

TRAINING & DEVELOPMENT



WHY WE CARE

Upskilling and reskilling employees is critical to future-proofing our workforce, as it ensures that employees have the right skills and knowledge to thrive in a fast-changing environment. Investments in training and development contribute to employees' professional growth, giving them more fulfilment in their careers.

By focusing on talent development, employees are able to perform better as they have greater understanding and confidence in delivering on their roles. It ensures that they are able to effectively execute TM's strategic objectives in contributing to our nation building agenda for the years to come. Having strong development programmes also help us attract and retain the industry's top talent, thus reinforcing TM's competitiveness as a digital leader.

What Our Stakeholders Expect

- Future-ready skills training
- Professional progression & growth

WHAT IS OUR APPROACH

TM's Learning & Development (L&D) adopts a holistic approach to talent development. Our focus is to reshape the workforce to become a stronger execution engine, embrace a more agile work environment and drive a high-performance culture with future-ready skills. Our training programmes are mapped to our value creation strategy and priorities, therefore ensuring they are equipped to help TM transform into a human-centred TechCo in realising our Digital Malaysia aspiration.

We deliver impactful employee training through our Value Programme Right Skilling (VPRS) programmes, which leverage our internal expertise from Multimedia University (MMU) and TM R&D and through collaborations with our strategic partners. The effectiveness of VPRS is evaluated according to the Kirkpatrick Training Model, covering:

E1: Participants' Satisfaction Index towards the training:

Target:
4.25 (85%)
Achievement:
4.58 (92%)

E2: Participants' Learning (knowledge & skills acquisition) achievement:

Target:
80%
Achievement:
91%

E3: Participants' Behavioural (learning transfer) at the workplace after the training:

Target:
20%
Achievement:
26%

E4: Training Outcome/Impact on our business:

Sales Revenue from training programmes – RM907.11 million and training cost avoidance RM5.45 million

Deployed Capitals:

Met Strategic Aspirations:

Stakeholders Affected:

Sustainability Impact:

The progress is shared with the Transformation Office and CHCO bi-weekly and the Transformation Office Steering Committee (TOSC) every month, ensuring strong leadership and governance over employee training and development.

We help our employees develop their careers by using the Individual Development Plan (IDP), which helps them identify their strengths and areas for improvement. This enables them to improve their job performance and achieve both short- and long-term career goals. We also offer more job opportunities through improved job rotation policies and ongoing vacancies. We regularly review and assess employee performance, with 99.9% of our employees receiving a performance review in 2022.

Establish clear performance evaluation criteria

We have a performance management system in place that encompass performance-related activities.

Implement objective methods in making decisions

We review employees' track records and performance when deciding promotions, bonuses and salary increments. Feedback from various parties is solicited to ensure a holistic point of view when making these decisions.

Communicate openly and transparently about performance expectations:

We deliver continuous and real-time feedback from various stakeholders, including supervisors, their peers and customers.

Foster a culture of fairness and respect

We demonstrate our commitment to treating all employees fairly and with dignity by promoting diversity and inclusivity, implementing anti-harassment policies and creating opportunities for open communication and feedback.

HOW WE CREATED VALUE IN 2022

1 Upskilling and Reskilling Our Employees

For 2022, TM continued its VPRS programmes to drive long-term value creation. The programmes covered key areas such as Leadership, Future Skills, Current Business Skills, Upskilling and Culture/Mindset programmes. We also launched a new e-learning platform (LinkedIn Learning) to offer flexible training opportunities to our employees.

Overall, we conducted a total of 959 training sessions for employees during the reporting year.

VPRS TRAINING & DEVELOPMENT PROGRAMMES 2022

Future Skills

Aim:

To equip employees with future-ready skills in areas such as cloud, RPA, 5G, Software-Defined Networking (SDN) and Network Function Virtualisation (NFV) technologies, data analytics, smart services, IoT, digital, agile, cyber security and other related areas.

Impact:
3,984 employees trained

Current Business Skills

Aim:

To reskill and upskill *Warga TM* into multi-skilled employees in key business areas, including product development, marketing, compliance, strategy and information technology.

Impact:
11,041 employees trained

Leadership Development

Aim:
To strengthen the leadership skills of high-potential employees in preparation for higher leadership roles.

Impact:
1,214 employees trained

Culture Programme

Aim:
To cultivate and transform our workforce into a high-performance culture based on TM's #IniCaraKita behaviours.

Impact:
16,102 employees trained

2 Overall Performance in Training & Development

We track and measure our contributions to employee development through various value creation indicators. This enables us to assess our annual progress and performance and identify areas of improvement.

Investment in employee training and development

RM million



Average total hours of training per year per employee

Total hours



Total hours of training based on gender

Male

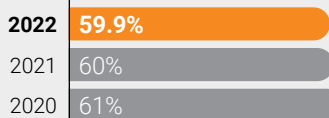


Female

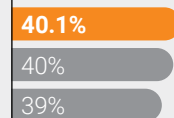


Employees receiving performance review by gender

Male



Female

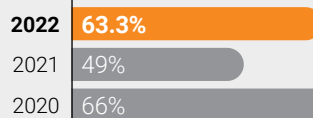


Average hours of training based on employee category/work level

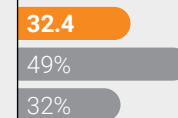
Management



Executive



Non-Executive

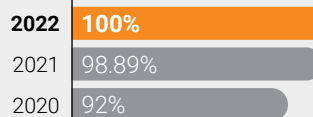


Employees receiving performance review by work level

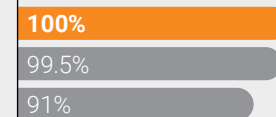
Management



Executive



Non-Executive



Employees receiving regular performance and KPI assessment/review

