

Empowering Our People and Transforming Our Organisation

Mapping against SDGs

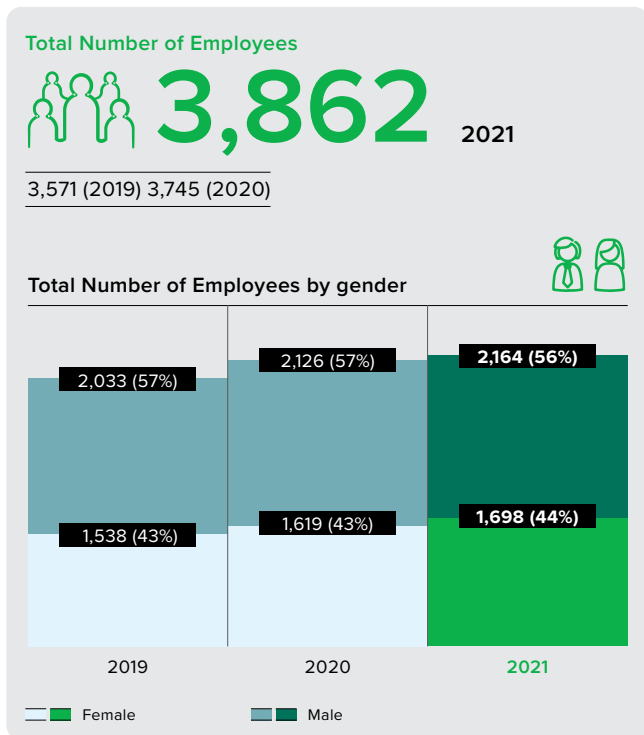


OUR PEOPLE

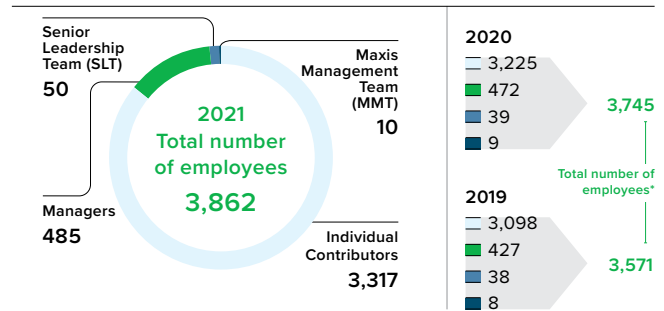
Developed a diverse and inclusive workforce with strong employee engagement

The old adage, “Our people are our best assets” may sound cliché but it is nonetheless true. At Maxis, we have always recognised this and have strived to bring out the best in our people and ensure that they share a vision to always be ahead in all that we do. This section covers our efforts to maintain the right culture, right workplace for our employees – to ensure they work in an ethical, diverse and equal workplace.

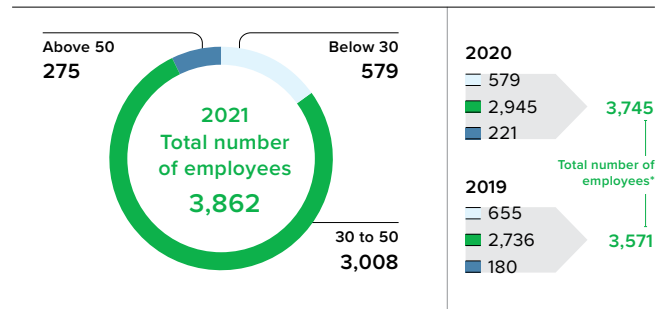
Maxis' Employee Profile*



Number of employees by contribution level



Number of employees by age group



Number of employees by contract type

Year	Female employees				Male employees			
	Permanent		Contract		Permanent		Contract	
	No. of employees	Percentage	No. of employees	Percentage	No. of employees	Percentage	No. of employees	Percentage
2019	1,480	41%	58	2%	1,905	53%	128	4%
2020	1,565	42%	54	1%	2,005	54%	121	3%
2021	1,674	43%	24	1%	2,117	55%	47	1%

* The 2019 and 2020 figures for total number of employees have been reinstated for greater accuracy following an internal data review.



Employee Development

At Maxis, the development of our employees is a key priority which we take seriously as we believe in creating value through the growth of our own people. Led by our Learning & Development team, our approach is a holistic one that considers learning needs, individual development plans to drive career growth and retention, and the embedding of our culture and values.

Enhancing Organisational Culture and Capabilities

We continue to equip our workforce with critical business and technology skills through Maxis Academy, our online platform which was especially important during movement restrictions when employees were working from home. In 2021, our employees across all levels attended more than 135,000 hours of training comprised of courses and modules in the four key areas of Leadership, Business, Technology and Compliance.

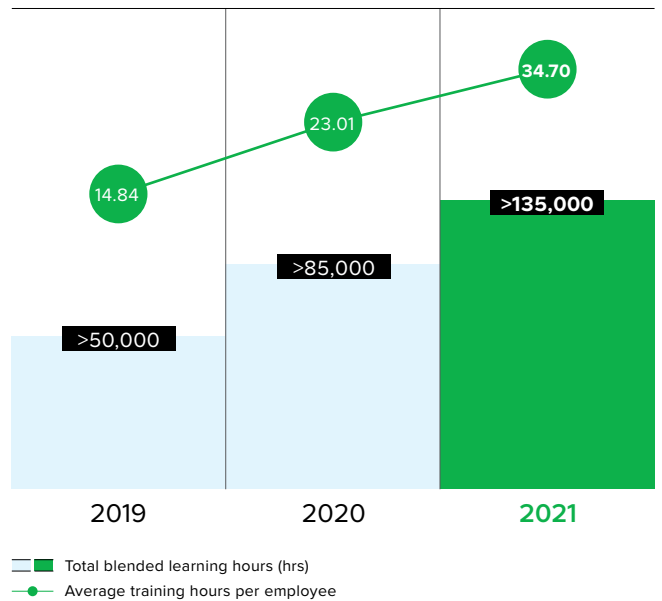
To ensure more structured and robust succession planning, we also started our integrated talent development programme for high-potential employees, for both managers and individual contributors. In addition, we have implemented a Women in Leadership programme for our female middle managers to equip them with the requisite knowledge and skills for leadership positions.

We encourage internal applications and movements within the company to provide growth opportunities and enable the development of talent. To close the feedback loop and further elevate the performance of our talents, we conduct regular performance and career development reviews with our employees.

Looking ahead, we are working on institutionalising coaching as a culture in Maxis and improving our learning and development capabilities with the eventual aim of

turning Maxis Academy into a learning and development solution with industry-leading practices and services.

Employee Learning Hours



Number of employees receiving annual performance feedback

Year	Total number of employees receiving annual performance feedback*	Total number of employees	Percentage (%)
2019	3,425	3,578	96%
2020	3,656	3,770	97%
2021	3,749	3,916	96%

* Annual performance feedback has a dependency on employees' joining date with Maxis, and includes employees who left the company throughout the year.



Accelerating the Development of our Top Talents & Leaders

We conducted tailored development programmes for the senior leadership to enable them to better lead the company to achieve our converged ambitions, including immersive learning experiences, learning programmes from top business schools internationally and upskilling them through executive coaching programmes. To support our inclusion & diversity efforts, we have also conducted multiple Unconscious Bias workshops for Managers, up to the MMT level, to minimise biases within the hiring process and other work-related environments.

We also help our top talents realise their potential through the Future Leaders’ Programme and Break Through Thinking Machine programme, where high potential employees across the company were exposed to an interactive and curated development programme to enable them to excel in their current roles and develop towards future opportunities within Maxis.

Maxis Academy has also curated specialised academies, such as the Marketing and Procurement Academy to respond to the tailored business needs within Maxis. On top of all this, we offer learning courses in four development areas – Leadership, Business, Technology and Compliance, where all employees, regardless of age, gender or career level, are able to register and attend both live and pre-recorded sessions on various topics to fulfill their aspirations for growth.

Culture and Transformation

The MaxisWay 2.0 journey has continued to gain momentum in 2021, as we further embed the values and culture as well as the behavioural traits that will help drive our transformation. For instance, we launched a culture playbook, which serves as a single source of knowledge for our employees, business and strategic partners, and other stakeholders to better understand our culture and how to practice them in their daily interactions. The playbook also demonstrates real-life scenarios through visuals and videos to enable our employees and external stakeholders to visualise the MaxisWay 2.0 values.

Voice of Maxis



We also encourage an open culture through our Transformational Leadership Programme, where we encourage our leaders and people to practice generous listening and straight talk with one another, to create authentic conversations that forward the action to make meaningful changes and improvements within the organisation.





Equal Opportunity Workforce Employment

Deepen Workplace Inclusivity and Transparency

At Maxis, we are committed to providing an inclusive, diverse and collaborative environment for our employees where they are empowered to create a positive impact for themselves and others. Through the Maxis Code of Conduct, we promote equal and fair treatment of all employees and do not condone any form of discrimination, harassment and intimidation. We comply with all related laws, recognise and promote diversity and inclusion.

We have established a function within the People & Organisation division whose responsibility is to drive the Inclusion and Diversity (I&D) agenda at Maxis. To create further awareness internally, we introduced the Unconscious Bias training programme for people managers, which contains modules to minimise bias in the hiring and talent management processes.

In July 2021, Maxis officially became a signatory of the Women Empowerment Principles (WEPs) established by the United Nations, and is committed towards gender equality, labour rights and human rights standards within the company. As part of this commitment, Maxis works collaboratively with its stakeholders to foster business practices that empower women and encourage equal opportunities at the workplace.

While we maintain a healthy female population within Maxis at 44% in 2021, we are also driving greater changes towards an inclusive and equitable workplace throughout the organisation. Our female employee resource group – Women at Maxis (W@M), has been active in organising various outreach activities with other women employee resource groups from the tech industry to share their respective experiences and create greater awareness on gender equality. To further demonstrate our commitment towards inclusivity, we not only celebrated International Women’s Day, but also commemorated International Men’s Day for the first time in 2021, with curated discussions and workshops about men’s health. At Maxis, we recognise the importance of diversity and strive to build on our current efforts to create further awareness and an environment that embraces equal opportunities.

Sustainable Employer Branding & Talent Acquisition Practices

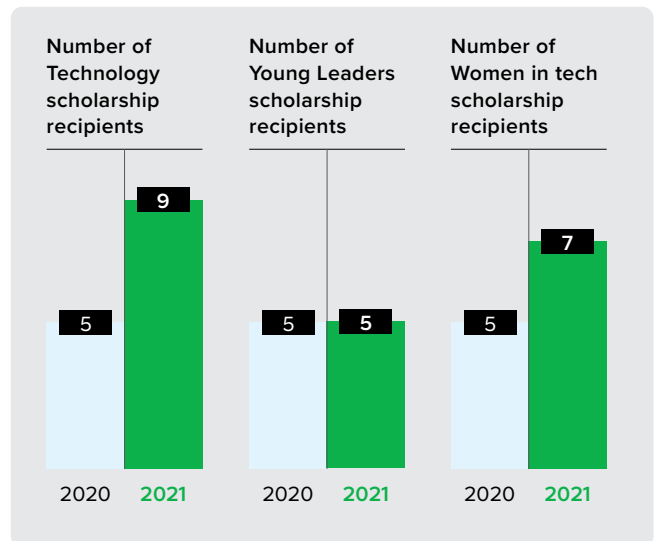
As a leading employer in Malaysia and an organisation that is committed to providing employment opportunities to all, cultivating strong employer branding and sustainable talent acquisition practices are crucial components of our people practices.



To this end, we are particularly focused on developing our visibility in the undergraduate space as well as among those who just graduated through our Young Talent campaigns and initiatives, such as the Maxis Graduate Programmes and the Maxis Scholarship.

In 2021, Maxis launched seven new Graduate Programmes for positions across various divisions and successfully recruited 23 graduates through the programme. In addition, through our scholarship offerings, we have provided aid to selected individuals who are in need and have demonstrated potential. Since 2020, the Maxis Scholarship is offered to students in three different segments, namely: Tech, Women in Tech and Young Leaders.

Number of Recipients for Scholarship Programmes





Our employer branding efforts have paid off as we continue to chart strong growth across our social media touchpoints and garner recognition at various employer recognition awards. In 2021, our social media accounts reached new levels of positive growth in terms of followers and engagement rates.

Maxis also supports the Malaysian government's youth building initiatives through the Professional Training and Education for Growing Entrepreneurs (PROTÉGÉ) programme. Through this programme, we provide relevant industry and entrepreneurial training to develop the Malaysian youth and realise their potential.

We also practice inclusive hiring practices, with the embedding of our focus in inclusion and diversity within every job description. To encourage talent mobility within Maxis, we launched the #AskRecruiter campaign, which consists live sessions where we interact with internal employees who are interested in exploring the various step-up opportunities within the organisation to fuel their career growth.

As part of our I&D initiatives, we have also launched the hiring etiquette policy and a refreshed interview assessment, with the aim of integrating the skill-based and performance-based hiring, while minimising the potential biases within the hiring process, such as age and gender. We also introduced additional employment models to provide additional flexibility to our people, while concurrently meeting business hiring needs.

The recognitions we gained in 2021 include:

★ Champion under the Telecommunications category and #7 in Overall Rating in the Graduates' Choice Awards (GCA) 2021. This is an award that is based on a survey of Malaysian graduates in more than 100 higher education institutions nationwide.

★ First Runner Up in the Telecommunications category and climbed up 11 places in the overall category, from #59 in 2020 to #48 in Malaysia's 100 Leading Graduate Employers Award 2021 conducted by gradmalaysia.

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Our Value Creation Theme 3: Empowering Our People and Transforming Our Organisation

Our Value Creation Outcome

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Engaging the Best Talent in their Fields

In 2021, our Employee Experience team focused on improving employees' wellbeing and finding new digital ways to engage employees and increase morale. A key highlight of our digital engagement solutions was the virtual townhall which was held in a virtual Maxis campus and allowed employees to interact digitally. Other engagement activities that were organised included an online inter-division eSports tournament, online standup comedy performances by known entertainers, online fitness activities, health and wellness webinars, comprehensive virtual onboarding sessions for new hires and more. In total, we hosted 218 engagement events for all employees throughout 2021.

This year, with the continued pandemic and subsequent lockdowns causing a significant shift to working-from-home arrangements and isolation from the usual office environment, we doubled down on Maxis' existing Pillar of Support Initiative (POSITIVE) by providing personalised, curated bite-sized articles, webinars and talks facilitated by mental health practitioners and professionals, as well as providing mental health first-aid training to our core crisis management team.

We have also refreshed our employee benefits available through the Maxis Benefits and Rewards (MBR) programme in 2021 to provide increase flexibility and personalisation to each of our employees according to their different lifestyle needs regardless of career level. In responding to the pandemic, we introduced Work from Home and COVID-19 related support, including financial assistance for employees to set up their respective home offices and purchasing other Work from Home essentials, such as monitors, ergonomic chairs and desks, and other technical appliances. In line with our approach of encouraging employees to take ownership of their health and lifestyle,

we have introduced new elements within our health-related employee benefits, such as allowing time-off for vaccination and health screening.

In 2021, Maxis also gave employees the option to upgrade their Medical and Life insurance on a voluntary or opt-in basis with premiums offered at a discounted rate. Other benefits include dental, health screening, tele-medicine and tele-consultation healthcare services through our employee benefits programme and Maxis POSITIVE initiative.

To sustain the organisation's ability to perform at a high level, we pioneered a company-wide Planned Shut Down, where all offices, aside from our retail footprint were closed to encourage our people to rest and rejuvenate as part of our commitment towards our employees' health and wellbeing.

Health, Safety and Environment

Maxis is committed to protecting the health and safety of our people. To ensure this, the company maintains a strict compliance to policies and protocols in the areas of Health, Safety and Environment (HSE), which falls under the jurisdiction of the HSE department. The department takes charge of all aspects of occupational health and safety in Maxis. In addition, HSE reports are submitted to the Audit and Risk Committee on a quarterly basis.



COVID-19 Response

In 2021, vaccination against COVID-19 has become a key objective of our COVID-19 management strategy. This involved the team actively planning, sourcing, tracking and monitoring the various vaccination programmes for employees and third-party contractors, as well as dependents and vendors. Through our sustained efforts, Maxis was able to provide vaccinations through public and private sources to safeguard our people against the pandemic. Through these efforts, we managed to fully vaccinate our retail employees, with periodical testing, to make the customer experience with Maxis as safe as possible. The company's internal procedures and SOPs to manage our response to the pandemic are aligned with the practices from the Ministry of Health, National Security Council (NSC) and the Department of Occupational Safety and Health (DOSH).

HSE Training and Awareness

Amidst the backdrop of a continuing COVID-19 pandemic, the company sought to make sure that our people are well-versed with safety protocols. In line with this, Maxis launched its first e-learning module containing enhanced COVID-19 and Return to Office (RTO) procedures. The Occupational Safety and Health (OSH) Coordinators certification programme by DOSH was also introduced to provide the necessary training and competencies to minimise risk of harmful incidents, cultivate the health and safety at the workplace and other OSH-related responsibilities.



To ensure the overall safety of our team, our employees received training to develop an array of skills pertaining to the areas of HSE. These include trainings in the areas of Defensive Driving, Working at Heights and Occupational First Aid, Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillator (AED) training.

As a company, Maxis is in extensive field operations that spans across several locations. Hence, ensuring our employees are equipped with occupational first aid skills is essential. Apart from CPR skills, designated employees were also trained to use the automated external defibrillator (AED) while at the premises, as well as to

conduct basic first aid response to manage emergencies while awaiting professional medical assistance.

For employees working on towers and rooftops, we provide Working-at-height (WAH) training course to equip them with safe work techniques which involve safe climbing and work-technique practices.

Throughout 2021, we provided a wide range of training on health and safety, inclusive of the RTO e-learning module to more than 6,000 participants, including employees & third-party contractors.

Employees and third-party contractors that received training on Health and Safety

	2019	2020	2021
Workforce Participation (WSC)/ Awareness Programme (General and specialised induction, Safety and Security Day, planned & ad hoc briefing for partners or vendors)	1,637	8,003 (inclusive of RTO e-learning module)	6,136 (inclusive of RTO e-learning module)
Number of employees and third-party contractors that Received Training for Defensive Driving Training (DDT), WAH and CPR	14 sessions / 172 participants	5 sessions / 54 participants	9 sessions / 123 participants

Training Programmes on Health and Safety

	2019	2020	2021
Number of training programmes conducted	91	176	166
Percentage of completion by employees and third-party contractors who perform high-risk work/ require specialised training	100% completion	100% completion	100% completion

HSE Certifications

In 2021, Maxis implemented several initiatives to enhance its existing health and safety certifications. These are in line with the goal of continuous development in Occupational Safety and Health. In August 2021, the current Occupational Safety and Health Management System (OSHMS) certification, Occupational Health and Safety Assessment Series (OHSAS) 18001 and Malaysian Standard on Occupational Health and Safety Management Systems (MS 1722) were recertified and migrated to the world's first International Standard OSHMS, the ISO 45001.

The pandemic did not prove to be a deterrent to ensuring the implementation of ISO recertification. Despite the nationwide Movement Control Order and National Recovery Plans, we have utilised technology and digital tools to conduct virtual audits and training. This enabled the various departments across Maxis to be successfully recertified and concurrently migrate to MS ISO 45001: 2018.

This latest ISO 45001 scopes (Provision of Telecommunication Operations and Services for Maxis Broadband Sdn. Bhd.) is an enhanced scope that covers all telecommunication services. Maxis has now achieved 100% certification in terms of required employees to be accredited with the ISO 45001 certification.

This requirement extends to our partners under the Partners HSE System Audit, who are required to have a minimum audit criteria of OSHA 1994 and ISO 45001 to ensure that our partners also comply with the basic requirements for HSE. Our main partners are expected to attend the Maxis Partners' Forum twice a year.



HSE Risk Management

As part of our Occupational Safety and Health Management System (OSHMS), Maxis works collaboratively with various parties to identify hazards and risks via the company’s Hazard Identification, Risk Assessment and Risk Control (HIRARC) procedure. In addition, we abide by the DOSH Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease (NAPODPOD) Regulations 2004 as well as our own MPHSE 10 – Incident Investigation, Non-Conformity and Corrective Action procedure. Furthermore, Maxis works closely with DOSH and is part of the working committee that collaborates with DOSH to develop and enhance the generic HIRARC for the telecommunication industry.

HSE Performance

Due to the restrictions set by the MCO & NRP, we successfully implemented both physical and virtual inspections and investigations in Maxis. Both methods are accepted by DOSH and the National Institute of Occupational Health and Safety (NIOSH) in the current pandemic environment. When conducting our inspections, our HSE personnel look for compliance with SOPs, housekeeping, employees’ understanding of the requirements as well as the company’s compliance in ensuring that our employees are working in practicably safe conditions.

HSE Inspections/ investigations/ audit

	2019	2020	2021
Number of inspections/investigations conducted	303	300	705
Number of Partners System audits conducted	5	12	12

We were fortunate that there were no employee or contractor fatalities reported in 2021.

Lost-Time Injury

As of 31 December 2021, there were three (3) work-related injuries, resulting in a Lost Time Injury Frequency Rate (LTIFR) of 0.26 in 2021.

A Lost-time Injury (LTI) is the term used when a Maxis employee is injured while conducting a work-related task and is unable to perform his or her regular duties for a period of time after the incident. Lost-time Injury Frequency Rate (LTIFR) is the number of lost time injuries occurred while conducting work-related tasks for Maxis, per 1 million hours worked.

- One employee sustained minor lacerations to the right elbow, right hand and right ear due to a road accident on a company vehicle while commuting to the worksite.
- One employee sustained minor injuries due to a road accident on motorcycle while commuting to a customer’s house.
- One employee sustained minor injuries to her right foot while stepping down from a stepladder after checking the inventory stocks in the retail store.

The outlook for Maxis in terms of health and safety will encompass three stages. Within the next two years, the plan is to maintain the ISO 45001 certification and to focus on ergonomics and occupational health programmes. The goal is also to obtain a fully digital Permit to Work (PTW) system. In the medium term, which covers 2 to 5 years, the objective is to enhance the ISO 45001 while looking at a specific work scope as well as ergonomic and occupational health. In the long-term, which goes beyond 5 years, the plan is to further enhance the ISO 45001.