

HCM Policy

[GRI 2-30]

The company regulation (*Peraturan Perusahaan/PP*) on Human Capital Management of TelkomGroup governs the implementation of employment in all HCM activities, both for TelkomGroup employees and non-employee workers, and guides the development of other employment policies at Telkom and its Subsidiaries.

Employment practices at Telkom are comprehensively regulated in the Collective Bargaining Agreement (*Perjanjian Kerja Bersama/PKB*) 2023–2025, which applies to all Telkom employees, ensuring that 100% of employees are covered by the PKB. PKB regulates the rights and obligations of employees and the company, including provisions on working hours, compensation, benefits, social allowances, and competency development. *Perjanjian Kerja Bersama* (PKB) X for the years 2023–2025 between the Employee Labour Union and Telkom also emphasizes the right to income, rights beyond income, and guarantees a work environment free from discrimination, violence, and harassment.

In line with the adjustment of HCM policies, all provisions related to labour unions continue to refer to the *Perjanjian Kerja Bersama* (PKB) for Telkom employees. Meanwhile, for Subsidiaries that do not have labour unions and do not implement the PKB, their labour provisions are regulated through PP or applicable employment policies in each entity. This approach ensures that all workers, both at Telkom and its subsidiaries, receive protection and regulations that align with fair labour principles. The company also guarantees development, coaching, education, legal assistance, and Occupational Health and Safety (OHS) in accordance with regulations, rules, and company policies.

Employee Engagement

Telkom's efforts to build inclusive communication and meaningful work experiences for employees are carried out through various activities, such as annual employee surveys, regular meetings with management, employee complaint centers, town hall activities, etc. [GRI 2-16, 2-29] [SASB TC-SI-330a.2]

Building Communication with the Labour Union

Telkom communicates with the Labour Union through media such as:

1. Bipartite Cooperation Institution (LKS Bipartit) is a forum for communication and consultation regarding matters related to industrial relations at Telkom, consisting of members from Telkom and Sekar.
2. Tripartite Cooperation Institution (LKS Tripartit) is a forum for communication, consultation, and deliberation on labour issues, consisting of members from Telkom, Sekar, the Ministry of Manpower of the Republic of Indonesia, or the local Manpower Office.
3. Communication forum is a platform or means for exchanging information, discussing, and expressing opinions between Telkom and Sekar to achieve mutual understanding or resolve issues, held at least once every quarter or whenever deemed necessary.
4. Management dialogue and Sekar is a platform or means for exchanging information, discussing, and expressing opinions between regional management and regional Sekar to achieve mutual understanding or resolve regional issues, held whenever deemed necessary.

Telkom supports employees' rights to freedom of association and organization, as well as guarantees the right to express their opinions. As of the end of 2025, approximately 70% of Telkom's total employees are registered as members of labor unions. Labor unions are established not only within Telkom, but also across all entities within TelkomGroup. The list of labor unions within TelkomGroup is as follows [GRI 407-1]:

- a. Telkom Indonesia Employees Union (SEKAR)
- b. Telkomsel Workers Union (SEPAKAT)
- c. Infomedia Nusantara Workers Union (SPIN)
- d. Metra Digital Media Labor Union (Digital Workers Union or SPMD)
- e. Graha sarana Duta Employees Union (Graha Sarana Duta Workers Union or SKATA)
- f. PINS Employees Union (SETARA)
- g. Administration Medika Workers Union (SP Medika)
- h. Telkomsigma Employees Union (SERASI)

Culture Survey 2025

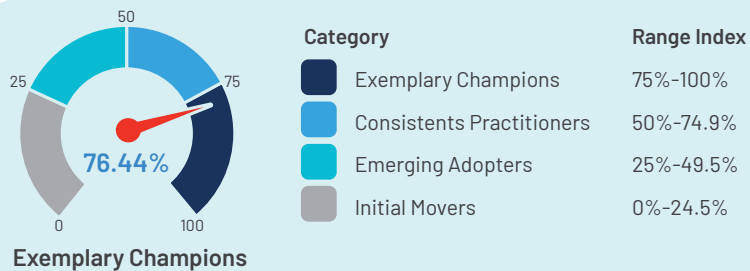
[OJK E.4][GRI 2-29]

Culture Survey 2025 is an annual survey program specifically designed to measure the implementation of the company's cultural values, consisting of four main dimensions: Digital Ways of Working: BISA Implementation Index, BISA Culture Journey Index, AKHLAK Culture Journey Index, and Employee Net Promoter Score (e-NPS). This survey aims to map the organization's cultural journey and its impact on the achievement of TelkomGroup's digital transformation.

Figure 60. Telkom Culture Survey

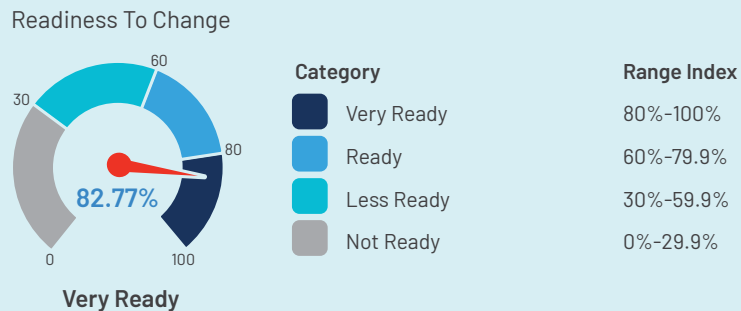
DWoW BISA Implementation Index

Measures the extent to which BISA behaviors have been implemented in the company's culture at present.

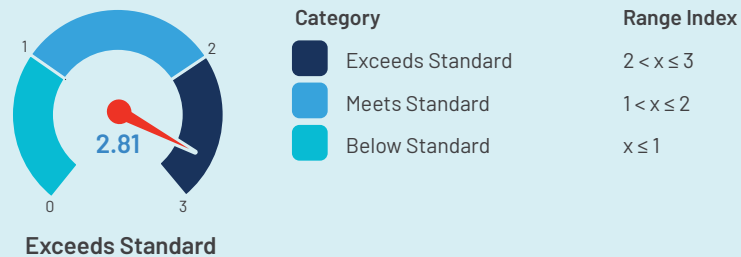


BISA Culture Journey Index

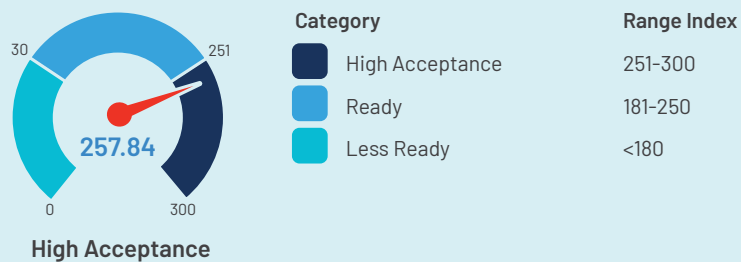
Measures the extent to which the company is driving behavioral change among employees in alignment with Digital Ways of Working.



Symbols & Attributes



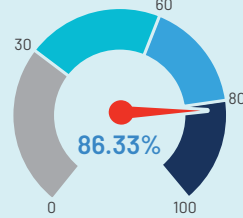
Readiness To Acceptance



AKHLAK Culture Journey Index

Measures the level of employee readiness within TelkomGroup in facing cultural transformation and change, both at the company level and individual function unit level.

Readiness To Change



Very Ready

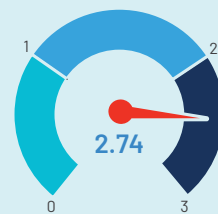
Category

- Very Ready
- Ready
- Less Ready
- Not Ready

Range Index

- 80%-100%
- 60%-79.8%
- 30%-59.9%
- 0%-29.9%

Symbols & Attributes



Exceeds Standard

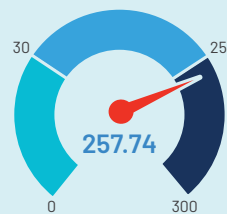
Category

- Exceeds Standard
- Meets Standard
- Below Standard

Range Index

- $2 < x \leq 3$
- $1 < x \leq 2$
- $x \leq 1$

Readiness To Acceptance



High Acceptance

Category

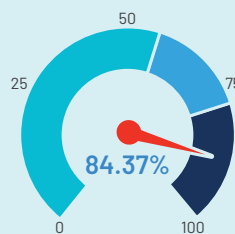
- High Acceptance
- Ready
- Less Ready

Range Index

- 251-300
- 181-250
- <180

EMPLOYEE NET PROMOTER SCORE (e - NPS)

Measures the extent to which employees are willing to recommend the company as a workplace that has successfully implemented a digital-oriented culture.



Mature

Category

- Mature
- Developed
- Starter

Range Index

- 81%-100%
- 60-80%
- 0-59%

Based on the survey results, the direction of TelkomGroup's cultural development in 2026 is to strengthen a performance-based merit culture by positioning culture as an instrument for achieving results. Operational recommendations to realize this vision include the following:

1. Alignment of performance appraisal systems and reward mechanisms based on contributions to results and impact.
2. Simplification of KPI to focus on outcomes.
3. Creation of a safe performance space at the operational level.
4. Strengthening the role of line leaders as the main drivers of converting values into results.

Culture Survey 2025 Methodology

The Culture Survey 2025 was conducted in October 2025, involving 8,870 respondents from all levels of TelkomGroup employees, ranging from BP-I to BP-VI. The quantitative survey was administered online and was followed by in-depth discussions through Focus Group Discussions (FGDs). The respondents included all permanent employees of TelkomGroup, regardless of their length of service. The survey consisted of four main dimensions designed to measure the following factors:

1. Digital Ways of Working: BISA: Bravery, Integrity, Service Excellence, and Agility.
2. BISA Journey Index: Readiness to Change score, Symbol and Attribute score, and Employee Acceptance score towards the implementation of Digital Ways of Working.
3. AKHLAK Culture Journey Index: Readiness to Change score, Symbol and Attribute score, and Employee Acceptance score towards the implementation of AKHLAK Core Values, as well as Leadership and System Commitment score towards the company culture.
4. Employee Net Promoter Score (e-NPS): company culture acceptance score.

People Survey 2025

[OJK E.4][GRI 2-29]

Telkom conducted the People Survey 2025 to evaluate the effectiveness of the 2024-2025 HCM policies and to understand the conditions and experiences of employees. The survey results serve as input for the preparation of the 2026 HCM policies that are more responsive, relevant, and supportive of the sustainability of the company's transformation.

The total Employee Engagement score reached 85.13, placing it in the "Highly Engaged" category and reflecting employees' strong willingness to engage and contribute productively to the company. The increase in employee engagement is expected to have a positive impact on employee well-being, performance, talent retention, customer satisfaction, as well as the company's financial and operational performance.

Figure 61. TelkomGroup Employee Engagement Index Score

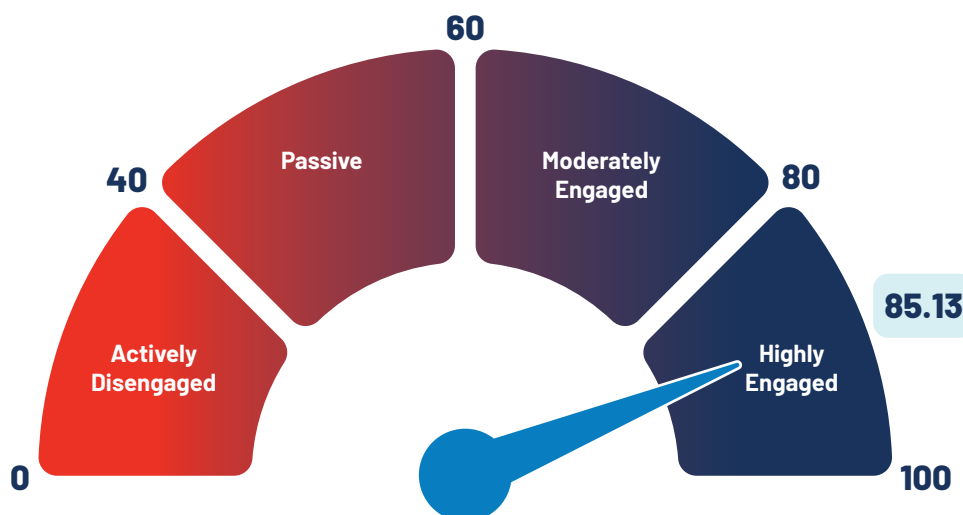


Table 19. TelkomGroup Employee Engagement Index 2023-2025

2025	2024	2023
85.13	84.41	87.08

Figure 62. Proportion of Respondent Engagement Categories

[SASB TC-SI-330a.2, TC-IM-330a.2]

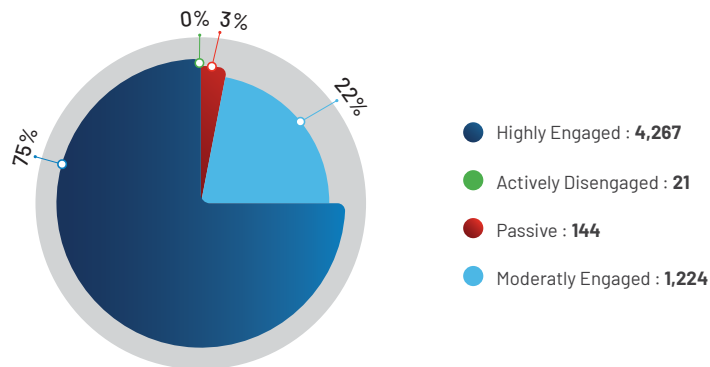


Table 20. Proportion of Employee Engagement Index by Gender

Gender	2025	2024	2023
Male	86.71	85.59	87.58
Female	82.90	82.21	85.91

Based on the analysis of the People Survey 2025 findings, the recommendations are as follows:

1. Strengthening the role of leadership, especially as transformative leaders in driving change and empathetic leaders in managing workload.
2. Enhancing Employee Engagement and Well-Being through balanced workload management, performance transparency, strengthening financial well-being, work flexibility, and a Respectful Workplace.

People Survey 2025 Methodology

People Survey 2025 was conducted in October 2025, involving 5,656 respondents from TelkomGroup, with a response rate of 43%. The respondents included all permanent employees of TelkomGroup, regardless of their length of service. The survey evaluates factors influencing employee engagement both quantitatively and qualitatively, including Employee Engagement, Workplace Well-being, Employee Well-being, Job Burnout, Job Security, and Rewards.

The People Survey 2025 methodology has been improved compared to the previous year in terms of the model and questionnaire to better reflect the current conditions of organizational transformation. Therefore, this year's survey results cannot be directly compared with those of previous periods. Readers are advised to interpret any changes in the survey results with caution.

Handling of Employment Issues and Violations

[GRI 2-29]

The response to violations of labour regulations, human rights, and company policies is outlined in the Employee Discipline Policy (PR.209.05/r.02/HK250/COP-A0900000/2024). In general, the actions taken against violations include supervision by superiors (for minor and moderate violations), HC management (for severe or massive violations), and escalation to law enforcement if necessary.

Approaches to resolving violations of employment regulations

Industrial relations disputes must first undergo bipartite negotiations through deliberation to reach a consensus. The categories of such disputes include:

1. Rights disputes;
2. Interest disputes;
3. Disputes over termination of employment; and
4. Disputes between labour unions within a single company.

Bipartite negotiations must be concluded within 30 working days of their commencement. If a party refuses to participate or if no agreement is reached within this period, the negotiations are deemed unsuccessful.

Table 21. Employee Feedback

Employee Feedback	2025	2024	2023
Employee feedback regarding administration and service	7,971	7,982	6,364
Total employee feedback	33,184	30,124	26,656

Inclusivity in TelkomGroup's Recruitment Processes Processes

[OJK F.18, F.19]

Recruitment Strategy

TelkomGroup's recruitment process is governed by the Director of HCM Regulation No. PR.204.06/r.00/HK200/COP-A0300000/2022 regarding Talent Acquisition and PKB. This framework aligns with national labor laws, specifically Job Creation Law No. 6 of 2023 and Law No. 8 of 2016. TelkomGroup upholds a fair recruitment process without discrimination based on ethnicity, religion, race, social status, or gender, and is committed to not employing child labor or engaging in forced labor.

TelkomGroup's Talent Acquisition Strategy is implemented to enhance the diversity and inclusivity of talent through fair opportunities for all candidates who meet the criteria. One of TelkomGroup's strategies to acquire the best talent is by providing job opportunities for people with disabilities since 2019. TelkomGroup believes this strategy can drive innovation in the development of inclusive digital solutions to meet the needs of all segments of society, including people with disabilities.

To meet talent needs, TelkomGroup also involves non-employee workers according to operational requirements, most of whom support network technician functions and sales & marketing staff. Various talent acquisition programs are also implemented to access talent more broadly through the following strategies.