

# People

## Diversity and Inclusion

We believe in providing a diverse, inclusive and collaborative work culture as well as an environment that values differences to be successful in achieving our Future of Work vision (see Figure 1). Diversity provides different perspectives and fosters innovative thinking to solve business challenges.



### DIVERSITY 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 27% of our top and middle management positions in the Group.

Singtel was one of four Singapore firms and the only Southeast Asian communications company



Celebrating International Women's Day 2019 at Optus

to be recognised for our gender diversity efforts with our listing in the 2019 Gender-Equality Index by Bloomberg. We were also recognised as one of the top 5 employers for Gender Diversity at The Leonie Awards 2018.

### Female Executives in the Singtel Group

#### Top Management

	SINGTEL	OPTUS	SINGTEL GROUP
FY2019	31%	9%	24%
FY2018	29%	9%	22%

#### Middle Management

	SINGTEL	OPTUS	SINGTEL GROUP
FY2019	34%	22%	28%
FY2018	33%	21%	26%

### MULTIGENERATIONAL WORKPLACE

To support employees across all generations to stay relevant and be resilient to changes happening in this rapidly evolving industry, we actively promote the SkillsFuture for Digital Workplace (SFDW) programmes to raise the digital literacy of our workforce.

### DIFFERING ABILITIES

We value the inclusion of persons with differing abilities in our company, in line with our aim to build an inclusive workplace and society. In Singapore, we work closely with national agency SG Enable on training, internship and employment of persons with disabilities, who form a critical talent pipeline given the current labour crunch.

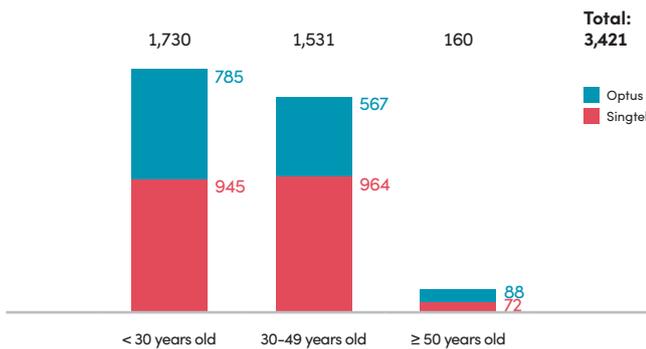
We continue to support SG Enable’s Institute of Higher Learning Internship Programme for tertiary students with disabilities and took on three students – one with hearing

impairment and two with Autism Spectrum Disorder (ASD) – who did their internship with our business units for work experience. At the same time, our staff had the opportunity to interact and work with persons with disabilities, thereby shaping a more inclusive workplace and mindset.

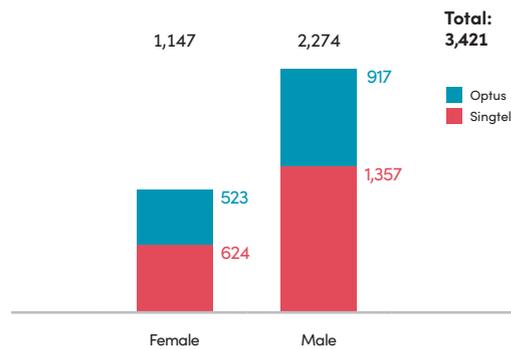
As one of the founding members and the current co-chair, Singtel participates actively in the Singapore Business Network on DisAbility (SBNOD), set up in 2015. The SBNOD group of companies has been supporting SG Enable’s 12-week RISE Mentorship Programme for tertiary students with disabilities since its launch in 2017. During the year, Singtel fielded three middle management members as mentors for two students and one young working adult – one with cerebral palsy and two with hearing impairment.

## New Hires by Age and Gender

New Hires by Age Group

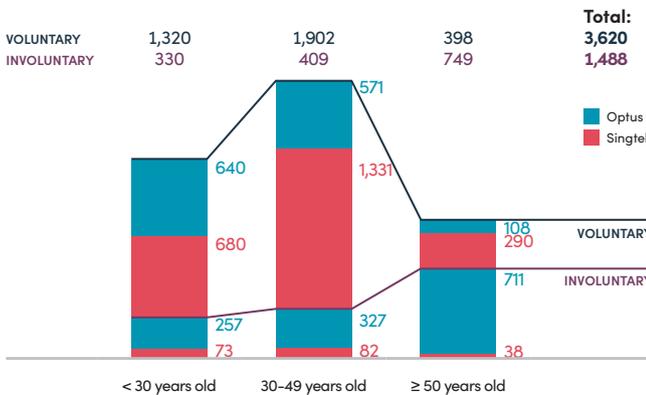


New Hires by Gender



## Employee Voluntary and Involuntary Turnover by Age and Gender

Employee Turnover by Age Group



Employee Turnover by Gender

