

07

PEOPLE Empower. Energise. Engage.

Our people are integral to what SingTel stands for and everything we do. Our ambition is to be an employer that people want to be associated with and work for. We achieve this through the care and equal opportunities we provide, in a workplace and culture that is diverse, inclusive and collaborative. We challenge and develop our people to reach their fullest potential.

Our approach

People are at the core of SingTel. Our economic success hinges on our talented and diverse teams. And in turn, SingTel is committed to growing with our people and making the company a vibrant workplace.

As a team, we are more creative when we are diverse, and more resilient when we are flexible. Our diverse talents and strong leadership augur sustainable results for SingTel in this digital age.

We provide our people with a work environment that supports professional and personal development, a variety of challenges and opportunities, as well as the chance to be part of a high performing and collaborative team.

We aim to be an employer of choice, and the well-being of our people is of utmost priority. Our human capital practices in Singapore are aligned with the 'Tripartite Alliance for Fair and Progressive Employment Practices' that promote fair and equitable employment practices.

Highlights

SingTel emerged top among 4 home-grown companies in the Top 20 Most In Demand Employers List in Singapore that professionals want to work for in 2013, according to LinkedIn

Improved staff turnover rate at 12.9%

Developed a new SingTel leadership model – 'SCORE'

CSR score of our staff engagement was 85%, 4% higher than Singapore National Norm

Results for FY2014

Key Areas of Focus	FY2014 Targets	FY2014 Performance
Build a winning team	<ul style="list-style-type: none"> • Double the intake from 10 to 20 young graduates for our fast-track Management Associate Programme 	<ul style="list-style-type: none"> • Achieved – hired 21 Management Associates in the 2013 programme
Attract and nurture talent	<ul style="list-style-type: none"> • Roll out aligned leadership development programmes across the group • Develop SMART Learning Roadmap and implement Year 1 initiatives which include: <ul style="list-style-type: none"> - Virtual classroom launched in Singapore with at least 25 virtual programmes (and expanded use in Australia) with over 100 courses - Increase e-Learning to 20% across the Group - 2 times increase in content on Learn-Tube - Accelerate talent pipeline through: <ol style="list-style-type: none"> 1. SingTel Group Undergraduate Scholarship <ul style="list-style-type: none"> - Award 8 scholarships in our target countries. 2. Scholarships in partnerships with other institutions <ul style="list-style-type: none"> - Award 10 scholarships in partnership with other institutions 	<ul style="list-style-type: none"> • Achieved • Achieved • Awarded a total of 15 scholarships
Enhance employee well-being	<ul style="list-style-type: none"> • To continue to provide support to employees identified under the Chronic Disease Management Programme and educate employees to have healthy lifestyle through our 'Love Life, Live Well' initiatives • Participation rate for annual health screening to maintain at FY2013 level 	<ul style="list-style-type: none"> • Achieved: <ul style="list-style-type: none"> - Organised a wide range of talks and workshops focusing on mental health and wellness through SingTel Learning Fiesta 2013 - The Chronic Disease Programme saw an improvement in health indicators like blood pressure and lipid control - Visits to General Practitioner for stress-related illnesses dropped from 2.7% in FY2013 to 1.1% in FY2014 • ~1,200 employees participated

Plans for FY2015

We will focus on accelerating our talent pipeline and rolling out our leadership development programmes across the SingTel Group which are aligned to our SCORE leadership competencies (see page 28 for details on SCORE).

We are also committed to developing and maintaining an inclusive and collaborative workplace and culture. This commitment includes establishing measurable diversity objectives, beginning with gender diversity in our workforce, and ensuring that females are well represented across the Group throughout our talent pipeline.

As the well-being of our people is key, we will continue to support and encourage them to adopt a healthy lifestyle with the various programmes that we have for them, such as free annual health screening and weight management.



BUILDING A WINNING TEAM

A winning team is the hallmark of success. We have integrated leading human capital practices to recruit, develop and retain our people, while keeping a keen eye on employee welfare.

Convergence of telecommunications and internet players, globalisation, customer trends and other industry and market forces command a strong leadership pipeline of technical specialists as well as future leaders.

With these challenges in mind, we identified 3 important aspects for all our employees in FY2014. Many of our human capital initiatives during the year were created to support these aspects.

We develop future leaders to support SingTel's sustainable growth in Singapore and Asia Pacific. We have revamped our SingTel Leadership Competencies to define the capabilities we require to support SingTel's transformation.

The result is our new SingTel leadership model SCORE. This applies to how we lead ourselves, our people and our business, covering all levels of the company, from entry level employees who are at the 'leading self' stage all the way up to our most senior leaders who are leading the company.

SCORE



Equal opportunities and diversity

We view workplace diversity as essential for the Group as it provides an invaluable variety of local and global experiences. Valuing diversity means accepting and respecting these differences – gender, age, ethnicity, cultural background, physical ability, religious belief and lifestyle choice – and harnessing the richness of our varied backgrounds, ideas and perspectives.

As our business has become more global and now includes new digital media businesses, we have expanded the scope and strategy of diversity to be able to attract, develop and retain talent in this fast paced, entrepreneurial and innovative industry.

SingTel promotes equal employment opportunities through our HR policy on non-discrimination and fair employment practices. This creates a work environment free of discrimination or harassment on the basis of race, colour, religion, gender, national origin, disability or age. Our recruitment and career progression process is purely based on merit, irrespective of gender, ethnicity, age or nationality.

SingTel's 5 core values serve as the common foundation for all our people across geographies and businesses, as well as any newly acquired companies. For example, the core value 'teamwork' guides us to respect and value diversity in the team, recognise each member's contribution and encourage open discussion.

Staff engagement survey: SingTel CSR score

	FY2013	FY2014
SingTel	83%	84%
Singapore National Norm ^[1]	80%	80%

[1] Source: Towers Watson



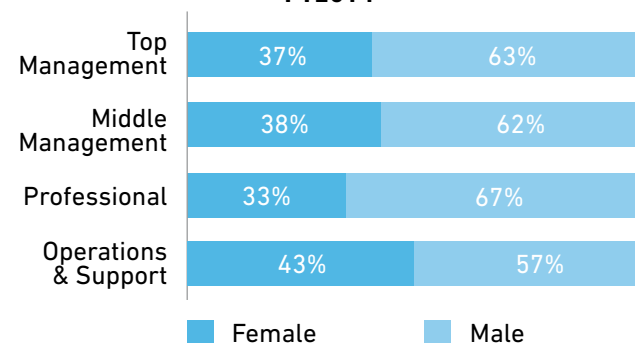
Staff roadshows on SingTel core values

Our employee mix

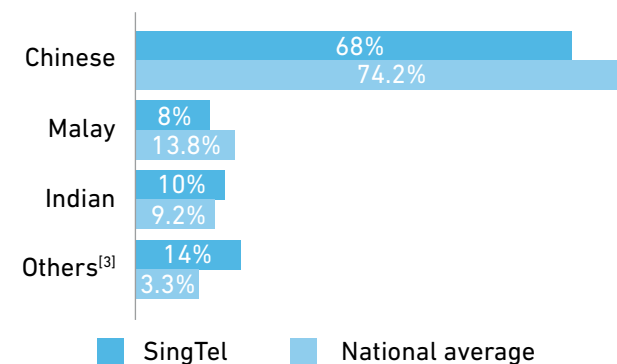
Our Group employed 22,066 people of about 90 nationalities in our global operations as at 31 March 2014. We have close to 13,000 people in Singapore.

Female workers make up around 38% of our total workforce in Singapore. There is a reasonably consistent split across the job grades with women taking up 37% of Top Management positions, including Group Chief Executive Officer, Group Chief Financial Officer, Group Chief Information Officer and Group Director Human Resources. For Middle Management positions, 38% are held by women.

Gender distribution of Singapore workforce by employee category FY2014



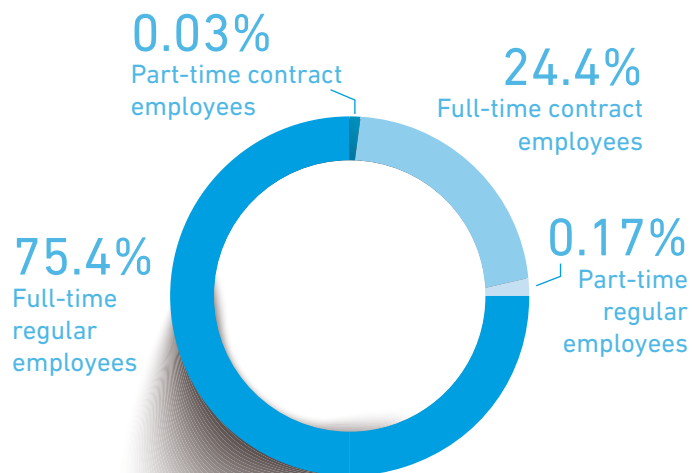
Ethnic distribution of Singapore workforce FY2014^[2]



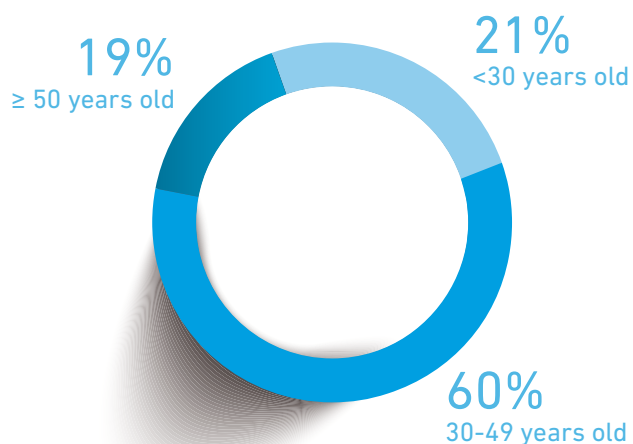
[2] Source: Yearbook of Statistics Singapore 2013

[3] The national average under 'Others' does not include foreign workers while SingTel recognises foreigners under this category

Singapore workforce profile by employment category FY2014



Singapore workforce profile by age FY2014



Re-employment of employees who reached 62 years old in FY2014

Job Level	No. of employees who reached 62	No. of employees re-employed	No. of employees retired
Operations & Support	90	64	26
Professional	11	9	2
Middle Management	1	1	0
Top Management	1	0	1
Total	103	74	29

Upholding and protecting the principles of human rights

The SingTel Code of Conduct governs how we conduct ourselves in a multicultural environment and treat fellow colleagues with respect and consideration at all times, respecting the basic tenets of human rights. These principles are applied in our interactions, internally and externally, with our people, community and marketplace.

Positive trade union relationships

We have about 3,300 bargainable employees in Singapore. The Union of Telecoms Employees of Singapore (UTES) is a valued partner in matters related to these employees. As a sign of our commitment, we have entered into a 3-year Collective Agreement with UTES, ending December 2014. We are in regular discussions with the union and we make efforts to engage them immediately in case of any major organisational change.

Driving and rewarding performance

We regularly review our remuneration policies to ensure competitiveness and alignment with the marketplace and our internal reward strategies. Our competitive remuneration packages include a basic pay structure based on job roles and functions along with performance-based incentives. We also recognise and reward according to individual and team performance, and their embodiment of our core values. We have implemented a parallel compensation and remuneration policy that caters to attracting, motivating and retaining talent from the digital industry. This compensation model builds in more value for risk-taking, innovation and entrepreneurial spirit, compared to the compensation structure in the core telecommunications business.

Our review also ensures that we continue to pay based on performance. Hence, we offer the same level of rewards if the job level and performance are the same between men and women. An analysis of gender-based salary data^[4] for the 3 main grades of employees shows that our female and male employees received almost equivalent basic pays in FY2014.

Job Level	FY2013 Salary Ratio Female : Male	FY2014 Salary Ratio Female : Male
Operations & Support	0.91 : 1	1 : 0.95
Professional	0.96 : 1	1 : 1
Middle Management	1 : 1	1 : 1

[4] This ratio is based on the lowest monthly basic salary as of March 2014 for each category of regular employees only. It does not include bonus payments or any other performance related remuneration

ATTRACT AND NURTURE TALENT

We give shape to our strategy with specific initiatives to attract, develop, retain and groom talent.

Attracting talent

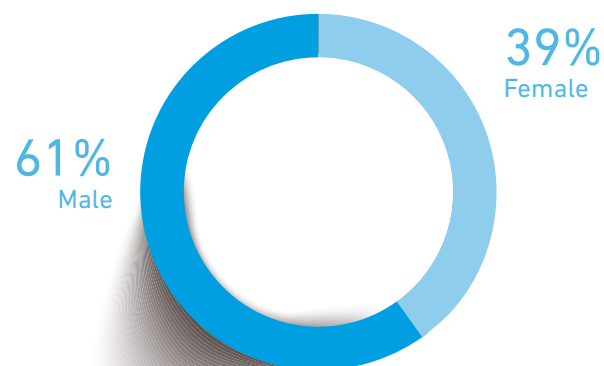
SingTel identifies potential employees at 2 levels: experienced professionals and graduates who are just entering the workforce. We leverage our relationships with local and international tertiary institutions, as well as social media platforms and career fairs to promote working for our company.

In FY2014, we had an intake of 21 top graduates for our Management Associate Programme (MAP). The programme identifies and selects those with outstanding academic performance and leadership potential. We offer accelerated learning and development opportunities such as cross-functional rotations, active participation in projects and networking with senior management.

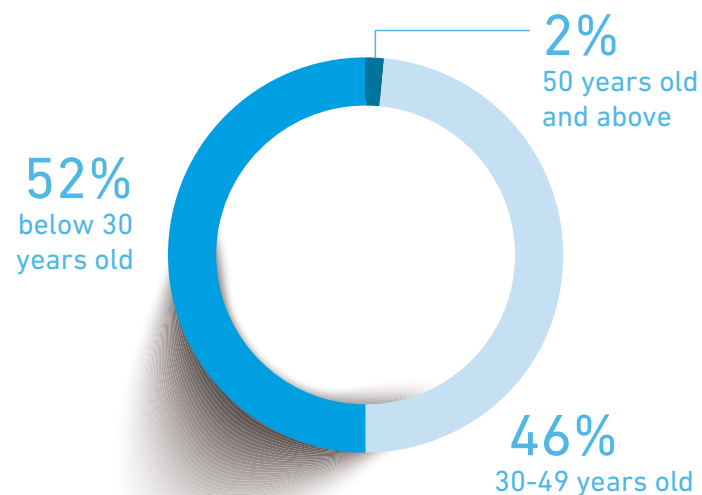
Our SingTel Group Undergraduate Scholarship programme, besides monetary support, includes mentoring and internship opportunity with the SingTel Group of companies.

Both programmes are very successfully attracting new talent to the company.

New hires by gender in Singapore FY2014



New hires by age group in Singapore FY2014



Developing talent

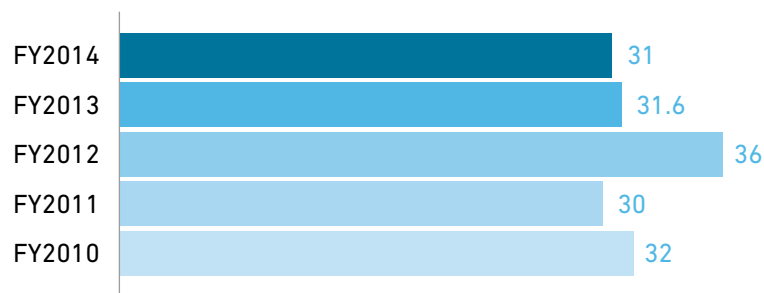
Ensuring continuous learning and growth of our people is crucial to the success of SingTel. To maximise such learning, we facilitate job rotations, overseas assignments, regional talent exchange programmes and cross-functional projects.

We encourage a coaching culture where leaders will naturally use coaching principles and techniques to bring out the best in individuals and teams. We also have a coaching framework that provides coaching to talent at various levels of the organisation.

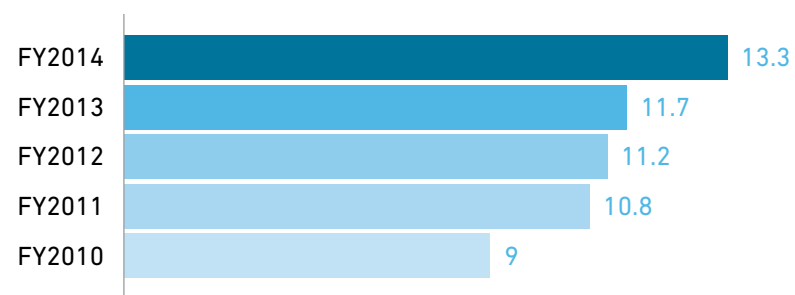
SingTel also provides financial support and paid time-off for our people to receive formal qualifications including professional certifications, bachelors and masters degrees.

In FY2014, our training investment totalled S\$13.3 million and each employee completed an average of 31 training hours.

Average training hours per SingTel employee



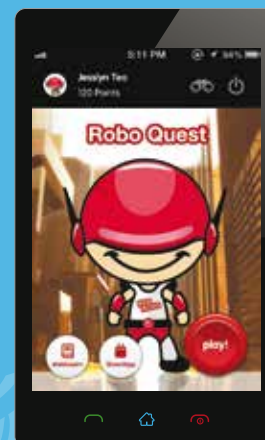
Training Investment by SingTel (S\$ million)



SingTel offers a number of scholarships such as:

- **UGS:** SingTel's Undergraduate Scholarship provides support to top students in Singapore, Indonesia, Philippines and Thailand who are interested in a career in the telecommunications industry.
- **NIS:** The National Infocomm scholarship in partnership with IDA sponsors students for both local and overseas degrees.
- **MES:** A new initiative in partnership with MDA to recruit more talent for our Digital Life business.
- **SUTD:** SingTel was one of the key donors to establish the endowment fund of the Singapore University of Technology and Design (SUTD).

More information can be found on our scholarship webpage:
<http://info.singtel.com/about-us/careers/students>



ROBO G Application

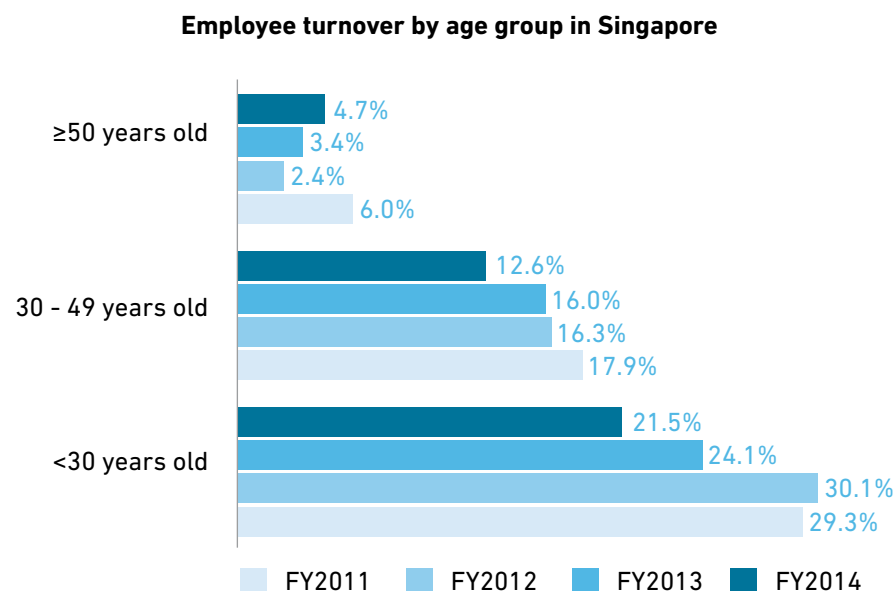
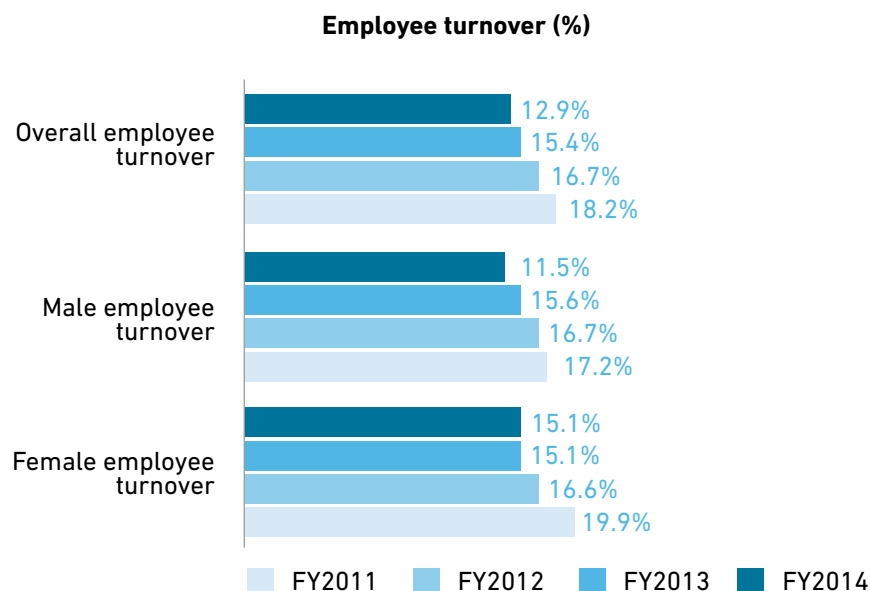
To promote our Management Associate Programme (MAP), we developed a mobile gaming application.

Robo G is filled with challenges designed to inform and update MAP candidates about SingTel's core values, our products and services as well as the various stages of the MAP application process.

Talent retention

We nurture our talent with the aim of developing and retaining them. Concerted efforts are made to align the interests and career goals of employees with the requirements of the company. We keep a close watch on retention rates.

Our staff turnover rate continues to decline over the years, indicating that our retention efforts have been effective. Last year, our turnover was 12.9%, down from 15.4% the previous year. Turnover of our female employees was stable at 15.1% while the male turnover was down to 11.5% from 15.6% a year ago.



Grooming leaders

Targeted at future leaders from across the SingTel Group, our subsidiaries and regional associates are our 2 flagship global development programmes: Game for Global Growth and Regional Leadership in Action. Both programmes promote learning through interactive workshops, lectures and action learning projects.

Throughout the year, we conducted numerous leadership talks and symposiums covering topics and leadership competencies critical for our business transformation. Our pilot programme 'Leadership Conversations@SingTel' aims to inspire new ideas and insights, and to revolutionise the way we think and lead.

ENHANCE EMPLOYEE WELL-BEING

The well-being of our employees remains a priority. Our goals for sustainable growth would not have been possible without our dedicated and healthy workforce.

Employee benefits

In addition to complying with the statutory requirements of employer contributions to the Central Provident Fund, SingTel provides a variety of employee benefits. These benefits include comprehensive healthcare insurance, annual leave, flexible family leave, health and wellness programmes and staff discounts on SingTel products and services.

Work-life integration

To meet the varying work life demands of our employees, we have family-friendly policies such as flexible work schedules, part-time employment, telecommuting, various forms of family leave arrangements and on-site childcare facilities. Our people appreciate these options with more than 70% of our eligible staff adopting the various initiatives.

All employees and their immediate family members have access to professional counselling services on work life issues through the Employee Assistance Programmes run by external consultants.

SingTel Recreation Club organises a variety of events to promote inclusivity and cohesion across SingTel's extensive workforce, ranging from exercise sessions, mass participation in marathons to nature walks. Special interest groups are also available to bring diverse people with common interests together. About 4,900 of our employees took part in this wide selection of programmes during the year.

A healthy and safe work environment

Health of employees is taken very seriously at SingTel. We provide a selection of medical plans to suit the varied needs of our employees and their families. Health clubs and gymnasiums are available on-site, along with staff cafeterias that provide a diverse range of healthy dietary options. We also believe in providing a safe work environment not only because of regulation but because it is the right thing to do.

As part of our Health and Wellness programmes, all regular employees enjoy free health screening every year. During the year, we introduced a new initiative – Weight Management programme – to help employees to lead a healthy lifestyle and in the process, achieve long-term weight loss and weight maintenance. 53% of the participants of the pilot run achieved their target.

We also actively promote awareness on workplace occupational health. We have a Health, Safety & Environment policy statement that supports the Workplace Safety & Health (WSH) Act in Singapore. The WSH Act is a framework to promote strong safety culture in the workplace. We held a week-long WSH exhibition at our office premises during our CSR Month to reach out to our staff on the importance of WSH and that it is every individual's responsibility to look after their own safety. A dedicated WSH committee, chaired by Group Director Human Resources, aims to provide a healthy and safe work environment for all our stakeholders.



SingTel Recreation Club organises a variety of events to cater to different staff interests

Workplace safety and health indicators^[5]

Type	SingTel Singapore FY2011	SingTel Singapore FY2012	SingTel Singapore FY2013	SingTel Singapore FY2014	National Average FY2014 ^[D]
Workplace injury rate^[A]	126.1	79.2	164.4	143.7	426
Accident frequency rate^[B]	0.4	0.3	0.5	0.3	1.7
Accident severity rate^[C]	3.0	18.1	6.4	7.7	91

[5] The data in this table includes all SingTel and NCS employees in Singapore

[A] Refers to the number of fatal and non-fatal workplace injuries per 100,000 persons employed (figures used are victim-based)

[B] Refers to the number of workplace accidents per million man-hours worked (figures used are incident-based)

[C] Refers to the number of man-days lost to workplace accidents per million man-hours worked

[D] WSH Institute – WSH Statistics Report 2013

Be safe at work!

At SingTel, we believe that all injuries can be avoided and every accident can be prevented.

We have programmes in place to reduce these risks. For example, our WSH team, together with the relevant departments, conducts monthly surveys at sites that house our telecommunications equipment to detect and eliminate potential hazards.

Picture A shows a typical case where our people and contractors needed to climb over the parapet wall to carry out maintenance. To prevent the risk of falling off the edge, we have relocated the equipment to a more ergonomic height so that workers can carry out maintenance work very safely behind the parapet wall without the need to climb over it (see Picture B).



Picture A



Picture B