

HUMAN RESOURCES



LIFE IS FOR SHARING.

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In order to support the implementation of the Strategy and the accomplishment of the company goals, we provide a corporate culture in which the individuals are inspired to do their best. In 2016, we faced the challenges imposed by the organizational and business changes which demanded from us to yield our maximum. To that end, we are fully dedicated to our employees and to the establishment of a working atmosphere that reflects a team spirit, joint efforts with a view to ensuring quality of service and motivation for achieving outstanding results.

We support transformation in accordance with the dynamic market changes

In 2016, we implemented the **Managed Services project**, a project that encompasses a change in the operational model that could have a significant impact on the financial results of the company. The decision regarding this project and its start were preceded by a lengthy, very significant process for MKT and underwent several key stages: the feasibility stage, the announcement of the call for bids, the due diligence of the market conditions and the process of selecting the bidders, followed by the negotiations with the short-listed companies.

It all resulted in selecting Ericsson as a partner company which, first of all, offers the best possible conditions for our employees who, in accordance with their job descriptions, will become a part of a company that has demonstrated a career development potential for our colleagues in the domestic, regional, as well as international environment.

In line with the project, Ericsson is taking over a part of the operational activities of the mobile and fixed network, alongside a part of the employees from the Technical Area - a practice that has already been implemented in several European DT NatCos, while concurrently representing a worldwide trend in the improvement of the business processes in the telecom industry.

The Human Resources Area, while making sure that the best solution is provided for our employees, had a very active contribution in this process. In particular, the new company fully met the requirements posed by MKT in terms of the transfer conditions and the future professional perspectives of our employees. The most important elements in the employee programme comprise a guaranteed employment status for a period of 12 months, attractive



future professional opportunities and proper options, applicable in the event of the termination of the employment during the subsequent years of the agreed period.

A new manner of communication of the employees in the HR Area

In September 2016, we marked the start of the **HR Shared Service Centre HR SSC (Aramis)**. Its start brought the novelty of introducing changes in the manner in which the Makedonski Telekom employees communicate and receive certain information from the Chief Human Resources Officer Area.

It means that the initial contact for answers to the employees' questions and administration of their data but ordinary Agents from Business Services of Deutsche Telekom. The employees shall contact the responsible agents by telephone or via e-mail.

The employees from Human Resources Area worked hard in order to transfer all their knowledge and experience to the agents, so that they would learn about our policies and acquire practical knowledge so as to be able to successfully respond to the employees' requests.

Specifically, the employees addressed the Agents directly with reference to the following processes:

- Employees' data administration – modifications pertaining to the personal data, such as submission of sick leave, notification on data changes, information on forgotten entry/exit ID card etc.
- Request Management – answers to frequently asked questions, such as by which date the employees can use their remaining annual leave from the previous year, how to initiate Request for overtime work, what is the procedure for return of assets etc.

The purpose of this project is to ensure timely service provision, increased efficiency and better quality. Thus the customers get enhanced service and the Company gets reliable and efficient human resources partner.

We responsibly monitor the development needs of our employees

We try to enrich the everyday work of the employees and invest in various areas which are essential for their overall development. The highly developed education and training system provides complete expertise and potential in order to meet the business opportunities in all areas of our operation.

WE ARE FULLY DEDICATED
TO OUR EMPLOYEES!

Development programmes for the management

We prepare development programmes intended for our managers who directly manage the human resources. They are role models in terms of their conduct and they create our corporate culture.

In 2016 we continued what we started in 2015, which is the implementation of the new development programme for the heads of departments, in order to upgrade the needs for **development of managerial skills**. With 46 heads of departments we organised workshops at which we worked on the development of effective human resources management, acknowledgment of the good performance and handling poor performance, employees' motivation in time of challenges, effective managerial communication and change management.

Development programmes for all employees

We created several development programmes that refer to all employees, as well the front line employees in order to achieve the best results.

We implemented the initiative **Project Management** which is comprised of 3 parts as follows: Project Management Training, Preparation for Certification of Professionals for Project Management and Coaching for Project Management on the Job. The results is successfully certified 7 employees. Furthermore, in order to observe and assist in real situations of the everyday work, we provided 30 employees with the possibility to be part of the coaching programme for project management on the job, comprised of 6 sessions in duration of several months.

This year, we paid special attention to the employees in the Chief Technical and IT Officer Area, as well. Therefore, in order to provide successors for the specific job positions, to improve the transfer of knowledge, as well as to raise the personal and professional development to a higher level, we implemented a **Loyalty Programme** as a development programme for the key experts in this area. 20 key employees took part, and the programme was

comprised of individual and virtual teaching of already defined development topics.

MKT was part of the DT pilot program for **Skillsoft - digital learning platform**. Global introduction of the platform is planned for the next year within the new international model for human resources development.

We continued with the implementation of several development programmes pertaining to **employees in direct contact with our customers**, in order to achieve the best results. Approximately 90 colleagues from the sales network completed training in communication and sales skills.

Health, safety and wellbeing of our employees

Health, safety and wellbeing within our organization are the most important things. We provide a healthy environment for our employees by implementing the Company's policy in the field of health and safety of employees in accordance with the latest European regulations and practices. Thus, we provide a safe working environment and healthy working conditions for our employees.

Having regard to the nature of the work process, we provide our employees with adequate medical check-ups, thus, we take care of the health of each individual in the Company. Concurrently, in order to raise the awareness of the importance of our own health, we introduced a new benefit for the management with **special expanded medical check-ups** for 77 managers.

THE EMPLOYEES ARE
THE MAIN PILLAR OF THE
COMPANY'S SUCCESS!

We take care for the working environment to be adapted through various safety measures and standards, thus, in 2016, we had a successful **re-certification for compliance with the requirements of the OHSAS 18001 standard** - Occupational Health and Safety

Management System, where, again, we are part of the DT Umbrella BS OHSAS 18001: 2007.

We continuously provide trainings for new employees in order for them to gain the necessary specific knowledge of health and safety, as well as to raise awareness of these issues. The employees are constantly informed about the latest situation in the field of health and safety through the internal information channels.

We believe that the employees' opinion can make a difference in changing the processes

We believe that the involvement of the employees in the decision-making and the exchange of opinions create an environment in which people influence the decisions and activities of the business operation, but also their jobs and environment. Therefore, we constantly monitor the opinion of the employees through regular **pulse check of the Company**. This helps us identify the trends and feelings of the employees, it shows us how the employees understand the processes within the Company, especially in times of transformation and they identify the strengths and weaknesses in the areas where additional measures for improvement need to be implemented.