

Material Topic	2030 Target	2025 Achievement
Diversity, Equality, and Inclusion	32% of female employee in TelkomGroup	31.7% of female employee in TelkomGroup
	27% of female employee representation at managerial level in TelkomGroup	21% of female employee representation at managerial level in TelkomGroup
	1.5% of employees have disabilities in TelkomGroup	0.5% of employees have disabilities in TelkomGroup
	25% digital talent in TelkomGroup	20.2% digital talent in TelkomGroup
Employee Health and Safety	0 deaths due to work accidents every year in TelkomGroup	0 deaths due to work accidents in TelkomGroup
	TelkomGroup's employee engagement index at the "highly engaged" level / score > 80	Employee engagement index at the "highly engaged" level/score 85.13
Customer relationship	TelkomGroup achieved an Excellent NPS score based on Bain & Company's category with a score above 62	63 NPS points for TelkomGroup, categorized as "Excellent" according to Bain & Company classification
Digital Inclusivity and Community Engagement	Increase in the number of SMEs Upgraded by 10% (Telkom)	12.6% SMEs upgraded

Diversity, Equality, and Inclusion

The business strategies and policies adopted by Telkom have the potential to mitigate or generate impacts on employees. TelkomGroup's commitment to diversity, equity, and inclusion is demonstrated through recruitment practices, workforce management, compensation and benefits, and inclusive talent development—implemented without discrimination and upheld with integrity.

Management Approach

[GRI 3-3]

Role of the Board and Management

The HCM Director, as a member of the Board of Executive, is appointed as the Chief Human Capital Officer (CHCO) and acts as a strategic partner to business lines and corporate functions in managing TelkomGroup's human capital, providing guidance to the HCM functions of subsidiaries, human capital strategy, as well as integrated talent management system policies within TelkomGroup. The HCM Director reports performance periodically through both formal and informal meetings to the Board of Directors.

In this role, the HCM Director leads the integration of diversity, equity, and inclusion aspects across all HCM activities and monitors their effectiveness through the HCM evaluation process conducted annually by the HCM Directorate.

Human Capital Management (HCM) Organization

Human Capital Management (HCM) Directorate is responsible for managing and monitoring the entire HCM cycle, spanning from recruitment through to the retirement of Telkom employees. In its implementation, HCM Directorate continuously coordinates with HCM Directorate in each Subsidiary to ensure the integration of organisational structure and strategies to support adaptive and sustainable organisational transformation. HCM Directorate is supported by function units that specifically manage each HCM process and are responsible for the development, implementation, and monitoring of employee welfare initiatives, as regulated in the Board of Directors Regulation Number: PD.202.44/r.02/HK250/COP-A2000000/2024 concerning the Organization of the Human Capital Management Directorate.

As part of the commitment to continuous improvement, the HCM Directorate conducts an annual performance evaluation of HCM to identify opportunities for improvement. The HCM evaluation results for 2025 produced a number of lessons learned that serve as the basis for strengthening the 2026 program, with a focus on developing a more adaptive and agile organization in responding to business dynamics, accelerating talent development, and reinforcing company culture.