

# 04 People

## Our Greatest Asset

Our people are key to the Group's long-term growth and success. We strive to be a company where talented and self-driven people continue to do great work.

### A PLACE WHERE OUR PEOPLE DO GREAT WORK

The Singtel Group employs over 24,000 people, with about 12,100 in Singapore and 7,700 in Australia. We empower and invest in equipping our employees with the necessary skills and knowledge to stay relevant in our highly competitive and disruptive industry. We want to be a company where our employees can do great work. Hence we aim to create a diverse, welcoming culture that allows people to add value and grow as individuals in a safe working environment.

In Singapore, we abide by the Ministry of Manpower's (MOM) Employment Act and ensure that practices are 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) in Singapore since its inception in 1982. As at 31 March 2020, we had 4,804 bargainable employees (39.6%) in Singapore and 2,683 employees (35%) covered by the Employment Partnership Agreement in Australia.

We support NTUC's U Care Fund with an annual donation of S\$100,000. During the year, we disbursed S\$61,000 to 83 schooling children of our staff under the joint Singtel-UTES Bursary Awards scheme.

### ACT NOW FOR DIGITAL TRANSFORMATION

In September 2019, Singtel pledged S\$45 million for the next three years to boost the digital skills of our workforce. The initiative, dubbed ACT, aims to:

- **Accelerate** employees learning and skills development
- Empower employees to **Co-create** their skills pathways
- **Transform** employee roles to ensure they stay relevant in the digital economy

Singtel and UTES also inked a three-year Memorandum of Understanding (MoU) on the formation of a Company Training Committee (CTC) to implement the ACT initiative.

We continue to roll out our Robotic Process Automation (RPA) programme to free employees from manual transactional tasks to

### MoU to form a Company Training Committee



A three-year MoU between Singtel and UTES on the formation of a Company Training Committee to implement our ACT initiative (L to R) Vicky Wong, Deputy CEO e2i, Roger Tan, President UTES, Thuvinder Singh, General Secretary UTES, Ng Chee Meng, Secretary-General NTUC, Chua Sock Koong, Group CEO, Yuen Kuan Moon, CEO Consumer Singapore, Aileen Tan, Group Chief Human Resources Officer, Ng Kuo Pin, CEO NCS

**"Technology, media and telecommunications companies are driving digital innovation and transformation, but they are not immune to the challenges brought about by Industry 4.0.**

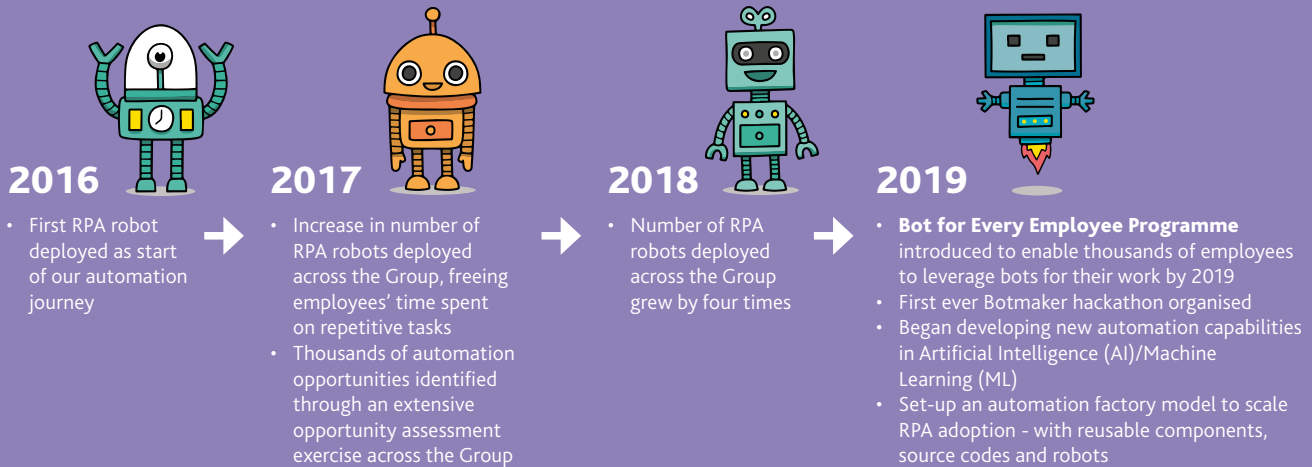
**I'm encouraged that Singtel is the first telco to partner the Labour Movement in setting up a CTC to help their workers be future-ready with new or different skillsets."**

**NG CHEE MENG**  
Secretary-General of NTUC

focus on higher value activities (see Figure 1). This ultimately improves customer and employee experience.

Through the Bot for Every Employee Programme, our people are trained to create bots to enhance work efficiency. To date, over 300 bots have been deployed in Singtel and Optus. Of these, 35 bots are used to manage various HR processes, including streamlining onboarding process, answering employee queries and helping employees apply for leave.

Figure 1:  
Singtel Group's RPA Journey



**FUTURE OF WORK**

Job roles within the organisation are rapidly evolving due to emerging technology and business needs. We adopt a proactive approach in reskilling our people to take on new or enhanced roles. Our development programmes across Singapore and Australia support employees' development aspirations and aim to develop future-ready organisational capabilities and talent.

**Examples of Singtel Group's digital transformation programmes**

	Singapore	Australia
<b>Programme</b>	Professional Conversion Programme and Company-Led Training	Career Agility platform
<b>Description</b>	To re-skill and transform professionals to take on new roles in their career.	To support employees to plan their careers for the Future of Work by allowing the exchange of conversation, activities and information to flow with employees by HR and between themselves.
<b>Impact</b>	Our systems engineers have been transformed into cyber security consultants, and customer service officers upskilled into customer operations analysts.	200 employees joined the platform with 80% of participants surveyed feeling better equipped to self-manage their career in the future.

**Transformation Journey**



Wilson Yan - 30, Senior RPA Associate, Singtel

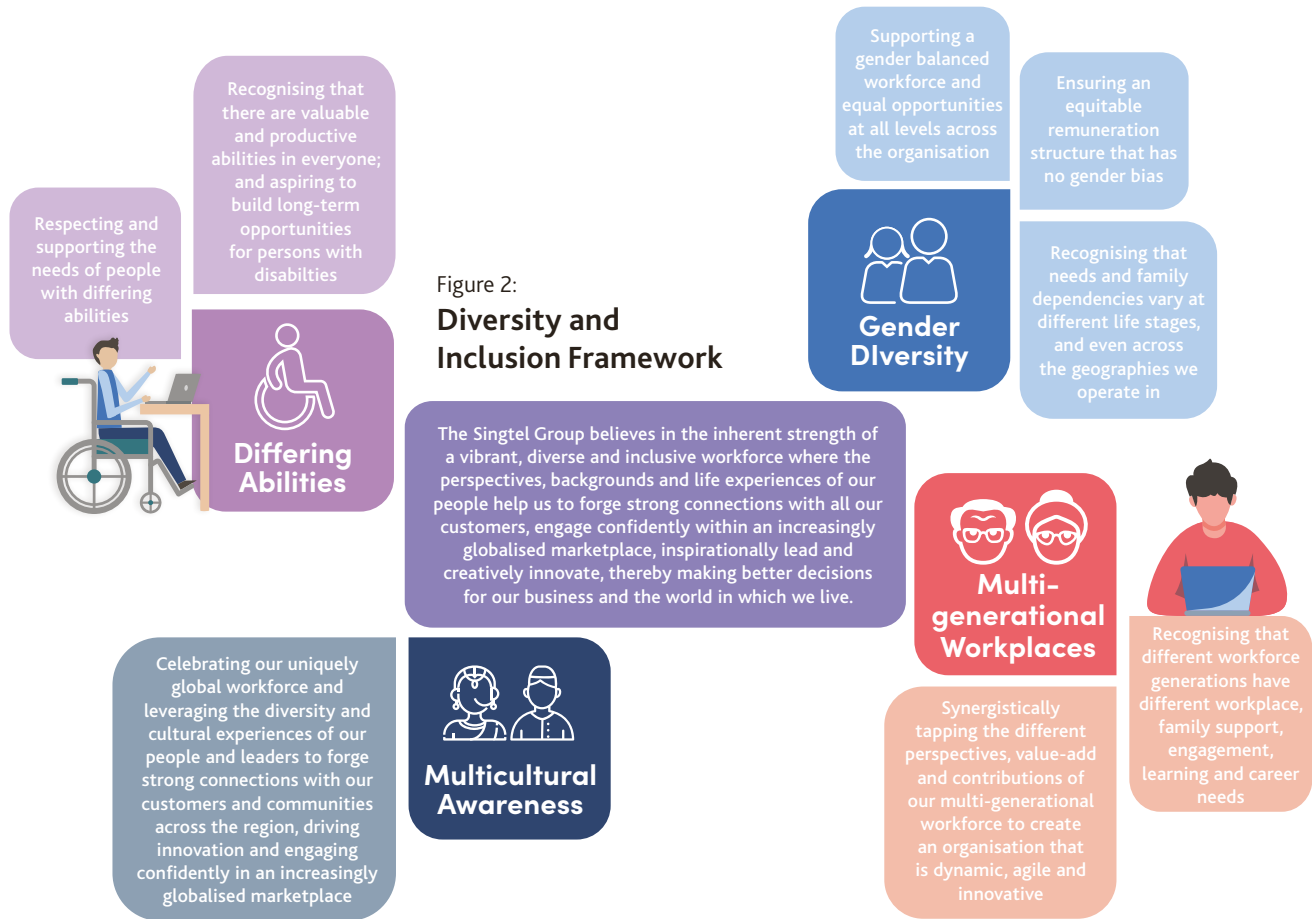
*Challenging but possible.*

Wilson was an Operations Executive who performed qualitative and quantitative analysis on operation metrics when Singtel offered him an RPA role. Seeing this move from a non-technical to a technical role as an opportunity to upgrade himself, Wilson also took on the Singtel Education Scholarship to pursue a Bachelor's Degree in Computer Science to deepen his technical skillsets.

He is now an RPA Associate who develops technical support design specifications, provides programming guidelines and coaches our software engineers.

# People

## Diversity and Inclusion



### GENDER DIVERSITY

We continue to increase the representation of women in senior leadership and key technical roles across the Singtel Group.

As at 31 March 2020, female employees accounted for 34% of our total workforce, comprising 35% in Singapore and 31% in Australia. They represented 26% of top management and 28% of middle management positions in the Group.



Optus CEO, Kelly Bayer Rosmarin (seated 2<sup>nd</sup> from left), a panellist at our Women in Leadership Series

We were recognised for our gender diversity efforts by the 2020 Bloomberg Gender-Equality Index for the second consecutive year. We were also named as one of the top ten employers for Gender Diversity at The Leonie Awards 2019 and included in the Refinitiv Global Diversity & Inclusion Index 2019.

During the year, we established Gender Diversity Councils in Singapore and Australia with senior leadership representation to accelerate our progress towards gender balance. The councils equip up-and-coming female leaders with skills, networks and experiences, as well as cultivates an environment that empowers women to progress as influential leaders in communities, sectors and areas of interest.

We became a Workplace Gender Equality Agency (WGEA) Pay Equity Ambassador, committing to the pay equity pledge to promote and improve gender equality in

Australia. This is in addition to four other key areas in leadership education and capability, recruitment, and return-to-work practices.



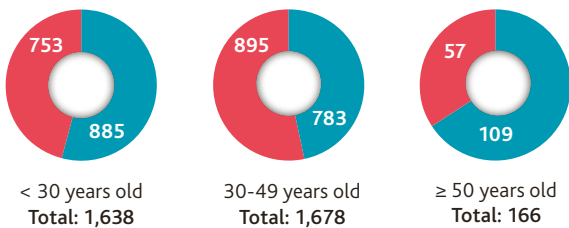
### Female Executives in the Singtel Group

	Top Management		
	SINGTEL	OPTUS	SINGTEL GROUP
FY2020	33%	10%	26%
FY2019	31%	9%	24%
	Middle Management		
	SINGTEL	OPTUS	SINGTEL GROUP
FY2020	34%	22%	28%
FY2019	34%	22%	28%

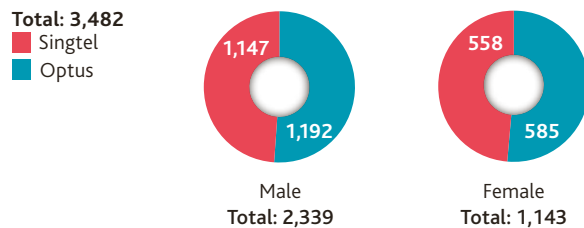
### MULTIGENERATIONAL WORKPLACE

We continue to support our employees across all generations to stay relevant and resilient in this digital age. To raise their digital literacy, we actively promote courses by SkillsFuture for Digital Workplace (SFDW) and through #CURIIOUS, Singtel Group's newest digital learning platform.

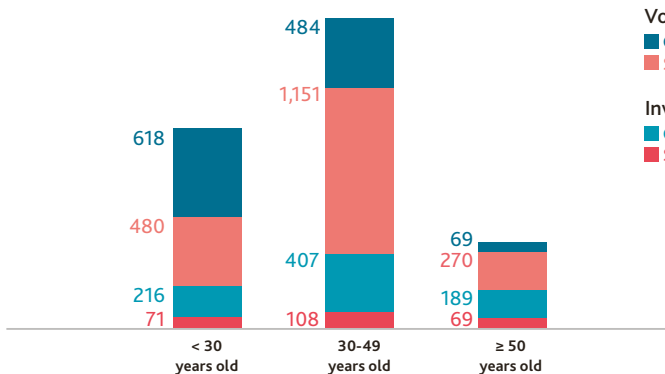
#### New Hires by Age Group



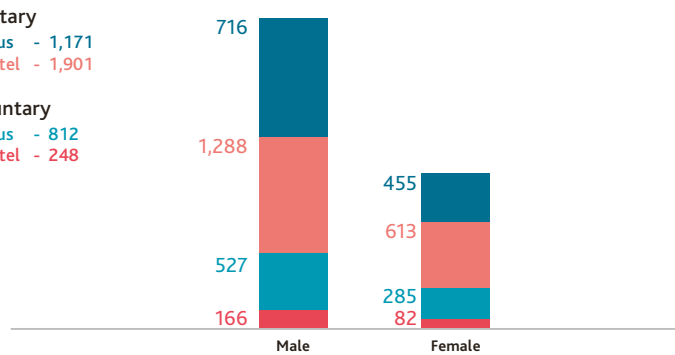
#### New Hires by Gender



#### Voluntary and Involuntary Turnover by Age Group



#### Voluntary and Involuntary Turnover by Gender



### 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. We work with Singapore agency SG Enable to provide training, internship and employment opportunities for persons with disabilities (PwD). Singtel is one of the eight founding companies of the Singapore Business Network on DisAbility (SBNoD), an organisation that advances equitable employment opportunities for PwD through awareness, shared expertise, network and resources.

As co-chair of SBNoD, we support SG Enable's mentorship and internship programmes for tertiary students with disabilities. Since 2015, we have placed ten interns in various business units within Singtel and fielded 13 staff mentors from Singtel middle and top management for the RISE Mentorship programme.

In Australia, our Talent Acquisition team underwent a Disability Confident Recruiter training and we launched a Disability Confident Manager e-learning module for leaders. We worked with the Australian Network on Disability to introduce an external mentoring programme that involved senior Optus leaders mentoring job seekers with disabilities.

### MULTICULTURAL AWARENESS

With more than 24,000 employees covering different nationalities across our global business operations, we are proud of our cultural diversity.

#### Transformation Journey



Valerie Yeong-Tan - 65, Senior L&D Executive, Singtel

#### Never too old to learn.

A Senior Learning & Development Executive who handles course administration and training budget reporting, Valerie has now taken on the additional role of a Bot Builder – building bots to automate course admin processes. Her transformation journey occurred in 2019 when she participated in our RPA Hackathon. She was curious to know what RPA

was and how a bot could help her automate processes. She initially had a hard time understanding the technical terms, but soon gained new knowledge and the confidence and ability to build her very own bot!



# People

## Human Capital Development

At the core of our business strategy is the commitment to enable employees to be the best they can be. We place a strong emphasis on attracting and nurturing our talent, as well as looking after their professional growth and personal well-being during their career with us. Every employee is empowered to reach their full potential through regular, formal and informal performance and career development reviews with managers and mentors.



Singtel leaders and scholars at the Singtel Scholarship Award Ceremony 2019

### TALENT ATTRACTION AND RETENTION

Developing young talent is crucial to build Singtel's future capabilities amid the global competition for talent. Over the years, we have built a robust talent pool comprising interns, cadets, apprentices, scholars and management associates. We have established numerous strategic partnerships with tertiary institutions and launched our Talent Ambassador Programmes #SingtelLife and #OptusLife, where our people share their enriching work experience and advocate a fulfilling career with the Singtel Group.

During the year, we engaged 724 students - 71 scholars, 4 apprentices and 649 interns. We also hired 70 young talents for our Management Associate and Optus Graduate programmes. With the increased demand for technology talent, we made a concerted effort to increase the proportion of aspiring talent specialising in technology-related fields, with 285 Young Tech Talent and 69 Young Tech Leaders.

### INDIGENOUS TALENT PIPELINE IN AUSTRALIA

To support Australia's vulnerable communities including Indigenous Australians while enhancing our talent pipeline, we partnered CareerTrackers, a national non-profit organisation that supports the long-term

career aspirations of Aboriginal and Torres Strait Islander university students. It links employers with students to prepare them for success at university and their chosen profession in their respective communities. In FY2020, we took on three Indigenous Australian students on a 12-week paid internship.

### TRAINING AND EDUCATION

We offer our people a rich and diverse range of training and educational programmes under four key learning pillars: Compliance, Company, Business and Future.

### #CURIOUS, Singtel Group Digital Learning Platform

We launched #CURIOUS, our group-wide digital learning platform that features more than 100,000 curated courses and videos covering topics from technology to leadership. #CURIOUS complements classroom sessions, certification courses and on-the-job training. It helps employees to accelerate development of new competencies in analytics, automation and design thinking that support our business needs and strategic priorities.

## Singtel Group's Talent Management and Development Programmes

### Aspiring Talent

- Cadet Scholarship
- Singtel Group Undergraduate Scholarship
- SHINE Internship
- Internship

### Early Career

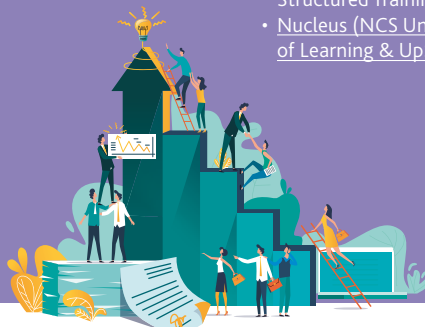
- Cyber Security Associates and Technologists
- Singtel Management Associate and Optus Graduate Programmes
- NEST (New Engineering Structured Training Programme)
- Nucleus (NCS UniCentre of Learning & Upskilling)

### Mid-Career

- [Digital Leadership Experience](#) programme
- [IM Talent | TechSkills Accelerator \(TeSA\) - TeSA Mid Career Advance](#)
- Professional Conversion Programme

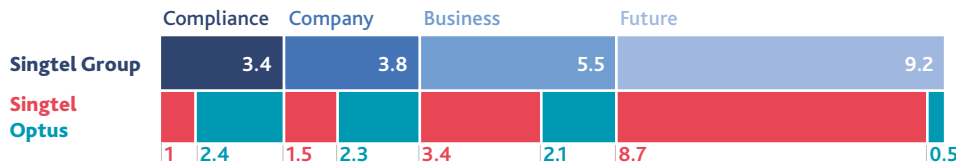
### Leadership Development

- Regional Leadership in Action
- Game for Global Growth
- SCORE+ Leadership
- Management Mentoring and Coaching



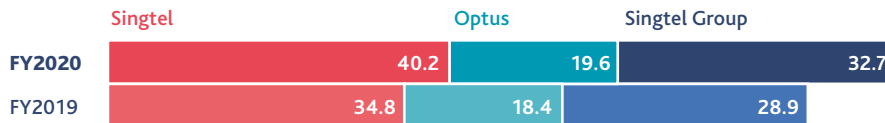
## Training and Development Investment Breakdown by Learning Pillars

(S\$ million)



## Average Training Hours

(hours)



### Training and Development Investment

**Singtel**  
 FY2020: S\$14.6 million  
 FY2019: S\$15.6 million

**Optus**  
 FY2020: A\$7.8 million  
 FY2019: A\$10.7 million

**Singtel Group**  
 FY2020: S\$21.9 million  
 FY2019: S\$26.1 million

'Learn, Disrupt, Win' was the theme of our annual Singtel Group Learning Fiesta 2019, where a total of 26,843 learning places (face-to-face and digital learning) were completed between October and November.

Our commitment to lifelong learning and investment in employee training were recognised by the SkillsFuture Employer Award 2019, which was presented to organisations that champion employees' skills development and build a lifelong learning culture at the workplace.

### 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 re-certified OHSAS18001 and bizSAFE Star in Singapore and the AS4801 Australian Standard for Safety Management in Australia. This includes a proactive and comprehensive risk

assessment to enhance workplace resilience, productivity, effectiveness and quality of life of all workers.

As workplace safety is everyone's responsibility, we have regular communication with employees and partners so that everyone is aware and knows how to handle workplace risks. We also promoted mutual respect to support our frontline staff from facing customer abuse and intimidation in Australia.

Employee wellness is integral to our human capital management. We regularly review staff requests and introduce new activities and interest groups such as music, pets and a holistic Lifestyle Intervention Programme for employees with chronic conditions that comprises an exercise regime, nutrition guidance and pre/post measures. The Singtel Recreation Club (SRC) also plays an important role in promoting a balanced lifestyle while fostering camaraderie at work.

In Singapore, employees can engage a 24x7 professional and confidential hotline to

assist with various work-life and job-related issues. There are also curated mental well-being modules in #CURIIOUS and regular mindfulness sessions for staff. In Australia, we have set up the HR Critical Incident Hotline through which leaders can approach trained HR specialists for on-ground support and coordination when there is serious concern for an employee's mental health and well-being.

For our efforts, we were recognised by the Health Promotion Board with the 2019 Singapore HEALTH Award (Excellence) for our workplace health and wellness programmes.



Group Chief Corporate Officer and Executive Sponsor Jeann Low (front) at the Health and Wellness Carnival 2019 that drew the participation of over 300 employees

### Staff Injury Types by Number and Gender

	SLIP, TRIP AND FALL	TRAFFIC RELATED ACCIDENT	FALL FROM HEIGHT	KNOCK ON A MOVING/ STATIONARY OBJECT	OTHERS
Singtel	7 cases M: 1 F: 6	2 cases M: 2 F: 0	0 case M: 0 F: 0	0 case M: 0 F: 0	1 case M: 1 F: 0
Optus	5 cases M: 4 F: 1	1 case M: 1 F: 0	4 cases M: 4 F: 0	4 cases M: 3 F: 1	2 cases M: 1 F: 1



# People

## People Performance Indicators

People	SINGTEL			OPTUS			SINGTEL GROUP		
	2020	2019	2018	2020	2019	2018	2020	2019	2018
<b>Total employees by gender</b>									
Male	7,842	8,136	8,455	5,307	5,298	6,021	13,149	13,434	14,476
Female	4,303	4,453	4,640	2,356	2,459	2,847	6,659	6,912	7,487
<b>Total employees</b>	<b>12,145</b>	12,589	13,095	<b>7,663</b>	7,757	8,868	<b>19,808</b>	20,346	21,963
<b>Total employees by employment contract and gender</b>									
Regular employees (Male)	6,650	6,630	7,136	5,236	5,224	5,929	11,886	11,854	13,065
Contract employees (Male)	1,192	1,506	1,319	71	74	92	1,263	1,580	1,411
Regular employees (Female)	3,743	3,855	4,148	2,307	2,413	2,799	6,050	6,268	6,947
Contract employees (Female)	560	598	492	49	46	48	609	644	540
<b>Total regular employees by employment type and gender</b>									
Full time (Male)	6,643	8,112	8,449	4,675	4,612	5,307	11,318	12,724	13,756
Part time (Male)	7	24	6	632	686	714	639	710	720
Full time (Female)	3,734	4,432	4,623	1,779	1,788	2,058	5,513	6,220	6,681
Part time (Female)	9	21	17	577	671	789	586	692	806
<b>Total employees by age group</b>									
<30 years old	20%	20%	21%	23%	24%	23%	21%	21%	22%
30-49 years old	61%	61%	59%	59%	59%	60%	60%	60%	59%
≥50 years old	19%	19%	20%	18%	17%	17%	19%	19%	19%
<b>Gender mix by employee category (% female)</b>									
Operations and Support	41%	41%	41%	39%	40%	42%	41%	40%	41%
Professional	32%	32%	31%	29%	29%	29%	30%	31%	30%
Middle and Top Management	34%	34%	33%	22%	22%	21%	28%	27%	26%
• Middle Management	34%	34%	33%	22%	22%	21%	28%	28%	26%
• Top Management	33%	31%	29%	10%	9%	9%	26%	24%	22%
<b>Salary ratio (female:male)<sup>1</sup></b>									
Operations and Support	0.99 : 1	1 : 0.98	1 : 0.99	1 : 0.95	1 : 0.96	1 : 0.96	1 : 0.97	1 : 0.98	1 : 0.97
Professional	0.96 : 1	0.97 : 1	0.98 : 1	0.95 : 1	0.95 : 1	0.96 : 1	0.95 : 1	0.95 : 1	0.97 : 1
Middle Management	0.96 : 1	0.97 : 1	0.98 : 1	0.97 : 1	0.97 : 1	0.94 : 1	0.97 : 1	0.97 : 1	0.98 : 1
<b>Bonus ratio (female:male)<sup>2</sup></b>									
Operations and Support	1 : 0.96	1 : 0.98	-	0.99 : 1	0.91 : 1	-	1 : 0.98	0.97 : 1	-
Professional	0.99 : 1	0.99 : 1	-	0.93 : 1	0.91 : 1	-	0.96 : 1	0.95 : 1	-
Middle Management	1 : 0.87	1 : 0.85	-	0.88 : 1	0.90 : 1	-	1 : 0.98	1 : 0.96	-
<b>New employee hires</b>									
	14.1%	15.7%	17.4%	23.1%	18.6%	19.7%	17.6%	16.8%	18.3%
<b>New employee hires by age</b>									
<30 years old	6.2%	7.5%	8.0%	11.5%	10.1%	10.8%	8.3%	8.5%	9.1%
30-49 years old	7.4%	7.6%	8.7%	10.2%	7.3%	7.9%	8.5%	7.5%	8.4%
≥50 years old	0.5%	0.6%	0.7%	1.4%	1.2%	1.0%	0.8%	0.8%	0.8%
<b>New employee hires by gender</b>									
Male	9.5%	10.7%	12.2%	15.5%	11.8%	12.9%	11.8%	11.2%	12.5%
Female	4.6%	5.0%	5.2%	7.6%	6.8%	6.8%	5.8%	5.6%	5.8%

People	SINGTEL			OPTUS			SINGTEL GROUP		
	2020	2019	2018	2020	2019	2018	2020	2019	2018
<b>Employee voluntary turnover</b>	<b>15.7%</b>	18.3%	17.1%	<b>15.3%</b>	17.0%	15.4%	<b>15.5%</b>	17.8%	16.4%
<b>Employee turnover by age</b>									
<i>&lt;30 years old</i>									
• Voluntary	<b>4.0%</b>	5.4%	5.5%	<b>8.1%</b>	8.2%	8.1%	<b>5.5%</b>	6.5%	6.6%
• Involuntary	<b>0.6%</b>	0.6%	-	<b>2.8%</b>	3.3%	-	<b>1.4%</b>	1.6%	-
<i>30-49 years old</i>									
• Voluntary	<b>9.5%</b>	10.6%	10.0%	<b>6.3%</b>	7.4%	6.2%	<b>8.3%</b>	9.3%	8.4%
• Involuntary	<b>0.9%</b>	0.6%	-	<b>5.3%</b>	4.2%	-	<b>2.6%</b>	2.0%	-
<i>≥50 years old</i>									
• Voluntary	<b>2.2%</b>	2.3%	1.6%	<b>0.9%</b>	1.4%	1.1%	<b>1.7%</b>	2.0%	1.4%
• Involuntary	<b>0.6%</b>	0.3%	-	<b>2.5%</b>	9.2%	-	<b>1.3%</b>	3.7%	-
<b>Employee turnover by gender</b>									
<i>Male</i>									
• Voluntary	<b>10.6%</b>	12.4%	11.1%	<b>9.4%</b>	10.6%	9.7%	<b>10.1%</b>	11.7%	10.5%
• Involuntary	<b>1.4%</b>	0.9%	-	<b>6.9%</b>	10.9%	-	<b>3.5%</b>	4.7%	-
<i>Female</i>									
• Voluntary	<b>5.1%</b>	5.9%	6.0%	<b>5.9%</b>	6.4%	5.7%	<b>5.4%</b>	6.1%	5.9%
• Involuntary	<b>0.7%</b>	0.6%	-	<b>3.7%</b>	5.8%	-	<b>1.8%</b>	2.6%	-
<b>Total training investment (\$million)</b>	<b>S\$14.6</b>	S\$15.6	S\$17.7	<b>A\$7.8</b>	A\$10.7	A\$12.4	<b>S\$21.9</b>	S\$26.1	S\$30.7
<b>Average training hours per employee</b>	<b>40.2</b>	34.8	30.6	<b>19.6</b>	18.4	20.6	<b>32.7</b>	28.9	26.7
<b>Average training hours by gender</b>									
Male	<b>44.2</b>	37.0	31.6	<b>19.1</b>	17.8	20.2	<b>34.3</b>	29.5	26.8
Female	<b>33.1</b>	31.0	28.9	<b>20.9</b>	19.8	21.6	<b>29.4</b>	27.6	26.5
<b>Average training hours by employee category</b>									
Operations and Support	<b>29.7</b>	31.6	23.3	<b>30.4</b>	27.6	29.3	<b>29.9</b>	30.7	24.7
Professional	<b>47.7</b>	37.2	37.2	<b>17.7</b>	16.1	19.1	<b>35.8</b>	28.7	29.2
Middle Management and above	<b>28.6</b>	32.0	22.0	<b>14.8</b>	17.4	15.7	<b>21.4</b>	24.2	18.5
<b>Employee health and safety<sup>3</sup></b>									
Workplace injury incidence rate	<b>0.8</b>	1.5	2.1	<b>2.1</b>	2.2	4.1	<b>1.3</b>	1.8	2.9
Workplace injury frequency rate	<b>0.4</b>	0.7	0.9	<b>1.2</b>	1.3	2.8	<b>0.7</b>	0.9	1.5
• Workplace injury frequency rate (Male)	<b>0.2</b>	0.6	0.6	<b>1.4</b>	1.4	2.3	<b>0.6</b>	0.8	1.1
• Workplace injury frequency rate (Female)	<b>0.6</b>	0.9	1.6	<b>0.8</b>	1.0	4.0	<b>0.7</b>	0.9	2.2
<b>Workplace injury severity rate</b>	<b>7.9</b>	12.9	14.7	<b>8.3</b>	16.7	7.3	<b>8.1</b>	14.1	12.4
• Workplace injury severity rate (Male)	<b>4.6</b>	10.9	6.0	<b>11.1</b>	22.7	9.7	<b>6.8</b>	14.8	7.2
• Workplace injury severity rate (Female)	<b>14.1</b>	16.6	30.6	<b>1.7</b>	2.6	1.6	<b>10.6</b>	12.6	22.8
<b>Absenteeism rate</b>	<b>0.022</b>	0.021	0.018	<b>0.017</b>	0.017	0.015	<b>0.020</b>	0.019	0.017
• Absenteeism rate (Male)	<b>0.019</b>	0.017	0.015	<b>0.014</b>	0.015	0.014	<b>0.017</b>	0.016	0.014
• Absenteeism rate (Female)	<b>0.029</b>	0.028	0.024	<b>0.024</b>	0.021	0.017	<b>0.027</b>	0.026	0.021
<b>Occupational disease rate</b>	<b>0</b>	0	0	<b>0</b>	0.8	0.7	<b>0</b>	0.2	0.2
• Occupational disease rate (Male)	<b>0</b>	0	0	<b>0</b>	0.7	0.5	<b>0</b>	0.2	0.2
• Occupational disease rate (Female)	<b>0</b>	0	0	<b>0</b>	1.0	1.1	<b>0</b>	0.3	0.3
<b>Fatalities</b>	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	0	0

**Footnotes:**

1. Based on average monthly salary of regular employees.

2. Based on average annual bonus of regular employees.

3. 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.

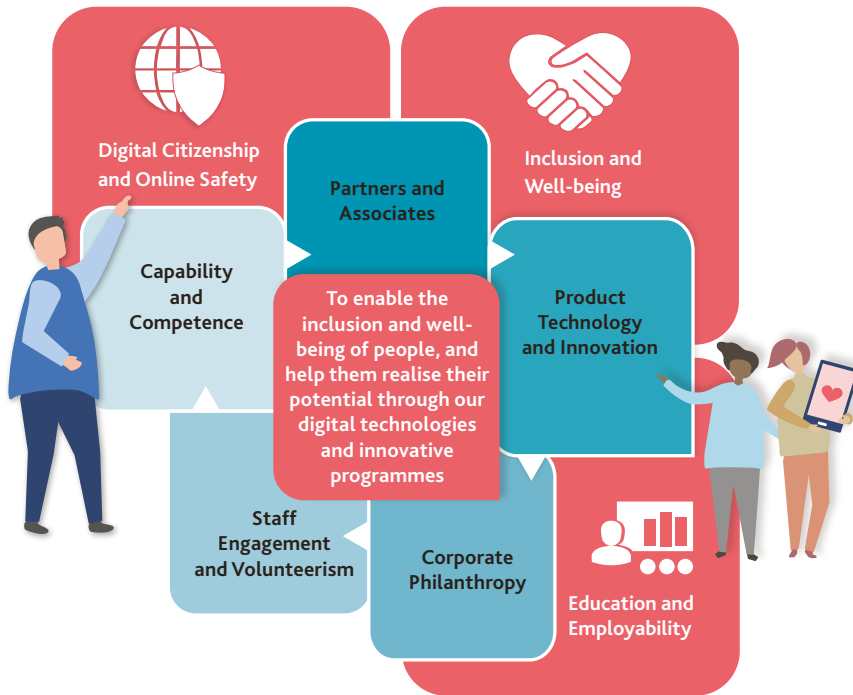


# 05 Community

## 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

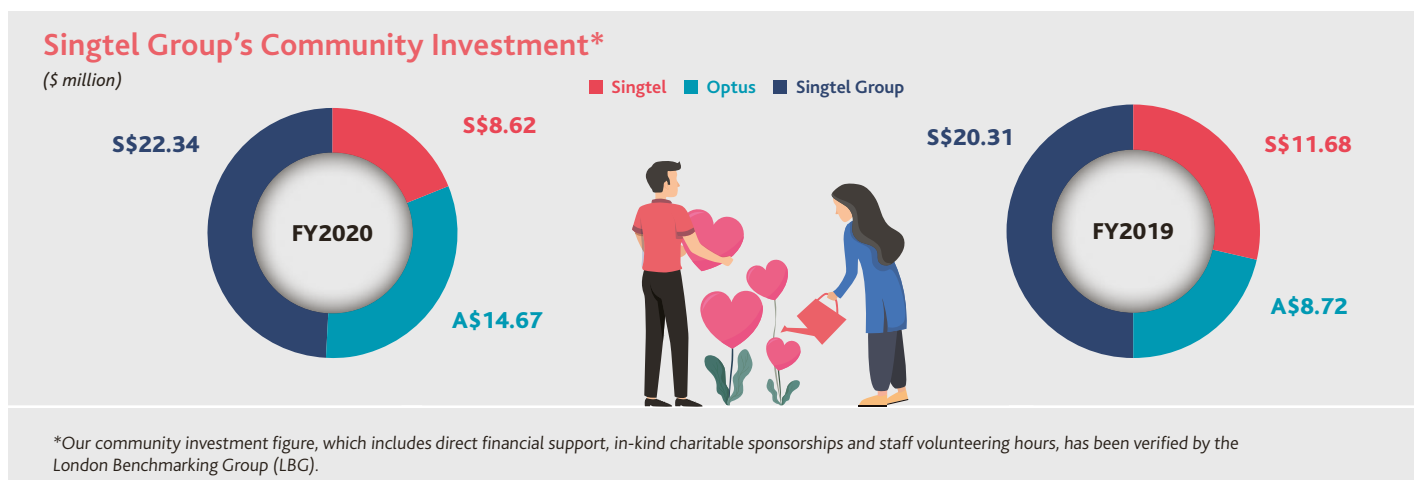


### OUR APPROACH

The Singtel Group supports the advancement of the communities we operate, guided by our community strategy and investment framework (see Figure 1). We can play a significant role in enabling the progress, development and inclusion of vulnerable segments of society. We aim to make a positive and sustainable impact in society through the skills and core competencies in our collective resources of partnerships, programmes and staff engagement initiatives.

In Singapore, our community programmes and approach are aligned with the National Council of Social Service (NCSS) Strategic Thrusts 2017-2021, which have been co-developed with the people, private and public (3P) sectors, to work towards a shared vision where every person is empowered to live with dignity in a caring and inclusive society. We are one of the few key private sector representatives on the NCSS strategic review committee which aims to foster collaboration and knowledge sharing across sectors.

We adopt a similar people-centred approach in Australia. We connect groups and individuals to opportunities, empower them and drive impactful change with emphasis on youth and disadvantaged groups. Our community strategy contributes towards the various UN SDGs: 3, 4, 8, 9, 10 and 11.



**INCLUSION OF VULNERABLE GROUPS**

Singtel Touching Lives Fund (STLF) is our flagship corporate philanthropy programme supporting the education of children and youth with special needs in Singapore. 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.

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. We also support these students in areas such as open and sheltered employment, internships, vocational training and day activity centres.

We engage our employees, business partners, customers and members of the public through various activities to raise funds for the six schools. The company pays

for the fundraising costs of these activities so that every dollar raised goes to the beneficiary schools. With an additional top-up donation from Singtel, we raised S\$3 million in 2019, bringing our total funds raised for STLF to S\$45 million since its inception in 2002.

During the year, we also donated S\$3.67 million to non-STLF charitable organisations and contributed about S\$600,000 of in-kind sponsorships that include telecommunications and media services to charities, social enterprises and nation-building activities in Singapore.



Chua Sock Koong, Group CEO, and Yuen Kuan Moon, Chairman of Singtel Touching Lives Fund and CEO Consumer Singapore presenting a S\$1.2 million cheque to Phillip Tan, Chairman of ComChest at the Singtel Charity Golf 2019

**Race Against Cancer**

Fighting cancer continues to be a cause close to the hearts of many. Singtel Group provides support for significant fundraising events for this cause in both Singapore and Australia.

We continued to be the title sponsor of Singtel-Singapore Cancer Society Race Against Cancer 2019 for the 11th year, a run that raises funds for cancer patients and their families. We also donated S\$250,000 to support the Society's Help the Children and Youth Programme that was set up to improve the lives of children affected by cancer.

Minister of Education Ong Ye Kung flagging off with Singapore Cancer Society and Singtel management members at the Singtel-Singapore Cancer Society Race Against Cancer 2019

# Community

## The Most Connected Communities

2019 also marked our tenth year as the major sponsor of Tour de Cure, a charity that hosts a cycle, ride and walk to raise funds for cancer research, support and prevention programmes in Australia. Optus staff raised A\$94,000 for Tour de Cure.

To help Singapore's ageing population, we look for new ways to leverage our strengths in info-communications technology. During the year, we supported Changi General Hospital's CareLine, a 24-hour telephone befriending service for the elderly. The programme serves over 5,000 seniors today, checking on their well-being and reminding them of medical appointments and medication regularly. We supported 1,000 vulnerable seniors under CareLine with free mobile phone services as part of Singtel's efforts to promote digital inclusion and well-being.



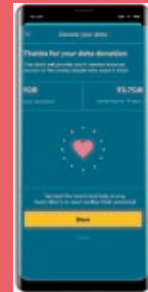
Digital inclusion programme for the vulnerable seniors

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. During the year, 399 Optus employees mentored 720 students across 39 programmes, contributing 2,515 volunteering hours. One of our staff mentors even received the ABCN 'Super Mentor' award!



Optus mentor sharing interviewing tips with high school students

### Bridging the digital divide in Australia



We scaled Donate Your Data in December 2019 to help disadvantaged young people bridge the digital divide. We want to enable them to stay connected online and have equal access to the same resources and opportunities as the rest of Australia.

This initiative allows our mobile customers to donate data to the disadvantaged youths. This is on top of the free SIM card, unlimited national talktime and text with 10GB data that we provide to each young beneficiary of our charity partners.

Our customers have since donated several million GB of data. More than 13,000 students in The Smith Family's Learning for Life programme and the KARI Foundation will benefit from Donate Your Data. [Click here](#) to find out more.



"We believe all Australians should be able to stay connected and not feel disadvantaged. By giving a mobile service to participants of the programme and inviting our customers to donate their unused data, we are providing much needed internet access to young people who need it most."

**KELLY BAYER ROSMARIN**  
Optus CEO

ABCN	FY2016	FY2017	FY2018	FY2019	FY2020
Number of mentor roles	516	480	540	438	399
Volunteering hours	3,706	3,496	3,537	2,847	2,515
Number of programmes	16	35	41	36	39
Students	420	1,126	1,160	1,118	720





### 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.

We encourage our people to volunteer on an individual or team basis. We believe that active employee volunteerism not only helps the community, but also contributes to the holistic development of our people in terms of empathy, perspective and character building.

In addition to giving our employees paid volunteer leave, we encourage business units to adopt VolunTeaming, our concept of teambuilding with a volunteering element, to support the vulnerable segments of the community.

In Australia, we encourage staff volunteerism through our staff portal *yes4good*, where they can make donations, sign up for volunteering



opportunities and raise funds for the community or environmental causes they are passionate about. We are proud that Optus was recognised by the Good Company in 2019 for being one of the best workplaces in Australia to give back.

### Staff Volunteering Hours

(hours)

	Singtel	Optus	Singtel Group
FY2020	11,487	16,739	28,226
FY2019	13,503	13,206	26,709

### Singtel Carnival 2019



Students with special needs enjoying themselves at our annual Singtel Carnival

The annual Singtel Carnival is a mass volunteering platform for our staff. It is Singapore's largest carnival that is designed for children with special needs to have fun. In its seventh year, Singtel Carnival 2019 was organised by 1,800 staff volunteers and attended by more than 1,600 students with special needs from 14 Special Education schools. We were also joined by 200 staff volunteers from the Singapore Business Network on DisAbility (SBNoD) who chaperoned the students.



Staff volunteers accompanying students to visit our 50 stalls of games, activities and food



Singtel Carnival	FY2016	FY2017	FY2018	FY2019	FY2020	Total
Number of students with special needs	800	1,000	1,500	1,400	1,600	6,300
Number of staff volunteers	1,500	1,700	2,000	1,700	1,800	8,700

# Community

## The Most Connected Communities

### BETTER TOGETHER 2019

The Singtel Group believes in contributing back to the communities in markets where we operate. We have been extending our general and skilled volunteering outreach efforts to support the regional communities in collaboration with our associates. In its ninth year, our annual overseas volunteering programme Better Together saw about 100 staff volunteers from Singtel, Optus, Airtel, AIS and Globe participate in four expeditions to Australia, India, the Philippines and Thailand.



### Philippines since 2011

Better Together in the Philippines 2019 saw six volunteers from Singtel and 20 from Globe carry out classroom clean-ups and conduct a sport clinic in Brigada Eskwela, ADBSA Aeta Elementary School located at Iba Botanicals, Zambales in the Philippines.

They also learnt pioneering reforestation techniques through the nursery activities as part of this community and environment volunteering programme.

### Thailand since 2015

Better Together in Thailand is our skilled volunteering programme. In 2019, 24 volunteers from Singtel, Globe and AIS mentored 40 Thai undergraduates and high school students from AIS' Good Kids Great Hearts programme held at Suan Sampran Rose Garden, Thailand to help them improve their competence in conversational English while improving their overall confidence.



### India since 2017

Our regional associate Bharti Airtel and its philanthropy arm Bharti Foundation hosted a team of 29 Better Together in India volunteers from Singtel, Optus and Optus' partners, [24]7 and Concentrix, to bring education to girls in rural communities in Amritsar, India.

These schools are part of Bharti Foundation's flagship rural education initiative - the Satya Bharti School Programme, which provides quality and free education at elementary and secondary levels in rural India, with an emphasis on keeping girls in school.

### Australia since 2019

The inaugural Better Together in Australia 2019 had a team of nine people from Optus and Singtel who visited the Northern Territory to participate in an immersion experience for our people in Indigenous Australian communities. This included providing opportunities to build cultural awareness and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.

Over A\$6,000 was donated to the Balunu Foundation, which aims to provide hope for Indigenous Australian youth and families by breaking the cycle of disadvantage through good health, education, life skills, opportunity, training and employment.





**DIGITAL CITIZENSHIP AND ONLINE SAFETY**

Our increasingly digital lifestyles and the prevalence of digital devices have inevitably given rise to unintended consequences as children and youth are becoming vulnerable to device and gaming addiction, inappropriate online content and cyber bullying.

The Singtel Group aims to play a proactive role in mitigating such risks through education and promotion of responsible digital citizenship among vulnerable groups of children, youths and customers.

Since FY2014, the Singtel Group Digital Thumbprint Programme has formed strategic partnerships with leading organisations in this field like DQ Institute, Kids Helpline and TOUCH Cyber Wellness. We supported more than 114,000 students during the year and more than 540,000 students, parents and educators in Singapore and Australia in the last five years to be safe, responsible and positive in the digital world.

Digital Intelligence or DQ is a comprehensive set of digital competencies required to thrive in the fourth industrial revolution, which is entrenched in digital citizenship that enables individuals to use technology safely and responsibly. Visit [www.dqinstitute.org](http://www.dqinstitute.org) for more information.

The #DQEveryChild programme targets primary school children under 12. While we believe that good behaviours must be inculcated from young, they must be reinforced by parents at home. Hence, next year, we are looking at a concerted outreach effort to parents and adults to help them improve their own digital well-being and that of their family.

Singtel is proud to continue to be DQ Institute's strategic partner and support its inaugural Child Online Safety Index (COSI), the world's first real-time analytic platform to help countries better monitor the status of their children's online safety. Launched on Safer Internet Day 2020, COSI is the culmination of three years of data collected



through #DQEveryChild. The programme started with Singtel's support to roll out the programme to over 70,000 primary school students in Singapore and quickly expanded globally in collaboration with the World Economic Forum and over 100 partner organisations.

**Key findings from COSI**



- 60% of children aged 8-12 face cyber risks, which include cyber bullying, reputational risks and risky content
- 52% of Singaporean and 59% of Australian teenagers are likely to be at risk of cyber bullying

**Optus teaches thousands of high school students to be online safety champions**

As a key player in Australia's digital community, we are committed to nurturing a safe and positive online environment through digital education programmes targeted at youth.

We deliver our government accredited Digital Thumbprint programme in classrooms with trained facilitators to over 38,000 high school students annually across Australia, including regional communities. Our programme equips them with simple and effective tools to support positive online behaviours.

Digital Thumbprint with Kids Helpline is an early intervention programme delivered free to primary schools that brings counsellors into classrooms, creating a safe environment where students discuss positive online behaviours and interactions. Each year, we engage with more than 13,000 primary school students through this programme.



Former Optus CEO Allen Lew addressing secondary school students and teachers during a Digital Thumbprint workshop in regional NSW, Australia

# Community

## The Most Connected Communities

### Inaugural Child Online Safety roundtable



A healthy discussion by various stakeholders on tackling child online safety issues



Singtel co-hosted with DQ Institute a Child Online Safety roundtable at Singtel@8George with more than 40 key stakeholders from 17 corporations, community partners and government agencies. The roundtable shared findings from the COSI Index and fostered conversations on how the data can equip policymakers, parents and like-minded partners to work collaboratively to tackle child online safety issues.



**"Everyone in society has a role to play. Businesses, from social media and telecommunications to hardware and gaming companies, should make child online safety a core business principle.**

**Companies should also partner with schools to help tackle cyber bullying. Governments must back stronger online safety for children and families.**

**Most importantly, parents must be aware that they can make changes and reduce online harm. Just like a regular health-check, parents can monitor and improve their child online safety and their digital parenting. Helping children better manage their digital use from an early age is a necessary starting point for mitigating cyber risks."**

**DR PARK YUHYUN**  
Founder, DQ Institute

The results showed the need for urgent collective action to make the internet a safer place for our children, especially with the prevalence of digital media and devices.

Cyber wellness has been a key thrust of Singtel's community sustainability efforts. Through our Digital Thumbprint programme and work with partners such as the DQ Institute, we seek to equip children with the knowledge and digital skills to be safe, responsible and positive online from an early age.

With the launch of COSI, stakeholders can more effectively identify areas for improvement, and work on coordinated responses on a community, national and global level to minimise the risks and maximise the benefits of the digital world for children.

We are working with TOUCH to revamp Help123, Singapore's first one-stop cyber wellness helpline for youth. It started as a strategic pilot partnership with the National Council of Social Service in July 2017 that

offered counselling services to children and youth. We found that parents and educators were more likely than children and youth to use the cyber wellness helpline.

Help123's next stage of development is to incorporate our notAnoobie parenting and cyber wellness resource which Singtel co-created with TOUCH in 2013. Help123 will be an integrated and comprehensive platform to meet the growing needs of parents and educators to handle cyber wellness issues faced by their young in this digital era.

## EDUCATION AND EMPLOYABILITY

A key community focus for the Singtel Group is to support persons with disabilities (PwD) and empower them to lead independent lives, by improving their current employability to be future-ready for the jobs of tomorrow.

We play an active role in connecting with the broader ecosystem of partners to advance the disability employment agenda. Together with like-minded companies, Singtel was one of the eight companies that founded the Singapore Business Network on DisAbility (SBNoD) to advance equitable employment opportunities for PwD. As the co-chair of SBNoD, we continued to support SG Enable's mentorship and internship programmes for tertiary students with disabilities, as well as university career fairs and CV clinics. During the year, we worked with Autism Resource Centre of Singapore to conduct an autism awareness talk for our staff.

As part of our ongoing commitment to helping disadvantaged youth in Australia achieve their potential and improve their future employability, we created Pathways 2 Employment. Now in its fourth year, the programme equips young people with job interview skills focused on the retail sector.

During the year, 75 Optus Retail employees coached and supported 172 students from disadvantaged backgrounds across eight workshops held in Adelaide, Brisbane, Melbourne, Perth and Sydney. 20 students successfully gained employment with us. The programme also benefits our staff mentors who improved their coaching and leadership skills.



Our staff mentors guiding KARI's Optus Scholarship holders in a series of interactive career and interview workshops

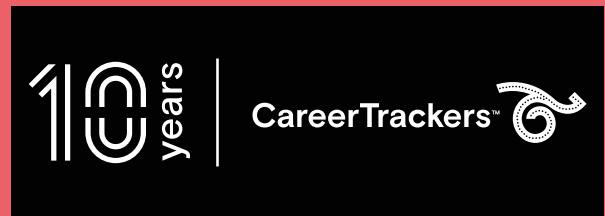
We also support Indigenous Australian youth through our partnership with the KARI Foundation. Through our Optus Scholarship programme, staff mentors coached 20 KARI Indigenous scholarship students in New South Wales to provide one-on-one support with study and job seeking needs. Students also have access to other programmes such as Digital Thumbprint.



Singtel Future Makers alumni sharing their assistive technology solutions with SBNoD members: XCLR8 on remote rehabilitation and Embodied Sensing on smart-inclusive sensing technologies

Pathways 2 Employment	FY2017	FY2018	FY2019	FY2020
Number of students	60	160	149	172
Number of mentors	24	67	68	75
Number of jobs offered	6	10	22	20

### Our Indigenous Australian talent pipeline



To achieve the best outcomes for Australia's vulnerable communities including Indigenous Australians and also enhance our talent pipeline, we partnered CareerTrackers, a national non-profit organisation supporting the long-term career aspirations of Aboriginal and Torres Strait Islander university students.

CareerTrackers links students with employers to prepare students for success at university, their chosen profession and in their respective communities. During the year, we took on three Indigenous Australian interns for a 12-week paid internship.