

## FAIR & TRANSPARENT COMMUNICATION



### WHY WE CARE

In our most recent materiality exercise with our stakeholders, Fair & Transparent Communication emerged as the most critical concern. This highlighted the need to improve the way we communicate. Our stakeholders expect honest, open and timely communication, which ensures we remain accountable for our actions and decisions. It also helps keep our stakeholders well-informed of developments, thus building more trust and credibility.

Fair and transparent communication fosters innovation and collaboration as we gain valuable insights and feedback that help us identify new growth opportunities. This can lead to more effective strategies and decision-making for improved performance and long-term viability. Our goal is to create a shared understanding of our vision, mission and values – allowing all our stakeholders to feel connected with our nation building agenda. This in turn will help us gain support for TM to accelerate the country's transformation into a full-fledged Digital Malaysia by 2030.

#### What Our Stakeholders Expect

- Regular engagements and updates
- Participation in decision-making
- Open and honest communication

### WHAT IS OUR APPROACH

Since the identification of Fair & Transparent Communication as a critical material matter, the Strategic Communications (SC) team has been re-evaluating our current approach to communications. Instead of increasing the amount of communication activities, we need to channel our communication in better ways. The team plans to adopt a more focused and targeted approach to how we share information. We continuously explore new ways of communicating and engaging with our stakeholders so that our messages are more visible and available to them. Our focus is to tighten the alignment of our communication assets in order to deliver information more effectively. We will also leverage our strengths in technological innovation, such as AI and data analytics, to create smarter and more agile communication pathways.

In 2023, we aim to roll out a strategy to drive various initiatives, guided by a revised TM Communication Policy with the aim of improving our fair and transparent communications. The new strategy and policy will cover our communication approach from a stakeholder perspective. It will address communication issues raised during the materiality exercise and promote a culture of honesty, transparency and accountability across TM.

**Deployed Capitals:**

**Met Strategic Aspirations:**

**Stakeholders Affected:**

**Sustainability Impact:**

HOW WE CREATED VALUE IN 2022

1 Keeping Customers Informed

Our customers need to stay informed of any developments that may impact their experience with us. With this in mind, we provide proactive notifications to customers on a range of matters, including billing reminders, potential downtimes and errors, as well as awareness of new features or solutions.

In addition, we offer customers differentiated engagement experiences through our self-service and digital platforms. Our efforts have been fruitful, with a remarkable 14% reduction in human-assisted interactions with customers.



↳ For more information on our customer engagement platforms, please see pages 100-103

## 2 Engaging with Employees

For our employees, we continued to provide clear communications on various matters related to our strategy, messaging and business updates. We also organised engagement sessions with compiled feedback, which was then shared with relevant departments or individuals to address. Through our top-down approach, the management team also shared critical information with employees via townhalls and other events.



### EMPLOYEE COMMUNICATION CHANNELS



#### Suara TM

##### How it Works:

Email updates are delivered twice a month on various events and activities occurring across TM.

##### Impact & Achievements:

- 24 issues of Suara TM newsletters published in 2022
- Around 22,000 employees reached across the Group (including subsidiaries and temporary employees)



#### Yammer

##### How it Works:

Social media updates from SC to employees on our internal employee platform.

##### Impact & Achievements:

- 217 posts by SC in 2022
- 5,913 employees registered on Yammer



#### Media Monitoring

##### How it Works:

Timely updates on digital and mainstream news about TM, our partners and competitors, as well as developments across the industry.

##### Impact & Achievements:

- Around 300 employees at General Manager levels and above received daily news monitoring reports
- Media Value Index (MVI) = RM25.35 million
- Share of Voice (SOV) = 39.91%
- Net Sentiment Score (Media Impact Score) = 5.4/10



#### Jom Bersama GCEO

##### How it Works:

An all-employee hybrid session with the GCEO on our latest business performance and updates, targeted for employees at the Executive level and above.

##### Impact & Achievements:

- Six (6) Jom Bersama sessions, with an average of 8,711 participants each
- Total Jom Bersama viewers online: 52,265
- 45.85% of participants are permanent TM employees

**Coffee & Chat with CEO****How it Works:**

A casual engagement between the GCEO and small groups of employees from the Executive and Non-Executive pool, primarily technical and frontline workers.

**Impact & Achievements:**

- Executed the inaugural session with employees in September 2022
- 26 employees participated

**Turun Padang (Townhall)****How it Works:**

Physical and hybrid engagements between TM leadership with employees at various states and at regional offices.

**Leaders involved include:**

Group Chief Executive Officer (GCEO)	
Chief Operating Officer (COO)	Chief Marketing Officer (CMO)
Chief Strategy Officer (CSO)	Chief Network Officer (CNO)
Chief Human Capital Officer (CHCO)	Business Heads

**Impact & Achievements:**

- Five (5) sessions were held in 2022, with four (4) physical sessions in Terengganu, Penang, Sabah and Sarawak
- 850 *Warga TM* attended the physical sessions, while over 600 *Warga TM* tuned in virtually

**Jom Sembang****How it Works:**

A 'Getting-to-Know-You' virtual engagement session, with employees getting up-close and personal with individual Top Management team members.

**Impact & Achievements:**

- Average Rating: >4.5 out of 5

**Jom Sembang 2022**

Tengku Muneer Tengku Muzani, Chief Strategy Officer Date: 8 March 2022	Ir. Ts. Azizi A. Hadi, Chief Operating Officer Date: 26 July 2022
Sarinah Abu Bakar, Chief Human Capital Officer Date: 18 March 2022	Raja Azrina Raja Othman, Chief Information Security Officer Date: 17 August 2022
Shazurawati Abd Karim, EVP TM One Date: 30 March 2022	Mohamad Mohamad Zain, Chief Risk Officer Date: 4 October 2022
Krish Datta, CEO Credence Date: 14 April 2022	Azni Risa Ramlan, VP, Business Innovation and Technology (BI Tech) Date: 11 October 2022
Nazeem Nasir, Director Transformation Office Date: 5 July 2022	
<b>Total reach: 1,391</b>	

### 3 Working Closely with Our Regulators

As the primary regulator in Malaysia's communications and multimedia industry, MCMC is both a regulator and collaborative partner for TM. Throughout the year, we maintained regular communications with the MCMC to establish a strong and mutually beneficial relationship while adhering to their guidelines and requirements.

We addressed key issues impacting our business through various platforms, including official visits from key stakeholders, regular online or in-person meetings and collaborative programmes and projects. For instance, in July 2022, we hosted the Interim Chairman of MCMC for an official visit to TM, where we shared our business direction and contribution to national development.

TM also participated in the weekly JENDELA Industry Communications Meeting as a subcommittee chaired by MCMC to discuss coordination and resolve issues involving Telcos and JENDELA action plans and execution. Through our partnership with the MCMC, we collaborated on several programmes for the benefit of the nation, such as the launch of Pusat Ekonomi Digital (PEDi), the nationwide tour of Jelajah Aspirasi Keluarga Malaysia, Ruang Bicara Bernama TV talk show, Tea Talk @ MCMC knowledge-sharing forum, among others.

### 4 Sharing Information with the Public

For engagements with external stakeholders, such as with community members or the media, we organised open sharing sessions, including meetings, visits, media briefings and press conferences. A few measurements observed for media engagement include MVI, SOV and Net Sentiment Score.

We also published TM's IAR 2022 to disclose our key strategies, plans, performance and future direction. Our annual reports uphold the highest standards of transparency and accountability, receiving multiple recognitions and accolades.



#### REPORTING AWARDS

- **NACRA Awards 2022**
  - Gold Award for Best Annual Report in Bahasa Malaysia
  - Silver Award for Best Sustainability Reporting
- **Australasian Reporting Awards 2022 (ARA 2022)**
  - Gold Award for Integrated Annual Report