

06

PEOPLE

Empower. Energise. Engage.

Our Approach

Our people are integral to what SingTel stands for and everything we do. Our ambition is to be an employer that people want to be associated with and work for. We achieve this through the care and equal opportunities we provide, in a workplace and culture that is diverse, inclusive and collaborative. We challenge and develop our people to reach their fullest potential.

Given our recent move towards a customer-centric Group structure, our commitment to being a leading employer remains unwavering. We provide our people with a work environment that supports both professional and personal development, a positive perspective on balancing work and social life, a variety of challenges and opportunities, and the chance to be part of a high performing and collaborative team.

We are committed to developing and maintaining an inclusive and collaborative workplace and culture, giving our people the opportunity to realise their own potential and contribute to SingTel's overall success.

We believe that our workforce diversity can sustain our competitive edge through the fostering of innovative solutions, and greater flexibility and responsiveness to business needs.

The human resources function works hard to maintain constructive dialogue and interaction with our people across the group internally and externally, with professional and regulatory bodies and the trade union.

We want to achieve positive and favourable outcomes for all parties.

We believe that engaged employees feel happier at work, perform better and are more motivated to succeed. Our annual staff engagement survey provided us with valuable feedback on how we are performing. The survey is undertaken by a leading independent consultant, and results are benchmarked on a sector and global basis.

In FY2013, SingTel's CSR score is 3% above the Singapore National norm, 1% below the Global High Performance Company norm and 10% above the norm for Global Transitional Companies, that is, those that were undergoing significant changes at the time of the survey.

With CSR engagement, our people will better understand how SingTel's commitment to sustainable business practices affects the overall corporate strategy, and the more traction we will gain in promoting a sustainable company.

BUILD A WINNING TEAM

Equal opportunities and diversity

With about 90 nationalities represented in our global workforce, SingTel has clearly embraced diversity. We view workplace diversity as essential for the Group as it provides an invaluable variety of local and global experiences. We respect the differences in ideas and perspectives, gender, age, ethnicity, language, cultural background, physical ability and lifestyle choice. These allow us to leverage the depth of our varied backgrounds to support the company in realising our potential in a global marketplace.

We promote equal employment opportunities within SingTel and our policy on non-discrimination and fair employment practices commits us to creating a work environment free of discrimination or harassment on the basis of race, colour, religion, gender, national origin, disability or age. SingTel also has guidelines to follow during the recruitment process. All our people are selected on merit and all recruitment advertisements do not refer to specific requirements based on gender, ethnicity, age or nationality preferences.

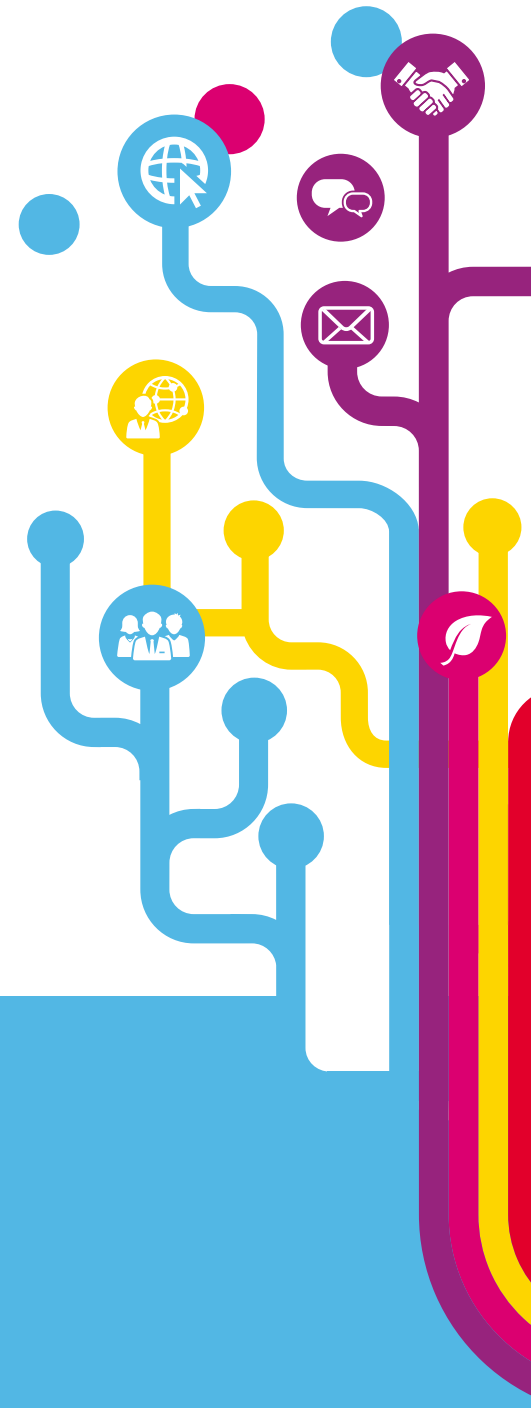
Upholding and protecting the principles of human rights

The SingTel Code of Conduct provides specific advice on how we should act and behave in a multicultural workplace and treat fellow colleagues with respect and consideration at all times. In day-to-day relationships, the recruitment process or ensuring equal opportunities in career development, we apply these principles in all business interactions we have, internally and externally.

This year we have also followed up on previous targets by introducing aspects of human and labour rights via the Supplier Code of Conduct into our supply chain and procurement processes. By doing this, SingTel is further raising the profile of these issues in our wider business community.

The SingTel Code of Conduct

Our employee Code of Conduct covers a wide range of topics including the responsibility to treat fellow colleagues with respect and consideration at all times, respecting the basic tenets of human rights. Examples of improper behaviour include discrimination or harassment in any form of bullying, ridicule, sexual, racial or verbal abuse, insults and physical violence. SingTel will not tolerate such actions and will take disciplinary actions against offenders, including termination of employment.



Our employee mix

At the end of FY2013, our Group employed 21,695 people with the majority based in our main business entities in Australia and Singapore. This section of the report is based on our Singapore operations where our employees totalled 12,776 as at 31 March 2013.

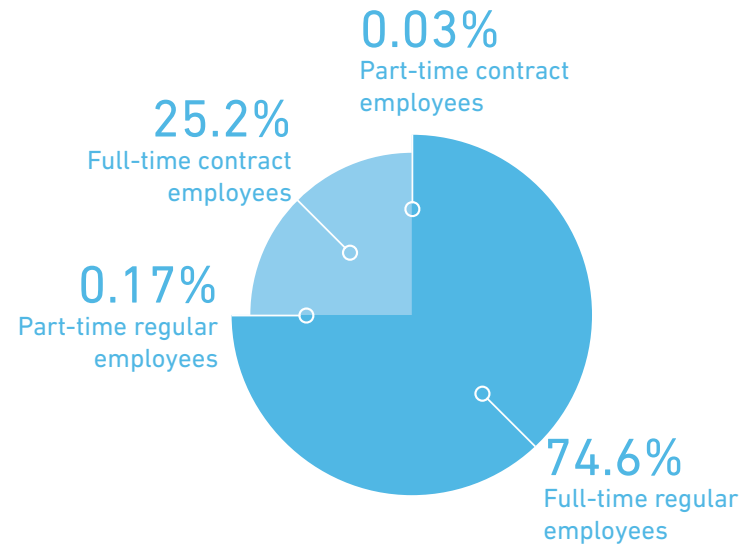
In FY2013, we completed a managed service project and transferred around 500 of our employees to a service provider. The Group also made several strategic acquisitions in the digital space.

There is approximately a 75% to 25% split between full-time regular employees and those who are working full-time on a term contract. The number of our part-time employees is insignificant. Our employment profile by age demonstrates a good mix of experience.

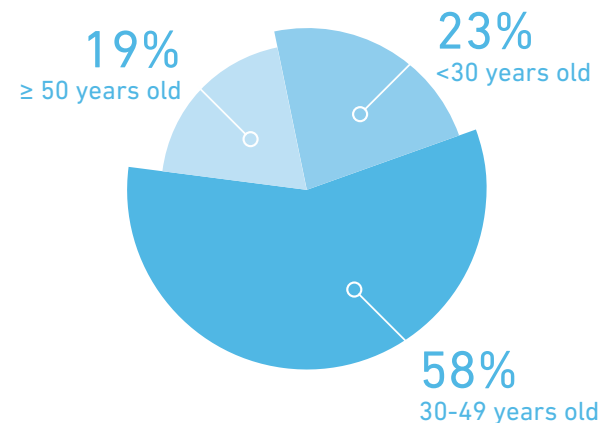
Female workers make up around 38% of our total workforce in Singapore. Overall, there is a reasonably consistent split across the job grades with women taking up 36% of Top Management positions, including Group Chief Executive Officer, Group Chief Financial Officer, Group Chief Information Officer and Group Director Human Resources. This figure is up from 29% in FY2012. For Middle Management positions, 38% are held by women.

To meet family and work-life demands of our employees, especially working mothers, we offer numerous family-friendly policies. These options include flexible work schedules or even part-time employment. We also provide either on-site childcare facilities or look to tie-up with well-located quality childcare centres to offer priority enrolment for the children of our employees.

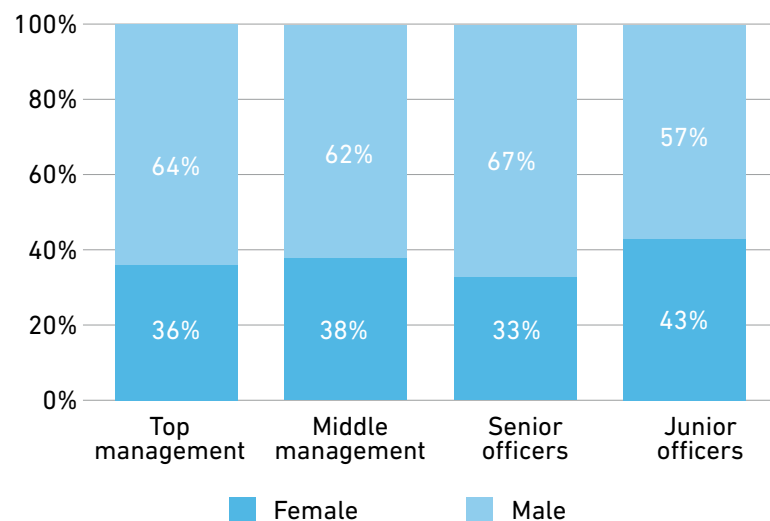
Singapore workforce profile by employment category FY2013



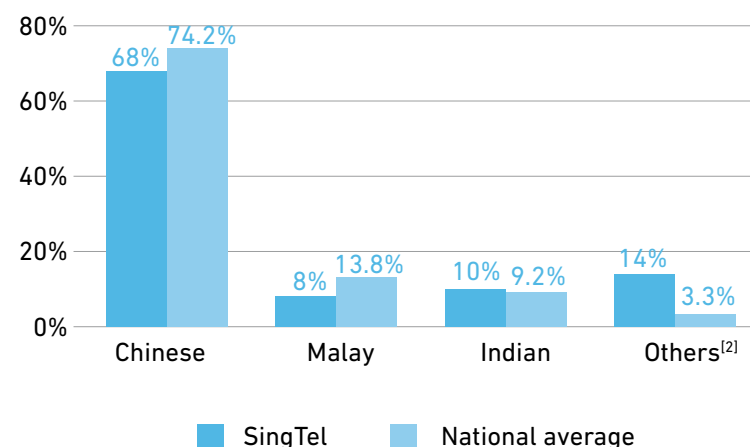
Singapore workforce profile by age FY2013



**Gender distribution of Singapore workforce by employee category
FY2013**



**Ethnic distribution of Singapore workforce
FY2013**



The ethnic distribution profile of our employees is well balanced and broadly in line with the national average in Singapore^[1].

[1] Source: Singapore Department of Statistics, June 2012.

[2] The national average under 'Others' does not include foreign workers while SingTel recognises foreigners under this category.

Re-employment of employees reaching statutory retirement age

As part of a Memorandum of Understanding between SingTel and the Union of Telecoms Employees of Singapore (UTES) in 2011, we have refined our policy on the re-employment of older workers. This agreement also reflects the expectations set out in the Retirement and Re-employment Act (RRA), which became law in January 2012.

Our re-employment policy states that eligible employees, who satisfy certain criteria, will be offered re-employment when they reach the current statutory retirement age of 62.

Satisfactory levels of performance must be maintained over a continuous period of three years prior to reaching statutory retirement age. In FY2013 the take-up rate for re-employment was 85%.

Re-employment of employees who reached 62 years old in FY2013

Job Level	No. of Employee who Reached 62	No. of Employee Re-employed	No. of Employee Retired
Junior Officers	73	60	13
Senior Officers	8	8	0
Middle Management	3	3	0
Top Management	1	1	0
Total	85	72	13

Driving and Rewarding Performance

SingTel remuneration policies are regularly reviewed to ensure competitiveness and alignment with the marketplace and our internal reward strategies. The basic pay structure is based on the job role and function and we believe we provide a competitive salary and overall remuneration package. With performance-based incentives designed to motivate and promote continued excellence, our people can be further rewarded based on their own and their team's success. By engaging them constantly, we ensure that they understand the reward structure, know where the company is heading and the role they play in helping to achieve SingTel's goals.

Besides providing equal opportunities for all of our people, it is important that we provide the same level of rewards if the job level and performance are the same between men and women. At the end of FY2013, we analysed salary data for the three main grades of employees and have presented a ratio of gender based pay between our female and male employees^[3]. Our basic pay structure is based on job role and function, therefore our female and male employees on average receive equivalent basic pay.

Job Level	Salary Ratio Female : Male
Junior Officers	0.91 : 1
Senior Officers	0.96 : 1
Middle Management	1 : 1

[3] This ratio is based on the lowest monthly basic salary as of March 2013 for each category of employee only. It does not include bonus payments or any other performance related remuneration.

In addition to performance-based incentives to motivate and promote continued performance and excellence, we reward breakthrough business performance and exemplary people management practices in our annual prestigious SingTel Excellence Award. NCS has also developed business unit level awards such as the *Difference In Quality Awards*, *Making IT Happen Awards* and *ACE Awards*.

'ESPRESSO' staff portal and social media



SingTel's enterprise social network ESPRESSO has proven to be a great success and a useful platform for management communication, employee collaboration, innovation and empowerment. Launched in late 2011, ESPRESSO acts like an internal Facebook and

users can post blogs, 'like' each other's posts and discuss issues relating to the company and their work in a secure digital environment. Various topics and network creation are part of the mix, and issues such as sports, health, CSR and events are discussed at a more personal level. ESPRESSO attracts over one million monthly page views, hosts over 1,300 community sites and handles more than 700,000 searches mainly for staff directory.

There have also been some new additions to the internal social media offering. A mobile app called Starfish Online was launched which provides employees with a channel to escalate an unresolved case for a friend or family member who has made prior contact with our customer service. Another mobile learning initiative LearnTube was launched to provide an on-demand video streaming service, hosting learning content produced by our Learning & Development department.

As part of our efforts to engage our people in different ways and get them to embrace new technology and digital media, we developed a mobile event app internally for our learning events such as the SingTel Learning Fiesta and the Human Resources Summit which was held in Thailand in 2012. The mobile application allows our people on the move to view course synopses, register and receive course confirmation, post questions and comments during courses and give feedback and evaluation after the courses. Since then, the tool has been a great success and is quickly becoming embedded into our day-to-day practice at SingTel.

Positive trade union relationships

We have more than 3,300 bargainable employees in Singapore, or 26% of our workforce. In all matters concerning this group of employees, we actively involve UTES. In the previous financial year, SingTel and UTES successfully concluded the Collective Agreement 2012. This agreement covers the period from 1 January 2012 and is valid for three years ending on 31 December 2014.

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

ATTRACT AND NURTURE TALENT

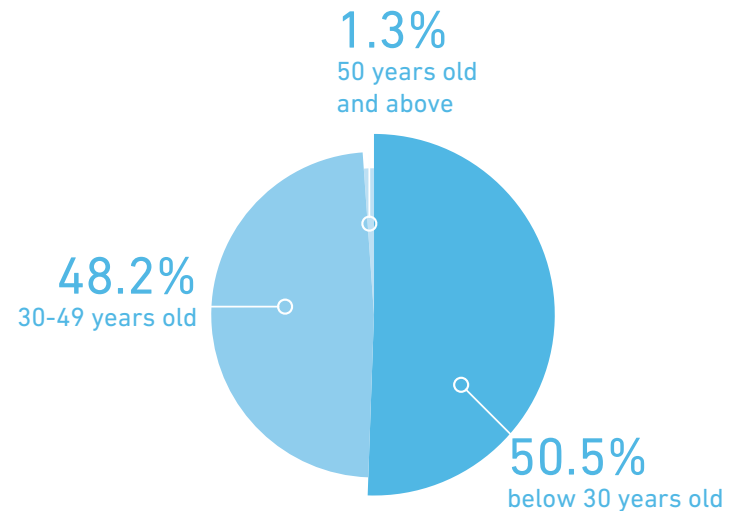
Attracting Talent

SingTel identifies potential employees at two levels: experienced professionals already working in the industry and emerging young talent. For the latter we focus on collaborations with local and international tertiary institutions, social media platforms and career fairs to promote working for our company.

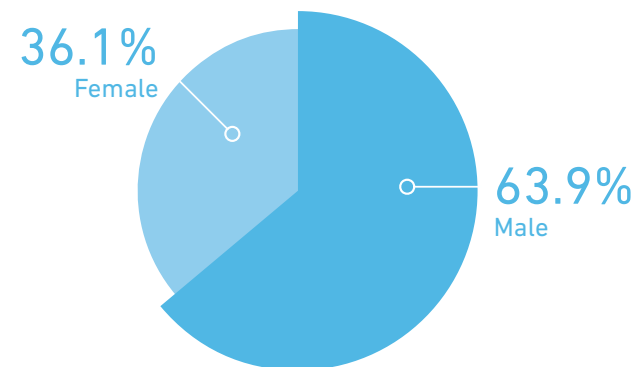
In FY2013, we had the largest single intake, hiring 10 top graduates into our SingTel Management Associate Programme. The programme is in its 5th year and only those with a range of attributes, including outstanding academic results and leadership potential, are accepted. The programme offers accelerated learning and development opportunities such as cross-functional rotation, active participation in projects and direct interaction with senior management.

SingTel continues to offer full scholarships and book prizes to promising young undergraduates under the SingTel Group Undergraduate Scholarship programme which was first introduced in 2009. They are given mentoring and internship opportunities at the SingTel Group of companies locally and overseas (see Chapter 8 on Community). SingTel also operates strategic internship programmes which offer valuable working experience in the industry and allow participants to see first-hand how we work.

New hires by age group in Singapore FY2013



New hires by gender in Singapore FY2013

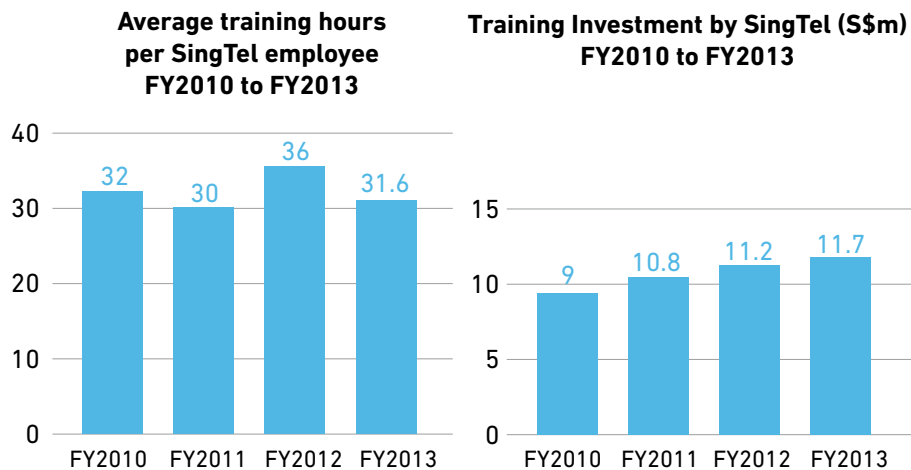


Developing Talent

Ranging from online 'bite-size' courses to full-time master's degrees at leading universities, our extensive learning and development programmes are designed to cover the needs of our diverse group of people in SingTel. We view continuous learning and development as an important component in our efforts to attract and retain high quality people.

As part of our learning and development planning, we identified a set of core skills that our people need, such as project management, mobile and IP networking, and cloud computing. Closing the skills gap was one of our targets for FY2013, and during the year we moved from 89% to 100% attainment of critical skills. These developments were achieved by adopting a holistic approach to learning and development based on education, experience and relationships, tailored to suit the needs of different staff segments.

In FY2013 our training investment totalled S\$11.7 million and our people completed an average of 31.6 training hours.



Career development

We encourage our people to take an active role in managing their careers. We provide them with toolkits, online career development portals, talks and workshops. The annual performance management cycle is undertaken by all employees and integrated into individual targets for development in the coming year based on personal, team and organisational goals.

The annual three-day SingTel Learning Fiesta (SLF) was held again in FY2013. The event offered our people in Singapore a wide range of informative sessions including interesting talks and workshops with the aim to raise awareness and knowledge.

SLF continued to offer both electronic and mobile learning, or Learn-On-The-Go. This allowed us to increase training places from 6,544 in FY2012 to 7,598 in FY2013. The event has seen increasing support over the last few years with participation rates improving to 84% take-up of training places and received good or excellent ratings from 94% of the participants.

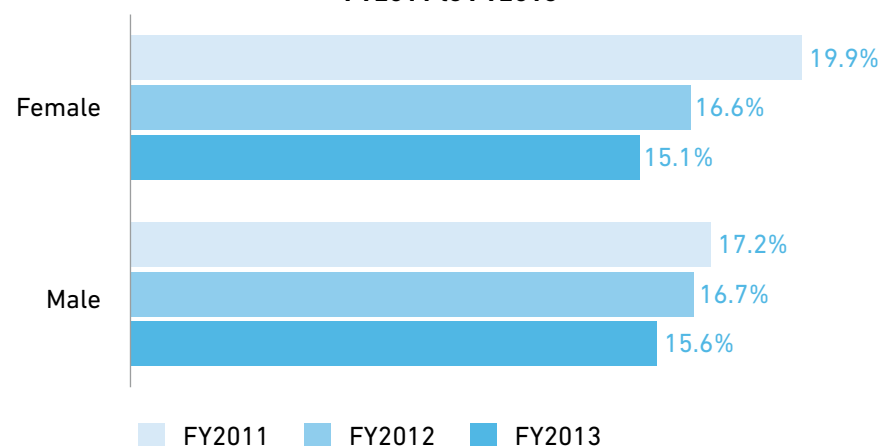
Talent retention

Throughout an employee's career with SingTel, we invest time and resources in them. Our aim is to keep high performing talent working at SingTel. Employee retention rates are closely monitored and we work hard to develop strategies to understand how we can match the personal and career aspirations of our employees with the needs of the company. The turnover rate in FY2013 was slightly lower for both men and women compared to the previous year at 15.6% (16.7% in FY2012) and 15.1% (16.6% in FY2012) respectively.

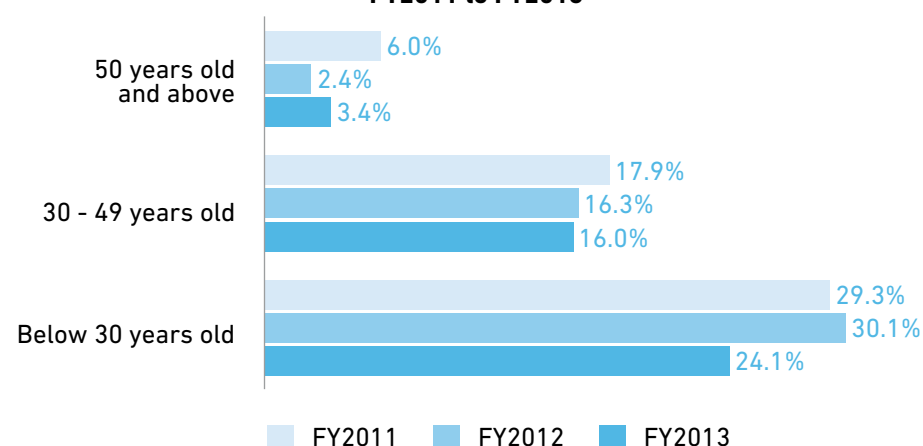
Grooming Leaders

The Regional Leadership in Action (RLA) programme has been developed to prepare emerging high-potential leaders to lead and manage business operations in a multinational context. Judged by members of SingTel's senior management team, RLA challenges cross-entity teams to tackle demanding business assignments. Since its inception in FY2007, more than 200 participants across the SingTel Group have gone through the RLA, with 35 in FY2013.

**Employee turnover by gender in Singapore
FY2011 to FY2013**



**Employee turnover rate by age group in Singapore
FY2011 to FY2013**



ENHANCE EMPLOYEE WELL-BEING

Employee benefits

All employers in Singapore have to comply with statutory requirements such as employer contributions to the Central Provident Fund (CPF). In addition, SingTel provides a variety of employee benefits which include comprehensive healthcare insurance, annual leave, flexible family leave, health and wellness programmes and staff discounts on SingTel products and services. Part-time employees enjoy similar benefits on a pro-rated basis. When we require the services of temporary workers, usually for periods of less than three months, SingTel uses reputable recruitment agencies and are subject to the terms and conditions of the respective agency contracts.

Work-life integration

To help our people manage the balancing act between work and home-life priorities, SingTel offers a flexible approach to working where possible, with initiatives relating to work schedules, telecommuting and various forms of leave arrangements to suit families. Our people appreciate these options with more than 70%^[4] of our eligible staff adopting the various initiatives.

We also organise a wide variety of events to cater to different staff segments. This ranges from mass participation in sporting events to

karaoke sessions. We believe that these activities can help to foster teamwork and camaraderie. Over 6,600 of our people took part in this wide selection of programmes during the year.

A healthy and safe work environment

SingTel supports and promotes a healthy lifestyle to our people. This includes the provision of a flexible medical scheme for regular employees that allows them to select from a choice of plans that best suits their individual or family healthcare needs. The scheme now includes traditional Chinese medical treatments (TCM) and employees are also given the option to put their unused flexible dollars into their own CPF Approved Integrated Shield Plan as subsidised premiums. Other initiatives include talks and workshops focusing on both physical and mental health and wellness.

As part of our 'Health and Wellness' programmes we also actively promote awareness on workplace occupational health. In FY2013, 170 health managers attended 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.

[4] The FY2013 Flexi Family Leave (FFL) utilisation rate includes NCS employees.

'Love Life, Live Well'

Our 'Love Life, Live Well' programme continues to provide lunchtime talks and presentations on various health themes, professional counselling services as well as disease management programmes and treatments. This year there was a mental health and wellness focus with talks on topics such as Traditional Chinese Medicine to manage medical conditions and How to protect your health the greatest wealth. They were held in conjunction with initiatives such as free massage sessions and healthy cooking classes.

We offer a free health screening for our staff who can also opt for more medical tests at subsidised rates. More than 1,000 of our employees benefited from this annual exercise. Our Employee Assistance Programme (EAP) utilisation rate declined from 0.16% to 0.09% in 2013 and visits to General Practitioners for stress-related illness decreased from 3.2% in 2007 to 2.7% in 2012. We believe that our many initiatives over the last few years have contributed to our employees' overall well-being.

Workplace Safety and Health

The Workplace Safety & Health (WSH) Act in Singapore was extended to cover all workplaces in 2011. The SingTel Health, Safety & Environment (HSE) policy statement supports the WSH Act and guides our people in all aspects of WSH. Our HSE policy statement can be found at <http://info.singtel.com/about-us/sustainability>.

SingTel believes that providing a safe work environment can only be achieved in partnership with our employees and everyone has a personal responsibility to support our commitment.

The WSH Committee, chaired by Group Director Human Resources who also manages the Group CSR function for continuity across these interlinked issues, has continued to build our WSH capabilities and educate our people on the implications of the Act. This has been done through the on-boarding process for new hires, staff reminders and an online WSH portal on ESPRESSO. The portal contains all WSH-related information as well as additional resources like a video on ladder safety and sharing of past

accidents to generate awareness and prevent future occurrence. The Staff Safety Guidebook containing key information such as incident reporting guidelines, how to prevent injuries from common office hazards and emergency procedures is also available.

The main aim of the WSH Committee is to provide a healthy and safe work environment for all our stakeholders. The Committee meets quarterly and has representatives from key business units. It provides leadership, sets the standard for the Group and delegates responsibility for implementation of recommendations.

In accordance with our monitoring and reporting programme for WSH, there has been no incidence of work-related fatalities or occupational disease at our Singapore operations in the last five years. Our workplace injury rate increased in FY2013 which can be attributed to the heightened awareness of WSH among our people. This has led to increased reporting of minor work-related injuries, for example, we see more instances of injuries from falling down, which were usually not reported in previous years.

Workplace safety and health indicators FY2011 to FY2013

Type	SingTel Singapore FY2011	SingTel Singapore FY2012	SingTel Singapore FY2013	National Average FY2013 ^[5]
Workplace injury rate^[A]	126.1	79.2	164.4	407
Accident frequency rate^[B]	0.4	0.3	0.5	1.7
Accident severity rate^[C]	3.0	18.1	6.4	88

[5] Ministry of Manpower Singapore workplace safety and health indicators 2012.

[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.

Last year SingTel attained bizSAFE Level 3 certification for our key businesses in Singapore, a step up that requires external verification of risk management implementation related to WSH. This was an important development towards ensuring compliance with the requirements WSH Act.

For occupational health and safety, SingTel ensures that at least one person is trained on each floor of our buildings to be a Health Manager. As part of our ongoing efforts, we also conduct regular dry runs for contingencies such as fire drills.

Extending our reach to external parties, our revised Procurement policy takes vendors' bizSAFE status into consideration during the tender evaluation stage. By spreading WSH awareness to our business partners and vendors, SingTel is demonstrating a preference to work with people who share our commitment to safety.












Working at heights

As part of our commitment to providing a safe working environment for our people, we identified and focused on the proper and safe use of ladders – a common tool for our operations.

During the year, besides reviewing our existing policy and procedures working at heights, we sent our people who need to work with ladders to be retrained by MOM-approved service providers. We also provide adequate equipment and supervision by implementing a safe working system that aims to prevent our people and their working tools from falling off ladders.

We bought new ladders with adjustable height specifically for use in stairwells where most of our telephone cable boxes are located. The ladders in all the Main Distribution Frame rooms have also been changed out to those designed and stamp-approved with better safety features.

Performance against sustainability goals

Key Areas of Focus	FY2013 Targets	FY2013 Performance
Build a winning team	<ul style="list-style-type: none"> Expand the Management Associate Programme from nine to 10 recipients 	<ul style="list-style-type: none">  Hired 10 Management Associates
Attract and nurture talent	<ul style="list-style-type: none"> Revamp Management Associate Programme – programme structure, recruitment process, additional international assignments for 25-50% of Management Associates Close remaining identified skills gaps from 89% to 100% Leverage technology and social media to expand mobile learning offerings and position bite-size self-directed learning to employees on-the-go Accelerate talent rejuvenation through: Strategic Interns: 5 MDA, 2 IDA/National Infocomm Scholar, 1 MOM Undergraduate Scholarships: 4 Singapore, 2 Philippines, 2 Thailand 	<ul style="list-style-type: none">  Programme structure and recruitment process have been revamped  Closed 100% of identified critical skills gap  Increased mobile learning and introduced employee generated content on Learn-Tube via staff portal ESPRESSO; Developed an event app which was used for Regional Leadership in Action, Human Resource Summit and SingTel Learning Fiesta  Awarded 3 National Infocomm Scholarships (NIS); 1 MOM National HR Scholarship; No award of Media Education Scheme (MES) Scholarship in FY2013 due to suitability of candidates  Awarded SingTel Group Undergraduate Scholarship: 3 Singapore, 2 Philippines, selection in mid-2013 – Thailand
Enhance employee well-being	<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 Maintain participation rates for annual health screening at FY2012 levels All health managers to attend Occupational First Aid course by end of FY2013 	<ul style="list-style-type: none">  Achieved <ul style="list-style-type: none"> Organised a wide range of talks and workshops focusing on mental health and wellness through SingTel Learning Fiesta 2013 The Chronic Disease Programme did not see any improvement or decline in health indicators The utilisation rate for Employee Assistance Programme (EAP) and General Practitioner visits for stress-related illness declined from FY2012  Employees were encouraged to take responsibility for their healthcare through our 'Love Life, Live Well' initiative. About 1,000 employees participated in the annual health screening in FY2013  170 health managers attended the Occupational First Aid course

Improvement targets

Key Areas of Focus	What We Will Do	
	Five-Year Plan (FY2011-FY2015)	FY2014 Targets
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"> Double the intake from 10 to 20 young graduates for our fast-track Management Associate Programme
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"> Roll out aligned leadership development programmes across the group Develop SMART Learning Roadmap and implement Year 1 initiatives which include: <ul style="list-style-type: none"> Virtual classroom launched in Singapore with at least 25 virtual programmes (and expanded use in Australia) with over 100 courses Increase e-learning to 20% across the Group Two times increase of content on Learn-Tube Accelerate talent pipeline through: <ul style="list-style-type: none"> > SingTel Group Undergraduate Scholarship Award 8 scholarships in our target countries > Scholarships in partnerships with other institutions Award 10 scholarships in partnership with other institutions
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 FY2013 level