

## FAIR EMPLOYMENT & ENGAGEMENT



### WHY WE CARE

We view *Warga TM* as the backbone of our strategic growth and ambitions. When employees feel valued, respected and have equal opportunities, they become powerful advocates for our nation building agenda. To achieve a high-performance workforce, there needs to be a culture of trust, respect and equal opportunity.

Therefore, an inclusive and nurturing workplace culture goes a long way toward achieving business goals that will benefit both TM and our employees. When we create an inclusive and supportive workplace, it benefits both TM and our employees. We can attract and retain the best talent, improve workplace motivation and increase productivity.

#### What Our Stakeholders Expect

- Fair remuneration and benefits
- Supportive, nurturing and inclusive work environment
- Work-life balance

### WHAT IS OUR APPROACH

Our Group Human Capital Management (GHCM) team works to create a workforce who will not only drive TM towards success but also a workforce that is well prepared and looking towards the future. This includes treating employees with fairness and respect and providing them with the necessary resources and support to succeed in their careers. Our approach to employees include:

- **Fair, non-discrimination and equal opportunity:** Implementation of policies and practices exclude any discrimination on the basis of race, ethnicity, gender, sexual orientation, age, religion, disability, or other protected characteristics. It also involves ensuring that all employees have an equal opportunity to apply for and advance in their careers
- **Culture of inclusivity, high performance and growth:** Promoting #IniCaraKita values and creating a culture where all employees feel valued and respected. This can involve things like training programmes, Pitstop, Turun Padang, Jom Bersama, Townhall, etc.
- **Employee engagement and well-being:** Fostering a positive work environment where employees feel motivated and empowered to do their best work. This involves things like open communication, opportunities for feedback and input and support for work-life balance. Compensation and benefit offered is fair and competitive regardless of the demographic, as well as opportunities for professional development, job rotation, promotion, etc.

Deployed Capitals:

Met Strategic Aspirations:

Stakeholders Affected:

Sustainability Impact:

We have policies and guidelines to treat employees fairly and provide them with fair compensation and benefits, creating a culture of trust. The implementation of these policies is assigned to a dedicated person-in-charge. These are then translated to individual KPIs and cascaded to the related stakeholders, with progress tracking and monitoring conducted periodically.

**FAIR EMPLOYMENT & ENGAGEMENT POLICIES & GUIDELINES**

- Flexi Benefit Plan**  
Provide employees with the opportunity to customise their benefit plans according to their needs.
- Flexible Working Arrangement (FWA)**  
Offers flexibility to employees to manage where, when and how they work.

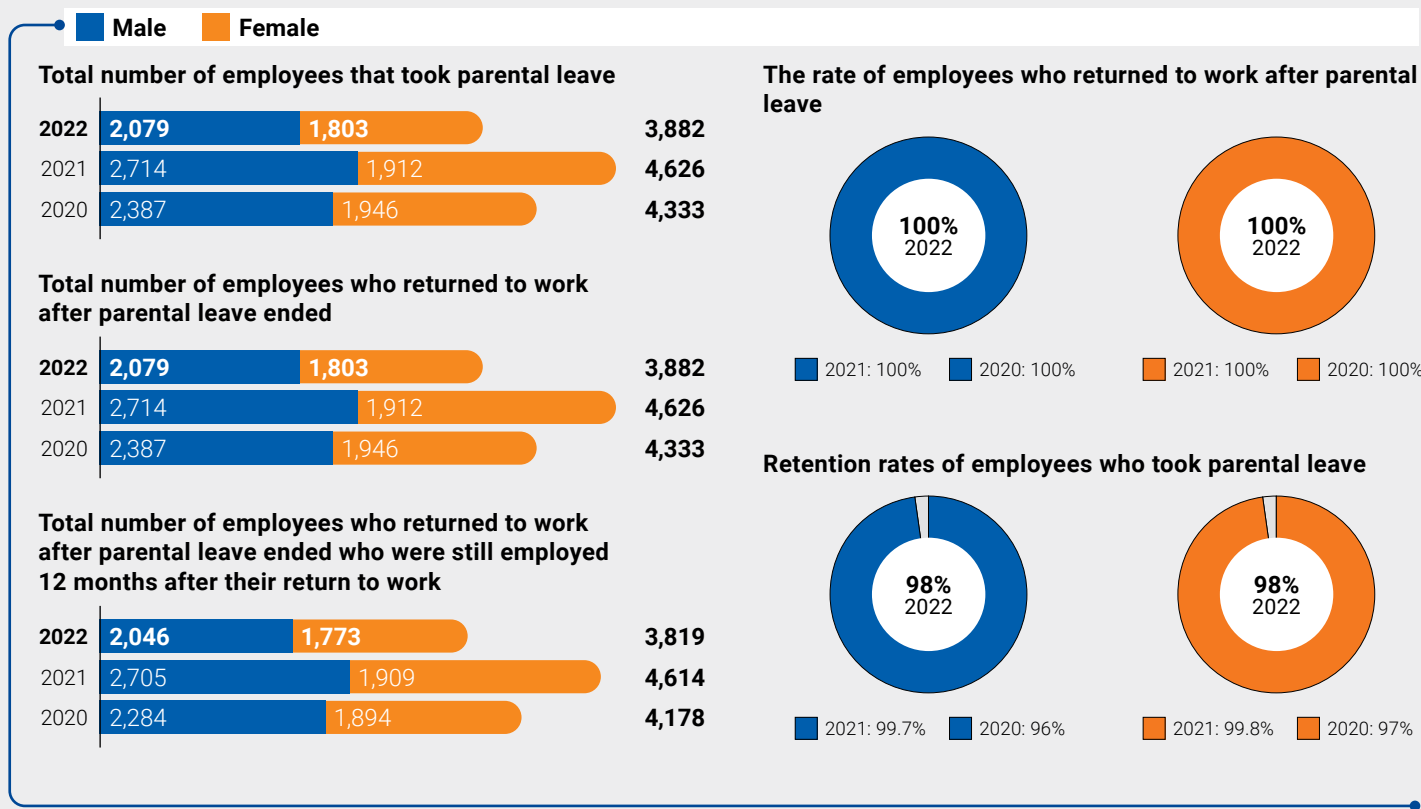
- Promotion Policy**  
Provides guidance on promotion eligibility to ensure deserving employees are promoted accordingly.
- Salary Determination Guideline**  
Sets the guideline and fair treatment in determining the salaries of employees, which considers their expertise, experience and internal equity.
- Bonus and Annual Salary Increment Specification**  
Ensures that employees receive increments that fairly reflect their contributions to the organisation and drive a high-performance culture.

**HOW WE CREATED VALUE IN 2022**

**1 Diversity, Equity & Inclusion**

TM embraces equal opportunity with no preference for or discrimination against gender, race or physical capability of our employees. All employees have an equal right to speak, give opinions, rights to be heard through a various provided channel within the company. They are also provided equal opportunity for career advancement and promotions based on their merits and qualifications.

We also offer parental benefits to our employees in support of their family commitments. This includes offering parental leave to new mothers and fathers so that they can meet the needs of their newborns. By giving them this space, they will come back to work feeling more fulfilled, with 100% of employees returning to work after their parental leave ended in 2022.



We also ensure that the diversity of our workforce represents the diversity of our country. Our employees lead to an innovative and creative work environment, as they bring a range of experiences, backgrounds and ideas into the workplace.

### Racial Diversity

	2022	2021	2020
<b>Malay</b>	<b>16,928</b>	17,687	18,870
<b>Chinese</b>	<b>789</b>	818	935
<b>Indian</b>	<b>530</b>	523	595
<b>Others</b>	<b>1,252</b>	1,354	1,495

### Women in the Workforce

	2022	2021	2020
<b>Percentage of women in the Workforce</b>	<b>40%</b>	40%	-
<b>Percentage of women in Senior Management</b>	<b>31%</b>	31%	28%
<b>Percentage of women in the Board</b>	<b>36%</b>	36%	25%
	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>Ratio of basic salary for women to men:</b>			
Management	<b>1:1.22</b>	1:0.83	1:1.25
Executive	<b>1:0.97</b>	1:0.97	1:0.91
Non-Executive	<b>1:1.02</b>	1:1.07	1:1

### Disabilities

#### Percentage of employees with disabilities



## 2 Protecting Worker's Rights

TM supports the need for unions in protecting the rights of workers. Collective agreements help establish strong bonds with our employees, contributing a more harmonious working relationship. Our employees have the freedom of association through unions. This allows them to take collective action according to their best interest.

There are four (4) unions that have been recognised by TM:

- National Union of Telecommunication Employees Peninsular Malaysia (NUTE)
- Union of Telecoms Employees Sarawak (UTES)
- Sabah Union of Telecom Employees (SUTE)
- Sabah Union of Telecommunication Employees (SUTEN)









	2022	2021	2020
<b>Number of unionised employees</b>	<b>6,766</b>	7,572	8,210
<b>Percentage of employees with collective agreements</b>	<b>35%</b>	37%	37%
<b>Non-Union members</b>	<b>2,751</b>	2,828	11,565



### 3 Ensuring Fair Compensation & Benefits

Our employees deserve to feel appreciated for their work. With this in mind, we offer our full-time employees a range of benefits and compensation that reward them for their dedication and performance. These benefits also provide support to an employee's family, health and financial future.

#### COMPENSATION & BENEFITS

-  **Annual Increments & Bonus**
-  **Compassionate Leave i.e. marriage, bereavement**
-  **Insurance Coverage i.e. Group Term Life (GTL), Group Personal Accident (GPA)**
-  **Long-Term Incentive Plan (LTIP)**
-  **Awards & Recognitions i.e. GCEO Merit Award, #IniCaraKita Award**
-  **Internet Connectivity i.e. broadband claim, Unifi staff package, 5G subsidisation**
-  **Hybrid Working Arrangement i.e. two (2) days work from anywhere. Flexible working arrangements based on request.**
-  **Medical benefits**

### 4 Keeping Employees Engaged

Employee engagement is important as it leads to higher productivity, better employee retention and increased customer satisfaction. Engaged employees are more committed to their work, motivated to achieve their goals and willing to go the extra mile to ensure the success of the organisation.

#### KEEPING EMPLOYEES HAPPY & ENGAGED

##### #IniCaraKita Culture Programmes

###### What We Did:

Accelerated #IniCaraKita culture programmes to instil a high-performance mindset and behaviours among all *Warga TM*. The four (4) behaviours in #IniCaraKita i.e. We Own It, We Grow, We Innovate and We Care all relate to creating a fair corporate culture.

###### Impact/Achievements:

- Reached to all employees with total views of **68,956** in 2022
- OHI score improved to **80** in 2022 compared to 77 in 2021
- OHI is incorporated into KPI for **more than 200** top and senior management in 2022

##### GCEO Awards

###### What We Did:

GCEO awards were introduced in Q3 2022, rewarding employees who demonstrated and role-modeled the behavior of #IniCaraKita and brought impact on business, customers and people. The award is given based on nominations from department heads and respective Human Capital Business Drivers (HCBs), with aims to boost morale and strengthen the company culture.

The award is presented in three (3) categories:

- GCEO Award for Business Excellence
- GCEO Award for #IniCaraKita Award
- GCEO Award for Service Excellence

###### Impact/Achievements:

- **175** individual and teams' nominations
- Total **51** winners (individuals and team members) in 2022



**No Meeting Policy**

**What We Did:**

Introduced “No-Meeting” policy – no meetings are allowed on Friday mornings and after 6.00 p.m. everyday. This time of the week is reserved for team engagement, well-being activities, or simply completing tasks without interruption.

• Well-being 360 activities were conducted such as:

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Physical                     <ul style="list-style-type: none"> <li>- Hybrid Run</li> </ul> </li> <br/> <li>2. Mental, Emotional, Spiritual                     <ul style="list-style-type: none"> <li>- Webinar Kesihatan Mental</li> <li>- Mental Health Forum with Dato’ Fadzilah Kamsah</li> <li>- Religious and Spiritual programmes</li> <li>- Life Coach</li> <li>- 10 Tips to Better Communicate with Your Kids</li> </ul> </li> </ol> | <ol style="list-style-type: none"> <li>3. Occupational                     <ul style="list-style-type: none"> <li>- 5 Tips to Be Courageous at Work</li> <li>- July Special: Because We Care</li> </ul> </li> </ol> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Impact/Achievements:**

- Average satisfaction rate: 4.6/5
- Total participants: 16,127
- 100% employees reached through internal communications

**5 Achievements & Awards**

With our continuous commitment to create an inclusive and performance-driven work culture, TM was able to maintain its industry leadership as the Employer of Choice. This is reflected in our high employee retention and various awards and accolades won.

	2022	2021
<b>Employee Turnover</b>		
Total turnover (pax)	<b>1,734</b>	1,799
Turnover rate (%)	<b>8.2%</b>	8.4%
<b>Turnover based on gender (pax)</b>		
Male	<b>1,132</b>	1,223
Female	<b>602</b>	576
<b>Turnover based on age (pax)</b>		
Under 30 years old	<b>174</b>	358
30-50 years old	<b>481</b>	106
Over 50 years old	<b>1,079</b>	1,335



**CERTIFICATION/AWARD/RECOGNITION OF 2022**

Award	Category
Malaysia’s 100 (M100) Leading Graduate Employers 2022	<b>Winner of Telecommunication Sector (Top 100 Most Popular Graduate Employer)</b>
GRADUAN Brand Awards 2022	<b>Winner in Telecommunication Sector</b>
HR Asia Best Companies to Work for In Asia 2022 (for the 6 <sup>th</sup> year)	<b>Winner Best Companies to Work For in Asia</b>
Graduates’ Choice Award 2022/2023	<ul style="list-style-type: none"> <li>• <b>Champion in GLC Category</b></li> <li>• <b>Top 3 Telco Category (2nd)</b></li> </ul>
The Asia HRD Awards 2022	<b>Winner in Contribution to Organisation Category</b>
HRD Awards 2022	<b>Human Resource Minister Award</b>