

Human Capital



Human Capital

Our approach

Guiding Factors

Material Matters

G3

S1

S2

S3

S4

Strategic Pillars



UNSDGs



We recognise the importance of adopting an agile people strategy and talent value proposition to meet the changing needs of our workforce in a rapidly evolving telecommunications industry.

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

Key inputs in 2023

- Developed next-generation talent programmes and offered internal job mobility options to create more avenues for career advancement
- Advocated for diversity and inclusion and prioritised employees' well-being
- Organised company-wide engagement events like CDlympics and Customer Engagement Day
- Refreshed our workspaces in all our regional campuses
- Launched our OneCompliance programme

Outputs

- Establishing one unified workforce
- Building a diverse, inclusive, and responsible workforce
- Nurturing industry-best talents
- Focusing efforts on collaboration and engagement
- Building a healthy and safe workplace environment

Looking ahead

CelcomDigi aims to have top telco-tech, digital, technical, and commercial talents by rebuilding core competencies to ensure employees have comprehensive skill sets to meet current and future business needs. We want to establish CelcomDigi as the best place for our people to advance their careers and aspire to become a leading employer brand in Malaysia.

- Prioritising progressive workplace policies, strengthening our CelcomDigi culture, and building positive employee experiences
- Advancing speak-up culture, fair treatment, diversity, inclusion, and becoming a leading ESG practitioner
- Policies to be governed by a comprehensive Employee Handbook and Code of Conduct (COC)
- Succession pipeline for leadership roles and a robust pool of key talents – training the next 10/100/1,000 leaders and employees

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Establishing one unified workforce

After the merger, our top priority was to integrate our people and build a unique, winning CelcomDigi culture. To achieve this, we have made various efforts to simplify and unify our people policies and processes, drawing from the best practices of both organisations. This has helped us to facilitate a seamless integration process and establish a solid base for our future growth and success.

New organisation structure and development focus

- Focused on establishing a new organisation structure and job alignment to provide development opportunities for existing employees.
- Hired new resources for integration projects and critical roles.
- Established leadership forums for Top 400 leaders to provide clear guidance and alignment on company priorities.

Harmonisation of rewards and benefits

- Successfully aligned employee rewards and benefits across the organisation, covering medical benefits, leave, and EPF entitlements.
- Ensured consistency and fairness in rewarding and remunerating our employees for their contributions.

Deployment of unified HR systems

- This contributed to the successful people integration efforts, including facilitating the new organisation structure, the rollout of a new job architecture, and a new performance management framework.

Building a diverse, inclusive, and responsible workforce

Having a diverse and inclusive workforce is essential to serving our customer base effectively. It allows for a rich blend of viewpoints, competencies, and backgrounds, giving us a competitive edge in the market. Anchored in our commitment to responsible business conduct, we also believe it is pivotal to ingrain a culture rooted in honesty, integrity, and accountability to cultivate ethical behaviour to build a trusted brand.

Prioritising DEI

- Diversity, equity, and inclusion (DEI) are embedded in our culture and way of work.
- Our People Policy and our Diversity, Equity, and Inclusion Manual guide us to ensure equal opportunity and representation for all.
- Implement DEI principles in all our decision-making processes.



CelcomDigi continues to be included in the 2023 Bloomberg Gender-Equality Index (GEI). This index recognises companies that are committed to transparency in gender reporting and advancing gender equity in the workplace quality Index (GEI).

This placed CelcomDigi among 484 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.



For more information on our approach towards Diversity and Inclusion, visit https://celcomdigi.listedcompany.com/diversity_inclusion.pdf

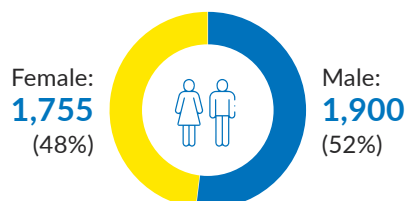
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Building a diverse, inclusive, and responsible workforce (Continued)

Our workforce

Breakdown by gender and category

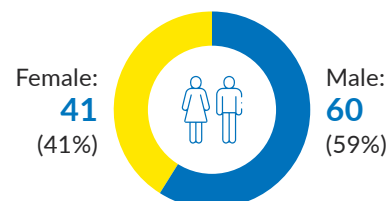
Total Employees:
3,655



CelcomDigi Management
(CXOs)



CelcomDigi Leadership
(Top 100 leaders)



Breakdown by age and category

	CelcomDigi Employees	CelcomDigi Management (CXOs)	CelcomDigi Leadership (Top 100 leaders)
<30 years	193	0	0
30-39 years	1,137	0	13
40-50 years	1,485	3	49
>50 years	727	9	39

Integrating the Code of Conduct into our way of work

- Launched the OneCompliance programme, designed to safeguard and strengthen integrity within the organisation, guided by applicable laws and regulations, and global best practices.
- Continuous efforts to internalise our Code of Conduct through OneCompliance, including implementing e-learning initiatives to ensure employees understand and commit to our ethical standards.

100% employee completion

Compliance Awareness and Training on three core modules - Code of Conduct, Anti-Corruption*, and Conflict of Interest

100% employee pass rate

Year-end Compliance assessment

Continuous Education

Regional roadshows and monthly awareness newsletters

Notes:

- * % of employees receiving training on Anti-Corruption module has been independently assured by SIRIM QAS International
- Based on employees in active employment as of 3 October 2023 (Accorded date for all employees to complete the module)
- Includes permanent, contract, and outsourced employees



More about our OneCompliance programme can be found on page 118.

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Building a diverse, inclusive, and responsible workforce (Continued)

Encouraging a Speak-Up culture

- Actively promote a speak-up culture through our Integrity Hotline, which is managed independently by a 3rd party and hosted on the Speeki platform to maintain anonymity.
- All employees, business partners, and stakeholders are encouraged to report any unlawful or unethical situations, breaches, and violations of CelcomDigi's Code of Conduct, Agreement of Responsible Business Conduct, and Supplier Conduct Principles, and are accorded protection in line with CelcomDigi's Whistleblowing Policy.



Speak-Up awareness roadshows:
>1,600 employees engaged



For more information on our approach towards Compliance, visit <https://celcomdigi.listedcompany.com/compliance.pdf>

Nurturing industry-best talents

As Malaysia's largest telecommunications company, we aspire to be a talent powerhouse and provide a space for rising talents to collaborate and deliver the most compelling innovations for our industry and nation. We are focused on fostering an environment that attracts and retains high-performing talents while encouraging continuous development and upskilling digital competencies.

Employee learning hours

Total learning hours: 65,404 hours*

Average for
male employee
15.9 hours

Average for
female employee
12.2 hours

Average for
management
12.9 hours

Average for
non-management
14.1 hours

Notes:

- * Total employee learning hours has been independently assured by SIRIM QAS International
- Based on total employees under active employment as of 31 December 2023
- Includes permanent, contract, and outsourced employees

Access to learning platforms

- Empowered employees with opportunities through online platforms like Fuse, LinkedIn Learning, and Coursera.
- Organised Learning Day 2023, showcasing interactive booths and mini workshops.

Learning Day 2023:
~540 employees participated

Launched core competency programme

- Programme aligned to the organisation's strategic ambitions to equip employees with the necessary skill sets to meet present and future business needs.

Achieved **90%** completion rate on our Core Competency Learning Programme, hosted on Fuse

Unveiled new performance and development framework

- Framework encompasses goal setting, performance reviews, and development planning.
- Employees are encouraged to have regular development conversations with managers and track their progress through performance reviews.

Succession planning for leadership positions

- Initiated programmes to develop core competencies and succession planning framework for leadership roles.

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Focusing efforts on collaboration and engagement

We strive to be the preferred employer by promoting positive employee experiences in an engaging, collaborative, innovative, and efficient environment. Through strong partnerships with our employees, we want to create a work environment and culture where CDzens feel valued, supported, and inspired to contribute their best work.

Creating conducive, collaborative workspaces

- Post-merger, we focused on co-locating employees, and enhancing amenities, including introducing recreational facilities.
- This is to accelerate people integration, encourage engagement, and strengthen collaboration between employees.

Organising frequent, transparent communication through various platforms

- Regular information sharing on business performance and organisation updates to our leaders and employees through various channels like weekly CDM meetings, monthly leadership forums, company-wide and division townhalls, CEO updates, HR sessions, and more.

Achieving a **60%** participation rate in an internal pulse survey, along with activities like Skip Level Conversations and townhalls, to address employee sentiments

Focused efforts on employee engagement activities

- Placed importance on collaboration and unity among employees through initiatives like teambuildings, festive celebrations, and thematic events such as CDlympics, Customer Engagement Day, and International Women's Day celebrations.
- These efforts foster a 'Stronger Together' and 'Customer Obsessed' mindset, promoting inclusivity, resilience, and camaraderie.

CDlympics

A two-month-long company-wide initiative engaging >3,600 employees in a fun, creative way to build a unique CD culture through sportsmanship, teamwork, and friendly competition, while fostering integration, engagement, and collaboration

Customer Engagement Day

This inaugural event was a big moment for the company as >3,600 employees hit the streets across Malaysia to connect with customers and promote the company's new brand, 5G plans, and home & fibre offerings. It was also an opportunity for employees to gather valuable feedback and insights from customers firsthand

Support labour rights and standards

- Our commitment to conducting our business in a manner that respects the rights and dignity of all groups of people, including employees, entails complying with all applicable regulations and laws.
- Freedom of Association and Collective Bargaining:
 - Acknowledges collective bargaining as a fundamental labour right that enables employees to organise, form unions, and negotiate with employers to protect their interests.
 - Our Employee Relations team engages with Unions through regular dialogue sessions and facilitates quarterly meetings with Management.
 - Employees can express concerns, offer suggestions, and influence decisions shaping the organisation's future. This empowerment allows the company to realise its ambitions while prioritising the welfare of its employees.

2 unions under CelcomDigi

National Union of Telecommunications Employees (NUTE) and Digi Telecommunications Sdn Bhd Employees Union (DGEU)

81 employees

fall within scope of representation



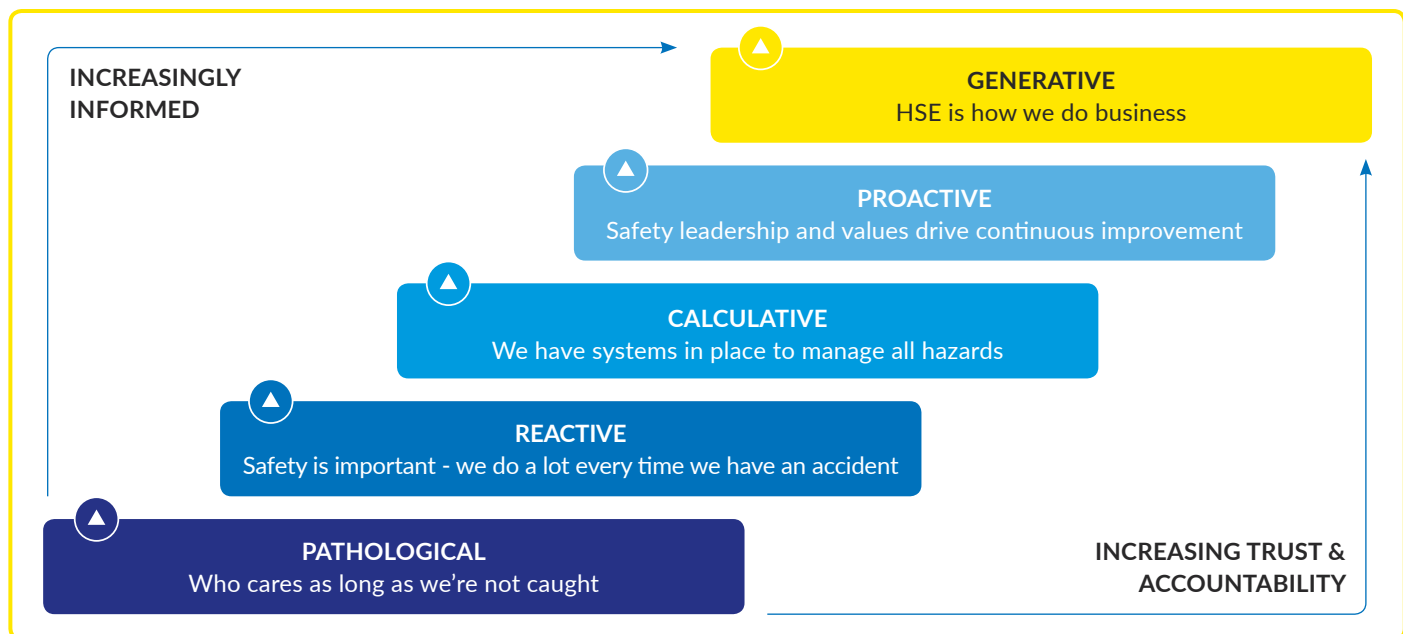
For more information on our approach towards Labour Rights and Standards, visit https://celcomdigi.listedcompany.com/human_rights.pdf

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Building a healthy and safe workplace environment

We are dedicated to creating a workplace culture that prioritises the health, safety, and wellbeing of employees at all levels. Our goal is to continuously improve and reach higher levels of proactive safety culture, and we benchmark our performance against the Hudson Safety Culture Maturity Model*.

*The Hudson Safety Culture Maturity Model is a framework that assesses and improves organisational safety culture. It evaluates safety practices across various stages, guiding companies towards forming a mature and proactive safety culture.



Integration of Occupational Safety & Health (OSH) within business activity

- Recognised that making OSH a core practice within the organisation can reduce accidents, improve employee wellbeing, and enhance overall productivity.
- Ramped up our efforts to develop competencies and reinforce safety practices:
 - Management and Senior Leadership:
 - Underwent training in Hazard Identification, Risk Assessment and Risk Control (HIRARC) to handle health, safety, and environmental incidents effectively.
 - Prioritised discussion on OSH in meetings and townhall sessions.
 - Inspected workplace safety conditions of all our premises.
 - Emergency response teams and committees:
 - Underwent relevant competency training, such as Basic Occupational First Aid, CPR & AED, and Fire Fighter Training.
 - Employees:
 - OSH module included in new joiner's onboarding programme.
 - Implemented comprehensive OSH training modules, covering HIRARC, emergency response, and incident reporting.
 - Organised various OSH-related event, such as Health & Safety Week and Mental Wellbeing Day, to create awareness and promote employee wellness.

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Building a healthy and safe workplace environment (Continued)

Integration of Occupational Safety & Health (OSH) within business activity (Continued)

Training	No. of participants/Completion rate
60 OSH-related training sessions conducted	~800 employees
Occupational Safety and Health Coordinator (OSH-C)	92 employees
General First Aiders	68 employees
Mental Health First Aiders	59 employees
OSH and Wellbeing e-learning	100% completion

0.14* Lost Time Injury Frequency (LTIF) rate recorded	0 Fatalities recorded	6,967 Total Health and Safety training hours
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Notes:

- *LTIF rate has been independently assured by SIRIM QAS International
- Includes permanent and contract employees only
- Number of worked hours in the year exclude employee leaves

Strengthening OSH governance and monitoring

- Prioritise compliance of relevant OSH laws, regulations, and standards.
- Established mechanisms to ensure ongoing compliance monitoring and reporting.
- Efforts we have undertaken:
 - Implemented new OSH Management System (OSHMS) based on ISO45001:2018*.
 - Extended ISO14001 & ISO45001 certification to include CelcomDigi's key premises.
 - Utilised ISO19011 Internal Auditor training to proficiently conduct internal audits of OSH and Environmental management systems.
 - Established workplace safety inspection programmes.
 - 314 OSH workplace assessment completed.

Notes:

*ISO45001:2018 is an international standard for occupational health and safety management systems that provides a framework for organisations to identify, control, and reduce the risk 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 create a safer workplace environment for employees



For more information on our approach towards Occupational Safety, Health, and Wellbeing, visit https://celcomdigi.listedcompany.com/health_safety_wellbeing.pdf