



# INAUGURAL ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORT

Enabling a sustainable digital future

“

Sustainability has always been a key priority for STT GDC. Economic growth should never be at the expense of people or planet. We recognise our responsibility to play a part in delivering data centres which are future-proof as we operate in a resource-constrained world, aligning with society's current and future expectations.”

- BRUNO LOPEZ  
PRESIDENT AND GROUP CEO  
ST TELEMEDIA GLOBAL DATA CENTRES

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STT Loyang in Singapore features a rooftop solar photovoltaic system as part of its sustainable design



# ABOUT ST TELEMEDIA GLOBAL DATA CENTRES

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ST Telemedia Global Data Centres (STT GDC) is one of the fastest-growing data centre providers in the world. STT GDC, a Singapore-headquartered group (“Group”) of companies formed in 2014, has grown its portfolio to include over 140 data centres across Singapore, the United Kingdom (UK), India, China, Thailand, South Korea, Indonesia and Japan. STT GDC offers a full suite of best-in-class and flexible data centre solutions, providing connectivity that best meets customers’ current and future data centre needs.

Led by an experienced team, STT GDC specialises in delivering on the highest industry standards in complex, high-growth markets. By doing so, we provide scalable end-to-end data centre solutions, support services and cloud infrastructure solutions across major economic markets.

STT GDC is wholly owned by ST Telemedia, a direct and wholly owned subsidiary of Temasek Holdings Limited. The Group was founded with **a bold vision to deliver reliable, resilient and responsible digital infrastructure that support the digital strategies of our customers.**

We aim to deliver our vision in a sustainable manner and to become a trusted leader in the high-growth markets in which we operate. Sustainability has always been at the heart of what we do, governed by the following core values to act with integrity and in a socially conscious manner so that we do right by people and planet:



## STRIVE FOR EXCELLENCE

By challenging assumptions and pushing boundaries through a culture of innovation, we will continuously improve and excel.



## BE SOCIALLY RESPONSIBLE

By adopting a safety-first mindset and respecting the differences that define us, we will always do right by people and planet.



## DELIVER CONSISTENCY

By creating responsible, dependable and replicable processes across our network, we will establish trustworthiness and demonstrate accountability.



## HAVE GRIT

By embracing a can-do attitude and going the extra mile, we persevere through complex challenges with the passion and strength of character needed to succeed.



## ACT WITH INTEGRITY

By committing to our promises and genuine transparency, we will operate with a productive spirit of candour and openness.



Our global platform spans eight geographies comprising more than 140 data centres and 1.8 gigawatts of IT load. The map below shows how they are distributed around the globe.



\*As of 30 June 2021 and includes third-party data centres.

We have a proven ability to replicate and scale our existing markets. We help our customers navigate and expand into fast growing environments with a harmonised set of services for a consistent experience that include:

## Colocation

Customers can operate at any scale and level of privacy that their business requires with high flexibility, ranging from rack to multi-megawatt bespoke solutions that can include cage, suite and/or containment.

## Connectivity

Customers are enabled to interconnect within the data centre or city to network service providers, business partners, the public cloud and a whole host of business opportunities through our connectivity options.

## Support services

Customers can enjoy peace of mind with our suite of complementary services performed to the highest service delivery standards by qualified and accredited 24x7 data centre professionals as their extended team members.



Stockley Park Campus, the UK's largest data centre campus built for scalability.





We exceed customer expectations by providing consistent quality, flexibility and operational excellence across our global portfolio.



### STRONG GLOBAL-LOCAL LEADERSHIP

- Enabling market entry for our customers across our global platform
- Consistent offerings and approaches for our customers
- Global strength and best practice combined with local expertise, with accredited and qualified teams on the ground who know their home markets best



### STATE-OF-THE-ART, NEW DATA CENTRES

- Purpose-built data centres designed to the highest technical specifications
- Modular approach providing customer expansion options in future



### BUILT AND OPERATED TO GLOBAL STANDARDS OF EXCELLENCE

- Our Centre of Operational Excellence department adopts best practices in green building and secure design and operations across our platform

- Green building certifications



BREEAM®

- International data centre and cybersecurity certifications



SSAE18



### RELIABILITY

- Robust systems and procedures in place
- High power availability for customers' mission-critical data, providing the peace of mind and reliability they need



### WIDE RANGE OF CONNECTIVITY OPTIONS

- Carrier-neutral
- Interconnection and peering fabrics
- Ready connectivity via both local and global network service providers
- Direct connectivity to Cloud Service Providers



### PHYSICAL SECURITY

- Multi-layer security at all sites
- On-site security personnel
- Enhanced security measures – e.g., intrusion detection, physical access controls, 24x7 CCTV monitoring

# STT GDC AT A GLANCE

2014

Our Group commenced operations

Acquired significant stake in GDS in China

2015

Acquired an initial minority stake in VIRTUS in the UK

Invested in majority stake in STT Mediahub in Singapore, in partnership with Starhub

2016

Entered into a strategic partnership with Tata Communications (majority stake) to expand our data centre business in India (completed in 2016) and Singapore (STT Tai Seng was completed in 2017)

Listed GDS on Nasdaq

2017

Added STT Tai Seng following the completed acquisition of Tata Communications' facilities in Singapore

Announced new expansion in Singapore (STT Defu 2)

Acquired full stakes in VIRTUS

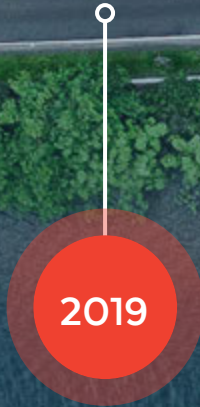




2018

Entered into a strategic partnership with Frasers Property Thailand

STT Loyang, our largest data centre in Singapore, commenced construction



2019

VIRTUS announced that it is embarking on the simultaneous construction of 5 additional data centres across London

Acquired Tata Communications' remaining stake in STT Tai Seng in Singapore

Commenced construction on the first phase of Thailand's largest hyperscale data centre in Hua Mak, Bangkok



2020

Listed GDS on HKEX



2021

Entered into a strategic partnership with Hyosung Heavy Industries in South Korea

Entered into a strategic partnership with Triputra Group and Temasek in Indonesia

Expanded our presence in Asia with market entry into Japan



# AWARDS AND RECOGNITION

## CHINA

- **2020 Top 10 Third-party Data Center Service Provider**, Open Data Center Committee
- **EDGE TOP 50 Technology Company**, New infrastructure Star Enterprise TMTPOST 2020 Edge Awards
- **Annual Best Cloud Company** Global Internet Data Conference 2020
- **Excellence in Regional Data Centre Award – Asia Pacific**, Datacloud Global Awards 2019

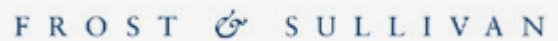


## INDIA

- **Colocation Service Provider of the Year 2018, 2019 & 2020**, Frost & Sullivan India ICT Awards
- 
- F R O S T & S U L L I V A N
- **The Economic Times Iconic Brands of India 2020**
  - **Awarded Great Place to Work® 2020, Best Employee Engagement Practices** HR Summit & Awards 2019
  - **Data Centre Company of The Year**, Indian Banking Summit and Awards 2019
  - **Most Trusted Data Centre Services Provider of the Year**, Summit & Awards 2019
  - **Energy Smart Award**, DatacenterDynamics India 2019
  - **Cooling Energy Efficient Management & Green DC (Environmental) Initiatives Award**, UBS Forums at Data Centre Summit & Awards 2019

## SINGAPORE

- **Singapore Data Centre Service Provider of the Year 2019 & 2020**, Frost & Sullivan ICT Awards



- **Data Center Competitive Strategy Innovation & Leadership 2017 (SG), 2018 (APAC)**
- **Business Leader of The Year APAC 2017** Bruno Lopez, Group CEO, STT GDC



- **Energy Efficiency Improvers** APAC & Global 2018
- **Data Centre Above & Beyond Winner, 2018**
- **Rising Star – Data Center Hosting/ Co-Location Services, 2018**

## UNITED KINGDOM

- **Business Brilliance Awards 2020**, Silver Award Winner
- **Data Centre Provider of the Year**, European Technology Awards 2019



- **Data Center Construction Team of The Year**, DCD Global Awards, 2019



- **Excellence in Data Centre Service**, Datacloud Awards 2017

# ABOUT THIS REPORT

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We are pleased to share our inaugural Environmental, Social and Governance (ESG) Report. As we meet the data centre needs of our customers, it is important we deliver this in a sustainable manner. Through enabling digital infrastructure and connectivity across our global operations, we play a role in sustainable development. We recognise that there are environmental, social and governance challenges in doing this. This ESG Report represents our proactive commitment to transparency and trust with our stakeholders ahead of regulatory requirements, by keeping our stakeholders abreast of our performance across the ESG domains. This Report references selected Global Reporting Initiative (GRI) standards.

## Reporting period and scope

We have provided a detailed account of our ESG performance based on the Group's financial year from 1 January to 31 December 2020. It covers all operations (data centres and offices) under STT GDC's control during the year (i.e., Singapore, India and the UK).

This report does not include the performance of GDS, in which we hold a minority shareholding. As a listed company, GDS manages its own ESG strategy to reflect its regional operations. As such, its data, policies and practices will be reported separately.

## Independent consultancy

An independent sustainability advisory firm was appointed to provide internal assistance with developing the contents of this report. We intend to seek external assurance in the future.

## Give us your feedback

We welcome your feedback to help us do better. Please do provide feedback on this report. You can reach us at [ESG@sttelemediagdc.com](mailto:ESG@sttelemediagdc.com).

# LETTER FROM OUR CEO

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## Dear Stakeholders,

At ST Telemedia Global Data Centres, we build a strong foundation for customers to confidently realise their visions for a smarter, more sustainable digital future. With this ESG Report, we discuss our responsibility in delivering world-class, future-proofed data centres across major economic markets.

We believe that economic growth should never be at the expense of people or planet. In 2020, COVID-19 plagued our world, creating the current climate of increased telecommuting and content consumption that has driven a tremendous demand for our services globally. As the digital economy continues to grow exponentially, digital infrastructure has never been more critical than it is today. With continued restrictions on physical interaction, STT GDC's data centres provide a critical digital foundation in the modern world, enabling connectivity. While we provide essential services for society, governments and global technology industry to function, our services are part of an industry where resource consumption continues to grow.

In 2020, we reviewed our strategic approach to environmental, social and governance factors. The pandemic and ongoing climate crisis underscore the need to optimise our energy efficiency, source our energy responsibly and minimise our environmental impact. We have committed to providing reliable, resilient and responsible digital infrastructure across all our existing data centre platforms, even as we expand to new geographies. Our ESG strategy outlines our ambition, goals and targets for the next 5-10 years. The plan centres around three key goals that will drive our sustainability efforts under the ESG pillars and signifies the Group's commitment to contributing to a more sustainable global economy:

- **Carbon-Neutral Data Centre operations by 2030**
- **A safe, secure and inclusive workplace**
- **Ethical and responsible operations**

These goals amplify our current initiatives as a responsible, inclusive and environmentally responsible business that reflects our diverse cultures and communities.



We are advancing in our ESG strategy. At the end of 2020, we derived 43% of our portfolio's electricity consumption from zero-carbon renewable sources. We have implemented water conservation initiatives in water-stressed regions. In line with our future-proofing perspective, we have constructed the first data centre to be LEED Gold certified in Thailand. We value our people—employees and our wider supply chain—and promote their wellness, safety, diversity and inclusion via trainings, safety programs and standards. We nurture the sustainable development of the communities where we operate and recognise our role in contributing to the growth of the data centre industry.

With this report, we have measured our progress thus far and our milestones as we continue our sustainability journey and enabling our digital future. This inaugural report is just the beginning.



**Bruno Lopez**  
President and Group CEO  
ST Telemedia Global Data Centres

**CARBON-NEUTRAL  
DATA CENTRE  
OPERATIONS BY 2030**

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**A SAFE, SECURE  
AND INCLUSIVE  
WORKPLACE**

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**ETHICAL  
AND RESPONSIBLE  
OPERATIONS**

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# 2020 ESG HIGHLIGHTS

## Decarbonising our data centres



WE HAVE COMMITTED TO **CARBON NEUTRAL DATA CENTRE OPERATIONS BY 2030**

43%

OF OUR ELECTRICITY CONSUMPTION IS CURRENTLY DERIVED FROM **ZERO-CARBON RENEWABLE SOURCES**

## Supporting our people

**SAFE AND DIGNIFIED CONDITIONS** FOR OUR CONTRACTORS WHO CONSTRUCT OUR DATA CENTRES



**DIVERSE MANAGEMENT TEAM**  
WOMEN MAKE UP A THIRD OF OUR MANAGEMENT TEAM

## Building green data centres

ALL NEW DATA CENTRES TO BE **LEED GOLD CERTIFIED** (OR LOCAL EQUIVALENT)



WE BUILT THE **FIRST LEED GOLD DATA CENTRE IN THAILAND**

**IMPLEMENTED WATER-SAVING TECHNOLOGIES**, INCLUDING REVERSE OSMOSIS, AIR-COOLED CHILLERS AND RAINWATER HARVESTING SYSTEMS





As the world moves towards digitalisation and markets face systemic shocks, such as the recent pandemic and risks posed by climate change, companies face the responsibility of driving positive change.

# OUR ESG

## AND MATERIAL TOPICS

## SECTION CONTENTS

01

Our ESG Ambition

02

Sustainability Governance

03

Our Materiality Process

04

Stakeholder Engagement

# STRATEGY

Data centres and digital services have a vital part to play in enabling decarbonisation on a broader scale. With business-as-usual halted due to the pandemic, data centres enabled remote working.

At STT GDC, we have seen a tremendous increase in demand for our services worldwide, leading us to reflect on the wider role we can play in decarbonisation, beyond supporting the growth of the data centre sector.

As the ways that we live, work and play are increasingly digitalised, we will position ourselves as an enabler of decarbonisation in all sectors.

In so doing, we commit ourselves to facilitate data centre industry growth whilst future-proofing our business to operate in a resource-constrained world in a manner that aligns with societal expectations.

# OUR ESG AMBITION

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Our Group's ESG ambition is to be a recognised leader in complex, high-growth markets delivering reliable, resilient and responsible digital infrastructure.

We hope that our performance against our ambition will inspire continued trust in our company from all our stakeholders.

We take a collaborative approach in providing digital infrastructure that enables the responsible use of resources and provides positive social outcomes.

Our ESG strategy centres around three high-level goals:

- **Carbon-neutral data centre operations by 2030**
- **A safe, secure and inclusive workplace**
- **Ethical and responsible operations**

These three high-level goals are further distilled into eight material topics and 18 specific actions, each of which we assigned a target to both inspire our performance and measure our success. In developing our ESG strategy, we have chosen to utilise the United Nations Sustainable Development Goals (UN SDGs) as a framework to guide our thinking on the world's most important environmental and social challenges. Whilst the UN have 17 SDGs in total, our business has a direct relationship to nine of the SDGs, which we have mapped against our materials topics.



## Environmental impact

### BIG GOAL

Decarbonising data centre operations and responsible resource management

### TIER 1 MATERIAL TOPICS

- Climate change and energy
- Water

### TIER 2 MATERIAL TOPICS

- Sustainable energy storage
- Waste and materials use

### ALIGNMENT WITH THE UNITED NATION'S SUSTAINABLE DEVELOPMENT GOALS



## Social impact

### BIG GOAL

Empowering people to thrive, managing positive outcomes in a safe workplace

### TIER 1 MATERIAL TOPICS

- Health, safety and well-being
- Inclusion and diversity
- Social impacts of construction

### TIER 2 MATERIAL TOPICS

- Labour and human rights
- Development and training
- Human capital retention

### ALIGNMENT WITH THE UNITED NATION'S SUSTAINABLE DEVELOPMENT GOALS



## Responsible business

### BIG GOAL

Ethical conduct, sector leadership

### TIER 1 MATERIAL TOPICS

- Governance and integrity
- Economic vitality of communities and supply chain
- Green building certifications

### TIER 2 MATERIAL TOPICS

- Responsible procurement
- Resilience to disruption

### ALIGNMENT WITH THE UNITED NATION'S SUSTAINABLE DEVELOPMENT GOALS

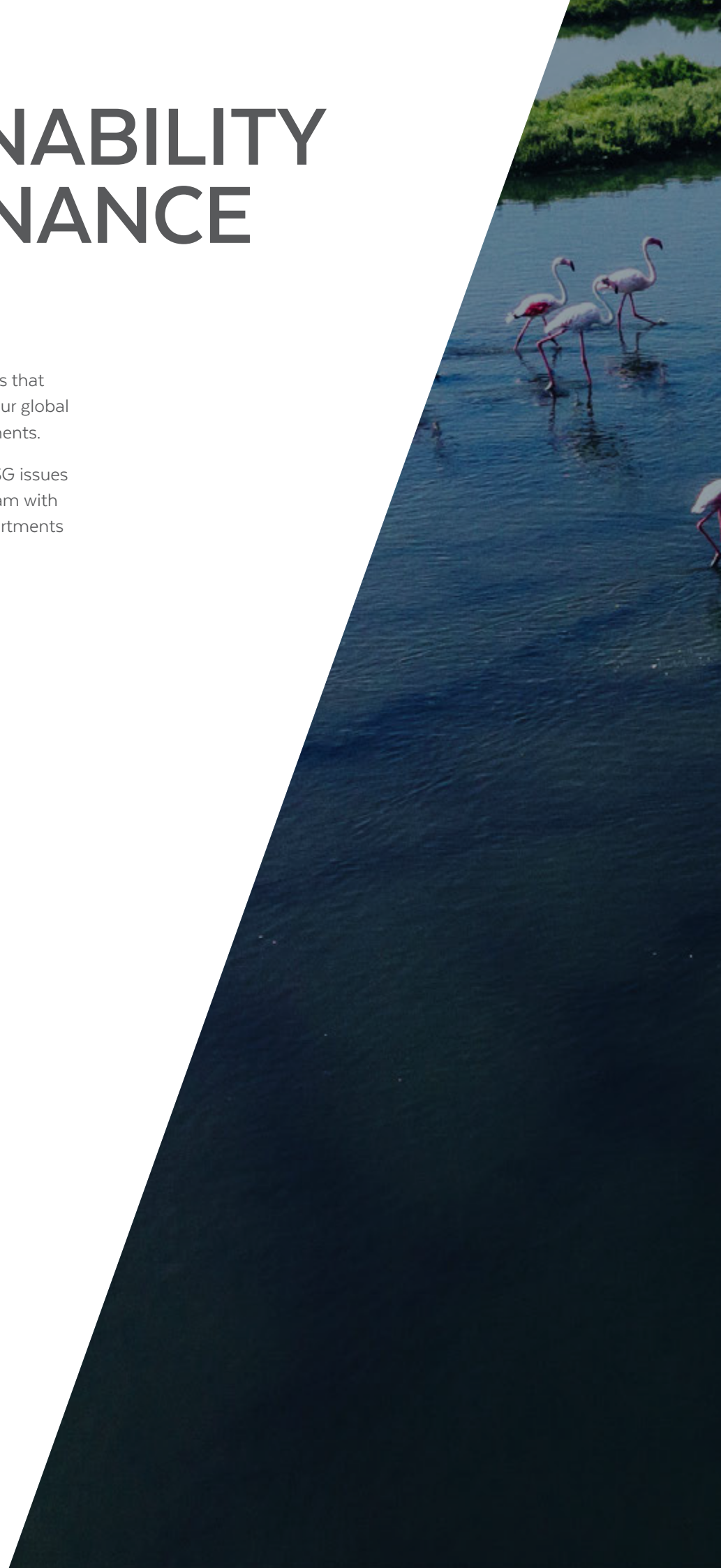


# SUSTAINABILITY GOVERNANCE

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Our Board has oversight on ESG issues that are managed on the ground through our global leadership team and relevant departments.

The day-to-day implementation of ESG issues is coordinated by our sustainability team with inputs from the various heads of departments and global teams.



# OUR MATERIALITY PROCESS

The content of this report is based on the issues identified through a materiality assessment we conducted in 2020. This process is summarised as follows:

## IDENTIFY

We used a time horizon of one to five years. We gathered information from around 150 sources to inform how peers and other stakeholders navigate their sustainability journey.

We engaged employees across geographies of operations, functions and levels to obtain bottom-up input for our strategy and material ESG issues.

01

## PRIORITISE

We applied a risk-based tool that assesses events and resulting impacts on the society and the environment.

We weighed stakeholder equally to score and assign weights; calculated impacts were positive or negative.

02

## VALIDATE

Our senior management signed off on the material topics resulting from the assessment.

The result was a comprehensive ESG strategy that is fully supported and endorsed by our Board of Directors.

03

## REVIEW

As materiality is an ongoing process, we aim to revisit and review our strategy, material issues and targets periodically.

04

Find out more about our ESG Strategy on the [STT GDC website](#)



# STAKEHOLDER ENGAGEMENT

Beyond the dedicated engagement exercise in 2020 to refine our ESG strategy, we engage with key stakeholders regularly.


We have identified key stakeholders who impact our business and who may be potentially affected by our operations. Meeting and aligning with stakeholders' expectations is central to the way we operate. In reviewing our ESG focus areas, we have considered our stakeholders' key topics and areas of concern and embedded these into our materiality assessment.

STAKEHOLDER GROUP	FORMS OF ENGAGEMENT	KEY TOPICS AND CONCERNS
<b>Employees</b>	<ul style="list-style-type: none"> <li>Direct engagement with managers and co-workers</li> <li>Training and support programmes</li> <li>Employee satisfaction survey</li> <li>Meeting with global teams</li> <li>Employee wellness programme</li> <li>Annual performance review</li> </ul>	<ul style="list-style-type: none"> <li>Professional training and career opportunities</li> <li>Diversity and employee inclusion</li> <li>Philanthropic activities</li> <li>Corporate data security</li> <li>Economic performance and future outlook</li> <li>Ethical business conduct</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>Open channels of communication</li> <li>Strategic account managers and sales teams</li> <li>Collaboration on efficiency and clean energy project</li> </ul>	<ul style="list-style-type: none"> <li>Availability and resiliency</li> <li>Consistent customer communication and relationship management</li> <li>Growth plan</li> <li>Data privacy and cybersecurity</li> <li>Green building and energy efficiency certification</li> </ul>
<b>Shareholders &amp; Board</b>	<ul style="list-style-type: none"> <li>Quarterly reporting</li> </ul>	<ul style="list-style-type: none"> <li>Communication and transparency of performance, outlook and strategy</li> </ul>





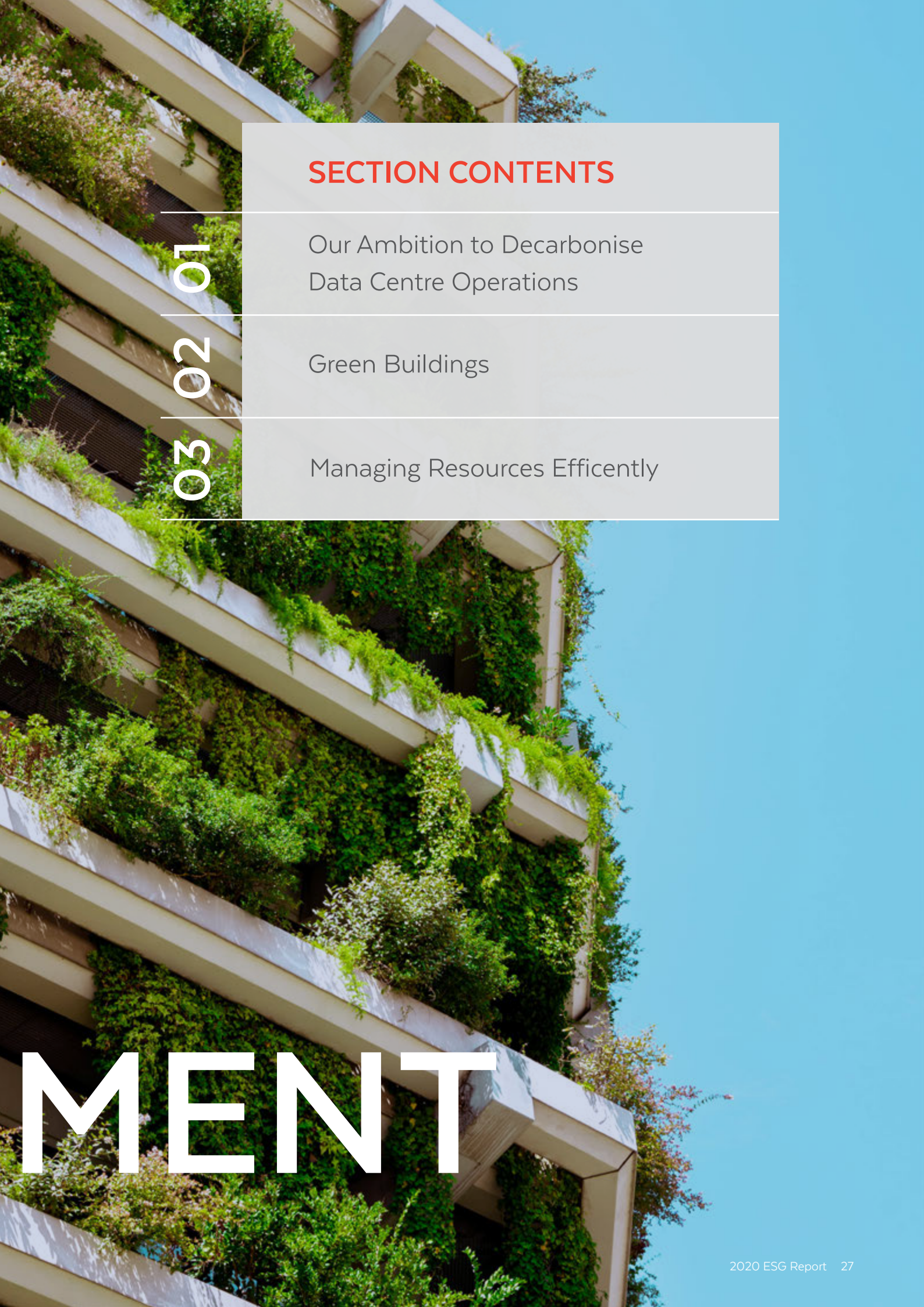
STAKEHOLDER GROUP	FORMS OF ENGAGEMENT	KEY TOPICS AND CONCERNS
<b>Business Partners &amp; Suppliers</b>	Regular meetings, calls and performance reviews  Contract development and ongoing interaction	Product cost, availability, backlog  Transparency and communication of company economic performance  Economic performance and future outlook
<b>Industry Associations</b>	Membership and participation in trade associations, working groups  Conference and event attendance	Economic development  Energy and environment  Community impact
<b>Government</b>	Regular dialogue related to project permitting and other business matters	Compliance with permitting and reporting for operational assets  Compliance with financial and other corporate reporting.
<b>Joint Venture (JV) partners</b>	Engagement on matters relevant to JV investments and management of the joint venture	Transparency and communication of company financial, business and sustainability performance



While the world strives towards environmental sustainability, we are on a constant quest for greener solutions at our data centres. As the core infrastructure provider for the digital world, the way we operate directly impacts the ecosystem. We seek to continually increase low or zero carbon energy usage across our business, enhance energy efficiency, improve Power Usage Effectiveness (PUE) and lower the total cost of ownership of our data centres.

# ENVIRON





## SECTION CONTENTS

01  
02  
03

Our Ambition to Decarbonise  
Data Centre Operations

Green Buildings

Managing Resources Efficiently

# MENT



# Our Ambition

CARBON-NEUTRAL  
DATA CENTRES

**BY 2030**



## OUR TARGETS

**60%**

CARBON-FREE  
ENERGY BY 2025

**25%**

REDUCTION IN  
GHG EMISSIONS  
BY 2026  
(2021 BASE)

**10%**

REDUCTION  
IN PUE BY 2025  
(2020 AS BASE)

## OUR PROGRESS

**43%**

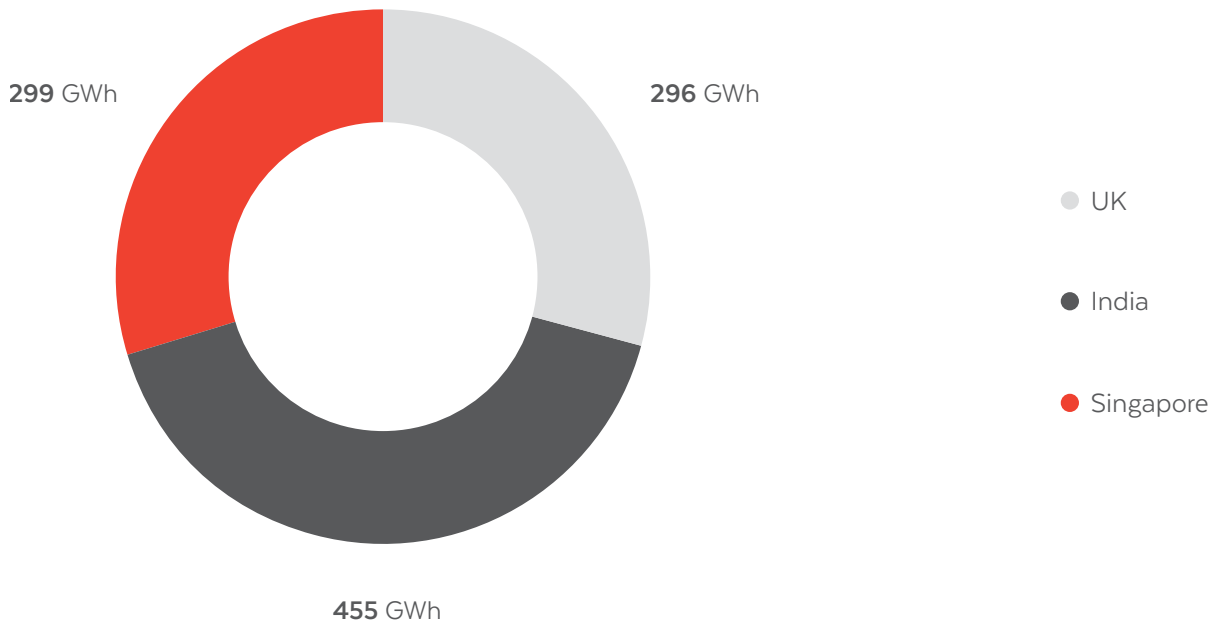
CARBON-FREE  
ENERGY USE  
ACROSS THE  
STT GDC GROUP





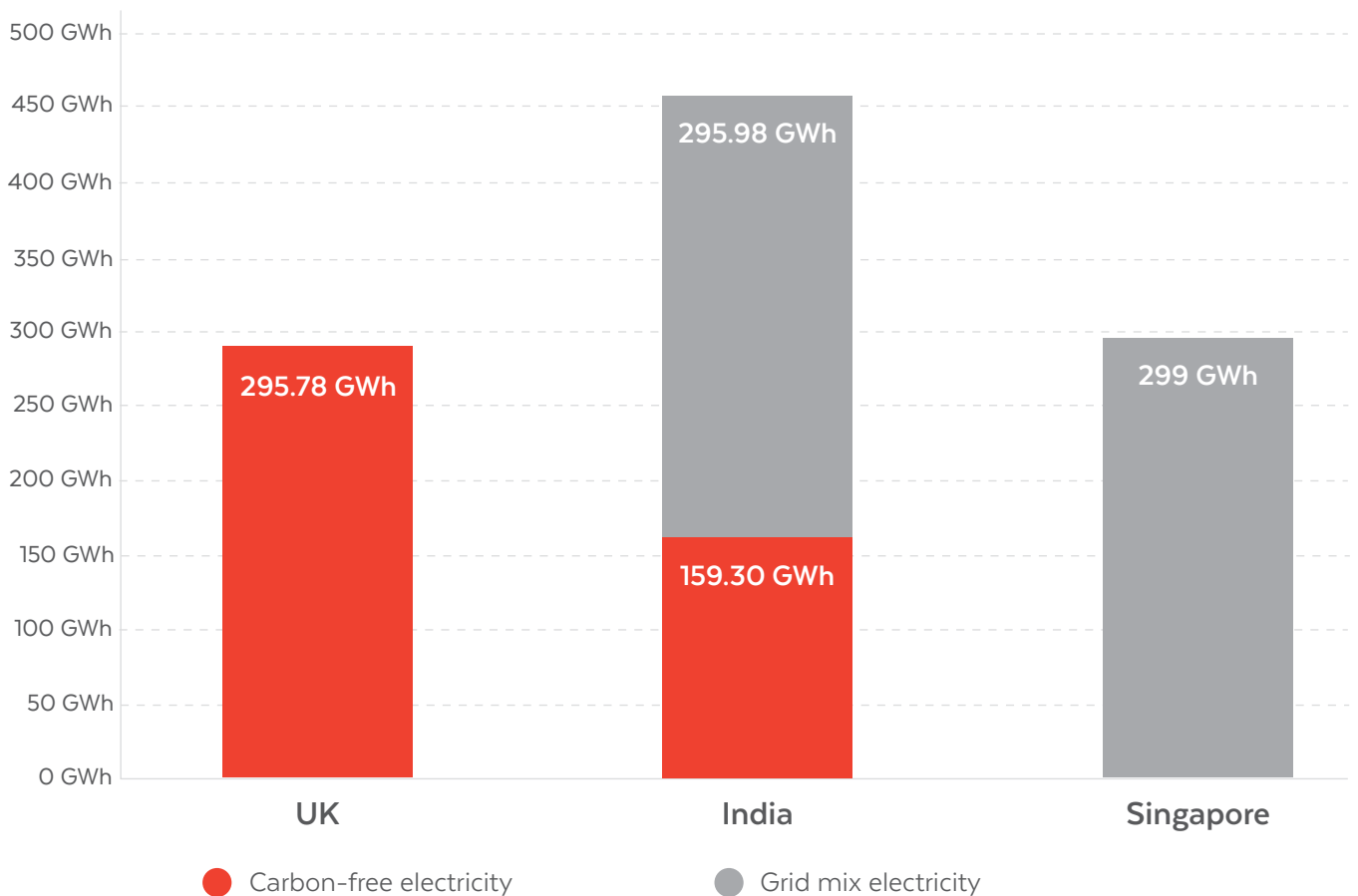
## Total electricity consumption (2020)

by countries of operation (GWh)



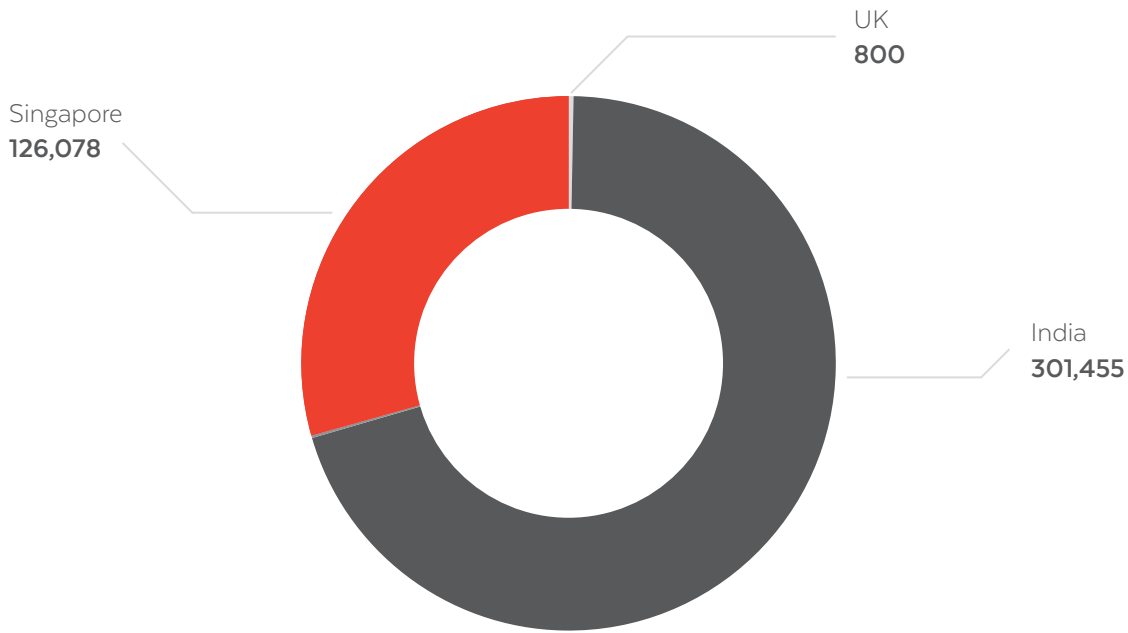
## Electricity consumption (2020)

by country of operation and types of electricity (GWh)



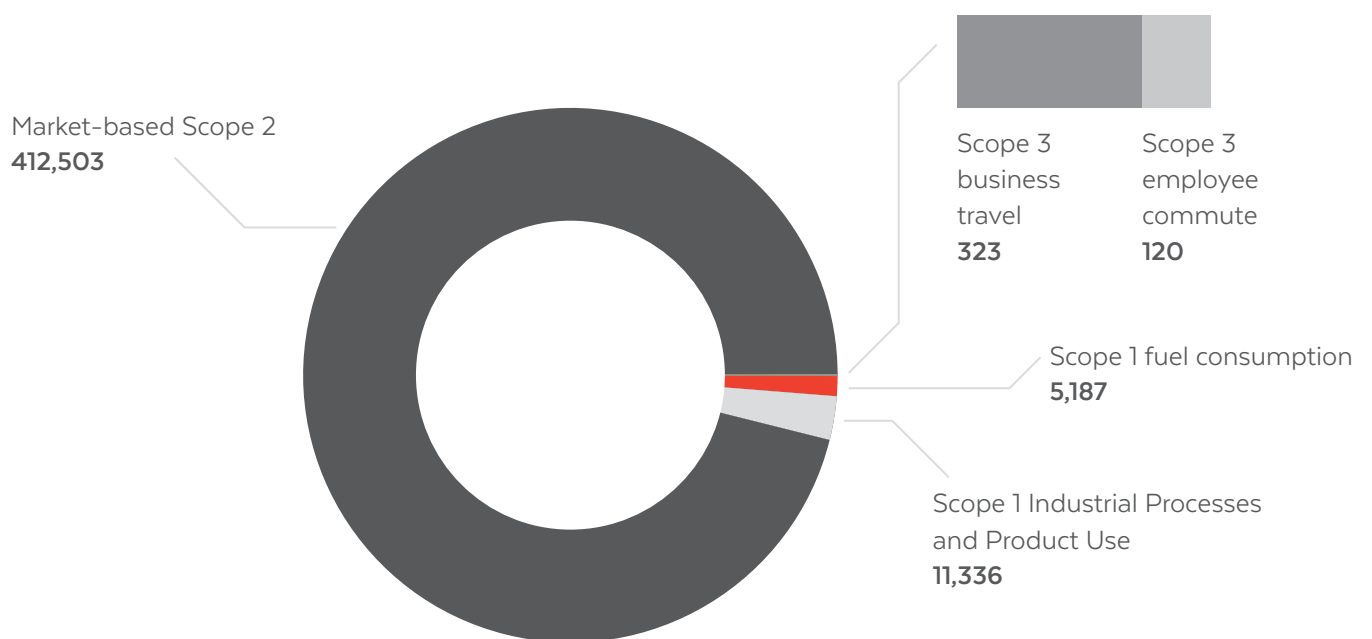
## Total GHG emissions (2020)

by countries of operation (tonnes of carbon dioxide equivalent or CO<sub>2</sub>eq)



## Total GHG emissions (2020)

by source category (tonnes of CO<sub>2</sub>eq)



## Country 2020 Highlights: Environmental Initiatives

COUNTRY	ENERGY SUPPLY INITIATIVES
India	Signed additional renewable energy power purchase agreements (PPAs) to increase renewable energy penetration <u>from 32% to 51% across the India business</u> over the coming few years
Singapore	Committed 2,000m <sup>2</sup> rooftop solar photovoltaic system at STT Loyang
UK	Renewed and expanded contracts to <u>procure 100% renewable energy</u> from the grid

STT Delhi DC 3, the only enterprise grade data centre that is serving various Fortune 500 companies in and around Delhi, India.





# OUR AMBITION TO DECARBONISE DATA CENTRE OPERATIONS

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Climate change is one of the most pressing issues facing our planet. We have therefore pledged to become carbon-neutral by 2030. This pledge is deliberately ambitious, as we recognise the vital role that business and the data centre industry must play in addressing climate change.

To do so, we will drive innovative solutions, source appropriate and verified sources of renewable energy, continually implement energy efficiency measures and improve power usage effectiveness (PUE).

In 2020, we finalised the roll-out of data collection systems and policies to accurately measure the Group's carbon footprint every month using international standard protocols.

Accurately tracking and analysing carbon footprint is a critical milestone in our journey to net-zero carbon. Over the year, we achieved 43% renewable energy usage across the Group. We actively track and benchmark PUE for all facilities to measure and manage our energy use.

We cannot walk alone on the journey to a decarbonised world. We are committed to working with our business partners, suppliers and customers to design data centres fit for a low-carbon future. We have partnered with several companies in researching and developing emerging technology to make our data centres more sustainable.

One such partnership is with Schneider Electric and Iceotope in Singapore to pilot the adoption of chassis-level immersion liquid cooling at one of our data centres. Liquid is a far more efficient heat transfer medium than air, which we expect will result in lower PUE.

We teamed up with ABB on artificial intelligence (AI) to optimise our energy use and reduce our carbon footprint. AI can dynamically adjust our cooling systems in response to changing IT loads and ambient environment, resulting in optimised energy usage. Applying predictive analytics helps data centres model energy trends and usage patterns, allowing for better management of power and cooling needs and increasing energy efficiency.

Over the year,  
we achieved 43%  
carbon-free energy  
usage across  
the Group.

# GREEN BUILDINGS

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We ensure that our data centres (DC) are designed, managed and maintained to meet energy, water, raw materials, waste and atmospheric emissions standards.

We aim for all newly constructed or otherwise acquired buildings under our control to be LEED Gold certified (or equivalent local standard) as a minimum.

COUNTRY	CERTIFICATIONS
India	3 DCs are LEED Gold: STT Ahmedabad DC1, STT Chennai DC2, STT Delhi DC2 Bengaluru DC Gold IGBC Green Data Centre
Singapore	DCs meet SS 564 - Energy & Environment Management Systems All DCs are LEED Gold STT Defu 1, Defu 2, MediaHub and Loyang are BCA Platinum Green Mark
Thailand	STT Bangkok is Thailand's first LEED gold certified DC
UK	VIRTUS' LONDON2 and LONDON6 are BREEAM UK Excellent All DCs are certified to ISO 14001 - Environmental Management System All DCs are certified to ISO 50001 - Energy management

# MANAGING RESOURCES EFFICIENTLY

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Beyond climate change, our key environmental impacts include our water use and how we manage waste. As an organisation with a global footprint, we recognise the importance of managing local environmental impacts and are committed to doing so.



# Our Water Stewardship

## OUR AMBITION

RESPONSIBLE USE OF WATER  
ACROSS ALL OPERATIONS



## OUR ACTIONS

# 01

MEASURE AND  
TRACK WATER USAGE  
EFFECTIVENESS (WUE)  
FOR ALL DATA CENTRES  
BY 2021

# 02

IMPLEMENT WATER  
USAGE EFFICIENCY  
PROGRAMS

# 03

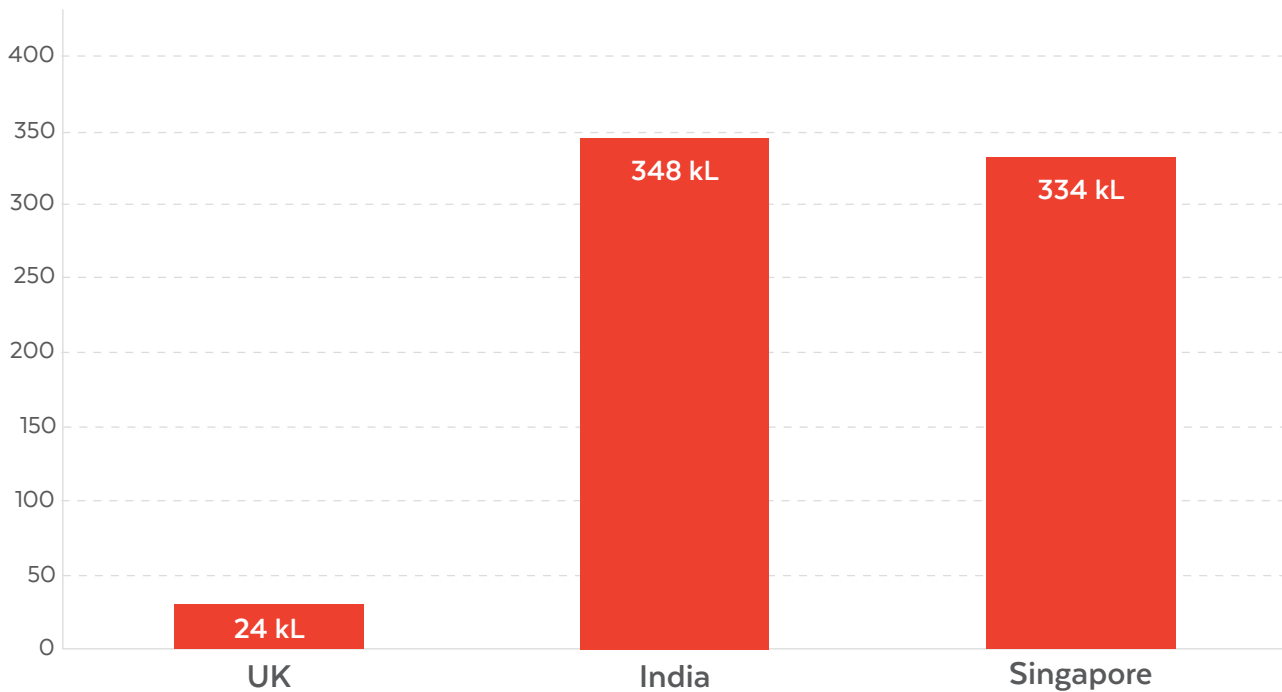
CONDUCT A GLOBAL WATER STEWARDSHIP  
ASSESSMENT FOR ALL PROPERTIES WE CONTROL,  
REFRESHED EVERY TWO YEARS AND IN LINE WITH  
INTERNATIONAL PROTOCOL



# OUR PROGRESS

## Water consumption (kL) in 2020

across STT GDC



Our operations withdraw water from groundwater, surface water, third-party and other sources. The STT Tai Seng data centre transitioned to the non-chemical treatment of the cooling tower allowed estimated 7,300m<sup>3</sup> of environmental friendly water to be discharged into the sewerage system without polluting our environment. In addition, such technology also protects the premise from Legionella bacteria even though the cooling tower water was not chemically treated. STT GDC is now looking at expanding this treatment to other data centres in the region by end-2022.

## Water Conservation in Water-Stressed India

With only 4% of the world's freshwater for 16% of the world's population, India faces a pressing need around water security. As a responsible, progressive company, STT GDC India has acted to not only future-proof itself against a water-scarce future and regulatory environment, but also play its part in ensuring sustainable supply for all.

For future data centre sites, STT GDC India has committed to using advanced, highly efficient modular air-cooled chillers, virtually eliminating each data centre's water dependency without impacting power-usage effectiveness (PUE).

For those data centres that retain the use of water in cooling systems, our Group has committed to innovative water conservation solutions, including:

### A unique reverse osmosis (RO) plant pioneered by STT GDC in Chennai

- 40 kilolitres (kL) of blowdown water are reused per day
- Air-cooled chillers are also used in summer to further reduce water consumption
- These RO technologies will be expanded to chillers in Pune and the Bandra Kurla Complex (BKC), Mumbai within 2 years



Reverse-osmosis plant installed in Chennai

### A rainwater harvesting system in Chennai and Mumbai, BKC

- 250 kL total water tank capacity
- Underground collection tanks, stormwater trenches and groundwater recharging percolation pits at each site
- Water used in water-cooled chillers or irrigation



Rainwater harvesting pit owned by STT GDC India

### All STT GDC India data centres are zero-discharge buildings

- No sewage discharged outside the building
- All water used for domestic purposes reused for landscape and toilet flushing purposes



## SUPPORTING THE CIRCULAR ECONOMY

We support the circular economy by minimising waste generation and encouraging reuse and recycling where possible. Resource use potentially has impacts on biodiversity and wider ecosystems.

We seek to reduce waste arising at source, improve the percentage of materials procured that are recycled or reused (where appropriate) and we will take steps to divert operational waste from landfill. We aim to move away from the linear take-make-waste model to a circular system where waste becomes a resource.



## Closing the loop: VIRTUS Data Centres and the Circular Economy

One of our Group's companies, VIRTUS Data Centres, is the UK's leader in green data centres. As an STT GDC company, VIRTUS has set targets that align with the Group's commitment to decarbonisation. In fact, the fuel mix powering VIRTUS Data Centres has been carbon-neutral since 2019 and entirely sourced from renewable energy. We did not stop our environmental commitment there and we have set our eyes to other solutions to reduce carbon emissions in our data centre operations.

VIRTUS Data Centres can and already pursues decarbonisation through three main prongs:

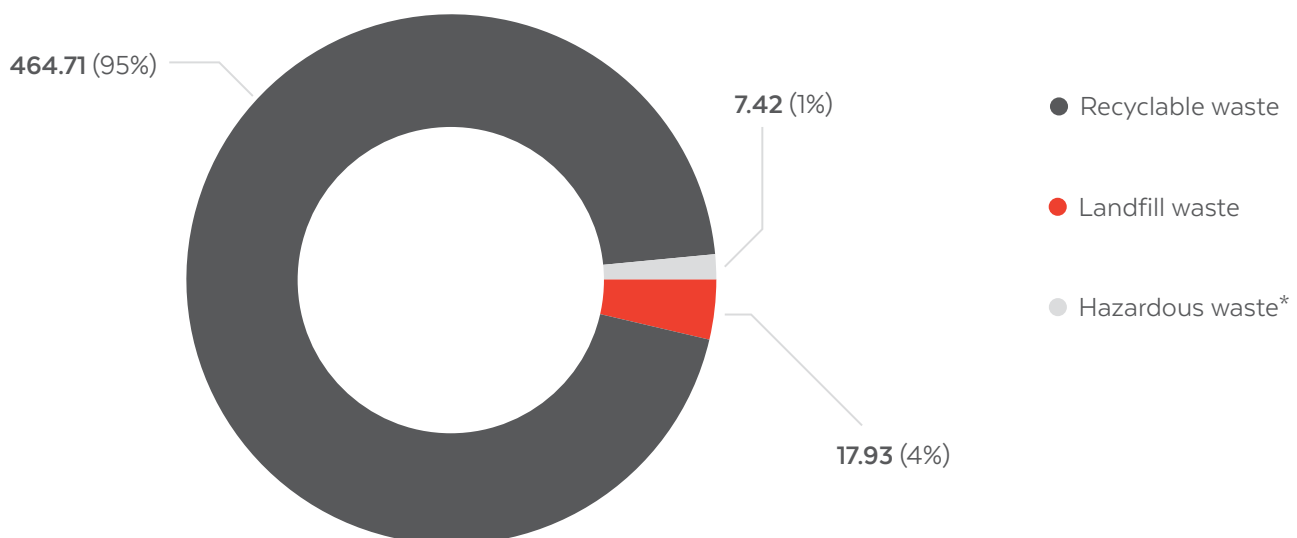
- Supporting the circular economy by sending electronic waste for re-use
- Carbon neutral fuel mix from renewable energy
- Waste management through recycling and reuse

In 2020, VIRTUS Data Centres diverted over 96% of waste from the landfill for recycling or reuse. We exceeded our goal of sending less than 6% of our waste to the landfill.

Some electronic waste, or Waste Electrical and Electronic Equipment (WEEE), is considered hazardous by the UK government. We are setting targets against hazardous waste creation and disposal and intend to align with the end-of-life asset management for disposal of equipment and supporting systems. We will continue monitoring and auditing waste duty of care, reporting all non-conformance to the Board Level.

### VIRTUS Data Centres waste (2020)

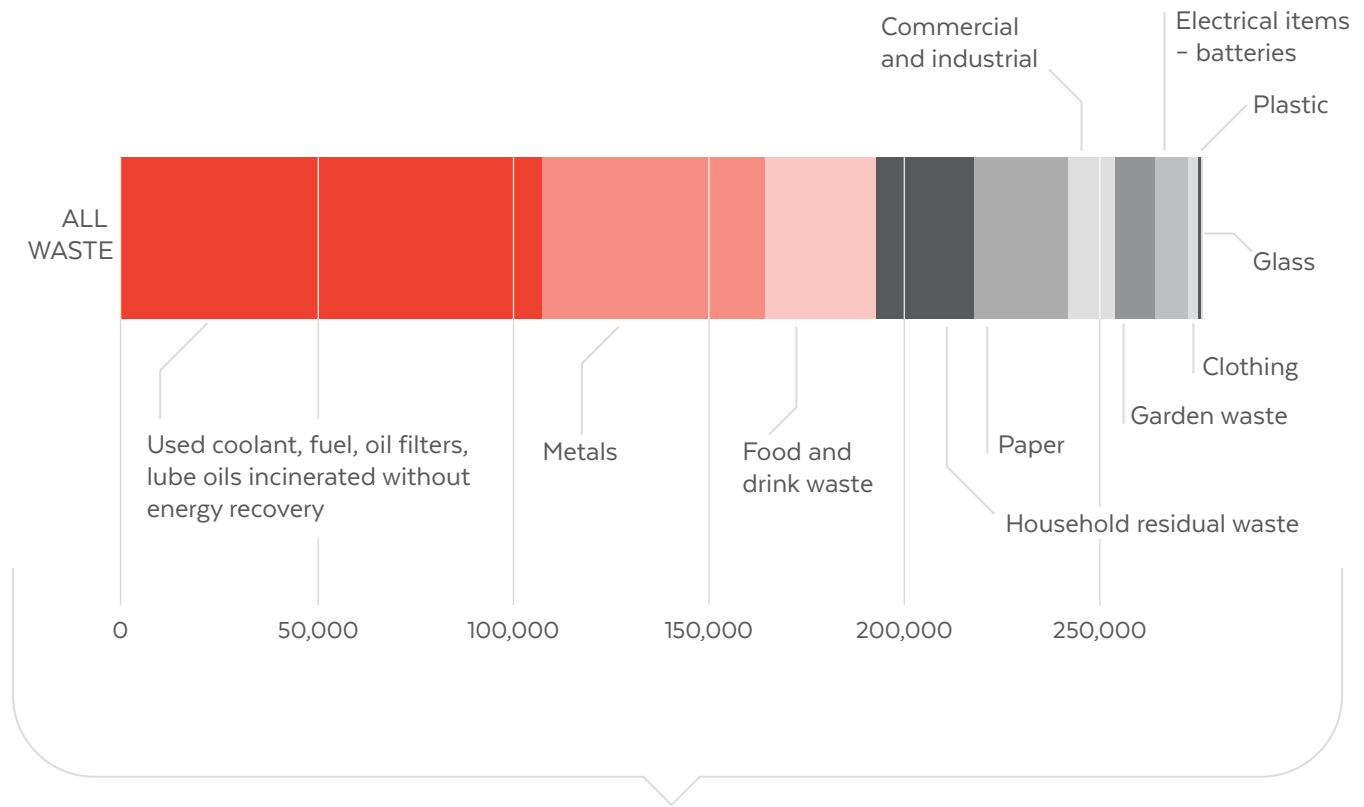
in tonnes



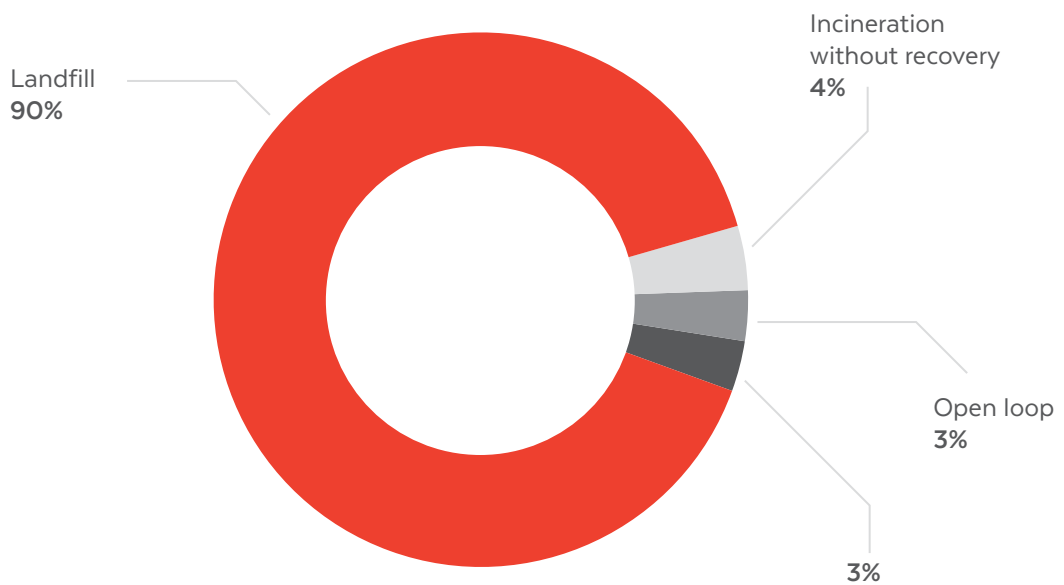
\*Refers to The Hazardous Waste (England and Wales) Regulations 2005

## Waste generation and destination (2020)

by types



### WASTE DESTINATIONS

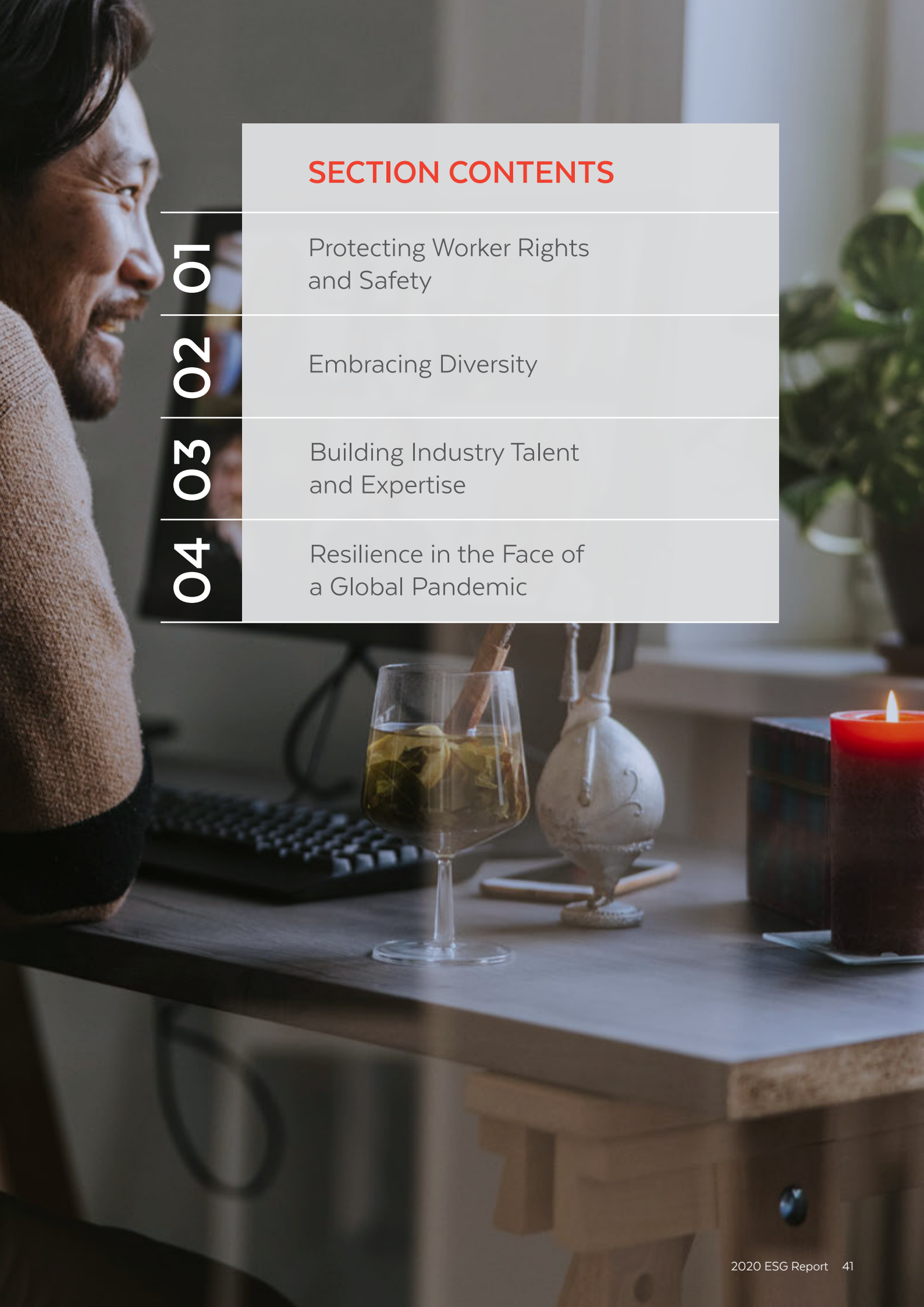




Safeguarding the health and wellbeing of our workforce.

**SOCIAL**





01  
02  
03  
04

## SECTION CONTENTS

Protecting Worker Rights  
and Safety

Embracing Diversity

Building Industry Talent  
and Expertise

Resilience in the Face of  
a Global Pandemic

# Our Ambition

A SAFE WORKPLACE WHERE ALL CAN THRIVE, WITH POSITIVE SOCIAL OUTCOMES

## OUR TARGETS

### Operational health, safety and well-being

<0.5

RECORDABLE INCIDENT RATE ANNUALLY

#### Operational Safety

Injury rate globally per 200,000 hours worked in operating data centres

100%

BY THE END OF 2022 AND MAINTAINED IN FUTURE YEARS

#### Management System

OHSAS 18001 and/or ISO 45001 certification of data centre operations, in % share of sites

## OUR TARGETS

### Social impacts of construction

<2.0

RECORDABLE INCIDENT RATE AND ZERO FATALITIES ANNUALLY FOR EACH CONSTRUCTION PROJECT BY THE END OF 2021 AND MAINTAINED IN FUTURE YEARS

#### Construction Safety

of contractors, casual workers on construction sites, injury rate globally per 200,000 hours worked

100%

BY THE END OF 2022 AND MAINTAINED IN FUTURE YEARS

#### General Contractors Certified

ISO 45001

## Highlights: Social Initiatives

### Employee Experience and Retention

- Third-party administered employee satisfaction survey conducted annually (received an 80% score). Heightened focus on training and personal development, per the survey responses.
- Supported employees to work-from-home (WFH) or safely on-site during COVID
- Grievance policies in place
- Developed company scorecards with employees and senior management
- Moved towards more progressive employee reviews, beyond traditional performance / KPI targets
- Provided E-learning on HR topics

### Environmental, Health and Safety (EHS)

- Safety framework and processes in place, including trainings
- In process of building EHS metrics into remuneration and into mandatory trainings
- Held monthly inspections of worker accommodation on construction sites
- Held a safety week in collaboration with the government (training for CPR, AED, fire extinguishers, etc)
- A EHS policy is required for contractors during the onboarding process

### Supply Chain Management

- Conducted extensive safety and business practice due diligence when onboarding new suppliers
- Monitored and screened construction suppliers; communicated clauses for anti-slavery, corruption, anti-bribery, etc.

### Diversity and Inclusion

- Set goals for diversity in hiring / employees (focusing on gender, ethnicity and geographical spread)

### Community Involvement

- Worked with local vocational school to develop enrichment programmes
- Trained students to become data centre professionals and helping rural farmers generate sustainable income



# PROTECTING WORKERS RIGHTS AND SAFETY: 2020 IN NUMBERS

9

DATA CENTRES  
BUILT

10.4M

MANHOURS RECORDED  
WITHOUT ANY WORK-RELATED  
SERIOUS INJURIES OR  
ENVIRONMENTAL HARM OR EFFECT

0

FATALITIES

16\*

RECORDABLE WORK-RELATED  
INJURIES.

0

HIGH-CONSEQUENCE  
INJURIES

\* COVERS LOSS TIME AND MEDICAL TREATMENT CASES

The figures on this page are for the year 2020.



## OUR APPROACH TO LABOUR RIGHTS AND SAFE WORKING CONDITIONS

The protection of the health and safety of the people and the communities that build our business is the right thing to do, morally and ethically. Our responsibility extends to influencing third-party construction management—often in challenging jurisdictions—to ensure contractors’ zero harm and good working conditions.

Our group of companies has Environmental, Health and Safety (EHS) Management systems within each of our global businesses. As part of our continuous improvement programme across all geographies, we align the company’s safety culture, procedures and systems by adopting a common global standard.

We aim for world-class EHS performance. Towards that goal, we are working with all internal stakeholders to enhance our existing systems and, seek opportunities for incremental improvement.

We seek to protect and promote the health of all stakeholders with occupational health programmes focused on:



**WORKING AT HEIGHT**



**ELECTRICAL INSTALLATIONS**



**STORED ENERGY SYSTEMS**



**HOT WORK**



**TOWER CRANE**



**LIFTING OPERATIONS / TILT-UP**



**GROUND DISTURBANCE**



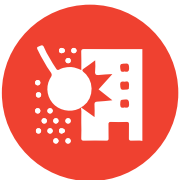
**PILING WORKS**



**CONFINED SPACE WORKS**



**TEMPORARY WORKING PLATFORM**



**DEMOLITION**



**USE OF MOBILE PLANT & EQUIPMENT**



**HANDLING HAZARDOUS MATERIALS**

Our EHS Committee convenes quarterly to review group-wide EHS performance and progress. The Committee consists of Group leadership, country leads, EHS professionals and other selected stakeholders. The Committee provides strategic direction on how group-wide EHS should be managed throughout the Group.

Specifically, the EHS Committee:

- Develops, enforces and continuously improves EHS Management systems
- Sets and monitors EHS KPIs key performance indicators and monitors them



## Group-wide EHS improvements in 2020

We aim to exceed health and safety regulations in every country we operate in through positioning the Group as a leading advocate of EHS best practices.



Improved accommodation standards in Thailand and India



Actively offered EHS support to contractors through operational reviews and skills gaps analysis



Encouraged staff across the Group to attend regular health checks



Introduced a reward and consequence management framework to reward proactive and innovative EHS practices

We conscientiously adapted our EHS processes to a COVID-19 environment, putting in place:



A stringent onsite approval process for employees



Weekly check-ins by project managers with employees and contractors



Virtual EHS operations checks



Where local requirements are more rigorous, the more stringent requirements applied



Mandatory mask-wearing, provision of sanitisers and more frequent disinfection at all construction sites

# EMBRACING DIVERSITY

## OUR AMBITION

A RESPECTFUL, INCLUSIVE ENVIRONMENT WHERE ALL FEEL COMFORTABLE TO BE THEMSELVES, WHERE ALL VOICES ARE HEARD AND WHERE EVERYONE IS ENTITLED TO EQUITABLE TREATMENT AND EQUAL OPPORTUNITY

## OUR PROGRESS

WE RECOGNISE CLEARLY THE BENEFITS OF A DIVERSE AND INCLUSIVE WORKPLACE BOTH FOR OUR BUSINESS AND FOR BROADER SOCIETY. BY THE END OF 2020 WE ACHIEVED AN IMPORTANT MILESTONE OF ONE-THIRD FEMALE COMPOSITION OF OUR SENIOR MANAGEMENT. BUT WE ARE NOT STOPPING HERE, AND IN THE COMING YEAR WE PLAN TO ANNOUNCE FURTHER INITIATIVES IN THIS AREA INCLUDING RELEVANT QUANTITATIVE TARGETS.

## OUR TARGETS

10%

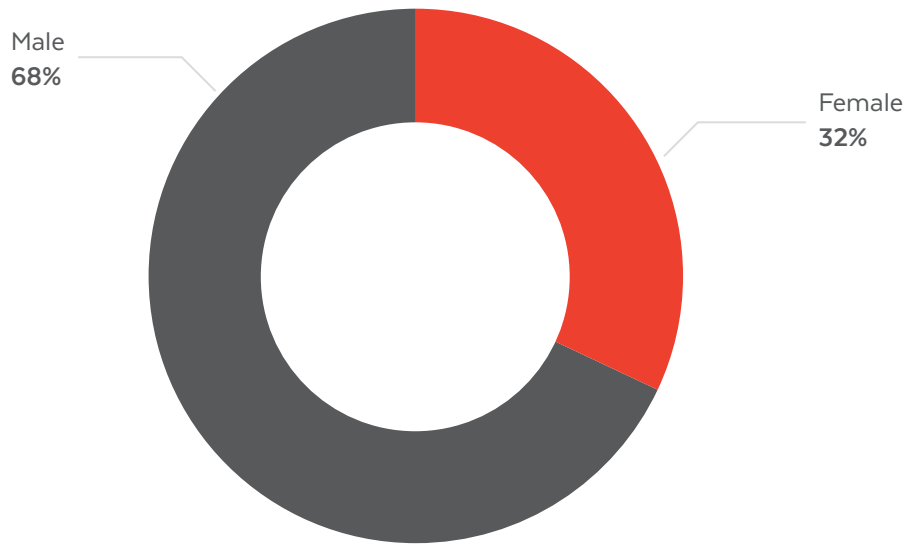
OF THE TOTAL NUMBER OF TECHNICAL ROLES FILLED BY UNDERREPRESENTED MINORITIES BY THE END OF 2025

100%

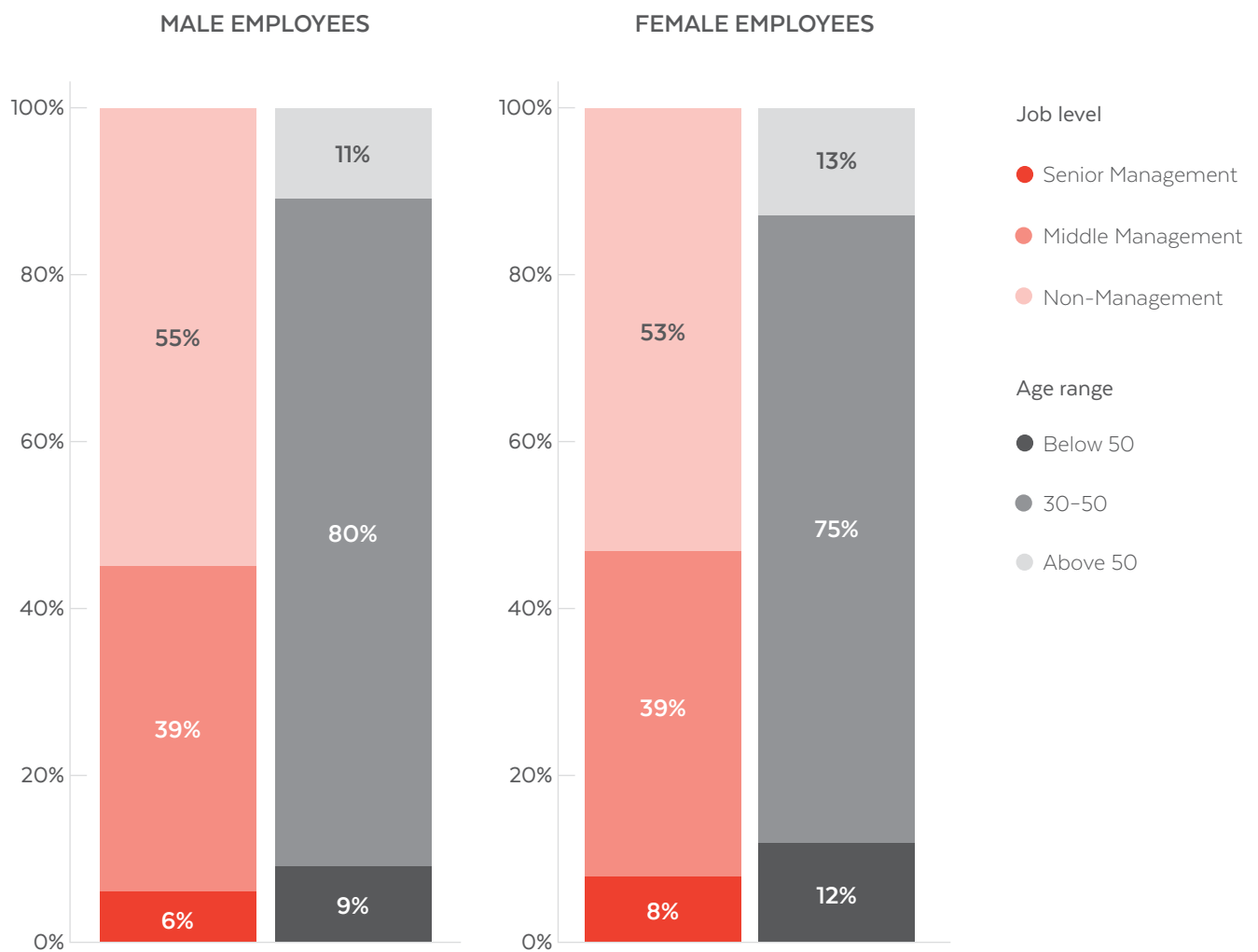
PARTICIPATION IN DIVERSITY TRAINING EACH YEAR

## Management roles (2020)

split by self-identified genders



## Employee data (2020)





## Singapore

### MALE (69%)

### FEMALE (31%)

#### Job level

SM	MM	NM	SM	MM	NM
7%	23%	70%	8%	44%	47%

#### Age range

Below 30	30-50	Above 50	Below 30	30-50	Above 50
6%	80%	14%	12%	71%	17%

## India

### MALE (87%)

### FEMALE (13%)

#### Job level

SM	MM	NM	SM	MM	NM
4%	56%	39%	0%	53%	47%

#### Age range

Below 30	30-50	Above 50	Below 30	30-50	Above 50
9%	86%	5%	13%	87%	0%

## UK - Virtus

### MALE (76%)

### FEMALE (24%)

#### Job level

SM	MM	NM	SM	MM	NM
3%	31%	66%	6%	19%	74%

#### Age range

Below 30	30-50	Above 50	Below 30	30-50	Above 50
8%	69%	22%	16%	71%	13%

Job Level: **SM** = Senior Management (VPs & above); **MM** = Middle Management (Managers to Senior Directors); **NM** = Non-Management (Assistant Managers & below)

## DIVERSITY IN AN EMERGING INDUSTRY

Our ability to excel depends on the knowledge, diversity and teamwork of our employees. A diverse and inclusive workforce strengthens business and society while boosting innovation, adaptability and employee engagement.

For our Group, a diverse working environment is one that ensures fair treatment and non-discrimination, embracing the diversity of all backgrounds. Inclusion refers to behaviours that welcome every employee to bring the full range of their experiences to work.

### Women in Leadership

In an industry that is currently male-dominated, we are committed to providing equal opportunities to all its staff. Rebecca Ng, STT GDC's Head of Investments, China and New Markets, attributes her success to the company's strong development culture.

Particularly, Rebecca appreciates being given full autonomy in her assigned portfolio. When Rebecca joined the Group in 2015, she had the exciting opportunity of heading STT GDC's investment into China and was integrally involved with the growth of GDS in China. She has now hopes to replicate the achievement of GDS in Thailand.

Rebecca values the freedom to be deeply involved in all aspects of the data centre business. Her role encompasses everything from strategy formulation to proposal negotiations, enabling not only a strong sense of ownership, but diverse learning opportunities.

Rebecca appreciates a management culture that not only advocates for work-life balance, but which also takes a merit-based approach. Rebecca has been given the same opportunities as her peers, from fronting deals to leading negotiations. With challenging goals set for her, Rebecca experiences personal development.

Being a woman in leadership, Rebecca's experiences in our Group has taught her that women should be included in decision-making processes. Whether in terms of negotiating style to business approach, Rebecca has found at that diverse perspectives elevate team discussions.

Rebecca's time in has solidified her belief that the gender gap in the data centre industry can close. By showcasing her story, Rebecca hopes that more girls and women will be inspired to take the leap and join this exciting industry.



# BUILDING INDUSTRY TALENT AND EXPERTISE

## SUPPORTING UPSKILLING AND DEVELOPMENT OF OUR FUTURE EMPLOYEES

We invest in training and career development across all our Group's assets, including vocational training, paid educational leave and funded external courses. Our support is vital to maintaining a productive and happy workforce. We are looking to establish partnerships with academia to attract students into Science, Technology, Engineering and Math (STEM) disciplines through targeted primary and high school programmes. We aim to create awareness of mental health risks among employees, highlighting resources and benefits available.

### Raising the Bar to Upskill Industry Talent: STT GDC India Centre of Excellence

With a rapidly growing data centre industry in India, STT GDC India has foreseen an urgent need to grow the talent pipeline of data centre professionals.

STT GDC India thus partnered with Schneider Electric, a global leader in energy management to provide vocational training in this field. This unique corporate citizenship initiative by STT GDC India aims to help students build essential skills for a career in the data centre industry, while supporting their overall development through life skills-coaching.

The Centre of Excellence (CoE) Initiative combines classroom learning with on-the-job training in a live simulation environment, preparing students to navigate future operational scenarios. To develop a comprehensive and relevant curriculum, STT GDC India's deep industry experience was integrated with the faculty expertise of Don Bosco Tech (D.B. Tech) and Nettur Technical Training Institute (NTTF), in a year-long process.

We have leveraged our extensive industry reach, engaging both Schneider Electric and Sterling and Wilson for feedback on pertinent topics to be included in the curriculum.

**Since the launch of our Centre of Excellence initiative, over 100 students from D.B. Tech and NTTF have been shortlisted for the program.**



Inauguration of Experience Centre, by Smt. K. Ratna Prabha, IAS (Retired.) Former Chief Secretary, Chairperson of Karnataka Skill Development Authority, Government of Karnataka.





# RESILIENCE IN THE FACE OF A GLOBAL PANDEMIC

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The health and safety of all who work and interact at our facilities in the geographies we operate in are of paramount importance to us. We have implemented a broad range of protocols, including daily health monitoring, safe distancing practices, split teamwork arrangements, increased cleaning and disinfection at our offices and facilities. These are calibrated to the developing situations in each market. At our offices, employees have received an allowance to furnish their home office and to work comfortably while staying safe at home. We are also continually adjusting our work processes according to guidelines set by global and local authorities to ensure uninterrupted operations.

As part of our community care for the vulnerable during the pandemic, our people pooled financial resources and donated S\$1 million towards two Community Chest Singapore-supported charities in 2020. These contributions were channelled towards providing essential broadband access and computer ownership to low-income households with school-going children or persons with disabilities, as well as supporting training, sheltered workshops and employment opportunities for adults with intellectual challenges.

## VIRTUS Grow

VIRTUS Grow is a five-month series of resilience and productivity workshops open to all VIRTUS employees. The idea of the initiative resulted from employee input in the 2020 annual survey and as a response to our employees facing the challenges of the COVID-19 pandemic.

The aim of the workshops are to provide all staff with the opportunity to learn practical skills, tools and techniques that will support resilience, focus, wellbeing and productivity. Skills taught at the workshops include the exploration of behavioural habits that contribute to mental resilience, managing pressure at work, developing mindful focus and attention management and healthy sleep habits.



Halimah Yaacob, President of the Republic of Singapore, presented the Community Chest Charity Platinum Award to ST Telemedia Global Data Centres for our contribution to causes supporting the vulnerable during the pandemic.



STT Tai Seng 1, strategically positioned as a regional connectivity hub in Singapore to serve the region's needs







As a leader in the data centre sector, we ensure robust governance arrangements across our portfolio and have built a foundation of strong values and corporate behaviour to support the way we manage resources and serve our customers.

# GOVERN



## SECTION CONTENTS

01

Advocating Ethics and Compliance

02

Supporting the Vitality of  
Communities and Local Economies

03

Sourcing Responsibly

# ANCE

# Our Ambition

EFFECTIVE CONTROL AND ENGAGEMENT,  
ETHICAL CONDUCT, AND SECTOR LEADERSHIP

## OUR TARGETS

### Governance, integrity, & cybersecurity

- Train 100% of our employees on anti-corruption, ethics, data privacy, and cybersecurity (at recruitment and annually)
- Have 100% of our business partners and suppliers formally acknowledge STT GDC's code of conduct

### Economic vitality of communities & supply chain

- By the end of 2022, review and establish local community investments targets annually.
- All sites to assess the share of general operations procurement which can be procured from the local community
- Develop the future talent pool in data centre design and management
- Look to establish an innovation incubator Centre of Excellence in Data Centre Sustainable Energy to help industry and entrepreneurs commercialise innovations such as energy efficient cooling, renewable energy, sustainable energy storage

## OUR 2020 PROGRESS

### Governance & integrity

- 100% of employees received governance training
- 100% of our suppliers formally acknowledge STT GDC's code of conduct

### Economic vitality of communities & supply chain

- Opened the STT GDC Centre of Excellence in Bengaluru, providing career pathways for local students (refer to page 52 for case study)





We ensure robust governance arrangements across our diverse assets. A foundation of strong values and corporate behaviour supports the way we manage resources and serve customers.

Corporate integrity and responsible business practices are paramount and continue to govern our Group's values and culture. As an active shareholder, we also promote sound corporate governance in our portfolio companies. We will continue to apply our already rigorous focus on ethical best-practice governance and maintain the highest levels of integrity in every location we operate.

**We are raising the bar through:**

- A zero-tolerance policy on bribery, kickbacks, and corruption
- All persons acting on our Group's behalf must conduct all business activities compliant with our Policy and applicable anti-corruption laws

**We advocate for ethics and compliance through:**

- Ongoing training and communication programmes for all employee levels on anti-corruption and ethics annually
- Emphasising our code of conduct with business partners and suppliers

# ADVOCATING ETHICS AND COMPLIANCE

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## ZERO-TOLERANCE POLICY ON BRIBERY, KICKBACKS AND CORRUPTION

Our Group has a zero-tolerance policy on bribery and corruption of any form. This is governed and implemented through our policies and code of conduct. All employees are made aware of our ethics expectations through ongoing training on ethics and compliance.

Our employees and other persons acting on our Group's behalf, are expected to act lawfully and ethically at all times while carrying out their job duties and business responsibilities. They are expected to fully comply with our policy statement and all applicable anti-corruption laws and shall not directly or indirectly engage in any corrupt practices.

To uphold the highest standards of conduct, all employees are empowered and encouraged to report improper conduct or unethical behaviour without any fear of reprisal.



# SUPPORTING THE VITALITY OF COMMUNITIES AND LOCAL ECONOMIES

---

Our economic contribution supports the basic needs of our communities—and those of our suppliers—including access to healthcare during the pandemic to allow people to gain access to economic opportunity. This extends to appropriately influencing governments to improve infrastructure, entrepreneurship and social cohesion.

Our goals for supporting local communities include the following:

- Local hiring and procurement to create value within the local economy
- Partnerships with government and relevant academic institutions to develop a nationally recognised qualification in data centre management
- Local adaptation to national education policies and programmes



## Case Study: Fostering our Communities in India

STT GDC India has committed to channelling 2% of annual profits into CSR initiatives. These initiatives benefit local communities, an important stakeholder to our Group and are designed to empower sustainable development. By building local communities' capacities to sustain higher standards of living, through singular capital injections, funds are made available for other communities in the future.

### LAKHPATI INITIATIVE

Launched in 2018, the Lakhpati Initiative aims to generate sustainable income for rural farmers in India, enabling them to enhance their earnings and manage them independently of us.

The Lakhpati Initiative has a community-centric approach, enabled through our partnership with Tata Trusts, a philanthropic organisation with deep roots in local communities. We build enabling infrastructures based on farmers' feedback, such as irrigation structures for solar power farms and well renovations.



A Lakhpati Kisan, or farmer, is one who earns over 100,000 INR, or 1 lakh, per annum. Kisans that participate in the Lakhpati Initiative, like this farmer shown here, are introduced to new technologies enabling them to grow their income substantially.

To yield better crops and wider profit margins, farmers were trained in pre-season and post-season best practices. We have also invested in check dams for groundwater supply sustainability, mulching tech for improved water efficiency and polyhouse infrastructure for better soil quality. These infrastructures have enabled farmers to plant hybrid crops, further improving their profits.

Through knowledge transfer and vital infrastructure, the Lakhpati Initiative's inclusive process empowers farmers for long-term financial independence as part of a sustainable development model. Farmers can expect to earn more than 80% above the Indian per capita annual income from the 2nd or 3rd year of participation.

OVER  
**1,000**  
HOUSEHOLDS ENGAGED

ACCELERATED INCOME GROWTH  
**INR 1,50,000**  
(INDIAN RUPEES) OR 80% MORE THAN THE  
INDIAN PER CAPITA ANNUAL INCOME FOR  
TWO-THIRDS OF THOSE ENGAGED

## GERIATRIC CARING INITIATIVE

The Geriatric Caring Initiative aims to enable youth to earn a respectable and dignified living by upskilling opportunities in the caregiving space. These youth are trained to care for India's ageing population.

Since its launch in 2016, we have partnered with HelpAge India to train over 195 disadvantaged individuals in geriatric care, including unemployable youth, single mothers and widows. Post-training, they are allocated jobs through reputed home agencies and hospitals and earn 20% more than the Indian per capita income. Each individual can expect to see their monthly earnings prospects increase 20% to 50%, enabling them to access a higher quality of life for themselves and their families.

Over 60% of the program's trainees have decided to continue with this profession. Those candidates that are hired by nursing homes earn 90% more than the Indian per capita income.

OVER  
**195**  
PEOPLE TRAINED

ESTIMATED  
**20-50%**  
INCREASE IN EARNINGS

# SOURCING RESPONSIBLY

---

We recognise our responsibility to create a sustainable and fair supply chain with our key partners. Our procurement teams implement our code of conduct with business partners and suppliers, recognising that continuous engagement with suppliers is key to removing or reducing negative supply chain impacts.

We aim to have 100% of our tier 1 suppliers screened using environmental and social criteria by 2022.

Towards that goal, we have planned to:

- Continually update our procurement processes to identify areas where the right to freedom of association and collective bargaining may be at risk
- Enhance supplier screening for risks of negative environmental and social impacts
- Review the adoption of global sustainable procurement standards

STT GDC unlocks new opportunities to optimise energy use within a data centre and reduce its overall carbon footprint by leveraging artificial intelligence, machine learning and advanced analytics.







# GRI REFERENCE INDEX

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	Managing Resources Efficiently <ul style="list-style-type: none"> <li>• How we manage this issue: Our Water Stewardship</li> <li>• 2020 Waste Data</li> <li>• How we manage this issue: Supporting the Circular Economy</li> </ul>	303-1 - 3, 306-2 (2016)	33
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	Building Industry Talent and Expertise <ul style="list-style-type: none"> <li>• How we manage this issue: Supporting upskilling and development of our employees</li> </ul>	404	52
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	Supporting the Vitality of Communities and Local Economies <ul style="list-style-type: none"> <li>• How we manage this issue: Community programmes</li> <li>• 2020 Performance: Lakhpati Initiative and Geriatric Caring Initiative</li> </ul>	203	61
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