



NURTURING PEOPLE

Advancing Asia Through Our People Overview

Click to watch more from our Group Chief Human Resources Officer



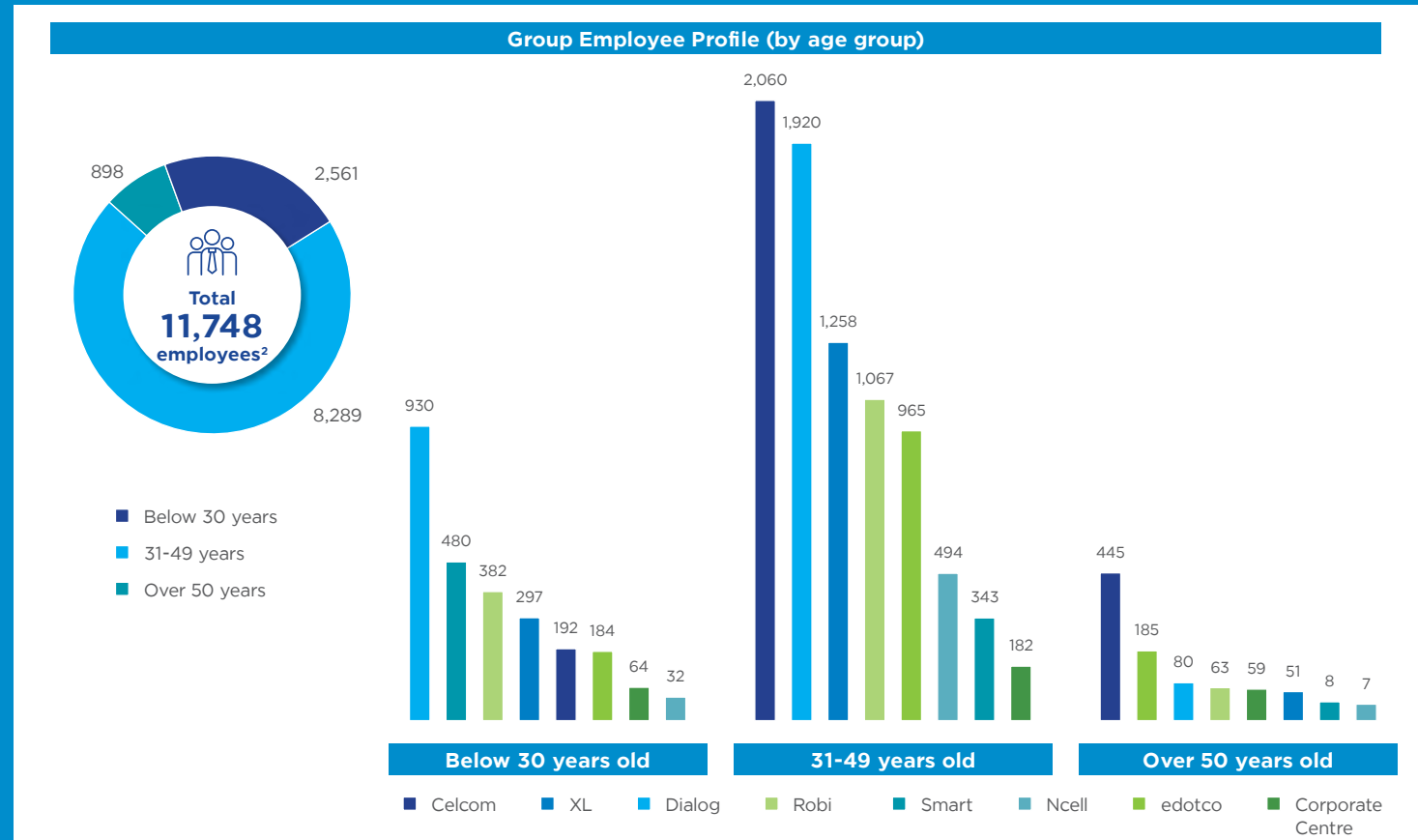
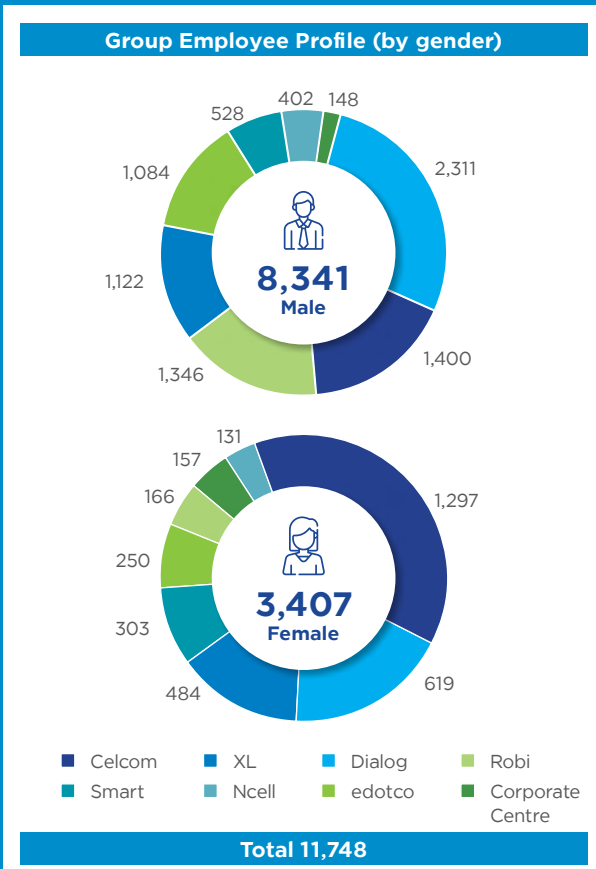
Our 12,976 employees from 38 countries are our greatest asset. Driven by our common purpose of Advancing Asia, and guided by our core values, we strive to create an inclusive workplace that is modern in outlook, agile in our processes, and inculcates a digital first mindset in all we do.



14%
of senior leadership positions are held by women¹



> 38
nationalities employed across the Group



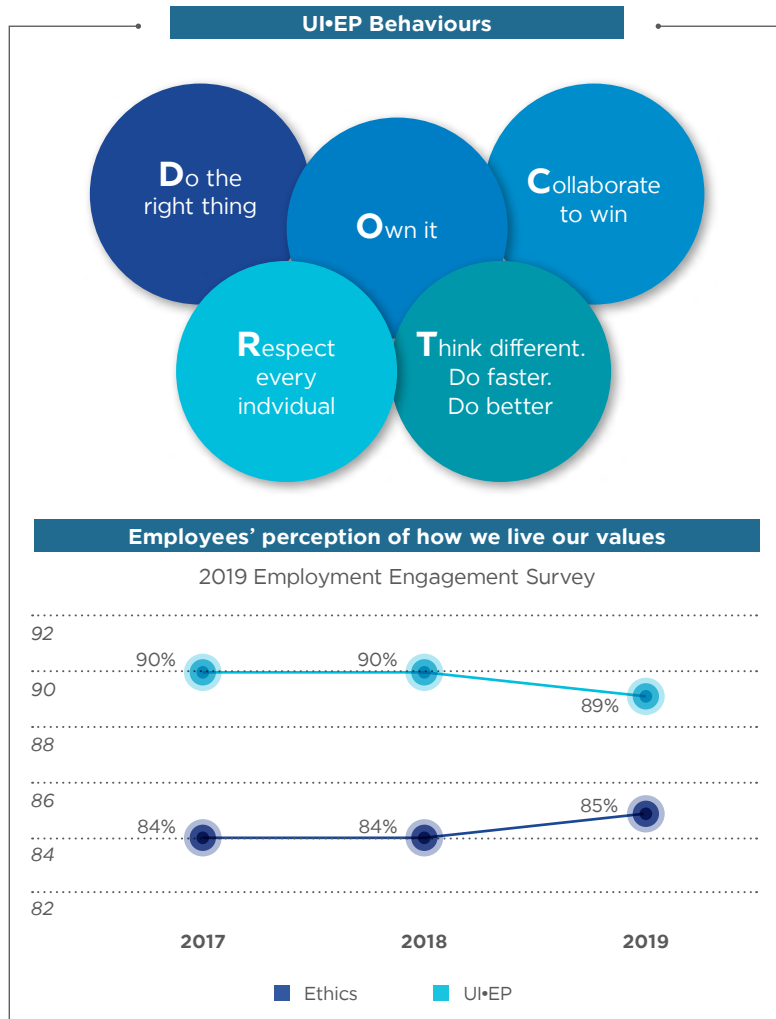
¹ This only covers digital telco and edotco Group. Across Axiata women account for 13% of senior leadership positions

² This only includes employees from digital telco and edotco Group operations. Total employee headcount at Axiata (including ADL, ADS, Suvitech) as at 31 Dec 2019 was 12,976

Leveraging On Our Core Values Driving A Culture Of Integrity

Uncompromising Integrity and Exceptional Performance (UI-EP) are our core values which underscore our strong foundations in ethical principles and actions. We are committed to upholding the highest standards of lawful and ethical conduct, by demonstrating honesty, fairness and accountability in all our dealings, always doing the right thing and fulfilling promises made to earn the trust of our stakeholders. The Axiata Code of Conduct governs our behaviour within our multicultural environment and fosters

respect and consideration among all employees regardless of gender, age, ethnicity, language, cultural background, physical ability, religious belief and lifestyle choice. We respect universal human rights and the International Labour Organisation (ILO) Core Labour Standards. We provide policies and procedures to guide our employees.



Speak Up Hotline



In 2019, we launched 'Speak Up', a regional compliance hotline

Facilitates the reporting of actual or suspected misconduct and illegal or unethical behaviour.

- ▶ Open to all stakeholders to **whistle-blow** on any employee across Axiata
- ▶ Available in all **local languages**
- ▶ Accessible via the **web and a toll-free number**
- ▶ **No risk** of victimisation, retribution or retaliation

Respect for the ILO Convention

We respect the ILO Core Conventions which are reflected in the Axiata Code of Conduct.

Freedom from **forced labour**



Freedom from **child labour**



Freedom to form and join a union, and to bargain collectively.



3 digital telcos have employee unions

Freedom from **discrimination at work**



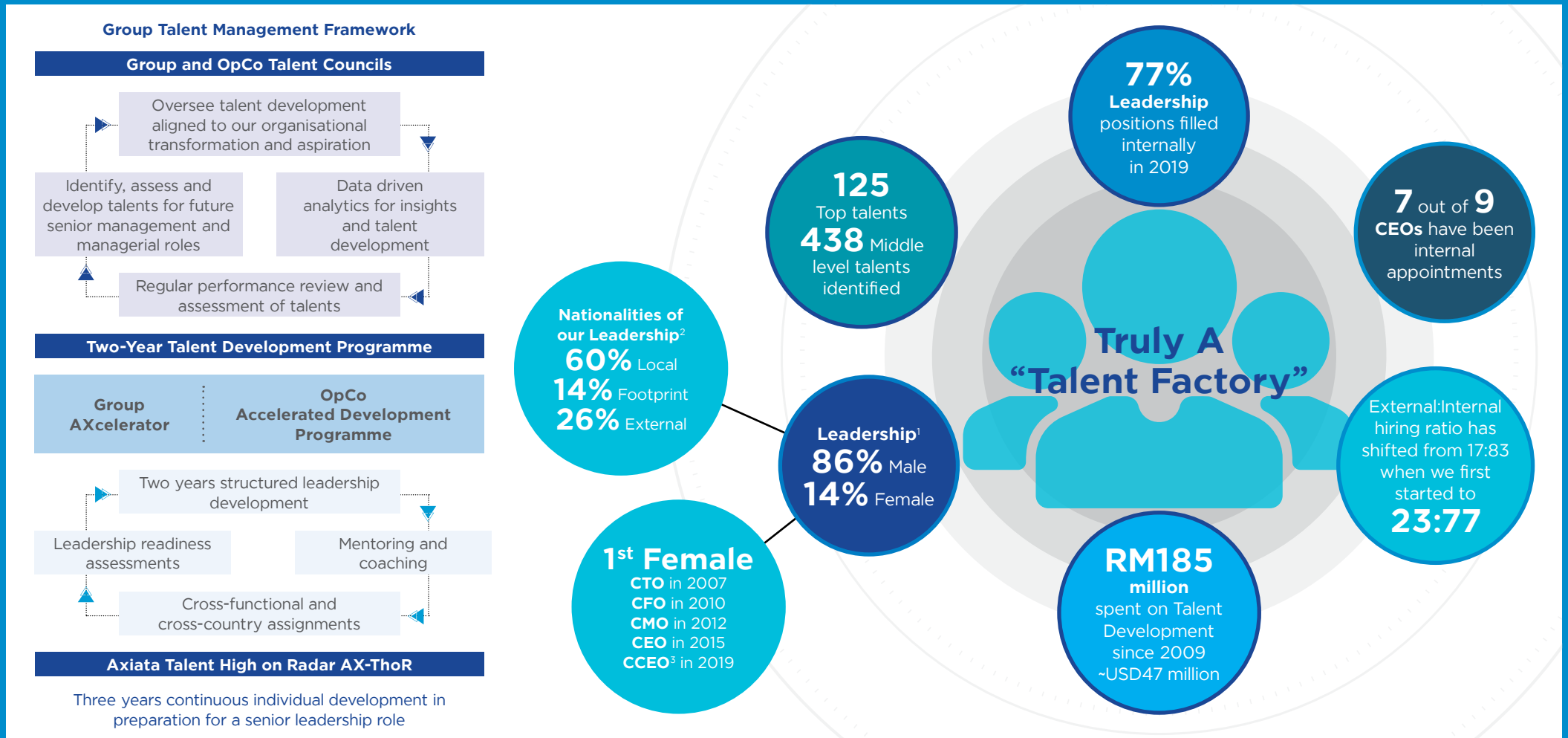
8.4% of digital telco employees

Leveraging On Our Core Values

Building Our Leadership Pipeline

Our investments in our employees are a vital enabler for the sustainability of our business. From attracting and nurturing the brightest talents, supporting the continuous learning and development of all, and identifying future leaders not only for our company, but also our industry, we have put in place robust programmes which ensure our people yield the best results.

We recognise talents across our Group, building talent pools across different levels and mapping talent to a succession profile. We manage our human capital investment by attracting and nurturing the right talent, as well as by supporting their professional growth and personal well-being during their career with us.



Notes: ¹ This accounts only for leadership in digital telco and edotco Group. Across Axiata the percentage is 87% male and 13% female
² This accounts only for nationalities of leadership in digital telco and edotco Group. Across Axiata the percentage is 37% Local, 30% Footprint, 33% External
³ Chief Customer Experience Officer

Exceptional Performance Among Our People

Empowering Our Employees Through Training And Development

Investing in our employees is critical in our efforts to become a New Generation Digital Champion. As we accelerate the adoption of digitisation in our processes, and increase digital maturity across all business functions, we are inculcating a “digital-first” mindset among employees. Our goal is to create a Modern, Agile and Digital (M.A.D.) culture among our employees.

We provide digital based platforms to enable a M.A.D. culture. Employees are empowered to learn and address their competency gaps to advance their career development. We leverage on subject matter experts based across the region to curate and share their expertise through a knowledge management platform customised to harness the synergies of experience across the Group.

Enabling a Modern, Agile and Digital Culture

Platforms to enable sharing and retaining Group-wide knowledge.

Knowledge Sharing

Synapse, Axiata’s internally developed Knowledge Management Platform

- ▶ Officially launched in **July 2019**
- ▶ Accelerates sharing by subject **matter experts of best practices**, library of internal content, and case studies of lessons learnt
- ▶ Connects **six countries and eight OpCos**
- ▶ **> 1,000 visits** per month, and a consumption of **> 3x** for every document uploaded

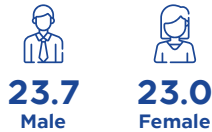


We empower employees to take charge of their own professional development and continuous learning through face-to-face training and digital platforms.

Freedom to Learn

▶ Face-to-Face Training

- Average training hours by gender across the Group



▶ Online Learning Stats

- **5,626 learners** activated
- **65%** active repeat learners
- Average **50 video views** per month
- Average **2.4 hours** learning per month¹



▶ Top 3 online courses

- **Understanding and Prioritising** Data Privacy
- Cyber Security Awareness: **Social Engineering**
- Customer Service: **Problem Solving and troubleshooting**



Fast Forward

Axiata’s intelligent learning technology platform to **curate learning modules**. Roll out is planned for Q2 2020

- ▶ **Join communities** to discuss and share a topic
- ▶ **Explore** useful videos and resources
- ▶ **Record and post** knowledge and ideas



Note: ¹ Based on LinkedIn Learning from Aug 2019 after migration from Lynda platform

Providing A Safe And Engaging Workplace Harnessing A High-Performing Workforce

We provide a world-class working environment to support the drive towards a high-performance culture. We are committed to respecting local employment laws and rights of employees. Our clear performance measures enable fair performance evaluation. We also offer multiple engagement channels such as quarterly townhalls, digital platforms, surveys and employee retreats to build an inclusive and vibrant team.

We are committed to building a healthy work environment that safeguards our employees' work-life integration, physical and mental health and safety. To this end, we provide a range of wellness programmes such as exercise classes, health assessments and healthy living benefits to enrich the working lives of our employees.

Health and Safety

The Group Health and Safety Policy is cascaded to each OpCo, which is then **responsible for ensuring compliance with national health and safety legislations**. The OpCo Health and Safety Committee actively promotes awareness on workplace occupational health and safety to minimise the risk of accidents, injuries and exposure to health hazards.

0.37
Lost Time Injury Rate (LTIR) Digital Telco

0.67
LTIR Infrastructure

Engaged Employees

The annual Employee Engagement Survey measures our workplace performance culture benchmarked against global peers. The findings indicate we outperform industry peers and are on par with global high-performing companies.

Year	Sustainable Engagement Index	High Performance
2017	88%	80%
2018	88%	82%
2019	89%	81%

Responding to COVID-19: Our Employees

The ongoing COVID-19 pandemic has impacted all segments of society, already creating new norms in physical conduct. As we all continue to confront the changes brought upon by this pandemic to avert further disaster, among our priorities has been ensuring the safety of our employees without compromising our ability to serve our customers. In line with social distancing needs and government restrictions put in place across our markets, we have undertaken the following measures for our employees:

- ▶ **Work-From-Home (WFH)** in line with government guidelines
- ▶ **Insurance coverage** for confirmed COVID-19 patients
- ▶ Use of **virtual meeting platforms** to facilitate workflow
- ▶ Introduction of **internal social media channel** to **foster continuous open communication** with our employees
- ▶ Continued alignment of **travel policies with government guidelines**
- ▶ Introduction of **virtual exercise classes** with an **instructor and evaluation** of a **mental health programme** to ensure holistic employee wellness. We have conducted an **employee survey** which indicated that our employees are adapting well to working from home

- ▶ Series of webinars to assist staff in managing with the **Movement Control Order (MCO)**:

Axiata Cares Webinar:

 - Cash Management in a Challenging Crisis
 - Managing Stress
 - Good Nutrition to Support Our Immune System
 - Managing our Mental Health during COVID-19
- ▶ HR policies and new working practices are being **relooked and potentially revised**, where offices will be **transformed to accommodate new way of working**

Providing A Safe And Engaging Workplace

Championing Health And Safety Through edotco Group

With over 19,000 base stations to power our network in order to provide our customers with the best experience, building and maintenance of the sites require deployment of a workforce that involves constructing and climbing structures. With our presence in emerging countries, we

are working with vendors and suppliers to build a culture of health and safety through stronger governance, awareness building and competency development.

Governance

- ▶ Developing **OSH Management System Documentation**
- ▶ Quarterly HSE Committee Meeting
- ▶ Increase Site Inspection
- ▶ Legal Register Database
- ▶ Vendor Performance Audit on **80%** of total vendors

Awareness

- ▶ **> 100** classroom training sessions
- ▶ Conduct internal and Public Talks
- ▶ HSE eLearning
- ▶ Visual Management through posters and signages

Competency

- ▶ **Compulsory** Vendor Development Training and Certification Training
- ▶ Working at Height
- ▶ Emergency Response Team
- ▶ Fire Fighting Training
- ▶ Road Safety Training

edotco Group also undertook various health and safety audits and engagement with our vendors

Sessions conducted in 2019



Site Inspection and Audit

8,728

- ▶ Site inspection done by **HSE Personnel, vendor representative and edotco Higher Level Management**
- ▶ Specific to **site preparation, surroundings, emergency response and preparedness, PPE and others**



HSE Committee Meeting

22

- ▶ **Quarterly** basis
- ▶ Chaired by **Country Manager**
- ▶ Minutes of Meeting distributed to **all for action**



Vendor Performance Evaluation (VPE) Audit

116

- ▶ Audit done by **HSE Personnel across National Telco Company's (NTC)**
- ▶ Only for vendors working at site for **operation, maintenance and site roll out**
- ▶ Consequence Management such as **demerit point and warning letter from audit result**



Training and Education

96

- ▶ Compulsory training for **vendor and site workers**
- ▶ Visual Management - **eLearning, emails, Yammer, posters and other media**
- ▶ Continuous education to edotco staff - **Commuting Safety, Fire Fighting, ERP, Health Programme**