

How We Create Value



HUMAN CAPITAL

Digi believes in creating a productive, diverse and sustainable workforce to support our growth, meet the demands of digital advancements and be ahead of the future of work. Our employer brand promise "Freedom to Inspire the Next" aspires to continue enabling our employees to accomplish their best, grow alongside the organisation and deliver value to our customers. It is pertinent for Digi to nurture an enabled and engaged workforce - embracing the power of different experiences and investing in critical competencies, while giving utmost importance to our employees' health, safety and overall well-being. Digi's human capital plays a key role in enabling and supporting the organisation to deliver on our commitment of connecting customers to what matters most.

Mapping to Our Strategy and Material Matters



(Please refer to pages 38-40 on detailed description of our Material Matters)

Key Inputs

~1,400

employees in Digi

Diverse and inclusive workforce

Equal remuneration across gender

Engagement and prioritisation of employees' physical and mental well-being

Value-driven corporate culture

Experienced Management team and **strong** Board composition

Key Activities

- Conducted various training programmes to upskill and reskill our employees, focusing on critical competencies
- Conducted an organisation-wide Pulse Survey
- Centralised online learning platform through Telenor Academy

- Conducted the annual gender pay gap analysis
- Trained 27 employees who graduated as the first batch of mental health first aiders
- Refreshed the employer brand promise
- Conducted employees' annual review process
- Maintained a structured succession pipeline

Outcomes

- Continuous upskilling of talent to drive growth
- Safe, inclusive and engaged organisation
- **Bloomberg Gender Equality Index (GEI) 2021 and 2022:** Included for the second consecutive year

- **UN Women Malaysia WEPS Awards 2021:** 2nd runner-up for "Gender-Inclusive Workplace" category
- Signatory of the UN Women's Empowerment Principles (WEPS)

Challenges in securing the capital

- New ways of work have required us to relook our people engagement and enablement approaches, introducing new collaborative tools to drive productivity, implementing programmes that support employee engagement, and promote physical and mental well-being
- Prioritisation of people-related initiatives while taking into consideration overall cost-effectiveness

Outlook - Our continuous focus:

- Adjust our culture and way of work to suit a hybrid work environment while providing adequate support for employees to work and lead efficiently
- Acquire technical expertise and effective data management processes to conduct meaningful analytics
- Support workforce transitions to cater to future demands

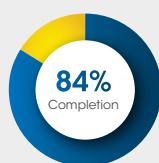
Continuous upskilling of talent to drive growth

Strategic talent management is important to Digi as it impacts our ability to attract and retain high performing talents. We believe that employee development and engagement is crucial in achieving our business goals. We strive to provide the right platforms for our employees to stay motivated and grow in their roles.

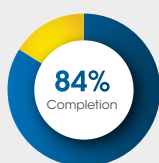
Learning and Development

Learning and development in Digi is supported through Telenor Academy, an integrated online learning system with access to external platforms such as LinkedIn Learning, Linux Academy, Coursera and Udacity. The platform played a crucial role in supporting the shift towards increased virtual learning due to the pandemic. Aside from learning through Telenor Academy, Digi organised several annual learning days, conducted virtually for all employees.

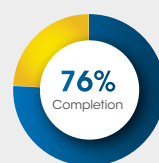
Digi Learning Days



What's Your Next 2021:
Helping employees to internalise Digi's strategy



Customer Obsessed Day 2021:
Six masterclasses conducted by Product Champions to help employees better understand Digi's products and services



Responsible Business Summit 2021:
Annual summit with expert insights and masterclasses on key ESG topics to upskill employees to stay ahead in the fast-evolving digital age

Digital Day

An exciting day of **innovation and inspiration sharing from industry leaders**, including a curated playlist on topics related to **innovation, STEM, and social media trends**.

DIGITAL DAY

Let's achieve **40 hours** of learning together!

Courses Available
New Technologies and The Future of Telco Learning Path
Effectively Leading Digital Transformation
Women in STEM
Social Media Marketing Trends

Employees Training Hours

In 2021, we have successfully achieved

52.6 hours

of average learning per employee*
(versus target of 40 hours)

This is the accumulated hours clocked in from digital learning platforms only, such as Telenor Academy, Udacity, Coursera, and LinkedIn Learning, among others, and does not account for face-to-face or guided learning sessions.

Average learning hours Management Team



45.5 hours

(FY2020: 57.6 hours)
(FY2019: 46.5 hours)

Average learning hours Non-Management Team



51.7 hours

(FY2020: 57.1 hours)
(FY2019: 47.5 hours)

* Employee average learning hours has been independently assured by KPMG PLT (This accounts for accumulated learning hours FY2021 and unaccounted learning hours from 1 October 2020 to 31 December 2020)

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Continuous upskilling of talent to drive growth (Continued)

Workshops Conducted in 2021

We encourage a culture of continuous learning and provide employees with the right learning opportunities to reskill and upskill through various leadership and expert learning programmes.

Workshops	Number of participants
Tight-Loose-Tight (TLT) - A leadership concept for People Managers	125
Stepping Up - To help in the leadership transition process	47
LEAP - To promote awareness about the role of a senior executive leader, within the context of a VUCA business environment	5
Accelerate Expert - To promote thought leadership amongst functional experts	4
Transform - To explore habits and behaviours developed during participant's own leadership journey	15
Intermediate Expert Journeys - A self-led expedition to upskill in critical skills of the future	143
Advanced Expert Journeys - A guided expedition to upskill in critical skills of the future	43
NLP Associate Virtual Presenter Certification - Training for effective storytelling	33
Quarterly Security Training - To increase cyber security awareness amongst all employees	100% completion
Privacy Training - To increase awareness on protection of personal data and privacy amongst all employees	98% completion

Performance Appraisals and Career Development Reviews

Digi's employees are required to complete an "Impact Assessment", which is an annual exercise to reflect on their development, strengths and achievements for the year. This provides a structured approach for employees to chart their career goals and to have meaningful discussions with their line managers on future growth opportunities.

Number of employees who completed their Impact Assessment



1,179

(FY2020: 1,257)
(FY2019: 1,147)

Talent Management and Succession Planning

Digi has a structured process to maintain the succession pipeline, which is discussed during the annual people review process. Employees are also given opportunities to develop and collaborate at the regional and global level, through partnerships with Telenor Asia and Telenor Group.

Female leadership pipeline



12.5%

Increase in the Female C-1 talent pool since January 2021

C-suite succession pipeline



85%

Successors are in the "ready-now" category of < 12 months for C-suite roles

Safe, inclusive and engaged organisation

Guided by our commitment towards diversity and inclusion in Digi, we provide equal opportunities for all. We hire and retain the best talent, and nurture an inclusive workplace culture that maximises the power of different experiences.

87% Response rate

Pulse Survey

In 2021, we introduced a 'Pulse Survey' to replace our annual Employee Effectiveness Survey (EES)

Outcomes of Pulse Survey



80%

Believes that working from home works well for them



84%

Appreciates Digi's physical and mental well-being initiatives



87%

Believes that Digi prioritises employee's well-being during Covid-19



91%

Believes that communications are sufficient and timely, which helps to keep them connected to Digi



85%

Acknowledges that managers are doing a good job in guiding, communicating and engaging



92%

Agrees that Digi's compliance initiatives help them better understand the Code of Conduct

Our diverse and inclusive organisational demographics

Balanced gender diversity



45%

Female in leadership positions (FY2020: 47%)

Percentage of workforce by age

13.1%

20-29 years

39.8%

30-39 years

36.4%

40-49 years

10.4%

50-59 years

0.3%

60+ years

Protecting Our Employees' Health, Safety and Well-being

Digi is committed towards safeguarding our employees' health, safety and well-being. We do this by integrating Occupational Health and Safety (OHS) practices as a core aspect of Digi's culture. Our OHS management system is ISO 45001 certified.

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Safe, inclusive and engaged organisation (Continued)

Employees' Training On Health And Safety

Number of employees that received training

All employees

Number of health and safety training programmes conducted

Two programmes

- Covid-19 Awareness training
- Covid-19 Return To Office training

Total training hours on health and safety

2,411 hours

In 2021, we recorded Zero Lost Time Injury Frequency (LTIF) score and zero fatality. Digi keeps track of work-related injuries and accidents, and sickness absence days for its permanent and contract employees, in-house contractors and third-party vendors.



0
Lost Time Injury
Frequency
(LTIF)* score
Recorded



0
Fatality
Recorded

* Lost Time Injury Frequency (LTIF) score (limited to permanent and contract employees) FY2021 has been independently assured by KPMG PLT

Digi Yello Show



A radio talk show hosted by Digi employees to engage fellow colleagues on topical issues during lunch break.

Digi Virtual Teambuilding 2021



1,024 employees participated virtually in our annual teambuilding event.

Digi Wellness Challenge 2021



40 teams participated in the #DigiWellnessChallenge, aimed at improving the physical and mental well-being of our employees.

Vaccine Care Assistance



Conducted pandemic-related awareness talks and provided assistance for employees to register for the Covid-19 vaccination.