

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

