Nurturing People

GRI indicators:

102-16 | 404-1 | 404-2 | 405-1

We seek to create a friendly and productive workplace for our employees, providing them with ample opportunities for personal and professional growth, with a focus on digital learning. We attract a diverse workforce, enriching the organization with broad viewpoints and perspectives. We also frequently engage with our employees to create a sense of belonging while encouraging volunteerism to enhance job satisfaction and give back to our local communities.

	Issue	Context	Approach	Outcome
	Diversity & inclusivity	Efforts are still needed to reduce gender inequality in Cambodia. This requires the promotion of female talent in the sector.	We have a policy of hiring locals where possible and have a non-discriminatory hiring policy that recognizes female talent.	**Smart is seen as an employer of choice, enabling us to attract the best talent and continually enhance our performance.**
	Employee welfare & development	The competency and satisfaction of employees determine their productivity.	We provide training and development opportunities while caring for the well-being of our employees.	**A sustainable pipeline of talented individuals who are fully engaged and motivated towards meeting our business leadership needs.**

Prioritizing Our Employees' Welfare

Launched Smart COVID-19 Task Force

Prioritized our employees' health and safety

Developing Our Employees' Skills

Enhanced leadership skills via Smart Leaders Program

Developed talent management strategy

Developed capabilities

Improved our employees' English communication, a fundamental need in Cambodia

Total hours of online learning per employee 16.35, total hours of online learning **14123**

Digital Learning

All employees are continuously **enhancing their skills**

Transforming into a **modern, agile, and digital organization**

Employee Recognition Programs

188 employees received On Spot Awards

132 contact center agents received On Spot Awards with gift certificates

10 Brand Ambassadors

272 interns

15 Smart Axiata Champions

12 Smart Stars

6 Axiata Champions

Creating Opportunities & Developing Local Talents

20,925 Jobs supported by capital investments

55,868 Total jobs supported

34,119 Jobs indirectly supported

823 Jobs supported directly

36% Female employees

97% Cambodian employees

Our Impact Story

Nurturing a Good2Great Culture

Smart continued its Good2Great journey and refreshed its corporate identity by launching a new mission, vision, and refined core values. This journey signifies Smart's agile nature in adapting to an ever-changing world through our mission of connecting people and making lives better.

We are open and honest (UI).

▶ I uphold the high ethical standards of the company.
▶ I am truthful and transparent.
▶ I listen first and embrace feedback.

We win big, as a team (EP).

▶ I care about what others do.
▶ I deliver on my promise to achieve our common goals.

We are attentive to details to achieve simplicity.

▶ With our customers in mind, I think, then I do.
▶ I consistently demand and deliver accurate work.

We are courageous.

▶ I dare to challenge myself and others to do things better and differently.
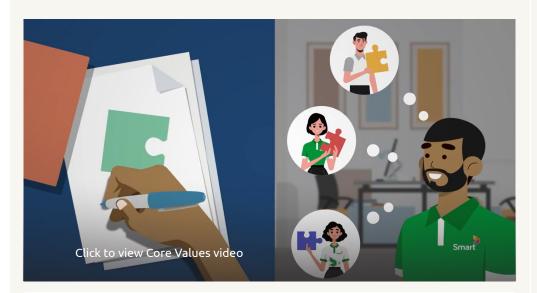▶ I learn from my mistakes and move forward.

We are passionate.

▶ I go the extra mile.
▶ I do things wholeheartedly with full dedication.
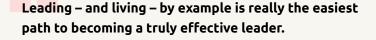
Our Impact Story

Nurturing a Good2Great Culture

Click to view Core Values video

Live and lead by example
to ensure continued success and future growth

Activate offline communication
and strengthen engagement with employees across Smart's operations

Enhance online communication
to engage with employees virtually

> Leading – and living – by example is really the easiest path to becoming a truly effective leader.
>
> Being an authentic leader means leading by example. I push my people forward with excitement, inspiration, trust, and vision.

Jasvinder Singh
Head of Analytics

> Speaking up is an important component of our business. It boosts ideation and uncovers creativity in teams and paves the way to success for our company.

Alexey Kovrizhnykh
Head of Infrastructure

> Attention to detail in customer service is not just about resolving problems or answering queries. It's about little courtesies and getting customers to speak highly of our company.

Kun Pollysreyneth
Contact Center Agent