

Together We Stand

with Resilience and Resolve

Dialog Axiata PLC
Sustainability Report 2022



Contents

Introduction



About Dialog Axiata PLC	2
Our Values	3
How We Create Value	4
Sustainable Development Goals	5
Report Basis of Preparation	6
Stakeholder Engagement	8
Materiality	16

Key Messages



Chairman's Review	18
Group Chief Executive Officer's Review	22

Material Topics



Governance

Material Topic 01	
Corporate Governance	30
Material Topic 02	
Compliance	35

Community

Community Investments and Social Stewardship	47
Material Topic 03	
Customer Satisfaction and Relationships	54
Material Topic 04	
Economic Performance	60

Environment

Material Topic 05	
Environmental Performance and Climate Action	62

People

Material Topic 06	
Diversity and Non-Discrimination	67

Material Topic 07	
Employee Competence	72

Material Topic 08	
Occupational Health and Safety and Well-Being	80

Technology and Processes

Material Topic 09	
Innovation	82

Material Topic 10	
Network Quality and Expansion	88

Material Topic 11	
Digital Inclusion	91

Material Topic 12	
Responsible Procurement	104

Material Topic 13	
Cybersecurity and Data Privacy	107

Annexures



GRI Content Index	111
SASB Compliance Table	118
GSMA ESG Metrics For Mobile (Industry Reporting Framework) Compliance Table	120
Independent Sustainability Assurance Statement	126
Appendix	130
Abbreviations	131

Together We Stand with Resilience and Resolve

The challenges of 2022 truly tested our mettle. However, our inherent resilience and strength helped us overcome the socio-economic crises that prevailed during the period. We stayed true to our overarching resolve to stand with the nation and people through these crises and play a vital role in building a stronger and more prosperous future for all.



About Dialog Axiata PLC

GRI 2-1

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).

We are Sri Lanka's leading mobile and digital telecommunications company. We have a powerful market presence and strong footprint in Sri Lanka's Fixed Telecommunications and Digital Television markets via our fully owned subsidiaries, Dialog Broadband Networks (Private) Ltd (DBN) and Dialog Television (Private) Ltd., (DTV), respectively.

We are Sri Lanka's largest Foreign Direct Investor (FDI); our investments for 2022 were USD 3 Bn. Since the 1990s, we have solidified our space in the industry through the innovation and development of Sri Lanka's mobile industry to become the country's preferred mobile telecommunications provider. Through our many initiatives and cutting-edge, technology-based solutions, we continue to bring potential and opportunities to the country that will help it keep pace with the developed world.

We serve over 17 million subscribers through advanced mobile telephony and high-speed mobile broadband services via 2.5G, 3G/3.5G, 4G/4.5G, and 5G networks. Our work is continuously recognised through local and international awards such as "Sri Lanka's Most Valuable Brand", "Most Valuable Telecommunications Brand", "Telecommunication Brand of the Year", "Service Brand of the Year", "Most Loved Telecommunications Brand", all of which we have won on multiple consecutive years.



Affiliations



Our Values

We adhere to seven values in our work that draw from our focus as a mobile and digital telecommunications company.

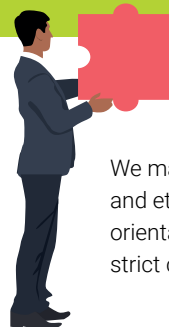
1 Service from the heart

We are passionate about delighting our external and internal customers and place customer experience at the centre of our work ethic and corporate ethos, through upholding a "yes we can" attitude that helps us go beyond expectations.



2 Uncompromising integrity

We maintain an exemplary culture of transparent and ethical behaviour and a zero-tolerance orientation towards actions that do not meet our strict criteria.



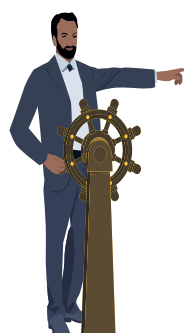
3 Create the future

As an industry leader, we set paradigms for others to follow and incessantly extend leadership in multi-sensory connectivity through innovation and forward-thinking. We have an irrepressible desire to create a better future for the nation through empowering and enriching Sri Lankan lives and enterprise and are incessantly ignited by the desire to innovate and extend boundaries.



4 Responsible leadership

We benefit from a leadership that delivers value to our stakeholders and are led by a caring leadership that drives sustainability and creates shared value..



5 Champions of change



We embrace change, constantly and as a way of Dialog life, and remain agile, flexible and fast in action, adaptation, and reaction. We are courageous and bold in leading change.

6 Exceptional performance

Our irrepressible desire to be the best in whatever we do, complemented by a single-minded resolve to push boundaries and exceed expectations, means that we focus on delivering excellence in quality and consistent value creation.



7 One team



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

How We Create Value

Dialog maintains strong relationships with a vast network of stakeholders. We provide a diverse range of products and services to our client base of over 17 million. The key operations, processes and stakeholder groups that facilitate our business are explored below.

From Values to Value Creation: Our Sustainability Framework

Shaping a sustainable **Environment**

Topic
5

Environmental Performance and Climate Action

Our Values

Value
1

Service from the heart

Value
2

Uncompromising integrity

Value
3

Create the future

Value
4

Responsible leadership

Value
5

Champions of change

Value
6

Exceptional performance

Value
7

One team

Helping **Society** to Thrive

Topic
3

Customer Satisfaction and Relationships

Topic
4

Economic Performance

Topic
6

Diversity and Non-Discrimination

Topic
7

Employee Competence

Topic
8

Occupational Health and Safety

Topic
9

Innovation

Topic
10

Network Quality

Topic
11

Digital Inclusion

Topic
12

Responsible Procurement

Purposeful **Governance**

Topic
1

Corporate Governance

Topic
2

Compliance

Topic
13

Cybersecurity and Data Privacy

- | | | |
|--|------------------------------------|-----------------------------------|
| 1 Corporate Governance | 6 Diversity and Non-Discrimination | 10 Network Quality |
| 2 Compliance | 7 Employee Competence | 11 Digital Inclusion |
| 3 Customer Satisfaction and Relationships | 8 Occupational Health and Safety | 12 Responsible Procurement |
| 4 Economic Performance | 9 Innovation | 13 Cybersecurity and Data Privacy |
| 5 Environmental Performance and Climate Action | | |

● Shaping a sustainable **Environment** ● Helping **Society** to Thrive ● Purposeful **Governance**

Sustainable Development Goals

As a member of the United Nations Global Compact Network, Dialog Axiata places high emphasis on achieving the 17 Sustainable Development Goals (SDGs) and has aligned its corporate strategies towards advancing sustainable development in Sri Lanka. These goals adopted by all United Nations Member States in 2015 are geared to build a better world for people and our planet by 2030. It is a call for action by all countries to promote the prosperity of their people whilst protecting the environment for future generations.

The Company has extended a significant amount of time and effort to formulate an appropriate strategy to achieve these targets in the due time. This included an in-depth analysis of the existing macroeconomic environment of the nation, industry-specific indicators, and global climate with respect to each SDG. The study was done to gain 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 the GSM Association (GSMA). Following the study, Dialog was able to determine 5 of the 17 goals where the most significant positive impact could be made through the telecommunications industry. The Company is confident of contributing towards reducing poverty, increasing the provision of quality education, integrating innovation and sustainable thinking across business priorities, developing sustainable infrastructure for the betterment of society, and combatting climate change to secure a safer future.

Our parent company, Axiata, has placed priority on achieving goals 4 (quality education) and 13 (climate action) across the Group. In addition, we have been endorsed to support goals 1 (no poverty), 5 (gender equality), and 9 (industry, innovation, and infrastructure).

The ensuing section highlights the five SDGs the Company aligns with through various projects and initiatives during the reporting year.

Goal	Action/Objective	Contributing projects
	<p>Providing equal access to economic resources and empowering the poor through digital services.</p> <p>Using voice and data services towards galvanising national economic participation.</p> <p>Ensuring affordable connectivity to all.</p>	 
	<p>Providing access to a good education through increased connectivity to schools and increased access to digital resources for education.</p> <p>Using mobile solutions to drive and support education-related services throughout the country.</p>	
	<p>Empowering women to make them better connected and safer.</p> <p>Providing access to information, services, and life-enhancing opportunities including health information, financial services, and employment opportunities.</p>	
	<p>Implementing top-of-the-range innovative technologies across the value chain leading the expansion.</p> <p>Upgrading and increasing the sustainability of existing infrastructure.</p> <p>Increasing efficiencies across social, environmental, and economic dimensions through innovations related to Internet-of-Things (IoT).</p> <p>Promoting digital inclusion, influencing digital adoption, and development of digital skills of all, without discrimination.</p>	   
	<p>Implementing sustainable resource management schemes to reduce negative environmental impacts and nurture a sustainability-focused attitude.</p>	 

Report Basis of Preparation

About this Report

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

This is Dialog Axiata PLC's 15th Annual Sustainability Report, which complements the Company's Annual Report to its shareholders. It outlines the Economic, Environmental, Social, and Governance components that affect the Organisation, for the financial year 1 January 2022 to 31 December 2022.

Overview of the reporting year

At a glance

15th Annual Sustainability Report



Continuing to commit to 5 out of 17 SDGs



Reported under



Report scope

GRI 3-1

This Report explores 13 material topics identified by the Company and its stakeholders and has been prepared in accordance with the GRI Standards. The reporting boundary for each material topic is derived through the following process:

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

The sections "Material Topics" and "Stakeholder Engagement" detail the outcome of the above exercise.

The report is also aligned with the SASB, GSMA and TCFD Standards and includes Transparency in Corporate Reporting (TRAC) disclosures as well. 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. In addition, the Company aligns with the UN's SDGs.

The reporting boundary for the period under review pertains to Dialog's major 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 to strengthening disclosures of non-wholly owned subsidiaries of which Dialog remains the majority shareholder. As of the reporting date, Dialog reports on the major subsidiaries' economic and environmental performance, and 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; GSMA, SASB and TRAC standards; ESG Reporting, and Axiata's 4 Pillars of Sustainability.

For ease of reference, they are indicated as follows:

- GRI** – Global Reporting Initiative Standards
- GSMA** – GSM Association
- TCFD** – Task Force on Climate-related Financial Disclosures
- SASB** – Sustainability Accounting Standards Board
- TRAC** – Transparency International Sri Lanka
- ESG** – Environmental, Social, and Governance
- Axiata's 4P Approach to Sustainability**

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 relating to DNS' 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 1: Foundation Standard. In addition, it complies with all requirements from the GRI-2: 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, ensuring 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 continue and aim 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

GRI 2-4

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:

Group Sustainability,
Dialog Axiata PLC,
475, Union Place,
Colombo 00200, Sri Lanka.
Direct: +94 777 088 806
Email: sustainability@dialog.lk

Independent limited assurance

GRI 2-5

This Sustainability Report has been independently assured by Bureau Veritas 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 Bureau Veritas' assurance statement on pages 130 to 135.

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" (WFH) operating model during certain periods of the year, particularly following the periods of COVID-19 related lockdown imposed by the government and health authorities and the fuel and economic crisis that curtailed travel. The aforementioned model was in operation throughout the reporting period.

Stakeholder Engagement

GRI 2-2, 2-6, 2-29

We continue to assess and determine stakeholder opinions, perspectives, and concerns to identify strategic priorities and material concerns. The Board of Directors assigns 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 serves 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.

Stakeholder	How we engage, methodology and frequency	Material topics	YoY movement (Importance to stakeholder)
Customers 	Net promoter score survey across all groups of customers – Annually Independent Stakeholder Engagement Survey conducted locally – Annually	1. Environmental performance and climate action 2. Economic performance 3. Compliance 4. Customer satisfaction & relationships 5. Corporate governance	▲ ▲ ▲ ▲ ▲
Employees 	Employee Engagement survey conducted by the Axiata Group – Annually Independent Stakeholder Engagement Survey conducted locally – Annually	1. Economic performance 2. Environmental performance and climate action 3. Corporate governance 4. Employee competence 5. Compliance 6. Diversity and non-discrimination	▲ ▲ ▲ ▲ ▲ ▲

Stakeholder Engagement

Stakeholder concerns

Our response

Economic: The level of importance and satisfaction among customers about Dialog's risk forecasts, contingency planning and business continuity with respect to climate change has increased.

Social: Ethical marketing practices, product quality, community investment, and customer privacy have gained importance and customers' level of satisfaction on these aspects has improved, YoY.

Environment: Importance of adopting environmentally friendly practices, investing in renewable energy, effective waste management, and minimising harmful practices have increased and the level of satisfaction on these attributes has increased as well, YoY.

Governance: Ethical practices, corporate governance, effective grievances resolution, transparency, and anti-corruption have gained traction and the level of satisfaction has improved.

See more of our initiatives to strengthen the financial performance on page 60.

See more of our initiatives to improve our customer experience on page 55, and our commitment to community upliftment of page 47.

See more of initiatives to reduce our carbon footprint and improve environmental sustainability of pages 62 to 66.

See more of our initiatives to strengthen corporate governance on page 30, and transparency and compliance on page 35.

Economic: Areas such as productivity of the operations, contingency planning and business continuity with respect to climate change, profit maximisation, and investment for future growth have gained importance amongst employees. However, their satisfaction in terms of Company's focus on productivity of operations has decreased slightly, whilst the level of satisfaction on other attributes has improved YoY.

Environment: Adopting environmentally friendly practices and techniques, investment in renewable energy, efficient waste management, reducing wastage, and minimising negative impacts on the environment have been prioritised by the employees. However, there is increased dissatisfaction on waste management and investments in renewable energy. The level of satisfaction on other aspects has increased YoY.

Social: Areas including health and safety, conducive work environment, community investments, employee well-being, work-life balance, training and development, performance and rewards, diversity and inclusion, and non-discrimination have gained importance. However, the level of satisfaction in aspects such as health and safety, conducive work environment, employee well-being, and work-life balance had decreased YoY. The level of satisfaction on the rest of the attributes has increased. Furthermore, the level of importance and satisfaction on areas such as customer privacy, innovation, and digital inclusion has improved YoY. Additionally, employees place a high importance on providing high-quality, affordable products and services to customers, and they feel very satisfied that they are accomplishing this objective.

Governance: Transparency and anti-corruption have gained priority but the level of satisfaction of the Company's focus on anti-corruption measures has decreased YoY.

See more of our initiatives to strengthen the financial performance on page 60.

See more of initiatives to combat climate change reduce our carbon footprint and enhance waste management on page 62.

See more of our initiatives to improve our customer experience on page 54 and our commitment to community upliftment of page 47, diversity and inclusion on page 67, employee competence on page 72, and occupational health and safety on page 80.

See more of our initiatives to strengthen corporate governance on page 30, transparency and compliance on page 35.

Stakeholder Engagement

Stakeholder	How we engage, methodology and frequency	Material topics	YoY movement (Importance to stakeholder)
Distributors 	Supplier site assessments and regular on-going engagement Independent Stakeholder Engagement Survey conducted locally – Annually	1. Economic performance 2. Environmental performance and climate action 3. Innovation 4. Responsible procurement 5. Compliance 6. Customer satisfaction and relationships 7. Digital inclusion 8. Diversity and non-discrimination	No baseline data to show the YoY movement
Retailers 		1. Economic performance 2. Environmental performance and climate action 3. Innovation 4. Responsible procurement 5. Compliance 6. Customer satisfaction and relationships 7. Digital inclusion 8. Network quality and expansion 9. Diversity and non-discrimination 10. Cybersecurity and data privacy	▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲ ▲
Suppliers 	Supplier site assessments and regular on-going engagement Independent Stakeholder Engagement Survey conducted locally – Annually Regular business-as-usual interactions/Procurement-based interactions, both daily	1. Compliance 2. Economic performance 3. Environmental performance and climate action 4. Customer satisfaction & relationships 5. Diversity and non-discrimination 6. Digital inclusion 7. Innovation	▲ ▲ ▲ ▲ ▲ ▲ ▲

Stakeholder Engagement

Stakeholder concerns

Our response

Economic: Areas such as productivity, profit maximisation, investment for future growth, and contingency planning and business continuity with respect to climate change have high importance and high level of satisfaction.

Environment: Adopting environmentally friendly practices, efficient waste management, and reducing negative impact on the environment were areas of importance and had high satisfaction levels.

Social: Community investment, innovation, affordability, digital inclusion, non-discrimination, protecting customers through ensuring information safety, and using technology to prevent customer fraud, viral messages, etc. were all areas of high importance and gained high satisfaction levels.

Governance: Anti-corruption, effective grievance resolution, and cyber security were important areas and had high satisfaction levels.

See more of our initiatives to strengthen the financial performance on page 60.

See more of initiatives to combat climate change, reduce our carbon footprint and enhance waste management on page 62.

See more of our initiatives to enhance innovation on page 82 and our commitment to community upliftment on page 47, diversity and non-discrimination on page 67, and digital inclusion on page 91.

See our commitment to anti-corruption, corporate governance, and compliance on page 35, grievance resolution on page 81, and strengthening cybersecurity on page 107.

Economic: Business productivity, profit maximisation and reinvestment in future growth, and contingency planning and business continuity with respect to climate change gained importance YoY. However, the level of satisfaction on contingency planning have decreased YoY, whilst, the level of satisfaction has improved on the other attributes.

Environment: Adoption of environmentally friendly practices and techniques and waste reduction have gained importance and the satisfaction levels have increased.

Social: Community investment, product quality, innovation, digital inclusion, affordability, and non-discrimination were areas of importance and all these attributes received high satisfaction levels.

Governance: Cyber security, anti-corruption, grievance resolution, and customer privacy were areas of priority. However, the level of satisfaction on anti-corruption and customer privacy has decreased YoY.

See more of our initiatives to strengthen our financial performance on page 60.

See more of initiatives to combat climate change, reduce our carbon footprint, and enhance waste management on page 62.

See more of our initiatives to enhancing innovation on page 82, our commitment to community upliftment on page 47, improving network quality on page 88, commitment to non-discrimination and grievance handling on page 70, and promoting digital inclusion on page 91.

See more of our initiatives to strengthen corporate governance on page 30, transparency and our compliance on page 35, and cyber security on page 107.

Economic: Areas such as productivity, profit maximisation, investment for future growth, and contingency planning and business continuity with respect to climate change have been prioritised and the level of satisfaction have improved as well.

Environment: Adopting environmentally friendly practices and techniques, investment in renewable energy, efficient waste management, and minimising negative impacts on the environment have been prioritised by the suppliers and all these areas have gained improved satisfaction.

Social: Product innovation, affordability, health and safety, digital inclusion, community investment, and non-discrimination have gained importance and improved satisfaction YoY.

Governance: Cyber security, grievance resolution, compliance, customer privacy, transparency, and anti-corruption have been prioritised and had gained increased satisfaction.

See more of our initiatives to strengthen our financial performance on page 60.

See more of initiatives to combat climate change, reduce our carbon footprint, and enhance waste management on page 62.

See more of our initiatives to enhancing innovation on page 82, improving health and safety on page 80, our commitment to community upliftment on page 47, grievance handling and non-discrimination on page 70, and promoting digital inclusion on page 91.

See more of our initiatives to strengthen corporate governance on page 30, transparency and compliance on page 35, and strengthening cyber security on page 107.

Stakeholder Engagement

Stakeholder	How we engage, methodology and frequency	Material topics	YoY movement (Importance to stakeholder)
Media 	Regular one-on-one engagements Independent Stakeholder Engagement Survey conducted locally – Annually	1. Compliance 2. Economic performance 3. Environmental performance and climate action 4. Customer satisfaction & relationships 5. Corporate governance 6. Digital inclusion 7. Diversity and non-discrimination	No baseline data to show the YoY movement
General Public 	Independent Stakeholder Engagement Survey conducted locally – Annually	1. Customer satisfaction & relationships 2. Corporate governance 3. Cybersecurity and data privacy 4. Environmental performance and climate action 5. Compliance 6. Employee competence 7. Digital inclusion 8. Responsible procurement 9. Diversity and non-discrimination 10. Employee competence and remuneration	No baseline data to show the YoY movement
Shareholders 	Annual General Meeting of Shareholders – Annually Investor Forum – One forum held within the reporting year Earnings call with local and foreign analysts – Quarterly	1. Economic performance 2. Customer satisfaction & relationships 3. Corporate governance 4. Cybersecurity and data privacy 5. Environmental performance and climate action 6. Compliance 7. Digital inclusion 8. Diversity and non-discrimination 9. Employee competence and remuneration 10. Occupational health and safety and well-being 11. Network quality and expansion	No baseline data to show the YoY movement

Stakeholder Engagement

Stakeholder concerns

Our response

Environment: Using environmentally friendly material, efficient waste management, and reducing the negative impact on the environment were important areas, and the level of satisfaction was moderate to low.

Social: Workforce diversity, product quality, innovation, digital inclusion, affordability, and non-discrimination were important areas whilst community investment was moderately important. All these areas received moderate to low satisfaction levels.

Governance: Anti-corruption, grievance resolution, and ethical marketing were important areas but the level of satisfaction was moderate to low.

See more of initiatives to combat climate change, reduce our carbon footprint, and enhance waste management on page 62.

See more of our initiatives to enhancing diversity on page 67, improving network quality on page 88, our commitment to community upliftment on page 47, grievance resolution and non-discrimination on page 70, and promoting digital inclusion on page 91.

See more of our initiatives to strengthen compliance on page 35.

Economic: Areas of importance were contingency planning and business continuity with respect to climate change. Economic performance importance and community investment efforts have increased YoY.

Environment: Minimising waste, waste management, investment in renewable energy, and minimising negative impact on the environment were areas on importance. The Company has increased its importance on providing environmentally friendly products, implementing effective waste management practices, and reducing overall negative impact on the environment.

Social: Community investment, transparency in procurement, employee training and development, employee diversity, fair remuneration, ethical marketing, product quality, innovation, digital inclusion, grievance resolution, and affordability were areas of importance. Social indicators show that the Company's value of ethics and customer trust have increased in importance and satisfaction YoY.

Governance: Anti-corruption and customer privacy were areas of importance.

See more of our initiatives to strengthen our financial performance on page 60.

See more initiatives to combat climate change, reduce our carbon footprint, and enhance waste management on page 62.

See more of our initiatives to enhancing diversity on page 67, improving network quality on page 88, our commitment to community upliftment on page 47, grievance resolution and non-discrimination on page 70, fair remuneration on page 104, and promoting digital inclusion on page 91.

See more of our initiatives to strengthen compliance on page 35.

Economic: Areas of importance were business productivity, profit maximisation, investment for future growth, and contingency planning and business continuity with respect to climate change.

Environment: Using environmentally friendly material, reducing waste, investment in renewable energy, efficient waste management, and reducing the negative impact on the environment were important areas.

Social: Community investment, health and safety, conducive work environment, health and well-being, work-life balance, training and development, performance and rewards, workforce diversity, fair remuneration, non-discrimination, innovation, digital inclusion, non-discrimination, affordability, and product quality were areas of importance.

Governance: Anti-corruption, grievance resolution, ethical marketing, cyber security, and customer privacy were areas of importance.

See more of our initiatives to strengthen our financial performance on page 60.

See more initiatives to combat climate change, reduce our carbon footprint, and enhance waste management on page 62.

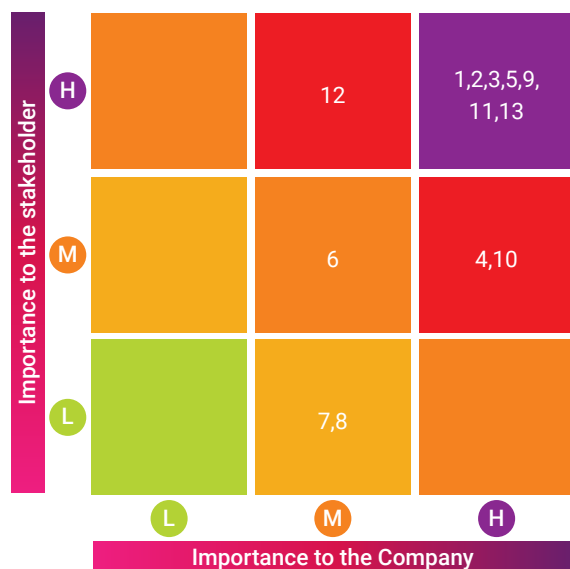
See more of our initiatives to enhancing diversity on page 67, improving network quality on page 88, our commitment to community upliftment on page 47, grievance resolution and non-discrimination on page 70, and promoting digital inclusion on page 91.

See more of our initiatives to strengthen compliance on page 35, cyber security on page 107, and governance on page 30.

Stakeholder Engagement

Stakeholder	How we engage, methodology and frequency	Material topics	YoY movement (Importance to stakeholder)
Regulators 	Continuous active engagement across scope of operations Independent Stakeholder Engagement Survey conducted locally – Annually	1. Economic performance 2. Corporate governance 3. Compliance 4. Environmental performance and climate action 5. Diversity and non-discrimination 6. Responsible procurement 7. Employee competence and remuneration 8. Occupational health and safety and well-being 9. Network quality and expansion	No baseline data to show the YoY movement
Civil Society Organisations 	Project-wise/Regular business-as-usual interactions Independent Stakeholder Engagement Survey conducted locally – Annually	1. Economic performance 2. Corporate governance 3. Cybersecurity and data privacy 4. Environmental performance and climate action 5. Compliance 6. Diversity and non-discrimination 7. Digital inclusion 8. Employee competence and remuneration 9. Occupational health and safety and well-being	No baseline data to show the YoY movement

Materiality Matrix



Material topics

GRI 3-2

- 1 Corporate Governance
- 2 Compliance
- 3 Customer Satisfaction and Relationships
- 4 Economic Performance
- 5 Environmental Performance and Climate Action
- 6 Diversity and Non-Discrimination
- 7 Employee Competence
- 8 Occupational Health and Safety
- 9 Innovation
- 10 Network Quality
- 11 Digital Inclusion
- 12 Responsible Procurement
- 13 Cybersecurity and Data Privacy

Stakeholder Engagement

Stakeholder concerns

Our response

Economic: Areas of importance were business productivity, profit maximisation, investment for future growth, and contingency planning and business continuity with respect to climate change. There is a perception among regulatory organisations that the Company is performing at a high level with regards to its economic performance.

Environment: Transparent procurement, environmentally friendly practices and techniques, investment in renewable energy, efficient waste management, minimising wastage, and reducing the negative impact on the environment were important areas. However, there is a perception that environmental indicators are performing low.

Social: Health and safety, conducive work environment, employee well-being and work life balance, fair remuneration, non-discrimination, product quality, innovation, digital inclusion, affordability, and non-discrimination were areas of importance. The Company is perceived as performing well on social indicators.

Governance: Cyber security, ethical marketing, customer privacy, corporate governance, compliance, grievance resolution, and anti-corruption were areas of importance.

See more of our initiatives to strengthen our financial performance on page 60.

See more initiatives to combat climate change, reduce our carbon footprint, and enhance waste management on page 62.

See more of our initiatives to enhancing diversity on page 67, improving network quality on page 88, our commitment to community upliftment on page 47, grievance resolution and non-discrimination on page 70, employee remuneration on page 104, and promoting digital inclusion on page 91.

See more of our initiatives to strengthening compliance on page 35, cyber security on page 107, and governance on page 30.

Economic: Contingency planning and business continuity with respect to climate change was an area of priority. However, there is a perception among the community and civil organisations that the Company is performing below expectations in its economic performance.

Environment: Adoption of environmentally friendly practices, investment in renewable energy, efficient waste management, and reducing the negative impact on the environment were important areas. However, environmental indicators show the Company is performing at a low level.

Social: Community investment, transparent procurement, health and safety, workforce diversity, fair remuneration, non-discrimination, innovation, digital inclusion, and affordability were areas of importance. However, social indicators show that there is a perception that the Company is performing at a low level.

Governance: Compliance, grievance resolution, ethical marketing, transparency, anti-corruption, and customer privacy were areas of importance.

See more of our initiatives to strengthen our financial performance on page 60.

See more initiatives to combat climate change, reduce our carbon footprint, and enhance waste management on page 62.

See more of our initiatives to enhancing diversity on page 67, ensuring occupational health and safety and well-being on page 80, our commitment to community upliftment on page 47, non-discrimination on page 67, responsible procurement on page 104, employee remuneration on page 78, and promoting digital inclusion on page 91.

See more of our initiatives to strengthening compliance on page 35, cyber security on page 107, and governance on page 30.

Materiality

GRI 3-2

Material issues are aspects that have certain impacts on the environment, the economy, and society, which would in turn impact the decisions of the Company and its stakeholders. Given our operations in an environment of constant change and uncertainty, identifying and updating such material issues help us to prioritise what matters most to our business and our stakeholders.

Therefore, in keeping with the GRI reporting framework, we continue to report on and disclose the concerns most material to our operations. The material 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.

Materiality assessment

Dialog's material activities continue to evolve in line with the ever-changing dynamics of the information and communications technology industry and consist of topics that are material to the business as well as to our stakeholders.

Having taken into consideration the above, we have identified 13 material topics that matter to the Company, stakeholders, and the industry. Of these, four topics (Corporate Governance, Compliance, Diversity and Non-Discrimination, and Network Quality) were introduced in 2021, in order to provide a more concise measure of materiality.

Material topics

The 2022 materiality assessment included in this report comprehensively reports on the company's top-13 most significant issues and also shows the change of materiality in comparison with the materiality scores derived in the previous assessment.

Material Topic	GRI Standards Mapping
Corporate Governance	GRI 2: General Disclosures (2-9 – 2-21)
Compliance	GRI 2: General Disclosures (2-26; 2-27; 2-30) GRI 205: Anti-corruption GRI 206: Anti-competitive Behaviour GRI 407: Freedom of Association and Collective Bargaining
Customer Satisfaction and Relationships	–
Economic Performance	GRI 201: Economic Performance
Environmental Performance and Climate Action	GRI 302: Energy GRI 303: Water and Effluents GRI 305: Emissions GRI 306: Waste
Diversity and Non-Discrimination	GRI 405: Diversity and Equal Opportunity GRI 406: Non-discrimination
Employee Competence	GRI 202: Market Presence GRI 401: Employment GRI 404: Training and Education
Occupational Health and Safety and Wellbeing	GRI 403: Occupational Health and Safety
Innovation	GRI 203: Indirect Economic Impacts
Network Quality and Expansion	–
Digital Inclusion	GRI 203: Indirect Economic Impacts GRI 413: Local Communities
Responsible Procurement	GRI 204: Procurement Practices GRI 308: Supplier Environmental Assessment GRI 408: Child labor GRI 414: Supplier Social Assessment
Cybersecurity and Data Privacy	GRI 418: Customer Privacy

External Stakeholders

A two-part comprehensive study consisting of qualitative and quantitative surveys on issues considered material to a large majority of stakeholders.

A benchmarking exercise of global industry peers to identify topics considered to be material to the industry globally

Internal Stakeholders

The Company's Enterprise Risk Matrix

The Group Chief Executive's (GCEO's) Key Performance Indices (KPIs) and corporate dashboard outlining business focus areas

A rating is assigned to the level of policy coverage and implementation of best practices across the operations.



Chairman's Review

“

I am proud to share with you our latest Sustainability Report, which provides a comprehensive view of our environmental, social, and governance (ESG) impact.

”



Dear valued stakeholders,

It has been the most challenging few years for all of us, as we have faced the impacts of COVID-19 and the country being hit with the worst financial and economic crisis in 2022. Despite these challenges, Dialog has remained committed to serving our customers with consistency and ensuring business continuity.

I am proud to share with you our latest Sustainability Report, which provides a comprehensive view of our environmental, social, and governance (ESG) impact. The report includes insights into our ESG strategy and plans, as well as feedback from multiple stakeholders through our annual Stakeholder Engagement Survey (SES). As a member of the United Nations Global Compact Network, we are dedicated to achieving the SDGs and leading the way in sustainable business practices.

We are committed to staying ahead of the curve and ensuring that our ESG efforts reflect the values and priorities of all our stakeholders, beyond just financial gains.

As we publish the 15th edition of our annual sustainability report, we recognize that the ESG journey is a continuous one. This report captures and reflects all our efforts in 2022, and our commitments for the years ahead.

Climate change remains the key area of focus for us. We are continuously developing and improving ways to mitigate the effects of climate change on our business and reduce our environmental footprint.

“ In 2022, we implemented numerous measures aimed at diminishing our carbon footprint, successfully establishing 167 solar sites capable of generating a capacity of 70 kW, and recycling 6 tonnes of paper waste and 706 tonnes of e-waste. ”

Looking ahead to 2023, our ambitions include adding 976 fresh solar sites, for an impressive total capacity of 5,373 kW. Our unwavering dedication to sustainability remains steadfast, as we strive to minimise our ecological footprint while fostering positive change within the communities we serve.

Our sustainability report is aligned with the Task Force for Climate-Related Financial Disclosures (TCFD), GSMA standards, SASB standards, and the GRI standards providing detailed data and analysis on our carbon reduction targets and efforts to reduce our overall environmental impact. Details of our 2022 performance are detailed on pages 62.

One area where we have made significant strides is in enhancing diversity within our organisation. Our board is now 20% female, up from 10% in 2021, and we have established specific, time-bound goals to enhance diversity throughout our ranks. We believe that a diverse workforce leads to better business outcomes and a more inclusive workplace, and we are committed to making this a reality.

We also promote digital entrepreneurship to empower women through our (Insert full name for "IFW" followed by the initials IFW in bracket) (IFW) initiative and the national "Aya" movement to foster an environment that empowered women and championed entrepreneurship in the digital era.

To combat the negative effects of the economic crisis and uplift the nation, we launched multiple technology-based initiatives, among which the fuel pass initiative was a timely measure to overcome the fuel crisis saving the nation by minimising the fuel queues, saving millions of dollars, and ensuring fair distribution of fuel.

Recognising the critical importance of healthcare in the wake of the COVID-19 pandemic, we donated oxygen concentrators to 12 hospitals, aiding their capacity to treat patients in need of oxygen therapy, and partnered with Doc990 to supply medical consumables to the Cardiothoracic Intensive Care Unit at the esteemed Lady Ridgeway Hospital.

On community empowerment, we introduced 'Diriya.lk', a platform offering faster access to vital information on material topics designed for SMEs in Sri Lanka.

Our efforts also included enabling Persons With Disabilities (PwDs) through digital initiatives in association with the RAC and Jaffna Speech Therapy Centre, leveraging technology and providing specialised services to enhance their quality of life.

“ Transparency is considered a central and core value of uncompromising integrity at Dialog. Dialog was recognised by Transparency International Sri Lanka as “Fully Transparent” in its Anti-Corruption Programme Reporting for the year 2022, which assesses the top 100 Public Limited Companies on the Colombo Stock Exchange (as per market capitalisation on 5 July 2022), and was the Winner of ACCA Sustainability Reporting Awards 2022. ”

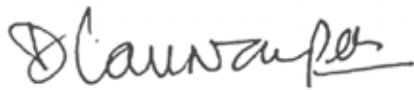
Chairman's Review

Finally, I want to emphasise that we recognise the importance of being a responsible steward of the communities in which we operate, and we are proud of the progress we have made so far. We launched 'Manudam Mehewara', an initiative aligned with our social agenda to deliver emergency aid to over 119,000 families, offering them the support they required during difficult times.

Meanwhile, the launch of Karuna.lk, Sri Lanka's first crowdfunding platform dedicated to verified non-profit organisations, and causes, provides a reliable and transparent channel for individuals and businesses to contribute to causes they care about and foster a culture of philanthropy and collective giving.

Our sustainability report demonstrates how far we have come and provides a roadmap for future progress. We appreciate your ongoing support and feedback as we work together to build a better future for all Sri Lankans.

Sincerely,



David Nai Pek Lau
Chairman



Group Chief Executive Officer's Review

GRI 2-22, 2-23, 2-24



Our commitment to supporting communities goes beyond mere connectivity. We have extended our assistance to humanitarian programmes aimed at aiding the most vulnerable segments of our society in coping with the economic crisis-induced food insecurity issues.



Dear valued stakeholders,

I present to you this review that outlines the unprecedented challenges stemming from the economic crisis that engulfed Sri Lanka in 2022, marking it one of the most challenging periods since our country's independence.

The far-reaching impacts of the COVID-19 pandemic, coupled with deteriorating macroeconomic conditions, have had a profound effect on our nation throughout the entirety of 2022. Nevertheless, our commitment to supporting our customers, colleagues, communities, and the country at large in surmounting these difficulties and fostering long-term, sustainable, and inclusive economic growth has remained resolute.

As a leading corporate entity in Sri Lanka, we have recognised the vital role that businesses must assume in addressing the SDGs, including the eradication of poverty, the promotion of quality education, the advancement of gender equality, the development of industry, innovation, and infrastructure, and the pursuit of climate action. In this vein, we have actively collaborated with the government, likeminded organisations, non-governmental entities, and civil society to alleviate poverty, enhance education, and diminish gender disparities.

“During this critical juncture, we have extended our efforts beyond conventional boundaries to support our nation and its citizens in overcoming the challenges at hand. In alignment with our materiality focus areas, we have embarked on numerous initiatives, including the rapid development of technological solutions and the efficient utilisation of our resources to introduce groundbreaking platforms such as the National Fuel Pass (NFP). This platform has provided solace to the people of Sri Lanka during trying times, facilitating the effective management and distribution of fuel.”

Our commitment to supporting communities goes beyond mere connectivity. We have extended our assistance to humanitarian programmes aimed at aiding the most vulnerable segments of our society in coping with the economic crisis-induced food insecurity issues. Through the initiation of the “Manudam Mehewara” project, we have taken the lead in providing emergency relief to affected families and communities across the entirety of our island. To realize the magnitude of this endeavor, we have joined forces with like-minded corporations and partners, including our execution partner, the Sarvodaya Shramadana Movement, and independent auditor PwC Sri Lanka. Together, we have supported over 115,000 families in need, spanning all twenty-five districts, by distributing relief and implementing sustainable long-term solutions, such as home gardening, to mitigate the escalating food insecurity prevalent in our nation. To ensure the success of this endeavor, we have forged partnerships with like-minded corporates, including MAS Holdings, Hemas Holdings PLC, Citi, Sunshine Holdings PLC, Unilever Sri Lanka, Huawei Technologies Lanka Co Pvt Ltd., CBL Group, the London Stock Exchange Group (LSEG) Foundation, Roar Media, ITN, Siyatha, Swarnawahini, TV Derana, and Vasantham, all of whom have played an instrumental role in this programme throughout the year.

Promoting technology-driven inclusive economic growth

Advancing inclusive connectivity

During the period under review, we have implemented numerous initiatives to facilitate telecommunication connectivity in every district of our nation. Through the “Sew Desatama Dialog” initiative, we commissioned multiple towers in Kegalle, Nuwara Eliya, Galle,

Kalutara, and the Ampara Districts, expanding coverage and supporting our customers thereby upholding our pledge to provide “Broadband for All”. This initiative was implemented parallel to the “Gamata Sanniwedanaya” programme, in collaboration with the Telecommunications Regulatory Commission of Sri Lanka (TRCSL).

Our network has now reached over 4,550 mobile 4G sites, expanding the lead as the largest broadband network in Sri Lanka with a 95% Broadband population coverage. These achievements have garnered global recognition, as evidenced by our receipt of several esteemed awards, including “Best 4G coverage experience,” “Fastest upload and download speed experience,” and the coveted “Overall Winner” accolade, bestowed upon us by a leading third-party Crowdsourced Network Experience Measuring agency. As our focus increasingly centers on our 4G and 5G networks, we have initiated a programme to decommission our 3G network, which currently accounts for less than 1% of our data traffic. This strategic move will afford more bandwidth to our 4G network, leading to reduced energy consumption and carbon emissions, while simultaneously freeing up spectrum and increasing our 4G capacity. By doing so, we will be able to offer improved coverage and services to our valued 4G customers. The investment dedicated to this endeavour surpasses USD 3 million, further underscoring our unwavering dedication to environmental sustainability and our target of achieving a 45% reduction in carbon emissions by 2030. Additionally, the phasing out of our 3G operations allows us to reintroduce the mineral-rich components of older devices into the circular economy, contributing to the industry's ability to fulfill our sustainability goals.

Moreover, we created history as the first telecommunications provider in South Asia to successfully trial the 5G Standalone (5G SA) network, paving the way for advanced 5G applications such as autonomous driving and real-time immersive services like augmented reality (AR)/virtual reality (VR), as well as the seamless integration of IoT. Another notable milestone has been the successful testing of mmWave 5G technology in South Asia through our fully owned subsidiary, DBN.

Our efforts to enhance our infrastructure footprint was formalised through the signing of two agreements with the Board of Investment (BOI) cementing Dialog's position as company with the largest Foreign Direct Investment (FDI) in Sri Lanka. Additionally, we partnered with the International Finance Corporation (IFC) to finance some of these infrastructure investments through a long-term debt facility of USD 150 Million. These expansions have empowered us to provide an unparalleled customer experience, utilising the latest technology. Furthermore, we unveiled our state-of-the-art Dialog Television Broadcast Centre and Satellite Earth Station in Puttalam, aimed at improving the resilience of Dialog TV broadcast operations.

Group Chief Executive Officer's Review

Advancing education

Amidst the global pandemic that inflicted significant disruptions to the education sector, we remained steadfast in our commitment to uplift the nation by providing a comprehensive suite of digital education solutions, expertise, and connectivity. Our efforts have focused on promoting inclusivity and equity within the education landscape through initiatives such as Nenasa TV and Nenasa App, which have emerged as the largest free digital education platforms in Sri Lanka. Furthermore, we granted Broadband scholarships to 100,000 underprivileged school children, ensuring that their education continued unhindered. Additionally, we extended free connectivity to all Child Development Centres, guaranteeing that children's educational pursuits were not impeded. In line with our commitment to seamless learning experiences, we introduced the 'Zero Worries on Data' (ZWOD) programme, which alleviates the burden of data usage, enabling learning from any location at any time.

We have conducted numerous relief programmes to support communities adversely affected by the pandemic and natural disasters. In collaboration with Magicbit, an accredited STEM tool for children, we organised 'Tech Workshop for Kids', ensuring equal access to quality learning opportunities for all children in Sri Lanka. Moreover, our Dialog Edumix LMS solution has facilitated educational institutions in conducting their operations safely, conveniently, and cost-effectively in an online/hybrid environment.

Inclusive healthcare

The healthcare sector continues to face significant challenges as a result of the COVID-19 pandemic and the ensuing economic crisis. Recognising the pivotal role of technology in facilitating connections between patients and medical professionals, we have provided essential solutions, including the extension of 'SuwaDiri'—a dedicated communication facility, free of charge, for critical care health workers across the island who have tirelessly served on the front lines during these critical times. Our collaboration with technology partner Wavenet International has led to the implementation of a National Patient Bed Management Solution for the Ministry of Health (MOH), enhancing the efficient distribution of patients to treatment centers.

“ We have continued our support for over 150,000 COVID patients through the National 1390 COVID-19 Integrated Home-based Care Solution, which was launched in 2021 and successfully completed in the first quarter of 2022. ”

In a significant partnership, Doc990, our health-tech platform collaborated with Kanola Hospital, the largest private healthcare facility in the North Central Province, to facilitate easy appointment booking for various medical services through Doc990 channelling platform. These efforts have contributed to Lady Ridgeway Hospital's digitisation journey, ultimately benefiting the nation as a whole. Our solution was recognised with the Health-Tech Award in the Telecare category at the 5th Commonwealth Digital Health Awards (CWDHA) by the Commonwealth Centre for Digital Health, further highlighting our impactful work in the healthcare sector.

Empowering small businesses

In our relentless pursuit to revive local industries and empower small and medium enterprises (SMEs) in the post-pandemic era, we have forged strategic partnerships with governmental and non-governmental entities, laying the groundwork for a substantial industrial revival in our nation. Over the years, we have harnessed our knowledge and resources to uplift SMEs in Sri Lanka, recognising their significant contribution of over 52% to the country's GDP. Understanding the critical importance of bridging knowledge gaps to foster the growth and prosperity of small businesses, we have developed bite-sized educational videos through our platform Diriya.lk. These videos provide quick and accessible information on essential topics, and have been created in collaboration with the Centre for Entrepreneurship and Innovation (CeFEnI) at the University of Sri Jayawardenepura. We have also expanded our educational and infotainment video offerings through partnerships with StartupXFoundry and Chrysalis, further enhancing the engaging content available to visitors.

Our Ideamart For Women (IFW) initiative has continued to promote digital entrepreneurship among women and improve their technical skills by leveraging ICT facilities and training. We strive to foster an inclusive environment and community that encourages innovation, entrepreneurship, and greater female participation in the economy. In this endeavor, we have partnered with the National Enterprise Development Authority (NEDA), National Craft Council, International Labour Organisation (ILO), Ministry of Education (Research and Innovation), and the Vidatha programme to launch and sustain this impactful initiative.

Through the IFW programme, we aim to enhance digital skills and provide access to Ideamart platforms to students in rural communities, equipping them with the necessary knowledge and tools to overcome barriers and progress in their chosen fields.

Empowering agricultural communities

For centuries, Sri Lanka has stood as a prominent agricultural centre in Southeast Asia, with agriculture remaining a vital source of income for a large segment of our population. However, the challenges posed by climate change demand the effective utilisation of technology to prepare for and navigate unpredictable circumstances in crop cultivation.

“ We offer best-in-class advisory content on crop cultivation to over 200,000 users through our mobile phone-based agricultural information service, Govi Mithuru, also known as 'Uzhavar Thozhan' in Tamil. This trilingual app provides sustainable and comprehensive crop advisory services covering 32 crop varieties, benefiting close to a million families. Our Govi Mithuru IVR and Govi Mithuru App complement each other, enabling farmers to access relevant and accurate information anytime and anywhere, thereby improving the quality and quantity of their yields. ”

Furthermore, we have implemented initiatives such as the crop pricing service, weather index insurance, and the Pathra mobile application (currently in the final stages of research and development), which contribute to enhancing farmers' yield and sustaining their agricultural practices. Our endeavors also encompass tea value chain digitisation, aimed at delivering digital agricultural advisory services to tea farmers, as well as SARU, an affordable IoT-based smart farming kit, and Saviya, a dairy advisory service.

By empowering agricultural communities through technological interventions and knowledge sharing, we are committed to supporting their resilience, fostering sustainable practices, and ensuring the continued growth of this vital sector.

Promoting financial inclusion

Genie, Sri Lanka's premier digital financial marketplace, serves as a comprehensive platform offering a wide range of financial services, including savings accounts, microloans, wealth management solutions and insurance products specifically tailored for the unbanked customer segments at the bottom of the pyramid. This initiative aims to promote financial inclusion and provide essential financial services to underserved communities. Additionally, our strategic partnership with Sampath Bank has enabled the eZ

Banking service, offering seamless and convenient transactions with extended banking hours, reducing travel costs for the public. Through our "Agent Banking Service," customers can easily make deposits and withdrawals to selected savings and current accounts via Dialog eZ cash retailers across the country.

Furthermore, in collaboration with Softlogic Stockbrokers (Pvt) Ltd., Genie launched stock trading to empower micro investors by providing them with easy access to financial and wealth management products. Genie is the only app that facilitates direct digital fund transfers to a trading account, offering convenience and security to customers and stockbrokers alike.

The fully digital journey for the micro SME (MSME) segment covering digital lending and online banking services was a key developmental milestone that we successfully rolled out during 2022, addressing the missing link to financial inclusiveness for small and medium businesses that are the backbone of our economy. Through this, we will increase the accessibility to finance of the MSME segment spread across the island, thereby supporting them in their journey of growth.

Strengthening cybersecurity and data privacy

As we embrace the era of the Fourth Industrial Revolution, characterised by an increasingly interconnected world and ecosystem, we acknowledge the significant risks and threats posed by malicious actors to our stakeholders. Recognising the global impact of cyber-attacks and the immense damage they can cause, local institutions and enterprises have become more vigilant, seeking the expertise of globally recognised security providers. In our pursuit of delivering exceptional security services, we have partnered with Microsoft, Cyber Security Works (CSW), and TekSek Cyber Security to bring world-class security solutions to enterprises in Sri Lanka. By bridging the gap between local enterprises and globally recognised service providers, we aim to address concerns and enhance the security of local enterprise IT infrastructure.

By prioritising cybersecurity and data privacy, we are committed to safeguarding our customers' interests, protecting their sensitive information, and maintaining a secure digital ecosystem that fosters trust and confidence in our services.

Empowering the nation with technology solutions

During Sri Lanka's worst economic crisis, the ensuing fuel crisis became one of Sri Lanka's most critical issues, causing public unrest and economy coming to a grinding halt. In response, Dialog, MillenniumIT ESP, and the Information and Communication Technology Agency (ICTA) collaborated under the auspices of the Ministry of Power and Energy to develop and implement the

Group Chief Executive Officer's Review

NFP solution. This groundbreaking initiative played a pivotal role in resolving the fuel crisis, resulting in significant national savings of USD 270 million per month on fuel imports within a mere three weeks of its launch.

The NFP solution gifted by Dialog and MIT free of charge to the country was conceived, built, tested, and launched in a remarkably short span of three weeks, successfully eliminated fuel queues within one week, effectively restarting economic activities across the nation. Moreover, the introduction of the Tourist Fuel Pass facilitated the much-needed influx of foreign currency earnings into Sri Lanka. The NFP stands as an exemplary testament to how innovation and collaboration between the public and private sectors can empower a nation to overcome socioeconomic crises. We remain closely aligned with ICTA and the Ministry of Power and Energy, and we will continue to support this platform without any charge for a period of three years.

An inclusive workplace

We are strongly committed to promoting gender and non-discriminating policies in our workplace. Our commitment is underpinned by the consolidated Diversity, Equity, and Inclusion (DEI) Framework that provides equal opportunities in our Organisation. We continuously strive to improve female participation in our workforce and at the senior management levels. During the year, we welcomed Dr. Sharmini Cooray, as an Independent Non-Executive Director to the Board increasing the gender diversity to 20% in line with our female diversity of our senior management team which is at 23%.

“Furthermore, we provided women with supportive platforms to succeed in all their endeavours. Our support and expertise were also extended to our women-centric platforms, including “Yeheli. Ik/Thozhi.Ik,” Sri Lanka’s only anonymous, personalised, and interactive advisory service for individuals. Moreover, we partnered with Women in Management (WIM) and International Finance Corporation for the 11th edition of the ‘Top50’ Professional and Career Women Awards under the IFC-DFAT Women in Work programme.”

Through our sustained efforts, we strive to create a workplace that celebrates diversity, embraces equality, and fosters an environment where every individual can thrive and contribute to the success of our organisation and our nation.

Shaping a digitally inclusive society

The advancements of the 21st century have expedited the integration of digital products and services into our daily lives. However, we acknowledge that not everyone has equal access to these digital offerings, leading to a significant digital divide. To address this disparity and ensure that every member of society has access to services and content through innovative technologies, we have taken substantial measures to bridge this gap and create a level playing field for all citizens.

Inclusion of Persons with Disabilities (PWDs)

Building upon our core services, we have remained steadfast in our focus on facilitating inclusion and digital empowerment for persons with hearing, sight, and speech disabilities. Through our longstanding collaboration with GSMA on inclusion-oriented projects, we embarked on the GSMA Assistive Tech Programme in 2022, with the aim of enhancing access and utilisation of mobile technologies among PWDs, thereby maximising social and economic inclusion opportunities. Throughout the year, we assessed the initiatives and progress of each division, raising awareness within the company regarding PWD inclusion initiatives. Furthermore, we identified the necessary processes to improve the accessibility of our applications and websites (digital touchpoints), and obtained clearance to proceed, ensuring enhanced accessibility of these digital touchpoints.

Additionally, we continued our close collaboration with the Jaffna Speech Therapy Centre and the Ratmalana Audiology Centre (RAC). The RAC, a state-of-the-art audiology services provider jointly operated by Dialog Axiata and the Ceylon School for the Deaf and Blind (CSDB), celebrated its 15th anniversary in 2022. Despite the challenges faced during the year under review, the RAC remained committed to offering regular free testing and speech therapy for CSDB students, engaging in home visits, flexible scheduling, and remote testing. Moreover, in commemoration of World Hearing Day, free hearing tests were conducted for the public at the RAC in March 2022, in collaboration with the CSDB. Furthermore, we provide “Petralex”, a trilingual app that serves as a discreet, customised hearing enhancement device for hearing-impaired users.

In partnership with Deaftawk Interpretation Services (Private) Limited and the Third-party Interpretation Service Centre (ADSign), this innovative platform was launched in Sri Lanka, offering localised interpretation services in Sinhala and Tamil, and registering local sign language interpreters to provide their valuable services. This initiative commenced as a pilot project in 2022, onboarding 25 sign language interpreters, a promising step towards inclusivity. The platform is scheduled for full launch in 2023.

Karuna.lk

In response to the economic crisis prevailing in our country, we introduced Karuna.lk, Sri Lanka's first crowdfunding platform dedicated to empowering and enriching Sri Lankans through social stewardship. Operated with the highest level of governance, this platform collaborates with verified and trusted non-profit organisations, institutions, and causes.

In partnership with the Sarvodaya Shramadana Movement and PwC Sri Lanka, Karuna.lk provides access to various social causes while ensuring complete transparency for donors to track the receipt of their donations. The listed categories include Emergency, Environment, Sports, and Healthcare, featuring organisations such as United Nations Development Fund (UNDP), Red Cross, SOS Village, Heart to Heart Trust Fund, People's Rural Development Association (PRDA), Samastha Lanka Kidney Patient's Association, and Child Action Lanka.

By leveraging the power of technology and partnerships, we are committed to creating a digitally inclusive society that leaves no one behind. Through these initiatives, we strive to empower individuals, support social causes, and foster a more equitable and prosperous future for all Sri Lankans.

Engaging with the Communities

Uplifting Sports

Sri Lanka has long been recognised as a vibrant sports hub, boasting a plethora of talented athletes. Dialog Axiata has played a crucial role in elevating national sports in our beloved nation. Demonstrating our unwavering commitment to the development and expansion of sports (both physical and esports) in Sri Lanka, we extended support to several sporting bodies and athletes to achieve their dreams. Notably, in collaboration with the Sri Lanka Schools' Rugby Football Association, we organised the first-ever Under-14 Development 7s tournament, aiming to broaden the sport's reach and attract talent beyond the traditional rugby-playing schools. In the 2023 school sports season, Dialog continued to empower numerous tournaments, further nurturing sporting talent across the country.

Moreover, we extended our partnership with the Netball Federation of Sri Lanka (NFSL) until 2024 and proudly supported the Dialog Junior National Netball Championship for the second consecutive year. Additionally, we celebrated the remarkable achievements of our national cricket and netball teams, who clinched their 6th Asian titles, earning them the well-deserved titles of Kings and Queens of Asia as well as Commonwealth Champions.

Furthermore, the emergence of Esports as a legitimate sports category has gained rapid momentum in Sri Lanka. Recognising its immense potential, we entered into a two-year partnership with the Sri Lanka Esports Association (SLESA) as the official sponsor of Esports in Sri Lanka, with the objective of nurturing and promoting competitive gaming at the national level. This collaboration allows us to provide esports platforms with high-speed 4G/5G connectivity, ensuring seamless gameplay with minimal latency. As part of this partnership, we powered the inaugural edition of the DIALOG-SLESA All-Island Free Fire Championship, a district-wise national esports tournament that saw the participation of over 2,000 enthusiastic youth.

By actively engaging with sports organisations and supporting various sporting initiatives, Dialog Axiata remains committed to uplifting sports and fostering a vibrant sporting culture in Sri Lanka. Through these endeavors, we aim to nurture talent, inspire excellence, and bring pride to our nation through sporting achievements.

A champion organisation

“At Dialog, we maintain an unwavering commitment to delivering state-of-the-art technology and uninterrupted connectivity. We are dedicated to ensuring that our transformative solutions are accessible to all, fostering inclusivity and equity in the communities we serve. The widespread recognition we have received stands as a powerful testament to our tireless efforts.”

We were honored to receive prestigious accolades at the e-Swabhimani Awards 2021, where our outstanding digital inclusion and community investment initiatives, including Sayuru, Yeheli, and Saru, were acknowledged for their significant contributions to inclusion, empowerment, and environmental sustainability. This recognition affirms our commitment to leveraging technology for the betterment of society and underscores our efforts in driving digital inclusion and promoting sustainability.

Moreover, at the ACCA Sustainability Reporting Awards 2022, we received prestigious accolades as the Overall Winner and the Winner of the General Services category, showcasing our

Group Chief Executive Officer's Review

dedication to sustainability and transparency in reporting. Our pioneering country-first strategy, profound comprehension of the materiality of sustainability issues, and unwavering commitment to addressing them were highly commended by the judges. We take immense pride in our transparent and informative disclosure of our sustainability performance, which serves as a testament to our steadfast commitment to continuous improvement.

In our efforts to enhance transparency and strengthen the governance framework, we were ranked as 'Fully Transparent' in our reporting by Transparency International Sri Lanka (TISL). This recognition is bestowed upon the top 100 public listed companies on the Colombo Stock Exchange based on their level of transparency in disclosing information. We take great pride in demonstrating complete transparency in our anti-corruption programme reporting and remain dedicated to upholding this exemplary level of integrity.

“ In addition, we were honored to be recognised as 'Sri Lanka's Most Valuable Brand' for the fourth consecutive year at the 19th edition of the annual review conducted by Brand Finance. With a brand value of Rs. 54.0 billion and a brand rating of AAA for the third consecutive year, this accolade reinforces our brand's ethos of empowering and enriching the lives of Sri Lankans and enterprises. Furthermore, we received the title of 'Most Valuable Telecommunications Brand' for the 15th consecutive year, underscoring our continued commitment to excellence in the telecommunications sector. ”

At the SLIM-KANTAR People's Awards 2022, we were recognised as the 'Telecommunication Brand of the Year' for an unprecedented eleventh year in a row, along with receiving the 'Service Brand of the Year' for the third consecutive year. We were also honored as the 'Most Loved Telecommunications Brand' for the sixth consecutive year, further highlighting the deep connection and trust we have established with our customers.

Reaffirming our commitment to fostering a high-performance and diverse work culture that makes a meaningful impact, our subsidiary Dialog Network Services (DNS) was certified as a 'Great Workplace' by Great Place to Work® - Sri Lanka. Additionally, Dialog Business Services (DBS) became the first and only captive customer interaction center in the business process management (BPM) industry in Sri Lanka to be certified as a 'Great Place to Work'. DBS was also ranked among the '15 Best Workplaces for Women' in the country for the third consecutive year and recognised as one of the '50 Best Places to Work' for the second consecutive year.

These accolades and certifications serve as a testament to our relentless pursuit of excellence, our commitment to fostering a diverse and inclusive workplace, and our dedication to creating a positive impact on society. We remain resolute in our mission to be a champion organisation that consistently delivers superior value to our stakeholders while upholding the highest standards of integrity and transparency.

Championing ESG

In 2022, Dialog continued to make significant progress in propelling Sri Lanka towards becoming a digital nation through the establishment of sustainable digital ecosystems that are accessible, affordable, and inclusive, benefiting our customers, businesses, and communities at large. Our commitment to Environmental, Social, and Governance (ESG) practices is unwavering, as we diligently work towards understanding, mitigating, and eliminating any detrimental impacts on the environment. Concurrently, we strive to identify opportunities to create value for our company and stakeholders.

As a leading champion of ESG, we have set an ambitious target of achieving Net Zero CO₂ emissions by 2030, with an initial milestone of a 45% reduction in carbon emissions by the same year. As pioneers in the region, we obtained ISO 14001:2015 certification as the first Quad-play Telco in South Asia, recognising our adherence to international environmental management standards. This globally recognised certification, acquired for our comprehensive range of operations in 2021, has bolstered our ability to measure, monitor, and report on our environmental performance. It provides a framework to minimise adverse environmental impacts and ensures compliance with legal and regulatory obligations as we strive collectively, as one team, towards a sustainable and greener future. Throughout the year, we successfully implemented 169 new solar sites, resulting in an annual grid energy saving of 184,280 kWh and a significant reduction of 55,635 liters in generator fuel usage.

Group Chief Executive Officer's Review

Furthermore, we are committed to fostering a circular economy, which entails reducing material consumption, redesigning materials, products, and services to be less resource-intensive, and repurposing "waste" as valuable resources for manufacturing new materials and products. Our initiative, e-Kunu, represents the first step in our endeavors to build an inclusive and equitable circular economy that addresses the urgency of the climate crisis. Through this endeavor, we aim to establish a sustainable model where resources are responsibly extracted, transformed into products, and then reintegrated into the production cycle rather than being wasted.

In pursuit of our ESG objectives, we also strive to extend the social impact of our initiatives, ensuring that technology empowers individuals from all walks of life. We remain dedicated to offering differentiated, innovative, and compelling solutions that are integral to the modern era. Additionally, we focus on community development, emergency and disaster response, employee welfare, and talent development. Under the governance pillar, we continue to serve as a trusted digital companion and partner to our stakeholders, by strengthening our Anti-Bribery and Anti-Corruption (ABAC) measures and prioritising data privacy.

Looking ahead

We are committed to enabling economic growth while optimising resource utilisation and enhancing environmental sustainability. We will persist in implementing eco-efficient measures to minimise the environmental impacts of our operations, with a particular emphasis on building a circular economy. By advancing digitalisation and addressing inequalities, we aim to foster a more sustainable society and economy. Furthermore, we will reinforce our compliance and governance aspects, ensuring ethical conduct characterised by the highest levels of integrity and transparency. Upholding our reputation and leadership position, we remain steadfast in our vision of empowering and enriching the lives and enterprises of the Sri Lankan community.

In conclusion

Our team, with the help of our partners, has demonstrated its unwavering commitment to sustainability, environmental stewardship, and social responsibility as detailed throughout this discussion. From championing ESG practices and pursuing carbon neutrality to promoting digital inclusion and community development, Dialog has consistently endeavored to create a positive impact on society and the environment.

The company's numerous achievements and accolades, such as being recognised as the Overall Winner and Winner of the General Services category at the ACCA Sustainability Reporting Awards, showcase its exceptional dedication to sustainability and transparent reporting. Dialog's country-first strategy, deep understanding of sustainability issues, and commitment to continuous improvement have been commended by industry experts.

Moreover, Dialog's efforts in mitigating environmental impacts through measures like ISO 14001 certification, solar energy implementation, and circular economy initiatives highlight its commitment to minimising resource consumption and reducing carbon emissions. The company's focus on inclusive technology, community development, and employee welfare further demonstrates its dedication to creating a more sustainable society and empowering individuals from all backgrounds.

Through strong governance practices, Dialog has proven itself as a trusted partner to stakeholders, ensuring ethical conduct, data privacy, and anti-corruption measures. The company's commitment to transparency and integrity has earned it recognition as a trusted digital companion.

In summary, this report reflects the company's strong dedication to sustainable practices, ESG principles, and responsible business conduct. It serves as a testament to Dialog's leadership position, vision, and commitment to empowering and enriching the lives and enterprises of the Sri Lankan community.



Supun Weerasinghe

Group Chief Executive Officer

MATERIAL TOPIC 01 ►

Corporate Governance

GRI ► 2-24, 2-27, 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 3-3, 405-1

Why corporate governance is material to us?

The stability, leadership, accountability, and control exercised by an organisation are integral to its success, particularly amid uncertain operating conditions. Good governance has been a fundamental component of Dialog's ethos. The Company's stringent policies and practices ensure the effectiveness of strategic decision-making, drives transparency and trust, and ensures the needs of its stakeholders are met and protected.

Our approach to corporate governance in 2022

Dialog's Board of Directors serves as the highest governing body and is committed to maintaining best practices in corporate governance while pursuing its corporate objectives of building long-term shareholder value and maintaining sustainable growth. The Board sets the tone for the Organisation, and plays a major role in defining its purpose, values, and strategy. 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"> Ensures that the Group complies with applicable financial standards and laws Ensures high standards of transparency and corporate disclosure and endeavours to maintain appropriate standards of corporate responsibility, integrity and accountability to the shareholders. The appointed members of the BAC are required to exercise independent judgement in carrying out their functions.
Capital Investment and Procurement Management Committee (CIPMC)	<ul style="list-style-type: none"> 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.
Nominating and Remuneration Committee (NRC)	<ul style="list-style-type: none"> To identify, consider and propose suitable candidates for appointment as directors and for senior management positions. 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. 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. To ensure that each director brings to the Board an independent and objective perspective to ensure that balanced and well-considered decisions are made.
Related Party Transactions Review Committee (RPTRC)	<ul style="list-style-type: none"> To review related party transactions as prescribed by Section 9 of the Listing Rules of the CSE.
Board Risk and Compliance Committee (BRCC)	<ul style="list-style-type: none"> To assist the Board to oversee the risk and compliance function and ethics programme. Responsible for determining that there are robust processes in place for identifying, assessing and monitoring: <ol style="list-style-type: none"> 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 ABAC.

Delegating authority for economic, environmental, and social impacts

GRI 2-14, 2-17

The Board works with the Nominating and Remuneration Committee (NRC), Capital Investment and Procurement Management Committee, Board Audit Committee, Related Party Transactions Review Committee, and Board Risk and Compliance Committee, as well as the Group Chief Executive Officer (GCEO) to ensure decision-making and oversight of environmental, social, and governance (ESG) issues.

The committees delegate oversight to Group Chief Risk, Compliance and Sustainability, who together with Group Chief Officers, reports to the GCEO, who reports to the Board. The GCEO will act as the intermediary between stakeholders and the highest governance body (the Board of Directors) on ESG topics.

Group Sustainability and Group Risk and Compliance report the progress and concerns on such matters to Group Chief Risk, Compliance and Sustainability.

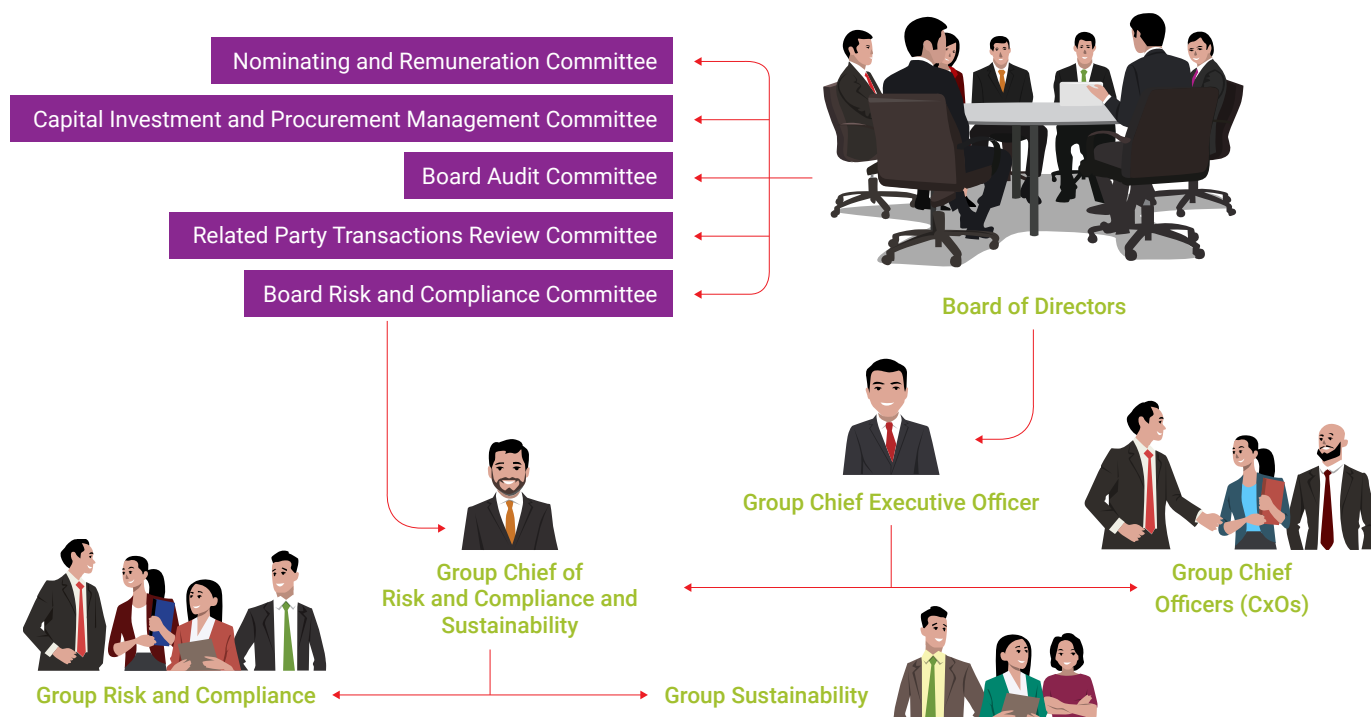
Concerns are considered “critical” when existing internal controls are inadequate to appropriately address them, or when new controls or processes have to be introduced to resolve the concerns. If a deviation in controls was found to be minor and

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. The GCEO formally reviews and approves the Organisation's sustainability report, while ensuring all material aspects are addressed. Furthermore, the management briefs the Board at the Committee and Board meetings on the measures taken to develop and enhance the Board's collective knowledge of economic, environmental, and social topics.

Concerns are considered “critical” when existing internal controls are inadequate to appropriately address them, or when new controls or processes have to be introduced to resolve the concerns. If a deviation in controls was found to be minor 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.

The GCEO formally reviews and approves the Organisation's sustainability report while ensuring all material aspects are addressed.

Furthermore, the management briefs the Board/NRC at the Committee and Board meetings on the measures taken to develop and enhance the Board's collective knowledge of economic, environmental, and social topics.



Corporate Governance

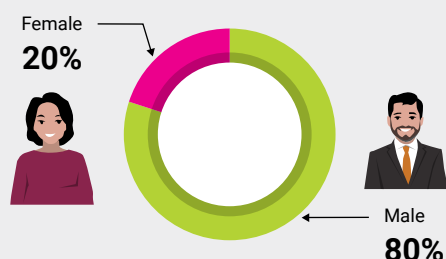
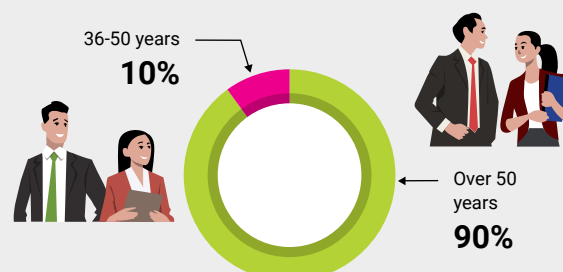
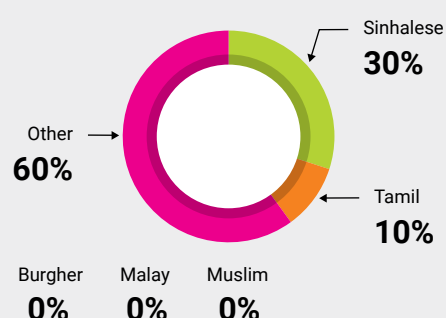
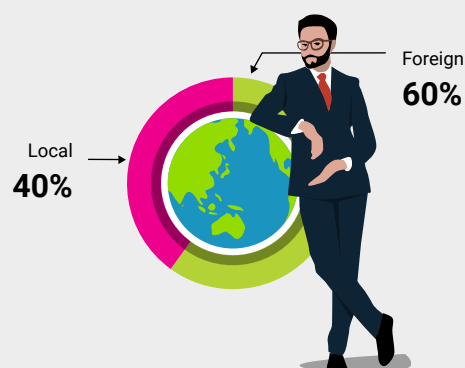
Board and committee composition

GRI 2-9, 3-3, 405-1

Governance body	Total members	Executive members	Non-executive members	Ex-officio members	Independent	Competences related to economic, environmental, and social impacts	Stakeholder representation
Board of Directors	10	1	9	0	4	None	Major Shareholder Representation – by 05 Nominee Directors
Board Audit Committee	3	0	3	0	2	None	Major Shareholder Representation – by 01 Nominee Director
Capital Investment and Procurement Management Committee (CIPMC)	4	1	3	2	1	None	Major Shareholder Representation – by 02 Nominee Directors
Nominating and Remuneration Committee (NRC)	3	0	3	0	2	None	Major Shareholder Representation – by 01 Nominee Director
Related Party Transactions Review Committee (RPTRC)	2	0	2	0	2	None	None
Board Risk and Compliance Committee (BRCC)	4	1	3	0	2	None	Major Shareholder Representation – by 01 Nominee Director

Please refer to the Profile of Directors in the Dialog Axiata PLC Annual Report 2022 for information pertaining to each Director's tenure in the governance body and the number of other significant positions and commitments and the nature thereof.

Category		BOD	BAC	NRC	CIPMC	BRCC	RPTRC
Gender	Male	8	3	4	4 Committee members 2 Ex-officio members	4	2
	Female	2	0	0	0	0	0
Age Group	18-25	0	0	0	0	0	0
	26-35	0	0	0	0	0	0
	36-50	1	0	0	2	1	0
	Over 50	9	3	3	4	3	2
Minority Groups	Sinhalese	3	0	0	3	1	0
	Tamil	1	1	0	0	1	1
	Muslim	0	0	0	0	0	0
	Malay	0	0	0	0	0	0
	Malay	0	0	0	0	0	0
	Burgher	0	0	0	0	0	0
	Other	6	2	3	3	2	1

Board Composition by Gender (Nos.)**Board Composition by Age (Nos.)****Board Composition by Race (Nos.)****Board Composition by Nationality****Board and committee selection process**

GRI 2-10, 2-11, 2-17, 2-18

The Board combines an appropriate and diverse balance of skills, industry experience and perspectives to objectively and effectively discharge its responsibilities. Directors' competencies and skills are aligned with the Group's strategic aspirations that have enabled a deeper understanding of the business and its long-term objectives.

The chairperson of the Board is a non-executive director, to ensure impartiality in decision-making. In the process of nominating directors, the Board and the NRC evaluate the balance of skills and capabilities, knowledge and experience on the Board, and diversity and availability when selecting viable candidates who would complement the Board's composition. Furthermore, the Company evaluates the candidate's ability to act independently in terms of character and judgment and if there are mitigating circumstances and relationships that 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 succeeding his/her appointment. All directors are required to disclose their interests, which are entered in the interest register maintained by the Company. The disclosure of directors' interests is made in the Annual Report.

Managing conflicts of interest

GRI 2-15

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 2022 Annual Report.

The role of the Board of Directors

GRI 2-12

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 engage 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 GCEO, as proposed by the relevant Chief Officer.

Corporate Governance

Training and development

GRI 2-17

To ensure the Board remains up-to-date and effective in disseminating its duties, the Company takes steps to develop and enhance the Board Members' collective knowledge on economic, environmental, social topics as well as training on Anti-Bribery and Anti-Corruption training. The Board and the NRC are continuously updated on such matters by the management at committee and Board meetings. Furthermore, the Directors are provided 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 ensures that they remain fully apprised of the activities and business operations of the Company and its subsidiaries.

Senior management (CEO and CEO-1)



Performance evaluation

GRI 2-18

The NRC is responsible for evaluating the Board's performance, determining the manner of evaluating the Board's performance, and proposing the objective criteria. A self-evaluation of performance is conducted internally periodically, excluding sustainability. No actions were taken in response to the evaluation of the Board's performance with respect to economic, environmental, and social topics during the year.

Risk management

GRI 2-16

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 BRCC on behalf of the Board, in consultation with the relevant business process owners. Stakeholder consultation is not utilised to support this process at present.

The Group's risk management framework is reviewed by the BRCC 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 formally reviews and approves the Organisation's sustainability report and ensures all material aspects are covered. Furthermore, the GCEO communicates any critical concerns relevant to economic, environmental, and social performance to ensure responses to changes in the environment. No critical concerns were communicated to the highest governance body in the year under review.

MATERIAL TOPIC 02 ▶

Compliance

Compliance

GRI ▶ 2-24, 2-27, 2-30, 3-3, 205-2, 205-3, 407-1

Why compliance is material to us?

Multiple challenges such as the heightened risk environment, regulatory and compliance pressures, increasing privacy and security incidents, escalating cost of living exerting pressure on the customers income levels, and the ensuing economic crisis are continuing to impact telecommunications service providers. Hence, compliance is crucial to ensure our Organisation is protected against external and internal threats, and our reputation and trust are built and safeguarded. Furthermore, adherence to regulations and standards drive change and innovation in our Company, while enabling an adaptive approach to operations. Compliance essentially forms the basis for our Organisation's decisions, and ensures our actions remain sustainable.

Our approach to compliance

At Dialog Group, we take pride in our beliefs and core values and are committed to conducting business with zero tolerance toward any form of bribery and corruption. Furthermore, remaining wholly committed to the core values of "Uncompromising Integrity" and "Exceptional Performance" (UI-EP) of our parent company Axiata Group Berhad, we are steadfast in our commitment to conducting business with zero tolerance of any forms of bribery and corruption.

Complying with regulations and standards is of paramount importance to us as a digital telecommunications company. Therefore, all organisational decisions and actions are taken in

compliance with the applicable regulations and standards both in Sri Lanka and in Malaysia, where our parent company is based. This enables us to build trust and remain resilient and profitable. Our commitment to compliance places us at the forefront of our peers both locally and regionally, and our compliance mechanism ensures that we adhere to the laws and regulations applicable to each core business vertical of our operations.

Our regulatory compliance

Dialog's telecommunications business operates under the system licenses issued by the TRCSL. In addition to the TRCSL system licence, DTV is governed by content licences issued by the Ministry of Mass Media. Mobile money and payment services such as eZ Cash fall under the purview of the Central Bank of Sri Lanka (CBSL). The Company and its subsidiaries have entered into several Investment Agreements with the BOI and enjoy concessions under Section 17 of the BOI Act.

In addition to complying with the aforementioned mandatory requirements, we also benchmark ourselves to globally accepted best practices and standards to ensure that we maintain a competitive edge through high-quality services.

Compliance

Dialog complies with the following regulatory requirements inter alia:



Telecommunications Regulatory Commission of Sri Lanka

Sri Lanka Telecommunications Act No.25 of 1991 (as amended) and regulations issued thereunder



BOI

Act No. 4 of 1978 (as amended) and regulations issued thereunder



Sri Lanka Rupavahani Corporation

Act No. 6 of 1982 (as amended)



CSE

Listing Rules



Payments and Settlements Systems

Act No 28 of 2005



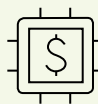
Financial Transactions Reporting

Act No. 06 of 2006



Prevention of Money Laundering

Act No. 05 of 2006



Electronic Transactions

Act No. 19 of 2006 (as amended)



Foreign Exchange

Act No. 12 of 2017



Convention on the Suppression of Terrorist Financing

Act No. 25 of 2005



Personal Data Protection

Act No. 9 of 2022



Regulations, directives, determinations, or regulatory orders of **the CBSL as applicable**



Employment-related statutes and regulations



Department of Inland Revenue-related statutes and other related tax laws



Environmental laws and regulations



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

Our compliance process

Our stringent compliance process ensures that all business units are cognisant of the four requirements related to compliance: Inform, Train, Assess, and Correct.



Inform:

We inform the relevant business units of the compliance requirements when new statutes and regulations that are applicable to the business are issued.

Train:

We conduct training programmes on compliance with the applicable statutes and regulations issued by the CBSL for all new recruits of the Company during the employee onboarding process, monthly. Employees who are 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. Employees are also expected to be vigilant against suspicious patterns or unusual transactions and report them to Group Legal and Regulatory as and when they arise.

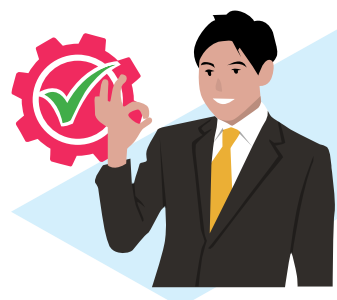
A Board-approved Compliance Policy has been established for eZ Cash pertaining to, inter alia, Company policies, and procedures relating to compliance, including AML and CFT compliance obligations of all employees.



Assess:

Processes have been set in place to ensure compliance across all business functions in a timely and efficient manner. This entails conducting regular audits, provision of relevant and timely updates, adhering to the comprehensive Annual Compliance Plan, timely license renewals and statutory filings and continuous monitoring of transactions as detailed below.

- Regular audits: A bi-annual Regulatory Compliance Audit ensures the conditions of the licences issued to the Company and applicable statutes and regulations are complied with.
- Relevant and timely updates: We engage an alert system to ensure licence renewals and relevant statutory filings with regulatory bodies are completed timely, advise on compliance requirements as and when new products and/or services are to be introduced, and report to the Board of Directors of the Company quarterly on compliance risk exposure.
- Comprehensive plans: We schedule activities in line with the Annual Compliance Plan and review the progress at the end of the year for CBSL-related compliance tracking. Furthermore, we initiate and support timeline-driven programmes for new statutes and regulations that require process changes across the Organisation.
- Continuous monitoring: We conduct daily monitoring activities for suspicious behaviour within eZ Cash for high-risk alerts to comply with the Financial Transactions Reporting Act No. 06 of 2006. Moreover, we adopt a risk-based approach for CBSL-related compliance to profile eZ Cash customers and merchants based on their level of risk.



Correct:

We take non-compliance issues seriously, immediately recommending corrective action if non-compliance with certain regulations or policies is anticipated. Any non-compliances thereto are escalated to the Risk and Compliance Management Committee (RCMC), BRCC and, ultimately, the Board of Directors based on the criticality and nature of the non-compliance.

Furthermore, the Group Internal Audit serves as a line of defence against any compliance risks and raises any lapses in compliance to the management and BRCC committees for necessary action. We monitor the progress of regulatory observations highlighted in on-site audits and recommend corrective action to avoid recurrence.

ISO 27001:2013 – Information Security Management System

Business segment

- Internet Data Center, Group IT, Group
- Technology

Initial certification (year)

- Internet Data Centre – 2007,
- Group IT – 2012,
- Group Technology – 2017

Last periodic audit date

November 2021

Renewal cycle

Re-certified every three years

Current validity period

2 January 2024



GSMA Mobile Money Certification – Toolkit Ver 3.0

Business segment

eZCash

Initial certification (year)

26th November 2018

Last periodic audit date

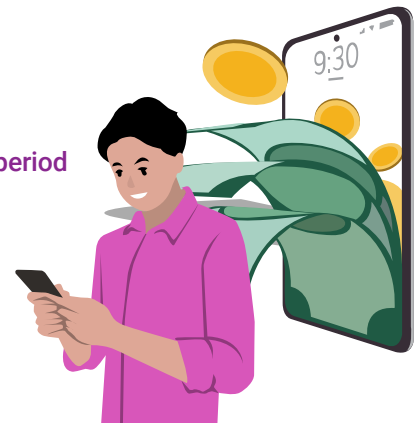
November 2021

Renewal cycle

Every three years

Current validity period

25 November 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

Re-certified every year

Current validity period

20 September 2022



Compliance

Anti-Bribery and Anti-Corruption (ABAC)

GRI 3-3, 206-1

SASB TC-TL-520a.1, TC-TL-520a.2

Our commitment towards maintaining professionalism, fairness, and integrity across all our business activities embodies our every action. This is evidenced by the stringent systems and processes that have been implemented to counter any form of bribery and corruption that may arise.

Dialog’s principal shareholder, the Axiata Group, operates and invests in technology companies across the South Asian and Southeast Asian regions. Dialog is guided by Axiata’s overarching principles, which require all members employed at these organisations to strictly adhere to the core values of 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.

Our compliance with ABAC regulations

Dialog adheres to the requirements of the new Act 17A imposed by the Malaysian Anti-Corruption Commission (MACC) on 1 June 2020, which aims to regulate anti-corruption and ensure ethical business practices across all Malaysian companies and their related subsidiaries. Under the new Act 17A, corporate organisations are considered liable for the consequences of corruption incidents initiated by an individual or group of individuals, whereas previously only the individuals engaged in acts of corruption were deemed liable for their actions. Furthermore, the Act states that corporates must introduce strict controls and adequate procedures to prevent any occurrences of bribery and corruption, ensuring any such procedures are communicated, implemented, and enforced effectively across the organisation.

To remain aligned with the aforementioned requirements, MACC guided Axiata towards the implementation of the “TRUST” model, on which Dialog’s anti-corruption programme is built. The implementation of this programme resulted in a solid foundation of ethics and integrity where regulatory compliance and governance play a key role.

Tone from the Top

Highlighting top-level commitment to combatting bribery and corruption

Risk Assessment

Assessing all parts of the organisation for related risks

Undertaking Control Measures

Introducing comprehensive, stringent controls

Systematic Review and Monitoring

Ensuring regular monitoring of all procedures

Training and Communication

Providing adequate training and awareness to all stakeholders

We remain fully compliant with all statutory labour laws including the Shop and Office Act of 1954 and the ILO Declaration on Fundamental Principles and Rights at Work. As a signatory to the UN Global Compact on Human Rights, we refrain from all forms of child labour or forced/compulsory labour. Furthermore, we have a policy aimed at preventing sexual harassment, and procedures are in place to handle any complaints regarding the same.

Our commitment to ABAC

The success of the anti-corruption programme, which is based on the guidelines of the TRUST principles, has allowed the Company, our customers, and our shareholders to appreciate the business value over the past three years. Thus, we continue to work within the anti-corruption programme framework and embed it in our core values. This is of special importance due to our proximity to politically exposed persons and reliance on government approvals, which mandates ABAC policies. We are aware of our privileged position in the country's telecommunication industry and intend to influence the country's DNA by being compliant with ABAC policies. Our initiatives and practices under the ABAC are geared towards highlighting the need for a country free of bribery and corruption.

Dialog's Board of Directors holds the overall responsibility for maintaining the Company's anti-corruption track record, while the responsibility for enforcing anti-corruption practices daily rests with the Company's management. Therefore, the 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 in place.

Application of the ABAC Policy to our stakeholders

The ABAC Policy governs the Group's employees and third-party practices in conducting business for and on behalf of Dialog Group. This policy is monitored and reviewed at least once every two (2) years by the Risk and Compliance Division. The required updates and modifications are recommended by the Axiata Group Chief Risk & Compliance Officer (GCRCO) to the BRCC, which in turn recommends to the Board for approval. All stakeholders are informed of any revisions made to this policy.

The Group's comprehensive ABAC policy can be accessed at <https://dlg.dialog.lk/abac-policy>. Given below are key guidelines our stakeholders are required to adhere to.

"Stakeholders" are defined as internal and external parties that have dealings with Dialog Axiata PLC Group, which includes all members of the Board of Directors, heads, senior managers, managers, and individuals at all levels including permanent, temporary and contract employees; and trainees or interns of Dialog Axiata PLC Group. It also includes third parties such as customers, suppliers, contractors, vendors, agents, consultants, representatives, distributors, joint venture partners, and other external stakeholder(s) acting for or on behalf of Dialog Axiata PLC Group.

All stakeholders are required to adhere to this policy established as part of Dialog Axiata PLC Group's ABAC compliance framework and should read the policy in conjunction with the local and other applicable regulations in Sri Lanka, and any other Axiata Group Governance Instruments, and Dialog Axiata PLC Group Governance Instruments.

Compliance

ABAC guidelines for third parties

We require our external entities providing goods or services under contract to abide by our anti-corruption programme. We have adopted the following guiding principles - "CODE" - in our Third-Party ABAC Framework to ensure we only enter or establish business relationships with third parties that share the same ethos as the Dialog Group.



The "CODE" has been prepared to provide a clear statement of the Dialog Group's (Dialog Axiata PLC and its subsidiaries, collectively referred to as DAP) expectations from suppliers in all procurement dealings, ensuring that internationally recognised procurement ethics are followed. The "CODE" applies to all suppliers including all prospective suppliers. Further details of the Group's Supplier Code of Conduct can be accessed at <https://dlg.dialog.lk/supplier-code-of-conduct>.

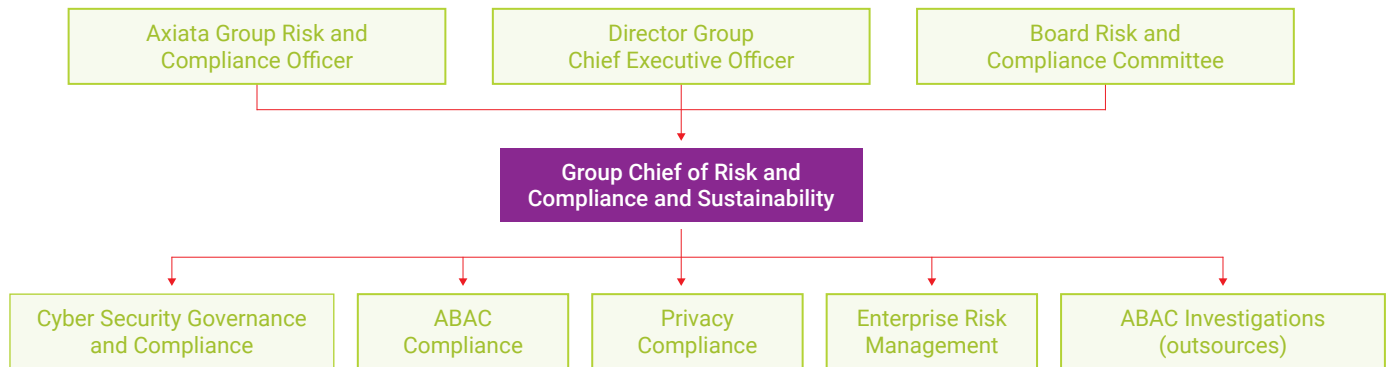
Under the Code, the suppliers are expected to:

- ▶ Develop and maintain all necessary documentation to support compliance with the described standards; such documentation shall be accurate, up-to-date and complete;
- ▶ Where relevant, provide DAP's representatives with access to all relevant records and documentation, upon DAP's request;
- ▶ Allow DAP's representatives to conduct interviews with the supplier's employees and management and other supplier representatives separately;
- ▶ Allow DAP's representatives to conduct announced site visits of supplier and supplier representatives locations where relevant; and
- ▶ Respond promptly to reasonable inquiries from DAP's representatives in relation to the implementation of this Code.



Supplier shall have a process in place for timely correction of any deficiencies or violations identified by such an assessment.

Our ABAC framework



The Board Risk and Compliance Committee (BRCC)

The BRCC aims to reinforce the Company's ABAC control framework and assist the Board in its oversight of the compliance function and ethics programme.

The Committee is responsible for determining the existence of robust processes for identifying, assessing, and monitoring the following risks:



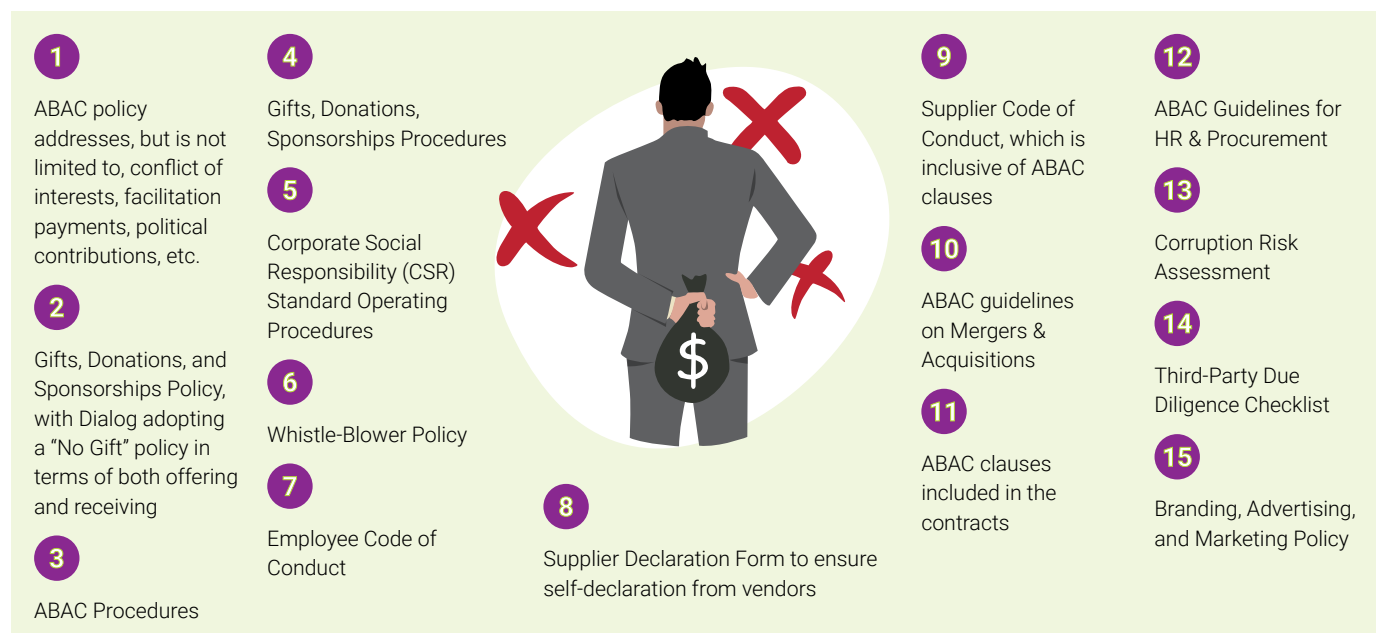
- 1 Key business risks to safeguard shareholders' investments and the Company's assets
- 2 Cybersecurity risks and risks relating to data privacy
- 3 Risks arising from non-compliant practices and behaviours, particularly relating to ABAC

Comprising four representatives of the Board, the BRCC ensures the Company's risk register is kept up-to-date and relevant, provides advice to the Board on the strategic direction of the Company, sets the tone from the top on ABAC, and ensures appropriate training and development is 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 above. Additionally, BRCC consists of the Group Senior Management Committee (GSMC) and is headed by the GCEO, and the Risk & Compliance Management Committee chaired by the Group Chief of Risk & Compliance. The Group Leadership Committees provide oversight to the effective management of the core functional areas delineated above, headed by the senior management of the respective functional areas.

Compliance

Our policies and procedures

We promote multiple policies and procedures that outline the relevant mechanisms to achieve a structured approach toward ABAC, including:



Training on anti-corruption

Training for all employees, including temporary staff, contract workers, and business associates, is mandatory and monitored for its completion. Periodic confirmation is sought from relevant personnel on compliance with this ABAC Policy. In addition, annual training programmes take place to ensure all employees are aware of any changes to the policy. Informal training takes place for key stakeholders within high-risk divisions.

We have put in place uniform CSR Standard Operating Procedures to evaluate and assign responsibility for the long-term and established CSR projects and their respective transactions. Furthermore, we regularly update ABAC-related clauses and incorporate them into the Employee Code of Conduct.

Training is key to building, refreshing, or improving the necessary competencies and capabilities of every staff member at Dialog. In this regard, the Axiata Group and Dialog Axiata PLC Group provide the necessary ABAC awareness and training to its staff members, as appropriate to their roles, risks and business scenarios they encounter. This includes heads, senior managers, managers, and individuals at all levels including permanent and contract employees, temporary employees, and trainees or interns of the Dialog Axiata PLC Group.

Furthermore, according to the Board Code of Conduct, all Directors are made aware of the Code and its contents upon commencement of their tenure as Directors and it forms a part of the induction programme. The Directors are prohibited from giving, soliciting or accepting bribes, facilitation payment, kickbacks, or other improper payment to achieve business or personal advantages for themselves or others or engaging in any transaction that can be construed as having contravened the anti-corruption laws. The Group's Board Code of Conduct can be accessed at <https://dlg.dialog.lk/our-governance>.

	Over 70 ABAC training programmes
	1,437.5 Mandatory training hours
	86 hours spent on UI-EP/Anti-corruption briefings at inductions

The whistle-blower policy

The Company's whistle-blower policy enables the creation of a conducive environment upholding transparency, accountability, and integrity. Dialog is committed to protecting, within reason and means, anyone who reports or raises a concern in good faith and those who participate in or conduct investigation, from retaliation. This includes concerns about alleged improper activity and those related to bribery and corruption. The policy provides guidelines on reporting improper conduct and addressing any allegations without the fear of retaliation.

The Group-wide 'Speak Up' platform continued to be in effect throughout the year. Managed by a third-party agency, 'Speak Up' consolidates all existing channels of the Axiata Group within a single, unified hotline, facilitating 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 other stakeholders including suppliers, business partners, contractors, customers, etc.

Several benefits are derived from the system including improved assurance of anonymity and confidentiality, centralised management of reported concerns, and the ability to speak directly to CxOs and the CEOs within a year of the submission of the whistleblowing report.

In line with the Group's policy, stakeholders reporting any concern in good faith 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), which ensures the concerns are addressed in a professional, confidential, and timely manner. Any report warranting an investigation will be assessed by an investigator from Axiata or an externally appointed source. Any authentic concerns will lead to the offending party facing disciplinary action, as stated in the Code of Conduct. Furthermore, the Group remains committed to keeping the person who reported the concern updated on the status and/or progress of the investigation subject to Axiata Group's policies and procedures.

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

Gifts, Donations, and Sponsorships (GDS) policy

All Stakeholders as well as their family members, who are acting for and on behalf of the Dialog Group, directly or indirectly, are discouraged from giving or accepting gifts, entertainment, and corporate hospitality. In terms of value, the gifts, entertainment, and corporate hospitality should not be lavish, excessive, outside the norm or exceed the maximum or equivalent threshold stipulated in the GDS Policy or any other Governance instrument. In addition, our stakeholders are prohibited to directly or indirectly offer, promise, give, solicit or accept, agree to accept, or attempt to obtain anything that might be regarded as a facilitation payment in any form.

Moreover, the Group prohibits any kind or form of political contributions or donations. Stakeholder(s) are prohibited to use the Group's funds and resources to make contributions or donations to any political campaign, political party, political candidate, or their respective offices/officials or any stakeholder-affiliated organisations.

Key initiatives/highlights for 2022

Transparency International Sri Lanka (TISL) launched its report on Transparency in Corporate Reporting (TRAC) for the year 2022, which assesses the top 100 Public Limited Companies on the Colombo Stock Exchange (as per market capitalisation on 5th July 2022) on their level of transparency in the disclosure of information. The assessment is being conducted for the third consecutive year. The TRAC assessment scores and ranks companies on several thematic areas crucial to fighting and preventing corruption: reporting on anti-corruption programmes, transparency in company holdings, the disclosure of key financial information in domestic operations and disclosure on gender and non-discrimination policies. Dialog has been declared as "Fully Transparent" in its anti-corruption programme reporting for the year 2022.

We integrated "Corruption Risk" into our Organisation's enterprise risk management register, applicable across all our business divisions. A range of sessions on the identification and prevention of corruption risks were conducted across all employee groups to raise awareness. The adoption of this risk within the register ensures a more systematic approach towards eliminating corruption, necessitating business portfolios to submit quarterly reports including a corruption risk rating based on likelihood and impact. Based on the insights obtained from these reports, corrective action is taken to mitigate the occurrence of such risks. The top-five organisation-wide corruption risks identified through this assessment were reported to the BRCC along with the effectiveness of the controls implemented.

Compliance

We continued to ensure the implementation of ABAC practices across the Organisation. During the year, we followed a training session conducted by a Malaysian partner to upgrade our knowledge of the risk identification methodology. Accordingly, over 70 training workshops were conducted to transfer the knowledge to all our staff members through the designated ERM champions across the Dialog Group. This enables us to keep a firm focus on corruption-free relationships and transactions, by providing the required knowledge to our staff to ensure a corruption-free workplace, along with identifying and mitigating corruption risks and working according to a timeline. Approximately, 88% of the relevant corruption risk assessments were completed for the 48 portfolios. Furthermore, we revised our ABAC policy in line with identified areas for development and communicated the revised policy to all staff members along with the key changes to the policy.

Moreover, the committee on gifts, donations, and sponsorships (GDS) was implemented in 2021 and was effectively operationalised in 2022. The approval workflow system was implemented, creating a digitised, transparent procedure to manage all requests related to GDS. The system ensures greater visibility and simplification of the audit process, thereby promoting best practices in good governance. Thus, all donations, CSR activities, and gifts to customers are prudently monitored and approved through the committee. This is carried out quarterly and as appropriate.

Additionally, the Terms of Reference of the GDS Committee were amended and communicated to all staff members to further strengthen ABAC-related aspects. Through ongoing monitoring and evaluation, we ensure the effectiveness of the controls implemented in 2022. With no significant control breaches observed in the period under review, the report is to be submitted to the BRCC in Q1 2023.

On 31 August 2022, we held a hybrid seminar on “Uncompromising Integrity Amidst an Economic Crisis”, which was well received by the participants. Furthermore, we celebrated Anti-Corruption Day on 9 December 2022. Over 500 participants joined the event with received an overall rating of 4.84 out of 5 on the quality of the event (as assessed by the participants).



Asanga Priyadarshana – the Group Chief of Risk and Compliance of Dialog Axiata receiving the award at the launch of the Transparency in Corporate Reporting (TRAC) 2022 report



Future outlook



Our focus is on automating most of the processes, including corruption risk and enterprise risk identification. We aim to automate the helpdesk through a chatbot, implement artificial intelligence (AI) and machine learning to identify anomalies, and ensure the automation of processes related to ABAC and all risks. This would further elevate and streamline our response to deviations within our business activities. We will continue our focus on data analytics to implement real-time monitoring of any potentially corrupt transactions across the enterprise risk management function and indicate any potential red flags for immediate action.

Community Investments and Social Stewardship

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

As the leading telecommunications company in Sri Lanka, we reach a wide range of stakeholders. Over 50% of the nation's population constitutes the subscriber base of Dialog, and our economic footprint amounts to approximately 1% of Sri Lanka's GDP. Irrespective of the challenges faced by Sri Lanka, we extend services that connect and empower people, create lasting value, and enrich livelihoods. In fact, our highest contributions to the people and the nation have been in times of adversity.

We have continued to leverage our resources and capabilities to extend value beyond the scope of our corporate boundaries. We implement long-term interventions spanning three key focus areas designed to serve Sri Lankan communities.

Our efforts are focused on continuing to create societal impact through our digital inclusion and social innovation-oriented products and services.

We have adopted innovative methodologies such as the "Theory of Change" to envisage and implement interventions that sustainably create social value in the short run as well as in the long run. Our partners (industry players, like-minded organisations, international research organisations, government institutions, local authorities and community groups) who possess best-in-class domain knowledge enable us to achieve impactful outcomes via stakeholder ownership.

The Dialog Foundation

The Dialog Foundation was established in 2012 to unify Dialog's major Public-Private-Partnerships and provide a cohesive framework to drive the Company's social stewardship activities. Our main focus areas have been uplifting education, assisting those with hearing, sight, and speech deficiencies or impairments, raising disaster preparedness and response, and providing health and support for marginalised communities in our nation.

Numerous initiatives were implemented during the year targeting the above focus areas. The key areas of emphasis in education were extending access to quality education to students across the island, enabling individuals to build the necessary skills to thrive in an increasingly digitised world, and expanding the quality of knowledge and content for students. In the 'hearing, sight and speech' segment, we focused on promoting early detection and supporting individuals suffering from hearing, sight, and speech deficiencies. The disaster risk reduction and recovery focus areas were protecting citizens through timely awareness to minimise the impact of disasters, developing mechanisms to enhance social resilience to disasters, and empowering post-disaster recovery.

These focus areas arise from our belief that we are a part of the knowledge economy and education is the single most powerful tool for long-term change. The key drivers of our social stewardship strategy are innovations for social needs, strategic partnerships, and stakeholder consultations for long-term sustainability.

As the leader in the telecommunications industry serving over 50% of the Sri Lankan population, we strongly believe that we have a responsibility towards the betterment of the citizens of our nation. Our vast potential to positively impact Sri Lanka through our objectives and other indirect investments including our position as a responsible corporate operating within this geographic and socio-economic context enables us to make a meaningful contribution to the development of our nation. Hence, we invest heavily in our focus areas that are national priorities to accelerate Sri Lanka's social and economic development and contribute to the United Nations SDGs.

These sustained, long-term interventions tackle relevant social and environmental issues in tandem with changing needs of the society. They have the capacity to deliver lasting change to uplift the country and its people. We partner with like-minded organisations, international research institutions, respective government organisations, local authorities, and community groups. Our sustainability-related initiatives under the Dialog Foundation span digital inclusion (page 91), engagement and community investment (page 47), and environment (page 62).

Diriya.lk

Diriya.lk is a free, trilingual, online knowledge portal that serves as a one-stop hub for Sri Lankan entrepreneurs, providing expertise from reputed industry specialists, downloadable educational content and access to networking opportunities.

The knowledge base is built on credible and reliable sources, providing individuals with the essential knowledge required to start and operate a business successfully, spanning key topic areas of business through articles, videos and downloadable content.

The aim is to promote greater business knowledge and awareness among entrepreneurs, thereby positioning them to adapt and be prepared for the challenges of the fast-paced business environment.

An SME digitisation initiative commenced with Sri Lanka-Singapore Business Council (SLSBC) of the Ceylon Chamber of Commerce.

Our partners

- The Center for Entrepreneurship and Innovation (CeFEnI), University of Sri Jayewardenepura
- Sri Lanka-Singapore Business Council (SLSBC)
- Advocata Institute
- Chrysalis Sri Lanka
- StartupXFoundry
- Govi Mithuru
- Sri Lanka Tourism Alliance

Community Investments and Social Stewardship

Key initiatives/highlights for 2022

- Produced 20+ videos with Center for Entrepreneurship and Innovation (CeFEnI) on material topics
- Videos sourced free of charge from StartupXFoundry and Chrysalis added as engaging material for visitors
- Organised the “Diriyen Idiriyata” Women’s Day Workshop in collaboration with Yeheli.lk and Ideamart for Women
- Presence at the main event and the regional events of “Aya”, the National Women’s Day commemoration initiative
- Reached an audience of more than 600,000 through social media
- Published over 10 “Diriya Stories” featuring entrepreneurs

Future outlook

- To enhance brand awareness further by continuing to reach out to grassroot-level businesses and entrepreneurs through awareness raising training and workshops.
- To increase traffic to the website by improving the quality of content on the website and across social media platforms; Facebook, Instagram and YouTube.

Petralex

The loss of hearing can adversely affect the quality of life. Results of loss of hearing include reduced accessibility to knowledge, potential isolation, loss of self-confidence and the development of dementia among senior citizens. People with hearing disabilities are often unable to access the necessary technology to communicate with their friends, family and peers. In addition, hearing aids are inaccessible to many Sri Lankans due to their cost and the need for maintenance of such equipment.

Understanding this need within the country, we developed the Petralex app in partnership with Petralex, the global leader in the industry, as an affordable smartphone-based hearing enhancement solution. Through this initiative, we aim to provide hearing aids at low cost to people who suffer from hearing impairment in Sri Lanka and provide hearing enhancement.

The app enables sound amplification and eliminates background noise when using a smartphone, thereby improving the hearing capability for those with 30–40% hearing loss in a simple and discreet manner. A localised version of the app was developed, in English, Sinhala and Tamil to drive inclusivity and the product is provided at a subsidised rate of Rs. 180 per month. Testing is

carried out in collaboration with experts from the RAC, who guide individuals to the right solution.

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

Key initiatives/highlights for 2022

To enhance the app, improvements were made to the user interface (UI) and UX of the Petralex beta app, which enabled us to develop the final version.

The encouraging results include –

- On android – 1,292 downloads, 1,123 hearing tests conducted, 9 new subscriptions, and a Revenue of Rs. 16,920.
- On iOS – 51 downloads, 99 hearing tests conducted, 5 new subscriptions, and a revenue of Rs. 1,782.

Future outlook

Improve the UX and UI of the Petralex app and release the new app within 2023.



Scan here to download the app from Google Playstore



Scan here to download the app from App Store

Ratmalana Audiology Centre (RAC)

Dialog’s longest-standing commitment towards hearing, speech and sight impairments is exemplified by its partnership with the RAC, a non-profit social enterprise that serves as a centre of excellence in hearing, speech testing and therapy.

The RAC, which celebrated its 15th Anniversary in 2022, is a state-of-the-art audiology services provider jointly operated by Dialog and the CSDB. Established and operated as a social enterprise governed by an memorandum of understanding (MoU) between the two entities, the RAC’s objective is to be a centre of excellence

in the provision of testing and rehabilitation services for those with hearing and speech difficulties.

Recognising the 'wealth at the bottom of the pyramid', Dialog strives to develop sustainable business models to profitably enact an inclusive approach to the marketplace. Our partners hold similar values: The centre provides free-of-charge services to the students and the staff of the CSDB and provides the community with high-quality services at affordable rates, thereby aligning itself with Dialog's 4As philosophy of affordability, availability, applicability, and affinity. Whilst Dialog supports the centre with its capital and operating expenses where necessary, the goal of the centre has been to be financially self-sustainable in the long run.

Key initiatives/highlights for 2022

- Marking a significant milestone in its journey towards achieving financial independence, the RAC closed the financial year 2022 with a net operating profit, further validating the social enterprise model's viability.
- Due to the social unrest and fuel crisis in the country that resulted in an unfavourable environment toward audiology services that typically require physical interaction with clients, the centre had to adopt measures such as home-visits, flexi-hours, and remote testing to cater to the clients' needs.
- Marking the 15th year anniversary of the RAC, Dialog initiated a project to renovate and upgrade the RAC facility infrastructure at a cost of over Rs. 9 Mn.

Achievements

- In an unprecedented year, the RAC served its clientele even during the most turbulent months with the staff often going the extra-mile.
- Despite the year being arguably the most challenging to date, the RAC ended the year with a positive balance in annual accounts, thus recording profits for the first time in its history.

Free services provided for the community and the CSDB

Service provided	Numbers	Value of the service (Rs.)
CSDB		
Hearing aids fitted	78	1,639,750.00
CSDB testing and speech/ special education sessions	772	
Community		
World Hearing Day testing	311	780,950.00
Free tests for the community	1,229	
Neonatal hearing screening	78	

Future outlook

The RAC looks forward to further strengthening its portfolio of services with the introduction of occupational therapy, counselling and physiotherapy. The viability of these options is currently being evaluated by the RAC, also taking into account the feedback from clients.

Neth Suwaya

For most people, vision is their most important sense and is crucial in many situations of their daily lives. Vision contributes towards daily activities, and enables people to prosper and progress. However, eye conditions or ailments, if left untreated or unidentified, can lead to visual impairment or blindness. Hence, timely diagnosis and treatment of such conditions can result in the prevention of visual impairment at an early stage and lead to an improved quality of life.

In 2015, Dialog partnered with the Vision 2020 programme, which is a global initiative that was established in partnership with the World Health Organisation (WHO) and the International Agency for the Prevention of Blindness (IAPB) in 1999, with the joint goal to eliminate avoidable blindness by 2020.

The Ministry of Health spearheaded the programme in Sri Lanka, fostering public-private-partnerships such as the one with Dialog to implement sustainable programmes that enhance and elevate the national healthcare system. Under the Vision 2020 initiative, Dialog conducted eye-camps across the country. Dialog's initiative under the Vision 2020 umbrella was rebranded as 'Neth Suwaya' in 2021 to forge greater connections with the community.

Key initiatives/highlights for 2022

Due to the socio-economic and political unrest that was prevalent in 2022 in Sri Lanka, conducting eye camps and creating content were put on hold until the fourth quarter of 2022. Upon its resumption, Neth Suwaya collaborated with Dialog's 'Sayuru' initiative and the Ocean University of Sri Lanka to conduct an eye clinic in Negombo, following which, custom-made spectacles were provided to low-income communities, enabling them to carry out their daily activities or earn a living without any difficulties.



Community Investments and Social Stewardship

Disaster risk reduction and recovery

We have remained resolutely committed to our nation and its people through extreme challenges due to the COVID-19 pandemic and the prevailing macroeconomic crisis in the country. By adapting to the situation quickly, we provided solutions and relief to our customers, communities and the nation. Our efforts included the NFP, Karuna.lk, Manudam Mehevera, and the Readiness in Emergencies and Disasters (RED) framework.

In particular, during a national crisis when the entire nation came to a standstill due to the fuel crisis, we lent our services to launch the NFP in collaboration with MillenniumIT ESP and ICTA under the guidance of the Ministry of Power and Energy. This enabled elimination of fuel queues, saving substantial foreign currency and ensuring a fair distribution of fuel to the nation.

We continued to offer an uninterrupted network coverage, deliver a consistent customer service, and maintain the well-being of our employees. We also focused on continuing the existing projects, including the e-Connect, e- Learn, e-Health, e-Tainment, e-Care and e-Work solutions.

Our support was extended to the healthcare sector and the general public through the provision of donations and solutions for the healthcare staff, and offering data at concessionary rates or zero cost.

Education**The Nenasa ecosystem**

Reimagining the future of education, Dialog embarked on commissioning a satellite television-based distance education bridge in 2008, aimed at serving the underserved segments in Sri Lanka's education landscape. Our continuous improvement, timely interventions and expansions have led to the successful creation of a seamlessly integrated ecosystem to empower a future of inclusive and equitable student-oriented education, especially in a post-pandemic world.

Our aim is to bridge the technological divide and provide every child the opportunity to succeed. Our services and solutions include the Nenasa TV channels, Nenasa Smart School, Nenasa App, Nenasa 1916 (formerly Nenasa 1377) and Nenasa.lk. Through these offerings, we support Sri Lankan students across the nation in their educational journey. The solutions allow students to access tutors, learning material, assignments, examination papers, and relevant information online through multiple mediums.

Nenasa TV

Eight television channels that deliver educational content pertaining to the national syllabus administered by the Ministry of Education, availed free-of-charge for all Dialog Television subscribers exceeding 1.7 million households as well as for millions of Dialog Broadband users via the Dialog ViU (Video Unlimited) app. Nenasa TV channels have also been made available at over 2,700 Nenasa Connected schools with a special free-of-charge Nenasa Package. Furthermore, the schools also have a dedicated Nenasa Lab setup for students to watch the channels. All Nenasa connected schools have been given television sets under 3 phases with funding from Dialog. The special Nenasa package includes the Discovery Science, Da Vinci Learning, and Guru TV channels in addition to the eight Nenasa TV channels.

The Nenasa Smart School Initiative

Funded by the Dialog Foundation, , this initiative focuses on upskilling and empowering teachers to serve as ambassadors for digital transformation across their relevant schools. The first phase of the programme was executed by the ed-tech specialist Dialog subsidiary Headstart (Pvt) Ltd. under the endorsement of the MoE, in collaboration with the respective Provincial Departments of Education. It was proven to be effective in preparing teachers of participating schools to face the shift from onsite learning to online learning following the pandemic.

The Nenasa App

The Nenasa Educational App is Sri Lanka's first and the only multi-platform, trilingual, subscription-free educational app that acts as an aggregator of credible educational, edutainment, and infotainment content. It provides enriched and more equitable learning experiences by leveraging mobile technologies. The app, already available on devices running Android Mobile, iOS, Windows OS and Huawei OS, will soon be introduced on Android TV platform as well. The app works in-sync with the government learning content management system e-Thaksalawa operated by the Nenasa Television and e-Learning Unit of the Ministry of Education. In 2022, Dialog invested Rs. 5.895 Mn. in developing educational and edutainment content for the Nenasa App, which will be used across the Nenasa ecosystem.

DeafTawk

The World Health Organisation (WHO) reports that about 430 million people (5% of the world's population) need rehabilitation for disabling hearing loss, of which 34 million are children. According to the Sri Lanka Department of Census and Statistics, in 2012, there were more than 500,000 deaf people living in the country and this number is increasing each year. These persons face severe constraints in their day-to-day lives and lack the necessary resources to live their lives with dignity and independence.

Constraints and challenges they face include having to rely on family and friends to navigate social situations, receiving inaccurate information from government officials and other organisations they interact with, and the need to privately verify information with interpreters. They are also unable to discuss their personal issues with others apart from interpreters and thus, they may find themselves isolated from the rest of society. Thus, they rely heavily on the assistance of the sign interpreters but currently only 30 sign language interpreters are registered in Sri Lanka. In contrast, the Department of Social Services receives approximately 75 calls daily, which is beyond their capacity. The deaf community, in some cases, are unable to contact the department and thus need to travel great distances to visit the interpreters in person. In addition, sign language interpreters also often receive up to 50 private calls each day, resulting in additional time and data costs as well.

DeafTawk, an already available global mobile app-based service (available on iOS and Android), helps to bridge such communication gaps between the deaf community and the rest of society by providing a real-time sign language solution. The app allows deaf users to connect with qualified interpreters and use the service to communicate with anyone, including doctors, teachers, cab drivers, and relatives.

DeafTawk will be the first app of its type to be launched in Sri Lanka. To ensure this app is successful in the country, Dialog will relaunch the app including local languages (Sinhala and Tamil) while also registering local sign language interpreters to provide their services. The app will offer the deaf community localised sign language interpretation services and support from sign language interpreters registered under the Department of Social Service.

Key initiatives/highlights for 2022

- Tested the beta version of the application
- Completed a small group testing to obtain feedback to improve the solution to be more user-centric
- Onboarded 25 sign language interpreters (service providers) to the platform

Our partners

- Deaftawk Interpretation Services (Private) limited
- Third party interpretation service centre (ADSign)

Humanitarian assistance through Manudam Mehewara

We were at the forefront of community service and humanitarian assistance in 2022, collaborating with reputed corporate companies to provide emergency relief and assistance to people affected by the economic crisis. Moved by the economic hardships faced by the people, companies offered their assistance through financial aid, resources, and expertise. The collective humanitarian alliance approach allows Manudam Mehewara to reach scale and support more people than a single entity undertaking the endeavour.

The programme aimed to assist over 115,000 vulnerable families across the 25 districts of Sri Lanka.

We are joined in this effort by MAS Holdings, Hernas Holdings PLC, the CBL Group, Citibank, Sunshine Holdings PLC, Huawei Technologies Lanka Co., Pvt Ltd, Unilever Sri Lanka, Roar Media, and the London Stock Exchange Group (LSEG) Foundation. ITN, Siyatha, Swarnawahini, TV Derana, and Vasantham were the media partners, Sarvodaya Shramadana Movement is the execution partner, and PwC Sri Lanka is the independent auditor.

Although the programme is led by corporates, individuals too can contribute by donating via credit/debit card on the website <https://dlg.lk/donate/> or a bank transfer, Star Points transfer, eZ Cash, genie, or even a mobile top-up to 077 642 1421. Donors can conveniently donate through a range of payment options via www.karuna.lk as well.

Future outlook



In addition to expanding our initiatives that come under the purview of innovation, we, together with our parent company, aim to focus on implementing an innovative automated solution to identify and block websites that contain child pornographic material, in real-time. This is a part of our commitment to ensuring children's safety online. Moreover, as the world becomes increasingly integrated with the digital world, we will educate the children, parents, and stakeholders on responsible use of technology.

Community Investments and Social Stewardship



Community Investments and Social Stewardship

2019

Nenasa TV content strategy revisited with long-term plans to make Nenasa channels fully-fledged educational and edutainment channels

53 schools onboarded from 2 provinces

Train-the-trainer programmes conducted for 200+ nominated Ambassador Teachers

Handholding continued for the initial 100 Schools

11,000+ teachers and 230,000+ students from 153 schools in 4 provinces

Commenced development of the Nenasa app

2020

450+ personalised training sessions conducted for 2,000+ teachers

15,000+ online sessions conducted on platforms monitored by the project with the attendance of 40,000+ students

300+ teacher-driven webinars Monitored and supported schools with content, learning material, and special programmes

Nenasa app launched.

30,804 downloads

14,134 registered users

16,256+ content pieces

Available on: Android Mobile

The Nenasa 1377 student distance learning helpline and the school conference solution launched

166,968 calls made

2021

The first phase completed
153 schools
8 districts

A survey conducted to understand the effectiveness of the programme in helping teachers adapt to the new normal

70,000+ downloads

31,821 active user registrations

5,000+ content material added

15,000+ educational content material added from e-Thaksalawa

6,000 lessons

Social-Emotional Learning material added

Available on: Android Mobile, iOS, Huawei OS, Windows 10/11

Invested Rs. 156,000

92,080 calls made

Measures taken to relaunch the distance learning helpline under the ministerial short code 1916 with an expanded scope

2022

The proposed Island-wide scale-up of the programme was stalled due to the volatile socio-economic and political contexts

Tried on Android TV

Linked with the Nenasa.lk portal under the purview of the Ministry of Education (MoE)

The MoE and Dialog agreed in principle to collectively create and manage an 'e-Thaksalawa-Nenasa' ecosystem comprising the e-Thaksalawa LCMS, the Nenasa TV channels, the Nenasa App, the Nenasa.lk portal and the Nenasa Smart School programme

35,000+ users and 250,000+ learning minutes recorded as at end 2022

Nenasa.lk Launched

Nenasa 1916 O/L and A/L helpline developed

2023 goals

Stronger integration with the Nenasa – e-Thaksalawa ecosystem

Zonal-level implementation of structured teacher upskilling programmes

Official launch on the Android TV platform

Development of interactive educational and edutainment content

Synergising the Nenasa Smart School and Nenasa App initiatives to create value-added digital material for the App

Operationalising the web portal under the Nenasa MoU scope expansion, where the portal will work in tandem with the Nenasa App and e-Thaksalawa

Deployment of a fully-fledged helpline for Distance Learning

Our post-pandemic journey

MATERIAL TOPIC 03 ▶

Customer Satisfaction and Relationships

Why customer experience is important to us?

As the telecommunications company of choice for millions of Sri Lankans, we recognise that customer experience is crucial to our success. Our commitment to providing exceptional customer service is grounded in the belief that positive experiences lead to customer loyalty and advocacy. We continuously strive to improve our customer experience by leveraging digital technology and humanising our digital care.

We understand that satisfied customers are a result of increased employee morale that leads to business growth and shareholder value. Thus, in 2022, we remained focused on exceeding customer expectations, and we will continue to do so moving forward.

Our goal is to transform the customer experience by delivering personalised, ubiquitous, and life-enriching experiences that cater to their needs. We aim to create consumer value by providing an immersive experience that combines exploration, self-expression, consumption, and emotional engagement. Our approach is underpinned by transparency, and we are dedicated to delivering an experience that is grounded in trust, empathy, and authenticity.

Digital customer care

Digital care has become a vital aspect of life, and the value and growth of digital care have increased exponentially due to the pandemic. The increase in usage recorded a growth of 88% since 2015 and 20% YoY in the post-pandemic era, in contrast to the comparatively lower levels of human-assisted and traditional customer care. With the changing landscape of customer needs, there has been a shift in our core systems further aligned with the Group's long-standing journey from a traditional telco into a digital telco. Thus, we increased our investments in 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.

Focus area 1

#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 2

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

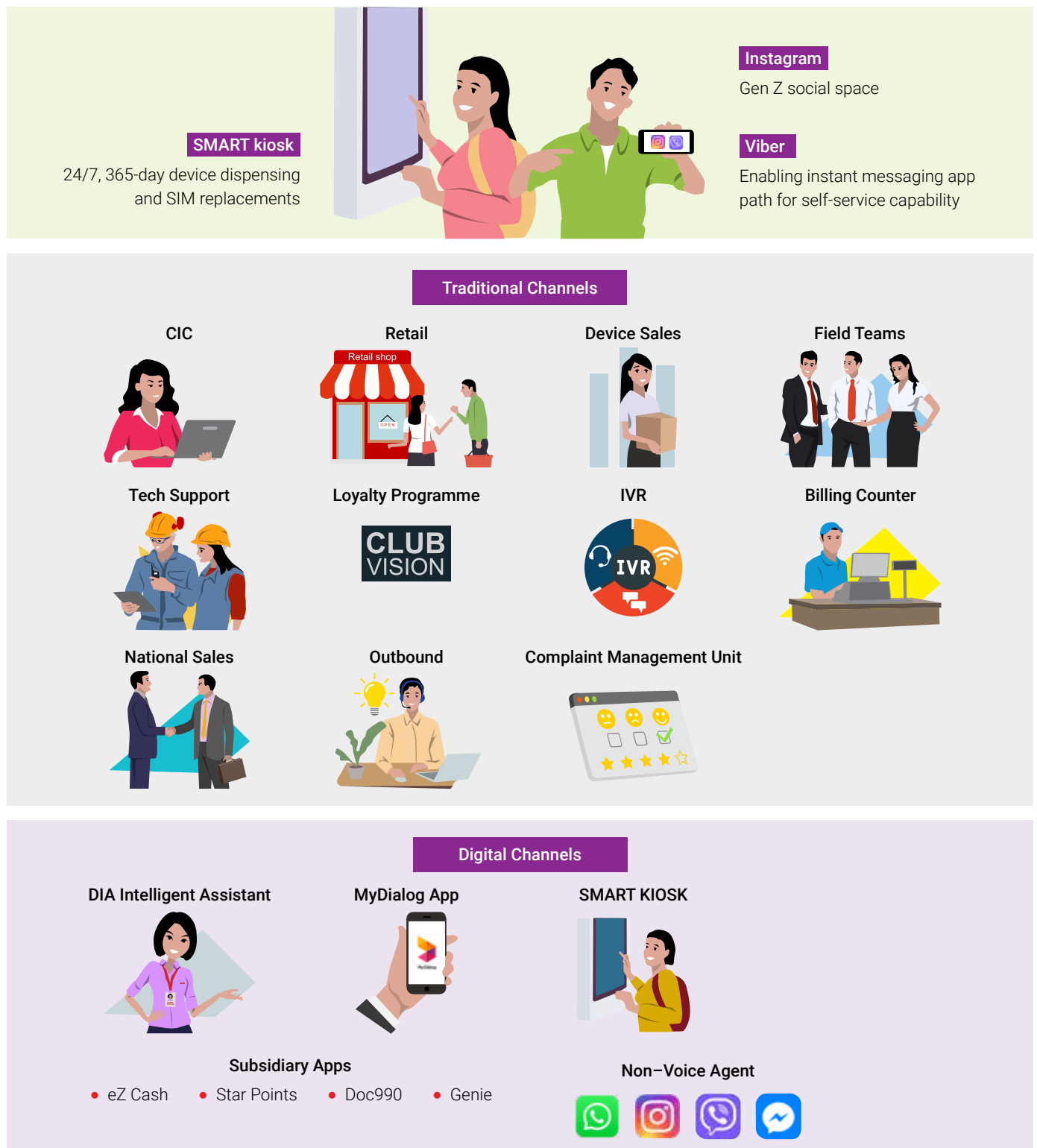
Focus area 3

Operational Excellence: Create value for the Organisation through revenue generation, Lean Six Sigma-focused cost rescaling, UX/UI, and journey orchestration.



Accessibility innovations

We continued to invest in expanding customer touchpoints to maximise reach and ensure seamless connectivity. The following touchpoints and services were incorporated into our existing channel base during the year.



Customer Satisfaction and Relationships

Enriching the customer experience

We strive to build an unmatched 360° experience to uplift and enhance our customer service levels across multiple channels.

Embedding digital capabilities into our retail experience centre

We have optimised our in-store services and processes to deliver a seamless and streamlined experience that emphasises overall excellence. This has been achieved through the implementation of automated systems and interactive platforms that enable us to provide a superior customer experience, including smart queue management, store performance management, staff productivity measurement, automated workforce management, automated campaign management, smart store administration, retail in-store gamification, and contactless digital stores at Shangri-La. Additionally, we have incorporated customer birthday celebrations based on CRM pop-ups to foster customer engagement by raising awareness of key milestones and promoting spontaneous celebrations at the retail level.

Elevating our service levels

Valuing every customer, we remain dedicated to addressing their concerns by 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 with a significant shift towards virtual or digital channels. Therefore, we engaged in multi-skilling over 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 in 2022, thus growing our personalised service base to 8,000+ customers.

Enhancing DIA

Our AI-powered Virtual Digital Assistant (DIA) is an autonomous, trilingual, AI-powered virtual digital assistant with first-contact resolution and intelligent ticket classification capabilities. The four touchpoints integrated within a single unified chatbot provide 24/7 availability, improve efficiency, and offer cost-effective support to customers. The assistant can personalise support based on customer data, build customer loyalty, and provide valuable insights to inform business decisions.

We faced some challenges in developing and utilising DIA. These included establishing a leadership team, creating an action plan for chatbot integration, communicating with all stakeholders, allocating resources, setting short-term goals, adopting agile practices as opposed to the waterfall method for development and multiple interactions, encouraging the use of the chatbot as a standard operation procedure, internalising the positives of digitisation, automation, and negative impact of forgoing digital adoption, the introduction of skills (new role related to Robotic Process Automation (RPA) and internal mobility), and Training Need Analysis (TNA) to identify gaps. Employees were upskilled from a single skill to multi-skills. Furthermore, a Digital Skills Inventory was implemented and online training and knowledge-sharing sessions were enabled in addition to SME support-enabled reskilling of the workforce. Moreover, announcements were made about the new roles for skilled work on RPA and created an opportunity for internal mobility.

We completed the system integration process, employee training on the DIA chatbot, and employee reskilling, upskilling and reallocation.

A total of 250,000 users per month were served and we resolved 92% of customer queries through bot resolution. A 2.5-time reduction was achieved in opting for Associate support and our Net Promoter Score was 65pp.

Personalised and predictive Interactive Voice Response (IVR)

Personalised and Predictive IVR offers quick, tailored support based on customer data by anticipating customer needs and providing relevant information proactively, thereby increasing customer satisfaction and loyalty while reducing support costs.

In implementing the IVR, we faced issues in data quality, integration with existing systems, and acceptance from users. Ongoing training was provided, while maintenance and accuracy checks were conducted. Improvements were made based on actual user data, and frequently used options were promoted in the flow. Crucial information was provided to the customer prior to reaching human support to mitigate and address the issues and challenges that arose in IVR-related processes.

Near-Real-time call classification at customer interaction centre

Near-real-time contact centre interaction classification quickly categorises customer interactions based on content and sentiment, enabling more efficient and personalised support. By reducing response times and providing valuable insights, it improves customer satisfaction and support strategies. Our main challenges were capturing and interpreting data from native language conversations and allocating resources for the automation project while managing business as usual.

We successfully established a real-time feed to spot major factors causing customer dissatisfaction, developed modules for easy access to information and filtering, identified frequent violators of quality parameters and removed such from the live customer queue for retraining, and identified conversation patterns for training improvement.

Customer journey orchestration tool

This valuable tool enables us to create a seamless and personalised customer experience across multiple touchpoints and channels. By using customer data and analytics, a Journey Orchestration Tool can identify the customer journey and deliver relevant, timely messages or offers to the customer based on their behaviours and preferences. This can increase customer satisfaction, loyalty, and retention, and also drive revenue growth

by increasing cross-selling and upselling opportunities. We faced challenges in integrating with real-time data lakes, acquisition of skillsets and expertise, and privacy. We recorded insights across Chat, MDA, and kiosks of up to 98,000 journeys per day and engaged in the visual representation of journeys across touchpoints instead of manual journey mapping.

Handling customer complaints

We have a seamless, omnichannel experience that ensures all customer complaints are addressed in a timely manner: Any complaint received via our multiple touchpoints is recorded within a centralised system. A built-in first contact resolution exists for all channels/touchpoints. If the complaint is not resolved at the initial stage, it is flagged for further attention and escalated to the relevant channels or parties. The complaint ticket can be viewed on the My Dialog App to determine the status of the complaint resolution. Following the resolution of the complaint, customer satisfaction levels are measured to identify any gaps for improvement.

Understanding customer needs

We measure and analyse customer sentiments to maintain the highest level of customer satisfaction, anticipate their needs, and determine areas for improvement. We collect and collate all data and insights gathered from touchpoints across all products and services, including via SMS surveys, e-mail surveys, and in-app surveys. Customer Social Profiling, Customer Social Analytics, and Customer Effort Score (CES) are utilised to identify emerging customer needs.

In Customer Social Profiling, social network graph analytics and sentiment analytics capabilities combined with social CRM are used to track and understand customer sentiment. Real-time tracking of sentiment at a personal level and automatic profiling for different types of sentiments and auto-recommendation of corrective action for users are also used in this mechanism.

In Customer Social Analytics, we onboard multiple platforms to conduct AI-based social research analysis to gather insights into purchasing behaviour, response to products and services, brand perception, and personalised engagement. The Customer Effort Score, introduced in 2021, focuses on the ease and simplicity of executing a particular task from a customer perspective.

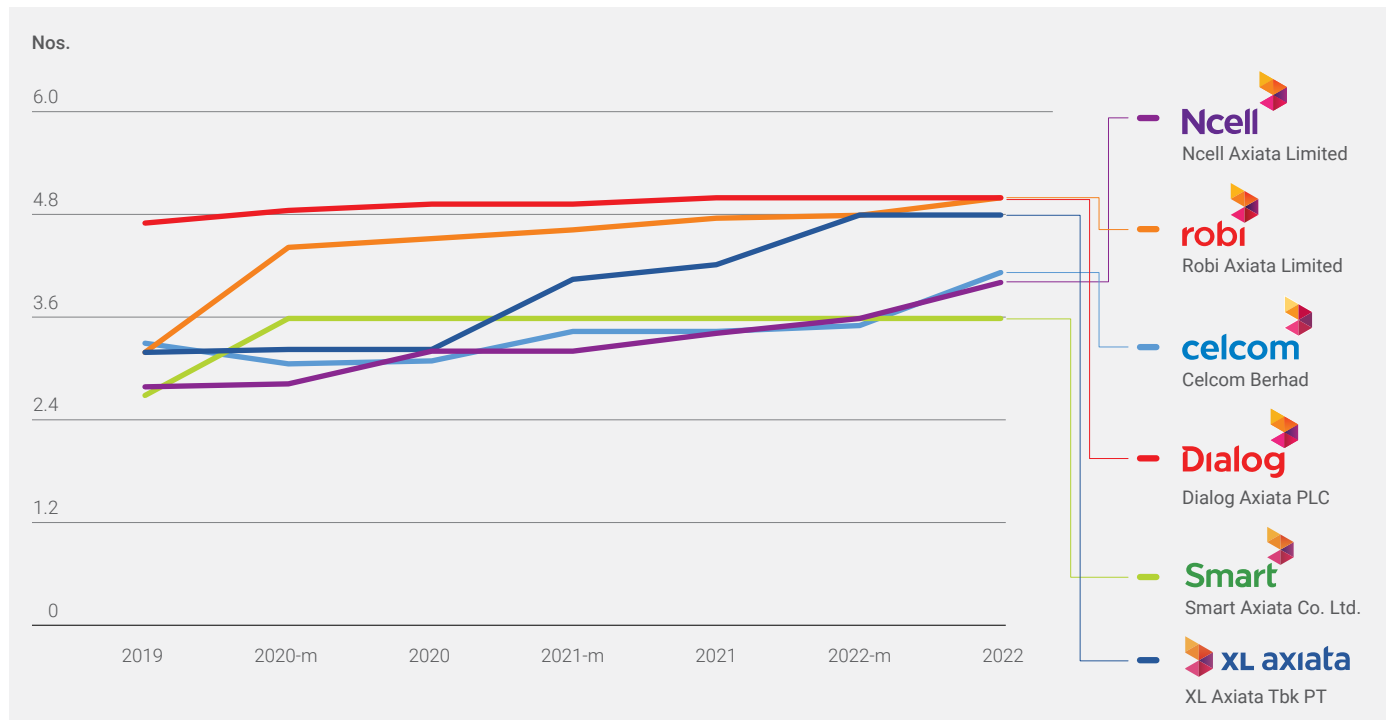
Customer Satisfaction and Relationships

We measure customer experience based on all customer feedback and analytics, according to the following parameters:

	INDEX	CE MEASURE
Customer experience	rNPS	Market NPS Independent external survey conducted through corporate planning
	tNPS	Touchpoint NPS NPS sentiments and voice of customer feedback and action loop
	tNES	Net Easy Score NES Based on touchpoint CES
	NTS	Net Trust Score Touchpoint sentiment analysis on trust and transparency
	Customer happiness	ML Model Derived based on touchpoint CSAT/NPS/CES responses for responded and not responded
	FCR	Transaction FCR Touchpoint Voc on requirement fulfilment
Employee experience	EES	Employee Effort Score Measurement of employee effort on systems and processes
	eNPS	Employee NPS Bi-Annual Survey conducted via Group HR & Corporate Planning



DCE X Digital Maturity: LEAP 2020, 2021 and 2022



Our achievements

We measure our achievements through the awards and accolades we receive from customers, peers, and reputed industry leaders. We are proud to note the following awards garnered in 2022:

- ▶ DNS, a fully owned subsidiary of Dialog Axiata PLC, was certified as a **"Great Workplace"** by Great Place to Work® – Sri Lanka
- ▶ Dialog Business Services (DBS), became the **first and only captive customer interaction centre** in the business process management (BPM) industry in Sri Lanka to be certified as a **"Great Place to Work"** by Great Place to Work®
- ▶ Dialog customer insight and feedback platform CxPulse won the **Jury award for best CX innovation for APAC** at the CXPA innovation awards.

Future outlook

We aim to meet the needs of modern consumers seeking connection, self-expression, exploration, and consumption through a unified omnichannel approach. By delivering tailored experiences with transparency and integrity, we aim to foster trust and loyalty among our customers and establish ourselves as a customer-centric organisation.

Our commitment is reflected in three main pillars: Digital Customer Experience, Service Leadership, and Operational Excellence. We provide our customers with the best possible experience by continuously enhancing our digital capabilities and reach through simplification, digitisation, scaling AI, and metaverse experiences. As a leader in innovative and high-level service delivery, we build trust and happiness through personalised experiences, creating value for our organisation by generating revenue, rescaling costs, and fostering a resilient work culture.

Our focus for 2023 will be on elevating customer and employee experience through a Human + Machine Model, allowing us to foster digital empathy to better understand our customers and create memorable experiences that retain our position as the market leader.

MATERIAL TOPIC 04 ▶

Economic Performance

GRI 2-21, 3-3, 201-1

Why economic performance is material to us?

Our economic performance is integral to our success as it indicates the tangible value generated and distributed by us to diverse stakeholder groups. Furthermore, it contributes towards the company's long-term sustainability, enables us to conduct our business responsibly, and drive economic growth. In 2022, we focused on strengthening the resilience and the overall stability of our organisation amidst the unprecedented operating context, which had a significant impact on our business. Our efforts were extended toward supporting the nation's recovery through digital solutions and keeping the country connected.

Our approach to economic performance in 2022

Marked by social unrest, political uncertainty, and an economic crisis, the financial year 2022 was one of the most challenging years in Sri Lanka's recent history. The key macro indicators stabilised in Q4 2022 with the Sri Lankan Rupee remaining stable (0.4% depreciation in Q4 2022 but depreciated 82% YTD 2022) against the United States dollar and inflation commencing a declining path to reach 57.2% by year-end. The Dialog group concluded the financial year 2022 with positive revenue performance across all business segments, namely, Mobile,

Fixed, Digital Pay Television, International, Digital Platforms, and Tele- infrastructure businesses. Accordingly, the consolidated revenue of the Group amounted to Rs. 178.1 Bn. for the financial year 2022, reflecting a growth of 26% YoY. The operating cost escalations and forex depreciation along with one-off provisions resulted in the Group Earnings Before Interest, Tax, Depreciation, and Amortisation (EBITDA) declining 12% YoY to reach Rs. 51.6 Bn. for the financial year 2022. This was due to the well-coordinated delivery of innovative and affordable service packs, superior network, and customer experience amid a challenging business context. Furthermore, it demonstrates the fruition of cost rescaling and resilience actions taken by the Group. Underpinned by lower EBITDA performance, forex losses, higher depreciation, and finance cost, the Group Net Profit After Tax (NPAT) recorded a loss of Rs. 33.4 Bn. for the financial year 2022.

Dialog Group remained steadfast to meet the growing demand from both retail and corporate sectors, whilst also ensuring seamless customer experience and leadership in Sri Lanka's Broadband and ICT sectors. Investments were channeled during the year towards network expansion, capacity additions, and deployment of alternative energy solutions.

Dialog continues to be deeply committed to community investment and engagement. A detailed list of community initiatives is given on pages 47 to 53 of this report. For a detailed review of Dialog's economic performance, please refer to the Economic Performance section on pages 111 to 174 of the Dialog Annual Report 2022.

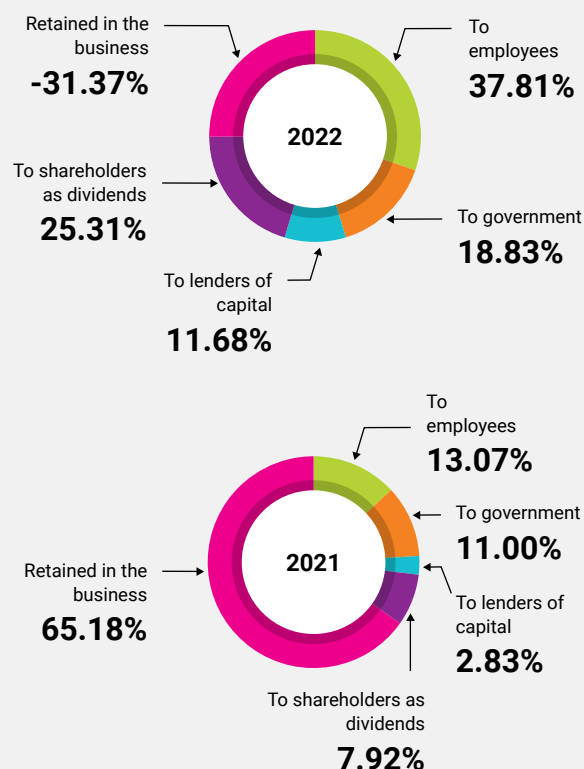
Direct economic value generated (Group)

	YTD 2022	YTD 2021
(a) Revenue (Net sales plus revenues from financial investments and sales of assets)	178,130,762,000	141,914,839,000
Economic value distributed (Group)	149,147,151,801	93,046,077,889
(b) Operating costs (Payments to suppliers, non-strategic investments, royalties, and facilitation payments)	111,392,714,150	66,444,351,149
(c) Employee wages and benefits (Total monetary outflows for employees: current payments, not future commitments)	15,186,006,000	10,014,225,488
(d) Payments to providers of capital (All financial payments made to the providers of the organisation's capital)	14,860,051,000	8,085,875,000
(e) Payments to government (Gross taxes)	7,563,424,244	8,423,491,339
(f) Community investments (Voluntary contributions and investment of funds in the broader community, includes donations)	144,956,407	78,134,913
Economic value retained (Calculated as economic value generated less economic value distributed) – Investments, equity release, etc.	31,817,854,199	48,868,761,111

Group value added statement

For the year ended 31 December	2022 '000	2021 '000
Value added		
Revenue	178,130,762	141,914,839
Other operating income	438,230	680,416
Interest income	2,396,014	456,564
	180,965,006	143,051,819
Cost of materials and services bought in	111,392,714	66,444,351
Value creation	69,572,292	76,607,468
Distribution of value added to employees		
Salaries and other benefits	15,186,006	10,014,225
To government		
Taxes, fees and levies (Note1)	7,563,424	8,423,491
To lenders of capital		
Interest on borrowings	4,691,298	2,017,425
To shareholders as dividends		
Dividend to shareholders	10,168,753	6,068,450
Retained in the business		
Profit retained	(12,601,729)	14,302,134
Depreciation and amortisation	44,564,540	35,781,742
	31,962,811	50,083,876
Total value added	69,572,292	76,607,468

Distribution of value added



Future outlook

As the nation slowly emerges from one of the most turbulent years in history across economic, social, and political dimensions, we believe our investments into emerging technologies such as AI, IoT, and the wide adoption of 5G would generate rewards in 2023 and beyond. We are in a position to deliver stronger financial results in the future, responding to domestic and international developments as we pay vigilant attention to market conditions.

MATERIAL TOPIC 05 ▶

Environmental Performance and Climate Action

GRI ▶ 3-3, 201-2, 302-1, 302-2, 302-3, 302-4, 302-5, 305-1, 305-2, 305-3, 305-4, 305-5, 305-7, 306-1, 306-2, 306-3, 306-4
GSMA ▶ ENV-06

Why environmental performance and climate action is material to us?

Due to our island-wide presence, we require significant energy levels to power our network operations, service centres, and back-office locations. Even as climate change continues to transform the global landscape, as an environmentally-conscious corporate, we believe in minimising the adverse impact, and consider it of paramount importance to seek new ways to sustain and preserve resources for the future. In this regard, we implemented the ISO 14001 Environmental Management System (EMS) across our Organisation in 2021. Whilst the “Environment Management Policy” guides the overall environmental management aspects of the Company, we have additional policies for waste management and chemical management.

Our approach to environmental performance and climate action

We continuously monitor our impacts on the surrounding environment and implement tech-driven initiatives to achieve resource efficiency. We remain committed to reaching a net-zero future in alignment with the Axiata Group’s overarching objectives that encourage the adoption of natural, sustainable solutions to combat the global climate challenge. Our 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 our 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 and we continue to make strides in adopting renewable energy to mitigate our impact.

Our actions to combat climate change

We conduct regular desk assessments on potential climate-related risks that can be faced by the respective teams and what proactive measures can be taken to mitigate such risks.

We also assess our exposure and our customers’ exposure to climate risk but not to the supply chain operations (suppliers, vendors, contractors) or finance providers (shareholders/investors, bank lenders). Our exposure in relation to customers is assessed by developing tools to protect our customers/our citizens from

potential disasters by creating awareness about climate change and its impact using our platforms.

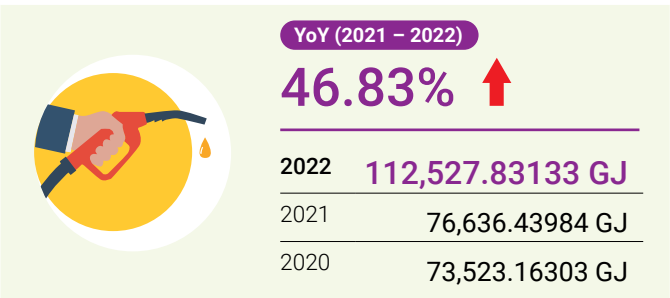
We conduct an annual company-wide training on ISO 14001. In addition, we introduced a general waste measuring process through digital scales deployed to all office locations and implemented waste auditing.

Energy

GRI ▶ 3-3, 303-5
SASB ▶ TC- TL-130a.1
GSMA ▶ ENV-03

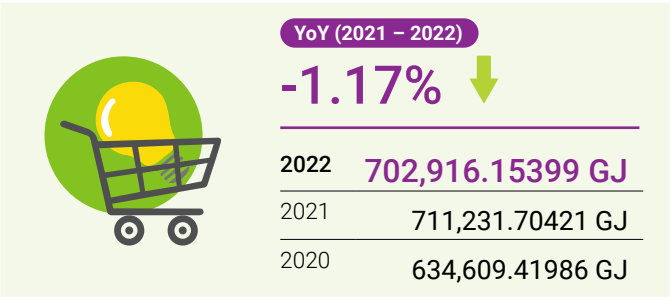
Total direct energy consumption (fuel)

Our fuel consumption is directly attributed to the operation and management of tower sites across the island. Our fuel consumption is limited to diesel and the usage details are given below:



Total indirect energy consumption (purchased electricity)

Whilst continuously reviewing our systems and processes to digitise our operations to generate highly efficient and future-ready networks, we emphasise the need to mitigate and minimise our environmental impact. 40% of our operations currently operate via an infrastructure-sharing scheme by running on shared sites owned by other operators to minimise the extent of our impact. However, due to the increased shift towards a WFH mode, our energy intensity has continued to increase.



Environmental Performance and Climate Action

Total energy consumption



YoY (2021 – 2022)

3.50% ↑

2022 815,443.98533 GJ

2021 787,868.14405 GJ

2020 708,132.58289 GJ

Energy intensity

Energy consumption per customer



YoY (2021 – 2022)

5.53%

2022 0.04724 GJ

2021 0.04477 GJ

2020 0.04371 GJ

Energy consumption per employee



YoY (2021 – 2022)

-2.27%

2022 4.74588 GJ

2021 4.85600 GJ

2020 5.36085 GJ

Energy consumption per unit of revenue



YoY (2021 – 2022)

-17.54%

2022 0.00458 GJ

2021 0.00555 GJ

2020 0.00589 GJ

Energy consumption per technical site



YoY (2021 – 2022)

-4.38%

2022 131.29410 GJ

2021 137.31152 GJ

2020 177.83521 GJ

Energy consumption per 1GB of data



YoY (2021 – 2022)

-4.38%

2022 -9.23 GJ

2021 0.00061 GJ

2020 0.00090 GJ

Carbon footprint

GSMA- ENV-02

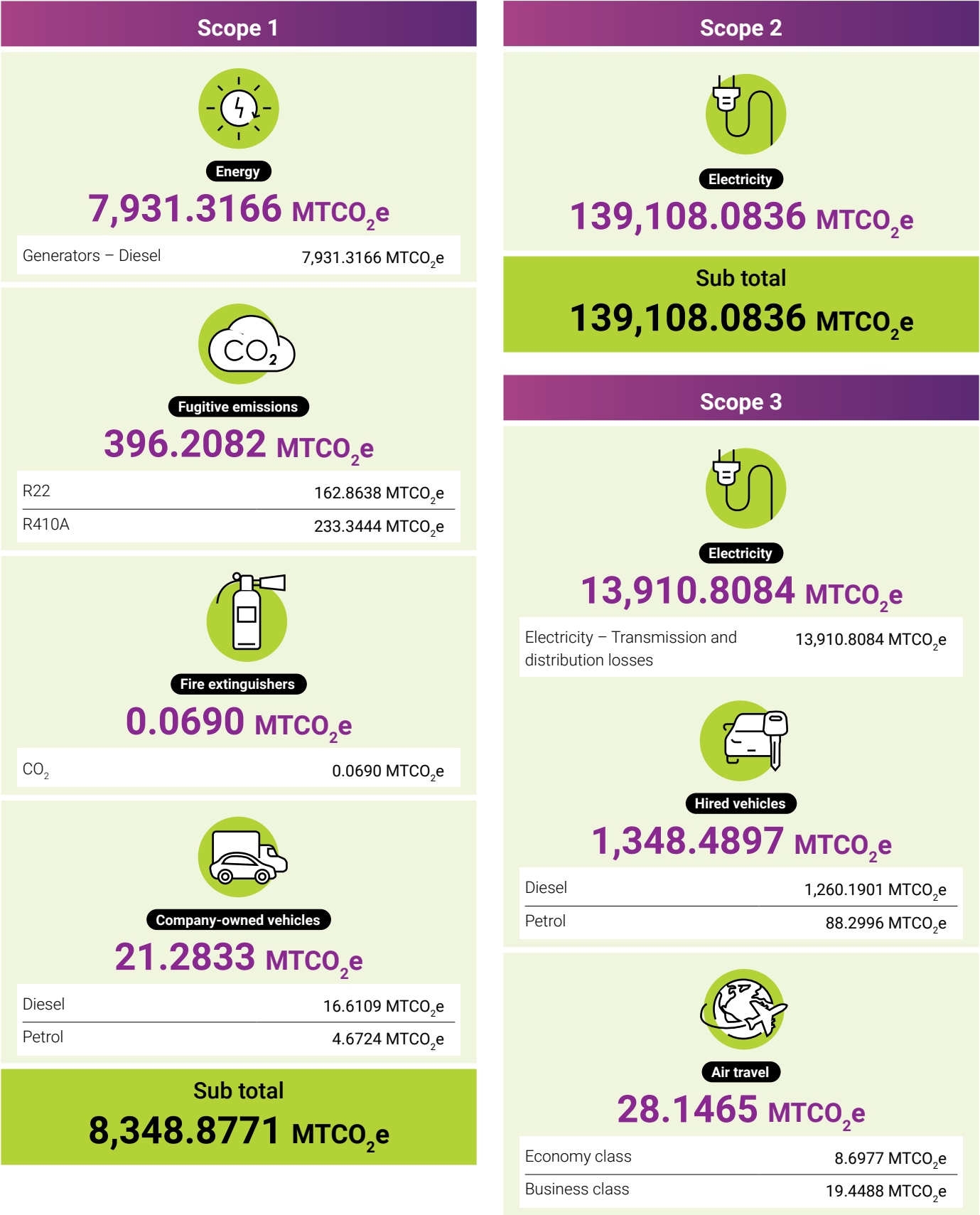
As climate change continues to accelerate, we are aware that emissions serve as a key contributor to global warming. We remain committed to reducing our carbon footprint, to support our nation's journey toward long-term sustainability and climate resilience, through investments in energy efficiency measures,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

In 2022, we conducted a comprehensive review of the diverse emission sources across our 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. We track GHG including Carbon Dioxide (CO₂), Methane (CH₄), and Nitrous Oxide (N₂O) with the total emissions presented as Carbon Dioxide equivalents (CO₂e). The majority of Nitrogen Oxides (NOx) and Sulfur Oxides (SOx) emissions arising over the lifetime of our operations are attributable to network operations, managed by DNS. Following a stringent assessment of our emissions, we continue to focus on the future by identifying areas for improvement. This is done 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 (SBTi). Our energy consumption primarily constitutes the direct consumption of fuel, indirect consumption of electricity through employees and customers, and the energy savings realised from efficiencies and renewable energy sources during the year.

Dialog has adjusted its energy and emissions calculations to reflect the adoption of DEFRA in 2022 and to correctly reflect the changes resulting from adjusting employee and revenue numbers in the 2021 report.

Environmental Performance and Climate Action

GHG emissions – 2022





Employee commuting

3,785.3623 MTCO₂e

Fuel allowance

Petrol	3,134.9705 MTCO ₂ e
Diesel	276.1407 MTCO ₂ e
Taxi service	374.2511 MTCO ₂ e



Waste

49.0652 MTCO₂e

Paper and Cardboard	18.6863 MTCO ₂ e
Plastic and polythene	0.0785 MTCO ₂ e
Styrofoam	0.0028 MTCO ₂ e
E-waste	15.0273 MTCO ₂ e
Food waste	15.2702 MTCO ₂ e

Sub total

19,121.8721 MTCO₂e

Total emissions

166,578.8327 MTCO₂e

Scope 1

2022

8,348.87708 MTCO₂e

2021	5,999.26562 MTCO ₂ e
2020	5,275.25882 MTCO ₂ e
YoY (2021 – 2022)	39.16%

Scope 2

2022

139,108.08357 MTCO₂e

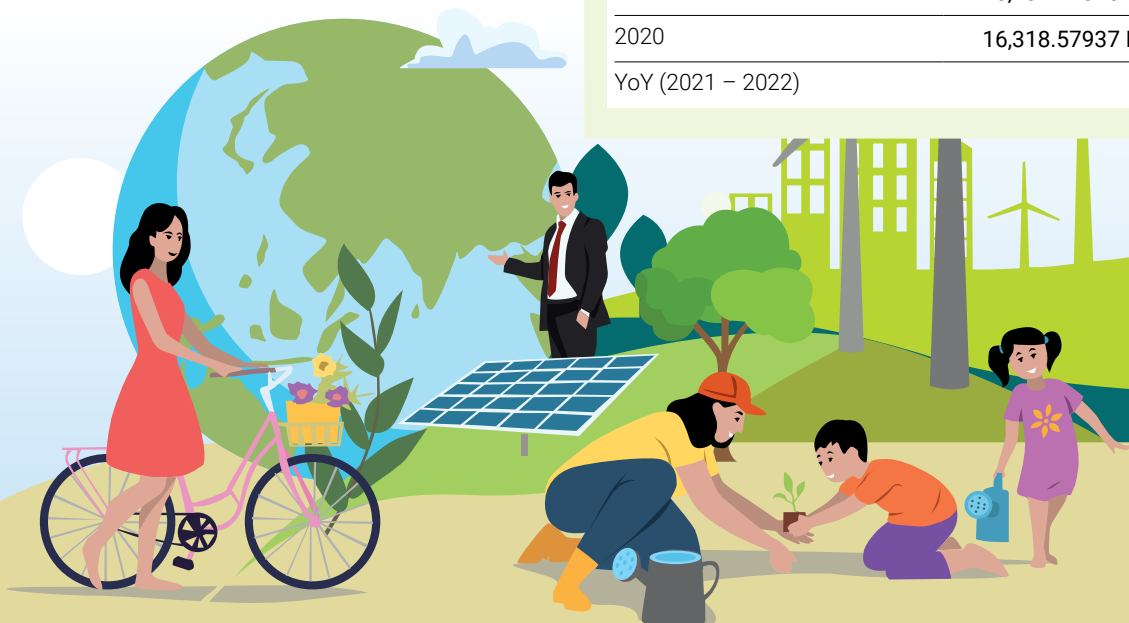
2021	140,934.27596 MTCO ₂ e
2020	126,009.21102 MTCO ₂ e
YoY (2021 – 2022)	-1.30%

Scope 3

2022

19,121.87207 MTCO₂e

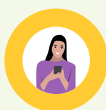
2021	18,237.14315 MTCO ₂ e
2020	16,318.57937 MTCO ₂ e
YoY (2021 – 2022)	4.85%



Environmental Performance and Climate Action

Emissions intensity

Emissions per customer



YoY (2021 – 2022)

↑ 2.83%

2022 0.00965 MTCO₂e2021 0.00938 MTCO₂e2020 0.00911 MTCO₂e

Emissions per employee



YoY (2021 – 2022)

↓ 0.45%

2022 42.46661 MTCO₂e2021 42.65772 MTCO₂e2020 37.65384 MTCO₂e

Emissions per unit revenue



YoY (2021 – 2022)

↓ 19.65%

2022 0.93515 MTCO₂e2021 1.16387 MTCO₂e2020 1.22858 MTCO₂e

Emissions per technical site



YoY (2021 – 2022)

↓ 6.95%

2022 32.93156 MTCO₂e2021 35.39119 MTCO₂e2020 38.20944 MTCO₂e

Emissions per GB of data



YoY (2021 – 2022)

↓ 11.55%

2022 0.00011 MTCO₂e2021 0.00013 MTCO₂e2020 0.00019 MTCO₂e

Energy conservation

In our commitment to conserving energy by installing renewable energy across our operations, in August 2021, we collaborated with Huawei to successfully launch Sri Lanka's first 'full solar' telecommunications tower site in Chavakachcheri where grid electricity supply is often unreliable. This site was developed to meet the total energy demand via a solar and Lithium-ion battery storage solution, thereby completely removing the requirement for a diesel generator at the site. The location is ideal as its positioned in the dry zone and is exposed to significant amounts of sunlight all year. Powering the tower totally with solar energy helped to avert fuel consumption and environmental pollution. We have engaged in a range of energy efficiency and conservation initiatives along with existing and new solarisation initiatives to realise savings of 2,794.672 GJ during the year under review.

A total of 169 new solar sites were established in 2022. Out of this, four were Full Solar sites and one was a Full Solar Lamp Pole. Consequently, the annual energy saving from grid usage was a reduction of 184,280 kWh and the annual fuel saving from generator usage amounted to a reduction of 55,635 litres. Furthermore, the annual fuel savings from other initiatives by reducing generator usage was 231,091.35 litres.

In addition, 809 new solar sites are planned for 2023 with a total capacity of 4,671.74 kW. Accordingly, the annual expected energy saving from grid usage reduction is 2,565,297.90 kWh and the annual expected fuel saving from generator usage is 338,392 litres.

Future outlook



We aim to achieve a carbon footprint reduction of 2,771 MTCO₂e for 2023 through solar implementations. Our long-term target is to reduce our operational network emissions (Scope 1 and 2) by 45% by 2030 from a 2020 baseline. Furthermore, we plan to initiate the TCFD in 2023.



MATERIAL TOPIC 06 ▶

Diversity and Non-Discrimination

GRI ▶ 3-3, 401-1, 401-2

Why diversity and non-discrimination are material to us?

As a responsible organisation, responsible leadership and equal opportunity are core values at Dialog. Hence, we place great value on maintaining equity, diversity, and non-discrimination. We strive to create a performance-based culture that empowers individuals, and offer fair and equitable treatment to all employees that promote innovation and employee satisfaction. We believe such treatment enables us to source the best talent. A diverse workforce helps us relate more to our customers and maintain employee satisfaction.

Our approach to diversity and non-discrimination

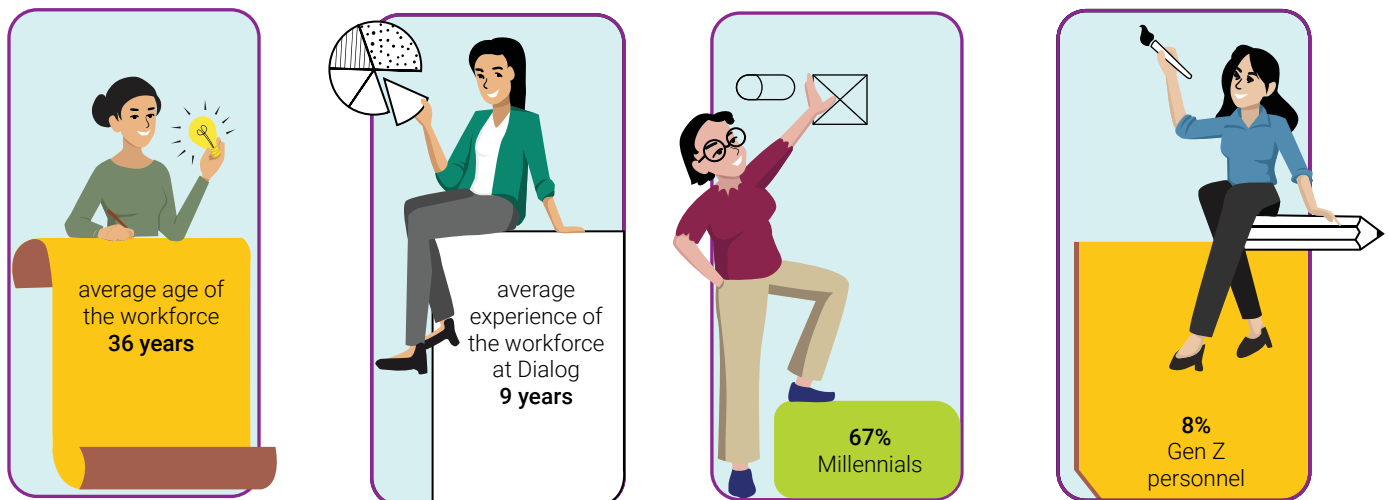
We do not discriminate based on any factors such as age, gender, race, sexual orientation, or disabilities. Supported by a consolidated framework known as the Diversity, Equity and Inclusion (DEI) Framework, we promote equal opportunity within the workplace, with recruitment, rewards, and career progression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

In our efforts to create an inclusive work environment, we place a high emphasis on nurturing diversity. We ensure that diversity factors are given fair consideration during our hiring processes and salary determinations, whilst we place gender equality as a strategic factor and core corporate value in our process. We actively support employees of different nationalities, tapping into a wider pool of talent that fosters a dynamic and innovative workplace.

Our employees

GRI ▶ 2-7, 3-3, 405-1, 3-3, 406-1

The diversity of our workforce, with respect to age, gender and other aspects is as given below.



Diversity and Non-Discrimination



Dialog Axiata PLC fulltime employees based on gender	2022	2021	2020
Men	2,021	2,063	2,098
Women	601	622	623
Total	2,622	2,685	2,721

Dialog interns	2022	2021	2020
Total	31	429	393

Employee turnover	2022	2021	2020
Men	237	177	39
Women	132	76	281
Total	369	253	320

Employee turnover by age group	2022	2021	2020
18-25	27	19	26
26-35	266	183	141
36-50	70	43	145
>51	6	8	8
Total	369	253	320

Employee turnover by region	2022	2021	2020
Colombo	335	222	216
Outstation	34	31	104
Total	369	253	320



Diversity and Non-Discrimination

Employee recruitment	2022	2021	2020
Men	211	140	47
Women	113	77	74
Total	324	217	121

Employee recruitment by region	2022	2021	2020
Colombo	307	215	116
Outstation	17	2	5
Total	324	217	121

Employee turnover by age group	2022	2021	2020
18-25	104	76	49
26-35	184	119	54
36-50	35	18	14
>51	1	4	4
Total	324	217	121

GRI 2-8

Managed services personnel	2022	2021	2020
Total	261	223	335

Outsourced employees	2022	2021	2020
Total	851	535	571



Diversity and Non-Discrimination

Safety first and always

We always aim to foster a safe environment in which employee concerns can be heard. We continue to maintain “Speak Up”, our formal grievance handling channel as well as our whistleblowing procedures that enable employees to speak up against any instances of discrimination or harassment within the workplace.

Due to our emphasis on safety and non-discrimination within our organisation, we did not face any incidents of discrimination within the Company in the year under review. While we acknowledge the possibility of biases and hesitations in the employees, we believe that the processes we have put in place have made it easier for our staff to voice their grievances.

Grievance-handling mechanism

Through our grievance handling procedure, employees experiencing dissatisfaction or injustice relating to their work situation and employment relationship can have their grievances heard and resolved by the management fairly and systematically, without being burdened by the fear of intimidation or victimisation. If an employee feels their concerns are not met, they are entitled to escalate the matter to the next layer. The Company's Speak Up channel, further detailed on 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.

Process owner	Responsibility
Heads of Divisions, Departments and Units, as well as the supervisory staff	Ensure employee grievances submitted either verbally and/or in writing are handled within two working days.
The Group Human Resources Leadership	Provide oversight to the effective implementation of the Grievance Handling Policy and Procedure
The Unit Head in charge of Employee Relations and/or a person authorised by the Unit Head in charge of Employee Relations and/or HR Business Partners	Ensure the effective implementation of the Grievance Handling Policy and Procedure

Furthermore, we maintain a “Reach HR” system request format for grievances. Any employee grievances on performance ratings after an interview cycle and concerns over their performance rating can be voiced through this format.

Gender inclusion

Maintaining a healthy gender balance is important to us. We believe in empowering women to uplift and drive our Organisation forward. Thus, we have set KPIs for our leaders in their Human Resources Development Score to promote gender balance.

This allows the management to remain conscious of the gender balance from the point of recruitment and base all recruitment and promotion decisions on merit and performance of the individual. Based on the past performance of the employee and their potential, we ensure they are promoted irrespective of their gender, ethnicity, and other limiting factors.

We made progress towards gender diversity in our Board with the appointment of a highly qualified female as a board director. This is a significant step towards improving the gender balance in leadership positions and a demonstration of our commitment to promoting diversity and inclusion. We are optimistic that the new board member will contribute greatly to the Company's strategic direction as well as set an example for other organisations to follow.

Disability inclusion

While maintaining recruitment processes and performance evaluations purely based on merit, we remain conscious and committed to embracing disability inclusion across the Organisation. We do not document or record any differently-abled employees, to drive a more equitable workplace. In the year under review, we commenced taking the initial steps to introduce an internship programme, to provide opportunities for persons with disability.

“My Journey, My Story programme” was conducted inviting people who started their journey at the lowest levels and climbed the ladder to success.

- The “Dialog Values U” platform allows employees to offer recognition. Employees are now able to use the platform to appreciate and recognise other employees who embody the values of Dialog. We conduct monthly and annual campaigns to identify our Value Champions.

#SuperBoss

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

These are leaders who are breaking barriers and embracing equality, recognising and empowering women in the work domain division function. We called on our employees to nominate and add testimonies of such leaders. As a recognition initiative, some of these testimonies were published on our public LinkedIn page and Slack. We believe this initiative would encourage leaders to step forward to embrace the value of empowering and recognising women in the workplace. While we also highlighted women leaders, the interesting outcome was that nominations included testimonies about leaders who valued and prioritised diversity and inclusion.

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. Our employees share their ideas and thoughts and we run different engagement activities on the Yammer platform.

Key initiatives/highlights for 2022

To further improve and promote a culture of inclusiveness and diversity, we implemented several initiatives and policies during the reporting year. Recognising the added stress on our employees when they had to work from home during the pandemic, we offer our employees company-sponsored emotional well-being packages. This enables them to speak to a counsellor or a medical doctor, regarding their emotional wellbeing.

Additionally, the following special initiatives were implemented to celebrate the important days in the year.

Mother's Day 2022

- Mother's Day at Dialog (#SuperMom) was celebrated by sending a gift of appreciation to all the working mothers on our staff to show love and respect for their contribution to building a better workplace and a better home.
- #SuperMom engagement activity was opened for all staff to show their love for their moms by uploading a short video on Yammer.



Women's Day 2022

For International Women's Day (IWD) 2022, we aimed to create a diverse, equal, and inclusive work culture where women are valued and their achievements are celebrated.

- Yammer Community – Diversity Circle
- Our staff were encouraged to share quotes on the IWD 2022 theme, 'Break the Bias'
- A webinar on women, health, and well-being was hosted
- Offered a full body check-up for women
- A grooming session was conducted for women through a live session with Ramani Fernando
- Our staff nominated supervisors who broke the bias to support their subordinates – #SuperBoss
- Super Boss testimonies were published on Yammer and LinkedIn
- Conducted an online session for People Leaders of Dialog titled Breaking Unconscious Bias in the Workplace
- Conducted a Webinar titled EMPOWERHER
- The GCEO extended wishes on IWD 2022 to our female staff members
- A gift pack was given to our female staff members with a personalised wish from the GCEO

Father's Day

- Father's Day at Dialog (#SuperDad) was celebrated to show love and respect to our working fathers and the fathers of our staff members for their contributions the workplace and their families.
- An e-card with wishes from the GCEO and CXO, along with Star Points, was shared with 1,251 working fathers at Dialog.



International Men's Day (IMD) 2022

- The CXOs extended wishes via EDMs
- IMD appreciation stickers were released on our DVU platform (recognition platform)
- A health and well-being session was held with Doc990
- A medical check-up for men above the age of 30 years was conducted

MATERIAL TOPIC 07 ▶

Employee Competence

GRI ▶ 3-3, 2-19, 2-21, 2-24, 2-25, 2-26, 2-27, 3-3, 404-1, 404-2, 404-3, 405-2

Why employee competence is material to us?

Continuous transformation and disruption are the norms in the digital sector and to succeed in this environment, we need to stay resilient and adaptable, matched by employee preparedness and skills.

Training remained material in 2022, with a slight increase compared to the decrease in 2021. Employees were given better opportunities 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

All permanent employees of the Group's wholly-owned subsidiaries benefit from our learning and development process. The training programmes are structured and delivered according to three categories, detailed below.

Leadership development and training

To develop future leaders and equip employees for the next stage of their journey at Dialog

Individual training

To address personal training needs and business-related competency gaps, identified via one-on-one discussions with employees and their supervisors

Organisational training

To address skills and capabilities relevant to the organisation

Training our staff

Our employees are empowered to request training on areas they identify as related to their career or personal growth. In 2022, we completed all 950 training requests that were received at the beginning of the year.

Training requirements that are identified from the individual learning assessments are entered into the company's dedicated HR system, which is collated and organised by the Company's Learning and Development Team, based on the extent of knowledge required.

The training programmes, which were conducted pre-pandemic in person, are now also offered virtually and in hybrid modes. During the pandemic, 100% of our training was online but it has shown a slight decrease to 90% of our current training schedule. These online training facilitate more efficient use of our resources as we are able to engage our staff across the country to the same programme at the same time.

Our remote learning options include e-learning (60% of total online learning, on LinkedIn, Coursera, Headstart, etc.) and instructor-led training (40% of total online learning, via MS Teams, Zoom and external services). LinkedIn Learning is rotated to accommodate identified needs (over 700 LinkedIn modules were completed during the year), while Coursera is used by both Axiata Driven Learning Journey and Axiata Fast Forward Digital Academy for analytics programmes.

We offer both mandatory and extra learning programmes to our team members. The mandatory training programmes include the Axiata Driven Journey, induction training for new recruits, training related to strategic areas, learning journeys assigned via online platforms, and training mandated by the respective functional head. Some of the extra training programmes include the assigned learning journeys via LinkedIn and Coursera, Group Talk programmes and external training programmes. Given the value of the extra training programmes, our team members are encouraged to complete both mandatory and external training programmes to become high achievers and exceed their training KPIs.

Our corporate induction programmes are conducted on a monthly basis and orientation programmes are bi-monthly, while all staff members participate in the annual compliance-related training programmes.



New areas of training

Our training is organised under three main academies:



1 The Dialog Academy

The Dialog Academy conducts general training for staff under Group HR. The Dialog Academy was launched in 2017 to address skills relevant to the Company's digital transformation journey and equip the staff members for the challenges of the future. The Digital pillar was incorporated in 2018, to disburse digital-related knowledge and skills. Up to August 2022, the Dialog Academy functioned as a separate portfolio under the Dialog Enterprise Learning Academy (DELA). The DELA merged with the Dialog Academy in October 2022, and thus will be reported under the Dialog Academy from 2022 onwards. The three main learning academies that function under the main Dialog Academy umbrella:



The Sales Academy

Focus on the Sales Arm of the Company including corporate and retail, offering customised learning journeys for each sales role. Retail includes channel planning and control and national sales whilst corporate includes SMEs as well. Several internal training programmes are conducted using external facilitators. The corporate has specific learning journeys specified by the Axiata Group. All training programmes have pre-assessments at the beginning of the programme with customised learning paths and post-assessments.



The DE Learning Academy

Initially catered to the training needs of the DELA. Now the focus is on the functional and behavioural skills needs of the Dialog corporate sales function and the sales support function. All sales modules include multiple sales journeys with pre-assessments, customised learning paths, and post-assessments for each programme.



The Analytics Academy

Provided training on analytics (AI, Data Citizen, UI, UX)

Employee Competence

While in the previous years, the process was to receive the training path from the management, in the year under review the process was changed to competency gaps assessment to cater to the specific training gaps. By 2025, we aim to have a specific structured and end-to-end learning journey for every role in the Company, comprising behavioural and functional content. This was completed for Dialog Enterprise, and we are currently in the process of structuring the learning journeys of finance, supply chain management, IT, technology, and HR.

2 The Customer Service Training Academy (CSTA)

The CSTA is now recognised as an authorised centre for City & Guilds (UK), Institute for Leadership Management (UK), BCS (UK), and Customer Experience Professionals Association (CXP, USA). It is registered under the Tertiary and Vocational Education Commission of Sri Lanka.

As an approved City & Guilds certification centre, we have developed an internal training pool of over 40 certified divisional trainers who contribute to various training programmes such as the advanced diploma for teaching and training and assessing learning. As a CXP partner, we have trained more than 30 service professionals across Dialog and Axiata OpCos.

We offer daily bite-sized knowledge-sharing to employees across all customer touchpoints and customer response touchpoints through the CSTA Daily as well as various knowledge-sharing and refresher content via continuous digital content. Over 200 digital self-learning Electronic Direct Mail (EDM) content visuals were created and published during the year.

The continuous self-learning and education culture is strengthened through engaging, animated self-learning content for new recruits and cross-training programmes. Specialised training programmes via LinkedIn Learning and internal webinar programmes have enabled a convenient and easy-paced self-learning culture.

A total of 99 curated animated self-learning video content enabled to complete 24% of self-learning and cross-training deployment time for contact centre staff. Furthermore, a talent pool of over 40 frontline staff were groomed to become technology and device experts through the A&I Training Club.

The CSTA's weekly learning bulletin "15 Minutes With CSTA" crossed 114 episodes with over 18,000 live learners since the inception of this learning programme. Furthermore, following the resounding

success of the inaugural structured mentoring programme "Turbo Charge" in 2021, a new talent pool of 22 selected participants successfully graduated "Turbo Charge" Season 2 in 2022. The participants were part of a series of engaging and development training programmes, formal mentoring sessions and CSR projects to equip them with essential leadership skills for rapid growth and development.



An in-house Diploma in Sales Management was conducted for 150 frontline staff across the Organisation and business partners. Moreover, a companywide service culture training programme was completed for 2,400 staff members via internally certified City and Guilds trainers. Additionally, over 1,200 staff training needs across 50+ training curriculum programmes were completed through the CSTA for the Group Service Delivery (GSD) staff portfolio. A total of 1,000+ training need programmes were completed for the year whilst 114 lean sigma students were trained and certified through the GSD lean Six Sigma training programme in 2022.

Over 800 accredited development certification courses were completed for the year. Subject certifications comprised train the trainer (City & Guilds), BCS, Six Sigma, Sales Diploma, AI for all, advanced presentation skills, Excel, Customer Journey Mapping and Data Citizen.

3 The Group Technology Training Academy (GTTA)

The GTTA is dedicated to providing comprehensive technical and technological training for engineers (The Group Technology Portfolio), focusing particularly on enhancing customer experience within the portfolio operations. The curriculum covers topics such as 4G, 5G, mobile data, and tower technologies. Additionally, the GTTA provides support to improve the competence and knowledge of Dialog Business Services Call Centre agents on an as-needed basis.

In 2022, the Customer Field Support Services (CFSS) team's trainings were merged with the GTTA. The CFSS, responsible for customer premises improvisation and maintenance, provides training to technicians to enhance both their technical and soft skills. The GTTA receives support from the CSTA, especially on customer query handling. Furthermore, the CFSS collaborates with freelancer teams that possess a separate skill set. However, since these freelancers are not employed directly by the Company, their training programmes are not calculated under the group's schedule.

	June	July	Aug	Sep	Oct	Nov	Dec
 Participation	122	182	405	152	240	321	182
 Training hours	367.5	338	422.5	441	461.5	618	287.5

The academy's initiatives included organising National Vocational Qualifications (NVQ) Training sessions with a separate National curriculum is currently being developed and set to launch in 2023. The aim of this curriculum is to enhance the competencies of satellite communication and broadband technicians.

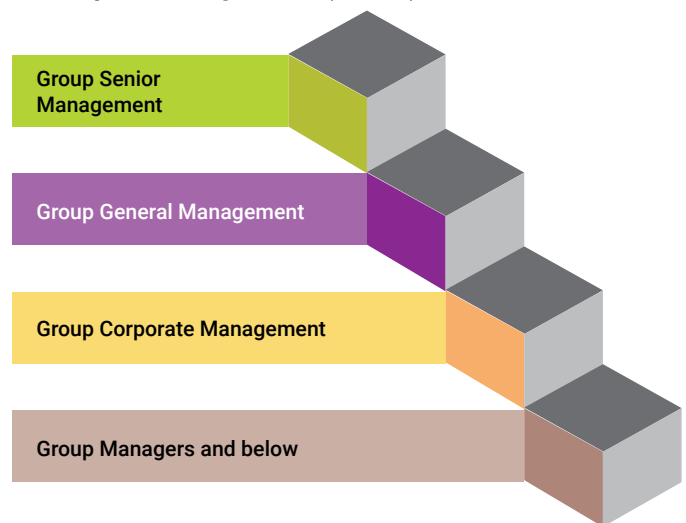
Leadership training

The Leadership Development and Training aspect falls under the purview of talent management and constitutes the Company's AxCelerator programme conducted jointly with Axiata. This is dedicated primarily to developing high performers to reach leadership positions at CEO and CXO levels. These curated coaching programmes are developed based on the feedback gained from 360° reviews. The two-year programme continued during the year as well, and in 2022 we continued to further design the framework for a middle-management development programme.

Group accelerated development programme

The Group Accelerator Development Programme continued to focus on sharpening our talent ecosystem with functional and technical talents, further aligning with building robust bench strength with enhanced mobility and bespoke development. It also furthered the aim of taking a more rigorous approach to succession management and development.

Corporate Management Development Programme (CMDP) 2022



Employee Competence

The CMDP was completed successfully with the objective of developing the overall capabilities of identified individuals who are poised to join the Corporate Management group of the company. The CMDP is designed to strengthen key leadership capabilities, critical components in their future roles, and is an integral part of building future leaders at Dialog. The CMDP is structured to provide participants with a comprehensive understanding of the entire business model through a blended learning approach. In 2022, 39 candidates were selected for the programme that covered over 3,217 hours of classroom and online learning.

Driving agile processes at Dialog



In 2022, learners underwent both Basic Agile training and more Advanced Agile-related learning. Throughout the year, all employees were given equal opportunities to engage with general Agile principles and apply them to projects that were supervised and guided by Agile experts.

Agile/Kanban training

In 2022, external trainer Rumesh Wijetunge conducted a series of Basic Agile learning sessions, which included General Agile, Agile Scrum, and Agile Kanban. These training sessions were attended by over 580 learners, and 400 of them were certified internally on the subject matter.

Agile workshops

In order to improve the usage of Agile methods among front-line staff members, Agile workshops were provided for almost 70 outlet staff members across the island. Additionally, staff members were given the opportunity to participate and enhance their knowledge in the Regional Scrum Gathering in October 2022, conducted by local and foreign trainers.

Advance agile learnings

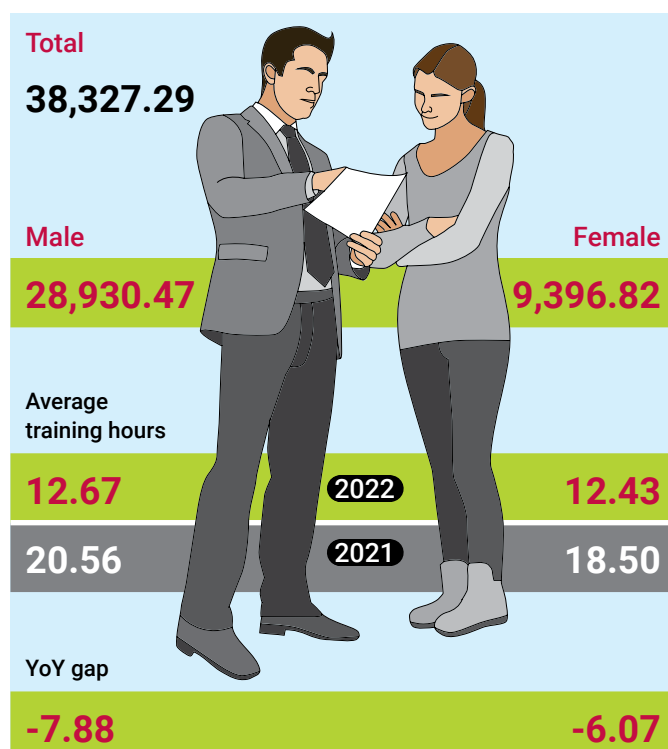
Staff members who expressed interest were given the opportunity to participate in the Certified Scrum Master and Certified Product Owner programmes, resulting in the certification of 11 Project Owners in 2022.

Analytics training

In 2022, the focus was on certifying all the job category members above the Senior Executive level in the internally launched Data Citizen Bronze Learning Programme. This included LinkedIn learning modules, classroom training sessions, and a final quiz requiring a score of 70 or above to obtain the bronze certification. Over 1,300 learners earned their bronze certification through the Analytics Academy. In addition, staff were provided with equal opportunities to engage in SQL, Python, Tableau, Quick Sight, AWS, and AI training, which were supported by external trainers and online platforms. Furthermore, a webinar series was conducted to share knowledge on various areas of Analytics and AI. Fifty-four learners were identified as Experts in the area, and included in the Axiata Fast Forward Digital Academy Learning programme to further enhance their skills in Analytics.

Programme name	Staff count
Data Citizen Bronze	1,363
AI for all	1,172
Quicksight	61
Tableau	189
SQL	129
Python	110
AFF	54

Our training impact



Employee Competence

Total training hours by employee category

Employment category	Hours
Executive	18,640.15
Middle Management	7,863.43
Non-Executive	2,323.00
Senior Management	54.81

Average training hours

Gender	2022	2021	YoY Gap
Senior Management	1.71	10.28	-8.57
Middle Management	17.36	28.41	-11.05
Executive	9.76	22.66	-12.90
Non-Executive	3.61	6.88	-3.28

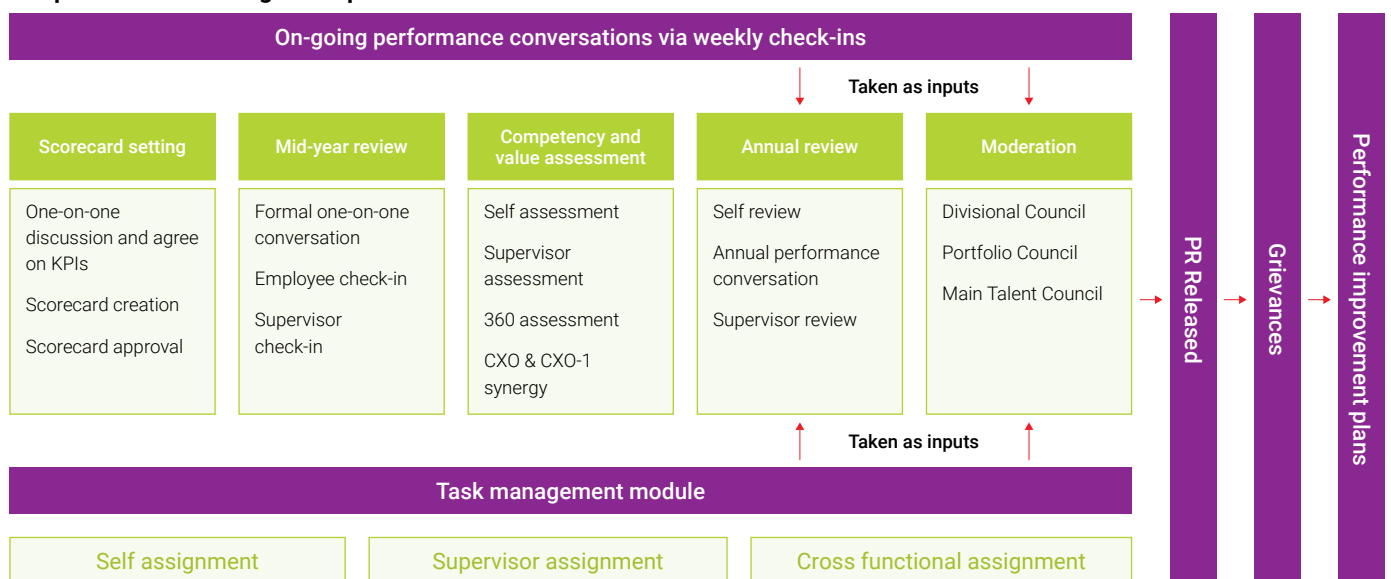
Training programmes and training hours for 2022

Training programme	Hours
CMDP 2022 – Inauguration	43
Strategic Business Presentation	86
The Business Presenter	81
Telecoms Mini-MBA	1,600
Presentation Coaching sessions	144
Knowledge Sharing Session - PM	72
Knowledge Sharing Session - Marketing	70
Leadership Competency Coaching and Project Assessment	128
Psychometric Assessment on TAP's	117
360 Review	39
Business Communication Coaching	23
First-Time Managers Programme - Exam	11.5
First-Time Managers Programme	628.5

Performance management

The main driving force of our success as a Company is our employees. We emphasise their importance by placing them at the heart of our operations. At Dialog, the value creation cycle starts and ends with the employees and thus their well-being and development are of utmost priority to us. 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:

Our performance management process



Percentage of employees who received formal performance review in 2022



Customer engagement

We continued on our journey to be a more customer-centric company through inclusive programmes designed to raise awareness and migrate less tech-savvy customers and the youth towards a digital world, as well as through continuous upskilling of our staff.

- 1. Cheers By SFH:** A recognition programme designed to celebrate and acknowledge the hard work and dedication of the staff engaged in regular interactions with customers. The programme serves as a way to thank them for their contributions to the Company's success and to encourage a positive work environment.
- 2. Week Without Walls:** A ground-breaking initiative that provides staff members who do not regularly interact with customers the opportunity to participate in fly-on-the-wall observations at customer touchpoints and mobile support teams. This experience allows them to gain valuable insights into customer behaviour and emotions, ultimately promoting a more customer-centric approach throughout the Company.
- 3. Customer Experience Is a Team Sport:** A powerful campaign designed to highlight the importance of teamwork in delivering exceptional customer experiences. The campaign emphasises the crucial role that every member of the team plays in ensuring customer satisfaction and promoting a strong sense of unity and collaboration.
- 4. I am a Service Champion Training Programme:** is a comprehensive training initiative designed specifically for staff interacting with customers on a regular basis. The programme aims to inspire and motivate these employees to deliver an exceptional customer service and to embrace the core value of the Organisation, which is service from the heart.

The training programme consists of a series of engaging and interactive modules that cover a range of topics, including effective communication skills, problem-solving techniques, and best practices for handling difficult situations. Through a combination of classroom instruction, role-playing exercises, and real-world scenarios, participants gain a deeper understanding of the importance of creating positive customer experiences and are equipped with the tools and strategies to do so.

The programme is led by experienced trainers who are passionate about customer service and are committed to helping participants develop the skills and confidence they need to excel in their roles. By the end of the training programme, participants emerge as service champions, fully equipped to deliver exceptional service and to embody the Organisation's core values in all their interactions with customers.

- 5. The SFH Fund Bucket:** Improvements were made to this initiative to enhance its effectiveness. The upgrades included the implementation of cutting-edge technology such as intelligent automation for rapid top-ups of branch manager buckets and speedy processing of waivers during periods of high customer complaints. These enhancements were designed to streamline and expedite the process, allowing for a more seamless and efficient experience for both customers and employees alike.
- 6. The Broccoli Awards:** A prestigious recognition programme within the Organisation, which celebrates and rewards staff members undertaking challenging tasks that require significant effort and perseverance. These individuals are acknowledged for their grit and determination in overcoming obstacles and achieving positive, value-adding outcomes despite the difficult nature of the task. This award recognises the significant contribution of the employees and their unwavering commitment to excellence.

Remuneration

We maintain an Employee Performance Motivation and Retention plan that is reviewed and approved annually by the Board and Senior Management. The plan covers efficient allocation of budgets for employee training and development, engagement initiatives, and fair distribution of benefits and bonus schemes, while any remuneration revisions are conducted in accordance with the Axiata Group's remuneration strategy. We ensure appropriate remuneration offered to new recruits is calculated based on an approved salary matrix, and any revisions to Dialog's remuneration policy require clearance from authorised individuals.

Our remuneration policy is based on attracting, retaining, and motivating highly skilled employees who uphold our values and contribute to a culture of excellence throughout Dialog. We provide a competitive salary structure that offers fair and equitable remuneration that often exceeds industry standards, irrespective of whether the employee is on a contract- or permanent-basis.

We comply with all relevant legal obligations and benefits for members on contract or outsourced and managed services staff. In addition, we provide these staff members with mobile services and network connections, while the outsourced staff is also entitled to benefits such as insurance and healthcare packages from their parent organisation.

Remuneration policies

GRI 2-20

Our remuneration policy is determined by the highest governance body—the Board of Directors and other senior executives—and directed by the Company's performance framework that is not tied to any particular economic, environmental, or social objective. The individual aspects or types of remuneration within the remuneration policy are as follows:

- **Performance-based pay** – Salary increments are based on the annual performance review mechanism and differentiated based on the employee designation or category.
- **Bonuses** – Bonuses are disbursed based on the individual's Performance Review Rank and the remuneration mix when deriving the bonus amount.
- **Termination payments** – These are based on the termination clause included with the Letter of Appointment.
- **Retirement benefit schemes** – These fall in line with statutory requirements.

Additionally, the Annual Bonus Plan and the Annual Increment Plan are subject to Board approval in consideration of a board paper submitted on employee performance, motivation, and retention.

We do not disclose remuneration information publicly pertaining to equity-based pay policies, deferred or vested shares, sign-on bonuses, or recruitment incentive payments and clawbacks.

Please refer to the Dialog Axiata Annual Report 2022 – Corporate Governance Report for more details on the remuneration policies applicable to the highest governing body.

Remuneration policy for permanent and fixed-term employees

We make annual adjustments to remuneration based on the cost-of-living standards, employees' annual performance ratings, and the latest salary survey results, which are conducted by independent parties every two years.

Based on individual performance and the year's operating results, we provide an annual variable bonus to our employees. We also incentivise and reward our employees in the form of a quarterly bonus payout based on the results achieved during that period.

Additional benefits offered to all employees

- Health insurance cover for hospitalisation; regardless of the employee category, all employees can claim reimbursements for routine medical expenses up to a stipulated amount.
- Reimbursement for educational expenses.
- Reimbursement for other selected special expenses, such as family events (weddings, funerals, etc.) and the birth of a new child.
- A range of recreational facilities for employee well-being.

Gender equality

GRI 202-1

We are mindful of gender disparities in employment and wages, and strive to maintain a balance between the genders.

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

Employee category	2022	2021
Non-Executive	1:1.31	1:1.54
Executive	1:0.98	1:1.22
Managerial	1:1.04	1:1.10
Senior Management	1:0.82	1:0.76

**Dialog strictly adheres to a non-discrimination policy, whereby an employee's or potential employee's gender has no effect on their salary. However, factors such as academic/professional qualifications, experience, and years of service at Dialog may result in different salaries for individuals in the same employee grade. Additionally, specific employee categories consist of multiple employee grades with varying salary scales. As a result, depending on the proportion of male and female employees within these various salary brackets, the average salary for a particular gender within a category (e.g.: executives) may be higher.*

Entry-level wage	2022	2021
National minimum wage	1.5:1	1.30:1
The ratio between highest paid individual to the median pay of all other individuals	1:46.17	1:38.5

** 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 60 for further details.*

MATERIAL TOPIC 08 ▶

Occupational Health and Safety and Wellbeing

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

Why occupational health, safety and well-being is material to us?

Maintaining occupational health and safety (OH&S) within the Organisation is of paramount importance to our business operations. Although certain job roles in the telecommunications industry, such as drivers, riggers, and other field support services, have inherent occupational hazards, the global pandemic and the economic crises have heightened scrutiny of health and safety aspects in the telecommunications industry in the last three years. Hence, the external perception of the materiality of OH&S has increased whilst the internal perception of its materiality is waning due to the proactive measures, we have adopted to safeguard all internal and external stakeholders at all times.

Our approach to occupational health and safety

Our utmost priority is to ensure the safety and well-being of our workforce spanning 3,039 employees and our stakeholders, including customers, suppliers, contractors, and others present at any of the Dialog premises nationwide. We strictly follow the guidelines outlined in the internationally recognised ISO 45001:2018 standard for OH&S management. In addition, we are working on implementing this standard within our Company to ensure the highest levels of safety and protection for all.

In 2022, Dialog trained 1,203 employees on health and safety topics, and although we recorded 04 OH&S related injuries, we are pleased to declare that no fatalities were recorded with respect to both Dialog and outsourced employees across a total of 10,039,531 working hours.

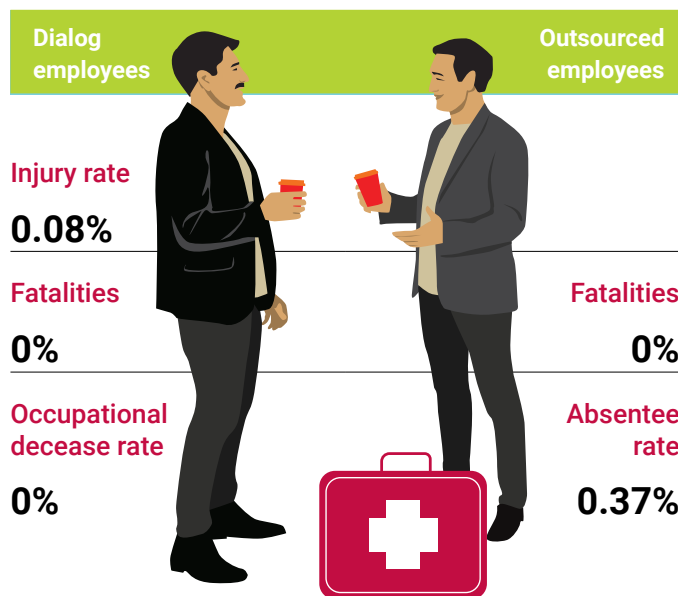
Although there is no formal joint management-worker health and safety committee, 7% of the total workforce represents 133 registered representatives and 74 representatives nominated by the supervisor, amounting to 207 members from across the organisation to deal with OH&S matters.

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

100

No. of high-consequence injuries

1



Three-year comparison	2022		
	2022	2021	2020
Lost time Injury rate (per 1 million)	0.39	0	0.1102
Absentee rate (%)	1.75	1.98	1.13
No. of fatalities	0	0	0

Our health and safety committee

We have identified that certain occupations, mainly field staff positions, have higher potential risks for occupational health hazards. To ensure the safety and well-being of these employees, we have implemented health and safety training and refreshers on best practices in CFSS and the use of personal protective equipment (PPEs) throughout the reporting year.

207

Total workforce representation in formal joint management-worker health and safety professionals.

6.2%

of the total workforce represented in formal joint management-worker health and safety professionals.

Having established a formal COVID-19-related Health and Safety Committee (consisting of a cadre of permanent employees across departments and functions) to provide the necessary oversight related to occupational health and safety and ensure compliance, Dialog continued to focus on initiatives that strengthened existing safety culture through training, process improvements, and behavioural improvements to work through the COVID-19 pandemic. In 2022, we worked to facilitate a COVID-19-free work environment using numerous tools, such as a COVID-19 self-declaration portal and a risk passport app for teams to identify geographical risks on field visits.

Employee resilience and coping

At Dialog, we place equal focus on our employees' mental and physical health. Therefore, we provide wellness programmes, counselling sessions, and other related services to address occupational stress, work-life balance, and other health aspects that have become increasingly relevant during the present times with many employees engaged in remote work. We firmly believe taking care of our employees' mental health is crucial to their overall well-being and productivity.

Safety training programmes, incident reporting and other initiatives

In 2022, we continued to drive health & safety training programs and refreshers on best practices for responding to disasters. Fire safety training programmes and pre-scheduled OH&S Audits were conducted annually, bi-annually, and quarterly across Sri Lanka. Furthermore, mock drills for emergency evacuations and Work at Height and OH&S basic training for the southern regional CFSS teams were conducted.

Meanwhile, we increased incident reporting, corrected all high-risk issues, and followed up on other reported incidents made in the year of review. Moreover, we purchased and distributed first-aid items to our locations around the island. In addition, we restored the health & safety representative teams after the prolonged WFH period, linking all health & safety representatives with the Health & Safety Unit.

Emergency and disaster response practices in 2022

We redefined emergency assembly points based on the relevant risk profiles and conducted mock drills to enhance awareness. In addition, we developed evacuation plans for all high-rise buildings in the head office, and other Colombo locations to ensure clear communication in the event of an emergency evacuation. We uploaded safety instructions on natural disasters to the health and safety web portal and upgraded the web portal for all Dialog employees.

Digital support

Furthermore, we advanced to LEAP Level 4.0 from LEAP Level 3.0 (Axiata's central training/learning platform), moving up in LEAP maturity. This included:

- Digitalising first-aid requisitions, safety items requisition, PCR/RAT, and other COVID-19 services requisitions with MS forms
- Adding soft copies of international reference materials for specified OH&S areas
- Developing an electrical safety guide and digital format for staff assessment for individuals procuring batteries for WFH. A demonstration of "competence of use of batteries" is required to determine the recipients of the batteries.
- Developing OH&S risk assessments for medium and high-risk processes
- Developing safe work instructions for medium and high-risk processes
- Adding instructions for hazard identification and risk assessments along with video training for OH&S representatives

Future outlook



The importance of maintaining OH&S within Dialog has been magnified in the last three years since the COVID-19 pandemic and the economic crisis brought about heightened scrutiny in the industry. In 2023, the Organisation will be taking steps to convert the existing H&S Policy into OH&S Management System Policy Manual to comply with ISO 45001:2018 – Requirements of OH&S Management Systems. Additionally, we will be revising the Emergency Evacuation Paths for all our core sites and multi-storey buildings to ensure they meet the new format of the Emergency Evacuation Plans.

To further enhance our OH&S practices, we will be focusing on improving the competencies of OH&S representatives across island-wide locations. This will involve training them to identify both existing hazards and those related to planned changes, as well as assess the associated risks independently.

These initiatives showcase our commitment to maintaining a safe and healthy work environment for our employees and stakeholders so that we retain the trust and confidence of our customers, partners, and the wider community, while safeguarding our business operations and reputation.

MATERIAL TOPIC 09 ▶

Innovation

Why innovation is material to us?

The intensely competitive telecommunications industry landscape requires companies to embrace innovation to survive. Innovation shapes the industry in which telecommunication companies operate. Telecommunication corporations can play a crucial role in shaping and propelling the economy forward and improving people's quality of life by being a significant force in the marketplace that is in tune with social dynamics and trends. Since its inception, Dialog has been at the forefront of innovation within the local telecommunications industry. As a prominent technology company in Sri Lanka, innovation is a high priority for us as we strive to set standards for our community by empowering them digitally.

Our approach to innovation

We believe that innovation can be used as a key platform to enhance the lives of the people and facilitate the progress of the Nation. In order to accelerate our journey towards becoming a digital telecommunications company, we have strategised to invest further in innovation.

Our main goal was to use emerging opportunities to introduce new ground-breaking technologies that are simple, affordable, and relevant. Our "innovation-first" ethos is the cornerstone and vision on which our Company is founded and it is instilled in our Organisation's culture. We always strive to carry out our vision by seeking prevalent social issues and developing simple and applicable interventions to solve them.

We are committed to creating sustainable business models that provide inclusive access to telecommunication services for all Sri Lankans, including rural populations, low-income groups, and people with disabilities. We have continuously faced challenges related to service availability, affordability, applicability, and affinity. We aim to address these issues through technology paradigms, service and business modelling, and continuous investments, and our philosophy of inclusion has been a driving force behind many of our innovations.

Our key projects

Our projects in the year under review can be broadly categorised under the following categories: IoT and new technologies, customer relationships, digital education, training and development, digitisation for women and girls, and cybersecurity.

IoT and new technologies

We provided various solutions within the IoT and new technologies category.

Smart home

Emerging technologies will enable people to create a new modern home that offers convenience and protection for homeowners. This year, we launched the "Dialog Smart Home" brand based on three pillars – home automation, home security & surveillance, and home connectivity.

Under the home automation pillar, we offer Smart Touch Wall Switches, Smart Sockets, Smart Power Strips, and Smart Fan Controllers allowing homeowners to control numerous appliances using their smartphones.

Under home connectivity, the Artificial Intelligence (AI)-powered TeDi Alexa Solution provides voice control over connected devices and Wi-Fi Routers. Smart Life Data Plans allow customers to make the fullest use of their devices.

Home Automation provides IR Blaster and Smart Plugs, Surveillance Solutions including CCTV Solutions, Outdoor & Indoor Cameras, and Smart Video Doorbells facilitating users to safeguard their home at the touch of a button or a tap on their phone.

The revolutionary 5G technology

The emergence of 5G technology will unleash opportunities and possibilities that were previously unfeasible. In 2022, we continued to drive Sri Lanka's advancement in 5G technology by being the first telecommunications provider in South Asia to successfully trial the 5G Standalone (5G SA) network. Such technology would facilitate more advanced 5G applications such as autonomous driving and real-time immersive services such as AR/VR, and the integration of the massive infrastructure of the IoT. Furthermore, enhanced features of "Ultra-reliable Low Latency Services (URLLC)" and "Massive Machine Type Communication (MMTC)" provide a foundation for advanced technological innovations. The 5G non-standalone (NSA) mode enables "Enhanced Mobile Broadband" for consumers, offering faster speed and new possibilities for automation in both industrial and residential settings.

Moreover, we expanded our coverage and reach in South Asia, successfully testing mmWave 5G technology through our fully-owned subsidiary, DBN mmWave solutions operate in high-frequency ranges. They deliver ultra-capacity over short distances and facilitate wider bandwidth and faster uplinks and downlinks. As a result, users experienced 5G download speeds exceeding 4 Gbps in NSA mode, a significant improvement over the existing standards. We are confident that the implementation of mmWave technology would elevate fixed broadband performance and enable the implementation of low-latency applications across various industries.

Metaverse – Dialog Futureverse

Emerging technologies will enable the potential of creating new interconnections between digital and physical products. Bloomberg Intelligence has valued the next-tech platform of the metaverse as a nearly USD 800 billion opportunity, presenting unforeseen new opportunities for online entertainment and other enterprising individuals to develop new streams of revenue. In 2022, Dialog announced its cutting-edge 5G-ready tech solutions, such as the Digital Twin, Robot Arm, 360-Video, and Hologram, and its unparalleled Intelligent Video Content Analysis (IVCA) product portfolio. These solutions were highlighted at the tech event 'Google I/O Extended Sri Lanka 2022' held exclusively in the Metaverse for the first time in South Asia.

Having recognised the limitless potential of the Metaverse, we also partnered with Nonvoice LLC to launch Sri Lanka's first 5G-ready Metaverse in Gaming and Edutainment. Utilising cutting-edge technology in AR and VR, the Nonvoice Metaverse offers users a truly immersive experience in gaming, education, and other innovative applications. The offerings encompass a diverse range of learning experiences, games, and enhanced E-sports: Bookfull, the largest 3D/AR library with hundreds of interactive book titles, and LearnX, an AR tool for improving vocabulary, both offered under the learning experiences category, would support Sri Lanka's students and young learners to achieve their goals.

Smart fleet social impact with Mines Advisory Group (MAG)

We partnered with MAG to equip purpose-built vehicles with the Smart Fleet real-time GPS driven vehicle tracking system to aid ongoing de-mining operations in the Northern and Eastern provinces of Sri Lanka, covering areas such as Vavuniya, Mannar, Kilinochchi, Mullaitivu, Batticaloa, and Trincomalee. MAG has located and cleared over 63,714 mines, removing over 28,187 unexploded ordnances with the assistance of international donors and the Sri Lankan army.

The Smart Fleet solution has been installed in approximately 95% of MAG's heavy vehicles, providing precise data on location, movement, unauthorised usage, security, and fuel consumption. This is particularly useful in remote areas where telecommunication facilities are scarce, ensuring the safety and security of the team members involved.

Smart generator monitoring

The Dialog IoT Smart Generator Monitoring solution assists in running generators at optimal efficiency and allows monitoring generator performance, fuel levels, and electricity generation with the objective of improving business profitability. Delivering real-time performance and status monitoring through customised interactive dashboards and providing energy consumption comparison and historical data, the Smart Generator Monitoring solution helps to reduce maintenance and manpower costs and take decisions on improving power efficiency in the long-run.

Smart server rooms

The Smart Server Rooms solution is a real-time, centralised monitoring system designed to gain valuable insights from server rooms in a single central location. It comes with a range of services, including server room monitoring, server power monitoring, temperature monitoring, and humidity monitoring, among others. By leveraging these capabilities, organisations can exercise greater control over their server room operations to optimise performance at all times.

Cold room temperature monitoring system

The Cold Room Temperature Monitoring System is an advanced wireless monitoring system that offers real-time local supervision of critical parameters in cold storage units. By closely monitoring temperature and other variables, it ensures that stored products are maintained at optimal quality and safety standards, offering 24/7 temperature tracking and recording, and immediately alerting staff to any detected issues through preventive SMS or email alerts. Historical data collection enables better analysis and audits, providing businesses with valuable insights into temperature trends and potential issues. Moreover, it helps to reduce costs with 24/7 automated monitoring, making it an essential tool for businesses looking to maintain high quality and safety standards for their cold storage products.

Smart ATM

The Smart ATM monitoring solution offers complete visibility and real-time insights into entire ATM networks, all from a single centralised location. This technology can enable banks to deliver uninterrupted service to their customers, enhancing customer satisfaction and loyalty, and provide increased security measures. It can help extend equipment lifespan, reduce the likelihood of sudden failures and costly downtime, and offer access to ATM details from anywhere through the cloud-based platform. The Smart ATM monitoring solution is an ideal choice for banks looking to optimise their operations, reduce costs, and improve customer service.

Smart environmental monitoring solution

The Smart Environmental Monitoring Solution is an advanced system that provides users with a centralised platform for remotely measuring, monitoring, and optimising temperature and humidity levels in any location across the country. It is designed to improve workplace comfort and efficiency by monitoring critical parameters like temperature and CO2 levels through environmental sensors to create an ideal working environment that results in higher levels of productivity and job satisfaction. It helps to reduce operational costs and is simple to use even for staff without tech-expertise, and doesn't require infrastructure to maintain.

Innovation

Smart workforce management

Smart Workforce Management is a comprehensive solution that caters to all aspects of workforce management, including payroll and human resource management, to unlock effective workforce management and save time and money in organisations. It offers a range of employee tracking services, such as real-time location tracking, monitoring of employee movements, and historical location tracking, all consolidated into a single system to efficiently manage employees and data.

Smart water meter

The Smart Water Meter enables organisations to remotely monitor, measure, and optimise water consumption at their locations, receiving notifications and daily information about water usage that allows for proactive management and actionable tasks to reduce wastage, thereby significantly reducing operational costs, and monitor the benefits of water-saving initiatives from a centralised monitoring dashboard.

Smart meter

The Smart Meter is a revolutionary solution that enables the monitoring of electrical energy consumption, along with various parameters related to electricity. This data is transmitted in real-time to a cloud-hosted, centralised platform to effectively manage and plan energy usage, thereby reducing costs while promoting environmental sustainability. The Smart Meter represents a major advancement in energy management technology, offering a range of benefits to businesses and consumers alike.

Dialog smart distancing

Dialog Smart Distancing enables businesses to safely and confidently bring their employees back to work, using variable proximity alert sensors to manage social distancing and ensure that they are taking the necessary steps to protect their workforce and prevent the spread of illness. By ensuring occupational safety, reducing down-time, and helping to reduce potential decontamination costs, Dialog Smart Distancing makes it easier to create a safe and productive workplace environment.

Customer care

We believe in providing exceptional customer care service to ensure our users have a pleasant experience using our products. This year, we offered two solutions to assist our customers in enhancing their experience.

Dell partnership

We continued our stellar service in our appointment as the first and only Dell Technologies Cloud Solution Provider (CSP) in Sri Lanka and became the Dell CSP Gold Partner in 2022. As the sole hybrid multi-cloud partnership in Sri Lanka, we offer a complete range of Dell Technologies Cloud Infrastructure-as-a-Service (IaaS) solutions.

Google assistant-based customer care support

We have surpassed our competition with the introduction of Google Assistant-based customer support in Sri Lanka, which allows Android smartphone and Google Home device users to receive instant resolutions for their Dialog Mobile, Television, and Home Broadband inquiries. Customers will benefit from faster responses and ease of access.

Dialog Smart Distancing makes it easier to create a safe and productive workplace environment.

Promoting digital education**Dell partnership**

Dialog Digital Education Solutions is a comprehensive suite of digital educational tools and resources to enable the journey into becoming a digitally transformed educational institute. Dialog corporate users can access shared online resources without consuming data or incurring costs, and educators can discover the best data solution to create an online teaching experience that allows all users to participate without worrying about the package they are using. Together, it is an ideal solution for schools and educational institutions looking to provide a more engaging and personalised digital learning experience for students.

Training and development

Dialog data science academy

The Dialog data science academy is a unique training programme designed for corporates to improve their data science and analytical skills by offering a comprehensive range of data science-related training courses developed by industry experts. This enables corporates to make better decisions based on quantifiable evidence derived from their own data, providing an added advantage for career development, and empowers professionals with the latest data management technologies and data science concepts to keep up with current developments.

Digitisation for women

At Dialog, diversity is highly valued and integrated into our core business strategy regarding our employees, customers, and the wider community. One of our key priorities is to provide solutions for women. We offer digitisation solutions that help women succeed personally and financially, by giving them access to the marketplace, taking them to the online space, and keeping them safe in both spaces to ensure they receive the best use of technology to uplift their livelihoods.

Enabling digitisation of women: small- and medium-sized entrepreneurs

Dialog has invested heavily in digitisation to enhance female participation in the economy, under which we launched IFW. IFW is a female-focused initiative that supports female tech entrepreneurs and start-ups by providing access to telco APIs and the platform ecosystem, improving both tech and non-tech skills of girls and women, and creating an inclusive environment and community to encourage innovation and entrepreneurship.

The majority of rural entrepreneurs are unable to digitise their businesses due to a lack of access to platforms, technical knowledge, and skills. This lack of access is a barrier to growth, especially in the post-pandemic era that has increased Sri Lanka's digital retail consumption. The overall goal of the project was to minimise these barriers and provide access to communities via IFW.

Ibuy.lk—a no-code platform was launched during the year enabling users to build and host a personalised e-commerce store. It requires no technical knowledge or development from the seller, and allows home-based businesses and small and medium entrepreneurs to easily enter the online market. In 2022, as a part of this initiative we identified 300 participants from all 25 districts through our government partners, which included small and medium entrepreneurs and regional government business development officers and provided them with the platform completely free. We trained the regional officers as advocates to reach out to the rural communities and identify potential entrepreneurs to host on the ibuy.lk platform.

Partnering with the National Enterprise Development Authority (NEDA), National Craft Council, International Labour Organisation (ILO), Ministry of Education, and the Vidatha programme, we conducted workshops to assist entrepreneurs who were operating traditional physical businesses and were not familiar with e-commerce, to build e-commerce stores to enter the digital retail space, develop their digital marketing skills, and gain access to newer markets and customers. The workshops provided hands-on training on how to maintain digital inventory and sales, and build and publish an e-commerce store on the ibuy.lk platform. In addition, a digital marketing segment was conducted to educate the participants on how to market an e-commerce store using social media. As a result, over 50 stores have been developed on ibuy, with many more in the process.

Digital literacy/skills development programme for school students

In the current global environment, digital literacy and skills are essential for growth and survival. By improving digital skills and providing access to Ideamart platforms to students in rural communities, the IFW programme hopes to equip them with the skills to move forward and reduce the barriers faced due to lack of knowledge. Partnering with the ILO, we conducted several workshops at selected schools targeting students from the ages of 14 to 18, with the participation of over 500 female students from rural marginalised districts of Galle, Monaragala, and Gampaha (and total participation of over 1,000 students). The objective of the programme was to enhance the students' digital knowledge and introduce new tech concepts.

Innovation

Furthermore, the topics covered within the workshop included an introduction to tech entrepreneurship and related Ideamart platforms that can be used to improve digital skills, which are freely available for use and learning but are not known by students due to lack of knowledge and accessibility. The programme aimed to change mindsets and encourage the use of technology.

The Ministry of Education and Ceylon Chamber of Commerce were also valuable partners in our journey to educate students on new tech concepts and upskill them with digital skills, which will help to reduce the skill and knowledge gap. We believe that such programmes will help them develop critical thinking and ideation skills as well as tech entrepreneurial skills, and educate them on available pathways to tech entrepreneurship via platforms and ecosystems.

Diriyen Idiriyaata

The increased use and penetration of mobile devices and the internet in recent times has led to an increase in female tech entrepreneurship and digital penetration as well as cybercrimes. In celebration of International Women's Day 2022, we organised a specialised programme for females and girls using digital devices and social media. This programme "Diriyen Idiriyaata", organised by Diriya.Ik, Yeheli. Ik and Ideamart for Women, with the support of Dialog Club Vision and many industry experts, was aimed at educating and enhancing the knowledge of women engaged in digitally enabled businesses. More than 100 participants, including small- and medium-scale female entrepreneurs, students, and personnel from tech and telco sectors attended the programme.

Further to several insightful sessions on financial discipline, work-life balance and women in business, the workshop content included mechanisms on social media platforms and websites to report harassment, cyberbullying, and other forms of digital violence; current laws in place that criminalise online violence and harassment; and support services such as counselling and helplines available for women and girls who have experienced digital violence. It also illuminated the collaborative efforts of organisations working together to address online violence against women and girls through sharing information and resources, conducting research, and advocating for policy changes.

Cybersecurity

Significant technological changes have affected the telecommunications industry and will continue to increase and amplify. Amidst the growing global cyber threat landscape, Dialog partnered with cybersecurity solutions providers Cyber Security Works (CSW) and TekSek Cyber Security, to address the pressing need for increased operational security among enterprises in Sri Lanka. TekSek leverages real-time intelligence to identify the most pressing threats to IT infrastructure, offering solutions that streamline organisational processes, and reduce the burden on security teams while providing robust protection.

Meanwhile, we leveraged Fortinet's Secure SD-WAN solution, a comprehensive and integrated cybersecurity solution to broaden its Flexnet managed SD-WAN offering. The Fortinet Secure SD-WAN solution streamlined WAN architecture and ensured secure remote access for people working remotely. The innovative zero-trust network access (ZTNA) Access Proxy provides explicit controls for per-user application access, delivering integrated security, and safe access to internal and external data and applications, whether hosted on-premise or in the cloud. We can offer customers the dual benefits of enhanced network security and advanced WAN capabilities, resulting in improved user experience and increased business uptime. As the exclusive Fortinet Managed Security Service Provider in Sri Lanka, Dialog successfully deployed Secure SD-WAN solutions at over 1,000 locations across Sri Lanka in 2022.

Mission critical push-to-talk solution in partnership with LECO

Dialog Enterprise successfully deployed a customised mission-critical push-to-talk (MCPTT) solution for Lanka Electricity Company (Private) Limited (LECO) to provide a state-of-the-art radio telecommunications system based on mission-critical push-to-talk over 4G-LTE technology to cover the LECO service grids in Galle, Moratuwa, Kalutara, Negombo, Kelaniya, Kotte, and Nugegoda. The aim was to fulfil current and future LECO requirements with radio telecommunications features and services in voice, data, and video, along with future-ready devices. The hardware package included a central dispatch unit with voice and video dispatching, geolocation, and recording including 65 vehicle-mounted and 60 handheld devices with voice, video streaming, and messaging capabilities. This solution facilitates uninterrupted mission-critical user communications even during times where there is abnormally high traffic due to unforeseen events, such as a natural disaster or emergency. The solution is able to efficiently handle high call volumes without overwhelming the network.

The fuel pass solution

When the entire nation came to a standstill due to the fuel crisis, we at Dialog felt it was our responsibility to help Sri Lanka to overcome this challenge through the power of technology. In response to a request from the Ministry of Power and Energy, we collaborated with MillenniumIT ESP and ICTA to support the government and the people to develop the NFP, during our country's greatest hour of need. The solution was launched within a short span of three weeks and it helped our nation progress with a sustainable fuel management system.

The solution was successfully adopted by 100% of fuel stations across the country and 6.2 million vehicles, thereby contributing to the reduction of the long queues around the fuel stations, and saved the time wasted by the general public. The solution which is provided free of charge has greatly enhanced public convenience and facilitated an allocation-based fuel distribution. It has proven to be both efficient and easy to use and has reduced Sri Lanka's import expenditure from USD 500 million to USD 230 million, contributing to the saving of USD 270 million per month on fuel imports in 2022. Furthermore, the NFP has minimised supply-side delays and regulated demand.

The NFP has demonstrated how technology can be used to mitigate a national crisis through solutions that can be developed and deployed in a short time. In 2023, we aim to introduce more functionality and extend it to a larger population. We will continue to provide this service free of charge till 2025 to minimise the fuel queues, save millions of dollars, and ensure a fair distribution of fuel.

Karuna.lk – the cause-verified crowdfunding platform

We have always prioritised empowering and enriching the lives of Sri Lankans. As the digital and telecommunication provider to 17 million Sri Lankans, we are at the forefront of connectivity and we understand the needs of our nation and its people.

In 2022, together with the Principal Moderator – Sarvodaya Shramadana Movement, and Independent Auditor – PwC Sri Lanka, we launched Karuna.lk, a cause-verified crowdfunding platform to connect individual donors and companies to those who need assistance.

The aim of this initiative, which came into being against the backdrop of the economic crisis in the country, is to empower and enrich Sri Lankan lives through social stewardship backed by a trusted and secure fundraising engine operating at the highest level of governance.

The crowdfunding platform has verified and trusted non-profits, organisations and causes. Individuals, non-profits, and organisations can register their cause/charity on Karuna.lk by following the verification process reviewed by category-specific/specialised moderators and have access to a completely free and easy-to-use service.

The platform provides access to a multitude of social causes spanning a wide range of categories and ensures transparency in the movement of funds to the beneficiaries. Available causes include healthcare, community, education, emergency, environment, sports, animal welfare, and other volunteering work.

A range of government-approved charities, including the UNDP, Red Cross, SOS Village, Heart To Heart Trust Fund, PRDA, Samastha Lanka Kidney Patient's Association, and Child Action Lanka, can be accessed on the platform.

Interested parties can contribute in many ways, including donating a meal, helping a child with their education, and contributing to protecting Sri Lanka's natural reserves. Donations can be made conveniently to the verified causes/charities of the donor's choice listed on the platform through a range of payment options, including debit/credit cards (Master & Visa), eZ Cash, Dialog add-to-bill, Star Points, over-the-counter, and online bank transfers.

More information about the initiative can be found at www.karuna.lk.

MATERIAL TOPIC 10 ▶

Network Quality and Expansion

Why network quality and expansion is material to us?

The COVID-19 pandemic has led to an unprecedented surge in the demand for broadband communication services. The WFH trend, which gained momentum worldwide, put immense pressure on the island's network infrastructure. Swift measures were taken to expand and upgrade capacity, underscoring the significance of a solid communication framework that can support resilient systems to function in post-crisis recovery, promoting equitable growth, and prioritising customer satisfaction. With network quality and expansion becoming a material topic for the Company moving forward, we made significant progress in enhancing the quality and expanding our services across the nation to provide uninterrupted and excellent service to all our stakeholders.

Our approach to network quality and expansion

We continued to upgrade and enhance our infrastructure by taking into consideration the areas beyond the island's mobile broadband coverage. In 2022, we encountered a number of challenges that impacted the network quality and expansion efforts, including frequent and prolonged power cuts that affected island-wide coverage and service availability. In addition, the shortage of fuel particularly affected generator operation, critical for maintaining network uptime during power outages, while impairing network deployment and operation. Furthermore, the foreign exchange rate increase and shortage made it difficult to import equipment and make service payments on time. These issues posed significant challenges to ensuring uninterrupted and reliable telecommunication services across the nation.

To address these challenges, Dialog extended its solarisation and lithium-ion batteries deployment project in a bid to ensure that critical sites can function independently from the electricity grid. In addition, we prioritised capital expenditure and operational expenditure to keep critical projects on track.

Network challenges and mitigating measures

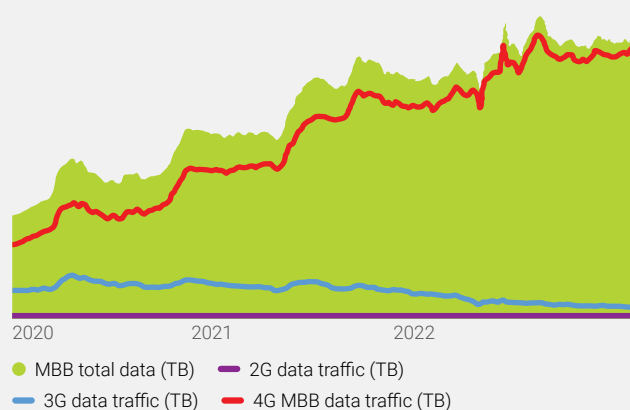
The prevailing economic crisis compounded by the COVID-19 pandemic created new challenges to address. These include an increase in service costs for the telecommunications industry, along with substantial increases in energy and rental costs. Furthermore, the impact of the increase in the exchange rate also affected capital expenditure for developing new sites and upgrades. It is crucial to find innovative solutions to overcome these challenges and provide uninterrupted reliable and affordable services to our stakeholders.

Supporting TRCSL's Gamata Sanniwedanaya project, we initiated new site projects in three districts and deployed 15 new sites in 2022 in a bid to improve 4G mobile coverage and service quality. Our coverage enhancements also yielded positive results as we were able to cover 181 Grama Niladari Divisions in the year under review.

Meanwhile, 3G traffic stagnation from 2020 continued to exhibit increasing drops with 3G data traffic contribution to total MBB traffic hitting new lows of 4% at the end of 2022 and showing signs of reducing further. At the same time, cost of living and economic challenges experienced by consumers have slowed down the 4G-MBB growth experienced in previous years.

Mobile data traffic (TB)

TB



To mitigate the challenges, we shut down legacy equipment and technologies to save on energy costs and rental costs. Meanwhile, consolidating and reusing equipment that was previously tied up with implementing 3G technology helped to boost our efforts. The Phase 1 shutdown of 3G in a bid to allocate spectrum to 4G allowed efficient use of resources in 2022.

Network Quality and Expansion

Total site upgrades

Completed Upgrades

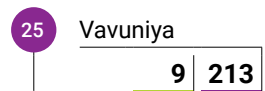
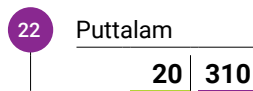
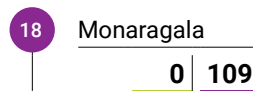
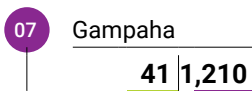
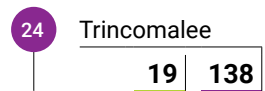
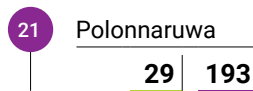
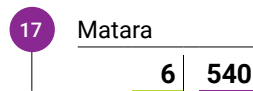
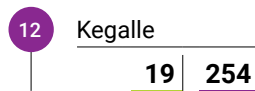
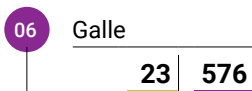
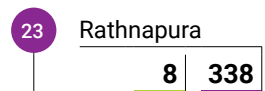
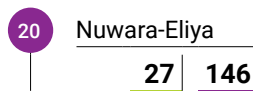
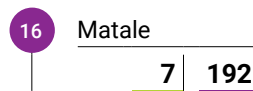
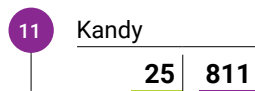
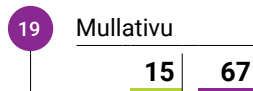
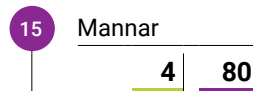
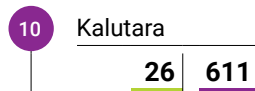
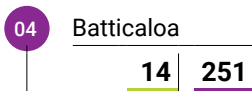
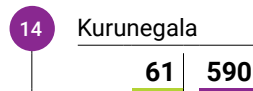
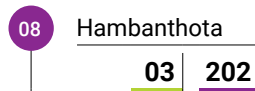
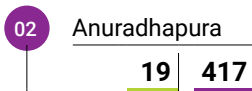
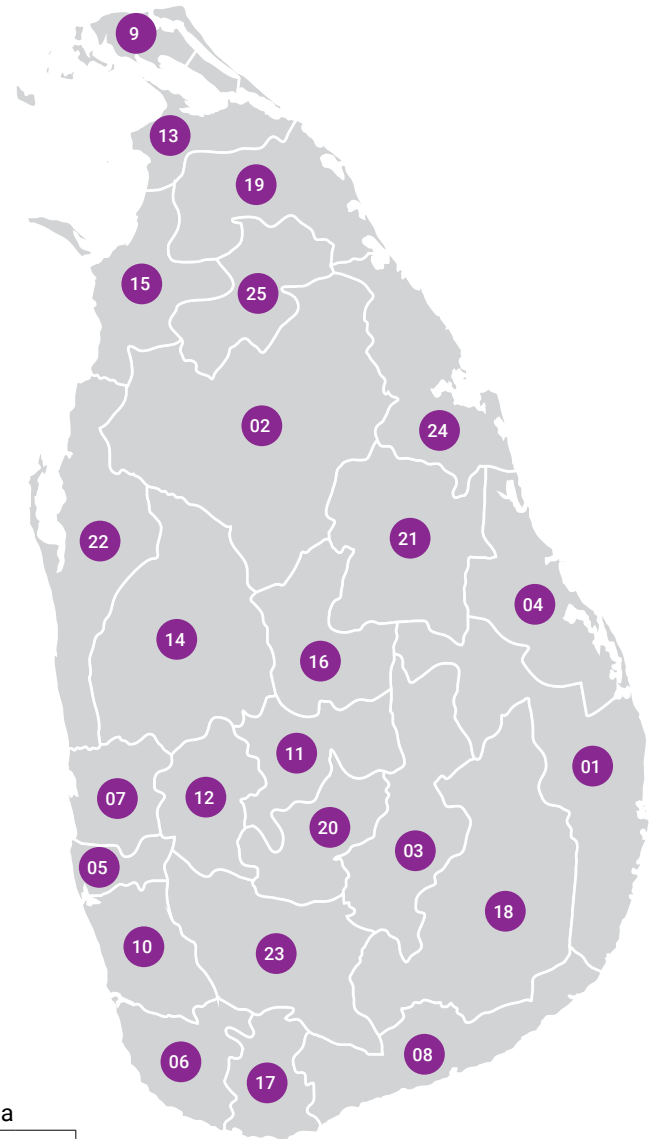
9,712**Total new sites**

Completed Sites

486

We continued to engage in spectrum refarming, which involves repurposing frequency bands allocated for legacy 2G or 3G technology for new generations of mobile technologies. We were still in the initial stages of completely moving away for 3G in favour of newer emerging technologies.

In 2022, our 4G population coverage increased to 90.3% by the year-end.



Network Quality and Expansion

Improved efficiency

To drive greater network development during the year, we deployed a 5G trial network over 84 sites in December 2018, 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 project remains in trial phase, with merely 2% population coverage. However, we expect a wider 5G adoption in the coming years that will unlock new opportunities on a nationwide scale.

Peak user throughput

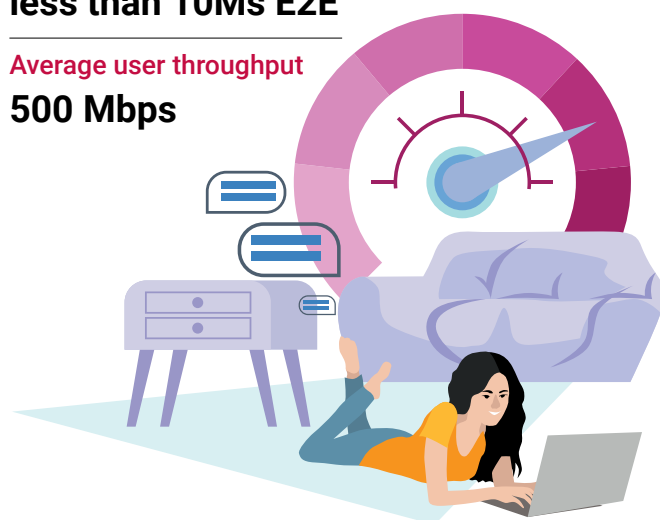
1.6 Gbps

Latency

less than 10Ms E2E

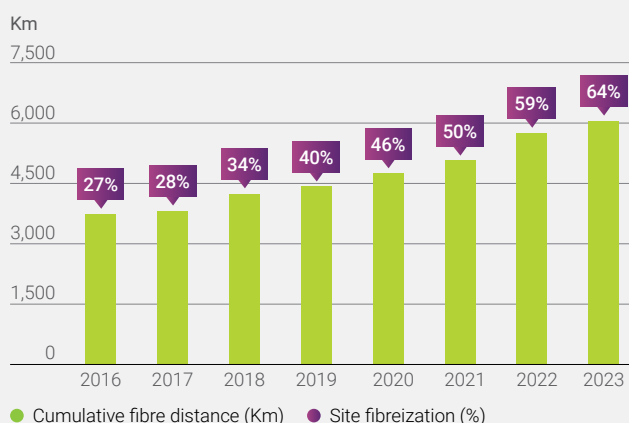
Average user throughput

500 Mbps



In continuing to expand our fiber network, we achieved a 59% increase to reach 5,750 km during the year under review.

Growth of fibre network



Implementing 5G networks is a crucial step towards enhancing user experience. Although economic challenges prevail, the market for 5G mobile devices is growing albeit at a slow rate. By offloading some of the 4G traffic to the 5G network, we expect to enhance user experience for both 4G and 5G users. In addition, 5G Fixed Wireless Access has emerged as a promising network connectivity option for both home and enterprise subscribers, which can elevate broadband experience to new heights. Technological advancements will push to a more widespread adoption of 5G in the future and transform the telecommunications landscape significantly.

Throughout the year, we upheld unmatched standards to all our customers, maintaining our speed leadership despite the challenges we experienced to network traffic.

We emerged as industry winners with respect to video experience, games experience, voice app experience, 4G availability and 4G coverage, download speeds and upload speeds, and excellent consistent quality and core consistent quality awarded at the Mobile Experience Awards by OpenSignal. As at November 2022, we led the industry with an average 4G download speed of 13.1 Mbps.

Future outlook



As we move into 2023, we expect to face several challenges that will affect the telecommunications industry. A major concern is the anticipated increase in energy costs, site rental costs, and service costs. We are also concerned about potential slowdowns in voice and data traffic growth.

We recognise the importance of acting and adapting swiftly to overcome these obstacles going forward to continue serving our customers and stakeholders in 2023 and beyond. We are committed to efficient resource usage in our network operations, and we aim to leverage the power of analytics and AI to ensure fair access to resources. Through the use of advanced algorithms and real-time data analysis, we can monitor and optimise network performance and identify areas where resources are being underutilised or overused, which should help us mitigate certain costs while maintaining our quality of services.

MATERIAL TOPIC 11 ▶

Digital Inclusion

GRI ▶ 3-3, 203-2, 413-1, 413-2

GSMA ▶ INC-01, INC-02, INC-03, INT-01, INT-02, INT-03

Why digital inclusion is material to us?

Although the digital revolution has changed the world in unprecedented ways, it has also highlighted the deep digital divide. As the world's communications capabilities evolve at an exponential pace, many segments of society may get left behind when millions lack access to digital technologies and the opportunities they present. This was brought into stark relief at the height of the COVID-19 pandemic when work and education were forced to go online. The lack of digital inclusion tends to affect vulnerable populations in particular, such as low-income households, people with disabilities, and elderly individuals. The challenges we face in ensuring equitable distribution and a sense of shared community are daunting, yet crucial to our survival as a nation. The significance of digital inclusion has moved and reduced marginally in terms of internal sentiment. However, we continued to create affordable and accessible technological solutions for all stakeholders.

Our approach to digital inclusion

Aware of the implications surrounding the digital divide, we strove to provide access to services and content through innovative technologies that share knowledge, bridge social gaps, break barriers, and drive social value across every member of society, even amid challenging times.

Our strategy addresses three areas: The key drivers of the 4As, supporting principles, and the result. Our drivers (4As) are accessibility, affordability, availability, and applicability. The supporting principles are combatting climate change and developing climate resilience. The result we envision is inclusivity-oriented innovations and services that bridge the digital gap and enable a digitally empowered lifestyle.

In our work, we look at four stakeholders as requiring digital inclusion: agricultural communities, women, PWDs, and coastal communities.

For our agricultural communities, we offer a variety of benefits and services:

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



In addition to the above, we also support the female population of Sri Lanka by empowering them through awareness creation, capacity building and access to information; promoting good health practices; and providing safety and security through digital services.

We support PWDs (those with motor, speech, hearing, and sight difficulties) by providing support and enhancing livelihoods through digital interventions.

In our efforts to enhance female participation in the economy, Dialog launched IFW. IFW is a female-focused initiative supporting female tech entrepreneurs and start-ups by providing access to telco APIs and the platform ecosystem, improving tech and non-tech skills of girls and women, and creating an inclusive environment and community that promotes innovation and entrepreneurship. In partnership with the ILO, and supported by the Ministry of Education and Ceylon Chamber of Commerce, we also conducted programmes covering various topics such as introduction to tech entrepreneurship and related Ideamart platforms to improve digital skills to spur changing mindsets and using technology.

In light of the consideration that many rural entrepreneurs lack access to platforms, technical knowledge, and skills to digitise their businesses, we launched Ibuy.lk—a no-code platform that enables a user to build and host a personalised e-commerce store without requiring any technical knowledge or development. This enables home-based businesses and small and medium entrepreneurs to easily enter the online market at zero cost. In partnership with the National Enterprise Development Authority (NEDA), National Craft Council, International Labour Organisation (ILO), Ministry of Education (Research and Innovation), and the Vidatha programme, we held workshops to assist small and medium business entrepreneurs operating traditional physical businesses and unfamiliar with e-commerce to build e-commerce stores to enter the digital retail space, develop their digital marketing skills, and gain access to newer markets and customers. In 2022, over 50 stores were developed on ibuy, with more underway.

In our efforts to promote awareness on online safety education for females using digital devices and social media, we organised a specialised programme under "Diriyen Idiriyata" in celebration of International Women's Day 2022. Supported by several industry experts, the programme covered relevant topics such as safe online behaviour, recognising and reporting online abuse, and the correct use of privacy settings. Over 100 participants, including small and medium female entrepreneurs, students, tech and telco personnel, attended the programme conducted by legal expert and Hashtag Generation advocate against cyber violence, Nethmini Medawala.

Finally, we support our coastal communities by ensuring the safety of those involved in maritime fishing activities, helping to increase catch efficiency, promoting sustainable consumption, and reducing environmental degradation.

Agricultural Communities

2015

2016

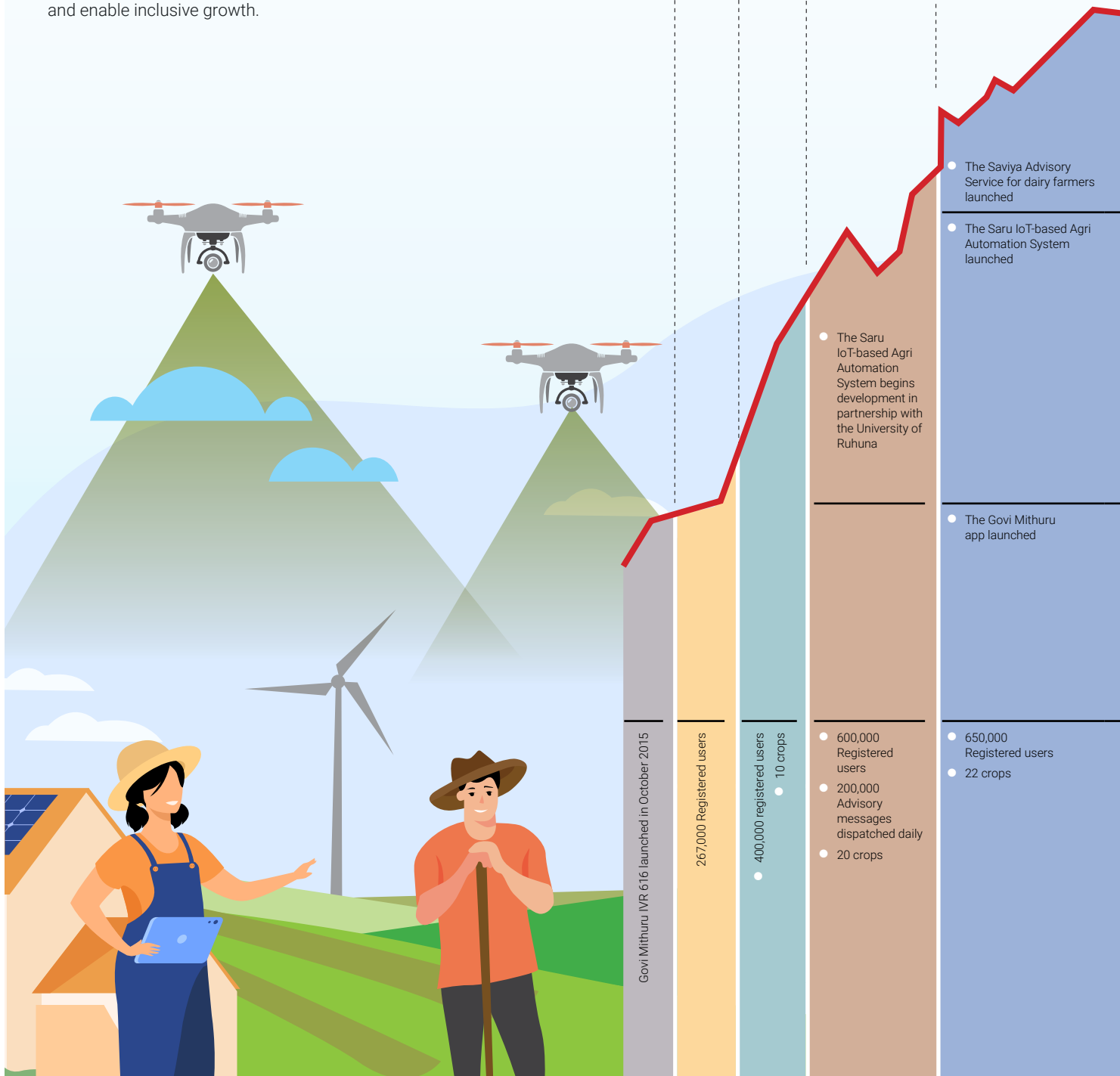
2017

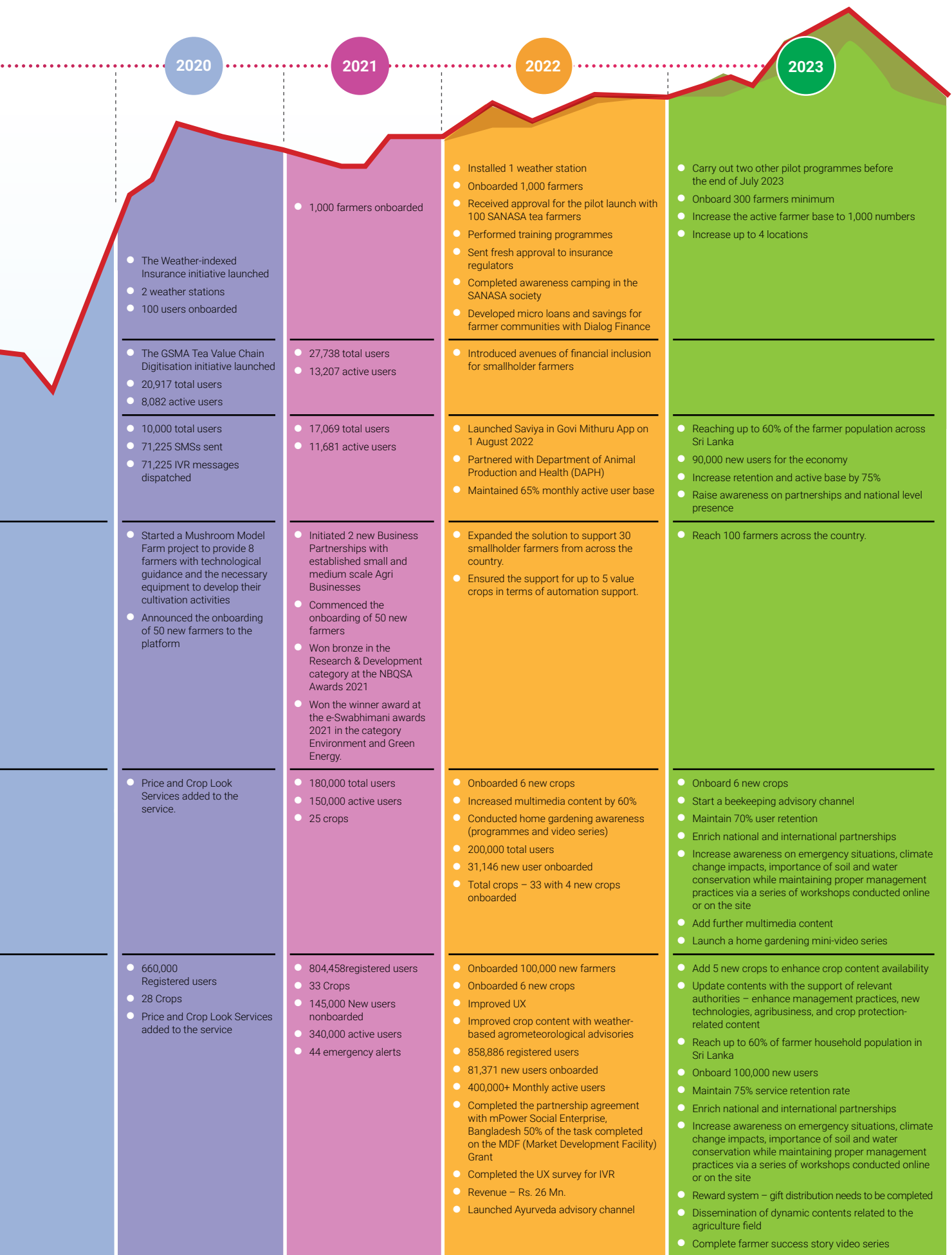
2018

2019

Agri-technology that empowers lives

25% of Sri Lankans were employed in the agricultural sector in 2022. Sri Lanka's rich 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 progress of the nation. However, the 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.





Digital Inclusion

Govi Mithuru platform

The development of the agriculture sector is crucial for Sri Lanka's economic development given the rich agricultural history that spans thousands of years shaping the culture and economy of the nation. However, the lack of access to accurate information causes many drawbacks to the sector. Despite many farmers owning a smartphone, they are not accustomed to accessing the wealth of information available online. As recognised by the Food and Agriculture Organisation (FAO), some of the major drawbacks of the sector include low levels of mechanisation, a higher percentage of post-harvest losses, lack of market-oriented products, high cost of production and low profitability, poor soil fertility management, low crop production, low levels of technology adoption, and low priority is given to crop extensions. Furthermore, the agriculture sector employs 25% of Sri Lankans and contributed 8.1% to the national GDP in Q1 2022.

Having understood the challenges that our agricultural communities face, we proposed a multi-pronged solution under the Govi Mithuru platform. The Govi Mithuru platform comprises an Interactive Voice Response (IVR) service, the Govi Mithuru app, and the Crop Pricing and Crop Look Service with the following objectives.

To become the national leader for agricultural knowledge dissemination.

To increase farm production by providing timely and relevant information at the farmer's fingertips in partnership with the Department of Agriculture, Department of Export Agriculture, Ministry of Agriculture, Ministry of Health, GSM Association, Market Oriented Dairy, MDF, Tea Research Institute, and University of Ruhuna.

To ensure family health and food quality by providing crop protection, pest and diseases, and better harvest information.

To create self-sufficient sustainable home gardens by providing customised, ordered information on one platform.

To increase the farmer's income by increasing the quality and quantity of crop production.

To provide real-time market prices and information for reliable future crop planning.

To increase the climate change resilience in rural economy by providing real-time agriculture-related climate information.

To support land and water conservation by reducing the overuse of pesticides, herbicides, and fertiliser.



The farmers/users derive the following advantages from the Govi Mithuru platform.

Receive timely, accurate and relevant information regarding the cultivation of crops

Access customised information on home gardening and nutrition contents according to the farmer's requirements to promote self-sufficient nutrition in families.

Access up-to-date prices of major agricultural produce at Sri Lankan economic centres.

Access in Sinhala, Tamil, and English languages, making it user-friendly for many.

Receive details on market-oriented crop cultivation to increase value to farmers/users.

Receive real-time market prices and information for reliable future crop planning.

Govi Mithuru IVR

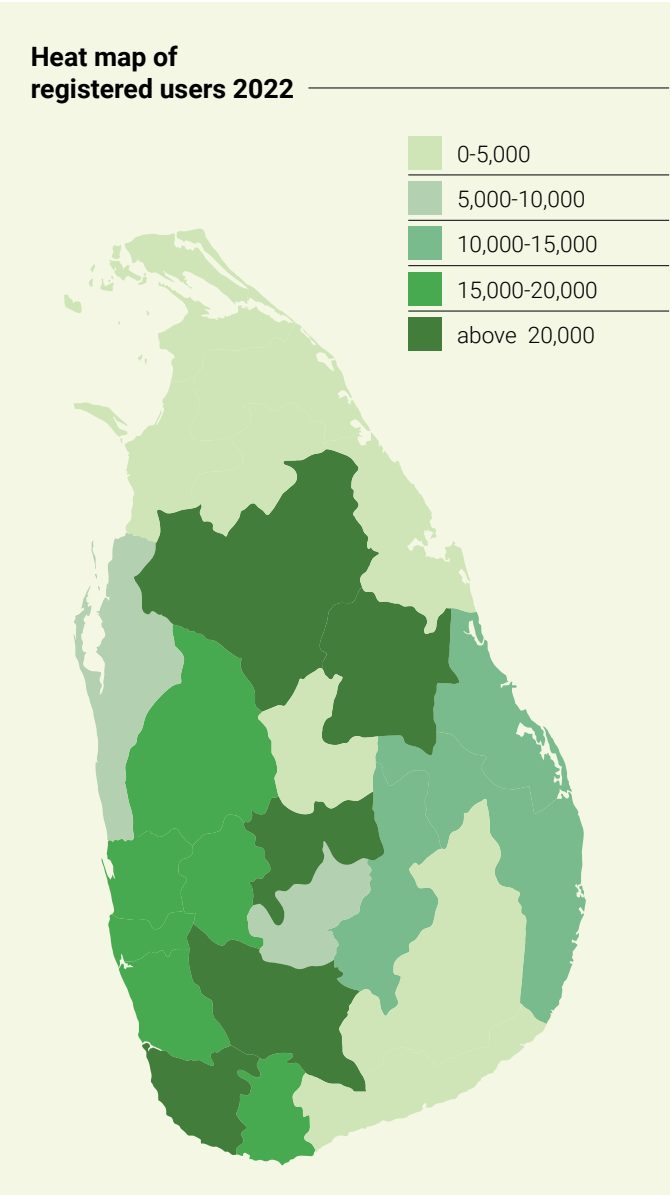
Govi Mithuru IVR is a mass-customised, time-specific, mobile agriculture advisory service. Farmers can register using direct dial number 616 and receive daily voice calls and SMS follow-ups according to their crop preferences. The service provides advisory information on over 30 crops and the customers can avail of this service by paying Rs. 1+ tax per day per crop.

Key initiatives/highlights for 2022

Completed the partnership agreement with mPower Social Enterprise, Bangladesh, to launch a weather-based agriculture advisory dissemination channel.

- 50% of the tasks pertaining to the MDF grant (an Australian government-based NGO) were completed. Dialog received Rs. 10,752,000 as a grant to complete the following tasks.
 - ▶ Acquiring and integrating accurate weather data
 - ▶ Integrating new crops to the service (IVR and app)
 - ▶ Developing the 'Koratuwa' mini video series
 - ▶ Village Agent model to increase subscribers
- Completed the UX survey for IVR and TVC production – from a sample of 200:
 - ▶ 90% reported user satisfaction on content availability, language simplicity, and service user-friendliness.
 - ▶ 60% reported following changes in Crop Management Practices as per the recommendations given by the Govi Mithru service.
 - ▶ 40% reported an increase in production and harvest.
 - ▶ 41% reported an increase in income.
 - ▶ 66% reported they would recommend the service to others.
 - ▶ Conducted the Nidanaya gift distribution 2019/20 and embarked on selecting the winners for Nidanaya 2021/22 season.
 - ▶ Completed the seasonal change for both Yala and Maha seasons.
 - ▶ Launched an Ayurveda advisory channel with the support of Western Province Ayurvedic Department.

Digital Inclusion

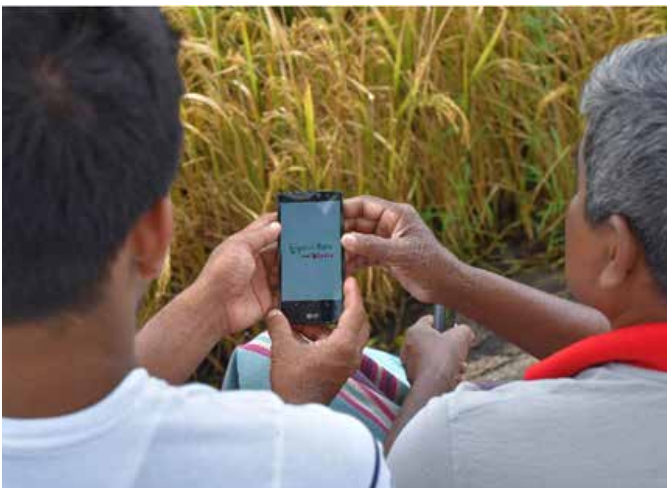
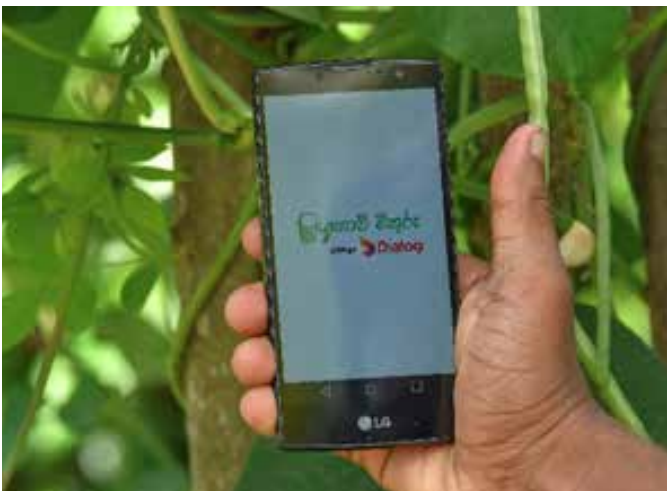


Govi Mithuru app

A free downloadable mobile app that allows farmers to access relevant and accurate information on time, leading to an expansion and enhancement of their knowledge. The farmers can also access the information by dialling 616. This innovative solution enables users to enhance the quality as well as the quantity of their yield leading to an improved standard of living.

Key initiatives/highlights for 2022

- Completed production of the Koratuwa video series 1 (10 home gardening-related informative video series and a video series on 'Avurudu Kema' for Sinhala and Tamil New Year) with the target of going live in 2023.
- Completed the new Scope of Work to enhance Govi Mithuru App features.
- TRCSL CR went live to enhance product quality based on comments of user interfaces and customer messages.



Weather index insurance

For the first time in Sri Lanka, we are attempting to develop a weather index Insurance platform to offer index-based insurance to all Sri Lankan farmers.

The weather index insurance is a relatively new tool that farmers can use to help manage risk. It pays out based on an index, such as rainfall, measured at a local weather station or by satellite, rather than on a consequence of weather, such as a farmer's crop yield. The platform supports to gather weather-related information from various API sources and redistribute this information after verification.

Key initiatives/highlights for 2022

- Installed one more weather station in Hiniduma through a collaboration with the network team. A total of 1,000 farmers were selected from Hiniduma and received approval for the pilot launch with the SANASA tea farmers.
- Completed the awareness campaign in the SANASA society.
- Sent fresh approval to insurance regulator.
- Developed micro loans and savings for farmer communities in collaboration with Dialog Finance.

Our partners

- SANASA General Private Limited

Future outlook

We aim to conduct pilot tests among tea users on a mobile finance service with 100 farmers by Q2. Furthermore, we aim to carry out two other pilot tests prior to the end of July, onboard up to 300 farmers, onboard an active farmer base of 1,000, and increase the number of locations upto four before the year-end.

Digital Inclusion

Crop pricing and crop forecasting service

Registered farmers can get crop prices daily, weekly and monthly in comparison with the previous year, for their respective districts. The farmers are provided the latest wholesale crop price commodities of eight economic centres in Sri Lanka based on (and supported by) the Hector Kobbekaduwa Agrarian Research & Training Institute. Access to this information is provided either through the Govi Mithuru App for free or by dialling 6160 for the Govi Mithuru Price Info IVR (LKR. 1.00 + tax per SMS only for registered users). During the year 2022, there were 826 new user activations.



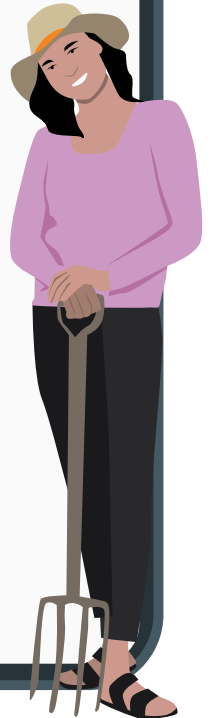
Crop look services

We aim to provide future crop planning recommendation predictions according to the cultivated land extent availability and market prices. The information will be provided by the Department of Agriculture, and recommendations will be given according to the district and selection of crops. Access to this information is provided either through the Govi Mithuru App for free or by dialling 6160 for the Govi Mithuru Price Info IVR (LKR. 1.00 + tax per SMS only for registered users).



The changes implemented to the Govi Mithuru app in 2022

- Increased the content availability by 40%.
- Increased image availability by 50%.
- Made changes to the user interface by 10%.
- Disseminated information in a dynamic manner across 50 pieces of content.
- Increased daily reminders as notification dissemination by 50%.



Future outlook

Our focus in 2023 is to continue expanding the versatility of the app and build on its value. This includes onboarding six new crops, maintaining a 70% user retention, and enriching national and international partnerships. Meanwhile, we aim to increase the awareness on various urgent topics including emergency situations, climate change impacts, and importance of soil and water conservation while maintaining proper management practices, to be conducted in a series of workshops held either online or on-site. New multimedia content will be added and we aim to launch our home gardening mini-video series to promote nutritional self-sufficiency.

Tea value chain digitisation

The tea value chain digitisation project is focused on delivering digital agri advisory services for tea farmers and providing digital and formal solutions to divert the existing informal and manual procurement systems.

The system works by digitising procurement records and smallholder farmer profiles (static and dynamic information), digitising procurement payments to smallholder farmers via mobile money, offering digital advisory services, and providing digital financial services (loans, savings, or insurance).

Key initiatives/highlights for 2022

- Partnered with an AgriTech company, agri companies, farmer societies, and state institutes
- Developed well-functioning platforms with the insight generated from initial UX research
- Ongoing improvement of the platforms using regular user feedback and insights generated from UX research
- Shared regular updates to the senior management, to resolve matters and allocate resources quickly
- Onboarded Nandana Tea Factory with customised factory content channel for 1,000 farmers
- Onboarded Uruwala Tea Factory with customised factory content channel for 500 farmers
- Onboarded Tea Small Holder Farmers Association with customised content channel for 3,600 farmers
- Self-initiated cash advance request
- Digitised the farmer data-capturing method for profiles
- Improved Govi Mithuru IVR tea crop service content

Future outlook

Our goal for 2023 is to launch customised tea factory channels into Govi Mithuru IVR that will help tea farmers participate in the digitisation of the tea industry. We also aim to conduct crop clinic workshops for small tea holders in Sri Lanka to assist their businesses and productions grow in the near-future.

SARU IOT-based agri automation solution

Saru is an affordable IoT kit that automates "protected" (greenhouse) cultivation, thereby enabling smallholder farmers to escape the hardships of poverty and climate vulnerability. Saru (meaning 'bountiful' in Sinhalese) was engineered to maximise productivity and efficiency by monitoring key parameters, applying the right actions for each crop and autonomously taking any corrective actions. Saru aims to liberate smallholders from manual monitoring and regular interventions that previously denied them the ability to carry on with their many other livelihoods and family activities.

With stable growing conditions, Saru reduces the risk of planting high-value crops, as it frees smallholders from the tyrannical weather and seasonal challenges, enabling more growing cycles, providing timing for peak prices, and aiding lucrative seed and planting material production. Saru has been designed to receive the full return of the value invested within 1–2 growing cycles.

Dialog's vision for Saru is to enable small-scale farmers to invest a season's profits in automating a small area of land (1,000–2,000 sq. ft), and with the proceeds of every 2–3 harvests, "bootstrapping" themselves out of poverty and climate vulnerability by expanding their land area under protected cultivation.

Saru develops the knowledge base for local crop recommendations and agroecological zones, provides the necessary materials and knowledge to train farmers on new practices and offers sensor and actuator kits fit for need and conditions below the current market price. Additionally, it offers a data and knowledge management system on cloud and advisory content for crop managing and maintenance.

Key initiatives/highlights for 2022

- Saru Gateway V3, a stable hardware release, was announced for effective precision agriculture.
- Onboarded 10 new smallholder farmers to the Saru platform.
- Deployed stable technology support for the IoT platform and the mobile application.
- Achieved 40–100% yield increase through precision-based agriculture through Saru automation.
- Partnered with four business partners to take the product to market.
- Achieved 150,000+ sq. ft coverage of automation through Saru for protected farms.
- Covered over eight districts with Saru automation via the business partner network.

Digital Inclusion

Future outlook



As we expand the Saru IOT-based service to support smallholder farmers nationwide, our aim in 2023 is to reach as many as 100 farmers in Sri Lanka to help develop their livelihoods and mitigate the hardships of poverty and climate vulnerability.

Saviya

Dairy farmers in Sri Lanka 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.

Identifying this challenge, we created the Saviya dairy advisory service to enhance the livelihoods of small-scale dairy farmers by improving production capacity, quality of milk produced, and health of livestock. Saviya addresses the information gap in small-herd dairy production by providing accurate and relevant information on best practices in dairy management. These tips and information are sent directly to farmers' mobile phones and customised according to farmers' requirements and their animal's lactation cycle. The farmers received daily voice calls and SMSs on topics such as calf rearing, health and disease management, silage making, balanced ration, breed improvement, pregnancy and calving and clean milk production, and have 24/7 access to scientific dairy best practices at their fingertips. The Saviya service seeks to enhance the small-scale farmers to achieve efficiency and have better animal care to obtain higher returns from their cows. The Saviya service has stepped in to empower its customers and the country's agriculture by incorporating novel digital technologies.

The system provides a multitude of services to the user. It provides timely and relevant information at the farmer's fingertips and simple tips that can be useful to double milk production. The system bridges the information gap in the dairy sector by introducing a mobile-based extension and provides animal care health tips and best animal nutritional care information to increase productivity. In addition, it provides up-to-date information and facilitates a data-driven decision-making process for dairy farmers (if the right data can be made available to the right stakeholders).

Key initiatives/highlights for 2022

- Over 19,500 total users YTD (IVR)
- Over 2,200 new users onboarded (IVR) YTD
- Over 200 total user onboarding (Saviya to GM App)
- Onboarded Saviya to Govi Mithuru App
- Collaboration with the Department of Animal Production and Health
- The telephone survey of the user experience (UX) survey for IVR was completed

Future outlook



In 2023, we aim to spread the Saviya advisory service to reach up to 60% of the island's farmer population. We are targeting 90,000 new users for the economy, increase retention and keep the base active at a steady rate of 75%, while building awareness on partnerships and maintaining a national-level presence.



Women

Yeheli/Thohzi

Although access to information is a fundamental right, many Sri Lankan women find that their access to information has been limited by social or personal constraints. Numerous vulnerable and marginalised women are prevented from reaching their potential due to their inability to reach people or resources that can help them make better life choices and receive the assistance they need (especially in the case of women facing violence from their intimate partners). Social expectations and upbringing may also dissuade them from demanding information. However, reliable access to information, services, and resources would support them in changing their lives.

Yeheli, the trilingual, localised web-portal and android App, is Sri Lanka's first-ever personalised and interactive web-based service dedicated to women's health and wellbeing, providing a reliable and trustworthy space for women (and men) to access information about physical and emotional health, choices and opportunities. This project addresses the information/knowledge gap that persists among Sri Lankan women, providing users with a platform to seek advice on medical/psycho-social/legal issues. All users are granted anonymity when asking intimate questions using the platform answered by a panel of qualified and experienced doctors, lawyers, and counsellors.

Key initiatives/highlights for 2022

- Winner of Health and Wellbeing category of e-Swabhimani ICTA awards 2021
- Collaborated with the Ministry of Women's affairs on Women's Day 2022 to conduct a series of awareness programmes

Our partners

1. Women in Need (WIN)
2. Without Borders Sri Lanka
3. Doc 990
4. RAC
5. College of Community Physicians
6. Hithawathi
7. Psychology Faculty, University of Peradeniya
8. Saukyadana Movement
9. Professional Counsellors Association, Sri Lanka

Future outlook

In 2023, our aim is to go beyond the digital platform to cater to the grassroot level with community projects, introduce Yeheli 2.0 the new digital platform, and liaise with other corporate sectors to promote women centric initiatives.

The Yeheli platform endeavours to help women to:

- Make more effective life decisions
- Understand and exercise their full range of rights
- Participate fully in public life
- Bridge the gender gap and shift power in decision-making processes
- Find the needed resources to achieve economic empowerment

Digital Inclusion

Persons with disabilities

GSMA assistive technology programme

There are over 2.5 billion people in the world needing one or more assistive devices, such as wheelchairs, hearing aids, or apps that support communication and cognition. However, nearly one billion of them are denied access, and particularly in low- and middle-income countries the access to these assistive products is as low as 3%. In 2012, approximately 8.7% of Sri Lankans were recorded as PWDs (amounting to 1.6 million persons at the time) and in need of assistive technology.

Being aware of the implications surrounding the digital divide, Dialog strives to provide access to services and content through innovative technologies that share knowledge, bridge social gaps, break barriers, and drive social value. The Company made an organisation-wide commitment to improving the digital inclusion of PWDs by joining with the GSMA; a global organisation unifying the mobile ecosystem to discover, develop, and deliver innovation foundational to positive business environments and societal change. Dialog aims to drive greater access and use of mobile technologies for PWDs and maximise opportunities for social and economic inclusion. Joining the GSMA Assistive Technology Programme guides Dialog as an organisation and as an industry towards effective action for better inclusion of PWDs in society. These efforts enable us to provide access to PWDs.

The GSMA assistive technology programme engages three core principles:

Embrace disability inclusion at every level of the organisation.

Understand how to reach and better serve PWDs.

Deliver inclusive products and services that meet the diverse requirements of PWDs.

Future outlook

We aim to develop assistive technology for the hearing and vision impaired and launch the technology in 2023.

Dialog is taking the initiative steps to establish a PwD inclusive workplace in Sri Lanka that will break down barriers by opening doors for people with disabilities to gain the necessary experience and skills to succeed in their professions.

Coastal communities

Sayuru

The coastal regions of Sri Lanka are home to a significant segment of the country's population. They depend heavily on climate predictions and sea conditions to support their livelihoods. However, climate variability has become a major issue for coastal communities in the context of climate change. Even as targeted technological services have become crucial to support their livelihoods, their limited access to technology has become an obstacle. Their primary means of communication is the basic mobile phone.



In the past, communications regarding the weather and intense climate conditions were broadcast via national television, radio news bulletins, and by the local fisheries' harbour masters. As volatile weather, exacerbated by the impact of climate change, continues to impact coastal areas, fisherfolk need accurate and location-based information to be available at all times. This enables them to avoid risks and increase resilience and safety in the sea.

Having identified the crucial need for the fisherfolk across coastal communities to gain reliable and easy-to-access information, Dialog launched Sayuru, a free, tri-lingual and multi-platform, real-time weather and warning service, in collaboration with the Department of Meteorology and the Department of Fisheries and Aquatic Resources. Sayuru enables day-boat fisherfolk to access location-based daily weather forecasts and emergency alerts. This helps to improve their safety on the high seas and promotes sustainable development and life safety-related awareness through the Sayuru ecosystem.

In addition, 'Sayuru TV', a remotely operated digital signage system, serves as a supplementary service, broadcasting forecasts and emergency alerts on digital screens at 12 major harbours along the coast.

Subscribers receive daily weather forecasts tailored to their locations along the coast of the island via IVR and daily SMSs, along with alerts on unforeseen weather disasters and informative messages from the Department of Fisheries and Aquatic Department in Sinhala, Tamil or English, based on their selection. Emergency messages are dispatched directly as outbound dialling calls to each subscriber. Meanwhile, Sayuru TV broadcasts weather warnings and forecasting information with customised user interfaces.

Key initiatives/highlights for 2022

- Onboarded 90,000 users to the service
- Installed 12 Sayuru TVs at 12 major harbours in Sri Lanka
- Completed trilingual Sayuru TV commercials and the sustainable fisheries education series
- Entered into a collaboration with the Marine Environmental Protection Agency (MEPA)
- Completed the Sayuru TV UX survey
- Completed the sustainable fisheries life jacket video education series 1 in association with the Life Saving Association of Sri Lanka

Our partners

Department of Fisheries and Aquatic Resources
 Department of Meteorology
 Disaster Management Centre
 Sri Lanka Life Saving
 MEPA
 Ceylon Fisheries Cooperation
 National Aquatic Resources Research and Development Agency (NARA)
 Ocean University
 Ceylon Fisheries Cooperation
 Conservation and Coastal Resources

Future outlook



We are gearing up to launch the Sayuru mobile app that would increase immediate and real-time access to valuable information for coastal communities to support their livelihoods. Moreover, we plan to provide fisherfolk accurate and up-to-date weather information to make informed decisions and stay safe while out on the water. Furthermore, we intend to install Sayuru across 20 major harbour points in Sri Lanka by the end of 2023 to make informed decisions that contribute to the uplifting their vocations and livelihoods.

MATERIAL TOPIC 12 ▶

Responsible Procurement

GRI ▶ 3-3, 204-1, 308-1, 308-2, 408-1, 414-1, 414-2

GSMA ▶ SUP-01, SUP-02

Why responsible procurement is material to us?

As an industry leader, we ensure high standards of ethical, sustainable conduct within our Organisation. Our suppliers, who play an integral role in delivering our value proposition to the market, too, must align with the Company's standards. Our procurement process is based on stringent principles, and we believe responsible procurement builds sustainable and long-standing relationships with suppliers. While the level of materiality of procurement decreased in terms of internal sentiment, we implemented multiple analytics-driven initiatives to maintain smooth operations of our supply chain.

Our approach to responsible procurement

We enforce a strict Supplier Code of Conduct that reflects our guiding principles for all our suppliers. The Code encompasses business integrity, ethics and management, environmental management, health and safety, labour practices and human rights, and other social and environmental aspects, all of which are material to our operations.

Moreover, suppliers are encouraged to have an environmental policy. We confirm the availability of the same during the onboarding process and supplier site audits.

Our responsible procurement process



The Code inculcates necessary behaviours to foster sustainable relationships between our Company and our suppliers. Upon agreeing to the Supplier 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 ABAC principles.

The ABAC clauses are included in all our supplier contracts. To ensure the right partners are onboarded for our strategic projects and business-as-usual (BAU) operations, we have ensured that all vendors who are onboarded have gone through a strict due diligence process.

Our Supply Chain Management (SCM) strategy is built on a spirit of continuous improvement. In the event of revisions to the Code, the updated policies are circulated among incumbent vendors for recertification.

We conduct regular site assessments to ensure suppliers comply with the Code and performance evaluations against the legal contracts to identify and prioritise areas for improvement. Working in close partnership with suppliers, we enable them to improve their performance and sustainability by addressing any concerns and making recommendations for improvement. Additional follow-up assessments and on-site audits are carried out to monitor and assess the performance of high-risk suppliers.

Enabling supply chain analytics

We continued to build on the SCM analytics initiative not only within the sourcing scope but also within the end-to-end supply chain. Our vendor and commercial and imports-related dashboards were optimised focused on order management and inventory and warehouse dashboards. The analytics within the SCM expand the data analysis beyond traditional methods of data collection and analysis whilst providing comprehensive insight into current and new data sources. These new insights enhance the supply chain decision-making including BAU tasks, selection of the right vendors, order placements, warehousing, and downstream operations.

The commercial 360 track provides material code-level spend visibility and user division spend patterns to identify price sensitivities and their impact on financial performance.

The imports 360 dashboards provide a concise view of importation-related activities, including regulatory approval tracking, which is critical to ensuring that 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.

Procurement digitisation

Aligned with Coupa implementation (cloud-based platform implemented as part of the Source-to-Pay digitisation and simplification), all sourcing and procurement-related activities are now carried out as paperless transactions. Accordingly, sourcing activities are conducted via a secure web-based platform offering convenience and strong governance in all sourcing and procurement engagements/transactions. This is in addition to the paperless bidding process introduced in 2021 that strengthened the governance in all procurement transactions.

Moreover, a vendor portal in Coupa was implemented to enable the self-registration of new suppliers. Through the portal, the suppliers gain a comprehensive overview of the status of their purchase orders, delivery, and acceptance. This has further strengthened the paperless operation. Furthermore, Coupa implementation has been further optimised through the implementation of e-signatures for processing of all contractual and regulatory-related documents, ensuring that even minor transactions processed outside Coupa are carried out as paperless transactions.

Supply chain conferences

In keeping with our culture of "Creating Value, Nurturing Partnerships", SCM hosted its Supplier Awareness Sessions on 12 and 19 October 2022, where key suppliers who have supported us during our business journey were invited to participate.

The management team from Dialog shared their objectives, expectations and challenges for the forthcoming business year and elaborated on the below topics of discussion:

- ABAC
- Whistle-blowing
- Sustainable supply chain
- Data privacy

Upskilling supply chain resources in 2022

In line with Data Science Academy, data science-related training programmes were followed by SCM team members. These training courses are designed using industry expertise to develop data science and analytical skills of the corporates that will help them to make strategic decisions by exploring their own data.

Spending on suppliers

Category	Value (Rs.)		Number of vendors		Spend (%)	
	2022	2021	2022	2021	2022	2021
Local	35,090,989,202	34,675,250,350.4	836	2,114	42.2	36.1
Foreign	48,047,902,920	61,476,315,137.64	146	506	57.8	63.9
Total	83,138,892,122	96,151,565,488.08	982	2,620	100	100.0

Monitoring supplier compliance

We continued to monitor the suppliers' compliance with the Code of Conduct as an ongoing compliance monitoring activity. During the year 2022, we continued supplier audits by using site visits carried out through MS Teams and physical audits.

Communicated improvement plans were devised and recommendations were made to suppliers requiring improvements to meet the expected compliance requirements. This was a key initiative to uphold the sustainability of suppliers over time and to ensure that the supplier base across our Organisation continues to abide by the principles outlined within the Company's Supplier Code of Conduct.

LA14

Percentage of new suppliers that were screened using labor practices criteria

	2022 (%)
a. The percentage of new suppliers that were screened using labor practices criteria	100

Responsible Procurement

LA15**Significant actual and potential negative impacts for labor practices in the supply chain and actions taken**

Requirement	2022 (%)
a. The number of suppliers subject to impact assessments for labour practices.	
b. The number of suppliers identified as having significant actual and potential negative impacts for labour practices.	0
c. The significant actual and potential negative impacts for labour practices identified in the supply chain.	0
d. The percentage of suppliers identified as having significant actual and potential negative impacts on labour practices with which improvements were agreed upon as a result of an assessment.	0
e. The percentage of suppliers identified as having significant actual and potential negative impacts for labour practices with which relationships were terminated as a result of an assessment, and why.	0

Significant actual and potential negative impacts on society in the supply chain and actions taken

Requirement	2022
a. The number of suppliers subject to assessments for impacts on society.	
b. The number of suppliers identified as having significant actual and potential negative impacts on society.	0
c. The significant actual and potential negative impacts on society identified in the supply chain.	0
d. The percentage of suppliers identified as having significant actual and potential negative impacts on society with which improvements were agreed upon as a result of an assessment.	0
e. The percentage of suppliers identified as having significant actual and potential negative impacts on society with which relationships were terminated as a result of an assessment, and why.	0

Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour

Requirement	2022
a. The operations and suppliers considered to have significant risk for incidents of	
• Child labour	0
• Young workers exposed to hazardous work	0
b. The operations and suppliers considered to have significant risk for incidents of child labour either in terms of:	0
• Type of operation (such as manufacturing plant) and supplier	0
• Countries or geographical areas with operations and suppliers considered at risk	0
c. The measures taken by the Organisation in the reporting period intended to contribute to the effective abolition of child labour	Clause included in the Supplier Code of Conduct

Percentage of new suppliers that were screened using criteria for impacts on society

	2022 (%)
a. The percentage of new suppliers that were screened using criteria for impacts on society.	100

Future outlook

We are focused on localising operations considering the related macro-economic factors. This will also result in minimised USD outflow.

MATERIAL TOPIC 13 ▶

Cybersecurity and Data Privacy

GRI ▶ 3-3, 418-1

SASB ▶ TC-TL-220a.1, TC-TL-220a.2, TC-TL-220a.3, TC-TL-220a.4, TC-TL-230a.1, TC-TL-230a.2

Why cybersecurity and data privacy are important to us?

With integration of technology into the everyday activities of people, keeping services available and protecting customer data is of paramount importance. The frequency and severity of cyberattacks has increased year on year, reaching unprecedented heights during the pandemic as activities were shifted to digital platforms. Such attacks can cause colossal damage to customers, lead to significant financial losses and adversely impact a company's reputation.

As a telecommunications company, we process a significant volume of customer data. Cyberattacks on telecommunications companies can result in service disruption and the compromise of a system could result in the theft of such data and is a significant breach of privacy and security. The Company's robust Data Protection programme is on par with global standards and remains of the highest quality in the industry, assuring safe and secure services to all its stakeholders.

Our approach to cybersecurity in 2022

To address and mitigate the rising risk and impact of cyberattacks, and earn customer loyalty and trust, we have a robust and comprehensive Data Protection programme, signifying our commitment to protecting all personal data within our custody, and to assure our stakeholders about the safety of their information.

In 2022, the inevitable shift towards a WFH mode following the pandemic created the challenge of protecting endpoints that remotely connected to the corporate network. Investing in adaptable technology with zero-trust elements, which offers continuous and adaptive protection for users, data, and assets, and enforces consistent security policies, accelerated the adoption of this new working approach for Dialog. Although the new ABAC regulations have not impacted cybersecurity, we continue to adhere to the existing certifications and standards to ensure the security of information.

Moreover, we initiated a programme to upgrade to the new ISO version from ISO 27001:2013 to 27001:2022 as part of the natural progression. Additionally, we are in the process of upgrading our payment platform Genie to PCI-DSS version 4 to align with the emerging compliance landscape. In 2022, there were no complaints in relation to breaches of customer privacy.

Our policies and processes

The publication of the Dialog Privacy Notice on our website (<https://dlg.dialog.lk/privacy-notice>) creates awareness amongst our customers, business partners, visitors, and the shareholders. This broadly covers information on how we gather, store, process, and safeguard personal data in our custody. This is in addition to the range of internal policies on key data protection aspects.

Dialog's cybersecurity strategy is aligned with the Axiata Group's strategy of Digital Trust and Resilience (DT&R) developed in collaboration with KPMG. It was launched in 2019 to uplift the standard of personal data protection across all companies, acting as 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:

Cybersecurity and Data Privacy

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



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

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

Personal Data Protection Act No. 9 of 2022

Sri Lanka's Personal Data Protection Act No. 9 of 2022 ("the Act") is based on several international standards and legislations, including the General Data Protection Regulation of the EU. The Act regulates the processing of personal data and the dissemination of unsolicited messages, provides for the rights of data subjects, outlines the functions and powers of the Data Protection Authority, and sets out violations of the Act. The company is in the process of ensuring compliance with the same.

Strengthening cyber security and data privacy in 2022

In 2022, we retained our ISO 27001:2015 Information Security Management System (ISMS) certification, as well as the PCI-DSS for our Genie payment platform. We are in the process of increasing our NIST Cybersecurity Framework maturity score (3.23) to be on

par with the global telcos, thereby providing an assurance to our customers on our commitment to protecting critical information of our customers.

Furthermore, we have obtained globally recognised professional certifications for employees currently within the Group Data Protection Office. Additionally, we are in compliance with the existing data privacy obligations imposed by the TRCSL and the CBSL and are currently working on implementing an ISO/IEC 27701 standard-based Privacy Information Management (PIMS) system. We are ensuring our compliance with the Personal Data Protection Act No. 09 of 2022.

We also continued to mature our cyber security and data privacy across our operations against global benchmarks and best practices by adopting and aligning to internationally recognised standards such as the NIST Framework, AICPA/CICA, and CMMI Privacy Maturity models. Application assessments were carried out to assess the privacy controls in 25 identified critical applications and systems that process or store personal data whilst implementing and automating the retention and disposal policy in systems that store personal data. Moreover, to ensure compliance to the same, we assessed the Privacy and Cybersecurity controls in our subsidiaries during the year.

As part of fostering a strong risk and compliance culture, mandatory training was provided to our employees covering the Cyber Security and Data Privacy domains.

Cybersecurity and Data Privacy

Data governance

Dialog's Group Data Protection Office, headed by the Data Protection Officer, oversees the processing of personal data across our operations and offers guidance on all aspects of data protection. The office also provides advice on data governance and promotes a privacy-by-design approach in all processes involving personal data, including advising internal teams on the responsible use of emerging technologies including AI and Machine Learning. The Group Data Protection Office conducts regular awareness sessions for both internal and external stakeholders to promote understanding and familiarity with data protection principles.

Audit and testing process

Axiata Group's cybersecurity governance systems and processes are regularly tested across all OpCos to meet industry best practice frameworks, with defined targets for improvement and Chief Officer/Executive-level KPIs to manage progress.

The Company's IT, internet data centre and telecommunication services adhere to the ISO 27001:2013 standard and the NIST Cybersecurity Framework.

Our cybersecurity framework is aligned with the ERM framework and is strengthened through monthly meetings with key executives and senior representatives from Axiata. The cybersecurity framework guides us to determine the maturity of each business pillar according to the globally accepted best practices defined by the ISO 31000 Risk Management Standard.

Product and service security

We improved our cybersecurity governance by developing processes and policies that secure information across all platforms adopting a secure-by-design principle. This includes APIs, mobile and web applications, and customer-facing products, taking the following steps to ensure security:

- Conducting tests prior to launch
- Running product tests on a periodic basis
- Conducting vulnerability assessments throughout product lifecycles
- Issuing technical alerts based on global threat intelligence on vulnerabilities that are being exploited so that prior to an incident particular patches can be installed to ensure that asset owners
 - are alert to the possibility of security breaches,
 - work towards reducing the window of exposure of vulnerabilities preventing periods of technical vulnerability.

In addition to formal procedures, our employees are trained to prioritise privacy and security risks, reinforced through ongoing training and the use of top-to-bottom KPIs to manage cybersecurity risks.

Data leakage

We established necessary safeguards to proactively eliminate any potential risk of breach. The Complaints Management Unit, which falls under the supervision of the GSD portfolio, handles customer concerns and complaints related to information leaks. A dedicated team investigates data leakage complaints raised through various channels, including email and a dedicated hotline. We conduct annual reviews of these controls to prevent customer information leaks, prioritising the privacy and security of stakeholders to build trust.

	From outside parties	From regulators
Total complaints investigated in relation to breaches of customer privacy in 2022	0	0
Identified leaks (further to two-tier investigation)	0	0

	2022	2021	2020
Total complaints investigated in relation to breaches of customer privacy (%) *	0	0	0

* Number of complaints over user base.

Future outlook



In our commitment to strengthen cybersecurity and privacy, we aim to enhance our cyber resilience capability and fully adopt zero-trust security models. This is a testament of our dedication to maintaining the trust of our customers.

GRI Content Index



For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report.

Statement of use	Dialog Axiata PLC has reported in accordance with the GRI Standards for the period 1 January 2022 to 31 December 2022.				
GRI 1 used	GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)	N/A				
GRI standard/ other source	Disclosure	Location (Page No.)	Omission		
			Requirement(s) omitted	Reason	Explanation

General disclosures

GRI 2: General Disclosures 2021	2-1 Organizational details	About Dialog (2)			
	2-2 Entities included in the organization's sustainability reporting	Stakeholder Engagement (8)			
	2-3 Reporting period, frequency and contact point	About this Report (6)			
	2-4 Restatements of information	About this Report – Restatements (7)			
	2-5 External assurance	Independent Assurance Statement (7)			
	2-6 Activities, value chain and other business relationships	Stakeholder Engagement (8)			
	2-7 Employees	Diversity and Non-discrimination – Our Employees (67)			
	2-8 Workers who are not employees	Diversity and Non-discrimination – Managed services personnel (69)			
	2-9 Governance structure and composition	Corporate Governance – Board and Committee Composition (32), Annual Report – Corporate Governance Report (50-57)			
	2-10 Nomination and selection of the highest governance body	Corporate Governance – Board and committee selection process (33), Annual Report – Corporate Governance Report (55-57)			
	2-11 Chair of the highest governance body	Corporate Governance – Board and committee selection process (33), Annual Report – Corporate Governance Report (55-57)			
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance – Board and committee selection process (33), Annual Report – Corporate Governance Report (55-57)			
	2-13 Delegation of responsibility for managing impacts	Corporate Governance – Our approach to corporate governance in 2022 (30), Delegating authority for economic, environmental, and social impacts (31)			

GRI Content Index

GRI standard/ other source	Disclosure	Location (Page No.)	Omission		
			Requirement(s) omitted	Reason	Explanation
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance – Delegating authority for economic, environmental, and social impacts (31)			
	2-15 Conflicts of interest	Corporate Governance – Managing conflicts of interest (33)			
	2-16 Communication of critical concerns	Corporate Governance – Risk Management (34)			
	2-17 Collective knowledge of the highest governance body	Corporate Governance – Delegating authority for economic, environmental, and social impacts (31), Board and committee selection process (33), Training and Development (34)			
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance – Board and committee selection process (33), Performance Evaluation (34)			
	2-19 Remuneration policies	Employee Competence and Remuneration (72)			
	2-20 Process to determine remuneration	Employee Competence and Remuneration - Remuneration Policies (79)			
	2-21 Annual total compensation ratio	Employee Competence and Remuneration (72), Economic Performance (60)			
	2-22 Statement on sustainable development strategy	Group Chief Executive's Review (18)			
	2-23 Policy commitments	Group Chief Executive's Review (18)			
	2-24 Embedding policy commitments	Group Chief Executive's Review (18), Corporate Governance (30), Compliance (34), Employee competence and remuneration (72)			
	2-25 Processes to remediate negative impacts	Employee Competence and Remuneration (72)			
	2-26 Mechanisms for seeking advice and raising concerns	Employee Competence and Remuneration (72)			
	2-27 Compliance with laws and regulations	Sustainability Development Goals (5), Corporate Governance (30), Compliance (35), Employee competence and remuneration (72)			
	2-28 Membership associations		Full disclosure omitted	Not applicable	
	2-29 Approach to stakeholder engagement	Stakeholder Engagement (8)			
	2-30 Collective bargaining agreements	Compliance (35)			

GRI standard/ other source	Disclosure	Location (Page No.)	Omission		
			Requirement(s) omitted	Reason	Explanation
Material topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	About this Report – Report scope (6)			
	3-2 List of material topics	About this Report – Materiality Assessment (16)			
Corporate governance					
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance – Our approach to corporate governance in 2022 (30)			
GRI 2: General Disclosures 2021	2-9 to 2-21	See index entries above			
Compliance					
GRI 3: Material Topics 2021	3-3 Management of material topics	Compliance (35), Compliance – Anti-Bribery and Corruption (40),			
GRI 2: General Disclosures 2021	2-26, 2-27, 2-30	See index entries above			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption		Full disclosure omitted	Information unavailable/incomplete	
	205-2 Communication and training about anti-corruption policies and procedures	Compliance – Anti-Bribery and Corruption (40)			
	205-3 Confirmed incidents of corruption and actions taken	Compliance – Anti-Bribery and Corruption (40)			
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Compliance – Anti-Bribery and Corruption (40)			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Compliance (35)			
Customer satisfaction and relationships					
GRI 3: Material Topics 2021	3-3 Management of material topics	Customer Satisfaction and Relationships (54)			
Economic performance					
GRI 3: Material Topics 2021	3-3 Management of material topics	Economic Performance (60)			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance (60)			
	201-2 Financial implications and other risks and opportunities due to climate change	Environmental Performance and Climate Action (62)			
	201-3 Defined benefit plan obligations and other retirement plans	Annual Report – Notes to the Financial Statements (89-169)			
	201-4 Financial assistance received from government	Annual Report – Notes to the Financial Statements (89-169)			

GRI Content Index

GRI standard/ other source	Disclosure	Location (Page No.)	Omission		
			Requirement(s) omitted	Reason	Explanation
Environmental performance and climate action					
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Performance and Climate Action – Energy (62)			
	302-1 Energy consumption within the organization	Environmental Performance and Climate Action – Energy (62)			
	302-2 Energy consumption outside of the organization	Environmental Performance and Climate Action – Energy (62)			
	302-3 Energy intensity	Environmental Performance and Climate Action – Energy (62)			
	302-4 Reduction of energy consumption	Environmental Performance and Climate Action – Energy (62)			
GRI 302: Energy 2016	302-5 Reductions in energy requirements of products and services		Full disclosure omitted	Not applicable	
	303-1 Interactions with water as a shared resource		Full disclosure omitted	Not applicable	
	303-2 Management of water discharge-related impacts		Full disclosure omitted	Not applicable	
	303-3 Water withdrawal		Full disclosure omitted	Not applicable	
	303-4 Water discharge		Full disclosure omitted	Not applicable	
GRI 303: Water and Effluents 2018	303-5 Water consumption	Environmental Performance and Climate Action – Energy (62)			
	305-1 Direct (Scope 1) GHG emissions	Environmental Performance and Climate Action – Energy (62)			
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Performance and Climate Action – Energy (62)			
	305-3 Other indirect (Scope 3) GHG emissions	Environmental Performance and Climate Action – Energy (62)			
	305-4 GHG emissions intensity	Environmental Performance and Climate Action – Energy (62)			
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	Environmental Performance and Climate Action – Energy (62)			
	305-6 Emissions of ozone-depleting substances (ODS)		Full disclosure omitted	Information unavailable/incomplete	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environmental Performance and Climate Action – Energy (62)			
	306-1 Waste generation and significant waste-related impacts	Environmental Performance and Climate Action – Energy (62)			
	306-2 Management of significant waste-related impacts	Environmental Performance and Climate Action – Energy (62)			
GRI 306: Waste 2020	306-3 Waste generated	Environmental Performance and Climate Action – Energy (62)			
	306-4 Waste diverted from disposal	Environmental Performance and Climate Action – Energy (62)			
	306-5 Waste directed to disposal		Full disclosure omitted	Information unavailable/incomplete	

GRI standard/ other source	Disclosure	Location (Page No.)	Omission		
			Requirement(s) omitted	Reason	Explanation
Diversity and non-discrimination					
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance – Board and Committee Composition (32), Diversity and Non-Discrimination – Our Employees (67), Employee Competence and Remuneration (72)			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Corporate Governance – Board and Committee Composition (32), Diversity and Non-Discrimination – Our Employees (67)			
	405-2 Ratio of basic salary and remuneration of women to men	Employee Competence and Remuneration (72)			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Diversity and Non-Discrimination – Our Employees (67)			
Employee competence					
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity and Non-discrimination – Our Employees (67), Employee Competence (72)			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Employee Competence – Gender equality (79)			
	202-2 Proportion of senior management hired from the local community		Full disclosure omitted	Information unavailable/incomplete	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Diversity and Non-discrimination – Our Employees (67)			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Diversity and Non-discrimination – Our Employees (67)			
	401-3 Parental leave		Full disclosure omitted	Information unavailable/incomplete	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee competence and remuneration (72)			
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee competence and remuneration (72)			
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee competence and remuneration (77)			

GRI Content Index

GRI standard/ other source	Disclosure	Location (Page No.)	Omission		
			Requirement(s) omitted	Reason	Explanation
Occupational health and safety and wellbeing					
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health, Safety and Well-being (80)			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health, Safety and Well-being (80)			
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health, Safety and Well-being (80)			
	403-3 Occupational health services	Occupational Health, Safety and Well-being (80)			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health, Safety and Well-being (80)			
	403-5 Worker training on occupational health and safety	Occupational Health, Safety and Well-being (80)			
	403-6 Promotion of worker health	Occupational Health, Safety and Well-being (80)			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health, Safety and Well-being (80)			
	403-8 Workers covered by an occupational health and safety management system	Occupational Health, Safety and Well-being (80)			
	403-9 Work-related injuries	Occupational Health, Safety and Well-being (80)			
	403-10 Work-related ill health	Occupational Health, Safety and Well-being (80)			
Innovation					
GRI 3: Material Topics 2021	3-3 Management of material topics	Community Investment and Social Stewardship (47), Digital Inclusion (91)			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community Investment and Social Stewardship (47)			
	203-2 Significant indirect economic impacts	Digital Inclusion (91)			
Network quality and expansion					
GRI 3: Material Topics 2021	3-3 Management of material topics	Network Quality and Expansion (88)			

GRI standard/ other source	Disclosure	Location (Page No.)	Omission		
			Requirement(s) omitted	Reason	Explanation
Digital inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	Community Investment and Social Stewardship (47), Digital Inclusion (91)			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community Investment and Social Stewardship (47)			
	203-2 Significant indirect economic impacts	Digital Inclusion (91)			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community Investment and Social Stewardship (47), Digital Inclusion (91)			
	413-2 Operations with significant actual and potential negative impacts on local communities	Community Investment and Social Stewardship (47), Digital Inclusion (91)			
Responsible procurement					
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Procurement (104)			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible Procurement (104)			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Responsible Procurement (104)			
	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible Procurement (104)			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Responsible Procurement (104)			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible Procurement (104)			
	414-2 Negative social impacts in the supply chain and actions taken	Responsible Procurement (104)			
Cybersecurity and data privacy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Cybersecurity and Data Privacy (107)			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity and Data Privacy (107)			

SASB Compliance Table

Table 1 – Sustainability disclosure and accounting metrics

Subject	SASB code	Metrics	Dialog's response/comments
Environmental footprint of operations (1)	TC- TL-130a.1	Total energy consumed (GJ) (electricity + fuels).	815,443.985
		Percentage of grid electricity in total energy consumption.	85.84%
		Percentage of renewable energy in total energy consumption.	0.36%
Data privacy	TC-TL-220a.1	Description of policies and practices related to behavioral advertising and customer privacy.	https://dlg.dialog.lk/privacy-notice
	TC- TL-220a.2	Number of customers whose information is used for secondary purposes.	0
	TC- TL-220a.3	Total amount of monetary losses due to legal proceedings in customer privacy matters (LKR).	0
	TC- TL-220a.4	Number of requests for customer information from law enforcement agencies.	36,040
		Number of customers whose information was requested.	1,092,264
		Percentage resulting in disclosure.	99
	Data security	TC- TL-230a.1	Number of data breaches.
Percentage involving personally identifiable information(2).			0
Number of customers affected(2).			0
TC- TL-230a.2		Description of the approach to identifying and addressing data security risks, including the use of third-party cybersecurity standards.	Dialog follows ISO 27001:2013 ISMS as a standard and NIST-CSF framework to ensure it is in alignment with international best practices on information security management and risk identification and mitigation strategies.
Product end-of- life management		TC- TL-440a.1	Materials recovered through collection programmes, percentage of materials recovered that were:

SASB Compliance Table

Subject	SASB code	Metrics	Dialog's response/comments
Competitive behaviour and the open internet		● Total recovered (tonnes)	734
		● Re-used (%)	0
		● Recycled (%)	100
		● Deposited in landfills (%)	0
	TC- TL-520a.1	Total amount of monetary losses due to legal proceedings related to anti-competitive behaviour regulations.	0
	TC- TL-520a.2	FIXED NETWORK: Actual average sustained download speed in Megabits per second (Mbps) of own, commercially associated and non-associated content.	9.44
		MOBILE NETWORK: Actual average sustained download speed in Megabits per second (Mbps) of own, commercially associated and non-associated content.	9.87

GSMA ESG Metrics For Mobile (Industry Reporting Framework) Compliance Table



Pillar	Topic	Metric (family)	Metric (name)
Mobile footprint		Mobile connections (customers)	Total number of mobile connections
		Cellular data traffic	Total cellular data traffic (last 12 months, exabytes)
		Science-based targets	1.1 Have you set, or committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement? (yes/no)
	Emissions	Scope 1, 2 and 3 emissions	1.2a i. Absolute Scope 1 and 2 emissions (tonnes CO2e)
			1.2a ii. Percentage change in absolute Scope 1 and 2 emissions since last reporting period
			1.2b i. Absolute Scope 3 emissions (tonnes CO2e)
			1.2b ii. Percentage change in absolute Scope 3 emissions since last reporting period
			1.3a. Total energy consumed across group (MWh)
			1.3b. Total network-related energy consumed (MWh)
	Energy	Energy consumption	1.3c i. Network energy mix: percentage renewables
			1.3c ii. Network energy mix: percentage grid (fossils)
			1.3c iii. Network energy mix: percentage diesel
			1.4a i. Percentage of network equipment repaired or reused, by units
Environment KPIs	Waste reduction	Materials repaired or reused	1.4a ii. Percentage of network equipment repaired or reused, by purchase price
			1.4b i. Percentage of handsets and CPE repaired or reused, by units
			1.4b ii. Percentage of handsets and CPE repaired or reused, by purchase price

GSMA ESG Metrics For Mobile (Industry Reporting Framework) Compliance Table

Definition	2022	ESG Metrics for Mobile code	Alignment to other frameworks
	4,714,898		
	949,064,787		
Disclose if the company has set, or committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050	Yes	GSMA – ENV-01	Stakeholder Capitalism Metrics; TCFD Recommendations; CDSB R01, R02, R03, R04 and R06; SASB 110; SBTs initiative
The amount of GHG Protocol Scope 1 and 2 GHG emissions (e.g. carbon dioxide, methane, nitrous oxide, F-gases, etc) produced	147,456.96	GSMA- ENV-02	GRI 305:1-3, TCFD, GHG Protocol (modified)
Percentage change in absolute Scope 1 and 2 emissions	0.36% ▲		
The amount of GHG Protocol Scope 3 GHG emissions produced	19,121.87		
Percentage change in absolute Scope 3 emissions	4.85% ▲		
The amount of energy consumed across the entire business operations	226,512.22	GSMA- ENV-03	GRI 302-1; SASB TC-TL-130a.1 (modified)
The amount of energy consumed across the mobile network	184,489.37		
The percentage of network energy consumed that is generated by renewable energy sources			
The percentage of network energy consumed that is generated by fossil fuels			
The percentage of network energy consumed that is generated by diesel			
The percentage of total network equipment prevented from becoming waste through repair or reuse, by units	Percentage of recycled network equipment in tons (GRI 306). Dialog uses as denominator the total of network equipment managed as waste and not the total deployed equipment: 100%	GSMA – ENV-04	SASB TC-TL-440a.1 (modified)
The percentage of total network equipment prevented from becoming waste through repair or reuse, by purchase price	Dialog does not report waste indicators calculated by purchase price, as this variable may be+ influenced by various factors (inflation, asset depreciation, etc.).		
The percentage of handsets or CPE prevented from becoming waste through repair or reuse, by units	Percentage of handsets and CPE recycled in tons (GRI 306). Dialog uses as denominator the total of devices managed as waste and not the total deployed devices: 44%		
The percentage of handsets or CPE prevented from becoming waste through repair or reuse, by purchase price	Dialog does not report waste indicators calculated by purchase price, as this variable may be influenced by various factors (inflation, asset depreciation, etc.).		

GSMA ESG Metrics For Mobile (Industry Reporting Framework) Compliance Table

Pillar	Topic	Metric (family)	Metric (name)
	Waste reduction	Waste generated	1.5a Total waste generated (tonnes)
			1.5b Network waste (tonnes)
			1.5c Handset and other CPE waste (tonnes)
			1.5d All other waste (tonnes)
		Materials recycled	1.6a i. Percentage of network waste (from 1.5b) recycled, by units
			1.6b i. Percentage of handset and CPE waste (from 1.5c) recycled
			1.6c i. Percentage of all other waste (from 1.5d) recycled
Digital Inclusion	Network coverage	Population covered by mobile network	2.1 Percentage of population covered by operator's mobile network. Please disclose each network generation (3G, 4G, 5G) separately
	Affordability	Device and subscription affordability	2.2a Cost of the most affordable smartphone (please use local currency and include country name)
			2.2b Most affordable way of purchasing 1GB of data (please use local currency and include country name)
	Digital skills	Digital skills programmes	2.3 Number of people (excluding employees) who have completed a basic, intermediate or advanced digital skills training programme divided by total subscribers
Digital Integrity	Data protection	Customer data incidents	3.1a Number of data breaches, per million subscribers
			3.1b Percentage of data breaches involving Personal Identifiable Information (PII)
			3.1c Number of customers affected, per million subscribers
			3.1d Number of regulatory actions for data protection violations (e.g. marketing-related complaints, data breaches), per million subscribers
	Digital rights	Digital rights policy	3.2 Is there a policy specifically covering digital rights protection and transparency, privacy, freedom of expression, government mandates to shut down or restrict access, and/or government requests for data? (yes/no)
	Online safety	Online safety measures	3.3 Do you have controls or programmes in place to improve online safety for children and other vulnerable groups? Please state which vulnerable groups it covers

GSMA ESG Metrics For Mobile (Industry Reporting Framework) Compliance Table

Definition	ESG Metrics for Mobile code	Alignment to other frameworks
2022		
Total amount of waste produced across the entire business operations	Dialog does not report waste indicators calculated by purchase price, as this variable may be influenced by various factors (inflation, asset depreciation, etc.).	GSMA – ENV-05
Total amount of network equipment waste produced	706 tonnes	GRI 306-3 (modified)
Total amount of handset and CPE waste produced	49,464 tonnes	
Total amount of other waste produced	27.1 tonnes	
The percentage of network equipment waste recycled, by units	100	GSMA – ENV-06
The percentage of handset and CPE equipment recycled, by units	100	SASB TC-TL-440a.1 (modified)
The percentage of other waste recycled, by units	Dialog reports percentage of all other waste in tons: 97%	
Disclose the percentage of inhabitants within range of a mobile cellular signal provided by the company, irrespective of whether or not they are subscribers or users.	i. 2G - 98.4% ii. 3G - 87.4% iii. 4G - 95.3%	
Retail price of the cheapest smartphone sold via operator sales channels	0	
The price of the mobile tariff that allows consumers to access 1GB of data per month at the cheapest available price. This could be a 1GB plan, it could be a 2GB plan or 5GB plan, it could be two 500MB plans etc.	i. 98.4	
Digital skills training programs must focus on establishing or improving at least one of the basic, intermediate or advanced digital skills identified in the ITU Digital Skills Toolkit	0	
The total number of data breaches identified during the reporting period,	ii. 87.4 0	
The percentage of data breaches in which personal data was subject to the data breach	0	
The total number of unique customers who were affected by data breaches	iii. 95.3 0	
The number of instances in which a data protection violation resulted in regulatory action of any kind	0	
A policy that specifically covers the protection of consumers' digital rights	Yes	
A policy that specifically covers the online safety of children and other vulnerable groups	Yes	

GSMA ESG Metrics For Mobile (Industry Reporting Framework) Compliance Table

Pillar	Topic	Metric (family)	Metric (name)
Supply Chain	Sustainable supply chain	Sustainable procurement policy	4.1a Do you have a sustainable procurement policy in place? (yes/no)
			4.1b If answer to 4.1a is yes, how many of the following elements does it cover? Please state which elements it covers. a. Organisational governance b. Human rights c. Labour practices d. Environment e. Fair operating practices f. Consumer issues g. Community involvement and development
		Supplier assessments	4.2a Percentage of suppliers screened against the sustainable procurement policy using company defined and documented assessment procedure, within the previous two years to the reporting period
			4.2b Percentage of suppliers assessed against the sustainable procurement policy through site visits, within the previous two years to the reporting period

GSMA ESG Metrics For Mobile (Industry Reporting Framework) Compliance Table

Definition	ESG Metrics for Mobile code	Alignment to other frameworks
2022		
The commissioning, purchase and management of goods, works and services in a way that reduces or negates negative ESG impacts within the supply chain	Yes, covered within Group Procurement Policy	
The number of core elements of sustainable procurement (as defined by ISO 20400) covered in your sustainable procurement policy	i. Organisational governance: decision making processes and structures – Yes ii. Human rights – Yes iii. Labour practices – Yes iv. Environment – Yes v. Fair operating practices – Yes vi. Consumer issues – Yes vii. Community involvement and development – Yes	
Percentage of all active suppliers that have been screened against the sustainable procurement policy	100	
Percentage of all active suppliers that have been assessed against the sustainable procurement policy through physical site visits	0.99	

Independent Sustainability Assurance Statement



Introduction and Objective of Work

BUREAU VERITAS has been engaged by the Dialog Axiata PLC to provide an independent and limited assurance of its Sustainability Report (hereinafter abbreviated as “**Report**”) for the reporting period from 01.01.2022 to 31.12.2022 based on Global Reporting Initiative (GRI) Standards and Sustainability Accounting Standard Board (SASB) for Sustainability Reporting.

Intended User

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 $\pm 5\%$ based on materiality threshold for estimation/measurement errors and omissions. We did not engage with any external stakeholders as part of this assurance engagement.

Assurance Type and Scope

Bureau Veritas conducted sustainability assurance in accordance with the requirement as per AccountAbility's AA1000 Assurance Standard v3 (Type 2, High Level).

The scope of the assurance engagement, as agreed with Dialog Axiata PLC, included the review and verification of sustainability policies and procedures, practices, initiatives and performance presented in the Report, an assessment of underlying management and reporting processes in accordance with the GRI and SASB Standards and an evaluation of the Report's adherence to the “in accordance” criteria of the GRI and SASB Standards and verification of standard disclosures indicated in the GRI and SASB Content Index in the Report.

Scope, Boundary and Limitations of assurance

Assurance has been provided for selected sustainability performance disclosures as presented in the Sustainability Report. The reporting boundary included data and information for the period 01.01.2022 to 31.12.2022 for Dialog Axiata PLC, based on GRI and SASB Standards.

The assurance included verification of the sample data and information on selected material topics reported by Dialog Axiata PLC.

The Scope of Sustainability Assurance includes:

- An assessment of the methods used for data collection and reporting for the selected sustainability performance indicators.
- Testing of such systems, including related internal controls.
- Testing, on a sample basis, of evidence supporting the data.
- Verification of the sample data and information on selected material topics reported by Dialog Axiata PLC for the defined reporting period.
- Assessment of the consistency between the data for the selected sustainability performance indicators and the related written comments in the narrative of the Report
- The Company's compliance to legal obligations/disclosures
- The General and topic specific disclosures subject to assurance
- Completion of assurance statement for inclusion in the report, which will reflect the verification findings and conclusion. Gap assessment as per GRI standards, highlights of findings during verification process of data and information, draft assurance statement, signed assurance statement as per GRI standards compliance



Bureau Veritas scope has not considered the below data as a part of sustainability assurance:

- Information apart from the defined reporting period and boundary
- Compliance to any legal issue related to the authority except environmental and social aspects.
- Any of the statement related to company aspect or reputation.

The Universal and Topic Specific Standard GRI Disclosures subject to assurance were as follows:

General Disclosures (GRI 2021)

- Organizational and its reporting practice (2-1 to 2-5)
- Activities and Workers (2-6 to 2-8)
- Governance (2-9 to 2-21)
- Strategy policies and practices (2-22 to 2-27)
- Stakeholder Engagement (2-29 to 2-30)
- Disclosure of material topic (3-1 to 3-3)

Topic Specific Standard Disclosures (GRI 2016)

Economic

- Economic Performance (201-1 to 201-4)
- Market Presence (202-1 to 202-4)
- Indirect Economic Impact (203-1 to 203-2)
- Procurement Practice (204-1)
- Anti-Corruption (205-1 to 205-3)
- Anti-competitive behavior (206-1)
- Tax (207-1 to 207-4)

Environment

- Materials (301-1 to 301-3)
- Energy (302-1 to 302-5)
- Water and effluents (303-1 to 303-5)
- Biodiversity (304-1 to 304-4)
- Emission (305-1 to 305-5, 305-7)
- Waste (306-1 to 306-4)
- Supplier environment assessment (308-1, 308-2)

Social

- Employment (401-1, 401-2)
- Labor/management relations (402-1)
- Occupational health and safety (403-1 to 403-10)
- Training and Education (404-1 to 404-3)
- Diversity and equal opportunity (405-1, 405-2)
- Non-discrimination (406-1)
- Freedom of association and collective bargaining (407-1)
- Child labor (408-1)
- Forced or compulsory labor (409-1)
- Security Practices (410-1)
- Rights of indigenous peoples (411-1)
- Local communities (413-1 and 413-2)
- Supplier social assessment (414-1, 414-2)
- Public Policy (415-1)
- Customer health and safety (416-1, 416-2)
- Marketing and labelling (417-1 to 417-3)
- Customer Privacy (418-1)

Independent Sustainability Assurance Statement



SASB Compliance Disclosure for Telecommunication Services

- Environmental footprint of operations (TC- TL-130a.1)
- Data Privacy (TC-TL-220a.1, TC-TL-220a.2, TC-TL-220a.3, TC-TL-220a.4)
- Data security (TC- TL-230a.1, TC- TL-230a.2)
- Product end-of- life management (TC- TL-440a.1)
- Competitive behaviour and the open internet (TC- TL-520a.1, TC- TL-520a.2)

Methodology adopted for Assurance

Bureau Veritas sustainability assurance process involve specified procedures to obtain evidence about the reliability of the data provided from the identity. The nature, timing and extent of procedures selected depend on the data and evidence provided, including the verification of the associated risks with the material topics of the selected sustainability disclosures and their relevance. While assessing the associated risks, internal strategy is being considered during preparation of the report to design the assurance procedure and validating their appropriateness to the possible extent.

As per the scope of the assurance, sample evidence, information and explanations that were considered necessary in relation to the assurance scope were considered and accordingly conclusions have been made as mentioned below:

- Assessing that the report is prepared in accordance with the Sustainability Reporting Standards based on GRI and SASB applicable on operation of Dialog Axiata PLC.
- Understanding the appropriateness of various assumptions used for estimation of data by Dialog Axiata PLC.
- Reviewing the Report to ensure that there is no misrepresentation of disclosures as per scope of assurance and findings.
- Reviewing the materiality matrix and stakeholder engagement framework deployed at Dialog Axiata PLC
- Assessing the systems used for data compilation and reporting on the basis of Universal Disclosures and Topic Specific Disclosures of material topics as listed in the assurance scope above.

- Verifying systems and procedures used for quantification, collation and analysis of sustainability performance disclosures included in the Report.
- Assessing the month wise data considering the similarity, reliability and accuracy
- Verifying select key performance data through the data provided by Dialog Axiata PLC:
 - ▶ Testing reliability and accuracy of data on a sample basis
 - ▶ Assessing stakeholder engagement process and approach to stakeholder engagement regarding the key topics and concerns raised as defined in the report.
 - ▶ Limited review of the materiality assessment process based on the information provided.
 - ▶ Reviewing the processes deployed for collection, compilation and reporting of sustainability performance disclosures.
 - ▶ Gap assessment of the present Sustainability Report w.r.t. GRI and SASB framework
 - ▶ Classifying observations and findings and issuance of Assurance Statement

Sample data were collected in order to support Bureau Veritas conclusions on the verified information and data. However, limited available information and details is reviewed during the assurance of Dialog Axiata PLC.

Conclusions

Sustainability report of Dialog Axiata PLC is reviewed based on the scope of the assurance as per the GRI and SASB Standard framework. It is concluded that information presented in Dialog Axiata PLC Sustainability Report in accordance with GRI and SASB standard is proper, adequate and maintained in line with the material topics considered for the reporting.

Responsibilities

Dialog Axiata PLC is completely responsible for the Report contents, identification of material topics, and data reporting structure. The Assurance statement is provided within the scope of assurance.

Independent Sustainability Assurance Statement



The said assessment is properly based on the assumption that the data and information provided by Dialog Axiata PLC and sustainability report is proper and without any discrepancy. Bureau Veritas shall not be held liable or responsible for any type of decision a person or entity would make based on this assurance statement. While reading the assurance statement, stakeholders shall recognize and accept the limitation and scope as mentioned above.

Limitations and Exclusions

Excluded from the scope of work is any assurance of information relating to:

- Activities outside the defined assurance period stated hereinabove.
- Positional statements, expressions of opinion, belief, aim or future intention by "Dialog Axiata PLC" and statements of future commitment;
- The assurance does not extend to the activities and operations of "Dialog Axiata PLC" outside of the scope and geographical boundaries mentioned in the sustainability report as well as the operations undertaken by any other entity that may be associated with or have a business relationship with "Dialog Axiata PLC".

Uncertainty

The reliability of assurance is subject to uncertainty (ies) that are inherent in the assurance process. Uncertainties stem from limitations in quantification models used, assumptions or data conversion factors used or may be present in the estimation of data used to arrive at results. The conclusions in respect of this assurance are naturally subject to any inherent uncertainty (ies) involved in the assurance process.

Statement of independence, impartiality, and competence
Bureau Veritas is an independent professional services company that specializes in Quality, Health, Safety, Social and Environmental management with almost 190 years history in providing independent assurance services.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities. We are particularly vigilant in the prevention of conflicts of interest.

No member of the assurance team has a business relationship with "Dialog Axiata PLC", its Directors, Managers or officials beyond that required of this assignment. We have conducted this verification independently and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health & safety information, systems and processes an excellent understanding of Bureau Veritas standard methodology for the assurance of Sustainability Report as per GRI and SASB Standards.

Bureau Veritas (India) Private Limited

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Signature of the Lead Assurer
Amit Kumar
Lead Assurer

Signature of the Technical Reviewer
Sanjay Patankar
Technical Reviewer

Date: 16/06/2023
Place: Mumbai, India

Report ID : V3-1QD8J



Appendix

Climate Action and Energy

Conversion of Fuel Usage (Petrol and Diesel)

Energy output of Petrol = 33,526 kJ/liter

Energy output of Diesel = 38,290 kJ/liter

Conversion of Electricity Usage from KWh to Gigajoules

$$\frac{(\text{Amount in kWh} \times 1,000 \times 3,600)}{1,000,000,000}$$

Emission Calculations – GHG, NO(X) and SO(X) (for each emission activity)

Total Emissions =
Unit Measurement of Activity x Individual Emission factor
(according to DEFRA 2022)

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

$$\frac{\text{No. of absentee days} \times 8.5}{\text{No. of days worked}}$$

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

2G	Second Generation Network Technologies
3G	Third Generation Network Technologies
4G	Fourth Generation Network Technologies
4G-LTE	Fourth Generation – Long-Term Evolution
AC	Air Conditioning
AGM	Annual General Meeting
AHT	Average Handling Time
API	Application Programming Interface
BAC	Board Audit Committee
BI	Business Intelligence
BOD	Board of Directors
BCM	Business Continuity Management
CIPMC	Capital Investment and Procurement Management Committee
CoC	Code of Conduct
CDMA	Code-Division Multiple Access
CMDP	Corporate Management Development Programme
CMMI	Capability Maturity Model Integration
CO₂	Carbon dioxide
CRS	Cost Rescaling
CSTA	Customer Service Training Academy
CXO	Chief Officer
DEFRA	Department for Environment, Food and Rural Affairs, United Kingdom
DFAT	Department of Foreign Affairs and Trade, Australia
DFID	Department for International Development of the UK
DMC	Disaster Management Centre of the Ministry of Disaster Management, Sri Lanka
DTV	Dialog Television
EBITDA	Earnings Before Interest, Tax, Depreciation and Amortisation
ERM	Enterprise Risk Management
FTK	Full Turn-Key
FY	Fiscal Year
GADP	Group Accelerated Development Programme
GCEO	Group Chief Executive Officer
GCCoO	Group Chief Corporate Officer
G.C.E. A/L	General Certificate of Examination - Advanced Level
G.C.E. O/L	General Certificate of Examination - Ordinary Level
GHG	Greenhouse Gas
GJ	Giga Joules
GLC	Group Leadership Committee
GRI	Global Reporting Initiative
GSMA	GSM Association, the global industry trade organisation for mobile network operators
GSMC	Group Senior Management Committee
HCM	Human Capital Management system
HR	Human Resources
HRIS	Human Resources Information System
HRM	Human Resources Manager

HRP	Human Resources Partner
ICT	Information and Communications Technology
IDC	Internet Data Centre
IoT	Internet of Things
ISO	International Organisation for Standardisation
ITI	Industrial Technology Institute
IVR	Interactive Voice Response
Kg	Kilogrammes
KPI	Key Performance Indicator
kWh	Kilowatt-hour
L&D	Learning and Development
LKR	Sri Lankan Rupee
LPWA	Low Power Wide Area
MJ	Mega Joules
MoE	Ministry of Education
MOU	Memorandum of Understanding
NB-IoT	Narrowband Internet of Things
NBRO	National Building Research Organisation
NBT	Nation Building Tax
NPAT	Net Profit After Tax
NPS	Net Promoter Score
NRC	Nominations and Remuneration Committee
OBD	On-Board Diagnostic
OSS	Operating Support System
OTT	Over-the-top
PCIDSS	Payment Card Industry Data Security Standard Ver 3.2
PCMM	People Capability Maturity Model
PPE	Personal Protective Equipment
PR	Performance Review
PWDs	Persons with Disabilities
QS	Quality Systems
R-22	Chlorodifluoromethane
R-401A	Refrigerant mixture of difluoromethane and pentafluoroethane
rNPS	relative Net Promoter Score
RPTRC	Related Party Transactions Review Committee
SCM	Supply Chain Management
SDG	Sustainable Development Goal
SMS	Short Message Service
tCO₂e	tonnes of Carbon dioxide equivalents
tNPS	Transactional Net Promoter Score
TRCSL	Telecommunications Regulatory Commission of Sri Lanka
UNGC	United Nations Global Compact
USD	United States Dollar
VAS	Value Added Service
VAT	Value Added Tax
YTD	Year-to-Date
YoY	Year-on-Year



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