



# COMMITMENT TO NURTURING PEOPLE



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download the report on Appstore and GooglePlay.

# INTRODUCTION

G4-20  
G4-27

In 2014, Axiata focused on strengthening its values: uncompromising integrity and exceptional performance.

We nurture future leaders and drive exceptional performance across the Group by giving our 25,000\* employees the opportunity to participate in a broad range of training and personal development programmes. Programmes are influenced by employee feedback and are designed to develop the capabilities and commitment of our employees to achieve Axiata's business goals.

Our aim is to attract, develop and retain the best people by providing an inclusive workplace where talent is recognised and developed. Equal opportunities for all staff are promoted, discrimination of any kind is not condoned, and special measures are in place for those challenged by disability or personal circumstance.

By emphasising exceptional performance and integrity across the entire Group, Axiata strives to build a culture where our people are completely committed to the core values of the organisation. We recognise and reward those particularly exceptional performers through the Axiata Champions initiative.

Conducive workspaces are created in response to employee feedback, and safety levels constantly monitored and enhanced to drive performance and satisfaction.

## Nurturing People

### Context

Nature of our operations and region as well.

### Goal

Strengthening the UI.EP programme with programmes for educating, empowering and engaging employees.  
Establishing a Group wide H&S practice



**Employee Development  
& Welfare**

### Approach

- Offer comprehensive learning and development opportunities across Axiata in our talent development programme
- We use our annual Employee Engagement survey to assess our engagement levels,
- Our H&S, well being processes ensure best practices.

\* Includes Idea & M1

# Nurturing People

## IMPROVEMENTS



GADP Talent Pipeline  
grew **29%**

**3,130**  
employees attended  
**UI.EP**  
training

**96%**  
Participation in Employee  
Engagement Survey

Dialog Employee  
Volunteer hours  
increased

**4.6x**

## INNOVATIONS

**AXIATA  
CHAMPIONS**

**SKIM  
LATIHAN  
1MALAYSIA**  
for 159 trainees

**PRISM 2.0**

## INVESTMENTS



**RM230**  
million  
for Training &  
Development



**RM23.9**  
million  
for Employee Welfare

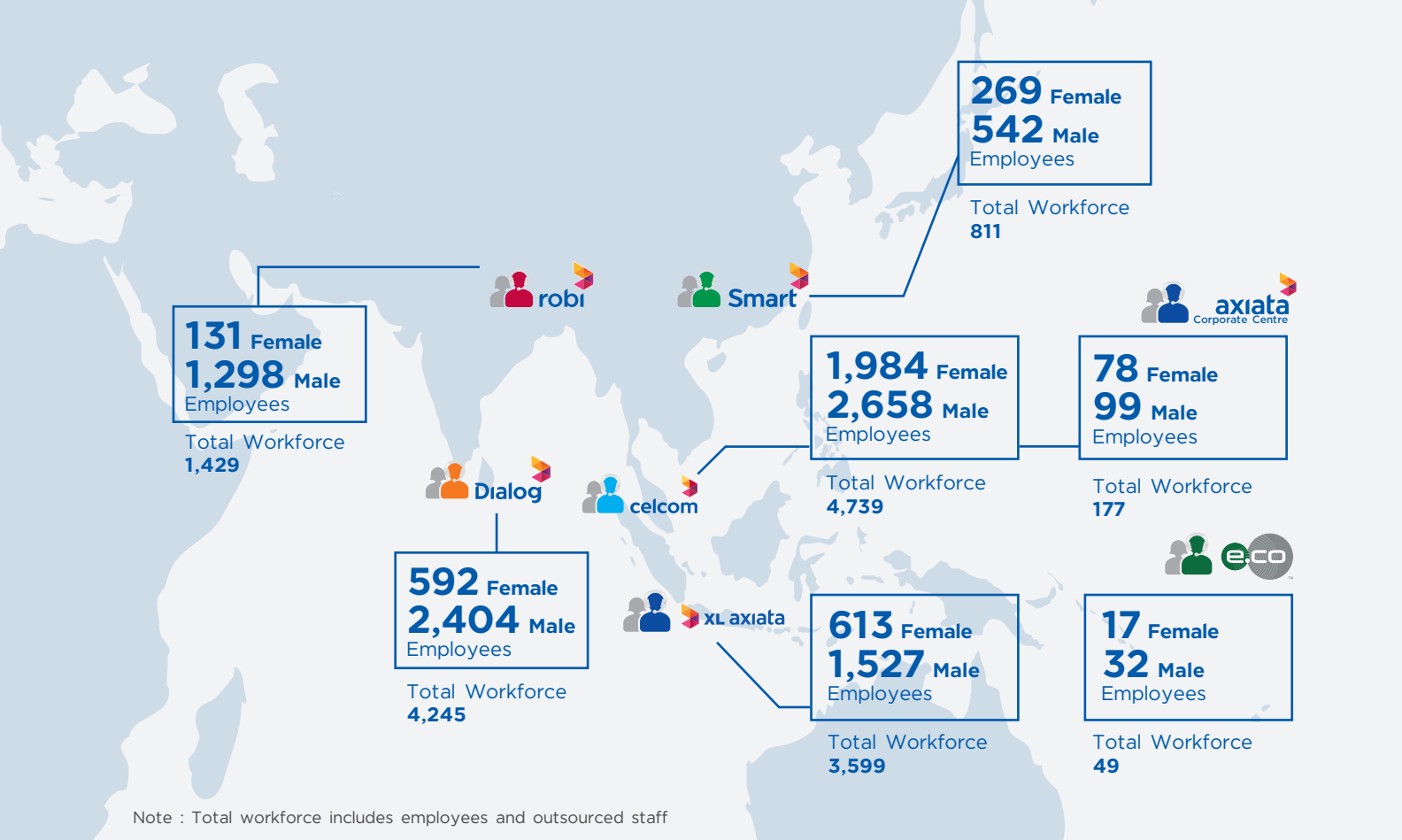
## IMPACT










In 2014  
**81%**  
Top Management Position  
Filled internally

Group Employee Engagement  
Index Remains Stable at  
**83%**

**50 Axiata  
Champions**  
Recognised





|   |  Employees Joining |      |  Employees Leaving |      |
|---|--|------|--|------|
|   | Female   | Male | Female   | Male |
|  | 54%  | 46%  | 44%  | 56%  |
|  | 31%  | 69%  | 31%  | 69%  |
|  | 29%  | 71%  | 28%  | 72%  |
|  | 8%   | 92%  | 13%  | 87%  |
|  | 30%  | 70%  | 39%  | 61%  |
|  | 29%  | 71%  | 20%  | 80%  |
|  | 36%  | 64%  | 25%  | 75%  |

## NURTURING FUTURE LEADERS

Axiata's talent development engine is on track to deliver a pool of strong and well-equipped leaders with the appropriate skills to ensure they deliver performance and in turn, contribute positively to the development and economic progress in their countries and communities. Led by the Axiata talent development programme, employees are offered numerous world-class training programmes regularly. The average no. of training hours per employee in 2014 was 15.1.

### Talent Development and Unlocking Potential

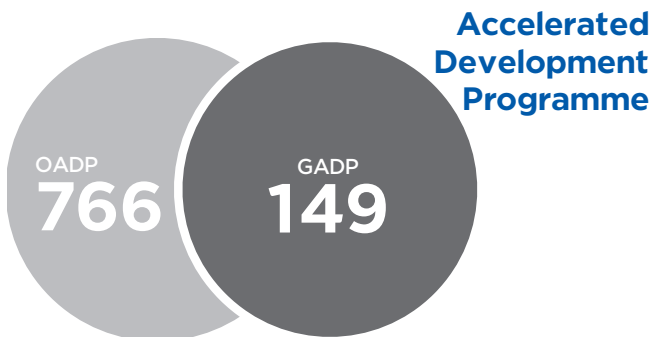
The Axiata Talent Development Programme which includes a joint programme with INSEAD (facilitated by INSEAD at its campus in Singapore); a Telco mini-MBA programme; a 'War Game'; and the 'x-Venture' business simulation programme, amongst others, continued to strengthen and groom our employees in 2014. The Axiata Group and OpCo Accelerated Programmes (GADP and OADP) are programmes designed to enable high performers and high potential employees to grow their careers within the group at an accelerated pace.

In 2014, the Group's talent management team focused on ensuring that the talents continue to drive their career development initiatives which the talents actively chart out and at the same time supporting the talents' efforts by increasing accountability for development among their line managers. This focus was made to address a key lever that the Group feels can significantly accelerate talents' development via the shared focus on development among both talents and their respective line managers. Specific engagement and training programmes were conducted to facilitate this initiative in the Talent Management Programme.

Last year a new process was also introduced to facilitate the transition of top management into new roles at the CXO level. This includes a transition plan covering the first 100 days for each CXO level movement. The transition plans identifies the anticipated key challenges for the role and the key factors for consideration during the CXO's first 100 days. Axiata Group filled 81% of its senior level positions from within the group in 2014.

Additionally, the Group and OpCo Accelerated Development Programmes were strengthened in 2014 with the introduction of the following initiatives:

- Self-development workshops which focused on linking talents to the critical issues and needs of the business
- Improved talent assessment criteria and methodology based on the Group's talent analytics
- Creating an in-house talent database for better accessibility of talent related information.
- Updates to existing development programmes to focus on the new areas of the business i.e., in Digital Services, including new programmes to strengthen functional and leadership competencies.



**915** Employees were in the accelerated development programme in 2014



## Volunteerism



Across the Group we encourage volunteering initiatives especially during disaster situations. Our employees were given time off from their normal office work to help during the floods in Malaysia and Bangladesh, and during the eruption of the volcano in Indonesia. These volunteer initiatives are created to provide leadership opportunities for employees outside the normal office environment.

Dialog leads this space by having its own dedicated employee volunteering scheme. In our 2013 report, we introduced the Dialog's Volunteer Network. In 2014, Dialog's volunteer programme was enhanced and improved upon providing the opportunity for more employees to volunteer and to select more projects.

Last year, Dialog gave its employees the opportunity to propose their own projects for the second consecutive year. These projects were then assessed by a panel of judges from the corporate management team. SLR3.7 million was provided by the company whereas the volunteers contributed raising a total of SLR5.6 million for the projects which saw 7,051 volunteer hours by employees in 2014.

## CULTURE OF INTEGRITY

We conduct our business fairly and in full compliance with all applicable laws and regulations in Malaysia and in each of the OpCo countries. The Board leads the way with regard to the corporate culture and ethical conduct across the Group. Our people are required to conform to the ethical standards contained in our Code of Conduct. The code serves as a guideline for employee conduct in the workplace, in business when dealing with external parties and for key issues such as bribery, conflicts of interest, insider trading and data integrity. We periodically revise the code to ensure that it is in line with modern business practices.

## 2014 Dialog volunteer network

# 14 projects

executed

# 7,000

volunteer hours

SLR

# 6 million

spent



### UI.EP Culture

At Axiata, we are guided by the values of Uncompromising Integrity and Exceptional Performance (UI.EP). We uphold the highest standards of ethical conduct, and demonstrate honesty, fairness and accountability in relationships with our stakeholders, customers, employees and suppliers.

A total of 3,130 participants across the various OpCos have already participated in the first round of workshops highlighting our values on Uncompromising Integrity and Exceptional Performance (UI.EP).

All employees have a duty to act with integrity and respect towards their colleagues and customers, and in all our operations. We do not condone unfair treatment or discrimination on any ground. This applies to anyone working for Axiata whether they are employees, suppliers or contractors.

In 2014, XL, Smart and Axiata Corporate Centre have nearly completed the first round of UI.EP training for their staff. We have already built in the UI.EP values in to the values of all our OpCo's.



Popular

Responsible

Innovative

Modern

Trust

Uncompromising Integrity

Exceptional Performance



Simplycity

Team synergy

Uncompromising Integrity

Exceptional Performance



Service From the Heart

Create the Future

Champions of Change

Responsible Leadership

One Team

Uncompromising Integrity

Exceptional Performance



Customer at the Centre

Uncompromising Integrity

I can, I will (Exceptional Performance)



Accountability

Customer Focus

Teamwork

Uncompromising Integrity

Exceptional Performance

## Celcom's HR Best Practices

Celcom's human resource management strategy and practice was recognised locally and internationally in 2014.

In Malaysia, Celcom took the following steps to build a healthy human resource base and to foster the UI.EP culture across all levels of employees. Celcom's Corporate Wellness Programme, started in 2011, now has 'Weekly Workout Sessions' which run every Wednesday and are aimed at keeping employees at their optimum energy levels throughout the year.

Besides exercising and working towards a healthy body weight, the 'Step Up to Wellness Day 2014' programme was held in May 2014 at Menara Celcom. Employees were given the opportunity of undergoing health checks, participating in blood donation campaigns, taking eye tests, EMG tests, Stress Tests, learning about fitness activities and listening to talks on healthy diets and lifestyles.

The Celcom 'Dance All Stars' is an innovative programme that gives employees an opportunity to showcase their talent and keep fit at the same time. This programme started in December 2013 and ended in February 2014.

The objectives of the competition are to make exercise fun, promote a healthy lifestyle, and build team spirit, whilst embracing the principles of S.U.R.F.E.R through high impact activities.

In addition, 11 of Celcom's employees have been certified by the Australian Human Resource Institute (AHRI) as human resource practitioners. This six-month programme supports their upward mobility skills and upgrades their competencies in human resource practice.



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In recognition of these initiatives, Celcom has won five prestigious awards for Human Resources Excellence.

- The 'Prime Minister Award for Human Resources Excellence (Private Sector)' in Malaysia, at the '2014 Labour Day' celebrations held on 20th June 2014 at MITC, Melaka. This award is the highest recognition for an employer that has shown outstanding achievements in contributing to the development of its workforce.
- The '1Malaysia Employer Award (GLC)' at the '2014 Labour Day' celebrations held on 20th June 2014 at MITC, Melaka.
- The 5th 'Asia's Best Employer Brand Award' during the Asia's Best Employer Awards 2014 that was hosted the World HRD Congress held in Singapore on 1st August 2014.
- The top 100 leading graduate employer in the 'Malaysia's Most Preferred Employer's at the 2014 during the Graduan Aspire Career & Talent Networking Fair, held on 17 November 2014. Celcom was the second winner in the telecommunication sector. This award is for the most popular graduate recruiters in key employment sectors.
- \* The 'Most Consistent Performer' over the last 3 Years, 'Most Improved People Management Award' and 'Milestone Award No.1' winner from our parent group Axiata Group Berhad in Colombo, Sri Lanka. The awards were given to Celcom on 1 April 2014 for the consistent performance in recording positive growth over the last 3 years in revenue, EBITDA, PATAMI and subscriber share.

## SL1M

In support of the Malaysian government's effort to raise the standard of employability amongst the country's graduates, Celcom launched its Skim Latihan 1Malaysia (SL1M) programme. Launched by the Prime Minister of Malaysia in 2011, the initiative aims to develop and train Malaysians to acquire soft skills and on-the-job skills and help them prepare to enter the workforce.

Malaysian graduates who are interested to join the SL1M programme must possess a minimum qualification of a Bachelor's Degree and have been unemployed for at least six months after graduation. Priority is given to underprivileged graduates from poor family backgrounds, rural areas and the urban poor.

## INCLUSIVITY

Axiata, is committed to promoting diversity and to attracting and retaining exceptional talent. We have more than 50 nationalities working across our OpCos and affiliates. We are committed to creating a dynamic and innovative workplace, in an endeavour to create digital ecosystems and advance Asia. Axiata fosters a climate of diversity and inclusiveness among employees by providing equal access and opportunities to our employees in terms of recruitment, retention, training and talent development processes.

### Equal Opportunity

Axiata is an equal opportunity employer and is constantly streamlining workplace practices to ensure that women and men, people with disabilities, and other groups, have equal access to workplace environments, equal access to growth opportunities and equal access to self-development within the Group.

Fostering equal opportunities for men and women is fundamental to our approach to sustainability. Our recruitment policy and talent development policy ensure that there are no barriers based on sex within the Group. The 'equal pay for equal work' principle is firmly entrenched in the way we treat our employees. There are no remuneration distinctions on the basis of sex at any of Axiata's workplaces. The table on page 092 – 093 gives more details on the ratios within the workplace. The Group's training programmes are open to both men and women and special measures are in place to cater to the needs of young mothers who may need to attend these programmes.

### Pregnant Women



Understanding the challenges faced by working mothers with young children, some of our OpCos have made special provision for these mothers to balance work and parenting responsibilities efficiently.

In Malaysia, Celcom now has a dedicated parking space for pregnant employees. This was launched in October 2014 and facilitates access for those employees who are in the third trimester of their pregnancy.

### Employees with Young Children



#### Robi's Day Care Centre

In Bangladesh, Robi's Day Care Centre provides a secure environment for employees to have their young children cared for during their working day. The Centre has children from the ages of 6 months to 6 years.

### Breast Feeding



#### Dedicated lactation room for mothers

At the Axiata Corporate Centre, we have accompanied this with a dedicated lactation room for mothers who are breastfeeding their young children.

### People with Disabilities



#### Employment opportunities

Our OpCos provide similar employment opportunities for people with disabilities where possible. In Malaysia alone we provide employment to 18 individuals with disabilities.



# Nurturing People

## Digitalised Communications

In 2015, Axiata employees will be connected to a digital network across the Group. We are in the process of converting the previous Group communication newsletter into a digital platform. Our latest innovation, Prism2.0, will enable employees to see new, exciting and important events in other OpCo's and the Group as soon as the news is uploaded.

## CONDUCTIVE WORKPLACE

### Safety at the Workplace

All our OpCos have occupational health and safety management systems in place. We take reasonable care for the health and safety of everyone at work, including visitors and non-employees who use our premises including our base stations and tower infrastructure.

Each OpCo has a dedicated health and safety committee overseeing the management of its health and safety measures. Floor Wardens are appointed for each floor of a building, to control the emergency procedures for their floor. Safety concerns or issues are directed to them and the contact details of these representatives are clearly displayed on each floor.

In 2014, there were four injuries throughout the Group, translating to an injury rate of 1.1% per more than 15,000 in our total workforce (excluding Idea and MI). There were only 2 lost days as a result of work related injuries during the reporting period.

We continue to develop our health and safety systems, which are progressively benchmarked against international standards.



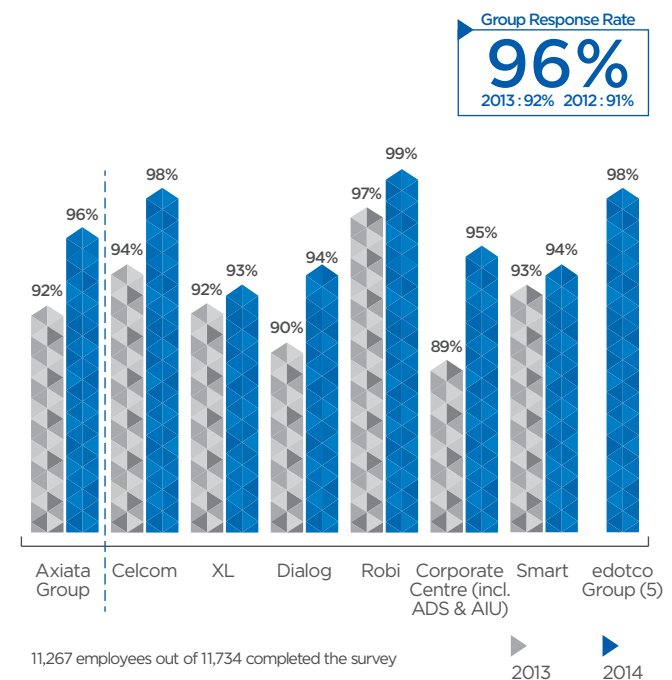
In Malaysia, Celcom has continued to strengthen its Occupational Health and Safety standards and to ensure an effective safety and health management system. Celcom has regular programmes for employees to raise awareness on health and safety at the workplace and is developing a video on safety for visitors who attend meetings at Celcom. Celcom continues to work towards OSHAS18000 certification<sup>6</sup>.

## Employee Engagement

Our Employee Engagement Survey (conducted by an independent third party) is the primary method Axiata uses for engaging with its employees. The EES seeks detailed information from employees on a number of different topics affecting them. Key finding of the EES will be shared with management and employees in each OpCo. Additional focus group studies are carried out in some instances to further identify the gaps.

For 2015, the EES will focus on 'strategy, direction and objectives' as being key drivers of the success of the Group. It will also consider Managerial Effectiveness as a vehicle for driving employee engagement at the ground level. An online planning tool will be introduced in 2015 to facilitate the monitoring of action plans across the group. The Group's EEI score of 83% for 2014 falls within the range of Global High Performance companies.

Participation in the 2014 Employee Engagement Survey



<sup>6</sup> <http://www.ohsas-18001-occupational-health-and-safety.com/>

## Grievance and Whistle-Blowing Mechanisms

We promote an open culture and an open-door policy that encourages our people to raise issues to ensure that any behaviour, which excludes or discriminates against an individual or compromises on company values, does not go unchallenged. There is no restriction on the formation of worker groups and labour unions. In Celcom, XL and Smart, where it is mandatory by law for companies to have their own unions, we have an employee union.

Irrespective of the employee union, we always ensure that sufficient opportunity is given to employees to interact and express their concerns through our employee engagement activities. Each operating company has its own grievance procedures and whistle-blowing policy.

## Recognising Exceptional Performance: The Axiata Champions' Awards



The Axiata Champions' Awards initiative provides an opportunity for the most exceptional performers within the Group to develop their leadership capabilities. Group's 13,000 employees have the opportunity to compete every year to make it to the 'Champions League'. Once selected this, elite group then spends three days working and engaging with Axiata's senior leadership, learning about different aspects of leadership in a vibrant and stimulating environment.

Champions are selected based on the contribution they make to revenue generation, cost savings, improvement of processes, service and product innovation, and spirit, motivation and level of engagement. They are the exceptional performers who have made strong contributions to the Group throughout the year and were the game-changers in the marketplace or exhibited powerful leadership skills.

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