

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.

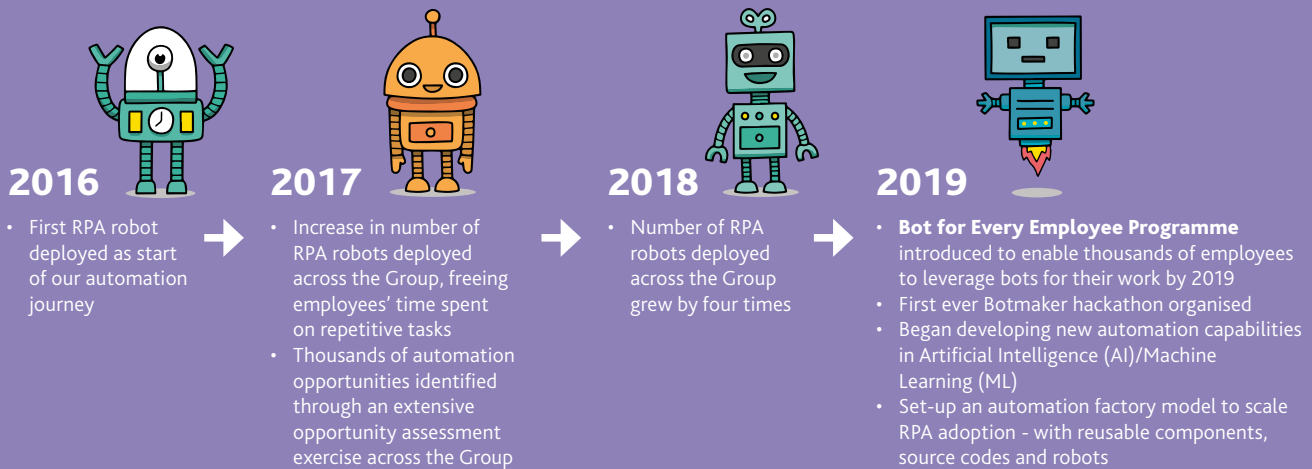
I'm encouraged that Singtel is the first telco to partner the Labour Movement in setting up a CTC to help their workers be future-ready with new or different skillsets."

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
Programme	Professional Conversion Programme and Company-Led Training	Career Agility platform
Description	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.
Impact	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.