

Human Resources Management

Rising to Challenges and Uplifting Customer-centricity Through Modernisation, Agility and an Inclusive Culture

Grameenphone continues its journey of becoming a dynamic technology company through sustainable innovation by focusing on its agility and capability. The Company is continuously up-skilling its resources with relevant skill sets to stay ahead of the curve in the market. Aiming to become our customers’ preferred lifestyle partner, our focus remains on the digital space and ICT. An Agile Way of Work has already been applied in many customer-centric projects. Driving the digital employee experience through enhanced HR self-services continues to encourage and drive agility within Grameenphone. As part of its cultural initiatives Grameenphone’s guiding principles remain a cornerstone through ‘Grameenphone Behaviours’.

In order to deliver further on the promise of empowering societies, the organisation uplifted tools, systems and processes during Covid-19 to bring up to speed what is required to serve its customers while protecting employees’ well-being. A collaborative approach towards supporting each other amidst the pandemic has resulted in renewed passion and energy to contribute towards our purpose of connecting our customers to what matters most, and the importance of coming together as a strong team. This has only been possible due to a capable and engaged workforce driving towards targets closely aligned with Company’s vision of Empowering Societies while ensuring a Responsible Business.

Boosting the Potential of Employees

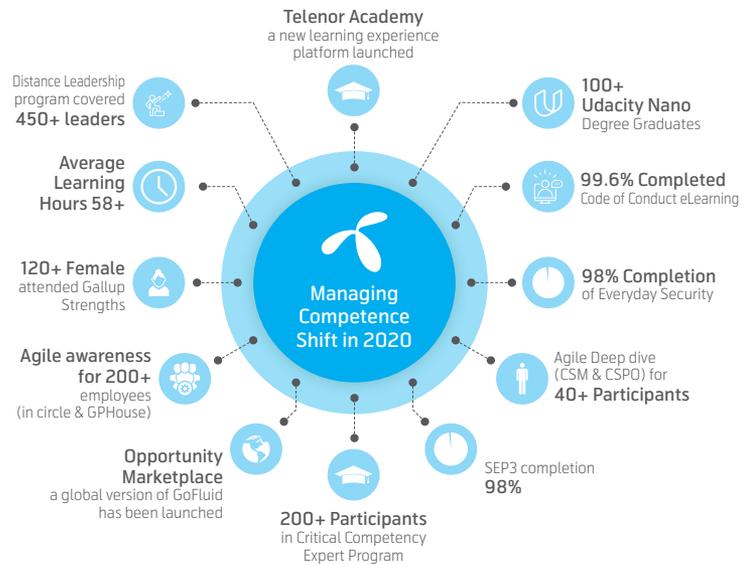
While focus has been sharpened to “Boosting our potential” in 2021, a good number of milestones were achieved in 2020 in the areas of learning and development through “Managing competence shift”. For the 3rd year in a row, the 40 hr challenge was achieved, moreover, in 2020, more than 58 hours have been spent on average – which is one of the highest among the Business Units. Employees spent more time this year learning different critical competencies covering both the Technology and Market arena. The Company also launched Go Fluid – an opportunity marketplace where employees are now able to show their interest in projects beyond their own functional area of work.

Emphasis has been given on building capability around 5G through different trainings on latest tech trends and systems around 5G, IOT & AI. To prepare Grameenphone leaders in managing flexible way of work, Distance Leadership has been strengthened. To make learning more interactive and to bring personalised offerings, new Learning Experience Platform (LXP) – Telenor Academy by HowNow – has been introduced.

Extending the Baton Towards Female Leadership

The Company has championed gender diversity as a top priority in 2020 as well. This year, 84% of all external hires were females, including an exclusively female team of Territory Managers in the sales force as a continuation of embracing the continued national benchmark in 2020. Female representation across all Divisional Management teams and the involvement of promising females in critical projects are some of the key steps the Company has undertaken.

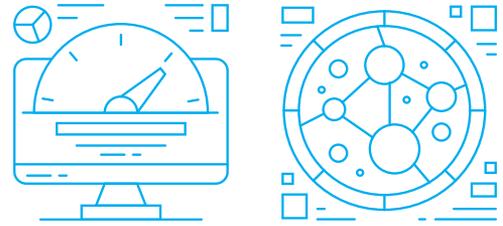
Change is the End Result of All True Learnings



- Attracting the best to be an Employer of Choice
- Embracing a Culture of Winning Together
- Leadership Commitment in championing strength from our differences
- Focused Development & Empowerment
- Female Friendly Organisation Policies & Infrastructure

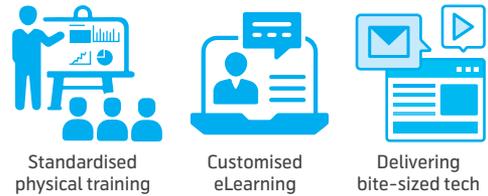
Enhancing Decision-Making Through Data Driven Culture in HR

As a part of the ambition to build a data driven culture in HR, Microsoft Power BI dashboards were customised to manage information by tracking HR data points that are important to the business. This platform provided a consolidated view of all data across the organisation to deliver valuable insights. HR data can be derived and analysed, key performance indicators (KPIs) displayed to assess performance measures and generate actionable insights. There were dashboards with employee information at the fingertips, usage of transport, utility & facility services, employee benefits utilisation, and personnel cost management, etc.



Reinforcing HR-Tech Adoption

A significant challenge lies in the adoption of technology by employees and its integration into business processes and the corporate culture. High focus was placed on HR-Tech adoption through 2020 and several methods were facilitated to increase employee engagement with technology.



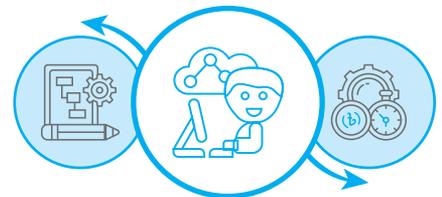
Evolving Processes through Robotics Process Automation

Robotic Process Automation (RPA) is a key element of the foundation Grameenphone is laying for the future with the objective to bring efficiency in business processes, increase employee productivity, ensure faster execution & provide overall superior experiences to our customers. A greater objective of this initiative was to develop internal resources through up-skilling programmes and equip them with a competency very relevant for the future. Forty-one processes have been automated through RPA. Previously, it took around 130 hours daily for employees to complete the tasks associated with these processes along with some inadvertent errors but after applying RPA, daily 60% of the man-hour was saved with zero errors.



Other noteworthy impacts of this initiative:

- Increased Employee Productivity thereby enabling them to become more creative & Innovative.
- 99 RPA experts developed in-house (RoboGen).
- Ensured access to accurate and error free data that has improved the quality of data analytics leading to better decision making and increased Customer Satisfaction.
- Ensured faster execution of tasks and business processes leading to overall Organisational Agility.



Grameenphone has also been awarded “Excellence in Automation-Bangladesh” at the UiPath Automation Excellence Awards 2020 for Robotic Process Automation (RPA) integration in its internal operations. Last year, 37 winners across the 14 award categories were declared at the UiPath Automation Excellence Awards 2020, in association with The Economic Times.

Digital Acceleration During Covid

'No touch' health insurance reimbursement	Digital lifestyle fair	Digital investment fair	Virtual market for new Joiners
8500+ OPD 1300+ IPD	145 orders worth BDT 720K from 39 organisations	281 employees purchased financial instruments	5 new joiners had virtual market tour over Microsoft Teams

Empowering the Youth Through Creative Initiatives

Digital Ninja Codemasters: As a connectivity partner to Digital Bangladesh, Grameenphone has been evolving its platform “Digital Ninja” to collaborate with coders and developers in Bangladesh to co-create innovative solutions. Since its inception, the primary vision of Digital Ninja was to build a freelancer community that connects local developers and IT professionals; empowering them to apply digital skills to develop solutions that will create convenience in our customers’ lives. In December 2020, the organisation arranged a series of Hackathons “Codemasters” as a flagship event under this platform, with an overwhelming response of 1300+ registrations. The platform has helped Grameenphone identify competent coders and IT professionals to achieve its modernisation and digitisation ambitions.



Platform SHE: Grameenphone leverages successful female leaders to mentor and develop future female talents in the tech industry. The ambition of this programme is not only to contribute to female talent development but also provide insight to them regarding tech industry careers. The spirit of the programme was to make a positive impact on Grameenphone brand presence amongst universities, inspire gender diversity and attract potential fresh talents, thereby enabling women empowerment.



Employee Well-being at the Heart of the Business

Taking into consideration “People First”, Grameenphone puts utmost priority in promoting the Health, Safety & Security (HS&S) culture. The organisation focuses on continuous improvement of HS&S to establish a safe and healthy work environment. Routine risk assessments are conducted to identify workplace hazards and enforce control mechanisms as per local legislation, international guidelines and best practices.

Focus area of 2020: Heightened precautionary measures have been taken to prevent the Covid-19 spread by reducing exposure and transmission of illness. In order to control the spread of the pandemic, Grameenphone introduced work from home from mid-March 2020, which followed implementation of digital ways to collaborate and work from anywhere. Business operations were resumed by adopting to the strictest hygiene and health precautions. Rigorous awareness across the value chain to serve customers in the best possible ways have been ensured. Proactive initiatives like HS&S advisory, 24/7 doctor consultation, Covid control guidelines, including use of PPEs, has also been enforced. To ensure business continuity during any unforeseen situation, extensive alignment was carried out with the authorities as an emergency telecommunication service. Emergency medical support has been ensured for employees including the distribution of face mask packs.

Health, Safety & Security awareness have played a big part in this journey where 7,976 hours of training was carried out for the employees and supporting workforce in the ecosystem. Covid-19 prevention and Mental Health were also the prime focus in 2020 to ensure a right balance of physical and mental well-being. Grameenphone’s Safety Committee was also revamped in alignment with local legal compliance requirements.

Covid-19 Protect yourself and others



Cough and sneeze into a tissue or elbow



Wash your hands thoroughly and regularly



Keep your distance
Stand 1 meter or 3 feet apart



Avoid shaking hands



Stay at home if you feel ill



Be kind, avoid stigma

Covid-19 Pandemic Guideline - Outdoor Workshop & Meeting



Avoid Crowd



Wear Mask



Maintain Distance



Carry Water Bottle



Avoid Travel if Sick