention of Cruelty to Animals (SPCA) to help them to provide various animal welfare services to the community.

In 2011, Group donation to charities totalled S$38,191 in Singapore and RMB32,000 in China. The following charities have benefited from our donation:

The Better Thailand Foundation; Society for the Aged Sick; Community Chest (Community Chest Award recipient); Guangdong Provincial Party Committee (Guangdong Helping the Poor Day); 1,600 beneficiaries of PEACE-Connect (by participating in the annual Frost & Sullivan Run); Bright Hill Evergreen Home; GawadKalinga (Keppel Group Charity Golf Tournament); Chinese Development Assistance Council; The Mosque Building and Mendaki Fund; and the Singapore Indian Development Association Fund.

19 students

In 2011, we provided financial support for 19 students to further their education.

EMPLOYEE VOLUNTEERING

We encouraged employee volunteerism by offering various opportunities throughout the year. We believe that such activities foster community spirit. Our employees in Singapore are given two days of volunteerism leave annually. In 2011, 45 employees participated in these activities.

Our Human Resources department works with the National Council of Social Service (NCSS) to identify beneficiaries and create worthwhile volunteering opportunities. Some examples of the activities which have been organised include:

- Bringing elderly to places of interest, volunteering for visits and maintaining homes for the elderly;
- Bringing students from the Association for Persons with Special Needs (APSN) for events;
- Supporting disaster relief efforts; and
- Supporting blood donation drives.

Keppel T&T also encouraged staff to participate in external charity events. In Singapore, eight staff, led by Keppel Logistics CEO, participated in the annual Frost and Sullivan Charity Run at MacRitchie Reservoir Park. This event helped to raise S$75,000 in total for the residents of Bright Hill Evergreen Home and PEACE-Connect Senior's Activity Centre.

A RESPONSIBLE BRAND

Keppel is one of the best-known brands and largest employers in Singapore. We are also market leaders in many of our businesses. All of these factors make it important for Keppel T&T to participate and contribute to relevant organisations and associations.

Currently, Keppel T&T is a member of, partner with or active in:

Singapore Logistics Association; Singapore IT Federation; Singapore Business Federation; Foshan Association of Enterprises with Foreign Investment – standing director (1995); Foshan Logistics Industry Association – governing unit (2005); Guangdong International Freight Forwarders Association – standing director (2004); Guangdong Port & Harbours Association – standing director (2001); Singapore Chamber of Commerce and Industry in China – member (2002); Guangdong Guangzhou Customs Brokers Association – member (2009); Singapore-Guangdong Collaboration Council – director (2009); Guangdong Exit-Entry Inspection and Quarantine Association – member (2011); Foshan Association of Foreign Exchange on Anti-smuggling – member (2011); CSR Asia – strategic partner.

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Statement
GRI Application Level Check

GRI hereby states that **Keppel Telecommunications and Transportation Ltd** has presented its report "Keppel Telecommunications and Transportation Sustainability Report" (2011) to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

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

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

Amsterdam, February 21st 2012

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative

GB
GRI REPORT
GRI CHECKED

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

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