

Our Value Creation Outcome 3:

Empowering Our People and Transforming Our Organisation

Mapping against
SDGs

OUR PEOPLE

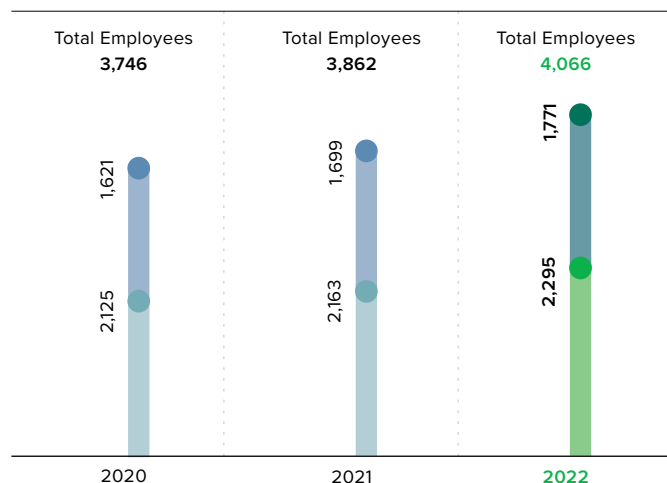
Developed a diverse and inclusive workforce with strong employee engagement

At Maxis, our people are our greatest assets. We strive to bring the absolute best out of our people and ensure that they share the same vision in all that we do – to Always Be Ahead™. In this section, we specify the initiatives we have carried out to create a diverse, ethical, fun and inclusive workplace for all by embedding a culture that enables our employees to thrive and excel.

Maxis' Employee Profile

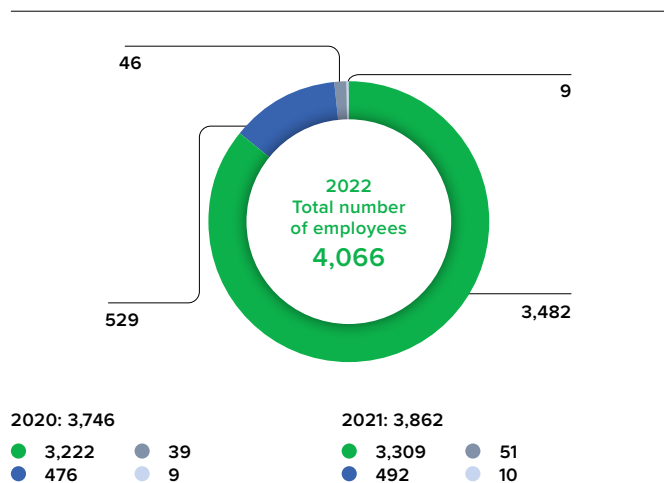
Employees by Gender

● Male ● Female



Employees by Contribution Level

● Individual Contributors ● Managers
● Senior Leadership Team (SLT) ● Maxis Management Team (MMT)



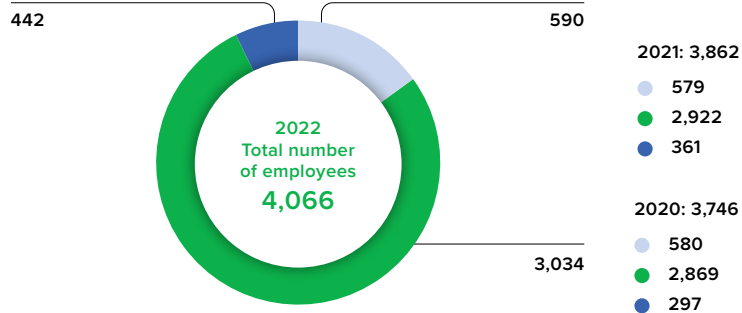
Permanent & Contract Employees by Gender

Year	Female				Male			
	Permanent		Contract		Permanent		Contract	
	No. of employees	Percentage (%)	No. of employees	Percentage (%)	No. of employees	Percentage (%)	No. of employees	Percentage (%)
2020	1,566	42%	55	1%	2,005	54%	120	3%
2021	1,674	43%	25	1%	2,117	55%	46	1%
2022	1,742	43%	29	1%	2,236	55%	59	1%

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Employees by Age Group

Below 30 30 to 49 50 and above



Employees with Disabilities



2022:
4 (0.10%)

2021: 5 (0.13%)
2020: 5 (0.13%)

Employee Development

At Maxis, we consider ourselves a learned organisation. We have built an ecosystem to mobilise high impact learning initiatives that help our employees choose and build the right capabilities, to deliver high performance and to always stay ahead.

Enhancing Organisational Capabilities

Maxis is committed to equipping our workforce with critical skills through various learning formats, including online, classroom and mobile learning. In 2022, our employees attended over 130,000 hours of training in key areas such as leadership, business, technology and compliance. We have invested in other online learning platforms to complement our learning management system. We have also implemented talent development and women in leadership programmes to provide growth opportunities and enable the development of talent. As part of our digitalisation efforts, we launched the Maxis Digital Citizen programme to build and improve the digital skills of our employees.

Employees Who Received Annual Performance Feedback

Year	No. of Employees Who Received Annual Performance Feedback*		Percentage (%)	
	Female	Male	Female	Male
2020	1,581	2,075	97%	97%
2021	1,631	2,118	95%	97%
2022	1,721	2,210	97%	96%

* Annual performance feedback depends on employees' first day of employment with Maxis.

Employee Learning Hours

Year	Total Number of Employees**	Average Training Hours per Employee*	Total Number of Female Employees**	Average Training Hours per Female Employee*	Total Number of Male Employees**	Average Training Hours per Male Employee*
2020	3,774	21.37	1,636	21.92	2,138	20.94
2021	3,913	25.95	1,725	25.38	2,188	26.40
2022	4,078	32.06	1,780	26.98	2,298	32.80

* Training hours reported exclude mandatory compliance modules.

** Includes inactive employees who left Maxis during the year.

Learning Culture & Mindset Shift Post-Pandemic

Maxis prioritises providing learning and development programmes to futureproof the organisation and support employee growth. In 2022, we focused on initiatives like Agile, 5G, and digital literacy. As part of the Maxis Digital Citizen programme, we conducted a company-wide assessment to measure employees' understanding of various digital areas, where 97% of our employees participated in. We will expand the programme in 2023 to provide personalised learning content to each participant. Virtual courses were also offered to leaders on 5G services to fuel growth, while initiating the Agile mindset journey with certification programmes for agility across relevant teams. Moving forward, we will continue improving our employee capabilities in critical, emerging areas in 2023.

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CULTURE AND TRANSFORMATION

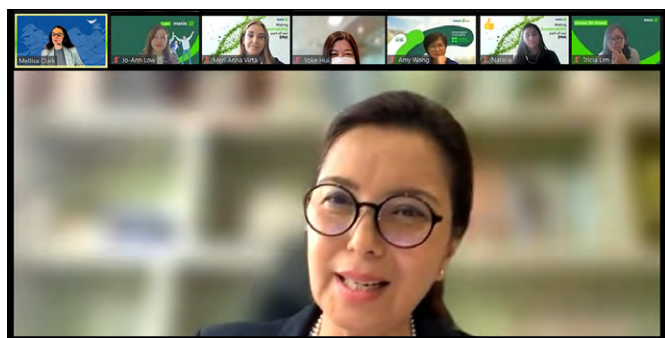
Maxis continues to build and strengthen our company culture through the MaxisWay 2.0 programme, with a focus on digitalisation. In 2022, we implemented the Transformational Leadership Programme (TLP) in facilitated live sessions and developed a fully digital e-learning module, which was successfully implemented in the new hire onboarding programme. Other culture programmes were also launched to upskill leaders and equip them with new tools to embed Transformational Leadership across the organisation. We introduced a new recognition tool called Applause and held the annual MaxisWay Awards in 2022 to promote a recognition culture amongst our employees and to celebrate their achievements. Our corporate culture is showcased through the #ThisIsOurStory video series and MMT Morning Chat series, which demonstrate how we practise our culture in our day-to-day working environment.

On an organisational scale, the annual employee engagement survey, Voice of Maxis, revealed that 88% of our employees understand and embrace Maxis' culture and values in their day-to-day operations, and reported a healthy engagement score of 83%. MaxisWay culture values are held with a deep sense of ownership and loyalty among our employees, which can be seen throughout many initiatives and events and has shaped our way of working.

EQUAL EMPLOYMENT OPPORTUNITIES AT THE WORKPLACE

At Maxis, we are committed to creating an inclusive, diverse, and collaborative workplace where all employees are empowered to make a positive impact for themselves, our customers, and our communities. We promote fair and equal treatment for everyone and embed these values in our corporate culture and Code of Conduct. We are proud to be signatories of the UN Women's Empowerment Principles and have been recognised for our efforts in diversity, equity, and inclusion. We have a 44% female population and support our female employees through Women at Maxis, our resource group for coaching and learning opportunities.

In efforts to further recognise the diversity within Maxis, we also launched Youth at Maxis, an employee-led community focused on building a sense of belonging among Young Talents, in December 2022.



Maxis Director, Dato' Hamidah Naziadin speaking at the RISE women leadership programme in December 2022.



Maxis Director, Ooi Huey Tyng speaking to members of the Women at Maxis community, with former CEO, Gokhan Ogut, in attendance.

At Maxis, we believe in being an ethical and responsible employer by upholding the basic rights of employees from diverse backgrounds. The Maxis Code of Business Practice and Code of Conduct, acknowledged annually by all employees, provides that we comply with the Employment Act 1955 and other labour laws and regulations in Malaysia. Under our Ethics Hotline and Whistleblowing Policy, any individual may write to the senior management, Senior Independent Director or Audit & Risk Committee Chairman.

SUSTAINABLE EMPLOYER BRANDING & TALENT ACQUISITION PRACTICES

As a leading employer in Malaysia committed to providing equal employment opportunities, we strive to strengthen our employer brand to complement our consumer-facing brands, Maxis and Hotlink. We offer various programmes such as the Maxis Graduate Programme, which was launched across five cohorts in 2022 and customised for specific business areas, allowing for the growth and development of our Young Talents. Our graduate associates also underwent a two-week attachment in frontline operations for better exposure to our customers and core business.



Our associates from the Maxis Graduate Programme 2021 cohort, alongside former CEO, Gokhan Ogut, and CHRO, Natalia Navin, during the programme's graduation ceremony. Each graduate associate completed a one-year comprehensive, rotational programme in their respective business areas.

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We further our commitment by advancing our partnerships with Malaysian universities and higher education institutions, such as by piloting our first business immersion workshop with Sunway University's Future Leaders' Academy. We also partnered with talent partners such as GoMonsta Asia to deliver the MonStar Award, which recognises young talents across Asia for making an impact on society.



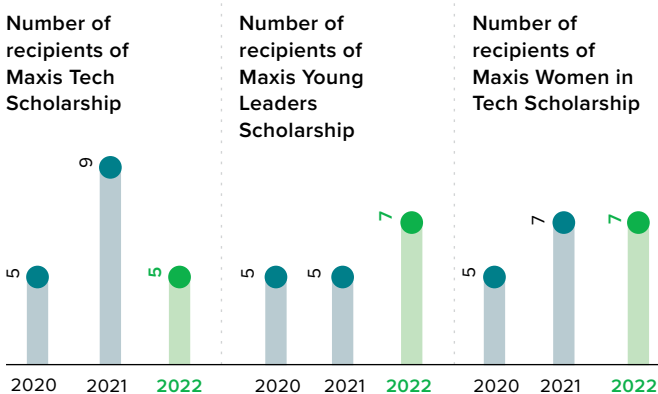
Maxis Young Talents team with talent partner, Monsta Asia, at the MonStar Awards 2022 launch and networking event held in Menara Maxis.

We also continued to offer our flagship Maxis Scholarship Programme to promising students pursuing their undergraduate studies in relevant business areas, which includes funding their tuition fees and living expenses. In 2022, we screened hundreds of applications and awarded 19 promising students with outstanding academic and co-curricular achievements across three distinct scholarship tracks.



Maxis Director, Tan Sri Raja Arshad Bin Raja Tun Uda, CEO, Goh Seow Eng, CHRO, Natalia Navin, and members of the Maxis Management Team at the Maxis Scholarship Award Ceremony 2022, where 19 students were awarded the Maxis Scholarship 2022.

Number of Recipients of Maxis Scholarship Programmes



In terms of employer branding, we continued to chart positive year-on-year growth across all social media platforms, while our strong employer brand also received recognition at various third-party awards.

Some of the employer branding recognitions we obtained in 2022 include:

1. Ranked #12 in LinkedIn's Top Companies 2022 Malaysia
2. 2nd Runner-up in Telecommunication in GRADUAN Brand Awards 2022
3. Graduates' Choice Award 2022 by TalentBank
 - a. Champion in Telecommunication in Graduates' Choice Award 2022 by TalentBank
 - b. Ranked #6 in Tech in Graduates' Choice Award 2022 by TalentBank
 - c. Ranked Top 25 overall in Graduates' Choice Award 2022 by TalentBank



4. Champion in Transparency and Reporting in Asia-Pacific WEPS Awards 2022 by United Nations Women Asia-Pacific

Engaging the Best Talents

In 2022, we improved our employees' well-being and engagement by leveraging on digital platforms while transitioning towards endemicity in Malaysia. Our Employee Experience team delivered hybrid events, both physical and digital, to cater to our employees' needs. We continued to prioritise mental health and resilience by offering the Maxis Pillar of Support Initiative (POSITIVE), including upskilling programmes for managers. To support a high-performance culture, we introduced monthly no-meeting and learning days, the Productivity Toolkit, and continued the annual Planned Shut Down in December 2022. Our efforts culminated in a strong employee engagement score of 83% in the Voice of Maxis survey, with a 96% participation rate.

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BUILDING A STRONG FOUNDATION FOR PEOPLE ANALYTICS AND AUTOMATION

In 2022, we made a strong commitment to building a future-ready people analytics platform to better manage employee data. We leveraged on cloud technologies to consolidate data from various sources into a data warehouse. This enabled us to both automate manual data updates and provide a single source of truth for people analytics. We then created downstream reporting to facilitate data-driven decision-making on people-related matters by using standardised dashboards, automated report generation and distribution, and AI/ML predictive analytics models.

Another key focus was automating manual tasks to reduce workloads, improve consistency, and enhance regulatory compliance within the People & Organisation division. We leveraged existing tools to automate day-to-day tasks, such as developing MAXine, a chatbot capable of handling and managing employee queries autonomously. This digitalisation effort has not only reduced manual inputs, but also created enhanced touchpoints for our employees, enabling them to have their queries answered on-demand.

Building Up the Next Generation of Talents

At Maxis, we prioritise the development of our talents to ensure they are future-ready. To accelerate internal talent mobility, we launched the Opportunity Marketplace, a cloud-based platform that connects employees with cross-divisional projects and internal opportunities to broaden their horizons and upskill themselves. The Opportunity Marketplace optimises talents to meet business demands and encourages collaboration, while also offering new career paths and experiences to our employees. We also provide relevant tools to improve productivity and foster a collaborative, productive, and inclusive working environment.

HEALTH, SAFETY AND ENVIRONMENT

Maxis is committed to protecting our people. To ensure this, the Group maintains a strict compliance with policies and protocols in the area of Health, Safety and Environment (HSE). The HSE department takes charge and facilitates stakeholders in all aspects of occupational health and safety. In addition, reports are reviewed by the Audit and Risk Committee on a quarterly basis.

COVID-19 Response

In 2022, vaccination was still a key objective of our COVID-19 management strategy. As such, Maxis conducted a 'Get Boosted Together' campaign in early 2022, which encouraged all employees to obtain their booster doses and also disseminated ongoing notices to remind people to get their booster shots.

Apart from the vaccination, we continued to implement strict internal procedures and SOPs to manage our response to the pandemic which is aligned with the Ministry of Health, the National Security Council (NSC) and the Department of Occupational Safety and Health (DOSH).



Working at Height Training



Basic Fire Fighting Training

HSE Training and Awareness

During the COVID-19 pandemic, Maxis ensured the safety of our employees by providing them with Health, Safety and Environment (HSE) training, including Defensive Driving, Working-at-Height, Occupational First Aid, and CPR and AED training. To improve occupational first aid skills, designated employees in the field and office premises were also trained to use AED and respond to emergencies while waiting for medical assistance. Additionally, Maxis introduced the WorkSafe App to enhance site safety management and monitor lone workers while travelling and working. The app includes features such as fatigue alerts, validation of work permits and tasks, and emergency SOS escalations. To ensure the safety of those working on towers and rooftops, employees were trained in safe working-at-height techniques.

As of December 2022, more than 3,500 employees have received training on health and safety. Maxis conducted more than 190 training programmes on health and safety during the year.

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Employees and Third-party Contractors Who Received Training on Health and Safety

	2020	2021	2022
Workforce Participation (WSC)/ Awareness Programme (General and Specialised Induction, Safety and Security Day, Planned & Ad hoc Briefing for Partners or Vendors)	8,003 (inclusive of RTO e-learning module)	6,136 (inclusive of RTO e-learning module)	3,501
Number of Employees and Third-party Contractors Who Received Training for Defensive Driving Training (DDT), WAH and CPR	5 sessions / 54 participants	9 sessions / 123 participants	17 sessions / 217 participants

Training Programmes on Health and Safety

	2020	2021	2022
Number of Training Programmes conducted	176	136	191
Completion of at-risk employees who registered to undergo HSE specialised high-risk training plan session	455	179	141

HSE Surveillance Audit for ISO 45001:2018

In 2022, Maxis successfully completed its ISO 45001:2018 Occupational Safety and Health Management System (OSHMS) Surveillance Audit. One of the main objectives of the ISO 45001 Occupational Health and Safety Management System is to ensure consistent improvement.

As part of our operations, Maxis complies with the Provision of Telecommunications Operations and Services within the scope of ISO 45001. This requirement is also extended to our partners under the Partners HSE System Audit, who are required to fulfil the minimum audit criterion of OSHA 1994 and ISO 45001 to ensure that they are fully complying with the basic requirements of HSE. Additionally, our main partners are required to attend the Maxis Partners' Forum twice.

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 Group'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 (NADOPOD) Regulations 2004 as well as our own Incident Investigation, Non-Conformity and Corrective Action procedure. Maxis also works closely with the Department of Occupational Safety and Health (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

	2020	2021	2022
Number of Inspections/ Investigations Conducted	300	705	773
Number of Partners System Audits Conducted	12	12	25

We have completed both physical and virtual inspections and audits, ensuring compliance with SOPs, and housekeeping and safety requirements, while prioritising a safe work environment for our employees.

We are pleased to report that there have been no work-related fatalities of employees and contractors during the past three years.

Lost-Time Injury

Employee Lost-Time Injury Frequency Rate

2020
0.63

2021
0.27

2022
0.18

Employee Lost-Time Injury

Office/ Site

There were two incidents resulting in two employee-related minor work injuries in 2022.

Contractor Lost-Time Injury

Site

There was one incident resulting in two contractor employees sustaining electrical injuries.

Vehicle-related Accidents

As of December 2022, there has been one Maxis vehicle-related accident resulting in one public motorcyclist fatality. The police investigations concluded that the accident was not caused by the Maxis driver.

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Here's the list of things you can do!

maxis

- 1 Manage Account & Services
- 2 Troubleshoot Maxis Home WiFi
- 3 Pay Bill or Top Up
- 4 Report Maxis Network & Services Fault

and many more...

OUR DIGITAL TRANSFORMATION

Enhanced systems and capabilities to strengthen our digital and online presence

Our digital transformation is governed and coordinated by an established central digital transformation function, which oversees the embedding of digitalisation in every business division across capabilities, customer and culture enablement. As a result of this holistic approach, we have been able to progress digital initiatives effectively to build business agility across the entire organisation. To unlock the most value, our digital transformation is not only limited to providing customers with an Unmatched Personalised Experience, but also geared towards empowering our people with the digital tools and ways of working required to deliver this value proposition.

To ensure that our digital transformation is on track, we established the Digital Maturity Index that allows for industry benchmarking. In addition, we also established the Digital Health Dashboard to monitor digital transformation progress across the organisation.

We have made good inroads with key digital capability transformation programmes and are now pivoting towards business value realisation of these new digital capabilities as well as focusing on customer transformational initiatives.

2022 PERFORMANCE

We capitalised on the strong digital-adoption mindset which was catalysed by the COVID-19 pandemic. By enhancing the capabilities of our digital channels, especially in the areas of acquisition and servicing, we have seen significant growth in digital payments and sales, as well as a larger proportion of our customers opting for self-service. We observed the following year-on-year changes in our digital channels:



Digital Channels

Growth in
Digital Care by
6% points

Growth in Commerce
2.5x increase
in Digital Sales | **2% points**
increase in Digital
Recontracting

Our digital transformation agenda continued to gain momentum, enabling the capture of new business opportunities and helping drive new customer behaviours through digitalisation. We also managed to enhance our e-commerce capabilities via our Online Store, empowering customers and agents with digital capabilities.

INCREASING BUSINESS AGILITY BY DIGITISING WAYS OF WORK & SYSTEMS

We launched several new features and apps to help our employees and customers increase their business agility. Through the implementation of new digital ways of working and digital systems, processes have been streamlined and expedited to maximise efficiency. Initiatives launched during the year include:

- Launching a merged app (RedApp + HotlinkFlex) catering to both Hotlink and Flex customers.
- Rolling out FaceID, an in-house web app for Hotlink, to replace the Daftar App. This effectively allows customers to perform eKYC followed by SIM activation without having to download a mobile app.
- Automating customer operations via the integration of robotics process automation.

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ENHANCING CUSTOMER EXPERIENCE

Managing customer experience is a key priority for us, and critical in achieving our goal of creating Unique Personalised Experiences. Digitalising customer care ensures faster and more accessible service and promotes digital self-care on the part of the customer.

In 2022, we launched the Network Coverage Checker in the Maxis App, which helped reduce the number of inquiries on network health to our call centres. The implementation of the Fibre Self-Service Portal has also helped customers self-troubleshoot their fibre connection when faced with disruption. Finally, we launched the MAXBot 2.0 with multilingual capabilities to help customers with basic transactions.

DIFFERENTIATING OURSELVES THROUGH ADVANCED ANALYTICS & MACHINE LEARNING

Maxis leverages on ML and analytics tools to ensure that we stay ahead of the competition to remain the leading provider of converged solutions in Malaysia. These tools not only help us become a more efficient and effective organisation, but also identify opportunities for additional value creation. In 2022, we accelerated the use of ML models, developing twice the number of models as compared to 2021. Other initiatives include:

- Embedded our Analytical Data Store into operations to enable AI / ML-ready data.
- Formed partnerships with technology companies in leading business intelligence, auto machine learning platform and workforce precision up-skilling.

EMPOWERING OUR PEOPLE & TRANSFORMING OUR ORGANISATION

Our people and talent are at the heart of all that we do and are important enablers of all our value creation activities. To that end, we have developed a diverse and inclusive workforce that boasts strong employee engagement, which is supported by systems and capabilities that enable growth in our digital and online presence. It is also imperative that we ensure that our people are trained to make use of state-of-the-art digital tools to maximise their efficiency and effectiveness.

As part of our digital transformation journey, we launched the MDC programme to establish baseline digital fluency and dexterity of Maxis' workforce and develop personalised learning journeys for them. We also invested in skills development in the areas of Digital Platforms, Robotic

Process Automation, Data Analysis, Data Science and Analytics, Machine Learning and AI, and Business Security, as these are areas that we have identified as important for the sustainability of our organisation.

Maxis continued to collaborate with various hyperscalers in digital, data and cloud as part of our digital transformation journey. This includes partnerships with AWS, Microsoft and Google, to name a few.

We continue to prioritise building digital talents and skills of our workforce and instilling a digital innovation culture through hackathons, fostering new ways of working and collaboration.

DRIVING INNOVATION

Innovation is an integral part of all that we do at Maxis. It is central to securing our market-leading position, in developing new channels of revenue and value, and is in line with our support for a digitalised nation. Some of the innovations introduced in 2022 include the following:

- Maxis Business Innovation Centre GO-live with smart security + agriculture + AR/VR
- mDrive
- Worksafe Network app & dashboard
- Managed IoT network (MIN) dashboard refresh to support 5G
- Robotics (autonomous robot MARIA developed for telepresence and monitoring)
- Partner Portal launched for Ambank and Cloud POS

OUTLOOK

Our long-term goal is to evolve from a digital telco to a technology company, enabling zero touch operations, achieving 100% digital customer self-serve and shifting 100% of business IT applications and infrastructure to the cloud.

We believe this can be accomplished through sustaining our efforts in digital transformation driving modern digital IT capabilities, automation, AI and analytics as well as new cloud platforms. At the same time, we will continue to expand the Agile framework, DevSecOps and DataOps as development standards for new digital capabilities, of which the majority will be performed in-house. We are prepared to further develop our skills in all relevant areas to support this effort, in addition to further enhancing the security of our systems and operating models.