



# PEOPLE

Our people are key to the Group's growth and success. Our ambition is to be an employer that people want to be associated with and work for.

## OUR APPROACH

Singtel is committed to growing with our people and making the company a vibrant workplace. We provide our people with a work environment that supports professional and personal development, offers a variety of career opportunities and creates high performance and collaborative teams.

## DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY

Fostering a culture of diversity and inclusion has played a key role in the sustained success of our workforce. Valuing diversity at the Singtel Group means respecting and supporting these differences – gender, age, ethnicity, language, cultural background, physical ability, religious belief and lifestyle choice – and harnessing the richness of our varied backgrounds, ideas and perspectives.

The Singtel Code of Conduct for employees governs how we conduct ourselves in a multicultural environment and treat fellow colleagues with respect and consideration at all times, respecting the basic tenets of human rights. These principles are applied in our interactions, internally and externally, with our people, community and marketplace.

## SINGTEL GROUP DIVERSITY AND INCLUSION STRATEGY

The Singtel Group believes in the inherent strength of a vibrant, diverse and inclusive workforce where the perspectives, backgrounds and life experiences of our people help us to forge strong connections with all our customers, engage confidently within an increasingly globalised marketplace, inspirationally lead and creatively innovate; thereby making better decisions for our business and the world in which we live.

### Gender Diversity

- \* Supporting a gender balanced workforce and equal opportunities at all levels across the organisation
- \* Ensuring an equitable remuneration structure that has no gender bias
- \* Recognising that different needs and family dependencies differ at different life stages, and even across the geographies we operate in

### Multigenerational Workplaces

- \* Recognising that different workforce generations have different workplace, family support, engagement, learning and career needs
- \* Synergistically tapping the different perspectives, value-add and contributions of our multigenerational workforce to create an organisation that is dynamic, agile and innovative

### Multicultural Awareness

- \* Celebrating our uniquely global workforce and leveraging the diversity and cultural experiences of our people and leaders to forge strong connections with our customers and communities across the region, driving innovation and engaging confidently in an increasingly globalised marketplace

### Differing Abilities

- \* Recognising that there are valuable and productive abilities in everyone; and we aspire to build long-term opportunities for persons with disabilities
- \* Respecting and supporting the needs of people with differing abilities

### Critical Success Factors

A Culture of Inclusion: Leadership, Support and Advocacy

## OUR EMPLOYEE MIX

Embracing diversity and inclusion makes our workplace an eclectic mix of staff, ethnicities and cultures. We are proud to have more than 23,000 employees from over 90 different nationalities across our global operations. (G4-10)

Female workers make up around 35% of our total workforce in Singapore and Australia (Singtel 38%, Optus 32%). Women represent 37% of Middle and Top Management positions, including Group Chief Executive Officer, Group Chief Corporate Officer, Group Chief Financial Officer, Group Chief Human Resources Officer and Group Chief Information Officer.

In the area of gender diversity, we recognise that there is more work to be done in Australia, where structurally, women in the ICT sector have been under represented. As a start, we have increased the number of females in the Optus Management Associate Programme from 25% in 2014 to 42% in 2015. We are also increasing the networking and mentoring support provided to our female talent for their leadership and career development.

### Re-Employment of Employees who reached 62 years old in FY2015 in Singapore (LA10)

Job Level	No. of Employees who Reach 62	No. of Employees Re-employed	No. of Employees Retired
Operations & Support	92	71	21
Professional	18	12	6
Middle Management	2	2	0
Top Management	1	1	0
Total	113	86	27

### Ethnic Distribution of Workforce in FY2015 in Singapore

Race	%
Chinese	72
Malay	8
Indian	10
Others*	10

\* Singtel includes foreigners in this category



Supporting our female talent across the region through leadership networking sessions and coaching support

Yeo Say Kim (right), Service Support Executive, receives his 45-year Service Recognition Award from Simon Israel, Chairman of Singtel

## TALENT ATTRACTION AND RETENTION (DMA)

We need to build a strong pipeline of technical specialists and leaders to support Singtel Group's sustainable growth. Hence, attracting and retaining talent is our priority and we create a workplace environment where our people can develop at both professional and personal levels.

### ATTRACTING TALENT

We hire people at two levels: experienced professionals and graduates who are just entering the workforce. Across the Group, we leverage relationships with local and international institutions, as well as social media platforms and career fairs to promote working for our company. We continue to develop our young talent pipeline through scholarships, cadetships and career coaching support.

Our successful Management Associate Programme, where our talents are rotated across the business over two years and provided with mentoring support, took in 54 graduates across Singapore and Australia in FY2015, compared to 43 graduates a year ago.



*Singtel representatives and partners at the MOU signing ceremony of the Singtel Cadet Scholarship Programme*

### Singtel Cadet Scholarship Programme

In January 2015, we introduced the Singtel Cadet Scholarship Programme to build a pipeline of talent for the industry. This is a diploma scholarship programme in support of SkillsFuture, a national initiative that aims to help Singapore through its next phase of growth.

Under this programme, up to 90 students a year can receive scholarships to study diploma courses from Singapore Polytechnic and Republic Polytechnic in network engineering, cyber security, data analytics and customer experience. The scholarships are worth up to S\$2 million a year in total and provide students with industry-relevant training, as well as employment and progression opportunities.

## RETAINING TALENT

Career growth opportunities, recognition and reward and work satisfaction are important for employee retention. We therefore monitor our employee engagement scores and retention rates very closely.

### Grooming Leaders

To foster career growth of our employees, we launched the SCORE leadership competencies in 2014. SCORE applies to how we lead ourselves, our people and business and covers all levels of the company – because we believe that every employee is a leader.

SCORE has been integrated into various aspects of the employee life cycle commencing from Recruitment, Learning and Development, Engagement and Talent Management.

The Regional Leadership in Action and Game for Global Growth programmes also continue to stretch and grow our future leaders across the Singtel Group of companies. 117 of our emerging and future leaders attended these two programmes in FY2015. These programmes help to raise participants' knowledge of the industry, impart leadership skills and better equip them to meet challenges in their present and future roles. Both programmes promote learning through interactive workshops, lectures and action learning projects.

Recognising that each of our talent's development needs is different, we have extended one-on-one career and leadership coaching to all levels of our talent pool through a team of internal and external coaches across Singapore and Australia.

### Recognising and Rewarding Performance

Our rewards and recognition framework aims to retain, motivate and align the talent needed to grow and sustain our Group as a global multimedia and ICT solutions leader.

We regularly review our remuneration policies to ensure competitiveness and alignment with the marketplace and our internal reward strategies. Our competitive remuneration packages include a basic pay structure based on job roles and functions along with performance-based incentives. We also recognise and reward according to individual and team performance, and their embodiment of our core values. Our compensation model also builds in more value for risk-taking, innovation and entrepreneurial spirit.

We provide an annual performance and career development review for all our employees across the different levels in the organisation. (LA11)

## ENGAGING OUR PEOPLE

We have been measuring staff engagement since 1998. The Singtel Group Your Voice Survey 2014 had 91% participation rate with a Group engagement score of 76, a 1% increase from a year ago. Full Advocates increased 1% to 68% – people who will recommend Singtel as a place to work and recommend our products and services. CSR continues to be among the top engagement drivers for our people, with a score of 83 at the Group level (Singtel 86, Optus 81).

We introduced an additional Empower to Engage (E2E) section this year to encourage employees to play a more active role in their own engagement. E2E helps employees identify what is most important to them at the workplace. In March 2015, we provided a personalised report to them suggesting ways on how they can improve their engagement with the organisation.

### Positive Trade Union Relationships G4-11

We have about 5,900 bargainable employees in Singapore and about 4,400 in Australia who are covered by the Employee Partnership Agreement. The Union of Telecoms Employees of Singapore (UTES) is a valued partner in matters related to these employees. We are in regular discussions with the union and we make efforts to engage them immediately in case of any major organisational change.

In January 2015, we signed a Memorandum of Understanding with UTES to extend union representation to our entry level professional and executive employees.

## TRAINING AND EDUCATION DMA

Learning and career development is one of the key drivers of engagement. We want to develop our people to their fullest potential and provide them with a fulfilling career.

In FY2015, our total training investment was S\$22.9 million (Singtel S\$10.0 million, Optus A\$11.5 million) and our people undertook an average of 32.8 hours of learning.

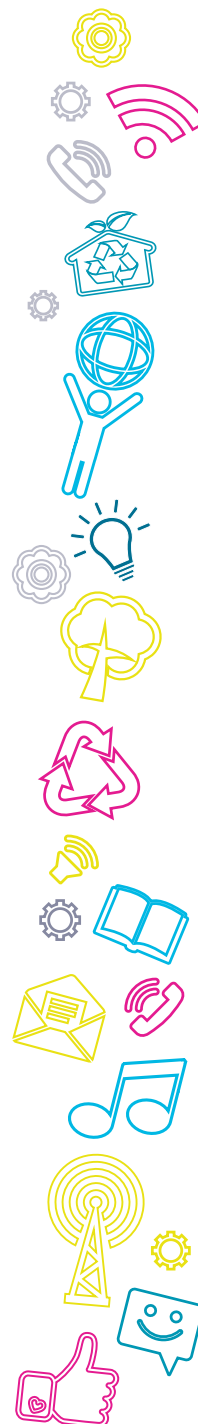
We have a full range of management and technical training programmes. During the year, we developed a programme to facilitate a leader-led coaching culture based on the principles of Integral Coaching. The focused outcomes of the coaching programme include higher levels of confidence, empowerment and trust, as well as stronger collaboration between individuals and teams. About 300 of our leaders across Singapore and Australia attended this programme during the year, and we continue to roll it out across all leadership levels.

In addition, more than 2,000 employees also attended facilitated career management sessions, and career guides were developed and made available on the Group's intranet, Espresso.

One of our more popular events is the annual Learning Fiesta, which offers staff access to well-known keynote speakers, as well as short courses and other activities. In FY2015, there were more than 20,000 learning spaces for 170 courses. The Learning Fiesta is available to employees in Singapore, Australia, Malaysia and the US.

Our efforts have been recognised. Singtel was a 2014 Aon Hewitt Global Top 20 Top Companies for Leaders winner, while Optus won best eLearning Model for 'Aspire 2 Brilliance', our induction programme for our people in retail at the LearnXImpact awards.

Besides in-house training and education, we provide financial support and paid time-off for our people to receive formal qualifications including professional certifications, bachelor and masters degrees. LA10



*The annual Singtel Group Learning Fiesta*

## EMPLOYEE HEALTH AND SAFETY DMA

Ensuring the health and safety of our employees is our responsibility. We strive to take care of our employees' safety, work-life integration, and physical and mental health. The Group's sustainable growth would not have been possible without our dedicated and healthy employees working in a safe environment.

### EMPLOYEE HEALTH AND WELL-BEING

We work closely with healthcare providers to offer our employees a comprehensive, flexible health benefits programme. During the year, we improved the medical benefits for our staff in Singapore. For example, our re-employed and direct contract employees now enjoy better medical coverage and benefits.

Besides the convenience of an in-house clinic at our office premises in Singapore, all our employees have access to an extensive network of over 300 panel clinics island-wide. During the year, we introduced a new e-medical card as well as a clinic locator app for added convenience.

In addition, we offer a suite of health programmes to help them maintain a healthy lifestyle, such as free health checks, weight and chronic disease management, flu vaccination and smoking cessation. Gymnasiums and gym classes are also available on-site, together with staff cafeterias that provide a wide range of healthy dietary options in both our Singapore and Australia offices.

### Providing Mental and Physical Wellness

We recently introduced the Healthy Minds Mental Health Awareness programme in Australia. This includes on-site psychological support for our people at our Sydney head office and will be extended to our Melbourne, Adelaide and Brisbane offices.

In Singapore, all employees and their immediate family members have access to professional counselling services on work-life issues through the Employee Assistance Programmes run by external consultants.

## WORK-LIFE INTEGRATION AND EMPLOYEE BENEFITS

We understand the importance of meeting both work and family demands. We offer our people a variety of benefits ranging from part-time working and flexible working hours to telecommuting, various forms of family leave arrangements and on-site childcare facilities in Singapore and Australia.

We regularly review the competitiveness of our staff benefits. As part of our SG50 initiatives, we introduced the Singtel S\$300 programme which aims to promote advocacy among Singapore-based staff by providing a S\$300 annual bill rebate to offset against their subscription fees of Singtel services.

### Singtel Wins 'Best Companies For Mums' Award

In July 2014, Singtel won the accolade for being one of the 'Best Companies for Mums' in recognition of the company's efforts in ensuring that our Flexible Work Arrangements are supportive of working mothers and human resource policies that foster work-life integration.

Held for the second year, this contest was jointly organised by the NTUC Women's Development Secretariat and the Tripartite Alliance for Fair and Progressive Employment Practices. The contest recognises and applauds exemplary companies, supervisors and colleagues who have made a positive difference to the daily lives of parents, especially mothers.



Carol Tang (second from left) at the award ceremony

*"Singtel has created a conducive environment for working mothers. I consider myself lucky for being able to breastfeed my two kids beyond six months as Singtel provides nursing rooms at the workplace. I am also very grateful and thankful to have understanding and supportive supervisors and colleagues. Singtel deserves to be awarded the best company for working mothers."*

– **Carol Tang**, Business Practice Manager who nominated Singtel for this award

## A SAFE WORK ENVIRONMENT

We provide a safe work environment for our people and actively promote awareness on workplace occupational health. In Singapore, we have a Health, Safety and Environment policy statement that supports the Workplace Safety and Health (WSH) Act in Singapore. The WSH Act is a framework that promotes strong safety culture in the workplace. G4-15

In July 2014, we held a week-long WSH exhibition at our office premises during our CSR month to remind our staff the importance of WSH and that it is every individual's responsibility to look after their own safety. We also increased the number of automated external defibrillator (AED) at our office premises. We trained our pool of health managers on the use of such a device in an emergency as well as the correct method of putting on N95 masks in the event of a haze situation.

At Optus, we continue to evolve our WHS Management System, in line with new Australian legislations, and provide induction and training for all our people and contractors. We launched a major Contractor Management System which enables online incident reporting by our contractors. Since its launch in December 2014, we have captured about 600 small incidents across the business. While this is higher than the number previously reported, we are now better informed and can better prevent and manage further issues. This initiative has also helped improve our relationships with our contractors.

## LOOKING AHEAD

Our People targets are as follows:



### Talent attraction and retention

Increase pipeline and intake for management associates and cadets, and improve retention of talent pool



### Training and education

Maintain at least 30 hours of training per employee per year



### Employee health and safety

Improve employee health and well-being, and reduce workplace injury and accident rates



WSH exhibition at our office premises during the annual CSR month in July 2014



## PEOPLE PERFORMANCE INDICATORS G4-10 LA1 LA6 LA9

People Performance Indicators <sup>1</sup>	FY2015		
	Singtel	Optus	Singtel Group
<b>Total employees by gender</b>			
Male	62%	68%	65%
Female	38%	32%	35%
<b>Total employees by employment contract and gender</b>			
Regular employees (Male)	60.2%	67.1%	63.4%
Contract employees (Male)	2.1%	1.3%	1.7%
Regular employees (Female)	37.4%	30.8%	34.3%
Contract employees (Female)	0.3%	0.8%	0.6%
<b>Total regular employees by employment type and gender</b>			
Full time (Male)	61.7%	65.6%	63.5%
Part time (Male)	0.04%	3.0%	1.4%
Full time (Female)	38.1%	26.2%	32.5%
Part time (Female)	0.2%	5.3%	2.6%
<b>Total employees by age group</b>			
<30 years old	14%	23%	18%
30–49 years old	64%	62%	63%
≥ 50 years old	22%	15%	19%
<b>Gender mix by employee category (% Female)</b>			
Operations and Support	45%	38%	42%
Professional	32%	28%	30%
Middle Management	37%	29%	32%
Top Management	33%	19%	22%
<b>New hires by age group</b>			
<30 years old	30%	51%	42%
30–49 years old	66%	45%	54%
≥ 50 years old	3%	4%	4%

People Performance Indicators <sup>1</sup>	FY2015		
	Singtel	Optus	Singtel Group
<b>New hires by gender</b>			
Male	62%	59%	62%
Female	38%	41%	38%
<b>Employee turnover</b>			
	13%	10%	12%
<b>Employee turnover by gender</b>			
Male	13%	9%	11%
Female	13%	13%	13%
<b>Employee turnover by age</b>			
<30 years old	19%	20%	20%
30–49 years old	15%	8%	12%
≥ 50 years old	4%	5%	4%
<b>Salary ratio (Female:Male)</b>			
Operations and Support	1 : 0.95	0.99 : 1	1 : 0.95
Professional	1 : 0.95	0.99 : 1	1 : 0.95
Middle Management	0.98 : 1	0.99 : 1	0.98 : 1
<b>Singapore workforce ethnicity</b>			
Chinese	72%	–	–
Malay	8%	–	–
Indian	10%	–	–
Others	10%	–	–
<b>Total training investment (\$million)</b>			
	S\$10.0	A\$11.5	S\$22.9
<b>Average training hours per employee</b>			
	33.3	32.2	32.8
<b>Employee health and safety</b>			
Workplace injury rate <sup>2</sup>	141.4	257.0	185.2
Accident frequency rate <sup>3</sup>	0.4	0.8	0.5
Accident severity rate <sup>4</sup>	7.3	16.6	10.6

<sup>1</sup> Employees under one-year contract are excluded from these indicators.

<sup>2</sup> Refers to the number of fatal and non-fatal workplace injuries per 100,000 persons employed (figures used are victim-based).

<sup>3</sup> Refers to the number of workplace accidents per million man-hours worked (figures are incident-based).

<sup>4</sup> Refers to the number of man-days lost to workplace accidents per million man-hours worked.