

# People

## HUMAN CAPITAL PARTNER

Singtel is proud to be among the pioneer batch of Human Capital Partners, a tripartite initiative involving the Singapore government, unions and employers. We have been endorsed with the 'Human Capital Partner' mark, a symbol that identifies exemplary employers who are committed to Singapore's overall human capital development, focusing on five key areas that encompass all career stages:

- 01 Build the careers of young talent
- 02 Provide a platform to transfer skills and experience
- 03 Prepare a local workforce for success in a competitive global market
- 04 Offer opportunities for lifelong learning and career development
- 05 Recognise the contribution and empowering women in today's workforce

## Human Capital Development

Investing in our people is critical to our success. We manage our human capital investment by attracting and nurturing our talent, as well as their professional growth and personal well-being during their career with us. Every employee undergoes regular, formal performance and career development reviews, and we encourage leaders to have frequent informal performance conversations with their team members.

As part of Singtel's digitisation efforts, we embarked on our workforce transformation journey to equip our employees with relevant skills and redesigning our office premises. To address emerging industry needs, we have set up a Future of Work team to drive digital initiatives to support our strategy roadmap of Work, Workforce and Workplace, such as Robotics Process Automation, Micro-Learning On-the-Go, AR and VR learning, and People Analytics Master Planning.

## TALENT ATTRACTION AND RETENTION

We believe that developing and engaging young talent are key to building internal capabilities in this competitive global war for talent. Today, we have a robust young talent pool, comprising interns, cadets, apprentices, scholars and management associates. We partner a number of stakeholders such as polytechnics and universities to help us build this pipeline. In FY2018, we awarded S\$2.7 million in scholarships and apprenticeships to 72 tertiary students in Singapore, giving them industry-relevant training as well as employment and progression opportunities.



The FY2018 recipients with Singtel senior management members at our annual scholarship award ceremony

## Singtel Group's Talent Management and Development Programmes



### Aspiring and Young Talents

Flagship programme	Description	Talent acquired and trained	
		FY2018	FY2017
<b>Singtel Management Associate Programme and Optus Graduate Programme</b>	Two-year programme that offers a rich development roadmap of activities such as leadership development training, meaningful rotations, coaching and international assignments for top university graduates.	<b>93</b>	<b>82</b>
<b>SHINE Internship Programme</b>	Structured internship programme to develop young, high performing students by offering real-world, meaningful assignments, mentoring by experienced professionals, networking events and on-the-job training.	<b>114</b>	<b>88</b>
<b>Singtel and Optus Cadet Scholarship</b>	Scholarships offered to top diploma students in Singapore and top undergraduates from Macquarie University in Australia.	<b>55</b>	<b>53</b>
<b>Singtel Group Undergraduate Scholarship</b>	University scholarships are offered to top students in fields such as business, engineering, cyber security, computer science and analytics.	<b>16</b>	<b>12</b>



### Emerging and Future Leaders

Flagship programme	Description	Talent acquired and trained	
		FY2018	FY2017
<b>Cyber Security Associates and Technologists (CSAT) Programme with the Info-communications Media Development Authority and the Cyber Security Agency of Singapore</b>	The programme aims to help fresh and mid-career ICT individuals attain the necessary practical skills to better equip them for cyber security roles and positions.	<b>41</b>	<b>49</b>
<b>Regional Leadership in Action and Game for Global Growth</b>	Helps prepare emerging high-potential leaders to lead and manage business operations in a multinational, digital context by promoting learning through interactive workshops, lectures and action learning projects.	<b>109</b>	<b>132</b>
<b>SCORE+ Leadership Programme (launched in FY2018)</b>	Three-day application-based programme that focuses on self-awareness, leadership, brand development, business acumen and innovation.	<b>35</b>	<b>-</b>

## TRAINING AND EDUCATION

With the rapid technological and market changes in our industry, it is vital for our employees to keep themselves abreast of the latest industry developments and be future-ready. We offer our people a rich and diverse range of training and educational programmes, framed within our four key learning pillars: Compliance, Company, Business and Future. These programmes focus on personal effectiveness and leadership, as well as technical and functional areas that support our strategic priorities and business needs, such as cloud services, analytics, cyber security and smart cities.

# People

## Singtel Group Learning Fiesta



Our flagship learning event, the Singtel Group Learning Fiesta (SGLF), celebrated its tenth anniversary with the theme 'Amp Up, Level Up' in FY2018. It emphasised the need for every employee to amplify a culture of learning and stay relevant amid a fast-changing digital economy. SGLF 2017 was organised into three different tracks: Future Work, Future Skills and Future Me and registered over 42,000 learning places across the Group. It tapped on digital learning and introduced an inaugural fully online Mini Learning Fiesta using Learning Jam, an internal learning platform that supports social and collaborative learning in Singapore and Australia. As part of the event line-up, we piloted the SkillsFuture for Digital Workplace training programme for 60 employees. This programme, initiated by SkillsFuture Singapore, aims to raise digital literacy and build future skills across the workforce. Singtel was the first in Singapore to pilot it for our people.

### Training and Development Investment



### Average Training Hours



### Grooming our leaders

Our leadership development efforts are focused on building enterprise leadership, leadership brand, business acumen and innovation in our young, emerging and future leaders. In addition to our regular stable of programmes such as Regional Leadership in Action and Game for Global Growth, we have designed and launched new programmes to prepare our leaders in this disruptive digital business landscape.

The SCORE+ Leadership Programme and SCORE Development Centre are new leadership initiatives that leverage digital business simulations to provide learners with an applied learning experience designed to reflect real Singtel business challenges. We also invested

in providing our aspiring talent pool of interns, scholars and management associates with holistic development which includes rotations, international assignments, career coaching, mentoring, senior leader networking and special projects.

To enable our leaders to collaborate and demonstrate enterprise leadership behaviours, workshops have been rolled out to the Top 100 leaders in Australia. This new three-day residential Enterprise Leadership programme focuses on helping leaders lead with renewed purpose and a growth mindset to drive organisation-wide success. A similar programme will be extended to Singapore.

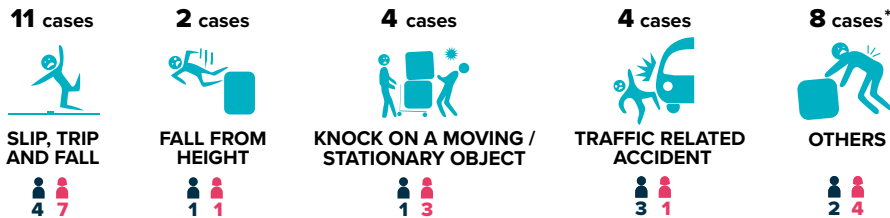
## EMPLOYEE HEALTH, SAFETY AND WELL-BEING

The safety and security of our employees are our top priority, and we strive to ensure the physical and mental well-being of our people. During the year, we successfully completed OHSAS 18001 for Singtel and our SS506 yearly surveillance audit with no issues of non-compliance, and renewed our bizSAFE 3 re-certification for eight of our key business units.

### Enhancing our workplace safety and health efforts

Workplace Safety and Health (WSH) training starts the moment an employee

## Types of injury by number and gender at Singtel



\* These were isolated incidents. Two cases did not result in any injury.

joins Singtel, who needs to undergo an introductory course that includes case studies on potential workplace safety, health and security risks. The various business units work closely with our WSH department to identify employees who are required to attend WSH courses relevant to the nature of their roles, such as risk assessment, fire safety awareness, ergonomics, and workplace health and safety. About 5,000 employees in Singapore have completed their assigned courses, including e-learning WSH modules which we introduced during the year.

167 officers have been appointed to help coordinate health, safety and security matters on designated floors in our Singapore office buildings. To help them perform their role more effectively, they attended courses on basic first aid, fire safety and risk management. We currently have 130 Automated External Defibrillator (AED) devices installed at our Singapore office premises for emergency medical situation.

In preparation for haze, we sent 230 employees to be trained on the use of respiratory sets should there be a need to activate our Respond and Recovery team for critical work and service continuity in hazardous haze conditions.

We noted an increase in the number of incidents reported during the year especially trip and fall cases, which also led to an increase in medical leave days. We are reviewing if there are systemic causes or if these are isolated incidents. We continue to remind our people to observe workplace safety and exercise personal responsibility and care at all times.

### Employee wellness

We set up a new Health and Wellness Committee during the year to look at our employee wellness agenda in a strategic manner, focusing on four key areas: targeted health programmes, physical fitness, mental well-being and family. A new health and wellness portal offers a one-stop guide for staff on the latest

in health trends, tips and resources to support an active lifestyle and a well-balanced diet, and upcoming events.

Our first Health and Wellness Carnival was organised to bring together our people and the senior management team for an afternoon of fitness, fun and games. 300 people attended the carnivals held concurrently at Comcentre and NCS Hub in Singapore, featuring mass exercises like Zumba and Yoga.

**Targeted health programmes:** We introduced 'Happy People', a digital health and wellness programme for our employees in Australia to improve their energy, sleep, mood and stress levels.

**Physical fitness:** Team Singtel with 2,823 employees participated in the National Steps Corporate Challenge 2017 organised by the Health Promotion Board in Singapore.

**Mental well-being:** In Australia, we continue to run 'Healthy Minds', a workplace well-being programme aimed at creating a psychologically healthy workplace as well as reducing the stigma surrounding mental illnesses and encouraging early support and intervention.

**Family:** The Singtel Family Day 2017 was organised for our employees to spend a relaxing and meaningful time together with their loved ones at award winning Gardens by the Bay.

For more information on our ongoing health and well-being initiatives and programmes, please refer to our [website](#).



Launch of the Singtel Health and Wellness Carnival 2017 at Comcentre Singapore