

HUMAN RESOURCES MANAGEMENT

Grameenphone is not only the leader of the telecom industry, but also one of the most attractive employers in the country. We develop and promote our employees, motivate talented youth and attract experienced professionals. Achieving our strategic objectives and maintaining our growth is closely related to creating an engaging work environment. In 2018, we have introduced several new features and launched new products under digital HR portfolio.

Gamified Recruitment

Moving beyond conventional assessment tools, Grameenphone launched Talent Games, which tests candidates' cognitive abilities and leadership competencies through a gameplay of real-life business situations. Based on demonstrated behaviour and aptitude during the game, a complete profile of the candidate is formed through Artificial Intelligence, which helps the recruiters take more informed decisions to select the right candidate.

Telenor Youth Forum

Telenor Youth Forum is an initiative by Telenor in association with the Nobel Peace Center to empower the youth to solve problems of the society using technology. Grameenphone provides the opportunity to bright minds of the country to showcase their talent on a global platform. Workshops on digital skills, presenting solutions and career grooming are held in universities around the country followed by mentorship and specialised workshops for the candidates shortlisted from around 2,000 applications each year. In 2018, 2 winners represented Bangladesh in the Global Rounds.



Next Business Leaders (NBL) program

The 6th batch of Next Business Leaders joined Grameenphone in 2018 after rigorous assessments where the top 16 were selected from over 6,000 applicants. The management trainee program provides a fast-track career platform for fresh graduates where they receive development interventions, mentorship and a 10-month rotational training from the very beginning that sets the foundation to build them into leaders of the future.

Digital Ninja

In 2018, Grameenphone launched Digital Ninja which is a platform for coders and developers to get involved with Grameenphone. It is based on the principle of reducing the time and removing the barriers to employment of resources in the corporate sector, particularly for those with technical skillsets.



By creating a pre-assessed pool and completing several rounds of screening online, Digital Ninja aims at making the opportunities accessible to a wider range of talents across Bangladesh. As the nature of employment is flexible, the incumbents can work on multiple projects simultaneously. This leads to greater income prospects, reducing the need to look for freelancing opportunities out of the country.

Digital Onboarding

Grameenphone believes that a strong employee experience begins from the very first day at work. New joiners take part in exciting and interactive online inductions, market visits and interactions with the leadership team. There is a dedicated digital platform where employees can access lessons, policies, information and reach out for queries.

Learning and Development

At Grameenphone, we believe that an integral part of staying relevant in the 4th Industrial Revolution is making learning an intrinsic way of work. 40 hours a year are dedicated for learning for every employee across all levels. The company sponsors online courses from renowned platforms such as Coursera, Lynda and Udacity. Specialised certificate courses are designed in partnership with INSEAD and foreign trainers. Grameenphone also hosts 'Learning Weeks' where veteran industry experts train employees on practical application of latest concepts and technologies.

Digital Employee Experiences

As part of Digital Employee Experiences in Grameenphone, over 15 employee services are offered through self-service in an app called 'OneGP'. Design-thinking and agile methodology being its core way of work, this app removes dependencies on multiple systems and has digitised processes of Approval Management, Utility Services, Business Trip, Health, Safety & Security and many more. Going one step further, in early 2019, Grameenphone launched an HR Bot as a one-stop solution for personal queries on company policies, benefits and HR services, allowing smoother employee experiences while maintaining privacy, and optimising operational workload management.

Agile Workforce and Winning Teams

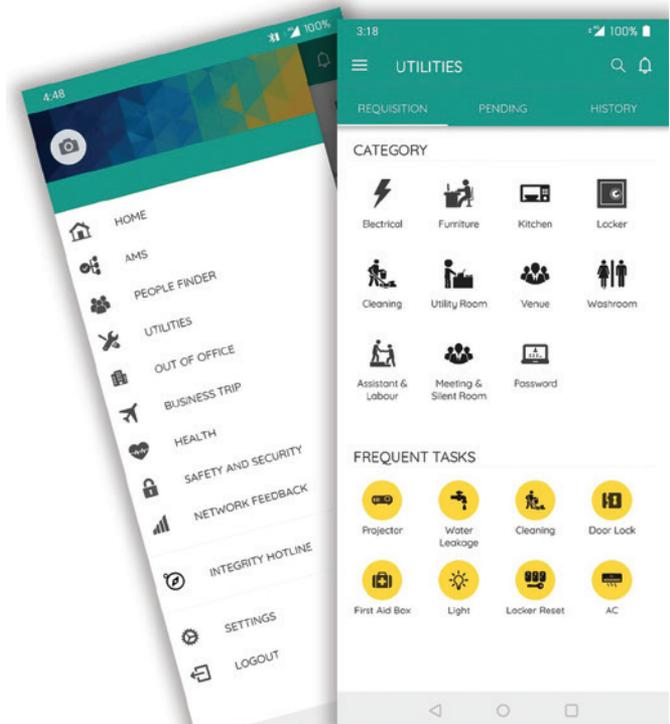
To match the dynamic market scenario, agility in way of work continues to be a core focus for Grameenphone. The aim is to encourage rapid experimentation with the right collaborative measures. The framework supports matching people's expertise with project requirements allowing faster decision making and reduced time-to-market.

Grameenphone also fosters a culture that allows individuals to bring along new ideas and perspectives and collaborate to provide the best solutions for customers. From recruitment to reward and performance management, the 4 behaviours of Telenor- Be Respectful, Keep Promises, Create Together and Always Explore- guide every action and decision in the Company.

Safety and Security

Grameenphone focuses on continuous improvement of health, safety and security to establish a safe and healthy work environment. Special emphasis is given on designing every establishment and plant through adequate placement of safe, healthy & secure systems and procedures. With the ambition of leading the industry in terms of Health, Safety & Security (HS&S), Grameenphone has aimed to be certified on ISO 45001:2018.

In the year 2018, extensive focus has been given to road traffic safety through training and awareness, proactive and reactive monitoring and e-communication. Safety rules have been incorporated in policy and manual to reinforce road traffic safety. The gym and recreation facilities aim at ensuring employee wellness and healthy work-life balance. Training on emergency preparedness and evacuation drills are conducted at all circles. Risk mapping and assessment, vehicle inspections, background verification for recruitment, hazard reporting and mitigation are some of the regular measures taken to uphold HS&S culture.



Gender Diversity

Grameenphone is committed to attracting and developing more women leaders and experts across the company because we believe that increased gender equality is a competitive advantage and creates shareholder value. There is a focused Gender Diversity project with active and regular involvement from the senior management team that is playing the role to sensitise the culture and strengthen the female pipeline, and to create a support system that builds women up for success.

The broad horizon of initiatives can be distilled into three distinct areas; Leadership Pipeline, Improvements in Culture and Building Women for Success. In 2018, Grameenphone saw increased female representation in Higher Management roles, focused on training initiatives, steps to prevent female attrition and focused on retention plan of critical resources. To tackle gaps in culture, the business impact of diversity have been established in Grameenphone along with the introduction of a Leaders' Toolkit that the leaders can use to become more supportive.

In 2018, further work was also done to support Maternity leave period and mitigate crucial areas of distress during rejoining. Alongside health insurance benefits, the scope of in-house day care facilities were also enhanced this year. To sensitise and improve the overall working environment, a tailor made e-learning module 'A Better Workplace of Everyone' highlighting the challenges women face in the workplace and how it can be solved was introduced for all Grameenphone employees.

Better workplace for EVERYONE

