

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.

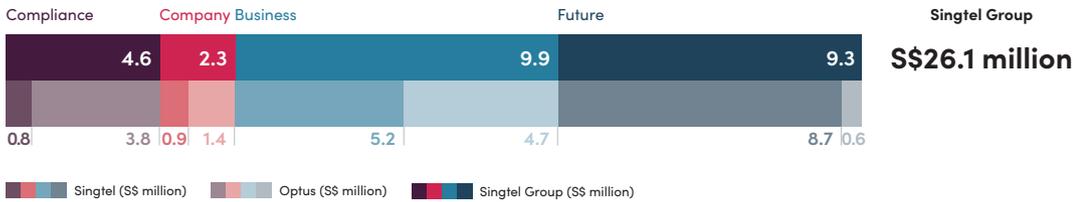
SKILLSFUTURE FOR DIGITAL WORKPLACE AND ELECTIVES

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