

Our People

**“Engaging and energising our people
is a key building block in our vision”**

– Chua Sock Koong,
Group CEO

OUR PEOPLE

- 1 New graduates beginning their dynamic careers at Optus
- 2 Embracing our core value of Integrity



The environment the SingTel Group operates in is changing rapidly. To ensure our long-term sustainability, the Group restructured itself to be better aligned with our customers. We recognise that to successfully transform, we need to ensure our people are future-ready. Thus, maintaining a highly engaged workforce as well as one that is fully committed across our businesses globally is critical.

Our core values of Customer Focus, Challenger Spirit, Teamwork, Integrity and Personal Excellence have proven more important than ever, serving as the common foundation for over 21,000 of our people across geographies and businesses, including newly acquired companies.

Connect and Grow

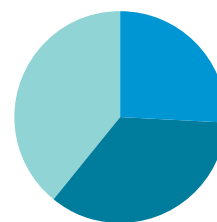
We are committed to helping our employees “Connect and Grow” by building strong relationships among our people, and developing talent across the company. We deliver avenues for employees to “connect” with their passions, hone their talents and improve productivity and innovation – thereby empowering them to “grow” as individuals and as professionals.

We connect with them even before they join the Group. Besides offering various local scholarships, internships and attachments across the Group, we partner our regional mobile associates to provide full tertiary scholarships at top local universities to students in Indonesia, the Philippines, Singapore and Thailand, under the SingTel Group Undergraduate Scholarship Programme.

Our approach to learning and development takes into account the diverse nature of our workforce – an increasingly global pool of talent across multiple generations and organisational levels. We appreciate that, beyond building critical domain capabilities, our people should be able to operate effectively across different geographies, cultures and businesses.

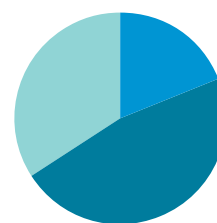
We harness technology in our efforts to accelerate knowledge transfer and promote a culture of continuous learning and sharing. An example of this is SingTel ESPRESSO, our enterprise social network which allows staff to share ideas and documents across the SingTel Group.

AGE DISTRIBUTION



Singapore

- > **26%** Boomers (Pre-1965)
- > **35%** Gen X (1965-1977)
- > **39%** Gen Y (1978 onward)



Australia

- > **19%** Boomers (Pre-1965)
- > **47%** Gen X (1965-1977)
- > **34%** Gen Y (1978 onward)

OUR PEOPLE



- 3 SingTel flag flying high at the Singapore Corporate Community Games
- 4 Optus staff learning the ropes at the Sales Induction Programme

Our annual employee engagement survey guides ongoing actions to ensure our people remain engaged and feel enabled and energised to take on the challenges ahead.

Grooming Talent and Leaders

The Group's transformation hinges on having a strong pipeline of talent.

Talent management at SingTel is an integrated and continuous process, from attracting the right talent to developing and retaining them. We focus on developing competencies that support our business agenda by identifying talent at all levels of the organisation, in both general management and functional leadership tracks. We adopt the approach that an individual is responsible for his or her own personal development, while business leaders are responsible for developing talent for their team and the organisation as a whole.

Our Group-wide executive development programmes and other leadership programmes, along with targeted development interventions and a rigorous succession planning process, ensure a robust pipeline for critical roles across the organisation. As we continue to expand into new areas of business and geographies, the ability to operate effectively across diverse cultures is a vital leadership attribute. Experience outside their home country is essential for our key talent.

Aligning Performance

In SingTel's high-performance culture, the success of our business and people are directly related. Employees understand the company's strategic direction and the part they play in contributing to our vision and mission. Corporate strategies are translated into actionable objectives and cascaded throughout the organisation.

We adopt a meritocratic approach, where employees are rewarded according to both team and individual performance and their embodiment of our core values. Managers are measured on and rewarded for not only the achievement of business results, but also how well they engage, lead and develop their teams. Incentives are designed to motivate continued excellence while ensuring ongoing relevance to evolving business and market contexts.

Employee Relations and Wellbeing

We remain uncompromising on ensuring a safe, healthy work environment and fostering solid employee relations.

Supporting health and wellbeing – physical, mental and social – is a key component of our people management strategy. We actively promote employee wellness through a series of activities, such as talks, health screenings and professional counselling services. We also encourage employees to take control of their own health.

Health clubs and gymnasiums are available onsite across various locations, while healthy food options are made available at all staff cafeterias. Family-friendly policies, including flexible work and leave arrangements, are also offered, as are onsite childcare facilities at some locations.

We foster a proactive and collaborative partnership with employees directly, as well as through the Union of Telecoms Employees of Singapore. Our Employment Partnership Agreement in Australia, a collective agreement made directly between Optus and employees since 1994, was renewed in late 2012 for another three years.

- 5 Leadership programme participants from SingTel and the regional mobile associates strengthen competencies and build peer networks
- 6 Celebrating the lunar new year at SingTel



Commitment to Workforce Diversity

We believe that workforce diversity is essential to building and sustaining our competitive advantage. Such diversity fosters innovative thinking and creative solutions to business challenges, beyond any single individual employee or department's experience and capabilities.

Diversity at the Group refers to the ways in which we differ, including gender, age, ethnicity, language, cultural background, physical ability and lifestyle choice. We accept and respect these differences, and leverage the richness of our varied backgrounds, ideas and perspectives to support the Group in realising our potential in a global market.

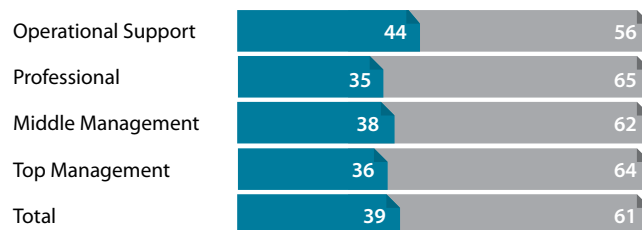
As a leading employer, we are committed to developing and maintaining an inclusive and collaborative workplace and culture. Through our values, policies and behaviours, we aim to promote an environment where individual differences are recognised and valued. All employees have the opportunity to realise their potential and contribute to our overall success.

This commitment includes establishing measurable diversity objectives, beginning with gender diversity in our main employee populations in Australia and Singapore. We will continuously improve the proportion of women across all levels of our workforce, ensuring that females are well represented across the Group throughout our pipeline of talent.

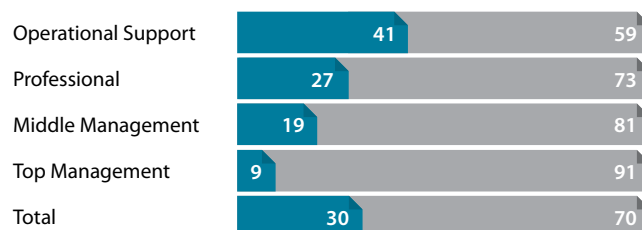
GENDER DISTRIBUTION

(%)

Singapore



Australia



► Female ► Male