



PERFORMANCE INDICATORS

SUSTAINABILITY REPORT

Passionate Employees

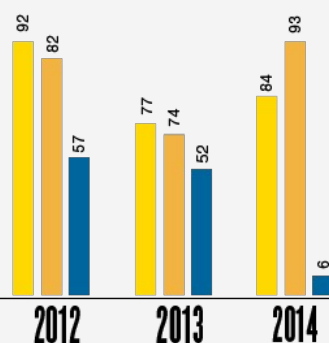
Employment Data

Number of Employees by Type of Employment

| Indicator | 2012 | 2013 | 2014 |
|----------------------------------|--------------|--------------|--------------|
| Permanent | 1,776 | 1,855 | 1,932 |
| Contract | 504 | 385 | 193 |
| Expatriates | 16 | 16 | 13 |
| Secondment | 2 | 7 | 7 |
| Total Number of Employees | 2,307 | 2,264 | 2,138 |

Employees on Parental Leave

- Employees on paternity leave¹
- Employees on maternity leave
- Employees on extended maternity leave²



Notes:

1. 5 consecutive days of leave is granted to male employees following the birth of a new child.
2. Extended maternity leave of up to 4 months is offered to female employees following the birth of a new child. The first 2 months are on full salary, and the optional 3rd and 4th months are on half salary.

Employees Leaving DiGi

| Indicator | 2012 | 2013 | 2014 |
|--------------------------|------------|------------|------------|
| Female | 153 | 184 | 163 |
| Male | 199 | 232 | 213 |
| Total¹ | 352 | 416 | 376 |

Note:

1. We have reviewed the scope and definition of this parameter and re-stated the 2011 data to include all factors that lead to employees leaving DiGi which include expiry of fixed-term contracts, dismissal, retrenchment, mutual separation, abscondment, retirement, resignation and frustration of contract.

Employee Engagement

Employee Engagement Survey Results

| Indicator (%) | 2012 | 2013 | 2014 |
|---------------------------------|------|------|------|
| Participation Level | 96 | 92 | 93 |
| Employee Engagement Index | 73 | 72 | 76 |
| Leadership Profile ¹ | 79 | 80 | 80 |
| Behavior Change ² | NA | 66 | |

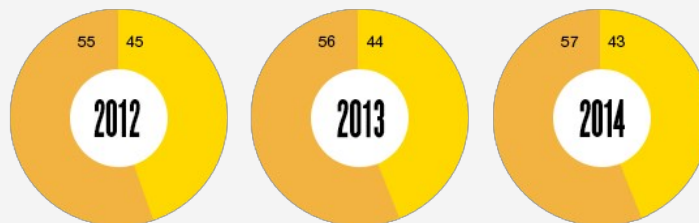
Note:

1. Measures employees' perception of managers living up to DiGi's Leadership Expectations encompassing 'Passion for Business', 'Empower People', 'Excellent Execution', 'Change and Continuous Improvement', and 'Integrity and Accountability'.
2. New parameter reported.

Diversity and Inclusion

Gender Diversity

| Indicator (%) | Female | Male |
|---------------|--------|------|
|---------------|--------|------|



Women in Management Positions¹

| Indicator (%) | 2012 | 2013 | 2014 |
|---------------|------|------|------|
| Female | 32 | 37 | 37 |

Note:

1. We have reviewed and re-stated this data for 2011 to 2012, by expanding the definition of "Management" to include the senior management team, and all Heads of Departments, Units or Sub-Sections.

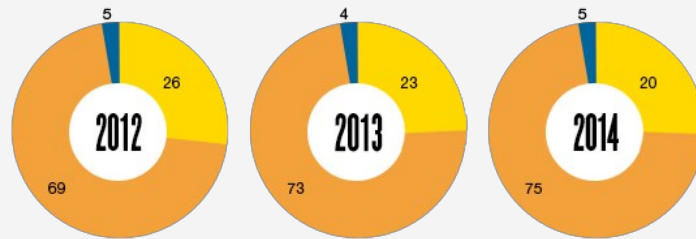
Employees by Age Distribution

Indicator (%)

< 30

30 – 50

> 50



Ethnic Diversity

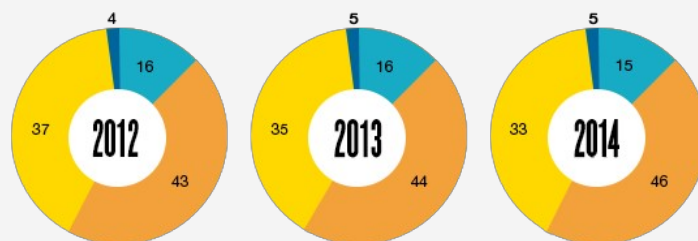
Indicator (%)

Malay

Chinese¹

Indian²

Others



Notes:

1. Malaysian Chinese.
2. Malaysian Indian.

Health and Safety

Health and Safety Key Performance Indicators

| Indicator ¹ (%) | 2012 | 2013 | 2014 |
|--|------|-------|------|
| Total Recordable Injury Frequency (TRIF) <i>Number of cases in 1 million work hours</i> | 1.01 | 0.59 | 0 |
| Lost Time Injury Frequency (LTIF) <i>Number of cases in 1 million work hours</i> | 0.8* | 0.59* | 0 |
| Sickness Absence Frequency ² <i>Percentage</i> | 1.3 | 1.13 | 1.22 |
| Work Related Fatalities <i>Number</i> | 0 | 0 | 0 |

*Ernst & Young reviewed and verified this data.

Notes:

1. Based on external assurance recommendations arising from DiGi's 2011 Sustainability Report, we have reviewed the definition and calculation of "working hours", by excluding in-house contractors. 2011 data have been accordingly re-stated.
2. 2011 data have been re-stated based on Telenor Group's revised calculation methodology which tracks absences reported up to one month after the incident.

Awareness and Training

| Indicator | 2012 | 2013 | 2014 |
|--|-------|------|------|
| Employees and in-house contractors participating in awareness programmes | 1,938 | 426 | 270 |

Health and Safety Committee

| Indicator | 2012 ¹ | 2013 | 2014 |
|-----------------------------|-------------------|------|------|
| Management representatives | 10 | 28 | 41 |
| Employee representatives | 75 | 35 | 43 |
| Steering Committee Meetings | 6 | 8 | 12 |

Note:

1. Health and Safety Committee was expanded to include regional representatives in 2012, reflected in the higher number of members and meetings.

Development

Training

| Indicator | 2011 | 2012 | 2013 |
|--|--------|---------|---------|
| DIGI employees participating in Telenor Group Development programme | 17 | 4 | NA |
| Training hours completed ¹ | 42,969 | 55,724* | 66,749* |
| Average hours of training per year per employee by gender ² | | | |
| Female | NA | 21 | 26 |
| Male | NA | 27 | 32 |
| Average hours of training per year per employee by employee category | | | |
| Management | NA | 44 | 55 |
| Employees | NA | 20 | 25 |

*Ernst & Young reviewed and verified this data.

Notes:

1. Training hours are calculated based on 8-hours per day.

Employees Development Plan

| Indicator (%) | 2012 | 2013 | 2014 |
|---|------|------|------|
| Employees with documented development plans | 74 | 64 | 70 |

1. Parameter changed to 'Employees with documented goal settings'.

Internships

| Indicator | 2011 | 2012 | 2013 |
|-----------|------|------|------|
| Interns | 70 | 76 | 60 |



VISION, MISSION AND VALUES



CEO'S MESSAGE



APPROACH



STRATEGY



FOCUS AREAS



PERFORMANCE



ACCOLADES



ABOUT THIS REPORT

- ▶ Governance
- ▶ Stakeholder Engagement
- ▶ Material Issues

- ▶ Empowerment Through Connectivity
- ▶ Ethical and Responsible Business
- ▶ Passionate Employees
- ▶ Climate Change and Environment

- ▶ Performance Indicators
 - Empowerment Through Connectivity
 - Ethical and Responsible Business
 - Passionate Employees
 - Climate Change and

- ▶ GRI
- ▶ UNGC
- ▶ Glossary
- ▶ Assurance Statement

