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Sustainability Report 2019

Dialog
The Future.Today.
DIALOG AXIATA PLC

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Our Values

Service from the Heart

Passion for delighting external and internal customers

Place customer experience at the centre of our work ethic and corporate ethos

Uphold a 'yes we can' attitude

Responsible Leadership

Leadership that delivers value to stakeholders

Champions of Change

Embrace change, constantly and as a way of Dialog life

Agile, flexible and fast in action, adaptation and reaction

Courageous and bold in leading change

Exceptional Performance

An irrepressible desire to be the best in whatever we do

Delivering excellence in quality and value creation consistently

Single-minded resolve to push boundaries and exceed expectation

Create the Future

Set paradigms for others to follow

Incessantly extend leadership in multi-sensory connectivity through innovation and forward thinking

Irrepressible desire to create a better future for the nation through empowering and enriching Sri Lankan lives and enterprise

Be incessantly ignited by the desire to innovate and extend boundaries

Uncompromising Integrity

An exemplary culture of transparent and ethical behaviour

A zero-tolerance orientation towards the enforcement of a high integrity ethic across everything we do

Leadership that is caring

Leadership that drives sustainability and creates shared value

About Dialog Axiata PLC

One Team

An 'Api Dialog' team which pursues a common purpose in accordance with the Dialog Values, together

A team which delivers the utmost in care and respect to each other, values diversity and is proud of collective achievement and excellence

A team that embodies a culture that makes Dialog a great place to work and a second home to the team

Dialog Axiata Group, a subsidiary of Axiata Group Berhad (Axiata), operates Sri Lanka's leading Quad-Play Connectivity Provider. Dialog Axiata PLC, listed on the Colombo Stock Exchange, supplements its market leading position in the Mobile Telecommunications sector with a robust footprint and market presence in Sri Lanka's Fixed Telecommunications and Digital Television markets through its fully owned subsidiaries Dialog Broadband Networks (Private) Ltd (DBN) and Dialog Television (Private) Ltd. (DTV). Dialog Axiata Group is Sri Lanka's largest Foreign Direct Investor (FDI) with investments totalling USD 2.5Bn.

The winner of six Global Mobile Awards, Dialog has the distinction of being voted by Sri Lankan Consumers as the Telecom Service Provider of the Year for eight years in succession at the SLIM-Nielsen People's Choice Awards. Dialog was also voted by Sri Lankan consumers as the Internet Service Provider of the Year for seven years consecutively and has topped Sri Lanka's Corporate Accountability rankings from their inception, for eight cycles in succession, and is an ISO 9001 certified company. The Company has received numerous local and international awards including the National Quality Award and Sri Lanka Business Excellence Award and endorses the worldwide Sustainable Development Goals (SDGs) which aim to build a sustainable future for all by 2030.

Dialog has been at the forefront of innovation in the mobile industry in Sri Lanka since the late 1990s, propelling the nation's mobile telephony infrastructure to a level of advancement on par with the developed world. The Company delivers advanced mobile telephony and high speed mobile broadband services to a subscriber base in excess of 14.9Mn Sri Lankans, via 2.5G and 3G/3.5G and 4G/4.5G networks.

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How to read this report:

Across this report we have referred to the GRI Sustainability Reporting Standards and Axiata's 4 pillars of sustainability. Further details can be found on page 6. For ease of reference, they are indicated as follows:

GRI ▶

Axiata's 4P approach to Sustainability:

Process Excellence & Governance

Nurturing People

Beyond Short-term Profits

Planet & Society

An Overview of the Reporting Year

12th Annual Sustainability Report

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Sustainability Report 2019

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Economic

Revenue
LKR   116.8Bn

NPAT
LKR   10.8Bn

Customer base

14.9Mn

Workforce

2,914 Api Dialog team members.

A selection of our Social Impacts in 2019

Improving the education experience
No. of students impacted:
Over 50,000.
Investment of over LKR 59.98Mn

Supporting the Hearing, Sight or Speech impaired across the country:
Over 10,000 individuals served.
Investment of over LKR 6.8Mn

Sustainability Performance

Total energy saving
5,835.33 GJ

Energy intensity (per customer)
44.24 MJ/ Customer

Emissions avoided through initiatives
585.47 tCO$_2$e

Key HR achievements

Hours spent on Learning and Development – **135,188**

Hours per employee on average – **46.39**

The Face of the Future

At Dialog, we have frequently shifted the paradigm in every aspect of our operations, transforming the way people work, play and live through cutting-edge, next-generation technology. As a Company we aspire to be the Agents of Change at the forefront of innovation and enabling the nation with the power to do more. As your Company continues to deliver "The Future.Today" to millions of Sri Lankans across the nation, we also hold ourselves accountable for the impact created on our people and planet and intend to practice better principles of sustainability and social responsibility across the board.

We know that every individual is vested with the power to change the future; and we believe that together we can achieve the impossible. Your Company continues on a path of continuous improvement, with the entire Api Dialog team joining forces to ensure a brighter, better and more beneficial future for all stakeholders. Join us as we Face the Future - together.

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About this Report

This document is Dialog Axiata PLC's (Dialog) twelfth annual Sustainability Report complementing the Company's Annual Report to shareholders. This report outlines Dialog's economic, social and environmental performance for the financial year from 1st January to 31st December 2019[1].

Report Scope and Boundary

GRI ▸ 102-45, 102-46, 102-48, 102-49

The report addresses the twelve material topics identified by the Company and its stakeholders. This report has been prepared in accordance with the GRI Standards: Comprehensive option. The management approaches and data related to thirteen topic-specific GRI Standards beyond the general Standards, are also disclosed herein, corresponding to applicable topics of material importance.

This Sustainability Report also serves as Dialog's 12th consecutive Communication of Progress (COP) and 8th consecutive Advanced COP for the United Nations Global Compact's (UNGC) 24 Advanced Criteria under the UNGC's Ten Principles in the areas of Human Rights, Labour, the Environment, and Anti-Corruption.

The reporting boundary for each material topic is derived by a two-part process. First, a mapping of the material topic to its relevant GRI Standards-Specific topic was performed. Second, the relevant GRI Standards-Specific Topics for each respective material topic were mapped out to the entirety of Dialog's value chain, the output of which is illustrated on page 28[2]. In alignment with the Axiata Group Berhad (Axiata) reporting approach, where applicable this report references Axiata's 4P approach to Sustainability – Process excellence, Nurturing People, Beyond short-term Profit, and Planet and Society.

The reporting boundary for the period spans Dialog's wholly and non-wholly owned subsidiaries excluding associate companies where Dialog owns a minority stake. In the reporting year, Dialog acquired Colombo Trust Finance PLC, which operated as a non-wholly owned subsidiary. The triple-bottom line performance of subsidiaries is currently not reported on an exhaustive basis. Dialog has committed to strengthening disclosures of non-wholly owned subsidiaries where Dialog is the majority shareholder. Dialog currently reports on the majority of its subsidiaries' economic and environmental performance, and a limited range of Human Resource related measures, reflecting the less mature development of early-stage companies in this portfolio.

As reported in the past year, Dialog's passive network infrastructure was carved out to form a third-party service provider, edotco Services Lanka Pvt Ltd., a subsidiary of the Axiata Group. edotco provides infrastructure and network services to multiple Sri Lankan mobile network operators. Passive network infrastructure performance is however considered to be within Dialog's reporting scope and boundary, as it is highly material to Dialog's business operations[3]. The data related to edotco's performance for the reporting year is tracked and comprehensively disclosed within this report.

Context and Completeness

This report addresses Reporting Principles for defining report content, as per the GRI 101: Foundation Standard. In addition to the principles of Materiality and Stakeholder Inclusiveness, this report focuses on the organisation's performance throughout the reporting year, highlighting its triple-bottom line impacts – positive and negative – and action plans for future improvement. The report also addresses the principle of Completeness by ensuring adequate coverage of all material topics within the defined Scope and Boundary, in a manner that can be easily assessed by all stakeholders.

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1. Dialog's most recent (previous) report, the 2018 Sustainability Report, was released in June 2019.

2. Please refer page no. 28, for the materiality value-chain mapping chart.

3. As per the Greenhouse Gas Protocol's Corporate Value Chain (Scope 2) Accounting and Reporting Emissions.

Restatements

There are no restatements to be made to the information reported for the prior reporting period, FY 2018.

Feedback

Contact point for queries/feedback on report content or sustainability matters:

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Level 1, Parkland 1, No. 33B, Park Street, Colombo 00200, Sri Lanka.

Direct: +94 777 088 806. Email: sustainability@dialog.lk

Independent Limited Assurance

This Sustainability Report has been independently assured by 'DNV GL' Business Assurance Lanka Private Limited to a moderate level of assurance as defined by the AA1000 Assurance Standard. For details on the subject matter and the scope of assurance, please refer to DNV GL's assurance statement on page 120.

Significant Changes in Locations of Operations in 2019

The year 2019 saw some material changes in the Company's locations of operation. The addition of two new locations in the Parkland 01 office spaces and the refurbished Vauxhall building, both in Colombo 00200, were the only significant changes, while Dialog continued to focus on space consolidation and optimisation to achieve energy savings and delivering an 'agile-ready' modern experience to both employees and customers. The bulk of the space optimisation took place at the Head Office location with multiple floors renovated in alignment with this. In addition, three key sales office locations in Kurunegala, Negombo and Hambantota underwent the same exercise.

How We Create Value

Through its diverse range of products and services, Dialog creates value for over 14.9Mn customers and a plethora of other stakeholders. The key aspects of the business, processes involved in delivering said products and services and key stakeholders, from a life cycle perspective are shown below.

1
Manufacturers / Service Providers / Vendors
Sourcing

SIMs, Recharge Cards, Devices, Network Services, Content, Channel Partner

2
Regulators/ Distributors
Operations

Warehousing, Distribution, Charging and Billing, Transmission Testing, Packaging

3
Retailers
Outbound Logistics

Sales Channels, Dialog Outlets

4
Media
Marketing

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

8

Regulators / Recycler

Responsible Disposal

Mobile Phones, Accessories, Set-top Boxes, Antennae

7

Customers

Reclamation

Faulty Devices, End-of Life Cycle Equipment

5

Employees / Customers

Service

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

6

Outsourced Services

After Sales Support

Customer Field Support Services, Technical Assistance Centre

Chairman's Message

My dear Stakeholders,

The year under review and up to the present have been, to quote Dickens, "the best of times and the worst of times." Your Company produced a remarkable financial performance in the face of severe headwinds, some expected, and some unimaginable. Dialog of course never measures its standing by only its finances. For our Api Dialog team, for our communities, for our stakeholders from customers to vendors to retail agents, enterprise and SME customers, and for the Government by our significant direct taxes and indirect tax collection, not to mention the many essential technical services we provide – Dialog continued to innovate, and to create shared value for the sustained well-being and growth of all.

I need not dwell too long on your Company's financial strength and performance; the numbers speak for themselves and my dear Supun Weerasinghe, the Group Chief Executive, will address them in this report amidst the bigger picture, as well as in the Annual Report. Suffice to say here that your Company achieved significant cost savings, pulled off a 44% growth of NPAT in challenging circumstances, and continued to be one of the most significant contributors to the exchequer.

We – as many of you know I consider myself a Sri Lankan at heart – as a nation faced severe tests of our resilience, our resolve, our diverse faiths, and our tolerance in 2019 as in the past. Shocking events like the Easter Sunday bombings can never be completely forgotten, and have immediate as well as lasting impacts – upon businesses, upon individuals, upon communities. I am grateful that Dialog and the Dialog Foundation that I also chair were able to give agency to the many Sri Lankans and companies, at home and abroad, by working with many stakeholders to help bring some relief and some ability to cope for those affected, and to support – and monitor – the education of the many children affected, a commitment we have been able to make, thanks to you, until every child completes their education up to age 19.

Your Company continues to serve the nation not only with the most cutting-edge deployments in its core business, becoming the first standards-based 5G service provider in South Asia, but also in the innovative digital businesses and ecosystems it is busily building on its own as well as through strategic partnerships and investments through its Digital Investment Fund. Our parent, Axiata Group Bhd, often learning from Dialog's pathbreaking moves, is also diversifying its operations, generating significant value through specialisation of focus, while also bringing such local and regional centres of excellence together fluidly to address local problems

with an eye on scale and replication. I am proud to say that of course your Company and experts from the Api Dialog team, are heavily involved, and leading the charge on many of these fronts.

Sustainability, however, is what I am writing about today. Though we publish this Sustainability Report as a twin to our Annual Report to allow investors a more focused lens if they so desire, the Sustainability Report gives us the opportunity to continue the multiple interactions and feedback cycles with our many varied stakeholders, including investors, on our openness and accountability, and focus on long-term sustainability of the Company as well as its stakeholders.

As you know, your Company focuses on three interconnected areas in this domain: corporate performance on Sustainability metrics, together with stakeholder education and engagement; Social Innovation, under which we manage our direct corporate philanthropy through the Dialog Foundation, alongside other innovative partnerships technological interventions for the good of society and the environment; and of course Digital Inclusion, wherein we work to create and foster ecosystems, as well as create tools and systems, or larger interventions often with partners, all in the name of helping the least-served and least-connected in society protect and improve their lives and livelihoods.

In managing our corporate performance as a sustainability leader, in continuously assessing and improving our net impact on the environment, your Company launched in 2019 a comprehensive assessment, corporation-wide discussions, and planning to implement the ISO14001 environmental management standard across our material operations. Closest to my heart, the Dialog Foundation continued its many ambitious programmes to support people and institutions in the Education sector, people with disabilities, and working with partners to detect, plan for, prevent, mitigate, respond to, recover from, and "Build Back Better" after disasters. As I mentioned before, the Foundation took on the profound stewardship of the monies donated towards the education of the children affected by the unfortunate man-made disaster of April 2019.

Our Digital Inclusion work, closest to our core capabilities and inspiring in their ability to help those around us, continued to consolidate and build applications in new sectors. While all the good work in the agriculture sector continues, the important steps to power the local small-herd dairy sector and provide critical early warnings on weather to the day-boat fishermen, recognises that even beyond the wide range of crops covered by our "Govi Mithuru" / "Uzhavar Thozhan" or "Farmer's Friend", a wider food-production need and potential exist, interconnected with the important and under-served rural economy. Other work in support of Persons with Disability and women's digital inclusion also achieved milestones. The valuable "Yeheli" / "Thozhi" or "Female Friend" trilingual website and app is breaking new paths with its free, anonymous, expert-driven advice and counselling with dedicated volunteers from spheres such as psychology, counselling, medicine and law.

To end my words, apart from thanking my engaged and value-adding Board members, the Company's leadership and the entire Api Dialog team and you our stakeholders, I must only add something on resilience and perseverance. The Sri Lankan nation has had to endure a far greater burden of challenges that it should have, but endure it always has. We face turbulent times as a world and as a species, sometimes making mere statements of accounts seem irrelevant or even obscene in the light of the challenges our fellow men and women must face, sometimes daily. Human ingenuity has not always led us down the right paths, but combined with noble principle, a sensitivity to the world around us and an empathy for one's fellow man and woman, many remarkable innovations have made the world better and more sustainable and will continue to be produced. It is my honour to consider myself part of the Api Dialog team that aspires to lead that quest.

Datuk Azzat Kamaludin
Chairman of the Board of Directors

Group Chief Executive's Review

Dear Stakeholders,

I present this review in a period of great volatility and uncertainty, similar in many ways to what we experienced in the period under review, from January to December 2019. Among the greatest lessons of 2019 and what we have seen of 2020 thus far, is the value and importance of working together with all of our stakeholders to overcome unprecedented challenges. I thank you for your continued confidence in and support for this organisation in realising its vision to do everything in its strength to enrich and empower Sri Lankan lives and enterprises – sometimes not just with our technology platforms, but always with your close support and participation.

Advancing Technology – Within and Beyond our Corporate Boundaries

The year under review saw continued growth in both Dialog's technology leadership as well as business strength, all with the purpose of providing the best experience for customers and best outcomes for other stakeholders. Your Company announced in March 2019, South-Asia's first fully standards-based 5G mobile service. At the same time your Company was able to announce that 20% of its base station network, already the widest in the country, was "5G Ready" and paving the way for a 5G future.

Global Recognition for Local Innovation

Beyond core network and enterprise, Dialog continued to build upon its lead in innovation, including building key partnerships and innovator communities to reach beyond its own limits. An excellent example of the stakeholder and partnership-driven approach was the collaboration that led to winning the Industrial IoT Initiative of the Year award at the 7th Global Telecoms Awards, beating such world-leading contenders as ZTE and Qualcomm. This effort, the test case for which was an affordable smart metering and network monitoring solution for Lanka Electricity Company (LECO) launched in February, involved collaborating with LECO, the Dialog-University of Moratuwa Mobile Communications Research Laboratory established in 2004, Axiata Digital Labs (ADL, a software house), and Axiata's Xpand IoT platform. The outcome is a smart grid solution that will enable low-income households to use the familiar top-up method to enable or enhance their usage of electricity according to their needs.

Also aligned with its platform- and community-building strengths; Dialog's Ideamart relaunched in January the "Smart Life" web platform that assists its users in managing, personalising and automating their daily tasks, lifestyle choices, access to relevant information, and entertainment options. This revolutionary platform, to which more home automation features have been added, is the first of its kind to combine web/digital, telco, and Internet of Things (IoT) services.

Nurturing the Innovators of the Future

Showcasing some of the products of Dialog's technology community-building and education efforts, Ideamart and Dialog Home Broadband hosted the inter-school app-building challenge in April, culminating in the grand finale on 3rd April which saw Parameswaran Praveenan and Tharsika Parameswaran bringing glory to Jaffna College. Over 200 teams and contestants successfully registered, with 11 teams representing the 8 provinces shortlisted to compete in the grand finale. The Dialog App Challenge required teams to develop technology-based solutions to solve pressing issues in their own communities. A product development programme was initiated to support teams with further development and execution of their products.

For more advanced technologists and analysts, in July 2019 Dialog, Ideamart and the Axiata Analytics Centre hosted Sri Lanka's largest ever data science hackathon on the theme "Smart City Planning", where Big Data, Analytics, and Machine Learning are leveraged to solve real-world problems, nurture a pool of specialists in this fast-emerging area of expertise and develop skills required in an increasingly connected and data-driven world. In line with Dialog's effort to build a strong local data analytics community, in March Dialog and the National Institute of Business Management's [NIBM] National Innovator Centre announced a collaboration to incubate the next generation of technological innovations and predict the future of major industries in Sri Lanka, whilst promoting the importance of Data Science to school students, undergraduates and graduates.

The journey towards becoming a Leader in Sustainability

The period under review saw Dialog take some key steps in its journey towards being a sustainability leader. Dialog is not immune to the effects of climate disruption and neither are its stakeholders. As part of our commitment to continuously seek and apply appropriate regimens for corporate excellence, sustainability and growth, in 2019, Dialog launched an ISO 14001 corporate environmental compliance and certification effort. As the key ISO standards begin to converge in recognition of the undeniable responsibilities of governance, I expect this formalised Environmental Management System to drive further change for the better as it joins the other standards and governance practices we adhere to.

ISO 14001 also requires us to take a sober look at the environment's impacts upon your Company as well as stakeholders. This analysis and preparation, which many are continually doing around the world, will become "Business as Usual" as the impact and frequency of different natural hazards increase with climate change and the destructive human activities that need to be managed for the better. The journey will be challenging at many points and at different parts of our operating machinery, but I am confident that the cross-functional team leading it will bring your Company along to another summit, perhaps with some new innovations along the way to reach it.

Investing in Community and in Digital Inclusion

Hearing, Sight and Speech

Vision 2020

Dialog's and the Dialog Foundation's sustainability investments continued in the year under review. Under the aegis of the Dialog Foundation's work in Hearing, Sight and Speech, Dialog staff along with eyecare specialists conducted "Vision Camps" in Hambantota, Ampara and Puttalam Districts during the period under review. These take place over two visits to each location. At the first camp members of the community are screened for vision issues, referred to hospitals for treatable ailments including cornea replacement, and wherever diagnosed, prescribed spectacles. At the second follow-up camp at the same location, the prescribed custom, brand new spectacles are handed over to each recipient.

The Ratmalana Audiology Centre

Also in the Hearing Sight and Speech vertical, the Ratmalana Audiology Centre made further strides towards financial self-sufficiency while at the same time staying true to its mission of providing free services to all the students at the Ceylon School for the Deaf, and any low-income members of the public that are cross-subsidised by paying customers drawn by its reputation as a Centre of Excellence in audiology and speech therapy.

Jaffna Speech Therapy Centre

The Ceylon School for the Deaf has also operated for many years a branch in Kaithady, Jaffna. Echoing and acknowledging past contributions by Dialog Volunteer Network participants, Dialog undertook a project to refurbish and repurpose a building at the School. This new building will house a Speech Therapy Centre for the population in the north of the island, providing speech therapy for students and members of the public, and will also help train future speech therapists able to work with Tamil-speaking clients in their mother tongues.

Bridging Social Barriers with Technology – *The Petralex Hearing Enhancement App*

Finally, in the Hearing, Sight and Speech pillar, I am pleased to note that a long-held goal of our Digital Inclusion work was achieved in partnership with an innovative partner. Dialog negotiated with the creator and publisher of the Petralex hearing enhancement app to localise it and offer a more affordable and convenient pricing system. The app, available for Android and iOS, is not a replacement for advanced and specialised hearing aids but provides the opportunity to test oneself at home for hearing impairment, and address some less-profound impairments with a phone and a wired or wireless headset.

Group Chief Executive's Review Contd.

Education for All

Nenasa Smart Schools

On the Education front, the Nenasa Smart Schools digital transformation programme continued. Beyond the 100 schools of its first phase, the 50 schools in the second phase continued their execution plans, introducing to and coaching the remaining teaching staff in Teaching with Technology (TWT) pedagogy while expanding the digital approach among other stakeholders including parents.

Nenasa Television

The Nenasa Television channels continued broadcasting Ministry of Education-approved and -developed content to the 2,000 connected schools and over one million Dialog TV-owning households. Insights from all these existing projects contributed to the launch of an effort to create a more interactive and dynamic learning medium which also focused on the Ministry's content and priorities. The result of this effort was scheduled to launch in 2020.

Dialog Merit Scholarships Programme

Meanwhile the Dialog Merit Scholarship programme continued its disbursements to the top-performing students from each district at the General Certificate of Examination (GCE) Ordinary Level and GCE Advanced level examinations, with an engineering-oriented trajectory. Challenges with the current coordination model with the Ministry of Education and the University Grants Commission have led us to open a review of the process, and consider the most timely and equitable disbursements to be key.

Digital Inclusion

Expansion continued apace in your Company's Digital Inclusion focused services and community building. The Disaster Early Warning Network (DEWN) platform for first responders and app for the public continued to serve as designed, under the operation of the national Disaster Management Centre.

Leveraging the Power of Technology for Agriculture -m-Agri

Early in the year the Govi Mithuru/ Uzhavar Thozhan/ Farmer's Friend trilingual voice-based agricultural advisory service delivered critical knowledge and guidance to farmers during the Fall Army Worm infestations that struck the country – as usual with the collaboration and expertise of the Department of Agriculture. In June the ground-breaking service welcomed the customers of the Hutch and Etisalat networks, in a platform partnership similar to the journey of the eZ Cash mobile money platform. The Govi Mithuru smartphone app with multimedia content and dynamic information was launched in July to give a richer experience to owners of smart devices. The app is meeting targets in take-up and interaction, and will form the basis for many extensions to the ecosystem – all of which will also be provided via the voice system for the foreseeable future.

Finally, in the "mAgri" space a long-germinated spin-off advisory service named "Saviya" ("strength") focused on small- and medium-scale dairy herders, began live operations in July. This service was created in partnership with the Department of Animal Production and Health and the Market-Oriented Dairy donor-funded programme, to improve dairy productivity and volumes.

Supporting Gender Equality

While I mentioned the hearing-enhancement app Petralex previously, elsewhere in the Digital Inclusion space our Yeheli/ Thozhi ("female friend" in Sinhala and Tamil, also available in English) web- and app-based free, anonymous expert advice marked two major milestones. The trilingual service is primarily geared to serve women and girls who often find it most challenging to seek advice in times of difficulty or personal crisis. However, we are glad that the self-reported anonymous data shows a healthy mix of genders and age ranges availing the service, important for our development as a society. The service shares a database of previous anonymous queries and their expert responses for first-time visitors to build confidence and quite likely find whatever information they were already seeking. The service offers qualified experts in the fields of counselling, psychology, medicine, law, women's affairs and the local legal framework.

First among Yeheli/Thozhi's two milestones in the period under review was a first-ever symposium of its diverse experts held in Colombo in November, with several additional invited experts. Yeheli/Thozhi's other major milestone was surpassing 5,000 downloads of the app while still in its first full year. While most users continue to use the web page, as intended, for referring past questions and browsing advice and other resources, the app enables a richer experience and becomes a more permanent part of the user's resource toolkit.

Leading and Supporting during Crises

Rally to Care

Disaster struck the nation in April with the human tragedy and suffering of the cruel Easter Sunday attacks. As a company serving all Sri Lankans, employing and with shares owned by a diverse cross-section of this nation, Dialog took the leadership in supporting those most affected. Children bore the brunt of the violence in Batticaloa, and elsewhere too many children were injured, lost their lives, or were bereaved, often of their families' breadwinners.

Dialog established the Rally to Care fund, providing as in previous natural disasters, a channel for the general public and local and foreign donors to contribute to a single fund for most impact, with transparent governance led by trustees of the Dialog Foundation, where 50% of trustees are external appointees. The objectives of the fund were to provide immediate-term medical support and immediate- and medium-term psychosocial support to the individuals and communities injured or traumatised by the bombings; and to support children directly affected by the bombings or losing a family member, with scholarships for education – until each child reaches the age of nineteen and sits for the Advanced Level examination.

Once again as with previous funds raised for natural disasters, the people and corporations of Sri Lanka, as well as foreign well-wishers, contributed generously to the best of their means. Dialog customers, large direct individual donors, and local and foreign corporates donated LKR 37.71Mn during the one month that the fund was open. Dialog itself contributed LKR 43.72Mn including its matching of individual donations; and we were grateful and encouraged to receive

LKR 35.26Mn from our parent, Axiata Group Bhd from Malaysia, bringing the total to LKR 116.69Mn.

COVID-19 Pandemic

Though most impacts of the pandemic unfolded following the reporting period, it is material to all our stakeholders to briefly address the developments and our actions up to the time of writing. Gradual economic slow-downs and volatility fed by global events in the first quarter soon flipped in mid-March to lockdowns that completely upended economic activity. The public health impacts, while more visible in some aspects, are also yet to be accounted for, but the efforts of the government, healthcare professions, the security forces, businesses and private individuals to treat the infected and support the affected, while enabling those complying with lockdown to stay home comfortably, are truly commendable and surely helped prevent a far greater human and economic cost.

Your Company's response to managing and emerging from the crisis has so far followed three phases, and viewed and approached stakeholders in four groupings, which can be visualised as concentric circles.

Phased Approach

In the first Response phase up to 1-3 weeks into the crisis, the Company activated its Business Continuity Plans, equipped all but the most crucial field, operational and back-office staff to work completely from home, rolled out concessions to all customers struggling to maintain usable credit on their connections, including access to all Dialog TV channels without an extra charge and distributed free credit/talk time, data to keep all Dialog mobile subscribers connected.

In the second Stabilisation phase from 4-6 weeks into the situation, the Company focused on optimising network traffic and Quality of Service, observing the highest-ever recorded network utilisation rates. While controlling all immediate and discretionary costs to preserve liquidity for an unpredictable future, in this period the Company also extended its capabilities and resources to the Government of Sri Lanka's efforts to contain, mitigate, detect, treat and eradicate the outbreak.

In the third Exit phase from 6-8 weeks since the crisis developed, following the de-escalation of lockdown in most parts of the country and resumption of essential consumer services. This was of course preceded by reopening our outlets to serve customers requiring physical access, and stabilising our retail distribution channels. In this phase the Company also commenced unbounded discussions and visioning for scenarios that may face it in the months and years to come.

Stakeholder-based Approach

Customers

At the core, and closest to our priorities as always, were our customers. Among these customers were, of course the front-line responders and carers, decision-makers and administrators in the essential services. Enabling their critical communications from the outset was critical to the long-term stabilisation of the nation's trajectory. Equally important to us were also the millions of private individuals and families experiencing anxiety, uncertainty and isolation. Some were unable to get back to their livelihoods, children cut off from their studies. Our corporate customers with our support undertook rapid and radical transformations of their operations to keep their employees productive where possible, and of course to deliver vital services to their own customers.

Of our mobile customers, 8.2Mn activated 18Mn free special 7-day packs which contained 250 on-net minutes, 250 on-net SMS and 1Gb of data created especially for those isolated by lockdown, while your Company extended emergency credit worth LKR 250Mn. In addition all customers extending their data allowances befitted from a Double Data offer while keeping all post-paid customers connected despite delays in payments or exceeding of their credit limits.

Half-a-million fixed-line subscribers received free unlimited talk time, along with a Double Data 100% bonus when adding prepaid data to their Home Broadband balances. Similar concessions and special bundles were offered to corporate customers of all sizes to enable them to adapt to and operate in their new contexts.

To entertain and educate all ages staying home, Dialog backed its "Stay Home, Stay Safe" message by opening all channels to all its Dialog Television subscribers, regardless of package or balance. Customers were also encouraged to use the ViU App, granting access to Sri Lanka's largest Live TV and video collection free, and with no data charges on the Dialog network.

Colleagues

While serving the urgent needs of our customers and as their operations stabilised, we also focused on our Api Dialog team. Many found themselves isolated from their tools and resources with which they desired to serve customers and contribute to the Company's recovery.

We enabled employees across the Company to not only work remotely, but to go further and voluntarily carry out remote Customer Service activities to share the load and respond faster to customers. Our Facilities and HR teams transformed our work environments across the country to ensure the safety of those who were absolutely required on-site. Company leaders had candid virtual discussions with staff, sharing insights, fielding questions and mapping out scenarios. Webinars on multiple topics whether business- or personal-development related were arranged in addition to the individual learning goals set at the start of the year.

Community

Beyond supporting our customers to the extent of our technical and service capabilities, Dialog also partnered with four State and private media organisations to fund their nation-wide efforts to distribute dry rations to citizens cut off from their incomes and sources of food. The effort in total reached 22 Districts, with distribution conducted at community locations such as places of worship from all major religions, as well as homes for the elders, orphanages, and tea estate communities.

Country

Working with multiple State, private sector and individual citizens as partners, your Company provided solutions ranging from short-term to medium-term, and from inventive, low-tech reimagining of existing technology and devices, to high-value, highly complex cutting-edge solutions. These contributions included a pledge of LKR 200Mn by

Group Chief Executive's Review Contd.

Dialog Axiata to enhance critical ICU infrastructure in the Country and the commitment to establish telepresence infrastructure at 30 largest public hospitals in partnership with Huawei.

For the education sector, Dialog made its recently launched Nenasa App data-free for all Dialog subscribers, enabling access to the Ministry of Education's e-Thaksalawa online portal as well as other free content. The rapidly set up 1,377 toll-free national hotline for G.C.E. Ordinary Level students to connect with subject teachers assigned by the Ministry of Education was soon followed by a further extension. With the generous support of our valued partners Huawei and Simsyn, Dialog contributed a hundred classroom teleconference solutions for remote underserved schools, with a target of reaching a thousand in total. This recognises the relatively low smartphone and internet penetration particularly among the poorest parts of the country, and enables a more equitable opportunity to minimise the impacts upon education activities.

The Next Phase – Reimagine and Reset

The country is still battling the pandemic while navigating the possibilities and new approaches needed to restore economic activity while learning from the important disproven assumptions and reframing of priorities and viewpoints. Dialog is doing the same internally, while also working to anticipate and build for the needs and priorities of the future. I hope that by the time I review the 2020 period with you, we will have more answers, a clearer picture of the tragedy and opportunities it brought, a view as to how your Company and our country have adapted, and more insight into what futures we are able to chart from this inflection point.

Economic performance – Generating and Preserving Value for our Stakeholders

Your Company contributed LKR 11Bn in direct taxes and levies to the Government of Sri Lanka, an increase of 22.6% from the LKR 8.58Bn paid in 2018. The total remittances for this period was LKR 33.3Bn, including LKR 22.3Bn in Consumption Taxes collected on behalf of the government.

The shock of the Easter Sunday incident and aftermath had a profound impact on sentiment and business activity thereafter. Other brakes on performance included sub-par economic growth overall as well as the intense competition familiar to our industry.

Performance-reporting figures consider consolidated financial performance of the Dialog Group comprising Dialog Axiata PLC ("the Company") and of the Dialog Axiata Group (the "Group") post-consolidation with subsidiaries and associates. Good performance across all key business segments delivered a consolidated Group revenue of LKR 116.8Bn for FY 2019, a growth of 7% Year-on-Year. Group-wide operating cost growth showed a divergence from revenue growth thanks to a cost rescaling initiative that yielded LKR 5.4Bn despite an increase in revenue-driven and network related costs. These savings were realised as part of on-going operational and structural cost transformation initiatives. The Group Net Profit After Tax ("NPAT") demonstrated a growth of 44% YTD to record at LKR 10.8Bn for FY 2019 underpinned by strong EBITDA performance and favourable currency impact.

Group capital expenditure for FY 2019 was recorded at LKR 28.6Bn resulting in a Capex to Revenue ratio of 24%. In line with the Group's strategic aspiration to further strengthen its leadership in Sri Lanka's Broadband sector, the spending was directed towards transforming Dialog into a digital telco, by digitising all spheres of the organisation, capacity upgrades with a strong focus on the 4G Network along with the extension of the Group's Optical Fibre Network to support robust and seamless mobile and fixed broadband connectivity. The strengthening of the network will cater to the burgeoning demand for data consumption driven by growing affordability of smartphones, increased adoption of 4G enabled handsets along with increased usage supported by vast availability of digital mobile content.

Deeper analysis and insights can be drawn from the Annual Report published concurrently with and to be read alongside this report.

Risk Landscape

Despite your Company's strong brand, customer loyalty, investor trust, internal governance and financial focus on sustained performance, external challenges pose real risks to performance and growth. Regulatory risks are in the forms of unpredictability in decisions and allocations, such as with spectrum or licenses. This is so not only limited to the telecoms ecosystem but also in the FinTech (Financial Technology) space, where inertia and bias to the status quo and established mainstream banks, threaten innovation for the consumer, particularly those un-banked or under-banked. Uncertainty also looms with proposed bills on cybersecurity as well as data protection which, while both potentially important for standardisation and regulation, could also raise costs for industry and consumer. From a macroeconomic perspective, many forces are likely to depress the country's foreign exchange base – debt-repayments, exchange rate and delayed Government IT procurements chief among them. The forecast for 2020 indicates further widening of economic and fiscal deficits.

I referred previously to the inescapable reality that adverse environmental changes are taking place and are likely to intensify over time, even if coordinated mitigation effort are able to reduce the worst of the predicted outcomes. The climate change and environmental impact topics will only continue to rise in the agenda as they also lead to and compound other crises such as conflict for resources and quality of life for all humans.

From an industry perspective, the secular decline in more-profitable voice and SMS use around the world is not neatly offset by rapidly-growing data use. For one, data cannibalises the voice and messaging use-cases including for the small but valuable international communications segment. Users also show a tendency to underestimate and monitor their data use, compounded by highly engaging data-heavy apps and services, leading to bill-shock. The MyDialog app, which builds on the long-standing secure personal subscription management features of the Dialog website, provides intuitive and easy ways to monitor, set or adjust limits, and manage settings for the customer's universe of different connections – while avoiding travel or communication delays with service staff.

In this new technological – and social – environment, data bandwidth is expected to be affordable and plentiful and available on-demand, but also viewed as a commodity – and yet one becoming an essential underpinning service for most critical and non-critical daily activities.

Commoditisation brings intense competition – in pricing and on any front that can offer an advantage, however small. The Regulator has succeeded in preventing an oligopolistic market equilibrium. In such hyper-competitive markets as ours, emerging around the world, further considering our above-100% saturation of connections compared to population, the massive returns to achieving #1 and #2 positions emerging as critical for survival, make aggressive strategic interactions between players inevitable. Value-destroying price wars, irresponsible behaviours, and anti-competitive moves, some already experienced to an industry-threatening level before, threaten all players, and ultimately the welfare created for the consumer.

Related to the issues of technology cycles and regulatory guidance to operators on such, are the issues of spectrum limitations and challenges to 5G readiness. The transition away from less spectrum-efficient older technologies and re-farming that spectrum into 4G and 5G bands is essential. This migration no longer needs to be delayed for socio-economic concerns with several generations of affordable, robust, simple 4G featurephones freely available in the market for a smooth transition of all subscribers, leading to lower operating costs and efficiencies for the operators serving them. Facing the 5G future are unresolved questions of infrastructure readiness among all players, and particularly with this generation of technology, energy readiness with expected increases in energy intensity at all sites. Your Company is continuously working with regulators, international organisations and vendors to shape a sustainable and improved future in all these areas of concern.

Also threatening our increasingly digitised operations is cyber risk, where applying the latest and most comprehensive standards to our activities is also a continuous effort. As I mentioned, our industry and indeed the world is digitising and improving its effectiveness and efficiency in ever shorter cycles. It is a critical need that we do not take lightly, to continue our vigorously executed simplification and digitisation initiatives at every level, as part of our digital transformation.

Dialog is proud of its hard-won reputation for excellence in customer service, impossible without the Service From the Heart culture our entire team lives by. Many customers find it uncomfortable to change from their accustomed practices even when better, faster, more comprehensive, all-in-one and cheaper alternatives have been brought online – a simple example being the transition from mailed paper bills to electronic billing. As costs of serving face-to-face rise and other circumstances discourage it, it is important to maintain a comfortable balance while also reducing significant parts of the costs of serving customers, which can eventually be passed on.

I mentioned above the Api Dialog team, the core of our business. Being a people-driven as much as technology-driven company, the productivity, engagement, welfare, training, incentivisation, rewarding, advancement and self-actualisation of our team is highly material to our sustainability. As a twenty-five-year-old company some of our longest-serving and sometimes legendary staff members are approaching or have even passed conventional retirement ages. On the other hand, the recruitment market for talented, well-balanced individuals is complex and challenging. Retention is a different proposition in a workforce accustomed to switching jobs, industries

and geographies every few years. Engaging, retaining, grooming and advancing technically and managerially capable individuals is a challenging but critical task.

While these topics are dealt with in greater depth in the accompanying Annual Report, it is my responsibility to also address financial risks here. Interest rate and foreign exchange risks are highly material to our business. Debt financing is a part of our capital profile, and further, some of that debt is in foreign currencies.

A Challenging, Dynamic Future

As the maritime saying goes, "ships are safer in harbour; but ships are made to sail the seas." In 2019 and in the first few months of 2020 we faced multiple unexpected shocks that shook our beliefs and even confidence. I am proud of and grateful to the Api Dialog team that stood with me, indebted to my Board that has guided and stood beside me, and thankful for the loyalty, shared sacrifices, support and encouragement of our many different stakeholders.

Our ship has had a steady hand at its wheel for over a decade in the form of Datuk Azzat Kamaluddin, our respected Chairman. Since 2008, he has guided my predecessor Dr. Hans Wijayasuriya and myself through the many turbulent events the economy and Company have gone through. Closest to Datuk Azzat's heart has always been the betterment of everyone of Dialog's many stakeholders, on behalf of whom he has always thought and spoken in our many deliberations. Sri Lanka, Dialog, the Api Dialog team and the Dialog Foundation of which he is the founding Chairman, have always had a very special place in Datuk Azzat's heart. On behalf of the Api Dialog team and indeed all our diverse stakeholders, I must extend my sincerest thanks and appreciation for all the guidance and constructive feedback he has always given, with our best interests at heart.

A challenging future awaits, where your Company must once again "build back better," innovate, disrupt tradition and inertia, and attack every opportunity to create value for its stakeholders. I am confident to say to you that your Company is as ever, ready for and actively creating The Future. Today.

Supun Weerasinghe
Director/ Group Chief Executive

Materiality Assessment

GRI ▶ 102-46

According to the GRI reporting framework, Material Issues are defined as issues that may have certain impacts on the environment, the economy and the society which would affect the decisions of the Company and its stakeholders.

Reporting and disclosure on the most material issues therefore serves the Company by highlighting concerns material to its performance. The materiality of issues during the 2019 reporting period is determined by plotting them on relative scales based on inputs from Stakeholders and the business.
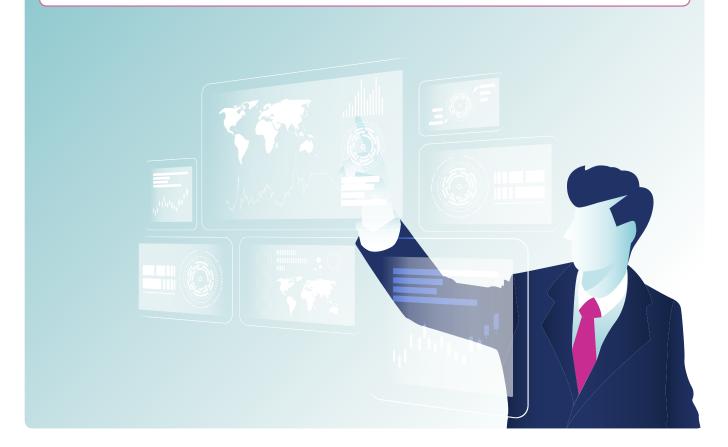
1 Materiality of issues among external Stakeholders is determined by

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

II. A benchmarking exercise of global industry peer organisations to identify topics considered to be material for the industry globally.

2 Materiality of issues to the Company is determined using

I.   The Company's Enterprise Risk matrix for 2019.

II. The Group Chief Executive's (GCEO's) Key Performance Indices (KPIs) and Corporate dashboard outlining business focus for 2020.

III. A rating assigned to the level of policy coverage and implementation of best practice across the operations.

Stakeholder Engagement

Stakeholder opinions, perspectives and concerns are key considerations in Dialog's assessment of its operating environment and priorities. Dialog's Board of Directors has assigned responsibility for stakeholder engagements and consultations on triple-bottom line-related matters, to Group Sustainability. Topics and issues found to be material to different stakeholders through different cyclical engagement processes are a key input towards determining issues that are material to the business and its operations. This Sustainability Report summarises and describes the Company's treatment of such issues, as well as other engagement cycles driven by stakeholder and issue specifics.

As input for the 2019 Sustainability reporting cycle, following on from the previous year's dip-stick study – the 2nd part of a two-year comprehensive engagement cycle, towards further engaging with stakeholders to assess their feedback – the Company commissioned a comprehensive independent two-part stakeholder study, of which the first was a qualitative method of determining the issue areas material to each key stakeholder group, from which the second part which is an in-depth, quantitative survey engaging the identified material stakeholder groups on the material issue areas, was arrived at. This comprehensive level of assessment was undertaken to measure the impact of, and Dialog's performance relating to the identified issue areas. The key focus of which was identifying the shift in importance placed on the underlying stakeholder issues from the previous year to measure the impact of, and Dialog's performance relating to, identified issue areas.

Face-to-face interviews and a quantitative online survey were actioned as part of the study across all material stakeholder groups, based on the suitability for each group. The results of the study were matched against GRI Sustainability Reporting Standards, as well as against the previous year's results, and functioned as a key input for the determination of Dialog's Materiality Matrix for 2019.

Prior to this, a high-level strategic review of the material issue areas arising from the previous year's dipstick study was conducted with targeted actions approved by the Group Senior Management Committee.

With the majority of stakeholder groups having been identified and engaged by this methodology, the FY 2019 period saw the closure (and refresh) of major engagement loops, while allowing engagement cycles to emerge and inform Dialog's accountability processes that may not correspond to the financial year cycle.

Dialog's emphasis on stakeholder engagement and relations as a matter of high priority was further endorsed by the actions of its parent company, Axiata Group Berhad, in 2018, which highlighted and established 'Sustainability and Stakeholder Engagement' as a 'needle-moving' initiative for the Group going forward.

Stakeholder Engagement Contd.

General Public

Type of Engagement and Frequency

• Independent Stakeholder Engagement Survey conducted locally - Annually

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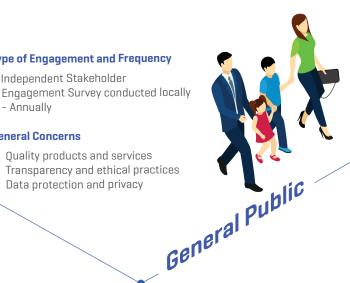
1. Quality products and services
2. Transparency and ethical practices
3. Data protection and privacy

Customer

Type of Engagement and Frequency

• Net Promoter Score Survey across all groups of Customers - Annually
• Independent Stakeholder Engagement Survey conducted locally - Annually

General Concerns

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

Shareholders

Type of Engagement and Frequency

• Annual General Meeting of Shareholders - Annually (Held in June 2019)
• Investor Forum - One forum held within the Reporting Year
• Earnings call with local and foreign analysts - Quarterly
• Regular one-on-one engagements - Fifteen one-on-one meetings/ calls.
• Overseas roadshows - Six roadshows conducted
• Local Stock Broker Forums - Three local forums held

General Concerns

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

Civil Society Organisations

Type of Engagement and Frequency

• Project-wise/ Regular business-as-usual interactions - Project-wise/ Regular business-as-usual interactions
• Independent Stakeholder Engagement Survey conducted locally - Annually

General Concerns

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

Regulators

Type of Engagement and Frequency

• Continuous active engagement across scope of operations
• Independent Stakeholder Engagement Survey conducted locally - Annually

General Concerns

1. Economic Compliance
2. Effectiveness of Corporate Stewardship activities
3. Community Investment
4. Waste Management

Type of Engagement and Frequency

- Employee Engagement Survey conducted by the Axiata Group - Annually
- Independent Stakeholder Engagement Survey conducted locally - Annually

General Concerns

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

Employees

Suppliers

Type of Engagement and Frequency

- 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

General Concerns

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

Type of Engagement and Frequency

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

General Concerns

1. Enhanced Retailer and Distributor Engagement
2. Customer Data Privacy
3. Ethical Business Practices.
4. Stringent information security practices.

Media

Retailers/ Distributors

Type of Engagement and Frequency

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

General Concerns

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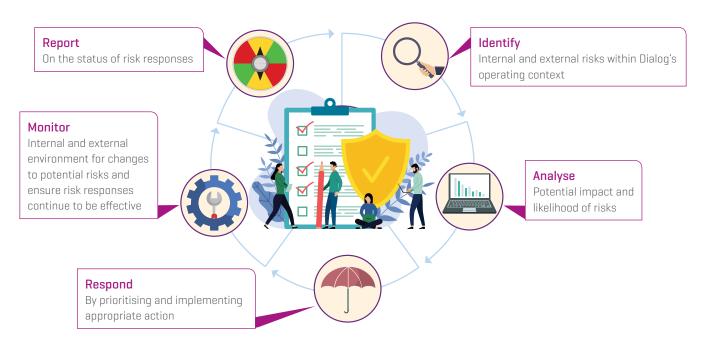4. Stringent information security practices

Managing Risk

Enterprise Risk Management enhances an organisation's ability to effectively manage uncertainty. Dialog has adopted a systematic approach to respond to the risks that pose a challenge to the day-to-day business operations and in doing so may prevent Dialog from achieving its strategic objectives in the long-term.

Enterprise Risk Management (ERM) Framework

Benchmarked against leading global risk management standards including ISO 31000:2009, Dialog's Enterprise Risk Management (ERM) framework ensures that risk is systematically and consistently integrated into the strategic decision-making processes at all levels of the business.

Dialog's ERM Framework employs a Horizon Scan to map the risk universe associated with specific events, and to consider their impact on the company vis-à-vis multiple parameters, among them financial, customer, employee, and reputation. The rating considers the picture 'pre-' and 'post-' impact in order to provide a clear understanding of inherent and residual risk status applicable within the current operating context. The basis of the ERM process is a continuous cycle anchored on five key steps: Identify, Analyse, Respond, Monitor and Report.

Dialog's ERM Process

Report
On the status of risk responses

Identify
Internal and external risks within Dialog's operating context

Monitor
Internal and external environment for changes to potential risks and ensure risk responses continue to be effective

Analyse
Potential impact and likelihood of risks

Respond
By prioritising and implementing appropriate action

All five elements of the ERM process are captured in a Risk Register which serves as the main source document to report and communicate Company-wide risk. The Risk Register is also used to document ownership in managing risk along with specific deliverables and timelines aimed at promoting a risk-preparedness culture across the Company. Risk Champions in each division are appointed as custodians of specific segments of the Risk Register and are tasked with driving risk compliance and culture within the respective pillars under their purview. Risk Champions are the engine of the ERM process and in carrying out their duties are expected to seek the guidance of the heads of each respective division and the function's Chief Officer.

Risk Governance

The leadership for Dialog's ERM process is provided by Dialog's Group Leadership Committee (GLC), made up of all Chief Officers and chaired by the GCEO. All communication and guidance in managing and governing risk is governed by the GLC. This ensures that the tone at the top serves as a guiding direction for the rest of the company to embrace leading risk management practices.

The Risk Management Function under the guidance of the GLC oversees compliance with risk management policies and procedures, and reviews adequacy of the risk management framework in relation to the risks faced by the company. Responsibilities of the Risk Management Function include carrying out quarterly business impact analyses as part of the risk management cycle. The process gives due consideration to stakeholder needs through the inputs provided by cross-functional stakeholder representatives (risk champions outlined above under the risk register mechanism).

The GLC along with the Board Audit Committee endorses this quarterly risk update, prior to it being presented to the Board. The duties of the Board Audit Committee include an annual review of the risk governance framework to ensure the most relevant standards and best practices are in place for the effective management of risks in the day-to-day business operations.

Matters of Material Importance - 2019

Dialog's material activities remain a mix of those within the ever-evolving Information and Communications Technology industry, limiting the scope of specific topics considered material towards the business. The 2019 report focuses on the top twelve most significant issues given below, to provide a concise measure of materiality.

Customer Satisfaction

Cybersecurity and Data Privacy

Economic Performance

Anti-Corruption and Ethical Business Practices

Affordability

Digital Inclusion

Community Investment and Social Stewardship

Environmental Performance

Responsible Procurement

Materiality 2019

External Inputs

High
Medium
Low

Cybersecurity and Data Privacy ★

Customer Satisfaction ★

Environmental Performance ●

Responsible Procurement ●

Training & Development (Employee Competence) ●

Occupational Health and Safety ●

Community Investment and Social Stewardship ●

Digital Inclusion ●

Innovation ●

Anti-Corruption and Ethical Business Practices △

Affordability ●

Economic Performance ★

△ Low   ● Medium   ★ High

Internal Inputs

Materiality 2018

External Inputs

High
Medium
Low

Environmental Performance ●

Cybersecurity and Data Privacy ●

Anti-Corruption and Ethical Business Practices ●

Customer Satisfaction ●

Responsible Procurement ●

Occupational Health and Safety ●

Training & Development (Employee Competence) ●

Digital Inclusion ●

Community Investment and Social Stewardship ●

Innovation ●

Economic Performance ●

Affordability ●

Low   Medium   High

Internal Inputs

Occupational Health and Safety

Employee Competence

Innovation

Value Chain Mapping

Illustrated below are the material topic-specific Standards, as per the GRI Sustainability Reporting Standards, corresponding to those topics identified as being material for the reporting year. The value chain mapping follows the model described by Porter and Kramer in their paper, "Strategy & Society – the Link between Competitive Advantage and Corporate Social Responsibility (2006)[4]."

Material Topic	Relevant GRI topic-specific Standard	Internal			External								Reference
		Wholly-owned subsidiaries	Non-wholly owned subsidiaries	Associate Companies	General Public	Customers	Employees	Suppliers, Distributors, Retailers	Media	Regulators/ Government	Community and Civil Society	Shareholders	
Cybersecurity and Data Privacy	Customer Privacy	✓	✓	✓		✓	✓	✓		✓			Page 100
Occupational Health and Safety	Occupational Health and Safety	✓	✓	✓		✓	✓	✓			✓		Page 76
Innovation	*	○	○	○		○	○	○	○				Page 82
Affordability	*	○	○	○	○	○	○	○	○	○	○	○	Page 84
Anti-Corruption and Ethical Business Practices	Anti-Corruption	✓	✓	✓		✓	✓	✓					Page 98
Digital Inclusion	*	○	○	○	○	○	○		○		○		Page 85
Employee Competence	Training and Education	✓	✓			✓	✓	✓					Page 70
Customer Satisfaction	*	○	○		○	○	○	○	○			○	Page 56
Economic Performance	Economic Performance	✓	✓	✓			✓	✓		✓	✓	✓	Page 54
Environmental Performance	Economic Performance	✓			✓	✓	✓	✓	✓	✓	✓		Page 54
	Energy	✓	✓	✓				✓	✓				Page 60
	Emissions	✓	✓	✓				✓	✓		✓		Page 60
Social Stewardship	Indirect Economic Impacts	✓			✓	✓	✓		✓		✓	✓	Page 38
	Local Communities	✓			✓	✓	✓		✓		✓	✓	Page 38
Responsible Procurement	Supplier Social Assessment	✓	✓				✓	✓		✓			Page 102
	Supplier Environmental Assessment	✓	✓				✓	✓		✓			Page 102

4. For those topics that cannot be mapped to a corresponding GRI topic-specific Standard, the management approach concerning the respective topic has been brought out within each individual section within this Report, where applicable. Further the GRI Standard-Specific topics of Environmental Compliance and Socioeconomic compliance were reported on due to the material nature of such topics, and the emphasis placed on adhering to such topics across the Company.

Sustainability and Governance

Strategic Sustainability Approach

Dialog's perspective on sustainability is anchored on its three-pillar approach to sustainable growth. To realise our vision to contribute to the overall well-being of the people of Sri Lanka, Dialog looks Beyond Short-term Profit and strives for Process Excellence, while investing to Nurture People and working for the betterment of the Planet and Society.

Developing operational strategies for each pillar, we are bound by the guiding principles laid out under Dialog's strategic sustainability framework, namely;

→ Deliver strong and sustained economic performance that benefits all stakeholders

→ Maintain solid governance principles and oversight systems to monitor compliance, while managing its business with transparency and integrity

→ Act responsibly and engage with stakeholders to identify opportunities beyond compliance to create benefits for both society and the company

→ Develop leading-edge telecommunication services that contribute to economic, social and environmental sustainability of the country

A Community Investment policy governs Dialog's approach towards the social aspects including stakeholders, public policy and pro-bono engagements. Major community investments are channelled through the Dialog Foundation, which is governed by its Deed of Trust.

Policy Improvements in 2019

The Sustainability KPI dashboards were implemented for the fourth consecutive year in 2019, with more comprehensive best-practice focused line items assigned to all Chief Officers. The incorporation of Sustainability line items focuses on driving recurring as well as transformation-oriented imperatives. A variety of different inputs were used to develop the line items, to ensure that they comprehensively cover all possible risks/ challenges and opportunities.

The inputs were as follows:

→ Recommendations arising from Corporate Accountability Review of 2016

→ Sustainability Assurance Recommendations and Targets set

→ Best practice benchmarking exercise focused on international industry leaders

→ Enterprise Risk Management inputs

→ Specific issues arising from various stakeholder engagements/activities

→ Sustainable Development Goals and sub-targets/ indicators

Sustainability-driven line items developed in this manner were then cascaded to functional heads, as per the previous cycle, with the 'Sustainability Task Execution Score' used to measure the performance of each functional head.
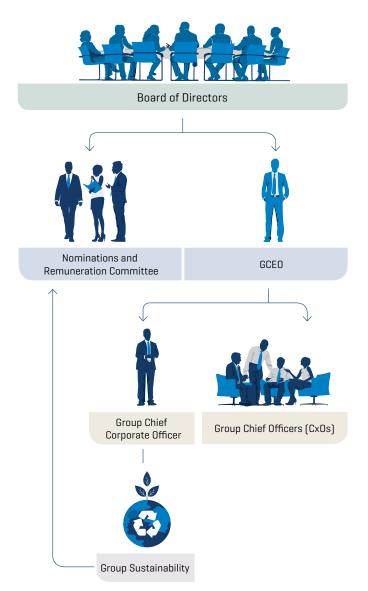
Performance objectives for functional heads measured through the 'Sustainability Task Execution Score' relate to specific goals and includes shared cross-portfolio tasks needed to achieve integrated outcomes. The main aim of this exercise is to develop a collaborative culture across the company in order to augment overall performance management.

Sustainability and Governance Contd.

Sustainability Governance

The ultimate authority for the Company's sustainability performance lies with the Board of Directors (BOD). The BOD has delegated the responsibility of decision-making and oversight on sustainability issues (including economic, environmental and social impacts) to the Nominations and Remuneration Committee (NRC). Further to this, the Board/ NRC is briefed on sustainability performance-related matters by the head of Group Sustainability. The Group Chief Executive and Group Chief Corporate Officer, along with other Chief Officers and Senior Management are directly engaged in seeking assurance and take part in management discussions as part of the Annual Sustainability Report Assurance process.

Board of Directors

Nominations and Remuneration Committee

GCEO

Group Chief Corporate Officer

Group Chief Officers (CxOs)

Group Sustainability

Key Governance Highlights for 2019

Quarterly presentations were conducted for the Nominations and Remuneration Committee (NRC) to provide updates on the most recent achievements and challenges faced, from a sustainability viewpoint. Further to the Board's extensive review of the Company's Annual Plan and Long-Range Plan (LRP) in late 2016, integrated discussions were carried out on a wide range of Sustainability topics including a segment focused on the Sustainability Function's achievements and plans. Further updates to the LRP were discussed in 2019, and the review process will continue on an annual cycle. Alongside updates to the Board on progress and short-term target achievement, the review enabled discussion on the full breadth of sustainability activities, their planned evolution, and actions to be taken to further enhance targeted outcomes. Sustainability was also considered to be a prominent topic within the Group Senior Management Committee's monthly meetings, in which an annual action plan, drafted based on the findings of Dialog's comprehensive Stakeholder Engagement efforts, was drawn up and closely tracked in subsequent meetings. Further, the quarterly Board Audit Committee meets quarterly to review updates on possible risks/opportunities related to Sustainability Governance procedures and other sustainability performance related topics.

The Board also had the opportunity to examine the outcomes of an independent review and to review plans under topics including,

→ Maintaining accountability to stakeholders;

→ Strengthening awareness and understanding of key policies

→ Further improving governance and controls with standards frameworks and management systems

→ Engaging stakeholders on the many important topics Dialog focuses on under its Sustainability portfolio

Process Excellence & Governance

Compliance

GRI 102-41

Compliance forms the basis for all decisions and ensures the Company's actions remain sustainable. Given the increasingly complex and highly competitive environment in which Dialog operates, Dialog's commitment to compliance has become a key differentiator that places Dialog ahead of peers not only locally but across the region as well.

Dialog's compliance mechanism is structured to ensure that company remains fully compliant with the laws applicable to each core business vertical. The core businesses are bound by the rules and regulations of their respective governing bodies – Dialog's telecommunication business operates under the system license issued by the Telecommunications Regulatory Authority (TRC), while Dialog TV is governed by the operating license issued by the Ministry of Mass Media. Meanwhile, certain products such as eZ Cash, being financial tools, come under the direct purview of the Central Bank of Sri Lanka.

In addition to fulfilling these mandatory requirements, Dialog is committed to benchmark globally accepted best practices in order to gain a competitive edge in the market through the delivery of consistent, high-quality telecommunication services.

Environmental Compliance

Across various segments of the company, Dialog continues to roll out International Standardization Organization (ISO) accredited standards as part of the ongoing commitment to process improvement. The Quality Systems and Process Management (QSPM) unit provides oversight for the proper implementation of quality management systems in accordance with the guidelines stipulated by the respective certification bodies. Also, under the purview of the QSPM unit is the Certification Governance, which includes regular monitoring and reporting of issues that may impact the quality of service. QSPM conducts monthly customer forums to determine potential issues, with concerns raised being escalated for corrective action within a stipulated time frame. The role of QSPM is to ensure preventive action is put in place to avoid future occurrence. QSPM also drives the re-certification process through the facilitation of the external audits for each certification renewal cycle.

As tower operations comprises a highly material area of its operations, Dialog ensures that it closely follows up with edotco, the service provider, on compliances to the requisite environmental approvals and license-renewal requirements in setting up and maintaining tower infrastructure. This process primarily deals with obtaining clearance from the Telecommunications Regulatory Commission and environmental protection license from the Central Environmental Authority, alongside approvals from relevant local authorities.

Dialog has not identified any non-compliance against, and faced no fines or penalties related to breaches of regulatory, environmental or economic laws and regulations throughout the reporting period. The Company plans to develop a comprehensive legal register covering all aspects of its operations, in compliance with ISO14001 requirements.

Collective bargaining

Dialog does not oppose collective bargaining; however, no trade unions are represented within the Company. Dialog is a registered member of the Employers' Federation of Ceylon, who advises on social harmony to nurture a balanced and healthy employer-employee relationship. Quarterly Town-Hall meetings skip-level meetings and one-on-ones with senior management, on an as-needed basis, are channels to discuss and resolve issues in case of clarifications, concerns and grievances. Employees may also raise such grievances through the whistle-blower process.

Process Excellence & Governance

Sustainability and Governance Contd.

Compliance Highlights for 2019 Period

As an initiative to enhance the Company's quality and security posture Dialog, the Quality Systems team facilitated the process to obtain GSMA Mobile Money certification for 'eZ Cash', one of Dialog's premier mobile money services, towards end 2018/ early 2019, with Dialog becoming the 7th operator in the world to be certified. The Certification is based on 8 principles and was obtained through independent assessments of Dialog Axiata's ability to deliver secure and reliable services, and to protect the rights of consumers.

Confirming Dialog's efforts towards combating money laundering and the financing of terrorism, against global industry best practices, the Certification enhances consumer trust, accelerates commercial partnerships, and sets a public bar to which all mobile service providers can aspire to match.

Dialog's Certification Journey

Certification		Business Segment
ISO 9001:2015	Quality Management Systems	Entire Company
ISO 27001:2013	Information Security Management	Internet Data Centre
		Group IT
		Group Technology
Payment Card Industry Data Security Standard Ver 3.2 (PCIDSS)		'Genie'- Mobile Payments App
GSMA Mobile Money certification – Toolkit Ver 3.0		eZCash

Initial certification (Year)	Last periodic audit date	Renewal Cycle no.	Current Validity Period
1999	January 2020	Re-certified every 3 years	Dialog successfully completed the re-certification process, and version upgrade to ISO 9001:2015 (latest version of ISO 9001). The certification is valid up to 28th May 2021.
2007	September 2019		Dialog successfully completed the re-certification process for ISO 27001 (applicable for the Internet Data Centre operations). The audit was completed in September 2019. The certification will be valid up to 30th October 2022.
2012			2nd Jan 2021
2017		–	3rd Dec 2020
2017	n/a	Valid for one-year period from issuance	30th June 2019
November 26, 2018	n/a	Every 3 years	25th November 2021

Sustainable Development Goals

All the member states of the United Nations including Sri Lanka adopted the 2030 Agenda for Sustainable Development in 2015, in order to ensure the prosperity of their people and the planet for the future generations. Out of the agenda was born the 17 Sustainable Development Goals; or more commonly known as the SDG's, which would be the guideline for making sure all the countries form a global partnership to achieve these targets by 2030.

As a member of the United Nations Global Compact network, Dialog Axiata places a great importance on achieving the Sustainable Development Goals and has aligned its corporate strategies towards advancing sustainable development in Sri Lanka.

In order to formulate a strategy to achieve these goals, the company had to devote a significant amount of time and effort to study the existing macro-economic environment, industry-specific indicators and global climate with respect to each Sustainable Development Goal to gain clarity on how it could maximise the value created through endorsing and working towards achieving the goals through information and communications technology, and other digital avenues. A key reference point of the study was the Impact Report of telecommunication service providers and the ICT industry on the Global Goals created by GSM Assocation (GSMA).

As a result of the study, Dialog identified five of the seventeen goals most material to and aligned with the Company's determination to minimise harm and maximise value created in it ecosystem. The company is committed to and aligned behind the aims of realising a reduction in poverty, an increase in the provision of quality education, the integration of innovation and sustainable thinking across business priorities, and development of sustainable infrastructure for the betterment of society, and towards combating climate change to secure a safer future.

The 5 Global Goals Dialog committed to and the avenues through which they may create such an impact follow.

Goal 1 – No Poverty

Dialog's objective

→ The provision of equal access to economic resources and empowering the poor through digital services

→ The use of voice and data services towards galvanizing national economic participation

→ Ensuring affordable connectivity to all.

Contributing Projects

Goal 4 – Quality Education

Dialog's objective

→ Providing access to good education through increased connectivity to schools and increased access to digital resources for education

→ Using mobile financial solutions towards driving and supporting education-related services throughout the country

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Goal 5 – Gender Equality

Dialog's objective

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

Goal 9 – Industry, Innovation and Infrastructure

Dialog's objective

→ Implementing top-of-the-range innovative technologies across the value-chain leading the expansion, upgrading and increased sustainability of existing infrastructure

→ Internet-of-Things related innovations towards increased efficiencies across social, environmental and economic dimensions

→ Promoting Digital Inclusion and thereby influencing the embedding of equality and development of digital skills for all of society, without discrimination

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Goal 13 – Climate Action

Dialog's objective

→ The development of Disaster Risk Reduction platforms and early-warning networks to safeguard livelihoods and be proactive when responding to disasters.

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

Maximising and delivering value over many different dimensions through its many products and services, and engaging its stakeholders in a sustainable manner are two parts of the same vision at Dialog Axiata PLC. As the nation's single largest Foreign Direct Investment, Dialog strives to enable infrastructure that strengthens and drives both the formal and informal economy, thereby enhancing the value it creates and its place as a Responsible Leader in its industry, and in the country as a whole.

Creating such value while ensuring the long-term sustainability of activities and thereby the continuity of such value creation is of utmost importance to Dialog and can be seen through its triple-bottom line approach at creating value across social, economic and environmental dimensions.

Community Investment and Social Stewardship

With a subscriber base comprising over two-thirds of Sri Lanka's total population and an indirect economic footprint of close to 1% of the nation's GDP, Dialog has an extensive reach – through which it extends technologies that not just connect, but also empower all of its stakeholders. This not only creates long-lasting value, but also further enriches their livelihoods, particularly in times of adversity.

Dialog has from inception leveraged its technologies and capabilities to create value for stakeholders beyond its corporate boundaries. The Company strives to develop long-term interventions that serve communities across the island and range from providing access to Quality Education; services and assistive technologies to assist those with impairments in Hearing, Sight and Speech, and services focused on Disaster Risk Reduction and Recovery.

To create a significant impact and achieve ownership by stakeholders and leverage best-in-class domain knowledge, Dialog partners with industry, like-minded organisations, international research bodies, respective Government bodies, local authorities and community groups unique to each scenario. The key drivers of Dialog's social stewardship strategy are innovations for social needs, strategic partnerships and stakeholder consultations for the long-term viability of such interventions.

Education

→ Extending access to quality education to rural areas and less-fortunate individuals

→ Ensuring individuals build the necessary skills to thrive in an increasingly digitised world

→ Increasing the quality of knowledge and content bases that students are exposed to

Hearing, Sight and Speech

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

Disaster Risk Reduction

→ Protecting citizens through timely awareness to reduce the impact of disasters

→ Developing mechanisms to enhance social resilience to disasters and empowering post-disaster recovery.

Dialog's Social Innovation Strategy

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. Recognising not only that Dialog is a part of the Knowledge Economy, but also that education is the single most powerful tool for long-term change, the Dialog Foundation's main thematic areas of focus from the inception have been the development of the country's formal primary and secondary education system, assistance for those with hearing sight and speech deficiencies or impairments, disaster preparedness and response, and health and support for marginalised communities, together forming the Dialog Foundation's current and future mandate, making up its comprehensive social stewardship strategy.

As part of its commitment to the Sustainable Development Goals, the Dialog Foundation reviews its stakeholder-focused activities on an annual and multi-year basis, to ensure that the Company always tackles relevant social and environmental issues keeping up with the ever-changing needs of society. Working to accelerate social and economic development in Sri Lanka, the Dialog Foundation focuses on areas that are deemed national priorities. The projects undertaken as per the Company's social stewardship agenda are sustained, long-term interventions that have the capacity to deliver lasting change for the betterment of the country and its people.

'Shilpa Diriya' scholarship disbursement event - 1st December 2019

Rally to Care

'Rally to Care' is an initiative by Dialog Foundation, to aid those who were worst affected by the tragic incidents of 21st April 2019. Having provided immediate term out-patient support for victims of physical disability and trauma, the initiative continues its mission of long-term educational support for 500+ children and psychosocial rehabilitation for 250+ families, together with its partners World Vision Lanka, the Sarvodaya Shramadana Movement (Sarvodaya), My Doctor, Vision Care and the Ratmalana Audiology Centre.

Rally to Care concluded its fundraising on 24th May 2019, with the generous support of Dialog customers, individual donors (overseas and local), business partners and enterprises, resulting in the creation of a fund amounting to LKR 116.69Mn. A key part of Rally to Care was the scholarship programme created to support the long-term education of 353 children affected by the tragic Easter Sunday attacks. The initiative aims to help the affected children through their education until the age of 19 and ensure that they have a bright future ahead – one filled with hope and opportunity.

	LKR Mn
Dialog customer, individual and corporate donations	37.71
Dialog Axiata PLC contribution	43.72
Axiata Group donation	35.26
Total Funding through Rally to Care	116.69

IMPACT CREATED IN 2019

over **1,500**

Psychosocial Support for families in Katuwapitiya and Kochchikade

Dedicated Centre opened in Katuwapitiya for Psychosocial Efforts

All requests medically validated and fulfilled

Ongoing scholarships
Katuwapitiya – 185, Kochchikade – 102, Batticaloa – 70

Beyond Short-term Profits

Planet & Society

Hearing test being conducted by an audiologist at the Ratmalana Audiology Centre

Speech and language therapy being conducted by a Speech Therapist at the Ratmalana Audiology Centre
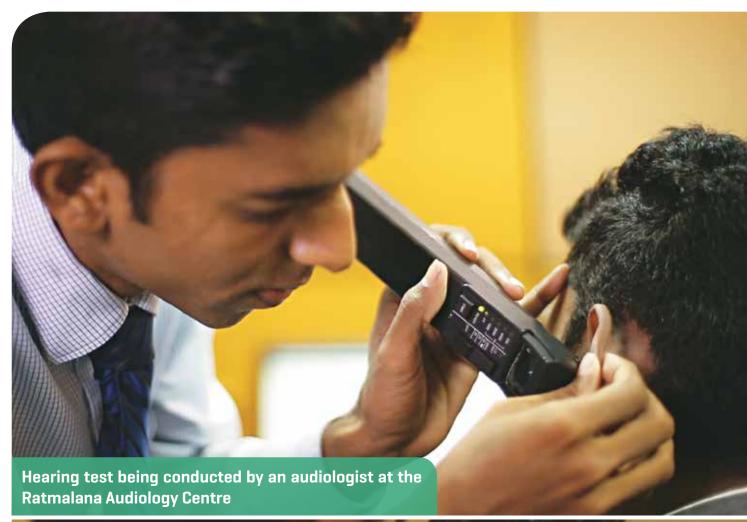
Ratmalana Audiology Centre

Dialog's longest standing commitment to addressing the marginalised issues of hearing, sight, and speech impairments is embodied by the Ratmalana Audiology Centre (RAC). This non-profit Social Enterprise has lived up to its founding aspiration to be a Centre of Excellence in hearing and speech testing and therapy with the most challenging cases being referred there.

The RAC is operated in partnership with the Ceylon School for the Deaf in Ratmalana. It provides regular free testing and speech therapy for students of the school as part of its mission. The RAC's mission also includes providing free testing for members of the public bearing letters from Government ENT specialists. Since RAC's inception, Dialog has invested in excess of LKR 70Mn in it. As of 2020, the Ratmalana Audiology Centre has extended its services to over 100,000 clients over the past 12 years.

Throughout 2019, the RAC started to focus more on providing free health camps for individuals living in rural areas and aimed to provide free hearing aids for all of those who require it – provided by local and international donors. Further, the Centre was upgraded with state-of-the-art new machinery, enabling it to serve better the community better, with Dialog's financial support to the value of LKR 6.8Mn.

IMPACT CREATED IN 2019

THE CEYLON SCHOOL FOR THE DEAF
RATMALANA

318 students tested

Speech therapy sessions for students from grades 1 to 10

Classroom visits for ear-wax checking for all students from pre-school to 11th grade

INDIVIDUALS SERVED IN 2019

10,903

FREE COMMUNITY SERVICES

833 Newborn babies received free hearing tests at Kalubowila and Kethumathi Hospitals

Hearing tests carried out for victims of the April 21st attack at the Katuwapitiya Church — **31**

Tests carried out for low-income individuals

692

Test	Count
Pure Tone Audiometry Test (PTA)	176
Middle-ear Test - Tympanometry	172
Otoacoustic Emission (OAE)	106
Auditory Brainstem Response Audiometry (ABR)	57
Speech Therapy	262
Special Education	62

1 NO POVERTY

Beyond Short-term Profits

Planet & Society

Hearing test being conducted through the Petralex app

Users testing features at Petralex launch

Petralex

Hearing is an essential need for a human to function and it helps one to lead day-to-day life without any limitations. It has been found that more than 400,000 hearing impaired people exist in Sri Lanka, and one out of three people upon reaching the age of 55 may have a hearing loss. Losing access to knowledge, social isolation, developing dementia, loss of self-confidence and many more impacts occur due to hearing loss. Not being able to afford a hearing aid or the inability to access the technology has always been a prominent issue in this sector.

Dialog, in line with its efforts to empower otherwise marginalised groups across Sri Lanka using digitally inclusive initiatives, partnered with Petralex, the global leader in smartphone-based hearing enhancement solutions, to introduce the Petralex app, a revolutionary yet practical application for smartphones and tablets. With Petralex you are able to use your mobile device with a regular wired headset (including Bluetooth), as a simple yet discreet hearing enhancement device.

The Petralex app facilitates a hearing test using a headset or Bluetooth device, where the app will emit multiple frequencies to identify the most correct frequency for the user to hear better and it will then amplify the sound accordingly. The app actively eliminates unwanted background noises, thereby increasing speech intelligibility. Unlike traditional hearing aids, the need for changing one more battery is negated as the mobile app is enabled by the phone's battery. The solution gives those who have hearing difficulties a tool they will feel comfortable using, with familiar day-to-day devices attracting no extra attention.

In its efforts of ensuring that our services are inclusive, affordable and accessible to all Sri Lankans, a special partnership between Dialog and Petralex has successfully enabled the introduction of the app to the Sri Lankan market at a subsidised rate of only LKR 180+ taxes per month, whereas it was initially available on the Google Play Store and the App Store for LKR 2,000 per month.

The app was launched on 27th October 2019 and reinforces Dialog's commitment to the Sustainable Development Goals which aim to build a sustainable future for all by the year 2030 by reducing inequalities (Goal 10), focusing on industry, innovation and infrastructure (Goal 9), and Dialog's 4A Framework for Digital Inclusion; Accessibility, Affordability, Availability and Applicability. Dialog believes that this technology will help the community that needs assistive hearing thereby creating a significant impact in empowering their lives.
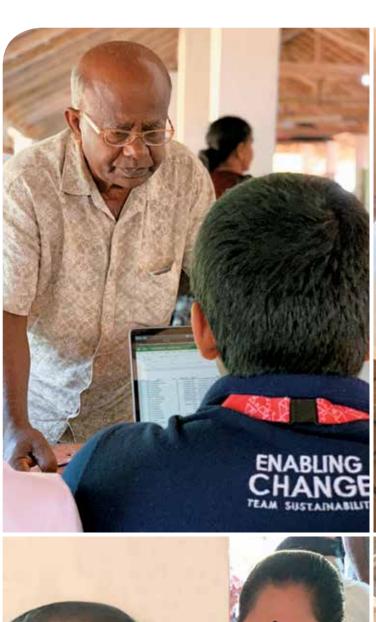
Vision 2020 eye camp conducted in Panama

Vision 2020

With the aim of eliminating preventable blindness, the World Health Organization (WHO) and the International Agency for the Prevention of Blindness (IAPB) created the global initiative- 'Vision 2020'. In the context of Sri Lanka, the Ministry of Health spearheads the programme and encourages public-private-partnerships to implement sustainable programmes that add value to the National Healthcare System. Having signed up for the "Vision 2020' initiative in 2015, Dialog has since then facilitated 28 eye clinics across 10 districts, where over 11,000 individuals from low income communities have been screened, with 9,000 or more of the individuals screened being provided with spectacles. More than LKR 14.5Mn has been invested for the Vision 2020 initiative.

The Group Sustainability division of Dialog Axiata PLC, with the support of Regional Sales teams coordinates and organises these Eye Clinics, where a team of certified optometrists conduct comprehensive screenings, following which, prescriptions are collected by the Dialog team. Based on these prescriptions, Vision 2020 partner opticians prepare spectacles, which are then distributed among the beneficiaries at a separate distribution event. The specialty of this initiative that makes it more beneficial compared to various other eye clinics is that the beneficiaries receive custom-made spectacles to suit their specific needs via the programme and the patients are guided to specialised eye clinics or eye surgeons to get the additional treatment they require.
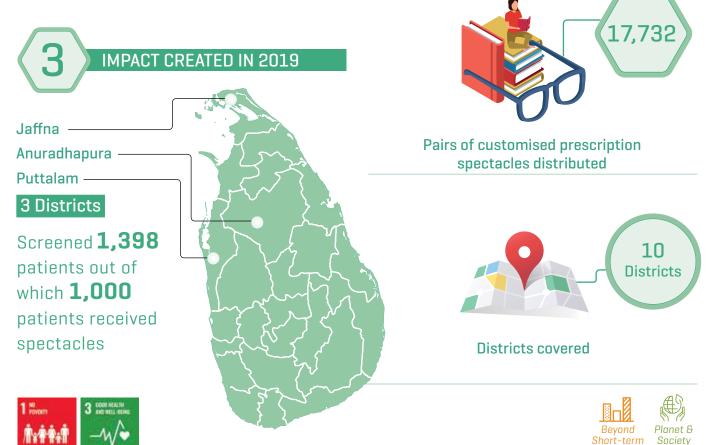
TOTAL VALUE CREATED

28
Screening camps conducted island-wide

20,750
Persons screened

17,732
Pairs of customised prescription spectacles distributed

10 Districts
Districts covered

3 — IMPACT CREATED IN 2019

Jaffna
Anuradhapura
Puttalam

3 Districts

Screened **1,398** patients out of which **1,000** patients received spectacles

1 NO POVERTY

3 GOOD HEALTH AND WELL-BEING

Beyond Short-term Profits

Planet & Society

The Nenasa Smart School Awards – 2019

The very first event organised to recognise, reward and motivate the ambassadors and teachers who drive the transformation process within the school.

Education

Nenasa Smart Schools programme

The Nenasa Smart School concept was developed in alignment with contemporary global trends in Teaching with Technology (TwT), highlighting Dialog's commitment to the SDG 4 - 'Quality Education'

The Nenasa Smart School initiative, funded by the Dialog Foundation, commenced in 2017 with the aim to digitally transform the educational landscape in Sri Lanka. This project, to date has onboarded and transformed 153 schools into smart schools from the Western, Southern, Central and Sabaragamuwa Provinces. This initiative is executed by Headstart (Pvt.) Ltd. in collaboration with the Ministry of Education. At the outset, trainings are conducted at the respective schools where a few selected teachers are trained with train-the trainer programmes, to be ambassador teachers who will eventually act as catalysts initiating the transformation process within their schools. The Ambassador Teachers then impart their skills and knowledge to the other teachers within their respective schools creating a smart environment.

They are then expected to share their knowledge and guide students and colleagues in their respective schools to achieve 'smart schools KPIs'. The first phase of the project, which commenced in November 2017, involved successful transformation of 100 schools. Ably supported through a follow-up programme, frequent visits and complaint reviews. The second phase of the project involved successful transformation of an additional 53 schools along with maintenance and follow ups of the initial 100 schools. Furthermore, Dialog will continue to contribute to the educational sector of Sri Lanka and digitally transform the academic landscape supporting the Sustainable Development Goal 04; Quality Education.

To evaluate the progress achieved by these Ambassadors, their peers and the schools overall as well as to recognise and reward those who have shown exceptional performances, the Nenasa Smart School Awards 2019 was organised. After preliminary round presentations in four categories, namely Smart Teacher, Smart Content, Smart Ambassador and Smart School, finalists were selected based on the verdicts of judge panels consisting of officials from Dialog Axiata PLC and the respective Provincial departments of Education. The Grand Finale of the competition was held on 1st February 2020 at the Dialog Axiata PLC Auditorium in Colombo.

IMPACT CREATED IN 2019

5,000

Number of Ambassador Teachers

10,000

Total teacher population reached

50,000+

Students

Beyond Short-term Profits

Planet & Society

Interviews conducted to develop content for Diriya 'Inspire' series of entrepreneur profiles

Education Contd.

Diriya SME Knowledge Portal

Diriya.lk is a comprehensive web-based knowledge portal for Entrepreneurs as well as any stakeholder of Micro, Small and Medium Enterprises (MSMEs) including start-ups. As a sustainability and social innovation initiative by Dialog Axiata PLC, Diriya aims to bridge the gaps in business knowledge and awareness among the stakeholders, thereby empowering them to tackle the challenges of the fast-paced contemporary business world. With a comprehensive knowledge base sourced from credible and reliable sources including the International Finance Corporation, Diriya.lk provides any stakeholder with technical, financial and management know-how, advices and must-know information to successfully start and run a business.

Furthermore, the platform will showcase a series of inspirational stories from successful and renowned Sri Lankan entrepreneurs, Business men and women and young/budding youth in the country. This will act as a knowledge base for the youth to access reliable information and motivational tool to the community, promoting new startups and encouraging hard work leading to success in existing businesses.

CORE OBJECTIVES OF DIRIYA

1 To provide stakeholders of MSMEs with knowledge and resources to own and manage a business.

2 To encourage the initiation and development of MSMEs in the country.

3 Creating an entrepreneurial mindset among the youth of the nation.

4 Motivate employees to develop new skillsets enabling them to more easily adapt to the challenges brought about by the 4th Industrial Revolution.

5 Inspire students to innovate and follow their dreams in spite of limitations.

Beyond Short-term Profits

Planet & Society

Education Contd.

Nenasa Educational Mobile App

The Nenasa Mobile App, a revolutionary initiative by Dialog provides an exceptional digital learning platform for children in Sri Lanka. The app was developed in 2019 with the official launch scheduled for the first quarter of 2020.

The Nenasa App acts as a mobile front-end to the Ministry of Education's national learning content management system "eThaksalawa" [http://www.e-thaksalawa.moe.gov.lk], thus taking "Nenasa" to the digital dimension. Users are able to access the content in English, Sinhala and Tamil without any subscription fee.

The apps main goal is to enhance access to quality primary and secondary-level educational content

→ Syllabus guides

→ In-built graphical content

→ Video based lessons

→ Interactive activities

→ Quizzes

→ Additional reading material

→ Past papers pertaining to the grades 1 – 13 of the Sri Lankan local syllabus (General Certificate of Education Ordinary Level and Advanced Level)

All content is either developed by the Ministry of Education with the help of trained teachers or sourced from third parties under strict supervision of the Ministry of Education. Along with the regular syllabus content, the app also delivers a fully-fledged learning experience by engaging users in quizzes and various interactive activities. As society enters an era of fast paced learning, the Nenasa App enhances children's education by enabling greater engagement and interaction between students, parents and teachers. Android, iOS and Windows versions of the app are being developed.

Dialog Merit Scholarships

Established in 2003, the Dialog Merit Scholarship programme recognises top talent in the country, based on the G. C. E. Advanced Level (A/L) and Ordinary Level (O/L) results and the scholarship on offer for students to choose to pursue higher education.

In the A/L category, Dialog Merit scholarships are offered to the all island top performing student, the all island top performing female student as well as the top ranked students from each district, based on the Physical Science stream results. In the O/L category, 30 students comprising the island's top five students and the students ranked 1st in each district will become eligible for the Dialog Merit scholarship provided that they intend to continue their A/L studies in Physical Science stream.

The O/L programme is a partnership between Dialog and the Ministry of Education (MOE) and as such, the eligible candidates are nominated by the MOE. The A/L programme is a partnership between Dialog, the Ministry of Higher Education and the University Grants Commission (UGC), where the candidate selection process is carried out by the UGC. Since its inception in 2003, the Dialog Merit Scholarship scheme has offered financial assistance to over 700 brilliant students through a commitment in excess of LKR. 110Mn.

Impact created in 2019

→ In 2019, 28 more students were inducted based on outstanding results attained at the G. C. E. O/L examination in 2015. A sum of LKR 1,680,000 was disbursed among this cohort of O/L scholars, being a strength for them as they stepped into the tertiary education domain.

→ A further LKR 2,376,000 was disbursed among the 2014 A/L and 2015 A/L scholars cohorts. Those who were awarded Dialog Merit Scholarships based on their outstanding achievements at the A/L examination continued their academic journeys in 2019.

Case studies

For more information on the success stories and journeys of some Dialog Merit Scholars, please navigate to

https://bit.ly/2Mp4xe7

Economic Performance

Although 2019 harboured multiple challenges, with the tragic Easter Sunday attacks, political instability and fluctuations in the foreign exchange rates which impacted both the Company and the country as a whole, Dialog was able to power through these difficulties to remain the undisputed market leader in the telecommunications industry of Sri Lanka.

The Dialog Group continued to consolidate its position as Sri Lanka's premier connectivity provider and achieved significant growth across all key performance indicators. Dialog delivered a consolidated revenue of approximately LKR 116.8Bn for the financial year 2019 with a growth of just over 7% Year-to-Date ("YTD").

The financial year 2019 was marked by a number of positive gains and changes due to favourable legislative rulings culminating in the reversal of a provision to the value of LKR 3.7Bn. Dialog continued onward in its journey to becoming a fully Digital Telco with the continued digitisation of its operations and business activities as the key focus, along with upgrades to the existing 4G network and a strengthening of the Group's Optical Fibre Network.

The Group's total operating cost grew remained similar to that of the previous reporting year. The Group also continued to upscale their operational and structural Cost Transformation and Rescaling ("CRS") initiatives throughout FY 2019, which resulted in significant cost savings of up to LKR 3.22Bn.

Whilst riding a wave of steady revenue growth as well as operational efficiencies, Group Earnings Before Interest Tax Depreciation and Amortisation ("EBITDA") for FY 2019 delivered a steady growth of 7% YoY to reach LKR 46.7Bn.

Opposed to 2018, the Sri Lankan Rupee appreciated against the US dollar – by 0.7% for FY 2019 (compared to a depreciation of 19.2% in FY2018) – leading to a non-cash translational foreign exchange gain of LKR 0.3Bn (as opposed to a LKR 4.7Bn loss in FY 2018), resulting in a 44% increase YTD, in the Group's Net Profit After Tax (NPAT), recorded at LKR 10.8 Bn.

The Dialog Group continued to be an imperative contributor to state revenues, remitting a total of LKR 33.3Bn to the Government of Sri Lanka ("GoSL") during the financial year ending 31st December 2019. Total remittances included direct taxes and levies (LKR 11Bn) as well as consumption taxes collected on behalf of the GoSL (LKR 22.3Bn). Dialog in turn did not receive any financial assistance or compensation from the government and regulatory bodies.
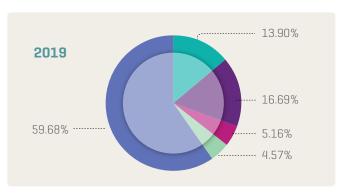
For a more detailed view of Dialog's economic performance, please refer the 2019 Dialog Annual Report, section 'Business and Financial Review.'
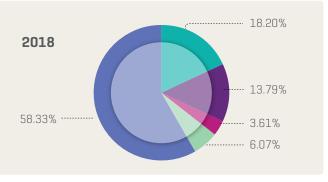
Direct economic value generated (Group)	YTD 2019 (LKR)
a) Revenues (Net sales plus revenues from financial investments and sales of assets)	117,173,243,000
Economic value distributed (Group)	77,943,693,329
b) Operating costs (Payments to suppliers, non-strategic investments, royalties, and facilitation payments)	51,249,269,724
c) Employee wages and benefits (Total monetary outflows for employees - current payments, not future commitments)	9,165,845,000
d) Payments to providers of capital (All financial payments made to the providers of the organisation's capital.)	6,411,582,000
e) Payments to Government (Gross taxes)	11,003,854,458
f) Community investments (Voluntary contributions and investment of funds in the broader community includes donations)	113,142,147
Economic value retained (calculated as Economic value generated less Economic value distributed) - Investments, equity release, etc.	39,229,549,671

Group Value Added Statement

For the year ended 31 December	2019	2018
Value added		
Revenue	116,827,341	109,156,685
Provision write back	-	3,698,280
Other operating income	72,823	124,624
Interest income	273,079	274,350
	117,173,243	113,253,939
Cost of materials and services brought in	(51,249,270)	(51,532,872)
Value creation	65,923,973	61,721,067
Distribution of value added		
To employees		
Salaries and other benefits	9,165,845	11,230,507
To government		
Taxes, fees and levies [Note 1]	11,003,854	8,510,655
To lenders of capital		
Interest on borrowings	3,398,384	2,229,656
To shareholders as dividends		
Dividend to shareholders	3,013,198	3,746,138
Retained in the business		
Profit retained	7,909,135	10,021,134
Depreciation and amortisation	31,433,557	25,982,977
	39,342,692	36,004,111
Total value added	**65,923,973**	**61,721,067**

Distribution of value added

2019

- 13.90%
- 16.69%
- 5.16%
- 4.57%
- 59.68%

2018

- 18.20%
- 13.79%
- 3.61%
- 6.07%
- 58.33%

- ■ To employees
- ■ To government
- ■ To lenders of capital
- ■ To shareholders as dividends
- ■ Retained in the business

Beyond Short-term Profits

Customer Satisfaction

The centrepiece of Dialog's philosophy is that each and every customer plays a crucial role in its business, therefore striving to provide customers with the best service possible to ensure customer satisfaction and cement its position as the leading digital telecommunications service provider in Sri Lanka is of utmost importance to the Company.

To enhance and enrich its customers' experience is a top priority for Dialog, and the Company's customer engagement strategy in 2019 was centred around 3 pillars:

→ Service excellence and leadership

→ Humanising the digital experience

→ Instilling a sense of loyalty and trust within customers.

Dialog's aim is to provide high quality uninterrupted service throughout the country, whilst enhancing the speed of its network and improving its capacity to serve customers more efficiently through digital innovation. Having initiated a number of notable projects in 2018 including the revamped complaint lodging mechanism via digital portals which enabled Dialog to give its customers a highly personalised service, Dialog in 2019, took further steps to develop and enhance such processes to create further value for customers.

Dialog's commitment to customers is targeted at providing each customer with a personalised, seamless experience right from the beginning of the customer relationship. Governed by its vision to excel in service, Dialog aimed to lead the Customer Experience Transformation towards a Digital Future by humanising digital care to fulfil consumer needs of connection, self-expression, exploration and consumption through ubiquitous omni-channel life enriching experiences. The focal point of such an approach was the drive to create simplicity in terms of digital experience. Towards achieving this goal, Dialog integrated a number of existing channels to form one fully digital channel, leading to the deployment of unmanned kiosks – thereby allowing for the simplification of key process such as SIM changes.

The revamped complaint-lodging mechanism via digital channels such as the 'MyDialog' app has enhanced Dialog's ability to ensure customers' needs are handled with increased efficiency. During the course of the reporting period, Dialog worked to re-brand, revamp and further simplify the processes within the app, leading to the coverage of 76% of the total smartphone user base in terms of usership.

Customers can now see the end-to-end journey of the complaint management process, providing greater transparency and instilling a sense of trust in the process. Moreover, the overall Net Promoter Score (NPS) with respect to customer complaints improved significantly over the course of the reporting period. Dialog also strived to more accurately capture customer sentiment through the introduction of a new touch-point measuring mechanism that provides a 360° view of such sentiment, with a greater range of feedback parameters and an improved prediction model, allowing Dialog to better serve customers across ever-evolving scenarios and needs.

More notable process innovations and simplifications include:

→ The introduction of a totally paperless interaction for customer validation, using the 5-star partner OTP channel, leading to an 80% increase in customer issue resolution, with over 16Mn complaints resolved over the Interactive Voice Response (IVR) service.

→ The IVR service itself was revamped into a self-service channel, enabling a significant rise in the number of self-service interactions for mobile- and TV-service related queries alone.

→ The introduction of the fully-digital unmanned store.

Awards

1. The 6th Zendesk CEx Awards – Best Customer Centric Culture, Best Customer Experience Transformation

2. CXPA CX Innovation Award USA (Shortlisted for the top 5) - Innovation in Customer Experience Support

3. MyCustomer Global Award - Customer Experience Leader of the Year

4. Dialog was voted Sri Lanka's most preferred Telecom Service Provider and Internet Service Provider of the year for the 9th and 8th times, respectively.

Utilising the six-sigma methodology was a key part of Dialog's approach for the simplification and digitisation of processes. Dialog laid the foundations for a cultural transformation where on top of following the six-sigma methodology throughout projects, staff were encouraged to think in a six-sigma manner. Utilising six-sigma techniques to review customer service-related performance targets and implementing root-cause analysis to better understand how to reach unmet targets was a key part of the process. Dialog also worked to extend the six-sigma cultural transformation to franchise partners – seeking to drive efficiency across the franchise network and ensure a larger part of the Company's value chain underwent the culture change as well.
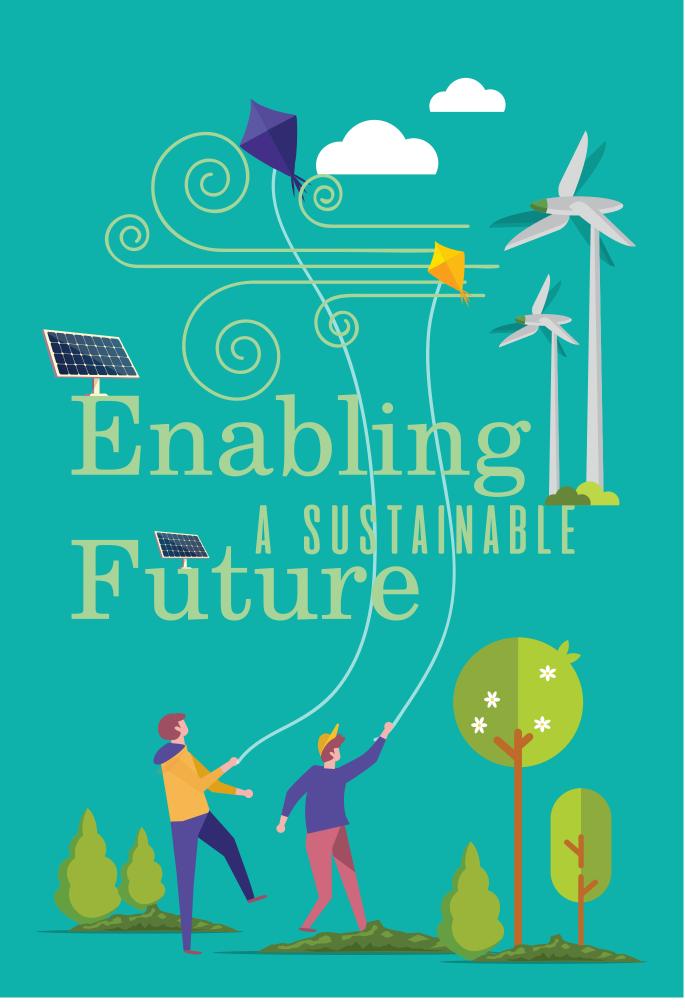
Modifying physical infrastructure to more effectively meet customer needs, enhance customer experience and deliver a new digital experience to the masses was another tenet within Dialog's customer service strategy, with the refurbishment and revamping of a number of Dialog Customer Experience Centres across the country. Following on from the previous reporting year, a new set of locations were equipped to be more accessible to persons with disabilities. In total, over 13 outlets stand equipped with custom-built ramps to ensure easy access and greater mobility. Hand-held tablets and devices were introduced across all outlets to ensure a smoother process for those with mobility constraints by avoiding the formation of queues and reducing the effort and time expended.

Dialog aims to strengthen its ability at serving customers more efficiently via social media and digital (non-traditional) channels as part of its forward-looking plans. Implementing new techniques and technological tools such as big-data analytics, artificial intelligence and smart chatbots to assist in self-help, and the introduction of next-generation kiosks designed specifically to ease customer interactions, are testament to the Company's vision for service excellence.

In its promise to deliver TheFuture.Today, Dialog is re-evaluating the impact of its operations and preparing to manage and mitigate its environmental footprint through the implementation of a company-wide Environmental Management System. Dialog has aligned itself with the global efforts on sustainable resource management and combating climate change, considering it the Company's duty as a leader in responsibly serving the nation.

Environmental Performance

Environmental Performance was found to be among the key material issues of 2019. The vastness of Dialog's operations across the country means that there exists a significant demand for energy to power Dialog's network operations and the sizeable number of Dialog's service centres and back-office locations. As Dialog continuously reviews its systems and processes towards digitising its operations for higher efficiencies and future readiness of the network, it placed great emphasis on mitigating its environmental impact. Dialog has taken great strides towards implementing infrastructure-sharing schemes, with 40% of its operations running on shared sites owned by other operators. Similarly, Dialog shares a significant amount of owned tower sites with peer operators, to minimise duplication by integrating collective plans and driving a co-build approach, leveraging the infra-sharing platform to optimise consumption across the island-wide network. This in turn also helps mitigate the visual pollution caused by the clutter of tower sites and base stations spanning the country, and reduces the requirement of having to maintain point-to-point radio links within the country, thereby reducing Dialog's overall footprint. This is further supported by the drive towards fiberising the network. Retiring old link hardware during core transport-network modernisation has reduced energy and physical footprints, reducing costs directly and indirectly with simplified management.

A number of different energy-saving initiatives and mechanisms were implemented across the scope of Dialog's operations in 2019. The solar-power production system at the Head Office and the extension of such systems to a greater number of tower sites accounted for a significant portion of the saving. Dialog also focused on a mix of operational optimisations and achieved further savings through the conversion and retrofitting of equipment. The company-wide installation of energy-efficient inverter type split air-conditioning units was a notable example. Dialog's strategy for the long term is to gradually move towards an ecosystem of tower sites powered primarily by solar power and other forms of renewable energy. At the point of procurement, by actively working with and imposing upon vendors design efficiency and energy efficiency criteria, and to ensure the procurement of eco-friendly alternatives, Dialog aims to reduce long term environmental impacts. Dialog used cutting-edge IoT-based technology to more effectively monitor its energy performance, with more accurate live monitoring allowing for quicker turnaround and increase in efficiencies. An Energy Management Dashboard was developed further allowing for more accurate measures of daily electricity savings and better comparison with respect to benchmarks and/ or targets.

The combination of all efforts made to conserve energy and increase energy efficiency at Dialog yielded GHG savings of approximately 585.47 tCO2e over the course of 2019, with financial savings amounting to over approximately LKR 100Mn across all areas of operation. Further to this, the year-end review of energy consumption efforts at Dialog assessed the extent to which energy usage was managed across the organisation. Upon completion of the review, action plans to modify the approach to energy

management within Dialog will be implemented in the forthcoming year. Dialog is currently undertaking the implementation of an ISO14001 Environmental Management System (EMS) across its operations, towards taking mitigatory measures concerning its potential adverse environmental impacts, including managing its consumption, emissions and waste disposal, through revamped policies and processes, and guided by the Precautionary principle. Having worked with over 100 sub-divisions, covering the entirety of the Company's scope of operations, Dialog has succeeded in identifying all environmental aspects it impacts on, having developed over 90 Environmental Aspect Registries. The creation and implementation of the respective environmental management plans aimed at mitigating such impacts will take place over the following reporting year.

Dialog also worked hard to implement a newly improved waste management framework, inclusive of stringent segregation and disposal guidelines, with a focus on recycling – ensuring the elimination of Company-wide plastic usage and having significantly optimised resource consumption. The 'Digitisation towards a paperless environment' initiative drove the transition from hard-copy paper documents to digital documentation.

Dialog continued engage staff and create awareness on the benefits on efficient resource management, and the importance of curtailment the excessive use of air conditioners and similar high-usage equipment. This also included special training sessions for janitorial staff on the optimum utilisation of electrical equipment towards being vigilant on energy saving options and improvements related to monitoring energy saving initiatives. Further the savings incurred by such activities were communicated on a more regular basis.

The 'Open and Agile' sustainable workplace concept introduced in 2018 was accelerated in the reporting year, with over 500 more individuals housed in specialised workplaces designed to enhance collaboration and productivity, while ensuring employee health and safety. Such workplaces allow for significant reductions in both operating cost and environmental footprint.
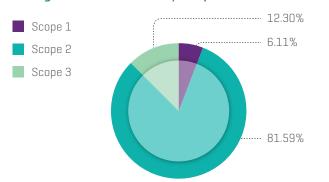
Dialog's fleet management strategy was shifted to a more outsourcing-focused model, ensuring a further reduction in maintenance costs, fuel usage and operational expenditure.

Dialog undertook a comprehensive review of the emission sources across its operations. Due to the variety of portfolios and areas of operation, Dialog's carbon footprint is composed of a number of diverse sources. Dialog once again assessed its comprehensive Carbon Footprint consisting of Scope 1, Scope 2 and all feasibly trackable Scope 3 emissions, as per the Greenhouse Gas (GHG) Protocol. The greenhouse gases tracked include carbon dioxide (CO_2), methane (CH_4) and nitrous oxide (N_2O), with the total emissions presented as Carbon dioxide equivalents (CO_2e). As previously, a year-end review was conducted to determine action
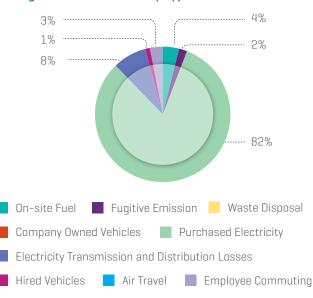
plans and modifications to current operational procedures with respect to emissions management, for implementation in the forthcoming year. The majority of NOx and SOx emissions arising from Dialog's operations over its lifetime are attributable to network operations, with primary responsibilities being managed by edotco throughout the reporting year. Dialog conducted a comprehensive assessment on generators located across its base stations and provide a detailed map of such emissions in the reporting year. Dialog looks to the future positively with further emissions reductions planned through the forthcoming ISO14001 EMS implementation, having identified areas for improvement across the entire scope of the Company's operations.

Dialog's total emissions for the year 2019 (Scope 1, Scope 2 and Scope 3) amounted to 120,805.26 tCO_2e. Scope 1 emissions totalled to 7,379.16 tCO_2e (6.11%), while Scope 2 emissions reached 98,569.76 tCO_2e (81.59%) and Scope 3 emissions amounted to 14,856.33 tCO_2e (12.30%).

Dialog's Total Emissions by Scope

- Scope 1
- Scope 2
- Scope 3

12.30%
6.11%
81.59%

Dialog's Total Emissions by Type

3%
1%
8%
4%
2%
82%

- On-site Fuel
- Fugitive Emission
- Waste Disposal
- Company Owned Vehicles
- Purchased Electricity
- Electricity Transmission and Distribution Losses
- Hired Vehicles
- Air Travel
- Employee Commuting

Resource Consumption and Waste Management

Water Management

2019	-	58,630.00m³	Total water usage
2018	-	69,959.00m³	
2017	-	56,470.00m³	

2019	-	14.7m³/ employee	Water used per employee
2018	-	13.66m³/ employee	
2017	-	13.29m³/ employee	

Waste [tonnes]

Paper Waste
2019 - 178.38
2018 - 25.11
2017 - 46.53

Newspapers
2019 - 0.00
2018 - 0.00
2017 - 0.28

Cardboard
2019 - 0.00
2018 - 0.00
2017 - 0.00

Resold for recycling [tonnes]

Tyre Waste
2019 - 0.00
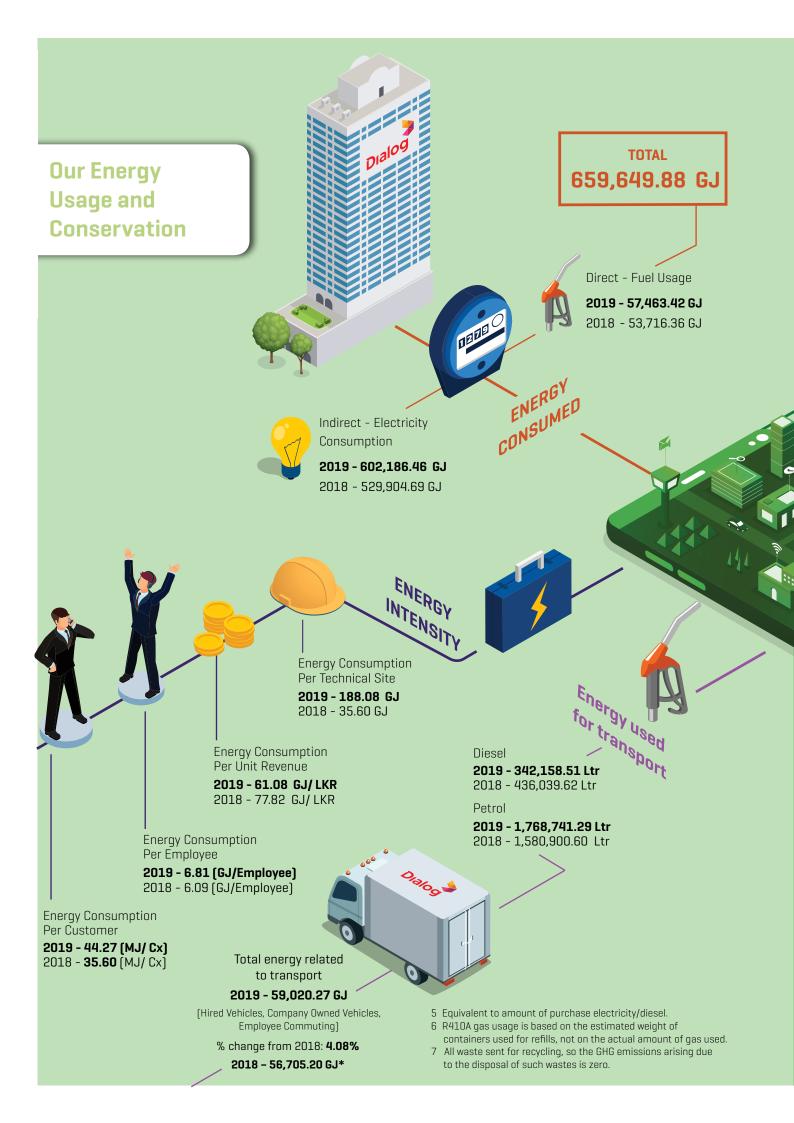2018 - 1.85
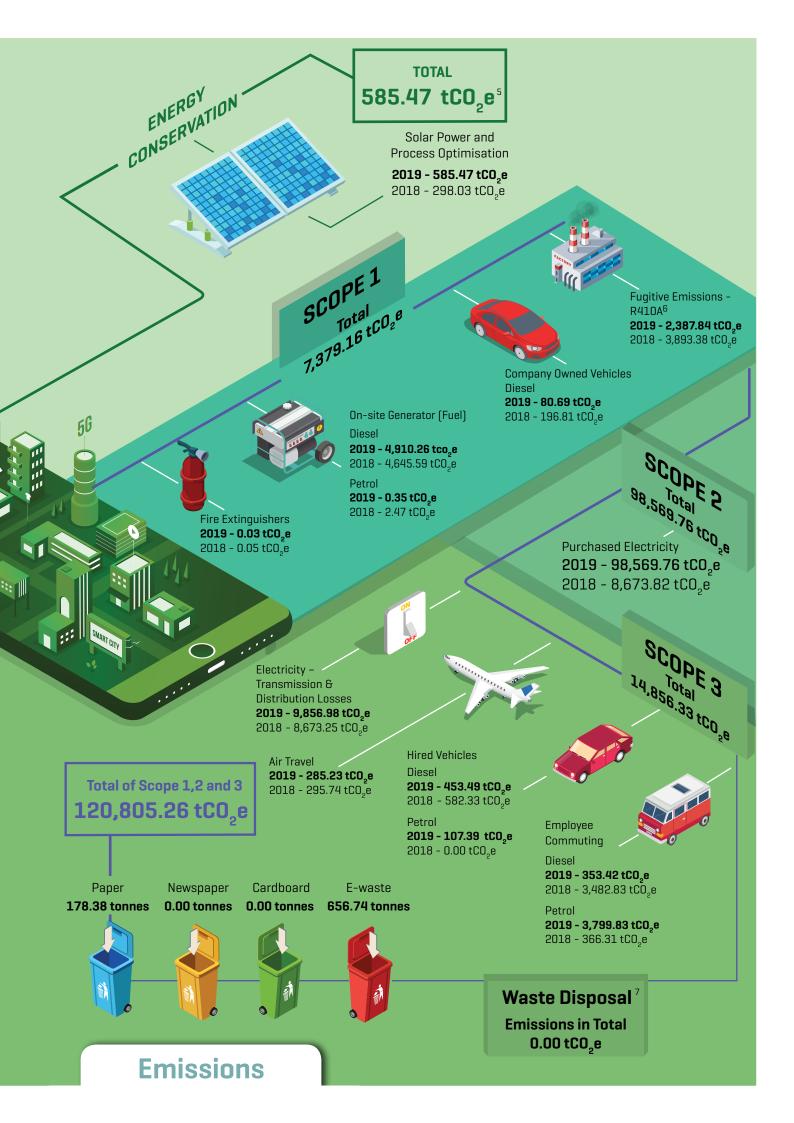2017 - 3.87

E-Waste
2019 - 656.74
2018 - 572.58
2017 - 559.07

Dialog once again created internal and external awareness on the amount of resources consumed by its billing process and encouraged the use of e-bills so as to mitigate the negative environmental impact as much as possible. The total paper consumption across the reporting year amounted to 178.38 tonnes, a decrease of 18.06% in comparison to the previous reporting year. The revamped e-bill conversion drive led to a saving of 238.59 tonnes of paper – an increase of 49.61% compared to 2018.

Planet & Society

Our Energy Usage and Conservation

TOTAL
659,649.88 GJ

ENERGY CONSUMED

Direct - Fuel Usage
2019 - 57,463.42 GJ
2018 - 53,716.36 GJ

Indirect - Electricity Consumption
2019 - 602,186.46 GJ
2018 - 529,904.69 GJ

ENERGY INTENSITY

Energy Consumption Per Technical Site
2019 - 188.08 GJ
2018 - 35.60 GJ

Energy Consumption Per Unit Revenue
2019 - 61.08 GJ/ LKR
2018 - 77.82 GJ/ LKR

Energy Consumption Per Employee
2019 - 6.81 (GJ/Employee)
2018 - 6.09 (GJ/Employee)

Energy Consumption Per Customer
2019 - 44.27 (MJ/ Cx)
2018 - **35.60** (MJ/ Cx)

Energy used for transport

Diesel
2019 - 342,158.51 Ltr
2018 - 436,039.62 Ltr

Petrol
2019 - 1,768,741.29 Ltr
2018 - 1,580,900.60 Ltr

Total energy related to transport
2019 - 59,020.27 GJ

(Hired Vehicles, Company Owned Vehicles, Employee Commuting)

% change from 2018: **4.08%**

2018 – 56,705.20 GJ*

5 Equivalent to amount of purchase electricity/diesel.
6 R410A gas usage is based on the estimated weight of containers used for refills, not on the actual amount of gas used.
7 All waste sent for recycling, so the GHG emissions arising due to the disposal of such wastes is zero.

ENERGY CONSERVATION

TOTAL
585.47 tCO$_2$e [5]

Solar Power and Process Optimisation
2019 - 585.47 tCO$_2$e
2018 - 298.03 tCO$_2$e

SCOPE 1
Total
7,379.16 tCO$_2$e

Fugitive Emissions - R410A [6]
2019 - 2,387.84 tCO$_2$e
2018 - 3,893.38 tCO$_2$e

Company Owned Vehicles
Diesel
2019 - 80.69 tCO$_2$e
2018 - 196.81 tCO$_2$e

On-site Generator (Fuel)
Diesel
2019 - 4,910.26 tco$_2$e
2018 - 4,645.59 tCO$_2$e

Petrol
2019 - 0.35 tCO$_2$e
2018 - 2.47 tCO$_2$e

Fire Extinguishers
2019 - 0.03 tCO$_2$e
2018 - 0.05 tCO$_2$e

5G

SMART CITY

SCOPE 2
Total
98,569.76 tCO$_2$e

Purchased Electricity
2019 - 98,569.76 tCO$_2$e
2018 - 8,673.82 tCO$_2$e

SCOPE 3
Total
14,856.33 tCO$_2$e

Electricity – Transmission & Distribution Losses
2019 - 9,856.98 tCO$_2$e
2018 - 8,673.25 tCO$_2$e

Air Travel
2019 - 285.23 tCO$_2$e
2018 - 295.74 tCO$_2$e

Hired Vehicles
Diesel
2019 - 453.49 tCO$_2$e
2018 - 582.33 tCO$_2$e

Petrol
2019 - 107.39 tCO$_2$e
2018 - 0.00 tCO$_2$e

Employee Commuting
Diesel
2019 - 353.42 tCO$_2$e
2018 - 3,482.83 tCO$_2$e

Petrol
2019 - 3,799.83 tCO$_2$e
2018 - 366.31 tCO$_2$e

Total of Scope 1,2 and 3
120,805.26 tCO$_2$

Paper
178.38 tonnes

Newspaper
0.00 tonnes

Cardboard
0.00 tonnes

E-waste
656.74 tonnes

Waste Disposal [7]
Emissions in Total
0.00 tCO$_2$e

Emissions

Facing the Future requires being prepared for any challenge or obstacle. It is a call to action that emphasises the importance of each individual's impact and responsibility towards a stable and sustainable future. Throughout 2019, the 'Api Dialog' team lived the roles of 'Agents of Change' – through their actions, the digitised processes implemented, the acquisition of skills and knowledge towards enhancing their ability to serve customers and drive value creation, and their combined efforts to ensure a sustainable future for all stakeholders.

EMPOWERING

THE Agents OF
Change

Employee Wellbeing

Dialog has always considered its employees to be key cogs in the wheel that drives the Company forward on its value creation journey. As key stakeholders at the heart of Dialog's operations, employees are the key driving force behind the businesses path to success. The Company emphasises the importance of securing the well-being of all employees by providing safe, efficient work places, and by ensuring the health, safety, and livelihoods of employees through its Human Resources focused activities.

Building up on the 9-pillar transformation strategy introduced in 2017, the Company embarked on the next step of its digital transformation journey, with digitisation and simplification a core part of the strategy, and an end-goal of having all interactions on Human Resource matters managed digitally. The Company's main objective for the year was adopting a lean operational framework, in addition to the agile process model.
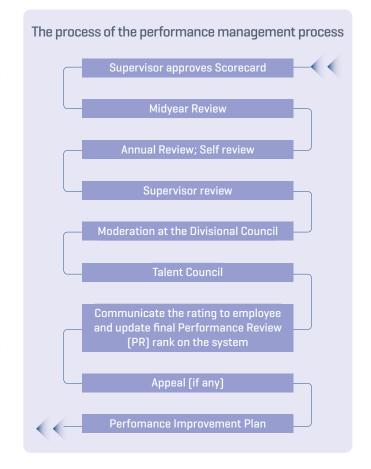
Revising the organisational structure and extending the professional structure to all remaining portfolios was a key achievement. This ensured a flattening of the hierarchy, allowing for the optimisation of skills and competencies. The revision further enabled job rotation, enabling a wider experience and higher levels of exposure. The end goal was that such change would lead to improved efficiencies and enhance the ease with which employees conduct themselves in the workplace. Functional capability metrics were implemented to help employees better understand their job roles, the skills they require to operate efficiently within said role, and how the role matches up to the skills they currently possess.

The transactional Net-Promoter Score (NPS) study was conducted quarterly to determine employee satisfaction with respect to the transformed HR processes, and to understand better where improvements were required.

A cross-functional Digital Transformation Committee was initiated and brought together leadership from across the various Portfolio's to track and manage all projects part of the Company's digitisation agenda. The committee was supported by the 'Digital Army' – a team of employees who worked to facilitate continuous communication on such digitisation efforts, keeping employees ready and aware and allowing them to proactively work towards similar goals and better communicate digitally. Internal activities designed to increase employee engagement on digital communication such as the 'Digital Jam' – which utilised a top-down approach with Senior Management driving the process, saw such the quantity of engagements rise to never-before-seen levels.

One other key activity within the reporting period was the complete digital transformation of all central HR processes, through the introduction of a cloud-based Human Capital Management (HCM) system. The system allowed for the transformation of processes that were previously managed manually and thus susceptible to human error and other process inefficiencies. This has ensured that nearly all touchpoints across the entire employee journey were automated, and has led to the phasing out of paper consumption for key HR processes, with a significant reduction achieved over the last two years. This is beneficial from a Business Continuity Management point-of-view as well, as the storage of data on the system eliminates the risk of losing physical files in a disaster. Further, a leadership assessment tool, Accendo, introduced across the Axiata group, enabled a number of assessments – both skills based and otherwise (psychometric, numeric, leadership) testing for different competencies, including ability to multi-task and general decision-making.

The process of the performance management process

- Supervisor approves Scorecard
- Midyear Review
- Annual Review; Self review
- Supervisor review
- Moderation at the Divisional Council
- Talent Council
- Communicate the rating to employee and update final Performance Review (PR) rank on the system
- Appeal (if any)
- Perfomance Improvement Plan

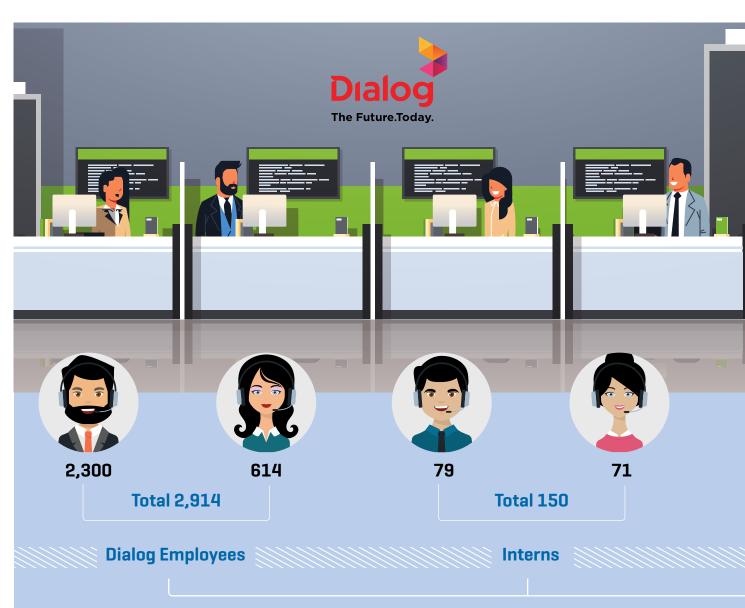| Total number of grievances as of the end of most recently completed Performance Review process (for 2018)	**21**

For the second year running, Dialog benchmarked against industry best practices with respect to remuneration, with a market-alignment exercise aimed at compensation benchmarking and taking relevant action in accordance.

Priority was also given towards providing a greater no. of local employment opportunities, as part of developing Dialog's employee brand. Dialog worked closely with a number of universities around the country to ensure Dialog provided internship opportunities and employment to the cream of talent existing amongst university-leavers.

For more information on Dialog's policies, systems and processes related to Performance Management and Remuneration, please refer the 'Employee Wellbeing' section within the 2018 Sustainability Report at: *https://www.dialog.lk/sustainability-reports*

Nurturing People

![Dialog logo - The Future.Today.]

2,300   **614**   **79**   **71**

Total 2,914   **Total 150**

Dialog Employees   **Interns**

Grand total of

65	**298**		**305**	**34**
18 - 25 Years	26 - 35 Years		36 - 50 Years	> 51 Years

Total 702 [8]
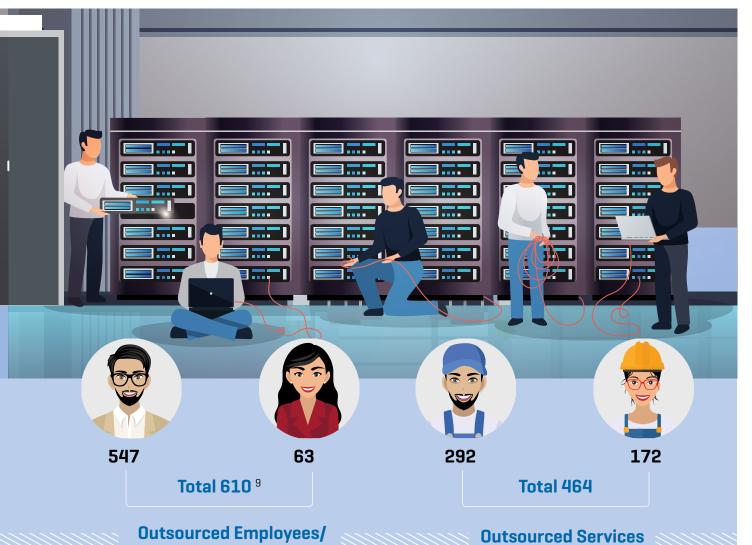
503   **199**

Employee Turnover

8. Two terminations and six voluntary resignations accepted on disciplinary grounds within the reporting period were also included within the overall number.
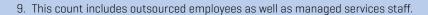
547　　　**63**　　　**292**　　　**172**

Total 610 [9]　　　Total 464

**Outsourced Employees/
Managed Services**　　　**Outsourced Services
Personnel**

3,988 Employees

129　　**90**　　**21**　　**1**

18 - 25 Years　　26 - 35 Years　　36 - 50 Years　　> 51 Years

Total 241

183　　　**58**

Employee Recruitment

9. This count includes outsourced employees as well as managed services staff.

*Nurturing
People*

Employee Competence

In an ever-evolving digital landscape, companies must prepare employees for the various challenges and opportunities they might encounter and have them adequately equipped with the skills required to thrive.

Agile Project Management and Data Analytics took centre stage in 2019, and employees were provided with adequate opportunities to enhance their knowledge in these subjects through a mix of classroom trainings, e-learning modules and engaging workshops, with the support of international and local facilitators.

The development of selected individuals chosen to be the future leaders of the organisation, towards ensuring continuous growth, was of utmost importance in 2019. The Managers School and similar accelerated development programmes were thus prioritised heavily throughout the reporting year.

Facilitating the change towards a digital era involves the upskilling and re-skilling of employees, which in turn allows for optimal resource utilisation resulting in a highly-motivated workforce that thrives within the current 'Industry 4.0' environment. Such processes were implemented with a mindset of continuous upskilling on management leadership and technical skills, and to strengthen Dialog's position as a Digital Telco.

Dialog's Learning and Development focus encompasses providing training and development opportunities to all permanent employees of the Group's wholly-owned subsidiaries. To holistically drive our digital talent building exercise over the coming years, Dialog remains committed to scale up existing digital expertise to build critical digital competencies among all employees across all levels and roles. To imbue the right mindset and build the right competencies among our employees, Dialog continuously experiments with new training and development models and has dedicated significant resources to address employees' digital learning needs. The overarching objective is to ensure employees, think, act, work and innovate with a digital mindset. An online dashboard was introduced for efficiently tracking learning and development activities – allowing for setting specific customised targets and/or outcomes against each individual training program, and for post-training assessments on the efficacy of such trainings.

The increase in the average training hours across all employee categories was due to the use of e-learning mechanisms such as LinkedIn Learning, where employees were provided with access to a plethora of different job-related or personal-development focused trainings, with each employee required to complete a mandatory minimum number of hours (approximately 8 hours of e-learning on average). One other factor was the rolling out of the Sales and Services-focused trainings throughout the year, under the Dialog Academy.

Dialog however currently has no programmes focused on alternate external careers or the management of career endings resulting from retirement or termination. The need for such programmes will be assessed as part of the Company's annual review of its Learning and Development priorities, with necessary action planned for a following period if required.

Average Training Hours by Gender

	2019	2018	% change
	52.66	40.08	31.38%
	38.59	36.45	5.87%

Average Training Hours by Employment Category
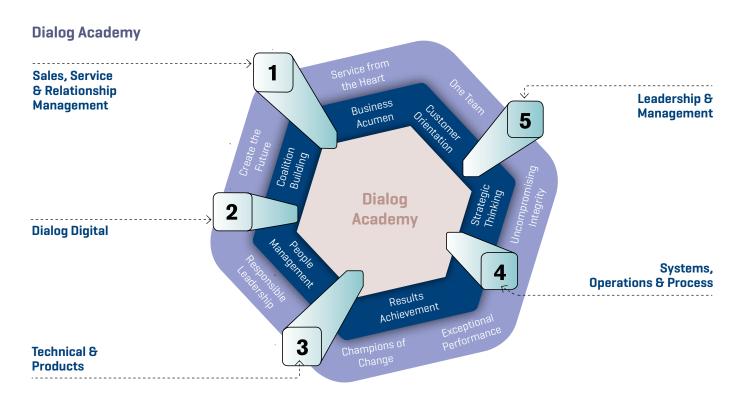
Employment Category	Avg. Training Hours
Senior Management	13.19%
Middle Management	44.60%
Executive	36.38%
Non Executive	54.22%

Total training hours in 2019

135,189
(0.58% decrease from 2018)

Disclosures on Training	Hours
a. The type and scope of programmes implemented, and assistance provided to upgrade employee skills.	
Building High Performance Teams that Perform under Pressure	27.0
Corporate Management Development Programme	2,612.5
Group Accelerated Development Programme	180.0
INSEAD-Axiata Leadership in the Digital Age programme	520.0
Leadership Lounge with Jan Metzger	130.5
Meet and Greet with Tan Sri Jamaludin Ibrahim	55.0
Talent Leads Community Meeting	8.0
TAP System Training	32.0
The Great Place to Work Conference® 2019	19.0
Total	3,584.0
a. The total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations.	348.0
b. The percentage of employees in the reporting period trained in human rights policies or procedures concerning aspects of human rights that are relevant to operations.	79%

Dialog Academy

The five-pillar structure of the Dialog Academy

The Dialog Academy, developed and introduced in early 2017 in consultation with MTI Consulting (Pvt) Ltd., evolved to address more-pertinent skill gaps and tackle skill-related obstacles and deficiencies on the Company's digital transformation journey.

A fifth pillar was added to Academy's structure in 2018 – the Digital pillar – specifically aimed at disseminating knowledge and developing skills related to creating a digital culture within the organisation, by helping employees apply a digitised thought process when managing their day-to-day tasks and activities. Internal targets were set to convert over 50% of all of the Company's Learning and Development (L&D) activities to those of a digital-format, with over 70% of the organisation's cadre to have completed some form of digital learning, in line with the overall transformation of the learning blend from non-digital to digital.

Nurturing People

Employee Competence Contd.

Portfolio Learning Hours

Label	Value
A	413
B	1,381
C	8,570
D	435
E	7
F	3,379
G	7,785
H	3,461
i	27
J	1,323
K	2,385
L	6,204
M	575
N	2,404
O	3,827

A. Channel Planning & Control
B. Dialog Digital Services
C. Dialog Enterprise
D. Digital Transformation
E. Group CEO's Office
F. Group Business Control
G. Group Business Operations
H. Group Commercial and Corporate Development
I. Group cybersecurity
J. Group Facilities Management
K. Group Finance
L. Group Information Technology
M. Group Internal Audit
N. Group Marketing
O. Group Programme Management

Digital Vs Non Digital Training 2019

55%
45%

- Digital Training
- Non Digital Training

Total No. of Unique Programmes Delivered
4,316

Total No. of Employees Covered
4,775

Average person days
6.96

PLAN	
Total Learning Hours	140,117
Total person days	17,514

Induction Revamp

The induction programme for newly on-boarded employees was revamped once again in 2019 to cover a wider range of important internal policies and processes. The programme was partially digitised, new employees would now complete 6 e-modules on the Company's internal learning management system, Zenlife, within two weeks of joining the Company. This included educational sessions of Corporate Values, an overview of the Company, employee benefits, occupational health and safety, the Code of Conduct, information security best practices and remuneration. The structured 'On-boarding NPS' continued to be used to measure the quality and efficiency of the on-boarding process and induction sessions.

LinkedIn Learning

In June 2019, the Axiata Group along with its Operating Companies (OpCos) transitioned from Lynda to LinkedIn Learning to provide staff a more comprehensive learning experience. LinkedIn Learning is a leading e-learning portal tailored to individuals, and catering to businesses looking to keep training their employees offering video courses taught by industry experts in software, creative and business skills. Dialog migrated all Lynda users to LinkedIn Learning in June, from Officer-level and above employment categories. Dialog's LinkedIn Learning user base, as of the end of the reporting year, was 2,071.

Why LinkedIn Learning?

→ High-quality content

→ Comprehensive data and progress

→ Learner course video page

→ A new, easy to use interface

→ Personalised course recommendations

→ Social curation

Driving Agile at Dialog

Agile adoption was the main theme of the digital drive in 2019. In order to contribute towards this initiative and enhance the organisation's digital capabilities, the Learning and Development team carried out 4 organisation-wide projects

1. Agile / Kanban Training

2. Agile Workshop

3. Agile Quiz

4. Agile at Work on LinkedIn Learning

Agile / Kanban Training

Invited	Learning Hours	Programme Count	Person days
4,316	2,400	37	300

A special training on Agile methodology was developed together with the Digital Transformation team was released in June for 800 employees, across 37 individual sessions. The sessions were facilitated a leading external trainer with 14 years of professional experience in variety of topics such as Programme & Project Management, Enterprise Application Design & Delivery, and Business Development Solutions.

Agile Workshop

The 'Agile workshop' series consisting of 6 sessions covering the key aspects of using an Agile when managing their work was targeted at the population of Manager-level and above categories, reaching over 169 employees. The sessions were facilitated by two experienced industry experts from Deloitte India.

Invited	Learning Hours	Programme Count	Person days
169	452	6	56.5

Nurturing People

Employee Competence Contd.

Agile at Work on LinkedIn Learning

The Agile at Work playlist consisted of 7 courses covering the topics of project management, digital transformation, building an agile team, planning with agile user stories, driving productive agile meetings and reporting with agile charts and boards. This playlist was assigned to all users of LinkedIn Learning where over 660 users completed the course covering over 5,000 training hours in 2019, with the rest of Dialog's LinkedIn userbase to complete the series in 2020.

Agile Quiz

Upon completion of the classroom programme or the playlist of LinkedIn Learning the participants were given the opportunity to complete the "Agile Kanban Certification" quiz on Zenlife (an internal learning management platform). Participants who achieved 80% or more on the quiz were awarded with an internal certificate.

Quiz Assigned	Quiz Completion	Quiz Completion %
260	**54**	**21%**

Sales School Post-Learning Evaluation

As part of Sales School training sessions on Zenhance a post-learning evaluation system was rolled out in March 2019. The evaluation system was incorporated into Zenlife as part of the digitisation drive to take it more easily accessible to participants. It follows a three step process where the Learning and Development team manages attendance through the system, with participants entering progress on KPIs onto the system ahead of supervisor approval. The process takes place over a period of three months with the participants uploading their achievements on a monthly basis

Corporate Management Development Programme – 2019

Dialog celebrated the successful completion of yet another Corporate Management Development (CMDP) Programme in 2019. The CMDP is designed to uplift the skills and competencies of the Company's future leaders, who are about to enter Corporate Management. This programme is designed to enhance the overall skillsets of the selected individuals, further strengthening their leadership capabilities.

In the initial stages, participants go through a psychometric assessment which captures and assesses their personality, behaviour, interests and motivations, and certain cognitive tests are used to measure competency against key Axiata Leadership indicators. As part of the CMDP, participants are required to manage an individual project, which has to be completed within 3 months. The participants get the opportunity to develop and showcase their leadership competencies throughout the lifetime of the project.

Group Accelerated Development Programme (GADP) Graduation ceremony

The first batch of graduates of the Group Accelerated Development Program (GADP), completed their training in 2019. The objective of this exercise was to honour and showcase individuals who completed all the key development interventions. In 2019, the GADP was revised into a two-year development programme, with 25 graduating out of a total pool of 47 participants.

GADP 'First 90 Days' Programme

Subsequent to the onboarding of the 9th GADP batch in late 2018 participants were provided with the opportunity to take part in their first Learning intervention titled "Managing The First 90 days", conducted by IMD, from the 12th to 13th of February, in Malaysia.

Some of the key programme objectives included:

→ Finding the right strategy to handle various business solutions

→ Identifying key stakeholder and building alliances to secure support for key initiatives

→ Accelerating skills development

→ Establishing key direction for oneself and the organisation

Nurturing People

INSEAD Leadership in the Digital Age

The Axiata INSEAD 'Leadership in the Digital Age' programmes, held at the INSEAD Campus in Singapore in April and June 2019, were designed to develop transformational leaders and highly effective general managers who were savvy about digitisation and provide them the skills to effectively lead and manage teams in today' digital age. The key expectation was that participants would leave the program with the confidence and inspiration to catalyse organisation-wide changes and possess a strong belief that their new capabilities would allow them to meet and overcome the many challenges in a digital ecosystem, having the courage to take decisive action.

Axiata Champions 2019

The 'Axiata Champions' programme is designed to reward and recognise exceptional performers within Axiata over the course of a particular year. It is built on the Group's shared values of Uncompromising Integrity and Exceptional Performance and in 2019 12 individuals from Dialog made it into the top 0.5% of performers across the Axiata Group for their contributions made within the financial year of 2018.

Creating a Service Culture – 'Service From My Heart'

The 'Creating a Service Culture – SFH Company-wide Programme' implemented in 2019 as a part of the "Service From My Heart" initiative of enriching and uplifting the internal (colleagues/ peers) and external (customers of Dialog) service culture within Dialog, continued into 2019 to ensure all staff below Manager-level completed the programme.

The programme was developed by Mercury Goldmann India and delivered internally via a Train-the-Trainer programme.

Total Hours	1,536

Occupational Health and Safety

Dialog identifies occupations as having potential for risk of occupational illnesses to be those involving field staff in positions such as drivers, riggers and other field-support services roles. Health and Safety trainings and refreshers on best practices in field-support services and on the use of Personal Protective Equipment (PPEs) were carried out throughout the reporting year, in addition to an awareness creation initiative continuing from the previous year of reporting. Safety is nonetheless considered paramount in the day-to-day operations of the Company. Dialog has established a formal Health and Safety Committee to provide necessary oversight and ensure compliance. The Safety Committee comprises of cross-functional representation from across the entire Dialog workforce. The Committee's focus for 2019 was to raise awareness on and strengthen the Company-wide safety culture, mainly by making improvements aimed at changing individual behaviour and the work processes. The Health and Safety committee represents all individuals employed (permanent and outsourced) at Dialog.

To further improve safety governance and imbue a company-wide safety culture, the network of designated safety representatives was expanded - one at each single-story location and two per floor for multi-storey buildings. These safety representatives are tasked with conducting regularly reviews to ensure proper compliance with safety procedures, with monthly incident reports being escalated to the Safety Committee for review and necessary action. The main goal was to identify and respond effectively in order prevent future incidents that may result in lost time.

Dialog continued to manage occupational health and safety through its comprehensive health and safety audit tool, developed to adhere strictly with OHSAS 18001 requirements, for the identification of hazards at all locations. Site-wise audits were once again conducted to judge conformity against the standard. Specific controls were introduced to manage identified gaps, and were reviewed at the end of the year, with further remedial actions presented to the Group Senior Management Committee, ahead of approval for implementation.

Regular training was conducted throughout the year to improve the understanding of and adherence to workplace safety and reinforce the safety culture among employees. This was coupled with bi-annual fire drills at each location. Special safety training was provided for security service personnel, while all Health and Safety representatives were certified for Fire and Emergency Response (National Vocational Qualification Level 2 equivalent) was also introduced. The Company has set a target of having all employees having received such certification by 2021.

The safety equipment procurement process was further streamlined in line with standardised ISO requirements. Further, road safety trainings were introduced for the first time, for all drivers within the Dialog fleet following efforts to reduce road-related accidents and injuries. The Healthy and Safety committee analysed the type and frequency of incidents, and conducted stakeholder engagement, prior to developing the trainings and introducing relevant controls.

In addition to safeguarding their physical safety, Dialog considers the mental and physiological wellbeing of employees to be of equal importance. Therein, Dialog pro-actively took steps towards conducting wellness programmes throughout the reporting year, encompassing counselling and related services for managing occupational stress, work-life balance and other health issues.

Dialog does not currently possess an active policy/ process for individuals to remove themselves from locations deemed to have unacceptable working conditions, however due to constant review and efforts towards providing a comfortable work environment, Dialog has not seen the need for implementing such a policy. The Company ensures that a minimum space allocation of between 65 to 70 sq. ft. per employee is maintained across its operations, in line with existing international best practices. There is currently no specific set of guidelines/ standard that governs such space allocation in Sri Lanka.

Process for reporting work-related hazards

Further to risk-identification, employees are requested to relay such risks to the Health and Safety Committee for review. Upon completion of the review, if immediate action is required, the Committee liaises with the responsible business units to action the necessary changes. Each individual Health and Safety representative then reviews the actions taken and provides updates to the Committee on their efficacy.

Process Excellence & Governance

Nurturing People

0.1362

Male - 0.1692
Female - 0

Injury Rate

0

Male - 0
Female - 0

Occupational
Disease Rate

2.53%

Male - 2.26%
Female - 3.65%

Absentee
Rate

0

Male - 0
Female - 0

Fatalities

0.2019

Outsourced
Employees

Absentee Rate - 0.48%
Fatalities - 0

3-year comparison

	2019	2018	2017
Injury Rate	0.1482	0.2671	0.1012
Absentee Rate [%]	2.16	2.40	2.25
No. of Fatalities	0	0	1[11]

No. of employees covered by an OHSAS-aligned system
100% [10]

No. of high-consequence injuries
0 [12]

The Company does not specifically classify cases of ill-health and occupational diseases and further to assessments has come to understand that employees are not exposed to risk factors which may lead to occupational ill-health.

Dialog places paramount importance on the health and safety of its stakeholders and has adopted an inclusive approach to provide a safe and healthy working environment for all. Safeguarding the health and wellbeing of over 3,000 of the Company's employees as well as customers, suppliers, contractors or any other party who may be present at any Dialog premises across the country is among its top priorities.

10 All data reported on health and safety applies across Dialog Axiata PLC's operations, confined to Sri Lanka.

11 This fatality did not occur due to any job-related actions or activities. However, it has been recorded as the unfortunate incident occurred within Dialog premises.

12 Dialog currently tracks the incidence of 'major accidents' - those where employees require over 90 days of leave ahead of resuming their operational roles. It was however noted that while certain employees could be classified under this category, all recovered to their previous state and none were left requiring further recovery significantly after the 90-day period. The classification will herein be expanded to track 'high-consequence injuries' as well, as per the definition included in GRI Standard 403: Occupational Health and Safety 2018.

Nurturing People

Occupational Health and Safety Contd.

Process for investigating work-related incidents

Firstly, the employee's immediate supervisor informs the corresponding HR Partner/ HR Manager and the divisional Health and Safety Representative of incident and provides an overview of what may have occurred. The Health and Safety Representative works to determine the criticality of the risk involved within a period of 14 days. Parallel to this, the affected employee is contacted within 4 days to obtain their statement on the incident. The Health and Safety Representative then determines whether any external parties were involved, prior to the continuation of the Accident Investigation Process.

Remuneration

Dialog's remuneration policy is aimed at attracting, motivating and retaining employees, and at promoting a high-performance and value-based culture across the business. Our salary structures are competitive and designed to offer fair and equitable remuneration that is often ahead of industry benchmarks. Adjustments to remuneration are performed in line with the Axiata Group's remuneration strategy. With regards to recruitments, remuneration is based on an approved salary matrix and any amendments to the said policy require approvals from authorised individuals. Annual adjustments to remuneration are made based on the increase of cost of living, the annual performance rating assigned to each individual and the results from the most recent salary survey. Such salary surveys are conducted by independent parties, once every two years.

In addition to their salary, Dialog employees also receive a variable bonus annually, based on each year's operating results and each employee's performance for the year. Further, depending on quarterly results achievement there is also a more immediate reward disbursed in the form of a smaller quarterly bonus pay out. All permanent and fixed-term contract employees further receive health insurance cover for hospitalisation and can claim reimbursements of routine medical expenses up to a stipulated maximum irrespective of employee category.

Other benefits made available to all permanent and fixed-term contract employees include; reimbursement of educational expenses and other selected special expenses – birth of a new baby and family events (wedding, death, etc.). Dialog also provides a host of recreational facilities to safeguard the wellbeing of its employees.

Remuneration ratio across staff categories, Female : Male[13]

Category	2019	2018
Non-Executive	1 : 1.46	1 : 1.61
Executive	1 : 1.14	1 : 1.11
Managerial	1 : 1.07	1 : 1.07
Senior Management Level	1 : 0.84	1 : 0.75

Entry level wage : National minimum wage	**1.70:1**
Ratio between highest paid individual to median pay of all other individuals	**92.69:1**[14]
Percentage increase in the highest-paid individual's compensation from prior year to the reporting year	**0.05%**
Percentage increase of the median total annual compensation from prior year to the reporting year	**1.91%**
Ratio of the of the annual total compensation percentage increase of the highest-paid individual to the median annual total	**-0.017:1**[15]

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13 The ratios indicated above are specific to each employment category and include provisions for length of stay at the company, performance-related revisions and other factors affecting individual remuneration. There is however, no difference in the entry-level pay across gender, within each designation, or employee category.

14 Considered salary, statutory payments, bonus, fuel, vehicle allowance, time based allowances, medical payments, housing allowances for this calculation.

15 Considered salary, statutory payments, bonus, fuel, vehicle allowance, time based allowances, medical payments, housing allowances for this calculation. Sales commission and Incentives are not considered for this calculation as it's not within the HR cost.

Though technology has accelerated the graduation of more of humanity to higher levels of welfare, the Digital Divide has not only persisted between economic groups, genders, the urban/rural split and special groups such as minorities, the disabled, senior citizens – at times it appears to be widening. This new Digital age brings about a lot of opportunities; however, it will be unsustainable if those opportunities exclude large parts of society. Dialog's Digital inclusion agenda takes on these issues of exclusion by choosing to equip and empower the digitally underserved, unaware or unconnected - women, senior citizens and persons with disabilities - by providing the digital tools to rise up and bridge the divide, enriching their lives and livelihoods.

Bridging

THE

Digital

DIVIDE

Innovation

Dialog prides itself in being at the forefront of innovation in Sri Lanka's mobile industry. The Company has been a key player in developing the nation's mobile telephony infrastructure to a point where it is now ahead of much of the developed world. An "Innovation-first" ethos imbues the Company's culture, with investments in innovation to fast track its digital transformation journey and create new tools and services for its stakeholders. Innovation is a key enabler not only for mainstream customers but also for enhancing livelihoods and for the nation's progress. The Company's goal in innovating for the under-served and the marginalised is to leverage emerging opportunities and be first-to-market with path-breaking technologies and sustainable interventions that are at the same time simple, applicable and affordable, solving pertinent social issues.

Digitisation has remained the driver and was imperative to all innovation-focused activities. Having adopted an innovation model focused on strengthening its ecosystem through cooperation with high-potential partners, Dialog continues to collaborate with a number of research specialists to operationalise a number of new IoT concepts and applications. As the country's leading innovator, Dialog endeavours to bring innovation to the broader community as well. Accelerator and incubator funds have been set up to enable and empower freelance innovators to develop and eventually monetise their ideas.

With the dawn of the new year, Dialog launched Sri Lanka's first Augmented Reality (AR) calendar, showcasing the Company's ability to constantly introduce cutting-edge technology. The AR calendar allowed users to experience immersive AR features including exciting 3D graphics and engrossing interactive content. The Calendar also serves to update its viewers on the occurrence of Dialog events across the calendar year and highlights the yearly holidays, creating value for those looking to plan out their year accounting for local holidays simply and digitally. The Calendar made use of another familiar innovation, the Dialog Lens mobile app.

Another innovative solution, debuted in 2019, was the IOT-based Smart Grid solution to support prepaid electricity metering. This solution was developed in collaboration with the Dialog Mobile Communications Research Lab at University of Moratuwa and converts a standard electronic meter into a smart meter which additionally possesses a prepaid wallet to facilitate prepaid electricity metering. The smart-grid solution is supported by a utility IoT and analytics platform, as well as a utility-meter data management system, developed jointly by Dialog and LECO. The smart-grid solution is the first IoT enabled prepaid meter in the utility sector in Sri Lanka where consumers will be able to reload the electricity meter as and when convenient, similar to how a prepaid mobile is reloaded, preventing users from having to pay a monthly bill. The key benefit, moreover, is that prepaid electricity metering stands to benefit low-income communities in the long-run and is a prime example of an environmentally and economically sustainable innovation.

Another example of Dialog's prowess in developing relevant, easily implementable IoT solutions is that of the iMoni "Industrial Monitoring" gateway, that highlighted the importance of a service providers' ability to control all elements in an IoT stack: devices, network, platform and front-facing consumer application, as central to successfully implementing industrial IoT applications within a variety of emerging markets. Dialog also spent significant effort on developing new tools and resources, which would be used to solve enterprise-related issues, following a model similar to that of the iMoni gateway, where solutions could be applied through many different practical applications, and reach a much wider audience.

The significance and relevance of such innovations was further highlighted by the fact that Dialog efforts were recognised on a global scale, with the Company winning a number of awards for the above-mentioned solutions, including that of 'Industrial IoT Initiative of the Year' at the Global Telecoms Awards (GLOTEL Awards) held in London. The Smart Grid solution also won 'Best Client Delivery' at the SLASSCOM Innovation Awards and Gala 2019.

To drive innovation across the broader community, AppMaker, a template-driven Android app development platform, that greatly simplifies the process of developing android apps and enhances society's ability to create practical solutions to widespread social issues, was of utmost importance. Negating the need for user-unfriendly services, and seizing on ever-increasing smartphone penetration, AppMaker assists in bridging the digital gap by ultimately acting as a platform to enrich livelihoods. Currently, over 70% of apps trending on the Sri Lankan Google Play Store have been developed through AppMaker, with over 20,000 apps created in total.

The launch of the 'Digital Health Innovation' Laboratory, in partnership with the Health Informatics Society of Sri Lanka (HISSL) market the Company's foray into incubating innovative digital solutions for the healthcare sector. The primary goal of the proposed laboratory was the development of new products and services aimed at uplifting the standard of living across communities through research, development and commercialisation of outputs. The laboratory acts as a Centre of Excellence and an Innovation Hub, which promotes digital health solutions and the professional development of medical and engineering disciplines required for the field of digital health. Through the promotion and sharing of knowledge, technological know-how and experience and the removal of barriers for collaboration between academia and the private sector, Dialog strives to streamline policy and healthcare sector innovations for a better future. The 'AvidHrt Sense' product, the only commercial product that offers a complete physiological monitoring solution for patients and health-conscious individuals was also launched in 2019.

Developed in partnership with MyDoctor.lk and AvidHrt Inc, the solution significantly impacts those with suspected heart conditions and related illnesses. It implements a number of new concepts including the Internet of Medical Things, Genomics and Bioinformatics, Point of Care Biomarker Systems, Artificial Intelligence, Big Data and Blockchain contributing to the development of the nation's healthcare sector.

South Asia's first pilot mobile 5G service

Following on from previously set 5G milestones, Dialog successfully demonstrated the operation of a fully standards-based 5G mobile service, integrating 5G network infrastructure with the world's fastest foldable 5G device. Dialog was able to power up the world's fastest 5G mobile phone through the trial 5G transmission. This 5G mobile service pilot in a real-world setting further establishes Dialog's readiness to deliver 5G services placing Sri Lanka on par with the developed world in terms of delivery of cutting-edge telecommunications services.

Currently, over 70% of apps trending on the Sri Lankan Google Play Store, have been developed through AppMaker, with over 20,000 apps created in total.

Beyond Short-term Profits

Planet & Society

Affordability

Dialog's approach hinges on inclusivity and making sure its services are scalable and accessible to a larger portion of society.

When maximising value creation when delivering a number of high-quality products and services across the portfolios that exist within the telecommunications and digital services industries, it is imperative to ensure that such products are applicable and affordable to as large a segment of customers as possible.

Ensuring accessibility to rural populations, the elderly, low-income groups and disadvantaged sub-groups of the population, has allowed Dialog to empower all Sri Lankan's to reap economic, educational and health-related benefits. The affordability of devices, data services, voice calls and value-added services is thus a topic of material importance to Dialog and is one that has been raised through multiple instances of stakeholder engagement and studies conducted across core business areas. Dialog has thus understood that affordability is of paramount importance towards increasing its reach and continues to work towards making its services more affordable in order to reach out to as many Sri Lankans as possible.

A number of initiatives were introduced over the last few years, aimed at ensuring underserved stakeholders have access to essential services – such as mobile micro-insurance, which allows for the breaking down on insurance premiums into more affordable daily payments. With an economic environment that fluctuates constantly and national income levels stagnating, the topic of affordability is one that will continue to be material to stakeholders for many years to come. Over the years Dialog has pioneered numerous innovative, low-cost mobile-based solutions that have revolutionised the way people manage their day-to-day lives. Testament to its efforts, Dialog was awarded the title of "Sri Lanka's Most Valuable Brand 2020" by Brand Finance, a leading international independent brand valuation consultancy. Dialog was also accorded the title 'Top Telecommunications Brand' for the 11th consecutive year by BrandFinance, reaffirming the brand's ethos of enabling a connected future for every Sri Lankan.

'Power Plan'

Among the key services introduced in 2019 with the topic of affordability in mind were the 'Dialog Power Plans' - a range of mobile postpaid plans specifically designed to fully empower the subscriber with the best voice, messaging, internet and video experience, with a range of exclusive benefits.

Maintaining uninterrupted and hassle-free mobile connectivity is a necessity for individuals who are always on-the-go, and thus the newly-introduced Dialog Power Plans now take care of the communication needs of the dynamic Sri Lankan individual, covering the entire month without running out of talk time, SMS or data and without having to reload at inconvenient times, while maintaining transparency and control.

Affordable Home Broadband Data Plans

In mid 2019 Dialog introduced a range of game changing per-day Home Broadband packages, in line with the Company's vision of delivering affordable and accessible world-class internet services to all Sri Lankans.

Customers were thus able to enjoy the lowest data rates in the market, along with an offer of additional data at no cost, with every new per-day Home Broadband connection. This range of per-day home broadband packages included a number of daily recurring packages ideal for both light users looking for a practical and cost-effective solution for their internet needs, and heavy users who only require data over the weekend for downloading and streaming TV shows and movies, or browsing social media, and do not want to commit to a monthly plan.

#FreeTheFee – Free Channelling through Doc990

#FreeTheFee was an initiative that involved the waiving of service fees for all doctor channelling done via the Doc990 mobile app or www.doc.lk website.

Doc990 digitally empowers a user's experience whilst extending a wide spectrum of healthcare services from the convenience of their mobile phones and the website. Doc990 services are currently available at over 90 hospitals across the country and as Sri Lanka's leading medical booking app, Doc990 is integrated to mobile operators and banks for multiple payment options such as Add to Bill, eZ Cash, Genie, Amex, Visa and Master Cards for increased convenience and accessibility.

Digital Inclusion

Having served the nation as the leader in mobile telecommunications and having carved a robust footprint and market presence in Sri Lanka's Fixed Telecommunications and Digital Television markets, Dialog's journey to break barriers and create social value for the masses continues at a greater pace than ever before. With the landscape of communications evolving at a near exponential rate, the challenges faced in enriching lives are constant and ever-evolving. Therefore, providing access to services and content over new platforms that are more convenient for customers and introducing innovative new technologies that focus on bridging social gaps is of utmost importance.

While technological improvements have immensely improved the lives of the urban citizens, they have arguably had their most meaningful impact in the more remote regions, with citizens who are still peripheral to what a "mainstream user" is defined as. Having built upon the 4A's – Accessibility, Affordability, Availability and Applicability – principles that have guided Dialog throughout its Digital Inclusion journey, the Company's inclusivity-oriented innovations and services have helped close the digital gap and have welcomed millions more Sri Lankans into a digitally empowered lifestyle.

Beyond, but complementing, its philanthropic focuses, Dialog's Digital Inclusion strategy follows a 4-pillar structure, with products focusing on the following stakeholders

→ Agricultural Communities
→ Women
→ Persons with Disabilities
→ Coastal Communities

The strategy was developed by studying the national socio-economic landscape to determine key issues or gaps that exist across society, and then consolidating these with the Company's and Axiata Group priorities. A lot of effort was placed to align digital inclusion projects with key global initiatives as well – the fight to combat climate change and develop climate resilience being one of them. Incorporating attributes related to assisting in response and recovery across the 4 pillars was a challenge, where Dialog chose to follow the GSM Association's model of climate change mitigation when developing its portfolio.

A high-level view of Dialog's Digital Inclusion strategy and the key social issues which it aims to tackle across each key stakeholder group are as follows

Agricultural Communities

→ Increasing farmer efficiency – for business-oriented entrepreneurial farmers
→ Connecting buyers and sellers
→ Interaction and Advisory for higher yields
→ Information Dissemination towards enhanced crop management

Women

→ Empowering women through awareness creation, capacity building and access to information
→ Promoting Good Health Practices
→ Providing safety and security through digital services

Differently-abled persons

→ Providing support and enhancing the livelihoods through digital interventions for those with:
→ Motor difficulties
→ Speech difficulties
→ Hearing difficulties
→ Sight difficulties

Coastal Communities

→ Safety of those involved in maritime fishing activities
→ Increased catch within frame of sustainable fisheries
→ Promoting sustainable consumption
→ Reducing environmental degradation

Dialog's Digital Inclusion strategy

Beyond Short-term Profits

Farmers testing features of the Govi Mithuru app in the field

Govi Mithuru mAgri Service

ගොවි මිතුරු

Leading Dialog's digital inclusion strategy is Govi Mithuru (Farmer's Friend or Uzhavar Thozhan in Tamil), was launched in October 2015 with a vision to help smallholder farmers to "secure crop and family health" at the grassroot level. This is achieved by sharing agricultural advice for each stage of the farming cycle from land preparation to post-harvest support. Users receive regular customised voice recordings regarding changes on their farms based on their location, covering aspects such as seed selection, pest and disease control, home gardening and improving family nutrition.

This service was equally funded by the GSMA and Dialog, working with the Department of Agriculture, Ministries of Agriculture and Health of the Government of Sri Lanka and supported by human-centred design expertise and funded by DFID, the UK's international development agency. The project is part of the mAgri Challenge Fund, an initiative by the GSMA targeting improved livelihoods of small holder farmers in African and South Asian countries using mobile services. Dialog is among the six operators worldwide who successfully completed the application process to win the challenge fund from among all mobile network operators in the 13 countries were eligible for the programme.

The unique feature of this product is that the information provided to farmers are customised per farmer's need (customised by stage of cultivation, location, irrigation type, seed type and other relevant information). Registered farmers receive around 4 to 5 Calls every week with timely information regarding land preparation, sowing, fertiliser management and pest control as well as information on family nutrition and healthy living. The service was launched in October 2015 with paddy and currently features 20 crops with 2 more that were added by the first quarter of the year 2019. As of the end of 2019, the Govi Mithuru initiative had 650,000 registered users, boasting a wide range of indirect economic impacts that benefit subscribers and the country's agricultural community.

Farmers can register to the service by simply dialling the short code 616 on Dialog Sri Lanka's network and following the instructions or through Govi Mithuru agents trained to provide awareness to farmers and help register for the service. Farmers are charged LKR 1+tax per day per crop for daily calls and unlimited access to the 616 Interactive Voice Response service.

IMPACT CREATED IN 2019

Govi Mithuru app released for Android users in June

"Saviya"- advisory service for dairy farmers was released in July

Floriculture included as part of the Govi Mithuru service

A further two export crops were launched (Ginger and Pepper)

Beyond Short-term Profits

Planet & Society

Yeheli Expert Advisory Service

Known as Yeheli.lk in Sinhala and English, and Thozhi.lk in Tamil, this platform is positioned as Sri Lanka's only personalised and interactive advisory service for individuals to connect with qualified virtual advisors or confidants. Developed and operated in partnership with several leading organisations in fields such as women's empowerment, health and online safety, it is a free trilingual service with a web portal and an Android app. Yeheli creates a safe and trusted space to learn about and discuss a range of topics which may be too sensitive to be discussed with family and peers, such as: abuse, sexual health, contraceptives, relationship issues, domestic violence, etc.

Through field research carried out with the GSMA in 2017, it was revealed that one of the key reasons for the evident gender gap in mobile data usage in Sri Lanka is women finding the internet "not relevant" to them. Yeheli is thus a digital intervention to address some of the most pressing issues faced by women due to strict cultural norms, thereby encouraging them to use internet to enhance the quality of their lives.

Yeheli offers a digital, anonymous, scalable platform that overcomes constraints to provide conventional solutions for the uswer's specific need. The platform is user friendly as simplicity (for the user, expert and administrator) is achieved through carefully designed software, based on extensive UX research. The user can ask questions, in a language they prefer, at the click of a button, whenever they want, though a mobile phone/computer and receive personalised answers to the device itself without having to be physically present in front of an expert. Where the issues are complex, several experts can contribute to the same question, without having to go to several experts to get their opinions for different aspects of the problem, e.g. – sexual assault, require medical, psychological and legal advice. Experts can use the simple interface created for them to answer the questions at their convenience.
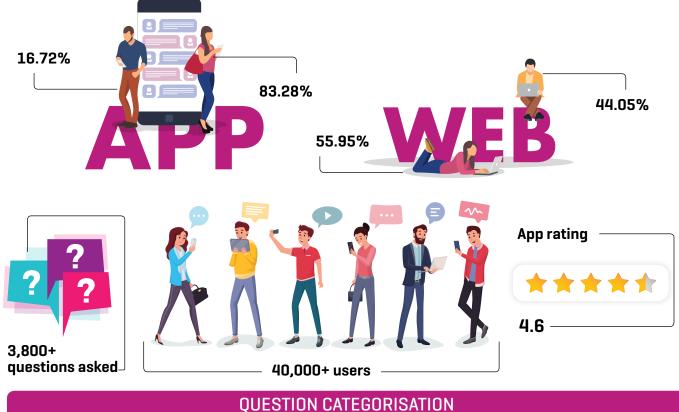
As the number of user queries increase, the system allows recruitment of experts through an online application process. Yeheli is also in the process of creating Sri Lanka's most value-adding, integrated volunteer network of professionals in legal, psycho-social and medical fields.

Panel discussion at the Yeheli Experts Recognition Event 2019

Beyond Short-term Profits

Planet & Society

APP

16.72%

83.28%

WEB

55.95%

44.05%

3,800+ questions asked

40,000+ users

App rating

★★★★⯪

4.6

QUESTION CATEGORISATION

General physical health
9.80%

Reproductive health
21.12%

Mental health
39.84%

Social issues
3.10%

Life style
5.83%

Technical and other
20.32%

KEY ACHIEVEMENTS 2019

37,000+ active users

DOWNLOAD

5,000+ App Downloads

A special campaign was carried out to reach out to and address the trauma that may have affected anyone in the country following of the Easter Sunday attacks, focusing on Negombo and Colombo

→ Monthly active users : 3,100+
→ Monthly queries : 230+
→ Cases resolved : 2,800+

Using Saru to measure plant health

Saru Protected Agriculture Automation Kit
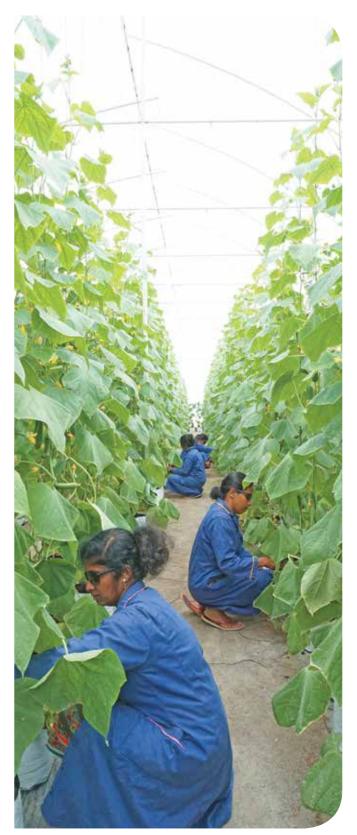
An affordable climate-smart, automated, protected agriculture that liberates smallholder farmers from the tyranny of the weather and seasonality. Preliminary research shows potential increases in yields of between 150%-300%.

Agriculture employs 25.6% of the workforce and accounts for 44% of land use, yet contributes to a mere 7% of Sri Lanka's GDP. Poor smallholder farmers lack the stability or capital to risk investing sufficiently and continuously in technology or inputs to even approach potential yields for their crops. Concerns are rising about an impending food crisis due to the rapid ageing of local farmers and harvest losses arising from adverse climatic phenomena. An appropriate solution to these challenges would be an affordable climate-smart, automated, protected agriculture that liberates smallholder farmers from the tyranny of the weather and seasonality. Dialog has been developing such a system with university and industry partners with a focus on low cost and ease of use. Preliminary research shows potential increases in yields of between 150% to 300% through environment-controlled agriculture systems.

The result is Saru, an 'Internet of Things'-based technology that enables farmers to remotely control and monitor activities through their smartphones, giving them the confidence and freedom to invest in higher-value crops with a less risky ROI proposition. Dialog, in collaboration with the University of Ruhuna, is building the crop-specific knowledge bases required to optimise care for each crop, and conducting field tests to ensure practicality and applicability. Low-cost sensors and actuators that are key components of the initiative, are developed in partnership with the Dialog Mobile Communications Research Lab at the University of Moratuwa.

The agricultural know-how for regular operations will be available at users' fingertips - whether real time updates or interventions to respond to short-term phenomena such as fertiliser application, water management, assessing growth, pest- and disease identification. Real-time over-the-air updates or interventions to respond to short-term phenomena will potentially lead to significant positive food-security implications across the country, and will be critical in an era of increasing climate volatility and uncertainty.

Fisherman calling the Sayuru advisory service to obtain weather alerts before setting out to sea

Sayuru Coastal Early-Warning System

A considerable segment of our island nation's coastal population depends on day-boat fishing for their livelihoods. Such fishermen have access to no more electronic technology than basic mobile phones. Their safety and ability to earn an income are highly dependent on the weather and coastal sea conditions. Television or radio news bulletins, or any warnings received by fisheries harbour masters and conveyed before putting out to sea, were the only means to warn such poor fishermen of hazardous conditions, with appropriate advice.

"Sayuru" ["Oceans" in Sinhala] fills this gap by providing accurate weather information and advisory in collaboration with the Department of Fisheries and Aquatic Resources and the Department of Meteorology of the Government of Sri Lanka. The service is designed for the basic mobile phones owned by fishermen or their families, employing trilingual IVR [voice] and SMS to reach coastal populations in time to warn them ahead of putting out to sea with approaching heavy weather. As most day-boat fishermen remain within mobile network coverage for the majority of their voyages, they have the opportunity for the first time to receive and respond to warnings in real time.

The service enables an automated a daily weather forecast dispatch that was previously impossible to direct at fishermen. Like with the Govi Mithuru mAgri service, users subscribe to the free service by selecting their language and fisheries zone as defined by the two departments according to geography. The high-relevance messages thus received increase engagement and trust among users. In situations of extreme hazard for the entire coast or particular zones, pre-recorded or same-day recorded voice messages in the fisherman's selected language are dispatched using Outbound Dialling [OBD] technology.

The service aims to address first the most pressing issue of hazard warnings at sea, and to build the trust and targeted reach to spread further education and awareness to make day-boat fishing not only less risky, but also more efficient and environmentally sustainable.

IMPACT CREATED IN 2019

11,000 + user registrations within one month of product launch

Types of messages:

Weather Forecast
Regular periodic notifications

Critical Alerts
Dispatched on demand from Fisheries Department [OBD & SMS]

Informational Alerts
Dispatched on demand from Fisheries Department [customisable content - SMS only]

Beyond Short-term Profits

Planet & Society

Vaayu Air Quality Monitoring Network

Rapid urbanisation and its associated industries, transport systems and more have increased air pollution over the years, especially in the country's main cities and industrial areas. Sri Lanka's greenhouse gas (GHG) emissions grew by a staggering 43% from 1990 to 2011. In 2011, it was reported that the country emitted 45Mn metric tonnes of carbon dioxide equivalent, consistently exceeding the World Health Organisation (WHO) annual guideline of 20µg/m3 for PM10 – a class of particulate matter measured as a proxy for overall air quality. Most activities related to air quality monitoring and management have been concentrated in Colombo, the main metropolis. The lack of a centralised system to record real-time air quality data over long periods of time has hampered effective monitoring and management of air quality across Sri Lanka.

Dialog, together with the National Building Research Organisation (NBRO), the mandated State organisation, set out to close this gap and address the limitations in effective air quality monitoring in the country. The partners will establish an IoT sensor network to monitor selected components such as particulate matter 2.5, particulate matter 10, carbon dioxide, VOC (Volatile Organic Compounds), nitrogen dioxide, carbon monoxide and methane in ambient air. These sensors feed into a central platform through which members of the public and any authorised persons can retrieve real-time air quality data. The platform will also act as a data repository, where air quality records will be stored over time, allowing for trend analysis and pattern recognition.

The public will be able to gain awareness about the air quality around Sri Lanka from the Vaayu website. The website will show the real-time air quality at a chosen location, past 12-hour readings, explain the pollutants detected in the air and how they can affect a person's health, and how to take precautions according to the situation.

The project brings together Dialog's technological knowhow with its proven record of successfully developing and implementing IoT-based solutions ranging from agriculture, weather, smart homes, and the scientific expertise and mandate of the NBRO, to roll out a national-level solution to measure and manage a critical environmental problem that costs lives and harms our natural resources and processes.

Saviya Dairy Advisory Service

This service was created to enhance the livelihoods of small-scale dairy farmers by improving their production capacity, quality of milk produced and health of livestock. The service is provided in partnership with the Market Oriented Dairy (MOD) project which aims to advance sustainable growth in Sri Lanka's dairy sector by supporting farmers and related enterprises. MOD is a project by the Government of Sri Lanka and the United States Department of Agriculture (USDA) 'Food for Progress' initiative. The knowledge service's content is provided by the subject-matter experts of the MOD project and reviewed by the Government's Department of Animal Production and Health (DAPH).

Dairy is the most important sub-sector in the Sri Lankan livestock industry, yet the country meets only 30-40% of fresh milk demand locally. While Sri Lanka is largely self-sufficient in terms of most animal products, its increasing dependence on international suppliers to meet the growing demand for dairy products creates trade risks and consumes scarce foreign exchange. The MOD project's medium-term aim is to enhance the capacities of over 5,000 dairy farmers to improve the quantity and quality of locally-produced milk. Overall, the lack of access to relevant information is a prominent issue affecting over 332,335 of Sri Lanka's dairy farmers, and Dialog is committed to making the service available to all.

Saviya addresses the information gap in small-herd dairy production by providing accurate and relevant information on best practices, dairy management, cattle feeding and calf management. These facts are sent straight to the farmer's mobile phone and customised according to their individual requirements and their animal's development stages. Saviya also provides other relevant information such as good nutrition and disease prevention. This service supports the existing extension efforts by DAPH, Provincial DAPHs and dairy processing companies, enabling a broader reach and providing dairy entrepreneurs and farmers with time-bound technical messages linked to the lactation cycle of animals, and care from pregnancy to calving.

Dairy farmer listening to Saviya content while tending to his livestock

Delivering consistently high-quality products and services assuring high customer satisfaction can only be achieved through the implementation of good business practices, strong policies and compliant and comprehensive, yet flexible and efficient processes. Our Core Values of Uncompromising Integrity and Exceptional Performance are at the core of every operation across Dialog's extensive value chain, directing us towards this ideal. With zero-tolerance approaches to violations of privacy, ethics and policy, coupled with robust internal business controls, Dialog has optimised all processes to significantly enhance the value it creates.

Optimising

POLICY

& Process

Anti-Corruption and Ethical Business Practices

Dialog's principal shareholder, the Axiata Group, operates and invests in technology companies across the South Asian and South East Asian regions, diverse in their activities, approaches, compositions and cultures. However, Axiata requires of all employees at these companies strict adherence to one unifying code – "UI-EP" which represents the values of Uncompromising Integrity and Exceptional Performance. This acknowledges the particularly Asian familiarity with dualities. It acknowledges the tensions and slim margins for error between striving for the highest results, while always looking to the North Star of integrity where ethical or moral grey areas arise. Each company operating under Axiata, including Dialog, has integrated with these core values its own additional values informed by its people and cultures - both corporate and national.

Dialog's Workforce Operations model is thus built on a solid foundation of ethics and integrity, where regulatory compliance and governance play a vital role. This ensures Dialog remains fully compliant with all statutory labour laws including the Shop and Office Act of 1954 and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. Further, as a signatory to the UN Global Compact on Human Rights, Dialog refrains from employing child labour, or forced/ compulsory labour and requires all its vendors to sign up for and annually re-commit to the same principles.

Uncompromising Integrity is a core value at Dialog and is one that is embodied by every action across every step the Company takes. Dialog takes a zero-tolerance approach towards bribery and corruption and is committed to act professionally, fairly and with integrity in all business dealings. To ensure this, the Company has implemented systems and processes to counter bribery and corruption in any form. These policies and procedures apply to all Dialog employees.

The Dialog Employee Code of Conduct, which all employees are required to read, understand and commit to, encapsulates its anti-corruption principles and the required behaviours expected of its employees. Similarly, for third parties who contract with Dialog a Vendor Code of Conduct is applicable. The code is communicated at the outset of business relationships and as appropriate thereafter.
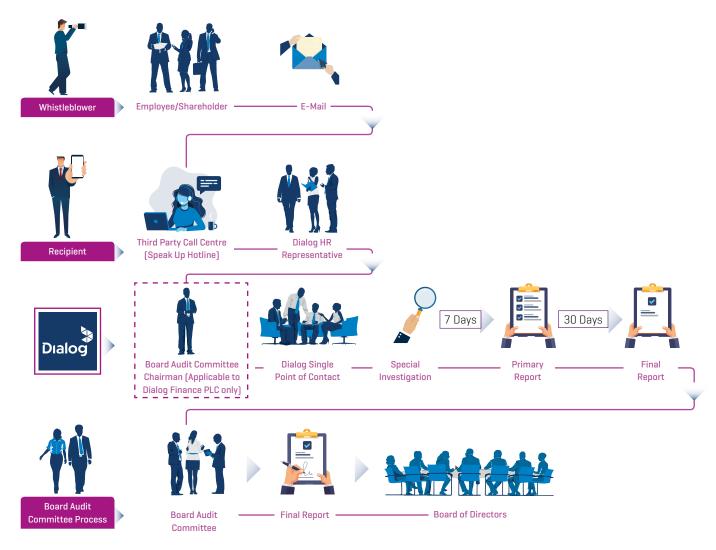
Dialog's Board of Directors holds the overall responsibility for the company's anti-corruption track record, however, the day-to-day responsibility for enforcing anti-corruption practices across the company lies with the management. Across all levels, managers are required to ensure that those reporting to them understand the company's stance on anti-corruption and are given regular training to raise awareness and encourage necessary behaviours.

Dialog's Whistle-Blower Policy is designed to facilitate the reporting of alleged improper activity, including bribery or corruption. The policy provides strict guidelines for reporting improper conduct and the process for managing allegations. Dialog's newly revamped process, launched in the latter part of 2019 introduced the groupwide unified 'Speak Up' hotline managed by third-party agency, ExpoLink Europe Limited, a key part of Dialog's drive to build a culture with Uncompromising Integrity at its core. This initiative consolidated all existing hotlines of Axiata Group Berhad, OpCos and subsidiaries into a single unified hotline. With the consolidation, this Speak Up hotline superseded the Company's previously deployed Ethics Hotline, hosted by KPMG.

The Speak Up hotline facilitates the reporting of actual or suspected misconduct, and illegal or unethical behaviour. It is available in English and all OpCo local languages and can be used by all of employees of the Axiata Group, as well as suppliers, business partners, contractors, customers, and other stakeholders. The main goal of the hotline is to better ensure the anonymity and confidentiality of the whistle-blower and to act as the central point through which stakeholders could report such improper activities. Whistle-blowers have the capability of speaking straight to CxOs and the CEO himself within one year of the submission of the whistleblowing report.

Further, when reporting a concern in good faith, stakeholders will not be at risk to any form of victimisation, retribution or retaliation from superiors or management, as outlined in the Axiata Group's Whistleblowing Policy. All reports received by Expolink will be forwarded to Axiata Group Investigations Team (a unit of Axiata Group Internal Audit), who will ensure the reports are dealt with in a professional and confidential manner. If the report warrants an investigation, it will be conducted by an investigator either from Axiata, Dialog or externally appointed. Concerns that are substantiated will be followed by disciplinary actions, as stipulated in the Code of Conduct.

The whistleblowing process

Whistleblower — Employee/Shareholder — E-Mail

Recipient — Third Party Call Centre (Speak Up Hotline) — Dialog HR Representative

Dialog — Board Audit Committee Chairman (Applicable to Dialog Finance PLC only) — Dialog Single Point of Contact — Special Investigation — 7 Days — Primary Report — 30 Days — Final Report

Board Audit Committee Process — Board Audit Committee — Final Report — Board of Directors

For the period of 2019, no incidents of corruption were reported specifically through whistle-blower mechanism. Complaints and incidents reported via other existing channels were successfully investigated and appropriate remedial action was taken. Any such incidents would be reported to the Board Audit Committee, who would in turn brief the entire Board on any significant issues raised, and possible risks/opportunities arising from such complaints. All employees receive updates on policy, procedure and company status related to anti-corruption during the quarterly town-hall sessions, most recently conducted by the CEO. Dialog also provided a similar overview on Anti-Corruption to its Board of Directors in the reporting period. Further, all governance body members received communications on anti-corruption policies and procedures, however no specific training on such was administered during the reporting year.

Dialog reports eight confirmed incidents of deviation from processes and controls in 2019. Processes where violations took place were identified and corrective actions taken, including review and any necessary changes, and strengthening of existing internal protocols such as one-time passwords and two-tier verification to improve

the security of access to systems. No such incidents were reported among the Company's business partners.

The year under review saw the termination of two employees and six voluntary resignations on disciplinary grounds, related to deviations of internal process controls and/or violation of the code of conduct.

Both the easy accessibility of the newly-introduced Speak Up service and the more transparent nature of communications surrounding corrective actions taken with respect to such issues have led to a significant increase in the number of reports on incidents related to non-compliance or corruption. This process provides Employees with a sense of trust and confidence, motivating them to challenge traditional thinking and approach the appropriate channels to report incidents and grievances.

Time spent on UI-EP/ anti-corruption briefings at inductions across the year: **696 hours**

Process Excellence & Governance

Cybersecurity and Data Privacy

Dialog's products and services have a significant impact on the activities that encompass customers' day-to-day lives and as technology continues to evolve and reach new heights, the challenge of ensuring the safety of corporate and customer information from security breaches, while combating the increased vulnerability to security breaches is of great importance to Dialog. Cyber attacks, which increase in number and severity each year, have the ability to greatly destroy the trust between Dialog and its customers – leading to financial loss and damage to the Company's reputation. The Global Risk Report by the World Economic Forum, for the year 2018 highlighted 'Cyber attacks' as one of the top three risks worldwide in terms of likelihood, and in the top six in terms of impact.

To address this and ensure that it earns customers' trust while mitigating the impact of such risks to its customers, Dialog maintains a robust Data Privacy policy. The policy spells out how Dialog collects and manages customers' information, reaffirming Dialog's commitment to protect all personal information in its custody and provide customers with the assurance that their data is in safe hands. Dialog's Privacy Policy is accessible online, and customers have the option to report any possible data security breach through privacy@dialog.lk. Furthermore, Dialog was heavily involved in the Axiata Group's Privacy Programme, developed together with KPMG, and launched in 2019 to uplift the standard of personal data protection across all OpCos. Through the programme, Axiata plans to create an implementation road map that will lead to enhanced data privacy standards across the Group. The programme will be benchmarked against a combination of both international and local baselines, including the General Data Protection Regulation of the European Union, the NIST Privacy Framework, and the Sri Lanka Data Protection Bill.
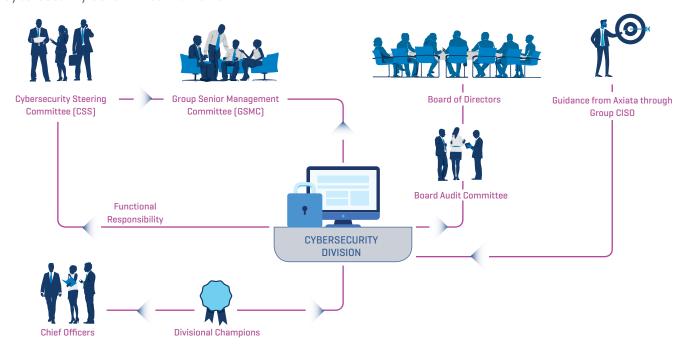
Dialog recently formed the Group Data Privacy Office given the increasingly critical nature of data privacy and data protection, with a Data Protection Officer, the General Counsel of the Dialog Group,

appointed to manage the use of personal data across the scope of Dialog's operations, and advise internal and external parties on all aspects of personal data protection. Policies pertaining to data sharing, data retention and data purging were implemented as well. Dialog is furthermore in compliance with the existing data privacy obligations imposed by the TRCSL.

The Dialog Group also initiated the formation of a centralised Security Operations Centre, responsible for overseeing the security of group-wide processes. This allows for better synergy between the various sub-teams, when facing the ever-changing landscape of cybersecurity threats. The maturity of cybersecurity governance systems and processes is uniformly tested across all OpCos of the Axiata group in line with industry best practice frameworks. Further, the Group has worked together to define key targets for improvement and have set Chief-Officer/Executive-level KPIs to manage progress.

All cybersecurity matters come under the purview of Dialog's cybersecurity division. In line with its commitment to adopt global best practices, the cybersecurity Division follows the ISO 27001:2013 standard (which all IT, Internet Data Centre and telecommunications services are compliant with) and the NIST (National Institute of Standards and Technology) cybersecurity protocol which, is being augmented with reference to ISF - The Standard of Good Practice security controls in order to safeguard information. The 2019 reporting period saw the Company participate in a fresh round of ISO27001:2013 ISMS surveillance audits, leading to an extension of the certification. In its efforts to assess the maturity of security controls, Dialog joined Axiata Operating Companies in undergoing an independent third-party assessment under the NIST Cybersecurity Framework, achieving a rating of 3.04 meeting the target required. Direction from Axiata's cybersecurity steering committee continued to enhance Dialog's cybersecurity framework, with the cybersecurity steering committee, formed in 2018, meeting monthly and involving key executives within Dialog and senior representatives from the parent company, Axiata.

Cybersecurity Governance Framework

Cybersecurity Steering Committee (CSS)

Group Senior Management Committee (GSMC)

Board of Directors

Guidance from Axiata through Group CISO

Board Audit Committee

Functional Responsibility

CYBERSECURITY DIVISION

Chief Officers

Divisional Champions

Cybersecurity Governance Framework

Complementing Dialog's Cybersecurity framework is the Company's Enterprise Risk Management [ERM] framework which helps the organisation to determine the maturity of each business pillar in accordance with the globally-accepted best practices defined by the ISO 31000 Risk Management Standard. The cybersecurity risk maturity assessment is conducted quarterly, taking into account the external risks [global and regional] and country specific risks. Thereafter they are plotted on a risk heat map to assess the overall impact Dialog may face, cascading down to a detailed analysis of the impact to each business pillar. Continuous monitoring by the divisions' research and development team ensures all malicious activity is detected, profiled and recorded weekly. A monthly risk update is presented to the Group Senior Management Committee [GSMC], while the Board Audit Committee is kept apprised on a quarterly basis.

To encourage accountability and risk ownership, information Security SPOCs [Single Points of Contact] have been appointed to ensure key business functions [Human Resources [HR], Supply Chain Management [SCM], Sustainability, etc.] comply with the policy guidelines. Designated cybersecurity Champions are assigned to drive necessary operational protocols under each function and ensure continuous monitoring to prevent escalation in the event of an attack. Dialog strengthened its cybersecurity governance through the evolution of processes and policies to secure information across all platforms - APIs, mobile applications, web applications and all products offered to customers. The security and vulnerability of products and services is tested pre-launch and thereafter on a periodic basis. Dialog also implements a system of technical alerts which are issued to ensure that asset owners are hyper vigilant and cognisant of possible breaches and work towards preventing such during periods of technical vulnerability, prior to a respective patch being installed. These formal procedures are further supported by a strong internal culture where employees understand the importance of privacy and security risks and continue to manage them. Dialog focused on training and developing employees to ensure awareness and understanding of the existence of and management of cybersecurity risks – once again governed by top-to-bottom KPIs.

Dialog emerged as champions at the Axiata Bug Bounty Program, a Group-wide initiative that pitted individual OpCo's against each in a battle to expose vulnerabilities across the Group's digital infrastructure. This process of ethical hacking helps strengthen security protocols and further reduces Dialog's vulnerability to malicious content and direct cyberattacks.

For more information on Dialog's policies, systems and processes to manage cybersecurity and data privacy, please refer the 2017 and 2018 Sustainability Reports at: https://www.dialog.lk/sustainability-reports

As evidenced by the Group's focus on digital privacy and trust, given the nature of its business, customer information security and data privacy were two of the most highly material to Dialog in 2019. Dialog was proactive in putting in place the necessary safeguards in order to ensure that all possibilities for risk of breach were eliminated. All customer concerns and complaints with regard to information leaks are handled by the Complaints Management Unit, under the Group Service Delivery portfolio. A dedicated team is assigned to recording and investigating any such complaints raised through the channels available for customers grievances, including email and a dedicated hotline. Dialog annually reviews such controls in place to prevent the leakage of customer information and strives to build trust with its stakeholders by placing paramount importance on their privacy and on the security of such information.

	From Outside Parties	From Regulators
Total complaints investigated in relation to breaches of customer privacy in 2019	162	0
Identified Leaks [further to two-tier investigation]	0	0
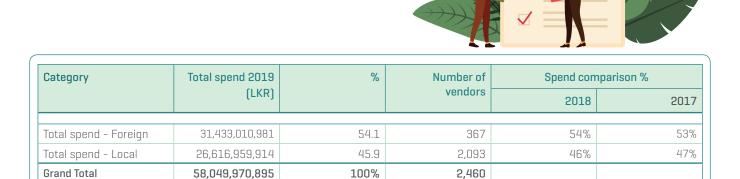
3-year Comparison:

	2019	2018	2017
Total complaints investigated in relation to breaches of customer privacy [%]	0.0011	0.0012	0.0018

Process Excellence & Governance

Responsible Procurement

GRI ► 102-09, 102-10

Category	Total spend 2019 [LKR]	%	Number of vendors	Spend comparison %	
				2018	2017
Total spend - Foreign	31,433,010,981	54.1	367	54%	53%
Total spend - Local	26,616,959,914	45.9	2,093	46%	47%
Grand Total	**58,049,970,895**	**100%**	**2,460**		

Suppliers form an integral part of Dialog's value chain and play a vital role in delivering Dialog's value proposition to the market. Due to Dialog's reputation as an industry leader it is vital that its suppliers too fall in line with the Company's high standards for ethical conduct. Dialog has thus strictly implemented a Vendor Code of Conduct that reflects the guiding principles expected to be complied by all suppliers, such as labour practices and human rights, health and safety, environmental management, business integrity and ethics and management systems, payment policy and other social and environmental aspects deemed material to Dialog's business. The code acts as a platform to inculcate the requisite behaviours needed to build sustainable relationships between Dialog and its suppliers.

By agreeing to the Supplier Code of Conduct, all Dialog suppliers are expected to demand similar standards of their own suppliers and carry out necessary verifications to ensure alignment. Capturing the latest developments and strategies of the Company, version 3.0 of the Supplier CoC was published in July 2018.

The latest edition includes the following additions/amendments that place focus on:

→ Dialog's Corporate Values

→ The representation and experience of the suppliers

→ Business Continuity Management requirements

→ Vendor Pre-qualification ahead of Requests for Quotations / Requests for Proposals

The latest edition has been shared with the top 90% (by spend) of the suppliers for recertification to ensure compliance to the governing principles.

At the heart of Dialog's Supply Chain Management (SCM) strategy is a focus on continuous improvement. Dialog conducts regular site assessments to ensure compliance with the Code and works directly with its suppliers to help improve their sustainability performance. All Dialog suppliers are subjected to regular performance evaluations to identify and prioritise specific areas of improvement. Based on the results of these assessments, Dialog works with suppliers to address possible issues and make recommendations for improvement, while additional follow-up assessments and on-site audits are carried out to monitor the performance of high-risk suppliers.

Supplier and Employee Engagement Surveys 2019

As an ongoing initiative, two online surveys were carried out for the year 2019 by Supply Chain Management amongst 100 of Dialog's key suppliers and its own employees.

The Supplier Engagement Survey covered following areas to gain further insights to serve our suppliers better and to build sustainable relationships:

→ Supplier perceptions of the Company

→ Effectiveness of Dialog's communication with supplier

→ Ethics and conduct of Dialog and its staff

→ Effectiveness of Dialog's supplier relationship management

→ Process efficiencies and areas for improvement

The Employee Engagement Survey was carried out with the objective to measure the level of engagement in order to achieve Dialog's business goals and to improve performance gaps under following areas:

→ Procurement Process and Policies

→ Purchase Request to Purchase Order Process

→ Supply Chain Management Staff

Supplier Forum 2019

In August of 2019, SCM hosted its 2nd Supplier Forum, where over 50 of Dialog's suppliers, who have supported the Company throughout its journey, were invited to participate in the forum.

Our supplier network plays a key role in driving and delivering future innovations and solutions for our shareholders, the key theme of the forum was to share the roadmap of Axiata Group as well as Dialog, with our strategic suppliers and partners.

The forum was used as a platform to not only discuss the following topics by management, but was also used as a platform for suppliers to share their inputs and feedback to Dialog:

→ Axiata Group Vision and Dialog Group diversification

→ Industry challenges and alternative strategies

→ Importance of cost restructuring and new commercial models to overcome current industry challenges

→ Evolving technology – response from Axiata and Dialog

Dialog's Fleet Operating Model Optimisation

In line with the Facilities Management business transformation roadmap, it is envisaged for the fleet to operate "on demand". Dialog has evaluated multiple options to outsource the fleet management scope. Most options evaluated previously were not pursued as they were not financially feasible.

A recent option which was reviewed was the PickMe Taxi Service, which had matured to cater to corporate clients and showcased their fleet management solutions. This was further evaluated by internal teams as the services offering met the different user demands (taking into account the reservation system on mobile apps and the web-based tool, GPS tracking system and automated bill generation). A proof of concept (PoC) was carried out with PickMe for over a month and was found satisfactory. This PickMe model is expected to yield in several benefits eventually translating into cost reductions and operational efficiencies compared to the current operating model.

Group-wide Technical Standardisation and Volume-based Price Negotiation

Dialog undertook a Group-wide Request for Procurement (RFP) covering the entire scope of its Access Network. This RFP was driven through technical standardisation across the Axiata Group. The outcome of the RFP offered benefits such as volume-based negotiations, technological standardisation and the application of best practices across OpCos. This project resolved the budget deficit of LKR 2.6Bn faced in 2019, achieving the target of 100% savings.

The focus on technical configuration standardisation and the simplification of commercial models secured commercial as well as technical benefits for the Company. The sites developed as a result of the investment on this project are of higher features and a lower cost in comparison to those developed in 2018. The outcome of the project will have both operational and commercial benefits for the Company in years to come.

For a high-level breakdown of Dialog's supply chain, and more information on the types of suppliers engaged with, the key spend categories and the characteristics specific to Dialog's business operations and requirements, please refer the 2017 and 2018 Sustainability Reports at: *https://www.dialog.lk/sustainability-reports.*

Requirement	2019 Jan-Dec	
Percentage of new suppliers that were screened using social and environmental criteria	100%	
Number of suppliers re-assessed for social and environmental impacts	122	Based on the number of vendors profiled during the period
Number of suppliers identified as having significant actual and potential negative social and environmental impacts	0	
Significant actual and potential negative social and environmental impacts identified in the supply chain	0	Dialog's Vendor Contract Management (VCM) team conducted 25 supplier site visits to check the compliance against the Supplier Code of Conduct
Percentage of suppliers identified as having significant actual and potential negative social and environmental impacts with which improvements were agreed upon as a result of assessment.	0%	
Percentage of suppliers identified as having significant actual and potential negative social and environmental impacts with which relationships were terminated as a result of assessment, and why.	0%	

Process Excellence & Governance

Progress on Targets set for 2019

Target No.	Description	Actions Implemented through Reporting Year	Status Update
1	Environmental Performance Monitoring (Continuation)	1. Implementation of improved systems for tracking and reporting energy and resource consumption and waste data across the operations. 2. Assessment of all generators to better understanding parameters towards NO_x calculation	Partially completed - To be completed alongside ISO14001 implementation in next reporting cycle
2	Occupational Health and Safety (Continuation)	1. Perform an assessment of jobs having a high risk for occupational diseases across the entire operations of Dialog	Carried forward due to personnel transition
3	Employee Wellbeing	1. Implement process for regular reviews of key policies and processes covering key HR areas, including diversity and non-discrimination and labour practices. 2. Create awareness on above-mentioned policies and processes by conducting trainings and refreshers through the Sustainability Academy.	Carried forward due to personnel transition
4	Anti-Corruption and Ethical Business Practices (Continuation)	1. Provide an overview to the Board of Directors of the policies and processes governing anti-corruption.	Carried forward due to leadership calendar disruptions
5	Reporting Subsidiaries' Triple-Bottom Line Performance	1. Extension of current sustainability data management mechanisms to all subsidiaries.	Partially completed
6	Impact Measurement	1. Extension of impact measurement process to cover all newly-initiated Community Investment and Digital Impact projects, with measured impact to be report as part of annual process.	Partially completed and ongoing, timelines revised due to complexity and lag-time requirements

Targets for 2020

Target No.	Description	Actions to be Implemented in the Following Reporting Year
1	Environmental Performance Monitoring (Continuation)	1. Implementation of improved systems for tracking and reporting energy and resource consumption and waste data across the operations. Prototypes iterated during current reporting cycle – development opportunities to be addressed in the following Reporting Year through conduct of energy audits and comprehensive waste management framework. 2. Assessment of all generators to better understanding parameters towards NO_x calculation through energy audits to measure efficiency parameters, and through air-quality testing of stack emissions at each location.
2	Occupational Health and Safety (Continuation)	1. Perform an assessment of jobs having a high risk for occupational diseases across the entire operations of Dialog. Initiate preparations towards implementing ISO45001 Health and Safety Management system.
3	Employee Wellbeing	1. Implement process for regular reviews of key policies and processes covering key HR areas, including diversity and non-discrimination and labour practices. 2. Create awareness on above-mentioned policies and processes by conducting trainings and refreshers through the Sustainability Academy.
4	Anti-Corruption and Ethical Business Practices (Continuation)	1. Provide an overview to the Board of Directors of the policies and processes governing anti-corruption.
5	Reporting Subsidiaries' Triple-Bottom Line Performance	1. Extension of current sustainability data management mechanisms to all subsidiaries.
6	Impact Measurement	1. Extension of impact measurement process to cover all newly-initiated Community Investment and Digital Impact projects, with measured impact to be report as part of annual process. Key focus to be placed on tracking progress against sustainable development goals, GSMA SDG Drivers and other international benchmarks.
7	Awareness-creation and Engagement of Key Stakeholders on Core Sustainability Topics, and Ingraining Sustainability within the Corporate Culture	1. Conduct of a mass internal and external communications campaigns targeted at creating a sound understanding of sustainable lifestyles and actions, and the benefits brought about by such. 2. Awareness creation will also focus on the Company's ISO14001 implementation and cover the roles and responsibilities of each employee, and the significance of such contributions.

Sustainability Governance - Affiliations and Disclosures

Dialog represents the interests of its stakeholders through active participation in industry forums and maintains affiliations to the following organisations:

Charter/ Principle	Stakeholder Involvement in Development and Governance of Initiative
GSMA M-Women Working Group	Partner organisation.
GSMA Mobile Alliance Against Child Sexual Abuse Content	Member organisation.
GSMA M-Agri Programme	Partner organisation.
Biodiversity Sri Lanka – Founding Patron Member (formerly IUCN Business and Biodiversity Platform)	Member organisation (Founding Patron Member).
Signatory to United Nations Global Compact (Since inception)	Member organisation.
Global Compact Network of Ceylon	Founding Board Member, founding Steering Committee Member[16]. Steer-Co member up to 2016. Currently a member organisation.
Ministry of Education	Partner organisation.
Ministry of Public Administration and Disaster Management	Partner organisation.
CSR Council of Sri Lanka	Founding member.

Gender breakdown of the highest governance body

Board of Directors	Male - 10	Female - 0

Age-wise breakdown of the highest governance body

18-25	26-35	35-50	>50

16 As a member of the United Nations Global Compact, Dialog continues to uphold its commitment to the UNGC guiding principles and the UN Sustainable Development Goals

Governance structure, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	The Board of Directors is the highest governing body. Committees of the governing body are: 1. Board Audit Committee 2. Nominating and Remuneration Committee (NRC) 3. Capital Investment and Procurement Management Committee (CIPMC) 4. Related Party Transactions Review Committee (RPTRC)
Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	The delegation of authority for matters related to sustainability has been formalised in the Group Policies and Limits of Authority document.
Whether organisation has appointed executive level position(s) with responsibility for environmental and social topics and whether post holders report directly to the highest body	The Group Sustainability division is responsible for such matters and report to Group Chief Executive Officer ("GCEO"). The GCEO will in return report to the NRC and Board.
Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics.	The GCEO and the NRC will act as the intermediary (ies).
Composition of the highest governance body and its committees by: Competences relating to economic, environmental and social impacts	
Composition of the highest governance body and its committees by: Competences relating to economic, environmental and social impacts	

	BOD	BAC	NRC	CIPMC	RPTRC
Executive	1	0	0	1 (1 Ex-officio member)	0
Non-executive	9	3	3	3	2
Independent	3	2	2	2	2
Tenure on the governance body	Please refer the Annual Report - Profile of Directors	Please refer the Annual Report - Profile of Directors	Please refer the Annual Report - Profile of Directors	Please refer the Annual Report - Profile of Directors	Please refer the Annual Report - Profile of Directors
Number of each individual's other significant positions and commitments, and the nature of the commitments	Please refer the Annual Report - Profile of Directors	Please refer the Annual Report - Profile of Directors	Please refer the Annual Report - Profile of Directors	Please refer the Annual Report - Profile of Directors	Please refer the Annual Report - Profile of Directors
Gender	Male	Male	Male	Male	Male
Membership of under-represented social groups	None	None	None	None	None
Competences relating to economic, environmental and social impacts	None	None	None	None	None
Stakeholder representation	Major shareholder representation only - by 06 nominee directors	Major shareholder representation only - by 01 nominee director	Major shareholder representation only - by 01 nominee director	Major shareholder representation only - by 01 nominee director	None

Sustainability Governance - Affiliations and Disclosures Contd.

Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the Organisation's management and the reasons for this arrangement).	No, the Chairman is Non-Executive
Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: → Whether and how diversity is considered → Whether and how independence is considered → Whether and how expertise and experience relating to economic, environmental and social topics are considered → Whether and how stakeholders (including shareholders) are involved	In the process of nomination of directors, the Board and the NRC, evaluates the balance of skills, knowledge and experience on the Board and selects candidates who would complement the make-up of the Board. When doing so the skill-set, experience, knowledge, diversity, and availability of the candidate are taken into consideration. Further, whether the candidate is independent in character and judgment and whether there are relationships or circumstances which are likely to affect, or could appear to affect, his/her judgment is also considered. All directors appointed to the Board are required to retire and submit themselves for re-election by the shareholders at the AGM immediately succeeding his/her appointment.
Processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: → Cross-board membership → Cross-shareholding with suppliers and other stakeholders → Existence of controlling shareholder → Related party disclosures	Yes, all directors are required to disclose their interest, which is entered in the interest register maintained by the Company required by the Companies Act. The names of Directors who were directly or indirectly interested in a contract or a proposed transaction with the Company or the Group during the year were disclosed by the Directors and updated in their interests register.
Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	Subject to the authority delegated to management under the Limits of Authority, the above are approved by the Board, based on the recommendation of the GCEO as proposed by the relevant CXO.
Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	The Board/NRC is briefed on such matters by the management at the Committee meetings. STING Consultants, on the request of Dialog, conducted a specialised refresher on Sustainability for the Board of Directors as part of the Board's continuous training programme.
Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Whether such evaluation is independent or not, and its frequency. Whether such evaluation is a self-assessment.	A performance self-evaluation is carried out internally on a periodic basis. A self-evaluation is conducted within Group Sustainability's quarterly updates to the board. The evaluation covers performance on key economic, environmental and social topics of priority at all levels of the company.
Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organisational practice.	None

Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes.	The identification of the risks will be carried out by the Enterprise Risk management team on behalf of the Board, in consultation with the relevant business process owners. The Board Audit Committee is responsible for identification and resolving of queries on governance. The Board delegates responsibility to management on a per case basis, with respect to due diligence processes.
Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	Yes, stakeholder consultation is an integral part of the ERM process within Dialog.
Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	The Group's risk management framework is reviewed by the Board Audit Committee and the Board on a quarterly basis.
Report the highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered	Director/Group Chief Executive
Report the process for communicating critical concerns to the highest governance body.	The GCEO/Top Management will communicate the same to the Board of Directors. A concern is judged to be critical, as per the discretion of the individual responsible for each communication. Such discussions are conducted 'in camera'. Of the concerns taken up for discussion with the Board in 2018, none were deemed 'critical' as per the Board/Company Secretary's definition
Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	Concerns are considered 'critical' when existing internal controls are inadequate to appropriately address them, or when the introduction of new controls or processes are required to resolve said concerns. If the deviation in controls was found to be minor in nature and does not require the attention of the Board, remedial action may be taken at a lower level, with concerns resolved without the involvement of the Board.

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

→ Performance-based pay - Salary increments granted by company are based on the annual performance review mechanism and differentiated based on the employee designation/category. The Annual Increment Plan is sent for Board approval as part of a special presentation on employee performance, motivation and retention.

→ Bonuses - Bonuses are disbursed based on the individual's Performance Review Rank and the remuneration mix, which are considerations when deriving the bonus quantum.

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

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

→ Retirement Benefit schemes - In line with statutory requirements.

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

Please refer the Dialog Axiata Annual Report 2019 – Corporate Governance Report for a more detailed look at remuneration policies applicable to its highest governing body.

GRI Content Index

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

GRI Standard	Disclosure	Sections and Page number(s)	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
GRI 101: Foundation 2016			
General Disclosures			
GRI 102: General Disclosures 2016	102-01	About Dialog [Page 8], Annual Report - Introduction to the Company [Page 1 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	102-02	About Dialog [Page 5], Annual Report - Business and Financial Review [Page 28 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	102-03	Annual Report - Corporate Information [Inner Back Cover– viewed at https://www.dialog.lk/annual-reports], Sustainability Report back cover	Yes, please refer Independent Assurance Statement on Page 120
	102-04	About Dialog [Page 5], Annual Report – Business and Financial Review [Page 28 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	102-05	About Dialog [Page 5]	Yes, please refer Independent Assurance Statement on Page 120
	102-06	About Dialog [Page 5], Annual Report – Business and Financial Review [Page 28 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	102-07	About Dialog [Page 5], Employee Wellbeing [Page 66], Annual Report - Business and Financial Review [Page 28 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	102-08	Employee Wellbeing [Page 66]	Yes, please refer Independent Assurance Statement on Page 120
	102-09	About this Report [Page 8], Responsible Procurement [Page 102]	Yes, please refer Independent Assurance Statement on Page 120
	102-10	Group Chief Executive's Review [Page 14], Report Scope and Boundary [Page 8], Annual Report - Business and Financial Review [Page 28 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	102-11	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	102-12	Sustainability and Governance [Page 29], Report Scope and Boundary [Page 8]	Yes, please refer Independent Assurance Statement on Page 120
	102-13	Sustainability and Governance [Page 29], Sustainable Development Goals [Page 34], About this Report [Page 8]	Yes, please refer Independent Assurance Statement on Page 120
	102-14	Group Chief Executive's Review [Page 14]	Yes, please refer Independent Assurance Statement on Page 120
	102-15	Group Chief Executive's Review [Page 14], Managing Risk [Page 24]	Yes, please refer Independent Assurance Statement on Page 120
	102-16	About Dialog [Page 5], Group Chief Executive's Review [Page 14]	Yes, please refer Independent Assurance Statement on Page 120

GRI Standard	Disclosure	Sections and Page number(s)	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
	102-17	Group Chief Executive's Review [Page 14], Employee Wellbeing [Page 66], Anti-Corruption and Ethical Business Practices [Page 98]	Yes, please refer Independent Assurance Statement on Page 120
	102-18	Sustainability and Governance – Affiliations and Disclosures [Page 107], Annual Report – Corporate Governance Report [Page 46 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	102-19	Sustainability and Governance – Affiliations and Disclosures [Page 107], Annual Report - Corporate Governance Report [Page 46 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	102-20	Sustainability and Governance – Affiliations and Disclosures [Page 107]	Yes, please refer Independent Assurance Statement on Page 120
	102-21	Group Chief Executive's Review [Page 14], Sustainability and Governance – Affiliations and Disclosures [Page 107]	Yes, please refer Independent Assurance Statement on Page 120
	102-22	Sustainability and Governance – Affiliations and Disclosures [Page 107], Annual Report - Corporate Governance Report [Page 46 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	102-23	Sustainability and Governance – Affiliations and Disclosures [Page 108], Annual Report - Corporate Governance Report [Page 46 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	102-24	Sustainability and Governance – Affiliations and Disclosures [Page 108]	Yes, please refer Independent Assurance Statement on Page 120
	102-25	Sustainability and Governance – Affiliations and Disclosures [Page 108], Annual Report - Corporate Governance Report [Page 46 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	102-26	Sustainability and Governance – Affiliations and Disclosures [Page 108], Annual Report - Corporate Governance Report [Page 46 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	102-27	Sustainability and Governance – Affiliations and Disclosures [Page 108]	Yes, please refer Independent Assurance Statement on Page 120
	102-28	Sustainability and Governance – Affiliations and Disclosures [Page 108]	Yes, please refer Independent Assurance Statement on Page 120
	102-29	Sustainability and Governance – Affiliations and Disclosures [Page 109]	Yes, please refer Independent Assurance Statement on Page 120
	102-30	Sustainability and Governance – Affiliations and Disclosures [Page 109], Managing Risk [Page 24]	Yes, please refer Independent Assurance Statement on Page 120
	102-31	Sustainability and Governance – Affiliations and Disclosures [Page 109]	Yes, please refer Independent Assurance Statement on Page 120

GRI Standard	Disclosure	Sections and Page number(s)	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
	102-32	Group Chief Executive's Review [Page 14], Sustainability and Governance – Affiliations and Disclosures [Page 109]	Yes, please refer Independent Assurance Statement on Page 120
	102-33	Sustainability and Governance – Affiliations and Disclosures [Page 109]	Yes, please refer Independent Assurance Statement on Page 120
	102-34	Sustainability and Governance – Affiliations and Disclosures [Page 109]	Yes, please refer Independent Assurance Statement on Page 120
	102-35	Sustainability and Governance – Affiliations and Disclosures [Page 109]	Yes, please refer Independent Assurance Statement on Page 120
	102-36	Remuneration [Page 79]	Yes, please refer Independent Assurance Statement on Page 120
	102-37	Remuneration [Page 79]	Yes, please refer Independent Assurance Statement on Page 120
	102-38	Remuneration [Page 79]	Yes, please refer Independent Assurance Statement on Page 120
	102-39	Remuneration [Page 79]	Yes, please refer Independent Assurance Statement on Page 120
	102-40	Stakeholder Engagement [Page 22], Value Chain Mapping [Page 28]	Yes, please refer Independent Assurance Statement on Page 120
	102-41	Compliance [Page 31]	Yes, please refer Independent Assurance Statement on Page 120
	102-42	Stakeholder Engagement [Page 22]	Yes, please refer Independent Assurance Statement on Page 120
	102-43	Stakeholder Engagement [Page 22], Value Chain Mapping [Page 28]	Yes, please refer Independent Assurance Statement on Page 120
	102-44	Stakeholder Engagement [Page 22]	Yes, please refer Independent Assurance Statement on Page 120
	102-45	Report Scope and Boundary [Page 8], Annual Report - Business and Financial Review [Page 28 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	102-46	About this Report [Page 8], Materiality Assessment [Page 20]	Yes, please refer Independent Assurance Statement on Page 120
	102-47	Matters of Material Importance [Page 26], Value Chain Mapping [Page 28]	Yes, please refer Independent Assurance Statement on Page 120
	102-48	Report Scope and Boundary [Page 8]	Yes, please refer Independent Assurance Statement on Page 120
	102-49	Report Scope and Boundary [Page 8]	Yes, please refer Independent Assurance Statement on Page 120
	102-50	Report Scope and Boundary [Page 8]	Yes, please refer Independent Assurance Statement on Page 120
	102-51	Report Scope and Boundary [Page 8]	Yes, please refer Independent Assurance Statement on Page 120
	102-52	Report Scope and Boundary [Page 8]	Yes, please refer Independent Assurance Statement on Page 120

GRI Standard	Disclosure	Sections and Page number(s)	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
	102-53	Report Scope and Boundary [Page 8]	Yes, please refer Independent Assurance Statement on Page 120
	102-54	Report Scope and Boundary [Page 8]	Yes, please refer Independent Assurance Statement on Page 120
	102-55	GRI Content Index [Page 110]	Yes, please refer Independent Assurance Statement on Page 120
	102-56	Report Scope and Boundary [Page 8], Independent Assurance Statement [Page 118]	Yes, please refer Independent Assurance Statement on Page 120
Material Topics			
Economic Performance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Group Chief Executive's Review [Page 14], Economic Performance [Page 54]	Yes, please refer Independent Assurance Statement on Page 120
	103-2 The management approach and its components	Group Chief Executive's Review [Page 14], Economic Performance [Page 54]	Yes, please refer Independent Assurance Statement on Page 120
	103-3 Evaluation of the Management Approach	Annual Report 2019 – Business and Financial Review [Page 28 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance [Page 54]	Yes, please refer Independent Assurance Statement on Page 120
	201-2 Financial implications and other risks and opportunities due to climate change	Managing Risk [Page 24], Environmental Performance [Page 60].	Yes, please refer Independent Assurance Statement on Page 120
	201-3 Defined benefit plan obligations and other retirement plans	Annual Report – Notes to the Financial Statements [Page 79 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
	201-4 Financial assistance received from the government	Annual Report – Notes to the Financial Statements [Page 79 – viewed at https://www.dialog.lk/annual-reports]	Yes, please refer Independent Assurance Statement on Page 120
Indirect Economic Impacts			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Community Investment and Social Stewardship [Page 38], Group Chief Executive's Review [Page 14], Digital Inclusion [Page 85]	Yes, please refer Independent Assurance Statement on Page 120
	103-2 The management approach and its components	Community Investment and Social Stewardship [Page 38], Group Chief Executive's Review [Page 14], Digital Inclusion [Page 85]	Yes, please refer Independent Assurance Statement on Page 120
	103-3 Evaluation of the Management Approach	Community Investment and Social Stewardship [Page 38]	Yes, please refer Independent Assurance Statement on Page 120

GRI Standard	Disclosure	Sections and Page number(s)	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community Investment and Social Stewardship [Page 38]	Yes, please refer Independent Assurance Statement on Page 120
	203-2 Significant indirect economic impacts	Digital Inclusion [Page 85]	Yes, please refer Independent Assurance Statement on Page 120
Anti-Corruption			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Anti-Corruption and Ethical Business Practices [Page 98]	Yes, please refer Independent Assurance Statement on Page 120
	103-2 The management approach and its components	Anti-Corruption and Ethical Business Practices [Page 98]	Yes, please refer Independent Assurance Statement on Page 120
	103-3 Evaluation of the Management Approach	Anti-Corruption and Ethical Business Practices [Page 98]	Yes, please refer Independent Assurance Statement on Page 120
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Managing Risk [Page 24]	Yes, please refer Independent Assurance Statement on Page 120
	205-2 Communication and training about anti-corruption policies and procedures	Anti-Corruption and Ethical Business Practices [Page 98]	Yes, please refer Independent Assurance Statement on Page 120
	205-3 Confirmed incidents of corruption and actions taken	Anti-Corruption and Ethical Business Practices [Page 98]	Yes, please refer Independent Assurance Statement on Page 120
Energy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	103-2 The management approach and its components	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	103-3 Evaluation of the Management Approach	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	302-2 Energy consumption outside of the organisation	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120

GRI Standard	Disclosure	Sections and Page number[s]	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
	302-3 Energy intensity	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	302-4 Reduction of energy consumption	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	302-5 Reductions in energy requirements of products and services	Not applicable.	
Emissions			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	103-2 The management approach and its components	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	103-3 Evaluation of the Management Approach	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
GRI 305: Emissions 2016	305-1 Direct [Scope 1] GHG emissions	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	305-2 Energy indirect [Scope 2] GHG emissions	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	305-3 Other indirect [Scope 3] GHG emissions	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	305-4 GHG emissions intensity	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	305-5 Reduction of GHG emissions	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	305-6 Emissions of ozone-depleting substances [ODS]	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
	305-7 Nitrogen oxides [Nox], sulfur oxides [SOx], and other significant air emissions	Environmental Performance [Page 60]	Yes, please refer Independent Assurance Statement on Page 120
Environmental Compliance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Group Chief Executive's Review [Page 14], Compliance [Page 31]	Yes, please refer Independent Assurance Statement on Page 120
	103-2 The management approach and its components	Group Chief Executive's Review [Page 14], Compliance [Page 31]	Yes, please refer Independent Assurance Statement on Page 120

GRI Content Index Contd.

GRI Standard	Disclosure	Sections and Page number(s)	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
	103-3 Evaluation of the Management Approach	Compliance [Page 31]	Yes, please refer Independent Assurance Statement on Page 120
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Compliance [Page 31]	Yes, please refer Independent Assurance Statement on Page 120
Supplier Environmental Assessment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Responsible Procurement [Page 102]	Yes, please refer Independent Assurance Statement on Page 120
	103-2 The management approach and its components	Responsible Procurement [Page 102]	Yes, please refer Independent Assurance Statement on Page 120
	103-3 Evaluation of the Management Approach	Responsible Procurement [Page 102]	Yes, please refer Independent Assurance Statement on Page 120
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Responsible Procurement [Page 102]	Yes, please refer Independent Assurance Statement on Page 120
	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible Procurement [Page 102]	Yes, please refer Independent Assurance Statement on Page 120
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Occupational Health and Safety [Page 76]	Yes, please refer Independent Assurance Statement on Page 120
	103-2 The management approach and its components	Occupational Health and Safety [Page 76]	Yes, please refer Independent Assurance Statement on Page 120
	103-3 Evaluation of the Management Approach	Occupational Health and Safety [Page 76]	Yes, please refer Independent Assurance Statement on Page 120
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety [Page 76]	Yes, please refer Independent Assurance Statement on Page 120
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety [Page 76]	Yes, please refer Independent Assurance Statement on Page 120
	403-3 Occupational health services	Occupational Health and Safety [Page 76]	Yes, please refer Independent Assurance Statement on Page 120

GRI Standard	Disclosure	Sections and Page number[s]	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety [Page 76]	Yes, please refer Independent Assurance Statement on Page 120
	403-5 Worker training on occupational health and safety	Occupational Health and Safety [Page 76]	Yes, please refer Independent Assurance Statement on Page 120
	403-6 Promotion of worker health	Occupational Health and Safety [Page 76]	Yes, please refer Independent Assurance Statement on Page 120
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety [Page 76]	Yes, please refer Independent Assurance Statement on Page 120
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety [Page 76]	Yes, please refer Independent Assurance Statement on Page 120
	403-9 Work-related injuries	Occupational Health and Safety [Page 76]	Yes, please refer Independent Assurance Statement on Page 120
	403-10 Work-related ill health	Occupational Health and Safety [Page 76]	Yes, please refer Independent Assurance Statement on Page 120
Training and Education			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Employee Competence [Page 74]	Yes, please refer Independent Assurance Statement on Page 120
	103-2 The management approach and its components	Employee Competence [Page 74]	Yes, please refer Independent Assurance Statement on Page 120
	103-3 Evaluation of the Management Approach	Employee Competence [Page 74]	Yes, please refer Independent Assurance Statement on Page 120
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Competence [Page 74]	Yes, please refer Independent Assurance Statement on Page 120
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Employee Competence [Page 74]	Yes, please refer Independent Assurance Statement on Page 120

GRI Standard	Disclosure	Sections and Page number(s)	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Wellbeing [Page 66]	Yes, please refer Independent Assurance Statement on Page 120
Local Communities			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Group Chief Executive's Review [Page 14]	Yes, please refer Independent Assurance Statement on Page 120
	103-2 The management approach and its components	Group Chief Executive's Review [Page 14]	Yes, please refer Independent Assurance Statement on Page 120
	103-3 Evaluation of the Management Approach	Community Investment and Social Stewardship [Page 38], Digital Inclusion [Page 85]	Yes, please refer Independent Assurance Statement on Page 120
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	Community Investment and Social Stewardship [Page 38]	Yes, please refer Independent Assurance Statement on Page 120
	413-2 Operations with significant actual and potential negative impacts on local communities	Community Investment and Social Stewardship [Page 38]	Yes, please refer Independent Assurance Statement on Page 120
Supplier Social Assessment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Responsible Procurement [Page 102]	Yes, please refer Independent Assurance Statement on Page 120
	103-2 The management approach and its components	Responsible Procurement [Page 102]	Yes, please refer Independent Assurance Statement on Page 120
	103-3 Evaluation of the Management Approach	Responsible Procurement [Page 102]	Yes, please refer Independent Assurance Statement on Page 120
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible Procurement [Page 102]	Yes, please refer Independent Assurance Statement on Page 120
	414-2 Negative social impacts in the supply chain and actions taken	Responsible Procurement [Page 102]	Yes, please refer Independent Assurance Statement on Page 120

GRI Standard	Disclosure	Sections and Page number[s]	External Assurance Indicate if the Standard Disclosures has been externally assured. If yes, include the page reference for the External Assurance Statement in the Report.
Customer privacy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Cybersecurity and Data Privacy [Page 100]	Yes, please refer Independent Assurance Statement on Page 120
	103-2 The management approach and its components	Cybersecurity and Data Privacy [Page 100]	Yes, please refer Independent Assurance Statement on Page 120
	103-3 Evaluation of the Management Approach	Cybersecurity and Data Privacy [Page 100]	Yes, please refer Independent Assurance Statement on Page 120
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity and Data Privacy [Page 100]	Yes, please refer Independent Assurance Statement on Page 120
Socioeconomic Compliance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundaries	Compliance [Page 31]	Yes, please refer Independent Assurance Statement on Page 120
	103-2 The management approach and its components	Group Chief Executive's Review [Page 14]	Yes, please refer Independent Assurance Statement on Page 120
	103-3 Evaluation of the Management Approach	Compliance [Page 31]	Yes, please refer Independent Assurance Statement on Page 120
GRI 419: Socioeconmic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	Compliance [Page 31]	Yes, please refer Independent Assurance Statement on Page 120

Independent Assurance Statement

DNV·GL

Scope and Approach

DNV GL represented by DNV GL Business Assurance Lanka Private Limited ('DNV GL') was engaged by the management of Dialog Axiata PLC ('Dialog' or 'the Company', Company Registration Number PQ 38) to undertake an independent assurance for the sustainability performance related to its identified material topics and reported in Dialog's Sustainability Report 2019 ('the Report') in its printed format for the financial year ending 31st December 2019. The Report is prepared based on the Global Reporting Initiative (GRI) Standards 2016 and its 'Comprehensive' option of reporting. The intended user of this Assurance Statement is the management of the Company. Our assurance engagement was planned and carried out in February 2020 – June 2020.

We performed our assurance (Type 2, Moderate level) activities based on AccountAbility's AA1000 Assurance Standard 2008 (AA1000AS) and DNV GL's assurance methodology VeriSustain[TM1], which is based on our professional experience, international assurance best practices including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised* and the GRI's Principles for Defining Report Content and Quality.

We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our assurance opinion and the process did not involve engagement with external stakeholders. In doing so, we evaluated the qualitative and quantitative disclosures presented in the Report, together with Dialog's procedures for ensuring the accuracy and reliability of disclosed information.

The reporting topic boundaries of sustainability performance are based on the materiality assessment carried out by Dialog covering internal and external impacts of identified topics for its operations in Sri Lanka and is as set out in the Report in the section "About the Report".

We understand that the reported data on economic performance, and other financial data within the Report are based on financial disclosures and data which has been subjected to a separate independent statutory audit process and is not included in our scope of work.

Responsibilities of the Management of Dialog and of the Assurance Provider

The Management of the Company has the sole accountability for the preparation of the Report and are responsible for all information disclosed in the Report as well as the processes for collecting, analysing and reporting the information. Dialog is also responsible for ensuring the maintenance and integrity of reported and referenced sustainability disclosures in its website and referenced documents. In performing assurance work, our responsibility is to the Management; however, our statement represents our independent opinion and is intended to inform the outcome of our assurance to the stakeholders of Dialog.

DNV GL provides a range of other services to Dialog, none of which in our opinion constitute a conflict of interest with this assurance work. DNV GL was not involved in the preparation of any statement or data included in the Report except for this Assurance Statement.

DNV GL's assurance engagements are based on the assumption that the data and information provided by the Company to us as part of our review have been provided in good faith and free from any misstatements. DNV GL expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Statement.

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1. *The VeriSustain protocol is available on request from www.dnvgl.com*

* *Assurance Engagements other than Audits or Reviews of Historical Financial Information.*

Basis of our Opinion

A multi-disciplinary team of sustainability and assurance specialists performed work at Dialog's Head Office at Colombo, Sri Lanka and through remote assessments. We adopted a risk-based approach, i.e. we concentrated our verification efforts on the issues of high material relevance to Company and its key stakeholders. We undertook the following activities:

→ Reviewed the Company's approach to stakeholder engagement and its materiality determination process and the outcome as stated in this Report. We did not have any direct engagement with external stakeholders;

→ Examined and reviewed documents, data and other information made available by the Company related to disclosures through remote assessments;

→ Conducted in-person and remote interviews with top and senior management team of Company and other representatives, including process owners and decision-makers from different divisions and functions of the Company to validate the disclosures. We were free to choose interviewees and interviewed those with overall responsibility to deliver the Company's sustainability objectives;

→ Site visits to the Dialog's Head Office in Colombo, Sri Lanka and remote assessments to review processes and systems for preparing site level sustainability data and implementation of sustainability strategies;

→ Remote assessments to perform sample-based reviews of the mechanisms for implementing the Company's sustainability related policies, as described in the Report. Performed sample-based checks of the processes for generating, gathering and managing the quantitative data and qualitative information included in the Report.

→ An independent assessment of the Report against the GRI Standards: Comprehensive option of reporting.

During the assurance process, we did not come across limitations to the agreed scope of our assurance engagement.

Opinion

On the basis of the verification undertaken, nothing has come to our attention that causes us to believe that the Report does not properly describe Dialog's adherence to the GRI Standards: Comprehensive option of reporting including the GRI 102: General Disclosures 2016, GRI 103: Management Approach 2016 and disclosures related to the following GRI Standards which have been chosen by Dialog to bring out its performance against its identified material topics:

→ GRI 201: Economic Performance 2016 – 201-1, 201-2, 201-3, 201-4;

→ GRI 203: Indirect Economic Impacts 2016 – 203-1, 203-2;

→ GRI 205: Anti-corruption 2016 – 205-1, 205-2, 205-3;

→ GRI 302: Energy 2016* – 302-1, 302-2, 302-3#, 302-4;

→ GRI 305: Emissions 2016 – 305-1, 305-2, 305-3, 305-4, 305-4, 305-5, 305-6, 305-7;

→ GRI 307: Environmental Compliance 2016 – 307-1;

→ GRI 308: Supplier Environmental Assessment 2016 – 308-1, 308-2;

→ GRI 403: Occupational Health and Safety 2018 – 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10;

→ GRI 404: Training and Education 2016 – 404-1, 404-2, 404-3;

→ GRI 413: Local Communities 2016 – 413-1, 413-2;

→ GRI 414: Supplier Social Assessment 2016 – 414-1, 414-2;

→ GRI 418: Customer Privacy 2016 – 418-1;

→ GRI 419: Socioeconomic Compliance 2016 – 419-1.

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*   Indicator 302-5 has been indicated as being not applicable to the Company

Dialog considers emissions due to Electricity – Transmission and Distribution Losses, Hired Vehicles – Diesel and Petrol, Air Travel, Employee Commuting – Diesel and Petrol as part of its Scope 3 emissions.

Independent Assurance Statement Contd.

DNV·GL

Observations

Without affecting our assurance opinion, we also provide the following observations. We have evaluated the Report's adherence to the following principles:

AA1000 Accountability Principles Standard (2008)

Materiality

The process of determining the issues that are most relevant to an organisation and its stakeholders.

The Report describes Dialog's processes for identifying its twelve (12) topics of material importance through a detailed materiality determination exercise. This involved benchmarking with global industry peers and independent quantitative and qualitative surveys with stakeholders, as well as inputs from the Company's enterprise risk matrix, the Group Chief Executive's Key Performance Indices and consideration based on internal policy coverage. The results of this exercise were also compared with GRI Standards and results from the previous year. Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Materiality.

Inclusivity

The participation of stakeholders in developing and achieving an accountable and strategic response to Sustainability

The Report brings out customers, regulators, employees, shareholders, civil society organisations, general public, retailers and distributers, suppliers and media as Dialog's key stakeholders. Dialog continues to carry out a comprehensive, independent two-part stakeholder study on a biennial basis, which identifies shifts in importance to stakeholder concerns and issues from previous years, and are used in identifying its material issues and driving the Company's overall strategies and actions. Nothing has come to our attention to suggest that the Report does not adequately bring out outcomes of its stakeholder engagement processes, nor that it does not meet the requirements related to the Principle of Inclusivity.

Responsiveness

The extent to which an organisation responds to stakeholder issues

The Report brings out Dialog's key policies, management approaches and strategies that it has developed based on inputs from its comprehensive stakeholder study and its ongoing processes for engagement with stakeholders. The Report also references its disclosures to Core Subjects of ISO26000 and the UN Global Compact's Principles of commitment. Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Responsiveness.

Reliability

The accuracy and comparability of information presented in the report, as well as the quality of underlying data management systems

Most of the qualitative and quantitative disclosures verified at Dialog's Head Office and through remote audits were found to be fairly accurate; the sample disclosures related to material topics and responses to stakeholder engagement which we verified as part of assurance was found to be reliable and we did not identify any systemic errors in the reliability of the management systems in bringing out information. Some of the inaccuracies in data and information identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors. These identified errors were communicated and subsequently corrections made in the reported data and information. Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Reliability.

DNV·GL

Specific Evaluation of the Information on Sustainability Performance

We consider the methodology and process for gathering information developed by Dialog for its sustainability performance reporting to be appropriate, and the qualitative and quantitative data included in the Report was found to be identifiable and traceable. The personnel responsible for each material topic were able to demonstrate the origin and interpretation of the data and its reliability. We observed that the Report presents a faithful description of the reported sustainability activities for the reporting period.

Additional principles as per DNV GL VeriSustain

Completeness

How much of all the information that has been identified as material to the organisation and its stakeholders is reported

The Report brings out the economic, environmental and social disclosures against the GRI Standards: Comprehensive option for reporting its sustainability performance. The reporting boundary for the period covers the sustainability performance of Dialog's wholly and non-wholly owned subsidiaries, and excludes associate companies where Dialog owns a minority stake. Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Completeness; Dialog has committed towards extending its sustainability practices, management systems and reporting towards all its subsidiaries in future reporting periods.

Neutrality

The extent to which a report provides a balanced account of an organisation's performance, delivered in a neutral tone

The Report discloses Dialog's sustainability issues, challenges and performance in a balanced manner in terms of content and presentation, considering the overall sustainability context and external environment of Dialog's operations, while applying adequate consideration to not unduly influence stakeholders' opinions made based on the reported data and information. Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Neutrality.

For and on behalf of DNV GL AS

KIRAN RADHAKRISHNAN
Lead Verifier,
DNV GL Business Assurance India
Private Limited, India.

ROHITHA WICKRAMASINGHE
Operations Manager – Sri Lanka,
DNV GL Business Assurance Lanka
(Private) Limited.

VADAKEPATTH NANDKUMAR
Assurance Reviewer,
DNV GL Business Assurance India
Private Limited, India

12th June 2020, Colombo, Sri Lanka.

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Licensed Assurance Provider
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DNV GL Business Assurance Lanka (Private) Limited is part of DNV GL – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. www.dnvgl.com

United Nations Global Compact Advanced Level Communication on Progress

Criterion & Description		Relevant Sections In The Report
Strategy, Governance and Engagement		
1	Key aspects of the Company's high-level sustainability strategy in line with Global Compact principles	Group Chief Executive's Review, Sustainability and Governance
2	Effective decision-making processes and systems of governance for corporate sustainability	Sustainability and Governance
3	Engagement with all important stakeholders	Stakeholder Engagement and Materiality
UN Goals and Issues		
4	Actions taken in support of broader UN goals and issues	Group Chief Executive's Review, Sustainable Development Goals, Digital Inclusion, Community Investment and Social Stewardship
Human Rights Implementation		
5	Robust commitments, strategies or policies in the area of human rights	Employee Wellbeing, Sustainability and Governance
6	Effective management systems to integrate the human rights principles	Employee Wellbeing, Strengthening Process Management, Responsible Procurement
7	Effective monitoring and evaluation mechanisms of human rights integration	Employee Wellbeing
8	Key outcomes of human rights integration	Employee Wellbeing, Responsible Procurement
Labour Principles Implementation		
9	Robust commitments, strategies or policies in the area of labour	Employee Wellbeing
10	Effective management systems to integrate the labour principles	Employee Wellbeing
11	Effective monitoring and evaluation mechanisms of labour principles integration	Employee Wellbeing
12	Key outcomes of the labour principles	Employee Wellbeing
Environmental Stewardship Implementation		
13	Robust commitments, strategies or policies in the area of environmental stewardship	Group Chief Executive's Review, Environmental Performance
14	Effective management systems to integrate the environmental principles	Environmental Performance
15	Effective monitoring and evaluation mechanisms for environmental stewardship	Environmental Performance
16	Key outcomes of integration of the environmental principles	Environmental Performance
Anti-Corruption Implementation		
17	Robust commitments, strategies or policies in the area of anti-corruption	Anti-corruption and Ethical Business Practices
18	Effective management systems to integrate the anti-corruption principle	Employee Wellbeing, Anti-corruption and Ethical Business Practices, Responsible Procurement
19	Effective monitoring and evaluation mechanisms for the integration of anti-corruption	Employee Wellbeing, Anti-corruption and Ethical Business Practices, Responsible Procurement, Employee Competence
20	Key outcomes of integration of the anti-corruption principle	Employee Wellbeing, Anti-corruption and Ethical Business Practices, Employee Competence
Value Chain Implementation		
21	Describes implementation of the Global Compact principles in the value chain	Value Chain Mapping, Responsible Procurement
Transparency and Verification		
22	Information on the Company's profile and context of operation	About Dialog
23	High standards of transparency and disclosure	About this Report
24	The COP is independently verified by a credible third-party.	Independent Assurance Statement

ISO 26000 Self-Assessment Criteria

Core Subject	Sub Category	Relevant Sections in the Report
Human Rights	Due diligence	Sustainability and Governance
	Human rights risk situations	-
	Avoidance of complicity	Employee Wellbeing
	Resolving grievances	Anti-corruption and Ethical Business Practices
	Discrimination and vulnerable groups	Anti-corruption and Ethical Business Practices
	Civil and political rights	-
	Economic, Social and Cultural rights	-
	Fundamental principles and rights at work	Employee Wellbeing
Labour Practice	Employment and employment relationships	Employee Wellbeing
	Conditions of work and social protection	Employee Wellbeing, Occupational Health and Safety
	Social dialogue	Employee Wellbeing
	Health and safety at work	Occupational Health and Safety
	Human development and training in the workplace	Employee Competence
The Environment	Prevention of pollution	Environmental Performance
	Sustainable resource use	Environmental Performance
	Climate change mitigation and adaptation	Environmental Performance
	Protection of the environment, biodiversity and restoration of natural habitats	Environmental Performance
Fair Operating Practice	Anti-corruption	Anti-Corruption and Ethical Business Practices
	Responsible political involvement	Group Chief Executive's Review
	Fair competition	Group Chief Executive's Review, Anti-corruption and Ethical Business Practices
	Promoting social responsibility in the value chain	Responsible Procurement
	Respect for property rights	-
Consumer Issues	Fair marketing, factual and unbiased information and fair contractual practices	Group Chief Executive's Review, Sustainability and Governance
	Protecting consumers' health and safety	Sustainability and Governance
	Sustainable consumption	Group Chief Executive's Review, Digital Inclusion, Affordability
	Consumer service, support, complaint and dispute resolution	Customer Satisfaction
	Consumer data protection and privacy	Cybersecurity and Data Privacy
	Access to essential services	-
	Education and awareness	-
Community Involvement and Development	Community involvement	Digital Inclusion, Community Investment and Social Stewardship
	Education and culture	Community Investment and Social Stewardship
	Employment creation and skills development	Digital Inclusion, Community Investment and Social Stewardship
	Technology development and access	Digital Inclusion, Community Investment and Social Stewardship
	Wealth and income creation	Digital Inclusion
	Health	Digital Inclusion, Community Investment and Social Stewardship
	Social investment	Digital Inclusion, Community Investment and Social Stewardship

Appendix

Occupational Health and Safety

Recordable Work-related Injury Rate

$$\frac{\text{No. of recordable work-related injuries}}{\text{No. of hours worked}} \times 200{,}000$$

Occupational Disease Rate

$$\frac{\text{No. of occupational diseases}}{\text{No. of hours worked}} \times 200{,}000$$

Lost-day Rate

$$\frac{(\text{No. of lost days}+220) \times 8.5}{\text{No. of hours worked}}$$

Absentee Rate

$$\frac{\text{No. of absentee days} \times 8.5}{\text{No. of hours worked}}$$

Rate of fatalities as a result of work-related injury

$$\frac{\text{No. of fatalities as a result of work-related injury}}{\text{No. of hours worked}} \times 200{,}000$$

Rate of high- consequence work-related injuries (excluding fatalities)

$$\frac{\text{No. of high-consequence work-related injuries}}{\text{No. of hours worked}} \times 200{,}000$$

Climate Action and Energy Management

Conversion of Fuel Usage (Petrol and Diesel) in Litres to Gallons:

$$\frac{\text{Amount in Litres}}{4.54607446469973}$$

Conversion of Fuel Usage (Petrol) in Gallons to GigaJoules

$$\frac{\text{Amount in Gallons}}{8}$$

Conversion of Fuel Usage (Diesel) in Gallons to GigaJoules:

$$\frac{\text{Amount in Gallons}}{7.2463768115942}$$

Conversion of Electricity Usage from kWh to GigaJoules:

$$\frac{\text{Amount in kWh} \times 1{,}000 \times 3{,}600}{1{,}000{,}000{,}000}$$

Emissions Calculations – GHG, NO_x and SO_x (for each emission source/ activity)

Total Emissions =

Unit Measurement of Activity x

Individual Emission Factor

Abbreviations

2G	Second Generation Network Technologies
3G	Third Generation Network Technologies
4G	Fourth Generation Network Technologies
4G-LTE	Fourth Generation – Long-Term Evolution Technologies
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
CO$_2$	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
tCO$_2$e	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

Sustainability Report 2019

Dialog
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DIALOG AXIATA PLC