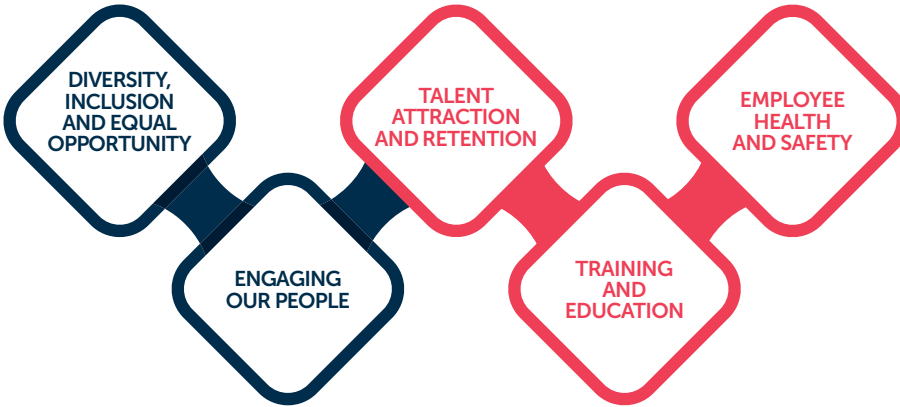


# 07 People

Our people are key to the Group’s long-term growth and success. We want to be an employer that our people are proud to work for.



## OUR APPROACH

Singtel is committed to growing with our people and making the company a vibrant and safe workplace. To achieve this, we strive to create an open and trusting work environment characterised by equal opportunity, as well as a diverse, inclusive, collaborative and learning culture. We invest in our people and empower them to achieve their full potential both personally and professionally.

We are supportive of fostering economic growth and providing employment, one of the UN Sustainable Development Goals. **SDG 8**

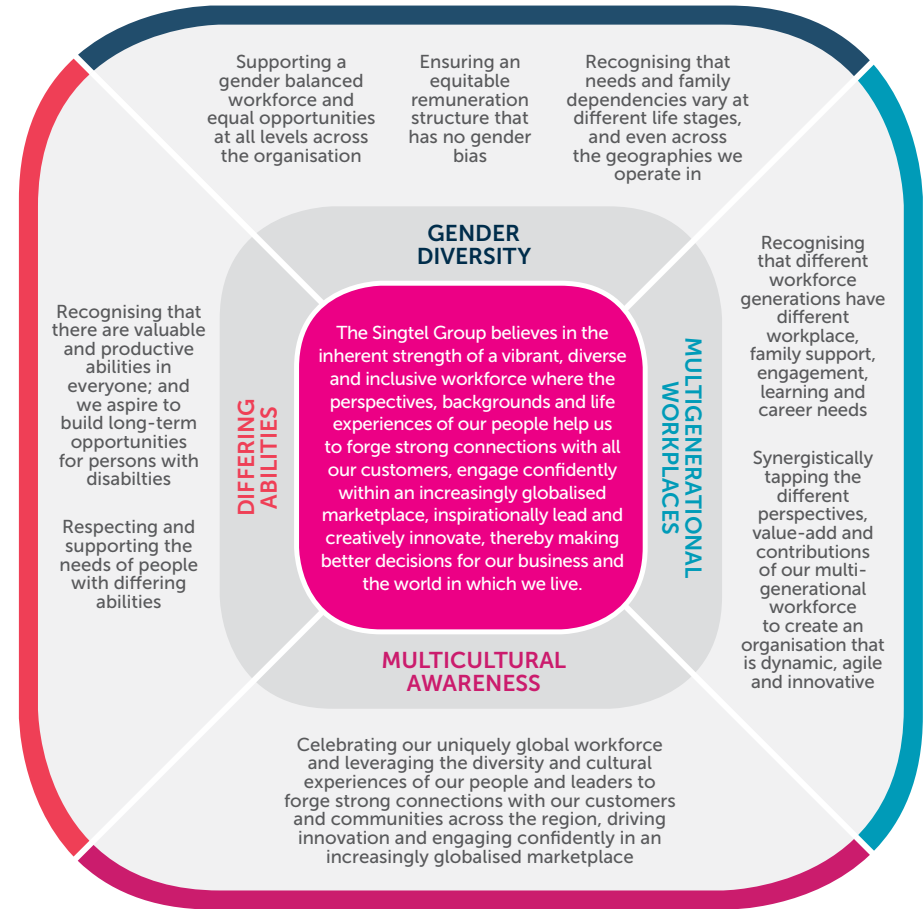
In Singapore, we practise fair employment that is aligned with the Tripartite Alliance for Fair Employment guidelines. In Australia, we adopt a fair

employment framework that is approved by Fair Work Australia and also governed by our Employment Partnership Agreement.

## DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY

A diverse and inclusive culture plays a key role in the sustained success of our organisation as it provides fresh perspectives and fosters innovation. The Singtel Code of Conduct governs how we conduct ourselves in a multicultural environment and treat fellow colleagues with respect and consideration at all times, regardless of gender, age, ethnicity, language, cultural background, physical ability, religious belief and lifestyle choice. These principles including human rights are applied in our daily interactions – internally and externally with our people,

Figure 7.1: Singtel Group’s Diversity and Inclusion Framework



community and in the marketplace with our customers and supply chain. We actively promote diversity in the key areas of gender, multigenerational workplaces, multicultural awareness and differing abilities.

Our following initiatives contribute towards the UN Sustainable Development Goals on Gender Diversity and Reduced Inequalities.

**SDG 5** **SDG 10**

# People

- Gender diversity**

We are proud to have a diverse workforce consisting of more than 25,000 employees representing over 90 different nationalities. **G4-10**

Female employees account for 37% of our total workforce in Singapore and 33% in Australia. Women represent 30% of our upper and middle management positions. We recognise that more work needs to be done to improve the representation of female leaders particularly at Optus. To advance this objective, a Female Diversity Committee was established within our Group Enterprise business unit in FY2016.

In addition, we initiated the Women in Leadership Series across the Group. It is designed to build a durable pipeline of female talent, increase awareness and advocacy of equity across the business, and provide our female talent with networking, coaching and mentoring opportunities.

Traditionally, women in the ICT sector have been under represented. Through our partnership with the Australian programme, Females in IT and Telecoms (FITT), we give opportunity for our Optus female talents to be mentored by peers in the industry, and receive coaching support from a pool of internal and external coaches in leadership and career development.

During the year, we invited speakers such as Mr David Gonski, Chairman of ANZ and Coke-Amital and a former Singtel Board member, as well as a renowned mentor for successful women executives in Australia, to engage with our female talent. Our Group Chief Information Officer also shared her views and experience on how to be successful at work with our talent in Singapore and Australia.

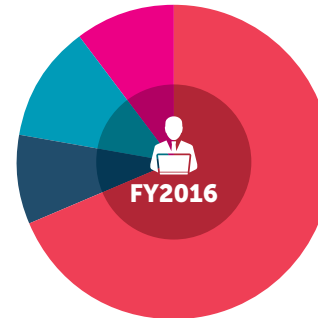
In FY2016, we increased the number of women in the Optus Management Associate Programme to 45%, up from 26% two years ago.

We were recognised for our efforts in promoting gender diversity. We won the prestigious Board Diversity Award at the 16<sup>th</sup> SIAS Investors' Choice Awards 2015. Singtel's nine-member board comprises three women and six independent directors.

- Multigenerational workplace**

In 2010, we signed a Memorandum of Understanding with the Union of Telecoms Employees of Singapore (UTES) to offer re-employment opportunities to all employees approaching the retirement age of 62. That was ahead of the legislation in 2012 that required companies in Singapore to offer re-employment to their employees who reach the current statutory retirement age of 62. Companies are also encouraged

## ETHNIC DISTRIBUTION OF WORKFORCE IN SINGAPORE



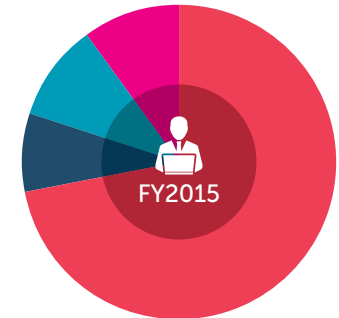
<span style="color: red;">■</span> Chinese	<b>68%</b>
<span style="color: darkblue;">■</span> Malay	<b>9%</b>
<span style="color: cyan;">■</span> Indian	<b>12%</b>
<span style="color: magenta;">■</span> Others <sup>1</sup>	<b>11%</b>

to do so until the employees reach 65 years old and, due to the ageing population, 67 in 2017.

We offer new skills training and seek job roles for active deployment, job redesigning initiatives and flexible working arrangements for our mature employees. They are deeply valued as a source of corporate wisdom and expertise. As of March 2016, we had 80 employees aged 65 or older in Singapore.

- Multicultural awareness**

With over 90 different nationalities across our global business



<span style="color: red;">■</span> Chinese	<b>72%</b>
<span style="color: darkblue;">■</span> Malay	<b>8%</b>
<span style="color: cyan;">■</span> Indian	<b>10%</b>
<span style="color: magenta;">■</span> Others <sup>1</sup>	<b>10%</b>

operations, cultural diversity is indeed part of our DNA. We organise regular cultural days and fairs at our Optus campus in Sydney. Through staff mentoring in the Australian Business and Community Network, our people also build cultural appreciation for the many migrant cultures in Australia.

<sup>1</sup> Singtel recognises foreigners under this category.

- **Differing abilities**

As we develop our community engagement in the disability space through our partnership with SG Enable, the national agency tasked to look at inclusion and employment opportunities for persons with disabilities in Singapore, and via the Singtel Enabling Innovation Centre (refer to Community Chapter page 28), we see an opportunity for Singtel to directly support and engage as an employer in the talent pool of persons with disabilities.

We work with SG Enable to develop the pipeline and employment of staff with disabilities. This resulted in providing internships for two tertiary IT students with hearing and vision impairment in mid-2015. On 1 March 2016, Singtel hired two wheelchair users as Webchat call centre officers

with our Customer Operations. In anticipation of employing persons with disabilities into our workforce, especially wheelchair users, we have worked closely with disability experts to review our call centre workplace and office premises to make it more accessible. Our collaboration and partnership with the Singapore Business Network on DisAbility will also enable us to strengthen our understanding and support for persons with disabilities in our workforce.

In Australia, we have a disability action plan since 2012 which outlines the strategies and commitments made by the business to ensure that the company eliminates unconscious discrimination towards the hiring and development of persons with various forms of disabilities.

## ENGAGING OUR PEOPLE

We take employee engagement very seriously at the Singtel Group as we know that engaged employees feel happier at work, perform better and are more motivated to succeed – ultimately contributing to our business performance. We are committed to building stronger relationships with and among our people, developing talent and enabling them to grow their career with us.

The Singtel Group Your Voice Survey 2015 had 91% participation rate with a Group engagement score of 78, a two-point increase from a year ago. Our advocacy index, which measures how proud our employees are of the organisation, was 84. CSR also became a top staff engagement driver for the Group with a score of 85, up two points from a year ago (Singtel 87, Optus 84), and outperforming the Global High Performing Company norm by two points.

We saw an increase in the number of employees who participated in the Empower to Engage (E2E) segment of the survey, which helps to identify what is the most important to them at the workplace. This shows that our people are keen to take an active role to improve their engagement with the company.



## ENGAGING OUR PEOPLE TO STIMULATE INNOVATION

The *Think Big Challenge* encourages our Optus staff in Australia to suggest innovative solutions that can improve the lives of our customers and people.

We have also set up an Innovation Fund which allows each business unit to allocate A\$30,000 to realise such initiatives. Three major ideas from our people have been given the green light so far. We also initiated *Heads Up Thursdays* where teams put aside their daily tasks and get together to challenge each other with new ideas and concepts.

A graphic with the text "THINK BIG" in large, bold letters. The word "THINK" is in white and "BIG" is in yellow. Above the word "THINK" are three white clouds. The background is a solid teal color.

## People



Previous Secretary General of the National Trades Union Congress Lim Swee Say presenting the Medal of Commendation Award to Group Chief Human Resources Officer Aileen Tan

### • Positive Trade Union Relationships

We had 6,067 bargainable employees in Singapore and 4,270 in Australia who are covered by the Employment Partnership Agreement as at 31 March 2016. UTES is a valued partner and we actively involve the union in all matters related to this group of our people. Since 2015, entry level professional and executive employees, making up about 7% of our workforce in Singapore, can also be represented by UTES. We are in regular discussions with the union and during the year, we had a Union-

Management retreat workshop to discuss important labour issues such as staff development and re-skilling.

G4-11 SDG 8

In May 2015, Group Chief Human Resources Officer Aileen Tan received the Medal of Commendation Award from Mr Lim Swee Say, the previous Secretary General of the National Trades Union Congress. She was recognised for her outstanding contributions towards developing strong management-union relationship, and her support for the labour movement's initiatives

in upgrading employees' skills, re-employing mature employees and extending union representation to include the professionals, managers and executives.

### TALENT ATTRACTION AND RETENTION DMA

In response to rapid technological development, Singtel started our transformation in 2012 to create new global businesses in emerging ICT areas such as cloud computing, cyber security, data analytics and smart cities to achieve sustainable growth. Investing in people is therefore crucial to the Group's success. We take a very active role in attracting talent, nurturing employees early in their careers and developing the next generation of leaders at all levels of our organisation.

#### • Attracting and retaining talent

In this competitive labour market, we need to be able to continue to attract people with the right skills and aptitude. It is critical that we build a strong and sustainable pool of technical and business leadership talents for now and the future. Across the Group, we leverage relationships with local and international institutions, as well as social media platforms, webinars and career fairs to promote us as an employer of choice.

For example, our collaboration with local institutions of higher learning offers a direct employment

path for potential candidates who are interested to embark on new exciting careers with the Singtel Group. We have developed a clear talent pool structure with four segments: Aspiring Talents, Young Leaders, Emerging Leaders and Future Leaders.

#### Aspiring Talents and Young Leaders

We have three key programmes to attract aspiring and early career talents. In Australia, we introduced a Cadetship programme in partnership with Macquarie University for telecommunications engineers, allowing participating students to accumulate work experience during their semester breaks.

In Singapore, we launched a new SHINE programme that offers internships to promising young polytechnic and university students. We hired 110 SHINE interns in FY2016 who were put through a structured programme of engagement activities including orientation and networking sessions. We also offered 54 students scholarships in the areas of network engineering, cyber security and customer experience under the Singtel Cadet Scholarship Programme.

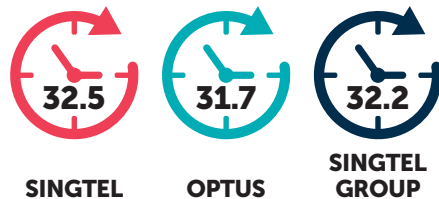
These programmes help us to groom a pool of young talent pool which we can identify and hire upon their graduation.

## TRAINING INVESTMENT

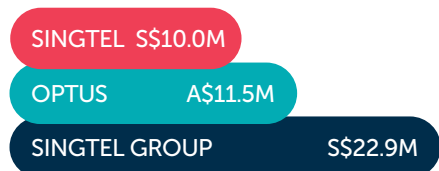
FY2016



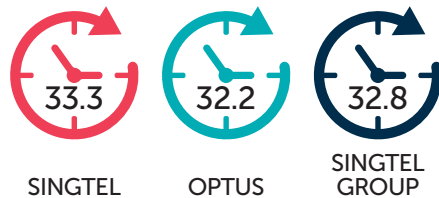
AVERAGE TRAINING HOURS



FY2015



AVERAGE TRAINING HOURS



LA9

We continue to nurture young talent through our Management Associate Programme in Singapore and the Optus Graduate Programme in Australia. 54 top graduates joined the two-year programme in FY2016. Talents from both programmes are provided with career coaching, leadership development programmes, networking opportunities, quarterly check-in sessions and mentoring assignments to accelerate their progression pathway.

### Emerging Leaders and Future Leaders

Within the Singtel Group, high potential employees are given the opportunity to participate in Regional Leadership in Action and Game for Global Growth, which are our flagship leadership development programmes.

During the year, the programmes had 72 participants, aimed at accelerating the development of a strong regional talent pool across the Singtel Group of companies in the region, and enhancing their ability to execute and achieve transformation goals of the organisation.

Recognising that each of our talent's development needs is different, we 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.

## TRAINING AND EDUCATION DMA

Besides attracting and retaining talents, we want to develop our people to their fullest potential and provide them with a fulfilling career with the Singtel Group. Learning and career development are among our key staff engagement drivers. Thus we strive to offer our people ample opportunities to refresh their job, technical and managerial knowledge.

To stay current and succeed in this rapidly changing industry, our people not only have to build critical domain capabilities but also have to be dynamic, adaptable and knowledgeable. To build future capabilities, we have developed a strategy to invest in and cultivate emerging skills ranging from Cyber Security and Cloud to Smart Cities for our people. 1,091 of such learning opportunities were provided in FY2016. Through facilities such as ACE – Singtel Asia Pacific Cyber Security Competency Centre, employees are provided with a state-of-the-art training platform that gives them exposure to various scenarios to apply their learning.

To ensure that our people are kept abreast of emerging trends, we organise regular talks, mini lectures and workshops that cover business and strategy topics. Besides our annual Singtel Group Learning Fiesta, our

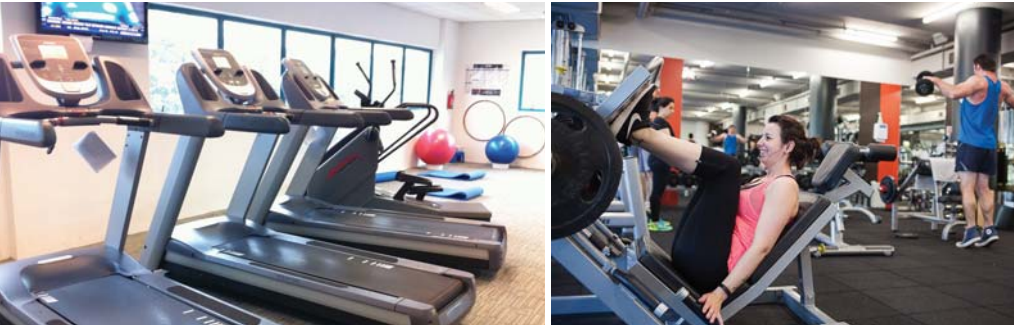
annual internal learning event that we conduct in Singapore, Australia, Hong Kong, Malaysia, the Philippines and the US, we have introduced Leadership Conversations@Singtel and Leadership Symposiums where our leaders share their management experiences and insights. LA10

We need a workforce that embraces continuous learning and is given every opportunity to learn, grow and develop to achieve both business and personal goals. Our Connect and Grow employee value proposition underscores our commitment to build strong relationships with our employees and develop talents across the company as they grow their career with us.

We also make use of technology such as LearnTube, our own version of YouTube, and Learn-On-The-Go, our mobile learning app, to complement the learning needs for our people.

Our efforts have not gone unnoticed in the industry as we have won accolades such as the HRM Awards 2016 and the HR Excellence Awards 2015.

# People



## PERFORMANCE MANAGEMENT AT THE SINGTEL GROUP LA11

We need the commitment and support of all 25,000 employees worldwide to achieve our short and long-term corporate goals. The Singtel Group strongly believes in meritocracy and rewarding good performance. There is a clear link between business results and rewarding individual performance at all levels and functions across the organisation.

Our performance management framework helps to create and sustain a strong performance-driven culture, reinforce our five corporate core values and facilitate key performance indicator (KPI) and people management.

It enables us to articulate our strategy and goals as well as identify business and employee KPIs.

Business strategies and KPIs for the year are set at the Group level and these objectives are disseminated and assigned to business units and teams. This in turn helps employees to create KPIs that are linked to the overall business objectives.

We emphasise the importance of regular performance conversations between leaders and their team members. This is on top of our mid-year review discussion and the annual Performance Development Review. We believe that such continuous dialogues can help to clarify expectations and provide timely feedback on employee performance, which is beneficial for individual growth and career advancement, as well as achieving overall business objectives collectively.

## EMPLOYEE HEALTH AND SAFETY DMA

We strive to take care of our employees' safety, work-life integration, as well as physical and mental health. This in turn helps to improve their work-life quality and productivity. Good Health and Well-being is recognised by the UN as one of the Sustainable Development Goals for a sustainable future. SDG 3

We see it as our responsibility to provide a safe working environment which is set out in our Health, Safety and Environment policy statement. This policy supports the Workplace Safety and Health (WSH) Act in Singapore.

G4-15

### • Employee health and well-being

We believe that a healthy and energetic workforce is the pillar supporting the company's sustainable growth and performance.

Apart from providing competitive remuneration, we offer a variety of benefits to help our workforce stay healthy and manage both work and family demands. This includes insurance and medical coverage, health programmes and flexible benefit dollars which is an annual cash payment catered to meet various lifestyle needs.

Within our office premises, we have designated open space for

breakout and rest areas, as well as creative work stations to facilitate brainstorming and encourage workplace innovation.

Our Health Promotion Committee (HPC) is responsible for offering a range of healthy dietary options in cafeterias as well as providing access to on-site medical clinics. More than 1,000 employees in Singapore participated in our voluntary and free health-screening last year.

The Singtel Recreation Club is responsible for maintaining our on-site clubs and creating a host of recreational and sporting activities. Our employees can recharge and rejuvenate with our mini golf course, massage chairs, game stations, karaoke rooms and gyms.

Optus' health and well-being programme, recognised as industry leading, was shared as a case study at the Corporate Health & Wellbeing Summit 2016. In 2015, Optus conducted on-site studies and co-authored a research piece which was published in the Preventative Medicine Reports titled More Standing and just as productive: Effects of a sit-stand desk intervention on call centre workers' sitting, standing, and productivity at work in the Opt to Stand pilot study.

- **Work-life integration and employee benefits**

To meet both work and family demands, we offer our people flexible work arrangements ranging from part-time, flexible working hours to telecommuting, various forms of family leave arrangements and on-site childcare facilities in Singapore and Australia.

We increased the number of on-site lactation facilities to support the needs of our young working mothers. Singtel was also among the first companies in the private sector to support the Singapore Government's call for extended paternity leave for eligible fathers.

Over 12,000 employees and their family members have easy access to our Work-Life coaching programme in Singapore which offers professional counselling on work-life issues by external consultants. Our Employee Assistance Programme offers services such as clinical counselling, work-life support (e.g. financial and legal support) and rapid response to provide effective assistance to employees for trauma management.

In Australia, Optus aims to build an open culture to talk freely about mental health. Over the past 18 months, about 200 of our Customer People Leaders have undertaken the Healthy Minds and Psychological Risk Training

programme. The programme aims to raise awareness and understanding of mental health and psychological risks faced at the workplace.

- **A safe work environment**

We provide a safe work environment for our people and actively promote awareness on workplace occupational health and safety. We aim to elevate the safety standards for our stakeholders through our Workplace Safety and Health (WSH) workplan.

In FY2016, our Singapore WSH workplan focused on four key initiatives: Building awareness; Compliance to all regulatory frameworks; Enforcement and reliability checks; and Resource and training of operational staff and key contractors to raise WSH standards.

In September 2015, our WSH Steering Committee co-chaired by Singtel's Group Chief Technology Officer and Group Chief Human Resources Officer endorsed the initiatives to move forward the Safe Contractor Accreditation scheme and help our contractors build their WSH capabilities. As a result, Singtel was accorded the status of bizSAFE Partner in March 2016. We are on track to certify our WSH management system to the Singapore Standard SS506 certification and OHSAS 18001 standards.

We have expanded our WSH measures such as training and education, fire safety improvements as well as onsite safety inspections. To raise staff awareness, we instituted a WSH mandatory training programme for more than 2,000 of our Field Operations employees to equip them with the knowledge to perform their assigned roles that are compliant. We have conducted safety events, roadshows and video training for more than 8,000 employees and contractors. We have also made improvements to all of our engineering buildings through the installation of fire-stop systems, certified by the Accredited Conformity Assessment Bodies.

In November 2015, our store staff in Casula NSW, Australia, received threats relating to a poster featuring our retail staff's ability to serve Arabic speaking customers. At the Singtel Group, we are committed to eliminating discrimination and we are proud of our local marketing and customer campaigns to engage growing immigrant communities across Australia. We however decided to remove these posters as the safety of our people was our top priority. We will continue to support the local communities and languages in ways which do not jeopardise the safety of our people.



Our conducive co-working space encourages staff interaction

# People Performance Indicators

G4-10 G4-22 LA1 LA6 LA9 LA13

People	SINGTEL		OPTUS		SINGTEL GROUP	
	2016	2015 <sup>1</sup>	2016	2015	2016	2015
<b>Total employees by gender</b>						
Male	63%	62%	67%	68%	65%	65%
Female	37%	38%	33%	32%	35%	35%
<b>Total employees by employment contract and gender</b>						
Regular employees (Male)	50.4%	49.5%	64.8%	67.1%	56.4%	56.9%
Contract employees (Male)	12.5%	13.1%	2.3%	1.3%	8.2%	8.1%
Regular employees (Female)	31.1%	30.8%	31.6%	30.8%	31.3%	30.8%
Contract employees (Female)	6.0%	6.6%	1.4%	0.8%	4.1%	4.2%
<b>Total regular employees by employment type and gender</b>						
Full time (Male)	61.8%	61.7%	60.5%	65.6%	61.2%	63.5%
Part time (Male)	0.05%	0.04%	6.8%	3.0%	3.1%	1.4%
Full time (Female)	38.0%	38.1%	23.5%	26.2%	31.3%	32.5%
Part time (Female)	0.1%	0.2%	9.3%	5.3%	4.4%	2.6%
<b>Total employees by age group</b>						
<30 years old	22%	21%	24%	23%	23%	22%
30-49 years old	60%	60%	60%	62%	60%	61%
≥ 50 years old	18%	19%	16%	15%	17%	17%
<b>Gender mix by employee category (% female)</b>						
Operations & Support	43%	45%	40%	38%	42%	41%
Professional	32%	32%	27%	28%	30%	30%
Middle Management	36%	37%	27%	29%	30%	32%
Top Management	31%	33%	16%	19%	21%	22%
<b>New hires by age group</b>						
<30 years old	50%	49%	54%	51%	52%	42%
30-49 years old	47%	48%	41%	45%	45%	54%
≥ 50 years old	3%	3%	6%	4%	4%	4%
<b>New hires by gender</b>						
Male	65%	66%	63%	59%	64%	63%
Female	35%	34%	37%	41%	36%	37%

People	SINGTEL		OPTUS		SINGTEL GROUP	
	2016	2015 <sup>1</sup>	2016	2015	2016	2015
<b>Employee turnover</b>	15%	13%	11%	10%	13%	13%
<b>Employee turnover by gender</b>						
Male	15%	16%	9%	9%	12%	13%
Female	14%	15%	14%	13%	14%	14%
<b>Employee turnover by age</b>						
<30 years old	21%	23%	26%	20%	24%	22%
30-49 years old	15%	17%	6%	8%	12%	13%
≥ 50 years old	4%	4%	4%	5%	4%	5%
<b>Salary ratio<sup>2</sup> (Female:Male)</b>						
Operations & Support	0.96 : 1	0.96 : 1	0.96 : 1	0.96 : 1	0.96 : 1	0.96 : 1
Professional	0.99 : 1	1 : 1	0.91 : 1	0.91 : 1	0.94 : 1	0.94 : 1
Middle Management	0.97 : 1	0.98 : 1	0.94 : 1	0.94 : 1	0.95 : 1	0.96 : 1
<b>Singapore workforce ethnicity</b>						
Chinese	68%	72%	—	—	—	—
Malay	9%	8%	—	—	—	—
Indian	12%	10%	—	—	—	—
Others	11%	10%	—	—	—	—
<b>Total training investment (\$M)</b>	S\$10.9	S\$10.0	A\$10.9	A\$11.5	S\$22.1	S\$22.9
<b>Average training hours per employee</b>	32.5	33.3	31.7	32.2	32.2	32.8
<b>Employee safety and health<sup>3</sup></b>						
Workplace injury rate	1.3	1.4	1.3	2.6	1.3	1.9
Accident frequency rate	0.6	0.6	0.8	1.3	0.7	0.9
Accident severity rate	5.9	7.4	12.9	18.6	8.3	11.3

#### Footnotes:

- <sup>1</sup> The Singtel FY2015 data has been restated to include all contract staff to align with FY2016 data.
- <sup>2</sup> Based on average monthly salary of regular employees only. FY2015 data has been restated.
- <sup>3</sup> Workplace safety and health metrics have been realigned to the International Labour Organization (ILO) definitions. FY2015 data has been restated.