



Top 10 telcos acing employee experience

**A comprehensive analysis of employee
initiatives in leading telcos**

INSIGHTS FOR SUCCESS | IDEAS TO EXECUTE

June 2021

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Why EX is the key to future success for telcos

In my view, the workplace has never been a building. It's the spaces and places that enable our best work. We have lots of choice in this regard. It has taken something like COVID-19 to force through a mindset shift, yet the goals of great businesses have not really changed. We want people to be at their best and deliver their best work. Any option or choice that helps with that is in scope.

Ben Whitter,

Author and Founder of the World Employee Experience Institute



Since early 2020, telecom providers have put their long-term digital strategies into overdrive. The push has forced them to go all-out on hiring digital talent and re-skilling their current workforce. But with digital talent getting scarcer, telcos face competition from companies across sectors that are recruiting the same technology talent. A biomedical company might now require the same AI specialist as a telecom company, such as Orange or Verizon.

To ensure they remain an attractive place to work, telcos need to expedite the adoption of industry-leading best practices for managing employees and, at the same time, learn how to drive cultural initiatives in a digital-first environment.

This report aims to identify telecom operators who understand, design, and deliver such differentiated employee experiences.

The three questions for designing EX

EX is the outcome of aligning an individual's journey of changing contexts and aspirations with organisational systems to fulfil them.

The right employee experience is not a set of repeatable tactics that companies can adopt and apply. They are unique for each industry, company and, most of all, for each employee. The journey covers the entire employee life cycle and beyond.



The culture question

Do employees celebrate each other's success?



The technology question

Is technology helping employees work better?



The physical environment question

Is your workplace designed for upliftment?

Employees from an inclusive organisation:

Are more engaged at work

28%

Have greater wellbeing in their lives

19%

Are more committed to their company

43%

Are more likely to recommend their company as a great place to work

51%

Typically intend to stay with their company

3 times longer

Companies with inclusive workplaces:



Are **6 times** more likely to anticipate change and effectively respond



Are **8 times** more likely to have overall better business outcomes



Have **2.3 times higher** cash flow per employee over three years

Source: Limeade Institute and Artemis Research

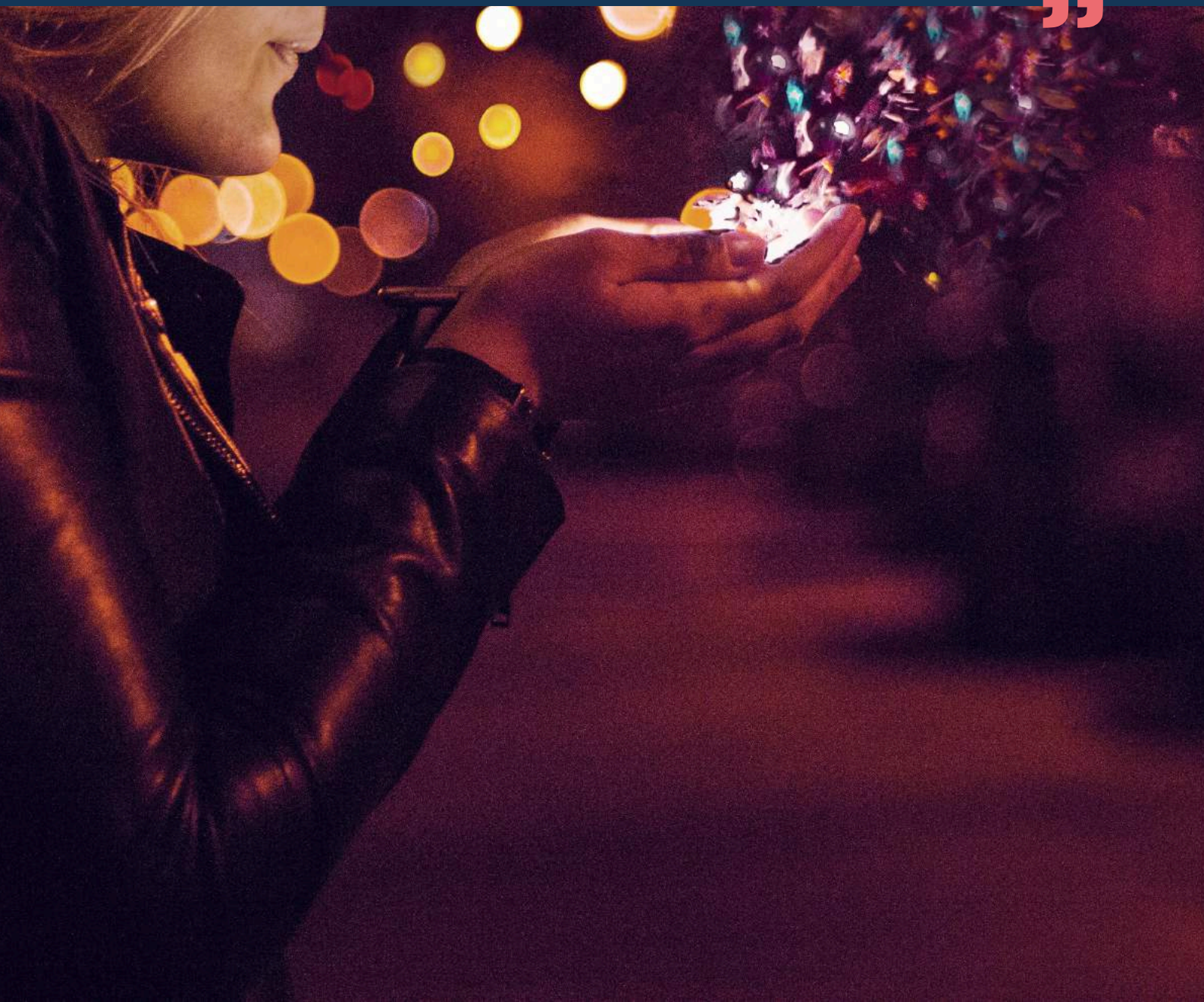
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In a world where money is no longer the primary motivating factor for employees, focusing on the employee experience is the most promising competitive advantage that organisations can create.

Jacob Morgan,

Futurist and Author of The Employee Experience Advantage

”



Our methodology

The objective was to benchmark and identify the world's best telecom service providers who are pioneering the way forward to developing great employee experiences. We developed a five-point framework to help set the EX standard for telco companies around the world.

The 5 pillars of twimbit's EX Framework



Employee as a Customer



Culture



Technology



Practised Empathy



Rewards and Benefits

Each pillar has equal weight on the overall analysis, which was further segmented into three distinct sub-attributes each for a detailed analysis, captured on the next page. Following this benchmark, the analyst team followed a 4-step process to shortlist and identify the top 10 telcos to ace Employee Experience.

Step 1

Shortlisted over 100 global network service operators (telcos) across geographies

Step 2

Developed informed perspectives through their annual reports, Glassdoor ratings, published anecdotes, and press releases related to actions taken to address EX

Step 3

Created an initial shortlist of top telcos by screening on critical parameters such as workforce diversity, employee policies, and employee stock options

Step 4

Evaluated our top EX telcos across the five pillars and fifteen sub-parameters, measuring their sensitivity towards employee needs and aspirations to come up with our Top 10 EX leaders

Research Caveat: Limited to secondary sources and publicly-declared information by companies

twimbit's EX Framework

Attribute	Key question	What we looked at
Employee as a Customer		
Leaders actively implement people-centred strategies	How sensitive is the leadership towards employees' needs?	<ul style="list-style-type: none"> Letter of communication or any direct communication with employees Employee policies and guidelines
A top-down L&D model to develop equality alignment	How expansive and inclusive are the D&I policies?	<ul style="list-style-type: none"> Percentage of women in the workforce Expanse of D&I Initiatives
Accessible leadership for employee aspirations	How easily can an employee reach company leadership?	<ul style="list-style-type: none"> Employee Feedback Tools Other tools for bottom-up communication
Culture		
Transparent communication	How openly does the leadership discuss transparency issues?	<ul style="list-style-type: none"> Does the company publish or talk about transparency in its operations?
Granting status to employees	Does the company provide 360o employee development?	<ul style="list-style-type: none"> Ancillary incentives, such as employee-led or employee-managed projects Cash or performance-based compensation components
Sustain a purpose-driven organisation	How well-defined is the purpose of the company?	<ul style="list-style-type: none"> Company Mission or Purpose Statement 5-year plan or other forward-looking plans
Technology		
Digital readiness to support career growth	Do employees have access to digital learning tools and initiatives?	<ul style="list-style-type: none"> Digital learning tools and initiatives Expanse of digital learning initiatives
Tech to make work more efficient	How deeply is digital engrained when it comes to managing employees?	<ul style="list-style-type: none"> Digital tools to gather employee feedback and related data Are the employee processes such as performance evaluation, recruiting, etc. digitised
Tech to boost a single source of truth	Do employees have access to a centralised repository of resources?	<ul style="list-style-type: none"> All-in-one employee platforms Digital tools that provide access to single sources of information, such as learning, services etc.

twimbit's EX Framework

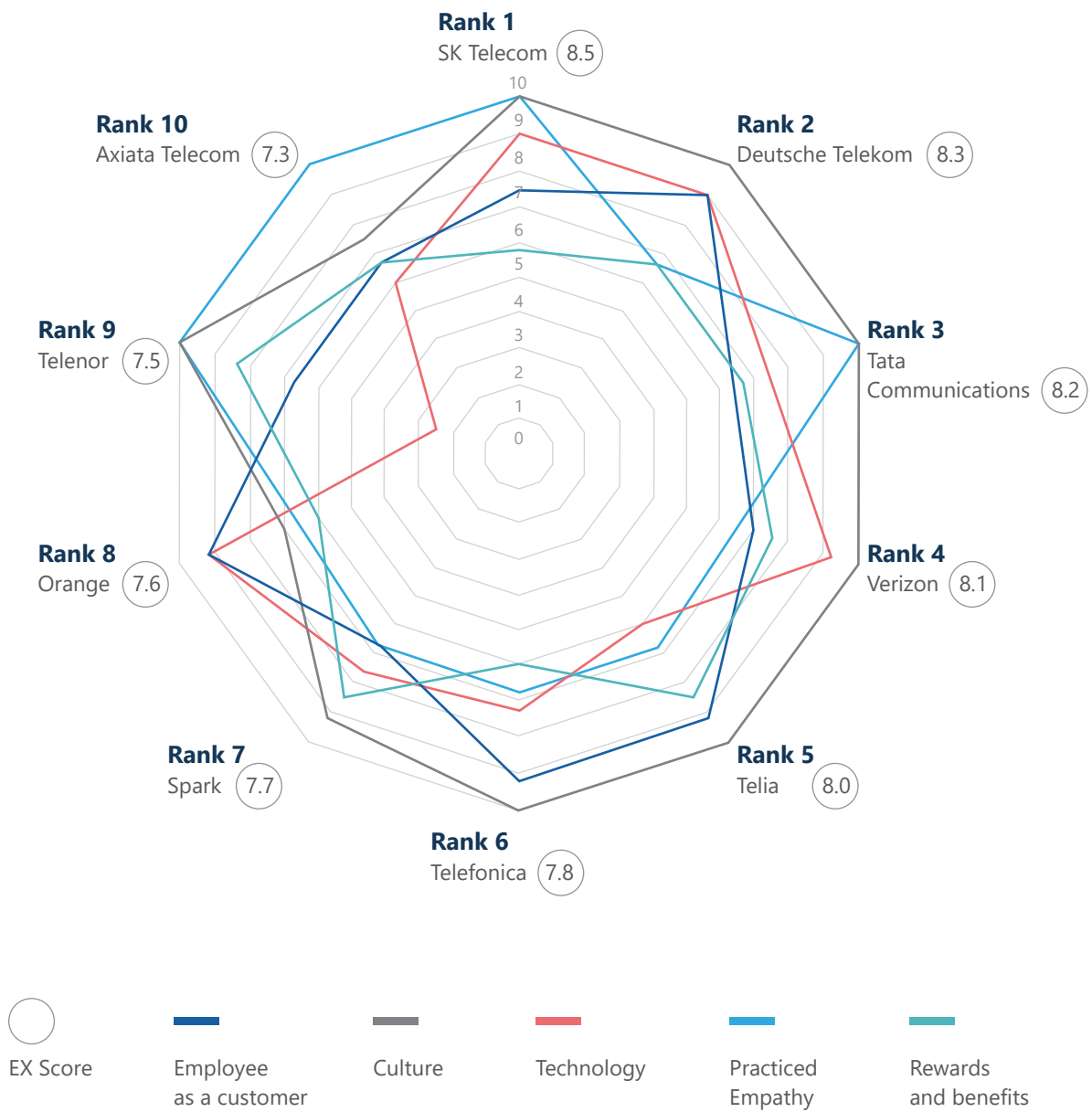
Attribute	Key question	What we looked at
Practiced Empathy		
Layoffs during COVID-19	Did the company lay people off during the pandemic?	<ul style="list-style-type: none"> Information regarding layoffs
Health and wellbeing initiatives	How expansive and unique are the health and wellness benefits?	<ul style="list-style-type: none"> List of health and wellness initiatives Any special initiatives around employee wellbeing
Remote and flexible work practices	Does the company have remote work or flexible work policies?	<ul style="list-style-type: none"> Working style models (part-time, full-time) offered by the company Initiatives and guidelines around working style models
Rewards and Benefits		
Capped leadership pay	Are there policies or guidelines in place to address the pay gap within the organisation?	<ul style="list-style-type: none"> The design and components of Executive Remuneration How transparent are the Executive Remuneration Policies?
Part-time off for social causes and communities	How well is the company fulfilling its sustainability promises?	<ul style="list-style-type: none"> Does the company encourage employee volunteering activities? Employee contributions to sustainability
Employee as a shareholder (ESOP)	Does the company have an equity incentive plan for its employees?	<ul style="list-style-type: none"> Does the company provide stock options? Expanse of coverage — all employees, leadership

Key findings

Our Telecom EX (Employee Experience) leaders include some of the biggest network service providers, such as Deutsche Telekom, Telefonica, and Orange. These telcos have been at the forefront of pioneering and adopting human resource practices within the telecom sector.

The list includes five European companies, which do not surprise, as the region is known for its employee-friendly policies. Combined with other global leaders, we had an expansive database of employee initiatives within the Telecom industry for analysis.

twimbit's telecom EX leaders (EX Index)



Areas where our Telco EX leaders performed well

7 out of 10

Telcos scored 100% on their corporate culture

100%

of our leaders have actively implemented people-centered strategies

90%

average score of our leaders on providing digital tools for employee growth

Our EX leaders have industry-leading HR practices that encourage employees to participate not only in their career development, but also towards the company's vision. The leadership at these telcos has proactively implemented employee-focused decisions. These include the Employee Happiness Initiative by SK Telecom and the policy Axiata has for internally promoting employees to leadership positions.

Other areas where EX leaders performed well:

Employee development



From opening corporate universities for employees to implementing third-party learning platforms such as LinkedIn Learning, our telco leaders ensure that their employees are up-to-date with the latest digital trends.

Employee growth



To retain talented employees, telcos such as Tata Communications encourage entrepreneurial employees by providing them opportunities at their internal incubation centres. Another great example is Axiata, which filled 77 per cent of its leadership positions internally in 2019.

Employee safety and security



These telco leaders have gone beyond the standard set of benefits, such as paid leaves, medical, flexible work, health, and mental wellness programs. Some of them have truly connected on a personal level. Initiatives like the Good Work-Life Balance program by DT gives holistic benefits, such as end-to-end childcare services, social funds for personal emergencies, and welfare services for orphaned children.

“

You can say there's no systemic racism, but millennials and Gen Z don't believe that. If you're under 35, you expect these conversations, and if you don't offer them, you'll have trouble recruiting.

Alvin B. Tillery Junior,

Director of the Center for Diversity and Democracy, Northwestern University

”



EX challenges faced by the telecom industry

1. Hiring and retaining the best tech talent

50%

of developers have switched jobs in the past 2 years

Source: Stack Overflow Survey

70%

of professional developers are younger than 35

Source: Stack Overflow Survey

4.3

million workers

estimated shortage of tech labour by 2030

Source: Korn Ferry

The majority of the current technology talent comprises millennials and Gen Z. These generations have grown with technology and have seen the vast career opportunities it provides. Therefore, it's not a surprise that the young talent is flocking towards the technology sector instead of telecom.

These individuals are beginning to understand that for the first time, the power is in their hands.

Knowing this vital point, companies can no longer hope that advertising high salaries will get them the best talent. The biggest struggle leaders face with retaining young talent is building a company culture that aligns with the values of these revolutionary youngsters. Unless companies can produce such an employer brand, it will remain challenging for them to attract top talent. Think Google!

2. The absence of diversity and inclusion (D&I)

90%

of technology talent is male

Source: Stack Overflow Survey

6 out of 100

of the most powerful persons in telecommunications are women

Source: GSMA

75%

of millennial men placed high importance on an employer's D&I* when deciding where to work

Source: Deloitte survey

Tech is bad; telecom is worse. As per a GSMA survey, women account for less than 40% of the workforce in three-quarters of telecommunications companies.

With the entry of Millennials and Gen Z, diversity and inclusion have stopped being buzzwords and are now a definite requirement. Today's youngsters want employers to act on their commitments and start changing the way they hire, train, and retain women in the workforce.

Every telco needs to approach gender diversity from an individual standpoint and plan accordingly based on the local social and economic hurdles they face. Although it will take time and significant investment to achieve gender diversity, a diverse workforce's cultural and economic benefits make it worth the effort.

3. Reskilling talent to build new capabilities

USD237 Bil

estimated opportunity in the enterprise market for telecom by 2025

Source: Transparency Market Research

USD249.2 Bil

expected size of the global 5G Services by 2026

Source: MarketsandMarkets Research

The Telecom sector played a vital role in helping connect individuals and enterprises during the pandemic. Now, with the ongoing 5G rollouts for consumers as well as enterprises, telecoms are ready for their next growth spurt.

With enterprises set to be the key benefactor of advanced wireless technologies, telecoms need to partner with them by helping them launch new innovative business solutions on the back of their network and infrastructure capabilities.

To deliver on this opportunity, telcos will have to bring together technologies such as edge computing, the Internet of Things (IoT), and artificial intelligence (AI).

As per Deloitte's survey on adoption of advanced wireless, 86 percent of executives from enterprises that are actively using and testing 5G and 5G and/or Wi-Fi 6 believe that advanced wireless will transform their organisation within three years, and 79% believe it to be true for their industry as well.

The biggest hurdle for telcos in delivering the enterprise promise is the workforce shortage with the right capabilities.

We have identified three ways on how telcos can build on their workforce capabilities:

Reskilling

By launching internal digital training initiatives to fill in the employee capability gaps

Hiring

External candidates who are the right fit for the development of new capabilities

Acquisition

Telcos can acquire technology companies to leverage their talent to enter other adjacencies, such as media and entertainment platforms, or to build on their capabilities

Winners will be the companies that can build internal HR capabilities to identify the right talent combination for their needs. This capability identification will, in turn, help them outperform their competitors and establish themselves as a technology-first telco.

EX recommendations for the Telecom industry

EX in the telecom sector is at an inflexion point, as telcos look to support an increasingly remote workforce while maintaining culture, communication, and productivity. The challenge for telcos lies not only in improving their internal EX practices, but with an increasingly digital workforce. They must now compete for the best talent across industries.

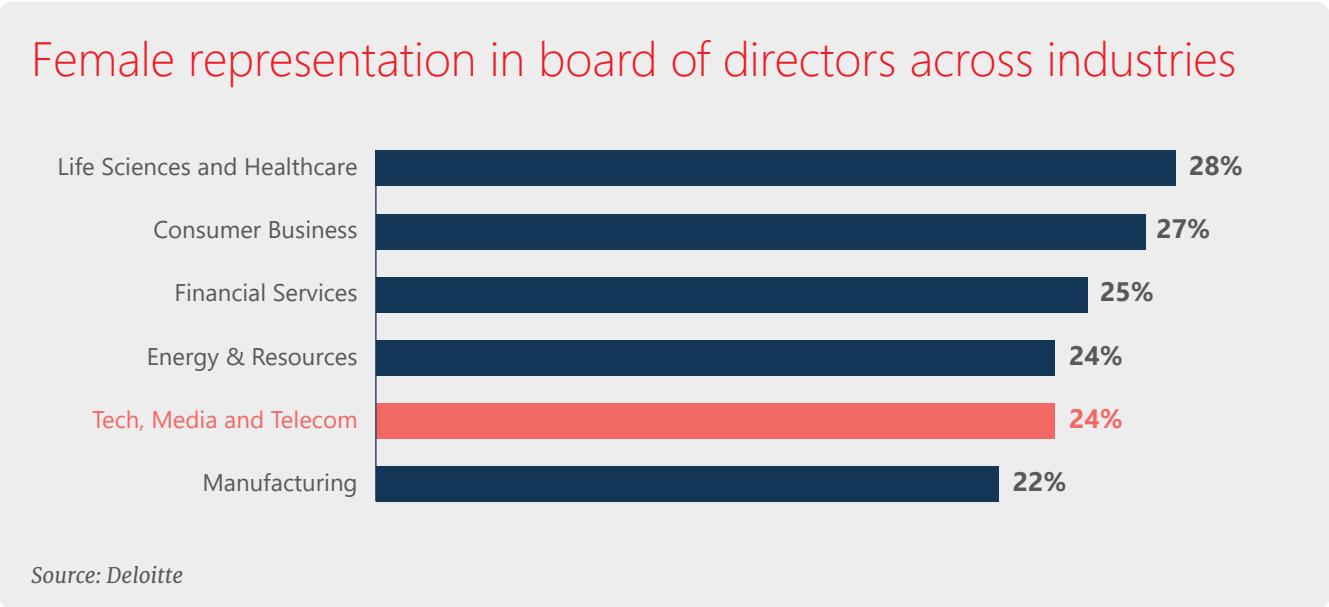
So, how can the telecom industry ensure a steady

influx of top talent? Based on the data of HR policies from leading telcos, rather than focusing narrowly on engagement and culture, telcos need to learn from leading organisations on how to improve on a holistic level. Such improvements include supporting the employee voice using digital feedback tools, employee self-service technologies, and creating personalised learning experiences. Other improvement areas include:



1. Augmenting diversity numbers

A composition analysis done on the board of directors for the top 20 telcos by revenue revealed that only half had female representation exceeding 20%. These percentages get smaller when we see female representation at management levels.



Telcos need to target the three stages of employee interaction within a company – acquisition, retention, and return of employees. Below are examples from our EX leaders on how leading telcos are aiming at each stage.

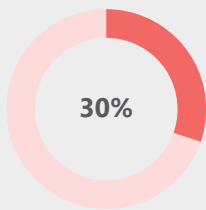
- Acquisition** Telia implemented a policy of shortlisting at least one male and one female candidate at the recruitment stage to ensure fair gender representation
- Retention** Verizon championed retention by providing multiple development initiatives for women, like Women of the World, a development program to train women on leadership
- Return** DT offers ‘return to work’ programs that provide women with training, support, and flexibility after they have been temporarily out of work. Support services include end-to-end childcare facilities and employee networks (such as the Mother’s Network) to improve mental health

2. Employee stock ownership program

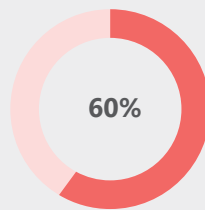
As per Barron's research, young technology companies such as Snap give out as much as 40% of their annual revenues as stock compensation. Even older tech companies like Google give restricted stock options as bonuses to their employees.

Google uses equity options to provide employees with additional compensation by giving them a chance to be part of long-term value creation. This move is an excellent tool for rewarding loyal employees who stay for a longer period until their option vests.

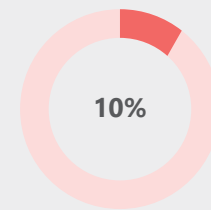
Representation of employee stock options for our Top 10 EX leaders



Three telcos do not have employee stock options



Six telcos have stock options only for management and key employees



Only one telco has a stock purchase plan for all employees

Even though we did not find an industry-leading example of employee stock rewards from our EX leaders, many EX leaders recognised the trend and have made dedicated employee remuneration teams. The board and management oversee such teams to ensure fairness in compensation among the leadership and the workforce.

Considering the value creation opportunities being provided by upcoming startups and leading technology companies, if telcos want to attract top talent, they not only need to match, but get one-up on tech companies by leveraging their position as a network service provider.

Telia

In 2019, Telia gave equity incentives to 200 key employees to strengthen its ability to recruit and retain talented employees. Members of executive management were not under the list of key employees.

Telenor

The company has a dedicated employee share program where all employees can purchase the company stock at a discounted price. In addition, Telenor provides an opportunity for additional bonus (in stocks) that depends on the company's performance.

3. Implement a modern (creative) recruitment strategy

69%

of developers are self-taught and less than half hold a bachelor's degree

Source: Stack Overflow Survey

90%

of job seekers use their mobile device for job searches

Source: HR Digital Tech

USD1.28 trillion

US freelancers' contribution to the American economy in 2018

Source: Korn Ferry

With facts like these, leaders who continue to implement traditional recruitment strategies to fulfil modern recruitment needs are steering towards definite failure. Understanding these statistics has led top technology companies such as Google, Microsoft, and Tesla to declare that they no longer need college degrees from job applicants. Instead, they want proof of hands-on experience. This

change is a direct result of the realisation that they were losing out on many talented individuals just because they did not check all boxes.

Below we have listed some unique strategies that leading companies deploy to overcome the shortcomings in their recruitment processes:

Google Find and leverage inherent advantages

Based on a candidate's experience of how Google shortlisted him for an interview using Google Search,

The candidate in question entered the search keywords "python lambda function list comprehension" and was surprised to see an alternative interface on the results page that said, "You're speaking our language. Up for the challenge?". This unique approach was the company's programming challenge, where they used keywords to search and target potential candidates among its users.

Though we can question the ethical angle here, however, the crux remains. If you have an advantage – Exploit it!

Google Project Oxygen, using big data for people analytics

After a failed experiment to eliminate the role of managers, Google wanted to understand what made Great Managers. Google employed its people analytics team, which then encoded data from more than 10,000 observations gathered from performance reviews and feedbacks, and matched it with productivity metrics. The results helped Google identify eight behavioural traits for Great Managers at Google.

Apple
Finding cultural fits through hiring events

Apple uses this unique approach to ascertain if the prospective candidate has the personality traits required to excel in the company.

The company conducts hiring events where Apple employees introduce themselves and the candidates to each other. During the event, candidates are allowed to interact freely with other candidates and Apple employees. Throughout the interactions, recruiters observe how the prospects interact and react to what is happening during the event. In the end, Apple will remove the cultural misfits and shortlist remaining candidates for the next round.

Following the same steps as tech giants may not be ideal for telcos. However, they do need to leverage big data and analytics to experiment with different recruitment strategies and identify what works best for them.



4. Establish their brand as a technology-first employer

With most tech talent showing a preference for working with leading technology brands, it has now become critical to attract the best candidates before your rivals do, and convince them that you are the right choice. Convincing talent will take more than a handsome package – the best companies have holistic employee initiatives covering health and

wellness, attractive incentives, special recruitment drives, and much more.

Below, we captured a few employer branding strategies that have helped companies market their technology prowess:



Be present in the tech scene

Big Tech has spent years building its reputation among the global technology community. To achieve similar results, telcos need to participate, sponsor, and run technology-focused events across thriving tech scenes, where talent and companies come together.

- Bolt, a European ride-hailing unicorn, conducts coding competitions in Eastern Europe to recruit engineers for relocation. Participants have a chance to earn cash prizes, and winners get to work for the Unicorn.

Additionally, telcos should focus on producing high-quality non-promotional content around their technology talent requirements. This strategy can target passive candidates by creating a high-brand recall that takes place the moment a potential candidate starts searching for a job.



Engage with tech influencers

- Millennials spend an average of 2 hours and 34 minutes every day on social media, as per a study by GWI
- 50 per cent of Millennials trust the advice of influencers they follow, compared to 38 per cent for their favourite celebrities, according to a study by the Morning Consult

Another great strategy is to hire or engage technology influencers your target talent group follows. Telcos can work with influencers who align well with their brand and use their channels to sell their digital story. This move can help them build their employer brand and reach out to both active and passive job seekers.

An interesting example is Morgan Stanley, which hired Bjarne Stroustrup, a C++ programming language creator. Before this hire, top engineers would not have thought of the financial institution as an ideal place for them, but not after their idol joined as a technical fellow in the company.



Open a technology incubator

The flip side of hiring top talent is that it will get tough to retain them unless you can create sufficient excitement. Creating non-linear career paths for highly skilled employees is necessary as they seek constant challenges over traditional promotions. They often jump from company to company or project to project to pursue a worthy experiment to test their skills.

Experienced leaders have realised that a corporate incubator is the best way to retain and create excitement. This solution rings true especially for entrepreneurial employees who are comfortable taking risks by starting their businesses as they work in top technology firms. Incubators also help companies achieve the dual purpose of internal innovation as well as creating strong employer branding.

Google is a top example of how to manage the entrepreneurial capabilities of employees. Not only have they been able to retain their top talent, but many of their now-successful products are a direct result of their employee entrepreneurial initiatives. These include:

- **Area 120:** An employee-only program aimed at encouraging small teams to build innovative products. The current projects include an app-based marketplace for developing countries and AI-powered virtual agents to improve customer support
- **20% Project:** The initiative allows employees to spend 20% of their paid work time to pursue personal projects. Successful products from the initiative include Gmail, Google News, and Google Talk, among others



Employee as a Customer

Four European telcos topped the parameter with ratings of 9.2. These companies have not only the best employee-friendly policies, but also the highest diversity numbers within the telecom sector. Another key differentiator was how well they used digital tools to make leadership accessible for employees.

Rating parameters

- Employee-friendly policies
- Workforce diversity
- Accessibility to leadership



Leaders





Employee as a Customer

Top Initiative

Telia

Diversity as a workplace policy

All companies target a marginal increase in their workforce diversity year-over-year.

Telia, on the other hand, has dealt with the challenge head-on by implementing definite HR policies to increase the percentage of women in the workforce. The group-wide gender equality framework includes:

- **100 per cent** equal opportunity
- **50/50** gender balance on all career levels
- **0 per cent** discrimination and harassment, including no pay gap

Also, Telia is amongst a few companies conducting in-depth training on 'recruitment without bias' and 'inclusive job advertising' for all its recruitment specialists.

Outcomes

Not only does Telia have one of the highest numbers of female employees (37.1%), it has also ensured that women get an equal opportunity in leadership roles. The company has the best female representation at leadership positions amongst our Telco EX leaders:

Women in Executive Management

38%

Women in the Board of Directors

42%



Culture

Our Telco EX leaders are running industry-leading initiatives to develop their corporate culture, particularly in providing non-monetary benefits that create employee buy-in. By openly declaring employee policies and key numbers (such as the performance of their initiatives), the leadership has shown a drive to improve their employee engagement numbers.

Rating parameters

- Transparent communication
- Employee benefits
- Commitment to purpose



Leaders





Culture

Top Initiative

SK Telecom **Designing work** **around employee** **happiness**

In 2020, SK Holdings (SK), the parent corporation of SK Telecom, launched a group-wide progressive initiative called the Happiness Management Initiative with the goal of sustainable happiness for employees. The analysis of a diverse set of employee data using AI and data technology drove the initiative's design, which also developed critical factors in improving employee happiness.

- H.App, an employee communication mobile platform, allows employees to propose and implement ideas to improve their sense of belonging.
- Happiness Designer, on the other hand, is an employee-led communication channel where employees design experiences to enhance happiness from their perspective. Until now, SK has implemented about 30 new experiences, which include:
 - Happy Share Car, which allows employees to rent out company cars for personal purposes
 - The simplification of registration for medical and academic expenses

Outcomes

SK Telecom conducts an annual employee feedback survey to measure two key parameters- "the sense of belonging and pride as an employee" and "feeling rewarded and fulfilled".

For 2019, its employee engagement score totalled

80%



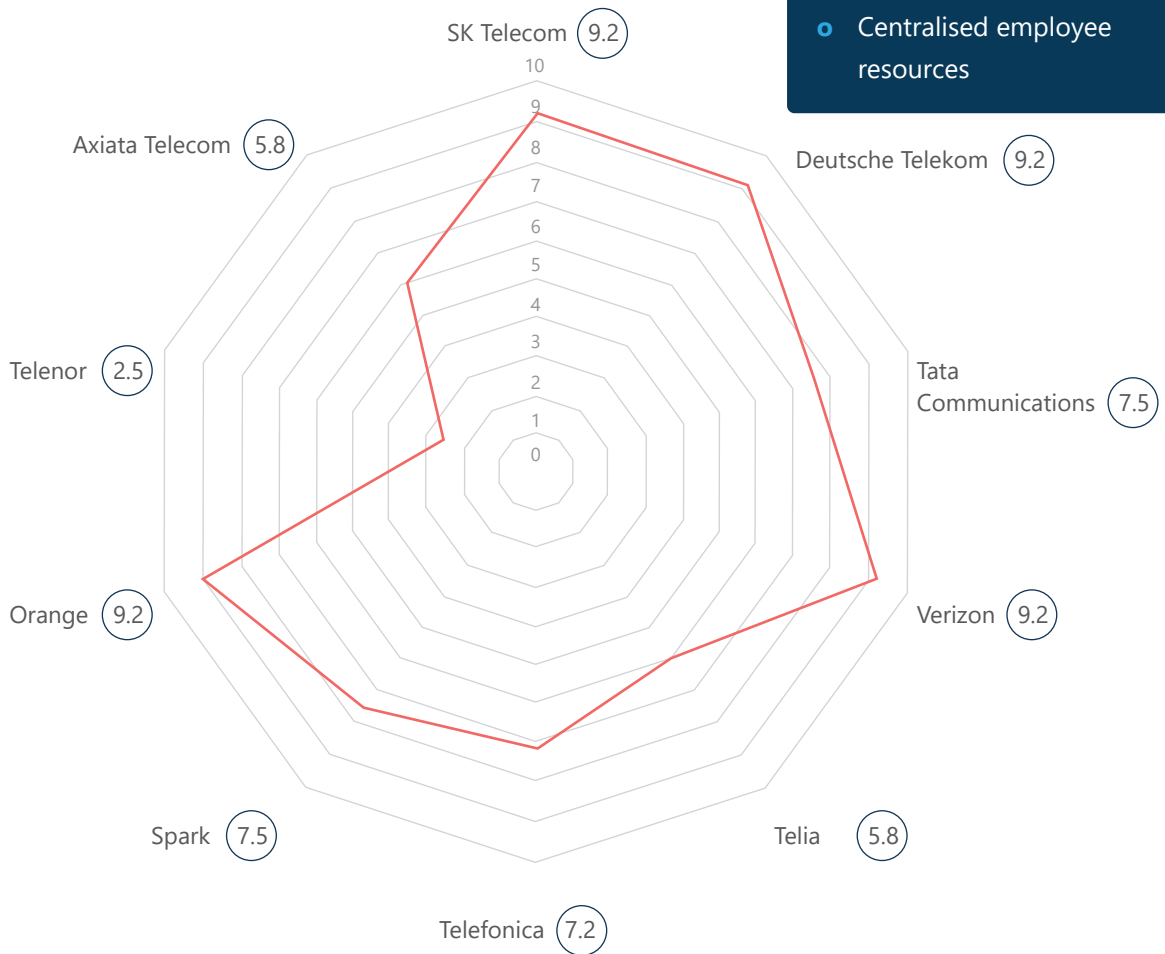
Technology

Almost all telcos are either providing their employees internally-built learning platforms, or have tied up with third-party sources (such as LinkedIn Learning) to enable career growth. Leaders under this parameter have proactively used technology to create a sense of wellbeing and connectedness among employees. Steps include providing them with community-based platforms where employees can share their learnings and experiences.

Rating parameters

The key rating parameters under the benchmark were how well the telcos use digital tools or platforms for:

- Employee development
- Improving workflow
- Centralised employee resources



Leaders





Technology

Top Initiative

Orange **Using internal social networks to drive employee engagement**

To deliver on its employee development promise, Orange not only invested heavily in digital learning initiatives but revamped the way employees engage among themselves. Orange is the only telco on this list that has built an expansive corporate social network internally for its global workforce.

- In 2010, Orange launched Plaza, an internal social network to enable collaboration and performance sharing among employees.
- In 2019, it developed Manao, an employee community app to connect employees with the purpose of creating a sense of belonging.

Lastly, Orange is also building an internal chatbot called MyBot based on its customer service chatbots for managing operations. Built on AI technology, MyBot will enable employees to access corporate services easily.

Outcomes

The Plaza social network has over 78,000 members across 100 countries. It represents the largest corporate social network in Europe. The Manao community app now connects over 18,000 employees, helping them achieve more out of their work.



Practised Empathy

The pandemic has been an eye-opener on how far a company will go to protect employees' interest. The leadership of many telcos have faulted and put short-term business interest over long-term employee wellbeing by firing employees at the worst possible time. Leaders under this parameter, however, went out of their way by providing employees with monetary assistance and COVID-focused mental wellbeing programs.

Rating parameters

- Layoffs during the pandemic
- Health and wellbeing initiatives
- Flexible work practices



Leaders





Practised Empathy

Top Initiative

SK Telecom Supporting employees during the pandemic



The robot helps minimise people-to-people contact and reduce time that's taken for temperature checks at the entrance, and the AI technology raises accuracy



Ra Kyhong-hwan, Head of Data Business Cooperation

SK Telecom was way ahead of its peers in caring for employees during COVID-19. The telco persevered for their wellbeing and stood out in a big way. The leadership took a 360-degree view of their employees and implemented multiple measures to ensure they got all the support needed. This step was vital for employees to adjust to the new work environment. Measures include:

- The launch of the Work Anywhere initiative that allowed employees to work remotely
- The Deployment of AI-enabled robots to offices for health monitoring
- SK Telecom transferred 400,000 won (USD341.8) directly to employees using SK Pay for them to buy IT devices
- The company developed T Group Call internally, enabling conference calls for up to 100 employees for work management
- It established an emergency response system for rapid communication and dealing with countermeasures for close contacts



Rewards and Benefits

All our EX leaders have a detailed executive compensation policy in place, but only a few have put checks and balances to ensure capped payouts. Only Telenor and Telia have explicit policies putting a cap on leadership pay. Another key observation was that most telcos had limited their share options to group leaderships or key personals, with Telenor being the only exception.

Rating parameters

- Capped executive compensation
- Employee volunteering initiatives
- Employee stock options



Leaders





Rewards and Benefits

Top Initiative

Telenor **Pioneering** **sustainable and** **performance-based** **compensation**

Truly inclusive workplaces go beyond the defensive response of 'providing fair compensation' by making employees a part of the value creation process. Telenor is pioneering executive compensation by being the rare organisation that treats employees as its true stakeholders. It does so by tying compensation to key financial and operational metrics.

Compensation at Telenor follow the principles below:

- Reward performance: Compensation designed as a combination of the company's performance and the employee's individual impact
- Supporting holistic results: At an individual level, compensation will reflect "what" result is under delivery and "how" is it is being delivered (in alignment with Telenor behaviours)
- Sustainable compensation: Executive compensation shall be competitive but not market-leading

Outcomes

Based on the compensation principles and their purpose of empowering stakeholders, Telenor provides all employees with an option to purchase their shares at a discount of 25% and up to a maximum of NOK 2,000 (about USD 235). There is an additional bonus opportunity, depending on the company's performance.

The Top 10 Telco EX Stories for 2021

Rank	Company	CEO	Headquarters	Headcount	Rating (Max 10)
1	SK Telecom	Jung Ho Park	South Korea	5,425	8.5
2	Deutsche Telekom	Timotheus Höttges	Germany	213,000	8.3
3	Tata Communications	Amur Swaminathan Lakshminarayanan	India	13,000	8.2
4	Verizon	Hans Vestberg	United States	135,000	8.1
5	Telia	Allison Kirkby	Sweden	20,800	8.0
6	Telefónica	José María Álvarez-Pallete López	Spain	117,347	7.8
7	Spark	Jolie Hodson	New Zealand	5,224	7.7
8	Orange	Stéphane Richard	France	147,000	7.6
9	Telenor	Sigve Brekke	Norway	20,044	7.5
10	Axiata	Dato' Izzaddin Idris	Malaysia	12,976	7.3

Twimbit EX Ranking
1

About

CEO	HQ Country
Jung Ho Park	South Korea
Revenue USD	Headcount
14.2Billion	5,425

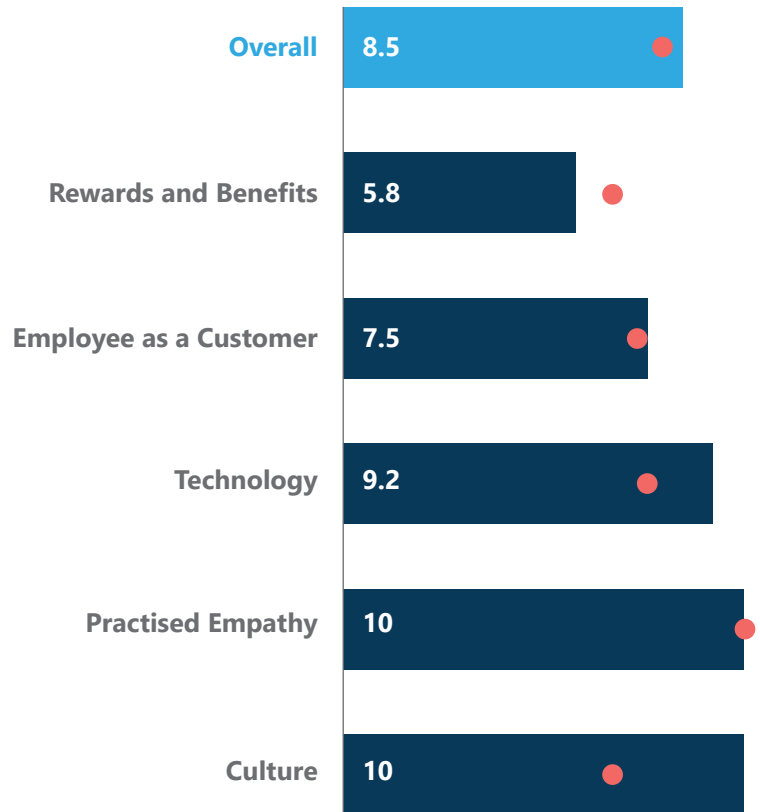
Vision 2020

To serve as a true partner for both individuals and enterprises, helping them realize new possibilities by leveraging our mobile infrastructure and cutting-edge technologies

FF

Because we cannot return 100 percent to how things were in the past, we need to look into how we can develop the ways we work and communicate. We will attempt a way of working freely regardless of time and place with the data and technology we have accumulated

Jung Ho Park,
CEO, SK Telecom



● Median Score



EX objectives

- ✓ Employee Happiness
- ✓ Create a digital workforce
- ✓ Encourage collaboration



Drivers of culture

- ✓ Responsive leadership
- ✓ Open communication
- ✓ Horizontal relationships

Employee happiness as a business strategy

SK telecom (SK) launched the Happiness Management initiative 2020 with a one-of-a-kind purpose for its business management — Happiness of SK Employees. The company diagnoses the happiness levels of its employees in a bottom-up approach and uses the results to develop and improve its plan to achieve its purpose.

Based on employee feedback from about 100 rounds of “Happiness Talk”, the company came with happiness initiatives, such as:



- Abolishing the relative evaluation system of employee performance management and adopting a unique non-rating-based performance evaluation method to avoid internal competition amongst employees.
- Launched Haenggarae, an everyday social problem-solving platform for employees to increase their understanding of Social Value (SV):
 - The platform allows employees to engage directly in finding SV ideas and develop detailed action plans for implementation
- Reward System: Each time an employee makes a social contribution, they get a reward via a blockchain-based SV Rewards system. The rewards can then be used in company cafes or to buy products from social enterprises.

Digital tools to drive collaboration

SK employs smart digital tools to motivate employees and provide them with a sense of belonging. The happiness experiences are designed and led by employees, further encouraging participation. Some feedback, communication, and engagement initiatives include:

- 5G Smart Office, accessible from anywhere, the workspace promotes sharing and collaboration between employees by allowing joint document drafting and sharing, as well as video conferencing.
- I'M HERE, a tool for allowing communication among the CEO and employees.



Diversity

- Women in Workforce 18.7%
- Women in Leadership 7.4%



Empathy

- Deployment of robots for employee health monitoring during COVID-19
- Provided each employee with 400,000 won (US\$341.8) to buy IT devices



Digital Tools

- Launched H. App., a mobile communication platform where employees can share opinions and solve problems, creating a sense of belonging



Benefits

- Introduced a non-rating based digital performance evaluation method to avoid internal competition
- Happier Project, where employees design happiness experiences from their perspectives



Employee Development

- Start@Program, an in-house venture program for employees
- Startup Acceleration Program, where SK sends selected employees to an acceleration program in Silicon Valley



Match up

- ✓ Employee happiness as part of HR policy
- ✓ Employee participation in policy design
- ✓ Technology to make leadership accessible



Twimbit EX Ranking
2

About

CEO Timotheus Höttges	HQ Country Germany
Revenue USD 97.9Billion	Headcount 213,000

Purpose

We won't stop until everyone is connected

Digitalisation is also having a huge impact on the world of work – and Deutsche Telekom is no exception. We are keen to have all our employees on board as we navigate the increasingly complex digitalised economy. To that end, we have made learning an integral part of our everyday work. In 2019, in conjunction with the Group Works Council, we set out guidelines for shaping the digital world of work with our “Manifesto of Agile Work”.

Tim Höttges,
CEO, Deutsche Telekom



EX objectives

- ✓ 360° employee development
- ✓ Good work-life balance
- ✓ Promote diversity



Drivers of culture

- ✓ Trust-based leadership
- ✓ Social outlook towards business
- ✓ Gender neutral operations and compensation

Modern workplace practices for the new normal

Deutsche Telekom (DT) has employed the experience from running operations during the pandemic to make their workplace reflect the new employee mindset. Under its Vision of the Future initiative, DT has revamped its workplace policies by setting out guidelines for how the modern workplace should look and operate:

- **Mobile working and physical attendance**, work dictates where and how to get the best results
- **Offices as meeting places**, DT is scaling back the number of traditional office workstations and expanding creative spaces
- **Digital tools**, access to collaboration tools like Webex, Microsoft 365 and Teams, and other agile working tools
- **Less travelling**, digital tools will allow for smooth and efficient collaboration
- **Virtual leadership**, the DT leadership philosophy is based on trust, transparency and virtual leadership

Providing 360° employee development

DT has one of the best wellbeing programs to take comprehensive care of its employees. Benefits span from the usual medical insurance to full-blown physical and mental healthcare programs. The leadership focuses on Good Work-Life Balance and offers employees help to have a better work-life balance. Some initiatives include:

Employee welfare and wellbeing programs

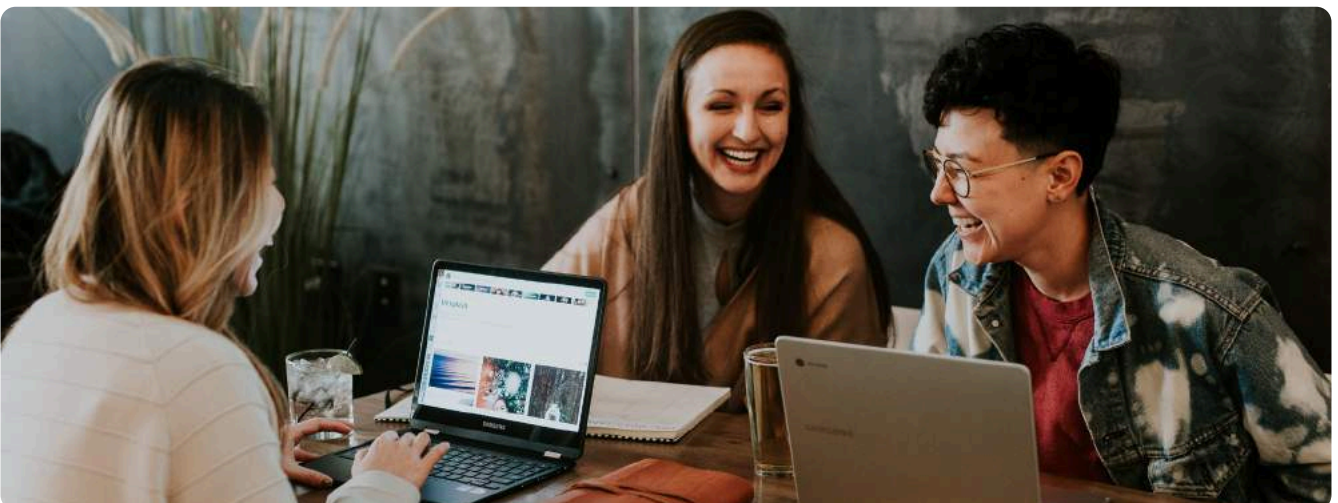
- Social fund, to provide financial aid to employees with financial difficulties
- Recreation service, employees can take advantage of low-cost family holidays

Culture development programs

- Speak-Up Culture initiative addresses the need for openly addressing grievances in critical situations
- Ethical Leadership training courses for managers to reflect on their ethical conduct

Employee development programs

- Ensuring employability, comprehensive training to get certified in both technical and commercial areas
- Lead to win, a leadership performance and development process for top-level managers





Diversity

- Women in Workforce 35.2%
- Women in Middle and Upper Management 26%
- Women on the Management Board 22.2%



The 80/20 model

- Employees have the option to spend 20% of their working time on projects outside of their usual responsibility, allowing them the opportunity to work across departments



Digital Tools

- Digitised the entire recruitment process to eliminate health risks for applicants



Socially Responsible Investment KPI

- The indicator measures the proportion of shares held by investors whose investment strategy is based, at least in part, on environmental and social aspects of corporate governance
- As of September 30, 2019, socially responsible investment investors held around 18% of DT shares



Employee Development

- Launched International Development and Leadership Programs to support high achievers in gaining a foothold within the Group. In 2019, DT included 952 participants in the Global Talent Pool, of which 26% were women
- Autonomous learning initiatives such as 'You Learn Initiative' and 'Learning from Experts' gives employees full control of their learning



Match up

- ✓ Employee development as a primary focus
- ✓ Provide autonomous digital learning tools
- ✓ Create transparency around social impact

Twimbit EX Ranking **3**

About

CEO
Amur Swaminathan Lakshminarayanan

HQ Country
India

Revenue USD
2.2Billion

Headcount
12,107

Mission

Leverage its advanced solutions capabilities and domain expertise across its global and pan-India network to deliver managed solutions



We're tuned in to the rapidly changing technology landscape and understand the importance of acquiring new skills and capabilities. Leveraging futuristic thinking and new technologies like AI, Machine Learning and Big Data, we have transformed our People Strategy to ensure our employees are future-ready and geared for success.

Aadesh Goyal,
CHRO, Tata Communications



● Median Score



EX objectives

- ✓ Skill development
- ✓ Create a diverse workplace
- ✓ Build trust and loyalty



Drivers of culture

- ✓ Leadership with trust
- ✓ Employee wellbeing
- ✓ Management-led communication

Creating a digital-first workforce

Tata Communications has an expansive set of skill development initiatives to enable employees to build skills (or reskill) and grow in line with the digital environment.

The skill development initiatives have their basis on an annual exercise (learning need analysis) which measures the learning needs across the organisation. The analysis involves participation from The Leadership Forum as well as the Business HR Partners. It aims to highlight any gaps between the desired and actual skillsets in line with the business strategy. Post analysis, the learning needs are mapped by function and delivered via a range of learning avenues, including:

- Global Certifications Policy enables employees to take up certifications to upskill themselves and get reimbursed once certified

Impact: For 2020, the training certifications target was 3,050; achieved 5,379

- TATA Communications Learning Academy (TCLA), a one-stop-shop for learning that facilitates self-paced learning via digital courses, articles, videos, podcasts, and books

Impact: Since its launch, 71% of new users and 52% of repeat users have successfully adopted TCLA as of March '20.



Innovation through incubation

Under its Shape the Future programme, the company provides an environment of innovation and entrepreneurship, the company organises employee start-up competitions. The winning ideas with a potential for creating IP-led new disruptive product or business get shortlisted for further review:

- CEO and the top management committee review all top ideas and shortlist the most promising ones for incubation
- To date, Tata has incubated 12 ideas from a total of over 975 ideas
- Netfoundry, IoT India, and Ijura are some of the success stories of the programme



Diversity

- Women in Workforce 22%
- Women in Top Management 10%
- Women in Senior Management 4%



Empathy

- No layoffs during the pandemic
- Deployed Pandemic taskforce – overseen by Global Management Committee, led by the CEO – to continuously assess the COVID-19 situation



AI-Enabled Gender Masking Tool

- Used during the initial screening process, the tool masks candidates gender details to negate the issue of cognitive gender biases in the hiring process



Centralised employee resources

- The EVA app provides access to HR services, such as career-planning platforms, the leave management system, and learning sessions



Employee Volunteering

- In FY2020, 173 volunteering events took place, resulting in 59,194 volunteering hours contributed by 11,030 volunteers



Match up

- ✓ Provide 360° employee benefits
- ✓ Operate business as a social-first enterprise
- ✓ Provide expansive skill development opportunities

Twimbit EX Ranking

4

About

CEO Hans Vestberg	HQ Country United States
Revenue USD 131.9Billion	Headcount 135,000

Mission

Deliver the promise of the digital world to customers

We also implemented a COVID specific leave of absence policy offering 100% of pay for up to 8 weeks, and then 60% beyond 8 weeks for employees who are unable to work because they are caring for loved ones or themselves. Those diagnosed with COVID are eligible for up to 26 weeks paid leave. We can't predict what the next few weeks will bring, but we can bend as a company to remain responsive to your needs.

Christy Pambianchi,
Chief Human Resource Officer,
Verizon



EX objectives

- ✓
Trust through transparency
- ✓
Create an equitable workplace
- ✓
Employee health and wellbeing



Drivers of culture

- ✓
Diverse workforce
- ✓
Empathetic employee policies
- ✓
Pro-active management communication

Building Trust through Transparency

Verizon stands among the best when it comes to reporting on its governance structure. It has its basis on the principle of “Building trust through transparency”.

The current leadership at Verizon ensured that the principles of truth and transparency on which the company has its foundation continued into its operations and reporting. The company’s transparency efforts run on answering the fundamental questions regarding its operations — How we govern and how we operate.

To further strengthen its transparency reporting, in Q4 2019, at the board’s request, Verizon created a dedicated new role to enhance its sustainability reporting and stakeholder engagement on environmental, social, and governance issues.

The Chief ESG Officer oversees the company’s efforts to deliver on Environmental, Social and Governance commitments. Heading a cross-functional team, the said officer focuses on governance, reporting, human rights, environmental sustainability and digital safety, among others.

- **A semiannual Transparency Report**, listing law-enforcement requests for customer information as well as demands received to block websites
- **A semiannual Political Engagement Report**, disclosing corporate political contributions and support for ballot initiatives and listing the company’s public policy organisation’s significant memberships in trade organisations
- **Conflict Minerals Policy**, discussing collaboration with industry organisations and suppliers to enhance visibility into and eliminate conflict minerals from the Verizon supply chain
- **The company’s digital safety program** includes metrics on its fight against the dissemination of child abuse material
- **Task Force on Climate-related Financial Disclosures (TCFD) reporting**, Verizon published its first TCFD report in 2019; the report covers how Verizon is adopting the recommendations of the task force





Diversity

- Women in Workforce 33.5%
- Women in Senior Management 36.6%
- Women on the Board of Directors 30%



Empathy

- Delivered essential IT equipment and supplies to employee residences
- Verizon has made a bold commitment to dedicate 2.5 million volunteer hours by 2025



Digital Tools

- Learning Portal 2.0, a learning platform delivering personalised on-demand content via social collaboration
- Allego app, a video-based reinforcement learning for employees to help them retain knowledge



Pay Equity initiative

- 100% pay equity in salary for women and men globally
- In the US, 100% pay equity in salary with respect to race/ethnicity
- Removed questions related to current or past salary information from job applications



Employee Development

- Global Tuition Assistance Program provides employees up to USD8,000 annually to fund higher education studies from accredited schools
- Integration of emerging technologies such as AI, VR and AR in employee training to enrich learning initiatives



Match up

- ✓ Build trust-based systems
- ✓ Equal opportunity employer
- ✓ Pro-active communication on employee issues

Twimbit EX Ranking **5**

About

CEO **Allison Kirkby** HQ Country **Sweden**

Revenue USD **8.9Billion** Headcount **20,800**

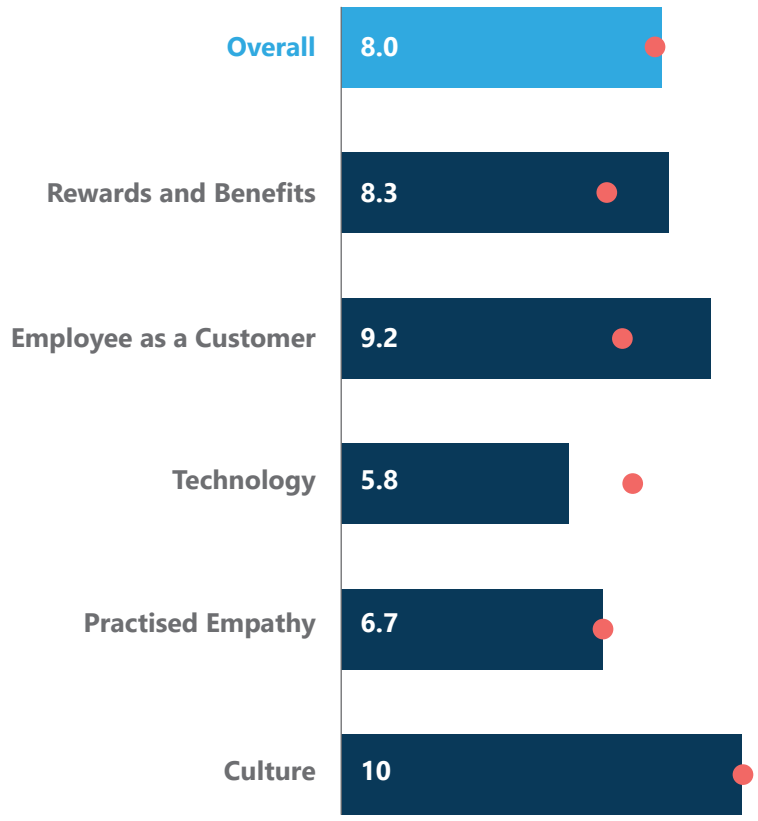
Purpose

Reinventing better-connected living



I am delighted and immensely proud that Telia has been recognised for everything we do to stand up against discrimination and for diversity across our footprint. Thank you Unionen for recognising our efforts to give everyone a chance, to be their brilliant self!

Allison Kirkby,
CEO at Telia on getting recognised by trade union Unionen for standing up for LGBTQI rights



● Median Score



EX objectives

- ✓ Equal opportunity workplace
- ✓ Create a future-proof workforce
- ✓ Make leaders out of employees



Drivers of culture

- ✓ Employee as a partner
- ✓ Employee focused policies
- ✓ Transparent horizontal communication

Diversity as a workplace policy

As the talent marketplace gets more competitive, Telia introduced a string of measures to attract and retain the right talent. Based on strategic workforce planning, the company decided to foolproof its employer branding and further strengthen its industry-leading diversity initiatives.

In 2019, the Executive Management approved a group-wide gender equality framework based on three long-term ambitions:

- **100 per cent** equal opportunity
- **50/50** gender balance on all career levels
- **0 per cent** discrimination and harassment, including no pay gap

The best example of Telia trying to achieve an equitable workforce is how it approached its recruitment process to make it bias-free:

- Face-to-face training in 'recruitment without bias' and 'inclusive job advertising' for all recruitment specialists throughout the group
- Internal instruction: For all recruitments, the shortlisted candidate shall include at least one male and female candidate



Telia also showed sensitivity to the problem of Executive Remuneration and the worker pay gap by removing variable pay for executive management. This move, combined with a dedicated employee remuneration committee, ensures industry-relevant and fair pay for Telia employees.

Impact: The KPI that allows for external benchmarking to measure employee engagement and satisfaction saw a result of 78/100 at the Group-level, higher than the industry benchmark.



Diversity

- Women in Workforce 37.1%
- Women in Executive Management 38%
- Women in the Board of Directors 42%



Empathy

- Telia scored 85% in a COVID Employee Index measuring employee's experience of working remotely and how employees thought Telia was handling COVID-19 restrictions, and more



Digital Tools

- YouFirst, a group-wide platform that ties all communication channels into one app



Pay Equity initiative

- In 2019, Telia shortlisted 200 key employees under its performance incentive program to retain talented employees



Employee Development

- Remuneration of Group Executive Management built on a reward approach with market-relevant pay, but not leading



Match up

- ✓ Provide equity-based incentives
- ✓ Drive diversity through strong policies
- ✓ Make leadership compensation transparent

Twimbit EX Ranking

6

About

CEO José María Álvarez-Pallete López	HQ Country Spain
Revenue USD 57.2Billion	Headcount 117,347

Mission

To make our world more human, by connecting people's lives

Longer workdays and working at home dealing with family responsibilities were our two biggest concerns globally... Nearly half were after more information on balancing work and life... That feedback led Telefónica to take a number of actions, all of which have contributed to a higher ENPS over the last few weeks... We're providing managers and employees ways to maximise motivation and productivity during this time, including making sure employees' IT setup is right.

Sergio De La Calle Asensio,
Head of Engagement,
Telefónica



EX objectives

- ✓ Diverse workforce
- ✓ Employee overall wellbeing
- ✓ Create a digital-first workforce



Drivers of culture

- ✓ Expansive benefits
- ✓ Educational initiatives
- ✓ Bottom-up communication

Employee wellbeing as a business priority

The leadership at Telefonica envisions becoming a benchmark in business well-being. To achieve this target, it launched the Feel Good corporate well-being programme to raise awareness about four fundamental pillars of employee wellbeing:

- **Nutrition**, providing digital tools to make the best dietary decisions
- **Health**, regular check-ups, campaigns, and health week focusing on preventive healthcare
- **Physical Health**, to raise awareness about the benefits of physical activity
- **Emotional Wellbeing** promotes workshops on emotional wellbeing and personal leadership

Creating a future proof workforce

To match the rapid explosion of data and the technological evolution of networks, Telefonica has designed mass digital training programmes for its employees to ensure worker employability.

- CiberAcademy+ and CloudEX Academy, online training platforms in the cybersecurity and cloud business areas
- Data Academy platform, offers online training courses on Big Data and has nearly 57,000 unique users
- Learn4Sales, a platform for training in the marketing and sales of B2B digital services





Diversity

- Women in Workforce 38%
- Women in Leadership 26%



Empathy

- Providing 360-degree employee wellbeing through its Feel Good Programme



Digital Tools

- Launched Workplace, a corporate communication tool for employee communication and managing employee recognition initiatives



Socially linked Pay

- Linked 20% of variable pay with sustainability targets, such as the NPS and reputation for all employees



Employee Net Promoter Score (ENPS)

- Adopted Employee Net Promoter Score (ENPS) to measure if employees would recommend Telefonica as a good place to work
- Overall ENPS rating for 2019 stood at 58.4%, with women (60.2%) rating the company higher than men (57.3%)



Universitas Telefónica

- The Group corporate university helps employees reskill themselves with the support of lecturers from top institutions such as the IESE business school, the Oxford Leadership Academy, and Singularity University, among others



Match up

- ✓ Launch holistic employee wellness initiatives
- ✓ Provide multiple avenues for employee volunteering
- ✓ Provide both digital and physical learning opportunities

Twimbit EX Ranking

7

About

CEO
Jolie Hodson

HQ Country
Auckland, New Zealand

Revenue USD
2.14Billion

Headcount
5,224

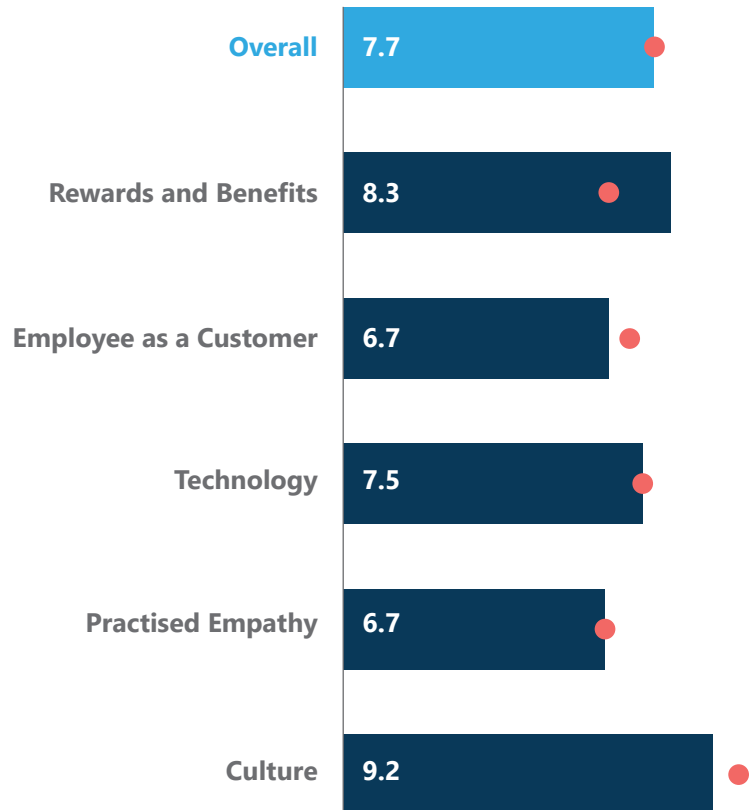
Purpose

To help all of New Zealand win big in the digital world



The health and safety of our people was paramount, and we moved early to put in place appropriate protocols to reduce people movement, adhere to physical distancing requirements and to uphold strict hygiene standards. We identified team members who were more vulnerable to COVID and worked with them to keep them safe.

Justine Smyth,
Chair and Jolie Hodson,
Chief Executive on COVID
impact on employees



● Median Score



EX objectives

- ✓ Employees as leaders
- ✓ 360° employee development
- ✓ Build an inclusive and diverse workplace



Drivers of culture

- ✓ Pro-active decision-making
- ✓ Trust-based leadership
- ✓ Socially responsible culture

Creating a culture of inclusivity

Under its Blue Heart pledge, Spark encourages employees to make a personal commitment to supporting diversity and inclusion by being inclusive in everything they do.

- Celebration of cultural events, through employee-led events and communications
- EmpowerED, a platform to support women in leadership
- Spark Pride, embracing the diversity of our LGBTQI+ community
 - Major partner of Auckland Pride 2020
 - Launched the Pride & Spark Empowerment Initiative

Spark also became the first telecom company in New Zealand to achieve the Rainbow Tick certification in 2017. Companies that embrace the diversity of sexual and gender identities obtain the certificate.

Making inclusive leaders out of employees

The company's employee development philosophy has its basis on the 70/20/10 principle, i.e., 70% of the training will be through on-the-job experiences, 20% through building and maintaining relationships with others, and 10% through formal development opportunities. Top formal development programmes include:

- Agility Foundation Programme - targeted at Chapter Leads and Product Owners, the programme combines self-directed learning with structured learning in cohorts spanning over three months
- Agile Adaptive Leaders Programme - for employees in key leadership roles and individuals identified for succession planning to build a strong and cohesive leadership community





Diversity

- Women in Workforce 34%
- Women in the Board and Leadership 50%
- Overall pay ratio of average female to average male pay for all employees is -26%



Empathy

- Activated Business Continuity Plan in February 2020, well ahead of the New Zealand Alert-Level 4 lockdown



Career Pathways

- An intranet microsite to help employees take control of their learnings via resources such as quick guides, career stories, thought leadership, and more for career development



Employee Volunteering

- Employees get one paid volunteer day for each year in which they can either do skill-based volunteering or mission-based volunteering
- Spark Foundation has partnered with HelpTank and Voluntari.ly platforms to help employees find volunteering opportunities



Spark Give

- Spark Give is a payroll-giving programme, enabling employees to donate to schools and charities directly from their pay



Match up

- ✓ Become a socially responsible business
- ✓ Become an equal opportunity employer
- ✓ Provide autonomous learning opportunities

Twimbit EX Ranking

8

About

<p>CEO Stéphane Richard</p> <p>Revenue USD 49.9Billion</p>	<p>HQ Country Paris, France</p> <p>Headcount 147,000</p>
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Purpose

As a trusted partner, Orange gives everyone the keys to a responsible digital world

This annual survey is an essential tool to understand our employees' quality of life at work and our Group's responsible transformation... These informative and encouraging results are a clear sign of our employees' collective commitment and devotion to their company, but they should be considered with humility and caution. We're keeping a watchful eye on the current context in which all Group employees must continue to work, particularly the consequences of working from home.

Gervais Pellissier,
Delegate CEO, Executive Director Human Resources and Group Transformation, on publication of employee survey results



EX objectives

- ✓ Build trust and loyalty
- ✓ Socially responsible employees
- ✓ Create a digital-first workforce



Drivers of culture

- ✓ Diverse workforce
- ✓ Focus on digital-first interactions
- ✓ Transparent and open communication

Engage 2025 Strategic Plan: Tackling the workforce skill gap

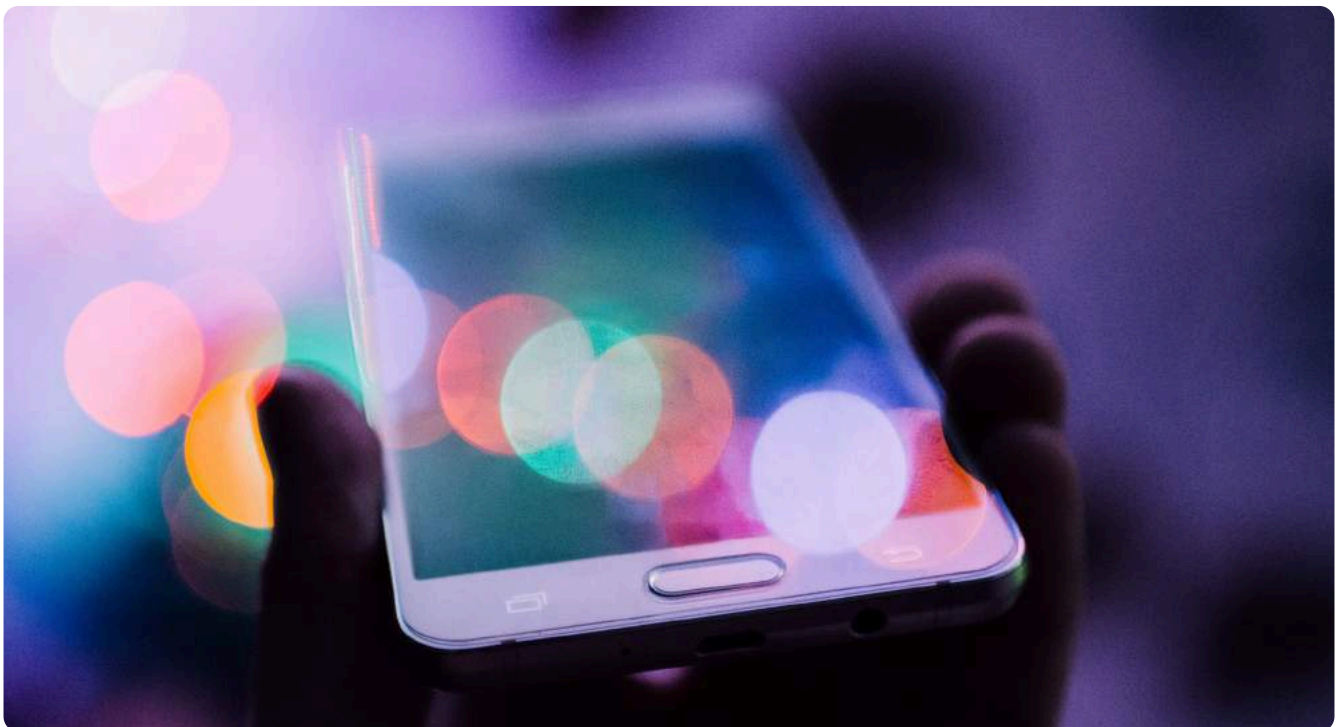
The new 5-year plan of the Group talks about the four key pillars on which Orange maps its future growth. Under the fourth pillar of the plan, Orange talks about how it will manage the workforce skill gap challenge by reskilling, providing digital education, and digital learning opportunities to its employees.

Additionally, Orange plans to have 50% international representation (outside France) of its workforce by 2025 and double the number of technology specialists.

Using employee feedback to design company purpose

The Orange group takes consistent advice from its employees on what is important to them and uses the data to drive changes across the organisation. This initiative is best shown by how the Group came up with its purpose:

In 2019, Stéphane Richard, the CEO, posted a question on Twitter to seek consultations from employees on a collective vision for the Group. The post got more than 12,000 suggestions within a month. Post the consultation phase, Orange came up with its new purpose: "As a trusted partner, Orange gives everyone the keys to a responsible digital world."





Diversity

- Women in Workforce 36%
- Women in Leadership 30.9%
- Women in Board of Directors 45%



Empathy

- Annual Employee Survey conducted by an independent polling firm to gather employee feedback on their experience at work



Corporate Social Networks

- Piazza and Manao are Internal Social Networks connecting about 78,000 and 18,000 Orange employees, respectively, globally
- Piazza is also the biggest corporate social network in Europe



Linked Executive Pay

- The variable compensation of the executive committee includes a non-financial (50%) component. It includes social indicators such as workforce participation rates for women, accident frequency rates, the Employee Barometer, and environmental indicators



Orange Campus

- Consisting of a network of schools spread throughout France, Europe and Africa. The campus provides training on key four priority areas – data/AI, cybersecurity, management, and soft skills with the help of new immersive digital formats such as virtual reality, mobile learning and hacking rooms



Oz innovation programme

- Active in 17 countries, the program encourages employees to solve problems and provides an opportunity for winners to join the company's intrapreneurial incubator



Match up

- ✓ Create autonomous learning opportunities
- ✓ Provide seamless communication tools
- ✓ Open corporate incubator for entrepreneurial employees

Twimbit EX Ranking

9

About

CEO **Sigve Brekke** HQ Country **Norway**

Revenue USD **12.4Billion** Headcount **20,044**

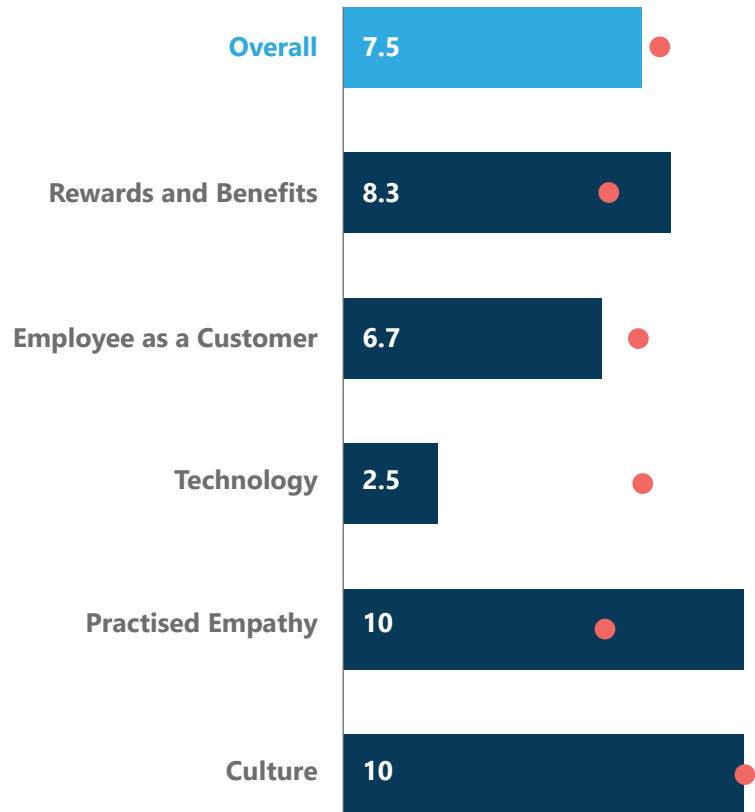
Purpose

Bring vital infrastructure, new services and products that stimulate progress, change and improvement



One other thing that helps you through situations like these is culture. What has impressed most is our people. Everyone has stepped up, stayed engaged, kept aligned, and pulled in the same direction. It is a global team effort I am really proud off.

Joanna Oustad,
Senior Vice President of Health, Safety and People Security at Telenor on how Telenor has coped through the pandemic



● Median Score



EX objectives

- ✓ Equal opportunity employer
- ✓ Employee as a stakeholder
- ✓ Future-proof workforce



Drivers of culture

- ✓ Diverse workforce
- ✓ Employee first policies
- ✓ 360° employee development

Providing generous incentives to increase employee loyalty

As the talent marketplace gets more competitive, Telia introduced a string of measures to attract and retain the right talent. Based on strategic workforce planning, the company decided to foolproof its employer branding and further strengthen its industry-leading diversity initiatives.

In 2019, the Executive Management approved a group-wide gender equality framework based on three long-term ambitions:

- Long-term incentive, to align executives and shareholder interests, contribute to long-term value creation and retain key leaders and experts – a maximum of 30% of annual base salary
- Short-term cash incentive, designed to give direction and motivate executives to drive annual business results
- An employee share plan, where all employees can purchase Telenor shares at a discounted price and can take part in the company value creation process. The discount is capped at 25%, up to a maximum of NOK 2,000 (~USD 235), on the share purchase, and an additional bonus opportunity depending on the company's performance



Making diversity a part of the company strategy

Telia also showed sensitivity to the problem of Executive Remuneration and the worker pay gap by removing variable pay for executive management. This move, combined with a dedicated employee remuneration committee, ensures industry-relevant and fair pay for Telia employees.

- Supporting diversity networks across the globe, such as Women Inspirational Network in Grameenphone, Bangladesh and Female Empowerment Network in Norway
- Supporting Student Women Leadership Program, in partnership with McKinsey
- Launched Girls Create Tech Academy, an initiative of Telenor Norway to inspire girls to challenge gender stereotypes in careers within technology



Diversity

- Women in Workforce 37%
- Women in Management Positions 30%
- Women in the Board of Directors 40%



Empathy

- No layoffs during the pandemic



Responsive Leadership

- During COVID-19, store staff were unable to earn commissions as part of their salary due to the closure of stores. To help the store staff, Telenor created an extra revenue stream by using LeadDesk, a proactive outbound customer service tool, enabling them to earn sales commissions



Telenor Campus

- An online learning portal available with learning resources, covering topics such as leadership and digital competence courses



#40Hour Challenge

- Launched a challenge for all Telenor employees, where they need to spend at least 40 hours learning and upskilling themselves annually



Match up

- ✓ Leaders as agents of change
- ✓ Provide expansive compensation plans
- ✓ Make diversity a part of the growth strategy

Twimbit EX Ranking

10

About

CEO **Dato' Izzaddin Idris** HQ Country **Malaysia**

Revenue USD **5.7Billion** Headcount **12,976**

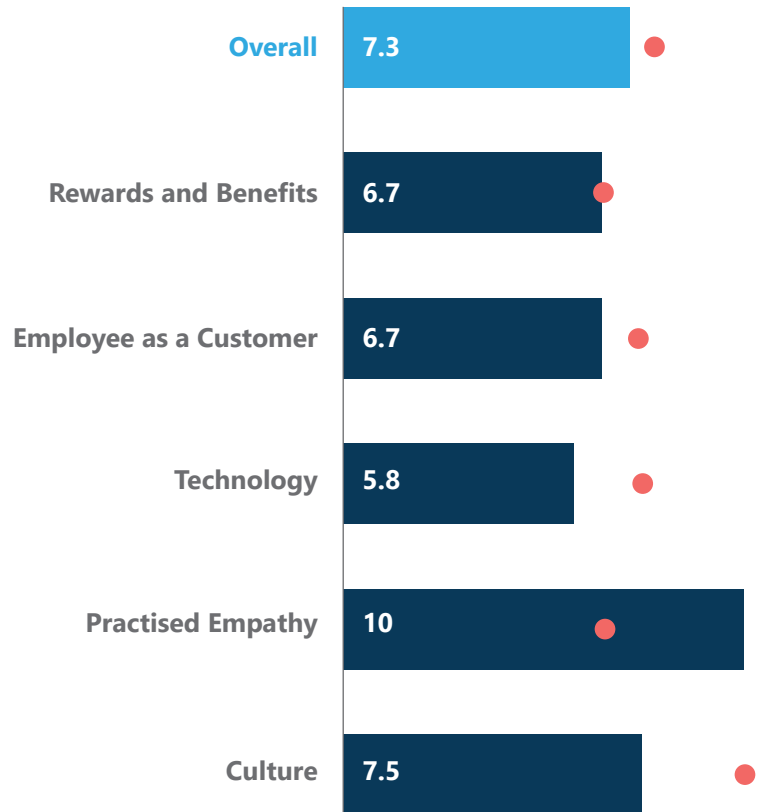
Mission

Strive to provide world-class communication services using the most advanced technology available



Our transformation into a digital telco requires a change in culture at every level of the Group. Our efforts towards instilling a modern, agile and digital culture over the past few years is now taking shape. The Learn, Engage, Accelerate, Perform Programme is one of our major initiatives to drive the change of mindset. The programme launched over 250 unique initiatives spanning five core areas of digitisation.

Tan Sri Jamaludin Ibrahim,
Former President and Group
Chief Executive Officer,
Axiata Telecom



● Median Score



EX objectives

- ✓ Build loyalty
- ✓ Employee growth
- ✓ Create a digitised workforce



Drivers of culture

- ✓ Accessible leadership
- ✓ Performance-based compensation
- ✓ Transparency in operations and reporting

Empowering employees to take charge of their professional development

Axiata has focused its efforts towards building a modern, agile and digital culture by launching initiatives such as — Learn, Engage, Accelerate, Perform (LEAP) Programme to drive mindset change across the organisation. The LEAP program launched over 250 focused initiatives spanning five core areas of digitisation, helping employees build a strong understanding of how to operate in a digital environment.

Employees also gain empowerment through intelligent learning technology platforms like Fast Forward, which curates learning modules. Such tech enables enabling employees to:

- Join communities to discuss and share a topic
- Explore useful videos and resources
- Record and post knowledge and ideas

Using digital tools to create shared learnings

The company's internally developed Knowledge Management Platform – Synapse, provides easy access to company-wide learnings for employees. The platform has accelerated the sharing of knowledge from sources such as subject matter experts, a library of internal content, and case studies of lessons learnt across the six countries it operates in.





Diversity

- Women in Workforce 29%
- Women in Leadership 14%



Empathy

- No layoffs during the pandemic
- Revision of HR policies and working practices to accommodate a new way of working



Employee Stock Options

- Performance-Based Employee Share Option Scheme
- Axiata Group Performance-Based Long-Term Incentive Plan
- Restricted Share Plan



Employee Growth

- In 2019, Axiata filled 77% of leadership positions internally
- 7 out of 9 CEOs appointed internally
- External: Internal hiring ratio — 23:77



Internal Social Media Channel

- The introduction of an internal social media channel to foster continuous open communication with employees



Fast Forward

- The company's intelligent learning technology platform curates learning modules for employees. The platform enables employees to join communities to discuss and share a topic, explore useful videos and resources, as well as record and post knowledge and ideas



Match up

- ✓ Use digital tools to drive collaboration
- ✓ Provide internal growth opportunities
- ✓ Sensitise leadership towards employee needs

Conclusion

The purpose of EX is to build a truly inclusive culture, where each employee feels empowered to contribute their unique ideas, perspectives, and experiences for the growth of the company.

Launching employee initiatives and getting feedback from employees is only the first step. The truth remains, many leaders fail to act on the feedback. As per LinkedIn, one out of three companies does not regularly act on employee feedback.

Companies who genuinely want to tackle the workforce challenge will have to start working for employees, not the other way round. Leadership needs to go all-in on employee experience to improve retention and their brand name. Beyond collecting feedback, leaders need to engage actively and collaborate with employees to create an environment where everyone can contribute their best.



Conclusion

4 tips to elevate employee experience

1

Focus on Employee Retention

According to the World Economic Forum's The Future of Jobs Report, the top 10 jobs in demand are all related to technology.

With most companies already facing a shortage of talent, developing a workforce with digital skills and the ability to adapt quickly will not happen by accident. Organisations need to champion digital reskilling, and at the same time, investment in training will only pay dividends if the employee stays with the company for a longer period. Hence, employee retention needs to be a key driving factor for designing HR policies.

2

Act on employee feedback

Employees who don't believe their company will act on their feedback are seven times more likely to be disengaged than those who do, according to data from Glint.

To bridge the gap between feedback and action, companies need to use emerging digital tools that enable the leadership to engage directly with their teams and encourage action across the different levels in an organisation. The effort is worth it, as companies with open and effective management saw 143% higher headcount growth, as per LinkedIn data.

3

Build inclusive workplaces

Gen X and baby boomers dominate the current workforce composition at 48% of the global workforce as per LinkedIn data.

With the rise of Gen-Z, which currently comprise 10% of the global workforce, companies will need to prepare for the challenge of multi-generational employees. The best companies will build an inclusive culture with age diversity and gain from the experiences of all generations.

4

Build an internal recruiting program

"For all the focus on mapping the external talent marketplace, the irony is that there's not enough focus placed on the talent underneath one's own roof"

- Chuck Edward, Head of global talent acquisition at Microsoft.

With competition for talent getting fiercer and external talent expensive to recruit, companies need to look within to find and train the right talent. Recent trends show that internal recruiting is making a comeback as role changes within organisations have increased steadily by 10% over the last five years (per LinkedIn data). Also, with a rapid increase in workplace learning, internal recruiting is set to become a cost-effective way to fill internal positions.

Appendix

Detailed Methodology

Research Goal

Identify top telecom network operators making employee experience experiential

Research Methodology

Secondary research using qualitative and quantitative data sets

Step 1

Identifying relevant secondary data sets

Goal: Identify an initial list of companies

Methodology: Shortlisted top 50 telecoms basis revenue/size/diversity and employee initiatives

Outcome: List of companies with information on their employee initiatives and other relevant information for the first level of shortlisting

Data sources:

- Industry reports such as top telecom companies by value/diversity/size
Ranking reports such as Great Place to Work
- Listings such as Brand Directory
- Research on telecom with a focus on diversity and inclusion, HR policies and
- employee initiatives

Step 2

Evaluating Telcos with Top EX practices

Goal: Identify key employee programs and initiatives undertaken by the leading Telcos

Methodology: Developed informed perspectives through the annual reports, sustainability reports, published expert interviews, published anecdotes, company press releases, leadership interview and employee initiatives taken by the company to address employee experience

Outcome: Data on top Telcos — EX programs, EX initiatives, and other relevant data points, such as data on diversity and sustainability

Data sources:

- Annual report
- Sustainability report
- Company website – Career/Jobs/Press releases/Blogs
- Complementary secondary research

Step 3

Application of EX Framework to rate and rank the companies

Goal: Rate the companies on the TwimBit EX best practices framework

Methodology: Conducted qualitative analysis and ranked the telcos

Outcome: List of Top 10 telcos with best EX practices

Research Limitation

Limited to secondary sources and publicly-declared information by companies.

Rating criteria and analysis

Benchmark	SK Telecom	Deutsche Telekom	Tata Communications	Verizon	Telia	Telefónica	Spark	Orange	Telenor	Axiata
Employee as customer	75	92	67	70	92	92	67	92	67	67
Leaders actively implement people centred strategies	100	100	100	100	100	100	100	100	100	100
A top down D&I model to breed equality alignment	25	75	25	50	100	100	50	75	100	25
Accessible leadership for employee aspirations	100	100	75	60	75	75	50	100	0	75
Culture	100	100	100	100	100	100	92	70	100	75
Transparent communication	100	100	100	100	100	100	75	100	100	75
Granting status to employees	100	100	100	100	100	100	100	35	100	75
Sustain a purpose driven organization	100	100	100	100	100	100	100	75	100	75
Technology	92	92	75	92	58	72	75	92	33	58
Digital readiness to support career growth	100	100	100	100	75	100	100	100	50	75
Tech to make work more efficient	100	100	75	100	50	65	75	100	25	50
Tech to boost a single source of truth	75	75	50	75	50	50	50	75	25	50
Practiced Empathy	100	67	100	67	67	67	67	67	92	100
No layoffs or pay cut during COVID	100	0	100	0	0	0	0	0	100	100
Health and well-being initiatives	100	100	100	100	100	100	100	100	75	100
Remote and flexible work practices	100	100	100	100	100	100	100	100	100	100
Rewards and benefits	58	67	67	75	83	58	83	58	83	58
Capped leadership pay	75	75	100	75	100	75	100	75	100	75
Part time off for social causes and communities	100	100	100	100	100	100	100	75	75	50
Employee as shareholder (ESOP)	0	25	0	50	50	0	50	25	75	50
Overall Score	85	83	82	81	80	78	77	76	75	72

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