

We also designed a programme to deepen employees' understanding of the Group purpose and core values, and equip them with practical frameworks to apply and exhibit the expected COMMIT behaviours in their work.

We target to train up to 4,000 employees in the new year. So far, over 1,000 employees have completed training. We endeavour to place purpose and our values at the core of our people practices by integrating it into our business and people processes, such as recruitment, leadership assessment and performance management. Other than equipping our employees with skills, we introduced the Group CEO Empower Awards, which recognises employees who embody the purpose and are exemplary in demonstrating COMMIT core values.

DIVERSITY, EQUITY AND INCLUSION (DEI)

DEI is core to our purpose at Singtel as we commit to Empower Every Generation through the collective experiences and collaborative capabilities of our diverse workforce (see Figure 3). We have a diverse workforce with close to 100 nationalities over four generations: Baby Boomer (1946-1964), Gen X (1965-1980), Millennials (1981-1996) and Gen Z (1997-2012). Millennials, or Gen Y, make up about half of our workforce. Comprising a wide range of experiences and voices, our people represent the markets and communities in which we operate.

We achieve equity by providing access to opportunities for everyone through fair and respectful policies and actions. We also aspire to build an inclusive culture that inspires innovation and progress where everyone belongs, and our people share a common purpose and can succeed as their best, authentic selves.

We respect the rights of individuals and do not discriminate based on their backgrounds, beliefs and abilities. During the year, we formalised and published the [Singtel Group Human Rights Statement](#), covering critical human rights topics including child rights. We are committed to providing employees with a work environment that is conducive, safe and free from discrimination and harassment. We also prohibit any form of retaliation against any person for making reports in good faith concerning allegations of discrimination, harassment, violation of our [Code of Conduct](#) or any other allegation of improper behaviour.

As a strong advocate of fair and merit-based employment practices, we regularly review our practices to ensure no discrimination such as in our hiring process.

For example, we have reviewed our job application forms and removed questions with implied bias, such as whether candidates have a disability or medical condition that might affect their ability to carry out the job role or require work adjustments.

Across the Group, female employees account for a third of our total workforce, comprising 35% in Singapore and 32% in Australia. They represented 32% of top executives and 28% executives (previously known as middle management) in the Group. Together, we had 28% of female executives across the Group as at 31 March 2022, against our target of reaching 32% of female employees in management by FY2025. We also have 31% and 40% of female Board members and Management Committee members, with two female CEOs, who head Consumer Singapore and Optus (see Figure 4 to 6).

Through inclusive hiring practices and investments in the science, technology, engineering and math (STEM) ecosystem with the creation of the Singtel-Singapore University of Technology and Design (SUTD) Women in Tech Scholarship, we are making progress in increasing our female representation in technology roles. As at 31 March 2022, women represented 29% in technological roles at various functions like IT and Networks across the Singtel Group.

By embracing diversity, we gain a better understanding of the various needs of our customers and communities, thus forging stronger connections and delivering greater impact for them. Our efforts on DEI were recognised for the fourth consecutive year by 2022 Bloomberg Gender-Equality Index for our commitment to gender equality.

We ensure our processes for employee performance evaluation, promotion and talent identification have no inherent gender bias. Our employees also perceive DEI in the organisation very positively, with a high 81% Your Voice score in our recent employee engagement survey.

We commemorated [International Women's Day 2022](#) with a month-long of activities. We organised panel discussions featuring female leaders, employees and women making ripples in the community. We also curated two courses on #CURIOUS, our mobile digital learning platform, on what unconscious bias means and developing an inclusion mindset.

In Australia, we launched Employee Networks, which aim to create an inclusive culture for women, persons with various abilities and disabilities, people with different culture and heritage, LGBTQ+ individuals and veterans.

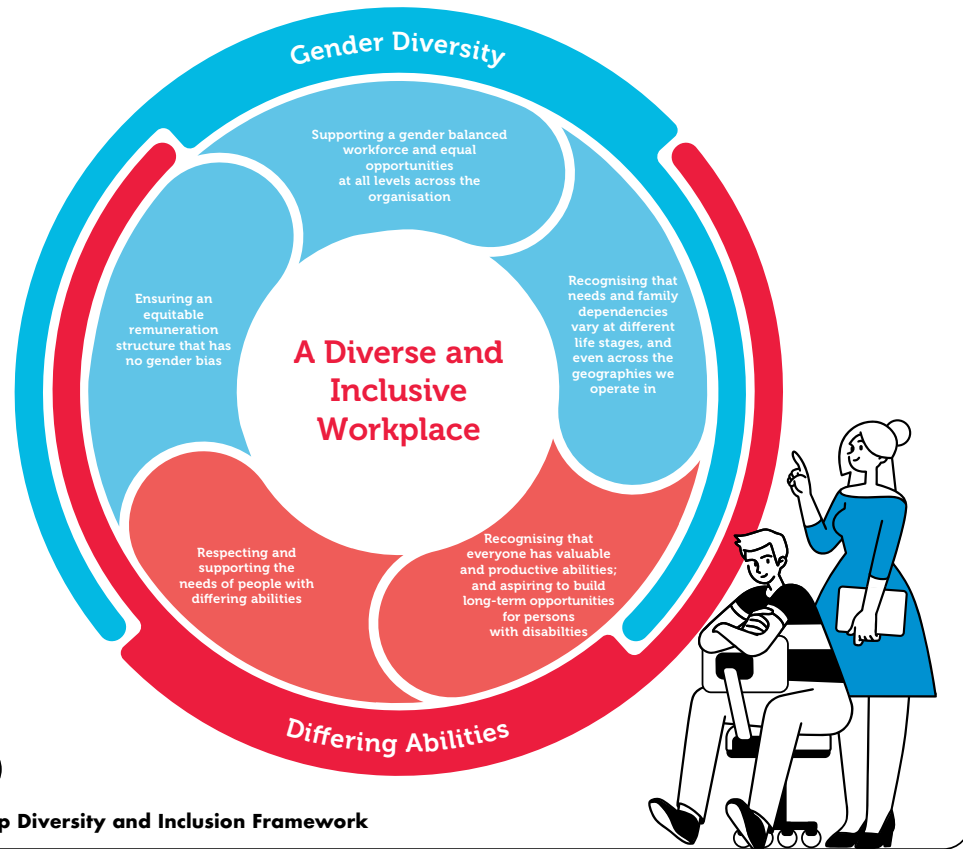


Figure 3

Singtel Group Diversity and Inclusion Framework

Each network is sponsored by a member of Optus Executive team, who ensures that recommendations are heard by the business. In line with our commitment to be a disability confident employer in Australia, our [Optus Accessibility and Inclusion Action Plan 2020-2023](#) will continue to guide us in building an inclusive and accessible workplace for our people, customers and the communities we serve.

The DOs for a discrimination-free workplace

All managers are constantly reminded of the following key principles, which cover shortlisting and interviewing candidates and how they manage their team members after hire:

1. Recruit and select candidates on the basis of merit (such as skills, experience or ability to perform the job), regardless of age, race, nationality, gender, sexual orientation, religion, family status or disability.
2. Treat employees fairly and respectfully, and implement progressive human resource management systems.
3. Provide employees with equal opportunity to be considered for training and development based on their strengths and needs, to help them achieve their full potential.
4. Reward employees fairly based on their ability, performance, contribution and experience.
5. Abide by local labour laws.



Figure 4: Female executives in the Singtel Group

