Diversity and Inclusivity
Employee Demographics

Total number of direct employees:

838

38% Women

97% Cambodian

Employee Impact

Total jobs supported:

51,035

Expanded workforce sourcing channels through Employee Referral Program.

52%	46%	2%
Supported indirectly by operations.	Supported indirectly by capital investments.	Direct employment.
26,782 jobs	**23,415** jobs	**838** jobs

Employee Welfare and Development
People Development

Exceeded annual target training hours per employee:

Target
10 hours

Actual
18.88 hours

Smart Education Sponsorship Program
2 employees took Cisco Certified Network Associate courses.

Smart Leader Program
35 first-line managers went through a 10-month program to develop people-management skills.

Smart Internship Program
315 interns trained in ICT and digital skills, including interns in the contact center.

Retail Customer Service
60 supervisors and assistant supervisors received further training and enhanced their customer-relations skillset.

Smart Accelerated Development Program
17 employees accelerated their learning through education, experience and exposure.

High-Value Training Program
19 employees participated in the Certified Network Defender course.

CTO/CIO Competency Gap Analysis
186 employees underwent assessments to improve career prospects through tailored training.

Digital Learning

lynda.com
11,984 hours spent on online courses about personal and professional development.

14 hours per employee

coursera
432 hours spent on Coursera's online courses, primarily on Big Data and Analytics.

Engagement and Culture
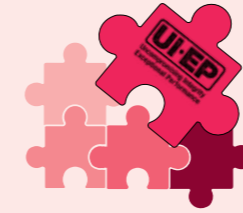
UI.EP
Instilling Axiata's **Uncompromising Integrity and Exceptional Performance (UI.EP)** values into Smart's culture.

Revised **onboarding process** to ensure greater consistency and structure.

Hangin' with CxO & **CxO Coffee Chats** to increase employee engagement.

CxO Coffee Chats: **10 sessions**

Hangin' with CxO: **4 sessions**

HR Engagement Session with contact center team to build morale and share updates.

8 CIO Mini-Workshops conducted for line managers and employees to understand employees' needs.

Smart Employee Volunteer Program (SEVP)

10,500 USD spent for employees to run various CSR and educational programs.

1,155 students benefited from these programs in Kampong Thom, Ratanakkiri and Kampong Speu province.

Created cross-functional teams across commercial, customer experience and IT departments, practicing **agile ways of working via scrum.**

Rewards and Recognition

22 employees recognized as Top Learners on **Lynda.com** by receiving cash rewards.

81 contact center staff received **On Spot Awards** with cash prizes.

5 Smart Champions each won cash prizes for a holiday.

SAN Luk	CHHORN Kinneth	Y Piseth	SIM Sisavuthary	PHEAP Phanny

5 Axiata Champions recognized as top **0.5%** performers of Axiata Group.

HENG Helen	RATH Pharith	LON Sopha	KHOUN Sam Elle	DYNA Seihaream

Supply Chain
Procurement & Supplier Management

To ensure ethical business conduct throughout the value chain, all new suppliers must sign a **code of conduct as part of their contracts.**

To support and nurture Cambodian businesses,

25% of our procurement spending goes to local vendors.

To streamline our processes, we adopted

SAP S/4 HANA

an integrated **Enterprise Resource Planning (ERP) system** that **integrates procurement, logistics and warehousing functions** for better efficiency and performance.

Synergized **cost-to-price comparisons among suppliers** are conducted by procurement employees.

Just-in-Time suppliers must meet ethical business principles.

Customer Centricity
Customer Experience

Relaunched chatbot

BONG SMART

with enhanced features and improvements in customer-handling ability and conversationality.

Received favorable scores in the **Video Mean Opinion** and **Digital Telco Index** categories from international rating organizations.

Best Net Promoter score and **Brand Equity score** among telcos in the country.

Cybersecurity and Data Privacy

Enhanced data privacy and cybersecurity via:

Migration from Symantec Security Operations Centre (SOC) to **Group SOC** so that any suspicious activity in our system will trigger a prompt alert.

Implementation of **Privileged Access Management (PAM)** to safeguard access to privileged accounts.

Replaced existing Kaspersky Antivirus with **New-Generation Antivirus** and **Endpoint Detection and Response** capabilities.

Engaged Ernst & Young for **ISMS Assessment** and completed the SS7 Security Assessment.

Incorporation of the **highest cybersecurity standards** has led to Smart being perceived as the **industry leader** in cybersecurity practices.

End-to-End Digitization
External Service Delivery

SmartNas

Grew our active user base with improved features:

SmartLoan

SmartLuy payment

E-voucher for SmartVIP

Rich push notifications

Dealer App

Greater **transparency** of dealer performance.

Upgraded with **Machine Readable Zone** technology.

Enhanced **registration process.**

Enhanced **Dealer Management System** with **geo-location feature** and **real-time incentive disbursement.**

Automating Internal Processes

Improved workflow processes through **ProcessMaker**

ITSM Transformation to improve IT service delivery while streamlining processes.

Cultivating a **data-driven culture by**:

Upscaling local talents with analytics skillsets.

Hands-on technical training and certification for analytics employees.

anodot

1st telco in Cambodia to **incorporate anomaly detections** using **autonomous analytics of network data** into our operations.

Use of **spatial analytics** to better serve customers by optimizing retail locations.

Text mining for earlier detection of power outages to minimize service interruption.

Office 365
Tools optimized further to increase internal productivity, efficiency and cross-collaboration.

Enhancing the **Human Resource Information System (HRIS)** through automation.

Managing Risks and Ensuring Responsible Business Conduct

Board Audit Committee (BAC)

Internal Audit

CEO / Senior Leadership Team

Heads of Department

Head of Risk Management & Compliance

Enterprise Risk Management (ERM) framework
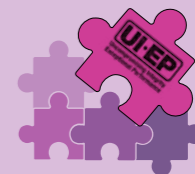Fine-tuned to deal with uncertainties and business-related risks.

Business Continuity Management (BCM)
Conducted fire drills and developed a crisis-communication plan to help deal with any potential crisis.

Risk Management
Systematic procedures are in place to identify, evaluate, resolve and monitor significant risks.

Governance
Adhere to the UI.EP principles. All reports of corruption are reviewed by senior managers and documented.