



06 Powering up our people

As SingTel moves towards its aim of being Asia's leading multimedia and ICT service provider, one thing remains: our commitment to being a leading employer. We strive to provide challenges and opportunities for our people and foster a work environment that supports both professional and personal development, teamwork and collaboration, and a positive perspective on work-life integration. We also believe that workforce diversity is essential to building and sustaining our competitive advantage through the fostering of innovative solutions, and greater flexibility and responsiveness to business needs.

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. Our people have the opportunity to realise their potential and contribute to our overall success.






A winning team is also the result of good relationships and SingTel works hard to maintain positive interactions with

our internal and external stakeholders directly relating to our human resource function. Internally, we promote a variety of staff engagement initiatives and external relationships with government agencies and trade unions, for example, remain constructive and favourable.

One of the most pleasing elements of our annual staff engagement survey was an increase in the CSR Engagement score. We believe that engaged employees feel happier at work and are more motivated and higher performing. With CSR Engagement, the better our people understand how our commitment to sustainable business practices affects the overall corporate strategy, and the more traction we will gain in promoting a sustainable company.

The survey, undertaken by a leading independent consultant, benchmarks the results on a sector and global basis. SingTel's CSR Engagement score of 83% is 5% above Singapore National norm, 9% above the Global Telecommunications Sector norm and 1% above the Global High Performance Company norm.

Performance against sustainability goals

Key areas of focus	FY2012 Targets	Performance against targets
Build a winning team	<ul style="list-style-type: none"> Expand the Management Associate Programme from six to ten recipients 	 <ul style="list-style-type: none"> Enhanced Management Associates Programme (MAP) attracted nine Management Associates who joined the Singapore business in August 2011
Attract and nurture talent	<ul style="list-style-type: none"> Closure of 100% of identified critical skill gaps 85% of People Managers attend at least one Leadership and People Management (LPM) programme 	 <ul style="list-style-type: none"> Closed 89% of identified critical skill gaps  <ul style="list-style-type: none"> Revamped Regional Leadership in Action (RLA) programme to increase exposure to larger group of emerging leaders with 27 participants - AIS (6), Airtel (3), Globe (5), Telkomsel (2), Optus (2), SingTel (6) and NCS (3) Further refinements made to Game for Global Growth (GGG) curriculum to enhance collaboration and knowledge sharing across JVs. A total of 25 participants attended the programme: AIS (6), Airtel (3), Globe (5), Telkomsel (3), Optus (5), SingTel (2) and NCS (1) Leadership symposiums (attended by 72% of Emerging Leaders/Future Leaders population), WOW talks and regular leadership bulletins Piloted Learn-on-the-Go through laptops and handheld devices
Enhance employee well-being	<ul style="list-style-type: none"> Achieved employee awareness of health status and issues through communication sessions such as talks, Wellness Portal and annual health screening Achieve bizSAFE Enterprise Level 3 certification in 2011 	 <ul style="list-style-type: none"> Organised a wide range of talks and workshops in aspects of mental health and wellness through SingTel Learning Fiesta 2011, such as 'How to Beat Burn Out', teaching participants to recognise the symptoms of burnout and employ effective and preventive measures to help combat the problem The Chronic Disease Programme saw an Improvement in lipid control (a drop from 6% to 4% for "Poor Control" category in the FY2011 cohort) while the Diabetic control among the FY2011 cohort remained the same during the period under review as the monitoring period was less than one year The utilisation rate for Employee Assistance Programme (EAP) declined from 0.2% to 0.16% in 2011 and visits to General Practitioner for stress-related illness decreased from 3.2% in 2007 to 2.2% in 2011 Employees are encouraged to take responsibility for their healthcare through the 'Love Life, Live Well' initiative. About 800 employees participated in the annual health screening at different on-site locations during October - November 2011  <ul style="list-style-type: none"> Achieved



BUILD A WINNING TEAM

Equal opportunities and diversity

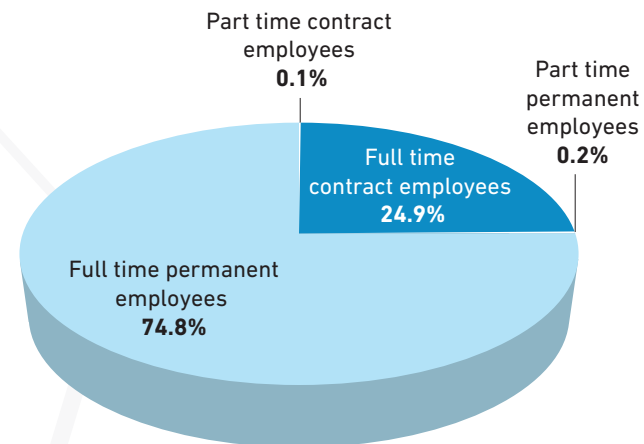
SingTel embraces diversity within the workplace. There are over 90 nationalities represented in our global workforce and they provide an invaluable variety of local and global experiences. We accept and respect these differences, and leverage the richness of our varied backgrounds, ideas and perspectives to support the company in realising our potential in a global market.

Our Group has about 23,500 employees and the majority of them are based in our main business entities in Australia and Singapore. There are about 13,500 employees in Singapore on which this section of the report is based.

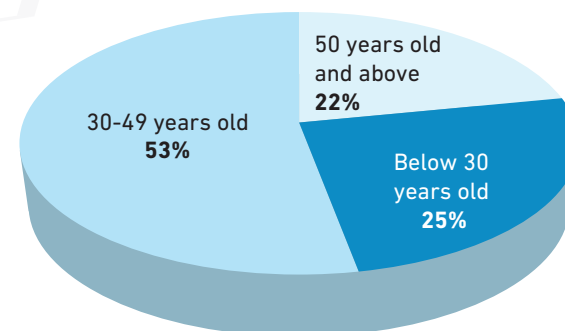
Reflecting SingTel's commitment to diversity, we adhere to guidelines on fair recruitment practices. All our people are selected on merit and all recruitment advertisements make no mention of specific requirements based on gender, ethnicity, age and nationality preferences.

We promote equal employment opportunities within the company and are committed to creating a work environment free of discrimination or harassment on the basis of race, colour, religion, gender, national origin, disability or age.

Singapore workforce profile by Employment category FY2012



Singapore workforce profile by Age FY2012

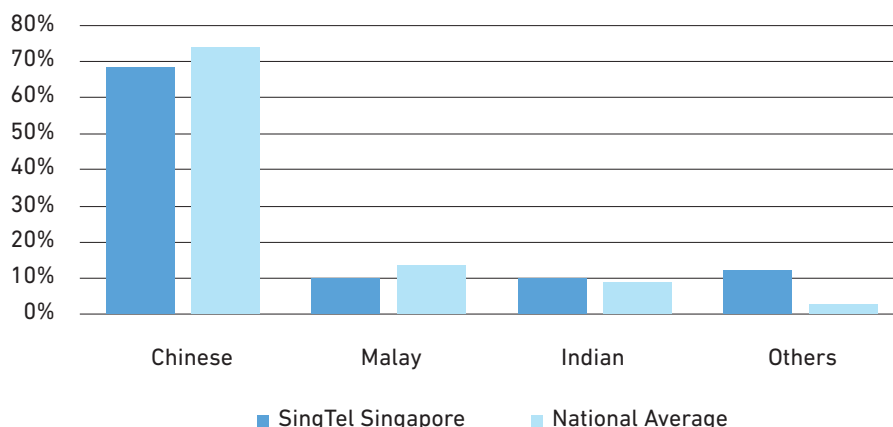


Our employment profile by age demonstrates a good mix of experience, while the ethnic distribution profile is well balanced and broadly in line with the national average in Singapore².

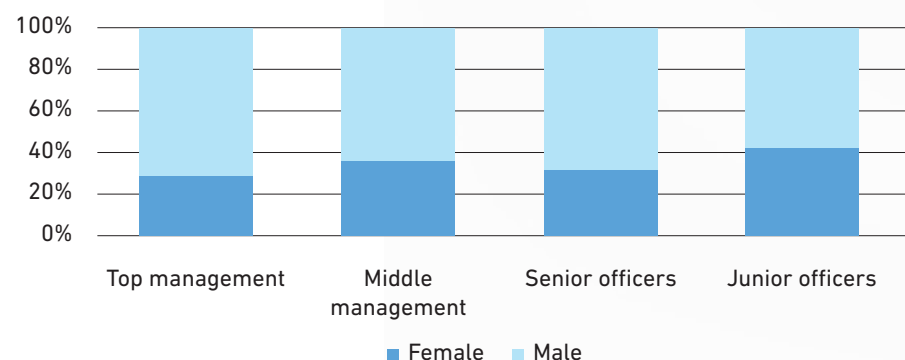
² Source: Singapore Department of Statistics, June 2011

Women constitute about 37% of our Singapore workforce. 29% of Top Management positions, including Group CEO, Group CFO and GDHR, and 38% of Middle Management positions in SingTel are held by women. To meet the family demands of employees, especially working mothers, we offer numerous family-friendly policies, such as flexible work schedules or even part-time employment. On-site childcare facilities are also provided at NCS. In addition, we have tied up with Metropolitan YMCA to offer priority enrolment for the children of our people at their childcare centres.

Ethnic distribution of Singapore workforce FY2012



Gender distribution of Singapore workforce by Employment category FY2012



Re-employment of employees reaching statutory retirement age

In FY2011, SingTel signed a Memorandum of Understanding with UTES on the re-employment of older workers. This is a refinement of our re-employment policy ahead of the Retirement and Re-employment Act which took effect from January 2012.

The re-employment policy states that when employees reach the current statutory retirement age of 62, SingTel shall offer re-employment to eligible employees who satisfy certain criteria such as being medically fit for the job offered and expected completion of re-employment period offered, and maintaining satisfactory levels of performance over a continuous period of three years prior to reaching retirement age.

Job level	Number of employees who reached 62	Number of employees re-employed	Number of employees retired
Junior officers	90	70	20
Senior officers	4	3	1
Middle management	1	-	1
Top management	2	2	-
Total	97	75	22



Maintaining positive trade union relationships

We actively involve the Union of Telecoms Employees of Singapore (UTES) in all matters concerning our employees. In FY2012, SingTel and UTES successfully concluded the Collective Agreement 2012, which took effect from 1 January 2012 and will be valid for 3 years ending 31 December 2014. There are more than 4,100 bargainable employees at SingTel and NCS, or 31% of total workforce.

In the event of an organisational change, we make every effort to engage UTES as early as possible and inform all affected staff in advance, usually exceeding the one-month notice as provided in the Collective Agreement.

The 'Espresso' staff portal



Our digital innovations are not meant only for customers! In November 2011 we launched SingTel ESPRESSO, an enterprise social networking site for our people in Singapore.

The aim of ESPRESSO is to use the latest social networking technologies to create an internal environment to engage employees through active communication. We hope to encourage and cultivate innovation, as well as promote ideas generation and sharing with colleagues across functional boundaries.

ESPRESSO is a little like Facebook@Work where colleagues can post their status updates, upload blogs and pictures, and 'Like' one another's postings for example. Senior leaders blog about the latest trends that may create excitement and opportunities for SingTel and engage employees on the latest issues affecting the company.

Our people can interact directly by leaving comments on the blogs to promote dialogues and responses. They can also form support networks and share with others on various topics such as innovation and ideas, exercise and sports, and CSR and recreation.

Driving and rewarding performance

SingTel rewards and recognises individual and team performances, as well as their embodiment of our core organisational values. By

engaging with our employees, we ensure that they understand where the company is heading and the role they play in helping to achieve these goals.

Our remuneration policies are regularly reviewed to ensure competitiveness and alignment with the marketplace as well as our internal reward strategies. We believe we provide very competitive remuneration. The basic pay structure is based on the job role and function hence our female and male employees on average receive equivalent basic pay. With performance-based incentives designed to motivate and promote continued performance and excellence, our employees can be further rewarded based on their own and their team's success.

Breakthrough business performance and exemplary people management practices are recognised through prestigious internal awards such as the SingTel Excellence Award and the People Excellence Award.

ATTRACT AND NUTURE TALENT

Attracting talent



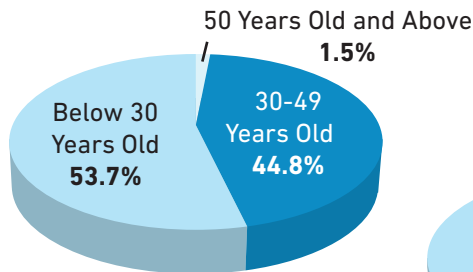
Aside from identifying talented and experienced professionals already working in the industry, our effort on emerging young talent focuses on collaboration with local and international tertiary institutions, social media platforms and career fairs.

SingTel also operates strategic internship and other programmes that offer valuable working experience.

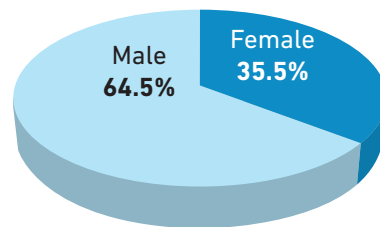
FY2012 saw our biggest intake for the SingTel Management Associate Programme. Now in its fourth year, we recruited nine top graduates with outstanding academic results and leadership potential. The programme offers accelerated learning and development opportunities such as cross-functional rotation, active participation in projects and direct interaction with senior management.

Since 2009, we have offered full scholarships and book prizes to promising young undergraduates under the SingTel Group Undergraduate Scholarship programme. More information can be found in Chapter 8.

New hires by Age group in Singapore FY2012



New hires by Gender in Singapore FY2012

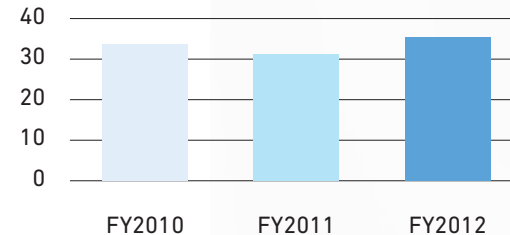


Developing talent

Continuous learning and development have been identified as an important factor in attracting and retaining talent. SingTel adopts a holistic approach to learning and development based on education, experience and relationships, tailored to suit the needs of different staff segments. From in-house courses to full-time master's degrees at leading universities, our extensive programmes cover a wide variety of opportunities for our people.

In FY2012 our training investment totalled S\$11.2 million and our people completed an average of 36 training hours.

Average training hours per SingTel employee (FY2010 to FY2012)



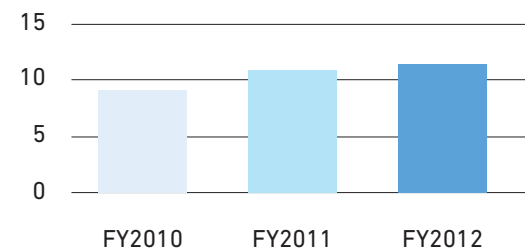
Career development

Career planning and development is a partnership at SingTel. We encourage our people to actively manage their careers and provide them with the tools to do so, including toolkits, online career development portals, talks and workshops. Development plans are discussed with supervisors and integrated into the annual performance management cycle.

The SingTel Learning Fiesta is an annual event which takes place over three days offering our people in NCS and SingTel a wide range of informative and interesting bite-size talks, workshops, E-learning and M-learning, with the aim to raise awareness and knowledge. The event has received increasing support over the last few years with participation rates improving to 82.5% take-up of training places, an increase of 12.3% compared to FY2010. The event received good or excellent ratings of 92.1% from the participants.

This year, the Learning Fiesta introduced Learn-On-The-Go, offering both electronic and mobile learning that allowed us to increase training places to 6,544 from 5,429 in year FY2010.

Training investment by SingTel (S\$m) (FY2010 to FY2012)





Initiatives at NCS

NCS was an early adopter of the National Infocomm Competency Framework (NICF), a joint initiative by the IDA and WDA, providing a national manpower career development process and planning tool for infocomm professionals and their employers. The alignment will reinforce our current Group framework and provide a structured and consistent way to manage and develop the competencies of our talent pool.

To facilitate this development, we embarked upon a structured programme aimed at helping our people define their job roles and roadmaps, and the skills and competencies required to undertake such roles. Leveraging on industry standards and input from external experts, we have built development guides and roadmaps for major roles in various NCS business units. These guides help our people to understand what is expected of them in the role and the relevant competencies required to perform.

NCS offers a variety of developmental opportunities for our people to learn and grow, including classroom learning to build in-house capabilities, public workshops for latest technology updates, on-the-job coaching and even training leading to technical certifications. Social Learning through Communities of Practice (COP) for key technical roles like Project Managers and Consultants is actively engaged to bring about a new wave of learning through collaboration. In addition, we offer part-time sponsorships for deserving staff to pursue the more traditional certificates, diplomas, degrees or master degrees at recognised institutions of learning.

Grooming leaders

The Game for Global Growth (GGG) took in our third cohort in FY2012 comprising 25 participants from across the SingTel Group. As one of our key leadership development investments, GGG aims to prepare participants to step into more significant leadership roles. This programme is guided by senior executive sponsors and now spans a six-month period. It includes residence programmes, executive coaching and action learning projects.

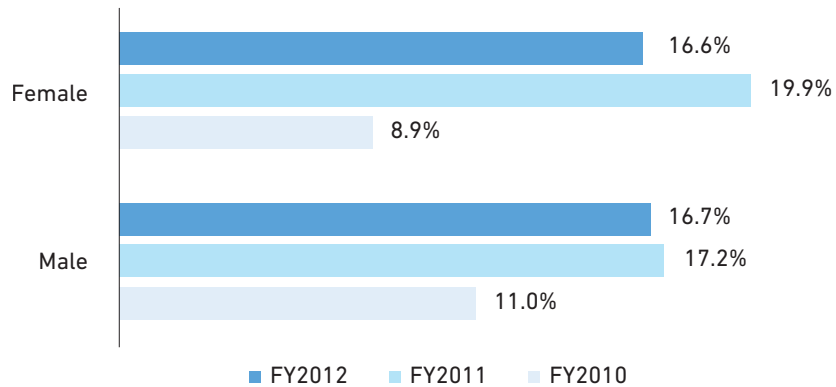
The Regional Leadership in Action (RLA) programme grooms high-potential emerging leaders to lead and manage business operations in a multinational context. Cross-entity teams tackle challenging business assignments which are judged by SingTel's top management.

In total, 171 participants have gone through the RLA since its inception in FY2007, of which 27 were in FY2012. This year's enhanced pilot programme, under the theme of 'Innovating Together to Win', was in collaboration with the Singapore Management University and Monitor Group.

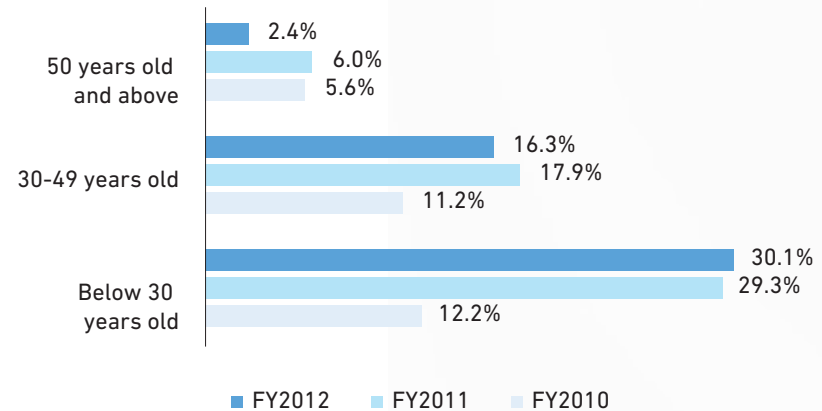
Talent retention

We invest in our people and want high performing talents to stay with the company. We monitor employee retention rates closely and work hard to understand how we can shape our people strategy to cater to our employees' personal and career development needs and the needs of SingTel. The turnover rate by gender in FY2012 improved for both men and women compared to the previous year at 16.7% and 16.6% respectively.

**Employee turnover rate by Gender in Singapore
(FY2010 to FY2012)**



**Employee turnover rate by Age group in Singapore
(FY2010 to FY2012)**



ENHANCE EMPLOYEE WELL-BEING

Employee benefits

SingTel provides a variety of employee benefits in addition to complying with statutory requirements such as employer contributions to the Singapore Central Provident Fund (CPF). Benefits include comprehensive healthcare insurance, generous annual leave, health and wellness programmes and staff discounts on SingTel products and services. Part-time employees enjoy similar benefits on a pro-rated basis.

Temporary workers are hired through reputable recruitment agencies and are subject to the terms and conditions of the respective agency contracts. Temporary employment arrangements are usually for periods of less than three months.

Cultivating a healthy work environment

We have promoted the awareness of workplace occupational health, for example, by training 332 Health Managers who completed an Occupational First Aid Course approved by the Ministry of Manpower through our training vendor. We also support our people by providing recreation clubs and gymnasiums located on-site at our company premises.

We provide a flexible medical scheme to our regular employees which they can select from a choice of plans that best suit the particular health care needs for themselves and their families. The scheme was enhanced recently to include Traditional Chinese Medicine (TCM). Employees are also given the option to put their unused flexible dollars into their own CPF Approved Integrated Shield Plan as subsidised premiums.

As part of our employee Health and Wellness programme, we offer free basic health screenings on an annual basis. To encourage employees to 'Love Life, Live Well', we gave away mementos to those who have shown significant improvement in their medical status compared to last year's record. We continue to hold lunch talks and presentations on various health themes, professional counselling services and disease management programmes and treatments. We conduct classes such as healthy cooking and encourage our cafeteria vendors to offer a range of healthier options for our staff.

With a participation rate of over 90% for our talks and activities over the last five years, we reached 98.2% participation in FY2012. This year's health themes included managing stress, hypertension, understanding serious diseases, managing middle age, women's health matters and managing personal change.



Traditional Chinese Medicine (TCM)

Nutritionists recommended by our healthcare vendor, Parkway Shenton, were invited to conduct 'The East & West Perspectives of Healthy Eating' workshops. A total of 86 employees attended the workshops to gain knowledge on the western perspective of healthy eating, followed by a short talk and cooking demonstration by Ms Bing Lam, Food Educator and Chef on the eastern perspective.

At the 2011 SingTel Learning Fiesta, Dr Swee Yong Peng was invited to give a talk on 'How TCM can benefit your Health' which included "Maintenance of Yin and Yang" and proper diet. In FY2012, we introduced a TCM benefit in our flexible medical scheme allowing our people to claim up to \$20 per visit for up to maximum of five visits per plan year.

Work-life integration

Balancing work and home-life priorities can be challenging for many people. To help our people, SingTel offers a flexible approach with initiatives relating to work schedules, telecommuting and various forms of family leave arrangements. Childcare facilities are available on-site at some locations. We believe our people welcome these policies with more than 80% of our staff adopting the various initiatives.

We organise a variety of competitive and non-competitive events, ranging from exercise sessions at work, mass participation in marathons to even mahjong competitions to foster teamwork and camaraderie. Over 5,000 of our people took part in this wide selection of programmes during the year.

Staff appreciation event – Lion King

For five exclusive nights, about 8,000 of our people, their family members and friends got to enjoy the award-winning musical, The Lion King, at the Sands Theatre at Marina Bay Sands, co-paying only about 25% of the original ticket prices with SingTel absorbing the rest of the costs.

This staff special was arranged to thank all our people for their contributions and hard work in the past year.



Upholding and protecting the principles of Human Rights

The SingTel Code of Conduct covers a wide range of issues including the responsibility to treat fellow colleagues with respect and consideration at all times. Examples of improper behaviour include discrimination or harassment in any form. SingTel will not tolerate such behaviour and will take disciplinary actions against offenders, including termination of employment.

We are looking at introducing aspects of human rights into our supply chain and procurement processes, namely child and forced labour, with the aim to raise the profile of these issues in the wider business community.

Workplace Safety and Health

SingTel is committed to providing a safe work environment and we believe that every employee has a personal responsibility to support our commitment. In September 2011, the Workplace Safety and Health (WSH) Act, the primary legislation in Singapore governing the safety, health and welfare of people at work, was extended to cover all workplaces. The comprehensive SingTel Health, Safety and Environment (HSE) policy statement supports the WSH Act and further guides our people in all aspects of such matters.

Our HSE policy statement can be found at <http://info.singtel.com/about-us/sustainability>.

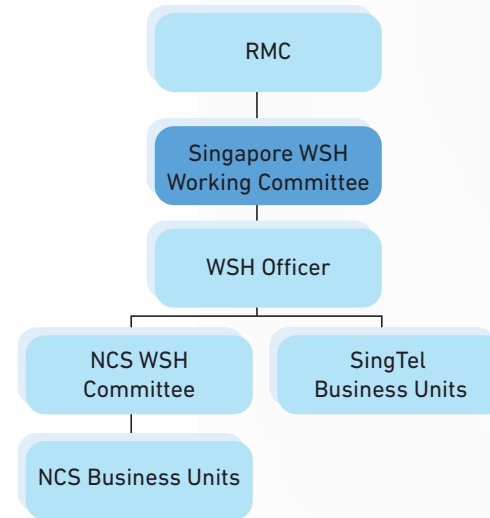
Led by a dedicated WSH Committee, we have undertaken to build our WSH capabilities and educate our people on the implications of the Act. This was done via awareness workshops and an online WSH portal that was created to provide easy access to all WSH-related information.

WSH Committee

The WSH Committee's aim is to provide a healthy and safe work environment for all stakeholders. Also within its remit is to address and manage the company's environmental footprint through resource conservation and pollution prevention.

The WSH Committee is chaired by the Group Director Human Resources, who also chairs the Group CSR function for continuity across these interlinked issues. The committee meets quarterly and has a representative from key business units. It provides leadership, sets the standard for the Group and delegates responsibility for implementation of recommendations.

Last year, we reported on our bizSAFE Enterprise Level 2 certification and this year, we attained certification for Level 3. Progress from Level 2 requires significant effort as the company has to have their risk management implementation externally audited. However, it is an important step towards complying with the requirements Act. For occupational health and safety, SingTel ensures that at least one employee is trained on each floor of our buildings to be a Health Manager. We also conduct regular dry runs for contingencies such as fire drills.



WSH Committee

The committee has the overall responsibility to:

1. Review adequacy and effectiveness of the group's WSH policies and procedures to ensure compliance with the applicable laws and regulations
2. Make recommendations on WSH issues identified and develop strategies
3. Provide resources for implementation of policies and procedures
4. Review and investigate any workplace incident where there is fatality, permanent disability or dangerous occurrences (no death or injury). Other less critical incidents will be reported to the committee on a quarterly basis
5. Provide annual reports to Risk Management Committee (RMC) and obtain their approval for passing key policies
6. Provide update to Financial Investment Risk Committee (FIRC) via the RMC



We have revised our Procurement policy to take our vendors' bizSAFE status into consideration during the evaluation stage. Promoting WSH awareness to our business partners and vendors as a bizSAFE Partner demonstrates our preference to work with parties who share our commitment to embrace WSH.

In accordance with our monitoring and reporting programme for WSH, there have been no incidences of work-related fatalities or occupational disease at our Singapore operations in the last four years. This indicated to us that our safety measures are effective.

Workplace safety and health indicators FY2011 and FY2012

Type	SingTel Singapore FY2011	National Average FY2011 ¹	SingTel Singapore FY2012	National Average FY2012 ²
Workplace injury rate ^A	126.1	411	79.2	387
Accident frequency rate ^B	0.4	1.7	0.3	1.6
Accident severity rate ^C	3.0	87	18.1	89

¹ Ministry of Manpower Singapore workplace safety and health indicators 2010

² Ministry of Manpower Singapore workplace safety and health indicators 2011

A. Refers to the number of fatal and non-fatal workplace injuries per 100,000 persons employed. Figures used are victim-based

B. Refers to the number of workplace accidents per million man-hours worked. Figures used are incident-based

C. Refers to the number of man-days lost to workplace accidents per million man-hours worked

Note: Figures for FY2011 have been retrospectively applied to include NCS

Improvement targets

Key areas of focus	Five-year plan (FY2011-FY2015)	FY2013
Build a winning team	<ul style="list-style-type: none"> Expand the Management Associate Programme from three to eight recipients by FY2015 	<ul style="list-style-type: none"> Expand the Management Associate Programme from nine to ten recipients
Attract and nurture talent	<ul style="list-style-type: none"> 100% rollout of learning interventions executed to close critical skills gaps Continue to introduce leadership development programmes at all levels complemented with alternative learning resources <ul style="list-style-type: none"> > Achieve at least 85% attendance by target participants 	<ul style="list-style-type: none"> Close remaining skills gaps from 89% to 100% Leverage technology and social media to expand m-learning offerings and position bite-size self-directed learning to employees on-the-go Revamp Management Associate Programme – programme structure, recruitment process, additional international assignments for 25-50% of Management Associates Accelerate talent rejuvenation through: <ul style="list-style-type: none"> > Strategic Interns: 5 MDA, 2 IDA/National Infocomm Scholar, 1 MOM > Undergraduate Scholarships: 4 Singapore, 2 Philippines, 2 Thailand
Enhance employee well-being	<ul style="list-style-type: none"> Continue to promote a healthy organisation and lifestyle as long-term strategic goals to increase organisational performance and improve employees work-life quality and productivity 	<ul style="list-style-type: none"> Continue to provide support to employees identified under the Chronic Disease Management Programme and educate employees to have healthy lifestyle through our 'Love Life, Live Well' initiatives Participation rate for annual health screening to maintain at FY2012 level All health managers to attend Occupational First Aid course by end of FY2013