

04 People

Our Greatest Asset

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.



Singtel management members engaging our 80 new scholars at the Singtel Scholarship Award Ceremony 2018

OUR APPROACH

The Singtel Group employs over 24,000 people worldwide, with about 12,600 in Singapore and 7,800 in Australia.

We provide a fair, performance-based work culture that is diverse, inclusive and collaborative. We empower and invest in equipping our workforce with relevant skills and knowledge to help them thrive in this digital age and our highly disruptive and competitive industry. Above all, ensuring the safety and well-being of our people is of utmost importance to us.

In Singapore, besides abiding by the Ministry of Manpower's (MOM) Employment Act, we practise fair employment that is aligned with the tripartite guidelines set by MOM, National Trades Union Congress (NTUC) and Singapore National Employers Federation (SNEF). In Australia, we adopt the fair employment framework that is approved by Fair Work Australia and governed by our Employment Partnership Agreement (EPA).

We have fostered a very strong and collaborative partnership with the Union of Telecom Employees (UTES) since it was formed in 1982, which laid the foundation for facilitating employee development, promoting the well-being of our people and supporting business growth for our Singapore operations. In Singapore, we had 5,272 bargainable employees (42%) and in Australia, 2,989 employees (39%) who were covered by EPA as at 31 March 2019.

We continued to support NTUC's U Care Fund with an annual donation of S\$100,000. We also disbursed S\$77,600 to about 100 schooling children of our staff under the joint Singtel-UTES Bursary Awards scheme during the year. In August 2018, we successfully negotiated and renewed our Collective Agreement 2018 with UTES for our bargainable staff, certified by the Industrial Arbitration Court of Singapore.

OUR DIGITAL TRANSFORMATION

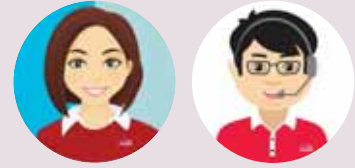
A key focus for the year was driving digital initiatives across the Singtel Group and leveraging automation, artificial intelligence, analytics and agile methodology to improve productivity and customer experience.

As part of our ongoing Robotic Process Automation (RPA) programme, more than 180 bots have been deployed across the organisation to manage repetitive administrative tasks. For example, Group Consumer deployed and trained a telesales bot in two weeks to capture and process the details of customers who subscribed to the World Cup package via our hotline. By the end of the sign-up period, it successfully handled 70% of all subscriptions, allowing our agents to spend more time with customers and manage more complex requests. This resulted in a smoother and seamless experience for customers.

Group Enterprise also launched a fully automated incident management solution to help our customer support staff to manage incident tickets more efficiently. The solution uses our Artificial Intelligence/Machine Learning (AI/ML) Predictive Service Incident Management Engine, which enables us to resolve a range of incidents automatically without manual intervention, improving efficiencies by 37%.

The HR team deployed 18 new bots across Singapore and Australia to improve engagement with our people. We also started using AI/ML to develop predictive capabilities to aid in talent development, engagement and retention. Our new People Intelligence Toolkit helps our people managers to focus on staff development. Predictive capabilities also provide our leaders with customised insights into the factors driving staff turnover in their business units. The time saved through Future of Work digital initiatives enables us to engage our people better and build greater trust in the organisation.

MEET OUR HR CHATBOTS



Our Management Associate Programme (MAP) applications are now processed by Kate, our Chatbot, which helps to streamline the application and screening process while improving candidate experience by being the single interface throughout our multistage MAP application and interview process.

Another HR Chatbot Luis has executed thousands of chats via our staff portal Espresso. It can now provide personalised answers to staff after being fully integrated with Singtel Group HRCentral, our human capital management system.

We are focused on going high-tech to free up valuable time and capacity to provide a high-touch experience and engagement for our people and this will enable us to build a high-trust organisation.

Aileen Tan,
Group Chief Human Resources Officer,
Singtel



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.

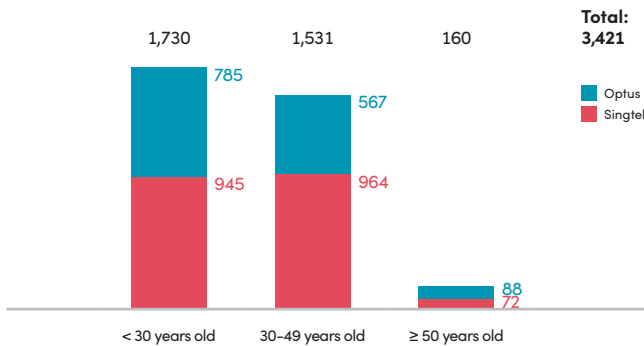
We continue to support SG Enable’s Institute of Higher Learning Internship Programme for tertiary students with disabilities and took on three students – one with hearing

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.

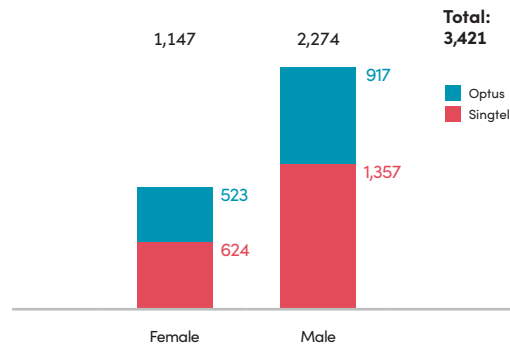
As one of the founding members and the current co-chair, Singtel participates actively in the Singapore Business Network on DisAbility (SBNOD), set up in 2015. The SBNOD group of companies has been supporting SG Enable’s 12-week RISE Mentorship Programme for tertiary students with disabilities since 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

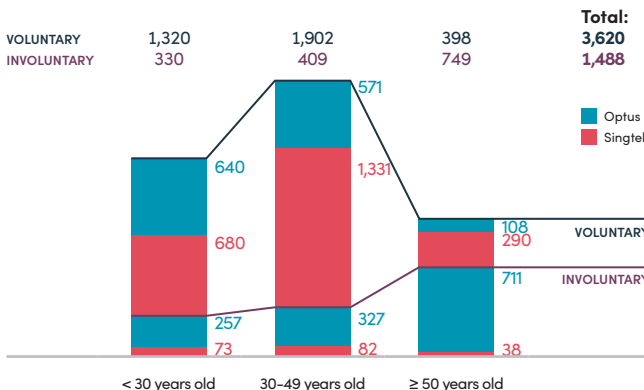


New Hires by Gender

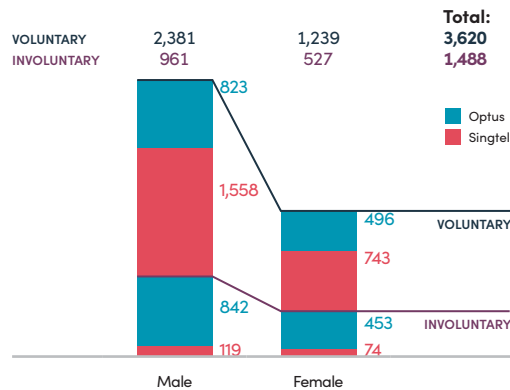


Employee Voluntary and Involuntary Turnover by Age and Gender

Employee Turnover by Age Group



Employee Turnover by Gender



People

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 looking after 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.

To support and accelerate Singtel's digitisation efforts, we introduced new initiatives such as Professional Conversion programmes and hackathons to equip our employees with new skills to stay relevant. To this end, we also launched a new community and collaboration space, Singtel@8George, where we hosted more than 300 sessions to engage and train our talent across the Singtel Group during the year.



Our people taking part in the Leaders-in-Training or LIT Challenge Hackathon at Singtel@8George

TALENT ATTRACTION AND RETENTION

We believe that developing and engaging young talent are key to building internal capabilities in this global competition for talent and meeting our Future of Work aspirations. Today, we have a robust young talent pool, comprising interns, cadets, apprentices, scholars and management associates. We partner a growing number of institutions like polytechnics and universities to help us build a pipeline of future-ready talent. In FY2019, we awarded S\$1.85 million in scholarships and apprenticeships to 80 tertiary students in Singapore, giving them industry-relevant training as well as employment and progression opportunities.

We launched a new programme, Digital Leadership Experience, aimed at grooming digital leaders who are high performers through a structured two-year programme. It gives them meaningful and impactful experiences to equip them with what it takes to lead a digital business, which is vital to Singtel.

TRAINING AND EDUCATION

It is vital for our employees to keep abreast of the latest industry developments and be future-ready. We offer our people a rich and diverse range of training and educational programmes, centred around our four key learning pillars: Compliance, Company, Business and Future. These programmes focus on personal



Fireside chat with Samba Natarajan, CEO of Group Digital Life, with participants of the Digital Leadership Experience programme held at the new Singtel@8George

effectiveness, leadership and technical and functional areas that support our strategic priorities and business needs, such as cloud services, analytics, cyber security and smart cities.

SINGTEL GROUP LEARNING FIESTA

Digital learning was the key emphasis of our 11th Singtel Group Learning Fiesta 2018. It accounted for 87.4% of a record-breaking 97,328 learning places created during the event. Our collaboration with learning partners enabled staff to learn on-the-go using any digital device of their choice for any topic that they wish to explore.

To help our employees take ownership of their own lifelong learning journey, we introduced agiLEARN to enable them to do bite-sized and just-in-time learning anytime, anywhere. They could also develop learning content using blog and video on relevant topics, such as digital hacks and design thinking.

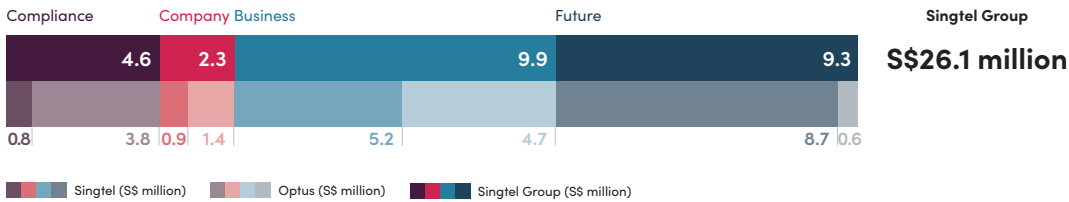
SKILLSFUTURE FOR DIGITAL WORKPLACE AND ELECTIVES

To ride on the rising digital awareness among our staff since the rollout of our SkillsFuture for Digital Workplace programme in late 2017, we introduced ten new digital electives in 2018 to further develop the digital knowledge of our people, especially those in non-technical roles. These one-day electives, in collaboration with partners in academia and consultancy, served as a useful introduction to cutting-edge developments such as cyber security, data analytics, Python coding and blockchain in a simple, digestible form to help raise the digital quotient of our workforce. In FY2019, a total of 1,500 employees enrolled in these electives for a deeper appreciation of these technologies.



Tan Chee (middle), our service delivery manager who started his career with NCS 19 years ago in hardware support, signed up for the Professional Conversion programme in 2018 and spent six months learning new tools and platforms necessary to automate processes for clients, before moving into his new role which focuses on this new specialisation of automation in the service delivery management team.

FY2019 Training and Development Investment Breakdown by Learning Pillars



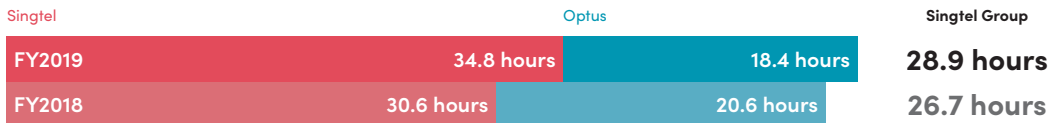
Training and Development Investment

Singtel
 FY2019: S\$15.6 million
 FY2018: S\$17.7 million

Optus
 FY2019: A\$10.7 million
 FY2018: A\$12.4 million

Singtel Group
 FY2019: S\$26.1 million
 FY2018: S\$30.7 million

Average Training Hours: Delivering More Training Opportunities Through Digital Learning



EMPLOYEE HEALTH AND SAFETY

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 completed the surveillance audits by our external auditor for both OHSAS 18001 and Singapore Standard SS506 management system, confirming our compliance with the standards requirements. We also successfully renewed our bizSAFE Partner certification in April 2018, as part of ongoing efforts to motivate our service partners – vendors, suppliers and contractors – to raise their workplace safety and health (WSH) standards through the bizSAFE programmes. bizSAFE is a national certification programme that assists companies to build up their WSH capabilities so that they can achieve quantum improvements in safety and health standards at the workplace.

It is our priority to make WSH second nature for our staff, management and vendors as we recognise that everyone has a role to play in building a progressive safety and healthy culture in the company. We are committed to leading industry efforts to strengthen capabilities and build a progressive culture in WSH for Singtel towards Vision Zero – zero accident and fatality.

In September 2018, we revised our Health and Safety policy, now known as the Singtel Group Health, Safety and Security (HSS) Policy. It aims to encourage our people to embrace security and manage such risks as part of our corporate culture and help the company mitigate security threats and breaches.

With the rapid changes in our industry, we actively keep our employees abreast of market developments by providing a series of outreach programmes, inviting

subject experts to give staff insights into best practices and create awareness at our quarterly HSS events.

One outreach programme also gave hands-on opportunities to more than 200 employees to perform rescue operation in a mock-up confined space and expose them to various work-at-height structures at our service partner training centre.

EMPLOYEE WELLNESS

During the year, we embarked on a large scale renovation of our Singtel Recreation Club (SRC) housed at Comcentre, our headquarters in Singapore. We wanted to create a larger, even more comfortable recreation space to enable our people to exercise, play and connect with one another and their families after working hours. The newly renovated SRC boasts an extensive array of recreation facilities for all to enjoy: gym, rock-climbing wall, karaoke, games rooms and a pub aptly named Pub@SRC.

Types of Staff Injury by Number and Gender

SLIP, TRIP AND FALL



10 cases
 M: 3 F: 7
4 cases
 M: 2 F: 2

TRAFFIC RELATED ACCIDENT



4 cases
 M: 4 F: 0
4 cases
 M: 4 F: 0

FALL FROM HEIGHT



0 case
 M: 0 F: 0
4 cases
 M: 4 F: 0

KNOCK ON A MOVING/ STATIONARY OBJECT



0 case
 M: 0 F: 0
5 cases
 M: 3 F: 2

OTHERS



5 cases
 M: 3 F: 2
10 cases
 M: 6 F: 4

M: Male F: Female

People

People Performance Indicators



People

	SINGTEL			OPTUS			SINGTEL GROUP		
	2019	2018	2017	2019	2018	2017	2019	2018	2017
Total employees by gender									
Male	8,136	8,455	8,185	5,298	6,021	6,112	13,434	14,476	14,297
Female	4,453	4,640	4,822	2,459	2,847	2,938	6,912	7,487	7,760
Total employees	12,589	13,095	13,007	7,757	8,868	9,050	20,346	21,963	22,057
Total employees by employment contract and gender									
Regular employees (Male)	6,630	7,136	6,742	5,224	5,929	6,005	11,854	13,065	12,747
Contract employees (Male)	1,506	1,319	1,443	74	92	107	1,580	1,411	1,550
Regular employees (Female)	3,855	4,148	4,193	2,413	2,799	2,874	6,268	6,947	7,067
Contract employees (Female)	598	492	629	46	48	64	644	540	693
Total regular employees by employment type and gender									
Full time (Male)	8,112	8,449	8,178	4,612	5,307	5,385	12,724	13,756	13,563
Part time (Male)	24	6	7	686	714	727	710	720	734
Full time (Female)	4,432	4,623	4,803	1,788	2,058	2,101	6,220	6,681	6,904
Part time (Female)	21	17	19	671	789	837	692	806	856
Total employees by age group									
<30 years old	20%	21%	22%	24%	23%	24%	21%	22%	23%
30-49 years old	61%	59%	60%	59%	60%	60%	60%	59%	60%
≥ 50 years old	19%	20%	18%	17%	17%	16%	19%	19%	17%
Gender mix by employee category (% female)									
Operations and Support	41%	41%	43%	40%	42%	43%	40%	41%	43%
Professional	32%	31%	33%	29%	29%	29%	31%	30%	31%
Middle and Top Management	34%	33%	34%	22%	21%	21%	27%	26%	27%
• Middle Management	34%	33%	35%	22%	21%	21%	28%	26%	27%
• Top Management	31%	29%	25%	9%	9%	7%	24%	22%	21%
Salary ratio (female:male)¹									
Operations and Support	1 : 0.98	1 : 0.99	1 : 0.99	1 : 0.96	1 : 0.96	1 : 0.98	1 : 0.98	1 : 0.97	1 : 0.95
Professional	0.97 : 1	0.98 : 1	0.98 : 1	0.95 : 1	0.96 : 1	0.96 : 1	0.95 : 1	0.97 : 1	0.97 : 1
Middle Management	0.97 : 1	0.98 : 1	0.99 : 1	0.97 : 1	0.94 : 1	0.97 : 1	0.97 : 1	0.98 : 1	0.98 : 1
Bonus Ratio (female:male)^{2,3}									
Operations and Support	1 : 0.98	-	-	0.91 : 1	-	-	0.97 : 1	-	-
Professional	0.99 : 1	-	-	0.91 : 1	-	-	0.95 : 1	-	-
Middle Management	1 : 0.85	-	-	0.90 : 1	-	-	1 : 0.96	-	-
New employee hires	15.7%	17.4%	15.9%	18.6%	19.7%	19.2%	16.8%	18.3%	17.3%
New employee hires by age									
<30 years old	7.5%	8.0%	8.3%	10.1%	10.8%	10.0%	8.5%	9.1%	9.0%
30-49 years old	7.6%	8.7%	7.0%	7.3%	7.9%	8.0%	7.5%	8.4%	7.4%
≥ 50 years old	0.6%	0.7%	0.6%	1.2%	1.0%	1.2%	0.8%	0.8%	0.9%
New employee hires by gender									
Male	10.7%	12.2%	10.1%	11.8%	12.9%	12.6%	11.2%	12.5%	11.2%
Female	5.0%	5.2%	5.8%	6.8%	6.8%	6.6%	5.6%	5.8%	6.1%

People

People Performance Indicators



People

	SINGTEL			OPTUS			SINGTEL GROUP		
	2019	2018	2017	2019	2018	2017	2019	2018	2017
Employee voluntary turnover	18.3%	17.1%	16.4%	17.0%	15.4%	15.4%	17.8%	16.4%	16.0%
Employee turnover by age									
<30 years old									
• Voluntary	5.4%	5.5%	5.6%	8.2%	8.1%	7.8%	6.5%	6.6%	6.5%
• Involuntary ³	0.6%	–	–	3.3%	–	–	1.6%	–	–
30–49 years old									
• Voluntary	10.6%	10.0%	9.5%	7.4%	6.2%	6.4%	9.3%	8.4%	8.2%
• Involuntary ³	0.6%	–	–	4.2%	–	–	2.0%	–	–
≥ 50 years old									
• Voluntary	2.3%	1.6%	1.3%	1.4%	1.1%	1.2%	2.0%	1.4%	1.3%
• Involuntary ³	0.3%	–	–	9.2%	–	–	3.7%	–	–
Employee turnover by gender									
Male									
• Voluntary	12.4%	11.1%	10.7%	10.6%	9.7%	9.7%	11.7%	10.5%	10.3%
• Involuntary ³	0.9%	–	–	10.9%	–	–	4.7%	–	–
Female									
• Voluntary	5.9%	6.0%	5.7%	6.4%	5.7%	5.7%	6.1%	5.9%	5.7%
• Involuntary ³	0.6%	–	–	5.8%	–	–	2.6%	–	–
Total training investment (\$million)	\$S15.6	\$S17.7	\$S13.8	A\$10.7	A\$12.4	A\$10.8	\$S26.1	\$S30.7	\$S25.1
Average training hours per employee⁴	34.8	30.6	30.4	18.4	20.6	30.9	28.9	26.7	30.5
Average training hours by gender⁴									
Male	37.0	31.6	30.4	17.8	20.2	31.2	29.5	26.8	30.6
Female	31.0	28.9	30.3	19.8	21.6	30.2	27.6	26.5	30.2
Average training hours by employee category⁴									
Operations and Support	31.6	23.3	31.8	27.6	29.3	36.5	30.7	24.7	33.2
Professional	37.2	37.2	30.1	16.1	19.1	28.5	28.7	29.2	29.3
Middle Management and above	32.0	22.0	23.3	17.4	15.7	28.1	24.2	18.5	25.9
Employee health and safety⁵									
Workplace injury incidence rate	1.5	2.1	1.3	2.2	4.1	1.3	1.8	2.9	1.3
Workplace injury frequency rate	0.7	0.9	0.6	1.3	2.8	0.8	0.9	1.5	0.7
• Workplace injury frequency rate (Male)	0.6	0.6	0.5	1.4	2.3	0.4	0.8	1.1	0.5
• Workplace injury frequency rate (Female)	0.9	1.6	0.8	1.0	4.0	1.9	0.9	2.2	1.1
Workplace injury severity rate⁶	12.9	14.7	3.3	16.7	7.3	8.7	14.1	12.4	5.1
• Workplace injury severity rate (Male) ⁶	10.9	6.0	1.5	22.7	9.7	4.9	14.8	7.2	2.9
• Workplace injury severity rate (Female)	16.6	30.6	6.3	2.6	1.6	17.9	12.6	22.8	10.2
Absenteeism rate	0.021	0.018	0.017	0.017	0.015	0.015	0.019	0.017	0.017
• Absenteeism rate (Male)	0.017	0.015	0.014	0.015	0.014	0.014	0.016	0.014	0.014
• Absenteeism rate (Female)	0.028	0.024	0.024	0.021	0.017	0.017	0.026	0.021	0.021
Occupational disease rate	0	0	0	0.8	0.7	0	0.2	0.2	0
• Occupational disease rate (Male)	0	0	0	0.7	0.5	0	0.2	0.2	0
• Occupational disease rate (Female)	0	0	0	1.0	1.1	0	0.3	0.3	0
Fatalities	0	0	0	0	0	0	0	0	0

Footnotes:

¹ Based on average monthly salary of regular employees.

² Based on average annual bonus of regular employees.

³ New indicator tracked from FY2019.

⁴ Optus training hours for FY2019 included user testing of certain e-learning modules.

⁵ Workplace health and safety metrics are based on the International Labour Organization (ILO) definitions, subject to country definition of lost work shifts e.g. Optus excludes weekends from medical leave when calculating these rates.

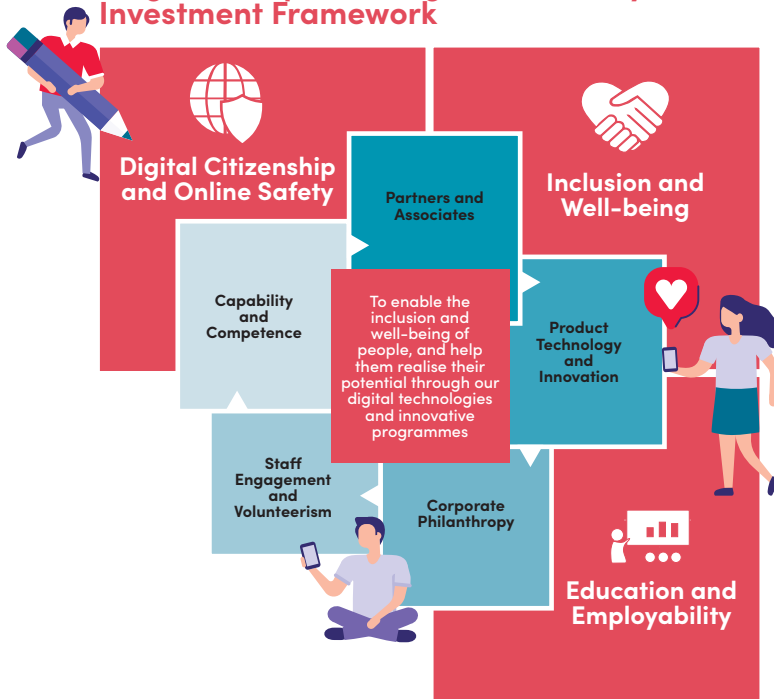
⁶ Based on ILO definition, this excluded time lost as a result of permanent incapacity for work. A male employee was caught in an accident involving several vehicles in FY2018, which resulted in a prolonged medical leave of absence of more than 200 days as of end-FY2019.

05 Community

The Most Connected Communities

The Singtel Group is committed to being a responsible corporate citizen in all the markets where we operate, driving positive and sustainable change for our communities.

Figure 1:
Singtel Group's Strategic Community Investment Framework



OUR APPROACH

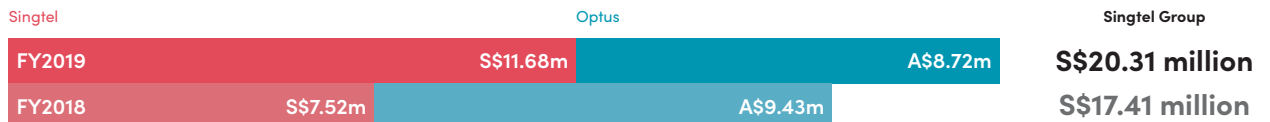
Investing in our community is an integral part of our sustainability strategy. Our decisions are guided by our strategic community investment framework (see Figure 1).

The Singtel Group aims to play a significant role in enabling the progress, development and inclusion of vulnerable segments in the society. Through our key partnerships, programmes and staff engagement initiatives, we combine our collective resources and leverage our skills and core competencies to make a positive and sustainable change to communities in need.

Our community strategy contributes towards the various UN SDGs: 3, 4, 8, 9, 10 and 11.

Our community programmes and approach are also aligned with the National Council of Social Service (NCSS) Strategic Thrusts 2017-2021 (see Figure 2). We are one of the few private sector representatives on the NCSS strategic review committee, as we are recognised for our efforts to engage the sector strategically and in a holistic manner.

Singtel Group's Community Investment*



* Our community investment figure, which includes direct financial support, in-kind charitable sponsorships and staff volunteering hours, has been verified by the London Benchmarking Group (LBG).

Figure 2:
Singtel Supports NCSS' Social Service Sector Strategic Thrusts 2017-2021



INCLUSION OF VULNERABLE GROUPS

Singtel Touching Lives Fund (STLF) is our flagship corporate philanthropy programme to support the education of children and youth with special needs in Singapore. We raised S\$3 million in 2018, bringing our total funds raised for STLF to S\$42 million since its inception in 2002 (see Story on page 30).

We also donated S\$5.3 million to non-STLF charitable organisations and contributed over S\$500,000 of in-kind sponsorship of telecommunications and media services to charities, social enterprises and nation-building activities in Singapore during the year.

We conducted 12 workshops for 2,750 senior citizens in Singapore who learnt to use smartphones and social media apps, as well as online safety tips like protecting their online privacy and against scams.

We continue to support the cancer cause given its pervasiveness in society (see Story below). In Australia, we contributed A\$679,500 to Tour de Cure 2018. 21 Optus employees took part in this event as riders and volunteers and visited 15 schools to raise awareness.

We continue to work closely with the Australian Business and Community Network (ABCN), of which we are a founding member, to improve opportunities and outcomes for vulnerable youth in high-needs schools across Australia. For our active participation, Optus was awarded the ABCN 2018 Award for the Most Outstanding Member Company.

In 2018, we ran 36 core ABCN programmes, engaging over 500 Optus staff mentors and volunteers working with about 1,200 students.

CREATING AN IMPACT: OUR TEN-YEAR JOURNEY WITH SINGAPORE CANCER SOCIETY



Minister of Culture, Community and Youth Grace Fu with award recipients and guests at SCS' annual achievement awards ceremony 2018

In 2009, Singtel became a strategic partner of Singapore Cancer Society (SCS), supporting its "Help the Children and Youth Programme" (HCY). We are the title sponsor of the Singtel-Singapore Cancer Society Race Against Cancer and our annual grant of S\$250,000* goes towards helping children and youth whose lives are affected by cancer. These children and youth may be cancer patients or their parents are suffering from cancer.

In the past decade, this programme has received more than S\$2.3 million – from Singtel grants as well as registration fees paid by Singtel employees, their families and friends when they participated in the annual run.

* Annual grant of S\$200,000 in 2009-2013

962 children and youth have since benefitted from the SCS HCY programme.

The one-on-one tuition scheme offered under HCY was very popular as it was designed to help those who are academically weak and from financially challenged families. The tuition scheme achieved the desired outcomes of improved grades as well as increased confidence and self-esteem of the students enrolled in the scheme.

The programme also covers school allowance, grants and bursary, achievement awards and family bonding events.



Arthur Lang (right), Singtel's CEO of International Group, raised an additional S\$51,000 for Singapore Cancer Society under CEOs Against Cancer

Community

The Most Connected Communities

CREATING AN IMPACT: MAKING A DIFFERENCE TO CHILDREN WITH SPECIAL NEEDS



Singtel Touching Lives Fund (STLF) is the company's flagship philanthropy programme. When it started in 2002, the programme supported vulnerable children and youth in the community. We sharpened our focus and concentrated on education for children with special needs. Our six beneficiary schools are: APSN Chaoyang School, APSN Tanglin School, APSN Delta Senior School, Cerebral Palsy Alliance Singapore School, Eden School and MINDS Lee Kong Chian Gardens School.

Singtel engages our employees, business partners, customers



Students with special needs enjoying themselves at our Singtel Carnival.

and members of the public through various activities to raise funds for the schools. Fundraising costs of these activities are underwritten by Singtel so that every dollar raised goes to the beneficiary schools. Together with a top-up donation from the company, a total of S\$3 million was raised in 2018. This brings the total funds raised in the past 17 years to more than S\$42 million.

The six schools served about 1,600 students in 2018. The schools offer each student a customised curriculum based on their abilities and needs, with the aim of maximising their potential towards independent living and integration into the community. At the end of the curriculum year, more than 170 students achieved the outcomes listed in the table below.

PATHWAYS OF STUDENTS OF SPECIAL EDUCATION PROGRAMMES IN 2018	NUMBER OF STUDENTS
Open Employment - in a wide range of industries e.g. retail and hospitality	67
Supported Employment - similar to open employment except that clients receive additional support such as having a job coach during the employment period	22
Sheltered Employment - the work focuses on tasks where the processes are simpler and can be broken down into specific steps	55
Internship - part of the School-to-Work (S2W) Transition Programme	3
Vocational Training and Post-Secondary Education e.g. Institute of Technical Education and Polytechnics	9
Day Activity Centres - the clients receive further skills training to maximise their independence for daily living under supervision in a centre	20



ENGAGING OUR PEOPLE

The way we engage the community and involve our people through general and skilled volunteering is a key driver of our staff engagement. Our annual staff engagement surveys consistently show that what we do in the community and for the environment is one of the top three drivers of staff engagement.

We encourage our people to volunteer on an individual or team basis. We believe that active employee volunteerism not only helps our communities but also contributes to the holistic development of our people in terms of empathy, perspective and character building. Besides giving our employees paid volunteer leave, we encourage business units to adopt Volunteering, our concept of teambuilding with a volunteering element to involve the vulnerable segment of the community.

Over the years, we have also increased skilled volunteering opportunities for our people in areas such as our Future Makers social innovation programmes, digital citizenship, ABCN and Better Together overseas volunteering programme.



Singtel and Optus volunteers interacting with local students

Staff Volunteering Hours

	Singtel	Optus	Singtel Group
FY2019	13,503 hours	13,206 hours	26,709 hours
FY2018	15,500 hours	12,128 hours	27,628 hours

SINGTEL CARNIVAL 2018

The annual Singtel Carnival is a mass volunteering platform for our staff. It is Singapore's largest carnival designed and planned exclusively for children with special needs. In its sixth year, Singtel Carnival 2018 was organised by 1,700 staff volunteers and attended by more than 1,400 students with special needs from 14 Special Education schools. Themed 'Carnival in Space', the event was graced by the President of the Republic of Singapore.



BETTER TOGETHER 2018

The Singtel Group has been extending our volunteering outreach to support communities in countries where our associates operate. Better Together 2018 was the eighth year of our annual overseas volunteering programme which saw three expeditions.

Our skilled volunteering expedition to Thailand had 32 volunteers from Singtel, Optus, AIS and Globe who mentored Thai undergraduates and high school students from the Good Kids Great Hearts (GKGH) programme to help them improve their confidence and competence in conversational English.

Better Together in the Philippines was in partnership with Globe and saw 47 volunteers from Singtel, Optus, Globe and Optus' call centre partners, Convergys and 24/7, who delivered our Digital Thumbprint programme in two elementary schools in Cagayan de Oro. They also planted trees in Bukidnon together with Hineleban Foundation, Globe's environment partner.

Our regional associate Bharti Airtel and its philanthropy arm Bharti Foundation hosted 23 volunteers from Singtel, Optus and Airtel who carried out classroom sessions in four Satya Bharti schools. These schools are part of Bharti Foundation's flagship rural education initiative, the Satya Bharti School Programme which provides free quality education in rural India.



Community

The Most Connected Communities

Singtel believes firmly in the education and promotion of responsible digital citizenship. We are honoured to have been involved in the development and implementation of the DQ framework right from the beginning. A global standard for digital literacy and skills is important in developing education programmes for people, especially children, so that they have the social, emotional and cognitive abilities to thrive amid the challenges of our digital world.

Andrew Buay,
Vice President of Group Sustainability,
Singtel

DIGITAL CITIZENSHIP AND ONLINE SAFETY

The rise of mobile and technology in this digital age has resulted in better connectivity and convenience for people. However, this has also created unintended consequences as children and youth have become increasingly vulnerable to the associated risks, such as device and gaming addiction, inappropriate online content and cyber bullying.

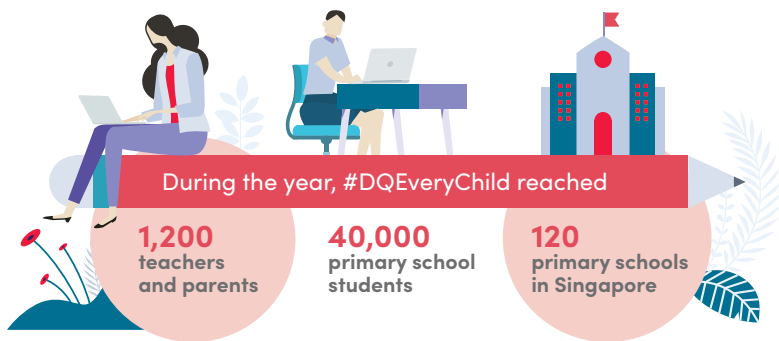
Singtel aims to play a proactive role to mitigate such risks by educating our customers and promoting responsible digital citizenship among vulnerable children and youth. These interventions support our efforts towards the UN Sustainable Development Goal 3 on Good Health and Well-being.

Since 2014, the Singtel Group Digital Thumbprint Programme has created and implemented educational programmes, leveraged our technology and provided resources, as well as partnered leading community organisations to empower and equip responsible digital citizens to thrive in the digital era.

In Singapore, we continued our strategic collaboration with DQ Institute – from helping to fund the #DQEveryChild programme development in 2016 to implementing the programme and bringing it to the primary schools in Singapore. During the year, with Singtel’s support, #DQEveryChild reached 120 primary schools, more than 40,000 primary school students and 1,200 teachers and parents in Singapore. In February 2019, our Thai associate AIS also announced its collaboration with DQ Institute to promote digital intelligence or DQ of children in Thailand.

Figure 3:
The Eight Core DQ Competencies





DQ is a comprehensive set of digital competencies required to thrive in the fourth industrial revolution (see Figure 3). Its fundamental competence is digital citizenship which enables individuals to use technology safely and responsibly. It was subsequently identified as a global common framework for digital literacy, skills and readiness by the Coalition for Digital Intelligence, comprising OECD, IEEE Standards Association (IEEE SA) and DQ Institute, and in association with the World Economic Forum. Singtel is also involved as a member of the standardisation working group of IEEE SA.

In Australia, our Digital Thumbprint with Kids Helpline is an early intervention programme delivered free to primary schools. Using Optus technology, we bring Kids Helpline counsellors into classrooms and create a safe environment where students can discuss positive online behaviours and interactions. Over 10,000 primary school students in Australia access this programme each year.

In addition, our Digital Thumbprint programme reaches more than 37,000 high school students in Australia annually. In May 2018, 16 Optus employees were trained to deliver Digital Thumbprint workshops to students, enabling them to contribute directly towards teaching students about positive online presence and behaviour.

After the successful run of our inaugural Digital Smarts Day last year, we hosted two this year, which were attended by 345 primary and high school students. Based on our Digital Thumbprint programme, partners like Kids Helpline and ABCN delivered cyber wellness and digital citizenship education to students at these sessions, facilitated by our trained staff volunteers.

Parents play a critical role in educating and influencing a child’s usage of digital technology and media and his online behaviour. During the year, we upgraded notAnoobie, our cyber wellness mobile application for parents launched in mid-2014. Available at www.notAnoobie.online, parents can get up-to-date information on cyber issues like fake news and arm themselves with knowledge on gaming addiction and how to identify cyber bullying, as well as useful digital parenting tips.

EDUCATION AND EMPLOYABILITY

One key area we focus on is support for youth with disabilities so that they will be ready to join the workforce and lead independent lives. This is a natural extension of our long-term support for special education through STLF.

We play an active role in connecting the broader ecosystem of partners to advance the disability employment agenda in Singapore. Together with other like-minded companies, Singtel became a founding member of the Singapore Business Network on DisAbility (SBNoD) that hopes to advance equitable employment opportunities for persons with disabilities through awareness, shared expertise, network and resources. During the year, Singtel, as the co-chair of SBNoD, continued to support SG Enable’s mentorship and internship programmes for tertiary students with disabilities as well as universities career fairs and CV clinics.

Since 2015, we have placed nine interns with various disabilities like vision, hearing and physical impairment and Autism Spectrum Disorder across our organisation. We have also fielded 13 staff mentors from Singtel’s middle and top management for the RISE Mentorship programme.

In Australia, we continued our Pathways2Employment Programme as part of our commitment to helping young people build confidence and skills and provided opportunities for them to secure employment with Optus Retail. During the year, we delivered eight sessions across five states, equipping 185 young people with job interview and retail skills. They were supported and coached by 60 Optus Retail employees across Adelaide, Melbourne, Perth, Queensland and Sydney. All students received an Optus Retail Certificate, with 23 of them obtaining employment at our Optus ‘yes’ stores over Christmas.

