

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 2nd 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.



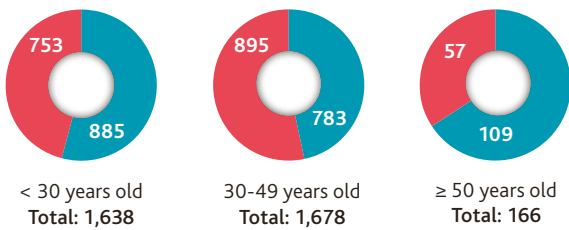
Female Executives in the Singtel Group

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%

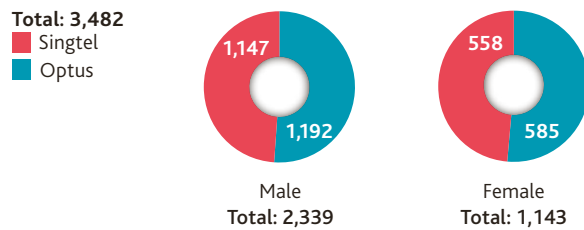
MULTIGENERATIONAL WORKPLACE

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.

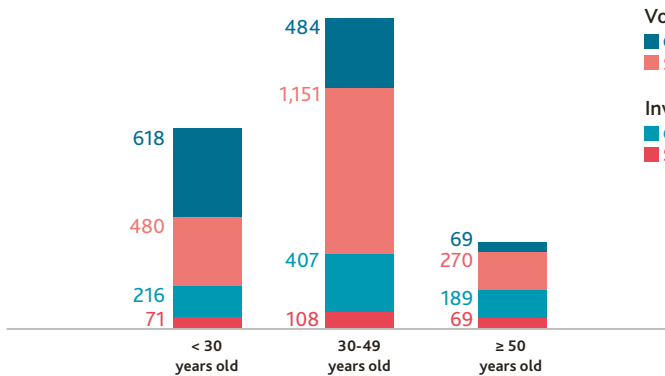
New Hires by Age Group



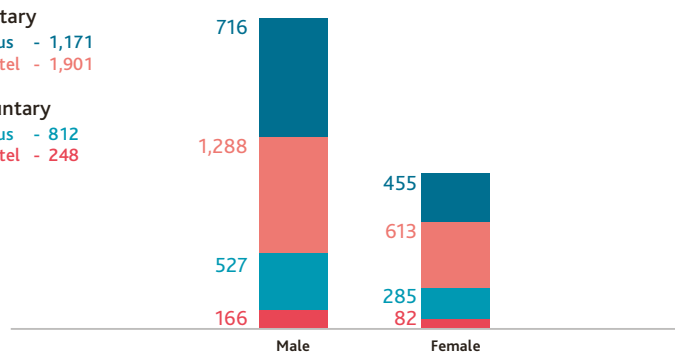
New Hires by Gender



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!