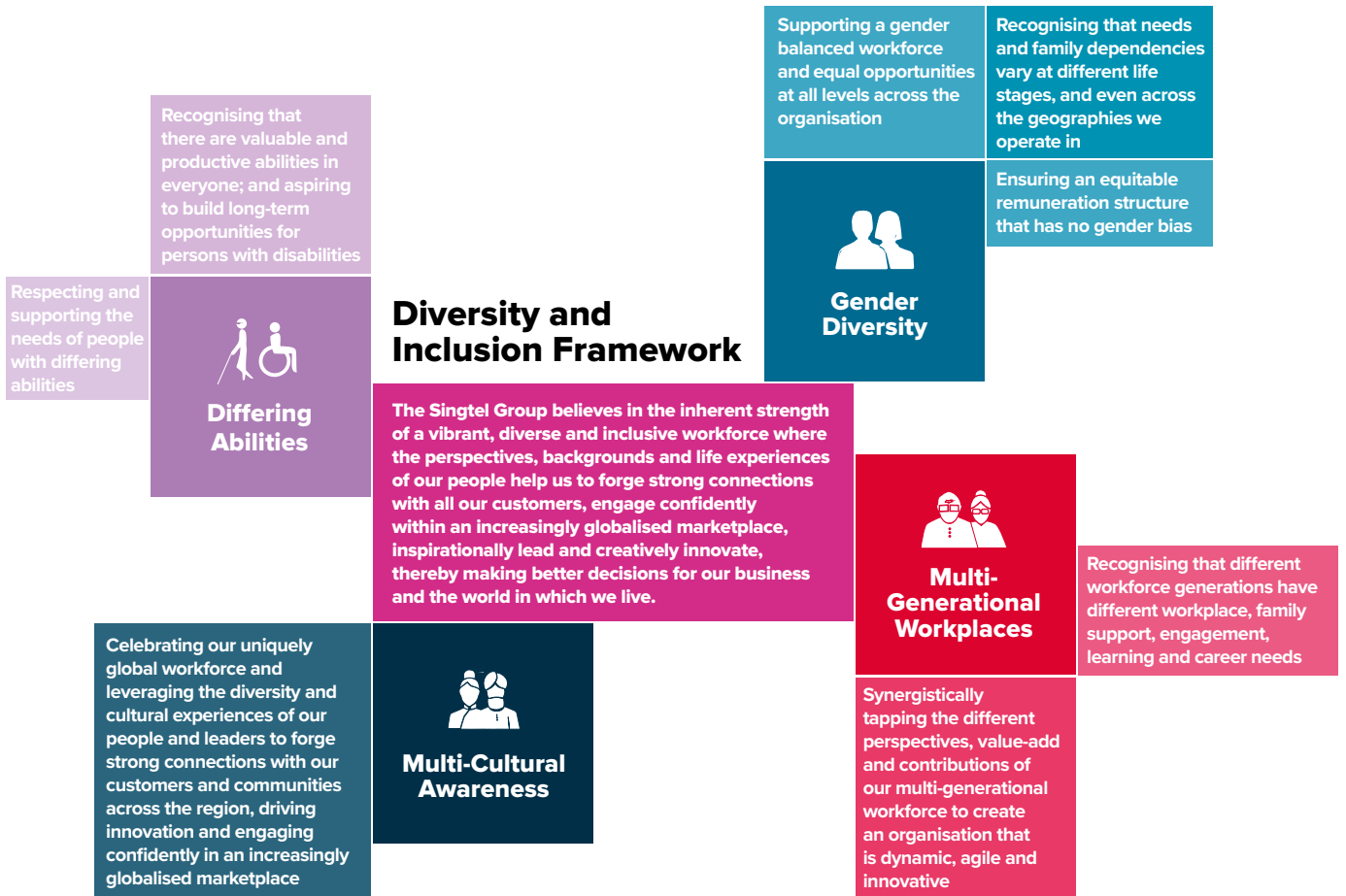


# People

## DIVERSITY AND INCLUSION

We believe in providing a diverse, inclusive and collaborative work culture as well as an environment that values differences to achieve better business results. Diversity provides different perspectives and fosters innovative thinking to solve business challenges. The [Singtel Group Code of Conduct](#) and our diversity and inclusion framework guide us towards this aspiration.



### Gender Diversity

Gender diversity remains a key area for the Singtel Group as we continue to focus on increasing the representation of women in senior leadership and key technical roles.

Female employees account for 34% of our workforce in the Singtel Group, with 35% in Singapore and 32% in Australia. They represent 26% of our top and middle management positions in the Group.

We won four HRM Awards 2018: Best Diversity and Inclusion Strategies, Best Leadership Development, SIM Awards for Best Talent Management Practices (>500 employees), Outstanding Contribution to HR – Aileen Tan, Group Chief Human Resources Officer.

### Female Executives in the Singtel Group

	Singtel	Optus	Singtel Group
<b>FY2018</b>			
Top management	29%	9%	22%
Middle management	33%	21%	26%
<b>FY2017</b>			
Top management	25%	7%	21%
Middle management	35%	21%	27%

### Multigenerational workplace

We value the experience, perspectives and wisdom that our silver talents bring to the company. During the year, more than 100 employees in Singapore attended Re-employment: Equipping and Developing Yourself (READY) and Rethink 50, our two Silver Talent programmes aimed to help them cope with possible life changes and career transitions.

READY is targeted at employees above the age of 58 while Rethink 50 is designed to help employees between 50 and 59 years old. Both programmes help participants to review their own financial circumstances and make more informed financial decisions, assess self-awareness and behavioural style and build relational skills with family and friends.

In July 2017, the Tripartite Guidelines on Re-employment were revised from 65 to 67 years old. We are fully supportive of this move as it will further strengthen our silver talent workforce in Singapore.

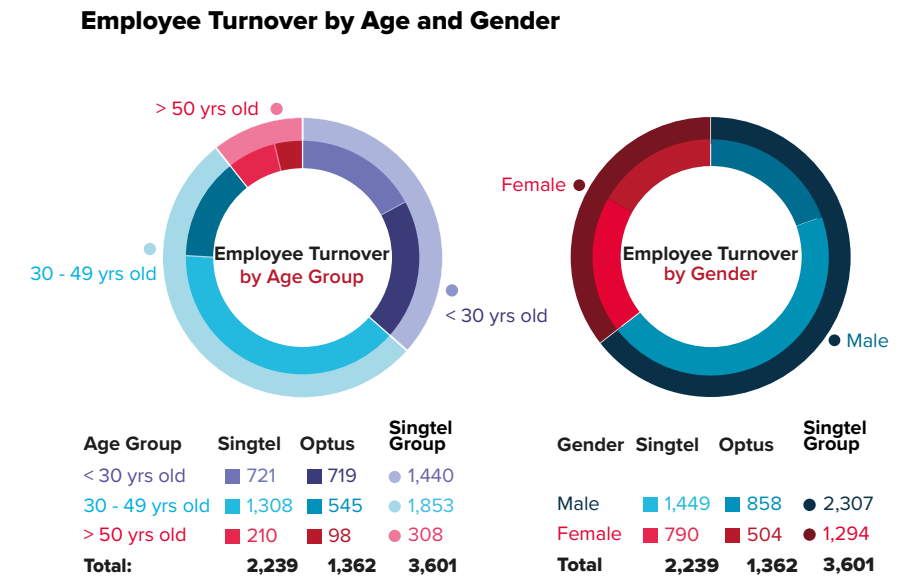
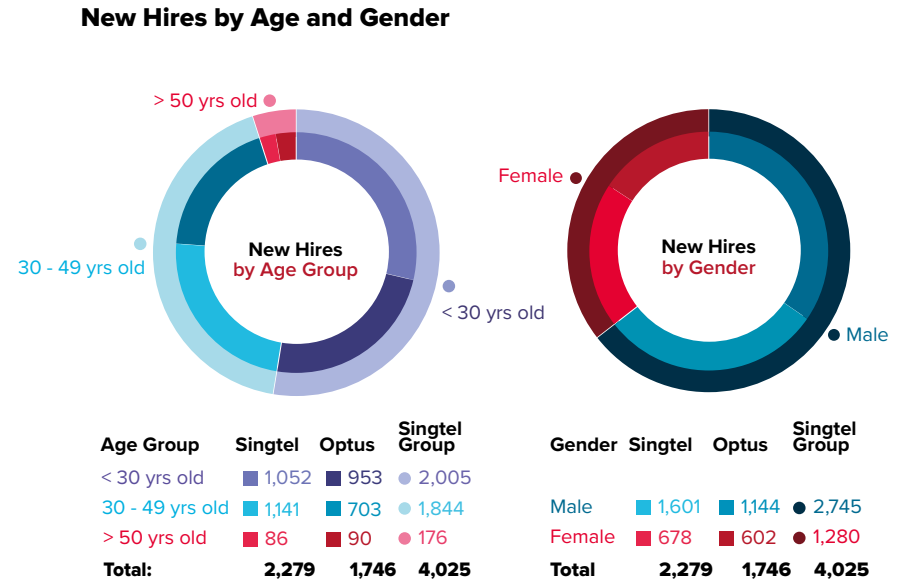
### Multicultural awareness

With more than 25,000 employees covering about 90 different nationalities across our global business operations, cultural diversity is certainly part of our DNA.

### Differing Abilities

We value the inclusion of persons with differing abilities in our company, in line with our philosophy of building an inclusive workplace and society. In Singapore, we continue to work closely with national agency SG Enable on training, internships and employment of persons with disabilities, who also form a critical talent pipeline with today's labour crunch.

During the year, we supported its Institute of Higher Learning Internship Programme and took in two tertiary students with hearing impairment and one student with Autism Spectrum Disorder (ASD) who did their internship with our Consumer Operations and Finance units.



As one of the founding members, Singtel participates actively in the Singapore Business Network on Disability (SBNoD), set up in 2015. The SBNoD group of companies has been supporting SG Enable's 12-week RISE Mentorship Programme, launched

in 2017, for tertiary students with disabilities. Singtel fielded three top and seven middle management members as mentors for ten students with various forms of disabilities over three runs of this programme.