

WHERE **LESS** BECOMES **MORE**





## WHERE **LESS** BECOMES **MORE**

Dialog has always been a hub of innovation and transformation - consistently striving towards achieving positive outcomes even amid the most challenging conditions. Our time tested strategy is both simple and effective - we rely on the combined strength of people and technology to eliminate the negatives; by removing barriers to progress, reducing inequalities, and divesting ourselves of any potentially harmful practices in order to create more positive, meaningful results for every stakeholder that journeys with us.

Our ability to transform challenges into opportunity arises from a clear vision that prioritizes stakeholder well-being and happiness even amid adversity, and an unwavering dedication towards creating a positive environment in which they can thrive. We have long since perfected the art of maximising results and minimising negative impacts, and the years to come will be no different. Today as we embark on a journey through which we hope to achieve a net zero state, we're building on this promise. We're reducing our footprint, in order to positively influence the future of our nation, and that of generations to come.

**WE'RE CREATING **MORE**, BY BECOMING **LESS**.**

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**LESS BOUNDARIES**



**MORE EXPANSION**



# Introduction

At Dialog, we choose to expand our influence every year, building on our existing foundations of community investments and inclusivity, we seek out new areas to support and nurture; reducing existing limitations on people and planet to help them reach their full potential.

We're not merely satisfied with ensuring that our immediate scope is addressed - our commitment to people and society extend beyond our boundaries to ensure collective development and progress.

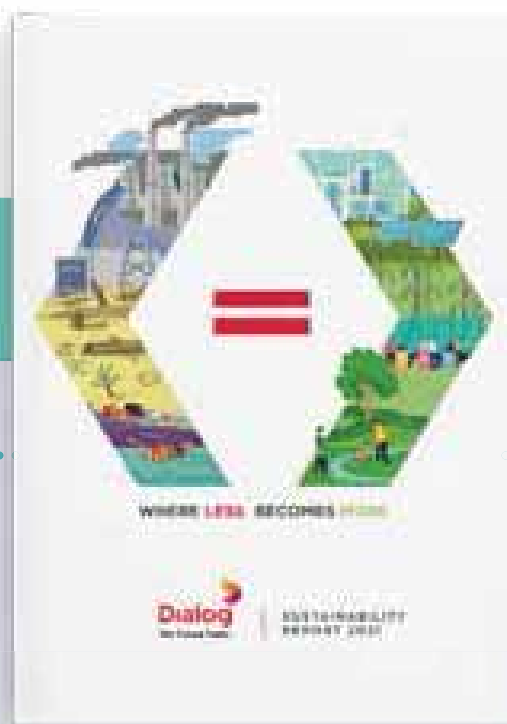


# AN OVERVIEW OF THE REPORTING YEAR

## DIALOG'S 2021 SUSTAINABILITY REPORT AT A GLANCE

14<sup>th</sup> .....

Annual  
Sustainability  
Report



13 .....

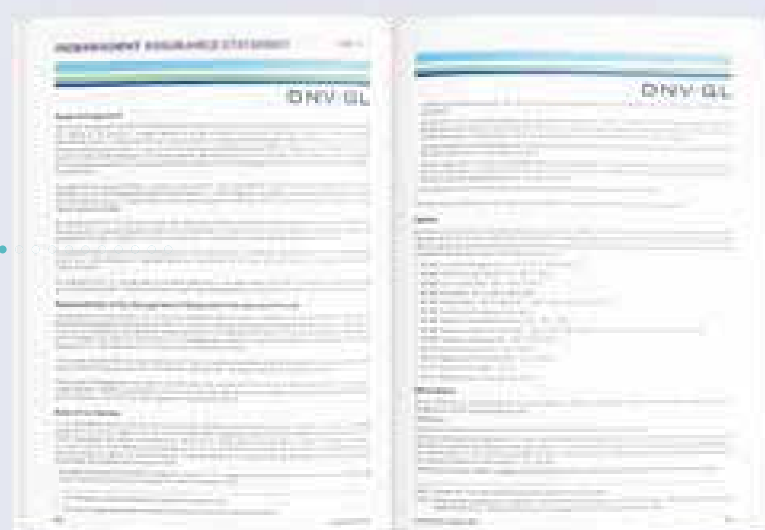
Material  
Topics



(page 28 - 29)

Independent  
Assurance by ....

DNV GL



(page 166 - 169)



.....Dialog's **14<sup>th</sup>** consecutive Communication of Progress (COP) and  
**10<sup>th</sup>** consecutive Advanced COP for the United Nations Global  
Compact's 24 Advanced Criteria under the UNGC's Ten Principles



(page 32 - 33)

Contributing towards **5** out of 17 UN  
Sustainable Development Goals

# OUR IMPACT

Dialog continues to positively impact industries and communities across the island with a range of digitally enabled solutions that drive inclusivity, economic progress, national growth and a sustainable future for all.



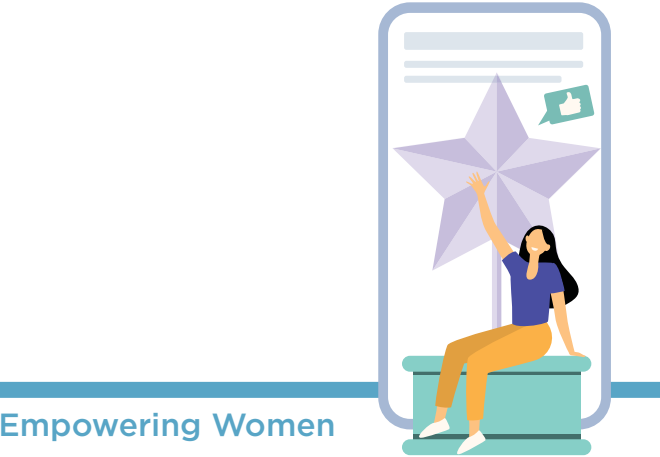
## Promoting Agricultural Efficiency

Empowering farmers and improving their productivity through automated solutions, advisory services, market insights and weather-indexed insurance.



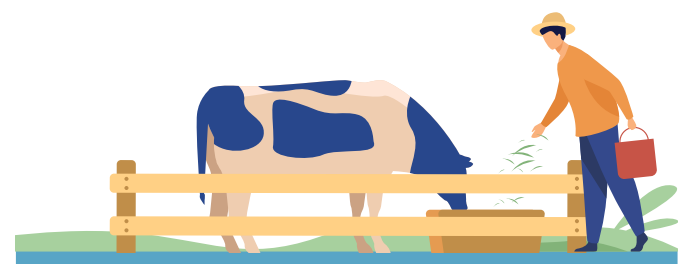
## Supporting Health and Well-being

Supporting those suffering from hearing, sight, and speech deficiencies through early detection, supportive devices and therapy, while assisting in COVID-19 relief efforts.



## Empowering Women

Empowering women through awareness, capacity building and safety mechanisms.



## Enhancing Productivity of the Dairy Industry

Improving production capacity of small-scale dairy farmers, driving health of livestock and quality outcomes through advisory services.



## Managing our Environmental Impact

Minimizing our overall impact through a range of initiatives, and implementing an Environmental Management System certified by ISO 14001.



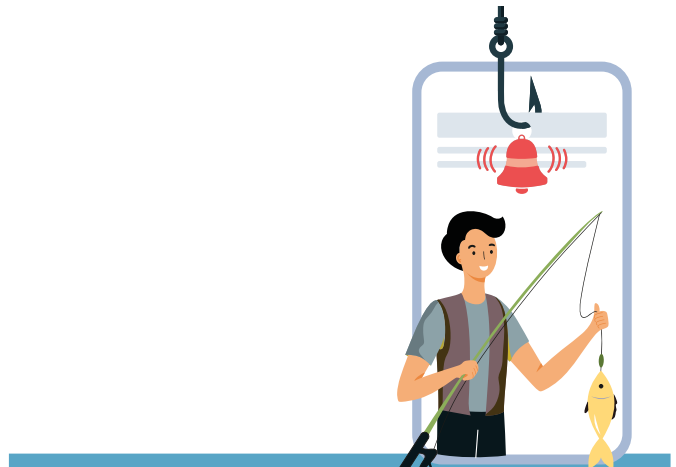
## Sustaining People and Livelihoods

Contributing towards the progress, welfare and growth of our employees and business partners.



## Disaster Preparedness and Recovery

Strengthening disaster and emergency response capabilities, and empowering post-disaster recovery.



## Safeguarding Coastal Communities

Providing accurate weather information and advisory services to fishermen to enable safe, sustainable and efficient maritime activities.



## Investing in Education

Shaping future generations through improved access to quality educational resources, while supporting distanced learning and fostering digital skills and capabilities.



## Monitoring Air Quality

Monitoring real-time air quality across five districts, and disseminating the information to the public.




## Connecting a Nation

Developing the nation's digital communication infrastructure on par with the developed world to drive cost-effective, reliable connectivity that supports life in the new normal, while creating a foundation for next-gen technology.

Impacts of our Business


Impacts of our Community Initiatives

# ABOUT THIS REPORT

 102-9,102-12,102-13,102-45,102-46,102-48,102-49,102-50, 102-51, 102-52, 102-53, 102-54, 102-56

**T**his document is Dialog Axiata PLC's fourteenth (14th) Annual Sustainability Report which complements the Company's Annual Report to its shareholders. It outlines the organisation's Economic, Social and Environmental performance for its financial year spanning 1st January 2021 to 31st December 2021<sup>1</sup>.

## Report Scope and Boundary

 102-10, 102-12

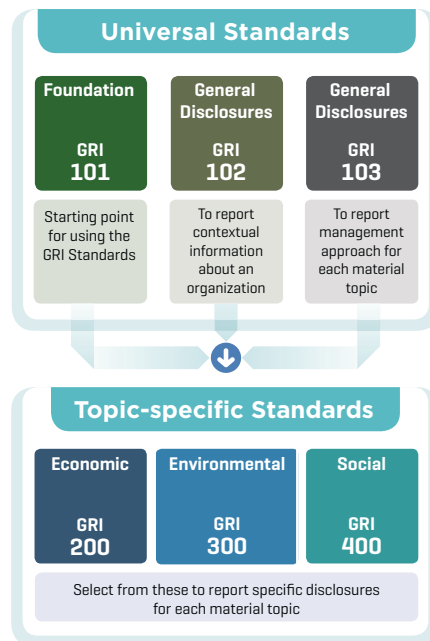
This report explores thirteen material topics identified by the Company and its stakeholders, and has been prepared in accordance with the GRI Standards: Comprehensive option. The data and management approaches related to thirteen topic-specific GRI Standards beyond the Core Standards are disclosed within the report, in correspondence with their applicable material topics.

The reporting boundary for each material topic is derived through a process involving two parts:

1. Mapping the material topic to its relevant GRI Standards-Specific Topic
2. Mapping the GRI Standards-Specific Topic relevant to each material topic across the entirety of Dialog's value chain.

The outcome of the above exercise is illustrated in the Matters of Material Importance and Value Chain Mapping.

Furthermore, where applicable this report references our parent Axiata Group Berhad's [Axiata] 4P Sustainability Reporting approach – Process excellence, Nurturing People, Beyond short-term Profit, and Planet and Society. The Company's alignment with the United Nation's Sustainable Development Goals are denoted where applicable.



The reporting boundary for the period under review pertains to Dialog's wholly and non-wholly owned subsidiaries, excluding all associate companies in which Dialog possesses a minority stake. At present, the triple-bottom line performance of subsidiaries is not reported on an exhaustive basis; however, Dialog remains committed towards strengthening disclosures of non-wholly owned subsidiaries of which Dialog remains the majority shareholder. As at the reporting date, Dialog reports on the majority of its subsidiaries' economic and environmental performance, and on Human Resource related measures to a limited extent, reflecting the less mature development of early-stage companies in this portfolio.

## How to Read this Report

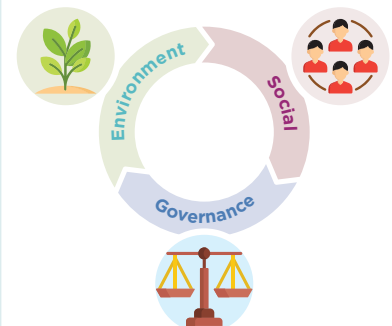
This report includes disclosures relevant to GRI Sustainability Reporting Standards, ESG Reporting and Axiata's 4 Pillars of Sustainability.

For ease of reference, they are indicated as follows:

### GRI Standards



### ESG Disclosures



### Axiata's 4P Approach to Sustainability



1. Dialog's previous Sustainability Report, the 2020 Sustainability Report was released in June 2021.
2. Matters of Material Importance [Page 28-28] and Value Chain Mapping [Page 30-31].

In 2019, Dialog formed a third-party service provider, Dialog Network Services (Pvt) Ltd [DNS] – a subsidiary of the Dialog Group, equipped to provide infrastructure and network services to multiple Sri Lankan mobile network operators. The data related to Dialog Network Services' environmental performance for the reporting year is tracked and disclosed within this report in a comprehensive manner.

### Context and Completeness

In terms of defining report content, this Sustainability Report addresses Reporting Principles as per the GRI 101: Foundation Standard. In addition, it complies to all requirements from the GRI-102: General Disclosures. With the principles of Materiality and Stakeholder Inclusiveness, this report further focuses on detailing the organisation's performance throughout the reporting year, highlighting both positive and negative triple-bottom line impacts, and outlining its action plans designed for driving future improvement. The report ensures adherence to the principle of Completeness, in ensuring an adequate coverage of all material topics that exist within the defined Scope and Boundary, reported in a manner that facilitates assessment by all stakeholders.

### Forward-looking Statements

This report contains forward-looking statements characterised by the use of words and phrases such as "might", "forecast", "anticipate", "project", "may", "believe", "predict", "expect", "continue", "will", "estimate", "target", and other similar expressions. Our business operates in an ever-changing macro-environment and is subject to uncertainties that could cause actual results to differ from those reflected within the forward-looking statements. Such statements reflect the expectations of the Group and may or may not transpire as predicted.

### Restatements

Any restatements with respect to previously reported data have been disclosed as footnotes, within each of the respective sections.

### Feedback

Please forward any queries/feedback on report content or sustainability matters as follows:

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Dialog Axiata PLC,  
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No. 57, Dharmapala Mawatha,  
Colombo 00300, Sri Lanka.

Direct : +94 777 088 806

Email : sustainability@dialog.lk

### Independent Limited Assurance

This Sustainability Report has been independently assured by 'DNV' Business Assurance Lanka Private Limited to a moderate level of assurance as defined by the AA1000 Assurance Standard. For further details regarding the subject matter and the scope of assurance, please refer to DNV GL's assurance statement on page 147-150.

### Significant Changes in Locations of Operations

There were no significant changes witnessed with respect to the Company's locations of operations during the year under review. As in the previous year, however, the Company experienced a 'Work-From-Home' operating model during certain periods of the year, particularly following the periods of lockdown imposed by the Government and health authorities, in order to curtail the spread of COVID-19. The aforementioned model was in operation from January to December 2021 during the year.

# 17 Mn Subscribers

Dialog Axiata Group, a subsidiary of Axiata Group Berhad [Axiata], manages the operations of Dialog Axiata PLC – Sri Lanka’s leading Quad-Play Connectivity Provider, and an entity listed on the Colombo Stock Exchange [CSE]. Dialog Axiata PLC’s leading position in the local mobile telecommunications sector is only augmented by a powerful market presence and strong footprint in Sri Lanka’s Fixed Telecommunications and Digital Television markets via its fully owned subsidiaries, Dialog Broadband Networks [Private] Ltd [DBN] and Dialog Television [Private] Ltd., [DTV], respectively. Dialog Axiata Group is Sri Lanka’s largest Foreign Direct Investor [FDI], with investments reaching a total of USD 2.8 Billion.

As an entity that has spearheaded the innovation and development of Sri Lanka’s mobile industry since the late 1990’s, Dialog continues to elevate the nation’s mobile telephony infrastructure to new heights, in line with the rest of the developed world. At present, the company delivers advanced mobile telephony and high-speed mobile broadband services via 2.5G, 3G/3.5G, 4G/4.5G and 5G networks, to a collective subscriber base of over 17 million Sri Lankans.

The Company has received numerous local and international awards including the National Quality Award and Sri Lanka Business Excellence Award and endorses the worldwide Sustainable Development Goals [SDGs] which aim to build a sustainable future for all by 2030.

**Championing the**  
**UN**  
  
**SUSTAINABLE DEVELOPMENT GOALS**

**83 Local and International Awards**



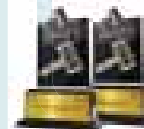
**Leading Sri Lanka’s Corporate Accountability rankings since inception.**



**SLIM-Nielsen People’s Choice Awards’ Telecom Service Provider of the Year for 8 consecutive years.**



**SLIM-Nielsen People’s Choice Awards’ Internet Service Provider of the Year for 7 consecutive years.**



**ISO 9001, ISO 27001 and ISO 14001.**



# OUR VALUES

## Service from the Heart



- Passion for delighting external and internal customers
- Place customer experience at the centre of our work ethic and corporate ethos
- Uphold a 'yes we can' attitude

## Uncompromising Integrity



- An exemplary culture of transparent and ethical behaviour
- A zero-tolerance orientation towards the enforcement of a high integrity ethic across everything we do
- Leadership that is caring
- Leadership that drives sustainability and creates shared value

## Create the Future



- Set paradigms for others to follow
- Incessantly extend Leadership in Multi-sensory connectivity through innovation and forward thinking
- Irrepressible desire to create a better future for the nation through empowering and enriching Sri Lankan lives and enterprise
- Be incessantly ignited by the desire to innovate and extend boundaries

## Responsible Leadership



- Leadership that delivers value to stakeholders

## Champions of Change



- Embrace change, constantly and as a way of Dialog life
- Agile, flexible and fast in action, adaptation and reaction
- Courageous and bold in leading change

## Exceptional Performance



- An irrepressible desire to be the best in whatever we do
- Delivering excellence in quality and value creation consistently
- Single-minded resolve to push boundaries and exceed expectation

## One Team



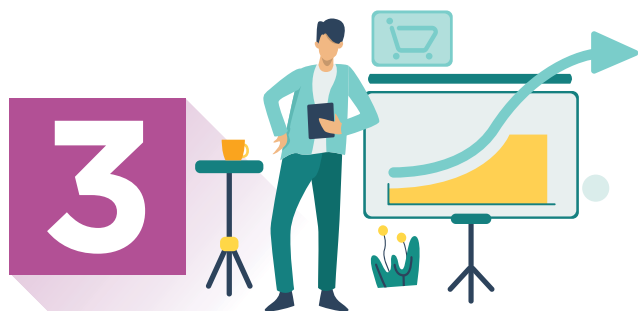
- An 'Api Dialog' team which pursues a common purpose in accordance with the Dialog Values, together
- A team which delivers the utmost in care and respect to each other, values diversity and is proud of collective achievement and excellence
- A team that embodies a culture that makes Dialog a great place to work and a second home to the team

# HOW WE CREATE VALUE

**A**s an organisation that serves over 17 Mn customers, Dialog maintains strong relationships with a vast network of stakeholders that support in creating, delivering, purchasing and engaging with its diverse range of products and services. The key operations, processes and stakeholder groups that facilitate our business are explored below, laid out in the form of a life cycle perspective, i.e., from sourcing and procurement to the final disposal of the waste product.







### Retailers

#### Outbound Logistics

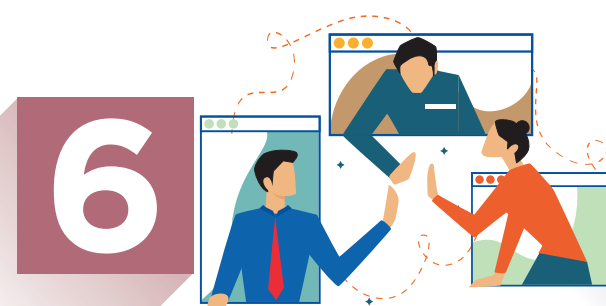
Sales Channels, Dialog Outlets



### Media

#### Marketing

Channel Launch, Products, Services, Digital Solutions, Value-Added Services



### Outsourced Services

#### After Sales Support

Customer Field Support Services, Technical Assistance Centre



### Employees / Customers

#### Service

Dialog Outlets, Franchise, Contact Centre, Selfcare / Digital, Service Channels



“

**Dialog focused on leveraging its position as a leading corporate in Sri Lanka, to provide short term relief to those in need, whilst also looking to use technology to drive long term, sustainable and inclusive economic growth.**

## **Dear Stakeholders,**

Although the effects of the COVID-19 pandemic showed signs of subsiding at the end of 2021, Sri Lanka is faced with the biggest economic crisis in its post independence history causing social instability and an increase in poverty levels. While it seemed a positive improvement compared to 2020, the marginal growth in the Country's GDP by 3.7% did not prove to be an effective contender in relation to the rising inflation which skyrocketed to 29% as I write this message in April 2022 . The shocks that ensued due to the pandemic caused an upheaval in regular economic activities and affected the Country's vulnerable communities the most.

It is at times like these that we continue to be reminded of the indispensable need for sustainable governance to ensure stability and continuity, with respect to individuals, families, organisations and even nations. Such principles and structures can result in the ability to withstand times of uncertainty and respond to change in a focused manner. With this goal in mind, Dialog focused on leveraging its position as a leading corporate in Sri Lanka, to provide short term relief to those in need, whilst also looking to use technology to drive long term, sustainable and inclusive economic growth.

## Providing Short Term Relief

In June 2021, the third rendition of Dialog's partnership with Manusath Derana provided relief to 34 hospitals, while delivering dry ration packs to 44,532 Sri Lankans in lockdown areas. In a similar vein, the previous programmes took place in conjunction with the first two outbreaks of COVID-19, resulting in the distribution of packaged dry rations for over 128,000 individuals in 400+ villages across 22 districts within a period of 6 weeks, and for 46,000 people in 10 districts within 22 days, respectively.

In April 2022 Dialog Group joined hands with like-minded corporates and partners including its execution partner Sarvodaya and accountability partner PwC Sri Lanka to launch the 'Manudam Mehewara' initiative to provide emergency relief to the impacted families and communities in the country due to the ongoing economic crisis. Emergency relief will be provided to more than 200,000 affected families across all 25 districts and this relief effort will continue for 60 – 90 days, until a sustainable benefit transfer system is established in the country through an effective economic recovery plan.

## Technology Driven inclusive economic growth

### Investing in Inclusive Connectivity

●● In the post-pandemic new normal, Dialog invested over Rs. 50 Bn solely dedicated towards the expansion of the mobile and fixed coverage.

Since Dialog's inception in the late 90's, affordable connectivity has played a major role in Sri Lanka's economic development. With an ever-greater reliance on high speed connectivity in the post-pandemic new normal, Dialog invested over Rs. 50 Bn solely dedicated towards the expansion of the mobile and fixed coverage footprint across the nation.

●● Dialog upgraded more than 3,000 sites and added 453 new towers, which improved connectivity to 1,028 villages and deep rural communities in 2021.

With the surge in demand, our network, which accounts for over 60% of the nation's total mobile data usage, has accommodated over 100% growth in mobile data traffic, and more than 200% growth in fixed data traffic. In light of the prevailing circumstances, Dialog upgraded the capacity of 4,450 mobile 4G towers and 2,001 fixed broadband towers during the pandemic period.

Dialog further enhanced the spectrum assigned to the mobile 4G network by more than double; a significant improvement which will enable the network to deliver superior performance despite an extensive increase in the customer base and traffic growth. In line with our objective of driving digital inclusion across the nation, Dialog partnered with the Telecommunications Regulatory Commission of Sri Lanka (TRCSL) to launch the first phase of the 'Gamata Sanniwedanaya' initiative in Ratnapura. The primary aim of this initiative was to support access to Broadband and enable all Sri Lankans to progress together as a single digital society through the deployment of 450 additional towers of which 161 are to be deployed by Dialog.

The pilot programme saw Dialog implementing 16 new sites in the Ratnapura district, with the second phase focusing on expanding 4G coverage to deep rural communities in the Kurunegala, Matara, Anuradhapura and Badulla districts, with the end target of achieving 100% population coverage.

Furthermore, in its continued efforts to expand coverage, Dialog upgraded more than 3,000 sites and added 453 new towers, which improved connectivity to 1,028 villages and deep rural communities in 2021. By the end of the year Dialog

mobile network reached 4380 mobile 4G sites in its network, the highest ever tower count recorded in Sri Lanka. Dialog also made use of Green Field towers in rapidly expanding its coverage to reach deep rural communities and used the Lamp Pole solutions to cater to urgent capacity requirements in dense areas.

In line with our mission of delivering the Future Today, Dialog continued to expand its 5G trial network to reach 87 5G sites, the first pre-commercial trial in South Asia paving the way to access the global 5G marketplace and facilitate industries to leverage the benefits of 5G.

Our passion to incubate interest-driven learning, innovation and entrepreneurship among the leaders of the future led the company to establish 5G Innovation Centres at the Engineering faculties of local universities. These centres are designed to empower students to envision a future of possibilities by granting a first-hand experience of 5G connectivity via artificial intelligence, machine learning, computer vision, blockchain, robotics, the internet of things [IoT] and related emerging technologies that inspire a spirit of national innovation, diversification and growth.

### Increasing access to Education

●● Dialog also supported the Ministry of Education to expand the free Nenasa Digital Satellite TV offering – creating the largest free digital education platform with 8 digital satellite TV channels, reaching millions of children in 1.7 million homes.

With increased learning loss and rising inequality in access to education during the pandemic, Dialog's commitment to ensure that no child gets left behind when pursuing their education led to the 'NanaDiri Data Scholarship' programme, in collaboration with Manusath Derana. The programme facilitated online learning for 103,478 schoolchildren from 470 schools across the nation, offering 10GB of data for a period of three months.

## GROUP CHIEF EXECUTIVE'S REVIEW CONTD.

Moreover, the Dialog Foundation continued to extend free access to a range of educational platforms to students under the Nenasa initiative including Nenasa Sinhala, Nenasa Tamil and Guru TV channels via Dialog Television and the ViU App. Dialog also supported the Ministry of Education to expand the free Nenasa Digital Satellite TV offering – creating the largest free digital education platform with 8 digital satellite TV channels, reaching millions of children in 1.7 million homes. The content for these channels were developed by the State Ministry of Education Reforms, Open Universities and Distance Learning Promotion and the National Institute of Education as per the national curriculum.

Furthermore, in celebration of World Children's Day 2021, the Company extended free Broadband connectivity to all 379 Child Development Centres island wide. Similarly Dialog continued to provide free access without a single data charge to those accessing e-Thaksalawa, the National Learning Content Management System [LCMS]/Learning Management System [LMS], and to all official e-Learning platforms of State Universities.

While the COVID-19 pandemic led to the considerable upheaval of the local education system, it is certain that it has opened the door towards accelerating Sri Lanka into a new digital era with a more student-focused, future-centric distribution of knowledge.

### Financial Inclusion

Dialog's FinTech products eZCash and Genie were both enhanced over the course of 2021 in order to increase the accessibility of financial services for all Sri Lankans. eZ Cash enabled instant access for small businesses, allowing the acceptance of contactless and remote payments via LANKAQR. The Central Bank led initiative to digitize small value payments through a standardized system is ideal for small

businesses and self-employed individuals, offering a simple registration process at no additional cost to enable the quick, easy transfer of money from anytime, anywhere.

Moreover Dialog Genie, Sri Lanka's first PCI-DSS-certified payment app establishing a major milestone during the year, by achieving transactions worth Rs. 10 Bn. Today Genie serves as a forerunner in the future of digitized FinTech payments in Sri Lanka by offering simplicity and security to over 400,000 customers.

### Inclusive Healthcare

“ The National 1390 Integrated Home-based Care Solution offered a hassle-free, comfortable recovery process for over 150,000 patients remotely monitored by a qualified medical professional, thereby reducing the burden on the nation's healthcare system.

In collaboration with our technology partner Wavenet International, Dialog donated a centralised, real-time bed management system to the Ministry of Health, enabling efficient distribution of patients to treatment centres, minimized admission time and more time for patient care. The system provides an overview of the availability of beds by locality and treatment centre, enabling a faster, more efficient method of mobilising resources for critical patients, with no delays – thereby greatly benefitting healthcare administrators, frontline professionals and those in their care.

Under the same partnership the company saw to the establishment of the National 1390 Integrated Home-based Care Solution for the first time in Sri Lanka; a consolidated trilingual hub offered free of charge to all, combining the services of a digital platform and an outreach centre to manage the health and welfare of PCR positive asymptomatic or mildly symptomatic patients. Initiated by the Ministry of Health

in collaboration with the Government Medical Officers' Association, the solution offered a hassle-free, comfortable recovery process for over 150,000 patients remotely monitored by a qualified medical professional, thereby reducing the burden on the nation's healthcare system.

Sri Lanka's pioneering digital health service providers Doc990 and MyDoctor successfully executed a merger to provide an integrated, comprehensive product offering on a single platform under the Doc990 brand. The revamped platform will serve as Sri Lanka's first all-in-one digital health solutions provider, designed to revolutionize and transform the country's healthcare infrastructure – delivering an abundance of services spanning channelling services, audio/video consultation, accessibility to medicine through island-wide delivery, online lab test registration, mobile laboratory services, a digital health vault and curated health and wellness subscription packages.

The company also expanded its Doc990 and MyDoctor facilities to provide access to online veterinary services island-wide, in partnership with the Sri Lanka Veterinary Association. Enabling video consultations with specialised veterinarians of their choice offers greater accessibility, convenience and relief to pet owners, while safeguarding the livelihoods and health of medical professionals in the field.

The rapidly escalating demand for healthcare and a growing need for effective mobilisation of services led Dialog to serve as the official connectivity provider to the entire nation-wide spectrum of Public Health staff within the purview of Provincial Directors of Health Services, which included Regional Directors of Health services, Regional Epidemiologists, Medical Officers of Health, and Public Health Inspectors nation-wide. These free, official connections aimed to streamline the delivery of care and enhance decision-making.

### **Empowering Small Businesses - Diriya.lk**

#### **“ Our vision of enriching and empowering Sri Lankan lives and enterprises led us to launch Diriya.lk.**

Our vision of enriching and empowering Sri Lankan lives and enterprises led us to launch Diriya.lk – a free, trilingual online knowledge portal that serves as a one-stop-hub for Sri Lankan entrepreneurs, featuring expertise from reputed industry specialists, downloadable educational content and access to networking opportunities. The portal's key contributors include the International Finance Corporation (a member of the World Bank Group) and local collaborations with renowned government and private sector organisations. Diriya.lk was launched to mentor, motivate and empower micro, small and medium-scale businesses to face the challenges of today's dynamic operating environment; equipping them with the necessary management acumen and business insights to create new business ventures and foster an entrepreneurial mindset among Sri Lankan citizens.

### **Empowering the Agriculture Sector - Govi Mithuru and Sayuru**

#### **“ The Govi Mithuru advisory mobile app, has over 600,000 registered users, providing valuable assistance in terms of maximising crop security and yield, under the patronage of the Department of Agriculture..**

Dialog's well-established revolutionary agri-tech service continued to add value to urban and rural farming communities by generously rewarding Govi Mithuru subscribers through the island-wide, year-long 'Govi Mithuru Nidanaya Competition'. At present, the advisory mobile app has over 600,000 registered users, providing valuable assistance in terms of maximising crop security and yield, under the patronage of the Department of Agriculture.

The first phase included a grand prize of gold coins gifted to 35 farmers together with admission to an agricultural training programme conducted by the Department of Agriculture, while 24 runners-up were awarded sewing machines. The primary aim of this initiative is to inspire farmers to foster greater knowledge and elevate their farming methodologies to ensure greater and more sustainable productivity and output.

#### **“ ‘Sayuru’, a free trilingual service offering day-boat fishermen daily weather forecasts and emergency alerts aimed at keeping them safe while at sea.**

In a similar vein, Dialog's commitment to safeguard communities and their livelihoods against adversity is reiterated through 'Sayuru', a free trilingual service offering day-boat fishermen daily weather forecasts and emergency alerts aimed at keeping them safe while at sea. Developed in collaboration with the Department of Fisheries and Aquatic Resources, Sayuru subscriptions surpassed 17,069 by end of 2021 where all services are provided free of charge. The Sayuru platform is available island-wide, and provides Interactive Voice Response (IVR) and daily SMS alerts related to the weather forecast, while notifying subscribers of inclement weather/disasters, personalised according to location.

7 months since its launch, Sayuru has undoubtedly safeguarded and improved the lives of fishermen across the island. As an extension of this service, Dialog launched 'Sayuru TV', with forecasts and emergency weather alerts broadcasted on digital screens at major harbours along Sri Lanka's coastline, thereby raising awareness with respect to the weather, safety, pollution and sustainable fishing among local fishermen.

### **ESG – Living our Purpose**

#### **“ The Board and management have recently declared our commitment to achieving net-zero Co2 emission by 2050 and as a first step aims to achieve net neutral by 2030.**

Being the most valuable Brand and premier connectivity provider in Sri Lanka, Dialog prides in championing ESG (Environmental, Social and Governance) in the country. The Board and management have recently declared our commitment to achieving net-zero Co2 emission by 2050 and as a first step aims to achieve net neutral by 2030.

Dialog continued to make strides in our journey towards building our environmental governance mechanisms. An exceptional achievement was the Group becoming the first Quad Play Telco in South Asia to receive the ISO 14001:2015 certification – a voluntary certification awarded to organisations that create and maintain an effective Environmental Management System (EMS). The certification denotes the presence of a robust environmental governance mechanism, encompassing the improvement of existing policies and processes to include factors including waste management, setting of environmental objectives, implementing alternative eco-friendly systems and processes across the value chain, initiating greater degrees of awareness with respect to environmental impact and a shift towards a sustainability-oriented workplace culture.

#### **“ An exceptional achievement was the Group becoming the first Quad Play Telco in South Asia to receive the ISO 14001:2015 certification - a voluntary certification awarded to organisations that create and maintain an effective Environmental Management System (EMS).**

# GROUP CHIEF EXECUTIVE'S REVIEW CONTD.

Moreover, Dialog continued to prioritize stakeholder concerns amid the rising impact of the globally disruptive pandemic – ensuring we safeguarded the Dialog team, as well as the needs of our customers, business partners, shareholders, and the surrounding communities, while contributing towards the nation's economy and its recovery. In my review for the previous reporting period, I referred to the permanent influence of the pandemic in the long run and its bearing on the future of our business and its stakeholders. As such, the company remained responsive to change, addressing the needs of the people through inclusive, far-ranging, long-term solutions designed to simplify and reshape the way people live, play and work, while enabling accessible and collective growth and progress.

## “ we fortified our policies on Anti-Bribery, Anti-Corruption, Gifts, Donations and Sponsorships, Whistleblowing, Data Privacy and Cyber Security.

Robust governance practices form the foundation of our culture and operations that allow us to conduct our business responsibly. In 2021, we set out to strengthen our governance policies and programmes that support and demonstrate good governance practices of the group. To mention a few highlights, we fortified our policies on Anti-Bribery, Anti-Corruption, Gifts, Donations and Sponsorships, Whistleblowing, Data Privacy and Cyber Security. In addition, compliance to governance policies is reported every quarter to the Board Risk & Compliance Committee, and continuous improvements are carried out to the compliance program to improve its efficiency and effectiveness.

## Looking Ahead

### “ Dialog aims to sustain our leadership in the customer mindshare space, while combating, minimizing and mitigating external challenges to achieve long-term business sustainability.

As we set our sights on the coming year, there are undoubtedly many risks and challenges that lie ahead for your company and for the nation as a whole. We continue to assess overarching macro-economic, social and technological trends in order to steer our strategy towards anticipating and adapting to meet emerging needs within society, and in doing so, uphold our pledge to support Sri Lankans across the island as they journey into the future.

The developing turbulence experienced within the country's socio-economic environment poses a threat to the continuity of businesses and lifestyles across the island – thereby resulting in significant impacts on our strategic objectives, and on the industrial sector at large. The risks associated with inflation and a rising exchange rate may in turn negatively impact business performance, resulting in the need to redefine cost structures while remaining mindful of the people's ability to meet the rising cost of living. Furthermore, the ongoing power shortages linked to the fuel crisis continue to impact seamless business operations – and Dialog is geared to ensure our services remain accessible and uninterrupted at this critical juncture in our nation's history.

In terms of technology, the emergence of 5G capabilities will undoubtedly shape the future of the telecommunications industry, and we are proud to be a forerunner in this regard. We continue to pursue its development, and its steady roll out among our loyal customer-base.

As mentioned previously, pandemic-induced impacts continue to shape society – even as many businesses shift into a hybrid model of working from both home and office. Dialog aims to empower businesses by assisting them to 'Work-from-Anywhere', thereby driving productivity and efficiency across the board. An ultra-high usage of networks and infrastructure is experienced even today, and Dialog prioritizes continuous network expansion and growth to address the ever-increasing demand.

The rise in the use of online platforms has witnessed a corresponding increase in threats related to cybersecurity and data security. Dialog is focused on ensuring data privacy and cybersecurity is achieved, and to this effect, will adhere to the relevant regulations, guidelines and international best practices.

Amid this challenging backdrop, Dialog aims to sustain our leadership in the customer mindshare space, while combating, minimizing and mitigating external challenges to achieve long-term business sustainability.

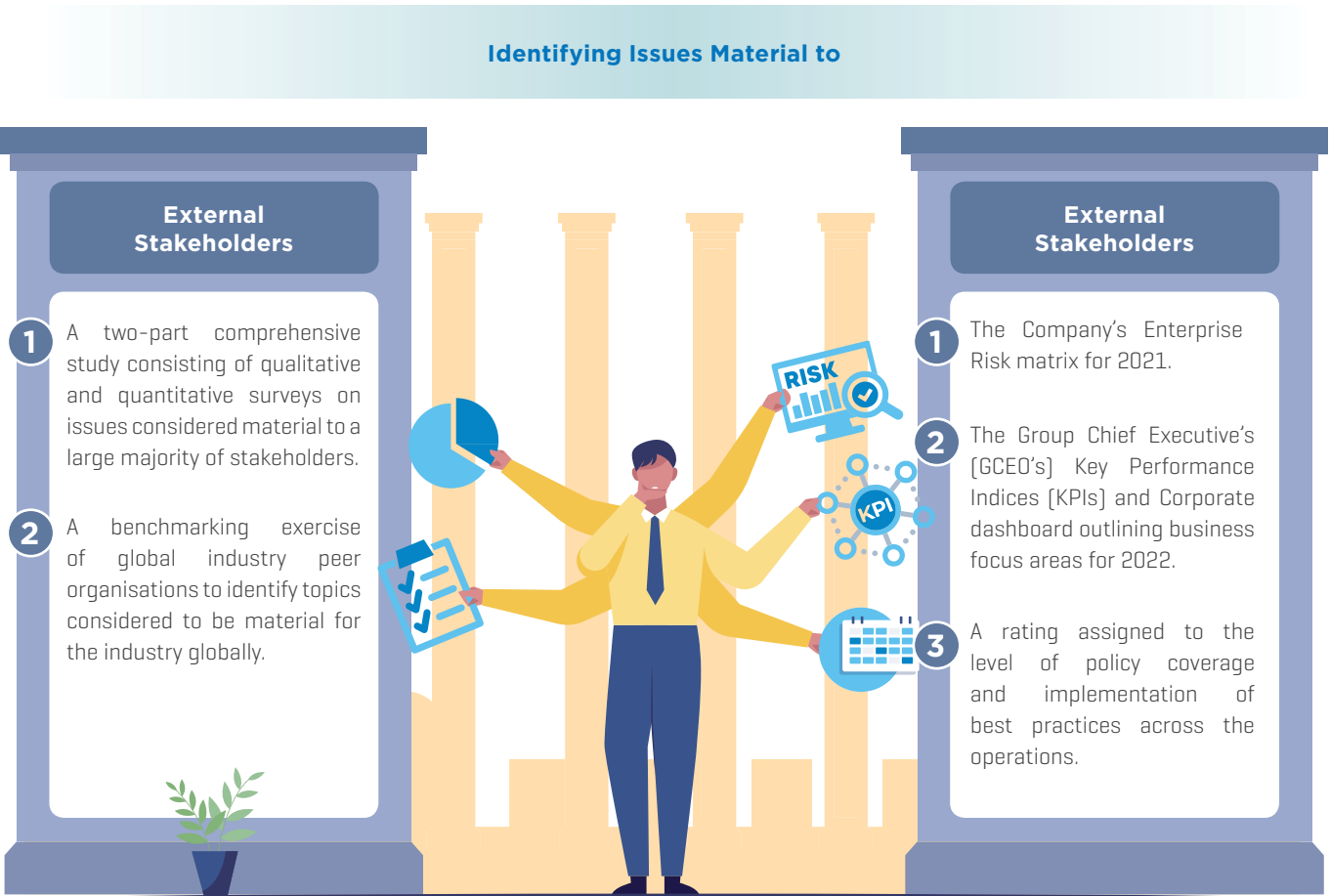
2021 was objectively a transformative year, which witnessed your company conquer numerous challenges in order to deliver progress and inspire positive change to Sri Lankans across the nation. I thank every single member of the Dialog team for their unwavering support and extend my heartfelt gratitude to every stakeholder who placed their trust in us to deliver consistent value amid times of uncertainty, which we pledge to deliver both in 2022 and in the years to come. As we continue to evolve, adapt and grow in line with the changing times, we look forward to continuous collaboration and creativity; for it is our firm belief that the power of our partnerships with you, our valued stakeholders, hold the potential to shape the Future. Today.



**Supun Weerasinghe**  
Director/Group Chief Executive

**A**s an organisation that operates in an environment characterised by constant change and uncertainty, identifying and updating our material issues help us to prioritize what matters most to the business and its stakeholders. Material issues are defined as those that have certain impacts on the environment, the economy and society, which would in turn impact the decisions of the Company and its stakeholders.

Therefore, in keeping with the GRI reporting framework, we continue to report on and disclose the concerns most material to our operations. The materiality of issues during the year were determined by plotting their relevance on relative scales based on inputs obtained from the Company and its stakeholders, as follows:





The year under review saw Dialog continue to assess and determine stakeholder opinions, perspectives and concerns to identify strategic priorities and material concerns. The company's Board of Directors assign the responsibility of stakeholder engagement and consultations, particularly with respect to triple-bottom-line related matters, to Group Sustainability. A range of cyclical engagement processes serve as a key source of determining stakeholder-specific material topics and issues that are relevant to the company's business and operations. This Sustainability Report summarises and describes the Company's treatment of such issues, as well as other engagement cycles driven by stakeholders and issue specifics.

As input for the 2021 Sustainability reporting cycle, following on from the previous year's dip-stick study – the 2nd part of a two-year comprehensive engagement cycle, towards further engaging with stakeholders to assess their feedback, the Company commissioned a comprehensive independent two-part stakeholder study, of which the first was a qualitative method of determining the issue areas material to each key stakeholder group, from which the second part which is an in-depth, quantitative survey engaging the identified material stakeholder groups on the material issue areas, was arrived at. This comprehensive level of assessment was undertaken to measure the impact of, and Dialog's performance relating to the identified issue areas. The key focus of which was identifying the shift in importance placed on the underlying stakeholder issues from the previous year to measure the impact of, and Dialog's performance relating to, identified issue areas.

Face-to-face interviews and a quantitative online survey were actioned as part of the study across all material stakeholder groups, based on the suitability for each group. The results of the study were matched against the GRI Sustainability Reporting Standards, as well as against the previous year's results, and functioned as a key input for the determination of Dialog's Materiality Matrix for 2021.

The 2019- 2021 cycle of the study was completed, and Dialog is in the process of conducting a comprehensive stakeholder study during 2022 – the results of which will be featured in the sustainability report for the relevant reporting period.





#### Frequency

- Independent Stakeholder Engagement Survey conducted locally - Annually

#### General Stakeholder Concerns

1. Quality products and services
2. Affordability of products and services
3. Ethical business practices
4. Data protection and privacy

#### Frequency

#### General Stakeholder Concerns

1. Quality products and services
2. Transparency and ethical practices
3. Data protection and privacy

#### Frequency

- Regular one-on-one engagements - Eight one-on-one meetings/ calls
- Overseas roadshows - Three virtual roadshows conducted

#### General Stakeholder Concerns

1. Dividends
2. Stability
3. Long-term growth

#### Frequency

- Independent Stakeholder Engagement Survey conducted locally - Annually

#### General Stakeholder Concerns

1. Financial governance and compliance
2. Ethical business practices
3. Customer data privacy
4. Stringent information security practices
5. Mitigating the Company's environmental footprint

#### Frequency


- Independent Stakeholder Engagement Survey conducted locally - Annually

#### General Stakeholder Concerns

1. Economic compliance
2. Effectiveness of corporate stewardship activities
3. Community investment
4. Waste management

## STAKEHOLDER ENGAGEMENT CONTD.

**6**




**Employees**

Type of Engagement, Methodology and

- Employee Engagement Survey conducted by the Axiata Group - Annually

**7**




**Retailers/ Distributors**

Type of Engagement, Methodology and

- Supplier Site Assessments and Regular On-going Engagement
- Independent Stakeholder Engagement Survey conducted locally - Annually

**8**




**Suppliers**

Type of Engagement, Methodology and

- Supplier Site Assessments and Regular On-going Engagement
- Independent Stakeholder Engagement Survey conducted locally - Annually

**9**



**Media**

Type of Engagement, Methodology and

- Regular one-on-one engagements
- Independent Stakeholder Engagement Survey conducted locally - Annually

#### Frequency

- Independent Stakeholder Engagement Survey conducted locally - Annually

#### General Stakeholder Concerns

1. Transparency and fairness in recruitment and performance management
2. Comfortable workplace environment
3. Adequate learning opportunities for skills development and personal growth
4. Remuneration
5. Career development

#### Frequency

- Regular business-as-usual interactions/ Procurement-based interactions, both daily

#### General Stakeholder Concerns

1. Financial governance and compliance
2. Customer satisfaction and service quality
3. Higher levels of engagement with supplier base

#### Frequency

- Regular business-as-usual interactions/ Procurement-based interactions, both daily

#### General Stakeholder Concerns

1. Financial governance and compliance
2. Customer satisfaction and service quality
3. Higher levels of engagement with supplier base

#### Frequency

#### General Stakeholder Concerns

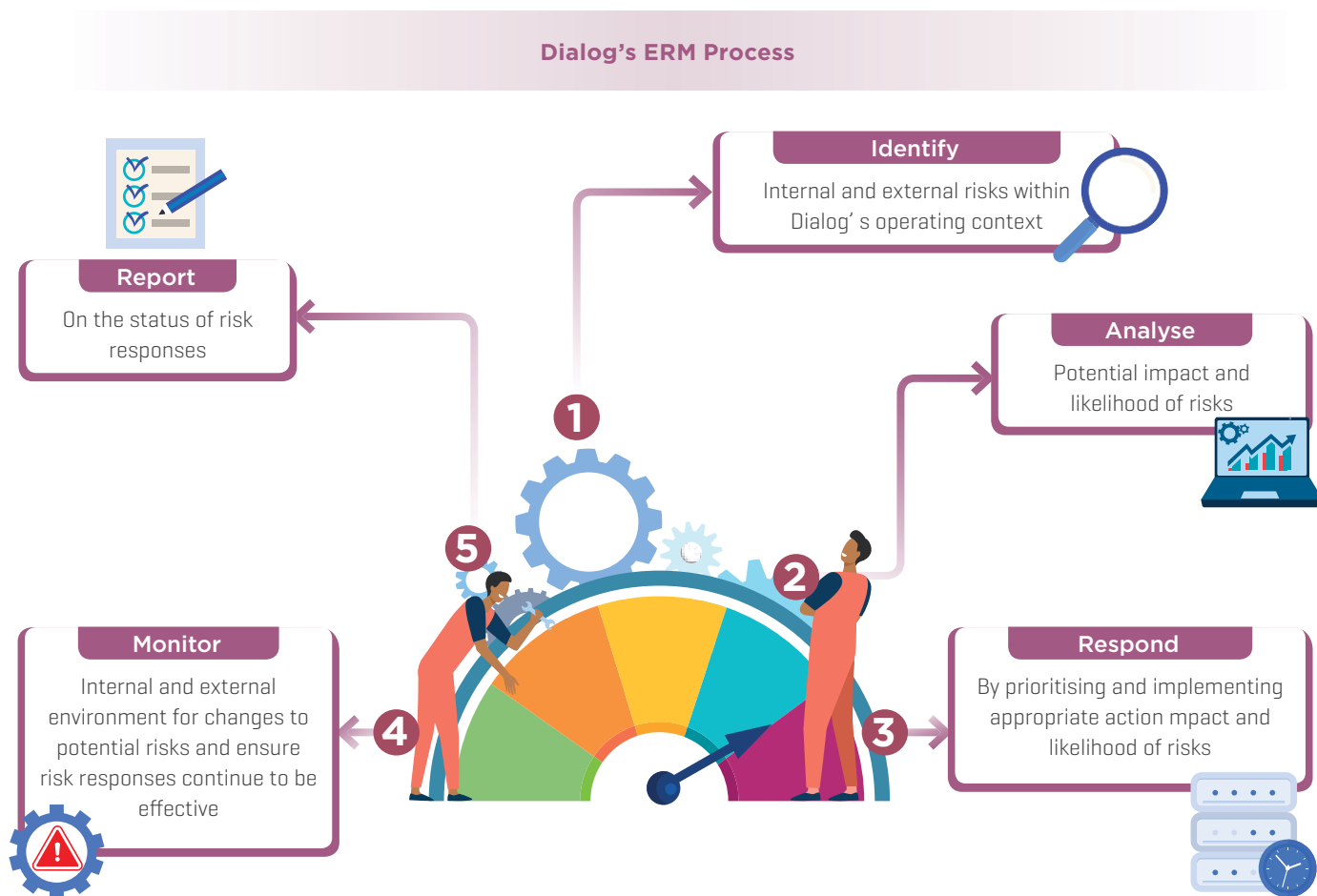
1. Economic compliance
2. Ethical business practices
3. Affordability of products and services
4. Stringent information security practices

**E**nterprise Risk Management enables organisations to manage and prepare for uncertainty in an effective manner. Dialog's systematic approach to risk response enables the company to address potential external threats that may pose a challenge to everyday business operations, that in turn may impact the achievement of the organisation's strategic objectives in the long-term.

## Dialog's Enterprise Risk Management Framework

Dialog's Enterprise Risk Management (ERM) framework ensures that risk is systematically and consistently integrated within the strategic decision-making processes at every level of the business, and is implemented as follows:

- Benchmarked against leading global risk management standards, including ISO 31000:2009.
- Employs a Horizon Scan to map the risk universe associated with specific events, and to consider their impact on the company with respect to multiple parameters, such as financial, customer, employee and reputation.
- The rating considers 'pre-' and 'post-' level impacts in order to clearly outline and identify inherent and residual risk statuses applicable to the present reporting context.
- A cyclical process anchored on five key steps: Identify, Analyse, Respond, Monitor and Report.





### The Risk Register

All five elements of the above process are recorded within a Risk Register, which is aimed at promoting a risk-preparedness culture across the organisation and serves multiple purposes, listed below:

- Used as the main source document for reporting and communicating company-wide risk.
- Used to document ownership in managing risk.
- Used to map specific deliverables and timelines



### Risk Governance

The leadership for Dialog's ERM process is primarily driven by Dialog's Group Leadership Committee (GLC), comprising the Chief Officers from all functions, and chaired by the GCEO. All communications and guidance in managing and governing risk are under the oversight of the GLC, ensuring that the overall tone for risk management is established at the top, and cascades down – serving as a guiding direction to embrace leading practices across the organisation.

The GLC is responsible for performing quarterly business impact analyses, as an integral portion of the risk management cycle. This process gives due consideration to stakeholder needs which are arrived at through the inputs provided by cross-functional stakeholder representatives, i.e., the risk champions outlined above. The GLC and the Board Audit Committee endorse the quarterly risk update, and it is then placed before the Board for their consideration.

The Board Audit Committee is required to submit an annual review of the risk governance framework to ensure the most relevant and applicable standards and best practices are adhered to, in order to effectively manage risks in daily business operations.



### Risk Champions

Risk Champions are appointed within each division to serve as custodians of certain segments within the risk register. They serve as the engine of the ERM process, and drive risk compliance and promote a risk-ready culture within the respective pillars under their purview. During the course of performing their duties, they are expected to seek the guidance of their division heads, and the respective function's Chief Officer.

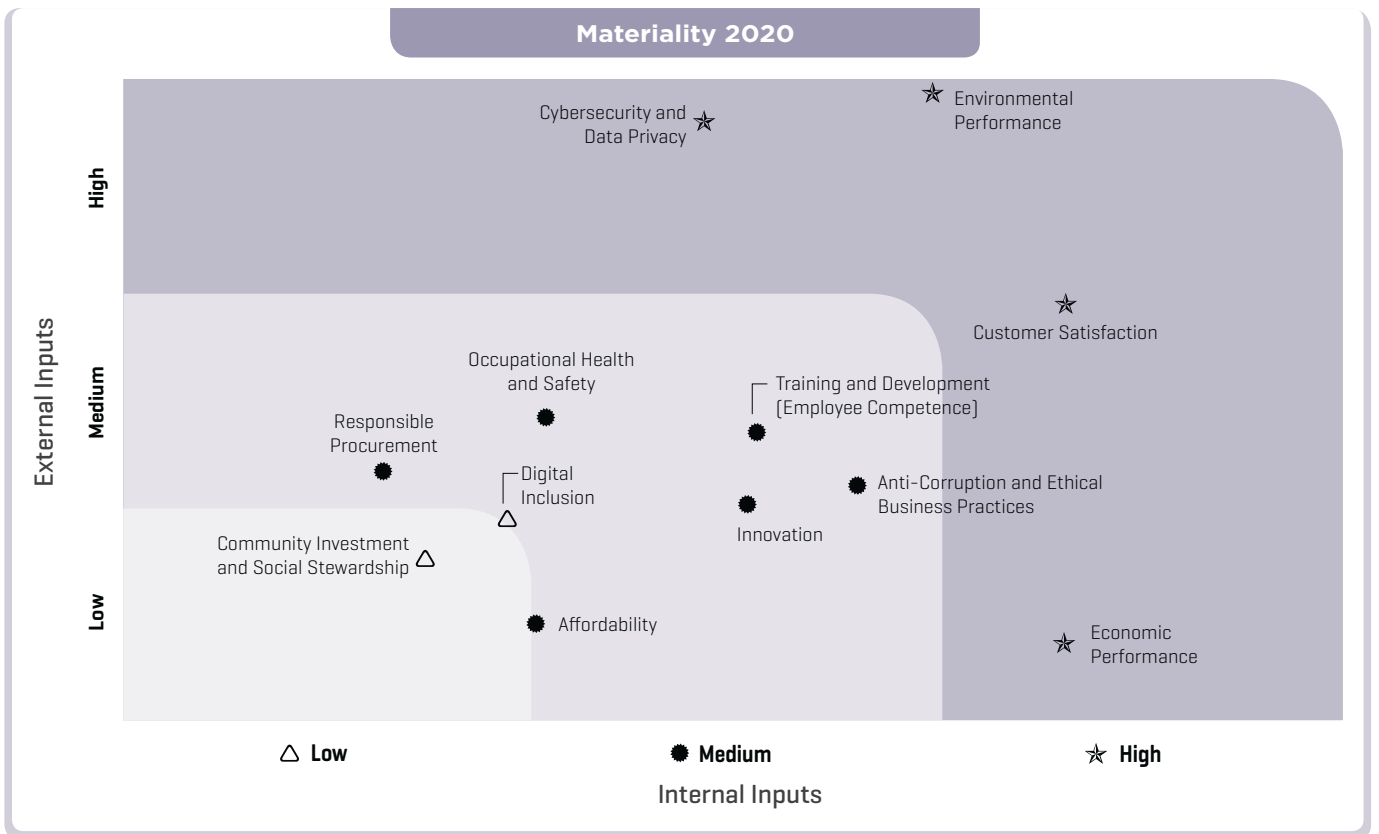
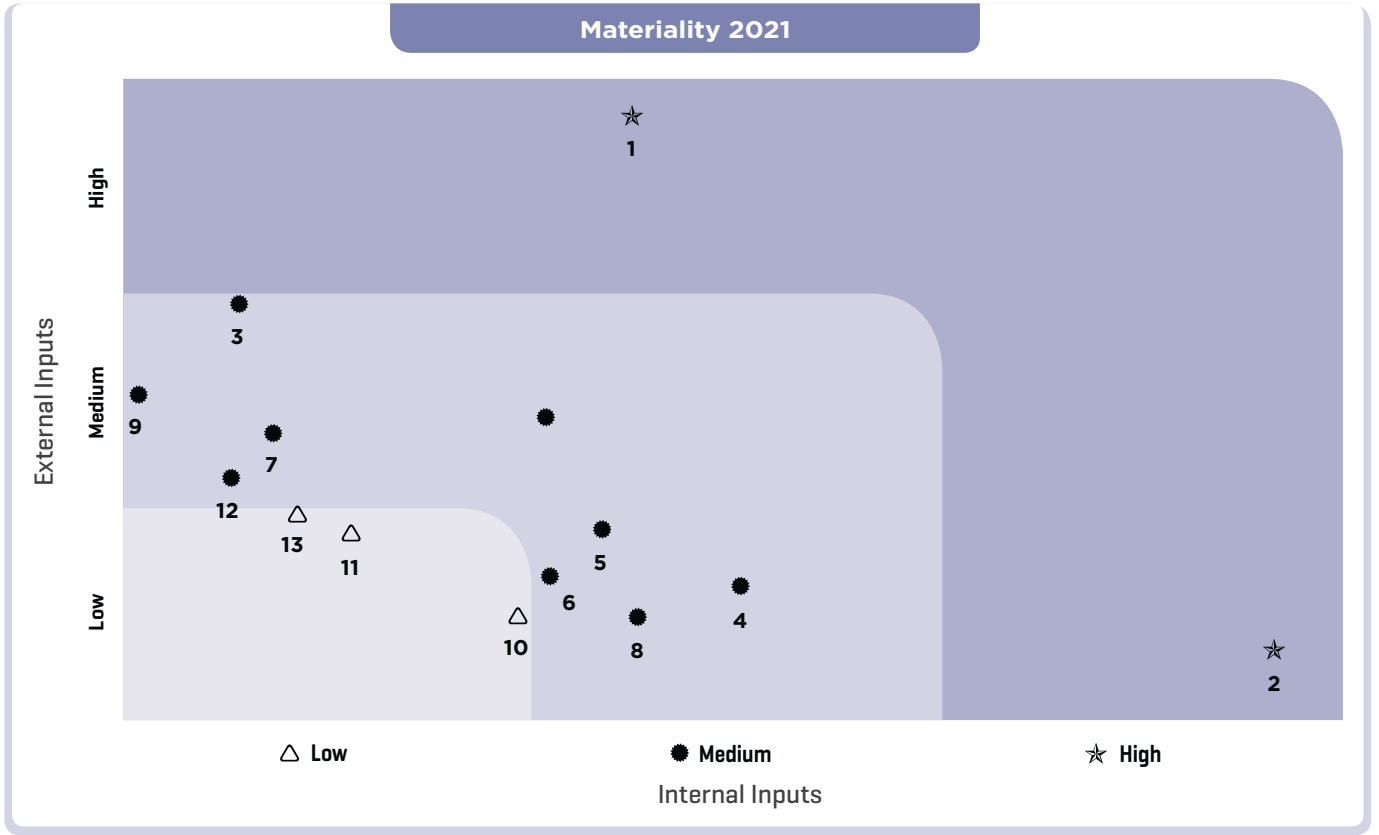


### Assessing Climate Risk

The company has identified Key Risk Indicators in relation to climate change impact, which are continuously monitored. During the year, divisional desk assessments took place to ensure a more comprehensive evaluation of the potential risks and opportunities with respect to climate change.

**D**ialog's material activities continue to evolve in line with the ever-changing dynamics of the information and communications technology industry and consist of topics which are material to the business as well as to our stakeholders. 2021 comprehensively reports on the company's top 13 most significant issues, including 4 new topics, Corporate Governance, Compliance, Diversity and Non-discrimination and Network Quality, in order to provide a more concise measure of materiality.





Detailed below are the GRI Sustainability Reporting Standards which correspond to the topics identified as being material for the reporting year. The value chain mapping follows the model described by Porter and Kramer in their paper, “Strategy and Society – the Link between Competitive Advantage and Corporate Social Responsibility.”


Material Topic	Relevant GRI topic-specific Standard	Internal			External								Reference
		Wholly-owned subsidiaries	Non-wholly owned subsidiaries	Associate Companies	General Public	Customers	Employees	Suppliers, Distributors, Retailers	Media	Regulators/ Government	Community and Civil Society	Shareholders	
Cybersecurity and Data Privacy	Customer Privacy	✓	✓	✓		✓	✓	✓		✓			Page 149
Economic Performance	Economic Performance	✓	✓	✓			✓	✓		✓	✓	✓	Page 78
Occupational Health, Safety and Well-Being	Occupational Health and Safety	✓	✓	✓		✓	✓	✓			✓		Page 113
Innovation	*	◦	◦	◦		◦	◦	◦	◦				Page 118
Network Quality and expansion	*	◦	◦	◦		◦	◦	◦					Page 123
Corporate Governance	*	◦	◦	◦			◦		◦	◦		◦	page 36
Diversity and Non-Discrimination	Diversity and Equal Opportunity	✓	✓				✓				✓		Page 96
	Non-Discrimination		✓				✓				✓		
Compliance	Socioeconomic compliance	✓	✓	✓									page 41
	Environmental Compliance	✓	✓	✓									
Environmental Performance and Climate Action	Economic Performance	✓	✓	✓			✓	✓		✓	✓	✓	Page 82
	Energy	✓	✓	✓			✓	✓					
	Emissions	✓	✓	✓	✓		✓	✓					
Customer Satisfaction and Relationships	*	◦	◦			◦	◦	◦	◦			◦	Page 72
Employee Competence	Training and Education												Page 101

\* The respective management approaches of the topics that cannot be mapped to a corresponding GRI topic-specific standard are detailed within each individual section of the report, where applicable. Environmental Compliance and Socioeconomic compliance were reported on due to the material nature of such topics, and the emphasis placed on adhering to such topics across the Company.



Material Topic	Relevant GRI topic-specific Standard	Internal			External								Reference
		Wholly-owned subsidiaries	Non-wholly owned subsidiaries	Associate Companies	General Public	Customers	Employees	Suppliers, Distributors, Retailers	Media	Regulators/ Government	Community and Civil Society	Shareholders	
Responsible Procurement	Supplier Social Assessment	✓	✓		✓	✓	✓		✓		✓	✓	page 146
	Supplier Environmental Assessment	✓	✓				✓	✓		✓			
	Procurement Practices	✓	✓				✓	✓		✓			
Digital Inclusion	*	o	o	o	o	o	o		o		o		Page 128

# SUSTAINABLE DEVELOPMENT GOALS

 GRI 102-13

The Sustainable Development Goals, more commonly known as the SDG's, are a collection of 17 interconnected Global Goals created in 2015 to ensure the successful achievement of the 2030 Agenda for Sustainable Development. These goals were adopted by all the member states of the United Nations including Sri Lanka to safeguard the prosperity of their people and the planet for the future generations. As a member of the United Nations Global Compact network, Dialog Axiata places a great importance on achieving the Sustainable Development Goals and has aligned its corporate strategies towards advancing sustainable development in Sri Lanka.

In order to formulate an appropriate strategy to achieve these targets in the due time, the company extended a significant amount of time and effort to study the existing macro-economic environment of the country, industry-specific indicators and global climate with respect to each Sustainable Development Goal. This was done with the intention of gaining clarity on how the Company could maximise the value created through endorsing and working towards achieving the goals through information and communications technology, and other digital avenues. A key reference point of the study was the Impact report of telecommunication service providers and the ICT industry on the Global Goals created by GSM Association [GSMA].

As a result of the study, Dialog was able to determine five of the seventeen goals in which the most significant positive impact could be made, through the telecommunications industry. The Company is confident that they can contribute towards great strides in securing a reduction in poverty, an increase in the provision of quality education, the integration of innovation and sustainable thinking across business priorities, and development of sustainable infrastructure for the betterment of society, and towards combatting climate change to secure a safer future.

The 5 Global Goals Dialog committed to impacting and thus creating value on, and the avenues through which they may create such an impact are as follows:

Dialog was endorsed in its decision to support the aforementioned Goals, as its parent company Axiata placed priority on the achievement of Goals 4 and 13, across the Group.

**1 NO POVERTY**



**4 QUALITY EDUCATION**



**5 GENDER EQUALITY**



**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**



**13 CLIMATE ACTION**



### Dialog's Objective

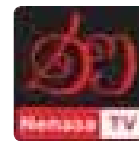
- The provision of equal access to economic resources and empowering the poor through digital services.
- The use of voice and data services towards galvanising national economic participation
- Ensuring affordable connectivity to all.

### Contributing Projects



### Dialog's Objective

- Providing access to good education through increased connectivity to schools and increased access to digital resources for education
- Using mobile financial solutions towards driving and supporting education-related services throughout the country



### Dialog's Objective

- Empowering women, making them more connected and safer, as well as providing access to information, services and life-enhancing opportunities including health information, financial services and employment opportunities.



### Contributing Projects

### Dialog's Objective

- Implementing top-of-the-range innovative technologies across the value-chain leading the expansion, upgrading and increased sustainability of existing infrastructure.
- Internet-of-Things related innovations towards increased efficiencies across social, environmental and economic dimensions
- Promoting Digital Inclusion and thereby influencing the embedding of equality and development of digital skills for all of society, without discrimination



### Dialog's Objective

- Implementing sustainable resource management schemes towards reducing negative environmental impact and cultivating a sustainable attitude.

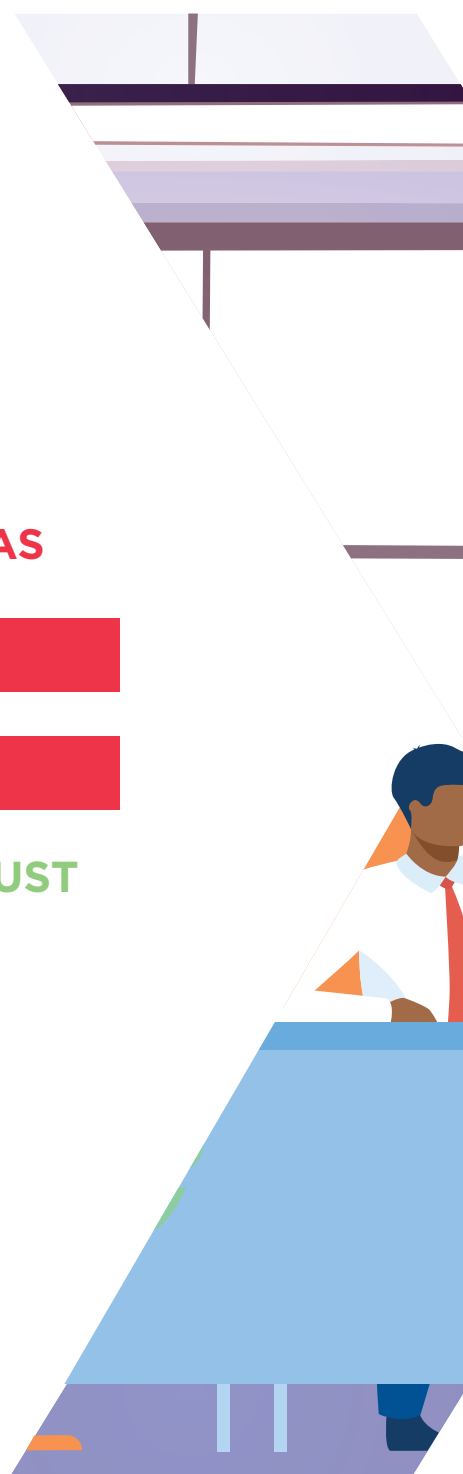




**LESS BIAS**



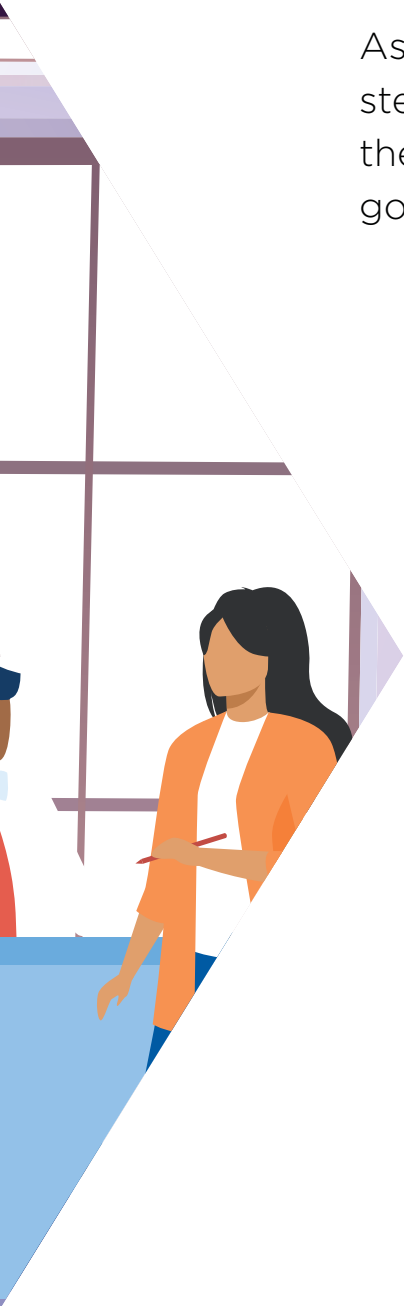
**MORE TRUST**




# Governance

Supported by robust processes and policies, Dialog strives to uphold the best practices in good governance and regulatory compliance. We believe in the importance of integrating principles of fairness, transparency and justice across the board, in order to build long-term stability and trust.

As a responsible entity, we continue to be steered by a stringent framework that balances the needs of all stakeholders, while being governed by an unwavering purpose to deliver endless value to the nation.



# MATERIAL TOPIC 01 - CORPORATE GOVERNANCE

 **GRI** 102-12, 102-13, 102-18, 102-19, 102-20, 102-21, 102-22, 102-23, 102-24, 102-25, 102-26, 102-27, 102-28, 102-29, 102-30, 102-31, 102-32, 102-33, 102-34, 405-1

## Reason for Materiality

Particularly amid uncertain business conditions, the stability, leadership, accountability and control exercised by an organisation is integral to its success. Good governance has been an integral part of Dialog's ethos and the Company's stringent policies and practices ensure the effectiveness of strategic decision making, and drives transparency and trust, ensuring all stakeholder needs are met and protected.

## Our Approach to Corporate Governance in 2021:

Dialog's Board of Directors serve as the highest governing body and are committed towards maintaining best practices in corporate governance, while pursuing its corporate objectives of building long-term shareholder value and maintaining sustainable growth. The committees listed below are responsible for decision-making across various aspects of governance within the Company.

Committee	Our Response
Board Audit Committee (BAC)	<ul style="list-style-type: none"> <li>Ensures that the Group complies with applicable financial standards and laws</li> <li>Ensures high standards of transparency and corporate disclosure and endeavours to maintain appropriate standards of corporate responsibility, integrity and accountability to the shareholders.</li> <li>The appointed members of the BAC are required to exercise independent judgment in carrying out their functions.</li> </ul>
Capital Investment and Procurement Management Committee (CIPMC)	<ul style="list-style-type: none"> <li>To support the Board in the performance of its duties by considering and approving, or recommending to the Board, strategic, operational and financial matters and procurement proposals.</li> </ul>
Nominating and Remuneration Committee (NRC)	<ul style="list-style-type: none"> <li>To identify, consider and propose suitable candidates for appointment as directors and for senior management positions.</li> <li>To formulate, review, approve and make recommendations to the Board with regard to the remuneration of the executive and non-executive directors and key positions within the senior management.</li> <li>Ensures that the directors appointed to the Board possess the background, experience and knowledge in business, technology, finance and/ or management, so as to maintain an appropriate balance of skills and experience of the Board.</li> <li>To ensure that each director brings to the Board an independent and objective perspective to ensure that balanced and well-considered decisions are made.</li> </ul>
Related Party Transactions Review Committee (RPTRC)	<ul style="list-style-type: none"> <li>To review related party transactions as prescribed by Section 9 of the Listing Rules of the CSE.</li> </ul>
Board Risk and Compliance Committee (BRCC)	<ul style="list-style-type: none"> <li>To assist the Board to oversee the risk and compliance function and ethics programme.</li> <li>Responsible for determining that there are robust processes in place for identifying, assessing and monitoring:               <ol style="list-style-type: none"> <li>key business risks to safeguard shareholders' investment and the Company's assets;</li> <li>cybersecurity risks and risks relating to data privacy</li> <li>risks arising from non-compliant practices and behaviours, particularly relating to ABAC.</li> </ol> </li> </ul>

## Delegating Authority for Economic, Environmental and Social Impacts

 GRI 102- 18, 102-19, 102-20, 102-21

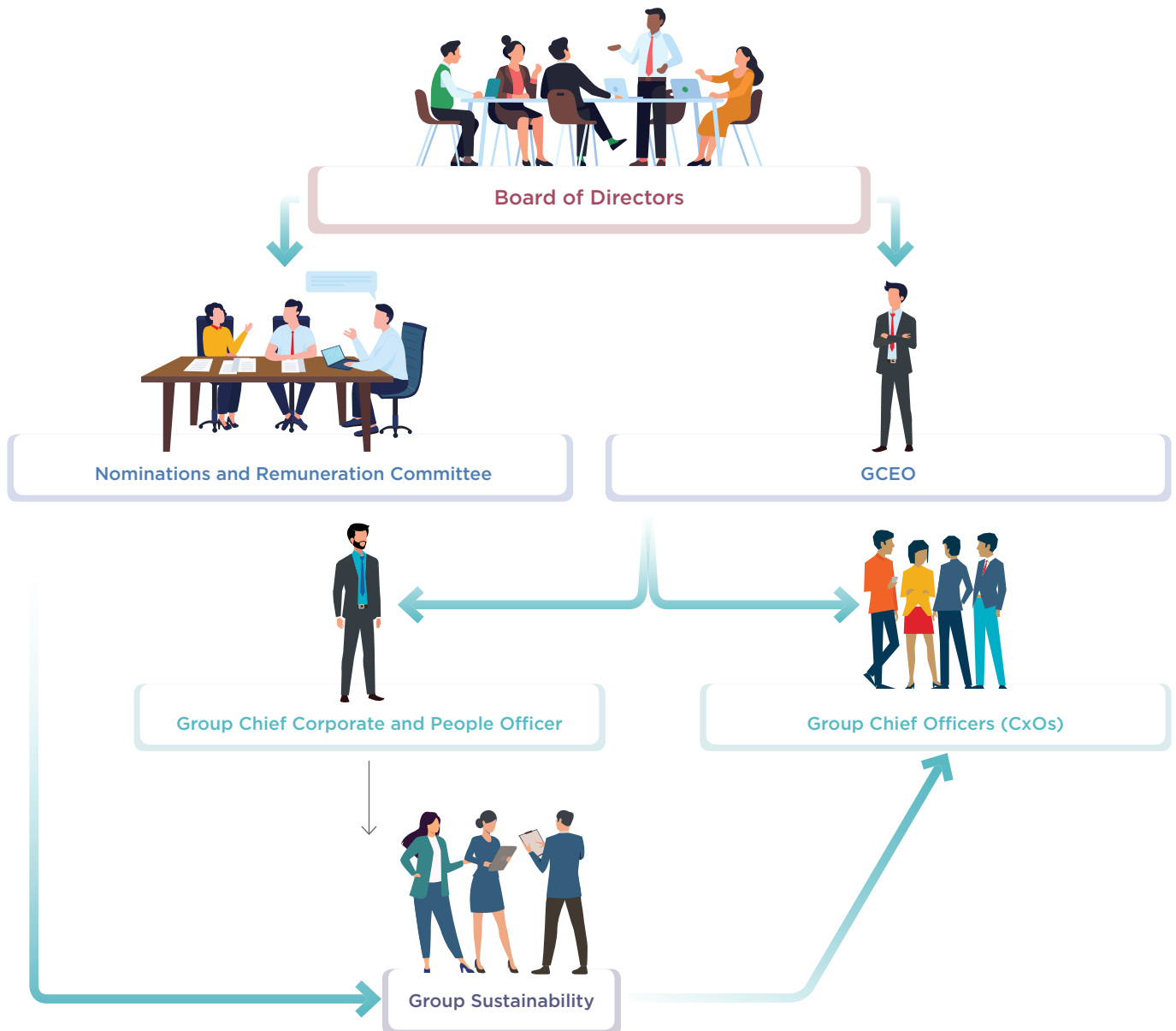
The Board has specifically delegated the oversight of sustainability issues, including economic, environmental and social impacts to the Nominating and Remuneration Committee [NRC].

The Board/NRC is briefed annually on any sustainability performance-related matters by the Head of Group Sustainability. The Group Chief Executive and the Group Chief Corporate and People Officer, in collaboration with the other Chief Officers and the Senior Management team are directly engaged in seeking assurance and participate in management discussions pertaining to the Annual Sustainability Report Assurance process.

The Group Sustainability Division remains responsible for economic, environmental and social matters, and reports any progress and concerns to the Group Chief Executive Officer [GCEO]. The GCEO in turn escalates these matters to the NRC and the Board. Concerns are considered 'critical' when existing internal controls are inadequate to appropriately address them, or when the introduction of new controls or processes are required to resolve said concerns. If the deviation in controls was found to be minor in nature and does not require the attention of the Board, remedial action may be taken at a lower level, with concerns resolved without the involvement of the Board.


To ensure continuous dialogue with our stakeholders is maintained with respect to these areas, the GCEO and the NRC serve as intermediaries between the relevant stakeholders and the Board of Directors.

The Group CEO formally reviews and approves the organisation's sustainability report, while ensuring all material aspects are addressed.



# MATERIAL TOPIC 01 - CORPORATE GOVERNANCE CONTD.

## Board and Committee Composition:

 GRI-102-22, 102-23

Governance Body	Total Members	Executive Members	Non-Executive Members	Ex-officio Members	Independence	Competences Related to Economic, Environmental and Social Impacts	Stakeholder Representation
Board of Directors	11	01	10		04	None	Major shareholder representation - by 06 nominee directors
Board Audit Committee [BAC]	03	-	03		02	None	Major shareholder representation - by 01 nominee director
Capital Investment and Procurement Management Committee [CIPMC]	04	01	03	01	02	None	Major shareholder representation - by 01 nominee director
Nominating and Remuneration Committee [NRC]	03		03		02	None	Major shareholder representation - by 01 nominee director
Related Party Transactions Review Committee [RPTRC]	02		02		02	None	None
Board Risk and Compliance Committee [BRCC]	04	01	03		02	None	Major shareholder representation - by 01 nominee director

Please refer the Annual Report 2021 – Profile of Directors for information pertaining to each individual's tenure on the governance body, and the number of each individual's other significant positions and commitments and the nature thereof.

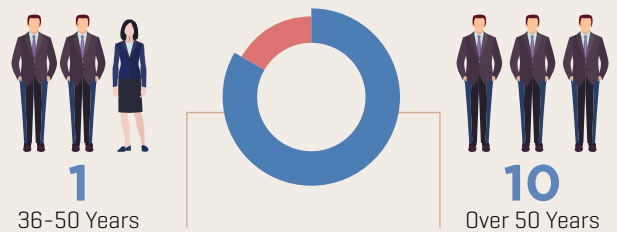


Category		Board of Directors	BAC	NRC	CIPMC	BRCC	RPTRC
Gender	Male	10	3	3	5	4	2
	Female	1	-	-	-	-	-
Age Group	18 – 25	-	-	-	-	-	-
	26 – 35	-	-	-	-	-	-
	36 – 50	1	0	0	1	1	0
	Over 50	10	3	3	4	3	2
Minority Groups	Sinhalese	2	0	-	2	1	0
	Tamil	1	-	-	-	-	-
	Muslim	1	1	1	1	1	1
	Malay	-	-	-	-	-	-
	Burgher	-	-	-	-	-	-
	Other	7	2	2	2	2	1

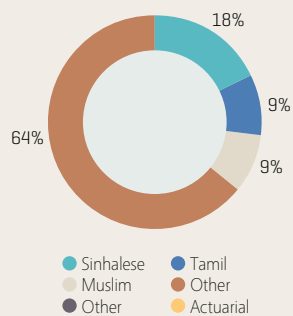
#### Board Composition by Gender



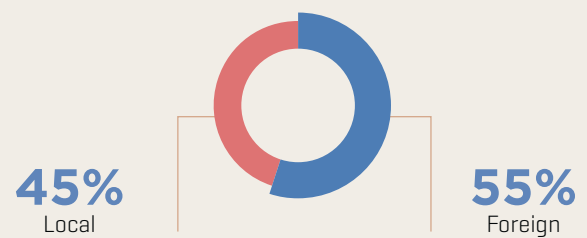
#### Board Composition by Age



#### Board Composition by Race



#### Board Composition by Nationality



# MATERIAL TOPIC 01 - CORPORATE GOVERNANCE CONTD.

## Board and Committee Selection Process

 **GRI** GRI-102-24

The Chairman of the Board of Directors is a non-executive director, thereby maintaining impartiality in terms of decision making. In the process of nominating directors, the Board and the NRC evaluate the balance of skills, knowledge and experience on the Board, and selects viable candidates who would complement the Board's composition. The relevant skills and capabilities, experience, knowledge, diversity and availability are taken into consideration upon making such a decision. Furthermore, the company evaluates whether a particular candidate acts independently in terms of character and judgment, in addition considering whether there are mitigating circumstances and relationships which are likely to affect or could appear to affect his/her judgment.

All directors appointed to the Board are required to retire and submit for re-election by the shareholders at the AGM immediately following his/her appointment.

## Managing Conflicts of Interest

 **GRI** GRI-102-25

Dialog is committed to ensuring conflicts of interest are avoided and managed. All Directors are required to disclose their interests, which are entered in the interest register maintained by the company. Disclosures related to directors' interests and related parties are made in the Dialog Axiata PLC 2021 Annual Report.

## The Role of the Board of Directors

 **GRI** GRI-102-26

The Board of Directors is responsible for the development, approval and updating of the organisation's purpose, values and mission statements, strategies and policies. They play a role in setting goals and objectives related to economic, environmental and social impacts. Subject to the authority delegated to the management under the Limits of Authority, the above-mentioned factors are approved by the Board, based on the recommendation of the Group CEO, as proposed by the relevant CXO.

## Training and Development

 **GRI** GRI-102-27

In order to ensure the Board remains up-to-date and effective in terms of disseminating their duties, the company takes steps to develop and enhance their collective knowledge of economic, environmental and social topics. The Board and the NRC are continuously briefed on such matters by the management at Committee and Board meetings. Furthermore, the Directors are provided with the opportunity to update and enhance their skills and knowledge through training programmes conducted by external and in-house facilitators.

A comprehensive and tailored induction programme for new Directors ensure that they remain fully apprised of the activities and business operations of the company and its subsidiaries.

## Performance Evaluation

 **GRI** GRI-102-28

The NRC is responsible for evaluating the Board's performance and decides how the Board's performance may be evaluated and also proposes the objective criteria. A performance self-evaluation is performed internally on a periodic basis, but not pertaining to sustainability. No actions were taken in response to the evaluation of Board's performance with respect to economic, environmental and social topics during the year.


## Risk Management

 **GRI** GRI-102-30

The Board of Directors oversees the identification of risks and opportunities, particularly with respect to economic, environmental and social impacts on the business. The identification of risks is performed by the Board Risk and Compliance Committee on behalf of the Board, in consultation with the relevant business process owners. Stakeholder consultation is at present not utilised to support this process.

The Group's risk management framework is reviewed by the Board Risk and Compliance Committee and the Board on a quarterly basis. The Board further continues to review risks and opportunities as and when required, to ensure the company remains responsive to external events. The GCEO also communicates any critical concerns relevant to economic, environmental and social performance to ensure they respond to changes in the environment.

## MATERIAL TOPIC 02 - COMPLIANCE

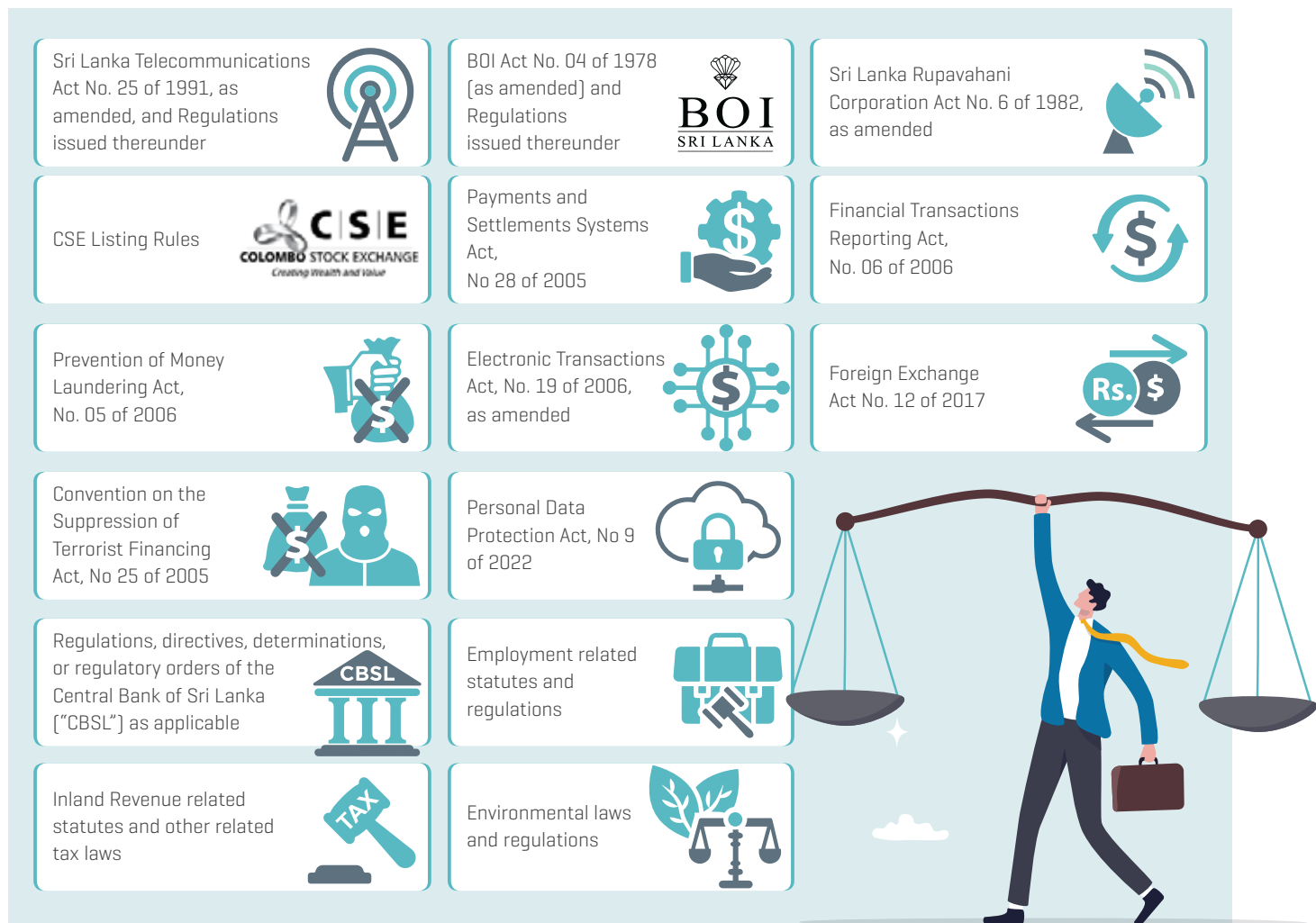
 102-41, 103-1, 103-2, 103-3, 307-1, 407-1, 419-1

### Reason for Materiality

Compliance ensures organisations are protected against external and internal threats, and helps build and maintain reputation and trust. Adhering to regulations and standards can drive change and innovation, while enabling an adaptive approach to operations. Compliance essentially forms the basis for all the organisation's decisions, and ensures the company's actions remain sustainable.

### Our Approach to Compliance in 2021:

Dialog's commitment to compliance is a key differentiator that places the company at the forefront of its peers both locally and regionally. Our compliance mechanism is structured to ensure the company's full adherence with the laws and regulations applicable to each core business vertical. Dialog's telecommunication business operates under the system license issued by the Telecommunications Regulatory Commission of Sri Lanka (TRCSL), while Dialog TV is governed by the operating license issued by the Ministry of Mass Media. Similarly, financial tools including eZ Cash fall under the purview of the Central Bank of Sri Lanka (CBSL). While the company complies to the aforementioned mandatory requirements, we are also committed to benchmarking ourselves to globally accepted best practices and standards to ensure we maintain a competitive edge through high-quality services. At present, Dialog complies with a range of regulatory requirements, including those listed below:



\* Please note that the above list is not exhaustive and there may be other regulatory frameworks which apply to the business.

## MATERIAL TOPIC 02 - COMPLIANCE CONTD.

### THE COMPLIANCE PROCESS

To ensure all business units are cognizant of the requirements related to compliance, we have a stringent compliance implementation process in place.



#### Inform

We inform the relevant business units of the requirements when new statutes and regulations which are applicable to the business are issued, via awareness sessions.

### Environmental Compliance

With respect to our ongoing commitment towards process improvement and excellence, the company continues to adhere to ISO 14001 standards. The Quality Systems and Process Management (QSPM) unit provides the necessary oversight for the appropriate implementation of quality management systems in accordance with the guidelines stipulated by the relevant certification bodies.

The QSPM unit oversees Certification Governance, which constitutes regular monitoring and reporting regarding issues with an impact on the quality of service. The QSPM conducts monthly customer forums in order to determine potential concerns, which are then escalated to the relevant authorities for corrective action, which should take place within a stipulated timeframe. The QSPM's purpose is to ensure preventive action is taken to avoid future occurrences of negative events. Furthermore, the QSPM unit is responsible for driving the re-certification process by facilitating external audits according to each certification renewal cycle.

As tower operations are material to our operations, Dialog liaises closely with Dialog Network Services to ensure that it closely aligns itself with the relevant



#### Train

Training programmes on complying with the applicable CBSL statutes and regulations are conducted for all new recruits of the Company during the employee onboarding process, on a monthly basis. All employees connected to the mobile money and payments function are apprised of new regulatory requirements and developments related to Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT) techniques. They are also made aware of new methods and trends with respect to Money Laundering and the Financing of Terrorism, and their responsibilities relating to the combating of the same. Employees are also expected to adhere to Customer Due Diligence (CDD) requirements, while being vigilant against suspicious patterns or unusual transactions, and reporting them as and when they arise.

environment approvals and license-renewal criteria when setting up and maintaining tower infrastructure. This primarily involves obtaining the necessary clearance from the Telecommunications Regulatory Commission and environmental protection license from the Central Environmental Authority, in addition to approvals from the relevant local authorities.

Dialog did not record any instances of non-compliance, or fines or penalties related to breaches of regulatory, environmental or economic laws and regulations throughout the reporting period.

A Board-approved Compliance Policy is in place for eZ Cash, pertaining to the following areas:

- To define company policies and procedures relating to compliance including Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT).
- To explain in clear and simple terms the compliance obligations of all employees.
- To guide employees in the conduct of daily business activities.
- To assist in the training of any new staff in compliance-related matters.

### Collective Bargaining

While Dialog does not oppose collective bargaining, no trade unions exist within the Company. The company is a registered member of the Employers' Federation of Ceylon, which plays an advisory role in terms of instilling qualities of social harmony to nurture a balanced and healthy employer-employee relationship. Quarterly Townhall meetings, skip-level meetings and one-on-ones with senior management, on an as-needed basis, are channels to discuss and resolve issues in case of clarifications, concerns and grievances. Further to this, employees may raise such grievances through the whistle-blower process.



## Assess

The company has the following processes in place to ensure compliance is achieved across all business functions, in a timely and efficient manner.

### Conducting Regular Audits

- Conducting a bi-annual Regulatory Compliance audit to ensure that the conditions of the licences issued to the Company and applicable statutes and regulations are complied with

### Relevant, Timely Updates

- The presence of an alert system to ensure that licence renewals and relevant statutory filings with regulatory bodies are completed on a timely basis.
- Advising on compliance requirements as and when new products and/or services are to be introduced.
- Quarterly reporting on compliance risk exposure to the board of directors of the company takes place.

### A Comprehensive Plan

- Scheduling activities in line with the Annual Compliance Plan and reviewing the progress at the end of the year for CBSL related compliance tracking.
- Initiating and supporting timeline-driven programmes which are tracked with the support of a program manager for new statutes and regulations which require process changes to be done across the organization.

### Continuous Monitoring

- For ez Cash, daily monitoring of suspicious behaviour is carried out for high risk alerts which are generated from an automated transaction monitoring system to ensure compliance with the Financial Transactions Reporting Act, No.06 of 2006.
- For CBSL related compliance, the Company has adopted a Risk Based Approach to profile ez Cash customers and merchants based on their level of risk grounded on customer and merchant category, geographical location of business or country of origin of the customer, products, services, transactions or delivery channels and any other information.

The company continues to focus on process simplification, and on creating a more centralized system to manage the compliance function during the year. To this effect, Dialog began an initiative to set up a digital repository to store and file crucial documents relevant to compliance. The company's data protection impact assessment template is in the process of being digitized. The CBSL-related compliance has been incorporated to the eZ Cash Business Standard Operational Procedure, while compliance activities with respect to eZ Cash are now aligned with the Annual Compliance Plan.



## Correct

Any instances of non-compliance are taken very seriously. Corrective action is recommended immediately if it is anticipated that there can be a non-compliance of certain regulations or policies. Any non-compliances thereto are escalated to the RCMC, BRCC and ultimately the Board of Directors based on the criticality and nature of the non-compliance.

The Group Internal Audit further acts as a line of defence against any compliance risks and raises lapses to the management and Board Risk committees for necessary action. Similarly, the company monitors the progress of regulatory observations highlighted on onsite audits and recommends corrective action to avoid recurrence.

### The 4P Approach



### Relevant ESG Principles



### Future Aspirations:



A comprehensive compliance plan is currently in place, scheduling all requisite compliance activities with timelines to fulfil the regulatory requirements.

# MATERIAL TOPIC 02 - COMPLIANCE CONTD.

## Dialog's Certification Journey





### GSMA Mobile Money Certification – Toolkit Ver 3.0

**Business Segment**  
eZCash

**Initial certification (Year)**  
26th November 2018

**Last periodic audit date**  
November 2021

**Renewal Cycle**  
Every 3 years

**Current Validity Period**  
25th November 2024



### ISO 14001:2015 – Environment Management System

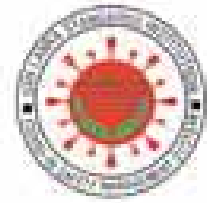
**Business Segment**  
Entire Company

**Initial certification (Year)**  
2021

**Last periodic audit date**  
March 2022

**Renewal Cycle**  
Re-certified every 3 years

**Current Validity Period**  
6th June 2024



### SLS 1672:2020 – COVID-19 Safety Management System

**Business Segment**  
Entire Company

**Initial certification (Year)**  
2021

**Last periodic audit date**  
February 2022

**Renewal Cycle**  
RRe-certified every year

**Current Validity Period**  
20th September 2022



# ANTI-BRIBERY AND ANTI-CORRUPTION

GRI 102-17, 103-1, 103-2, 103-3, 205-2, 205-3

In line with our core values of 'Uncompromising Integrity' & 'Exceptional Performance' [UI-EP], Dialog is committed to conducting business with zero-tolerance approach towards Bribery and Corruption. Our commitment towards maintaining professionalism, fairness and integrity across all our business activities embodies our every action and is evidenced in the stringent systems and processes implemented to counter any form of bribery and corruption that may arise.

## Guidance from the Group

Dialog's principal shareholder is the Axiata Group, which operates and invests in technology companies across the South Asian and Southeast Asian regions. Axiata's overarching principles require all members employed at these organisations to strictly adhere to a single unifying code, which is Uncompromising Integrity and Exceptional Performance [UI-EP]. All organisations operating under the Group including Dialog, formulate their own unique beliefs and aspirations based on this platform, and incorporate the relevant values into the core of their business.

As conducted in 2020, Dialog continued to adhere to the requirements of the new Act 17A imposed by the Malaysian Anti-Corruption Commission on the 1st of June 2020. The Act in question was released with the aim of regulating anti-corruption and ethical business practices across all Malaysian companies and their related subsidiaries and stated that while previously only those individuals who engaged in acts of corruption were deemed liable for their actions, corporate organisations are now considered liable, and must face the consequences of such incidents initiated by an individual or group of individuals. The act further states that corporates must introduce strict controls and adequate procedures to prevent any occurrences of bribery and corruption, and ensure that any such procedures are communicated, implemented and enforced effectively across the organisation.

### The 4P Approach



### Relevant ESG Principles



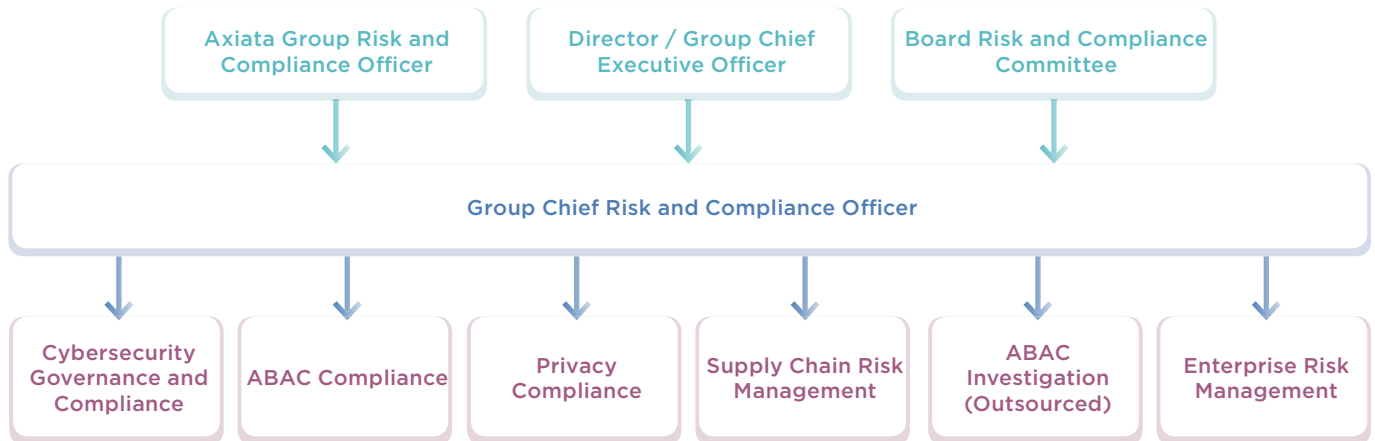
In order to remain aligned with the aforementioned requirements, MACC guided Axiata towards the implementation of the 'TRUST' model, on which Dialog's Workforce Operations model is built; resulting in a solid foundation of ethics and integrity where regulatory compliance and governance play a key role.

Dialog, therefore, remains fully compliant with all statutory labour laws including the Shop and Office Act of 1954 and the International Labour Organisation's (ILO) Declaration on fundamental principles and employee rights and work. As a signatory to the UN Global Compact on Human Rights, Dialog ensures it refrains from all forms of child labour or forced/compulsory labour.





## Dialog's Approach to Anti-Bribery and Anti-Corruption



Dialog's Board of Directors hold the overall responsibility for maintaining the company's anti-corruption track record, while the responsibility for enforcing anti-corruption practices on a daily basis lies with the company's managerial level. Therefore, management representatives are required to ensure that the employees under their purview are aware of the company's stance on anti-corruption, and adhere to the respective standards and policies that are in place.

The Board Risk and Compliance Committee [BRCC] was formed in Q3 of 2020 with the aim of reinforcing the company's Anti-Bribery and Anti-Corruption [ABAC] control framework. The Committee assists the Board in their oversight of the compliance function and ethics programme, and is responsible for determining that robust processes exist for identifying, assessing and monitoring the following aspects:

The BRCC comprises four representatives of the Board, and ensures that Dialog's risk register is kept up-to-date and relevant, while advising the Board in relation to the strategic direction, the tone from the top, and the appropriate training and development exercises to be conducted in all areas under its mandate.

The Board Committee is further supported by the comprehensive and effective internal governance structure outlined in the diagram featured above, and additionally consists of the Group Senior Management Committee [GSMC] and headed by the GCEO and the Risk & Compliance Management Committee chaired by Group Chief of Risk & Compliance. Group Leadership Committees overlook the effective management of the core functional areas delineated above, which are in turn headed by senior management members heading the respective functional area.



Key business risks to safeguard shareholders' investment and the Company's assets.

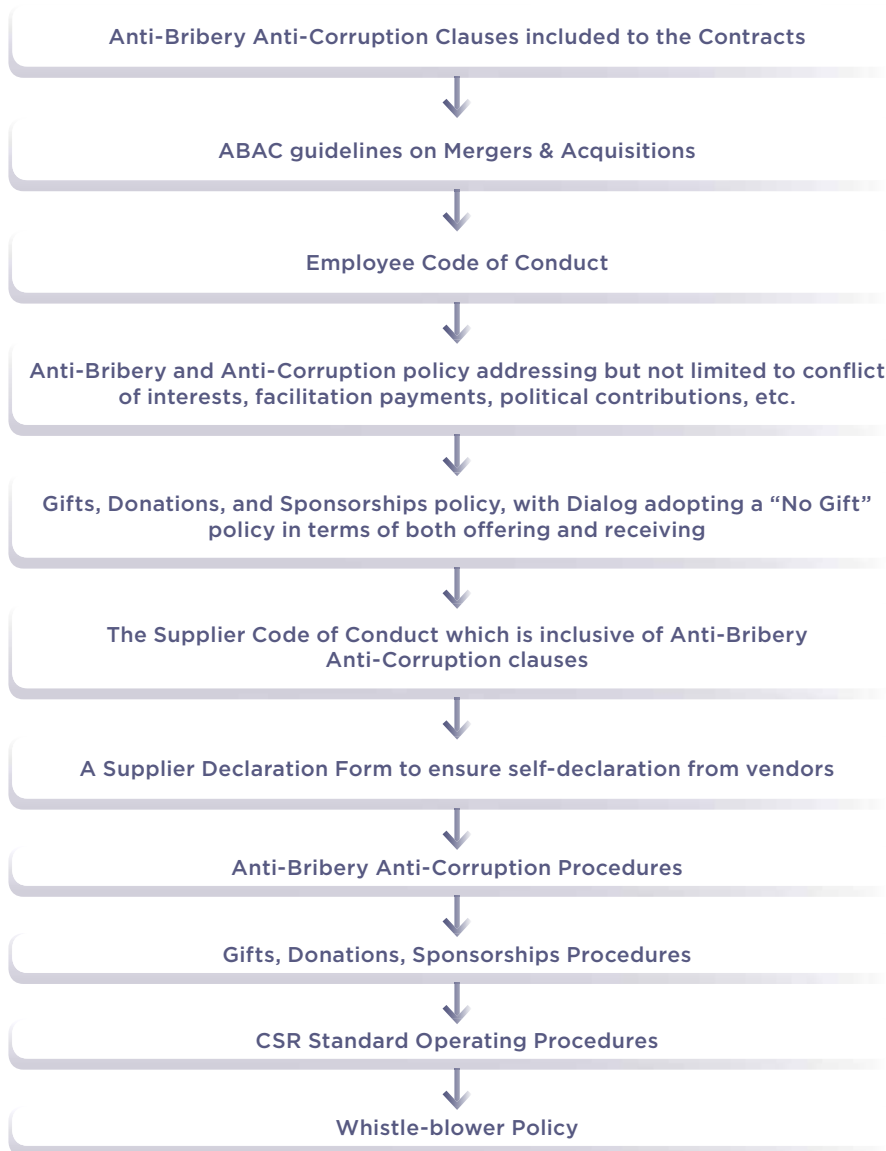
Cybersecurity risks and risks relating to data privacy.

Risks arising from non-compliant practices and behaviours, particularly relating to Anti-Bribery and Anti-Corruption (ABAC).

# ANTI-BRIBERY AND ANTI-CORRUPTION CONTD.

## Policies and Procedures

Dialog has in place the following policies and procedures that outline the relevant mechanisms to achieve a structured approach toward Anti-Bribery and Corruption:



Training on these respective policies is mandatory and occur at three levels, including at the point of induction. In addition, annual training programmes take place in order to ensure all employees are aware of any changes to policy, while informal training takes place for key stakeholders within high-risk divisions.

Uniform CSR Standard Operating procedures are in place, designed to evaluate and assign responsibility for long-term, established CSR projects and their respective transactions. Furthermore, ABAC related clauses are regularly updated and incorporated into the Employee Code of Conduct.



**52,860 hours**

Training on ABAC



**20 programmes**

Training on ABAC

Along with the above training programmes, the Company also celebrated Anti-Corruption Day on the 9th of December 2021.



## The Whistle-blower Policy

The company's whistle-blower policy enables the organisation to create an environment conducive for transparency, accountability and integrity; safeguarding any individual who reports on alleged improper activity including those related to bribery and corruption. This policy provides guidelines for reporting of improper conduct and for addressing any allegations without the fear of retaliation

The Group-wide 'Speak Up' hotline continued to be in effect during the year. Managed by a third-party agency, 'Speak Up' consolidates all existing channels of the Axiata Group within a single, unified hotline, and facilitates the reporting of actual or suspected misconduct and any forms of illegal or unethical behaviour. The platform is available in English and all OpCo local languages and is accessible to all employees of the Axiata Group, as well as to other stakeholders including suppliers, business partners, contractors, customers, etc.

Benefits of the system include:

- The improved assurance of anonymity and confidentiality
- The centralised management of reported concerns
- The capability of speaking directly to CxO's and the CEO's themselves within a year of the submission of the whistle-blowing report

In line with the Group's policy, upon reporting of any concern in good faith, stakeholders will not be exposed to any form of victimisation, retribution or retaliation from their respective heads or senior management. All reports received by the third-party agency are submitted to the Axiata Group Investigations Team (a unit of Axiata Group's Internal Audit), who will ensure any concerns are addressed in a professional and confidential manner. Any report warranting an investigation

will be assessed by an investigator from Axiata or and externally appointed source. Any authentic concerns will lead to the offending party facing disciplinary action, as stated in the Code of Conduct.

A defalcation committee is in place to maintain the efficiency of all investigations, while a service-level-agreement encourages the timely completion of such activities which is 90 days as stipulated in the whistleblowing procedure manual provided no extension was requested in preliminary stages.

## Progress in 2021

During the year, Dialog developed the Approval Workflow System which created a digitized, transparent procedure to manage all requests related to gifts, sponsorships, CSR donations, etc. The system ensures greater visibility, and simplifies the audit process, thereby promoting best practices in good governance. The project is now nearing completion and will be launched in 2022.

The year saw the company integrate 'Corruption Risk' into the organisation's enterprise risk management register and made applicable across all business divisions. Dialog conducted a range of sessions across all employee groups to raise awareness on the identification and prevention of corruption risks. The adoption of this risk within the register ensures a more systematic approach towards eliminating corruption, with all business portfolios required to submit quarterly reports including a corruption risk rating based on likelihood and impact. Based on the insights obtained from these reports, corrective action would be taken in order to mitigate the occurrence of such risks. However, no such corruption risks were identified during the reporting year.

The company revised its ABAC policy in line with identified areas for development and is poised to launch an upgraded version within the following year.

Our journey and growth in creating greater transparency within the workplace was recognised by Transparency International Sri Lanka. In 2021, the company is the sector lead and ranked 2nd highest overall amongst the top 75 public listed companies in the CSE, in terms of corporate reporting and remained the highest ranked telecommunications service provider with an overall score of 9.73 out of a potential 10. The company exhibited significant growth against the previous year's results, which saw Dialog ranked at 9th place with a score of 7.77.



**Zero**

incidents of corruption reported

**No**

deviations from internal  
processes and controls



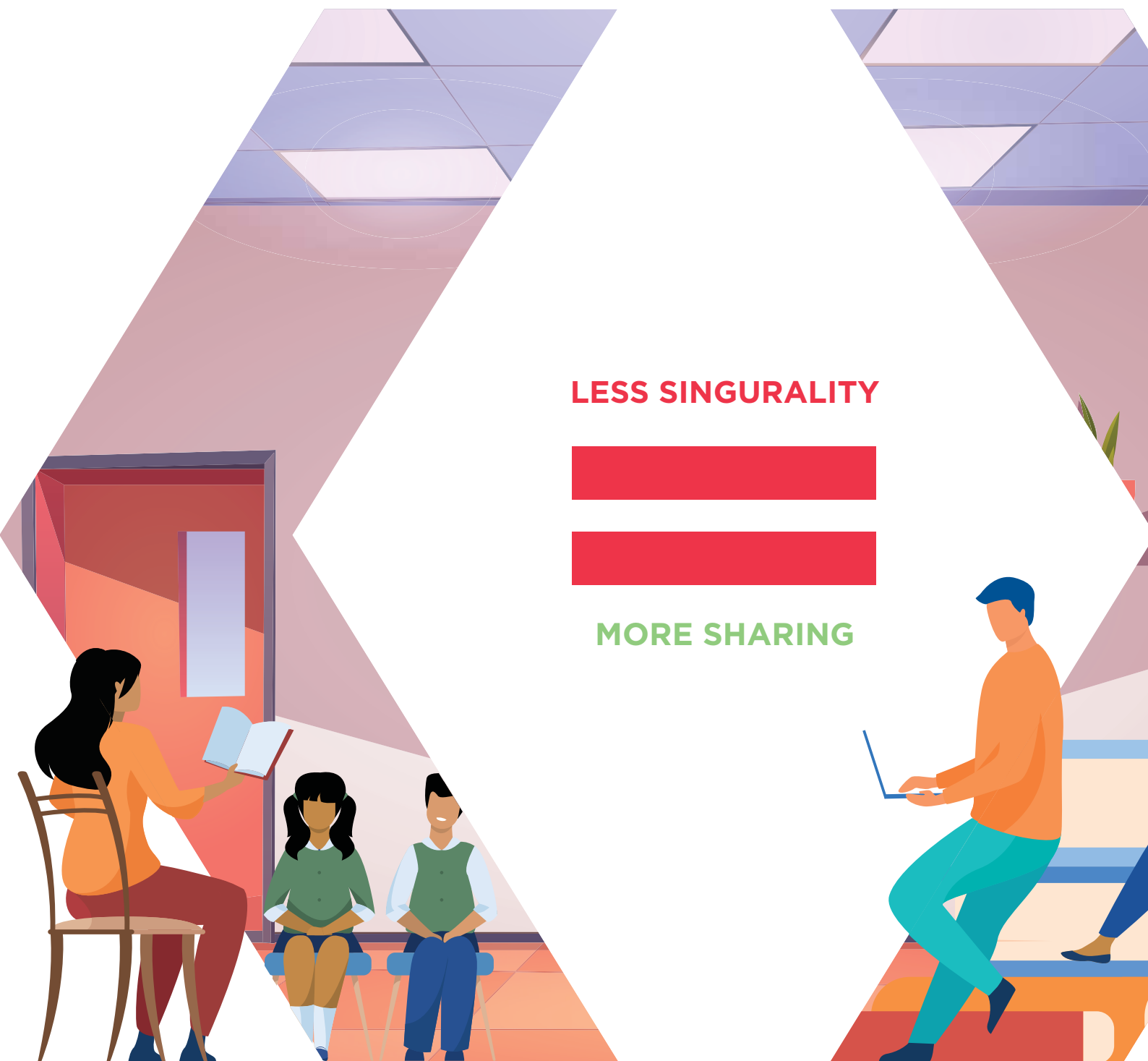
## Future Outlook

To further elevate and streamline our response to deviations within our business activities, the company remains focused on incorporating elements such as data analytics, to implement real-time monitoring of transactions and indicate any potential red flags for immediate action.

**LESS SINGULARITY**



**MORE SHARING**




# Community

At Dialog, we believe that a sense of community is integral towards fostering collective growth and progress across every level of society - enabling us to journey into an uncertain future and take on the challenges of tomorrow, together.

That's why we focus on sharing the knowledge and capabilities that we possess in order to drive mutual growth that benefits both the company and the community in which it operates.



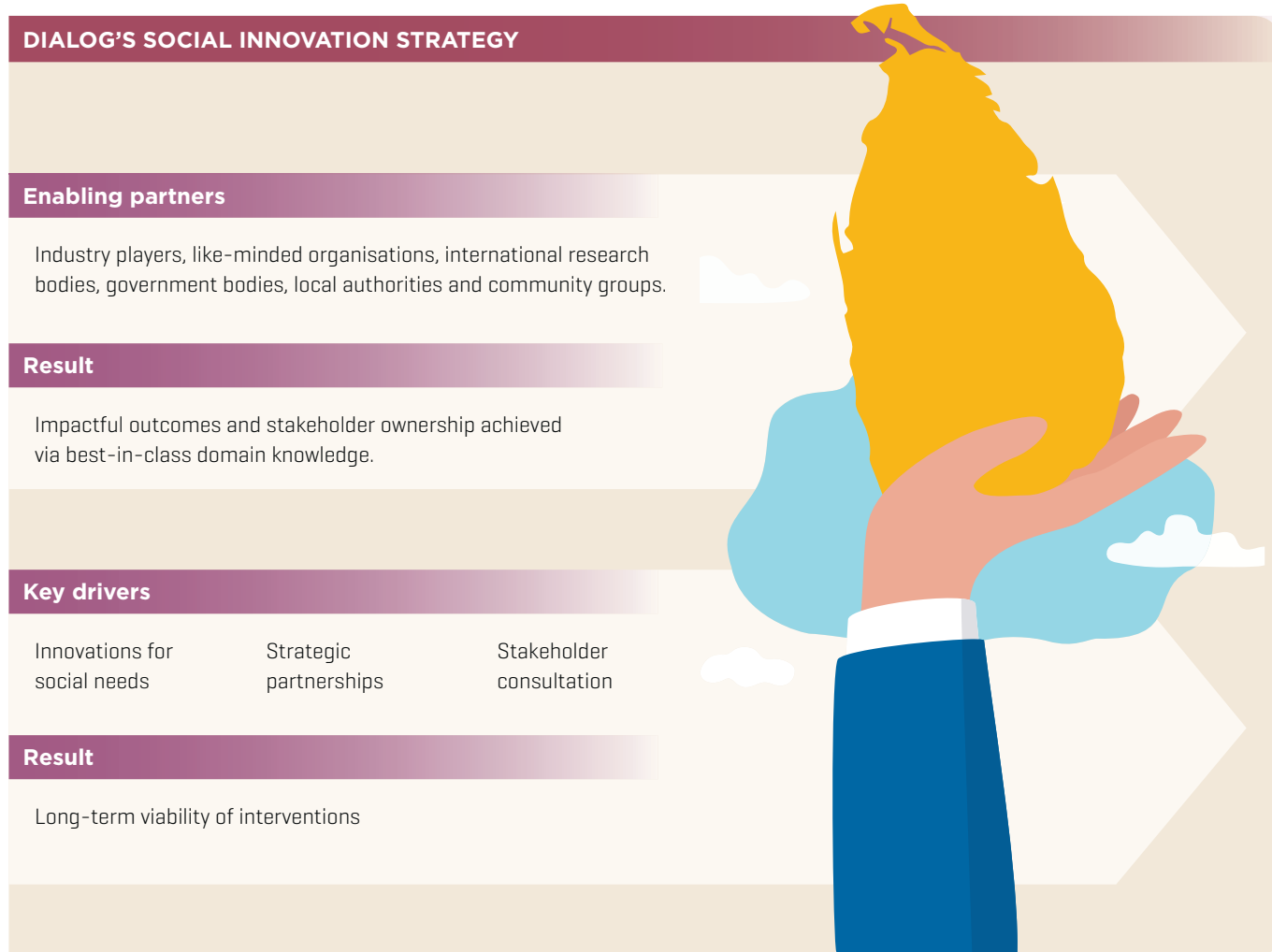
# COMMUNITY INVESTMENTS AND SOCIAL STEWARDSHIP

 103-1, 103-2, 103-3, 203-1, 413-1, 413-2

With over two-thirds of the nation's population within Dialog's subscriber base, and an indirect economic footprint of approximately 1% of Sri Lanka's GDP, the company reaches out to a range of stakeholders – extending technologies that both connect and empower, thereby distributing lasting value and enriching livelihoods, particularly in times of adversity.

Since inception, Dialog has leveraged its resources and capabilities to extend value beyond the scope of its corporate boundaries; striving to implement long-term interventions spanning three key focus areas designed to serve communities across the island, detailed below.

During the reporting year, Dialog focused its efforts on continuing to measure the societal impact of its Digital Inclusion and Social Innovation-oriented products and services. The impact measurement framework in question utilises the 'Theory of Change' social impact model to ascertain the net impact with respect to specific parameters established as rulers in order to simplify measurement. The results of these assessments are laid out in the pages that follow.



# THE DIALOG FOUNDATION

The Dialog Foundation was established in 2012 to unify Dialog's public-private partnerships, providing a comprehensive framework that drives the company's social stewardship activities. The Dialog Foundation reviews its activities on an annual and multi-year basis to ensure they remain relevant and aligned with evolving needs and continues to accelerate social and economic development across the island while contributing toward national priority areas. Through the Foundation, Dialog has continued to leverage its resources and capabilities to extend value beyond the scope of its corporate boundaries; striving to implement long-term interventions spanning three thematic areas designed to serve communities across the island, detailed below.

## Education



- Extending access to quality education to students across the country
- Ensuring individuals build the necessary skills to thrive in an increasingly digitised world
- Increasing the quality of knowledge and content bases that students are exposed to

## Hearing, Sight and Speech



- Promoting early detection and support for individuals who suffer from hearing, sight, and speech deficiencies

## Disaster Risk Reduction and Recovery



- Protecting citizens through timely awareness to reduce the impact of disasters
- Developing mechanisms to enhance social resilience to disasters and empowering post-disaster recovery.

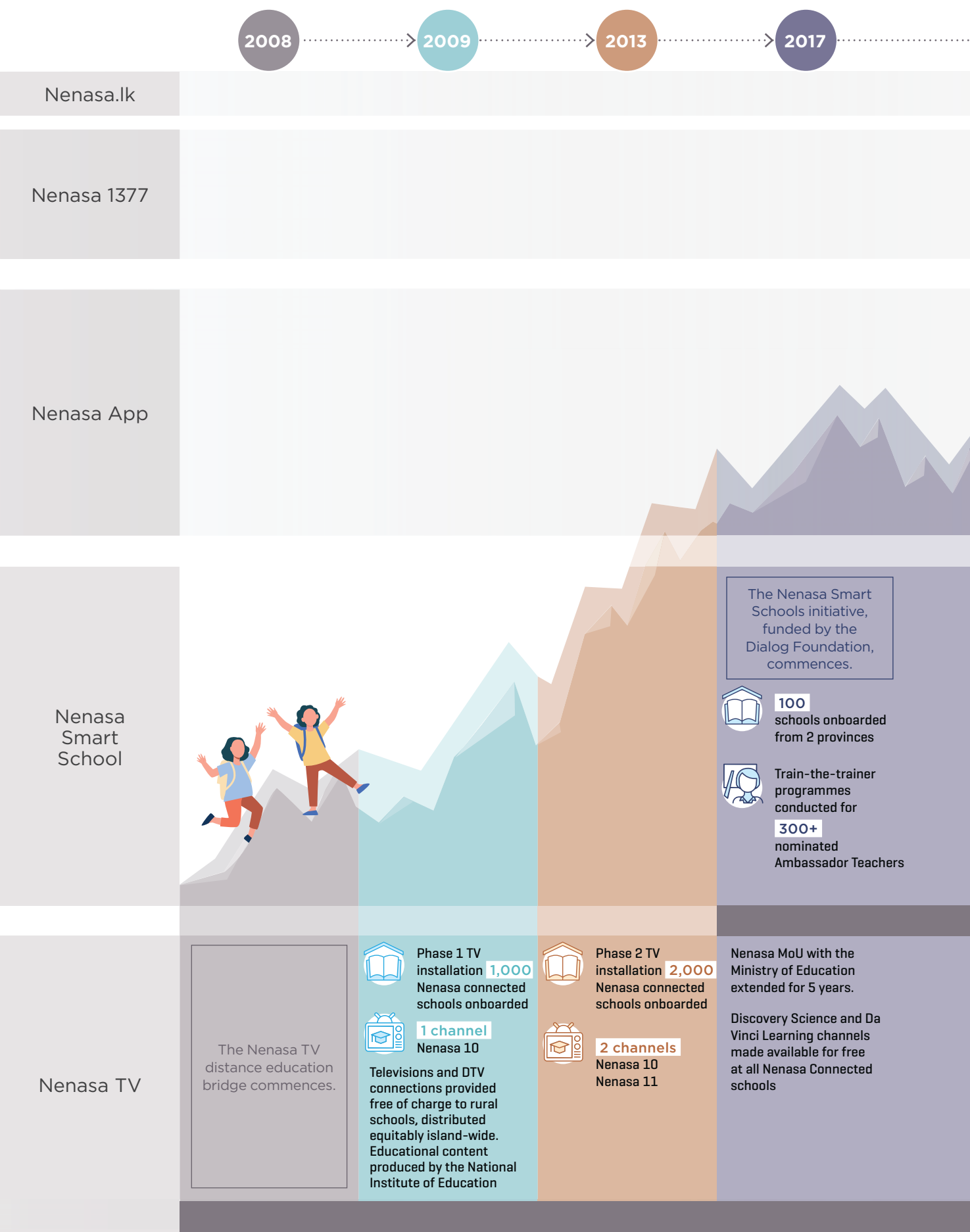


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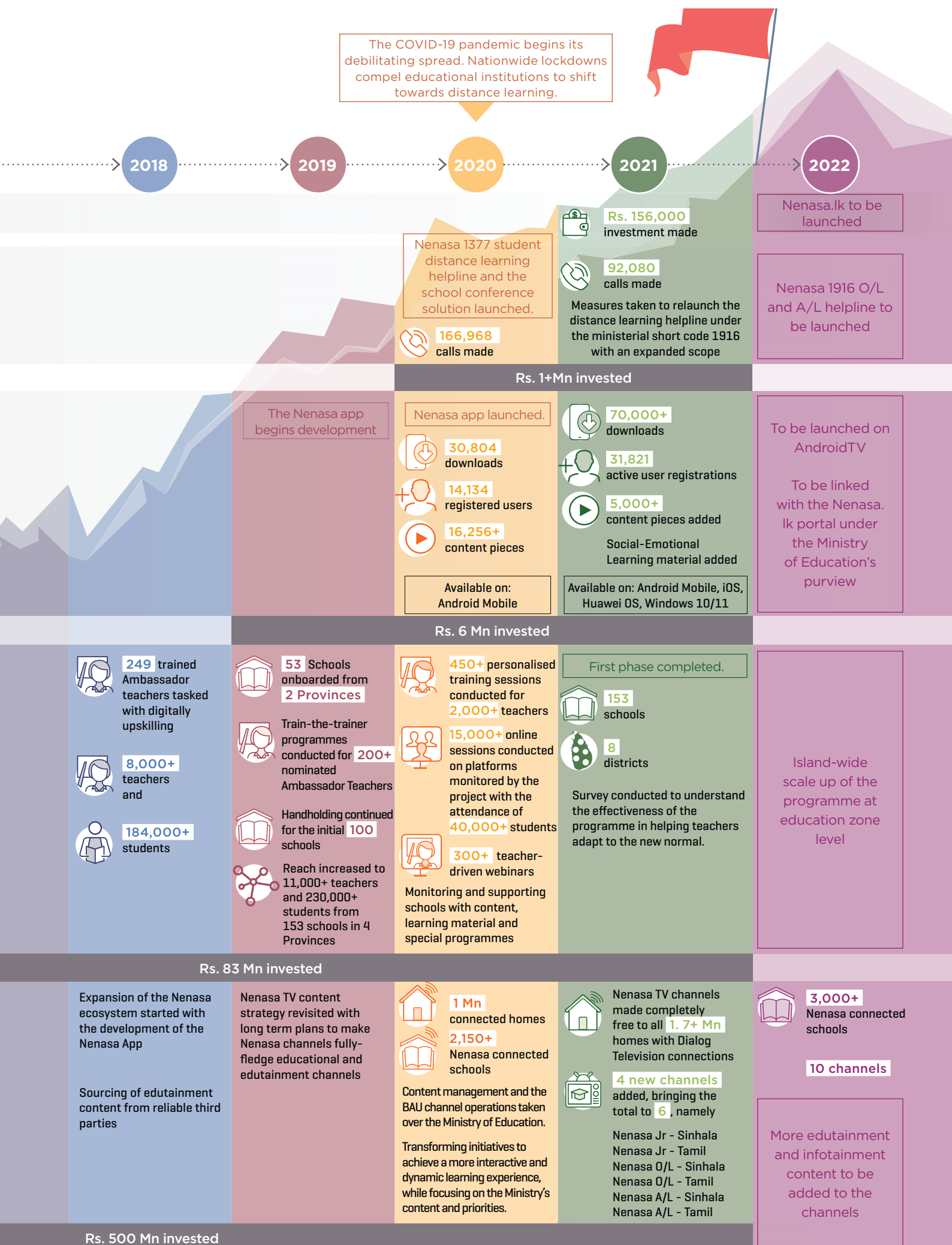
# EDUCATION

## The Nenasa Story

Anticipating emerging needs, in 2008 Dialog continued to build and expand on a comprehensive ecosystem designed to enable distance learning – thereby creating the perfect platform to empower a future of inclusive, interactive education, and support life in a post-pandemic era.







# THE NENASA ECOSYSTEM CONTD.

## NENASA



### The challenge

The COVID-19 pandemic caused disruptions on a large scale within the education sector, leading to a need for the rapid transition of structured, on-premise education to remote learning models in order to ensure safety and continuity.

Equal access to distance learning facilities across the island was a key concern, particularly with respect to rural segments of society. In fact, the closure of schools could result in the following impact:



**25Mn** ✓

learning hours lost per day



**1.4Mn** ✓

teaching hours lost per day



**4.2Mn**

students impacted



### The solution

- The Nenasa ecosystem, in operation since 2008, has continued to evolve and grow, creating the ideal platform and infrastructure to support remote learning amid the debilitating impacts of the pandemic.
- The Nenasa system comprises the following segments, which supports distance learning via an omni-channel experience designed to support both students and teachers in adapting to distance learning methodologies.
  - Nenasa TV
  - The Nenasa Smart School Initiative
  - The Nenasa App
  - The Nenasa 1377 Hotline



### How it works

#### Nenasa TV

6 television channels that deliver national syllabus-based content, available via DTV connections, the Viu app and the Viu Hub.

#### The Nenasa Smart School Initiative

Funded by the Dialog Foundation, and executed by Headstart [Pvt] Ltd in collaboration with the Ministry of Education. The primary focus is on training and empowering teachers to serve as ambassadors for digital transformation across their relevant schools.

#### The Nenasa App

The Nenasa App acts as a mobile front-end to the Ministry of Education's national learning content management system, eThaksalawa.

Users are able to access the content in English, Sinhala and Tamil without a subscription fee.

#### The Nenasa 1377 Hotline

A distance learning helpline for Grade 11 students to get answers for their exam-related queries from an expert panel of government-trained teachers on the G.C.E O/L subjects; Mathematics, Science, Sinhala, Tamil and English, free of charge.



#### Linked SDGs



#### Relevant ESG Principles



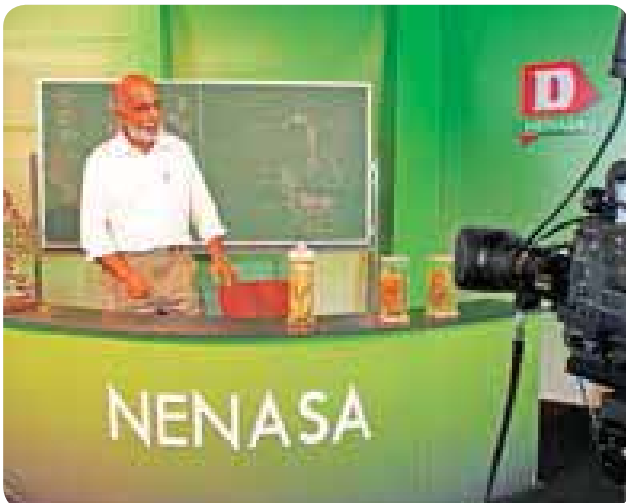
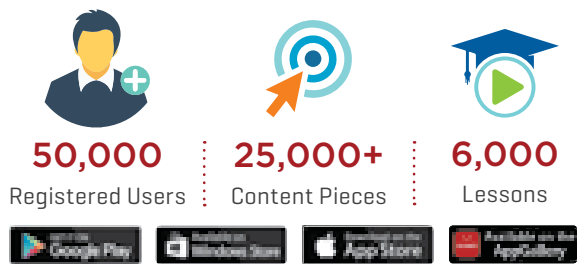
#### The 4P Approach



## Impact Created In 2021



### Nenasa App



### Nenasa TV

- Currently the largest project in terms of magnitude, Nenasa TV has a vast presence.



- As of end 2021, Nenasa has 6 channels, covering multiple subjects over a range of age groups, available in both Sinhala and Tamil mediums.

Nenasa Jr Sinhala	→ Grades 1 - 5
Nenasa Jr Tamil	
Nenasa O/L Sinhala	→ Grades 10-11
Nenasa O/L Tamil	
Nenasa A/L Sinhala	→ Grades 12-13
Nenasa A/L Tamil	

- During the year, the MoU was revised, with a commitment to expand our range to provide 10 TV channels.



### Future aspirations

- Expand school network with 1,000 additional TVs and DTV connections.
- Introduce additional channels.
- Provide a greater variety of content including edutainment to ensure a more engaging experience.

## THE NENASA ECOSYSTEM CONTD.

### Nenasa Smart School

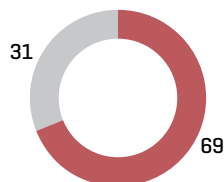


#### Nenasa Smart School

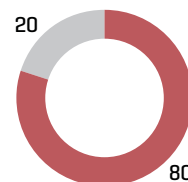
##### 2021 Initiatives

- With the first phase complete, the new roadmap for Nenasa Smart School was established, with pilot schools identified by July 2021. The project commencing in September 2021.
- Technical support provided for teachers and schools.
- Launched the “Nenasa Smart School COVID Heroes” competition to recognise the efforts of teachers from Nenasa Smart School in continuing education in 2020 and 2021 amidst pandemic-induced challenges.
- A survey was conducted to measure the effectiveness of the programme during the pandemic period.

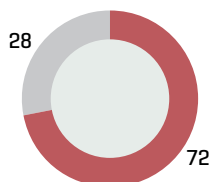
##### Survey results



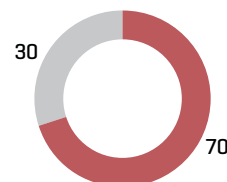
Rating of assistance and guidance provided by the NSS team on the preparation of online lecture material during the lockdown period



Level of convenience in switching from traditional teaching to online teaching



Level of usefulness of the lesson creation tools introduced via the programme



Sufficiency of computer knowledge and IT skills to conduct lectures online

● High rating (4-5 in a scale of 5)    ● Low rating (1-3 in a scale of 5)



# Nenasa App



The Nenasa App

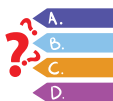


Scan to download the App

The Nenasa mobile app was a revolutionary, timely intervention designed to support students affected by the COVID-19 pandemic. Its primary goal remains to enhance access to quality primary and secondary-level content, including:

- Syllabus guides
- In-built graphical content
- Video-based lessons
- Interactive activities
- Quizzes
- Additional reading material
- Past papers from Grades 1-13 of the Sri Lankan local syllabus

## 2021 Initiatives



Interactive MCQ Quizzes were enabled.



**15,000+**  
educational content pieces added from e-Thaksalawa.



**16,000+**  
active user registrations.

iOS, Windows and Huawei Apps were published, with the Android TV App under development.

Integrated the trilingual interactive Social-Emotional-Learning tool Tilli, originating from the Graduate School of Education at Stanford University, USA.

Navigable interactive children’s stories from the Room to Read Literacy Cloud were added.

The app was conditionally whitelisted thereby ensuring no data charges for users.

## Future aspirations



Even as we hope to introduce a web portal to ensure greater accessibility, we will be linking the portal to the app to provide a seamless experience.



## THE NENASA ECOSYSTEM CONTD.

### Dialog Merit SCHOLARS

#### Dialog Merit Scholarships

The Dialog Merit Scholarship programme was established in 2003, and recognises the highest-performing talent in the country, based on the results of the G. C. E. Advanced Level [A/L] and Ordinary Level [O/L] examinations and offers a scholarship to students who choose to pursue higher education.

#### Scholarships for A/L examinations

- All-island top-performing student
- All-island top-performing female student
- Top ranked students from each district in Physical Sciences

#### Scholarships for O/L examinations

- All-island top 5 students
- Students ranked first in each district

**Rs. 138 Mn**

Disbursed to date

**900+**

Students benefited



The following activities were conducted during the year:

- Rs. 13 Mn of due bursaries were disbursed during the year across six batches, thereby completing all pending disbursements for O/L groups.
- A virtual induction and an industry insights session for the 2016, 2017 and 2018 cohort was held. The hybrid event was designed to provide invaluable exposure and insight to the techspace. 176 participants witnessed Dialog's senior management share their respective experiences and advice for future leaders.
- As the existing MoUs governing the scholarship schemes requires updates to cater to the contemporary needs, the company initiated the renewal process in collaboration with the UGC and the Ministry of Education.
- Ran a Women's Day Campaign with Female Double Scholars' quotes on Women in STEM.



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access the  
website

Diriya.lk is a comprehensive web-based knowledge portal designed to bridge the gap between Small and Medium Enterprises (SMEs) and Micro, Small and Medium Enterprises (MSMEs) including start-ups. The objective of the portal is to promote greater business knowledge and awareness among entrepreneurs, and thereby positioning them to adapt and be prepared for the challenges of the fast-paced business environment. During the year, the website was revamped to improve user-friendliness. Our knowledge base is built on credible and reliable sources, providing individuals with the essential knowledge required to start and operate a business successfully, spanning the following key topic areas through articles, videos and downloadable content:

## Our Partners



{ SRI LANKA  
TOURISM  
ALLIANCE

startupX Foundry



ADVOCATA



මහවි මණ්ඩල

**80,000+**  
Users

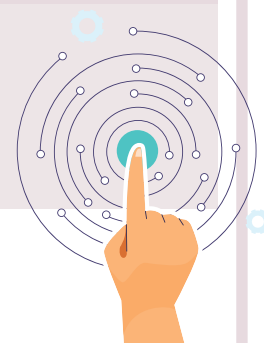
**350+**  
Trilingual  
Articles published

**40+**  
Educational Videos

**2.30 minutes**  
Average session duration

## Content Areas: Our Partners:

Finance	Strategy	Technology
Human Capital	Best Practices	Women Entrepreneurs
Management	Marketing	Sustainability



## Future aspirations

- We will continue to develop new video content to uplift the knowledge base available within the portal.
- We hope to continue to reach out to grassroots level businesses and entrepreneurs, through awareness training and workshops.

# HEARING, SIGHT AND SPEECH

## PETRALEX



### The challenge

The loss of hearing can adversely affect quality of life, resulting in a reduced accessibility to knowledge, potential isolation, loss of self-confidence and the development of dementia among senior citizens to name a few.

Hearing aids are inaccessible to many Sri Lankans due to their expensive nature and need for maintenance. Such groups often face the inability to access the necessary technology to communicate with their friends, family and peers.

**400,000**

Sri Lankans suffer from hearing impairments

**1 out of 3**

individuals suffer from hearing loss on reaching the age of 55



### The solution

- An affordable smartphone-based hearing enhancement solution, developed in partnership with Petralex, the global leader in the industry.
- The Petralex app enables sound amplification and eliminates background noise when using a smartphone, thereby improving the hearing capability for those with a 30 – 40% hearing loss in a simple and discreet manner.
- A localised version of the app was developed, utilising English, Sinhala and Tamil to drive inclusivity.
- The product is provided at a subsidised rate of 11.99 USD, or Rs. 180 per month.
- Testing is carried out in collaboration with experts from the Ratmalana Audiology Centre, who guide individuals to the right solution.



### How it works

- The app facilitates a hearing test via a headset or Bluetooth device, which shares a 98% similarity with medically approved testing methodologies.
- Multiple frequencies are emitted to identify the ideal frequency for optimised hearing, and applies the relevant hearing profile accordingly.
- Petralex serves to remove unnecessary background noise to increase speech intelligibility.
- A subtle solution that is both comfortable and affordable, as it does not require consistent maintenance and battery purchase.



#### Linked SDGs



#### Relevant ESG Principles



#### The 4P Approach



Scan here to download the app from Play Store.



### Activities in 2021:

Soft-launched a new app with improved features and localized aspects, as follows:

- The app was renamed 'Shravya', utilising a familiar word to facilitate easier understanding of the product and its purpose.
- A remote testing feature was introduced, with the support of audiologists from the Ratmalana Audiology Centre. The audiologist remotely connects via a video call to guide the hearing-impaired individual through the hearing test.
- Based on the results, the audiologist creates the hearing profile and proffers expert advice to the customer for necessary action. This marks the first time in Sri Lanka a test of this nature can be conducted via an app.
- Enabling data-based app-to-app calls to support the hearing impaired in communicating with their loved ones to ensure they remain connected despite the challenges they face on a daily basis.
- New application options and improved sound quality served to enhance customer experience.



#### Petralex 2021



**28,062**

Total Downloads



**253**

Total Subscriptions



**14,409**

Hearing Tests



**Rs. 30,000**

Total Revenue



#### Shravya (Beta)



**110**

Total Downloads



**80**

Remote Hearing Tests



#### Future aspirations

Based on the success of the app's soft launch, we hope to conduct a hard launch of the Shravya app in 2022.



Scan here to  
download the app  
from App Store.

# RATMALANA AUDIOLOGY CENTRE



## The challenge

Dialog's longest standing commitment towards hearing, speech and sight impairments is exemplified by its partnership with the Ratmalana Audiology Centre.

It is a non-profit social enterprise that serves as a centre of excellence in hearing, speech testing and therapy.



## How it works

The centre is operated in partnership with the School for the Deaf in Ratmalana.

It provides regular free testing and speech therapy for students of the school as part of its mission.

The centre's mission also includes providing free testing for members of the public bearing letters from government ENT specialists.



## Activities in 2021

- RAC team provided hearing and speech related services even during the curfew and lockdown period on special request from ENT consultants for patients who needed testing urgently, with special permission from the PHI.
- The team provided some of the services remotely with the help of tele-health facilities.
- The number of students, private clients, services and free camps we have provided this year shows a decline due to the ongoing pandemic, but comparing these numbers to 2020 or 2018 or 2017 we are still ahead regardless the pandemic.



**9,849**

Total Clients Served

## Services provided for the School for the deaf and blind Ratmalana

- 64 students were administered different tests and fitted hearing aids for necessary students
- 97 out of 112 students had utilized the speech therapy conducted
- 25 times tested and conducted speech therapy for employees of the School for the deaf and blind Ratmalana

## Free Community services

- 110 infants from Kalubowila and Kethumathi Hospital were tested
- 935 free tests and other services conducted at RAC for low income persons and others



## Services Provided at a Cost

- Total Hearing Tests
  - 207 PTA
  - 210 Tympanometry
  - 32 OAE
  - 46 ABR
- Total Hearing Aids and Accessories
  - 108 Hearing aids
  - 6,073 Batteries
  - 536 Ear tips and ear molds
- 620 Speech Therapy
- 239 Sp Ed

## Linked SDGs



## Relevant ESG Principles



## The 4P Approach



Scan to access the website

# JAFFNA SPEECH THERAPY CENTRE



## The challenge

Speech and Language disorders are a common occurrence. Parents in rural areas often fail to identify the speech issues of their children due to lack of awareness.



## The solution

Establishing the nation's first ever Speech Therapy Centre in Jaffna.

This state-of-the-art Centre to serve the children of the Nuffield School and other low-income individuals.

It serves the public at no cost, and all speech therapy sessions are conducted free of charge.



## How it works

The centre helps identify a child's speech disorder at a younger age and provides the necessary therapy to improve their speech.

The Speech Therapy Centre was named after Tan Sri Dato Ir. Muhammad Radzi bin Haji Mansor, who was the Company's founder and Chairman.

A building within the Nuffield School, was identified and completely renovated in to the Speech Therapy Centre, which houses.

- A children's play-therapy room
- A training room
- 4 dedicated speech therapy rooms
- 2 special classrooms

## Activities in 2021

- The second year of our Speech and Language Therapy Center was reopened on the 4th of January 2021.
- Due to the COVID-19 pandemic, schools were closed from the 3rd of May.
- During the lockdown we were unable to see clients owing to restrictions. The team ensured continuity by providing therapy via zoom and creating advocacy materials.
- Following the lifting of restrictions at the beginning of September, work commenced at the center, and from November onwards face-to-face therapy sessions were conducted.
- Clients range from Nuffield school to referrals from special units in other schools. Some of the referrals are made by health professionals working with the children.
- The Centre's staff provide speech and language therapy for the clients, while conducting awareness programs for schoolteachers and the parents of clients who are attending the therapy sessions in our Centre.
- Parent counselling is provided by the Speech and Language therapist as and when required.
- Classroom observations were done by center staff once or twice a week to monitor the management of hearing aids in the school.
- Awareness programs for other school teachers and parents were conducted.



## Future aspirations

To train 4 Speech Therapists for a period of 6 months, enabling the development of at least 30 trained Speech Therapists in Northern Province over a three-year period.

## Direct Sessions (Jan-April)

- 140 External Clients
- 344 Internal Clients

## Online Sessions (May-Sept)

- 392 Internal and External Clients

## Direct and Online Sessions (Oct-Dec)

- 131 Internal and External Clients Direct Sessions
- 35 Internal and External Clients Online Sessions

## Linked SDGs



## Relevant ESG Principles



## The 4P Approach



# VISION 2020



## The challenge

Many of the activities we enjoy every day are based on our ability to see. Vision contributes towards daily activities, and enables individuals to prosper and progress.

Often, eye conditions or ailments, if left untreated or unidentified can lead to visual impairment or blindness. The timely diagnosis and treatment of such conditions, however, can result in the prevention of visual impairment at an early stage, and lead to an improved quality of life.

**1.1%**

of Sri Lankans over the age of 40 suffer from blindness

**300,000**

individuals suffer from low vision



## The solution

- The Vision 2020 initiative was introduced by the World Health Organisation [WHO] and the International Agency for the Prevention of Blindness [IAPB] in 1999, with the purpose of disseminating knowledge and guidance to international partners around the world.
- The Ministry of Health spearheads the programme in Sri Lanka, encouraging the fostering of public-private-partnerships to implement sustainable programmes that enhance and elevate the National Healthcare System.
- Dialog partners with the Vision 2020 programme in 2015 to conduct eye-camps across the country.



## Activities in 2021

- Vision 2020 was rebranded as 'Neth Suvaya' during the year to forge greater connections with the community.
- Eye camps could not be performed due to COVID-19 lockdowns, therefore the company engaged in performing awareness videos related to various eye conditions and ailments.



## Future aspirations

We hope to return to the process of conducting eye camps in the coming year, integrating the programme with other projects in order to gain greater reach.



### Linked SDGs



### Relevant ESG Principles



### The 4P Approach



# DISASTER RISK REDUCTION & RECOVERY

## COVID-19 Relief Efforts

Transitioning into a new normal post lockdown, Sri Lanka continued to use this period to battle the effects of one of the most virulent diseases ever known to man. A global threat, the COVID-19 virus still lingers, disrupting lives and economies and thrusting us into a world we never conceptualised.

As part of our response towards supporting the nation's fight against COVID-19, Dialog announced an expansion of efforts to aid its customers and the public, supporting them to stay at home even as they tried to navigate the new normal. As industries across the nation continued to be hard-pressed by the pandemic's impacts, Dialog Axiata rose to the occasion providing seamless connectivity solutions whilst ensuring an end-to-end business continuity, with all its 53 island-wide distributors remaining active post curfew whilst ensuring employee/ and customer safety protocols were in place. Our island-wide initiatives contributed towards national resilience in the midst of uncertainty, by supporting critically affected sectors across Sri Lanka, with a keen focus on developing customers and community, and thereby serving the country. Today, the telecom giant ventures into the unknown with certainty and a renewed passion for kick-starting the economy.

### Customers

By understanding the needs of its customers, Dialog Axiata powered over 15 million of its customers and the public with accessible e-Connect, e-Learn, e-Health, e-Tainment, e-Care and e-Work solutions to stay home, stay connected and stay safe – remaining committed and working tirelessly towards maintain the reliability and capacity of its network during this outbreak.

### e-Connect

Due to greater levels of reliance on its network, Dialog remained committed to keeping its customers and communities connected during unprecedented times, while prioritising vulnerable communities and those with the greatest needs. Accordingly, the company further expanded its service offerings to aid customers with the following value propositions:

Launch of a 7-Day Emergency Reload Relief bundle provided free of charge, facilitating 8.5 Million customers with more than 25 million packages, more than 25 million GB and more than 7 billion minutes

Double the Benefits of Data and Voice for all customers:

- Double data on Home Broadband for all data add-ons
- Free bonus data for Mobile Broadband add-ons

Credit enhancements on Dialog connections such as Dialog Mobile, Home Broadband and Dialog TV

A 3-5 day loan extension granted for Dialog Per Day TV

Dialog TV eZ Cash bonus reload scheme for reloads above Rs.100

Nearly 200 million emergency loans extended to all customers with low-balance, resulting in 2 million customers securing loans during this period

Dialog Home Broadband customers were enabled with unlimited free calls between Dialog fixed lines and free data, enabling over 600,000 Home Broadband users to stay connected.

Over 1.4 million postpaid mobile customers were enabled to stay connected online during this critical period, with credit enhancements and uninterrupted connectivity offered via the #006# service.

To keep customers updated with the latest developments during the pandemic, Dialog offered a free News Alert subscription to selected news alert platforms until 31st March.

Customers were empowered to reload via the digital channels [www.dialog.lk](http://www.dialog.lk) and the MyDialog App. During this period they were rewarded with additional bonus usage and discounted offers for any digital recharge

Dialog joined hands with the Department of Posts to deliver recharge cards to homes across the island

#### e-Connect

- Emergency Loans and Reloads, Unlimited Free Calls, SMS and Data

#### e-Learn

- A suite of home-based, distance learning solutions

#### e-Tainment

- Creating avenues of home-based fun

#### e-Care

- Ensuring an uninterrupted customer service

#### e-Work

- Adapting to remote workplaces with working from home solutions

# DISASTER RISK REDUCTION & RECOVERY CONTD.

## e-Learn

In order to minimise disruption to the education system due to the early closure of schools and universities, Dialog collaborated with its partners to open new avenues of e-learning, and deployed a suite of free educational content and applications without any data charges for students to continue learning from home.

Launch of a 7-Day Emergency Reload Relief bundle provided free of charge, facilitating 8.5 Million customers with more than 25 million packages, more than 25 million GB and more than 7 billion minutes



### Nenasa

One of Sri Lanka's largest e-learning platforms, covering content from the local syllabus of Grades 1 to 13 and state universities curricula, was made available in the formats of the Nenasa App and the 1377 FREE Distance Learning Helpline



### Launch of Hologo

Sri Lanka's first Artificial Reality app



### Dialog TV

Opened a range of free educational channels (ex: Da Vinci Learning, Guru TV and DP Education)



**103,000** data scholarships provided by Dialog Mobile Broadband

## e-Care

Subscribers were encouraged to use Dialog's digital self-care platforms, i.e., [www.dialog.lk](http://www.dialog.lk) or the MyDialog App and the Dialog Social Media Channels for round-the-clock assistance on Dialog products and services. The MyDialog App provided customers with the ability to manage their families'/businesses' Dialog services, along with the ability to reload any Dialog connection conveniently. In addition to the digital platforms, customers are recommended to use the dedicated payment kiosks for cash transactions such as reloads, bill payments and eZ Cash top-ups.

The company also provides the added benefit of being available on our dedicated WhatsApp line, 0777 678 678. Additionally, the Dialog Community Connect forum further empowers customers to reach out to members of the Dialog community on dialog products and services.

## e-Tainment

To minimise the anxiety arising from social restrictions, Dialog extended a range of edutainment programmes to enable customers to stay informed and entertained. Dialog provided access to its full bouquet of over 130 premium channels on Dialog Television at no additional cost to over 1.4 million DTV households, regardless of their subscription.

Customers also enjoyed free access to Sri Lanka's largest movie and LIVE TV collection on Mobile without any data charges on the Dialog ViU App, keeping customers entertained with 60 live channels and 1000+ local movies, dramas, edutainment content and original programs.

**130** Premium Channels offered free to  
**1.4 Mn** households

**60** live channels and  
**1,000+** programmes

## e-Work

Dialog remained dedicated to ensuring enterprise customers remained fully prepared, by providing support in terms of staying connected with the right tools and solutions as they worked from home. For added assistance customers were encouraged to reach out to Dialog's Enterprise Account Managers who were available at any time via 777887887 and 117100200 or visit [business.dialog.lk](http://business.dialog.lk) for assistance.

Refer page 122 for the range of e-Work solutions offered by Dialog.

## Community

### Empowering the Health Sector

During these unprecedented times, Sri Lankans and people all over the world have been affected by much uncertainty and unease, resulting in the Government, communities and corporates rallying together to overcome the disastrous effects of the COVID-19 pandemic. In such an instance, Dialog Axiata PLC, Sri Lanka's premier connectivity provider, undertook the significant task of supporting the Ministry of Health (MOH) to enhance the nation's critical health infrastructure through its latest project, the Critical Care Infrastructure Enhancement Initiative.

  
**Rs. 200 Mn**  
Donated

  
**Rs. 1.2 Mn**  
worth of PPE Kits

  
**4,000**  
PCR Tests

### Developing ICU Capacity

To sustain the national effort towards curbing the spread of COVID-19, and support those serving on the frontline, Dialog pledged Rs. 200 Mn for the immediate development of ICU (Intensive Care Unit) capacity in hospitals selected by the Ministry of Health (MOH), thereby contributing towards a key investment essential for the current crisis, while providing support for any future activities.

In less than a month, Dialog concluded the first phase of the project with the immediate civil reconstruction and provision of equipment to establish a fully functional Intensive Care Unit (ICU) at the Negombo District General Hospital, gifting to the public both a Medical Intensive Care Unit (MICU) and a Surgical Intensive Care Unit (SICU) comprising of 10 beds and state-of-the-art ICU equipment. At present Dialog is in the midst of completing the second stage to establish a fully functional ICU at the Homagama Base Hospital.

# DISASTER RISK REDUCTION & RECOVERY CONTD.

## Donating Essential PPE and Testing Kits

Towards the commencement of the crisis, Dialog addressed the most immediate needs by donating essential Personal Protective Equipment (PPE) kits, valued at Rs. 1.2 Mn, to the Kalubowila and Negombo hospitals while the MOH was facilitated with 27 video-based telemedicine units in 20 hospitals to enhance healthcare efficacy. In addition to this, Dialog also provided PCR testing for COVID-19, supporting the MOH to purchase 4,000 test kits, and thereby enabling them to purchase 21,000 additional kits. Through this hefty purchase, the kits supplier donated 3 robotic arms which will be placed at the Bandaranaike International Airport and will significantly decrease the time taken for testing new arrivals to the country – an initiative implemented for the first time in Sri Lanka.

## Equipping High Dependency Units (HDUs)

The Anuradhapura Teaching Hospital will be equipped with state-of-the-art equipment for seven High Dependency Unit (HDU) beds. The Eheliyagoda Base Hospital, which currently does not have HDU facilities and treats over 150,000 patients in the OPD and 20,000 indoor patients a year, will be equipped with an HDU facility. The Puttalam Base Hospital, serving a population of over 400,000 with only one Continuous Positive Airway Pressure (CPAP) machine – required for treating varieties of diseases and conditions affecting the respiratory system – will receive another life-saving CPAP machine under this commitment.

## Donating Oxygen Cylinders

As part of its ongoing efforts to support the national endeavours to mitigate the pandemic, Dialog donated 50 urgently required medical-grade Oxygen cylinders with a capacity of 47L to hospitals in the Kalutara district selected by the Office of the Regional Director of Health Services – Kalutara. Additionally, the Rajagiriya Treatment Center, Ragama Teaching Hospital, Puttalam Base Hospital and Kalubowila Teaching Hospital will be facilitated with state-of-the-art equipment. Furthermore, 12 more hospitals and COVID-19 treatment centres selected by the MOH covering all provinces will be facilitated with fully automatic 10L Oxygen Concentrators.

### Oxygen Concentrator (10L)-

- Eheliyagoda Base Hospital
- Puttalam Base Hospital
- Seeduwa Brandix Covid Treatment Center
- Weralawatha Covid Treatment Center
- Poonana Covid Treatment Center
- Kandakadu Covid Treatment Center
- Embilipitiya Covid Treatment Center
- Arachikanda Covid Treatment Center
- Dambadeniya Covid Treatment Center
- Kopay Covid Treatment Center
- Matale Covid Treatment Center
- Bindunwewa Covid Treatment Center

## Suwa Diri – Free Communication Facilities for Healthcare Workers

In appreciation of their service and sacrificial efforts on the frontline, Dialog extended 'Suwa Diri', a special, free of charge communication facility for critical care health workers across the country who serve tirelessly towards caring for all those affected by COVID-19 while putting their own lives at risk.

The 'Suwa Diri' communication facility aims to further support critical healthcare workers' COVID-19 response efforts while enabling them to stay connected to their families and loved ones. The bundle offers 1000 D2D minutes, 1000 D2D SMS, and 6 GB anytime Data per month for a period of three months, free of charge, and will be extended to all critical care healthworkers nominated by the Directors of hospitals island-wide.



### Supporting the General Public

In an effort to give back to the community during these unprecedented times, Dialog Axiata extended the following programmes and initiatives:

Dialog Axiata partnered with leading TV stations across the country to bring relief in the form of the distribution of dry rations, valued at more than LKR 50 Million, reaching out to over 128,000 people in 400+ villages across 22 districts in the country.

To ensure the learning continuity of state university students, Dialog provided free access with no Data charges to all official e-Learning platforms [Guru.lk, e-thaksalawa, Nenasa App, Dialog Viu App] to State Universities with effect from 23 March 2020, in partnership with the University Grants Commission and the Telecommunications Regulatory Commission of Sri Lanka.

Bringing a semblance of normalcy amidst turbulent times, Sri Lankan singing sensations Bathiya and Santhush together with TV Derana presented Sri Lanka's first-ever drive-in concert, powered by Dialog Axiata, treating fans to the first LIVE music experience since the COVID-19 pandemic lockdown. Not only was this Sri Lanka's first, but South Asia's first drive-in concert, held post-COVID-19 lockdown, the 'BNS Drive-in Concert with Dialog' allowed performers to connect with their fans in real life while maintaining safe social distancing measures during the pandemic.

# MATERIAL TOPIC 03: CUSTOMER SATISFACTION & RELATIONSHIPS

## Reason for Materiality

Customer satisfaction is a key component of any business strategy, due to its strong positive connection towards customer retention, loyalty and recommendations. Higher levels of customer satisfaction translate into higher revenue streams, thus contributing towards employee morale, business growth and shareholder value.

## Our Approach to Customer Satisfaction in 2021:

Dialog's top priority is to enhance and enrich its customer experience. Our three-pronged customer engagement mission was focused on the following aspects:

### Mission

Lead the customer experience transformation towards a digital future by humanising digital care to create consumer value by fulfilling the needs of exploration, self expression, consumption and emotional engagement through personalised, ubiquitous, life enriching experiences delivered with transparency.

### Focus area 01

- #1 in Digital Customer Experience
- To achieve the number one position in the Digital Customer Experience in the service industry, whilst continuously enhancing digital capabilities and reach through simplification and digitisation

### Focus area 02

- Service Leadership Remain the undisputed leader in innovative best-in class service delivery to build customer trust and happiness through consistent experiences.

### Focus area 03

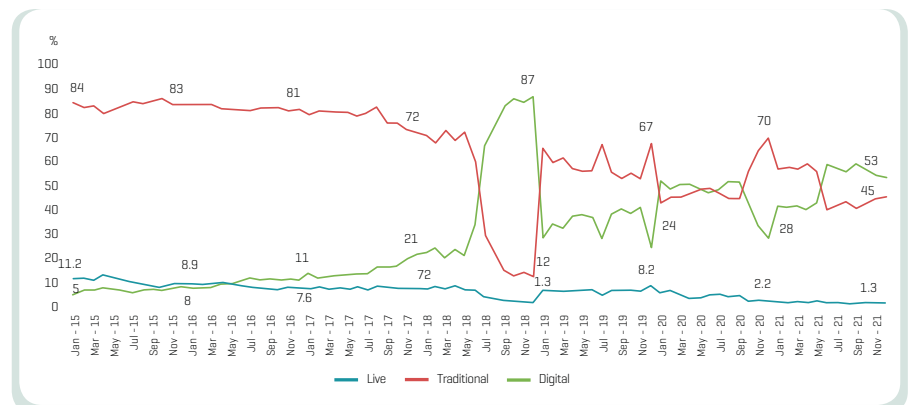
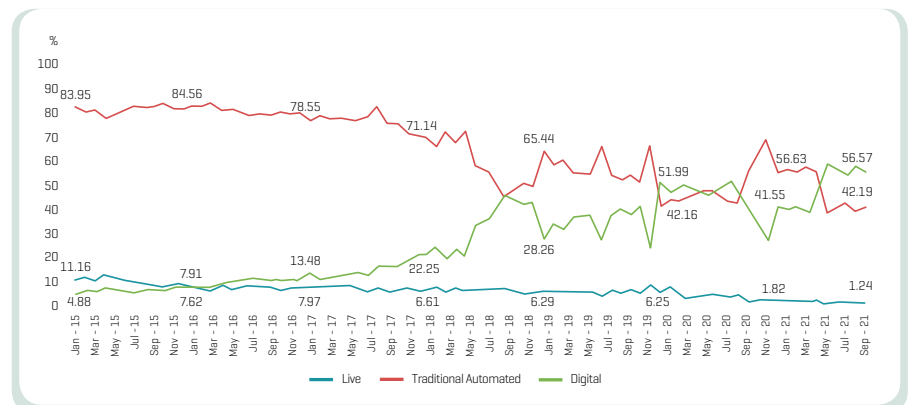
- Operational Excellence Create value for the organisation through revenue generation, LSS focused cost rescaling, UX/UI and Journey Orchestration.

## Level of Materiality in 2021

It is observed that the significance of customer satisfaction and relationships has decreased significantly in terms of external stakeholder sentiment thus translating to a successful year of providing excellent customer interactions and building customer loyalty. Dialog's top priority throughout the reporting year was to enhance and enrich its customer experience.

## The Evolution of Customer Care

Over the years, digital care has grown significantly, generating a ten-fold increase since 2015. In fact, with the COVID-19 pandemic, this growth has been exponential, with an approximately 56% year-on-year increase in usage recorded, in contrast to the comparatively lower levels of human-assisted and traditional customer care.



This transformation towards a more digitised self-help world has undoubtedly realised a shift in our core systems, further aligned with the Group's longstanding journey from a traditional telco into a digital telco. Therefore, the company focused primarily on increasing customer accessibility and enriching their experience, while gaining a better understanding of their ever-evolving needs through intelligent, responsive measurement capabilities and a cumulative understanding of our customers' perspectives.

## Increasing Accessibility

Particularly with the pandemic, the company continued to invest in increasing customer touchpoints to maximise our reach and ensure seamless connectivity. The following touchpoints and services were incorporated to our existing channel-base during the year.

Touchpoint/Service	Purpose
Sri Lanka's first mobile device dispensing, 24-hour fully-automated smart kiosk service	Providing a safe, secure 24-hour service to customers wishing to purchase a mobile phone.
Introduction of Viber chat as a new service channel	Augmenting our messenger channel line-up to reach 4 channels (Facebook, Twitter, Whatsapp and Viber) to improve accessibility.
Contactless Concierge Service	Offered to Club Vision members across Platinum and top-end Gold segments to promote safety and convenience during the lockdown periods.
Proactive Relationship Management Service	Enabled through network alerts, notifying users of customer experience impact and solution.
24/7 SIM Replacement	Arranging delivery and offering pick-up at retail stores for added customer convenience during lockdown periods and travel restrictions.

## Enriching the Customer Experience

Dialog continued to uplift and enhance its customer service levels across multiple channels, in order to build an unmatched 360° experience.

### Embedding Digital Capabilities into our Retail Experience Centre

Through automated systems and interactive platforms Dialog continued to elevate in-store services and processes, to create a seamless, streamlined experience and promote overall excellence.

- Customer Experience Queue Management
- Store Performance Management
- Staff Productivity Measurement System
- Automated Workforce Management
- Automated Campaign Management
- SMART Store Administration
- Retail In-Store Gamification
- Contactless Digital Store at Shangri La
- Customer Birthday Celebrations based on CRM popup

### Customer Engagement

While investing in digital capabilities, the company also continued to focus on a more people-centric approach, through inclusive programmes designed to raise awareness and migrate less tech-savvy customers as well as the youth towards a digital world.

- Kids Can Code – An online coding session conducted for children aged between 10 and 16, in partnership with SLASSCOM TechKids.
- Doc990 – Raising awareness on COVID-related concerns and best practices
- Providing assistance to help onboard senior citizens to technological platforms.
- A Health Courtesy Call initiated across Club Vision Members to ensure customer well-being during the pandemic.

### Elevating our Service Levels

We value every customer and dedicate our every effort to addressing their concerns, and therefore engaged in extending a personalised service to more individuals, while improving our processes to drive improved outcomes.

### Enhanced Service Levels via Digital Channels

Particularly during the pandemic, many on-site staff remained inactive – however, a significant shift towards virtual or digital channels. The company therefore engaged in multi-skilling 250+ staff members to enable them to serve customers in an agile manner, and respond to their needs and concerns effectively.

### Dedicated Relationship Management Service

Dedicated relationship management, a service previously available to Club Vision Platinum Members was assigned to Gold Members during the year, thus growing our personalised service base from 400 customers to 8,000 customers.

## MATERIAL TOPIC 03: CUSTOMER SATISFACTION & RELATIONSHIPS CONTD.

### Enhancing DIA – Our AI Powered Virtual Digital Assistant

DIA is a trilingual artificial intelligence-powered virtual digital assistant with first-contact resolution and intelligent ticket classification capabilities, with four touchpoints integrated within a single unified chatbot. We continued to build on DIA's capabilities during the year. DIA is autonomous with machine learning capabilities, integrated within the company's CRM system.

### Personalised and Predictive Interactive Voice Response (IVR) Classification for FCR

Prioritising customer interaction within Dialog's IVR platforms based on the enablement of first contact resolution.

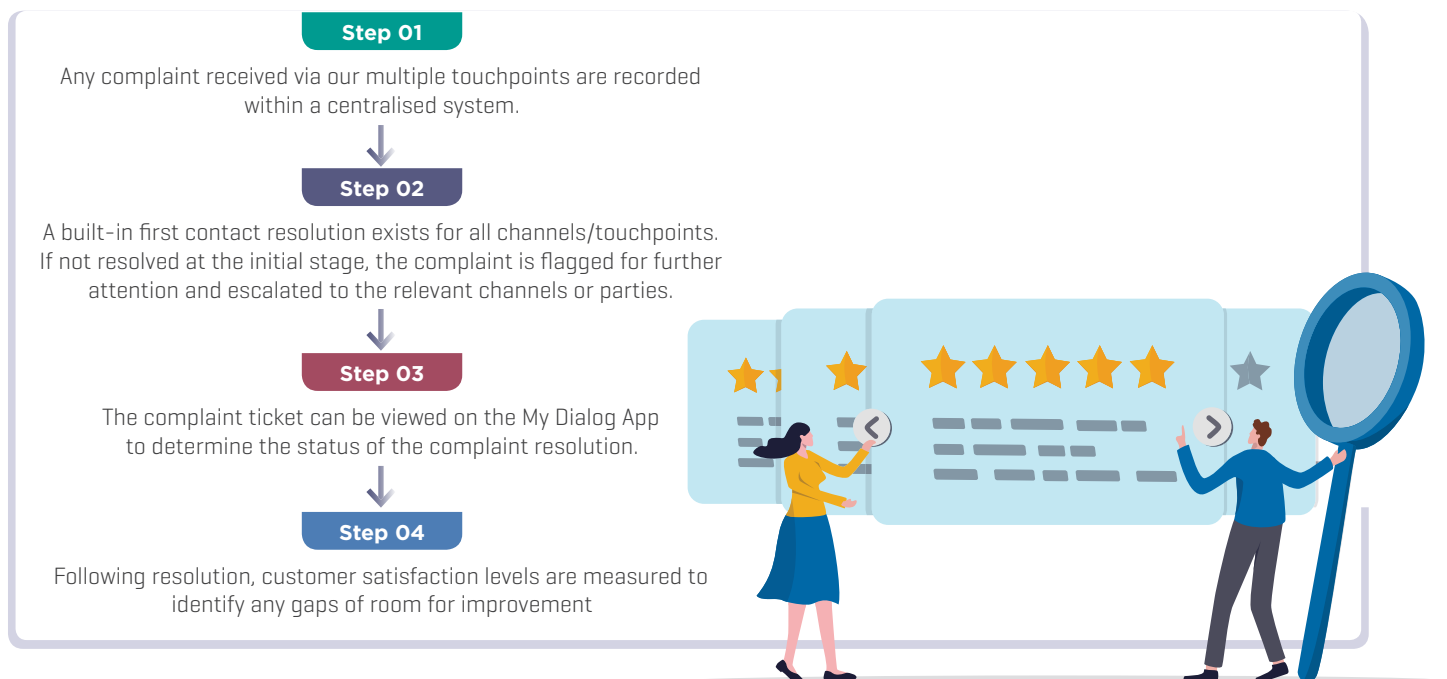
### Near Real-time Contact Centre Interaction Classification

Deploying speech-to-text analytics to drive streamlined outcomes.



### Handling Customer Complaints

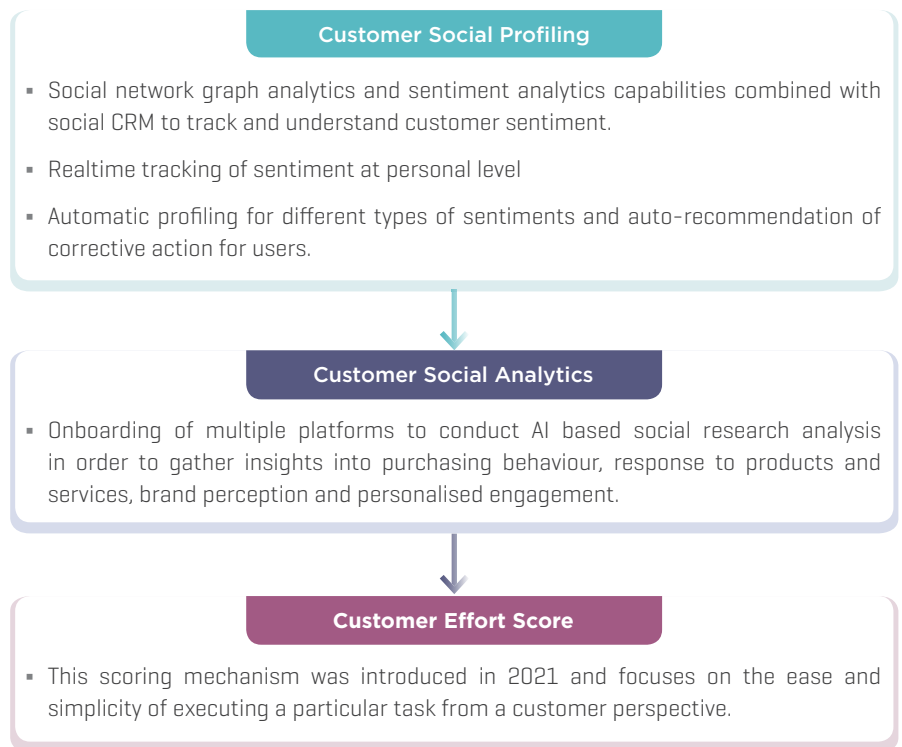
In terms of handling customer complaints, Dialog has in place a seamless, omnichannel experience that ensures all customer complaints are addressed in a timely manner.



## Gauging and Understanding Customer Needs

In order to maintain the highest degrees of customer satisfaction, Dialog measures and analyses customer sentiments, in order to anticipate their needs, and determine areas for improvement. The company collects and collates all data and insights gathered from touchpoints across all products and services, including via SMS surveys, e-mail surveys, and in-app surveys to name a few.

The company utilises the following mechanisms to identify emerging customer needs:



Based on all customer feedback and analytics, the company currently measures customer satisfaction according to the following parameters.

### Net Easy Score

Derived from the customer effort score to measure overall simplicity and ease of accessing the company's services, and attached to organizational, CXO-level KPIs.

### Happiness Index

Combining all parameters to arrive at a single score to determine customer satisfaction at a holistic level.



### Net Promoter Score

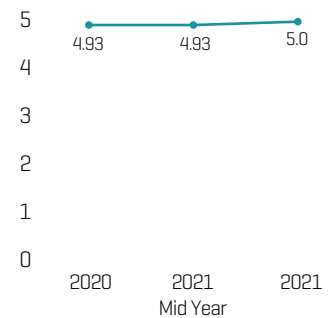
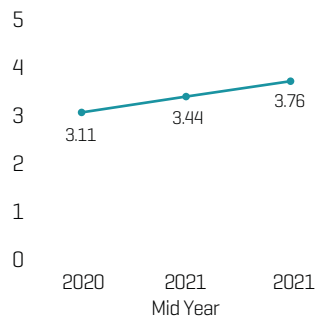
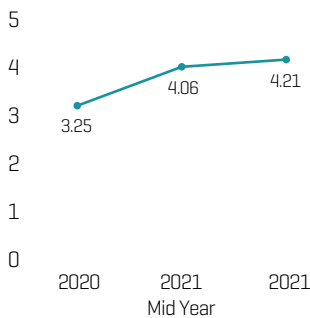
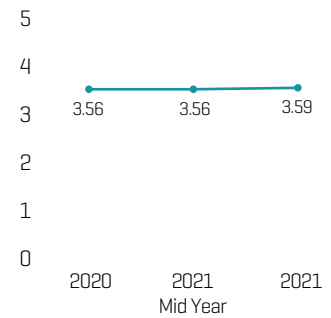
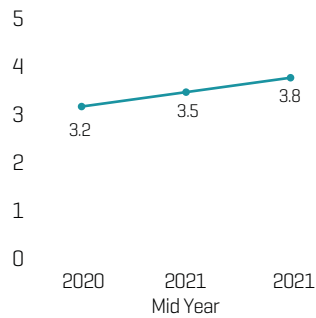
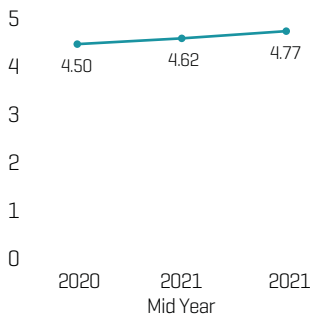
Measures the likelihood of customers promoting the products to other individuals, and determines customer loyalty levels.

### Net Trust Index

Measures the level of trust customers place in the brand, through the use of certain key words and direct survey responses

## MATERIAL TOPIC 03: CUSTOMER SATISFACTION & RELATIONSHIPS CONTD.

### DCE x DIGITAL MATURITY : LEAP 2020 AND 2021

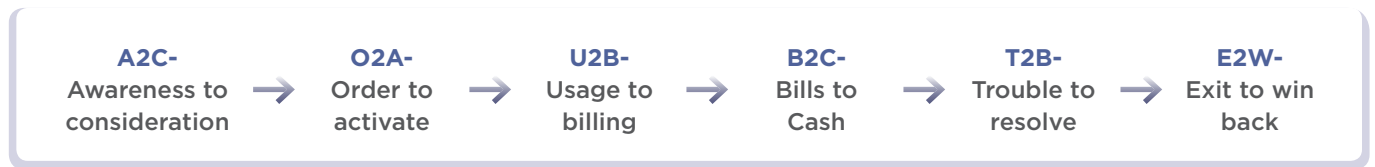


Our achievements are further measured through the awards and accolades we receive from customers, peers and reputed industry leaders. The company is proud to note that the following awards were achieved in 2021:

- ACEF Global Customer Engagement Gold Award for the Category of Effective Use of Customer Feedback for Service Excellence.
- Great Place to Work Certification for Dialog Business Services
- Ranked among the Top 40 Companies in Sri Lanka
- Ranked among the Top 10 Best Workplaces

## Future Aspirations

As we move into the future, Dialog is focus entirely on achieving more purpose-driven customer journey. We commenced the initial stages of this movement in 2021 by comprehensively mapping and orchestrating the end-to-end customer journey to determine key focus points that required immediate attention. The following year will see us focus on continuous improvement across the board.



In addition, Dialog will continue to elevate the customer experience through a combined human and machine model, relying on AI and machine learning technology to drive DIY-based, real-time services, supported by the human touch.



We will strive to strike the right balance between these elements to ensure our service levels remain optimised and geared to serve the future.

# MATERIAL TOPIC 04: ECONOMIC PERFORMANCE

 103-1, 103-2, 103-3, 201-1

## Reason for Materiality

Economic performance is integral to a firm's success. It indicates the tangible value generated and distributed by an organisation to a wide range of stakeholder groups, as well as contributing towards the company's longevity, while enabling the company to conduct its business in a responsible manner and drive economic growth.

## Level of Materiality in 2021

The significance of Economic performance to internal stakeholders, increased marginally during 2021. The Company's focus was to ensure overall stability amidst the economic crisis that ran rampant during the year due to the prevailing effects of Covid-19.

## Our Approach to Economic Performance in 2021:

During the reporting year, the company consistently focused on optimizing revenue to ensure maximum value is derived and distributed to its stakeholders. In the face of numerous challenges, Dialog experienced an exceptional performance during the year. Despite the negative impact of the Rupee's depreciation on foreign exchange, the organisation was able to achieve a 40% growth in Profit After Tax, supported by an 18% gain in revenue. This performance was the combined result of the strong performances recorded across all business units, most notably through the double-digit growth in data consumption, the rising demand for the fixed broadband business, as well as the first positive Profit After Tax recorded by Dialog TV since 2014, and the growth achieved in terms of Global Business.

While operating costs increased in line with revenue generation, the company continued to strive to reduce its operating costs through digitization and Lean Management in the procurement process. Dialog was also committed to the expansion of our network's coverage and capacity, which incurred a significant investment during the year under review, in order to address the unprecedented demand witnessed during the COVID-19 pandemic.

The company remained deeply invested in community investment and engagement, by supporting COVID-19 efforts and providing relief to families against the backdrop of a challenging year. A detailed list of community initiatives can be found on pages 50-71 of this report.

For a more detailed view of Dialog's economic performance, please refer the 2021 Dialog Annual Report, chapter 'Business and Financial Review.'

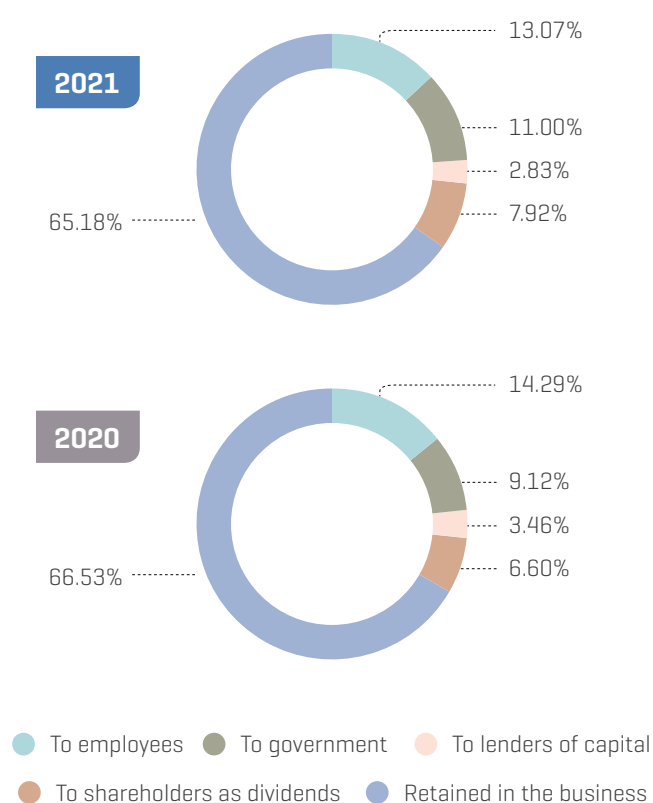
Direct economic value generated [Group]	YTD 2021 [LKR]	YTD 2020 [LKR]
a) Revenue [Net sales plus revenues from financial investments and sales of assets]	141,914,839,000	120,833,104,000
<b>Economic value distributed [Group]</b>	<b>93,046,077,889</b>	<b>77,592,746,285</b>
b) Operating costs [Payments to suppliers, non-strategic investments, royalties, and facilitation payments]	66,444,351,149	55,412,314,222
c) Employee wages and benefits [Total monetary outflows for employees current payments, not future commitments]	10,014,225,488	9,350,677,000
d) Payments to providers of capital [All financial payments made to the providers of the organization's capital.]	8,085,875,000	6,576,781,555
e) Payments to government [Gross taxes]	8,423,491,339	5,969,535,748
f) Community investments [Voluntary contributions and investment of funds in the broader community includes donations]	78,134,913	283,437,760
<b>Economic value retained [calculated as Economic value generated less Economic value distributed] - Investments, equity release, etc.</b>	<b>48,868,761,111</b>	<b>43,240,357,715</b>



## Group Value Added Statement

For the year ended 31 December	2021 '000	2020 '000
<b>Value added</b>		
Revenue	141,914,839	120,141,512
Other operating income	680,416	357,977
Interest income	456,564	333,615
	143,051,819	120,833,104
Cost of materials and services bought in	(66,444,351)	(55,412,314)
<b>Value creation</b>	76,607,468	65,420,790
<b>Distribution of value added</b>		
<b>To employees</b>		
Salaries and other benefits	10,014,225	9,350,677
<b>To government</b>		
Taxes, fees and levies [Note1]	8,423,491	5,969,536
<b>To lenders of capital</b>		
Interest on borrowings	2,017,425	2,260,579
	2,017,425	2,260,579
<b>To shareholders as dividends</b>		
Dividend to shareholders	6,068,450	4,316,203
	6,068,450	4,316,203
<b>Retained in the business</b>		
Profit retained	14,302,134	8,985,520
Depreciation and amortisation	35,781,742	34,538,275
	50,083,876	43,523,795
<b>Total value added</b>	76,607,468	65,420,790

## Distribution of value added



**LESS IMPACT**



**MORE SUSTAINABILITY**



# Enviroment

We believe in minimizing our negative impacts, on reducing our footprint and introducing interventions that enable a sustainable future for all.

Even as we obtained the ISO 14001 certification in the past year, we embarked on a new path of environmental management and resource conservation, and continue to work towards achieving a net zero impact that will benefit both countless individuals and the generations that are yet to come.



# MATERIAL TOPIC 05: ENVIRONMENTAL PERFORMANCE AND CLIMATE ACTION

GRI 102-11, 103-1,  
103-2, 103-3, 201-2

## Reason for Materiality

As an organisation with a vast island-wide presence, Dialog invariably requires significant energy levels to power its network operations, service centres and back-office locations. Even as climate change continues to transform the global landscape, as an environmentally-conscious corporate, Dialog believes in minimizing our impact, and consider it of paramount importance to seek out new ways to sustain and preserve resources for the future.

## Level of Materiality in 2021

Though it was found that the Environmental Performance and Climate Action strategies posed by the company reduced in significance both internally and externally during the year, Dialog, in its effort to curb further negative impacts on the environment, implemented the ISO 14001 Environmental Management System throughout the Company, thus ensuring the environment maintains its position as one of our top priorities.

## Our Approach to Environmental Performance and Climate Action in 2021:

Over the years, Dialog has continuously monitored the impacts it has on the surrounding environment; implementing tech-driven initiatives to achieve resource efficiency. Today, as the next stage in our journey, we are poised to commit towards reaching a net-zero future; a vision that is in alignment with the Axiata Group's overarching objectives, which encourage the adoption of natural, sustainable solutions to combat the global climate challenge.

Dialog's environmental scope primarily focuses on three aspects, namely resource and waste management, energy consumption and carbon emissions guided by the Precautionary Principle. Further to this, as necessitated by Dialog's vendor code of conduct, suppliers must adopt a precautionary approach to environmental matters and undertake initiatives to promote greater environmental responsibility. Given the scale of our operations, our energy consumption remains significant, particularly following the transition into the Work-from-Home model; however, the company continues to make strides in terms of renewable energy in order to mitigate our impact.




## ENVIRONMENTAL IMPACTS



## FORMALLY COMMITTING TO SCIENCE-BASED TARGETS

# MATERIAL TOPIC 05 - ENVIRONMENTAL PERFORMANCE AND CLIMATE ACTION CONTD.

## ENERGY

 GRI 302-1, 302-2, 302-3

### Fuel Consumption

The Company's fuel consumption is directly attributed to the operation and management of tower sites around the Country. The company only utilizes Diesel and the energy consumption from the usage of Diesel is reported below:

#### Total Direct Energy consumption



**60,756.46 GJ**

58,288.30 GJ - 2020

### Energy Intensity

#### Energy consumption per customer



**25.93 MJ/ Cx**

42.77 MJ/Cx - 2020

#### Energy consumption per employee



**4.80 GJ/Employee**

5.74 (GJ/Employee) - 2020

#### Energy consumption per unit of revenue



**45.15 GJ/Mn LKR**

57.74 (GJ/ LKR) 2020

#### Energy consumption per technical site



**211.10 GJ/Technical Site**

200.50 (GJ/ Technical Site) 2020

### Purchased electricity

Even as the company continuously reviews its systems and processes to digitise its operations and thereby generate highly efficient, future-ready networks, Dialog emphasised the need to mitigate and minimize its environmental impact as well. 40% of the Company's operations currently operate via an infrastructure-sharing scheme, running on shared-sites owned by other operators, in order to minimize the extent of its impact. As mentioned previously, Dialog's energy intensity continues to grow due to operations shifting into a Work-from-Home model following the impacts of the COVID-19 pandemic.

#### Total Indirect Energy Consumption



**711,231.70 GJ**

634,609.42 GJ - 2020

#### Total Direct Energy Consumption



**60,756.46 GJ**

58,288.30 GJ - 2020

#### Total energy consumption

**771,988.17 GJ**

692,897.72 (2020)



## CARBON FOOTPRINT

GRI 305-1, 305-2, 305-3, 305-4, 305-5, 305-7

As climate change continues to accelerate, we remain aware that emissions serve as a key contributor towards global warming. Dialog therefore remains committed towards reducing its carbon footprint, in order to support the nation's journey towards long-term sustainability and climate resilience, through investments in energy efficiency measures, renewable energy and new technologies.

The company undertook a comprehensive review of the diverse emission sources across its portfolios and scope of operations. In line with the Greenhouse Gas (GHG) Protocol, we track and assess our Carbon Footprint, consisting of Scope 1, Scope 2 and all feasibly traceable Scope 3 emissions. The company tracks greenhouse gases including Carbon Dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>) and Nitrous Oxide (N<sub>2</sub>O), with the total emissions presented as Carbon Dioxide

equivalents (CO<sub>2</sub>e). The majority of NO<sub>x</sub> and SO<sub>x</sub> emissions arising over the lifetime of Dialog's operations are attributable to network operations, for which Dialog Network Services manages responsibility.

Following a stringent assessment of our emissions, Dialog continues to focus on the future. The company has to date identified areas for improvement, in line with the forthcoming emissions reduction target-setting activities within the Axiata Group and our anticipated formal commitment to the United Nation's Science-Based Targets initiative. The company's energy consumption primarily constitutes its direct consumption of fuel, indirect consumption of electricity through employees and customers, and the energy savings realized from efficiencies and renewable energy sources during the year.

### Scope 1

#### Direct GHG Emissions

Direct GHG emissions occur from sources that are owned or controlled by the company.

##### Fire Extinguishers



0.00 tCO<sub>2</sub>e  
0.00 tCO<sub>2</sub>e  
(2020)

##### On-site Generator (Fuel)



Diesel	Petrol
5,028.36 tCO <sub>2</sub> e	0.00 tCO <sub>2</sub> e
4,981.12 tCO <sub>2</sub> e	0.00 tCO <sub>2</sub> e
(2020)	(2020)

##### Company Owned Vehicles



Diesel	Petrol
39.73 tCO <sub>2</sub> e	4.08 tCO <sub>2</sub> e
5.11 tCO <sub>2</sub> e	0.94 tCO <sub>2</sub> e
(2020)	(2020)

##### Fugitive Emissions -



R22	R410A
241.64 tCO <sub>2</sub> e	309.02 tCO <sub>2</sub> e
0.00 tCO <sub>2</sub> e	87.80 tCO <sub>2</sub> e
(2020)	(2020)

### Scope 2

#### Indirect GHG Emissions

Scope 2 accounts for GHG emissions from the generation of purchased electricity consumed by a company.



##### Purchased Electricity

107,835.80 tCO<sub>2</sub>e  
103,876.96 tCO<sub>2</sub>e (2020)

### Scope 3

#### Other Indirect GHG Emissions

Scope 3 emissions are a consequence of the activities of the company but occur from sources not owned or controlled by the company.

##### Electricity - Transmission & Distribution Losses



10,814.67 tCO<sub>2</sub>e  
10,387.70 tCO<sub>2</sub>e (2020)

##### Hired Vehicles



Diesel	Petrol	Taxi service
416.53 tCO <sub>2</sub> e	9.06 tCO <sub>2</sub> e	356.55 tCO <sub>2</sub> e
321.48 tCO <sub>2</sub> e	27.22 tCO <sub>2</sub> e	
(2020)	(2020)	

##### Air Travel



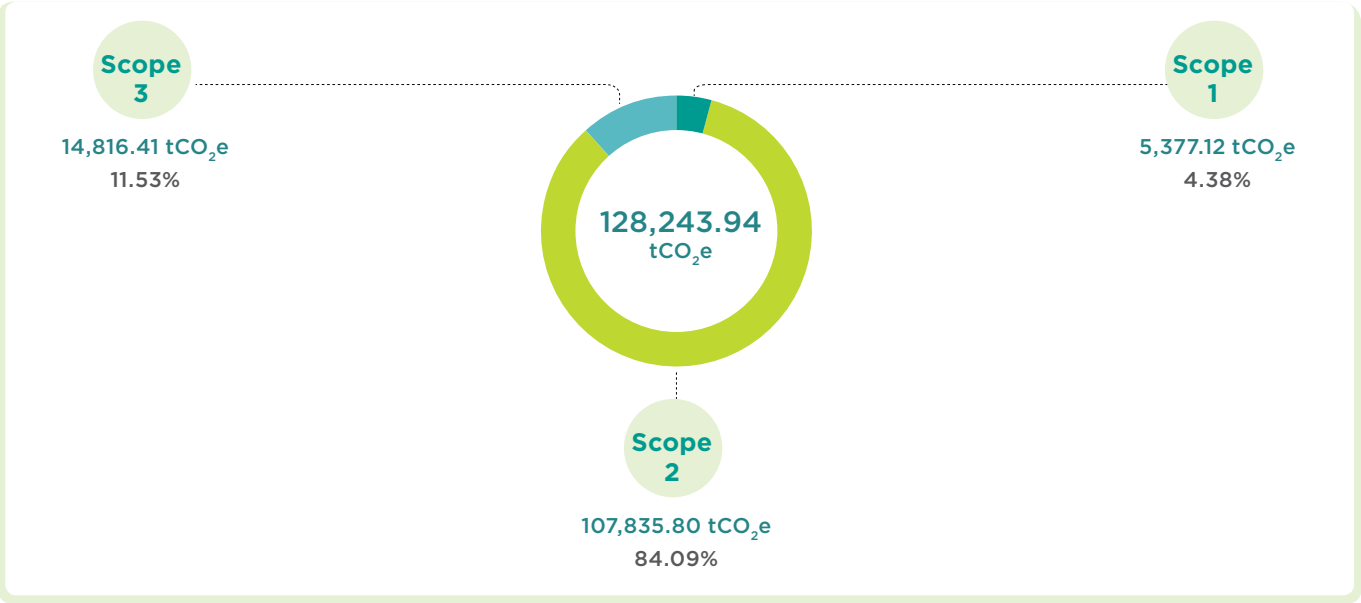
0.49 tCO<sub>2</sub>e  
17.66 tCO<sub>2</sub>e - 2020

##### Employee Commuting

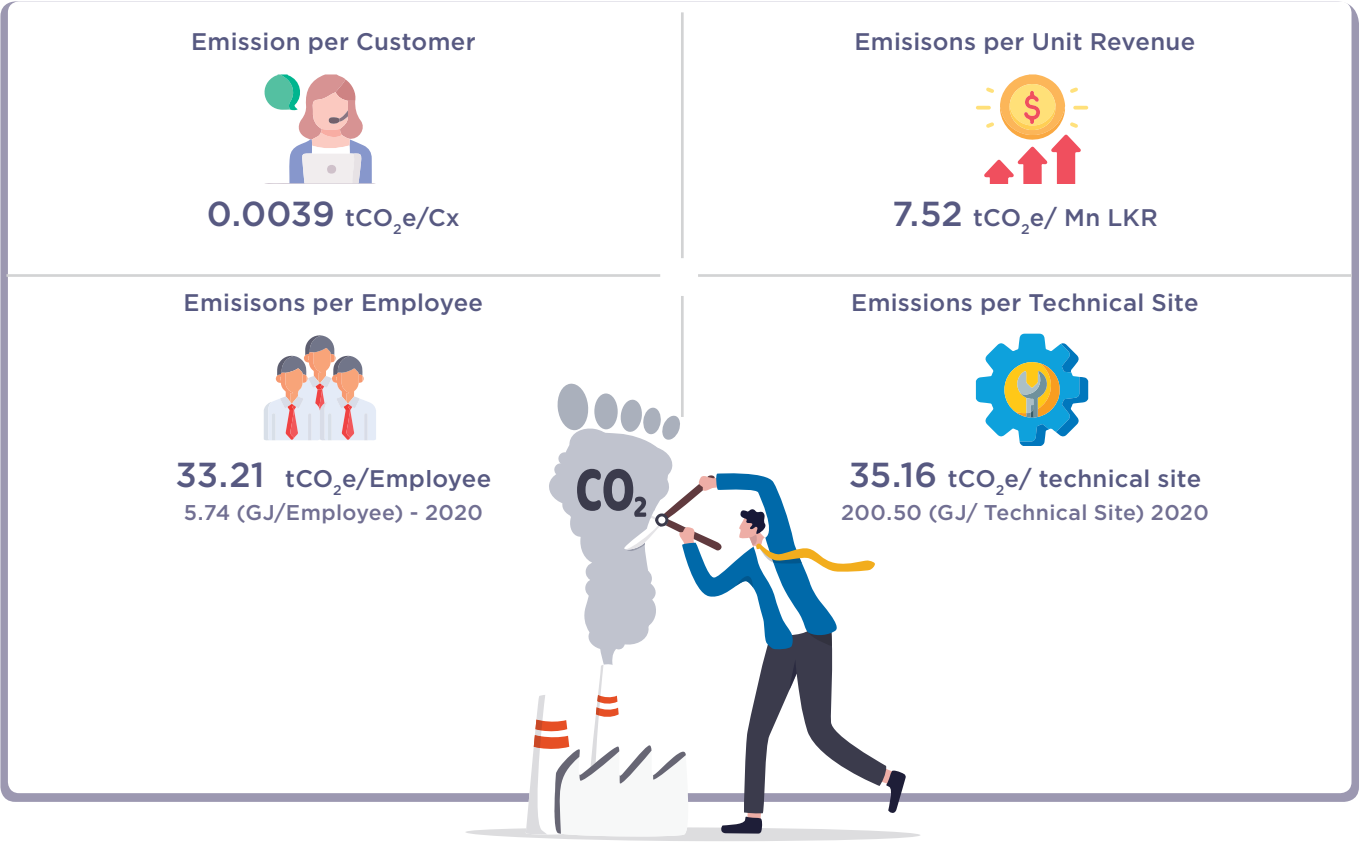


Diesel	Petrol
293.64 tCO <sub>2</sub> e	2,925.46 tCO <sub>2</sub> e
273.69 tCO <sub>2</sub> e	2,865.49 tCO <sub>2</sub> e
(2020)	(2020)

# MATERIAL TOPIC 05 - ENVIRONMENTAL PERFORMANCE AND CLIMATE ACTION CONTD.



## EMISSIONS INTENSITY





## ENERGY CONSERVATION

 GRI 302-4

Dialog remains committed to conserving energy through the implementation of renewable energy across its operations. August 2021 marked the launch of a landmark project in this regard; namely the first 'full solar' telecommunications tower site in Sri Lanka. The site was deployed at Chavakachcheri, where grid electricity supply is often unreliable. Through a partnership with Huawei, Dialog successfully developed this site to meet the total energy demand via a solar and Lithium-ion battery storage solution, thereby completely removing the requirement of a diesel generator at the site.

Due to the shortage of grid supply in the vicinity and with Chavakachcheri being positioned in the midst of a largely dry zone exposed to considerable amounts of consistent sunlight year-round, the complete powering of the tower through solar energy was the most effective means of divesting the fuel consumed through a full-time diesel generator, while simultaneously negating any environmental pollution.

Dialog further engaged in a range of energy efficiency and conservation initiatives along with existing and new solarization initiatives to realize savings of 4248.76 GJ during the year.

### Total emissions savings



**1536.37 tCO<sub>2</sub>e**

1,722.90 tCO<sub>2</sub>e - 2020



## RESOURCE CONSUMPTION AND WASTE MANAGEMENT

 306-1, 306-2, 306-3, 306-4

### Waste Management

With the achievement of the ISO 14001:2015 Environmental management System Standard, Dialog focused on further improving its waste management framework, inclusive of stringent segregation and disposal guidelines, with a focus on recycling – ensuring the elimination of company-wide plastic usage and significantly optimising resource consumption. E-waste generated within the Company is recycled through certified local recycling facilities.

The Company also improved its digitisation efforts to significantly reduce its paper consumption across operations such as HR onboarding, payments and billing and through contact and process automation across key divisions such as warehousing, sales and marketing.

#### Paper and cardboard



**21.31 tons**

53 tons (2020)

#### Rigifoam



**0.52 tons**

0 tons (2020)

#### Plastic and Polythene



**12.13 tons**

0 tons (2020)

#### e-waste warehousing



**529.68 tons**

787.1 tons

### Water Management

#### Total usage



**61,824.96 m<sup>3</sup>**

42,805.74 m<sup>3</sup>

#### Per employee



**15.97 m<sup>3</sup>**

10.7 m<sup>3</sup>



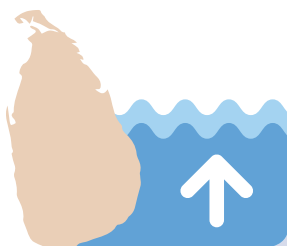
## The challenge

Climate change is fast accelerating, due to increased industrial activities, deforestation for agriculture and rearing livestock, and is now the cause of many adverse effects across the planet, including heat waves, droughts, heavy rain and other natural disasters.

Sri Lanka is particularly vulnerable to the impacts of climate change through monsoons, sea level rise, and storm surges, especially along its coast. Inclement weather can severely impact the nation's supply chain, particularly with respect to key sectors including tourism, agriculture and fisheries.

Sea levels are rising by  
**3mm**  
per year%

Sea level rise along Sri Lanka's coastal zone is projected to reach  
**0.1 m – 0.2 m**  
by 2050



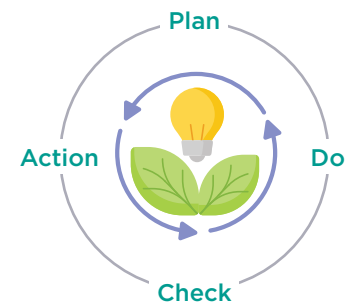
## The solution

- As an organization with a vast presence, we believe we hold a responsibility towards managing our impact.
- Implementing the ISO 14001 Environmental Management System [EMS] standard across all operations was Dialog's first step in a refreshed strategy to mitigate its environmental impact, as part of its Vision to help the world achieve a Sustainable Future, Today,
- The ISO 14001 standard is a voluntary international standard that specifies the requirements for effectively implementing an Environmental Management System across an organization.
- It is a systematic method of managing an organization's environmental impact that focuses on continuous improvement to drive improved outcomes.



## How it works

The ISO 14001 standard follows the PDCA cycle, ensuring continuous improvement.



The presence of an environmental management system or EMS ensures the organisation:

- Minimizes harmful effects on the environment caused as a result of its activities
- Conforms to applicable regulatory requirements
- Focuses on continuous improvement of its environmental performance

### Linked SDGs



### Relevant ESG Principles



### The 4P Approach



## Dialog's EMS Pillars



### 2021 Action Points

- Development of infrastructure to comply with regulations related to the storage of oil, fuel and waste.
- Segregation of waste through the introduction of dedicated bins/ boxes.
- Training of employees to raise awareness and create staff alignment with the standard.

### Future aspirations

Setting up organisation-wide targets designed to reduce our carbon footprint.

To elevate our processes to drive a seamless waste management process throughout the company and thereby further improve our environmental management initiatives and efficiency measures.



### The challenge

Mobile and electronic waste is an emerging area of concern. The hazardous elements that constitute e-waste pose risks to the environment and society at large. The incineration of such waste emits toxic gases to the atmosphere, and disposal in a landfill can result in the contamination of soil and ground water, which can be potentially detrimental to humans. At present, public awareness of responsible disposal practices is low.

As a leading mobile telecommunications provider committed towards preserving the environment, Dialog believes in monitoring its impacts across its value chain and beyond.



**25,000 MT**

of e-waste is generated by Sri Lanka annually

This is anticipated to nearly double by 2030, and reach a rate of

**43,000 MT** per year



### The solution

**2008**

Dialog launched the company's mWaste project, endorsed by the CEA, with the objective of collecting all forms of mobile waste generated by customers around the country.

**2019-early 2020**

The service was expanded to collect a wider variety of e-waste. The initiative, now known as 'e-Kunu' – a quick play on the Sinhalese word for 'garbage' or 'waste', is at the forefront of Dialog's revamped company-wide waste management effort.

**2019 onwards**

The company embarked on a crucial journey to implement ISO 14001: Environment Management System (EMS) across the company, in which 'e-Kunu' will play a key role; enabling the company, our valued customers and all Sri Lankans to dispose of mobile and electronic waste responsibly.



### How it works

- Educating the public on the ill-effects arising from the improper disposal of e-waste in the short-term, and raise awareness on the long-term benefits of recycling such waste.
- An end-to-end internationally and locally certified disposal chain that ensured the recycling of the product, and the mitigation of any environmental harm that the product may have otherwise created.
- 147+ customized collection boxes are stationed at all Dialog arcades and certain franchise outlets collection points across the country, designed to collect old phones and accessories, laptops, monitors, printers, and cartridges.



#### Linked SDGs



#### Relevant ESG Principles



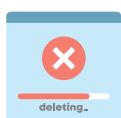
#### The 4P Approach



## 2021 Action Points

- Dialog continued to conduct campaigns and raise awareness among the general public on the importance of responsible e-waste disposal.
- The company's e-waste collection activities were limited due to the prevailing lockdowns continued throughout the year.
- However, once lockdowns were lifted, all operations commenced as usual. During these periods, the company succeeded in collecting 5,345 kg of e-waste during the year.

**5,345 kg**  
of e-waste was  
collected  
during the year



## Limitations and our response

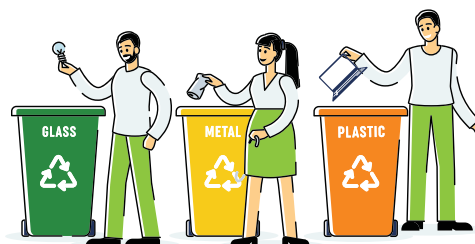
- Due to customer concerns regarding data privacy, the company installed a magnetic device within the collection boxes, designed to wipe all data from any discarded devices, in addition to providing the option of manually deleting all data.
- Furthermore, a certification is provided to guarantee that all content is destroyed.

## A Trusted, Responsible Disposal Process



### 1 Step

Waste deposited by individual at a collection point.



### 2 Step

The waste is stored with Dialog until pickup from a third-party recycler can be arranged.



### 3 Step

The recycler extracts and separates all components and disposes of them responsibly.



## Future aspirations

In the coming year, the company hopes to further expand its commitment beyond its associated products and services to play a role in assisting the responsible disposal of plastic and polythene-based products.

# VAAYU REAL-TIME AIR QUALITY MONITORING



## The challenge

Due to rapid urbanisation and its associated industries including transport systems, air pollution has increased exponentially, particularly in main cities and industrial zones. The lack of a centralised system to record real-time data in the long-term has hampered the effective monitoring and management of air quality across Sri Lanka, enabling it to reach unhealthy levels.

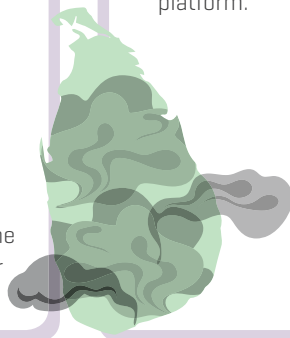


**4.2Mn**

deaths occur worldwide due to ambient air pollution

**Over 91%**

of Sri Lankans live in regions where air pollution exceeds the WHO's annual guideline for air quality



## The solution

- As a first step to minimizing air pollution, the project VAAYU was initiated in partnership with the NBRO (National Building Research Organization).
- The company utilises an IoT sensor network to monitor real-time air quality over long periods and shares the obtained information with the general public via an easily accessible platform.



## Core Principles of the GSMA Assisted Tech Programme

- An IoT sensor network using air quality monitors has been established in order to monitor the presence of specific harmful components in ambient air.
- These sensors feed into a central platform through which members of the public and any authorised persons are able to retrieve real-time air quality data. The platform acts as a data repository, allowing for trend analysis and pattern recognition.
- All information is accessible from the Vaayu website, <https://vaayu.lk> and will display real-time air quality from Colombo, Kurunegala, Puttalam, Vavuniya and Jaffna.
- The public can also obtain readings from the past 12-hours, with a detailed description of the pollutants detected in the air and how they can affect a person's health, and the necessary precautions to be taken.



### Linked SDGs



### Relevant ESG Principles



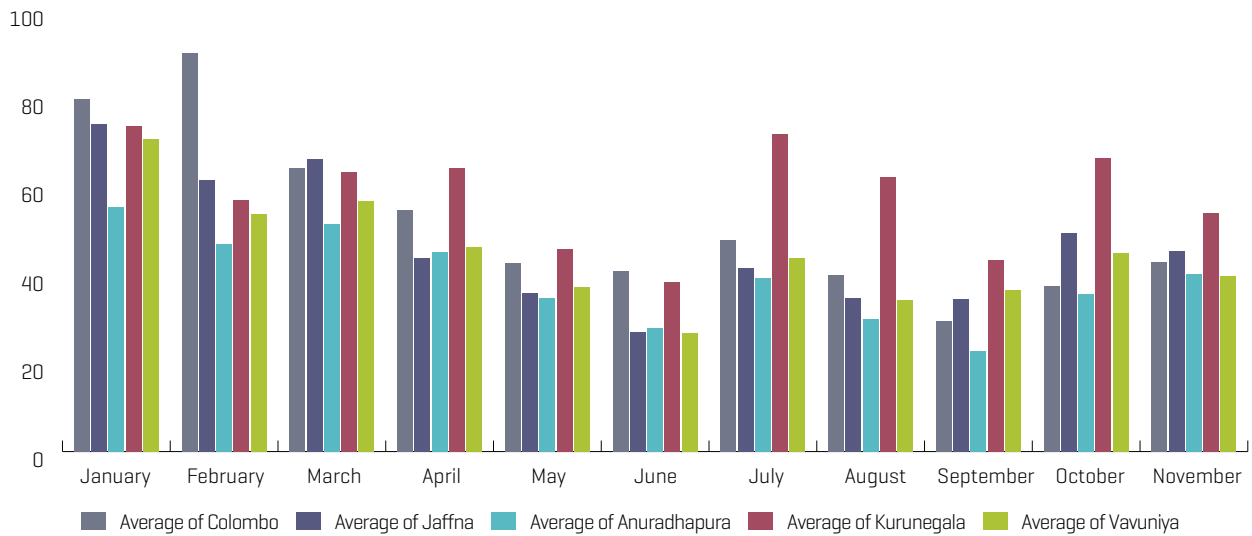
### The 4P Approach



Scan to visit  
[vaayu.lk](https://vaayu.lk) for real-time updates on local air quality

## 2021 Action Points

The following information was obtained from each monitored area from February to May 2020. A visible difference was noted during the lockdown periods, communicating positive air quality conditions across the board. Unfortunately, our efforts towards further expansion were curtailed due to the COVID-19 pandemic.



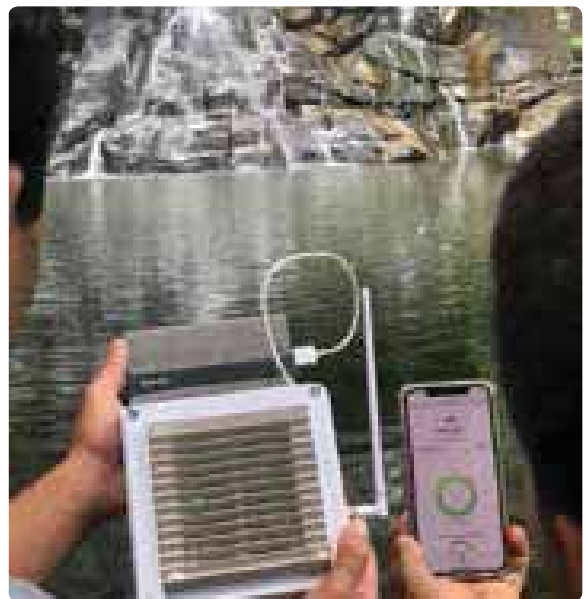
### Through our network, the presence of the following components is assessed:

= Particulate Matter 2.5 = Particulate Matter 10 = Carbon Dioxide = VOC [Volatile Organic Compounds] = Nitrogen Dioxide = Carbon Monoxide = Methane



### Future aspirations

Our objective is to recommence our efforts towards expanding our network, in order to enable the assessment and monitoring of air quality across every district in Sri Lanka.





**LESS BOUNDARIES**



**MORE EXPANSION**



# People

Amid times of disruption and disarray, we are aware of the value of a sense of security and continuous progress. Based on these principles, our adaptive processes support the well-being of our workforce, while delivering development and growth at every stage.

The power of our people drives our success, and therefore, we continue to strive towards instilling a heart to serve cascading from the topmost level, while nurturing attitudes of transformative excellence designed to prepare each employee for the future.



## MATERIAL TOPIC 06: DIVERSITY AND NON-DISCRIMINATION

**GRI** 102-17, 103-1, 103-2, 103-3, 401-1, 401-2, 405-1, 406-1

### Reason for Materiality

Offering fair and equitable treatment for all employees enables organisations to source the best talent and create a performance-based culture that empowers individuals. A diverse workforce can help organisations relate more to their customers, while promoting innovation and employee satisfaction.

### Our Approach to Diversity and Non-Discrimination in 2021

Dialog does not discriminate based on any factors such as age, gender, race, sexual orientation or disabilities. Supported by a consolidated framework known as the Diversity, Equity and Inclusion (DEI) Framework, the company promotes equal opportunity within the workplace, with recruitment, rewards and career progression taking place based on their respective skills, knowledge, competencies, and the nature of work involved.

### Our Employees

**GRI** 102-7, 102-8, 102-17, 401-1, 401-2

The following details represent the diversity of our workforce, with respect to age, gender and other aspects.

### DIALOG EMPLOYEES



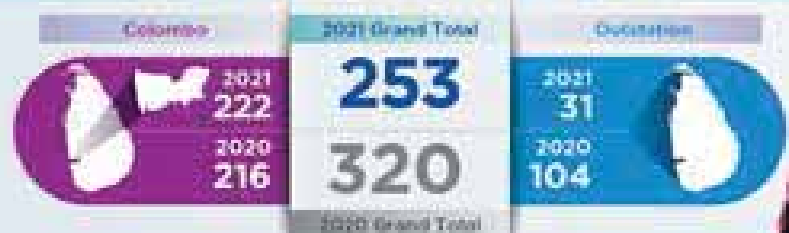
### INTERNS



### EMPLOYEES TURNOVER



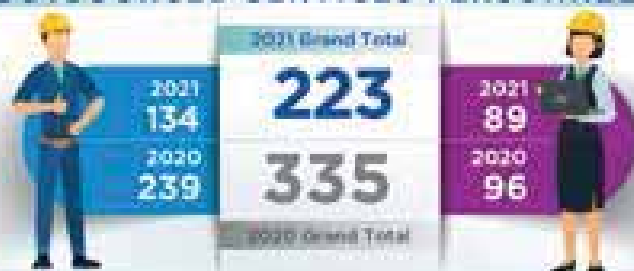
### EMPLOYEES TURNOVER BY REGION



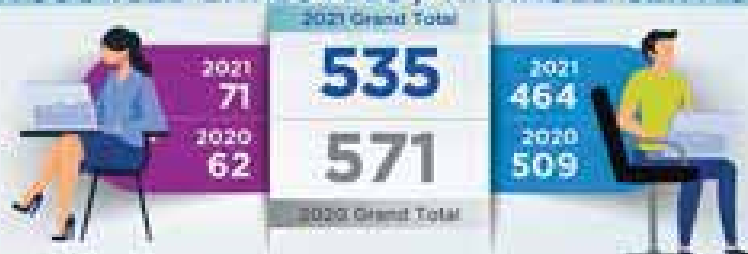
### EMPLOYEES TURNOVER AGE GROUP



## OUTSOURCED SERVICES PERSONNEL



## OUTSOURCED EMPLOYEES / MANAGED SERVICE



## EMPLOYEES RECRUITMENT



## EMPLOYEES RECRUITMENT BY REGION



## EMPLOYEE RECRUITMENT AGE GROUP



## MATERIAL TOPIC 06: DIVERSITY AND NON-DISCRIMINATION CONTD.

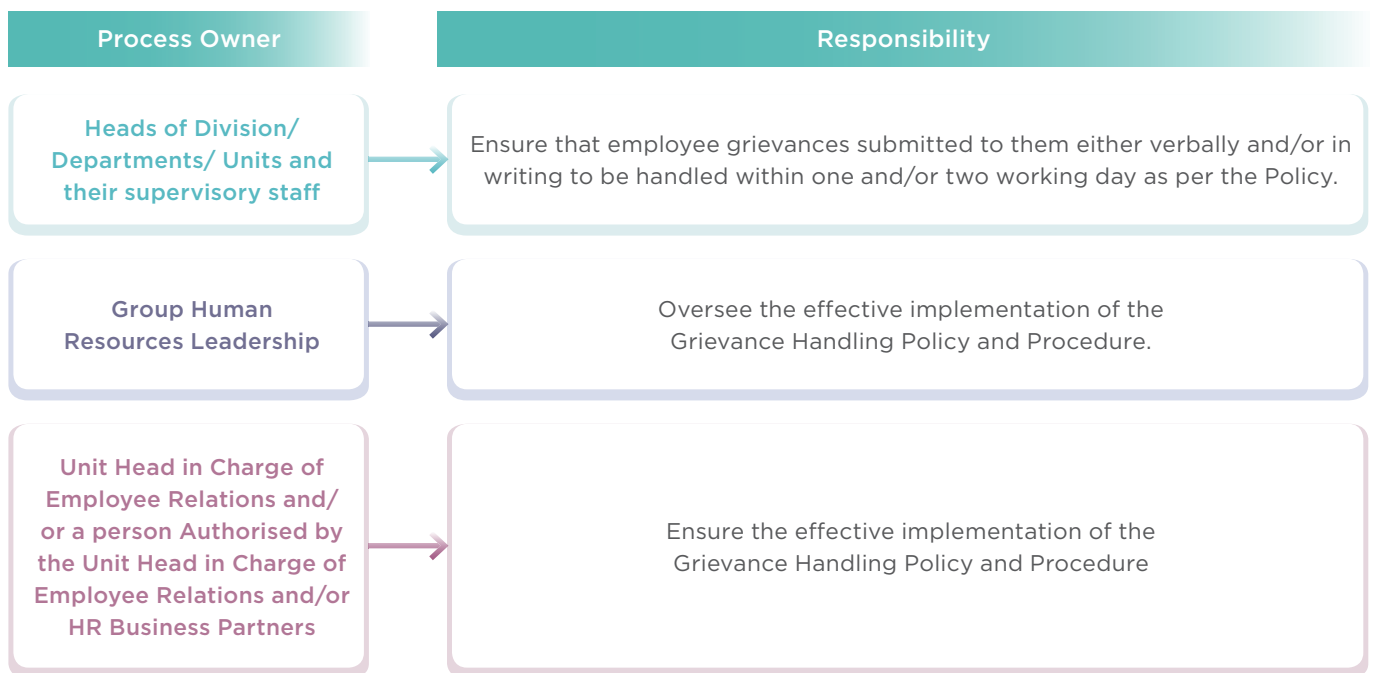
During the year, the Company did not face any incidents of discrimination within the company and though employees are encouraged to report on any incidents through the 'Speak Up' channel, Dialog hopes to identify and report on potential discreet biases in the workforce including those on contract, in the coming years.

The Company, with the goal of further improving and promoting a culture of inclusiveness and diversity, implemented a number of initiatives and policies during the reporting year, as detailed below:

### A Safe Environment

Dialog believes in fostering a safe environment in which employee concerns can be heard. Our formal grievance handling and whistleblowing procedures enable employees to speak up against any instances of discrimination or harassment within the workplace.

Through our grievance handling procedure, employees experiencing dissatisfaction or injustice relating to their work situation and employment relationship are able to have their grievances heard and resolved by the Management in a fair and systematic manner, without being burdened by the fear of intimidation or victimisation. In the event that an employee feels their concerns are not met, they are be entitled to escalate the matter to the next layer.



The company' Speak Up channel, further detailed in page 45 of this report, facilitates the reporting of any form of discrimination or harassment. Made available to all employees within the organisation, the group-wide hotline is managed by a third-party agency, thereby ensuring the utmost anonymity and confidentiality.

### Disability Inclusion

The company is committed towards embracing disability inclusion across the organisation. Our recruitment processes and performance evaluations are conducted purely on the basis of merit alone. We do not document or record any differently-abled employees, in order to drive a more equitable workplace.

During the year, a workshop was conducted to raise awareness regarding disability inclusion, and to formulate a plan to determine a way forward in terms of enabling equal accessibility in the workplace, with all divisions and senior management in attendance. The workshop was facilitated by the GSMA, an international industry organisation formulated to represent the interests of mobile network operators across the world.

Encouraging employees to nominate leaders within the organisation who have made a significant effort towards breaking biases in the workplace. The initiative focused on recognising those in management positions and acknowledging their contribution towards non-discrimination in the workplace.



## MATERIAL TOPIC 06: DIVERSITY AND NON-DISCRIMINATION CONTD.

### Raising Awareness

The company conducted an online session led by an external facilitator, to raise awareness regarding unconscious biases found in the workplace.

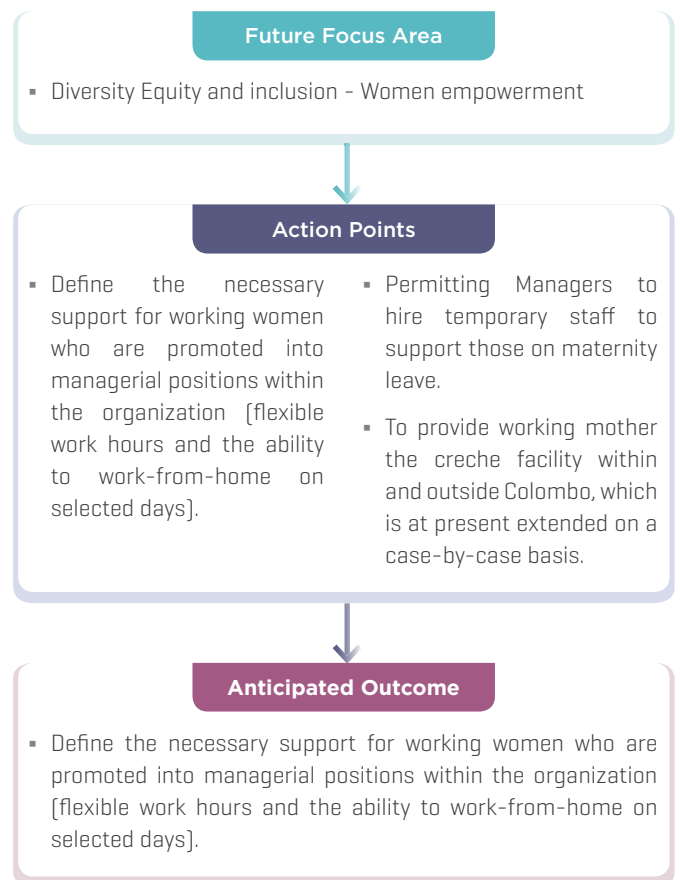
### The Dialog Diversity Circle

The Dialog Diversity Circle was launched on Women's Day 2021, comprising a group of male and female allies who focus on building initiatives to promote and create a culture of equity and inclusion in the workplace.



### Future Aspirations:

We hope to further build up an inclusive culture within the workplace through a range of programmes and initiatives, detailed below. The company will also develop an employee engagement calendar spanning all religious and cultural events, enabling the organisation to celebrate differences, together.



# MATERIAL TOPIC 07: EMPLOYEE COMPETENCE

**GRI** 103-1, 103-2, 103-3, 404-1, 404-2, 404-3

## Reason for Materiality

The digital sector is synonymous with continuous transformation and disruption. The key to succeeding within an ever-changing environment is led by the organisation's ability to adapt – primarily led by the degree of employee preparedness, and their skills to face the future.

## Level of Materiality in 2021

The topic Employee Training and Development, also known as Employee Competence faced a significant decrease in terms of its internal and external significance in the year 2021. It is observed that with the shift of focus on the success measurement aspect of training, the employees obtained a better opportunity to invest time and effort to complete training programmes effectively and to apply the knowledge gained in their specific silos.

## Our Approach to Learning and Development in 2021

Dialog's learning and development process encompasses all permanent employees of the Group's wholly owned subsidiaries, and is structured and delivered according to three categories, detailed below.



All programmes took place virtually during the year, utilizing a combination of face-to-face training and e-learning modules, with the former conducted through classroom training methodologies supported by Microsoft Teams, Zoom and facilitator-led training, while the latter was driven by the combined strengths of LinkedIn, Coursera, and our in-house training system, Headstart.

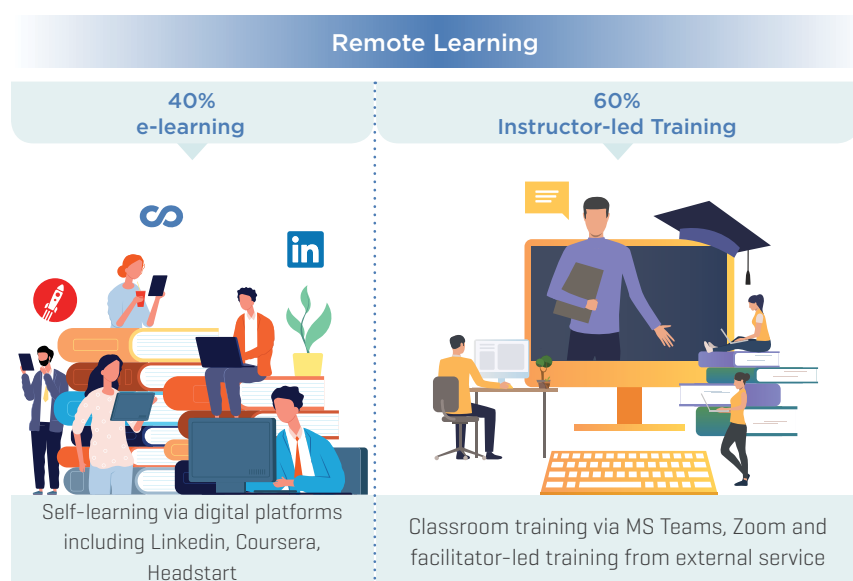
Training requirements identified from the individual learning assessments are entered into the company's dedicated HR system. The company's Learning and Development Team collates the requirements and organises the relevant programmes, based on the extent of knowledge required.

The Leadership Development and Training aspect falls under the purview of talent management and constitutes the company's AxAccelerator programme conducted jointly with Axiata, dedicated primarily towards developing high performers to reach leadership positions at CEO and CXO level. These curated coaching programmes are developed based on the feedback gained from 360° reviews. The two-year programme continued during the year as well.

In 2021, the company further designed the framework for a middle-management development programme, which is slated to commence in the following year as well.

Succession planning is a critical part of Dialog's Talent Management journey, with high performers receiving development opportunities with the aim of them taking on leadership positions in the future. Such successors are currently identified at Chief Officer and 'Chief Officer-1' levels. While Dialog enables certain transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment, the Company currently has no specific programmes focused on alternate external careers or the management of career endings. The need for such specific programmes will be assessed as part of the Company's annual review of its Learning and Development priorities, with necessary action planned for a following period if required.

In 2021, Dialog transitioned from measuring learning hours, to evaluating the number of completed training programmes; a key development in terms of ensuring greater effectiveness in employee appraisals. KPIs were linked accordingly – ensuring employees were suitably recognised through rewards, remuneration and opportunities for career progression, based on their respective level of training programme completion.





## MATERIAL TOPIC 07: EMPLOYEE COMPETENCE CONTD.



### Focus Areas for 2021

Considering a range of emerging needs and factors including business continuity, industry trends and ethical business practices, Dialog prioritized Agile Training and Analytics, in addition to conducting other mandatory training programmes relevant to cybersecurity, anti-bribery and corruption and the company's code of conduct. While mandatory training programmes were conducted across all employee groups, the degree of agile training and analytics training were determined based on the employees' contribution to the organisation.





### Average Training Hours by Gender

	2021	2020	change
	20.56	30.94	-10.38
	18.50	39.01	-20.51



### Average Training Hours by Employee Category

	2021	2020	change
Senior Management	10.28	12.80	-2.51
Middle Management	28.41	44.99	-16.58
Executive	22.66	32.95	-10.29
Non-Executive	6.88	26.67	-19.79

### Disclosures on Training

### Hours

#### a. The type and scope of programmes implemented, and assistance provided to upgrade employee skills.

AXcelerator 2021 Onboarding Programme	4
Briefing : AXcelerator 2021 - Post- onboarding	4
AXcelerator TDP Discussion	4
AXcelerator - Telecoms Mini MBA	120
AX-THoR Lounge with Axiata President & Group CEO	4
AXcelerator Lounge with Axiata President & Group CEO	7
Mentoring Relationship	20
Sensei Coaching assignment	75
Business Communication Coaching	20
Executive Coaching	24
CMDP Inauguration - Dialog: The Future (Briefing on Dialog Strategic Direction, Digital Drive and Project Briefing)	20
CMDP - Project Presentation Preparation (Individual Session 1)	300
CMDP - Project Presentation Preparation (Individual Session 2)	300
CMDP Leadership Program - 2021 (Day 1)	38
CMDP Leadership Program - 2021 (Day 2)	38
CMDP Leadership Program - 2021 (Day 3)	38
CMDP Leadership Program - 2021 (Day 4)	38
CMDP - Telecoms Mini MBA	570
CMDP - Coaching (Session 2)	76
CMDP - Coaching (Session 1)	76
CMDP : Coffee with GCEO	19

#### a. The total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations.

113

#### b. The percentage of employees in the reporting period trained in human rights policies or procedures concerning aspects of human rights that are relevant to operations.

53%

## MATERIAL TOPIC 07: EMPLOYEE COMPETENCE CONTD.

### The Dialog Academy

The Dialog Academy was developed and introduced in early 2017 in consultation with MTI Consulting [Pvt] Ltd. The Academy was designed to address skills relevant to the company's digital transformation journey, while equipping employees for the challenges of the future.

The Digital pillar was incorporated into the Academy's structure in 2018, with the purpose of disbursing knowledge and skills pertaining to creating a digital mindset within our workforce, enabling each individual to apply a digitized thought process in their daily activities.



### New-Employee Induction

Dialog's fully digitized induction programme for newly on-boarded employees continued during the year. However, the programme was significantly condensed to focus on developing core functions and capabilities and minimize duplication of content. Two half-day programmes were designed to cover critical areas for new recruits, spanning Corporate Values, an overview of the Company, Employee Benefits, Occupational Health and Safety, the Code of Conduct, Information security best practices, and remuneration and employee benefits. These 6 e-modules were made accessible via the company's internal learning management system, Zenlife.

### Corporate Management Development Programme 2021

Dialog's Corporate Management Development Programme [CMDP] is designed to enhance the skills and competencies of the company's future leaders, i.e., those about to enter the Corporate Management level. CMDP is focused on strengthening leadership capabilities and improving selected individual's skillsets, thereby preparing them for their future role within the organisation.

The programme was successfully conducted during the year under review, and comprises the following:

- A psychometric assessment which captures and assesses personality, behaviours, interests, motives.
- Cognitive tests to test competencies against key Axiata Leadership indicators.
- Participants are required to manage an individual project, to be completed within 3 months, enabling them to develop and showcase their leadership competencies throughout the project's lifetime.

As in the previous year, the entire programme was conducted online. 19 staff members completed the CMDP in 2021.

**19**  
projects

**931**  
classroom and online learning hours

**19**  
participants



### Group Accelerated Development Programme

The third batch of graduates of the Group Accelerated Development Programme [GADP], completed their training over the course of the year. The programme's key objective is to honour and recognize individuals who successfully completed all key development interventions.

### Axiata Champions 2021

The 'Axiata Champions' programme is structured to reward and recognise exceptional performers within the Axiata Group during the year. Built on the Group's values of Uncompromising Integrity and Exceptional Performance, the programme saw 15 individuals from the company ranked among the top 0.5% in terms of performance and contribution made towards Axiata within the financial year.

### Customer Service Training Academy

- In addition to offering City & Guilds Centre certification Dialog is also an approved training Centre for 4 courses offered by BCS [UK] and a recognised training provider for CXPA - USA [Customer Experience Professionals Association].
- We offer daily bite-sized knowledge sharing to employees all customer touchpoints through CSTA Daily.
- A reduction of 20% in terms of training time through engaging, animated self-learning content.
- Groomed frontline staff to become technology and device experts through the A&I Club.
- The Customer Service Training Academy is now recognized as an authorized center for City & Guilds [UK], Institute for Leadership Management [UK], British Computer Society [UK], Customer Experience Professionals Association [USA] and is registered under the Tertiary and Vocational Education Commission of Sri Lanka
- 1,500+ individual training needs delivered across 40 areas of expertise

- Internal facilitator strength increased by 400% through a structured train the trainer program which utilized subject matter experts within the organization to deliver learning
- 20 selected participants completed the organization's first evert structured mentoring program titled 'Turbo Charge' championed by the Group Chief Customer Officer. Participants were a part of a series of training programs, formal mentoring sessions and projects to equip them with essential skills for rapid growth and development
- 354 staff took part in popup training sessions carried out through out year, these are instantly setup 60-minute sessions to deliver crucial content before and after work
- An in-house Diploma In Sales Management issued to 210 frontline staff across the organization and business partners
- Training time for contact center staff reduced by 80% through 55 animated self-learning videos
- CSTA's weekly learning bulletin '15 Minutes With CSTA' crossed 50 episodes surpassing a total of 7,230 live learners

## MATERIAL TOPIC 07: EMPLOYEE COMPETENCE CONTD.

### Service from the Heart

The Service from the Heart initiative is a company-wide programme designed to enrich and uplift the internal [colleagues and peers] and external [customers] service culture experienced at Dialog. Developed by Mercuri Goldmann India and delivered internally via a Train-the-Trainer programme, the process was continued in 2021 to drive improved outcomes across the organisation.

Accordingly, the following initiatives took place during the year:

1. Cheers by SFH - In appreciation to all our DBS SFH ambassadors working long hours from home we delivered tokens of appreciation to more than 380 CIC associates.
2. SFH Digital Stickers - Since email is our prime form of communication still, the digital stickers embedded to outlook which spread a quick positive message in a fun manner have been used more than 145,000 times in 2021
3. #Ask Series - #AskCXO series concluded with Anthony Rodrigo's episode. #AskVP series commenced with Navin Peiris & Munesh David which was witnessed by more than 150 staff and featuring 40+ questions
4. Women's Day Engagements [Mega Campaign] -
  - Digital certificate with a customized message from their immediate supervisor was circulated among 735 female employees in Dialog
  - Women in leadership panel discussion with the senior leadership team witnessed participation from 130+ staff
  - Online treasure hunt exclusively for ladies, received more than 100 entries
  - Shared views on women in leadership among both DAP and DBS staff
5. SFH Heart Button - Top users of the Fund Bucket were recognized with the Heart Button. 3 Gold Buttons and 10 Silver Buttons were distributed among the top users.
6. Inside - An online video series that will show behind the screen footage and the struggles of each department, which as a result will develop a sense of empathy when working with other teams. Released 2 episodes one is about Fleet Management and the other one is about Team CFSS.
7. Mother's Day Related Engagements -
  - Mother's day special video competition happened across DAP and DBS staff. 10 winners with the most creative videos were selected. More than 900 interaction
  - More than a Mother engagement activity took place. More than 300 interactions
  - Mother's Day special digital stickers were also launched.
8. Special GCEO Live Session for Staff at Customer Touch Points - Two live episodes with GCEO happened for staff at customer touch points and allowed them to bring out their issues and suggestions during the live sessions. More than 300 participants across both the sessions.
9. Digital Staff Engagement - Customized weekly flyers circulated among the staff
10. Individual and Team Appreciations - Through Curtain Calls/ Kudos Corner and High Five by SFH : 600 spot appreciations. 7 teams appreciated
11. Yes We Can Empowerment 2021 - Yes We Can Empowerment will particularly focus on customer retention through increased FCR/FSR and will also be designed to increase the customer Trust and Loyalty to defend the possible churn from NP. Implemented in 2021
12. Myth vs Truth - A series of graphical illustrations published and circulated among internal staff to clear out customer myths about Dialog products and services.



13. NPS Leaderboard – NPS leaderboard was published which reflects the top NPS achievers from FL, CIC, CRC respectively.
14. The SFH Fund Bucket – An empowerment that allows FL staff to waive off up to 5,000 instantly for a customer in order to delight them during an instance of a complaint. Developments done in 2021.
15. Service From My Heroes – Appreciating FL employees who delight customers
16. Everyday Heroes – A video series that shows the lives of the frontline employees who come from different aspects of life who come together to delight customers
17. The 100 “Yes We Can Icons” – Special first time award that exclusively happened for back office staff who go the extra mile to support the frontline to delight customers
18. Kill The Rule Live – Campaign to encourage staff to escalate policies which stop us from delighting customers. The panel discussion happened along with all CXO’s in a digital platform during CS week.
19. 15 min with GCEO – GCEO live session happened targeting CX Day during CS week 2021.
20. SFH Grand Quiz – Annual Grand Quiz happened during CS week in a new digitized platform

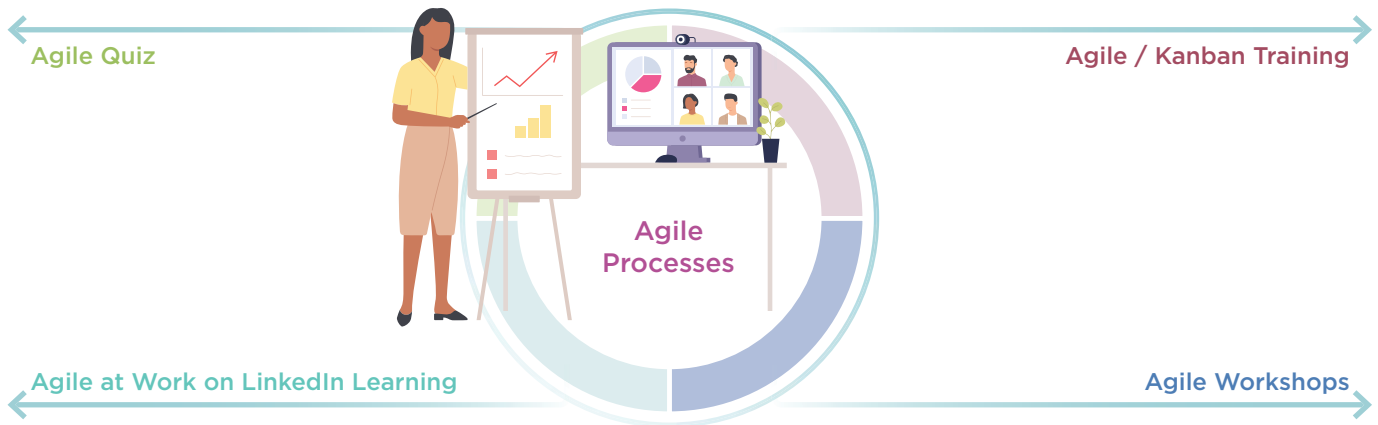


21. CS Week Activities – Targeting 2021 CS week we have circulated cup cakes among the staff at frontline customer touch points, digital engagement flyers were circulated among staff, “Thank Your Co-Worker” campaign happened along with some digital engagement events like SFH Heroes, SFH Grand Quiz and Kill The Rule Live
22. I’m A Service Champion – The first phase of regional training programme on Service Ethics and Service Culture carried out for DAP FL staff across the country with Staff engagement. Basically focused on the theme of ‘Being a Service Champion’ which would motivate and drive all staff at these customer touch points to provide great service and reward based on post evaluation matrix.

## MATERIAL TOPIC 07: EMPLOYEE COMPETENCE CONTD.

### Driving Agile Processes at Dialog

As mentioned previously, agile adoption continued to be prioritized during the year under review in order to enhance the organisation's adaptability, responsiveness and digital capabilities. To this effect, the company continued to follow the four organisation-wide projects listed below:



### Agile / Kanban Training

A special training with respect to the Agile methodology was developed in 2021, and extended to the employees within the Dialog team, across 10 individual sessions. The sessions were facilitated by a leading external trainer with 14 years of professional experience spanning the aspects of Programme and Project Management, Enterprise Application Design and Delivery, and Business Development Solutions.



**683**

Invited Count



**83%**

Participation



**10**

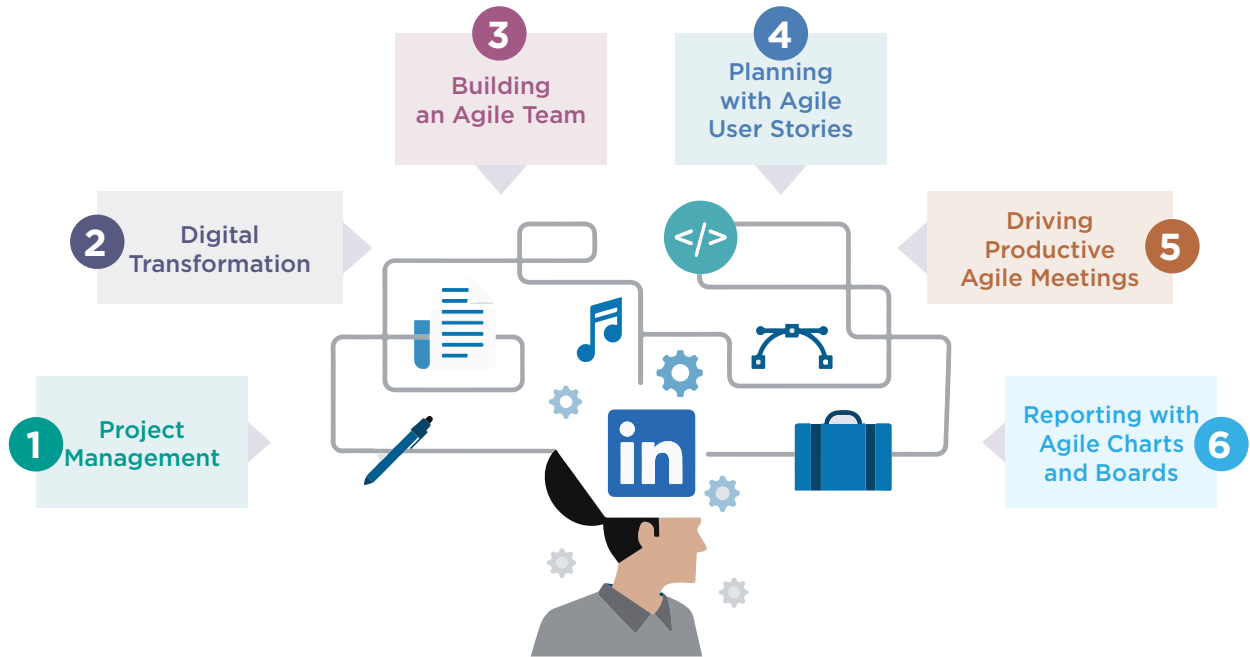
Number of Programmes

### Agile Workshops

Dialog's 'Agile Workshop' series consists of 4 key sessions related to the utilisation of Agile methodologies in the workplace. These sessions are targeted primarily at employee categories commencing from Manager-level and above, and facilitated by two experienced industry experts hailing from Deloitte India.

### Agile at Work on LinkedIn Learning

The Agile at Work playlist consists of courses encompassing the following topics:



The playlist was assigned to all users of LinkedIn Learning across the organisation.

### Agile at Work – Volunteer Learning Initiated by HR



Upon completion of the classroom programme or the playlist via LinkedIn Learning, the participants were provided the opportunity of completing the 'Agile Kanban Certification' quiz, and the 'Basic Agile' quiz on Zenlife, the company's internal learning management platform.

## MATERIAL TOPIC 07: EMPLOYEE COMPETENCE CONTD.

263 participants and 21 participants achieved 80% or more on the quizzes respectively, and were awarded an internal certificate.

Program Name	Mode	Number of Batches	Invited	Participated	%
Agile / Kanban / Scrum Training	Online	10	683	564	83%
Webinar : The Impactful Facilitations	Online	01	147	78	53%
Webinar : Benefits and Challenges of Adopting Agile at Scale	Online	01	177	113	64%
Certified Scrum Master Programme	Online	01	7	7	100%
JIRA training Sessions	Online	04	602	415	69%

### Analytics Training

The company is deeply committed towards creating an analytics-based training in order to build a future-ready workforce, and equip them for the data revolution. As such, Dialog initiated the following programmes during the year:

#### Classroom / Webinar Training

Program Name	Mode	Invited	Participated	%
Webinar : Analytics at Work 3	Online	242	200	83%
Analytics at Work – 4	Online	110	101	92%
Webinar : Open-set Classification	Online	172	107	62%
Webinar : Data protection : Laws, Principles, Practices and Processes	Online	370	297	80%
Webinar : Growth Hacking with Analytics	Online	312	234	75%

**94**  
Quiz assigned

**SQL Database  
Certification  
Programme**

**59**  
Employees certified

### Other Related Training

Program Name	Mode	# of Batches [Completed]	# of Staff [Target]	Invited	Participated	Participation [%]
SQL	Online	3	90	110	94	94%
Tableau	Online	2	80	95	80	70%
Python Training	Online	2	50	70	55	93%



#### Future aspirations

Dialog is at present in the process of developing automated learning processes within the organisation, relying on artificial intelligence and machine learning to deploy more precise, structured training based on organisational and individual needs.

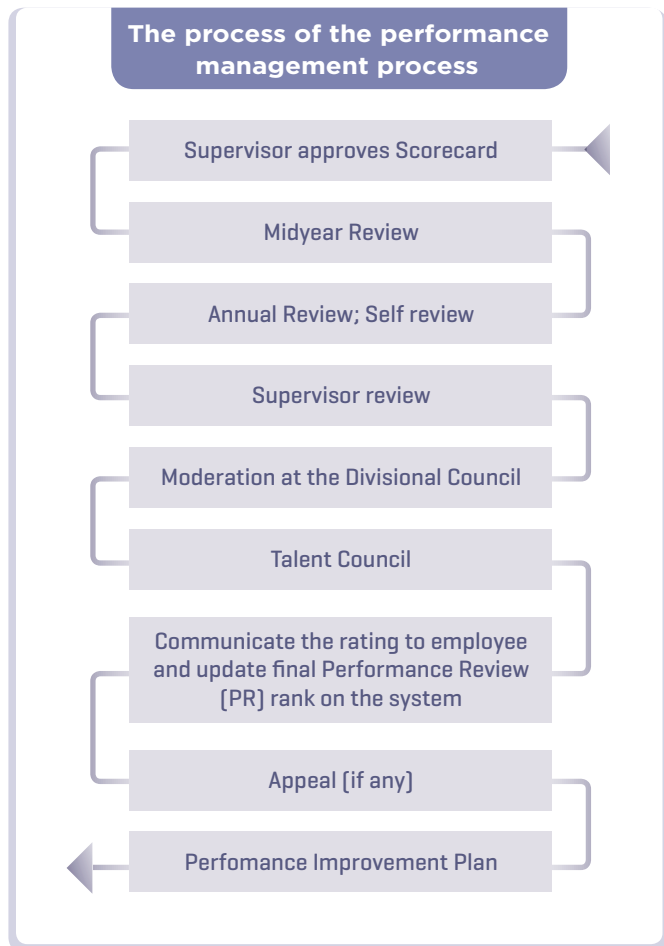


## Performance Management

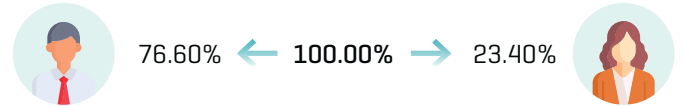
 404-3

One of the main driving forces of Dialog's success as a company is its employees. The company emphasises the importance of these key stakeholders by placing them at the heart of the company's operations. At Dialog, the value creation cycle starts and ends with the employees and thus their well-being and development is of utmost priority to the Company.

Showcased below is the process implemented in the performance management and reviews conducted. The review cycle is conducted on an annual basis and the details for the reporting year are mentioned below:



## % of employees who received formal performance review in 2021



Category	%
Senior Management [SVP and above]	0.4%
Management [UM to VP]	14.6%
Executive [Executive to AM]	63.0%
Non-executive [Below Executive]	22.0%
<b>Total</b>	<b>100.00%</b>



# REMUNERATION

Dialog's remuneration policy is based on attracting, motivating and retaining the best talent, while ensuring a high-performance and value-based culture is maintained across the organisation. We offer a competitive salary structure, with fair and equitable remuneration that is often ahead of industry benchmarks. Annual adjustments to remuneration are made based on the increase of cost of living, the annual performance rating assigned to each individual and the results from the most recent salary survey. Such salary surveys are conducted by independent parties, once every two years.

The company maintains an Employee Performance Motivation and Retention plan that is decided at a Board and Senior Management level annually. The plan encompasses budgetary requirements to ensure employee training and development, engagement, benefits and bonus schemes are allocated efficiently and further any revisions to remuneration are conducted in alignment with the Axiata Group's remuneration strategy.

With respect to recruitments, the appropriate remuneration is arrived at based on an approved salary matrix. Any amendments to the company's remuneration policy requires the necessary approvals from authorised individuals.

Annual adjustments and revisions are performed based on a combination of the following factors:

- increase in the cost of living
- the annual performance rating assigned to each individual
- the results from the most recent salary survey.

The abovementioned salary surveys are conducted by independent parties once every two years. An annual variable bonus is also extended to employees, based on the year's operating results and individual performance. Furthermore, a more immediate reward disbursement takes place in the form of a quarterly bonus pay out, based on the quarterly results achieved.

## Additional Benefits for Permanent and Fixed-Term Employees

- Employees receive health insurance cover for hospitalisation and, irrespective of employee category, are also able to claim reimbursements of routine medical expenses up to a stipulated maximum.
- Reimbursement of educational expenses.
- Reimbursement of other selected special expenses including birth of a new baby and family events (wedding, death, etc.)
- A host of recreational facilities to safeguard employee well-being.

In the case of members on contract as well as outsourced and managed services staff, Dialog complies with all applicable legal requirements and benefits and additionally provides a mobile service and network connection to the staff member. The Outsourced staff are provided benefits such as insurance and healthcare packages from their own parent organization.

\* Although the data suggests only the salary of highest paid individual has increased, the company also increased the overall compensation to all employees, within the reporting year. Please visit the Economic Performance section on page 78 for further details.

## Remuneration Policies

Dialog's remuneration policy in relation to its highest governance body, which is the Board of Directors, and other senior executives is governed by the Company's performance framework and is not currently based on any specific economic, environmental and social objective. The individual aspects or types of remuneration within the remuneration policy are as follows:

- Performance-based pay - Salary increments granted by the Company are based on the annual performance review mechanism and differentiated based on the employee designation/category. The Annual Increment Plan is sent for Board approval as part of a special presentation on employee performance, motivation and retention.
- Bonuses - Bonuses are disbursed based on the individual's Performance Review Rank and the remuneration mix, which are considerations when deriving the bonus quantum

The Annual Bonus Plan is also sent for Board approval as part of the special presentation on employee performance, motivation and retention.

Termination Payments - Based on the termination clause included with the Letter of Appointment.

Retirement Benefit schemes - In line with statutory requirements.

Dialog does not currently disburse remuneration information publicly regarding equity-based pay policies, deferred or vested shares, sign-on bonuses or recruitment incentive payments and clawbacks.

Please refer the Dialog Axiata Annual Report 2021 - Corporate Governance Report for a more detailed look at remuneration policies applicable to its highest governing body.

## The ratio of the basic salary and remuneration of women to men for each employee category

	2021	2020
Non-Executive	1:1.54	1:1.44
Executive	1:1.22	1:1.16
Managerial	1:1.10	1:1.10
Senior Management	1:0.76	1:0.76

	2021	2020
Entry level wage : National minimum wage	1.30:1	1.70:1
Ratio between highest paid individual to median pay of all other individuals	1:38.5	40.36:1
Percentage increase in the highest- paid individual's compensation from prior year to the reporting year	15%*	52.73%*
Percentage increase of the median total annual compensation from prior year to the reporting year	20.9%	8.55%
Ratio of the annual total compensation percentage increase of the highest-paid individual to the median annual total	0.01:110*	-6.17:1 10

# MATERIAL TOPIC 08: OCCUPATIONAL HEALTH AND SAFETY AND WELL-BEING

**GRI** 103-1, 103-2, 103-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

## Reason for Materiality

In the wake of COVID-19, occupational health and safety came to the forefront of all business operations. While certain occupations within the telecommunications industry including drivers, riggers and other field support service roles have the potential for a higher risk of occupational hazards, the pandemic brought health and safety into a greater focus over the past two years.

## Reason for Materiality

The level of significance of Occupational Health and Safety has increased in terms of external sentiment and reduced marginally in view of its internal significance. It is observed that the Covid-19 situation faced was the cause for concern externally and the slight reduction in internal significance amounted to the policies and stringent measures taken by the company to contain the virus and its proactive action to keep all internal and external stakeholders protected at all times.

## Our Approach to Occupational Health and Safety in 2021:

Our topmost priority is to safeguard the health and well-being of the entirety of our workforce, spanning 3,422 individuals. This focus extends across our stakeholder network, comprising customers, suppliers, contractors and other parties who are present at any of the Dialog premises across the country. The company adheres to the guidelines presented in the ISO 45001:2018 standard, which represents an international standard for occupational health and safety management, whilst working on implementing the standard within the Company.



During the year, the company recorded zero occupational health and safety related injuries and fatalities with respect to both Dialog and outsourced employees, thus demonstrating our commitment towards upholding the highest levels of health and safety in the workplace.



Dialog Employees

Injury Rate



0.0

00

Fatalities



0

00

Occupational Disease Rate

0

00

Outsourced Employees

Fatalities

0

Absentee Rate

0.010%

3-year comparison

	2021	2020	2019
Injury Rate	0	0.1102	0.1482
Absentee Rate [%]	1.98%	1.13	2.16
No. of Fatalities	0	0	0

Percentage of employees covered by Scope of OH&S Management System

100%

No. of high-consequence injuries

0

## MATERIAL TOPIC 08: OCCUPATIONAL HEALTH AND SAFETY AND WELL-BEING CONTD.

### Health and Safety Committee

Dialog considers those occupations that could be identified as having potential for risk of occupational illnesses to be those involving field staff in positions such as drivers, riggers and other field-support services roles. Health and Safety trainings and refreshers on best-practices in Field-support services and on the use of Personal Protective Equipment (PPEs) were carried out throughout the reporting year.

- 220- Total workforce representation in formal joint management-worker Covid-19 health and safety committees
- 6.43% of the total workforce represented in formal joint management-worker Covid-19 health and safety committees

In order to further reinforce a safe working environment, Dialog established a formal COVID-19 related Health and Safety Committee to provide the necessary oversight related to occupational health and safety and ensure compliance. The Committee is based on a cross-functional representation of permanent employees across the Dialog workforce. The focus during the year continued to be based around the COVID-19 pandemic, as well as on strengthening our existing safety culture through training, process improvements, and behavioural improvements.

### COVID-19 Testing

Dialog prioritized the health and safety of all our employees during the COVID-19 pandemic and thus took all necessary measures to prevent the virus from spreading by safeguarding our employees. Over 10,000 PCR tests were carried out on employees (permanent, outsourced, and for family members who were first in contact) throughout 2021, comprising both random and on-request tests. Furthermore, every measure was taken to abide by all the COVID-19 healthcare guidelines provided by the Ministry of Health. In order to curtail the spread of the virus within the company, specific measures were taken during the reporting period.

### Area Sanitisation

Weekly sanitization was conducted in areas which had frequently visited by outside parties as these areas were selected as key locations due to higher risk of exposure. All Dialog locations were sanitized fortnightly including the front-facing and back office areas. Sanitisation was provided on request, particularly in instances where positive cases were noted at specific locations. Hand sanitization was distributed based on the locations of the Isolation Centers.



### PPE Equipment

The organization supplied all employees (both permanent and outsourced) with PPE such as surgical masks, KN95 masks, face shields, and gloves



### Self-Declaration Portal

Another important preventive strategy established was the Self-declaration Portal which enabled all employees and visitors to disclose requested information in the form of a health declaration to be able to enter Dialog premises. This health declaration was titled 'COVID Pass'.



### Contact Tracing

The Company conducted close and direct contact-tracing of the employees who tested positive, prior to assigning those individuals to internally managed quarantine centres, with further PCR testing performed throughout, as well as upon finishing quarantine, ahead of release.



### Intermediate Care Centres

In cases where employees were tested positive, Dialog provided treatment facilities and followed all necessary health protocols, thus ensuring all the needs of our employees and their immediate family. Dialog set up 6 isolation centers for the use of employees tested positive as well as the close contacts of those employees. End-to-end solutions were offered for COVID-19 patients, with separate protocols for those infected, and for close contacts. The Company also provided transportation to all employees to and from care centers.



## Employee Well-being

Dialog prioritizes the mental health of all employees, believing it to be equally important as their physical health. We focus on improving and maintaining the emotional well-being of our employees by conducting wellness programmes, encompassing counselling and related services which address topics related to occupational stress, work-life balance and other health aspects, which came into greater focus during the pandemic, and adapting to working from home.

In order to create a comfortable working environment for employees, despite the lack of a specific set of guidelines and standards pertaining to space allocation, Dialog ensures that a minimum space allocation of between 65 to 70 sq. ft. per employee is maintained across its operations, in line with existing international best practices.

Training was conducted with respect to ergonomics, raising awareness of any ergonomic risks to which employees are exposed, and provide guidelines for manual work to avoid any long-term impact.

## Training and Awareness Programmes

The company continued to drive health and safety training programmes and refreshers on best practices in terms of field-support services, while the use of Personal Protective Equipment (PPEs) was maintained throughout the reporting year. We continued to raise awareness regarding best practices with respect to COVID-19 during the year.

Programme	2021
Fire Safety Training	<ul style="list-style-type: none"><li>▪ 2 Online Programmes</li><li>▪ 55 On-site Programmes</li><li>▪ 500 Employees</li></ul>
COVID-19 Safety	Online Programmes for Core Sites
Occupational Health and Safety Introduction Training	Core Site Staff
Emergency Preparedness Training – ISO 14001:2015 and ISO 45001:2018	Core Site Staff
NVQ Level 4 Training	40 Customer Field Support Service Staff 16 Hours



**LESS INEQUALITY**



**MORE INCLUSION**



# Technology & Processes

Dialog is committed towards reducing the inequalities that exist in our society and in surrounding communities, in order to drive accessible, inclusive digital solutions that foster empowerment and growth.

Our unrivalled technologies and processes are designed to protect the people's needs and confidentiality in an equitable manner, while uplifting underserved communities and differently-abled individuals to leverage on affordable, state-of-the-art technology to bridge the digital divide, and connect them to the future.



# MATERIAL TOPIC 09: INNOVATION

## Reason for Materiality

In the intensely competitive telecommunications industry, only the companies that embrace innovation can survive, and even thrive. Innovation serves as the key differentiator that sets the standard for the future, and shapes the landscape within which the industry operates. First-movers invariably hold the advantage in the marketplace, and through the understanding of social dynamics and trends, telecommunication corporations can play a vital role in shaping the economy and uplifting the people's way of life.

## Level of Materiality for 2021

The significance of Innovation has reduced marginally in terms of external sentiment and remains an unchanged priority internally. Innovation serves as the key differentiator that sets the standard for the future and shapes the landscape within which the industry operates, and Dialog has been at the forefront since its inception.

## Our Approach to Cybersecurity in 2021

One of the core beliefs of Dialog is innovation, which can be used as a key platform to enhance the livelihoods of the people and ensure the progress of the nation. Thus we continue to invest in innovation as we believe it is the path to fast-track our digital transformation journey and uplift our status in the digital telecommunication sphere. Our main goal was to grasp emerging opportunities and introduce new path-breaking technologies which are time simple, affordable, and relevant to the nation. Our ethos "Innovation-first" is the cornerstone and vision on which our company is founded, and this vision is instilled within the culture of the organization. As a company we always strive to carry out our vision by seeking prevalent social issues and developing simple, applicable interventions to solve them, as detailed below:

### The 4P Approach



### Relevant ESG Principles



## Ideamart for Women (IFW)

### Challenge

To bridge the gap identified in female contribution to the digital entrepreneurship sector due to the lack of support provided to women and the systematic bias they face.

### Objective

To build financial independence and increase female participation in the ICT sector.

### Solution

A female entrepreneurship empowerment programme specifically designed to promote digital entrepreneurship among women and to improve their technical skills through the use of ICT facilities and training.

In 2021 with the prevailing pandemic situation, the program's focus was to continue to provide technical support and mentoring to women entrepreneurs, startups and students on improving ICT skills, use of new APIs and the platform ecosystem available for them to drive business growth.

### Key Projects

- Techliya - Series of webinars with industry experts from finance, legal, operational sectors providing information and advice
- Hackathons - with selected schools and universities ·Virtual engagement sessions with female service providers
- Launch of an e-commerce store ibuy.lk

### Key Achievements

- 40 female dedicated events
- 4,500 individual engagements
- 15% revenue contribution from female lead ideamart services
- 29% growth in the female community and participation
- **International Recognition**
  - Ideamart for women [IFW] was recognized and shortlisted for Global Mobile Awards 2021 for a second consecutive year. The program was shortlisted under the category - Best Mobile Innovation for Emerging Markets.



## Success stories

### Kalani Guruge



Kalani began journey with Ideamart with a simple SMS app. She reached out to Ideamart with few new business ideas for SMS services and with the help and support of the Ideamart team she designed and launched her first mobile business solution. This was her stepping point to becoming an digital entrepreneur, and she continued to expand and launch new services with her past learnings and experience. She was able to expand faster as Ideamart platform gave her access to connect with multiple operators and manage the system via a single platform. Today Kalani's service has grown to multiple services offered via SMS and IVR and she has employed her own content management team.



MATERIAL TOPIC 09:  
INNOVATION CONTD.

Success stories

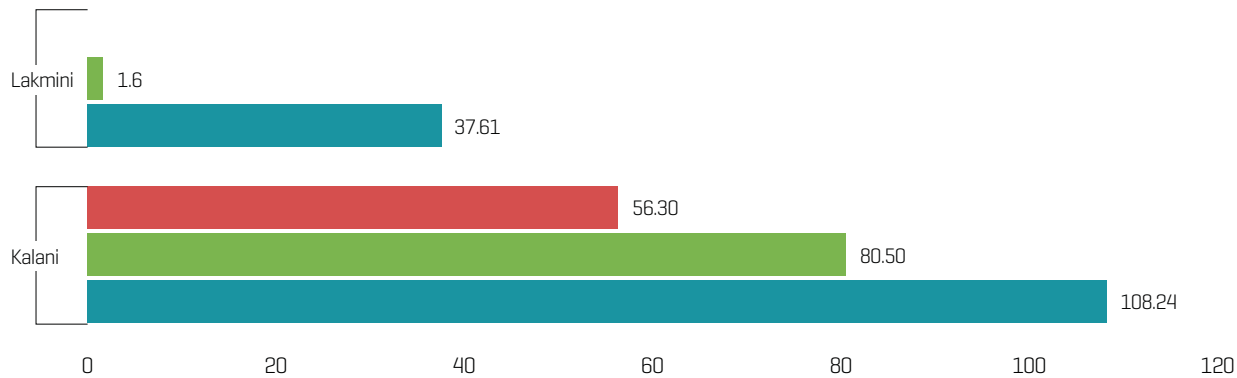


Lakmini Mendis

After her A/Ls Lakmini was responsible for the economic welfare of her family and was looking for an opportunity to becoming financially independent. With this objective in mind, she reached out to the Ideamart team with several innovative content-based business solutions. Through Ideamart she received the technical support and the access to required platforms to develop her business solution. Currently she has several business solutions and services on the Ideamart platform with a large subscriber base. Lakmini has started her own firm Lakmini International PVT LTD and today she feels blessed to be independent enough not only to take care of herself but to support her loved ones and manage a fund to support families, artist and students through scholarship and other charity programs.



YoY Annual Revenue Growth In (Rs. Mn)



## Dialog Marketplace

### Challenge

With the pandemic-associated impacts and intermittent lockdowns, companies, particularly Small and Medium Enterprises (SMEs) and Small Offices / Home Offices (SOHOs) were struggling to transition towards digitized operations, owing to the lack of tools, capabilities or funding.

### Objective

To amalgamate the existing telco APIs and mould them into ready-to-use solutions for enterprises to consume with zero-coding.

### Solution

The Dialog Marketplace platform was launched in 2021, designed to deliver a wide variety of business solutions, ranging from telco-based solutions to other digital solutions for enterprises to access and execute with minimal complexity and cost.

The SOHO and SME markets have predominantly been neglected with respect to digital business solutions, therefore to aid in such an enterprise's digital transformation journey and to bridge the digital gap, Dialog Marketplace (MP) would serve

as the optimum value addition, and an apt proposition for enterprises to combat the challenges faced by the ongoing pandemic.

With a user-friendly sign-up process and convenient payment methods, enterprises can access these business solutions with ease. The significance of the platform is its ability to address a range of business requirements that embodies the exact pain-points and the customer experience (CX) needs of the market landscape.

Listed below are the main value propositions of the Marketplace platform and its portal.

### Affordability

Provides the most cost-efficient solutions in the market, offering value for-money

### Accessibility & efficiency

Solutions can be customized to fit the requirement and consumed by any type of enterprise

### Zero complexity

No coding knowledge needed, simplified self-configurable setup

### One-stop-shop

Single platform with multiple solutions to cater to a plethora of business requirements

By the end of 2021,

**1,800+**

enterprise customers with a majority being SOHO & SMEs

**40+**

solutions catering to a variety of business requirements

The Marketplace Partner Community enables greater visibility across all regions of the country, which in return will drive a proportional positive adoption rate within the SME market. The partner programme opens up opportunities for skilled individuals to drive sales via attractive commission structures. Partners are empowered and motivated to access and reach out to the smallest category of businesses, i.e., a segment that is not always reached by corporate sales teams. Such individuals are nurtured through a series of training programmes, constant engagement and proactive support to build optimum performance, and thereby earn an additional income.

In terms of future development, platform growth is primarily focused on enabling continuous enhancements to provide an end-to-end customer experience. In 2022, we hope to drive platform enrichment via integrated analytics and Business Intelligence (BI) to enable personalized value creation across the entire ecosystem. The end consumer will in turn be provided with bundled solution offerings to create a seamless business process management. We anticipate the solution portfolio to grow, particularly with the inclusion of 5G services and other IR4.0 based technology solutions.

### Challenge

To promote environmental sustainability and effective cost-management across enterprises.

### Objective

To reduce human intervention through automation, and optimize the systems to promote simplicity and accuracy.

### Solution

A series of IoT solutions designed to help businesses monitor and manage their energy consumption within both corporate and industrial settings. The versatile device enables the monitoring of multiple factors, including gas, water, electricity and fuel levels.

## MATERIAL TOPIC 09: INNOVATION CONTD.

### IoT and Energy Monitoring

#### Features

- A monitoring mechanism to check on power availability and consumption
- A Centralised remote monitoring system for all IoT solutions .
- A Detailed and user-friendly dashboard
- Enabling access from anywhere with the cloud-hosted platform
- Possibility if setting threshold alerts to detect excessive usage
- Real-time alerts and notifications
- Energy consumption comparison updates via text alerts [Daily/Weekly/Monthly]
- Billing grade metering solution

#### Key Achievements

- Visibility of phase-wise energy consumption and energy characteristics
- Monitoring the energy usage of different branches, tenants and departments
- Ability to engage in comparison with historical data and implement power saving initiatives
- Fair billing for each tenant promotes resource conservation
- Hierarchy-based user access to the Provides internal and external customers a fairview on energy consumption
- The flexibility to adjust according to your business needs and after sales support

### Work from Anywhere

#### Challenge

A hybrid work model began to take effect, particularly following the COVID-19 pandemic.

#### Objective

To create a flexible, accessible mobile workspace.

#### Solution

Launched a series of products supporting the central theme of Work-FromAnywhere. These spanned from data packs to complete data-bundled products for business customers who required the extended flexibility to adapt to hybrid working setups.

#### School Broadband

Offering schools the fastest and latest technology with secure, child-friendly and reliable connectivity.

#### Home Broadband - Pre Buy

Providing benefits to fixed customers from retail and corporate verticals can seamlessly make payments to ensure uninterrupted connections.

#### Dialog Device Secure

Provides corporates with best-in-class mobile security and ensures the protection of data within the company's network.

#### Remote Assistance Tool for Mobile Devices

Deploying remote teams to use the Remote Assistant tool to provide instant troubleshooting and device support to their clients, anywhere, at any time.

#### Corporate Data On Any Broadband

Enables businesses to extend their corporate network to any employee's home in a simplified and secure manner.

#### Business Premium Broadband for Your Business

Offering premium broadband features targeting enterprise customers, while offering high value for money.

#### Data Share Plans

A range of shareable data plans with unlimited voice, dedicated for SMEs.

#### 3 Months Double Data for All New Fixed Broadband Wireless Connections

100% bonus for the first 3 months for all new fixed broadband wireless connection.

#### Data for Your Staff on their Official/Personal Dialog Fixed Broadband Connections

Allocate fixed broadband data to staff to ensure uninterrupted operations.

#### Dialog Biz Conferencing

An all-in-one, user-friendly and feature-rich audio-conferencing platform to enable Working From Home.

#### Microsoft Teams Commercial Cloud Trial for 6 Months

Offering the world-renowned unified communication and collaboration platform to corporates.

#### Remote and Smart Hands

Smart Hands is an around-the-clock, on-site, operational support service for remote management of hosted critical data centre equipment.

#### Desktop as a Service (DaaS)

A form of virtual desktop infrastructure service hosted on the cloud, that enables easy access to virtual desktop infrastructure, particularly for SMEs.

#### ILL and VPN

Offering a high-performance internet solution with world-class global internet reach and scalability in a wide range of bandwidth options and access modes.

# MATERIAL TOPIC 10: NETWORK QUALITY AND EXPANSION

## Reason for Materiality

Since the onset of the COVID-19 pandemic, the demand for broadband communication services has grown in leaps and bounds. The Work-From-Home phenomenon began to take shape across the world, bringing the nation's network infrastructure under significant stress. Rapid interventions to expand and enhance capacity became integral – highlighting the importance of a robust communications structure to create resilient systems ready to combat post-crisis environments and ensure equitable growth, while ensuring customer satisfaction is maintained.

## Level of Materiality in 2021

While network quality and expansion was not deemed a material topic previously for the Company, Dialog proceeded to make great strides in the quality improvements and expansion throughout the country, to ensure uninterrupted and excellent service to all its stakeholders.

## Our Approach to Cybersecurity in 2021

Our commitment towards enabling digital inclusion and improved customer satisfaction drives us to explore further expansion, while enhancing network quality to ensure an uninterrupted, seamless service. Being mindful of the areas beyond the island's mobile broadband footprint Dialog pledged upgrade and improve its infrastructure by the end of 2021. This would serve the dual benefits of increasing rural coverage and building capacity, the latter of which would cater to the increase data consumption arising from the COVID-19 pandemic.

## Network Challenges

The pandemic saw the shift of businesses and schools to online platforms, driving greater network demand and traffic, dispersed across a wider area. The unprecedented growth in broadband consumption following the COVID-19 pandemic required agility and responsiveness on the part of governments and service providers, who launched numerous emergency initiatives to expand capacity and address demand.

4G mobile coverage is not universally available in Sri Lanka at present. In view of this, the TRCSL passed legislation focused on improving mobile coverage and service quality.

In terms of market dynamics, despite exhibiting a few surges during COVID-related lockdowns, 3G traffic began stagnating from 2020. 4G MBB traffic, however, continues to increase exponentially. The 3G traffic contribution to total data traffic remains low at 11% by the end of 2021. The company therefore focused on network rollout and optimisation to expand capacity and enhance quality respectively.

The following key challenges were faced by the company in terms of network demand and site development.

### The 4P Approach

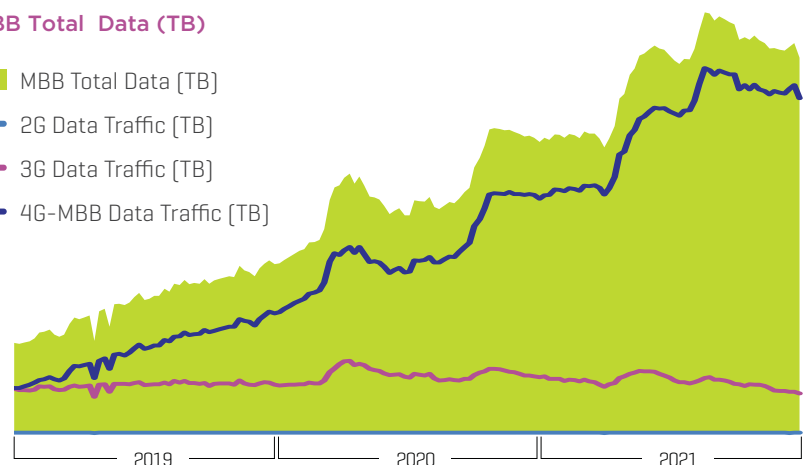


### Relevant ESG Principles



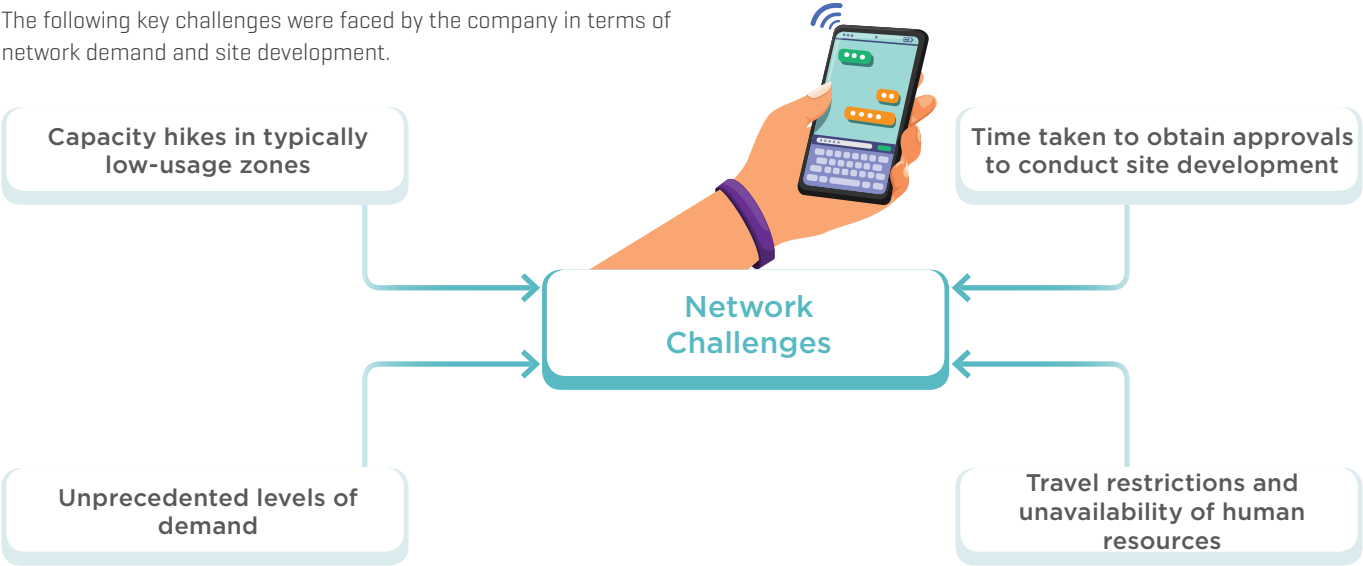
### MBB Total Data (TB)

- MBB Total Data (TB)
- 2G Data Traffic (TB)
- 3G Data Traffic (TB)
- 4G-MBB Data Traffic (TB)

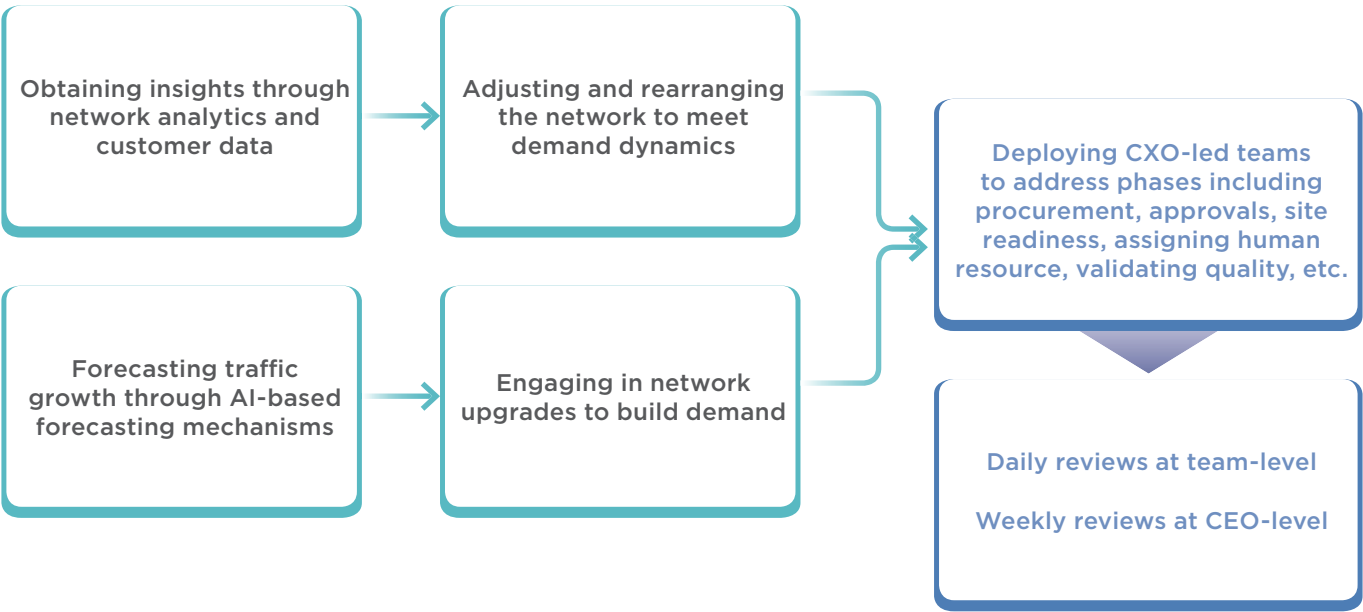


# MATERIAL TOPIC 10: NETWORK QUALITY AND EXPANSION CONTD.

The following key challenges were faced by the company in terms of network demand and site development.



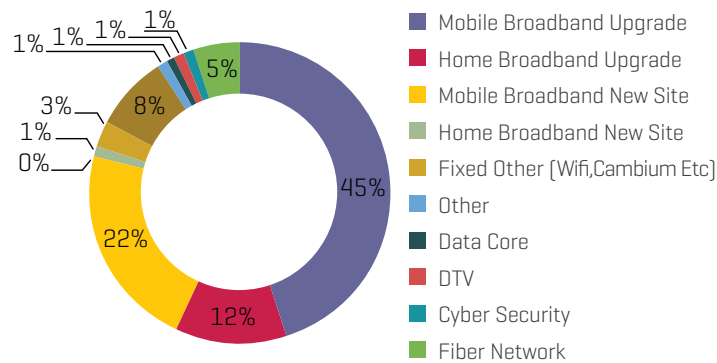
The process of deploying new sites or site upgrades can typically last four to six months. However, due to the immediate nature of the demand, the company took every effort to expedite the process via a 100-day programme; a strategic, structured approach to ensure results were achieved quickly and efficiently.



## Network Upgrades and Expansion

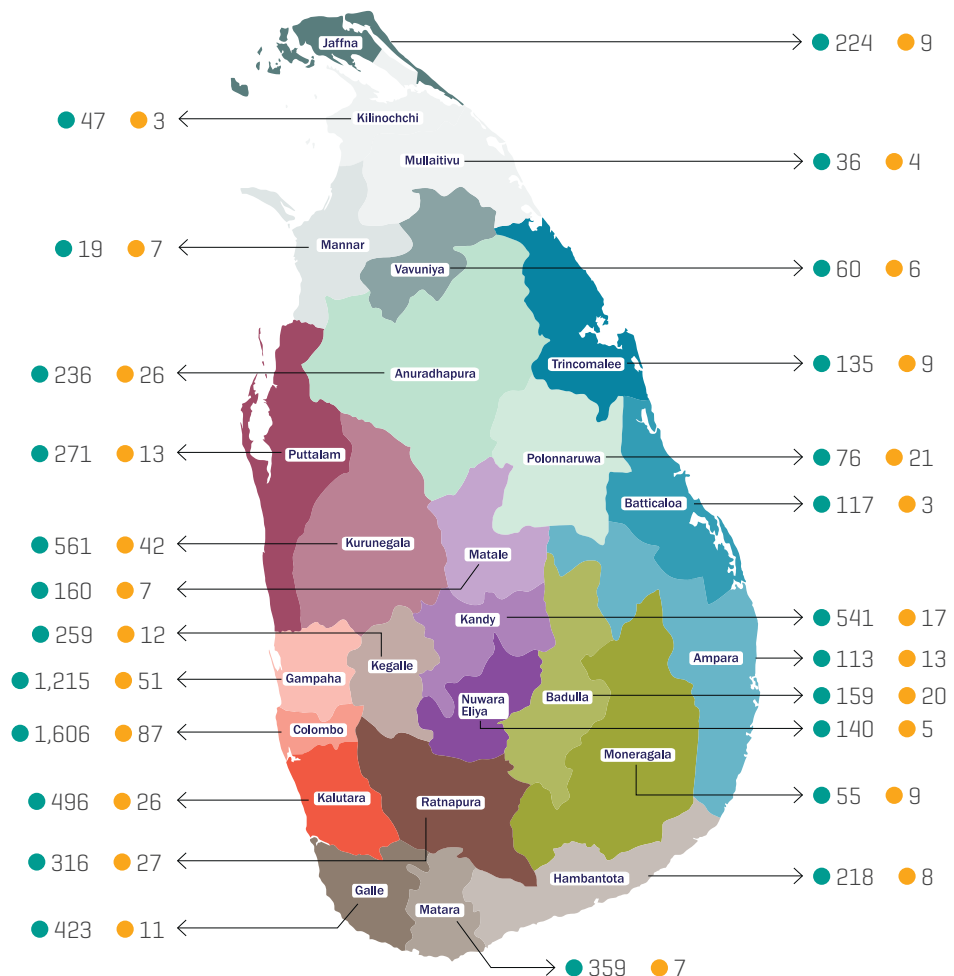
Dialog continued to roll out its network to reach out to greater segments of society. The company invested in a range of initiatives including site upgrades, deployment of new sites, enhancing cybersecurity, power systems and fibre-optics, among others, across the nation's 25 provinces, as detailed below.

### Investment Composition



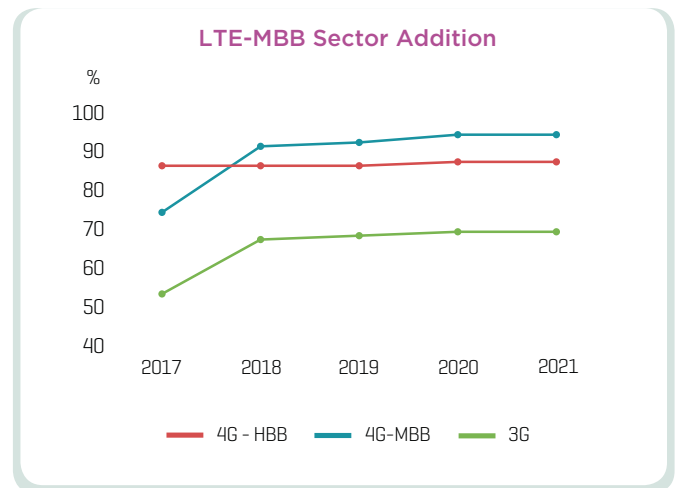
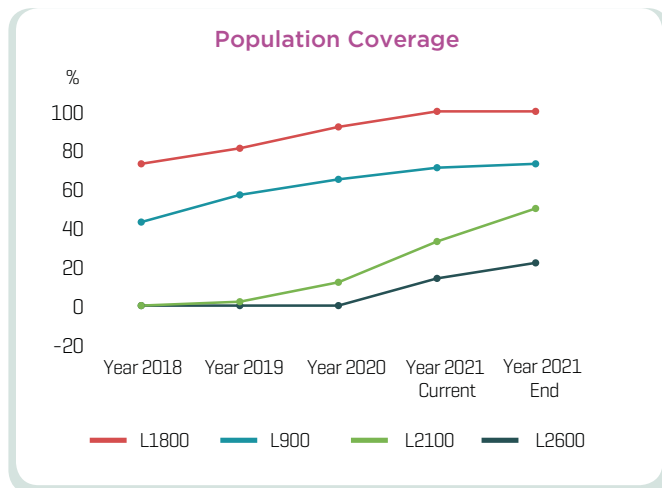
Total Site Upgrades  
**7,842**

Total New Sites  
**443**



## MATERIAL TOPIC 10: NETWORK QUALITY AND EXPANSION CONTD.

The company further engaged in spectrum refarming, which involves repurposing frequency bands allocated for legacy 2G or 3G technology for new generations of mobile technologies. Due to these combined efforts, Dialog was able to reach 94% of the population in terms of 4G coverage during the year, thereby offering an improved efficiency and an enhanced data experience to customers, while enabling greater capacity within our existing spectrum.



### Improved Efficiency

In order to drive greater network development during the year, Dialog also deployed a 5G trial network over 84 sites, distributed across Colombo and its suburbs, Kandy, Beruwala, Negombo, Katunayake, Ampara and Galle. This initiative enabled a growing subscriber base with 5G capable devices to experience 5G technology free of charge. The trial began in December 2018, demonstrating peak data rates of 1.6 Gbps.



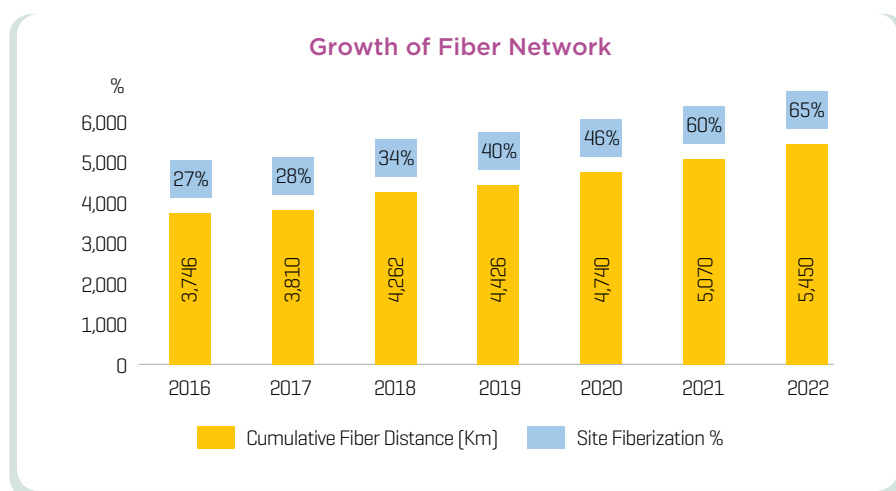
**Peak User Throughput -  
1.6 Gbps**

**Latency less than  
10Ms E2E**

**Average User throughput -  
500 Mbps**

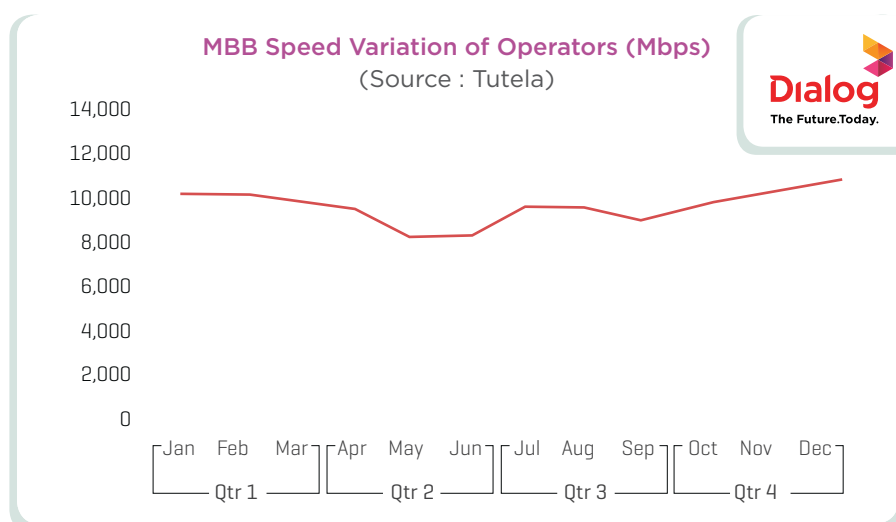


Dialog continued to expand its fibre network, reaching a total of 5,450km during the year under review, with 66% fiberization.

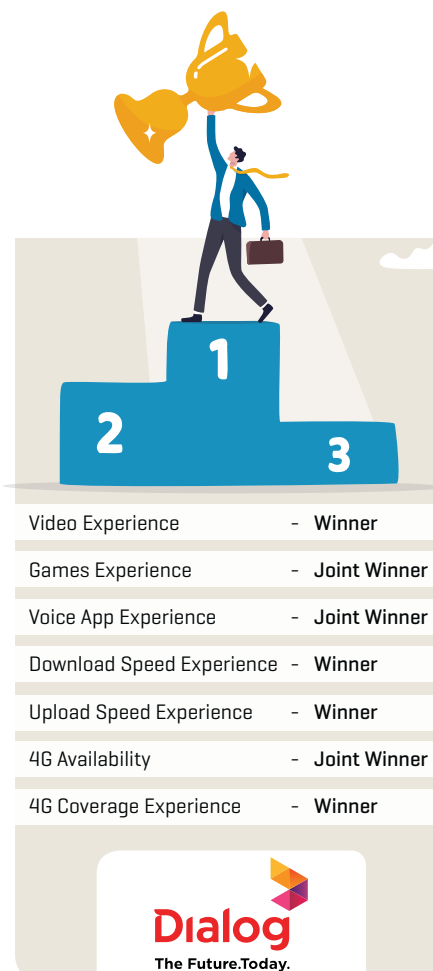


## Network Performance

Dialog continued to extend unmatched standards to all its customers, regaining and maintaining speed leadership from June 2021, despite the vast increment of network traffic experienced during the year. This performance was primarily supported by the company's strategic efforts to engage in network upgrades during the year.



Furthermore, as at July 2021, Dialog emerged as industry winners with respect to video experience, games experience, voice app experience, 4G availability and 4 coverage, as well as download speeds and upload speeds, as awarded at the Mobile Experience Awards by OpenSignal. As at November 2021, Dialog led the industry with an average 4G download speed of 11.0 Mbps.



## Future Aspirations

The company continues to focus on enabling affordable network solutions to drive greater digital inclusion and equal access to resources; a need brought into greater focus by the pandemic and its wide-ranging impact on society.

Our focus on artificial intelligence and machine learning will support us in our journey towards driving greater quality and predicting network requirements, thereby enabling responsiveness and agility even amid times of transformation. In a bid to enhance the customer experience, based on the learnings obtained from the 5G trial project, the company will continue to extend the service to a wider base, while investing in further network upgrades, site development and fiberization.

# MATERIAL TOPIC 11: DIGITAL INCLUSION

GRI 103-1, 103-2, 103-3, 203-2, 413-1

## Reason for Materiality

As the world’s communications capabilities evolve at an exponential pace, many segments of society may get left behind. The challenges we face in ensuring equitable distribution and a sense of shared community are daunting, yet crucial to our survival as a nation.

## Level of Materiality in 2021

The significance of digital inclusion has moved and reduced marginally in terms of internal sentiment however the company continued to create affordable and accessible technological solutions for all stakeholders.



## Our Approach to Digital Inclusion in 2021:

Dialog is aware of the implications surrounding the digital divide, and therefore strives to provide access to services and content through innovative technologies that shares knowledge, bridges social gaps, breaks barriers, and drives social value across every member of society, even amid challenging times.



## Agricultural Communities



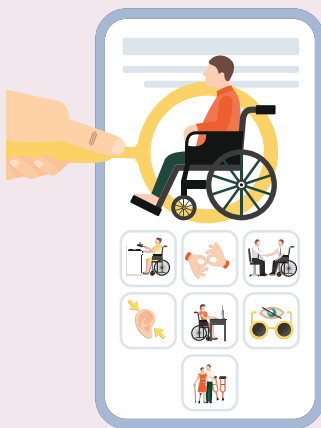
- Increasing farmer efficiency for business-oriented entrepreneurial farmers
- Connecting buyers and sellers
- Information dissemination and advisory services to enhance crop management
- Establishing climate-resilient agricultural practices

## Women



- Empowering women through awareness creation, capacity building and access to information
  - Promoting good health practices
- Providing safety and security through digital services

## Persons with Disabilities



Providing support and enhancing livelihoods through digital interventions for those with:

- Motor difficulties
- Speech difficulties
- Hearing difficulties
- Sight difficulties

## Coastal Communities



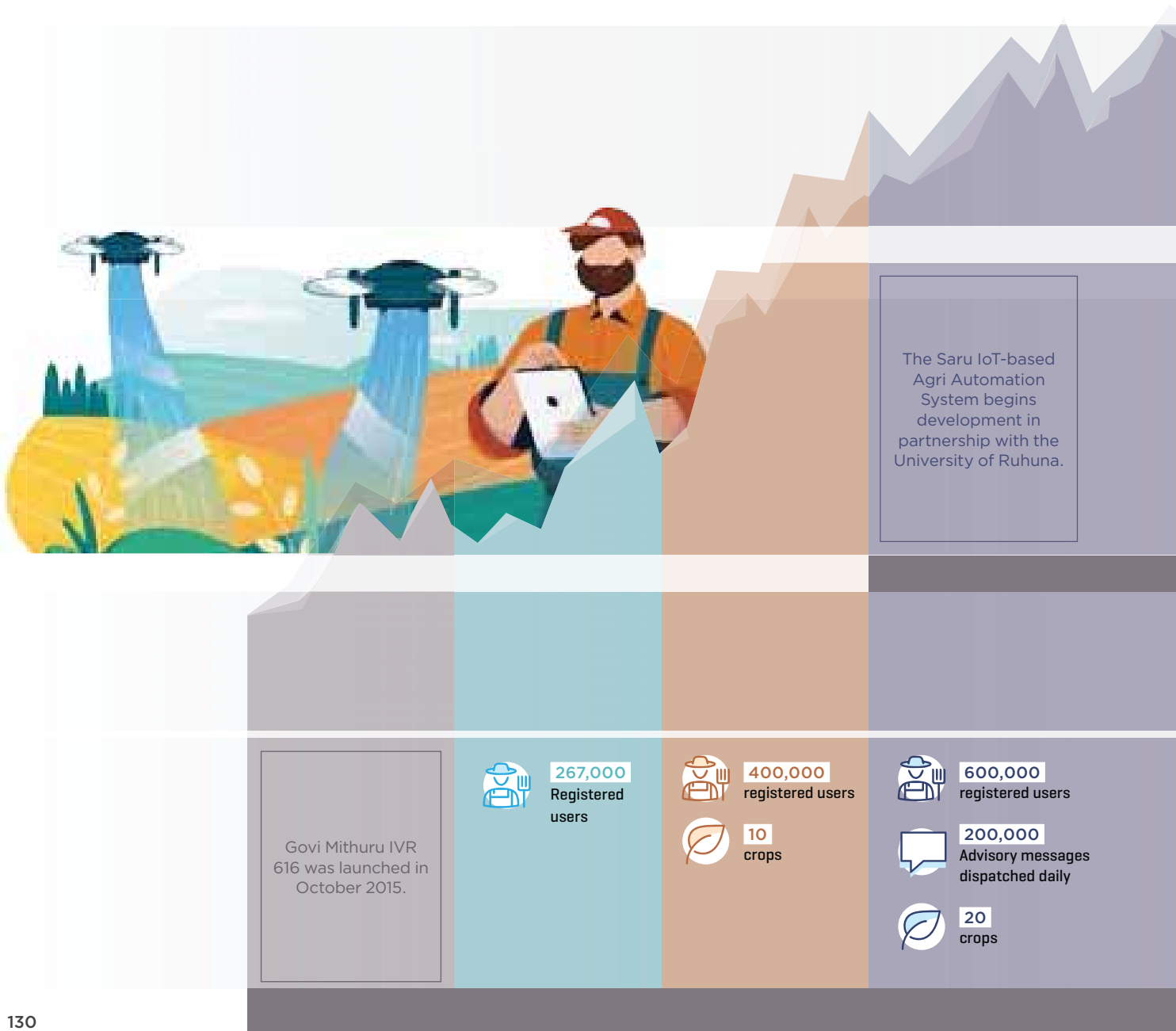
- Ensuring the safety of those involved in maritime fishing activities
  - Increased catch efficiency
- Promoting sustainable consumption
- Reducing environmental degradation

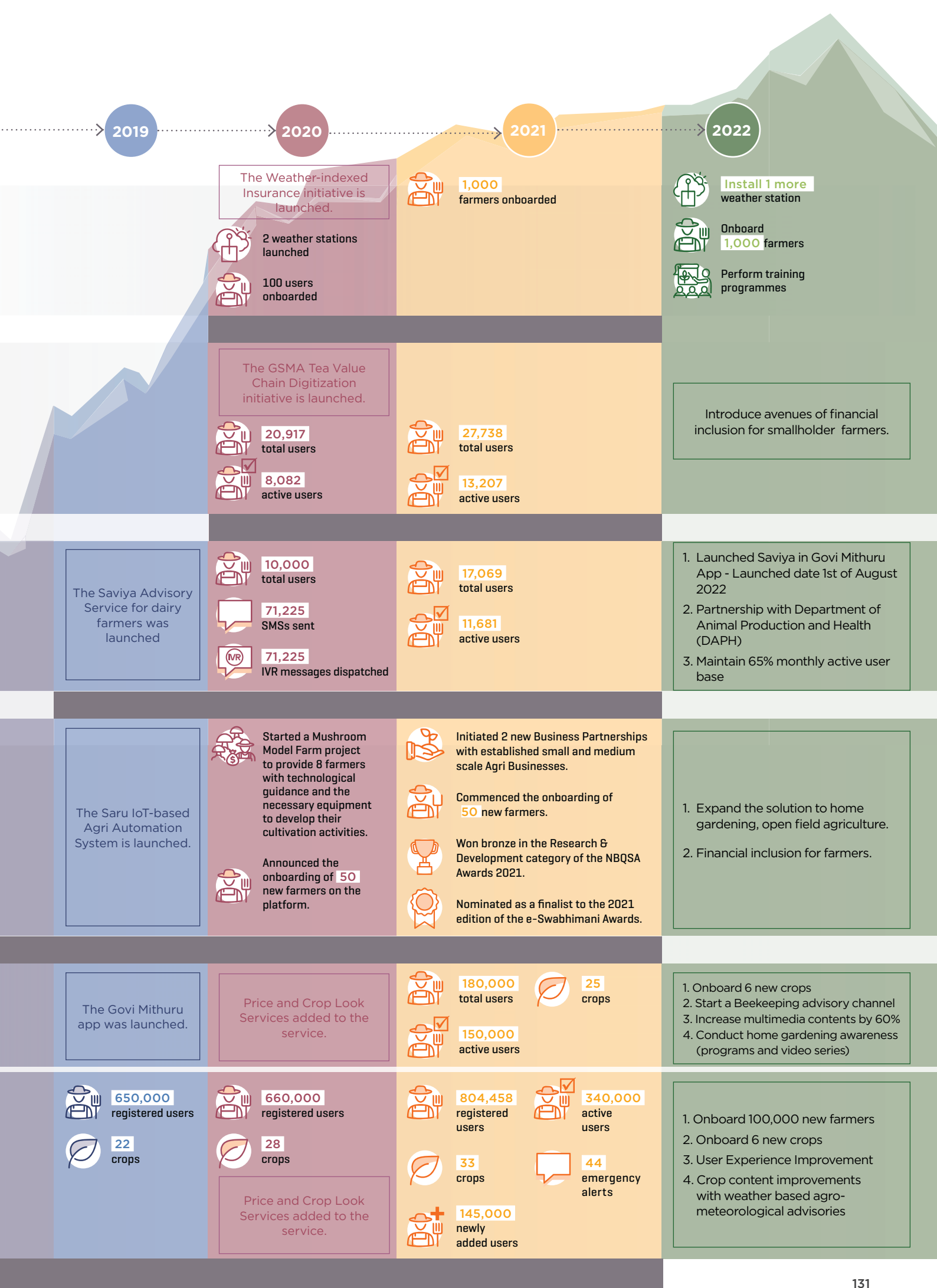
# AGRICULTURAL COMMUNITIES



## Agri-Technology that Empowers Lives

Today, over 27% of Sri Lankans are employed in the agricultural sector. Sri Lanka’s agricultural history dates back thousands of years, with a culture and economy shaped around cultivation and farming. The development of agriculture is crucial for the development of the nation, however a lack of access to quality information creates many drawbacks within the farming community. Over the years, Dialog has continued to add value through a range of technological platforms, designed to share knowledge equitably, and enable inclusive growth.







## The challenge

Sri Lanka inherits an agricultural history dating back over thousands of years. Thus, the culture and economy of Sri Lanka are primarily shaped by agriculture.

Therefore, the development of the agricultural sector is crucial towards ensuring the nation's progress. A lack of access to accurate information causes many drawbacks within the sector. Despite many farmers owning a smartphone, they are rarely used to access the wealth of information available online.

Low levels of mechanization, a higher percentage of post-harvest losses, a lack of market-oriented products, a high cost of production and low profitability, poor soil fertility management, low crop production, low levels of technology adoption, and less priority to crop extensions are some of the major drawbacks recognized by the FAO.

**27.1%**

of Sri Lankans are employed by the agriculture sector

**7.4%**

sector contribution towards national GDP



## The solution

- The Govi Mithuru platform consists of an IVR [Interactive Voice Response] service, the Govi Mithuru app, and the Crop Pricing and Crop Look Service, which is an add-on service to both the IVR and the app.
- The objective is to help smallholder farmers to secure crop and family health from a grassroot level. This solution was given in the form of shared agricultural advice for each stage of the farming cycle from land preparation to post-harvest support.
- This service is designed to enable farmers to enhance the quality and quantity of their yield, thereby improving their standard of living.



Scan to access testimonials and product details



## How it works

### Govi Mithuru Interactive Voice Recording (IVR):

A mass-customized, bilingual, time-specific advisory service, based on the stage of cultivation, location, irrigation type, seed type, and other relevant information. The facility offers timely information regarding land preparation, sowing, fertilizer management, pest control.

- Daily voice calls from 616, with SMS follow-ups
- A focus on crop security and productivity
- Family health and nutrition advice from the Ministry of Health

### Govi Mithuru App

A free, downloadable, trilingual mobile app providing access relevant and accurate information, customisable according to agro-ecological zone, variety of crop, planting dates, irrigation method, etc.

### Crop Pricing and Crop Forecasting Service

Offers details on up-to-date agricultural produce prices in major Sri Lankan economic centres, with future recommendations for market-oriented crop cultivation.

## Linked SDGs



## Relevant ESG Principles



## The 4P Approach



Scan here to download the app

### Govi Mithuru IVR

Updates during the year:

- A total of 33 crops included in the service
- Provision of an MDF Grant
- Govi Mithuru was shortlisted for the NBQSA Award
- Dialog Govi Mithuru Nidanaya gift distribution was conducted during the year
- The Western Province Department of Ayurveda was onboarded to the platform
- Established a partnership with the Tea Research Institute (TRI)
- Integration of GAP [Good agriculture practices] compliant advisory contents
- Providing assistance through organic and bio-dynamic agriculture channels free of charge during the fertilizer ban imposed on the country.

### Heat map of registered users



### Future aspirations



- Govi Mithuru weather-based agriculture advisory service – to distribute weather information and related agro-meteorological advisory contents via Govi Mithuru
- Onboarding more crops
- Sharing more crop-related emergency alerts where relevant

**62%**  
of users are  
power users

Percentage of power users making on-farm Changes. Results for specific changes are significantly different for power users and non- users at the "95% or '90% confidence interval.

**90%**  
of power  
users report  
at least  
one on-farm  
change



**25%**  
report  
changes to  
planting



**12%**  
report  
changes to  
post harvest  
Land storage



**60%**  
report  
decreased  
fertiliser and  
pesticide use



## GOVI MITHURU CONTD.



### Govi Mithuru App

Updates during the year:

- A total of 30 crops included within the system
- Organic and biodynamic advisory channel provided free of charge to address the nation's fertilizer ban
- Offer of a 90-day free trial period
- Integration of GAP (Good agriculture practices) compliant advisory contents



### Future aspirations

- To develop the app as a linking tool for the GAP certification process, in partnership with the Department of Agriculture
- The implementation of an expert-driven answering platform to respond to farmer queries







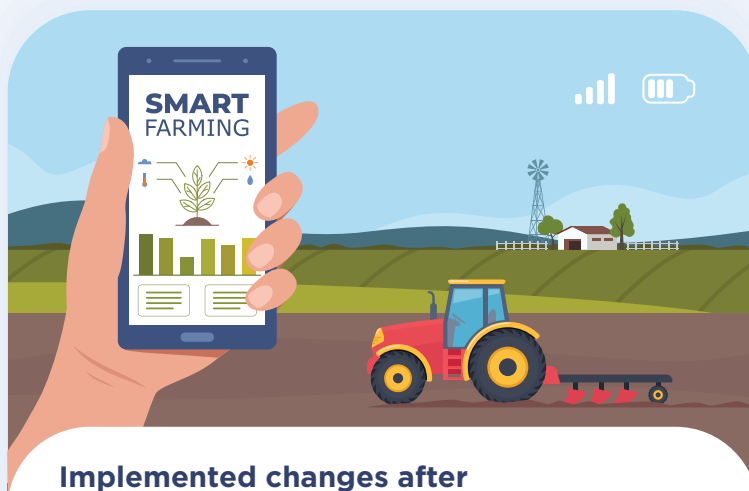
### Crop Pricing and Crop Forecasting Services

#### Crop Pricing Services

Currently provides daily wholesale crop prices to its users, available via both Govi Mithuru platforms. The service is provided with the support of the Hector Kobbekaduwa Agrarian Research and Training Institute [HARTI], providing the prices of 8 major market places and economic centres including Pettah, Kandy, Dambulla, Meegoda, Norochcholai, Thabuthegama, Nuwara Eliya and Kappetipola, on a daily basis.

#### Crop Look Services

This service is accessible via the Govi Mithuru 616 platform and the Govi Mithuru app, enabling the identification of profitable, feasible crops based on the farmer's location and other cultivations within the same land.



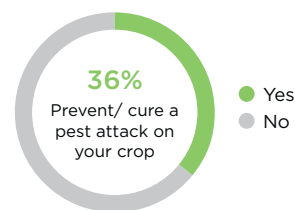
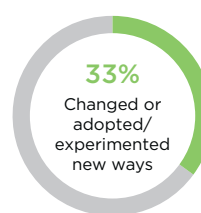
### Implemented changes after referring govi mithuru app.

#### Pesticides and fertilizer

Helped me to identify new pests and diseases	15%
Changed the new way of applying fertilizer	11%
Pest and disease management	13%
Identifying new chemicals	5%

#### Changes in land preparation and new cultivations

Cultivation of different crops	13%
Changing land preparation methods	11%
New planting methods	9%
Land management	4%
Started home gardening	7%
Took steps to increase production	4%
Started tissue culture	2%



# TEA VALUE CHAIN DIGITIZATION



## The solution

Since June 2017, the GSMA mAgri programme has been working alongside the Digital services team at Dialog Axiata PLC [Dialog] in Sri Lanka to explore opportunities for developing a business-to-business [B2B] service for last mile digitisation in agriculture.

With a strategic interest in driving rural adoption of the eZ Cash mobile money service, Dialog and the mAgri programme worked together to develop a holistic agribusiness digital solution, which includes the facility for digitising smallholder farmer [SHF] payments.



## How it works

- Digitising procurement records and smallholder farmer profiles [static and dynamic information]
- Digitising procurement payments to smallholder farmers via mobile money
- Offering digital advisory services
- Providing digital financial services [loans, savings or insurance].

## 2021 Action Points

- Several awareness campaigns were conducted during the year.
- Completed the second phase of the project and onboarded 1,000 farmers.

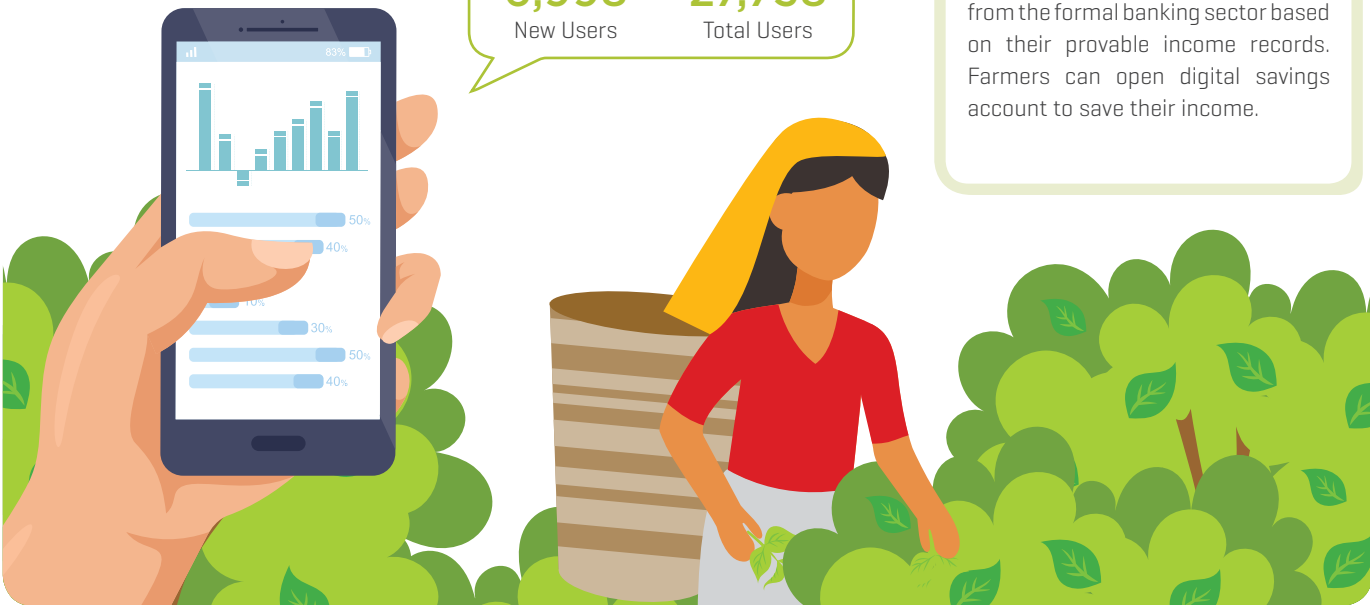


## Future aspirations

Financial inclusion for smallholder farmers. Smallholder farmers can access microloans and other loans from the formal banking sector based on their provable income records. Farmers can open digital savings account to save their income.

6,998  
New Users

27,738  
Total Users



## Linked SDGs



## Relevant ESG Principles



## The 4P Approach



# SARU IOT-BASED AGRI AUTOMATION SOLUTION



## The solution

SARU, an ecosystem of Internet of Things [IoT] applications. SARU, which means 'bountiful' in Sinhalese, is a low-cost, automated 'smart farming' kit engineered to maximise productivity and efficiency, developed in partnership with a local university and industry partners.

Its primary purpose is to address the most pressing issue of hazard warnings at sea, and to build the necessary trust and reach to ensure greater education and awareness; in turn making day-boat fishing a less risky and more efficient and environmentally sustainable.



## How it works

### Feature

- The ability to remotely control and monitor greenhouse conditions via smart devices
- Providing agricultural know-how for regular operations such as fertilizer application, water management and assessing growth

### Benefit

- Liberates farmers from manually monitoring conditions on an hourly, regular basis.
- Frees smallholder farmers from the tyranny of the weather and seasonal changes
- Offers farmers the necessary knowledge to optimize costs and maximise growth

## 2021 Action Points

### Extending the Agri-partner coverage

- The SARU ecosystem initiated 2 new Business Partnerships with established small and medium-scale Agri Businesses across Sri Lanka. These will welcome fruitful farming journeys with the extension of SARU to smallholder farmers predominantly in the areas of Anuradhapura, Kandy, Matale and Kurunegala.

### Agriculture Sector Modernisation Project – Welimada

- SARU commenced the onboarding of 50 new farmers on the platform. These 50 greenhouse farmers from Welimada, working with the Agriculture Sector Modernisation Project, were provided with smart solutions enabling a high-productivity, climate-smart farming journey.

### Achievements

- NBQSA Awards 2021 – Won bronze in the Research & Development Category
- e-Swabhimani Awards



## Future aspirations

Expand the solution to home gardening, open field agriculture. Financial inclusion for farmers.



### Linked SDGs



### Relevant ESG Principles



### The 4P Approach



Scan here to view product testimonials



### The challenge

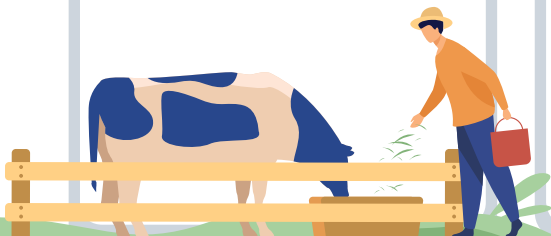
Dairy farmers face several challenges that impact their productivity and contribution to food security. The larger share of small-scale farmers used rudimentary production methods in taking care of their milk production and monitoring cows' oestrus cycle. Hence, the biggest challenge they have faced is limited access to advisory services and new knowledge.

**400,000**

smallholder cattle and buffalo farmers

**75%**

of local milk production comes from smallholder farmers



### The solution

The Saviya mobile-based advisory service was designed to help the livelihoods of small-scale dairy farmers by improving production capacity, quality of milk produced, and health of livestock.

It seeks to enhance the ability of small-scale farmers to achieve efficiency and better animal care for them to get higher returns from their cows; empowering its customers and the country's agriculture by incorporating novel digital technologies.

The Saviya service is provided in collaboration with the International Executive Service Corps (IESC), which aims to advance sustainable growth in Sri Lanka's dairy sector by assisting farmers and related enterprises through the Market-Oriented Dairy (MOD) Project, which is funded by the USDA's 'Food for Progress' initiative. The technical knowledge content of the service is provided by the MOD Project's subject-matter specialists.



### How it works

Saviya addresses the information gap in small-herd dairy production by providing timely knowledge and relevant information on best practices in dairy management.

These tips and information are sent straight to farmers' mobile phones and customized according to farmers' individual requirements and their animal's lactation cycle. The farmers receive daily voice calls and SMSs on topics spanning calf rearing, health and disease management, silage making, balanced ration, breed improvement, pregnancy and calving, and clean milk production, with 24\*7 access to scientifically proven practices at their fingertips.

Saviya for dairy is available to Dialog subscribers for Rs. 1 + tax per day. Users can subscribe to Saviya by dialling 6162 on their Dialog mobile and registering for the service in their preferred language.

#### Linked SDGs

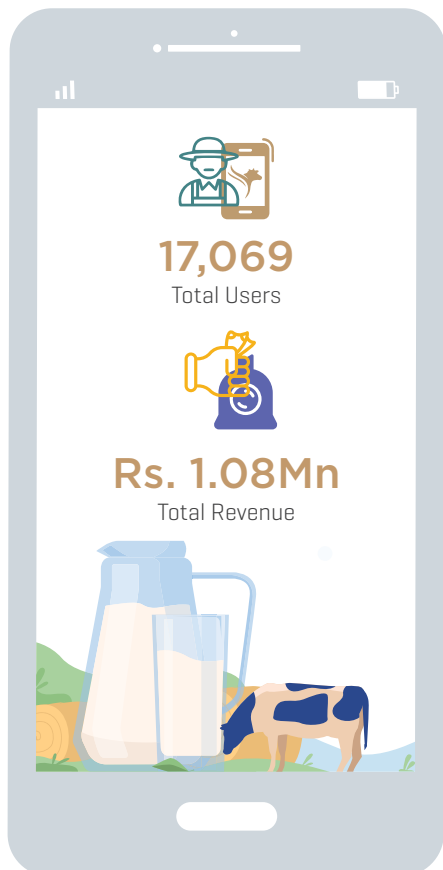


#### Relevant ESG Principles



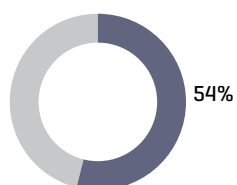
#### The 4P Approach



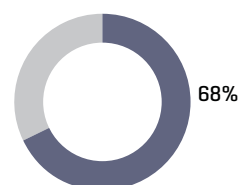


#### Activities in 2021

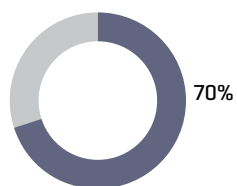
A survey was conducted during the year to determine the effectiveness of the service among the dairy farming community. The following results were recorded:



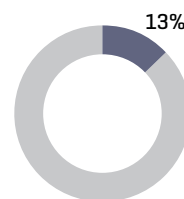
54% of respondents have made at least one change in their dairy management practices



68% of respondents reported an increase in production due to changes made



70% of respondents reported an increase in income



An overall 13% increase in milk production



# WOMEN

## YEHELI/THOHZI



### The challenge

#### 1 in 5

Women have faced violence by an intimate partner

#### 52%

of Sri Lanka's population are female

#### 36.6%

of the female population are in the labour force

Field research carried out with the GSMA in 2017 revealed that one of the key reasons for the evident gender gap in mobile data usage in Sri Lanka is women finding the internet "not relevant" to them. Women find a range of topics to be too sensitive to be discussed with family and peers, such as: abuse, sexual health, contraceptives, relationship issues, and domestic violence.



### The solution

- Yeheli is a digital intervention designed address some of the most pressing issues faced by women due to strict cultural norms, thereby encouraging them to use internet to enhance the quality of their lives.
- It creates a safe, supportive space for women, developed and operated in partnership with several leading organizations in fields such as women's empowerment, health, and online safety.
- Known as Yeheli.lk in Sinhala and English, and Thozhi.lk in Tamil, is a personalized, anonymous and interactive advisory service for individuals to connect with qualified virtual advisors.



### How it works

- It is a free trilingual service offered via a web portal and an Android app.
- Yeheli ensures privacy and anonymity for all users and if needed, users will be directed to other agencies that provides aid they need. Our partnerships include Women in Need, Without Borders Sri Lanka, and Hithawathi – agencies that help women deal with physical, psychological and online harassment.
- Yeheli partners with medical and mental health professionals such as Sri Lanka Saukyadana Movement, and Doc 990 to ensure overall healthcare related matters are addressed by professionals, thereby helping them maintain their health and well-being. The app also provides entrepreneurial advice and

### 2021 Action Points

The following steps were taken in 2021 to improve accessibility, and address the rising demand experienced during the pandemic period, while inspiring and empowering women to rise above their challenges.

A chatbot implementation project is ongoing, in order to address demand.

The Real-Life Influencer series featured true experiences of women in leadership to inspire others.

### Our Partners



Women in need	Saukyadana Movement,	DOC990
College of Community Physicians	Without Borders Sri Lanka	Department of Psychology
Hithawathi		University of Peradeniya



Scan here to download the app

#### Linked SDGs



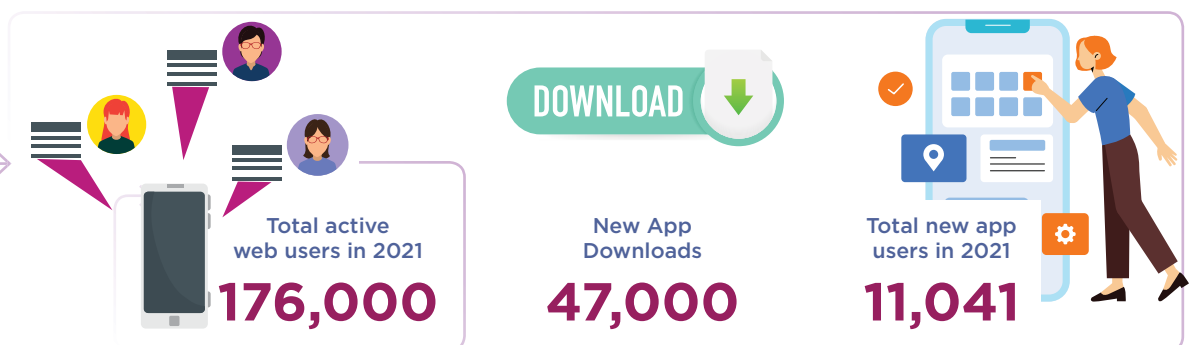
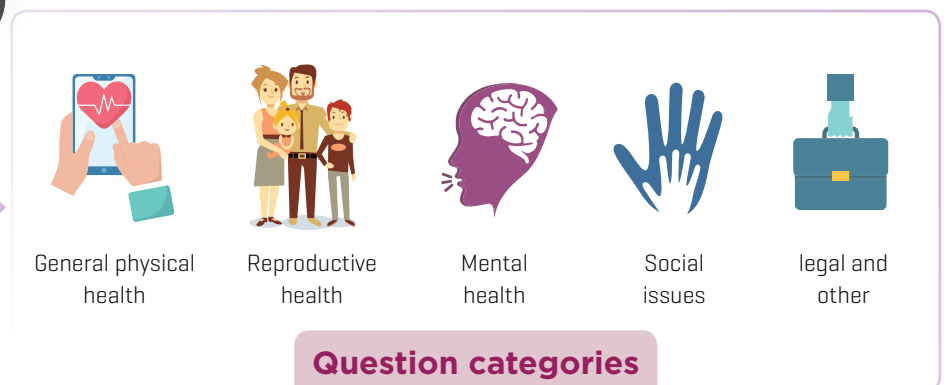
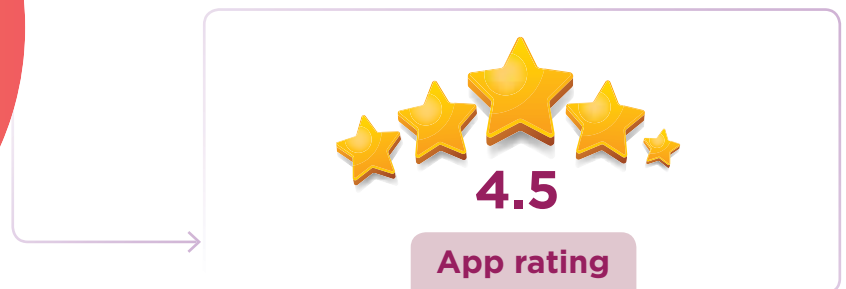
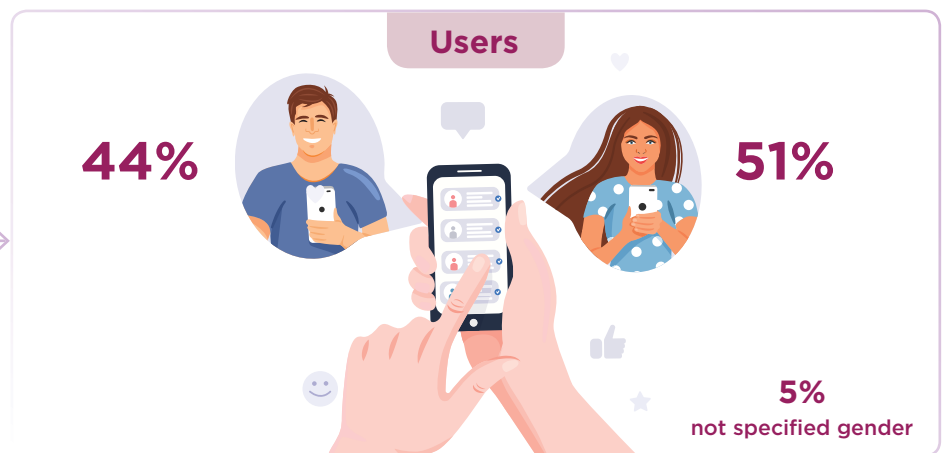
#### Relevant ESG Principles



#### The 4P Approach



Scan here to visit the website



# PERSONS WITH DISABILITIES

## GSMA Assistive Technology Programme



### The challenge



**15% or 1 Bn**  
of the world's population  
are persons with disabilities



**9 in 10**  
people do not have access  
to assistive technology  
to live independently and  
autonomously

Approximately **8.7%**  
Sri Lankans are classified  
as persons with  
disabilities, according to  
a census conducted in  
2012, which amounted to  
approximately 1.6 million  
individuals at the time.



### The solution

- To ensure equal access and use of technologies that enable persons with disabilities to live independently and participate actively in aspects of life they were hitherto unable to engage in.
- To leverage innovative assistive technologies to serve the needs of individuals with disabilities, and improve their degree of autonomy.
- An organization-wide commitment to improve the digital inclusion of persons with disabilities by joining with the GSMA, a global governing industry association, in a concerted worldwide effort designed to improve accessibility of telecommunication services.



### How it works

The core principles of the GSMA assistive technology programme are as follows:

- Embrace disability inclusion at every level of the organization
- Understand how to reach and better serve persons with disabilities
- Deliver inclusive products and services that meet the diverse requirements of persons with disabilities



### Linked SDGs



### Relevant ESG Principles



### The 4P Approach



Scan for further  
information  
on the GSMA  
Principles.





### 2021 Action Points

The following steps were taken in 2021 to raise awareness on the necessity of such an initiative, and to identify potential areas for improvement:

- A company-wide workshop was conducted during the year, facilitated by GSMA to raise awareness on this area of concern, and to formulate a plan for executing the initiative.
- All divisions, including the senior management, joined hands to identify the current operating landscape, and determine how Dialog could drive greater inclusivity among persons with disabilities. The work facilitated by GSMA.
- An audit was conducted to identify the level of accessibility of Dialog's digital touch points for persons with disabilities, and pinpoint critical areas for improvement.

### Future aspirations

- We hope to further increase the accessibility of our touchpoints based on the results of the audit conducted during 2021.
- We continue to work towards expanding our capabilities, to launch more assistive technology and services for persons with disabilities [PwDs].



# COASTAL COMMUNITIES - SAYURU



## The challenge

As an island nation, Sri Lanka comprises a considerable segment of a coastal population, whose livelihoods are centred around day-boat fishing. With little access to electronic technology besides basic mobile phones, the fishermen’s safety and income are dependent on weather and sea conditions. With climate change, volatile weather continues to impact coastal areas.

The sole communications regarding weather alerts and intense conditions were previously provided through national television, radio news bulletins and the local fisheries’ harbour masters.



## The solution

- Sayuru is a free, tri-lingual and multi-platform, real-time weather and warning service for fishermen across coastal communities. The voice and SMS based weather advisory services are free for all Dialog subscribers. A remotely operated digital signage system, ‘Sayuru TV’ serves as a supplementary service where forecasts and emergency alerts are broadcasted on digital screens at major harbours along the coast.
- The service operates in collaboration with the Department of Meteorology and the Department of Fisheries and Aquatic Resources.
- Its primary purpose is to address the most pressing issue of hazard warnings at sea, and to build the necessary trust and reach to ensure greater education and awareness; in turn making day-boat fishing a less risky and more efficient and environmentally sustainable.



## How it works

- Sayuru enables an automated daily weather forecast dispatch, available for 24 hours.
- Users subscribe to the free service by selecting their language and fisheries zone according to geography, as defined by the two departments.
- In situations of extreme hazard applicable to the entire coast or with respect to particular zones, emergency voice messages in the fisherman’s selected language are dispatched using Outbound Dialling (OBD) technology.
- The free service can be accessed by dialling ‘828’, texting ‘ACT’ to ‘828’ or activating the service via the MyDialog App.



**2.1 Million**  
Total SMS Alerts

**873,000+**  
Total SMS Sent

**70,000+**  
Users

### Linked SDGs



### Relevant ESG Principles



### The 4P Approach



Scan to access testimonials

### 2021 Action Points


- Dialog established 8 installations of its 'Sayuru TV' service, at the following locations:
  - Mirissa- [January 2021]
  - AD office Kalutara- [February 2021]
  - Beruwala High seas office- [February 2021]
  - Department of Fisheries head office - [February 2021]
  - Jaffna Myliddy - [November 2021]
  - Jaffna Point Pedro - [November 2021]
- Department of Metrology - [December 2021]
- Valachchanai - [January 2022]
- Development of the Sayuru app, which is to be launched by February 2022, and offers improvements in terms of improvements in user experience, internal processes and modifications to the system.
- Carried out an awareness campaign among the fishing community covering the MV- X-press Pearl Disaster, and rolling out safety instructions.
- Carrying out awareness campaigns related to the 'Yasas' and 'Gulab' cyclones which took place in May and September respectively.
- The service was shortlisted as a finalist for the e-Swabhimani award.



### Future aspirations

Expand the service to multiday fishermen and empower them to reduce their risks. Digitise the regular harbour process [getting passes to enter and exit from the harbour] , Update the market prices and connect fishermen with direct buyers

# MATERIAL TOPICS 12: RESPONSIBLE PROCUREMENT

 102-9, 103-1, 103-2, 103-3, 204-1, 308-1, 308-2, 414-1, 414-2

## Reason for Materiality

Suppliers play an integral role in delivering Dialog's value proposition to the market. Due to the company's reputation as an industry leader, it is vital that all suppliers across the supply chain align with the company's high standards for ethical, sustainable conduct.

## Level of Materiality in 2021

Responsible procurement leans toward building sustainable and long-standing relationships with suppliers based on stringent principles to guide the procurement process. The level of materiality of procurement decreased in terms of internal sentiment however the Company implemented multiple analytics driven initiatives to maintain smooth operations of its supply chain.

## Our Approach to Responsible Procurement in 2021:

Dialog has a strictly enforced Vendor Code of Conduct that reflects the guiding principles the company has set forth for all suppliers, encompassing the following aspects which are deemed material to Dialog's operations:



### The 4P Approach



### Relevant ESG Principles



The code serves as a platform to inculcate the behaviours necessary towards fostering sustainable relationships between Dialog and its suppliers. Upon agreeing to the Vendor Code of Conduct, all suppliers are expected to demand similar standards from their own suppliers, and execute the necessary verifications to ensure their alignment with the same. The Code is also aligned with Axiata's group-wide Anti-Bribery and Anti-Corruption (ABAC) principles. In the event of revisions to the Code, the updated policies are circulated among incumbent vendors for re-certification.

Dialog's Supply Chain Management (SCM) strategy is built on a spirit of continuous improvement. Dialog continues to conduct regular site assessments to ensure suppliers comply with the Code, while working in close partnership with suppliers to help improve their performance and sustainability. Regular performance evaluations are also conducted in order to identify and prioritize areas for improvement. Dialog works actively with suppliers to address any concerns and make recommendations for improvement. Additional follow-up assessments and on-site audits are carried out to monitor and assess the performance of high-risk suppliers.

## Analytics

As a part of the SCM analytics journey, in 2021, we continued to build on analytics initiatives, by optimizing the vendor 360 dashboard and developing two new dashboards to cater commercial and import aspects.

### Supply Chain Analytics Enablement

As a part of the SCM analytics journey, in 2021, we continued to build on analytics initiatives, by optimizing the vendor 360 dashboard and developing two new dashboards to cater commercial and import aspects.

**The commercial 360 track** provides a material code level spend visibility, user division spend patterns and even a link to balance sheet and profit/loss statement to identify price sensitivities and impact to financial performance.

**The imports 360 dashboards** provide a concise view of importation related activities, including regulatory approval tracking which is critical to ensure the importation activities are on track to meet consumer demands.

The published dashboards can be viewed by the sourcing team, the management and any user division. The inputs from the dashboards can be used for commercial negotiations and vendor selection. Analytics within SCM have two primary benefits:

1. It expands the data analysis beyond the traditional methods of data collection and analysis,
2. It provides comprehensive insight to current and new data sources.

These features will undoubtedly improve supply chain decision-making across the board, from conducting daily operational tasks to the selection of the right vendors.

### Procurement Digitization

Aligned to Dialog's roadmap of a digital telco, the sourcing processes at Dialog were digitized along with Coupa implementation in the year 2020. Coupa, a global leader in cloud based RFx providing end to end procurement solutions was selected as a key partner in our supply chain digitization journey. All bidding requests are now processed via Coupa, ensuring a 100% digital, paperless bidding process with strong governance in all procurement transactions.

In 2021 we focused on identifying the broader supply chain processes which can now be simplified and digitized with Coupa functionalities. The required developments and integrations have been completed and we are expected to go live with the new functionalities by the 2nd quarter of 2022.

### Supplier Forum 2021: "Winning in the New Normal as ONE TEAM"

In keeping with our culture of 'Creating Value, Nurturing Partnerships', SCM hosted its 3rd Supplier Forum on the 29th September 2021. During the programme, key suppliers who supported us and played a vital role in our business journey were invited to participate and become aware of Dialog's business plans, expectations for the forthcoming business year.

The management team from Dialog together with the Axiata Group shared their objectives, expectations and challenges for the forthcoming business year and elaborated on the following topics of discussion:

- Winning in the New Normal as ONE TEAM
- Supply Chain Risks and ABAC Compliance Related Developments
- Digitization – How should we gear up the value chain
- Financial sustainability in the face of COVID-19
- Technology/Network -What's around the corner
- Key Initiatives Across Axiata [ABAC, Cyber Sec, Privacy]

### Upskilling Supply Chain Resources

With the objective of ensuring that the people resources involved in sourcing and procurement remain future-ready, various initiatives have been adopted related to training and development. All SCM people resources are provided with an abundance of online training materials to ensure they keep abreast of industry developments not only in terms of SCM technical skills, but also with respect to digitization, analytics and agile ways of working.

Multiple individuals operating within the SCM function have also elevated their academic qualifications through the completion of their Masters of Business Administration. Selected people resources have also been enrolled to undergo technical skills development on supply chain management. At Dialog SCM, we strongly believe that a knowledgeable and skilled workforce is a key to ensuring a sustainable supply chain and we will continue to invest and develop SCM resources to ensure the same.

### Monitoring Supplier Compliance to the Code of Conduct

As an ongoing compliance monitoring activity, the suppliers' compliance to the Code of Conduct was monitored for key suppliers. Traditionally the monitoring activity was conducted via a physical site visit, nevertheless, despite COVID-19 restrictions the company continued to conduct supplier audits by means of remote site visits carried out through MS Teams.

Recommendations were made to suppliers who require improvements in order to meet the expected compliance requirements and accordingly, the relevant improvement plans have been devised and communicated with identified suppliers. This is a key initiative to uphold the sustainability of suppliers over time, and to ensure the supplier base across the Dialog organisation continues to abide by the principles outlined within the company's Vendor Code of Conduct.

## MATERIAL TOPICS 12: RESPONSIBLE PROCUREMENT CONTD.

Category	LKR Value	Spend %	Number of vendors	Comparison	
				2020	2019
Local	34,675,250,350.44	36.1%	2,114	43.6%	54.10%
Foreign	61,476,315,137.64	63.9%	506	56.4%	45.90%
Total	96,151,565,488.08	100.0%	2,620		

Requirement	2021
	Jan- Dec
Percentage of new suppliers that were screened using social and environmental criteria	100%
Number of suppliers assessed for social and environmental impacts	52
Number of suppliers identified as having significant actual and potential negative social and environmental impacts	0
Significant actual and potential negative social and environmental impacts identified in the supply chain	0
Percentage of suppliers identified as having significant actual and potential negative social and environmental impacts with which improvements were agreed upon as a result of assessment	0%
Percentage of suppliers identified as having significant actual and potential negative social and environmental impacts with which relationships were terminated as a result of assessment, and why	0%

# MATERIAL TOPICS 13: CYBERSECURITY AND DATA PRIVACY

GRI 102-17, 103-1, 103-2, 103-3, 418-1

## Reason for Materiality

As technology continues to become further integrated into the way we live, play and work, the challenge to ensure customers' data remains protected, and combating the increased vulnerability to security breaches is of the utmost importance. Cyberattacks increase in frequency and severity year on year, and reached unprecedented heights during the pandemic, accelerated by the shift of activities towards digital platforms. Such attacks can cause great damage to customers, and lead to significant financial loss and negatively impact the company's reputation.

## Level of Materiality in 2021

The importance of Cybersecurity and Data Privacy never wavers at Dialog and thus remains mostly unchanged in terms of its significance to both internal and external stakeholders. The Company's Data Protection programme is second to none within the industry and therefore enables the assurance of safe and secure services to all its stakeholders.

### The 4P Approach



## Our Approach to Cybersecurity in 2021

In order to address and mitigate the rising risk and impact of cyberattacks, and earn customer loyalty and trust, Dialog has in place a robust and comprehensive Data Protection programme which signifies the organisation's commitment towards protecting all personal data within its custody, and to provide its range of stakeholders with the assurance that their information is in safe hands.

## Policies and Processes

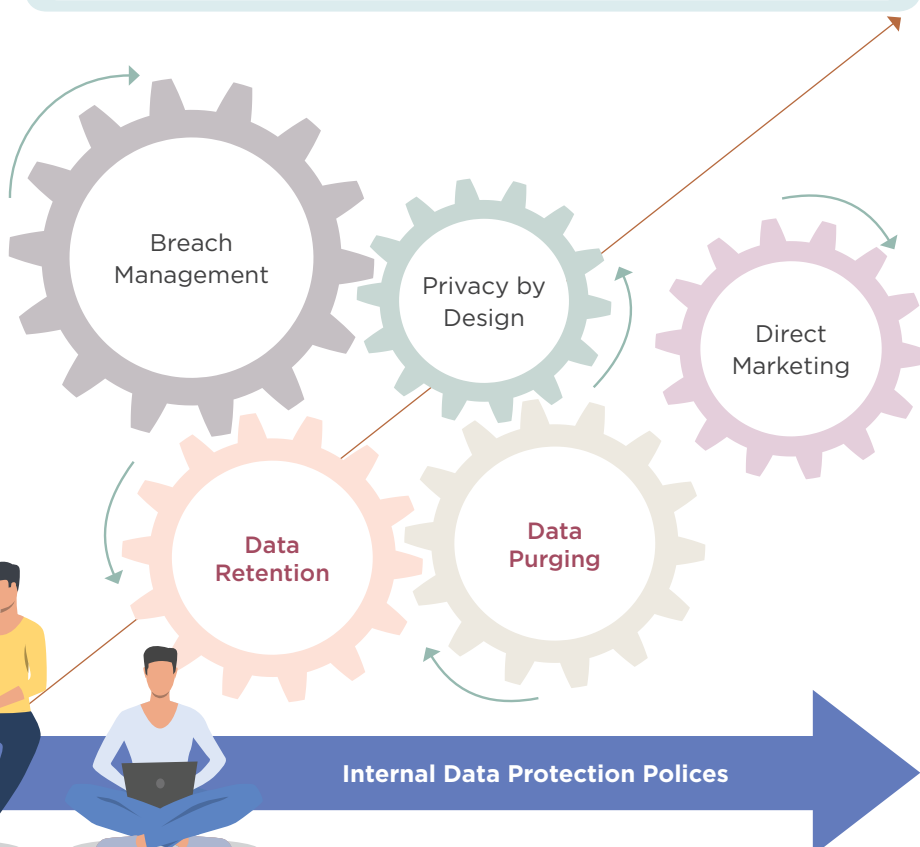


Scan to access Dialog's Privacy Notice, which entails data policies spanning



The company's Privacy Notice is accessible on the Dialog site, and is applicable to employees, customers, business partners, visitors and shareholders, broadly encompassing how Dialog treats the data it collects, and reaffirming the company's commitment to protect all personal data in its custody.

The company further has a range of internal policies with respect to key data protection aspects:



## MATERIAL TOPICS 13: CYBERSECURITY AND DATA PRIVACY CONTD.

Dialog's cybersecurity strategy is aligned with the Axiata Group's strategy of Digital Trust and Resilience (DT&R), which was developed in collaboration with KPMG and launched in 2019 to uplift the standard of personal data protection across all companies. DT&R is a comprehensive roadmap that translates into multiple projects designed to enhance security for our valued customers. The programme is benchmarked against a combination of international and local baselines, outlined below:

### AICPA/CICA Maturity Framework

The framework developed by the American Institute of Certified Public Accountants and the Canadian Institute of Chartered Accountants analyses the maturity level of the company's adoption of the 10 Generally Accepted Privacy Principles (GAPP), comprising 73 criteria. This enables the company to assess areas for improvement on a regular basis.

### The NIST Privacy Framework

A voluntary framework developed by the National Institute of Standards and Technology (NIST) based in the USA through stakeholder collaboration, spanning the following functions:

- Identify
- Govern
- Control
- Communicate
- Protect

### Standards and Certifications

- ISO 27001:2015 - Information Security Management System Certification
- PCI-DSS - Payment Card Industry Data Security Standards for the Genie Payment Platform
- Data Privacy obligations imposed by the TRCSL and the CBSL
- Globally recognised professional certifications for employees within the Data Protection Office

### General Data Protection Regulation of the European Union (GDPR)

Considered to be the toughest privacy and security law in the world, encompassing seven principles:

- |   |                                 |
|---|---------------------------------|
| ▪ Lawfulness, fairness and transparency | ▪ Accuracy                      |
| ▪ Purpose limitation                    | ▪ Storage limitation            |
| ▪ Data minimisation                     | ▪ Integrity and confidentiality |
|   | ▪ Accountability                |

### Sri Lanka Personal Data Protection Bill

Sri Lanka's Data Protection Bill of 2022 is based on the principles of the GDPR, setting out the regulation of processing personal data and disseminating unsolicited messages, identifying and strengthening the rights of data subjects, outlining the functions and powers of the Data Protection Authority, and the guidelines for administering penalties following a violation of the Bill. The company is in the process of ensuring compliance with the same.

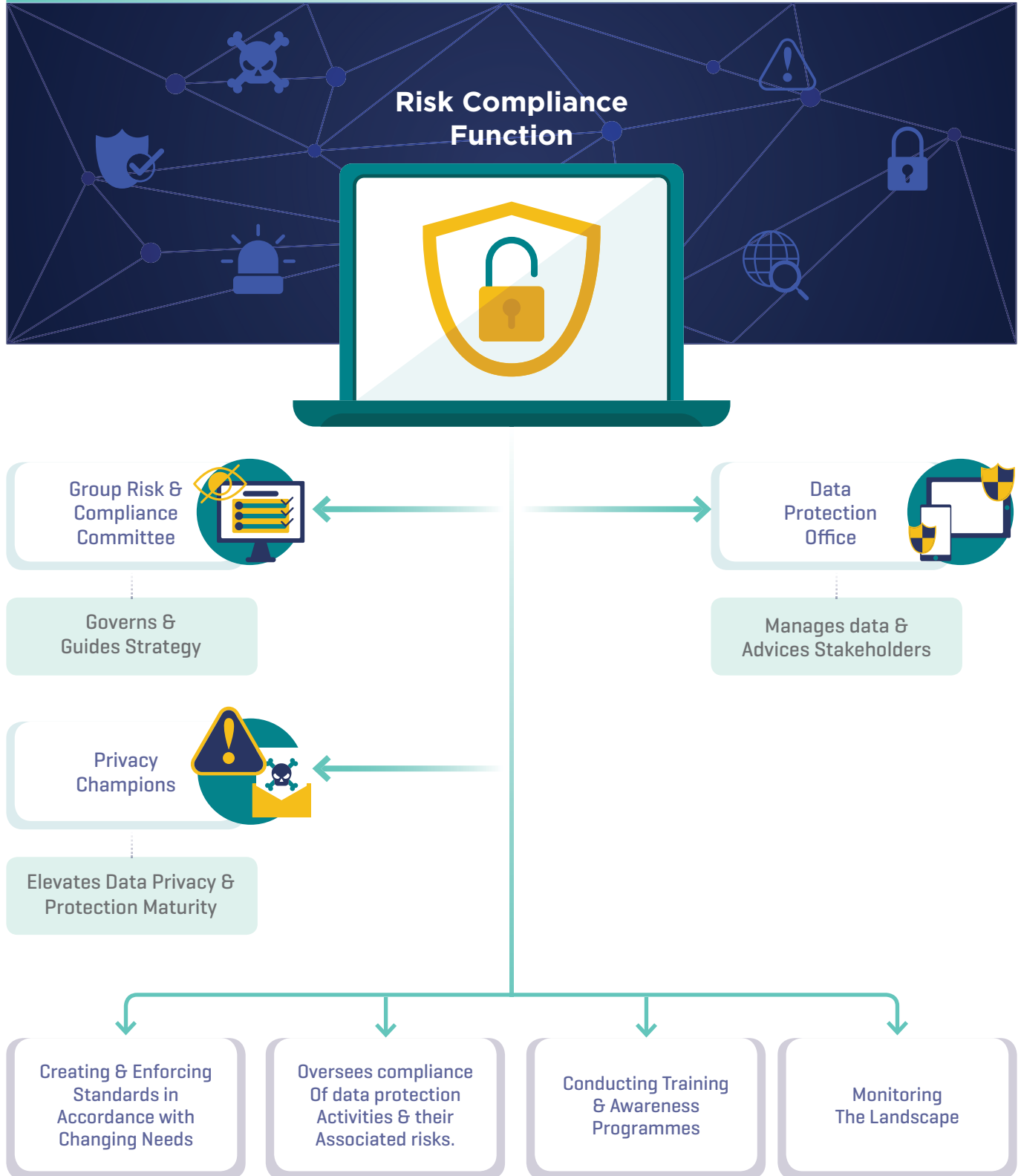
Dialog retained its ISO 27001:2015 ISMS Information Security Management System certification, as well as the Payment Card Industry Data Security Standards (PCI-DSS) for its Genie payment platform. Dialog is at present, increasing its NIST maturity score to be on par with other world-class telcos, thereby providing an assurance to Dialog customers with respect to its commitment towards potentiating the critical information of its customers.

Dialog has also obtained globally recognised professional certifications for employees currently within the Group Data Protection Office.

The Company is furthermore in compliance with the existing data privacy obligations imposed by the TRCSL and the CBSL and is currently working on implementing an ISO/IEC 27701 standard based Privacy Information Management (PIMS) system. Dialog is also ensuring its compliance with the Personal Data Protection Act No. 09 of 2022.



## Responsibilities



## MATERIAL TOPICS 13: CYBERSECURITY AND DATA PRIVACY CONTD.

The Privacy Compliance Function is governed by the Group Risk and Compliance, and influences the Dialog Group's Data Privacy and Protection Engagement Strategy and agenda. The governance forums meet quarterly at a minimum, to provide required guidance to achieve our overall strategy, by engaging with the relevant stakeholders to ensure the optimal outcomes with respect to Data Privacy and Protection are achieved. Group-wide Data Privacy Protection standards are enforced across Dialog and its subsidiaries, updated in accordance with changing regulatory/legislative and business needs, in collaboration with the Data Protection Office.

The function further oversees the compliance of the Group's Data Privacy and Protection activities and its associated risks, including any potential reputational risks. The delivery of relevant training and awareness programmes for Dialog and its subsidiary employees is entrusted to the Privacy Compliance & Cybersecurity function, in addition to continuously monitoring the industry landscape to maintain visibility on evolutions, trends and best practices related to Data Privacy. Security & Privacy related roles and responsibilities are defined and on par with leading Security & Privacy practices. Policies, procedures and risk management practices are in line with Group and industry-wide best practices.

The Group Data Protection Office, led by the Data Protection Officer, manages the use of personal data across the scope of Dialog's operations, and advises internal and external parties on all aspects of personal data protection. It also provides operational advice on Data Governance and is focused on ensuring that a Privacy-by-Design concept is incorporated into all processes using personal data, including guiding internal teams in the responsible use of developing technologies such as AI and Machine Learning. The Group Data Protection Office also carries out regular internal and external awareness sessions to ensure that all stakeholders understand and are familiar with the principles of Data Protection.

Uplifting Data Privacy and Protection maturity levels across Dialog and its subsidiaries is executed through the collective effort of Privacy Champions across portfolios under the guidance of the Privacy Compliance Function and the Data Protection Office. The Privacy Compliance Function serves as a focal point to foster a data protection culture within the Group and assists in the implementation of the essential elements of data protection listed in page 149.

### Audits and Testing

The maturity of cybersecurity governance systems and processes is uniformly tested across all OpCos of the Axiata Group in line with industry best practice frameworks. Further, the Group has collectively defined key targets for improvement, with Chief Officer / Executive level KPIs to manage progress.

The company's IT, internet data centre and telecommunication services all adhere to the ISO 27001:2013 standard, and the NIST [National Institute of Standards and Technology] Cybersecurity Framework. The reporting period saw the company participate in ISO27001:2013 ISMS surveillance audits, leading to an extension of the certification.

Under direction from Axiata's Cybersecurity Steering Committee, which was formed in 2018, Dialog's cybersecurity framework continued to be enhanced, supported by monthly meetings involving key executives within Dialog and senior representatives from the parent Company, Axiata. Dialog's Cybersecurity framework is aligned with the company's ERM framework, which helps the organisation determine the maturity of each business pillar in accordance with globally accepted best practices as defined by the ISO 31000 Risk Management Standard.

### Risk assessment

Cybersecurity risk maturity assessment is conducted on a quarterly basis, and takes into account global and regional external risks and country-specific risks.

### Risk mapping

The risks thus identified are plotted on a risk heat map to assess the overall impact Dialog may face, cascading down to a detailed analysis of the impact to each business pillar.

### Risk monitoring

Continuous monitoring by the division's R&D team ensures all malicious activity is detected profiled and recorded on a weekly basis.

### Risk notification

Risk updates are presented to the newly appointed Group Chief Risk and Compliance Officer, while the Board Risk and Compliance Committee is kept apprised every quarter.

### Risk accountability

To encourage accountability and risk ownership, Information Security SPOCS [Single Points of Contact] have been appointed to ensure key business pillars such as HR, SCM Sustainability, etc., comply with the policy guidelines.

### Risk prevention

Designated Cybersecurity Champions are assigned to drive necessary operational protocols under each pillar and ensure continuous monitoring to prevent escalation in the event of an attack.



## Product and Service Security

Dialog worked towards strengthening its Cybersecurity governance through the evolution of processes and policies to secure information across all platforms, including APIs, mobile applications, web applications and all products offered to customers. The following steps are taken to ensure security of products and services:

- Testing conducted prior to launch
- Testing products on a periodic basis
- Conducting vulnerability assessments throughout the product lifecycles
- Issuing of technical alerts prior to a particular patch being installed to ensure that asset owners;
  - are hypervigilant and cognizant of possible breaches,
  - and work towards the prevention of periods of technical vulnerability.

These formal procedures are further supported by a strong internal culture wherein which employees understand the importance of managing privacy and security risks. This is enforced by continuous training and development to ensure employees remained aware of the existence of and management of cybersecurity risks, which are in turn governed by top-to-bottom KPIs.

## Data Leakage

In order to ensure that all possibilities for risk of breach were eliminated, Dialog was proactive in terms of establishing the necessary safeguards. Furthermore, customer concerns and complaints with regard to information leaks are handled by the Complaints Management Unit, under the purview of the Group Service Delivery portfolio. A dedicated team is assigned to recording and investigating any data leakage complaints which are raised through the channels available for customer grievances, including email and a dedicated hotline.

Dialog reviews such controls annually to prevent the leakage of customer information, and strives to build trust with its stakeholders by giving paramount importance towards the privacy and security of their valuable information.

	From outside parties	From regulators
Total complaints investigated in relation to breaches of customer privacy in 2021	115	0
Identified Leaks [further to two-tier investigation]	0	0

	2021	2020	2019
Total Complaints investigated in relation to breaches of customer privacy [%] *	0.0006	0.0008	0.0011

\* Number of complaints over user base.

## Raising Awareness

Over the past year Dialog has been involved in imparting our knowledge gained with respect to cybersecurity to government institutions and other private sector entities in order to uplift their knowledge of this ever-evolving, dynamic subject.

Dialog's Be Technology Wise (BTW) initiative to spread awareness and provide education on mobile safety and good digital etiquette was initiated in 2012, and is part of Dialog's product stewardship; contributing towards addressing uninformed, unethical or unknowing misuse of mobile phones. During the year, the BTW initiative raised awareness on managing safety during the pandemic, particularly with respect to cyber-risks, including the sharing of personal devices, cyberbullying and safe use of the internet. The campaign was hosted on the Dialog Foundation social media platform and gained significant traction and engagement from the public.

# TARGETS FOR 2021

Target	Actions to be implemented in the reporting year	Status Update
<b>1 Environmental Performance Monitoring</b> 	Extending digitisation to energy performance monitoring – implementing IOT-based automated systems for tracking and reporting energy and resource consumption across all operations.	<b>Partially completed, thus carried forward.</b>  Cross-functional effort to devise action plan – completed Deployment of devices 50% completion
<b>2 Occupational Health and Safety (Continuation)</b> 	1. Perform an assessment of jobs having a high risk for occupational diseases across the entire operations of Dialog. 2. Initiate preparations towards implementing ISO 45001 Health and Safety Management system	<b>1. Completed</b>  <b>2. In progress, thus carried forward</b> 
<b>3 Employee Wellbeing</b> 	Implement process for regular reviews of key policies and processes covering key HR areas, including Diversity and Non-Discrimination and Labour practices. Create awareness on above-mentioned policies and processes by conducting trainings and refreshers through the Sustainability Academy.	<b>Carried forward</b> 
<b>4 Awareness creation and stakeholder engagement on core Sustainability topics - Engraining Sustainability within the corporate culture</b> 	Conduct of a communications campaigns targeted at creating a sound understanding of sustainable lifestyles and actions, and the benefits brought about by such across the value chain. Initial campaign to target retail-chain. Awareness creation will also focus on the Company's ISO 14001 implementation and cover the roles, responsibilities and requirements related to the retail chain, along with the significance of such contributions.	<b>Completed</b> 
<b>5 Waste Management</b> 	a. Complete elimination of usage of single-use plastics at all Dialog premises b. 80% reduction in cardboard, plastic and polythene waste entering landfills by end 2021	<b>Partially completed, thus carried forward</b> 

# TARGETS FOR 2022

Target	Actions to be implemented in the reporting year
<p><b>1 Environmental Performance Monitoring</b></p> 	<p>Extending digitisation to energy performance monitoring –complete implementation of IOT-based automated systems for tracking and reporting energy and resource consumption across all operations.</p>
<p><b>2 Occupational Health and Safety (Continuation)</b></p> 	<p>Initiate preparations towards implementing ISO 45001 Health and Safety Management system</p>
<p><b>3 Employee Wellbeing</b></p> 	<p>Implement process for regular reviews of key policies and processes covering key HR areas, including Diversity and Non-Discrimination and Labour practices.</p> <p>Create awareness on above-mentioned policies and processes by conducting trainings and refreshers through the Sustainability Academy.</p>
<p><b>4 Waste Management</b></p> 	<ul style="list-style-type: none"> <li>a. Complete elimination of usage of single-use plastics at all Dialog premises</li> <li>b. 80% reduction and 50% responsible recycling of cardboard, plastic and polythene waste generated by the Company.</li> </ul>
<p><b>5 Carbon Footprint Reduction</b></p> 	<p>Reduce Company's carbon footprint by 1,500 tCo2e</p>

# GRI CONTENT INDEX 102-55

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.



GRI Standard	Disclosure	Content Directory [Sections, Page Numbers and Links]	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
<b>GRI 101: Foundation 2016</b>			
<b>General Disclosures</b>			
<b>GRI 102: General Disclosures 2016</b>	102-01	About Dialog Axiata PLC [Page 12], Annual Report - Introduction to the Company [Page 1 - viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> ]	Yes, please refer Independent Assurance Statement on Page 166
	102-02	About Dialog Axiata PLC [Page 12], Annual Report - Business and Financial Review [Page 30 - viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> ]	Yes, please refer Independent Assurance Statement on Page 166
	102-03	Annual Report - Corporate Information (Inner Back Cover- viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> ), Sustainability Report back cover	Yes, please refer Independent Assurance Statement on Page 166
	102-04	About Dialog Axiata PLC [Page 12], Annual Report - Business and Financial Review [Page 30 - viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> ]	Yes, please refer Independent Assurance Statement on Page 166
	102-05	About Dialog Axiata PLC [Page 12]	Yes, please refer Independent Assurance Statement on Page 166
	102-06	About Dialog Axiata PLC [Page 12], Annual Report - Business and Financial Review [Page 30 - viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> ]	Yes, please refer Independent Assurance Statement on Page 166
	102-07	About Dialog Axiata PLC [Page 12], Diversity and Non-Discrimination- Our Employees [Page 96], Annual Report - Business and Financial Review [Page 30- viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> ]	Yes, please refer Independent Assurance Statement on Page 166
	102-08	Diversity and Non- Discrimination- Our Employees [Page 96]	Yes, please refer Independent Assurance Statement on Page 166
	102-09	About this Report [Page 10], Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
	102-10	Group Chief Executive's Review [Page 16], Report Scope and Boundary [Page 10], Annual Report - Business and Financial Review [Page 30 - viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> ]	Yes, please refer Independent Assurance Statement on Page 166
	102-11	Environmental Performance and Climate Action [Page 82]	Yes, please refer Independent Assurance Statement on Page 166
	102-12	Corporate Governance [Page 36], Report Scope and Boundary [Page 10]	Yes, please refer Independent Assurance Statement on Page 166
	102-13	Corporate Governance [Page 36], Sustainable Development Goals [Page 32], About this Report [Page 10]	Yes, please refer Independent Assurance Statement on Page 166
	102-14	Group Chief Executive's Review [Page 16]	Yes, please refer Independent Assurance Statement on Page 166
	102-15	Group Chief Executive's Review [Page 16], Managing Risk [Page 26]	Yes, please refer Independent Assurance Statement on Page 166
	102-16	About Dialog Axiata PLC [Page 12], Group Chief Executive's Review [Page 16]	Yes, please refer Independent Assurance Statement on Page 166
	102-17	Group Chief Executive's Review [Page 16], Diversity and Non- Discrimination- Our Employees [Page 96], Anti-Bribery and Corruption [Page 46], Cybersecurity and Data Privacy [Page 149]	Yes, please refer Independent Assurance Statement on Page 166

GRI Standard	Disclosure	Content Directory (Sections, Page Numbers and Links)	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
	102-18	Corporate Governance (Page 36), Annual Report – Corporate Governance Report (Page 46 – viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> )	Yes, please refer Independent Assurance Statement on Page 166
	102-19	Corporate Governance (Page 36), Annual Report – Corporate Governance Report (Page 46 – viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> )	Yes, please refer Independent Assurance Statement on Page 166
	102-20	Corporate Governance (Page 36)	Yes, please refer Independent Assurance Statement on Page 166
	102-21	Group Chief Executive's Review (Page 16), Corporate Governance (Page 36)	Yes, please refer Independent Assurance Statement on Page 166
	102-22	Corporate Governance (Page 36), Annual Report – Corporate Governance Report (Page 46 – viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> )	Yes, please refer Independent Assurance Statement on Page 166
	102-23	Corporate Governance (Page 36), Annual Report – Corporate Governance Report (Page 46 – viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> )	Yes, please refer Independent Assurance Statement on Page 166
	102-24	Corporate Governance (Page 36)	Yes, please refer Independent Assurance Statement on Page 166
	102-25	Corporate Governance (Page 36), Annual Report – Corporate Governance Report (Page 46 – viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> )	Yes, please refer Independent Assurance Statement on Page 166
	102-26	Corporate Governance (Page 36), Annual Report – Corporate Governance Report (Page 46 – viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> )	Yes, please refer Independent Assurance Statement on Page 166
	102-27	Corporate Governance (Page 36)	Yes, please refer Independent Assurance Statement on Page 166
	102-28	Corporate Governance (Page 36)	Yes, please refer Independent Assurance Statement on Page 166
	102-29	Corporate Governance (Page 36)	Yes, please refer Independent Assurance Statement on Page 166
	102-30	Corporate Governance (Page 36), Managing Risk (Page 26)	Yes, please refer Independent Assurance Statement on Page 166
	102-31	Corporate Governance (Page 36)	Yes, please refer Independent Assurance Statement on Page 166
	102-32	Group Chief Executive's Review (Page 16), Corporate Governance (Page 36)	Yes, please refer Independent Assurance Statement on Page 166
	102-33	Corporate Governance (Page 36)	Yes, please refer Independent Assurance Statement on Page 166
	102-34	Corporate Governance (Page 36)	Yes, please refer Independent Assurance Statement on Page 166
	102-35	Remuneration (Page 112)	Yes, please refer Independent Assurance Statement on Page 166
	102-36	Remuneration (Page 112)	Yes, please refer Independent Assurance Statement on Page 166
	102-37	Remuneration (Page 112)	Yes, please refer Independent Assurance Statement on Page 166
	102-38	Remuneration (Page 112)	Yes, please refer Independent Assurance Statement on Page 166

## GRI CONTENT INDEX CONTD.

GRI Standard	Disclosure	Content Directory [Sections, Page Numbers and Links]	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
	102-39	Remuneration [Page 112]	Yes, please refer Independent Assurance Statement on Page 166
	102-40	Stakeholder Engagement [Page 22], Value Chain Mapping [Page 30]	Yes, please refer Independent Assurance Statement on Page 166
	102-41	Compliance [Page 41]	Yes, please refer Independent Assurance Statement on Page 166
	102-42	Stakeholder Engagement [Page 22]	Yes, please refer Independent Assurance Statement on Page 166
	102-43	Stakeholder Engagement [Page 22], Value Chain Mapping [Page 30]	Yes, please refer Independent Assurance Statement on Page 166
	102-44	Stakeholder Engagement [Page 22]	Yes, please refer Independent Assurance Statement on Page 166
	102-45	About this Report [Page 10], Annual Report - Business and Financial Review [Page 30 – viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> ]	Yes, please refer Independent Assurance Statement on Page 166
	102-46	About this Report [Page 10], Materiality Assessment [Page 21]	Yes, please refer Independent Assurance Statement on Page 166
	102-47	Matters of Material Importance [Page 28], Value Chain Mapping [Page 30]	Yes, please refer Independent Assurance Statement on Page 166
	102-48	About this Report [Page 10]	Yes, please refer Independent Assurance Statement on Page 166
	102-49	About this Report [Page 10]	Yes, please refer Independent Assurance Statement on Page 166
	102-50	About this Report [Page 10]	Yes, please refer Independent Assurance Statement on Page 166
	102-51	About this Report [Page 10]	Yes, please refer Independent Assurance Statement on Page 166
	102-52	About this Report [Page 10]	Yes, please refer Independent Assurance Statement on Page 166
	102-53	About this Report [Page 10]	Yes, please refer Independent Assurance Statement on Page 166
	102-54	About this Report [Page 10]	Yes, please refer Independent Assurance Statement on Page 166
	102-55	GRI Content Index [Page 156]	Yes, please refer Independent Assurance Statement on Page 166
	102-56	About this Report [Page 10], Independent Assurance Statement [Page 166]	Yes, please refer Independent Assurance Statement on Page 166
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundaries	Group Chief Executive's Review [Page 16], Economic Performance [Page 78]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Group Chief Executive's Review [Page 16], Economic Performance [Page 78]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the Management Approach	Economic Performance [Page 78], Annual Report 2020 – Business and Financial Review [Page 30 – viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> ]	Yes, please refer Independent Assurance Statement on Page 166



GRI Standard	Disclosure	Content Directory [Sections, Page Numbers and Links]	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
<i>GRI 201: Economic Performance 2016</i>	201-1 Direct economic value generated and distributed	Economic Performance [Page 78]	Yes, please refer Independent Assurance Statement on Page 166
	201-2 Financial implications and other risks and opportunities due to climate change	Managing Risk [Page 26], Environmental Performance and Climate Action [Page 82].	Yes, please refer Independent Assurance Statement on Page 166
	201-3 Defined benefit plan obligations and other retirement plans	Annual Report – Notes to the Financial Statements [Page 83 – viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> ]	Yes, please refer Independent Assurance Statement on Page 166
	201-4 Financial assistance received from the government	Annual Report – Notes to the Financial Statements [Page 83 – viewed at <a href="https://dlg.dialog.lk/financial-report-archives#annual-reports">https://dlg.dialog.lk/financial-report-archives#annual-reports</a> ]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 103: Management Approach 2016</i>	103-1 Explanation of the material topic and its Boundaries	Community Investment and Social Stewardship [Page 52], Group Chief Executive's Review [Page 16], Digital Inclusion [Page 128]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Community Investment and Social Stewardship [Page 52], Group Chief Executive's Review [Page 16], Digital Inclusion [Page 128]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the Management Approach	Community Investment and Social Stewardship [Page 52], Digital Inclusion [Page 128]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 203: Indirect Economic Impacts 2016</i>	203-1 Infrastructure investments and services supported	Community Investment and Social Stewardship [Page 52]	Yes, please refer Independent Assurance Statement on Page 166
	203-2 Significant indirect economic impacts	Digital Inclusion [Page 128]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 103: Management Approach 2016</i>	103-1 Explanation of the material topic and its Boundary	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the management approach	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 204: Procurement Practices 2016</i>	204-1 Proportion of spending on local suppliers	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 103: Management Approach 2016</i>	103-1 Explanation of the material topic and its Boundaries	Anti-Bribery and Corruption [Page 46]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Anti-Bribery and Corruption [Page 46]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the Management Approach	Anti-Bribery and Corruption [Page 46]	Yes, please refer Independent Assurance Statement on Page 166

## GRI CONTENT INDEX CONTD.

GRI Standard	Disclosure	Content Directory [Sections, Page Numbers and Links]	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
<i>GRI 205: Anti-Corruption 2016</i>	205-1 Operations assessed for risks related to corruption	Managing Risk [Page 26]	Yes, please refer Independent Assurance Statement on Page 166
	205-2 Communication and training about anti-corruption policies and procedures	Anti-Bribery and Corruption [Page 46]	Yes, please refer Independent Assurance Statement on Page 166
	205-3 Confirmed incidents of corruption and actions taken	Anti-Bribery and Corruption [Page 46]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 103: Management Approach 2016</i>	103-1 Explanation of the material topic and its Boundaries	Environmental Performance and Climate Action [Page 82]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Environmental Performance and Climate Action [Page 82]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the Management Approach	Environmental Performance and Climate Action [Page 82]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 302: Energy 2016</i>	302-1 Energy consumption within the organization	Environmental Performance and Climate Action- Energy [Page 84]	Yes, please refer Independent Assurance Statement on Page 166
	302-2 Energy consumption outside of the organization	Environmental Performance and Climate Action- Energy [Page 84]	Yes, please refer Independent Assurance Statement on Page 166
	302-3 Energy intensity	Environmental Performance and Climate Action- Energy [Page 84]	Yes, please refer Independent Assurance Statement on Page 166
	302-4 Reduction of energy consumption	Environmental Performance and Climate Action- Energy Conservation [Page 84]	Yes, please refer Independent Assurance Statement on Page 166
	302-5 Reductions in energy requirements of products and services	Not applicable.	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 103: Management Approach 2016</i>	103-1 Explanation of the material topic and its Boundaries	Environmental Performance and Climate Action [Page 82]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Environmental Performance and Climate Action [Page 82]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the Management Approach	Environmental Performance and Climate Action [Page 82]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 305: Emissions 2016</i>	305-1 Direct [Scope 1] GHG emissions	Environmental Performance and Climate Action- Carbon Footprint [Page 85]	Yes, please refer Independent Assurance Statement on Page 166
	305-2 Energy indirect [Scope 2] GHG emissions	Environmental Performance and Climate Action- Carbon Footprint [Page 85]	Yes, please refer Independent Assurance Statement on Page 166
	305-3 Other indirect [Scope 3] GHG emissions	Environmental Performance and Climate Action- Carbon Footprint [Page 85]	Yes, please refer Independent Assurance Statement on Page 166
	305-4 GHG emissions intensity	Environmental Performance and Climate Action- Carbon Footprint [Page 85]	Yes, please refer Independent Assurance Statement on Page 166

GRI Standard	Disclosure	Content Directory [Sections, Page Numbers and Links]	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
	305-5 Reduction of GHG emissions	Environmental Performance and Climate Action- Carbon Footprint [Page 85]	Yes, please refer Independent Assurance Statement on Page 166
	305-6 Emissions of ozone-depleting substances [ODS]	Not applicable.	Yes, please refer Independent Assurance Statement on Page 166
	305-7 Nitrogen oxides [Nox], sulfur oxides [SOx], and other significant air emissions	Environmental Performance and Climate Action- Carbon Footprint [Page 85]	Yes, please refer Independent Assurance Statement on Page 166
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Environmental Performance and Climate Action [Page 82]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Environmental Performance and Climate Action [Page 82]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the management approach	Environmental Performance and Climate Action [Page 82]	Yes, please refer Independent Assurance Statement on Page 166
<b>GRI 306- Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Environmental Performance and Climate Action- Resource Consumption and Waste Management [Page 87]	Yes, please refer Independent Assurance Statement on Page 166
	306-2 Management of significant waste-related impacts	Environmental Performance and Climate Action- Resource Consumption and Waste Management [Page 87]	Yes, please refer Independent Assurance Statement on Page 166
	306-3 Waste generated	Environmental Performance and Climate Action- Resource Consumption and Waste Management [Page 87]	Yes, please refer Independent Assurance Statement on Page 166
	306-4 Waste diverted from disposal	Environmental Performance and Climate Action- Resource Consumption and Waste Management [Page 87]	Yes, please refer Independent Assurance Statement on Page 166
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundaries	Group Chief Executive's Review [Page 16], Compliance [Page 41]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Group Chief Executive's Review [Page 16], Compliance [Page 41]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the Management Approach	Compliance [Page 41]	Yes, please refer Independent Assurance Statement on Page 166
<b>GRI 307: Environmental Compliance 2016</b>	307-1 Non-compliance with environmental laws and regulations	Compliance [Page 41]	Yes, please refer Independent Assurance Statement on Page 166
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundaries	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the Management Approach	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166

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GRI Standard	Disclosure	Content Directory [Sections, Page Numbers and Links]	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
<i>GRI 308: Supplier Environmental Assessment 2016</i>	308-1 New suppliers that were screened using environmental criteria	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 103: Management Approach 2016</i>	103-1 Explanation of the material topic and its Boundary	Diversity and Non-discrimination [Page 96]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Diversity and Non-discrimination [Page 96]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the management approach	Diversity and Non-discrimination [Page 96]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 401: Employment 2016</i>	401-1 New employee hires and employee turnover	Diversity and Non-discrimination- Our Employees [Page 96]	Yes, please refer Independent Assurance Statement on Page 166
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Diversity and Non-discrimination- Our Employees [Page 96]	Yes, please refer Independent Assurance Statement on Page 166
	401-3 Parental leave	Not Applicable	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 103: Management Approach 2016</i>	103-1 Explanation of the material topic and its Boundaries	Occupational Health, Safety and Well-being [Page 113]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Occupational Health, Safety and Well-being [Page 113]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the Management Approach	Occupational Health, Safety and Well-being [Page 113]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 403: Occupational Health and Safety 2018</i>	403-1 Occupational health and safety management system	Occupational Health, Safety and Well-being [Page 113]	Yes, please refer Independent Assurance Statement on Page 166
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health, Safety and Well-being [Page 113]	Yes, please refer Independent Assurance Statement on Page 166
	403-3 Occupational health services	Occupational Health, Safety and Well-being [Page 113]	Yes, please refer Independent Assurance Statement on Page 166
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health, Safety and Well-being [Page 113]	Yes, please refer Independent Assurance Statement on Page 166

GRI Standard	Disclosure	Content Directory [Sections, Page Numbers and Links]	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
	403-5 Worker training on occupational health and safety	Occupational Health, Safety and Well-being [Page 113]	Yes, please refer Independent Assurance Statement on Page 166
	403-6 Promotion of worker health	Occupational Health, Safety and Well-being [Page 113]	Yes, please refer Independent Assurance Statement on Page 166
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health, Safety and Well-being [Page 113]	Yes, please refer Independent Assurance Statement on Page 166
	403-8 Workers covered by an occupational health and safety management system	Occupational Health, Safety and Well-being [Page 113]	Yes, please refer Independent Assurance Statement on Page 166
	403-9 Work-related injuries	Occupational Health, Safety and Well-being [Page 113]	Yes, please refer Independent Assurance Statement on Page 166
	403-10 Work-related ill health	Occupational Health, Safety and Well-being [Page 113]	Yes, please refer Independent Assurance Statement on Page 166
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundaries	Employee Competence [Page 101]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Employee Competence [Page 101]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the Management Approach	Employee Competence [Page 101]	Yes, please refer Independent Assurance Statement on Page 166
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Employee Competence [Page 101]	Yes, please refer Independent Assurance Statement on Page 166
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Competence [Page 101]	Yes, please refer Independent Assurance Statement on Page 166
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Competence [Page 101]	Yes, please refer Independent Assurance Statement on Page 166
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Diversity and Non-discrimination [Page 96]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Diversity and Non-discrimination [Page 96]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the management approach	Diversity and Non-discrimination [Page 96]	Yes, please refer Independent Assurance Statement on Page 166

# GRI CONTENT INDEX CONTD.

GRI Standard	Disclosure	Content Directory (Sections, Page Numbers and Links)	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
<i>GRI 405: Diversity and Equal Opportunity 2016</i>	405-1 Diversity of governance bodies and employees	Corporate Governance (Page 36), Diversity and Non-discrimination (Page 96)	Yes, please refer Independent Assurance Statement on Page 166
	405-2 Ratio of basic salary and remuneration of women to men	Remuneration (Page 112)	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 103: Management Approach 2016</i>	103-1 Explanation of the material topic and its Boundary	Diversity and Non-discrimination (Page 96)	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Diversity and Non-discrimination (Page 96)	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the management approach	Diversity and Non-discrimination (Page 96)	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 406: Non-discrimination 2016</i>	406-1 Incidents of discrimination and corrective actions taken	Diversity and Non-discrimination (Page 96)	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 103: Management Approach 2016</i>	103-1 Explanation of the material topic and its Boundary	Compliance (Page 41)	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Compliance (Page 41)	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the management approach	Compliance (Page 41)	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 407: Freedom of Association and Collective Bargaining 2016</i>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Compliance (Page 41)	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 103: Management Approach 2016</i>	103-1 Explanation of the material topic and its Boundaries	Group Chief Executive's Review (Page 16)	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Group Chief Executive's Review (Page 16)	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the Management Approach	Community Investment and Social Stewardship (Page 52), Digital Inclusion (Page 128)	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 413: Local Communities 2016</i>	413-1 Operations with local community engagement, impact assessments, and development programs	Community Investment and Social Stewardship (Page 52), Digital Inclusion (Page 128)	Yes, please refer Independent Assurance Statement on Page 166
	413-2 Operations with significant actual and potential negative impacts on local communities	Community Investment and Social Stewardship (Page 52)	Yes, please refer Independent Assurance Statement on Page 166

GRI Standard	Disclosure	Content Directory [Sections, Page Numbers and Links]	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
<i>GRI 103: Management Approach 2016</i>	103-1 Explanation of the material topic and its Boundaries	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the Management Approach	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 414: Supplier Social Assessment 2016</i>	414-1 New suppliers that were screened using social criteria	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
	414-2 Negative social impacts in the supply chain and actions taken	Responsible Procurement [Page 146]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 103: Management Approach 2016</i>	103-1 Explanation of the material topic and its Boundaries	Cybersecurity and Data Privacy [Page 149]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Cybersecurity and Data Privacy [Page 149]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the Management Approach	Cybersecurity and Data Privacy [Page 149]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 418: Customer privacy 2016</i>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity and Data Privacy [Page 149]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 103: Management Approach 2016</i>	103-1 Explanation of the material topic and its Boundaries	Compliance [Page 41]	Yes, please refer Independent Assurance Statement on Page 166
	103-2 The management approach and its components	Group Chief Executive's Review [Page 16]	Yes, please refer Independent Assurance Statement on Page 166
	103-3 Evaluation of the Management Approach	Compliance [Page 41]	Yes, please refer Independent Assurance Statement on Page 166
<i>GRI 419: Socioeconomic Compliance 2016</i>	419-1 Non-compliance with laws and regulations in the social and economic area	Compliance [Page 41]	

### Introduction

DNV represented by DNV Business Assurance Lanka (Private) Limited ('DNV') has been engaged by the management of Dialog Axiata PLC ('Dialog' or 'the Company', Company Registration Number PQ 38) to undertake an independent assurance for the sustainability performance related to its identified material topics and reported in Dialog's Sustainability Report 2021 ('the Report') in its printed format and referenced disclosures within the Report, for the financial year ending 31st December 2021.

The sustainability disclosures in the Report have been prepared by Dialog based on the Global Reporting Initiative (GRI) Standards 2016 and its revisions (GRI Standards) and its 'Comprehensive' option of reporting, including Axiata's four pillars, the UN Sustainable Development Goals (SDGs), and requirements related to Communication of Progress (COP) against the ten UN Global Compact Principles. The reporting topic boundaries for Dialog's economic, environmental and social performance is based on its materiality assessment covering internal and external impacts for identified material topics for its operations in Sri Lanka and is as set out in the Report in the section 'About this Report'.

We performed our assurance (Type 2, Moderate level) activities based on AccountAbility's AA1000 Assurance Standard v3, and DNV's assurance methodology VeriSustain<sup>TM</sup>. In doing so, we evaluated the qualitative and quantitative disclosures presented in the Report considering the GRI's Principles of Defining Report Content together with Dialog's protocols and formats for measuring, recording and reporting sustainability performance towards ensuring the accuracy and reliability of disclosed information. Our assurance engagement was planned and carried out in May 2022 - August 2022.

The intended user of this assurance statement is the Management of Dialog Axiata PLC. We disclaim any liability or responsibility to a third party for decisions, whether investment or otherwise, based on this Assurance Statement. We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our assurance opinion. The assurance engagement considers an uncertainty of ±5% based on materiality threshold for estimation/measurement errors and omissions. We did not engage with any external stakeholders as part of this assurance engagement.

### Responsibilities of the Management of Dialog and of the Assurance Provider

The Management of Dialog has the sole responsibility for the preparation of the Report as well as the processes for collecting, analysing and reporting the information presented in the Report, and is also responsible for ensuring the maintenance and integrity of reported and referenced disclosures on sustainability disclosures in its website. In performing this assurance work, DNV's responsibility is to the Management of Dialog; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company.

DNV's assurance engagements are based on the assumption that the data and information provided by the client to us as part of our review have been provided in good faith and free from material misstatements or errors. We did not come across limitations to scope of the agreed assurance agreement during our assurance process. The reported data on economic performance and other financial data of Dialog within the Report are based on audited financial statements which have been subjected to a separate independent statutory audit process and is not included in our scope of work. We were not involved in the review of financial information within the Report.

### Basis of our Opinion

We planned and performed our work to obtain the evidence considered necessary to provide a basis for our assurance opinion, and as part of the assurance engagement, a multi-disciplinary team of sustainability and assurance specialists conducted sample assessments and interactions remotely with Dialog's key internal stakeholders at its Head Office at Colombo based on DNV's sampling plan and remote audit methodology. We adopted a risk-based approach, that is, we concentrated our verification efforts on the issues of high material relevance to Dialog and its key stakeholders. We undertook the following activities:

- Reviewed the approaches to stakeholder engagement, materiality determination process and its outcomes as brought out in the Report.
- Conducted remote interviews with selected senior managers responsible for management of sustainability issues disclosed in the Report and carried out reviews of selected evidences, documents and data to support topics and claims disclosed in the Report. We were free to choose interviewees and interviewed those with overall responsibility to deliver the Company's overall sustainability objectives.
- Carried out remote assessments to perform sample-based reviews of the mechanisms for implementing the Company's sustainability related policies, as described in the Report.

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1. The VeriSustain protocol is available on request from [www.dnv.com](http://www.dnv.com) and is based on our professional experience, international assurance best practices including the International Standard on Assurance Engagements 3000 (ISAE 3000) Revised (Assurance Engagements other than Audits or Reviews of Historical Financial Information) and GRI's Reporting Principles. GRI's Principles for defining Report Content and Quality.



- Performed sample-based checks of the processes for generating, gathering and managing the quantitative data and qualitative information included in the Report. We assessed the robustness of the data management systems, data accuracy, information flow and controls for the reported disclosures and specific performance data related to identified material topics, as well as the processes for data consolidation in context to the principle of Completeness as per DNV's VeriSustain.
- Reviewed processes and systems for preparing site-level sustainability data and implementation of sustainability strategies.
- Carried out an independent assessment of the Report against the GRI Standards: Comprehensive option of reporting.

## Opinion and Observations

On the basis of our assurance work undertaken, nothing has come to our attention to suggest that the Report together with referenced information does not properly describe the Report's adherence to the key reporting requirements of the GRI Standards: Comprehensive option of reporting including the GRI 102: General Disclosures 2016 and GRI 103: Management Approach 2016, nor representation of material topics including the following chosen GRI topic-specific Standards to bring out its sustainability performance:

- GRI 201: Economic Performance 2016 – 201-1, 201-2, 201-3, 201-4;
- GRI 203: Indirect Economic Impacts 2016 – 203-1, 203-2;
- GRI 204: Procurement Practices 2016 – 204-1;
- GRI 205: Anti-corruption 2016 – 205-1, 205-2, 205-3;
- GRI 302: Energy 2016 – 302-1, 302-2, 302-3, 302-4;
- GRI 305: Emissions 2016 – 305-1, 305-2, 305-3, 305-4, 305-5, 305-7;
- GRI 306: Waste 2020 – 306-1, 306-2, 306-3, 306-4;
- GRI 307: Environmental Compliance 2016 – 307-1;
- GRI 308: Supplier Environmental Assessment 2016 – 308-1, 308-2;
- GRI 401: Employment 2016 – 401-1, 401-2;
- GRI 403: Occupational Health and Safety 2018 – 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10;
- GRI 404: Training and Education 2016 – 404-1, 404-2, 404-3;
- GRI 405: Diversity and Equal Opportunity 2016 – 405-1, 405-2;
- GRI 406: Non-discrimination 2016 – 406-1;
- GRI 407: Freedom of Association and Collective Bargaining 2016 – 407-1;
- GRI 413: Local Communities 2016 – 413-1, 413-2;
- GRI 414: Supplier Social Assessment 2016 – 414-1, 414-2;
- GRI 418: Customer Privacy 2016 – 418-1;
- GRI 419: Socioeconomic Compliance 2016 – 419-1.

Without affecting our assurance opinion, we also provide the following observations.

## Principles of the AA1000 Accountability Principles Standard (2018)

### Inclusivity

*The participation of stakeholders in developing and achieving an accountable and strategic response to Sustainability.*

The Report brings out the types and methodologies for formal and informal engagement which Dialog has established towards interacting with significant stakeholder groups to derive their key concerns, opinions and perspectives. Further, Dialog has also interacted directly with its key stakeholder groups through stakeholder studies and surveys during 2019-2021 towards determining issues which are material to each stakeholder group as well as changes in impact and importance of issues.

**Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Inclusivity.**

*Note 1: Indicators 302-5, 305-6 and 401-3 have been indicated as being not applicable to Dialog*

*Note 2: Dialog considers emissions due to Electricity – Transmission and Distribution Losses, Hired Vehicles – Diesel and Petrol, Air Travel, Employee Commuting – Diesel and Petrol as part of its Scope 3 emissions reported under GRI 305-3.*

# INDEPENDENT ASSURANCE STATEMENT CONTD.

# DNV-GL

## Materiality

*The process of determining the issues that are most relevant to an organization and its stakeholders.*

The Report explains the process of reevaluating materiality by considering emerging issues, and thirteen material topics have been identified towards forming the disclosures of the Report. The identified material topics are based on criteria, that is, what matters most to business, the Company's decision-making, and impacts to external stakeholders. This process for identification included inputs derived from stakeholder surveys, benchmarking exercises, review of the Company's enterprise risk matrix, the Group CEO's KPIs, and the Corporate dashboard.

**Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Materiality.**

## Responsiveness

*The extent to which an organization responds to stakeholder issues.*

The Report describes the processes through which stakeholder inputs are considered towards identification of material topics and overall Report content, as well as towards defining key performance indicators through selected GRI topic-specific Standards. The material topics identified are evaluated and reviewed considering the dynamic nature of the information and communication sector and considered towards strategic decision-making processes of the Company as well as action plans for the future. The Report further brings out management approach disclosures as well as linkages to Axiata's four pillars, the UN SDGs, and Communication of Progress against the ten UN Global Compact Principles.

**Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Responsiveness.**

## Impact

*The level to which an organisation monitors, measures and is accountable for how its actions affect its broader ecosystems.*

The Report brings out the key performance metrics, surveys and management processes used by Dialog to monitor, measure and evaluate its significant direct and indirect impacts linked to identified material topics across the Company, its significant value chain entities and key stakeholder groups.

**Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Impact.**

## Specific Evaluation of the Information on Sustainability Performance

We consider the methodology and the process for gathering information developed by Dialog for its sustainability performance reporting to be appropriate, and the qualitative and quantitative data included in the Report was found to be identifiable and traceable; the personnel responsible were able to demonstrate the origin and interpretation of the data and its reliability. We observed that the Report presents a faithful description of the reported sustainability activities and goals achieved for the reporting period.

## Reliability

*The accuracy and comparability of information presented in the report, as well as the quality of underlying data management systems.*

The majority of the data and information related to sustainability performance captured by Dialog's management systems and protocols and verified by us through our remote assessment through interactions and reviews with the Company's management teams and data owners at the Head Office at Colombo were found to be fairly accurate and reliable. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors and these errors have been identified, communicated and corrected.

**Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Reliability.**

## Additional principles as per DNV VeriSustain

### Completeness

*How much of all the information that has been identified as material to the organisation and its stakeholders, considering scope, boundary and reporting period, is reported.*

The Report brings out Dialog's environmental, economic and social performance of Dialog's wholly and non-wholly owned subsidiaries during 2021 while considering the reporting requirements related to the GRI Principle of Completeness towards defining its report content. The key requirements of the GRI Standards: Comprehensive option of reporting are considered while bringing out descriptions of the governance mechanisms, strategies, management approach and key performance indicators related to identified material topics.

**Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Completeness with respect to scope, boundary and time.**

## Neutrality

*The extent to which a report provides a balanced account of an organization's performance, delivered in a neutral tone.*

The Report articulates concerns of stakeholders, risks and challenges, and overall macroeconomic context in a neutral tone in terms of report content so as to not unduly influence stakeholder opinions made based on reported qualitative and quantitative data and information.

**Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Neutrality.**

## Statement of Competence and Independence

DNV applies its own management standards and compliance policies for quality control, in accordance with ISO IEC 17021:2015 - Conformity Assessment Requirements for bodies providing audit and certification of management systems, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the DNV Code of Conduct<sup>2</sup> during the assurance engagement and maintain independence where required by relevant ethical requirements including the AA1000AS v3 Code of Practice. This engagement work was carried out by an independent team of sustainability assurance professionals. We were not involved in the preparation of any statements or data included in the Report except for this Assurance Statement and Management Report highlighting key areas for improvement. DNV maintains complete impartiality toward stakeholders interviewed during the assurance process. We did not provide any services to Dialog in the scope of assurance for the reporting period that could compromise the independence or impartiality of our work.

## For DNV

<b>Radhakrishnan, Kiran</b> Digitally signed by Radhakrishnan, Kiran Date: 2022.08.22 11:12:40 +05'30'	<b>Wickramasinghe, Rohitha</b> Digitally signed by Wickramasinghe, Rohitha Date: 2022.08.22 12:25:03 +05'30'	<b>Vadakepathth, Nandkumar</b> Digitally signed by Vadakepathth, Nandkumar Date: 2022.08.22 11:54:07 +05'30'
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### Kiran Radhakrishnan

Lead Verifier,  
DNV GL Business Assurance India Private Limited, India.

### Rohitha Wickramasinghe

Operations Manager – Sri Lanka,  
DNV GL Business Assurance Lanka [Private] Limited.

### Vadakepathth Nandkumar

Assurance Reviewer,  
DNV GL Business Assurance India Private Limited, India

22<sup>nd</sup> August 2022, Colombo, Sri Lanka.



DNV Business Assurance Lanka (Private) Limited is part of DNV – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. [www.dnv.com](http://www.dnv.com)

2. The DNV Code of Conduct is available on request from [www.dnv.com](http://www.dnv.com) [<https://www.dnv.com/about/in-brief/corporate-governance.html>]

# UNITED NATIONS GLOBAL COMPACT ADVANCED LEVEL COMMUNICATION ON PROGRESS

Criterion and Description		Relevant Sections In The Report
<b>Strategy, Governance and Engagement</b>		
1	Key aspects of the Company's high-level sustainability strategy in line with Global Compact principles	Group Chief Executive's Review, Corporate Governance, Compliance
2	Effective decision-making processes and systems of governance for corporate sustainability	Corporate Governance
3	Engagement with all important stakeholders	Stakeholder Engagement and Materiality Assessment, Matters of Material Importance
<b>UN Goals and Issues</b>		
4	Actions taken in support of broader UN goals and issues	Group Chief Executive's Review, Sustainable Development Goals, Digital Inclusion, Community Investment and Social Stewardship
<b>Human Rights Implementation</b>		
5	Robust commitments, strategies or policies in the area of human rights	Diversity and Non-discrimination, Corporate Governance
6	Effective management systems to integrate the human rights principles	Diversity and Non-discrimination, Responsible Procurement
7	Effective monitoring and evaluation mechanisms of human rights integration	Diversity and Non-discrimination
8	Key outcomes of human rights integration	Diversity and Non-discrimination, Responsible Procurement
<b>Labour Principles Implementation</b>		
9	Robust commitments, strategies or policies in the area of labour	Diversity and Non-discrimination
10	Effective management systems to integrate the labour principles	Diversity and Non-discrimination
11	Effective monitoring and evaluation mechanisms of labour principles integration	Diversity and Non-discrimination
12	Key outcomes of the labour principles	Diversity and Non-discrimination
<b>Environmental Stewardship Implementation</b>		
13	Robust commitments, strategies or policies in the area of environmental stewardship	Group Chief Executives Review, Environmental Performance and Climate Action
14	Effective management systems to integrate the environmental principles	Environmental Performance and Climate Action
15	Effective monitoring and evaluation mechanisms for environmental stewardship	Environmental Performance and Climate Action
16	Key outcomes of integration of the environmental principles	Environmental Performance and Climate Action
<b>Anti-Corruption Implementation</b>		
17	Robust commitments, strategies or policies in the area of anti-corruption	Anti-Bribery and Anti-Corruption
18	Effective management systems to integrate the anti-corruption principle	Diversity and Non-discrimination, Anti-Bribery and Anti-Corruption, Responsible Procurement
19	Effective monitoring and evaluation mechanisms for the integration of anticorruption	Diversity and Non-discrimination, Anti-Bribery and Anti-Corruption, Responsible Procurement, Employee Competence
20	Key outcomes of integration of the anti-corruption principle	Diversity and Non-discrimination, Anti-Bribery and Anti-Corruption, Employee Competence
<b>Value Chain Implementation</b>		
21	Describes implementation of the Global Compact principles in the value chain	Value Chain Mapping, Responsible Procurement
<b>Transparency and Verification</b>		
22	Information on the Company's profile and context of operation	About Dialog
23	High standards of transparency and disclosure	About this Report
24	The COP is independently verified by a credible third-party.	Independent Assurance Statement

# ISO 26000 SELF-ASSESSMENT CRITERIA

Core Subject	Subcategory	Relevant Sections in the Report
Human Rights	Due diligence	Corporate Governance, Compliance
	Human rights risk situations	-
	Avoidance of complicity	
	Resolving grievances	Anti-Bribery and Anti-Corruption
	Discrimination and vulnerable groups	Anti-Bribery and Anti-Corruption
	Civil and political rights	-
	Economic, Social and Cultural rights	-
	Fundamental principles and rights at work	Diversity and Non-discrimination
Labour Practice	Employment and employment relationships	Diversity and Non-discrimination
	Conditions of work and social protection	Diversity and Non-discrimination, Occupational Health, Safety and wellbeing
	Social dialogue	Diversity and Non-discrimination
	Health and safety at work	Occupational Health, Safety and wellbeing
	Human development and training in the workplace	Employee Competence
Fair Operating Practice	Anti-corruption	Anti-Bribery and Anti-Corruption
	Responsible political involvement	Group Chief Executive's Review
	Promoting social responsibility in the value chain	Responsible Procurement
	Respect for property rights	-
The Environment	Prevention of pollution	Environmental Performance and Climate Action
	Sustainable resource use	Environmental Performance and Climate Action
	Climate change mitigation and adaptation	Environmental Performance and Climate Action
	Protection of the environment, biodiversity and restoration of natural habitats	Environmental Performance and Climate Action
Consumer Issues	Fair marketing, factual and unbiased information and fair contractual practices	Group Chief Executive's Review, Corporate Governance, Compliance
	Protecting consumers' health and safety	Corporate Governance, Compliance
	Sustainable consumption	Group Chief Executive's Review, Digital Inclusion
	Consumer service, support, complaint and dispute resolution	Customer Satisfaction
	Consumer data protection and privacy	Cybersecurity and Data Privacy
	Access to essential services	-
	Education and awareness	Customer Satisfaction and Relationships
Community Involvement and Development	Community involvement	Digital Inclusion, Community Investment and Social Stewardship
	Education and culture	Community Investment and Social Stewardship
	Employment creation and skills development	Digital Inclusion, Community Investment and Social Stewardship
	Technology development and access	Digital Inclusion, Community Investment and Social Stewardship
	Wealth and income creation	Digital Inclusion
	Health	Digital Inclusion, Community Investment and Social Stewardship
	Social investment	Digital Inclusion, Community Investment and Social Stewardship

# APPENDIX

## Climate Action and Energy Management

### Conversion of Fuel Usage (Petrol and Diesel) in Litres to Gallons:

Amount in Litres  
4.54607446469973

### Conversion of Fuel Usage (Petrol) in Gallons to GigaJoules

Amount in Gallons  
8

### Conversion of Fuel Usage (Diesel) in Gallons to GigaJoules:

Amount in Gallons  
7.2463768115942

### Conversion of Electricity Usage from kWh to GigaJoules:

Amount in kWh x 1,000 x 3,600  
1,000,000,000

### Emissions Calculations – GHG, NO<sub>x</sub> and SO<sub>x</sub> [for each emission source/ activity]

Total Emissions =  
Unit Measurement of Activity x  
Individual Emission Factor

 102-3



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Dialog Annual Report  
2021 online

## Occupational Health and Safety

### Recordable Work-related Injury Rate

$\frac{\text{No. of recordable work-related injuries}}{\text{No. of hours worked}} \times 200,000$

### Occupational Disease Rate

$\frac{\text{No. of occupational diseases}}{\text{No. of hours worked}} \times 200,000$

### Lost-day Rate

$\frac{[\text{No. of lost days} + 220] \times 8.5}{\text{No. of hours worked}}$

### Absentee Rate

$\frac{\text{No. of absentee days} \times 8.5}{\text{No. of hours worked}}$

### Rate of fatalities as a result of work-related injury

$\frac{\text{No. of fatalities as a result of work-related injury}}{\text{No. of hours worked}} \times 200,000$

### Rate of high- consequence work-related injuries [excluding fatalities]

$\frac{\text{No. of high-consequence work-related injuries}}{\text{No. of hours worked}} \times 200,000$

# ABBREVIATIONS

<b>2G</b>	Second Generation Network Technologies
<b>3G</b>	Third Generation Network Technologies
<b>4G</b>	Fourth Generation Network Technologies
<b>4G-LTE</b>	Fourth Generation – Long-Term Evolution
<b>AC</b>	Air Conditioning
<b>AGM</b>	Annual General Meeting
<b>AHT</b>	Average Handling Time
<b>API</b>	Application Programming Interface
<b>BAC</b>	Board Audit Committee
<b>BI</b>	Business Intelligence
<b>BOD</b>	Board of Directors
<b>BCM</b>	Business Continuity Management
<b>CIPMC</b>	Capital Investment and Procurement Management Committee
<b>CoC</b>	Code of Conduct
<b>CDMA</b>	Code-Division Multiple Access
<b>CMDP</b>	Corporate Management Development Programme
<b>CMMI</b>	Capability Maturity Model Integration
<b>CO<sub>2</sub></b>	Carbon dioxide
<b>CRS</b>	Cost Rescaling
<b>CSTA</b>	Customer Service Training Academy
<b>CXO</b>	Chief Officer
<b>DEFRA</b>	Department for Environment, Food and Rural Affairs, United Kingdom
<b>DFAT</b>	Department of Foreign Affairs and Trade, Australia
<b>DFID</b>	Department for International Development of the UK
<b>DMC</b>	Disaster Management Centre of the Ministry of Disaster Management, Sri Lanka
<b>DTV</b>	Dialog Television
<b>EBITDA</b>	Earnings Before Interest, Tax, Depreciation and Amortisation
<b>ERM</b>	Enterprise Risk Management
<b>FTK</b>	Full Turn-Key
<b>FY</b>	Fiscal Year
<b>GADP</b>	Group Accelerated Development Programme
<b>GCEO</b>	Group Chief Executive Officer
<b>GCCoO</b>	Group Chief Corporate Officer
<b>G.C.E. A/L</b>	General Certificate of Examination - Advanced Level
<b>G.C.E. O/L</b>	General Certificate of Examination - Ordinary Level
<b>GHG</b>	Greenhouse Gas
<b>GJ</b>	Giga Joules
<b>GLC</b>	Group Leadership Committee
<b>GRI</b>	Global Reporting Initiative
<b>GSMA</b>	GSM Association, the global industry trade organisation for mobile network operators
<b>GSMC</b>	Group Senior Management Committee
<b>HCM</b>	Human Capital Management system
<b>HR</b>	Human Resources
<b>HRIS</b>	Human Resources Information System

<b>HRM</b>	Human Resources Manager
<b>HRP</b>	Human Resources Partner
<b>ICT</b>	Information and Communications Technology
<b>IDC</b>	Internet Data Centre
<b>IoT</b>	Internet of Things
<b>ISO</b>	International Organisation for Standardisation
<b>ITI</b>	Industrial Technology Institute
<b>IVR</b>	Interactive Voice Response
<b>Kg</b>	Kilogrammes
<b>KPI</b>	Key Performance Indicator
<b>kWh</b>	Kilowatt-hour
<b>L&amp;D</b>	Learning and Development
<b>LKR</b>	Sri Lankan Rupee
<b>LPWA</b>	Low Power Wide Area
<b>MJ</b>	Mega Joules
<b>MoE</b>	Ministry of Education
<b>MOU</b>	Memorandum of Understanding
<b>NB-IoT</b>	Narrowband Internet of Things
<b>NBRO</b>	National Building Research Organisation
<b>NBT</b>	Nation Building Tax
<b>NPAT</b>	Net Profit After Tax
<b>NPS</b>	Net Promoter Score
<b>NRC</b>	Nominations and Remuneration Committee
<b>OBD</b>	On-Board Diagnostic
<b>OSS</b>	Operating Support System
<b>OTT</b>	Over-the-top
<b>PCIDSS</b>	Payment Card Industry Data Security Standard Ver 3.2
<b>PCMM</b>	People Capability Maturity Model
<b>PPE</b>	Personal Protective Equipment
<b>PR</b>	Performance Review
<b>PWDs</b>	Persons with Disabilities
<b>QS</b>	Quality Systems
<b>R-22</b>	Chlorodifluoromethane
<b>R-401A</b>	Refrigerant mixture of difluoromethane and pentafluoroethane
<b>rNPS</b>	relative Net Promoter Score
<b>RPTRC</b>	Related Party Transactions Review Committee
<b>SCM</b>	Supply Chain Management
<b>SDG</b>	Sustainable Development Goal
<b>SMS</b>	Short Message Service
<b>tCO<sub>2</sub>e</b>	tonnes of Carbon dioxide equivalents
<b>tNPS</b>	Transactional Net Promoter Score
<b>TRCSL</b>	Telecommunications Regulatory Commission of Sri Lanka
<b>UNGC</b>	United Nations Global Compact
<b>USD</b>	United States Dollar
<b>VAS</b>	Value Added Service
<b>VAT</b>	Value Added Tax
<b>YTD</b>	Year-to-Date
<b>YoY</b>	Year-on-Year



**SUSTAINABILITY REPORT 2021**

No. 475, Union Place, Colombo 0020