

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

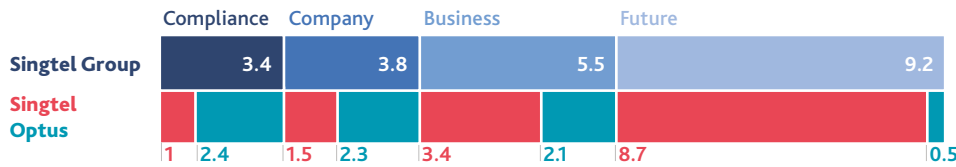
Leadership Development

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



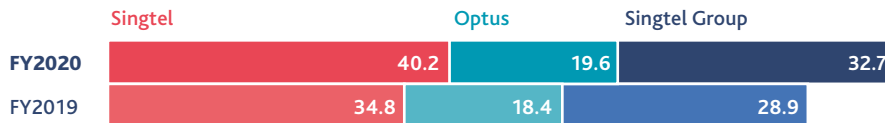
Training and Development Investment Breakdown by Learning Pillars

(\$ 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

