

# Championing Diversity And Inclusivity

## Talent



*Embracing diversity and inclusivity by offering equal opportunity*

### Building a diverse and engaged workforce

Diversity and inclusion are fundamental to our corporate culture and long-term growth. At Astro, we understand that an effective way of understanding and meeting the needs and desires of our diverse customer base is to have a workforce that reflects that diversity. We ensure fair and equitable recruitment and compensation practices, foster development and support career progression based solely on performance and merit. Through inclusion, we create a workplace that values diverse perspectives to tackle complex and challenging business issues.

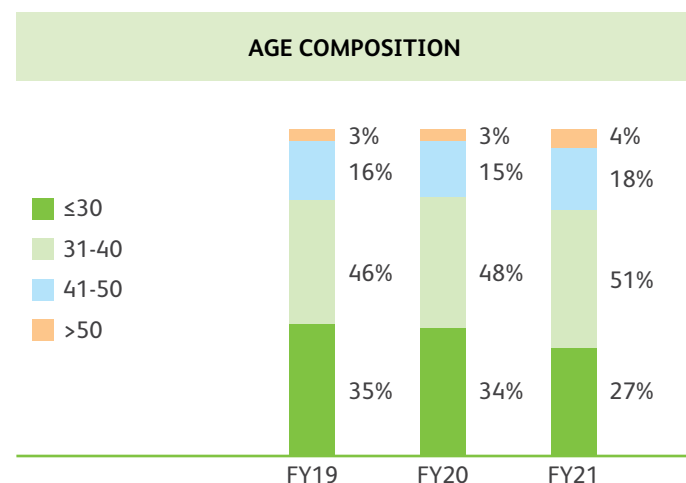
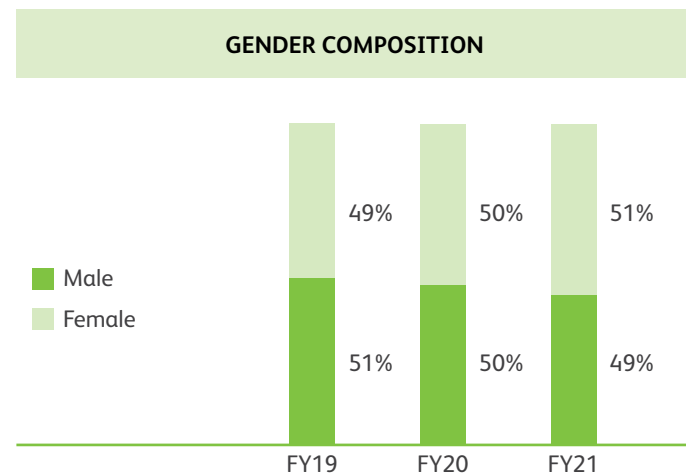
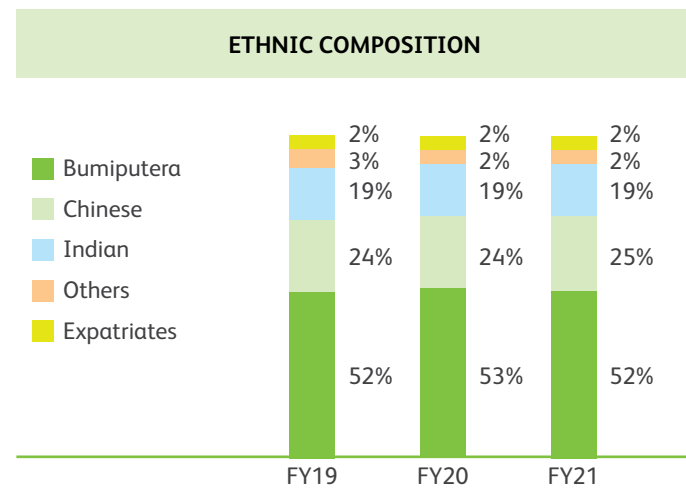
Our equal opportunity policy does not discriminate in terms of ethnicity, gender, age, religion, and disability, resulting in a very diverse Team Astro across all levels of our organisation. Consisting of 4,490 employees, our workforce is young with an average age of 35

and is ethnically representative of our marketplace. Gender diversity is evident across all levels with 51% of our workforce and 40% of senior management roles held by women. 87% of Team Astro are permanent hires while 13% are contract-based, with the turnover rate of permanent employees improving by three percentage points to 9% in FY21.

### Prioritising employees' well-being

As Team Astro transitioned smoothly to remote working arrangements at the onset of the pandemic, we extended the necessary support to ensure employees thrive in the new normal. We provided coverage for COVID-19 testing, recognised Team Astro's frontliners with the MCO Frontliners Award and established a partnership with Naluri to provide mental health support virtually to all employees.

## Talent



### Raising the quality and standards of our Human Capital with key talent investment and management practices guided by UN SDG



With personal and professional spaces colliding as employees work from home, we invested in a holistic digital programme to cater to the well-being and emotional needs of Team Astro. Through Happy Mind, in collaboration with Naluri, employees can access mental health support via a dedicated careline, an informational library, and remote therapy sessions with registered clinical psychologists. Since the introduction of Happy Mind, a total of 69 employees have undergone remote therapy or a four-month digital coaching programme to better manage stress and anxiety, as well as reinforce positive habits. A further 26 employees have gained certifications as Mental Health First Aiders to provide first-level support to fellow colleagues with their mental health challenges.

Remuneration packages are periodically reviewed and benchmarked against current market standards and trends. This also serves to narrow any pay gaps existing among employees performing similar tasks at work.

We meet the unique needs of Team Astro through a series of core and flexible benefits for employees. Core benefits include medical coverage, as well as life and personal accident insurance. Flexible points can be deployed to extend core coverage or for other health, wellness, lifestyle and financial planning purposes through our proprietary benefits portal, myChoice@Astro. Employees also enjoy monthly meal allowances and subsidised Astro products.

We are committed to ensuring a safe, healthy, and conducive work environment for all employees. Multiple reporting channels through our Corporate Assurance team, Human Capital, and respective line managers are in place for employees to report undesirable incidents including harassment and bullying. Managers and supervisors are responsible for the impartial and expeditious handling of these cases, and any necessary escalation thereof.

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### Fostering a culture of engagement and change

We cultivate a customer-centric organisational culture, articulated through our vision, mission and values by being Accountable, Inclusive and Creative.

Employee feedback is crucial as we endeavour to make Astro a better place to work. The People Survey, which provides an opportunity for employees to express their views about life at Astro, has seen a significant improvement in score, especially in the five key areas of continuous improvement, communication, customer focus, decision making and empowerment. Mini pulse surveys are also conducted to assess employee engagement and satisfaction throughout the year.

Core values are integrated into our performance management system, so employees are rewarded and recognised for their achievements and behaviours that exemplify Accountability, Inclusivity and Creativity. This value-based recognition has helped improve engagement scores and lifted employee morale at a time when Team Astro is physically dispersed through initiatives such as #TogetherAtAstro, #LabourDayRecognition and #MCOFrontliners.

EXCO-led engagement sessions such as townhalls, lunch & learns and skip-level coffee chats build confidence and trust among Team Astro by aligning direction and strategy. Meanwhile, periodic emails, newsletters, and video blogs from our EXCO keep every employee abreast of company updates in an authentic manner, cultivating a deeper sense of camaraderie.

### Investing in talent to drive long-term growth

Continuous learning and development are vital to ensure our people have the right skill set, knowledge, and ability to innovate and serve evolving customers' needs. Various learning platforms and opportunities are available for employees to take ownership of their personal growth. Employees also routinely opt for job rotations and cross-departmental transfers to hone expertise and to promote self growth.

We invest in leadership development across the organisation for both current and prospective leaders, focusing on design thinking and soft skills, but also functional-based learning spanning digitalisation, technology and the industry landscape. International consultants are brought in and global best practices are adopted to elevate standards. Since 2019, we have partnered with culture transformation consultancy Walking the Talk to facilitate sessions on understanding, leading, and embodying our corporate culture and values. On-site, our training rooms have been refurbished for a bright, modern look and feel, and are equipped with integrated resources to support learning, creating a stimulating learning environment for talents.

To upskill our talents digitally, we partnered with training providers including General Assembly (GA) Malaysia, Redbeat Academy and Human Inc. In FY21, 55 employees have completed SAS® Viya® and GA Malaysia courses in the areas of data science and digital marketing.



Keeping Team Astro engaged and informed through periodic townhalls



## Talent

To cultivate a self-learning culture within Astro, we invested in digital learning platforms such as LinkedIn Learning and Workday Learning to enable our talents to learn 24/7 at their own pace. More than 16,000 courses are available on demand ranging from leadership to digital competence. In FY21, Team Astro spent a total of 22,415 hours of learning, averaging five hours per employee.

### Nurturing industry talent

Rocketfuel Entertainment, our talent management arm manages 374 talents, comprising social media influencers, artistes, key opinion leaders, digital content creators, on-screen talents and eSports gamers with over 68 million social media followers. Leveraging Astro's extensive reach, we offer marketers comprehensive creative solutions, connecting them to talents with the right brand fit for their marketing campaign.

Harnessing the growing interest in eSports among the younger audience, Rocketfuel manages a pool of 337 eSports talents including content creators for the Facebook Gaming Creators programme and talents for Astro's eSport channel, eGG Network.

In FY21, we managed 33 talent-driven digital IPs with over 3 million subscribers and 618 million digital views on YouTube. Malaysian Hip-hop sensation, 16 Baris' digital IPs were licensed to countries including Australia and Thailand as part of our regional outreach, garnering 39 million views on YouTube. Meanwhile, Rocketfuel Music generated 58 million music streams via streaming platforms such as Spotify, Joox, YouTube and Apple Music.

### Investing in young talent

To ensure a sustainable talent pipeline to support business operations, proactive succession and workforce planning are in place. As part of our efforts in building, empowering, and nurturing local talent, we continue to invest in the following young talent programmes that have benefitted over 500 young leaders with RM44 million cumulatively invested to date:

#### Astro Graduate Programme

Our specially designed 18-month programme aims to enrich graduates with skills in their chosen area of expertise, through rotational and project-based exposure to cross-functional teams. These graduates were given the opportunity to leverage learning tools such as Udemy, Dataquest, edX, Coursera Plus, Masterclass, SkillShare and Medium, upskilling them in the digital space especially in design thinking and data analytics.

17 graduates are currently rotating through Astro as part of the Astro Graduate programme. In FY21, 13 individuals completed the programme and were recruited into Astro's core teams, including content, data and software engineering. In collaboration with a government-linked private equity firm, Equity Nasional Berhad (Ekuinas), we recruited two individuals from less privileged socioeconomic backgrounds who will spend a year specialising in digital marketing and content. In line with our transformation initiatives, we are refreshing the Astro Graduate programme to recruit talents across priority business areas including digital marketing, product, technology and data.

#### Astro Scholarship Awards

Established in 2005, the Astro Scholarship Award demonstrates Astro's commitment in supporting deserving high achievers to pursue their tertiary education both locally and abroad. In FY21, we invested RM1.5 million to sponsor 10 existing scholars in STEM-related areas and three individuals to pursue their Masters in Artificial Intelligence in partnership with the Malaysia Digital Economy Corporation (MDEC). To date, we have collectively invested RM36 million to fund the tertiary education of 83 students across top universities around the world.

#### Astro Internship Programme

The Astro Internship Programme is open to students pursuing their tertiary education. The programme offers both hands-on training and exposure to the media and broadcast industry. Over 28 students have been selected into this programme over the past year, with high-performing participants being offered employment in Astro upon the completion of their studies.

## Celebrating Diversity



**Muhammad Ridzuan Hakim Mohd Musleh**  
Consumer Experience Analyst

*"I can develop new skills and improve on my analytical capability in a productive atmosphere."*

**Siti Maryam Ahmad Nuri**  
Data Scientist

*"Engaging with people from different backgrounds and skill sets in Astro has been inspiring!"*

**Mirosha Ganesan**  
Breakfast Producer

*"I have been granted a wealth of opportunities to help me grow in an exciting and fun-filled career."*

**Hannah Khaw**  
Digital Journey

*"My job at Astro has given me an end-to-end view of the product world, with plenty of collaborative moments."*

**Wong Kin Foong**  
Analytics & Data

*"One thing that amazes me is I have the freedom to decide how to complete my tasks, besides having my skills sharpened."*

**David Paul David Dass**  
Engineer, Playout Platform Operations

*"Astro has given me a chance to work alongside an enthusiastic team of professionals."*