

## How We Create Value



### HUMAN CAPITAL

#### Our approach

##### Mapping to Our Strategy and Material Matters



In the fast-moving telecommunications industry, it is essential to keep pace with constant evolution. To meet the changing needs of the workforce, we recognise the importance of adopting an agile people strategy and talent value proposition.

As we strive to become a telco-tech company, we require talents with the right competencies to help us achieve this vision. We are committed to fostering a diverse, productive, and sustainable workforce to support our company's growth. We believe in enabling our employees to achieve their full potential and are dedicated to creating an environment that motivates and inspires them to grow both individually and as a team.

#### Key inputs in 2022

- Focused on learning, development, and career opportunities
- Sustained efforts towards diversity and inclusion
- Improved engagement and collaboration following the easing of COVID-related lockdowns
- Prioritised employees' well-being
- Formed the merger and integration taskforce

#### Outputs

- Fostering a diverse and inclusive workforce for a stronger business
- Enabling an environment that will attract, develop, and retain talents
- Focusing efforts on collaboration and engagement
- Fostering a culture of Health and Safety
- Mobilising our talents for the Celcom-Digi merger
- Integrating people and culture into the new organisation

#### Looking ahead

As a talent powerhouse, CelcomDigi aims to have top digital, technical, and commercial talents. We achieve this by aligning our core competencies with the organisation's strategic ambitions while utilising our scale and partnerships to provide learning and growth opportunities to employees. We want to establish CelcomDigi as the best place for our people to advance their careers, ultimately aspiring to become a leading employer brand in Malaysia.

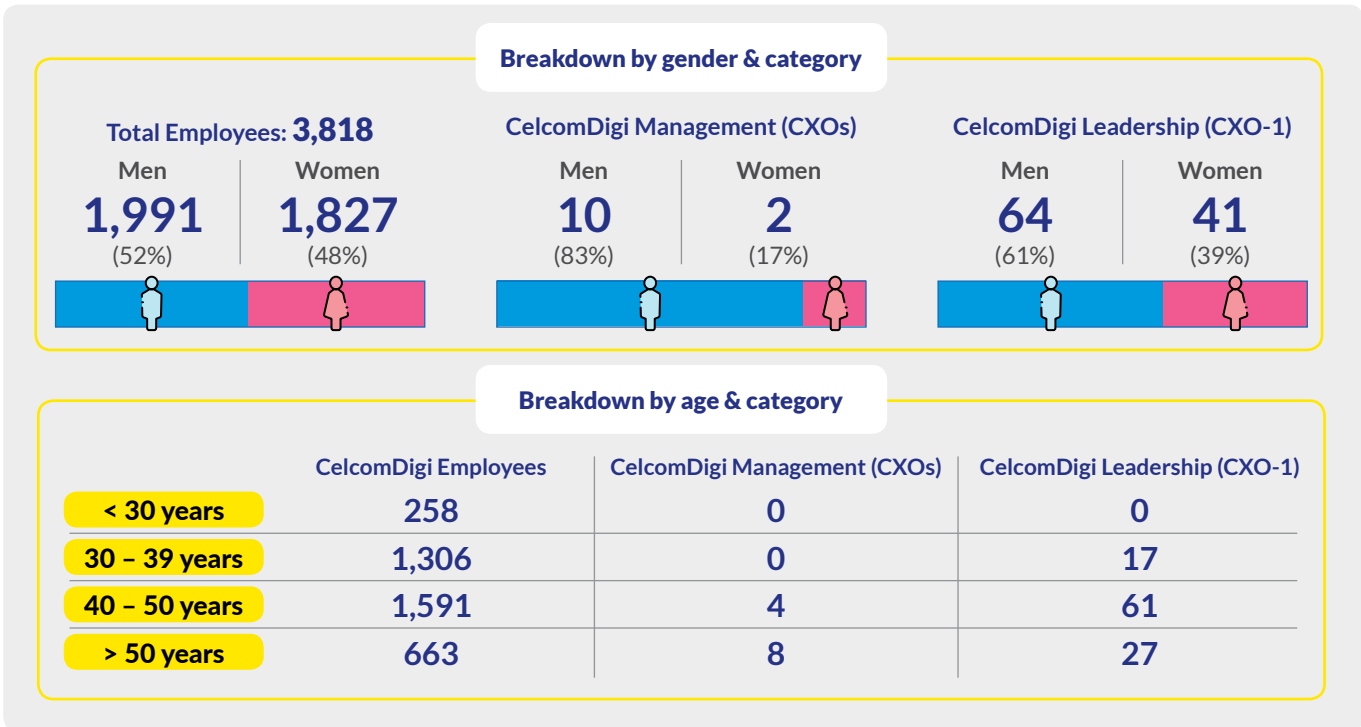
- ▶ Accelerate post-merger people integration – Organisation, culture, policies, processes, and systems
- ▶ Develop talents and leaders – Succession pipeline for leadership roles and a robust pool of key talents
- ▶ Build a future-ready workforce through development of core and critical competencies that support CelcomDigi's telco-tech ambitions
- ▶ Promote shared beliefs, values, and mindsets through cultural integration
- ▶ Develop a strong employer value proposition to achieve our aspirations of becoming one of the Top 5 Employers of Choice
- ▶ Drive employee well-being and manage people risk by advocating for a Safety-First Culture, benchmarked against international leading standards

## How We Create Value

### Fostering a diverse and inclusive workforce for a stronger business

CelcomDigi believes that a diversified workforce is a business priority and essential for us to win in today's competitive marketplace. We prioritise building a responsible business that fosters a culture of inclusion, which enables us to leverage the different talents, skill sets, and experiences of our employees. By doing so, we can better serve our diverse customer base.

#### Our Workforce



#### Digi included for the second consecutive year in 2022 bloomberg gender-equality index

This placed Digi among 418 companies from 45 countries worldwide that had excellent scores in achieving and adopting best-in-class diverse, equitable, and inclusive decision-making policies and practices. This recognition is a testament to our workplace culture where differences are celebrated and talents, regardless of background, are empowered with the same opportunities.

### Enabling an environment that will attract, develop, and retain talents

CelcomDigi believes in creating a conducive learning environment, where employees have the opportunity to dive into self-learning and training, have regular development conversations with their managers, and track their progress through annual performance reviews.

## How We Create Value



### HUMAN CAPITAL

#### Enabling an environment that will attract, develop, and retain talents (Continued)

##### Employee training hours (2022)

### Total Training Hours: 68,673 hours

**47.1**

Average Male  
Employee  
Hours  
(FY2021: 51.5)  
(FY2020: 59.5)

**45.8**

Average Female  
Employee  
Hours  
(FY2021: 50.2)  
(FY2020: 54.7)

**41.4**

Average  
Management\*  
Hours  
(FY2021: 45.5)  
(FY2020: 57.6)

**47.0**

Average Non-  
Management\*  
Hours  
(FY2021: 51.7)  
(FY2020: 57.1)

Notes:

a) Reported data for FY2020 - FY2022 limited to Digi only

b) Training hours are accumulated through online learning and physical workshops

c) \*Management includes CXOs, CXO-1, and CXO-2

**100% Completion:** Organisation-wide Code of Conduct training conducted in December 2022

#### Annual Performance Review and Development in 2022

Our approach to performance and development:

- ▶ Focuses on strengths-based development and is forward looking
- ▶ Catch-ups are encouraged throughout the year between managers and employees
- ▶ Development plans are continuously discussed, in order to chart growth
- ▶ Annual reviews, also known as Impact Assessments, are a year-end exercise for managers and employees to discuss the impacts created and future plans

**1,375**  
employees

Completed the  
2022 Impact Assessment

Note:

a) Reported data limited to Digi only

#### Focusing efforts on collaboration and engagement

CelcomDigi's commitment lies in creating an environment that enables our employees to feel connected to both their work and the organisation. We will continue to prioritise engagements, teamwork, and a shared sense of purpose to create a positive work culture that promotes resilience, adaptability, and long-term success.

#### Teambuilding 2022

Over 1,200 employees nationwide gathered for our Teambuilding 2022, marking the first physical gathering of employees since the pandemic. Themed #StrongerTogether, the event celebrated the resilience and strong team spirit of our employees who had weathered different challenges together.

As part of the teambuilding activities, employees tackled challenges and tasks that required them to work together to achieve their goals. The highlight of the event was the assembly of 149 wheelchairs by employees that were then donated to NGOs and homes for senior citizens. This initiative exemplified the company's commitment to giving back to communities and empowering them to lead better lives.



## How We Create Value

### Focusing efforts on collaboration and engagement (Continued)



#### Responsible Business Summit 2022

The Responsible Business Summit is an annual event demonstrating our commitment to responsible business standards across all functions and to build customer trust and transparency in our way of working. The week-long programme, featured speakers from Khazanah Research Institute, Citibank, Petronas, and Arus Academy, focusing on key areas like cybersecurity, privacy and data protection, supply chain sustainability, human rights, and anti-corruption.



#### Merdeka Day Celebration 2022

CelcomDigi, together with other industry players, took part in this year's Merdeka Day celebration. It was a proud moment seeing our employees representing our brand with pride at our country's 65th National Day Parade at Dataran Merdeka.

### Fostering a culture of Health and Safety

CelcomDigi is committed to safeguarding our employees' health, safety, and well-being. We embed stringent health and safety measures, conduct employee training sessions to develop their capabilities, and reinforce safety practices across the organisation.

#### Health and Safety initiatives conducted in 2022



##### Leadership Oversight

- Prioritised discussions on Health, Safety and Environment (HSE) in all meetings and company-wide town hall sessions
- Inspected the workplace conditions of our premises
- Provided guidance and led the HSE Committee's quarterly meetings
- Underwent training in Hazard Identification, Risk Assessment, and Risk Control (HIRARC) assessment



##### Employee Awareness

- Published monthly safety awareness posts on Workplace
- Communicated health and safety improvement plans to employees



##### Competency Training

- Organised competency training (Root Cause Analysis (RCA), Corrective and Preventive Action (CAPA)), and Health, Safety & Security (HSS) knowledge-sharing between HSE, Supply Chain Management (SCM), and suppliers



##### Hazard Identification, Risk Assessment, and Determining Control (HIRADC) Assessment

- Conducted HIRADC assessment prior to commencement of work
- Digitised into ePTW (electronic Permit-to-Work) for easy access



##### Hudson Safety Culture Maturity Model

- Utilised the Hudson Safety Culture Maturity Model as a benchmark to improve and strengthen our current practices

## How We Create Value



### HUMAN CAPITAL

#### Fostering a culture of Health and Safety (Continued)

0

Lost Time Injury Frequency (LTIF)\* score recorded

0

Fatalities recorded

1,822

Total health and safety training hours  
(FY2021: 2,411)  
(FY2020: 1,090)

Notes:

a) Reported data limited to Digi only

b) \*Lost Time Injury Frequency (LTIF) score (limited to permanent and contract employees) FY2022 has been independently assured by KPMG PLT

In 2022, we continued to have zero lost time injuries and fatalities. We will continue to monitor the work-related injuries and accidents and sickness absence days of our permanent and contract employees, in-house contractors, and third-party vendors. We require employees to undergo periodic training through curated programmes and workshops, in order to create awareness, understand their responsibilities, and build safety-first habits.

#### Training

#### No. of Participants / Completion Rate

##### Occupational Health & Safety (OHS) and Other Legal Requirements

To identify the applicable OHS, Environmental, Legal, & Other Requirements against CelcomDigi's compliance levels

30

##### Hazard Identification and Assessment of Risks and Opportunities

To build skills and knowledge to develop Hazard Identification, Risk Assessment, and Risk Control (HIRARC) activities in the workplace

176

##### Occupational First Aider Training

To train employees to become qualified First Aiders

22

##### Understanding Health & Safety Training

To ensure that health and safety is fully embedded in operations

96%

Note:

a) Reported data limited to Digi only



#### Certified mental health first aiders

To date, 30 employees have been trained by the Malaysian Mental Health Association (MMHA) to be certified mental health first aiders. The team plays a vital role in promoting mental well-being and providing first-level mental care and emotional support to our employees. This affirms our commitment to prioritising employees' well-being and fostering a productive work environment.



ISO 45001:2018 is an international standard for occupational health and safety management systems that provides a framework for organisations to identify, control, and reduce the risks associated with workplace hazards.

- By obtaining the certification, CelcomDigi demonstrates that all our premises and sites meet the international standards for safety and health performance.
- The framework enables us to identify and control potential risks, enabling us to develop a plan to reduce these risks and creating a safer workplace environment for our employees.

# How We Create Value

## Mobilising our talents for the Celcom-Digi merger

### Setup of our integration taskforce

From Q3 2021 to Q4 2022, over 100 full-time employees from Celcom, Digi, and their respective parent companies were tasked with establishing the groundwork for the merger.

It was a unique learning opportunity for our employees as they were able to collaborate, share ideas, and hone their skills, while helping chart the future of CelcomDigi as a new organisation.

#### Key tasks performed by the integration taskforce:

- Successful closure of the merger transaction from a financial, legal, and regulatory perspective
- Post-merger strategy, synergy, and value capture
- Programme management and project planning for Day 1 readiness
- Internal and external communications and change management with respect to the merger
- Organisation structure and key management placements
- Design and implementation of integration plans for people, culture, network, IT, commercial, channels, customers, accounting & finance, procurement, and more
- Onboarding and training of relevant experts in Celcom and Digi for Day 1 preparations following all regulatory approvals

## Integrating people and culture into the new organisation

### We are now one & stronger together!

After 1 year, 7 months and 22 days, we completed the merger of Celcom and Digi on 30 November 2022. Through the merger, CelcomDigi is not only the largest mobile operator in the country, but also a talent powerhouse. We are steadfast in creating a conducive workplace, built on the best practices from both organisations, where our employees can thrive.

We are committed to supporting our employees through our people integration and transformation plans:

- ▶ Leaders will serve as role models in guiding CelcomDigi into the future.
- ▶ We will provide multiple platforms to engage, interact with, and support employees during the transition period.

Key highlights in December 2022 included:

#### CelcomDigi Leadership Sessions



Recognising that strong leaders are critical in driving CelcomDigi forward, several workshops were held prior to Day 1 as preparation for our CXOs and CXO-1s to lead and navigate their teams through the merger.

#### Meet-and-Greet Sessions



Meet-and-greet sessions with the Management were held at various CelcomDigi offices for employees to familiarise themselves with their new teams and working locations, prior to the official co-location planned for January 2023.

#### HR Roadshows



To support our employees during this transition period, multiple HR roadshows were held to equip employees with the right information on our policies. A digital HR Helpdesk was also set up as a one-stop-centre for all people-related enquiries.

#### CelcomDigi's DNA and Core Values Shared



The CelcomDigi DNA and Core Values were shared via multiple organisation-wide and divisional town halls as the first step in aligning and onboarding our employees to the new culture.