

Marketplace and Customers

Increasing stakeholder value and leading the market with innovative ICT services and care for our customers

Community

Driving positive and sustainable changes to disadvantaged communities, focusing on vulnerable young people and bridging communities through ICT



People

Providing opportunities for our people and maintaining a diverse, inclusive and collaborative workplace and culture

Environment

Managing our environmental footprint through addressing climate change, integrating environment agenda into our value chain, engaging our stakeholders, and product and resource responsibility

As Asia's leading communications group, we pride ourselves on setting the standard on how our business capability and technology can be used to make positive changes to individuals and the community. We do this by leveraging the power of communications, infotainment and our people to transform lives and make a significant impact on society.

As a responsible corporate citizen, we proactively engage our stakeholders and look at ways to build a sustainable

business by addressing material risks and opportunities in the broader value chain we operate in. We are guided by our sustainability pillars: Marketplace and Customers, Community, our People and the Environment. We aim to create value for our stakeholders by:

- leading the market with innovative services;
- providing exceptional service;
- driving positive change in disadvantaged communities;
- investing in our people; and
- managing our environmental footprint.

Marketplace and Customers

Our customers are at the centre of everything we do. They deserve the best and we aim to deliver by listening and taking action to improve their lives – through innovative products and personalised services.

CORPORATE ACCOUNTABILITY

We believe in upholding the highest standards of responsible business practices, corporate governance and transparency to ensure that our business is sustainable. We expect the same of our business partners and supply chain and we work closely with them to uphold these standards.

Our well-defined policies and processes enhance corporate performance and accountability, and protect the interests of our stakeholders. You can read more about our approach on page 56.

IT'S ALL ABOUT OUR CUSTOMERS

We exist because our services fulfil an important need. We have a wide suite of user-friendly services to meet customers' needs in everything they do – at work, at home or when doing their favourite things.

In January 2015, we embarked on a new brand promise in Singapore to enrich customers' lives with better service, technology and content, and deliver seamless and effortless experiences.

We understand that customers are busy. Hence, we introduced an option for customers to book their preferred appointment time online when they need to visit a Singtel shop. Customers who wish to speak with a Singtel hotline officer can request a call-back at a time that suits them. Customers with service appointments for installation can expect Singtel technicians to arrive within 30 minutes of their appointment time.

We recognise that each customer is different and we offer a range of mobile plans to cater to their needs.

In August 2014, we launched Combo plans in Singapore to meet consumers' growing appetite for mobile data services. These plans offer access to Singtel's Premium WiFi service at many hotspots across the island, giving consumers high-speed and seamless connectivity, over and above their 4G data allowance.

To cater to the needs of elderly customers and people with disabilities, we introduced our Silver Plan and Lite Special Plan. Subscription plans are offered at a discount and tailored to better meet their needs.

In Australia, customers can get the most out of Optus' mobile data plans by sharing data with up to five mobile broadband devices, including smartphones, tablets and USB modems.



The Silver Plan helps elderly customers embrace technology and connect with their loved ones



Right to privacy

We understand that data privacy and protection is important to our consumer and enterprise customers. As a trusted operator, we strive to keep our customers' personal data secure. Our policy is to be open and transparent about how we collect, use, and disclose our customers' personal data.

The full Personal Data Protection Act (PDPA) came into effect in Singapore in July 2014. It comprises various rules governing the collection, use, disclosure and care of personal data. The Do Not Call Registry, which came into effect in January 2014, allows individuals to register their Singapore telephone numbers to opt out of receiving marketing phone calls, mobile text messages such as SMS or MMS, and faxes from organisations.

We developed new policies for staff to ensure we meet the PDPA requirements and all staff underwent mandatory training. We introduced measures to ensure that our vendors and partners are PDPA compliant.

In Singapore, we launched an online portal to offer customers more control of what data can be used. It gives customers more control over the type of information they wish to receive and how their personal data may or may not be used. Customers can select channels for receiving marketing messages from Singtel and our partners. A Data Protection Governance Committee, chaired by our Data Protection Officer, was created to ensure Singtel maintains full compliance with the PDPA.

We will continue to introduce measures to protect our customer privacy, for example, through compliance checks on our daily operations, including those of our offshore and outsource partners. Other measures include introducing new technical solutions to detect and respond to security threats.

To make it easier for staff to understand and comply with data privacy requirements, we will continue to refine internal guidelines and drive awareness of the importance of privacy protection across the Group.



- 1 Helping parents understand and protect their children from online risks with notAnoobie
- 2 More than 54,000 students have benefited from the Optus Digital Thumbprint Programme since its launch in 2013

Community

The Singtel Group advocates social responsibility in all our markets. We are committed to giving back to the community, and driving positive and sustainable change to make the world a better place to live in.

Our community investment framework focuses on creating maximum benefit and impact for our community. We help the vulnerable, especially children with special needs, youth at risk and the elderly, with tailored programmes that focus on inclusion and well-being, education and employability, as well as cyber wellness and online safety.

Our community programmes aim to leverage infocomm technology (ICT) – our corporate core competence – and our people through general and skilled volunteering.

PROMOTING RESPONSIBLE DIGITAL CITIZENSHIP

The growing popularity of digital devices has led to an increase in cyber bullying as well as gaming and device addiction around the world. As a communications provider, we play a role in educating our customers about the risks of cyber bullying, and promoting cyber wellness and online safety among vulnerable children and youth. Our programmes aim to nurture responsible digital citizens.

To help parents better guide their children to be safer “netizens” in the cyber world, we introduced notAnoobie in Singapore, a mobile app that was co-developed with TOUCH Cyber Wellness, a not-for-profit organisation that provides cyber wellness services to youth. Available in English and Chinese, it contains useful information, tips and success stories on gaming, social media and device addiction, cyber bullying and inappropriate content.

As children are receiving earlier exposure to the internet, there is a need to engage them early in our outreach efforts. During the

year, we partnered iZ HERO Lab, whose award-winning educational programme iZ HERO teaches young children to navigate cyber space safely. Outreach programmes, assembly talks, classroom sessions and web-based activities were used in a fun and engaging way to teach more than 24,000 students in 62 primary schools in Singapore about cyber risks between July and November 2014.

In Australia, our Optus Digital Thumbprint Programme uses face-to-face workshops to teach high school students to be savvy, responsible and proactive members of the online community. Since the programme was launched in 2013, we have reached more than 54,000 students through 1,800 workshops in New South Wales and Victoria. In 2014, the Optus Digital Thumbprint Programme was recognised with a Communications Alliance and Communications Day ACOMMS award and was a finalist in the Melbourne Community Awards.

CREATING OPPORTUNITY

We support children and youth with special needs so that they can lead independent lives. In 2014, we extended our support to train people with disabilities and help them gain employment.

To help people with disabilities find work after they finish school, we donated S\$1.1 million to set up the Singtel Enabling Innovation Centre in Singapore. This is a community space with services and experts that assist young people to lead independent lives and enhance their employability. In addition, we support the curriculum development and will provide the expertise and time to support training programmes for the contact centre and ICT literacy courses at the facility, which is expected to be ready by the end of 2015.

Since 2002, the Singtel Touching Lives Fund (STLF) has been raising money for programmes that help children and



- 1 Optus' mentoring programme helps disadvantaged students from high-needs schools
- 2 The Optus mobile student2student programme in partnership with The Smith Family has vastly improved the reading skills of students
- 3 Singtel is the title sponsor of the Race Against Cancer
- 4 Optus raised A\$365,000 for Tour de Cure, with six employees participating in the cycling marathon

youth with special needs. To date, STLF has raised over S\$30 million for more than 20 beneficiaries.

The Australian Business and Community Network Scholarship Foundation provides financial and mentoring scholarships to high potential students facing economic, family or social challenges which impact their study or capacity to pursue their desired tertiary pathways. Through a staff crowdfunding exercise in Australia, Optus raised A\$10,000 to support one of 14 scholarships awarded by the foundation. A dedicated Optus employee will mentor this student in setting goals and developing valuable workplace skills.

Since 2005, over 2,200 Optus employees have volunteered over 22,000 hours and supported more than 6,200 students and school leaders. Through our mentoring programme, we aim to help students from disadvantaged backgrounds in high-needs schools by providing them with the support and life skills to help them learn, grow and navigate their way through life.

In partnership with The Smith Family, Optus continued to support the mobile student2student programme, pairing students with reading difficulties with advanced student "buddy" readers through a peer-tutoring reading programme. During the year, 500 readers aged eight to 14 read to their buddies using mobile phones supplied and powered by Optus. This intensive reading programme is conducted two to three times a week over 18 weeks in the school year. As a result, 94% of students improved their reading skills and 84% of students said they felt better about themselves after the programme as they found it easier to do school work.

The Singtel Group also supports efforts in Singapore and Australia that promote cancer awareness and provide assistance to those affected by cancer. For the 5th year in 2014, Optus supported Tour de Cure, a cycling marathon covering 1,576 kilometres from Sydney to Hobart over 10 days. More than 100 riders participated and six employees formed the Optus Tour De Cure team, raising A\$365,000.

As part of STLF, Singtel has been supporting the Singapore Cancer Society (SCS) in running its Help the Children and Youth Programme since 2009. We are the title sponsor for the annual Race Against Cancer and donated S\$250,000 to SCS in 2014, bringing our total donation to S\$1.25 million in six years.

EXTENDING OUR SUPPORT

Giving back to the community is an important part of the Singtel Group culture. Active employee volunteerism directly helps the community while contributing to the holistic development of our people, who gain empathy, team spirit and a broader perspective of the communities in which we live and work.

Each year, we give our staff a day's paid leave to spend their time on a worthy cause. We also encourage business units to adopt "VolunTeaming", a teambuilding concept we introduced in 2010 that encourages our people to volunteer with their colleagues at department level. During the year, we clocked more than 15,000 volunteering hours in Singapore.

At the 2nd annual Singtel carnival – our mass staff volunteering platform – 500 children from the STLF beneficiaries were treated to fun and games at 35 stalls organised and manned by 1,000 staff volunteers.

People

Our people are key to what we stand for. We want our employees to be proud ambassadors of the company. We strive to achieve this through a fair, performance-based work culture that is diverse, inclusive and collaborative.

We work hard to develop our people and help them reach their full potential. Investing in staff is crucial to our success and we have many programmes to develop our people, regardless of whether they are just starting their careers or are experienced professionals.

CULTIVATING EXCELLENCE AND TALENT

To nurture young talent, we are growing our successful Management Associate Programme with more hires. In FY 2015, 54 graduates across Singapore and Australia joined the two-year programme, an increase from the 43 graduates hired in the previous year.

We introduced the Singtel Cadet Scholarship Programme in January 2015 to build a pipeline of talent for the industry. Under this programme, up to 90 students a year can receive scholarships to study diploma courses at Singapore Polytechnic and Republic Polytechnic in network engineering, cyber security and customer experience.

The Regional Leadership in Action and Game for Global Growth programmes also continue to stretch and grow talent across the region. A total of 117 high calibre employees attended these two regional programmes in the past year.

We established a Group Centre of Operational Excellence in 2009 to empower our people with best business practices and excellence, and focused mindsets to deliver sustainable customer, process and people excellence. Over 7,500 employees in Singtel, Optus and our regional mobile associates have been trained

in various skill levels of Lean Six Sigma and Business Process Management competencies since 2009, including more than 1,000 employees in FY 2015.

LEADERS OF THE FUTURE

Opportunities to connect with colleagues across the business help our staff build their knowledge and capabilities, as well as advance their careers within the Singtel Group. We have a full range of management and technical training programmes. In FY 2015, staff undertook an average of more than 30 hours of learning.

One of our more popular events is the annual Learning Fiesta, which offers staff access to well-known keynote speakers, as well as short courses and other activities. In FY 2015, there were more than 20,000 learning spaces for 170 courses. Employees in Australia, Malaysia, Singapore and the US actively participated in the Learning Fiesta.

More than 2,000 employees also attended career management sessions, and career guides were developed and made available on Singtel's intranet, Espresso.

CELEBRATING OUR WORKPLACE

We promote a culture anchored on our five core values of Customer Focus, Challenger Spirit, Teamwork, Integrity and Personal Excellence.

We remain committed to a safe, healthy work environment fostered through a collaborative partnership with employees directly as well as through our open and consultative relationship with the Union of Telecoms Employees of Singapore (UTES) and the Employee Partnership in Australia.

We know employee engagement is fundamental to customer satisfaction, and ultimately to business performance.

We have been measuring employee engagement since 1998. In 2012, we began tracking employee advocacy ratings to measure our employees' willingness to recommend Singtel as a good place to work, and to endorse our products and services.

In FY 2015, we also introduced E2E: Empower to Engage, which gives employees a personalised engagement report with recommendations on how to improve their own engagement levels.



Singtel Management join UTES General Secretary Thuvinder Singh and President Roger Tan at the annual May Day celebration



GENDER DISTRIBUTION

	SINGAPORE		AUSTRALIA	
	Male	Female	Male	Female
Operational Support	55%	45%	58%	42%
Professional	68%	32%	73%	27%
Middle Management	63%	37%	81%	19%
Top and Senior Management	67%	33%	87%	13%
Total	62%	38%	68%	32%



Our commitment to workforce diversity

As a leading employer, we are committed to developing and maintaining a diverse, inclusive and collaborative workplace and culture. Through our values, policies and behaviours, we aim to promote an environment where individual differences are recognised and valued. All employees have the opportunity to realise their potential and contribute to our overall success.

Our workforce comprises more than 23,000 employees with diverse perspectives, backgrounds and life experiences. This diversity helps us to forge stronger connections with our customers, as well as engage confidently at the workplace and global marketplace. It also exposes us to innovation which takes shape in different geographies and industries.

Diversity at the Group refers to the ways in which we accept and respect differences, including gender, age, ethnicity, language, cultural background, physical ability and lifestyle choice. The Singtel Group actively seeks to promote diversity across four key areas of gender diversity, a multi-generational and multi-cultural workforce, and differing abilities.

Our commitment to diversity and inclusion includes establishing measurable objectives, beginning with gender diversity in our main employee populations in Australia and Singapore. We will continue to improve the proportion of women across all levels of our workforce, ensuring that females are well represented across the Group.

AGE DISTRIBUTION ⁽¹⁾



● Boomers (Pre 1964)	22%
● Gen X (1965-1977)	34%
● Gen Y (1978 onwards)	44%

● Boomers (Pre 1964)	15%
● Gen X (1965-1977)	37%
● Gen Y (1978 onwards)	48%

Notes:

⁽¹⁾ Does not include employees in offices outside of Singapore and Australia.

Our people
come from

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DIFFERENT
COUNTRIES



- 1 The Singtel Cadet Scholarship Programme helps nurture young talent and build the company's talent pipeline
- 2 Singtel staff learning new skills at The Learning Café – a prelude to the annual Learning Fiesta

Environment

As we expand our network and infrastructure to cater to the growing demand for our services, we need to ensure that we operate as efficiently as possible to minimise our impact on the environment.

TOWARDS A GREEN WORLD

Our environmental strategy focuses on four key areas: addressing climate change, integrating the environment agenda into our broader value chain which includes business operations, suppliers and customers, engaging our stakeholders and taking responsibility for our products and resources.

Addressing climate change

We are addressing climate change through mitigation and adaptation measures. We focus on energy management as our emissions are predominantly through electricity use. We will also ensure that we build a network that is resilient to the impacts of climate change. In Australia, Optus is a founding member of the Australian Business Roundtable for Disaster Resilience and Safer Communities to drive inter-industry collaboration, research and policy advocacy to build better infrastructure and community resilience to the many natural disasters that impact the country.

Managing our supply chain

We are implementing a Sustainable Supply Chain Management Framework, and have adopted a holistic approach to understanding and managing the environmental impact of our activities and other risks in our supply chain. We have also updated our supplier code of conduct across the Group to make it more robust and ensure that we adhere to the United Nations Global Compact commitments and

address other material issues in our value chain. The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

Little Eco Steps

In 2011, we launched our Project LESS (Little Eco StepS) environmental campaign, which encourages staff to adopt practices that reduce our carbon footprint and overall environmental impact. Simple acts such as using less paper can help us care for the environment.

In Singapore, we work with the National Parks Board for our annual Plant-a-Tree Day, where planting local trees help us conserve our environment. We have planted 800 trees since 2009, involving 1,600 staff volunteers over the years.

In Australia, some of the little eco-steps we have taken include Clean Up Australia Day, tree planting and supporting Earth Hour.

Product and resource responsibility

Singtel and Optus generate e-waste through the electronic devices that staff use for work. At the end of each item's life, the data is destroyed and the item is resold, reused or recycled. This

programme is very effective and we have high rates of reuse and recycle. We also have a buyback scheme for customers as well as recycling facilities for old electronic products and accessories through the Singtel e-waste recycling programme in Singapore and Mobile Muster programme in Australia.

OUR PERFORMANCE

Our efforts to go green are recognised globally. We were ranked 29th globally in the 2014 Newsweek Green Rankings, which assess the environmental performance of the 500 largest, publicly traded, global companies according to market capitalisation.

The CDP (previously known as the Carbon Disclosure Project) gave Singtel a score of 80B out of 100 in 2014, an improvement in both disclosure and performance over 76C in the previous year. The index recognises global companies for achievements and transparency in tackling climate change and its scores are based on disclosure and performance.

The Singtel Group will continue to reach out to stakeholders for feedback on our sustainability strategy and programmes so that we can do more to change the lives of people in communities around us for the better.



Since 2009, 1,600 staff volunteers have planted 800 trees in Singapore at our annual Plant-a-Tree Day

KEY ENVIRONMENTAL AND SOCIAL PERFORMANCE INDICATORS

	Singapore		Australia		
	2015	2014	2015	2014	
Environmental Performance ⁽¹⁾	Energy use (GJ)	1,338,904	1,274,390	1,533,360	1,407,028
	Carbon footprint (tonnes CO ₂ e)	176,454	186,303	402,750	346,102
	Water use (cubic metres)	691,389	705,886	60,422	91,955
	Hazardous and non-hazardous waste (tonnes)	4,015	4,124	1,425	1,271
Social Performance – People	Employee turnover (%)	13.8	12.9	10.4	8.4
	Employee turnover by gender (%)				
	– Male	14.7	11.5	9.0	9.0
	– Female	12.3	15.1	13.0	10.0
	Average training hours	33.3	31.0	32.2	28.5
	Workplace injury rate (number of workplace injuries per 100,000 persons employed)	141.4	143.7	257.0	146.5
	Accident frequency rate (number of workplace accidents per million man hours worked)	0.4	0.3	0.8	0.7
Accident severity rate (number of man days lost to workplace accidents per million man hours worked)	7.3	7.7	16.6	19.8	
Social Performance – Community	Community investment	S\$10.1 million	S\$9.3 million	A\$8.7 million	A\$9.7 million
	Total volunteering hours	15,109	12,144	11,505	8,724

Note:
⁽¹⁾ Please refer to the Singtel Group and Optus sustainability reports for the reporting scope of environmental indicators.

For more details, refer to our **Sustainability Report** at: singtel.com/sr2015