



# Process Excellence

**GRI indicators:**

204-1 | 205-1 | 205-2 | 308-1

The foundation of our strong market reputation is built on establishing trust with key stakeholders, such as our suppliers, dealers, and customers, as well as maintaining the highest level of integrity in all our dealings and cultivating a culture of operational excellence. The latter is supported by our increasing adoption of digital processes and systems.



Issue	Context	Approach	Outcome
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**Procurement & supplier management**

We have a duty to be ethical in how we conduct our business.

All suppliers sign a Code of Conduct as part of their contracts. We support local businesses as far as possible.

**Smart operates in an ethical and cost-effective manner.**



**Customer satisfaction**

Our customers are critical to our business success.

We ensure a high level of customer satisfaction through various digital and nondigital channels.

**Smart has the highest Net Promoter Score and brand equity score among the telecom players in Cambodia.**



**Digitalization**

Digital processes bring about greater cost and operational efficiencies.

We cultivate a data-driven culture.

**Smart is perceived to be a leader in digital technologies.**



**Business continuity**

Reevaluating our business operations and remaining prepared in the pandemic era.

We have to be predictive and proactive in building resilience for better business continuity.

**Uninterrupted business operation and positive reputation.**



### Customer Service Digitalization

**Payment gateway integration**  
for top up services



**Seamless SIM card registration**



Managing accounts via the **SmartNas app**



**Latest devices are available at Smart Shops nationwide**



**Improved customer management system**



**SmartNas**  
Improved app features for a better user experience

Enhanced **governance and ethical awareness**

Maintained and encouraged **local vendors**

**Cultivating a Culture of Operational Excellence**

Smart remains **#1** in terms of rNPS

Utilized data analytics to **generate in-depth customer insights**

Industry leader in **cybersecurity protections and safeguards**

### Implementing a System of Checks and Balances in Procurement Policies



**Established Anti-Bribery and Anti-Corruption (ABAC) policy**



**Whistleblowing policy**



**Board Risk Management and Compliance Committee**



**Risk management policy**



**All employees** have completed the ABAC training course



**Our vendors are ISMS ISO 27001 certified**

### Promoting Integrity Throughout Our Supply Chain

**187 vendors**



**Environmental and social criteria** in supplier selection



**Supplier relationship management**



**32% of procurement spending** went to local vendors



### Data-Driven Culture



**Implemented innovative protection system**



Expanded **privacy and data protection**



Implemented **two-factor authentication (2FA)**



# Our Impact Story

## Established Smart COVID-19 Task Force



Regardless of the pandemic, we have remained committed to delivering continued connectivity for our customers across the Kingdom by optimizing our workplace mobility, upgrading our network, and preparing for the gradual shutdown of the 3G network. We are determined to support the nation and continue to play our role in prioritizing the safety and well-being of our employees through adherence to public health guidelines.

At Smart Axiata, our COVID-19 Task Force played a significant role in establishing business continuity in order for our customers to be able to connect with each other and improve their lives amidst the new norm.



### Established Smart COVID-19 Task Force

A standing crisis response committee with a direct communication channel to employees



### Prioritized employee welfare

Built secondary site to facilitate social distancing in contact center



### Workplace safety procedures

Enforced SOPs across our offices and shops to ensure that the safety of our employees came first



### Provided lunch boxes

Boosted team morale and enhanced our company togetherness



### Established employee wellness channel

Helping employees stay fit and healthy wherever they are, at home or in the office



**Putting our employees, who are our dearest asset, at heart, this agile platform (COVID-19 Task Force) allows us to ensure the wellbeing of our employees without compromising their ability to serve our customers.**



**Feiruz Ikhwan**  
Acting CEO of Smart Axiata