

Maximising value creation with Singtel Group core values

Values		People and Future of Work
C	Cultivate a Growth Mindset	We build collective capacity, leverage diverse perspectives, backgrounds and strengths of individuals while empowering employees to lead the change for a digital future.
O	Operate with Integrity	We incorporate integrity into our processes and decision making to ensure our people and workforce across our value chain behave responsibly and ethically, which is critical to building trust with our stakeholders, such as customers, fellow colleagues, partners and communities.
M	Make Customers First	We equip our people with future-ready skills to meet changing customer needs and deliver unparalleled customer experience.
M	Maximise Teamwork	We want to create a vibrant workforce, one with diverse backgrounds and experiences that thrives on great teamwork, through our diversity and inclusion policies and practices.
I	Innovate with a Challenger Spirit	We empower our diverse workforce to bring creativity and fresh perspectives to develop new ideas, promote innovation and drive performance.
T	Take Ownership	We want our employees to take ownership of their actions and decisions at work, as well as their growth through our learning and development programmes.

They are the foundation of how we operate our business as we harness the power of technology to enrich the lives of our customers and the broader community, help our people develop and grow with the company in the new economy, and live up to all our stakeholders' expectations as a responsible corporate citizen and sustainability steward. We also mapped these behaviours against our sustainability framework (see table above).

WORKFORCE SAFETY AND WELL-BEING

Promoting employee health and well-being

The pandemic has accentuated the importance of employee well-being and staying resilient. At Singtel Group, our priority is for our employees to remain healthy, both physically and mentally, at work and home. During the year, we also officially introduced blended ways of working (B-WoW) to allow more flexibility in work arrangements to cater to the work-life integration needs of our people, even in a post-pandemic world.

Throughout the year, we conducted regular employee pulse surveys and polls to explore areas of well-being that mattered most to our people. Based on their

responses, we launched the iCare programme to our Singapore employees in October 2021 to raise greater awareness of the importance of mental well-being.

A series of initiatives and programmes was organised to encourage and empower our people to look after their own mental health and take care of one another as we continue with a hybrid work arrangement.

In three months, about 4,500 employees attended weekly iCare mental, physical and financial well-being webinars that we conducted. They learnt tips from experts and heard experiences of fellow colleagues, who shared how they coped with situations, such as the loss of a loved one overseas while borders were closed.

We introduced a monthly iCare newsletter with various themes addressing concerns close to the hearts of our people, such as tackling burnout and easing them back into work at the office. We also sent fortnightly staff emails on a variety of wellness topics and featured Singtel and NCS role models who shared their personal well-being journey (see boxed-up story on the next page).

We partnered a mental healthcare company to offer a digital mental well-being app as a virtual buddy for all employees across the Singtel Group. The self-care mobile app includes a range of programmes to support employees' emotional well-being, resilience and personal development proactively. Employees can access personalised support from a behavioural health coach to build self-awareness, learn how to manage daily stress and work on personal goals.



A family-friendly work culture

Koh Wee Liang is a project manager with Group Enterprise and is happily married with three children. Before 2020 prior to COVID-19, he weighed close to 100kg, suffered from hypertension for 18 years and had pre-diabetic symptoms. Two years later, flexible work arrangements have given Wee Liang the time to kickstart his fitness journey while he collaborated with our onsite clinic doctor who created a personalised health plan targeting his chronic illnesses. This helped Wee Liang lose 30kg and stop the need for hypertension medication.

With hybrid work arrangements and Singtel's family-friendly policies, Wee Liang has been able to work from home more often and grow closer to his children. Time saved from not commuting means more quality time spent with family. He can also bring his wife, children and elderly parents for their medical appointments, tapping on the company's flexible family leave scheme. Wee Liang said that our family-friendly work culture is one of the key factors that motivates him to stay on as an employee.



Wee Liang (second from right) with his family

iCare has garnered strong support within months of its launch. Our people also expressed interest in other topics such as creating a culture of openness and learning how to deal with stress more effectively.

In our latest annual Your Voice Survey, 82% of our people felt strongly supported by the organisation and their managers in their overall well-being. Given the importance of this topic, we have introduced an additional 2025 well-being target of 84% as measured in our annual Your Voice Survey, under the material topic of employee safety and well-being (see page 9).

At the same time, we strongly encourage our people to speak to their leaders and colleagues, and use our Employee Assistance Programme (EAP) should they feel stressed especially in these challenging times. Our EAP offers services such as clinical counselling, support for financial and legal matters, and trauma management. The programme also provides medical insurance to immediate family members.

In line with building more inclusion and awareness around chronic illnesses, our annual health screening package for Operations and Support employees was enhanced to include additional tests to better detect significant conditions. iConnect, our all-in-one employee services app, was further upgraded to include clinic appointment bookings for improved experience at our onsite clinic.

We will continue to support employee resilience with a holistic well-being strategy based on five pillars: mental, physical, financial, social well-being and professional development. We will address the concerns raised by our people, such as chronic illness disease management and looking after young children or elderly parents while carving out time for self-care (see Figure 2).

In Australia, employees take part in monthly webinars on topics across six pillars of health: emotional, physical, social, vocational, financial and environmental. They also have access to Health Risk Assessments which help our people learn more about their health and lifestyle factors which can improve their well-being.

The health and well-being of our people is paramount, as we continue to create a work environment that promotes employee wellness and mindfulness, both physical and mental, so that our people can be the 'Best of Me' individually and the 'Best of We' together.

Building a workforce committed to WSH

Workplace safety and health (WSH) is our top priority. We strive to inculcate good safety and security habits and practices among our people, encouraging them to take ownership of the risks and hazards associated with their work activities and appropriate measures to prevent accidents.

We launched the WSH tool in iConnect to empower our people to report any safety hazards or concerns at the workplace by snapping a picture and providing details of what they observe. The report is routed to our WSH team for investigation and rectification before any accident occurs. Read more about our Health, Safety and Security Policy [here](#).

To generate greater WSH awareness and educate employees, we publish quarterly bulletins on our staff portal Espresso on topics like slip, trip and fall prevention as well as fire prevention. See Table 1 for staff injury cases during the year.

We also adopted the concept of Gemba Walk, a WSH practice mainly used in the manufacturing industry. We conducted the walk for nine work sites during the year, which involved our employees, relevant third-party like

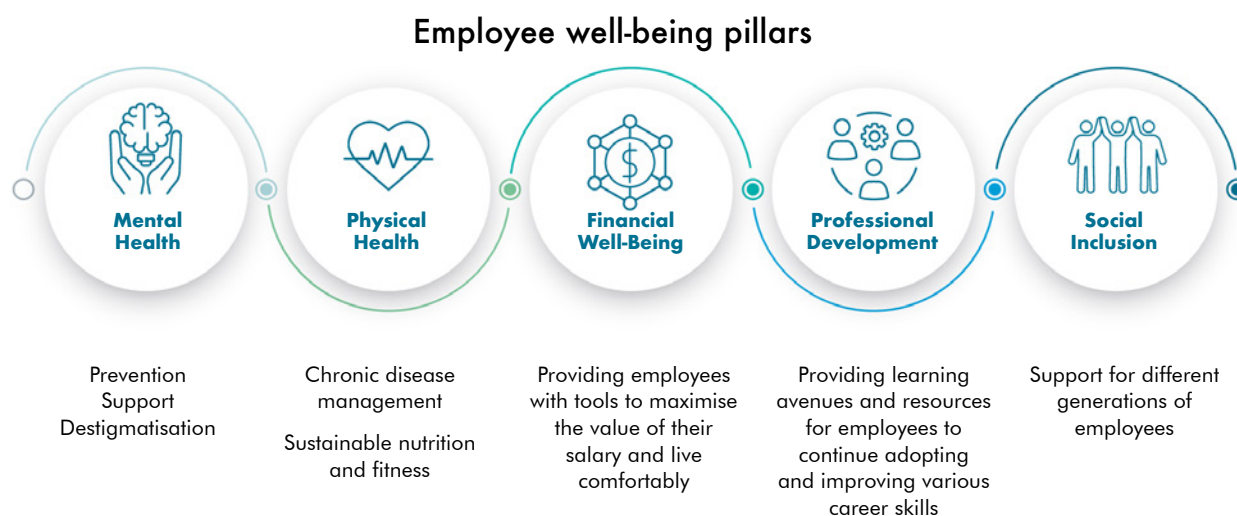


Figure 2: Employee well-being pillars

facilities management personnel, and WSH team. The intent is to make observations on processes and identify safety lapses in work areas or activities, thus allowing all parties to address safety-related issues proactively and collaboratively.

Good employment practices

The Singtel Group employed 22,105 people, comprising 12,196 in Singapore, 7,268 in Australia and the rest based around the world as at 31 March 2022.

In Singapore, we abide by the Ministry of Manpower's (MOM) Employment Act and ensure that employment practices are aligned with the Tripartite Guidelines on Fair Employment Practices set out by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP). Singtel is also a signatory of the Singapore Employers' Pledge of Fair Employment Practices.

We have fostered a very strong and collaborative partnership with the Union of Telecom Employees (UTES) in Singapore since its inception in 1982. In July 2021, Singtel renewed the Collective Agreement for Singapore-

based Operations and Support employees, certified by the Industrial Arbitration Court for the next three years. In partnership with UTES, the remuneration and benefits packages were enhanced to be more competitive with the market, including a new service recognition award category for employees who have completed 50 years of service, up to three days of non-consecutive sick leave during each calendar year without a medical certificate, and up to two days of skills advancement leave for any SkillsFuture course.

As at 31 March 2022, we had 3,141 bargainable employees (26%) in Singapore covered by collective agreement. We ensure timely consultation and discussion with the union on significant operational changes and engage our employees before implementing these changes.

We also support the National Trades Union Congress (NTUC) U Care Fund with an annual donation of S\$100,000. During the year, we disbursed S\$21,296 to 36 schooling children of our staff under the joint Singtel-UTES Bursary Awards scheme.

Table 1: Staff injury types by number and gender

Entity	Slip, trip and fall	Hit by falling object	Laceration	Muscle Stress
Singtel	5 cases Male: 3 Female: 2	1 case Female: 1	1 case Male: 1	0 case
Optus	5 cases Male: 2 Female: 3	0 case	0 case	3 cases Male: 2 Female: 1



In addition, we contributed S\$1 million to the NTUC Education and Training Fund over a five-year period from 2017 to 2021 to support NTUC's efforts to advance the professional development of the workforce.

In Australia, our industrial relations frameworks comply with the requirements of the Fair Work Act. In March 2022, we successfully renegotiated the Optus Employment Partnership Agreement (EPA), with 93% of employees voting in agreement with the EPA. Enhancements to the EPA focus on supporting the diverse lives of employees and account for market practices, such as recognition of kinship for our Indigenous employees for compassionate leave, and an annual Connected Day for our people to take one paid day off to connect with what matters most to them.

We treat our employees fairly and with respect and provide them with equal opportunities based on meritocracy. The Singtel Group is committed to providing employees with a work environment that is conducive, physically and psychologically safe and free from discrimination, harassment and retaliation. We take workplace grievances seriously and our Grievance Reporting Policy applies to the entire Group of companies. Every employee is expected to comply with our grievance procedures, which also apply to business relationships and activities where our people are involved.

This is communicated to all our employees, who can raise concerns and report any bias or discrimination that happens at the workplace without fear of reprisal. They can do so through our independent grievance reporting tool that is readily available on Espresso, our employee portal. We have established clear guidelines for managing grievance cases. Reported cases are handled with urgency and in confidence, thoroughly investigated

and tracked through to closure. We engage all affected stakeholders in two-way dialogues and ensure proper follow-up on resolution and satisfactory closure. During the year, we logged 12 grievance cases in Singapore and 27 in Australia (see Table 2 and 3).

We offer various benefits to our employees to help them stay healthy and manage professional and personal demands. These include insurance and medical coverage, free annual health screenings, disease management programmes and flexible benefit dollars which is an annual cash payment catered to meet lifestyle needs.

We also accord our eligible employees with paid parental leave: 16 weeks maternity and two weeks paternity leave. In Australia, we have paid parental leave and support for stillbirth and pregnancy loss as well as family and domestic violence entitlements.

Our friendly family policies include flexible work schedules, telecommuting and various forms of family leave arrangements, such as childcare and family care leave. We also provide employees the opportunity to continue working at the company beyond their retirement age.

Driving a purpose-led culture

The Singtel Group is committed to organisational growth and developing our people. Our Group purpose and values underpin this and are embedded into our business strategy and work culture. We constantly reinforce the purpose and values through regular staff communication and messaging by leaders.

To drive a purpose-led culture, we ran an eight-week long *Purpose* campaign and held webinars for our employees in Singapore to deepen their understanding of their job roles and behaviours that support Singtel's purpose which is to *Empower Every Generation*.

Table 2: Number of staff grievance cases

	Singtel	Optus	Singtel Group
Received	12	27	39
Substantiated	8	9	17
Not substantiated	4	12	16
Under investigation as at 31 March 2022	0	6	6

Table 3: Breakdown of nature of substantiated cases

Nature of grievance	Singtel	Optus	Singtel Group
Supervisor management style	4	2	6
Bullying and harassment	1	7	8
Performance management	1	0	1
Employment terms and conditions	2	0	2

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.