



Our

People



Our People, Our Purpose

At Maxis, we deeply believe that the key element to our success has always been our people. Embedded within our shared vision is the aspiration to remain positive, passionate and collaborative in our effort to deliver not only the best network performance but also the best customer experience at every touch point.

The culture and approach to realising our vision is called “The MaxisWay.” In 2019, we embarked on a journey to refresh our company’s culture and values, in line with our vision of becoming a RM10 billion company and leading the way as Malaysia’s Converged Solutions Company.

The leap we are taking to become Malaysia’s Leading Converged Solutions Company is a significant shift. For us to affect this change successfully, we must first speak the right language as culture lives in our conversations. In 2019, we have started to change the way we converse with each other within the company by embedding the language of commitment, performance and possibilities which will embody our refreshed culture, i.e. MaxisWay 2.0. There are three core values that we will be focusing on in this cultural journey. They are: “Customer First,” “What’s Possible” and “I am Maxis.”

We have trained ambassadors who will play an integral part to roll out MaxisWay 2.0 in 2020 and to ensure that every employee understands and embodies these core values.

Developing Organisational Culture and Capabilities for Strong Customer Focused Execution and Innovation

In 2019, we continued to focus on developing our employees by making sure they stay ahead with the latest knowledge on digital technologies and solutions through our MAX Talk Series, which focused on tech-centric topics as well as other programmes. We conducted technology centric talks delivered by internal Subject Matter Experts to Maxis employees on topics including Robotic Process Automation (RPA), Build-A-Bot Workshop, Augmented Reality (AR) and Virtual Reality (VR), Kick starting Your Data Literacy Journey and also Containerisation 101. We have also promoted digital ways of working and ignited conversations through talks on the Future of Work Economy and Digital Workdesk Transformation. Furthermore, as part of our initiative to increase Artificial Intelligence (AI) and Machine Learning (ML) capability in the company, we introduced Python and SQL learning journeys.

We continue to equip our teams to deliver Unmatched Personalised Experience by rolling out various programmes aimed at imbuing a customer-first mindset. Employees were trained with a new way of experiential selling through Excite, Play, Inspire, Capture (EPIC) approach. For continuity, we also have employees who are trained as EPIC Customer Experience Coaches. In 2019, we also designed and rolled out an in-house training, Maxis Customer First training to train leaders to effectively communicate the importance of Unmatched Personalised Experience and coached their people through

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change towards delivering Unmatched Personalised Experience. We have also partnered with Vodafone to conduct a 7-month long programme to up skill Account Managers through Vodafone Sales Transformation training. To ensure more effective business partnerships with Cisco, AWS, Microsoft and other technology partners, we conducted certification programmes to enhance credibility of our employees. Our Enterprise Business clients have also been invited to experience Co-creation workshops with our employees which helps to further understand our clients' needs.

At Maxis, we encourage collaboration and the best way we do this is by building internal expertise. We have developed Maxis managers through our Coach-the-coach workshop. As a technology company we want to ensure we constantly develop and improve our products and services by having employees trained to facilitate Design Thinking workshops, and in-house co-creation sessions.

Other than classroom training and sharing sessions, learning is accessible to our employees anytime, anywhere. With LinkedIn Learning we have created personalised learning experiences and customised learning content for every Maxis learner on any device they choose. In addition to having the convenience of learning anytime, Maxis employees also have to option of learning through video, micro-learning, bite-size digital learning, books and many more.

Total Training Hours	2017	2018	2019
Online	7,069	7,694	8,995
Classroom	55,683	52,882	59,086
Total	62,752	60,576	68,081

Total Learners (Unique)	2017	2018	2019
Online	2,233	3,665	5,181
Classroom	1,987	1,826	1,962

As a Converged Solutions company, we are keen to provide meaningful opportunities for young talents to experience work at Maxis. In this respect, we have increased the number of young talents hired, through internships and graduate programmes.

To sustain engagement and effective growth among fresh graduates, our graduate programme is now more targeted. We launched two new graduate programmes – the Sales Area Manager Graduate Programme and the Technology Graduate Programme. These programmes run for a year, and young talents will be rotated within the division to provide exposure and experience. They will also be given projects to work on within teams, which will also contribute in the improvement of our business processes.

We have participated in a number of University and career fairs such as United Kingdom and Eire Council (UKEC), Monash and Taylor's University. We have also developed partnerships with local Universities such as our partnership with Asia Pacific University (APU) as part of our collaboration to support the industrial and academic development of young talents in Malaysia in technological and digital capabilities. We will also leverage on existing partnerships with technology companies to attract more young talents into Maxis.

In 2019, Maxis embraced a new style of recruitment and for the first time ever organised an in-house Career Fair, which was held in July. We sought to think out of the box to create a form of interaction that enables prospective employees to visit our specially curated showcases of innovative and digital solutions developed in-house and offered to customers. Visitors to our Career Fair were treated to a number of sharing sessions to get a sense of Maxis' ambitions for the next five years. This also enabled potential candidates to meet our recruitment team and hiring managers. The idea behind this is to match the ambitions of the candidates and discover if there is a fit between Maxis and potential hires. The Career Fair which was fun, interactive and engaging, attracted the young graduates as they enjoyed the participative approach of the fair.

We continue to retain and engage our young talents by organising young talent engagement sessions, where these talents are able to network with others from various divisions within Maxis and learn from one another.

Retaining the Best Talent in Their Fields

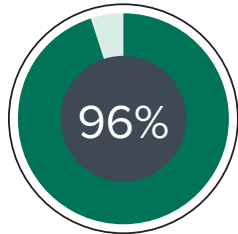
In 2019 our employees continue to grow in their jobs through job rotations and promotions. We recognise our employees' capabilities and strive to further develop them to their maximum potential by challenging their status quo and providing continuous development.

To recognise & acknowledge the efforts of employees contributing to Maxis success, we refreshed our performance bonus structure plan to include more compelling & structured performance measures. This Performance Bonus plan provides exciting opportunities for everyone as it provides clear measures and distinguishes individual performance. Additionally, it also demonstrates how much an employee's efforts can contribute to the overall success in driving Maxis' success.

Every year, we continue to roll out our "Voice of Maxis" survey where we measure engagement levels and find out ways to improve how we do things.

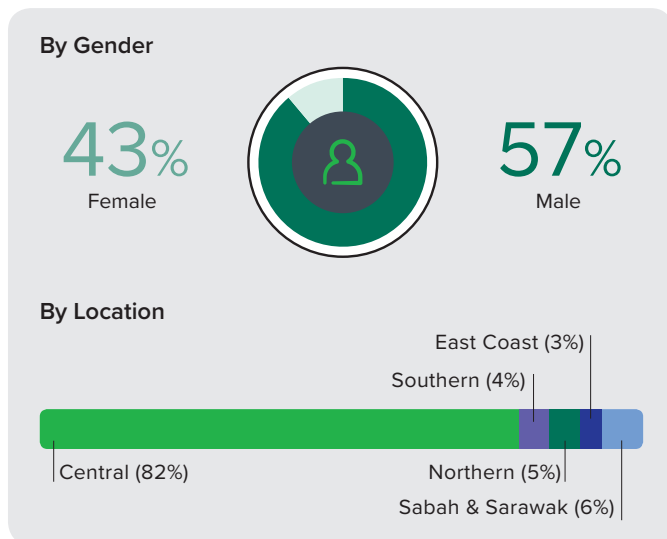
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Voice of Maxis



In 2019, our survey showed that 96% of employees who responded indicated that they are proud to work for Maxis.

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	2017	2018	2019
Number of employees	3102	3211	3,559
Employee engagement	88%	87%	88%
Women in Senior Leadership Team (SLT)	32%	31%	28%
Women in Maxis Management Team (MMT)	0%	0%	29%

Creating an inclusive and transparent organisation

We are committed to being diverse and inclusive in everything we do, and this begins at the top where we have introduced two new, strong women leaders in the Maxis Management Team: Natalia Navin, Chief Human Resource Officer (CHRO) and Mariam Bevi Batcha, Chief Corporate Affairs Officer (CCAO).

Internally, our employees created the "Woman at Maxis" community. It aims to equip women at Maxis and equip Maxis for women through numerous talks by internal and external speakers with topics ranging from women's agenda to managing finances.

Other than performance, ethical conduct is just as important, and we have developed interactive in-house online Code of Business Practice (CoBP) assessment module.

The situation-based assessment is aimed at increasing awareness and ensuring that employees are equipped to manage situations relating to ethical issues. 100% of employees have completed the training. This will be carried out on an annual basis.

Health, Safety & Environment

Health, Safety & Environment (HSE)

As a leading technology-driven company with a large field force working with many different partners, Maxis is committed to implementing the best health, safety and environment (HSE) practices within the company. We are committed to help protect people and the environment and towards this end, we have a comprehensive HSE Policy and CoBP for employees as well as partners and contractors.

We have also implemented and strictly adhered to a robust Occupational Safety and Health Management System (OSHMS). In Feb 2019, we have also successfully completed the 1st surveillance audit on our OSHMS using Occupational Health and Safety Assessment Series (OHSAS) 18001 as well as the Malaysian Standard on Occupational Health and Safety Management Systems (MS 1722) certifications for our Menara Maxis corporate office. Complementing this, we have implemented various company-wide measures and initiatives to cultivate an HSE-first culture and to continuously improve our HSE platform. These efforts focus on the most significant risks in the field and engineering/operational roles.

We are sensitive to the needs of our people, none more so than to our large field force and that is why we have equipped our employees with 4-wheel Drive Defensive Driving training (DDT), which improves our drivers' ability to drive defensively and avoid accidents where possible. On top of that, we have trained designated staff at our main locations in occupational first aid skills such as cardiopulmonary resuscitation (CPR) and the use of the automated external defibrillator (AED). Additionally, designated employees at our premises have also been provided with basic first aid response knowledge in order to manage emergencies until professional medical assistance arrives. For those working on towers and rooftops, we have provided Working-At-Height (WAH) training, which covers safe work techniques using the safe climbing and work techniques practices. Apart from the general on-boarding HSE induction, we have also introduced a new specialised HSE induction program for all field/engineering work related matters.

In today's world, we realise we cannot do it alone and our HSE policy also covers working closely with our partners and contractors. Our initiatives in this area include work-safe training programmes, system and documentation audits of contractors, and half-yearly communication sessions with our main contractors' safety and health officers.

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HSE Training

(DDT, WAH & CPR to Maxis Employees)



14

sessions

172

attendees

Workforce Participation (WSC)/Awareness Programme

(general and specialised induction during Culture Day, Safety and Security Day, planned & ad-hoc briefing for partners or vendors)



77

sessions

1,637

attendees

HSE Inspections/Investigations



285

inspections

18

investigations

Partners HSE System Audit



5

audits

HSE Performance

We take monitoring and work practice/condition compliance seriously and in 2019, the major non-compliance rate has improved basing on HSE inspections conducted.

Fatality - Vehicle Related Accidents

We deeply regret to report the loss of life of two Maxis contractors in a road accident this year while travelling between work sites. Authority investigations & the official findings are still in progress while internal investigations indicate that the accident was not due to our contractor's negligence.

All accidents are formally discussed at the most senior management level for relevant and effective action plans. In our continuous pursuit to ensure the safety of our drivers and fleet, we continue to enhance our digitalised fleet vehicle tracking and safety system, called mDrive, with the following:

- Monitoring vehicle real-time geo location, utilisation and auto reporting for speed violation (SV), hard-acceleration (HA), hard-braking (HB), distance travel & fuel consumption monitoring;

- Lifeline S.O.S - Panic trigger to be sent back to a centralised monitoring centre at the Security Operating Centre (SOC) and Network Fleet in emergency situations;
- Tagging journeys made, such as planned and unplanned events;
- Idling alert for eliminating safety risk while vehicle is stationary;
- Flip and roll over detection and alert triggers; and
- Dashcam (front & rear).

Employees - Lost-Time Injury (LTI)*

Office/Site - There were four office/site accidents resulting in an LTIFR of 0.56.

- One employee sustained a back injury due to a fall at a site cabin door;
- One employee sustained a leg injury due to a slip in the office;
- One employee sustained a knee injury while manually handling items in the office store; and
- One employee diagnosed with Carpal Tunnel Syndrome.

Vehicle/road related - There were two road accidents involving Maxis' 4WD company vehicles resulting in an LTIFR of 0.28.

- One employee sustained chest discomfort when his vehicle skidded while travelling for site work; and
- One employee sustained a shoulder injury while another employee was given a day off to rest when their vehicle was struck in the front by another vehicle. Our vehicle and employees were travelling for site work.

Contractor - Lost-Time Injury

Office/Site

- One contractor sustained a back injury due to a fall from ladder while performing work at site; and
- One contractor sustained a leg injury while performing unloading at work site due to being hit by a vehicle (parked at slope) which slid.

* *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 task for Maxis, per 1 million hours worked.

Maxis always consider any accident and LTI seriously. We will continue to educate and strive to enhance employees' and partners' skills, improve awareness in safe work practices.