

Human CAPITAL REPORT

Human capital is a key enabler in the execution of CJ’s strategy and a critical pillar for our long-term growth. The pandemic has clearly underscored that the tenets of resilience are the ability to learn and innovate with agility – and the HR function is both an architect and a propeller of this mindset. Governed by our core values, our human capital strategy is built around five pillars that are designed to attract, develop, motivate, lead and retain the individuals who deliver on our objectives and bring our mission to life each day.

 <p>Talent development</p>	 <p>Learning and competence development</p>	 <p>Employee engagement</p>	 <p>Employee wellbeing</p>	 <p>Organisational efficiency</p>
<p>Developing our internal talents to ensure they are productive, engaged and fulfilled, and have all the tools they need to drive their careers forward in a way that aligns with CJ’s strategy.</p>	<p>Supporting our employees in the development of skills and aptitudes through various forms of learning and training, leading to performance excellence.</p>	<p>Offering all employees equal access to opportunities, fair treatment and a culture that supports collaboration, inclusion and meaningful work.</p>	<p>Prioritising the physical and mental wellbeing of our employees to ensure they feel their best and perform at their best.</p>	<p>Optimising our structures and processes to create a great employee experience, enabling them, in turn, to deliver a great customer experience.</p>



Talent development

Building on our initiatives last year, we continued to strengthen the Group’s business continuity and succession planning, placing more focus on attracting new talents and developing our internal talents through upskilling and job enrichment. In 2022, we partnered with Results Based Leadership (RBL) Group, a consulting firm dedicated to helping businesses

maximise the power of their people. A two-day workshop was held for our key executives around the theme “Emerging Trends in Leadership”, which aimed at: (i) reviewing the current Leadership fundamentals, (ii) highlighting current global leadership insights; and (iii) developing emerging leadership competencies.

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Learning and competence development

In 2022, we pursued our efforts to build an agile and competent workforce with future-ready skills. To further align CJ's various teams around common standards and behaviours, the CJ Sales Academy was launched in October 2022. Over 150 team members from the sales teams of Batimex, Emtel and MC Vision participated in a training session on "Professional Image and Etiquette", designed to enhance client-facing teams' understanding of how their personal presentation and attitude are the first window into the customer experience. Besides the Sales Academy, we continued to invest in initiatives to develop leadership and behavioural skills that support our talent development strategy.



Employee wellbeing

In 2022, we again sharpened our focus on the holistic wellbeing of our employees, recognising that their mental, physical and financial health have the potential to encourage healthy behaviours both in the workplace and in their personal lives.

Mental health

Through our Employee Wellbeing Programme, which was launched in 2021 to improve employee morale, CJ provides mental health counselling services to employees in need, and regularly raises awareness on mental health topics through awareness sessions. In 2022, these sessions were centred on the following themes: *Understanding and managing worry, stress and anxiety, Emotional intelligence and Managing personal and professional conflicts.*

CJ Wellness Week

The focus of this year's Wellness Week was on Preventive Healthcare, which is a proactive approach to maintaining health and wellness. By understanding the lifestyle choices required to prevent health risks before they develop into chronic illnesses, employees can significantly enhance their quality of life and, in the long run, lower their healthcare costs. In this context, we organised a series of health screenings and check-ups for our employees, including blood tests, dental and eye check-ups, and awareness sessions on health-related topics.





Employee engagement

Nature trekking and yoga

We strongly encourage our employees to participate in our after-office hours wellness activities, which are designed to help them unwind and recentre on themselves. The nature trekking activity helps them reconnect with nature, which significantly reduces stress levels and anxiety. In 2022, three outdoors activities were organised, and Hatha Yoga sessions were ongoing.

Health and safety

CJ is fully committed to undertaking its business in a way that minimises the risk of injury or ill-health of its employees. We ensure that the safety and health of our employees is an integral part of our business decisions, in addition to complying with the provisions of the Occupational Safety and Health Act 2005 and all related legislations. We carry out regular inspections, audits and assessments of the safety and health standards of our working environment, and measures are developed to minimise workplace hazards. Employees are also acquainted with Safety and Health requirements at work through regular awareness sessions and are empowered to act in emergency response situations through Safety and Health training (First Aid, Fire Safety) and emergency drill activities.



Diversity and Inclusion

As a responsible employer, we encourage diversity and inclusion within the workplace and the wider community. This enables us to bring together different perspectives and experiences, which results in more creative solutions and greater innovation. Our employee lifecycle is guided by strong ethics and values, supported by our Diversity and Inclusion and Equal Opportunity policies.

Over the past year, one of the Group's key initiatives was to promote gender diversity. To this end, the CJ Parental Benefits programme was set up, whereby both maternity and paternity leaves have been increased to normalise such leaves for both gender and support men and women in their role as carers. In parallel, we continue to enforce our flexible working arrangements, where applicable.

CJ is dedicated to offering our employees the financial support they need to cope with rising food and energy prices.



246
EMPLOYEES

earning less than Rs 20,000/month
benefitted from food vouchers
(May-Dec 2022)

1,483
VOUCHERS

amounting to Rs. 2,067,000 were
distributed to Group employees

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Organisational efficiency

Optimum Structures

Having the optimal organisational structures in place entails aligning our people, processes and culture with our strategies in order to improve the targeted execution of our goals and improve the effectiveness of our organisation. In 2022, we continued to work towards building agile structures at Group level to this end. We enhanced the shared services model in place for the HR, Accounting and IT functions, extending the Accounting shared services to additional business units, thereby bringing greater alignment between CJ's businesses.

Digitalisation

CJ pursued its digital transformation journey, designed to boost productivity by enabling our resources to dedicate more time to value-added tasks. Renewed focus was placed on automating processes at the level of HR, Finance and Accounting. In the HR department, we launched HRMS Sicorax, an online Performance Management Process, on a pilot basis within four business units. On the Accounting side, we rolled out a number of digitalisation projects for both CJ Corporate and the subsidiaries, including a middleware project for the interface of the accounting system and the consolidation platform; and a Fixed Asset Module on the SUN Accounting system, enabling us to keep financial control over the Group's assets.

Customer centricity

The Group has made considerable progress in its endeavour to embed a strong customer centric-culture within the organisation. A number of initiatives were implemented under our four work streams, which underpin all our customer-focused initiatives:

- Human Capital - As mentioned previously, the CJ Sales Academy was launched towards the end of the year, with a first training around Personal Grooming and Etiquette for all sales representatives from Batimex, Emtel and

MCV. Moreover, a competency framework was developed, mapping out the knowledge, skills and attributes that sales representatives need to have to perform successfully in their functions.

- Customer Data and Measurement - All the business units carried out surveys, conducted by an external service provider, to measure and track customer satisfaction rates. Clear metrics, such as the CSAT score and Net Promoter Score (NPS), were published. Based on the feedback received, concrete action plans were identified and implemented to make improvements in relevant areas.
- Digitisation, Process improvements and Data Analytics - A number of process improvements were made across the seven customer service/sales touchpoints of the customer lifecycle, from Discovery to Self-Care. These range from digital KYC, digital signatures, WhatsApp Business for customer service, to the automation of processes in BPOS, amongst several other initiatives across business units.
- Product, Brand and Value Proposition - New products and services were introduced by the business units to address the evolving needs of customers, taking into account the macroeconomic context.

