

Transform Faster to Emerge Stronger

Digital Inclusion to Sustainable Development





2015

Engaging Communities
to Evolve



2016

XL Axiata Tributes to
Advance Indonesia



2017

Fostering the
Digital Nation



2018

Embracing Digitalization
for Sustainability



2019

Driving Growth
Delivering Excellence

Transform Faster to Emerge Stronger

Digital Inclusion to Sustainable Development

As one of the leading telecommunication companies in Indonesia, XL Axiata provides digital services that affords society with convenience in everyday activities and encourages the advancement of Indonesia's digital economy. XL Axiata recognises its expanding role in social development, understanding that the digital world cannot be separated from the welfare of the nation, especially during the pandemic when all activities have shifted towards digitalisation.

We are aware of the tremendous role entrusted to XL Axiata to raise up the nation's welfare and future through the digital world and information technology. XL Axiata is working to build a prosperous nation and society through its commitment to the SDGs (Sustainable Development Goals) in the corporate paradigm of sustainable development.

With this ambition, we seek to generate conducive conditions for the profitability of the Company, without forgetting to make our contribution towards the wellbeing of our stakeholders as well as the ability of future generations to meet their needs. Our role in developing environmental sustainability, social welfare, and in strengthening the nation's economy is actualised through expanding our role in digital benefit-sharing. In this, XL Axiata is providing innovative and inclusive digital services, for the future of the Indonesian nation.

Table of Content

1	Explanation of the Theme	46	XL AXIATA NURTURING PEOPLE
4	Sustainability Overview	47	People of XL Axiata
5	Event Highlights	48	Talent Management
12	Awards and Certifications	49	Employee Recruitment and Turnover
16	CEO Reports	50	Labour Rights
20	XL Axiata's Commitment to Sustainability	53	Equality And Diversity
22	ABOUT XL AXIATA	54	Training Program
24	Activities, Brands, Products, and Services	57	Performance Review
24	Markets served	58	SUSTAINABILITY GOVERNANCE
25	Ownership	59	Basic Implementation of GCG
25	Legal Forms	60	Principles of GCG
25	Location of Headquarters	61	GCG Roadmap
26	Location of Operations	61	Governance Structure
28	Scale of the Organisation	61	General Meeting Of Shareholders (GMS)
28	Membership of Associations	62	Sustainability Committee
28	Certification	62	Values of XL Axiata
30	Vision, Purpose, Corporate Culture and Strategy	62	Company Business Ethics
32	History of XL Axiata	64	Whistleblowing System
36	PREVAILING OVER THE PANDEMIC	64	Anti Corruption
42	XL AXIATA BUILDING PROSPERITY		
43	Distribution of Acquisition of Economic Value		
44	Over view of Economic Performance		
44	Supply Chain		
44	Proportion of Expenditure for Local Suppliers		



- 65 Anti-Corruption Drive Directed at Business Partners
- 65 Digital Transformation

66 MAKING ENVIRONMENTAL CONCERNS PARAMOUNT

- 67 Environmental Policy at XL Axiata
- 68 Energy
- 69 Emissions
- 69 Water

70 XL AXIATA TRANSFORMING SOCIETY

- 71 XL AXIATA Peduli
- 71 XL BERBAGI
- 73 Laut Nusantara
- 74 SISTERNET
- 77 Quota Donation Movement (GDK)
- 79 XL Future Leaders (XLFL)
- 81 Support from XL for the Community
- 81 USO (Universal Service Obligation)

82 XL AXIATA SERVING THE PEOPLE

- 83 Delivering the Best
- 83 Integrated Customer Services
- 84 Customer Experience & Service Operation Center
- 84 Product and Service Information
- 84 Customer Privacy
- 84 Customer Complaints
- 85 Customer Appreciation
- 85 Customer Satisfaction Survey

86 ABOUT THE REPORT

- 87 Report Information
- 87 Determination of Content and Boundaries
- 89 Statement GRI Standards in Accordance Check
- 90 SDGs Links in GRI Standard
- 96 GRI Standards Index-Core Option
- 100 POJK Index No.51/OJK.03/2017
- 101 Feedback Sheet



Sustainability Overview

Economy [OJK B.1]



Net Revenue

2020



Rp26,018
billion

2019: 25,150

Total BTS

2020



144,000
unit

2019: 130,217 unit

Total Customer

2020



Rp57.89
million

2019: 56.7 million

Total Data Traffic (data production)

2020



4,869
petabyte

2019: 3,319.9 petabyte

Environment [OJK B.2]



2,944,127

gigajoule

Energy consumption
2019: 2.790.675 gigajoule



131.2

tCO₂e /petabyte

Emissions intensity
2019: 180,7 tCO₂e /petabyte



605

Gigajoule/petabyte

Energy intensity
2019: 841 Gigajoule/petabyte



638,852

Ton CO₂eq

Emission
2019: 600,058 Ton CO₂eq

Social [OJK B.3]

Description	2020	2019
Total employees	1,614	1,606 people
Average hours of training	25.30 jam	28.65 hour
Expenditures for the community	171.9 billion	13 billion
Total number of women empowered	31,000	6,650 people
Total of young leaders built through Future Leaders	1,310 people	1,000 people
Total elearn.id trainings conducted	39,791 people	38,000 people
Total students received XL Berbagi program training	131,200 people	1,200 people
Total router/modem donated	1,589 routers	1,149 routers
Total quotas donated	370,97 terabyte	271,97 terabyte
Total number of fishermen getting the benefits of the Laut Nusantara application	50,000 people	25,000 people

Event Highlights

January → 05

XL Axiata through its corporate social responsibility (CSR) program initiated SMS Donation service (Xmart Donasi) and encouraged all subscribers to donate and help the victims of the flash floods in Lebak and Bogor districts who needed help to meet their daily needs while staying at temporary shelters.

→ 09

XL Axiata once again appreciated its loyal subscribers through the 11th “XTRAVAGANZA & FANTAXIS” loyalty program. The program, which lasted for 90 days from 26 July 2019 to 23 October 2019 offered a total of Rp775 million of prizes. To select the winners, the prizes and a grand prize were drawn, witnessed by representatives from the Ministry of Social Affairs, Social Services of DKI Jakarta, a notary, and the police on Thursday, 14 November 14 in Jakarta. XL Axiata Chief Marketing Officer David Arcelus Oses presented the prize in person to the winners in Jakarta, on Thursday (9/1).

→ 16

XL Axiata was strongly committed to support the government in accelerating and making development benefits equitable to the frontier, outermost, and underdeveloped areas (3T) in Sumatra. Under USO (Universal Service Obligation) scheme, XL Axiata established the presence of its 4G network in Bandar Dalam Village, Bengkunt Belimbing District, Pesisir Barat Regency, Lampung. Pesisir Barat Regent, Dr. Drs. Agus Istiqlal, S.H, M.H, and Head of Communications Division of Pesisir Barat Government, Elvin Yolanda, S.IP MM attended the inauguration ceremony of BTS USO that took place on Tuesday (14/1).

→ 31

XL Axiata was determined to provide excellent services across all service areas, including in West Java, Central Java, and Yogyakarta. The rapid increase in data traffic and the market development in these three areas have encouraged XL Axiata to prepare various strategic plans to meet customers’ expectations. The plan is included the continued expansion of 4G data network, network fiberization, and launch of products tailored to customer needs.

February → 11

XL Axiata announced the winner of the tender for the sale of 2,782 towers and the lease back of XL Axiata’s land where some of the towers are located for a total of Rp4,050,255,163,200. Two winners were announced, namely PT Profesional Telekomunikasi Indonesia (Protelindo) and PT Centratama Menara Indonesia (CMI). Following an e-auction on 31 January 2020, the signing of the sale and purchase agreement for this transaction took place on Friday, 7 February 2020. Protelindo won the acquisition bid for 1,728 towers and CMI won acquisition bid tender for 1,054 towers.

→ 21

XL Axiata prepared its telecommunication and data networks to support the “15th Haul Guru Sekumpul” on 1 March 2020 in Martapura, South Kalimantan. The annual agenda usually attracts hundreds of thousands to a million participants in South Kalimantan and as a sign of support XL Axiata increased its network capacity around the event area.

March

→ 02

XL Axiata held a digital competition “DigiRace 2020” in different areas outside Java simultaneously, namely Pekanbaru (Riau), Pontianak (West Kalimantan), and Manado (North Sulawesi). In Java, the competition was held in Bogor and Cimahi, West Java. Participated by social media activists, the competition also showcased XL Axiata’s data network quality following fiberization in the five cities. Fiberization aims to modernize the network by connecting Base Transceiver Stations (BTS) using fiber lines. The process includes regeneration of BTS devices, such as replacement of microwave-based devices to fiber devices.

→ 16

XL Axiata was ready to anticipate the potential increase in service traffic following work and learning activities from home to prevent Covid-19 transmission. XL Axiata has prepared sufficient network capacity in all service areas and put the network team on standby 24/7. XL Axiata was also ready to increase its network capacity to address significant jump in traffic.

→ 17

XL Axiata launched a program, free 2GB quota per day or free 60GB quota per month, and free calls to COVID-19 112, 117, and 119 call centres, to support people at home during the pandemic. This program is part of XL Axiata’s support in order to avert the transmission of COVID-19 in Indonesia.

→ 26

XL Axiata fully supported the National Disaster Management Agency (BNPB) in handling and preventing the spread of Covid-19. Several types of assistance were provided, from telecommunication and data services, network strengthening at several hospitals, to the distribution of personal protective equipment (PPE). The total aid provided was Rp100 million. Symbolically, XI Axiata Group Head of Corporate Communications, Tri Wahyuningsih handed over the assistance to BNPB in Jakarta on Thursday (26/03).

April

→ 02

XL Axiata continued the 2GB/day free program in accordance with the government’s decision to extend emergency response to avoid the spread of Covid-19. All XL Axiata customers across business segments, including XL HOME subscribers could enjoy the program, valid for 1-14 April 2020 by activating it through myXL, myXL Postpaid, or Axisnet application. XL Axiata also expanded university partnerships to allow students to access online lectures by utilizing the free 2GB/day offer and maintaining a free Covid-19 Hotline.

→ 07

XL Axiata made another donation to support the government’s Covid-19 response. Donating a total value of over Rp10.8 billion, Rp10 billion of the donation was handed in cash and the remainder in personal protective equipment (PPE). XL Axiata’s employees raised and contributed Rp 818 million of that donation. XI Axiata’s Acting Chief Technology Officer, I Gede Darmayusa handed the donation to the National Disaster Management Agency (BNPB) and received by Head of BNPB Doni Monardo in Jakarta, Tuesday (7/4).

→ 07

XL Axiata announced stock buyback program valued up to Rp500 billion over a three-month period from 7 April 2020 to 6 July 2020. XL Axiata’s management believed the stock price at the time, which was near its all-time low, did not reflect the true fundamentals of the business. This program aimed to send a positive signal to the market and instill confidence in XL Axiata’s long-term prospects.

→ 15

XL Axiata proceeds to be part in collective aid to prevent further transmission of COVID-19 in Indonesia. In addition to the extension of the validity of the 2GB/day free data, the Company then distributed 10,000 hazmat suits to medical personnel in 10 hospitals in various regions. XL Axiata employees also participated in distributing donations of more than Rp1.5 billion to parties in need during this pandemic as a manifestation of XL Axiata's concern.

→ 22

During Ramadan and Eid al-Fitr, communications using mobile and data services from home were expected to increase, as the government moved to ban out-of-city mobility. Families were expected to stay home, including for worship activities, to connect with family and friends, to share goodness during the holy month. XL Axiata was committed to ease the situation by ensuring network readiness and various attractive service packages through the program #DiRumahLebihBaik and #TerusSebarKebaikan.

→ 29

XL Axiata continued to develop the Sisternet program that focus on improving the skills of Indonesian women in the digital age. To further maximize Sisternet's ability to reach women of all walks of life, XL Axiata built a digital application for easier access to Sisternet. Minister of Women Empowerment and Child Protection (PPPA) of the Republic of Indonesia, Bintang Puspayoga together with President Director & CEO of XL Axiata, Dian Siswarini launched the Sisternet application online in Jakarta, Wednesday (19/4).

May → 03

XL Axiata supported madrasah education development program. The Directorate General of Islamic Education, Ministry of Religious Affairs of the Republic of Indonesia and XL Axiata launched Akademi Madrasah Digital (AMD) 2020. Through AMD 2020, senior secondary students in madrasah were expected to learn about the basics of digitalization to build their skills in the industrial revolution 4.0. The program would use a digital platform in XL Axiata's proprietary IOT (Internet of Things) Laboratory, X-Camp.

→ 13

The Covid-19 pandemic has been causing widespread impact on the society, including persons with disabilities. To ease their situation, XL Axiata distributed aid to the visually impaired in several cities in Central Java and Sumatra. This assistance was delivered gradually starting 3 May 2020.

→ 18

In addition to leading e-workshops for XLFL participants, XL Axiata further opens a forum for students outside the participants to get soft skills online. More than 1,300 people have gained perspicuous leverages from this activity.

→ 21

XL Axiata took part in providing assistance to fishing communities in a number of provinces. A total of 1,000 donation packages were prepared and distributed to fishing communities in Banten, Bali, North Sumatra, Riau Islands, West Kalimantan, North Kalimantan, Maluku, and West Papua. The donation came from XL Axiata's employees and the Marine Research and Observation Center (BROL) of the Indonesian Ministry of Marine Affairs and Fisheries to help informal sector workers affected by the COVID-19 pandemic.

→ 22

The Covid-19 pandemic did not stop XL Axiata from helping retail vendors in Jabodetabek to connect with their families in their hometowns. In the "Virtual Homecoming 2020", XL Axiata provided more than 1,400 data packages containing XTRA Combo 5GB+5GB, 30 days and Unlimited Turbo packages. The packages could be used to virtually communicate with family members and friends.

June

→ 09

XL Axiata and Google Cloud announced two strategic partnership initiatives to continue the digital transformation journey of XL Axiata as the leading telecommunications company while serving the evolving needs of millions of companies, as Indonesia is shifting rapidly to digital economy. Continuing XL Axiata's hybrid-cloud strategy with Anthos with a target to shift 70% of its workloads to the cloud in the next three years, XL Axiata has adopted Anthos-Google Cloud's modern application management platform to automate, manage, and scale workloads in hybrid/multi-cloud environment safely and consistently. Google Cloud Anthos enables companies to build and manage Kubernetes-based applications, whether they are in on-premises data centers, Google Cloud, or other cloud solutions, without the need for modifications.

→ 22

XL Axiata continued its network fiberization project despite the Covid-19 pandemic. By implementing appropriate health protocols, physical project work continued in various regions. By mid-2020, about 53% of BTS from the total target in 2020 were connected to fiber networks. Network fiberization was carried out in all provincial capitals and major cities, especially in cities or areas where the data growth had created a demand for an upgrade to fiber network.

→ 24

XL Axiata continued to be committed to providing assistance to the people affected by the Covid-19 pandemic. Through the "Pandemic Alert Donation" program, XL Axiata distributed Rp 100 million in aid through the Indonesian Red Cross (PMI). The fund was channeled through the Pandemic Alert Donation Program resulted from XL PRIORITAS program, #BukberDariRumah challenge on Instagram that took place on 6-20 May 2020.

→ 24

XL Axiata participated in the G20 Empowerment and Progression of Women's Economic Representation (EMPOWER) forum, sharing its experience in managing capacity building programs for Indonesian women through Sisternet. In addition, XL Axiata also showed its support for gender equality in human resource management, including in the company's leadership structure. Director/Chief Information & Digital Officer of XL Axiata, Yessie D. Yosetya attended the EMPOWER meeting via teleconference, Wednesday (24/6).

July

→ 16

Responding to the needs of the community during this pandemic, XL Axiata continued providing services that meet customer expectations. One of them was introducing new features on the XTRA UNLIMITED TURBO package that was valid exclusively for XL prepaid customers. This new feature provides additional benefits for customers in accessing movie and video streaming apps without quota and speed restrictions. It will be accessible nationwide from Tuesday, 14 July 2020.

→ 20

XL Axiata continued to expand the XL HOME service coverage. In line with the increasing demand for high-speed and stable fiber optic-based home internet services combined with the flexibility of access to entertainment shows, since the end of June 2020, XL HOME services are present in a number of major cities in East Java. Initially, XL HOME is available in Surabaya, Sidoarjo, Gresik, and Malang. The expansion of XL HOME's coverage in East Java was the result of XL Axiata's collaboration with one of the largest optic cable infrastructure providers in Indonesia, PT Mega Akses Persada (FiberStar).

→ 30

XL Axiata improved its network performance with Ericsson's Cloud Packet Core 5G-ready and NFVI (Network Function Virtualization Infrastructure). The implementation supported XL Axiata in managing the growth of customer data usage. XL Axiata introduced new services with shorter time lag while still providing maximum service for users.

August → 04

XL Axiata contributed its support in providing internet access facilities for distance learning. The Company donated routers to be used by 32 devices at a single time. Starting Monday (3/8) students of Telaga Said Village, Sei Lapan Subdistrict, Langkat Regency, North Sumatra, could use the support for free. Head of Sales XL Axiata Greater Medan, Horas Lubis and Territory Sales Manager Binjai – Langkat, Maf'ul Taufiq monitored router installation in person.

→ 05

XL Axiata's IoT-based Smart Poultry solution has been proven to increase poultry production of PT Sierad Produce Tbk (Sierad Produce). The cooperation of the two parties that has been taking place in the last year has also succeeded in improving the efficiency and effectiveness of the management of poultry farms. Based on the evaluation of Sierad Produce on the Smart Poultry in Banten and West Java, the solution proved successful in improving the Performance Index (IP) above the national average. Now, XL Axiata and Sierad Procude are ready to develop even broader cooperation in the application of digital solutions.

→ 11

XL Axiata continuously improved the quality of its services. This included the initiative to enhance ease of access to XL Axiata applications, such as myXL and myAXIS. By implementing Customer Identity and Access Management (CIAM) technology, customers are now able to access myXL using single sign on. Customers can use their social media ID to log in to the myXL app. Not only this improved ease of access, but also more secure for customer data.

→ 14

XL Axiata launched innovative packages to support the needs of working and studying from home for XL PRIORITAS postpaid customers. Called "PRIO Work & Learn", the package can be used as a booster to access a number of applications most needed to support learning and working at a low price.

September → 01

XL Axiata, in collaboration with the Association of Indonesian Communication and Informatics Offices (ASKOMPSI), affords free internet packages to more than 260,000 students in more than 300 schools in 28 provinces. The donation demonstrates XL Axiata's and ASKOMPSI's concern for distance learning during the pandemic. The handover was then held concurrently in various cities in Indonesia and the ceremony was held at SMA Negeri 1 Pemali, Sungailiat, Bangka Regency, Tuesday (1/9). The event was attended by the Deputy Governor of Bangka Belitung, Mr Drs. H. Abdul Fatah, M.Si, West Region XL Axiata Group Head, Desy Sari Dewi, and XL Axiata Head of Sales for Palembang Raya - Bangka Belitung region, Budi Utama Lubis. A virtual conference was also enforced by presenting several heads of the provincial communication and informatics offices and heads of the provincial education offices and ASKOMPSI administrators.

→ 03

The Covid-19 pandemic did not dampen XL Axiata's enthusiasm to celebrate the National Customers' Day 2020. Carrying the theme "Moving Forward with Customers", XL Axiata used the pandemic as a momentum to sustain its commitment to improving the level of service through continuous digital innovations. As a result, XL Axiata now has an "XL Online Service Center". XL Axiata Commercial Director David Arcelus Oses and XL Axiata Chief Sales Officer Octavia Kurniawan launched the innovative service on Thursday (3/9).

→ 15

XL Axiata together with the Directorate General of Islamic Education, Ministry of Religious Affairs of the Republic of Indonesia (Kemenag), launched the "Madrasah Digital Distance Learning" program which is a program for the development of education of madrasah students. Through this program, both parties provide internet access facilities for madrasah students to be able to follow distance learning during the pandemic. The signing of a memorandum of understanding for this cooperation took place in Jakarta, Monday (14/9).

→ 22

Association of All Indonesian Telecommunications Operators (ATSI), including XL Axiata, supported the government's policy through the Indonesian Ministry of Education and Culture to provide subsidized internet data quota students and teachers across all levels of the education system in support of distance learning during the COVID-19 pandemic.

The subsidized internet quota is expected to help ease distance learning activities that rely on internet connection. The data was purchased from all mobile telecommunication providers using tariffs that were regulated by the Ministry of Education and Culture. Meanwhile, the distribution process and decisions regarding eligibility of subsidy recipients were carried out based on the Regulation of the Secretary-General No. 14 of 2020 concerning Technical Guidelines for Internet Data Quota Assistance in 2020.

→ 05

Answering customers' need to be in full control when accessing data services, XL Axiata launched Live.On - a new digital telecommunications brand that gives users the flexibility to manage the use of their data packages. Live.On gives customers the freedom to live their digital lifestyle their own way.

The launch of Live.On also marked XL Axiata's 24th anniversary. As the company matures, XL Axiata strengthens its commitment to support national development through the field of telematics, including by encouraging innovative services that can support Indonesia's productivity. XL Axiata is aware that during this pandemic, telematics products and services are one of the main supporters of various activities.

→ 16

To celebrate the 24th anniversary, XL Axiata employees conducted social activities under Employee Sharing Program. This year, the program funded the construction of power generation facility for residents in Sebungkup Hamlet, Nanga Biang Village, Kapuas District, Sanggau Regency, West Kalimantan Province that had been living without electricity. The development costs came from employee, management, and customer donations through the SMS Donation program. Construction began mid-October 2020 and was expected to be completed by December 2020.

→ 20

XL Axiata became the first telecommunications company in Southeast Asia to use SAP S/4 HANA Cloud as part of the company's strategy to become a pioneer in the telco industry and lead digital transformation for end-to-end operations. As a leader in the highly dynamic and demand-driven telco industry, XL Axiata has made the company's digital transformation a key part of their business strategy that will ultimately provide better efficiency and effectiveness for better governance, decision making and better operational activities.

October → 02

XL Axiata developed Internet of Things (IoT) based solutions in agriculture to improve the quality of coffee beans post-harvest. The precision farming solution called "Smart Coffee Monitoring" initiates measurements and practices that are more reliable in the post-harvest process by collecting data of variables that may affect the process. Not only the solution has improved the quality of coffee products, it also promotes efficiency as it does not need additional resources.

→ 08

XL Axiata strengthens its commitment to support national development through the field of telematics. Entering its 24th year as a telecommunication and data operator in Indonesia, XL Axiata is aware of the urgency of the telematics as one of the main pillars to accelerate national development. President Director & CEO of XL Axiata Dian Siswarini confirmed that XL Axiata will consistently align its business interests with the government's development vision.

→ 23

XL Axiata continued to develop IoT-based solutions that accommodate businesses from various segments. For farmers, XL Axiata developed a precision farming solution called "XL Smart Aquaculture". This solution aims to improve the quality of fish and shrimp farming. Implemented by a number of grouper and shrimp farmers in East Java, this solution was proven to increase average productivity level by 20%.

November

→ 11

Part of XL Axiata's IoT-based solutions that are developed to serve agricultural industry players, including urban farming, the Company launched precision farming solution "XL Smart Hydroponics". The solution is built to improve the quality and productivity of hydroponic farming. The solution was proven successful in increasing farmers' productivity more than twice the usual level. The development of this innovative IoT-based service is part of XL Axiata's digital transformation.

→ 17

XL Axiata continuously strived to improve the quality of service to customers in order to encourage sales. Recognizing digital shopping trend, XL Axiata in collaboration with Tokopedia carried out a Multi Channel Campaign Management (MCCM) platform that is able to provide product offerings based on customer's profile. This innovative technology also considers the security and protection of customers' personal data.

→ 25

XL Axiata continued to improve business performance amidst the intense competition of the telecommunications industry and the pressure caused by Covid-19 pandemic. Increasing product sales was part of the strategy, XL Axiata adopted digital technology innovation to improve better understand the needs of customers. This was also as part of the Company's digital transformation. XL Axiata has been implementing the innovative Omnichannel Customer Value Management (CVM) since 2018.

December

→ 04

XL Axiata continued to expand its network throughout Indonesia, including in remote areas. To realize all the network expansion plans, XL Axiata explored the use of the latest network technology that allowed expansion to be implemented more efficiently in terms of costs without compromising quality. One of the latest technologies that was ready for testing starting at the end of November 2020 was Open RAN (Radio Access Network) in the Eastern Region of Indonesia.

→ 20

In order to support the attempts to progress MSMEs managed by women as well as in the context of a series of PHI activities, XL Axiata held the "Festival Webinar Pintar Sisternet" in collaboration with the Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia (PPPA) as well as a number of public figures and women entrepreneur's millennial. Within two days, participants of the Festival Webinar Pintar Sisternet can take part in 14 webinar sessions that discourse various themes related to entrepreneurship, including branding, digital content creation, virtual make-up, food and beverage branding strategies, photography, and gender equality.

→ 23

XL Axiata continued to prepare its network for 5G implementation. A number of initiatives have been implemented to improve network capacity and network efficiency including radio, transport, and network core. A number of 5G trials have also been conducted since 2017. One of the most recent trials was dynamic spectrum sharing (DSS) 4G/5G. This technology enables the utilization of the same spectrum for 4G and 5G services.

→ 27

XL Axiata employees through Majelis Ta'lim (MTXL) have completed the construction of a power generation facility in Sanggau, West Kalimantan. Deputy Regent of Sanggau, Yohannes Ontot, M.Si together with MTXL leader Nashrul Hendarsyah inaugurated the facility on Saturday (19/12). Also present at the event were the Head of Investment and Integrated Public Service Office of Sanggau, Drs. Alisius; Head of Nanga Biang Village, Muardi; Head of Sebongkup Hamlet, Abo Viktor; and Commissioner of Baznas of Sanggau, Indra.

Awards and Certification

1. Customer Experience Management (CEM) in Telecoms Global Summit 2020 from CX Network (Feb 2020)

At 15th Annual Customer Experience Management in Telecoms Global Summit 2020 in London at the end of January 2020, XL Axiata becomes the 1st winner in the category of Best-in-class example of return on investment (ROI), and also the only Asian company to received award in the event. XL Axiata was recognized for its datadriven operational efficiency project which empowered the brand to reinvent a twosided business model capable of delivering differentiated customer experiences in a highly competitive market.

2. Indonesian CSR Brand Equity Award 2020 (Feb 27, 2020)

XL Axiata was awarded the Gold Brand Equity Award from Iconomics, the awarding body for state-owned enterprises and private companies in Indonesia, for their CSR activities and commitments. The award was received by Group Head Corporate Communications of XL Axiata, Tri Wahyuningsih. The awarding night carried theme "Indonesian CSR Brand Equity Award 2020" and took place in Jakarta. Gold Brand Equity Award is given to companies with leading CSR programs that support company branding.

3. XL Axiata recognized as Top 10 Indonesian Companies in the ASEAN Corporate Governance Scorecard ("ACGS") 2019 dan Highest in ASEAN Asset Class

PT Bursa Efek Indonesia (IDX) opened a trading day and expressed its appreciation to the listed companies that won the ASEAN Corporate Governance Scorecard (ACGS). IDX announced that out of 100 listed companies with the largest market capitalization in each ASEAN country (the Philippines, Indonesia, Malaysia, Singapore, Thailand, Vietnam) in 2019,

XL Axiata was named as the top 10 Listed Companies with the highest ASEAN Asset Class rating (value 97.5 and above) based on OJK report on the results of domestic assessment of ACGS implementation 2019.

4. Recognized by the Indonesian Record Museum (MURI) for an online event with the largest number of audience

XL Axiata won another public award. XL's product campaign titled "Ramadan Banyaaaaak Kebaikan tanpa alasan", which collaborated with Google Indonesia and NET TV in the event "Satu Indonesia Buka Bersama", was awarded by MURI as an online event with the largest number of audience ("Ngabuburit Secara Daring Melalui YouTube dengan Jumlah Penonton Terbanyak". The event, which took place on May 15, 2020, featured several popular artists and YouTubers. The event managed to get excellent response with a total audience of 281,091 people.

MURI awarding ceremony was held virtually on Thursday, June 4, 2020, attended via video conference by President Director & CEO of XL Axiata Dian Siswarini, Deddy H. Sudarjanto, CEO of PT. Net Mediatama Television and Ajay Vidyasagar, Asia Pacific Regional Director for YouTube.

5. The Best CEO-Employee Choice Award (July 24, 2020)

Dian Siswarini, President Director & CEO of XL Axiata won The Best CEO - Employees Choice Awards organized by Iconomics. The award was given virtually on July 24, 2020. Ms. Siswarini received the award following a survey conducted in early June 2020 on over 10,000 respondents working in various industries in the country.

6. TOP CSR Award 2020 (July 29, 2020)

In TOP CSR Awards 2020, XL Axiata brought home two awards, namely TOP CSR AWARDS 2020 # STAR 4 and TOP CSR Awards 2020 - Ministry of Marine Affairs & Fisheries program for Laut Nusantara application. Handed over on 29 July 2020, the award recognizes companies with superior performance in: the adoption of ISO 26000 on Social Responsibility; alignment of CSR programs with the company's business strategy, and application of GCG principles as the underlying values of CSR programs.

7. The Frost & Sullivan Best Practices Awards (Aug 12, 2020)

The Frost & Sullivan Best Practices awards have identified and honored best-in-class companies that have demonstrated excellence in their respective industries. Award recipients were identified based on in-depth interviews, analysis, and extensive secondary research conducted by Frost & Sullivan's analysts. Companies are typically studied on their revenues, market share, capabilities, and overall contribution to the industry in order to identify best practices.

We received 2 awards:

- 2020 Indonesia Mobile Service Provider of the Year Award.
- 2020 Indonesia Mobile Service Provider of the Year Award.

8. IDX Channel Anugerah Inovasi Indonesia 2020 for Innovation e-GMS (Sep 2, 2020)

XL Axiata received an award from IDX Channel in the IDX Channel Anugerah Inovasi Indonesia for Sustainability – Good Corporate Governance category. XL Axiata succeeded in conducting a virtual annual GMS according to the prevailing regulations. XL Axiata is considered a pioneer and Indonesia's first listed company to hold an e-GMS..

9. Selular Award 2020-CEO of The Year (Sep 4, 2020)

In the 2020 Selular Award (4/9), Dian Siswarini was again named CEO of the Year. This is the second time in a row that Ms. Siswarini was recognized with the award.

The prestigious CEO of the Year award is given to CEOs with excellent performance in the midst of difficult challenges, while giving their own mark for the development of the mobile industry. The CEO is considered capable of contributing significantly to the growth of the company he/she leads, especially in terms of revenue, profit, and EBITDA. The success reflects the Company's transformation amid and increasingly tight competition.

10. PR INDONESIA Award-Most Popular Leader in Social Media 2020 (Sep 9, 2020)

In the PR INDONESIA Award 2020, Dian Siswarini, President Director & CEO of XL Axiata won the "PR INDONESIA Most Popular Leader in



Social Media 2020” award, a prestigious award given to a leader who manages to demonstrate the positive reputation of his/her organization (ministries/institutions/local governments/corporations) in front of the public, especially netizens.

PR INDONESIA in collaboration with media monitoring company, ISENTIA INDONESIA, collected data from 1 January to 30 June 2020 to identify leaders with positive exposure on Twitter, Facebook, Instagram, Youtube, blogs, and online news accounts. All data were collected and analyzed quantitatively realtime by a social machine based on artificial intelligence. The winner was selected based on the quantity of exposure in terms of netizens’ positive discussions and news content manually analyzed by PR INDONESIA and ISENTIA INDONESIA.

11. ACES Awards (10 Nov 2020)

Displaying the best in responsible corporate leadership in Asia since 2014, the Asia Corporate Excellence & Sustainability Awards (ACES) is one of the most prestigious awards for inspiring business leaders and advocates of sustainability in various industrial sectors in Asia. XL Axiata received two awards at this event: Asia Most Influential Companies and Top Community Care Companies. The award was obtained for XL Axiata is deemed as one of the telecommunication companies in Asia that is envisaged well-off in implementing leadership and corporate social responsibility in contributing

to society, including of course the Company’s performance in responding to developments in the telecommunications industry.

12. Asosiasi Big Data Indonesia (ABDI) Award (26 Nov 2020)

XL Business Solutions received “Best Data Technology for Business Solution Success with Big Data Analytics” award from the Association of Big Data Indonesia (ABDI)

13. Marketeers Youth Choice Brand of The Year 2020 (26 Nov 2020)

Through the Marketeers Youth Choice Brand of the Year 2020, XL Axiata won the award for Telecommunication Operator and Digital Operator category for Live.On brand. This award recognized XL Axiata and Live.On brand’s success in representing a youthful market, and that they deserved to be recommended to the consumers.

14. The Best Industry Marketing Champion 2020 for Telecom Services sector (Nov 2020)

Dian Siswarini, President Director & CEO of XL Axiata won the Best Industry Marketing Champion 2020 for Telecom Services sector organized by MarkPlus, Inc., in collaboration with Marketeers and Indonesia Marketing Association (IMA). This accolade was given for a leader’s exemplary marketing spirit that greatly impact both business performance and the wider community.

15. Bisnis Indonesia Award 2020 (14 Des 2020)

XL Axiata received appreciation in the Business Indonesia Awards 2020 in two prestigious categories, namely The Best Issuer in the Telecommunications sector and CEO of the Year for XL Axiata CEO Dian Siswarini. The virtual announcement of the award took place on Monday



16. Iconomics Emiten Award (16/12)

XL Axiata was awarded as “Excellent in brand among Iconomics Issuer Award 2020” for infrastructure sector in Iconomics Emiten Award 2020. This award is a form of appreciation to the best companies in Indonesia listed on the Indonesia Stock Exchange, which performed well during the Covid-19 pandemic.

17. Indonesia Most Admired CEO 2020 (16/12)

XL Axiata President Director & CEO Dian Siswarini received the Indonesia Most Admired CEO 2020 award in the awarding ceremony initiated by Warta Ekonomi online. This accolade appreciates successful CEOs that employees and readers of Warta Ekonomi look up to.

18. Asia Sustainability Report Rating (ASRRAT) 2020 (16/12)

XL Axiata received the Gold Rating in Asia Sustainability Report Rating (ASRRAT) 2020. Initiated by NCSR, ASRRAT 2020 appreciates companies that produce Sustainability Reports (SR). ASRRAT 2019 was attended by 41 domestic companies (Indonesia) and nine foreign companies (Malaysia, Singapore, the Philippines, and Bangladesh).

19. Marketeers Editor Choice Award: Community Engagement of the Year 2020

XL Axiata through its “XL” product received the “Community Engagement of the Year 2020” award from Marketeers magazine in the Marketeers Editor Choice Award 2020 event. The awarding was for digital activity of “Satu Indonesia Buka Bersama”, a collaboration between XL, Google Indonesia, and Net Mediatama.

20. Citra Pariwara 2020: Bronze Digital Category

In this largest award event for advertising, XL, one of XL Axiata products, successfully brought home BRONZE award for the Digital category, through digital activity #MudikAman as part of the Ramadhan campaign at the Rumah Banyak Kebajikan Tanpa Alasan. The awarding was for XL’s digital activity of #MudikAman that deliver the important of kindness by taking care of self and family during homecoming holiday.

21. International Asia Pacific WEPs Award 2020

Sisternet won the Honorable Mention award in the “Community and Industry Engagement” category, at the international Asia Pacific WEPs Award 2020 organized by UN Women Indonesia. This award was given for XL Axiata’s support for empowering Indonesian women through the Sisternet program. The UN Women Indonesia - Asia Pacific WEPs Award 2020 event was attended by more than 60 private sectors and XL Axiata was successfully included in 21 private sectors that received appreciation from this event.





CEO Report

GRI 102-14

XL Axiata has the strong commitment to support the government's endeavours in terms of building our nation on the basis of the sustainability principles and through innovative digital transformation.

DIAN SISWARINI

Presiden Director & CEO

Dear Valued Stakeholders,

It is a profound honour for us to be able to deliver this report to you, upon the performance and various achievements of XL Axiata in the field of sustainability in 2020. 2020 was a unfavourable year, not only for XL Axiata, but it has also been

an arduous moment for the global telecommunications industry due to the COVID-19 pandemic. It is estimated that the economic contraction has caused Global Gross Domestic Product (GDP) to degenerate to minus 4.8%.

In the midst of these changes, XL Axiata has continued to improve its performance and productivity by implementing various adaptation strategies through operational excellence, in addition to business development and adjustments to long-term

strategies. XL Axiata is fully committed to always being “agile” (dexterous and responsive) in adapting to pandemic situations and being even faster than our competitors in order to meet the exigencies of XL Axiata’s customers. In the course of these meeting and overcoming these hindrances, XL Axiata has continued to increase its profitability and customer coverage. While making room for some expansion for the Company, we are also realizing our commitment to help the nation mitigate the COVID-19 pandemic.

On one hand, the pandemic has presented the nation with formidable challenges; but on the other hand, this pandemic has also provided momentum for the growth of Indonesia’s move towards greater digitization in the public realm. Since the pandemic, most education has been performed online, as have other daily activities, such as work and shopping. Data from APJII (Association of Indonesian Internet Service Providers) reveals that in January 2020, there were about 175.4 million internet users in Indonesia and this figure rocketed to 196.71 million in November 2020. This need and growth has opened up the portal of opportunities for the telecommunications industry, including for XL Axiata. Consequently, XL Axiata is seeking to seize this opportunity and to continue in our commitment to building a sustainable business.

Sustainability Policy and Strategy

XL Axiata has devised a sustainability framework within the 4P framework, namely: Building Prosperity, Nurturing People, Process Excellence, Planet and Society. Through Building Prosperity, XL Axiata aims to fashion an innovative digital

ecosystem to bridge the digital divide by envisaging the economic, environmental, and social aspects.

To put it into practice, we aim to ensure that Process Excellence, which is the development of a streamlined digitalisation process with good governance, is able to increase our efficiency and business sustainability. In addition to economic development and processes, XL Axiata is involved in developing future leaders through increasing their internal competence which is included in the sustainability framework of XL Axiata Nurturing People. Not to mention, XL Axiata prioritises concern for the environment and society through the Planet and Society framework. We are improve our services and optimising our local potential with social outreach programs to reduce environmental impacts.

[OJK A.1]

This sustainability policy and framework was instigated by establishing a sustainability road map design from year to year. This roadmap exemplifies XL Axiata’s long-term determination to always prioritise the Company’s progress by cautiously implementing the principles of sustainability.

[OJK D.1.c] In turn, this road map is translated into a variety of axes related to economic, social, and environmental programs.

[OJK D.1.b]

To ensure the achievement of the sustainability goals and the implementation of XL Axiata’s sustainable business, we have appointed a special official for this matter. Their duty is to guarantee that all policies and strategies implemented by XL Axiata are executed according to the targets that have been set. [OJK E.1]

Developing a Culture of Sustainability

[OJK F.1]

XL Axiata believes that the implementation and development of a culture of sustainability can only take place within the framework of Good Corporate Governance (GCG) with five principles: transparency, responsibility, accountability, independence, and fairness. We have developed a GCG Roadmap to ensure the implementation and development of GCG in the long run.

The development of culture and sustainability praxis at XL Axiata undoubtedly lies upon the shoulders of every XL Axiata individual. For this reason, we always endeavour to develop each and every employee’s competencies in sustainability topics through various trainings, such as training related to governance aspects: anti-corruption training, national laws, and regulations concerning the FSA’s statutes. In the field of OHS, XL Axiata provides various training and simulations of danger situations, including the topic of COVID-19. These heterogenous trainings are given to employees according to their positions and also to governance bodies.

[OJK E.2]

Responding to The Challenges of Sustainable Business

The major challenge in implementing sustainable efforts in 2020 was the COVID-19 pandemic. [OJK E.5]

In the midst of a significant increase in demand for telecommunications services, XL Axiata's employees were obliged to work from home to maintain good health and to help reduce the spread of COVID-19. This act did require a large adjustment. XL Axiata, however, has implemented various strategies so that we are able to keep delivering services at their best to customers. We also continue to support the government in various COVID-19 mitigation programs, one of which is an innovative digitalisation business process that XL Axiata has implemented that increases the efficiency and speed of the work process. XL Axiata has further improved the digitisation process for customers through increasing the number of touchpoints, such as My XL, Axisnet, SiDompul to provide a better customer experience. The My XL application has received a very good response from the public with 1.7 million active users in just two weeks after this application was launched.

[OJK D.1.a]

In addition, XL Axiata is also developing a wider and more solid network to respond to the high demand for data services during the pandemic. For this purpose, we are building a massive, efficient, and reliable radio network through the augmentation of new BTS across Indonesia. [OJK D.1.a]

- XL Axiata's revenue grew 6% from the previous year
- The number of XL Axiata subscribers increased 35.75% from the previous five years
- XL Axiata improved customer service through partnerships with more than 80 active partners

All this is inseparable from various risks in terms of implementing a sustainable business. Nevertheless, XL Axiata has established various strategies to mitigate these risks. We have an Enterprise Risk Management Strategy to reduce risk and a strategy for correcting risk levels called the Business Continuity Management Strategy. We have established a risk management policy and framework, a control and assessment system, and periodic reporting. In addition, we have developed various procedures to ensure the sustainability of XL Axiata's business. [OJK E.3]

Sustainability Performance and Achievement

We have made some achievements in the economic sector in the reporting year. XL Axiata managed to reach revenue of Rp24.13 trillion, growing 6% from the previous year. Furthermore, we succeeded in expanding the number of XL

Axiata's subscribers to 57.9 million in 2020, an increase of 35.75% in the past five years. XL Axiata has further improved customer service through partnerships with more than 80 active partners. With these achievements, XL Axiata has successfully positioned itself as the second largest digital service provider in Indonesia. (sustainable business achievement and economic attainment).

Having acknowledged the extensive public necessity for data during this pandemic, XL Axiata donated a total of 425 routers with a total of more than 96,000GB to support the learning process of 121,100 scholars all over Indonesia as a form of support for PJJ (Distance Learning). XL Axiata's commitment to intensifying the nation's future young generation is further manifested in the future leaders' program with a total enrollment of 35,000 students and 160 selected students from 52 campuses throughout Indonesia. Through this program, XL Axiata endeavours to build future leaders who are highly competitive, have a nationalist spirit and are packed with social concern.

Our other focal concern is to maintain the health of every XL Axiata person and their family during the pandemic and to sustain the involvement and productivity of every worker when working from home. The threat of the pandemic exists not only in the realm of physical health, but also in the emotional and mental health of our employees. For this reason, XL Axiata identifies aspects of our

employee's exigency in the mental and state of mind. We provide factual and accurate information related to COVID-19 and encourage every employee to exercise, in addition to providing information related to mental health and managing stress.

In the social arena, our achievements in upholding gender equality are acknowledged internationally with the appointment of XL Axiata to participate and share in the G20 Empowerment and Progression of Women's Economic Representation (EMPOWER) forum. The real proof of gender equality in our Company is that 28% of the leadership positions in XL Axiata are held by women. We also provide special programs to empower women through Sisternet. XL Axiata continues to improve the quality of Indonesian women in facing various challenges, particularly being a leader in the digital economy sector. Another flagship program is Laut Nusantara, a program created to help fishermen get better catches. Since its launch in 2018, this program has been downloaded by 45,000 people with 30,721 active users.

To build a company that is more environmentally friendly, XL Axiata is not only developing an environmentally conscious culture among employees, but also through various other strategies. We actualise our commitment to environmental sustainability by providing solutions based on the IoT (Internet of Things) under the name "XL Smart Hydroponics." This application is proven to increase the quality and agricultural yields by two times by monitoring the nutrients and water levels needed by the plants.

Pursuit of Forthcoming Opportunities

The pandemic has revamped the way of life and behaviour of our customers in major way. This change will continue to be of concern to XL Axiata in 2021, given the existence of a global improbability factor related to the settlement of this pandemic. XL Axiata, however, will unequivocally confront this challenge by continuing to strengthen its business and operational foundations through the digitisation process. In addition, XL Axiata will continue to expand its influence in developing digital justice throughout Indonesia while identifying and safeguarding new markets.

Responding to the digitalisation opportunities that will continue to grow due to the pandemic, XL Axiata will continue to build the 4G network, in addition to commencing a fiberization to prepare for a 5G network. This 5G network will improve quality while accommodating the increasing demand for data services. In addition, development of this 5G network will place XL Axiata as one of the first and foremost leaders in the digital industry in Indonesia.

It comes to our humble mind that all of these performances and achievements were able to be achieved with the support of every stakeholder and the hard work of every XL Axiata individual. On that behalf, allow us to verbalise our appreciation and gratitude to all management, employees, and other stakeholders. A tough year has passed; hence we are moving forward in 2021 with enthusiasm, hope, and hard work to make XL Axiata a sustainable Company.

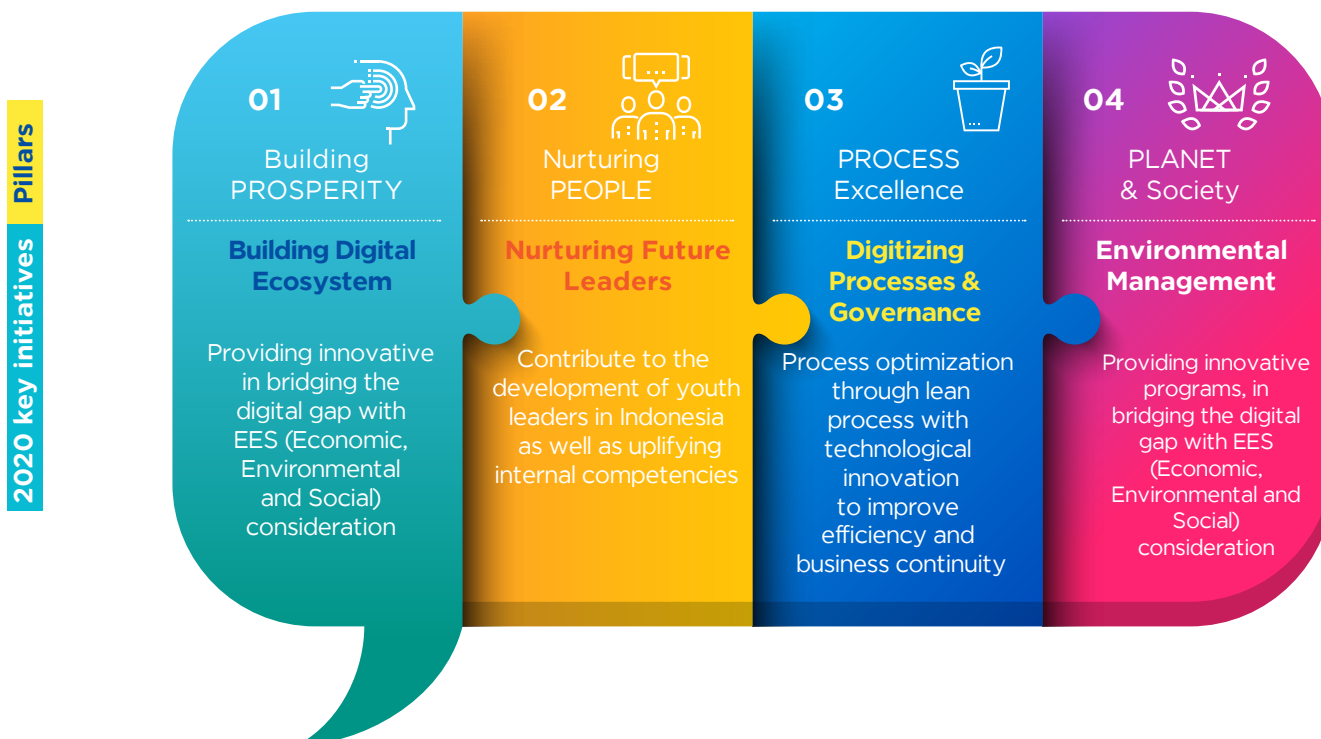


DIAN SISWARINI
Presiden Direktur & CEO

XL Axiata's Commitment to Sustainability

The sustainability of the earth is part of our collective responsibility, not only for the sake of future generations but also for a sound environment in which we can build a good business. We also acknowledge our role to encourage the government in accomplishing its sustainability goals (SDGs/Sustainable Development Goals). For this reason, XL Axiata ascertains a sustainability road map as a reference framework in determining plans, designing strategies, and implementing activities.

The sustainability commitment at XL Axiata is dynamically designed around the following four pillars:



Sustainability road map at XL Axiata







1 About XL Axiata

“

XL Axiata is advancing the nation through digitalization for a better economic future, with enhanced environmental sustainability and social justice.

”

The digital world has undergone a great social and technical upheaval and this has created scores of opportunities in the world of business, government, health, education, and even in everyday life. On top of that, following the outbreak of the COVID-19 pandemic in 2020, people have never been more dependent on digital technology. Not only to update each other on the public health situation, but also to communicate with affected family members, and even for shopping for daily necessities. The digital world has helped to make this pandemic period more passable so that people are not left companionless, nor left behind in work matters, nor missing out on new opportunities.

Thus, XL Axiata has taken on its responsibility to serve as a community partner in the time of the pandemic. We have advanced our digital connection services using the most recent technology to provide much greater convenience for our customers. Furthermore, during this pandemic period, we will continue to “Develop Indonesia Through Technological Democracy” by affording rapid and stable digital

connections to people living not only in urban areas, but also in other areas of the country that are in need. We are here for the nation.

PT XL Axiata Tbk (XL Axiata) is one of the foremost telecommunication companies in Indonesia. XL Axiata focuses on providing digital services to make people's daily activities easier and to encourage the expansion of Indonesia's digital economy. Commencing to operate commercially since October 8, 1996, XL Axiata currently provides a variety of services for retail and corporate customers and these are supported by a wide and high quality network throughout Indonesia. Since December 2014, XL Axiata has implemented a 4G LTE network which was followed by the development of a nationwide commercial 4G LTE in July 2015. XL Axiata is part of the Axiata Group in Indonesia, which includes Celcom (Malaysia), Dialog (Sri Lanka), Robi (Bangladesh), Smart (Cambodia), and Ncell (Nepal).

Company Name

[GRI 102-1]

PT XL Axiata Tbk

Corporate Brand



Product Brand



Activities, Brands, Products, and Services

(OJK C.4) [GRI 102-2]

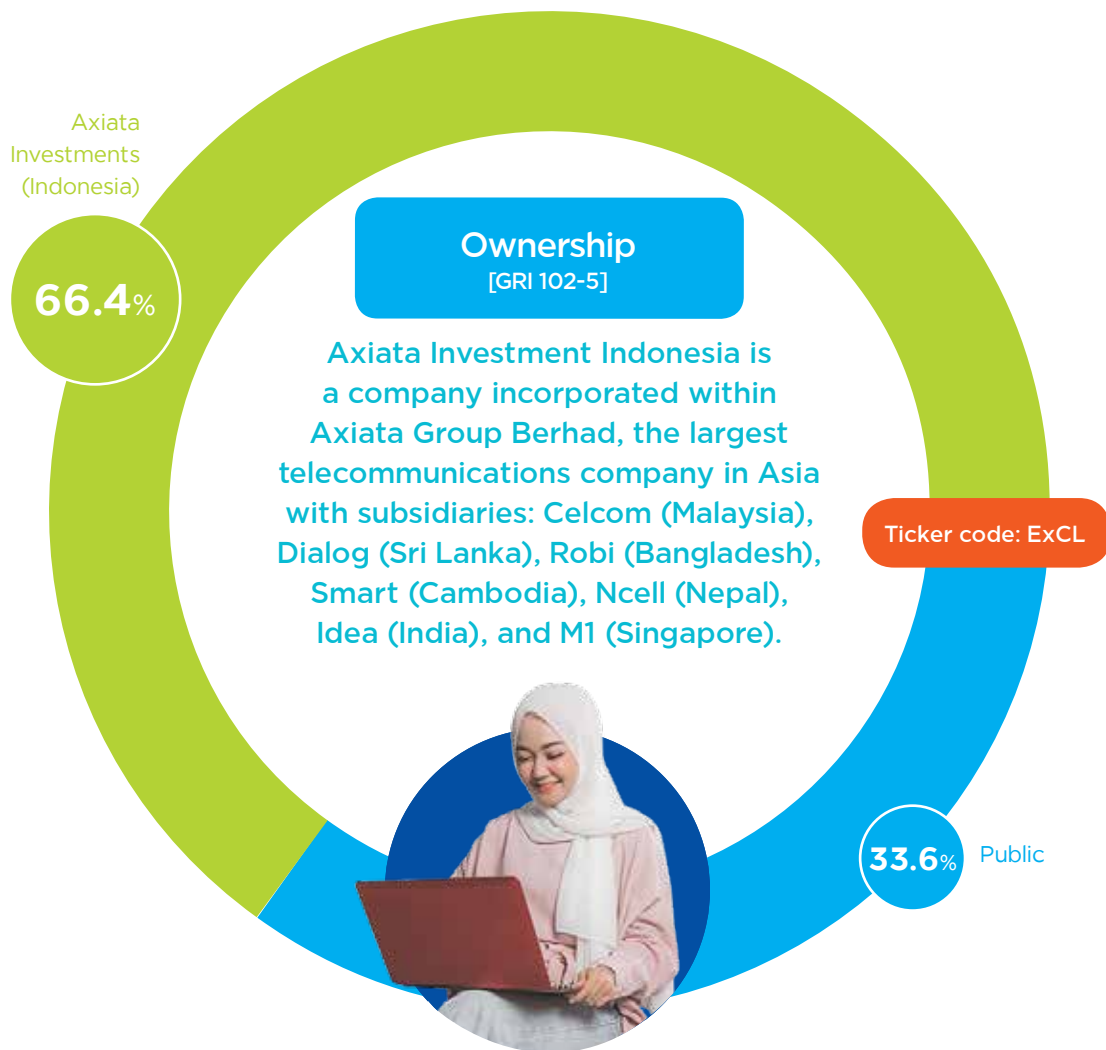


Markets served

[GRI 102-6]

XL Axiata has expanded its services by controlling the second largest market share in Indonesia in terms of cellular telecommunications services and the number of subscribers. We serve:

- **Low-, middle-, and upper-income individuals.**
- **Micro companies to corporations. For corporate customers, we provide services in the form of: Data, Voice, SMS, and other value-added services for cellular telecommunications.**



Legal Forms

[GRI 102-5]

Legal form: Limited Liability Company (Tbk)/ Public Company

Deed of establishment No. 55, dated on October 6, 1989, as amended by Deed No. 79 dated on January 17, 1991, both were made before Rachmat Santoso, S.H., a notary in Jakarta, and have been approved by the Ministry of Law and Human Rights based on Decree

No. C2-515 HT.01.01.TH.91 dated 19 February 1991, and registered in the Company Register at the Registrar's Office at the South Jakarta District Court under No. 670/not/1991/pn.JKT.SeL and no. 671/not/1991/pn.JKT.SeL, both dated on August 21, 1991, and have been published in the State Gazette of the Republic of Indonesia No. 90 dated on November 8, 1991, Supplement No. 4070.

Location of Headquarters

[GRI 102-3] [OJK C.2]

XL Axiata Tower

Jl. H.R Rasuna Said X5 Kav. 11-12,
East Kuningan Setiabudi
South Jakarta 12950

Telp. : +62 21 576 1881
Fax. : +62 5795 9928
e-mail: corpcomm@xl.co.id
www.xlaxiata.co.id

Location of Operations

[GRI 102-4]



Region	Address
HQ & JABO	XL AXIATA TOWER Jl. H.R Rasuna Said X5 Kav.11-12, Kuningan Timur, Setiabudi, Jakarta Selatan 12950
WEST	DIPONEGORO MEDAN Jl Diponegoro No.5, Medan, Sumatera Utara
CENTRAL	MARTADINATA Jl. R.E Martadinata No 7, Bandung Jawa Barat
EAST	PEMUDA Jl. Pemuda No 94-98 Kelurahan Embong Kaliasin, Kecamatan Genteng, Surabaya, Jawa Timur



Scale of the Organisation [GRI 102-7]

Description	2020	2019	2018
Total number of workers (persons)	1,614	1,606	1,677
Total number of operations	1	1	1
Net income (billion rupiah)	26,018	25,150	23,001
Equity (billion rupiah)	19,137	19,122	18,343
Liabilities (billion rupiah)	48,607	43,603	39,271
Assets (billion rupiah)	67,745	62,725	57,614
Total number of products/services provided (petabyte)	4,869	3,319.9	2,200.7
Total number of customers (million persons)	57.89	56.88	43.9

Membership of Associations [GRI 102-13] [OJK C.5]

		
Indonesia Corporate Secretary Association (Management)	Asosiasi Penyelenggara Telekomunikasi Seluruh Indonesia (Secretary General)	Masyarakat Telematika Indonesia (Member)
Asosiasi Kabel Laut Indonesia (Deputy of Secretary General and supervisory board)	Asosiasi Kliring Telekomunikasi (Supervisory board and Secretary General)	Dewan Telekomunikasi Informatika & Komunikasi Nasional (Advisory Team)
		

Certification



**ISO/IEC
27001:2005**
Information Security
Management System



SMK3
Occupational Health
and Safety Management
System



VISION [GRI 102-16]

To be the most preferred data connectivity provider with high integrity in Indonesia.

PURPOSE

we bring the world closer in a simple way for a brighter life.

CORPORATE CULTURE



UNCOMPROMISING INTEGRITY

We only do the right things, align with the team, and seek for advice if unclear.

STRATEGY



T

TEAM SYNERGY

We deliver on our promises by listening and understanding, before challenging and offering to help in order to achieve best solutions.

S

SIMPLICITY

Put the customer at the centre by executing tasks in a simple, fast, consistent and reliable way.

XL

EXCEPTIONAL PERFORMANCE

We give our best to win together.

History of XL Axiata

1996

Obtained a GSM 900 operating license and launched commercial services focusing on Jakarta, Bandung, and Surabaya.

1997

Established an integrated microcell network in Jakarta's Golden Triangle area.

1998

Launched proXL as a prepaid cellular service brand.

2000

Expanded the business into the Sumatra and Batam markets.

2004

Re-branding of XL Axiata logo and introduction of individually marketed prepaid and postpaid brands: jempol (prepaid), bebas (prepaid) and Xplor (postpaid).

2002

- Obtained network allocations to the Kalimantan and Sulawesi regions.
- Launched leased circuit services and IP (Internet Protocol).

2001

- Granted a DCS 1800 spectrum allocation and finalized the fiber-optic backbone.
- Launched m-banking and m-fun services.
- Expanded network coverage to Kalimantan and Sulawesi.
- Launched leased-line and IP (Internet protocol) services.

2005

- Conducted an Initial Public Offering (IPO) and listed and registered 1,427,500,000 shares on IDX (currently BEI), with ticker code of EXCL.
- Became a subsidiary of Indocel Holding Sdn. Bhd., currently known as Axiata Investment (Indonesia) Sdn. Bhd.; all shares owned by TM International Sdn. Bhd., ("TMI") through TM International (L).

2006

Launched the XL 3G "First Widest and Fastest" services.

2007

- ETISALAT became the second largest telecommunications company in the Middle East.
- Introduced Rp1/second tariff. ETISALAT became a shareholder of XL Axiata.
- Started to consolidate brands under "XL prepaid" and "XL postpaid".

2008

- TM Group completed a divestment process which resulted in two separate entities: Telekom Malaysia Berhad ("TM") and TM International Berhad (which later changed its name to Axiata Group Berhad/"Axiata"), in which Indocel Holding Sdn. Bhd. is an indirect subsidiary of Axiata through TM International (L) Limited.
- Axiata acquired all XL shares owned by Khazanah Nasional Berhad, increasing Indocel Holding Sdn. Bhd.'s stake in XL to 83.8%.

2009

PT Excelcomindo Pratama Tbk changed its name to PT XL Axiata Tbk.

2010

Majority shareholder of XL Axiata, namely Axiata Investments (Indonesia) Sdn. Bhd. released a portion of its shares to increase the public float.

2011

XL Axiata embarked on a holistic transformation in business strategy to embrace the future Data business and ensure long-term sustainability.

2013

- XL Axiata became one of two cellular operators that won in the selection bid for the additional third generation (3G) cellular frequency channel in the 2.1 GHz Radio Frequency Band.
- XL Axiata proved that it is technically ready to adopt 4G LTE (long term evolution) technology. The momentum of the Asia Pacific Economic Cooperation Summit (APEC Summit) in October 2013 is seen as an opportunity for XL Axiata to test the extent to which it is able to deliver services with the future 4G LTE network.
- XL Axiata and Saudi Telecom Company (STC) and Teleglobal Investment B.V (Teleglobal), which are STC's subsidiaries, signed a Conditional Sales and Purchase Agreement (CSPA) to acquire PT AXIS Telekom Indonesia (AXIS).

2012

Etilasat, one of the major shareholders in XL Axiata, divested 9.1% of its shares in XL Axiata through an offering of shares to institutional investors. This resulted in an increase in the share of public ownership from 20.2% to 33.5%.

2014

- XL Axiata launched the real mobile 4G-LTE (Long Term Evolution) test. This XL Axiata high speed internet service of up to 100 Mbps is supported by Huawei and Ericsson.
- XL Axiata introduced a new logo that features a "peel off" concept. The new logo represents XL Axiata's commitment to eliminate barriers and open wider access to new opportunities to develop customers' maximum potential.

2015

XL Axiata embarked on a business transformation agenda that began in early 2015, known as the 3R Strategy: "Revamp, Rise Up the Value Ladder & Reinvent".

2016

- XL Axiata continued to be innovative and became the first telecommunications operator to commercially launch 4.5G Ready on the 1,800 MHz spectrum.
- In the second semester of 2016, XL Axiata deployed U900 services throughout the state using frequency 900MHz for 3G data services and thus creating wider 3G coverage.

2017

- XL Axiata supported the realization of the “Nelayan Go Online” program by creating an application named “Nelayan Pintar (NELPIN)” and then disseminating it to fishermen in various regions.
- XL Axiata launched the “Quota Donation Movement” (GDK) to improve the education quality of schools throughout Indonesia.
- XL Axiata fully engaged in the development of the Marine Cable Communication System for Australia-Indonesia-Singapore, which connects between Australia and Singapore through Indonesian waters.

2019

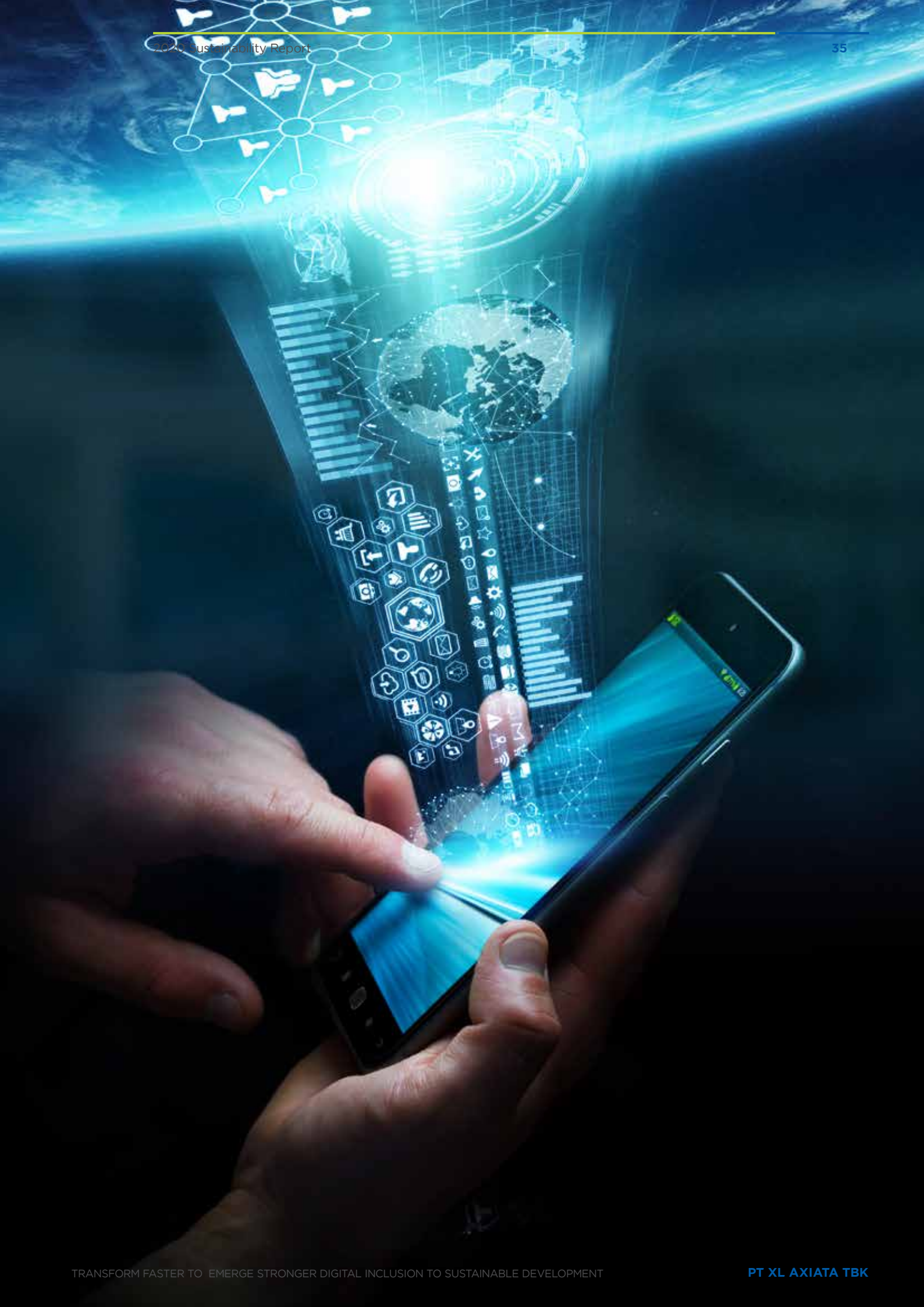
- Available in 400 cities and regions in Indonesia.
- 130,217 BTS that are providing 4G-LTE services, and more than 40,264 of them are 4G BTS.

2018

- XL Axiata inaugurated the new integrated services quality monitoring center named the “Customer Experience & Service Operation Center” (CE & SOC).
- The Laut Nusantara application was launched in order for fishermen to get more information on catch areas, fish distribution, and weather.
- XL Axiata launched an IoT laboratory (IoT Lab) called X-CAMP in Jakarta, which is the only recognized IoT Lab that is part of the GSMA Lab Alliance in Southeast Asia.

2020

- Completing its digital service with the latest technology, XL Axiata's networks are ready to serve Voice over LTE (VoLTE).
- XL Axiata launched Live.On – a new digital telecommunication brand that offers convenience for the users to fully control their data use.
- Giving back program of free 2GB/day, following the government decision to extend emergency response in preventing COVID-19 spread. XL Axiata also supports Long Distance Study by providing thousands of Free Internet Pack for students in various regions across Indonesia.
- XL Axiata is gearing up to continue its preparation for the implementation of 5G services. One of the trials was Dynamic Spectrum Sharing (DSS) 4G/5G, which enable utilization of similar spectrum for 4G and 5G services.





2 Prevailing Over The Pandemic

“

XL Axiata is committed to supporting the government and society in network procurement for people to work and to study from home, in addition to other physical assistance.”

In early of March 2020, Indonesia verified its very first case of COVID-19. Since then, the pandemic has continued to spread and has had serious economic impacts on almost all sectors, apart from the health sector. Restrictions on most people's activities have impacted upon business activities which in turn has had a negative impact on the economy. When the economic sector is battered, the people's welfare is also diminished. Another impact of the pandemic is the urgent need for more internet connectivity in people's daily activities, such as when studying, shopping and working are carried out online.

Based on these circumstances, XL Axiata has taken on a role, together with other components of society, in prevailing over the impact of the pandemic, particularly in network provision. Into the bargain, we have helped to ease the economic burden of badly affected communities through direct assistance and donations of medical equipment. On the other hand, we have also endeavoured to maintain the health of all XL Axiata's employees.

The success of the company in the aftermath of this pandemic storm will also be determined by successfully maintaining the Company's work culture. The Company's ability to survive will be influenced by the ability of the employees to adapt to various new and changing situations in uncertain times. The work culture that has been developed by the Human Capital of XL Axiata supports the development of agility, integrity, and trust among all people at XL Axiata.

This set of pandemic conditions has further invigorated XL Axiata to strengthen its sales branches through digital means with the concept of "Anyone Can Sell". Moreover, we have revitalised our infrastructure network and adopted 5G technology, for services at their best.

Taking Care of Employee Health

The health of our employees' has been our first and foremost concern, for we are being propelled to work harder and to support community activities which are now increasingly turning online during the pandemic.

- XL Axiata, in a sudden move, implemented a WFH (work from home) policy in which the employees are equipped with sufficient work facilities to ensure their work pace.
- XL Axiata also provided health packages (masks, hand sanitizers, vitamins) for all XL Axiata's employees and officers who are at the forefront of our service provision, such as salespeople, SPGs, canvassers, and supervisors.

Policies and Mitigation Measures During The Pandemic

The golden achievement of XL Axiata in mitigating the impact of the pandemic has been sustained by streamlining and digital transformation in the Company. We have implemented a system of digitization in finance, human resources, sales, customer service, and assorted other operations. This system has been very beneficial during the pandemic as there are physical restrictions that oblige our employees to work from home.



Supporting Government Policies

Cellular telecommunication operators who are members of the Association of All Indonesian Telecommunications Operators (ATSI) support the Government of Indonesia's policies through the Ministry of Education and Culture of the Republic of Indonesia (Kemendikbud) regarding the implementation of internet data quota assistance policies for PAUD level students and educators, primary and secondary levels,

students and lecturers, as a form of support for the application of distance learning during the COVID-19 pandemic.

This provision of a subsidised internet quota is expected to help the implementation of distance learning activities that rely heavily on the availability of the internet. Procurement of internet data quotas from all mobile cellular telecommunication service providers utilise rates that have been regulated through

policies stipulated by the Ministry of Education and Culture of the Republic of Indonesia.

The distribution process, the determination of the parties entitled to receive this assistance, and other technical matters related to the internet quota assistance, however, are carried out in accordance with the Regulation of the Secretary General Number 14 of 2020 concerning Technical Guidelines for Internet Data Quota Assistance in 2020.

ASSISTANCE FOR THE GOVERNMENT

XL Axiata completely supports the National Disaster Management Agency (BNPB) in dealing with the spread and control of the Corona virus (COVID-19) in Indonesia. This support is manifested through several types of assistance, from telecommunication and data services, network strengthening at a number of hospital locations, to the provision of personal protective equipment (PPE).

XL Axiata handed over 10 billion Rupiah CASH assistance to BNPB.



Assistance provided by XL Axiata has taken the form of:

- Telecommunication and data services consisting of free access to telephone, SMS, and data/internet usage, as well as use of MS Office. For this purpose, BNPB received 550 XL Axiata starter packs with a monthly package of Rp50,000 for 3 months.
- XL Axiata has strengthened telecommunication and data networks in the area of Wisma Atlet Kemayoran, Jakarta, which is an emergency hospital for COVID-19 patients and in other hospitals that focus on handling COVID-19.
- Placement of one BTS car unit to support communication activities for media officers and patients at these locations.
- Rp 100 million donation for BNPB to be distributed in the form of personal protective equipment (PPE) for paramedics.
- Delivery of SMS blasts from BNPB to customers containing information about handling COVID-19 as well as dissemination and education materials related to the pandemic. Through this facility, both XL Axiata's customers and the wider community are getting information about the latest developments in handling this outbreak, handling procedures, and a list of hospitals that treat COVID-19 patients in various regions.

In addition to collaborating with BNPB, XL Axiata is helping the government to prevail over the spread of the COVID-19 virus in various other ways, including:



Providing free access to the official covid19.go.id website for customers and the public using XL Axiata numbers.



Supporting work and study activities from home by providing a data quota of 2GB per day for customers to be able to access a number of applications and online lectures as well as Microsoft Office 365 applications to help stay productive while working and studying from home.



Customers can also use the free quota to access information about handling COVID-19 from official sources at the Ministry of Health (<https://infemerging.kemkes.go.id/>) and the Provincial Government of DKI Jakarta (<https://corona.jakarta.go.id/>).



It is also free for the customers to contact the COVID-19 hotline through lines 112, 117 and 119.

Support for The School Community

XL Axiata has shared a quota of 10,000 GB in order to support the education process during the pandemic.

In an attempt to support Distance Learning (PJJ) activities, further support was provided in the form of an education quota package of 10,000 GB for the school community. Distribution of this package was done to commemorate National Customer's Day 2020. The 10,000 GB quota distribution mechanism was carried out by distributing National Customer Day edition starter packs to school communities in various cities and with a total of 400 starter packs that were filled with quotas to access various learning support applications and PJJ.

Support for Customers

XL Axiata provided customers with free access to various supporting applications to make it easier for them to work and to learn from home



Since the de novo of the pandemic period, XL Axiata has launched a service program that makes it easier for our customers and the public to work and to study from home. This program, which could be accessed

from March to July 2020, was part of the Company's prime concern for the community in an effort to eschew the danger of the spread of COVID-19.

XL Axiata provided a free 2GB/day quota for various applications such as Udemy, Ruang Guru, and Zenius for students. Students could also take advantage of this quota to access online course materials provided by their respective campuses. Several campuses joined in this program, namely the University of Indonesia, Padjajaran University, Bandung Institute of Technology, Diponegoro University, Atmajaya University, Hasanuddin University, Semarang State University, Sumatra Institute of Technology, Sumatra Technology University, Udayana University, and Gajah Mada University. Into the bargain, through this program, the customers could acquire quotas to access a number of applications from Microsoft Office 365 to facilitate work or study from home activities.

XL Axiata also provided quota-free assistance for customers who were seeking to access information about the handling of the Corona Virus from official sources at the Ministry of Health (<https://infemerging.kemkes.go.id/>) and the Provincial Government of DKI Jakarta (<https://corona.jakarta.go.id/>). The customers

could also call the COVID-19 hotline for free through lines 112, 117 and 119.

For XL Prioritas post-paid customers, apart from getting the aforementioned benefits, XL Prioritas also offered special benefits in the form of a 15% discount for customers in need of a larger quota by upgrading to a larger package or purchasing a data booster and voice booster. XL Prioritas also provides packages with large data quota of up to 100GB/month equipped with Mifi. With this package, customers are more comfortable working or studying from home using a modem that can be accessed simultaneously by multiple devices. In addition, with the Mifi XL Go Izi package, the customers can also get an additional bonus data quota of 10GB for all top-up packages which can be used to spend time on useful content when working or studying from home.



Donations for Hospitals

XL Axiata's support to combat COVID-19 has also been actualised in the form of donations of PPE (Personal Protective Equipment) in the form of hazmat suits for medical officers through several hospitals in DKI Jakarta province. In total, around **10,000** sets of hazmat suits have been distributed to around 10 hospitals, including RSPI Sulianti Saroso, Friendship Hospital, Tarakan Hospital, Pasar Minggu Hospital, Duren Sawit Hospital, Mintohardjo Hospital, Fatmawati Hospital, Police Hospital, Pelni Hospital and Gatot Regional Hospital. Subroto. In addition to the 10 hospital hospitals in Jakarta, XL Axiata also distributed donations to medical workers in NTB, namely for the Sumbawa Hospital and Manangbai Hospital.



Donations for The Community

To help informal workers whose livelihoods have been affected by the pandemic, XL Axiata is working with several communities and non-profit organisations to distribute groceries and other staples, including for: online driver communities (ojol), fishermen, blind people, fishermen, journalists, scavengers, newspaper sellers, parking attendants, and other community groups in various cities, such as Aceh, Palembang, Banjarmasin, Lampung, Medan, Tanjung balai etc. We also make donations to KPPPA (Ministry of Women's Empowerment and Child Protection) and PMI (Indonesian Red Cross).

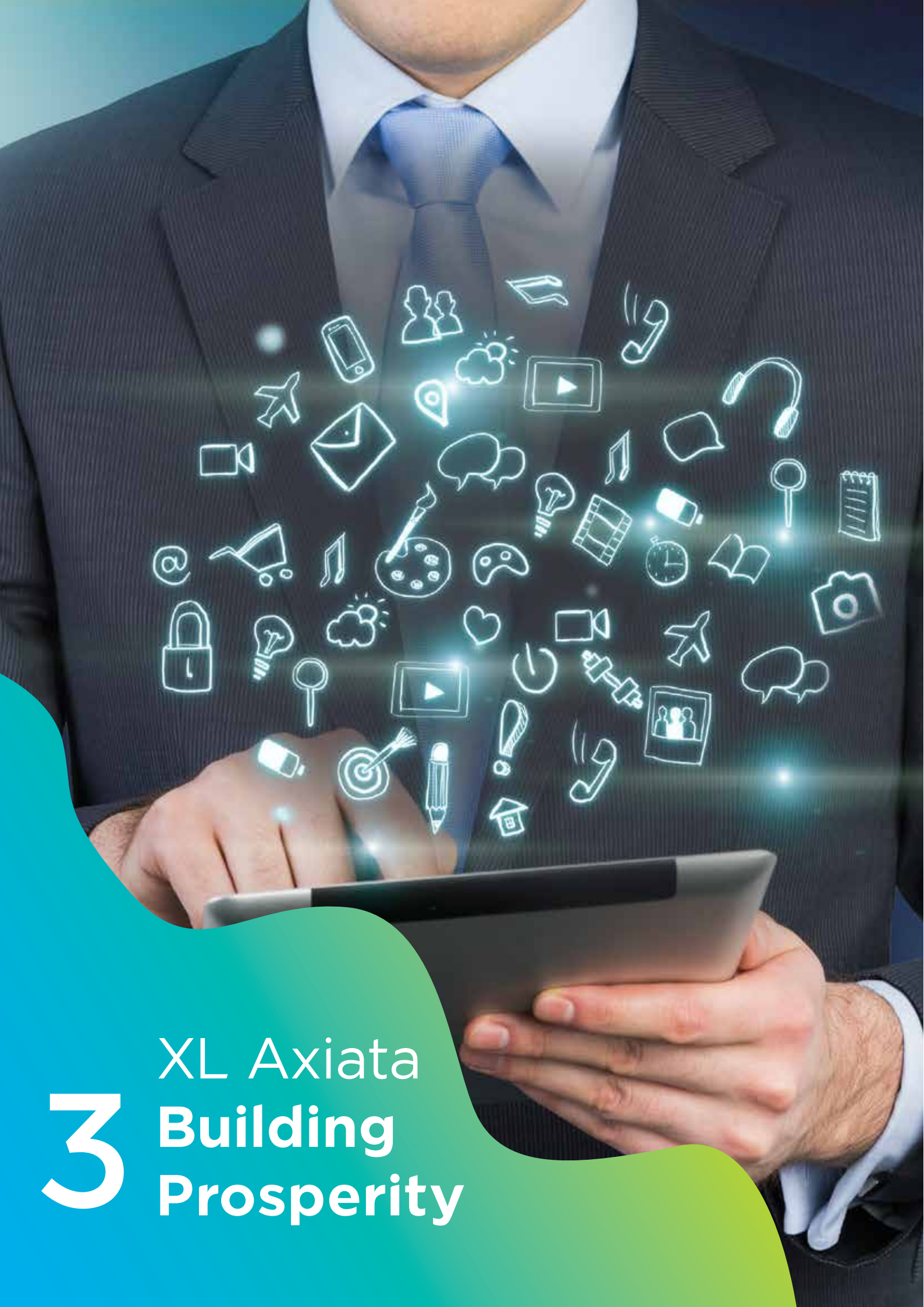
We provided support for public health through the implementation of dengue fever disinfectants and sprays, as well as portable sinks for several housing clusters in 10 cities. XL Axiata also donated masks to the Tangerang City Government, in addition to providing masks and hand sanitizers for journalists and communities in Jakarta and 15 other big cities in Indonesia.

Donations by Employees

XL Axiata's employees also showed their concern by distributing donations to parties in need during this pandemic. The collection of employee donations was held over 2 (two) periods and managed to collect aid worth more than Rp1.5 billion.

Employee donation aid for the first phase of more than Rp800 million, and was submitted in the form of PPE which was distributed directly to a number of hospitals which are the main referral hospitals for handling COVID-19. The second round of assistance as worth **Rp750** million and this was distributed to help informal workers whose livelihoods have been affected by the pandemic.





3 XL Axiata Building Prosperity

“

We are expanding our business to forge digital equality and promote social welfare, alongside profitability for each stakeholder. “

The digital world is no longer the world of the future; rather, it has become a normal part of people's everyday lives due to the COVID-19 pandemic. With limited mobility, people depend on various digital channels for various aspects of their lives, such as shopping,

making transactions, studying, opening a business, or telling each other about their health. In addition, on a national scale, the digital economy has become a notable strongpoint of the economy during the pandemic. XL Axiata is taking up the opportunity

to contribute to society by making all of these activities much better, more efficient, and safer. The community's exigency for connectivity has supported our business development in 2020, as below.

Distribution of Acquisition of Economic Value (in Rp. Billion) [GRI 201-1] [OJK B.1]

Description	2020	2019	2018
Generated Economic Value			
Telecommunication service receipts	25,173	24,233	21,932
Another acceptance	845	917	1,069
Total economic value gain	26,018	25,150	23,001
Distributable Economic Value			
Operating costs	7,537	10,103	9,809
Employee salaries and benefits	1,126	1,140	1,037
Interest payments to funders	2,668	2,180	1,746
Expenditures for the government	6,702	6,751	6,617
Expenditure for communities	12.2	13.09	12.46
Total economic value distributed	18,045	20,186	19,221
Economic value withheld	7,973	4,964	3,780

* During the reporting year, there was a significant reduction in operating costs due to fluctuations in calculation methods and components

In the reporting year, XL Axiata managed to record fairly good economic performance with an increase 3% in income from Rp25,150 billion to Rp26,018 trillion. This increase was mainly driven by the increased exigency for connections during the pandemic. We have responded to this increase in community needs by improving services through additional traffic and BTS facilities, as well as by adding other types of services, such as:



Paket Xtra belajar
in order to support distance learning (PJJ)

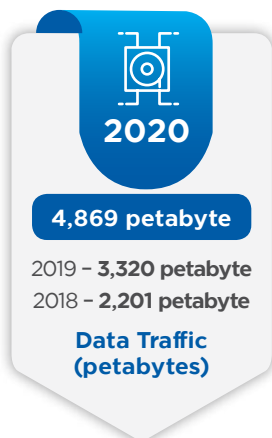
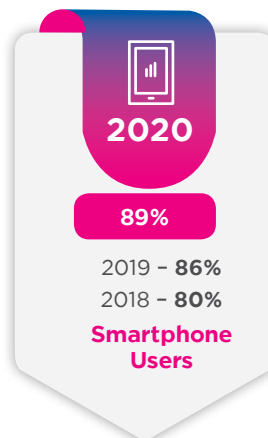
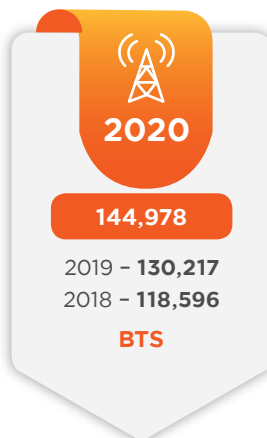


5G
Setting up a 5G network



XL Home service
with an increased service area

Overview of Economic Performance [OJK B.1]



Supply Chain

[GRI 102-9]

XL Axiata involves various business partners in its operational activities including in the supply of our goods and services and to support our operations in the telecommunications sector. We ensure that our main suppliers are companies that have a good reputation and practice sustainability principles, for example Huawei and Ericsson have published sustainability reports, consistently.

and regulations. Our concern for the environment is manifested by implementing an e-transaction automation system for Supply Chain Management at XL Axiata. From the initial supplier selection to the e-PO and e-invoice process, everything is online to reduce paper usage and waste generation.

We utilise domestic goods and services to improve the national economy. About 96% of our suppliers are local suppliers, the remaining 4% are suppliers from overseas.

Proportion of Expenditure for Local Suppliers

[GRI 204-1]

Our suppliers are selected through a transparent system, prioritising quality and conformity to the applicable standards in XL Axiata. We also provide guidance and monitoring to each of our partners and suppliers, to ensure their compliance with applicable laws





4 XL Axiata Nurturing People



XL Axiata builds relationships in the digital domain and mingles the involvement and aspirations of employees with the Company's development and direction.

In today's digital world, we are talking not only about equipment, programs, and servers, but also about the people behind the scenes who build the platforms. A digital technology base is easy to expand upon, and on this basis, XL Axiata invests in recruiting, training, and retaining the best talent available, to further build and expand a Company that is constantly on the cutting edge of the latest technological developments. In this pursuit of excellence, we promote a culture of innovation and collaboration that seeks not only to heighten the Company's advancement, but also to manifest the satisfaction of every employee.

People of XL Axiata

[GRI 102-8] [OJK C.3]

Our entire Human Capital (HC) building process, from initial recruitment to performance management, training, succession and more, is wrapped up in the digital world. By the same token, the updating of our employee data, requests for leave, and other HR approvals are all done digitally. In our daily operations, we also make maximum use of this digitisation process, such as in booking meeting rooms, distributing documents, and other organisational matters. Digitisation allows us to build intimacy with employees and supports collaboration amongst employees, for example by allowing the use of internal social media. Especially during the pandemic, where many employees work from home (WFH), this digitisation process is very supportive for building better working relationships as employees, as well as personal relationships as friends and colleagues. Digital processes also benefit the environment by reducing the generation of paper waste.

The two objectives of digitisation in HC are:



- **Increasing the effectiveness and efficiency of the human resource (HR) management process.**
- **Assisting analysis in decision making concerning HR and related business decisions.**

In the management of HC, XL Axiata implements an employee value proposition (EVP) system which is a means to create employer branding and to attract and retain the best talents. Through this system, we have developed a reward strategy for employees who have contributed to our work and dedicated themselves to the Company. We have an expectation that EVP will foster a sense of pride and togetherness among employees which in turn will not only increase productivity, but will also increase our employee retention rates. The following is the data for XL Axiata employees:

Total number of employees based on employment contracts (permanent and temporary) and disaggregated by gender

	2020		2019		2018	
	Male	Female	Male	Female	Male	Female
Permanent employees	954	433	953	432	1,001	460
Temporary employees	170	57	168	52	164	52
Subtotal	1,124	490	1,121	484	1,165	512
Total	1,614		1,605		1,677	

Total employees based on employment contracts (permanent and temporary) and listed by region

Description	2020		2019		2018	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Headquarter	1,269	132	1,267	129	1,337	141
Region - West	33	16	33	16	34	12
Region - Jabo	19	27	20	26	20	27
Region - Central	28	25	29	23	29	16
Region - East	38	27	37	26	41	20
Region - North	-	-	-	-	-	-

Total number of employees based on employment contracts and disaggregated by gender

Description	2020		2019		2018	
	Male	Female	Male	Female	Male	Female
Full-time Employee	954	433	1,001	460	1,003	466
Part-time Employee	170	57	164	52	137	46
Total	1,124	490	1,165	512	1,140	512

Talent Management

The development and accomplishment of a company lies in the hands of the human resources who run the Company on a day-to-day basis. Our commitment to building an excellent team within XL Axiata is manifested through our “talent management” system. Talent management is a structured system for identifying, developing, motivating, placing, and retaining the best talent in the Company.

It starts with a thorough and an extensive recruitment system to find the best quality candidates. In our search, we cooperate with recruitment companies at home and abroad, in addition to opening up opportunities through LinkedIn, Jobstreet, job fairs, as well as emails sent to recruitment@xl.co.id. Factors we consider in recruiting include:

1. Competence: The candidate's ability/expertise/knowledge is in accordance with the intended position and consists of functional competencies or those related to the implementation of the candidate's duties, leadership skills, and other skills which are pivotal, namely relevant competencies acquired during work experience. Functional and leadership competencies are divided into several levels according to the distinctive positions and responsibilities.

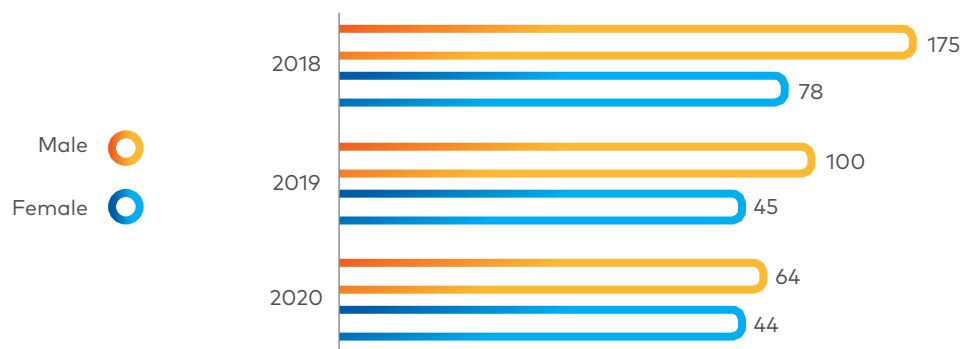
2. Cultural suitability depends upon the candidate's own values and conformity with the values of XL Axiata which are further broken down into values and management leadership models.
3. Commitment is set forth as a candidate's professional motivation for work and the candidate's career aspirations for the desired position.
4. Agility informs the ability of candidates to adapt and face the dynamics of rapid change (volatility), uncertain issues and events, organizational complexity, and ambiguity, abbreviated as VUCA.

These four aspects are assessed by measuring cognitive abilities and learning agility as well as through interviews about the candidate's experience.

In the reporting year, we recruited 108 employees consisting of 64 male employees and 44 female employees. We did this recruitment mainly to replace employees who were leaving or ending their contracts.

Employee Recruitment and Turnover [GRI 401-1]

Employee Recruitment by Gender



Employee Recruitment by Age

Description	2020	%	2019	%	2018	%
Below 30 years of age	51	47%	66	46%	111	44%
Between 30-50 years of age	54	50%	78	54%	140	55%
Above 50 years of age	3	3%	1	1%	2	1%
TOTAL	108	100%	145	100%	253	100%

Employee Recruitment by Region

Description	2020	%	2019	%	2018	%
Headquarter	100	93%	121	83%	213	84%
Region - West	-	-	5	3%	6	2%
Region - Jabo	3	3%	3	2%	17	7%
Region - Central	1	1%	9	6%	5	2%
Region - East	4	4%	7	5%	12	5%
Region - North	-	-	-	-	-	-
TOTAL	108	100%	145	100%	253	100%

Employee Turnover by Gender

Description	2020	%	2019	%	2018	%
Male	58	59%	156	68%	167	67%
Female	41	41%	74	32%	81	33%
TOTAL	99	100%	230	100%	248	100%

Employee Turnover by Age

Description	2020	%	2019	%	2018	%
Below 30 years of age	13	13%	72	32%	52	21%
Between 30-50 years of age	82	83%	151	66%	183	74%
Above 50 years of age	4	4%	5	2%	13	5%
TOTAL	99	100%	230	100%	248	100%

Employee Turnover by Region

Description	2020	%	2019	%	2018	%
Headquarter	94	95%	217	94%	200	81%
Region - West	-	-	3	1%	4	2%
Region - Jabo	3	3%	3	1%	15	6%
Region - Central	-	-	3	1%	12	5%
Region - East	2	2%	4	2%	8	3%
Region - North	-	-	-	-	9	4%
TOTAL	99	100%	230	100%	248	100%

Reasons for Employee Turnover

Reasons	2020		2019		2018	
	Male	Female	Male	Female	Male	Female
Resigned	39	33	119	58	133	71
Deceased	2	1	2	-	2	-
Termination of Contract	14	7	15	7	19	8
Not Counted	2	-	6	2	5	-
Failed to Pass Probation	1	-	1	-	4	1
Retired	-	-	-	-	4	1
TOTAL	58	41	143	67	167	81

Labour Rights

Salary and Remuneration

Remuneration is an essential part of employee motivation, since it represents the Company's appreciation for the employee's contribution to the Company. XL Axiata has a remuneration system based on the 3P principle, namely position, person, performance. Attractive salaries and facilities are given objectively, according to the employee's performance and competence regardless of gender.

XL Axiata offers salaries in compliance with local government regulations regarding the Regional Minimum Wage and in accordance with the Company's regulations in each location, respectively.

[GRI 202-1] [OJK F.20]

In addition to the basic salary, we offer a variety of attractive perks and benefits. XL Axiata always conducts remuneration surveys in similar industries, to ensure that our remuneration remains competitive, such as:



- Providing long-term incentives in the form of cash or shares;
- Developing an LLP (Let's Learn Program) program, which is a fund for the development of skills and knowledge of employees and their families. XL Axiata pays for courses and certifications that employees and their families participate in, such as cooking courses, financial planning courses, and others;
- Providing school fees;
- Opening opportunities for various other individual development programs.

More than 90% of employees take advantage of this individual development program and they appreciate the efforts of the Company that has cared for the development of themselves and their families.

Specifically, the benefits provided to employees are as follows:

Benefits provided to full-time employees that are not provided to temporary employees or part-time employees [GRI 401-2]

Form of Allowance	Permanent Employees	Temporary Employees
Holiday Allowance	✓	✓
Leave Allowance (given in the form of days off)	✓	✓
Income Tax Allowance	✓	✓
Transportation Allowance	✓	✓
Life Insurance (part of JKK Jamsostek)	✓	✓
Healthcare Facilities	✓	✓
Maternity Leave	✓	✓
Share Ownership	✓	✓
Education Allowance for employees and their families	✓	✓
Communication Allowance	✓	✓
DPLK (Manulife)	✓	
Menstrual Leave	✓	✓
Worship Leave	✓	✓
Progressive Leave	✓	

Preparation Program for Pension

[GRI 201-3] [GRI 404-2]

We show our appreciation to employees who have given their dedication to the progress of XL Axiata by preparing a complete pension program, both mentally and financially. In the financial sector, we provide the following programs, Manulife, BPJS pension insurance, and pension plans. For Manulife, employees contribute 3% of their salary less BPJS Pension. These programs are mandatory,

but are prepared very lightly and are not burdensome for employees.

XL Axiata also prepares employees who are approaching retirement age, namely the age of 56, with various skills that can be used when they retire later. We provide special seminars on the topic of entrepreneurship for those who are about to start entrepreneurship and preparation

for job applications for those who will continue working in other places. Apart from these seminars, various skills improvement programs, personal development, and other seminars given when they work with us, all become valuable assets when employees no longer work at XL Axiata.

Management of Work Relationships

XL Axiata respects the right of every employee to give their opinion and voice through the union. XL Workers Union (SPXL) has been registered with the Ministry of Manpower and Transmigration since 2003. We believe that the freedom to associate and provide input to the company has an impact on employee welfare. The management of the work relationship between XL Axiata and employees is based on:



**Labor Law No.
13/2003**



**ILO
Conventions
87 and 98**

We also apply a Company Agreement which regulates the relationship between the company and employees, especially on topics related to workers' rights and compensation, such as salary, working conditions, benefits, and others. This agreement covers all employees (100%) who work at XL Axiata. [\[GRI 102-41\]](#)

To build a conducive relationship and increase employee engagement, we hold various activities involving management and XL Axiata employees from year to year, such as:



XL Club



XL Axiata
anniversary



Mudik Karyawan



Safari Ramadhan



Group Gathering



Break the Fast with
Management



Fruit Attack



Halal Bihalal
Directorate



Leadership
Lounge



eTown Hall



Millennial
Lounge



CEO Talk

Nonetheless, during this time of the pandemic, some activities have been forced not to be carried out or carried out online, given the restrictions on physical encounters.

Employee Representation in The Health and Safety Committee [\[GRI 403-1\]](#)

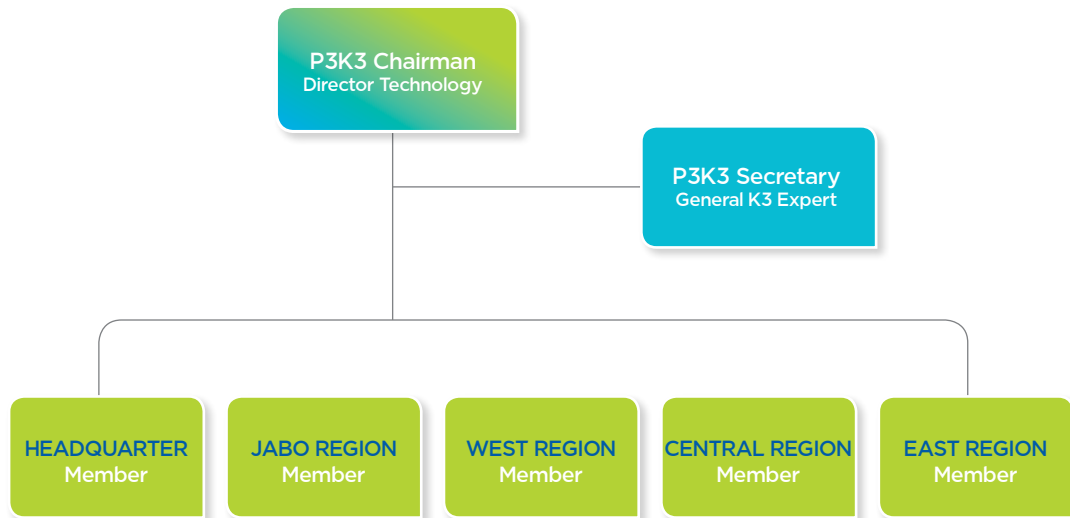
XL Axiata prioritises the involvement of workers in aspects related to their welfare, including the aspects of Occupational Health and Safety (K3). In the "XL Axiata OHS Policy" it is hereby declared, "The Company is committed to increasing customer satisfaction and providing an efficient, healthy, and safe workplace for workers and customers by implementing a continuous improvement program through the Occupational Health

and Safety Management System by upholding and implementing OHS aspects in the implementation of operational activities."

We activated this commitment by forming an Occupational Health and Safety Advisory Committee (P2K3) which consists of 17 people from management (Director, VP, and managerial level) as well as employee representatives from five regions.



P2K3 ORGANISATION



This committee represents all employees who are members of XL Axiata. The team's duties include:

- Building a culture of OHS awareness
- Providing a quarterly XL Axiata safety performance report
- Conducting OHS dissemination to employees
- Implementing various OHS aspects through training



XL Axiata's OHS commitment to health and safety is manifested through various concrete actions as follows:

- The Committee for Occupational Health and Safety Management (P2K3) is a specific team which has been formed by the company in order to promote OHS. It represents all employees who are members of XL Axiata and also consists of 17 people from management (Director, VP, and managerial levels) as well as employee representatives from 5 regions. The team is assigned with building a culture of OHS awareness consistently and providing XL Axiata safety performance reports every quarter.
- Providing various health facilities, such as sports facilities (gym), comprehensive medical check-ups, and a complete clinic with doctors who are available at certain times.
- Conducting OHS dissemination to XL Axiata employees and partners.
- Carrying out drills for emergency response procedures:
 - Firefighting simulation using a fire hydrant
 - Simulation of using APAR
 - Simulation of emergencies and evacuations
 - Firefighting training
 - Earthquake management training
 - Simulation of COVID-19
- Dissemination of National P2K3 activities
- Introduction of OHS for new employees.

XL Axiata also conducts a periodic work safety and health audit process conducted by third parties. For 2020, the result of the safety audit is 88.55% (Satisfactory) and this result is valid for three years (2019 - 2022).

Equality And Diversity

[OJK F.18]

We believe that diversity is a form of wealth for the Company. Having a variety of thoughts, personalities and experiences coming from different personal backgrounds can generate creativity and innovation in a work collaboration. XL Axiata opens the widest possible opportunity for employees from various backgrounds to contribute.

The following information is related to the diversity of employees and governance bodies. The governance body includes the President Director, Director, Chief. Meanwhile, the employees are Group Head, Head, Lead, Individual Contributor.

Description	2020				2019			
	Male	%	Female	%	Male	%	Female	%
Board of Commissioner	-	-	-	-	-	-	-	-
Chief	4	100%	-	0%	4	100%	-	0%
Director	4	80%	1	20%	3	75%	1	25%
Group Head	34	69%	15	31%	31	66%	16	34%
Head	126	70%	53	30%	122	71%	50	29%
Individual Contributor	956	69%	420	31%	950	70%	415	30%
Lead	-	-	-	-	12	92%	1	8%
President Director	-	0%	1	100%	-	0%	1	100%

Description	Under 30 years of age		30-5- years of age		Above 50 years of age	
	Total	%	Total	%	Total	%
Board of Commissioner	-	-	-	-	-	-
Chief	-	-	2	50%	2	50%
Director	-	-	5	100%	-	-
Group Head	-	-	44	90%	5	10%
Head	-	-	172	96%	7	4%
Individual Contributor	262	19%	1079	78%	35	3%
Lead	-	-	-	-	-	-
President Director	-	-	-	-	1	100%

We ensure the application of the principle of equal opportunity, where every worker gets equal treatment and opportunity to work and develop their career. Career development is determined by the achievements and excellence of employees not by factors of their background. We also ensure that the ratio of basic salary and remuneration for women and men is equal for each of the same positions. Thus, XL Axiata does not differentiate between male and female employees' salaries and remuneration [GRI 405-2]. Due to the application of this principle, there were no incidents of discrimination during the reporting year. [GRI 406-1]

Training Program [OJK F.22]

Training Strategies and Programs

The digital industry is one of the fastest changing industries in technology. Realizing this, XL Axiata always conducts training to hone the skills and knowledge of each employee, as well as for personal development of each employee.

Facing rapid changes in 2020, priorities and learning processes and employee development practices were required to adapt quickly. Priorities for 2020 were focused not only on complying with regulations and implementing the XL Axiata strategy, but also on ensuring work productivity and employee learning during the pandemic. In optimising digital tools for employee development, our learning activities still

prioritised the principles of experience, relationship, self-development, and education.

Social distancing policies have created different needs in our employee development program. Responding to this, XL Axiata has identified three aspects to the support it provides to all levels of employees: mind, body and soul.

- Mind ensures employees get factual and proper information about COVID-19;
- Body includes dissemination of information about the importance of exercise and tips for maintaining health;
- Soul includes mental health information including ways of managing stress.

In addition, the Company focused on supporting new ways of working from home. The Company has sought to build a productivity mindset and to accompany it by providing digital means; thus, all of our employees can work productively and effectively without losing the value of collaboration with colleagues, superiors, and subordinates.

To support the development of professional competency among staff, the Company relied on online learning applications in 2020, such as LinkedIn Learning and Coursera, virtual classes, and e-LMS (Electronic Learning Management System) applications that are integrated with other services in human capital, namely Talent Management, Performance Management, and Career Programs.

The Company also identified the key capabilities that require development:

- Agility - Mindset, Leadership Agility, Scrum Certification
- Data Analytics - Data Scientists, Data Engineering, Artificial Intelligence
- Business Digitisation and Incubation - Design Thinking, Lean Start Up & Business Models, and Business Incubation
- Business Solutions for Sales - Consultative Selling, Coaching & Mentoring
- Cloud expertise - Business and Technical Cloud Expertise
- Leadership - Transformational Leadership
- Compliance - Data Privacy, Information Security, Anti-Bribery, and Anti-Corruption

In addition, the Company also runs a certification program in accordance with regulations, as well as an employee professional development program that focuses on areas of knowledge, expertise and attitudes. Professional development programs are implemented in accordance with employee development plans derived from assessment results, individual performance, employee input, and career planning.

In order for organisational knowledge to be optimally utilised, the Company continues to develop its knowledge management system. This system aims to systematically document existing knowledge, both internal knowledge and explicit knowledge, or that which has already been implemented. This system exists not only at the XL Axiata level, but also at the Axiata group level.



XL Axiata employee development program focused on improving employee skills in carrying out its duties. Therefore, this development program had an immediate impact on general company performance. Program Our training consists of:

- Data Analytics: Business Optimization Data Technology (Data Scientist & Data Engineering), Power BI, Greenplum, Teradata, Axiata Analytics Center & Ab Initio).
- Scrum & Agile Development: Basic Scrum, Intermediate Scrum, Professional Scrum Certification (Professional Scrum Master & Professional Scrum Product Owner).
- TI & Telco: Dev Ops, Cyber Security, Building Apps, COBIT 5, Automatic Testing,IOT & 5G.
- Penjualan: GTM Strategy, Direct Channel & Key Account Management.
- Kepemimpinan: 9 Leadership Transformation.
- Inovasi Bisnis: XBOKS Business Innovation & XCUBE Business Incubation.

To ensure reliability and compliance with laws and regulations in Indonesia, so do we conduct training with the standard SKKNI (Standard Indonesian National Job Competence) in the field communications, such as: RF Planner certification, Signaling Engineering, Traffic Engineering, Core Planning Engineering, as well as Engineers, Operations and Maintenance of NAP.

It is not only explicit knowledge, which is already written and expressed, we also document tacit knowledge, or existing knowledge in a person. This is considered important so that the company can take full advantage of it existing knowledge and learning. XL Axiata develop a knowledge management system for documenting all knowledge in order to get it optimally utilized.

We also provide facilitation for employees to share knowledge (knowledge sharing) for the sake of

progress of the company as well as for development every employee. Various means of knowledge sharing at among them:

- Community of Practice (XL-Labs),
- Community of Expert (Train the trainer, PMCoE),
- Sharing from Executive/Expert(ShrEX),
- Knowledge Day,
- Bedah Buku.

Leadership Development

No less important than employee development, is the development of leaders who define the direction and strategy of the Company. Thus, we have prepared a complete and tiered curriculum to develop thought leaders in XL Axiata.

ADVANCE

High Performance Leadership

- Connecting with yourself
- Connecting People
- Setting Direction & Ensuring Executing

MBA/MM

Post Graduate Scholarship Program
(For Selected Leaders)

GROUP HEAD

EXCELLENCE

Intermediate 3A
Coaching Skills

Intermediate 3B
Business Simulation

Intermediate 3C
Strengthen
Leadership

Intermediate 2A
FLM Leading
Yourself

Intermediate 2B
FLM Leading Others

Intermediate 2C
FLM Leading Work
& Business

Managerial
Effectiveness

HEAD

Intermediate 1A
Emerging Leadership

Intermediate 1B
FLM Leading Others

Intermediate 1C
FLM Leading Work
& Business

BASIC

Basic 3A
Supervisor Dev.
Program

Basic 3B
Coaching &
Mentoring

Intermediate 3C
Personal Excellence
Dev.

Basic 1A
Leading Self

Intermediate 2B
FLM Leading
Others

Intermediate 2C
FLM Leading Work &
Business

STAFF

AVERAGE HOURS OF TRAINING PER EMPLOYEE [GRI 404-1]

Through the various training programs that we provide, the average number of training hours per employee are as follows:

Average hours of training per year by gender



Average hours of training per year by employee category

Description	2020	2019	2018
Top Management	36.53	57.33	43.63
Middle Management	51.47	71.21	43.82
Lower Management	46.28	31.89	46.02
Staff	24.16	23.30	28.49

Performance Review [GRI 404-3]

Performance reviews are an integral part of monitoring company progress and employee satisfaction, as they encourage employees to reach their highest potential. The results of the performance reviews are the basis for XL Axiata to design personal development and career advancement for employees.

The indicators used in this assessment are split between employee performance (70%) and the application of XL Axiata values (30%). We ensure that each assessment is objective; thus, the assessment begins with a personal

assessment, followed by an assessment from the direct supervisor, a higher panel, and up until the approval of the Board of Directors.

If the assessment results show that the employees need to improve their performance, then we provide a special PIP (Performance Improvement Plan) program where employees are given the opportunity and means to develop their skills in both the short and long term. In the reporting year, we have conducted performance appraisals for all employees (100%) male and female, from all levels. [GRI 404-3]





5 Sustainable Governance



XL Axiata implements the principles of GCG (Good Corporate Governance) as benchmarked in the corporate governance structure, the values, as well as the code of conduct of XL Axiata.

XL Axiata's dependable and steady performance is a representation of our commitment to most immeasurable practice Good Corporate Governance. The solid and consistent performance of XL Axiata is a reflection of our commitment to the best practices of Good Corporate Governance (GCG). The sustainable implementation of GCG in XL Axiata has built a business that is effective and transparent and encourages compliance with the prevailing laws and regulations. One of the determining factors in making this happen is by taking the lead in digitising GCG processes within XL Axiata. In the meetings of the Board of Commissioners and the Board of Directors as well as meetings with other stakeholders, we use online registration, exert QR codes to obtain meeting materials, and utilise videos to facilitate meetings with stakeholders located abroad.

In 2020, XL Axiata will implement an online GMS so that shareholders can exercise their rights wherever they are. This will also be advantageous for the shareholders. For this innovation, XL Axiata received the IDX Channel Innovation Award 2020. We are also applying the use of digital signatures, in full compliance with the regulations of the Indonesian Ministry of Communication and Information Technology regarding digital signatures, and which have the same legality and power as wet signatures. With these various digital innovations in governance, XL Axiata can be said to be one of the leading companies to adapt quickly in the face of the COVID-19 pandemic.

Our commitment to compliance with GCG is well-recognised at the ASEAN level. XL Axiata has received high ratings on the ASEAN Corporate Governance Scorecard (ACGS). In June 2020, ACGS announced that XL Axiata was included in the top 10 companies in Indonesia that were included in the 2019 ASEAN Asset Class for best governance.

Basic Implementation of GCG

As a public company listed on the Indonesia Stock Exchange, XL Axiata implements GCG based on Law No. 40 of 2007 concerning Limited Liability Companies. In addition, XL Axiata applies Law no. 8 of 1995 concerning the Capital Market. We also comply with various regulations issued by the OJK and the Indonesian Stock Exchange.



- XL Axiata is one of the top 10 companies in Indonesia and is included in the ASEAN Asset Class for best governance.

In addition to following external regulations, XL Axiata has also developed various internal principles and guidelines for implementing GCG, such as the XL Axiata code of conduct, GCG Manual, Board Manual for the Board of Commissioners and Board of Directors, as well as other regulations related to the Company's operations.

XL Axiata has also advanced its violation reporting system, and this is implemented at all levels of employees, in addition to the anti-corruption and anti-bribery policies that apply to XL Axiata employees and third parties who work with XL Axiata.

Principles of GCG

XL Axiata adheres to the major principles of good corporate governance (GCG), namely: transparency, accountability, responsibility, independence, as well as equality and fairness.

TRANSPARENCY



RESPONSIBILITY



ACCOUNTABILITY



INDEPENDENCE



FAIRNESS



DIGITIZATION



Transparency

All information related to XL Axiata that is deemed important and influential for decision making is delivered to our stakeholders through the following communication channels: annual reports, financial reports, announcements to stakeholders and shareholders through the IDX and XL Axiata pages, as well as through newspapers that are easily accessible by stakeholders and shareholders.

Responsibility

XL Axiata's responsibility is expressed through our delivery of the most important and influential information related to XL Axiata to our stakeholders and shareholders.

Accountability

Every operational activity conducted by every organ of the Company is accountable to the relevant authorities in accordance with their duties and responsibilities.

Independence

Decision making in XL Axiata is free from conflicts of interest. Should there be an implementation that has the potential to violate this principle, it will be undertaken in compliance with the applicable regulations.

Equality/Fairness

Shareholders all receive equal treatment in agreement with applicable laws and regulations. Every stakeholder and shareholder can provide input and will receive equitable information regarding XL Axiata.

Digitisation

XL Axiata implements digitisation to accelerate the Company's development and to increase efficiency, quality, and consistency. This digitisation process helps to transform the Company, the Board of Commissioners, and the Board of Directors and helps the management to prevail over the increasing waves of disruption in the business world, starting with changes in internal governance, structure, and leadership processes.

Not only by establishing orderly systems and procedures, but XL Axiata is also encouraging every employee to enforce GCG through the Company's culture of:

- Professionalism and integrity;
- Efficiency and effectiveness;
- Obeying the rules

GCG Roadmap

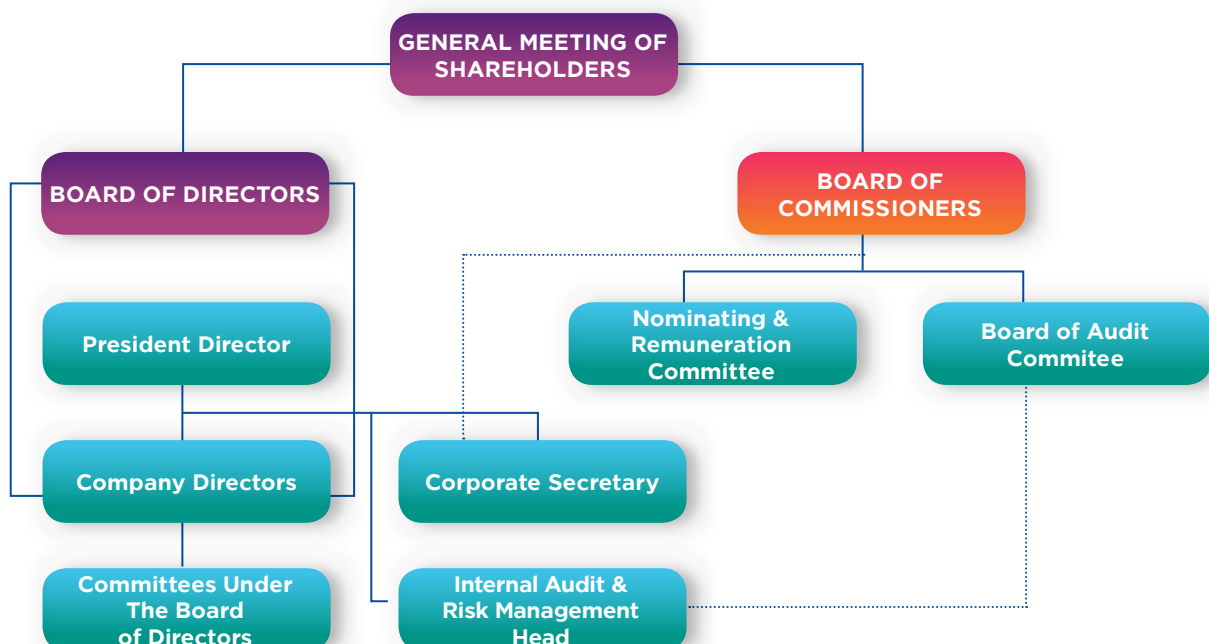
Since its establishment, XL Axiata has brought a GCG Roadmap into existence which has been manifested in our governance strategy year after year. The GCG Roadmap was built with four focuses, viz.:

1. Identification of areas for improvement in governance;
2. Development of good corporate governance in the form of policy documents; such as our SOP (standard operational procedure) for outreach activities;
3. Implementation and supervision of the governance system that has been built;
4. Adjustments to guarantee that the governance system is in line with the prevailing laws and regulations.



Governance Structure [GRI 102-18]

XL Axiata has set up a governance structure that is based on the functions, authorities, and responsibilities of the corporate organs in accordance with Law no. 40 of 2007, the FSA's regulations and the Company's establishment deeds, as follows:



General Meeting Of Shareholders (GMS)

The GMS is the highest authority in XL Axiata's governance system. The GMS is a forum in which shareholders may formally express their opinions and voice their aspirations for the Company. In addition, in the GMS, shareholders receive activity reports and make pivotal decisions related to the Company. XL Axiata stipulates equal treatment for each shareholder by providing the same information and the same right to vote according to their share ownership.

XL Axiata's Articles of Association stipulate that the GMS is held at least once a year, and that is to be no later than 6 (six) months after the closing of the financial year. An Extraordinary GMS, which is a GMS that may be held under unusual circumstances, may also be held if needed.

Board of Commissioners

The main duty of the Board of Commissioners is to supervise the policies and management of the Company as carried out by the Board of Directors. The Board of Commissioners also has a role to provide advice to the Board of Directors and to approve plans and annual reports prepared by the Board of Directors. Another vital role is to monitor the implementation of good governance/GCG within XL Axiata.

In accordance with Company Law and POJK 33/POJK.04/2014, XL Axiata requires each member of the Board of Commissioners to disclose any share ownership by him/herself or his/her family as well as any concurrent position held. In addition, in order to maintain the independence of the Board, XL Axiata ensures that members of the Board of Commissioners do not occupy any executive function in the Company nor may they hold a concurrent position as a Director.

Board of Directors

The Board of Directors is a company organ that is responsible for managing the running of the Company in accordance with the stated objectives. The Board of Directors leads and carries out operational activities according to the vision and mission of XL Axiata. The five focal functions of the Board of Directors are management, risk management, internal control, communication, and social responsibility. The duties and responsibilities of the Board of Directors are:

- Developing business development strategies and work plans.
- Conducting a comprehensive evaluation of the Company's performance.
- Representing the Company both inside and outside the court.
- Developing and implementing risk management.
- Founding an internal control unit.
- Ensuring a proper system of internal and external communication.
- Ensuring the implementation of GCG in all aspects of the Company's operations.
- Formulating and carrying out corporate social responsibility activities.

In carrying out its duties, the Board of Directors refers to the Board Manual of the Board of Directors which incorporates the Work Guidelines and the Code of Conduct for the Board of Directors.

Sustainability Committee

Sustainability Committee: Neither has XL Axiata formed a Sustainability Committee either under the Board of Commissioners nor under the Board of Directors. The formation of this committee is in the management review phase. The current policy regarding Sustainability is decided by the Chief Corporate Affairs with the approval of the President Director & CEO.

Values of XL Axiata [GRI 102-16] [POJK C.1]

The values of the Company support the achievement of the Company's goals by fashioning an ethical and high-performance culture within the Company. XL Axiata expects every employee to abide by the main values:

- **Uncompromising Integrity**
having high ethical standards and zero tolerance for unethical behaviour;
- **Team Synergy**
working together passionately and ensuring all processes are executed to achieve common goals;
- **Simplicity**
doing our best to provide solutions that are easy for customers to obtain and beyond their expectations.
- **Exceptional Performance**
always being enthusiastic to provide the best performance.

Company Business Ethics

[GRI 102-16] [POJK C.1]

XL Axiata has established a code of conduct as an integral part of the Company's regulations. This code of conduct is very necessary considering XL Axiata's commitment to improving the integrity of every employee in implementing the best practices of GCG. This code of conduct regulates ethical behaviour and procedures in carrying out the Company business activities by upholding professional conduct.

XL Axiata's Code of Conduct Principles

1. Equality of Treatment
Non-discriminatory treatment of employees in a healthy work environment with the application of integrity without exception.
2. Healthy Partnerships
Building healthy business partnerships with third parties by complying with XL's policies and applicable regulations.



3. **Anti-Corruption Culture**
Dodging conflicts of interest, not accepting gratuities, and implementing the principles of anti-corruption, collusion, and nepotism.
4. **Commitment to Customers**
Maintaining a commitment to customers by building a “trustworthy” reputation and providing appropriate solutions.

Code of Conduct Dissemination

XL Axiata’s code of conduct can be obtained easily by all employees through XL Mine that is well-known as the Company’s internal system and the XL Axiata website (www.xlaxiata.co.id). This code of conduct was disseminated to each and every employee when s/he first joined XL Axiata. We also routinely distribute the Integrity Pact which emphasises the code on work ethics, anti-corruption, collusion, and nepotism. This Integrity Pact must be signed by every employee and kept by the Company in the Human Capital department. In the reporting year, XL Axiata distributed the Integrity Pact to all employees in December 2020.

Implementation of the Code of Conduct

XL Axiata’s Code of Conduct applies to every employee as well as the Board of Directors and requires them to comply with key responsibilities, including:

- Building a clean and conducive work atmosphere for every employee
- Building a trustworthy experience for each customer
- Building upright partnerships with third parties, following all company policies and procedures.

Violation of the code of conduct will lead to disciplinary action, punishment, official warnings, shifting or termination of employment relations. The Board of Directors of XL Axiata is responsible for making sure that this standard is implemented in all Company’s activities. In the reporting year, there were no violations of the code of conduct within the Company and we can state that this code of conduct has been implemented by all organs of the Company.

Whistleblowing System

XL Axiata has opened up a dedicated platform to convey essential information related to violations of the Company’s code of conduct including corruption and fraud. This mechanism was manufactured to prioritise integrity and transparency for the benefit of the Company and the comfort of all employees and parties working with XL Axiata.

Report Violations

Every party, both internal and external to the Company, can report through the “Speak Up” hotline which is available in both English and Indonesian. This channel accommodates the reporting of suspected ethical and legal violations, as well as any behaviours that are not in accordance with the Company’s values and norms.

Protection for Whistleblowers

XL Axiata will protect and maintain the confidentiality of the whistleblowers and ensure their security from potential threats as a result of such reporting. The protections provided are:

1. The identity of the reporter;
2. Confidentiality of the contents of the report;
3. Threats, intimidation, or behaviour that threatens the whistleblower.

Every XL Axiata employee who discovers a violation can report it through the SPEAK UP channel, through:

1. Website <https://wrs.expolink.co.uk/axiata>
2. Call 007 8030 114626 (toll free), or can be found at <http://www.expolink.co.uk/whistleblowing-hotline/PDF/International-Freephone-listing.pdf>
3. Applications
 - Download and install the Expolink's SpeakingUp app from Apple's App Store or Google's Play Store.
 - Enter AXIATA for the access code.
 - Follow the directions.

When a report is received via the website, telephone or mobile application, the reporter will receive a case number and password. Expolink will send this report to the XL Axiata investigation team who will evaluate and determine the next steps. Should this reporting require further investigation, the investigation will be carried out by XL Axiata or an outside party appointed by the Company. Should the investigation prove that there is a violation of the law or code of conduct, then XL Axiata will take the necessary action in accordance with the prevailing laws and regulations.

Violation Reporting Cases

In the reporting year, six reports were received through the Speak Up channel or directly reported to the investigation unit. Of the six reports, all of these cases constitute violations, two of which have been processed, while the other four cases are under further investigation.

Anti Corruption

In line with the Company's priority to uphold a high level of ethics and integrity, XL Axiata has made various efforts to avert corruption and fraud. We are fully committed to complying with the prevailing laws

and regulations in Indonesia regarding the eradication of corruption. This is done both in order to thwart losses as well as to maintain the sustainability of the Company. XL Axiata has a 'Zero Receiving' policy which is a prohibition on receiving or requesting all forms of commissions and/or other forms of compensation, whether directly or indirectly. For its implementation, XL Axiata has developed a violation reporting policy and has also established a special committee to manage it, namely the Whistleblowing Committee. Our commitment to the prevention and eradication of corruption and fraud has yielded good results, proven by the fact that in the reporting year, there were no proven incidents of corruption.

[GRI 205-3]

To increase the awareness of every XL Axiata employee and to further develop our anti-corruption culture, we are also conducting various trainings and outreach programs, such as:

- ITS XL culture internalization workshops conducted for all directorates as a group.
- E-learning with Fraud Risk Assessment material, XL ITS culture and values for all employees.
- Regular communication via email.
- Communication forums with employees which are being conducted online during this pandemic.
- Signing of an e-SKP or electronic Professionalism Commitment Letter by each employee, in which there is an anti-corruption and fraud pact. This signing is also being done by outsourced employees. This compliance commitment is recognised by the respective superiors and the Human Capital department of XL Axiata.

During this pandemic, all training is being undertaken online and the following data is related to the anti-corruption and fraud training: [GRI 205-2]

By region

Description	The organisation has communicated its anti-corruption policies and procedures		Has attended anti-corruption training	
	Total	%	Total	%
Headquarter	1,401	100%	1,392	99%
Region Central	53	100%	53	100%
Region East	65	100%	64	98%
Region Jabo	46	100%	46	100%
Region West	49	100%	49	100%
TOTAL	1,614		1,604	

By employee category

Description	The organisation has communicated its anti-corruption policies and procedures		Has attended anti-corruption training	
	Total	%	Total	%
Board of Commissioners	10	100%	10	100%
Top Management	49	100%	49	100%
Middle Management	179	100%	179	100%
Low Management	1,376	100%	1,366	99%
Staff	10	100%	10	100%
Total	1,614		1,604	

Anti-Corruption Drive Directed at Business Partners

The principles of professionalism, transparency, and integrity are also applied to all XL Axiata business partners. For this reason, we have prepared Business Ethics guidelines for our partners, which contain various regulations, for example regulations related to the procurement of goods and services through tenders:

- The tender process must involve related units and comply with applicable regulations and other related procurement policies/procedures, including legal, administrative and other procedures. In carrying out the tender process, business partners must receive equal and impartial treatment.
- Confidentiality of all information, data and documentation provided by business partners both in the context of the implementation of the cooperation and the tender process must be handled and treated as confidential information unless the information belongs to the public.
- Every employee or party involved in the evaluation process or approval of the tender results is required to provide a statement stating that there is no conflict of interest with the tender process.
- Employees are prohibited from promoting a business partner including its products and/or services during the tender process and are strictly prohibited from accepting gifts, favours or tokens of gratitude from XL Axiata vendors.
- On our website for “vendor registration”, there is an obligation to sign an anti-corruption and fraud commitment.

Apart from employees, all XL Axiata’s partners in all regions have received official explanations (communicated in writing) regarding anti-corruption policies and procedures and all business partners are required to sign a statement of business ethics commitment.

Digital Transformation

XL Axiata applies digital transformation within its governance by implementing several programs and applications to reach out steadiness, efficiency, and accuracy in monitoring governance processes.

COUPA

is a digitally integrated procurement system for goods/services procurement and billing processes. The functions of COUPA involve making procurement requests, PR/PO (Purchase Request / Purchase Order), submitting invoices, both for PO and non-PO transactions. The existence of a system simplifies and speeds up data analyses; thus, monitoring performance can be carried through fitter and precisely.

Video Conference

is an imperative digital transformation to facilitate a good-run work and decision making, especially during pandemic.

Automating Electricity Meeting Room

is one of the XL Axiata’s endeavours to save electricity for energy and cost savings.

Description	Total	%
Domestic	15,168	97%
Overseas	427	3%
TOTAL	15,595	100%



6 Making Environmental Concerns Paramount



XL Axiata's concern for the environment is revealed through the latest technological innovations for energy savings and emission reduction. “

The rapid and inevitable progress of technology in the realm of telecommunications is having particularly beneficial outcomes for the environment. The internet is a major convenience for people when doing business as they no longer need to travel far for meetings because the need for travel can easily be replaced by video conferencing. Another benefit of advancing telecommunications technology is that, in most cases, the physical delivery of documents has been replaced by e-mail. In most workplaces, the use of paper has been reduced or eliminated, having been replaced by electronic documents. XL Axiata certainly adopts these green practices and acknowledges these environmental benefits as it plays its role in protecting the environment through expanding the telecommunications business.

Environmental Policy at XL Axiata

XL Axiata is proactively involved in environmental conservation endeavours through its energy saving, emissions reduction, and waste management programs. In fact, XL Axiata has several programs that are related to the environment:



- Governing and managing energy and emissions;
- Sorting domestic waste;
- Reducing the use of plastic items, such as plastic cups, plastic bottles, and plastic cutlery in offices, canteens, pantries, and meeting rooms;
- Reducing paper usage by implementing a digitisation system in various operational processes, such as procurement, approval, and others;
- Replacing copper cable with fibre optic cable which is more environmentally friendly. The energy use of a fibre optic network is 25x lower than that of copper cables. Into the bargain, fibre optic networks produce more bandwidth than copper networks. This fibre optic replacement is undertaken in stages.

Furthermore, we carry out various digital transformations to save energy and other resources, such as:

COUPA

Coupa is a 'Source to Pay' system (S2P) which is a digitally integrated procurement system for goods/services and for billing processes. COUPA functions include making procurement requests, PR/PO (Purchase

Requests/Purchase Orders), and submitting of invoices, both for PO and non-PO transactions. The adoption and use of this system certainly shrinks the generation of paper waste, thereby supporting the go green program. In addition, this system simplifies and speeds up data analysis; thus, monitoring can be executed better and more accurately.

Video Conference Room

XL Axiata provides meeting rooms with video conference facilities. Apart from reducing energy and emissions due to reduced business travel, these also contribute to significant cost savings.

Aplikasi Ting Room

This application is an online application that aims to manage office space reservations for meeting purposes.

Automating The Electrical Meeting Room

We have installed a particular tool in all XL Axiata meeting rooms that can turn the electricity on and off in the room, automatically. All new meeting rooms now have their electricity turned on automatically when a person enters the room. The application of this system supports significant energy savings.

Energy [GRI 302-1] [OJK F.6]

At XL Axiata we keep endeavouring to save energy in all our offices; even in our BTS (Base Transceiver Station). The main source of energy consumption in XL Axiata's business activities is the use of electricity in our offices, in addition to diesel fuel which is required for our BTS locations that do not yet have electricity. Moreover, we use standard fuels (BBM) for operational transportation. In 20 of the BTS operated by XL Axiata, we use solar cells for renewable solar energy as a backup supply when the power goes out. The following is our energy usage data. Electricity usage is calculated according to the PLN meter while fuel usage is calculated according to purchases in litres.

Non renewable energy sources	2020	2019	2018
Fuel (gigajoules)	6,392	9,148	4,183
Diesel (gigajoules)	138,565	165,110	218,080
Electricity (gigajoules)	2,799,170	2,616,417	2,633,348
Total (Joules)	2,944,129	2,790,675	2,855,611

Saving electrical energy is a requirement that we have integrated within the management programs of our office facilities, for example through using the video conferencing systems and through automatic regulation of electricity usage in meeting rooms. Additionally, we regulate the use of air conditioning and electricity in the office from 06:30 to 18:30. Outside these hours, interested parties are required to apply for special permission.

[OJK F.6]

XL Axiata has also launched an energy saving program in our BTS, or "Green BTS" in the form of: [OJK F.6]

1. Intelligent Ventilation Cooling System (IVS), the use of DC fans and Air Conditioning.
2. (AC) as a cooling system in the BTS so that AC operation is reduced by up to 30%.
3. The use of Single RAN BTS which combines several types of BTS into one that has succeeded in reducing energy consumption by up to 60%.
4. The use of Green BTS through network modernisation with the latest technology devices and which is able to save 50% of former energy usage.
5. The use of a Hybrid System Charge Discharge Battery (CDC) in our BTS in non-electric remote areas so that diesel consumption is reduced by up to 54%.
6. The use of new refrigerants for cooling BTS and XL Axiata offices to reduce electricity consumption.

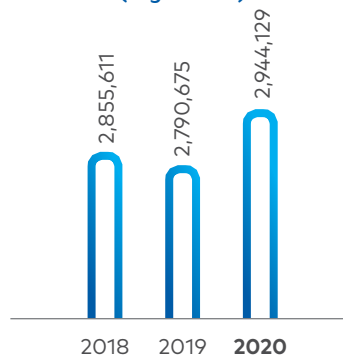
In the reporting year, there was an expansion in energy consumption of 153.452 gigajoules. The calculation of electricity consumption was carried through adopting an electric meter and the calculation of the fuel according to the litre of purchase. [GRI 302-4] [OJK F.6]

Lastly, the energy intensity or energy use per unit of production, is 605 joules/petabyte. Petabyte is a data transmission unit (bandwidth)

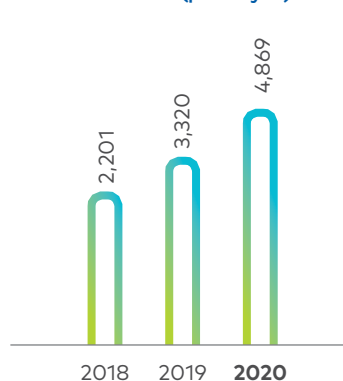
[GRI 302-3] [OJK F.6]

Energy Intensity

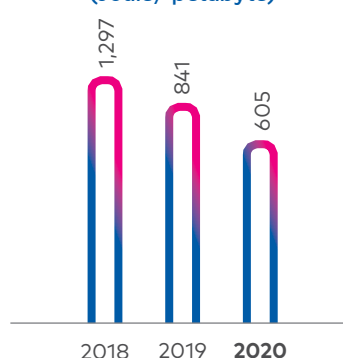
Total energy used (Giga Joule)



Bandwidth (petabyte)



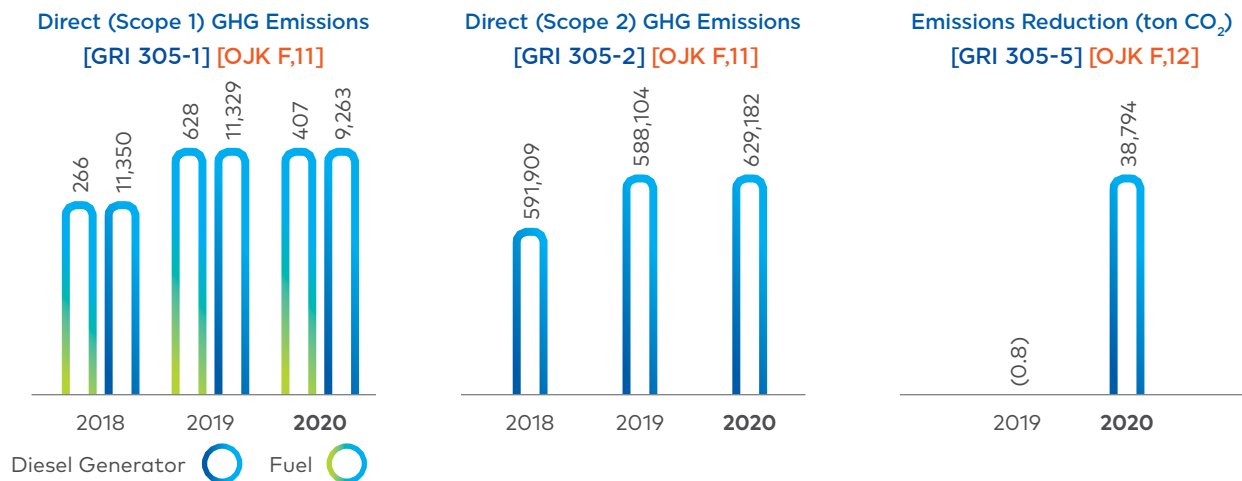
Intensitas energi (Joule/ petabyte)



According to the aforementioned data, XL Axiata has succeeded in reducing its energy intensity by 28.1% compared to the preceding year. Meaning that to produce the same petabyte, we have used less energy.

Emissions

In line with the global commitment to reduce GHG (Greenhouse Gas) emissions, all industries, including the telecommunications industry, are necessarily required to contribute in achieving this goal. XL Axiata's GHG emission sources are mostly from the use of electricity in offices and BTS, in addition to fuel for transportation. In the reporting year, XL Axiata reduced/did not make business trips due to the COVID-19 pandemic; therefore, we did not record our GHG emissions (scope 3), since they were not significant. The following is data related to XL Axiata emissions:



In the reporting year, there was an extension in emissions of 38,794 tons of CO₂ eq compared to the preceding year. There was, however, also an increase in production (bandwidth). When observed from the emission intensity, it reveals a reduction in emission intensity from year to year which indicates that for the same amount of bandwidth, there is a reduction in emissions. XL Axiata is committed to rendering the most high-grade service while innovating for sustainable business processes.

Emissions intensity [GRI 305-5] [OJK F,11]

Description	2020	2019	2018
Total emissions	638,852	600,058	603,526
Bandwidth (terabytes)	4,869	3,320	2,201
Total (Ton CO₂ eq/petabyte)	131.2	180.7	274.2

The tables and calculations above calculate Scope 1 and Scope 2 GHG emissions. Meanwhile, the production measure uses bandwidth in petabytes. Calculation of direct and indirect emissions, as well as emission reduction only calculates CO₂ emissions, and uses the standard / methodology of the Institute for Global Environmental Strategies List of Grid Emission Factors Year: 2019. Electricity specific emission factor for grid electricity Econometrika Year: 2011 World Resource Institute (2008), GHG Protocol tool for stationary combustion. Version 4.0. 2009 Guidelines to Defra / DECC © GHG Conversion Factors for Company Reporting.



Water [OJK F,11]

In our operational activities, XL Axiata uses water only for domestic purposes, such as for toilets and for maintaining cleanliness. Thus, there is no significant impact on the environment. In addition, we do not set water-related goals and targets, considering that water is only used in limited quantities and our water supply is included as part of building services.



7 XL Axiata
**Transforming
Society**

“

XL Axiata's concern for the community is manifested through a variety of real assistance programs, in addition to educational programs and backing for future generations. ”

As a telecommunication and internet service provider, XL Axiata acknowledges its role in expanding people's prosperity through the digital world. There is no denying that the digital world has played a vital role since the onset of the pandemic. All of the community's activities, from shopping to learning, now require an internet connection. Having acknowledged this matter, XL Axiata has taken responsibility by improving people's prosperity and advancing the nation through the digital world, and providing direct assistance. Our CSR strategies and programs strive to provide practical solutions for people to meet their needs. For this reason, we always undertake preliminary research/assessments, regarding the exigency and conditions of the community, before designing an appropriate CSR program. [OJK F.25] [GRI 413-1]

XL AXIATA PEDULI

is XL Axiata's act of concern to help people who are victims of natural disasters. At the disaster site, we ensure that the network remains active; as it is imperative that quick and easy communication between the government, relief workers, and the community can proceed unhindered. In addition, people in disaster areas need to inform their relatives in other areas about the situation. We also donate aid in the form of goods, such as ready-to-eat food, medicine and mineral water which is distributed in collaboration with local officials to ensure it reaches residents who need assistance.

A few activities of XL AXIATA PEDULI throughout 2020 are:

- Landslide disaster, South Tasikmalaya, West Java
- Floods, South Garut, West Java
- Merapi Eruption in Glagah Harjo, Yogyakarta
- Merapi Eruption in Tegalmulyo Village, Klaten Evacuation Barracks
- Merapi Eruption at Refugee Barracks, Balerante Village, Klaten
- Merapi Eruption at the Refugee Barracks in Kepuharjo, Yogyakarta Special Region
- Merapi Eruption in Umbulharjo the Refugee Barracks, Yogyakarta Special Region
- Banjir Bandang Cilacap, Central Java
- Flood, Tebing Tinggi, North Sumatra



- Volcanic Eruption - Ile Lewotolok, East Nusa Tenggara
- Banjir Bandang, Lebak Banten
- Banjir Bandang, Aceh Tamiang, Aceh Timur
- Banjir Bandang, Luwu Utara

Throughout 2020, XL Axiata Peduli actively made donations to victims of natural disasters in the form of food, medicine, clean water, and masks to prevent contraction of COVID-19 due to this natural disaster. We have also provided support to disaster victims at the following locations:

XL Axiata also shares with various components of society who are in need, such as:

- Donation for Jurug Zoo, Solo. During this pandemic, zoos have experienced a drastic drop in visitors, reducing the income that is usually used to buy food for the animals. XL Axiata has donated funds to meet the needs of animal food so that the animals at the zoo can survive.
- Donation of sports equipment for the HKBP Orphanage.
- Donation of XL/Axis Data Packages for the online teaching process of PGRI Sidoarjo teachers.
- Donation for XL Employees (outsourced to be sent home).
- Support data packages for online learning (Mother and Children) in Kebon Jati Yogyakarta



XL BERBAGI

The activity of XL BERBAGI is also an employee volunteer initiative program where employees are able to engage in several social activities on the basis of their interests and knowledge.

In the XL BERBAGI program, XL Axiata's employees also donate in the form of items required for those who need them, such as schools, orphanages, and others.

A few activities of XL BERBAGI throughout 2020 are:



BERBAGI of expertise and submission of quota donations for SMA Negeri 1 Suka Makmur, Aceh Besar

On this occasion, XL employees had the chance to educate the younger generation through video conferencing. The material presented was in the form of skills training as required by students in the digital era, and selfdevelopment materials, such as: public speaking, healthy internet, easy ways to create websites, how to make good photo content on social media, and the internet of things (IoT). Into the bargain, XL Axiata afforded assistance in the form of a Quota Donation Movement (GDK) router device to support teaching and learning activities during the pandemic. This comprised 250 internet packages and a free quota of 20 GB every month for one year. In addition, we donated funds to improve the school basketball court.

BERBAGI Quotas for the Aceh Islamic Foundation Orphanage, Banda Aceh

XL Axiata also donated an XL GDK router with a free quota of 20 GB every month for one year to support the children's learning process at the orphanage. In addition, we donated cash amounting to Rp20 million for the orphanage which accommodates the 67 children.

BERBAGI of expertise at SMA Negeri Lurasik, Atambua, NTT

A similar activity was held for students of SMA Negeri Lurasik, in East Nusa Tenggara. Moreover, XL Axiata gave donations in the form of laptop facilities and 200 internet packages, in addition to building clean water facilities, which are not only beneficial for the school, but also for the surrounding community. Still in the same area, XL Axiata gave cash donations of Rp3 million rupiah for the Regina Angelorum Tenubot Orphanage, Atambua which accommodates 30 children.

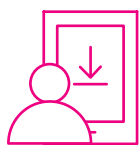


Laut Nusantara

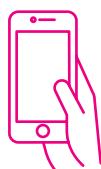
[GRI 203-1] [OJK F.25] [GRI 203-2] [OJK F.25]



Without accurate information about the whereabouts of fish, it is not uncommon for fishermen to go to sea but not get satisfactory catches. For this reason, XL Axiata developed a LAUT NUSANTARA application; thus, beneficiary fishermen can now obtain accurate data about the whereabouts of fish via a smartphone. Since its launch in 2018, this application has been downloaded more than 45,000 times with 30,721 active users.



45,000
downloaded



30,721
active users



Cultural Transformation of Fishermen Through The Younger Generation

In order for the technology to be more fully utilised, XL Axiata worked together with the Marine Research and Observation Center (BROL) of the Ministry of Marine Affairs and Fisheries to conduct socialization activities in various parts of the archipelago, including to:

- Students of the Middle School of Fisheries Business (SUPM), Ambon
- Students of the Polytechnic Marine and Fisheries (Poltek KP), Sorong

It is expected that this information dissemination activity can be worthwhile and beneficial for parents and the community in their village, most of whom are fishermen.

Archipelago Marine Education

No less than 5,000 fishermen are getting an education about the Laut Nusantara which will help them in their professional development. We are therefore educating fishermen in 35 villages in the provinces of Banten, East Java, and West Java.

Making Donations

XL Axiata has provided 1000 packages of basic necessities, masks, vitamins, and Laut Nusantara equipment in Jembrana, Bali. In addition, we have distributed 75 smartphones at various educational events for the Laut Nusantara.

SISTERNET

[GRI 203-1] [OJK F.25] [GRI 203-2] [OJK F.25]

Women are highly productive economic drivers in many sectors. Through our Sisternet program, XL Axiata is striving to empower and increase the capacity of women, especially MSME activists, to become agents of change wherever they are. Since its launch in 2015, Sisternet, which is a network and digitisation program, has garnered more than 30,000 members. Sisternet now collaborates with various women's communities and organisations, social activists, as well as the Ministry of PPPA, the Ministry of Communication and Information, the Ministry of Transportation, the Ministry of Villages, the Ministry of Development of Disadvantaged Areas and Transmigration, and the Ministry of Health.

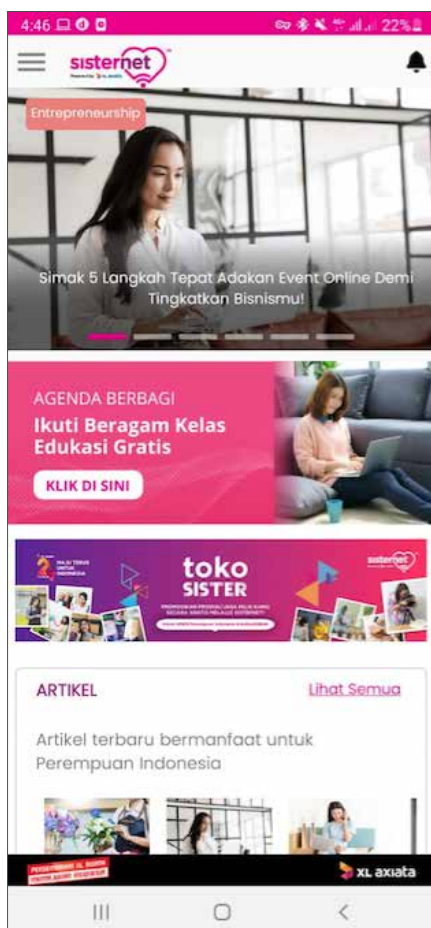
In the reporting year, Sisternet held various activities that empowered no less than 12,000 Indonesian women, through a program of initiatives including:



30,000
member



12,000
articles



- **Sharing experiences on** the implementation of gender equality in the G20 Empowerment and Progression of Women's Economic Representation (EMPOWER) forum which was attended by 19 countries and led by representatives from Saudi Arabia and Co-Chairs from Japan, Italy, and Canada.
- **Launching the Sisternet** application to improve the abilities of Indonesian women in the digital era. The application launch was held through a webinar class open to the public with the title "COVID-19 dan Digitalisasi, Cara Baru Perempuan Melawan Pandemi." The various programs included in the Sisternet are:
 - o Digital skills education classes
 - o A collection of more than 12,000 motivational and inspirational articles
 - o Educational modules delivered by experts in audio-visual form on various topics: digital parenting, career, entrepreneurship, and financial management.

- Launching Sispreneur,**
 an incubation class for women micro-entrepreneurs. According to World Bank statistics (2016), more than 50% of MSMEs are owned by women. Through this program, XL Axiata provided assistance to 280 MSME participants from West Nusa Tenggara and Bali provinces for 3 months. The participants successfully passed 3 stages, namely: product ready, market ready, and digital and marketplace ready. It is expected that the participants will now be able to further develop their businesses by utilising digital technology in order to penetrate a wider market.
- Online Hangouts**
 which are online discussion forums that raise important and hot topics about women, such as achieving more effective communication in the digital era,
- working from home, dealing with the pandemic, and other matters.
- Share-Care-Inspire Class**
 which is a series of educational and inspirational entrepreneurship trainings; raising topics such as how to create an online business, creating business during a pandemic, photo art for selling food, and other topics.
- Sisternet has also been holding Smart Sisternet Webinars,**
 including online classes with community and brand partners that contain educational material on customer segmentation and health education for business actors. In addition, we cover leadership topics, seizing opportunities during a pandemic, business strategy, digital trends, financial education, and other topics.
- Talents Behind the Wall**
 is a free virtual concert featuring the best artists from home and abroad which runs for two hours non-stop. The proceeds from the sponsors of this event were used to donate 10GB internet packages for 238 elementary school children in Aceh, Medan, Papua, and East Nusa Tenggara.
- The 2020 Sisternet Smart Webinar Festival**
 has been holding webinar classes by inviting women leaders in their respective fields, as well as providing leadership topics such as taking opportunities during a pandemic, business strategy, digital trends, financial education, and other topics. The total number of classes held came to 15 classes; and with 31 resource persons this program lasted for 2 days and succeeded in educating approximately 2,800 Indonesian women.



Yessie Natasia Mareti
 Surabaya
 Business Type: Fashion
 Business Name:
 FASHIONISTAS

Thanks to Sisternet. I am very pleased to acquire a lot of business insights through Sisternet that I can harness to value my business. I hope that my business will be more aggressive/competitive in the market and go in a good direction in order to become a brand that is balanced between force of profit and good. I hope that in the future, there will be regular events from Sisternet which will foster self-reliance and empower women.

- Sisternet Smart Capital Competition**
 a follow-up program of the Sisternet Smart Webinar Festival, wherein participants have been given educational materials, Sisternet is holding an incubation class for 1 month for 25 selected participants to get a total business capital of Rp. 50,000,000.

In future, the Sisternet Application will be equipped with various features such as:

- Portal Forum** berupa forum diskusi antarpelaku UMKM yang adalah perempuan.
- Media Podcast** yang menyediakan berbagai informasi dan materi-materi audio inspiratif.
- Diskusi Pintar**, menyediakan kelas online langsung di dalam aplikasi Sisternet
- Modal Pintar**, membukakan pintu akses peminjaman dana kepada para pelaku usaha perempuan melalui *banking partners* Sisternet.



Siti Nur Seha
Business Type : bisnis
minuman kolagen
Business Name : Shaany
from Sub-District, East
Java

Thank you, Sisternet Team! You really are awesome! I got a lot of new knowledge from Sisternet that is very worthwhile for developing my business. I will use the business capital prize from this competition to complete BPOM and MUI Halal certifications in order to increase customer's confidence in Shaany products. My hope for XL Axiata is that it can afford incubation for our business, perpetually. I do hope that the Smart Capital Competition will not only be held this year, but also in the years to come.



Dianisa Rizkika
Residing : South Jakarta
Business Name : Bloomster
Business Type : Crafting

It is a decency and an extraordinary experience for me to have the opportunity to become one of the winners in the System Smart Capital Competition. I didn't expect it at all, for I wasn't well-prepared. Yet, it turned out that I was given the trust to improve my business using this capital from XL Axiata. Out of the blue, the knowledge and experience gained during incubation were given directly by experienced practitioners. Such opportunities like this don't come twice. After the incubation, I feel that the business I have been running so far leads to nowhere and needs a lot of improvement. On this occasion, I met 25 other great finalists who were both struggling and competing, but in a family atmosphere. Wow, how grateful I was!



Ritza Laksita Candra
Residing: Surabaya,
Business name : Jiva
Business Type : Beauty

Thanks for Sisternet, tho! The whole series of events is really cool and the knowledge I acquired is also very useful for the business that I am currently running. The gifts given are certainly very advantageous to help my business be more sustainable. The point is, with this competition, my business can go further. I hope that I can be consistent in applying all the knowledge I have gained and that my business can improve even better.

Quota Donation Movement (GDK) [GRI 203-1] [OJK F.25]



Quota Donation Movement (GDK)

The Quota Donation Movement (GDK) is a program to raise the participation of customers, and the public in general, to voluntarily donate their communications quota which is then channelled to improve the quality of education in schools in various parts of Indonesia. Especially in the midst of a pandemic, where data quotas are urgently needed for learning, XL Axiata is moving quickly to provide data quota assistance for students at the early childhood education level, elementary and middle level, students and lecturers. Throughout 2020, 425 routers were distributed to beneficiary schools, with a total of more than 96,000GB of data quota assistance to support the learning process of 121,100 students throughout Indonesia.



Digital Madrasah Academy

XL Axiata is also working together with the Directorate General of Islamic Education, Ministry of Religion of the Republic of Indonesia (Kemenag) in running the “AKADEMI MADRASAH DIGITAL” program. Through this program, a seven-month incubation course has also imparted knowledge and expertise to students regarding the use of digital technology that can be harnessed to answer social issues in society and increase the productivity of the business world. The incubation course has been undertaken since July 2020 and is attended by 110 students from 22 Madrasah Aliyah. The lecturers are experts from XL Axiata’s X-Camp IoT Laboratory. In order to comply with health protocols related to COVID-19, this program is implemented online. Participants follow along from their respective homes or schools; which are spread across 22 cities/districts in 10 provinces. More than 1,300 participants representing 250 Madrasah Aliyah have submitted papers on IoT. Selection is conducted to determine the level of seriousness of the participants, aspects of originality, and how realistic their ideas are in terms of being able to be actualised.



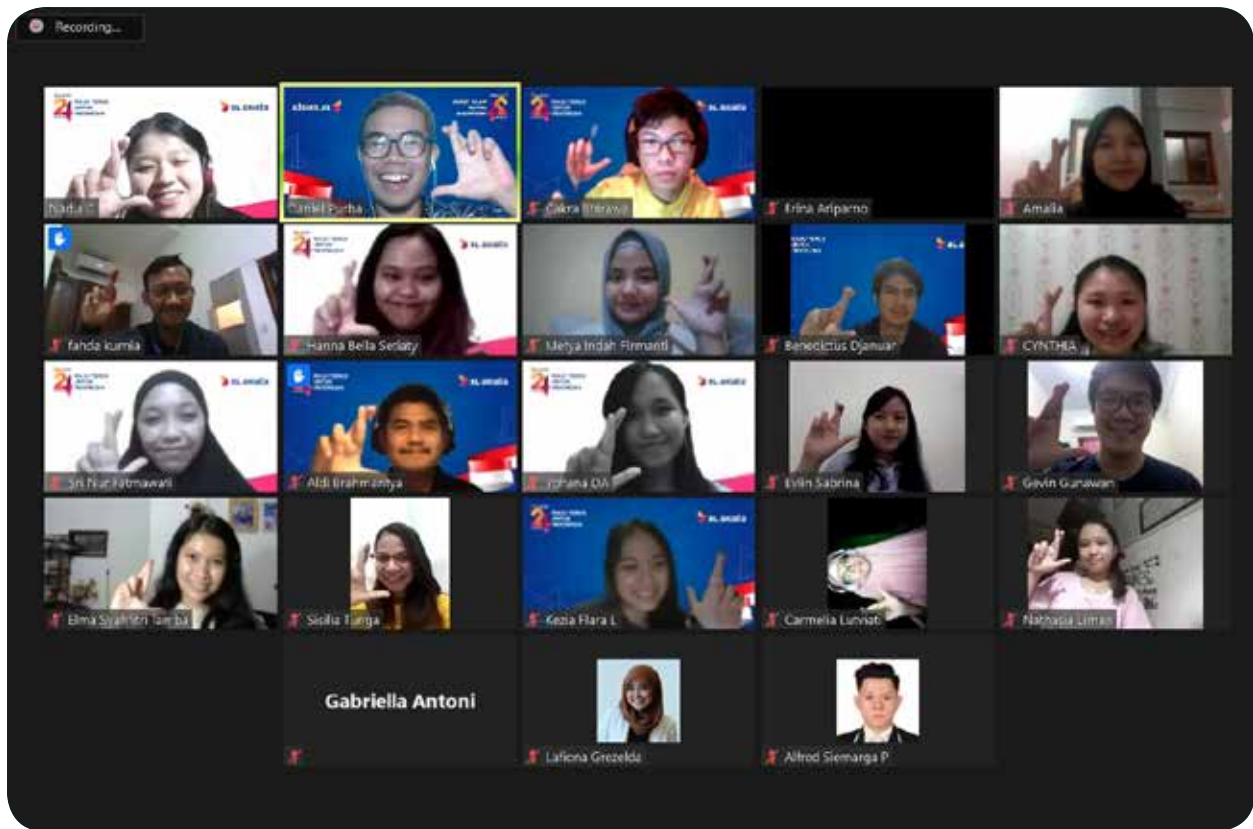
As a result, 22 participant groups, consisting of 110 students, were selected to take part in the incubation in the Digital Madrasah Academy program. A total of 22 IoT solutions were created with very diverse ideas according to the actual needs of their surrounding communities, and these were related to social issues, as well as business needs..



Distance Learning

XL Axiata worked together with the Ministry of Religion of the Republic of Indonesia (Kemenag) and the Ministry of Education and Culture of the Republic of Indonesia (Kemendikbud) to launch the “Pembelajaran Jarak Jauh” program which is a learning quota program that began in September 2020. Through this program, XL Axiata has provided easy internet access facilities for students and educators to take part in distance learning during the pandemic. Apart from the setback of the limited ability of the parents of students, many of these schools are located in remote areas where it is also arduous to get cellular and internet signals.

XL Future Leaders (XLFL)



XL axiata
FUTURE LEADERS



35,000
registrars



160
students per year



1,000
alumni

The future of the nation is in the excellent hands of the young generation. For this reason, XL Axiata is endeavouring to develop the human resources of youth leaders who will advance Indonesia into the future. In collaboration with various educational institutions, we hold various trainings to develop soft skills and leadership skills among the beneficiary students. The XLFL curriculum is designed in such a way as to ensure that this program is effective in producing individuals who have a highly competitive spirit, have a strong vision of nationalism, and have great social concern. Speakers from XLFL workshops are experts in their fields, such as lecturers from various universities, doctors, and other professionals.

After nine years of running and graduating 1,000 alumni, this program is still on target, with last year's XLFL program registrants exceeding 35,000 students. Of those, we have selected 160 people from 52 campuses throughout Indonesia. We have also held a National Conference to welcome new members. In addition, we have also held various events that have benefited more than 30,000 students, including:

- The XLFL Alumni Festival, which was attended by 500 students. Various important and interesting topics were conveyed, including about finance, preparation for entering the world of work, first experiences in the world of work, workplace agility, public speaking, tips on how to rise again from failure, and other topics. This material was delivered by XLFL alumni who have now worked in various industrial sectors, ministerial offices, and some of them even manage their own companies and start-up businesses.
- Internet of Things (IoT) development. In all, 18 IoT projects from XLFL participants and alumni have now entered the field trial phase. In fact, most of them have already found potential users who will apply their projects to support their business activity or business productivity. These student's IoT projects target five business fields, namely smart building, smart city, agriculture, marine, transportation and logistics. This achievement is something to be proud of for our young generation.
- Workshops and various online meetings for XLFL and alumni. We hold regular trainings, both face-to-face (before the pandemic) and online. Face-to-face, we held workshops in 6 cities with a total of 300 students. The topics presented are adjusted to the curriculum provided by XLFL for 2 years, such as: making an Individual Development Plan, analytical thinking, managing change techniques, emotional intelligence, tips for dealing with stress in the midst of a pandemic, tips for getting into the professional world, and so on.
- Workshop for the public. For students outside of the XLFL alumni, we also provide online soft skills trainings with topics such as CV making tips, interview tips, leadership, how to properly manage social media, and more.
- Leadership training and soft skills for the children of XL Axiata employees.
- Dissemination of the XLFL program which is undertake online, not only in campuses in Java and Sumatra, but also in Kalimantan, Sulawesi, NTT, to Papua.
- XLFL Community Service. In this activity, we hold a fundraiser that is channelled into:
 - Donation of 70 basic food packages for day-labourers, assistants, homeless people, people with street disabilities in Yogyakarta and surrounding areas, and towards several foundations such as the Bantul Disabled People Foundation and the Fofondis Foundation in Sidomulyo.
 - Iftar with the orphanage children online while sharing groceries with eight orphanages in eight cities.
- Industrial visits. By teleconference, XL Axiata invited XLFL program participants to understand the world of Indonesian telecommunications business through the introduction of the XL Axiata business. This knowledge is very beneficial, for the students are invited to explore modern corporate processes in the digital era.



Support from XL for the Community



Muhammad Rizal
XLFL Batch 4 – Sulawesi
Emerging Cities Manager
at Grab Indonesia

What made me who I am today is because of XL Future Leaders. A coaching program or platform that is considerably impactful for my advancement. I progressed in the right place, commencing from a position that was far from the standard and managed to meet the criteria of market requirements and was well-equipped to encounter in today's professional world. Now, I am better prepared to concoct, to learn, and to have an influence not only on me but also on the multiplication of benefits for Indonesia. I am proud to be a part of XL Future Leaders.



Muhammad Nugraha Saputra
XLFL Batch 4 Regional
Key Account Manager at
Nestle Indonesia

There is a saying, "What doesn't kill me makes me stronger." XLFL is a place where every leader is made to be a worker and every boundary is built into a relationship. Should we have visions, XLFL is surely a medium to make our future. TheXLFL doesn't kill you, it helps you kill what needs shutting off in you.



Mutia Zakia
XLFL Batch 1 Knowledge
Management Officer,
UNICEF XLFL Batch 4
Regional Key Account
Manager at Nestle
Indonesia

XLFL shows me how I can create a channel between my passion and the professional world. Through XLFL, I learned about effectual communication, entrepreneurship and innovation, and managing change. Alongside other students, I learned pivotal skills in both professional and personal contexts. I am currently in the process as a professional.

USO (Universal Service Obligation)

[GRI 203-1] [OJK F.25] [GRI 203-2] [OJK F.25]

One of our most imperative goals is to develop Indonesia through the democratisation of technology. Without equitable information technology and network services, the progress and welfare of the nation cannot be manifested equitably. For this reason, XL Axiata collaborates with the government through the Universal Service Obligation (USO) program to open up greater digital access in remote areas. In the reporting year, we have developed a USO network in 360 points in 60 districts and 17 provinces. We believe that technological developments open up opportunities for advancement in various fields, including education, economics, and others.



XL Axiata
Serving
The People



Excellent services are the trademark of XL Axiata in the provision of innovative solutions for each and every one of our customers, both corporate and private “

Delivering the Best [OJK F.27]

Customers are the focus and motor of XL Axiata's business. To that end, we have set up a customer service policy with the following strategies:

1. Providing a Customer Service Center (Call center).
2. Building a Customer Experience and Service Operation Center (CE & SOC).
3. Conducting a customer satisfaction survey.
4. Preparing an integrated customer service that is always on hand.

The ability to provide responses or services when required is emphasized in XL Axiata's service strategy. The need for connections has increased, especially during the pandemic. We are expanding XL Axiata's capabilities and services to the community without forgoing quality and safety. Our commitment to customer satisfaction is showcased by cautiously recognising six characteristics that concern our customers:



In order to roll out these initiatives, we implement various strategies, such as:

- Provision of safe products that comply with applicable standards and regulations, including compliance with ICNIRP (International Commission on Non-Ionizing Radio Protection) rules.
- Intensive relationship building through marketing communications and service media, directly with customers.
- Providing clear product information and guaranteeing consumer protection.
- Providing better understanding and clear comprehension to prospective customers and customers about matters relating to the products we offer.
- Realising investment in the development of main and supporting infrastructure and carrying out product development programs in line with developments in information technology.
- Provision of customer service facilities and resolving all customer's complaints.
- Conducting regular customer satisfaction surveys as a means of improving quality.

Integrated Customer Services

For 24 hours a day and 7 days a week, every customer and potential customer can contact us to get information and resolve any sort of issues that exist. XL Axiata provides various customer service channels, including:

- More than 600 customer service personnel consisting of call centers, XL Centers and XL Care that are ready to respond to customers' needs 24 hours a day, 7 days a week on the 817-telephone line.
- Customer messaging services through Twitter social media accounts at @ask_AXIS and Facebook myXLCare.
- Customer service contact through myXL application, live chat at xl.co.id, and email customerservice@xl.co.id.
- 95 XL Centers spread throughout Indonesia.

Customer Experience & Service Operation Center

Customer experience means the entire experience of the customer regarding their interactions with our products or services. XL Axiata endeavours to enhance customers' positive experiences with us through the Customer Experience & Service Operation Center (CE & SOC) which functions as follows:

- Becoming an integrated service quality monitoring center. We have been developing an integrated monitoring room for 4NOC (Network Operation Center), namely: Telco Network, IT Infrastructure, IT Apps, and Billing.
- Facilitating coordination in tackling potential issues related to network performance and service quality.
- Monitoring service dynamics, including the use of service facilities by customers.

THE LEVERAGES OF CE & SOC ARE:

- It was built with a network element consisting of hundreds of thousands of alarms powered by machines, not manually, thereby improving speed and accuracy of service.
- It is able to anticipate future necessities, especially regarding network development plans and the adoption of the latest technology.

Product and Service Information

[GRI 417-3]

XL Axiata has set out the community's rights over everything in terms of acquiring equitable products and services. We are implementing Law No. 8/1999 regarding Consumer Protection and Law no. 36/1999 regarding Telecommunications to vouch for aspects of consumer rights and protections, such as:

- The right to obtain accurate, well-defined, and authentic product and service information;
- The right to have consumer complaints heard and disputes resolved;
- The right to obtain good services in a manner that is just and not discriminatory.

The completeness of this information makes it easier for our customers. In addition, it prevents us from allowing incidents of violation of customer information. We also ensure all of our publications and marketing are in line with the Advertising Code of Conduct and the Consumer Protection Statute. Hence, in the reporting year, there were no incidents of violations or non-compliance with marketing regulations.

Customer Privacy

[GRI 418-1]

As an entity that gathers customers' personal information, we acknowledge that maintaining customer privacy is of vital importance. We implement different strategies and countermeasures to ensure the security of our customer's data. Therefore, we can

keep their trust and expand XL Axiata's customer's base. XL Axiata applies ISO 27001 regarding our Information Security Management System (ISMS). This certification is a testament to our ability to plan, to manage, to review, and to improve our efforts made in order to protect information within the Company relating to customer data. Our dedication to comply with regulations related to customer privacy has fashioned good outcomes; thus, XL Axiata never receives any complaints regarding violations of customer privacy

[GRI 418-1]

Customer Complaints

[OJK F.24]

We seek to have every customer input and complaint taken forward properly and quickly, so that every customer gets the rapid resolution they deserve having. Each customer complaint is handled by the Customer Contact Center department which endeavours to resolve it within a maximum of 15 days in accordance with the provisions of the Ministry of Communication and Information. Most of our customer complaints are about Internet access which is operated by the customer service team with the full support of the network team. The following is the number of customer complaints we received from various channels, viz., call centers, social media, and others.


2,733,789
Total of Received Complaints

2,733,057
Total of Completed Complaints

732
Complaints in Process

Customer Satisfaction Survey [OJK F.30]

In a consistent manner, XL Axiata conducts surveys to determine customer satisfaction regarding the products and services provided. The results of these surveys are not only imperative for maintaining customer loyalty, but also significant for the sustainability input of our business. We collect information about product quality and identify factors driving customer satisfaction as well as customer experience through:

A Net Promoter Survey (NPS) which is conducted every month to measure the customer experience and hear customer observations about our brand. The Customer Service (CS) survey is aimed at measuring the performance of our customer service. The results show that our performance has exceeded the standards of the Indonesian Telecommunications Regulatory Body (BRTI). In the reporting year, there was an increase in the percentage of complaints handled compared to the previous year which indicates that customer reports were taken care of properly and thoroughly. In addition, there has been a significant decrease in the number of disturbance reports as shown below:

Service Performance	Parameter	Standard BRTI	2020	2019	2018
General customer complaint handling standards	Percentage of general customer complaints that were responded to	>90%	99,46	99,24	99
Service disruption report standards	Number of service interruption reports per 1000 subscribers	<50	0,03	0,7	0,09

Customer Appreciation

As a show of support and appreciation for our customers, in the reporting year, we undertook various activities, such as:

CUSTOMER DAY. Even in the midst of a pandemic, XL Axiata was nevertheless excited about holding “National Customer’s Day 2020”. In fact, XL Axiata took advantage of the momentum to improve its customer services through digital innovation. XL Axiata held a “Layanan Online XL Center” to make it easier for customers to get XL Axiata’s services amid physical restrictions due to the pandemic. The online services provided through www.xl.co.id/xlcenter now include activation of forfeited cards, changing cards, and other services.

FREE 30GB QUOTA FOR CUSTOMERS.

In the momentum of National Customer’s Day, XL Axiata is presenting a Free 30GB Quota program for XL, AXIS, and XL Prioritas customers. The 30GB quota is divided into two packages: firstly, the 15GB for Conference Quota package which teachers can use to send learning materials, as well as send assignments; and secondly, the 15GB Education Quota package that can be used to access applications that provide learning support materials such as Udemy, Ruang Guru, Zenius, and Sekolahmu. Having these services ready, we expect that customers will now be able to access educational resources during the pandemic without a hitch.





9 About The Report



XL Axiata is committed to delivering an informative and accurate sustainability report as a public means of communication with stakeholders.



Report Information

XL Axiata publishes a sustainability report each year and the preceding report was published in April 2019. In this year's report, we assert that there is no restatement of information, and there are no significant changes to the list of material topics provided in previous reports. There are also no significant changes in the Company.

[GRI 102-48] [GRI 102-49] [GRI 102-50] [GRI 102-51] [GRI 102-52]

This report has been prepared in accordance with the GRI Standards (Global Reporting Initiative): Core selection, with an index list included on page 94. This report is also prepared in accordance with Financial Services Authority Regulation No. 51 of 2017 concerning the implementation of Sustainable Finance for Financial Service Institutions, Issuers and Public Companies, with the OJK index attached on page 98. The GRI Standards and POJK 51/2017 applied in this report are marked with numbering in red brackets (for GRI standards) and in blue colour (for POJK 51/2017). [GRI 102-54] [GRI 102-55] [OJK G.5]

This report contains data on the sustainability performance of XL Axiata as a holding Company, without subsidiaries. In preparing this report, we have not used any external assurance services, but to ensure the credibility and quality of the information in this report, we have conducted internal verification checks.

[GRI 102-45] [GRI 102-56]

Determination of Content and Boundaries

[GRI 102-44] [GRI 102-46]

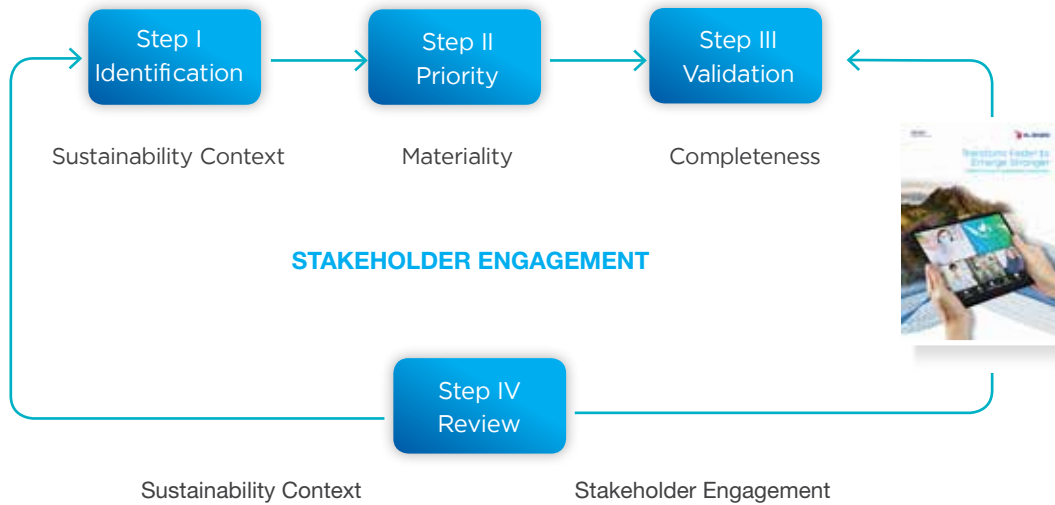
In defining the report content, we have applied the four steps required by the GRI Standards, namely:

The process of determining the content of the Report was carried out with due observance of the basic principles of GRI, namely:

1. Stakeholder inclusiveness. XL Axiata engaged stakeholders through a Focus Group Discussion (FGD) with stakeholders held on 11 December 2020. In addition, stakeholder care is also stated by including topics required by POJK 51/2017.
2. Materiality. The content of this report reflects the Company's economic, environmental, and social operations and influences the assessment and decision-making of stakeholders.
3. The context of sustainability. XL Axiata reports on topics related to sustainability issues.
4. Completeness. This report contains all material topics along with their boundaries and clearly states the economic, environmental, and social impacts; thus, they are useful for stakeholders in making decisions.

1. Identifying material aspects and boundaries (Identification step);
2. Prioritising the aspects identified in the previous step (Priority step);
3. Validating these material aspects (Validation step);
4. Reviewing the reports after publication in order to improve the quality of the reports for the following year (Review step).

REPORT CONTENT DETERMINATION PROCESS FLOWCHART



In preparing this report, XL Axiata has paid attention to input from stakeholders, including the FSA as the regulator. The material topics reported in this sustainability report are the same as for last year but with some additional input from POJK No. 51/2017. The list of material topics and their boundaries is as follows:

Material Topics (GRI 102-47)	Reason for selection and impact (GRI 103-1)	Disclosure Number	Boundary	
			Inside XL Axiata	Outside XL Axiata
Economic performance and impact	Having significant impacts on shareholders and stakeholders	201-1, 201-2, 201-3, 201-4, 203-1, 203-2, 204-1, 205-2, 205-3.	✓	✓
Energy	Having significant impacts on sustainability	302-1, 302-3, 302-4	✓	✓
Emissions	Having significant impacts on sustainability	305-1, 305-2, 305-4 305-5	✓	✓
Working convenience	Having significant impacts on employees' convenience and performance	401-1, 401-2, 401-3, 404-1, 404-2, 404-3, 405-1, 405-2	✓	
Non-discrimination & Human Rights	Having significant impacts on employees' convenience and performance	406-1	✓	
Local Communities	Having significant impacts on community welfare as one of the stakeholders	413-1		✓
Product responsibility	Having significant impacts on customers' trust	417-2, 417-3		✓
Information Security	Having significant impacts on customers' trust	418-1		✓

To improve the quality of the report, we appreciate and welcome inputs, ideas, and criticism from every reader for future improvement. Readers can also ask for further information or material about this report at: [\[GRI 102-53\]](#)

**PT XL Axiata Tbk Kantor Pusat/Head Office –
Corporate Communication Department**

XL Axiata Tower

Jl. H.R Rasuna Said X5 Kav.11-12,
Kuningan Timur, Setiabudi,
Jakarta Selatan 12950

Telp. : (62-21) 576 1881

Fax. : (62-21) 579 59928

e-mail : Corpcomm@xl.co.id corpsec@xl.co.id

www.xlaxiata.co.id

Statement GRI Standard in Accordance Check



Statement GRI Standards in Accordance Check

The National Center for Sustainability Reporting (NCSR) has conducted a GRI Standards in Accordance Check on PT XL Axiata Tbk Sustainability Report 2020 ("Report"). The check communicates the extent to which the GRI Standards has been applied in the Report. The check does not provide an opinion on the sustainability performance of the reporter or the quality of the information provided in the Report.





We conclude that this Report has been prepared in accordance with GRI Standards - Core option.




Jakarta, 13 April 2021


National Center for Sustainability Reporting

Dewi Fitriasaki, Ph.D., CSRA, CMA
Director




Linking the SDGs and GRI Standards



SDGs	Business Title	Relevansi GRI Standard	Disclosure	Indicator	Page
 1. ELIMINATE POVERTY End poverty anywhere and in all forms	Income, wages, and allowance	GRI 202: Market Existence (2016)	202-1	Ratio of standard entry-level employees' wages by gender to regional minimum wages.	50
	Economic development in the highest poverty areas	GRI 203: Indirect Economic Impacts (2016)	203-2	Significant indirect economic impact	73,74,81
 2. END HUNGER End hunger, achieve better food and nutrition security and support sustainable agriculture	Economic Performance	GRI 201: Economic Performance (2016)	201-1	Direct Economic Value Generated and Distributed	43
	Economic development in poverty areas Highest	GRI 203: Indirect Economic Impact (2016)	203-2	Significant indirect economic impact	73,74,81
 3. GOOD HEALTH AND WELL-BEING Ensuring a healthy life and supporting well-being for all for all ages	Economic development in the highest poverty areas	GRI 203: Indirect Economic Impact (2016)	203-2	Significant indirect economic impact	73,74,81
	Air quality	GRI 305: Emissions (2016)	305-1	Direct (Scope 1) GHG emissions	69
			305-2	Indirect Energy (Scope 2) GHG emissions	69
	Welfare	GRI 401: Employment (2016)	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	51
 4. QUALITY EDUCATION Ensuring education is inclusive and of equal quality, while also supporting lifelong learning opportunities for all	Training and education	GRI 404: Training and Education (2016)	404-1	Average hours of training per year per employee	57
			404-2	Programs to upgrade employee skills and transition assistance programs	51

SDGs	Business Title	Relevansi GRI Standard	Disclosure	Indicator	Page
<div><p>5. GENDER EQUALITY Achieve gender equality and empower all women and girls</p></div>	Equality of men and women	GRI 203: Indirect Economic Impacts (2016)	203-1	Infrastructure investment and service support	73,74,77,81
		GRI 401: Employment (2016)	401-1	New Employee Recruitment and Employee Turnover	49
			401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	51
	Anti-Discrimination	GRI 406: Non-Discrimination (2016)	405-2	Remuneration for men and women	54
			406-1	Incidents of discrimination and corrective action taken	54
<div><p>6. ACCESS TO CLEAN WATER AND SANITATION Ensure availability and sustainable management of clean water and sanitation for all</p></div>					
<div><p>7. CLEAN AND AFFORDABLE ENERGY Ensuring access to affordable, reliable, sustainable and modern energy for all</p></div>	Energy efficiency	GRI 302: Energy (2016)	302-1	Energy consumption within organization	68
			302-3	Energy Intensity	68
			302-4	Energy consumption reduction	68

SDGs	Business Title	Relevansi GRI Standard	Disclosure	Indicator	Page
 8. DECENT WORK AND ECONOMIC GROWTH Support inclusive and sustainable economic growth, a full and productive workforce and decent work for all	Job opportunities	GRI 102: General Disclosures (2016)	102-8	Information Regarding Employees and Other Workers	47
	Economic improvement	GRI 201: Economic Performance (2016)	201-1	Direct Economic Value Generated and Distributed	43
	Income, wages, and allowance	GRI 202: Market Existence (2016)	202-1	Ratio of standard entry-level employees' wages by gender to regional minimum wages.	51
		GRI 203: Indirect Economic Impacts (2016)	203-2	Significant indirect economic impact	73, 74, 81
		GRI 204: Practice Procurement (2016)	204-1	Proportion of spending on local suppliers	44
		GRI 401: Employment (2016)	401-1	New Employee Recruitment and Employee Turnover	49
			401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	51
	Occupational Health and Safety	GRI 403: Health and Work Safety (2016)	403-1	Occupational health and safety management system	52
	Pelatihan dan Pendidikan	GRI 404: Training and Education (2016)	404-1	Average hours of training per year per employee	57
			404-2	Programs to upgrade employee skills and transition assistance programs	51
			404-3	Percentage of employees who receive regular performance reviews and career development	57
	Equality	GRI 405: Diversity and Equality (2016)	405-2	Remuneration for men and women	54
		GRI 406: Non-Discrimination (2016)	406-1	Incidents of discrimination and corrective action taken	54
	Energy	GRI 302: Energy (2016)	302-1	Energy consumption within organization	68
			302-3	Energy Intensity	68
			302-4	Energy consumption reduction	68

SDGs	Business Title	Relevansi GRI Standard	Disclosure	Indicator	Page
 9. INFRASTRUCTURE, INDUSTRY AND INNOVATION Build durable infrastructure, support inclusive and sustainable industrialization and foster innovation	Economic development in poverty areas the highest	GRI 201: Economic Performance (2016)	201-1	Direct Economic Value Generated and Distributed	43
		GRI 203: Indirect Economic Impacts (2016)	203-1	Indirect Economic Impact	73,74,77,81
 10. REDUCE INEQUALITY Reducing inequality within and between countries	Economic development in poor areas	GRI 102: General Disclosures (2016)	102-8	Information about employees and other workers	47
		GRI 401: Employment (2016)	401-1	New employee recruitment and employee turnover	49
		GRI 404: Training and Education (2016)	404-1	Average hours of training per year per employee	57
			404-3	Percentage of employees who receive regular review of performance and career development	57
		GRI 405: Diversity and Equal Opportunity (2016)	405-2	Ratio of basic salary and remuneration of women to men	54
 11. SUSTAINABLE CITY AND COMMUNITY Build cities and human settlements that are inclusive, safe, durable and sustainable	Infrastructure investment	GRI 203: Indirect Economic Impacts (2016)	203-1	Indirect Economic Impact	73,74,77,81
 12. RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns	Energy	GRI 302: Energy (2016)	302-1	Energy consumption in the organization	68
			302-3	Energy Intensity	68
			302-4	Reduction in energy consumption	68
	Emission	GRI 305: Emission (2016)	305-1	Direct (Scope 1) GHG emissions	69
			305-2	Energy indirect (Scope 2) GHG emissions	69
			305-5	GHG emission reduction	69

SDGs	Business Title	Relevansi GRI Standard	Disclosure	Indicator	Page
 13. HANDLING OF CLIMATE CHANGE Take urgent action to combat climate change and its impacts	Economic impact	GRI 201: Economic Performance (2016)	201-1	Direct Economic Value Generated and Distributed	43
	Energy use	GRI 302: Energy (2016)	302-1	Energy consumption in the organization	68
			302-3	Energy Intensity	68
			302-4	Reduction in energy consumption	68
	Air quality	GRI 305: Emissions (2016)	305-1	Direct (Scope 1) GHG emissions	69
			305-2	Energy indirect (Scope 2) GHG emissions	69
			305-5	GHG emission reduction	69
 14. MAINTAINING THE SEA ECOSYSTEM Conserve and sustainably use marine, oceanic and maritime resources for sustainable development	Air quality	GRI 305: Emissions (2016)	305-1	Direct (Scope 1) GHG emissions	69
			305-2	Energy indirect (Scope 2) GHG emissions	69
			305-5	GHG emission reduction	69
 15. MAINTAIN THE LAND ECOSYSTEM Protect, restore and support the sustainable use of terrestrial ecosystems, manage forests sustainably, combat desertification (desertification), and inhibit and reverse soil degradation and inhibit the loss of biodiversity	Air quality	GRI 305: Emissions (2016)	305-1	Emisi GRK (Cakupan 1) langsung	69
			305-2	Emisi energi GRK (Cakupan 2) tidak langsung	69
			305-5	Pengurangan emisi GRK	69

SDGs	Business Title	Relevansi GRI Standard	Disclosure	Indicator	Page
 <p>16. PEACE, JUSTICE AND STRONG INSTITUTIONS Support peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p>	Values	GRI 102: General Disclosures (2016)	102-16	Values, principles, standards and norms of behavior	62
	Anti-Corruption	GRI 205: Anti-Corruption (2016)	205-2	Communication and Training on Anti-Corruption Policies and Procedures	64
			205-3	Confirmed incidents of corruption and actions taken	64
	Marketing	GRI 417: Marketing and labeling (2016)	417-3	Insiden ketidakpatuhan terkait komunikasi pemasaran	84
	Customer Privacy	GRI 418: Customer Privacy (2016)	418-1	Grounded complaints regarding violations of customer privacy and loss of customer data	84
 <p>17. PARTNERSHIP TO ACHIEVE GOALS Strengthen implementation measures and revitalize global partnerships for sustainable development</p>	External initiatives	GRI 102: General Disclosure (2016)	102-12	External initiatives	28

Standard Index GRI-Core Option [GRI 102-55]

Standar GRI	Disclosure		Page
	No	Title	
GRI 102 General Disclosure 2016	102-1	Organization Name	23
	102-2	Activities, Brands, Products and Services	24
	102-3	Head Office Location	25
	102-4	Location of Operation	26
	102-5	Ownership and Legal Forms	25
	102-6	Markets Served	25
	102-7	Organization Scale	28
	102-8	Information Regarding Employees and Other Workers	47
	102-9	Supply chain	44
	102-13	Organization Membership	28
	STRATEGY		
	102-14	Statement from senior decision-maker	16
	ETHICS AND INTEGRITY		
	102-16	Values, Principles, Standards and Norms of Behavior	16
	GOVERNANCE		
	102-18	Governance Structure	31, 62
	STAKEHOLDER ENGAGEMENT		
	102-41	Collective Bargaining Agreement	52
	102-44	Main Topics and Issues Raised	87
	REPORTING PRACTICE		
	102-45	Entities Included in Financial Statements	87
	102-46	Defining Report Content and Boundary Topics	87
	102-47	List of Material Topics	88
	102-48	Restatement of information	88
	102-49	Disclosure of changes to the report	87
	102-50	Reporting Period	87
	102-51	Previous report date	87
	102-52	Report cycle	87
	102-53	Point of contact for inquiries regarding reports	88
	102-54	Claims that the report complies with GRI standards	89
	102-55	GRI index	96
	102-56	External Assurance	87

Standar GRI	Disclosure		Page
	No	Title	
TOPIC SPECIFIC DISCLOSURE			
GRI 103: Management Approach 2016	ECONOMIC PERFORMANCE		
	103-1	Explanation of Material Topics and Its Limitations	43
	103-2	Management Evaluation and Its Components	43
	103-3	Evaluation of the Management Approach	43
GRI 201: Economic Performance 2016	201-1	Direct Economic Value Generated and Distributed	43
	201-3	Obligations of defined benefit pension plans and other pension plans.	51
GRI 103: Management Approach 2016	MARKET EXISTANCE		
	103-1	Explanation of Material Topics and Its Limitations	50
	103-2	Management Evaluation and Its Components	50
	103-3	Evaluation of the Management Approach	50
GRI 202: Market Existence 2016	202-1	Ratio of standard entry-level employees' wages by gender to regional minimum wages.	50
GRI 103: Management Approach 2016	INDIRECT ECONOMIC IMPACT		
	103-1	Explanation of Material Topics and Its Limitations	73, 74, 77, 81
	103-2	Management Evaluation and Its Components	73, 74, 77, 81
	103-3	Evaluation of the Management Approach	73, 74, 77, 81
GRI 203: Impact Indirect Economy 2016	203-1	Infrastructure investment and service support	73, 74, 81
	203-2	Significant indirect economic impact	73, 74, 78
GRI 103: Management Approach 2016	PROCUREMENT PRACTICES		
	103-1	Explanation of Material Topics and Its Limitations	44
	103-2	Management Evaluation and Its Components	44
	103-3	Evaluation of the Management Approach	44
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	44
GRI 103: Pendekatan Manajemen 2016	ANTI-CORRUPTION		
	103-1	Explanation of Material Topics and Its Limitations	64
	103-2	Management Evaluation and Its Components	64
	103-3	Evaluation of the Management Approach	64
GRI 205: Anti-Corruption 2016	205-2	Communication and Training on Anti-Corruption Policies and Procedures	64
	205-3	Confirmed incidents of corruption and actions taken	64
GRI 103: Management Approach 2016	ENERGY		
	103-1	Explanation of Material Topics and Its Limitations	68
	103-2	Management Evaluation and Its Components	68
	103-3	Evaluation of the Management Approach	68
GRI 302: Energy 2016	302-1	Energy consumption in the organization	68
	302-3	Energy Intensity	68
	302-4	Reduction in energy consumption	68

Standar GRI	Disclosure		Page
	No	Title	
GRI 103: Management Approach 2016	EMISSION		
	103-1	Explanation of Material Topics and Its Limitations	69
	103-2	Management Evaluation and Its Components	69
	103-3	Evaluation of the Management Approach	69
GRI 305: Emission 2016	305-1	Direct (Scope 1) GHG emissions	69
	305-2	Energy indirect (Scope 2) GHG emissions	69
	305-5	GHG emission reduction	69
GRI 103: Management Approach 2016	EMPLOYMENT		
	103-1	Explanation of Material Topics and Its Limitations	49, 50
	103-2	Management Evaluation and Its Components	49, 50
	103-3	Evaluation of the Management Approach	49, 50
GRI 401: Employment 2016	401-1	New Employee Recruitment and Employee Turnover	49
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	51
GRI 103: Management Approach 2016	OCCUPATIONAL HEALTH AND SAFETY		
	103-1	Explanation of Material Topics and Its Limitations	52
	103-2	Management Evaluation and Its Components	52
	103-3	Evaluation of the Management Approach	52
GRI 403: Occupational health and safety 2016	403-1	Representation of workers in formal joint worker management committees for health and safety	52
GRI 103: Management Approach 2016	TRAINING AND EDUCATION		
	103-1	Explanation of Material Topics and Its Limitations	54, 55, 56, 57
	103-2	Management Evaluation and Its Components	54, 55, 56, 57
	103-3	Evaluation of the Management Approach	54, 55, 56, 57
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	57
	404-2	Programs to upgrade employee skills and transition assistance programs	51
	404-3	Percentage of employees who receive regular performance and career development reviews	57
GRI 103: Management Approach 2016	DIVERSITY AND EQUALITY		
	103-1	Explanation of Material Topics and Its Limitations	54
	103-2	Management Evaluation and Its Components	54
	103-3	Evaluation of the Management Approach	54
GRI 405: Diversity and Equality 2016	405-2	Ratio of basic salary and remuneration of women to men	54
GRI 103: Management Approach 2016	NON-DISCRIMINATION		
	103-1	Explanation of Material Topics and Its Limitations	54
	103-2	Management Evaluation and Its Components	54
	103-3	Evaluation of the Management Approach	54
GRI 406: Non- Discrimination 2016	406-1	Incidents of discrimination and corrective action taken	54

Standar GRI	Disclosure		Page
	No	Title	
GRI 103: Management Approach 2016	LOCAL COMMUNITIES		
	103-1	Explanation of Material Topics and Its Limitations	59
	103-2	Management Evaluation and Its Components	59
	103-3	Evaluation of the Management Approach	
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	71
GRI 103: Management Approach 2016	MARKETING AND LABELING		
	103-1	Explanation of Material Topics and Its Limitations	84
	103-2	Management Evaluation and Its Components	84
	103-3	Evaluation of the Management Approach	84
GRI 417: Marketing and labeling 2016	417-3	Incidents of non-compliance related to marketing communications	84
GRI 103: Management Approach 2016	CUSTOMER PRIVACY		
	103-1	Explanation of Material Topics and Its Limitations	84
	103-2	Management Evaluation and Its Components	84
	103-3	Evaluation of the Management Approach	84
GRI 418: Customer Privacy 2016	418-1	Grounded complaints regarding violations against	84

POJK Index No.51/OJK.03/2017 [OJK G.5]

Index Number	Index Description	Page
	Sustainability Strategy	
A.1	Sustainability Strategy Statement	17
	Sustainability Performance Highlights	
B.1	Economic Performance Overview	4, 43
B.2	Environmental Performance Overview	4
B.3	Social Performance Overview which describes the positive and negative impacts of implementing Sustainable Finance for society and the environment	4
	Company Profile	
C.1	Vision, Mission, and Sustainability Values	62
C.2	Company Address	25
C.3	Scale of Organisation	47
C.4	Products, services, and business activities undertaken	24
C.5	Membership in the Association	48
	Report of the Board of Directors	
D.1.a	Policies to respond to challenges in fulfilling the Sustainability strategy	18
D.1.b	Sustainable Finance Implementation	17
D.1.c	Target achievement strategy	17
	Sustainability Governance	
E.1	Person in Charge of Sustainable Finance Implementation	17
E.2	Competency Development Related to Sustainable Finance	17
E.3	Risk Assessment on the Sustainable Finance Implementation	18
E.5	Issues against the Sustainable Finance Implementation	18
	Sustainability Performance	
F.1	Activities to Build a Culture of Sustainability	17
	Energy Aspect	
F.6	Amount and Intensity of Used Energy	68
	Emission Aspect	
F.11	Amount and Intensity of Produced Emissions by Type	69
F.12	Amount and Intensity of Resulting Emissions by Type of Emission Reduction Efforts and Achievements Conducted	69
	Employment Aspect	
F.18	Equal Opportunity to Work	53
F.20	Regional Minimum Wage	50
F.22	Training and Capacity Building for Employees	54
	Community Aspect	
F.24	Public Complaints	84
F.25	Environmental Social Responsibility (TJSL) Activities	71, 73, 74, 77, 81
	Responsibility for Sustainable Product/Service Development	
F.27	Products/services safety that have been evaluated for customers	83
F.30	Customer Satisfaction Survey of Sustainable Financial Products and/or Services	85
	Others	
G.3	Feedback Sheet	101
G.4	Responses to the Preceding Year's Report Feedback	101
G.5	List of Disclosures in accordance with POJK 51/2017	98

Feedback Sheet [OJK G.3]

YOUR PROFILE (Please fill in if you wish)

Name :

Institution/Company :

Email :

Telp/HP :

Groups of Stakeholders

☐ Shareholders/Investor

☐ Customers

☐ Employee

☐ Labour Union

☐ Media

☐ Supplier

☐ Community Organisation /Ngo

☐ Government/FSA

☐ Business Organisation

Lain-lain

How do you feel about the writing of this report:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
This report is easy to understand					
This report is useful					
This report describes the performance of Financial Services Institutions in sustainable development					
How would you rate the materiality of the following topics:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Economic performance					
Indirect economic impact					
Sustainable financial performance					
Education and training					
Employment					
Customer privacy					
Anti-Corruption					
Environmental performance					

Please provide your suggestions or comments on this report:

Regarding the 2019 sustainability report, we received some feedback and we also include responses to these inputs as follows. [OJK G.4]

Feedback	Responses of XL Axiata
Null	Null

Transform Faster to Emerge Stronger

Digital Inclusion to Sustainable Development

2020

Sustainability Report



PT XL Axiata Tbk

XL Axiata Tower
Jl. HR Rasuna Said X5, Kav.11 - 12,
Kuningan Timur, Setiabudi, Jakarta Selatan,
Jakarta 12950 - Indonesia
Tel. (62-21) 576 1881
Fax. (62-21) 576 1880
www.xl.co.id