

# NURTURING PEOPLE



It is vital to nurture the health and well-being of our people, as they are the driving force behind the sustainable growth of our business. We are committed to looking after their needs by providing a safe and healthy workplace, promoting diversity, investing in their leadership and growth and engaging with them to meet their needs. In order to retain our talents, we make the effort to enhance job satisfaction, ensuring a motivated, productive and committed workforce.

## Sustainable Development Goals



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## FOCUS AREAS



### Fair Employment and Welfare

We respect and acknowledge the unique perspectives and opportunities that arise from having a diverse workforce. We aim to cultivate a workplace that celebrates diversity, where recruitment is based on merit and where individuals are treated with respect and dignity. We do not condone any form of discrimination or harassment.



### Talent Development

We provide the right-fit talent development solutions for our talents through fostering pipelines and accelerating their potential, motivation, and aspiration.



### Employee Health, Safety and Well-Being

Ensuring the well-being and safety of our employees while supporting their goals is crucial to the long-term sustainability of our business. To this end, we continuously engage with our employees to fully understand their needs and concerns, develop their careers and prioritize their health and safety.



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## PROMOTING OPPORTUNITIES AND DEVELOPING LOCAL TALENT

**33%** Women's representation in senior management

**1,077** Total employees

Male **674** Female **403**

**1,055** Cambodian employees

**54,079** Total jobs supported

**19,041** Job supported by capital investments

**34,196** Operational jobs supported indirectly

**1,077** Jobs supported directly



## FAIR EMPLOYMENT AND WELFARE

Fostering fair recruitment practices by embracing diversity and inclusion in the workforce and offering employees fair compensation and benefits

### Fair Employment that Cultivates Diversity and Equal Opportunity

▶ Led by **Smart Axiata's Recruitment Playbook**

▶ **Celebrated International Women's Day** – every female employee received a personalized bracelet and card with a message from the CEO

▶ **Employee support programs** – flexible working hours and work from home arrangements

▶ **Benefits provided to full-time and part-time employees** – life insurance, health insurance, disability and invalidity coverage, parental leave and retirement provision (from the National Social Security Fund)

▶ **Digital Internship Program** – **24** interns, **9** were recruited as full-time employees



▶ Female employees in technical, engineering and research and development roles: **29 (3%)**

▶ Persons with disability: **4**

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## FAIR EMPLOYMENT AND WELFARE (CONTINUED)

### Instilling a Culture of Integrity

- ▶ Smart Core Values training for new employees on induction day
  - ▶ All new employees received Smart Core Values card and shirt and a Smart Identity booklet



- ▶ Smart Values mobile app to increase employees' awareness of Smart Core Values
- ▶ Good2Great Journey to create understanding, commitment and ownership to live up to Smart's mission, vision and core values. This includes:
  - ▶ Team development session with CXOs and physical training with leadership team
  - ▶ Company-wide training to drive company culture



## TALENT DEVELOPMENT

We provide the right-fit talent development solutions for our talents through fostering pipelines and accelerating their potential, motivation, and aspiration.



Employees received training: **1,060** out of 1,077 (98%)



Total number of training hours: **38,228**

Average training hours by gender:



**Male**  
**30.9**



**Female**  
**43.2**

Average training hours per employee per year:

**35.5**

Average training hours by employee category:



**15.6**  
Senior management (CEO and CXOs)



**65.2**  
Middle management



**48.4**  
Executive



**10.9**  
Non-executive

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## EMPLOYEE HEALTH, SAFETY AND WELL-BEING

Providing for the health, safety and well-being of our employees in ways that address key challenges and bring value to their livelihood in the workplace



# 79%

Employee Engagement Score

Actively engaged with employees through various initiatives and activities



Organized SLT's Coffee Chat to enhance communication between the Senior Leadership Team and employees



Communicated with employees on a regular basis via Yammer, email and digital tools such as Microsoft Teams



Promoted employees' well-being by participating in a marathon, inspiring them to lead more active, healthier lives

Employee well-being and wellness:

- ▶ Held Employee Wellness workshops to raise awareness of the importance of stress management and personal well-being



Managing COVID-19 among employees:

- ▶ Delivered care packages to employees who tested positive for COVID-19
- ▶ Sent food packages to employees under quarantine or with limited access to food due to flood disruptions
- ▶ Conducted contact tracing to identify employees with direct and indirect contacts
- ▶ Monitored employees' health updates via Microsoft Teams chat groups



- ▶ Employee rewards and recognition: Gave "On Spot Awards" to employees who lived up to Core Values or showed dedication to challenging projects. Other awards included Smart Star, Smart Champion and Long Service Award



- ▶ Team Building for individual departments to boost departmental morale and engagement by cultivating teamwork and having fun at the same time through games and activities



- ▶ A year-end gift was presented to acknowledge employees for their contributions towards Smart's 2022 achievements and to drive momentum for 2023



- ▶ Smart Staff Party was the biggest internal engagement activity, organized to boost employee morale and collective team bonding by giving employees the opportunity to create positive memories and build a closer rapport with colleagues

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## EMPLOYEE HEALTH, SAFETY AND WELL-BEING (CONTINUED)

Other employee engagement activities:



▶ Celebrated Chinese New Year and International Women's Day



▶ Organized Smart Mobile Legends tournament



▶ Participated in a half-marathon and Khmer Empire Marathon



▶ Offered employees tickets to football matches and concerts organized by Smart



▶ Organized donations from employees to support Angkor Hospital for Children

Organized programs for employee volunteerism\* :



▶ Environmental Education Tour in Siem Reap



▶ Earth Hour Event 2022



▶ Cambodia Climate Change Summit 2022

- ▶ Energy Efficiency Initiative
- ▶ SmartEdu University Development Program
- ▶ SmartStart Highschool Edition
- ▶ Career Forum with Sipar Cambodia

\* Read more about employee volunteerism program in Is this correct or is it Contribution to Culture and Society

# IMPACT STORY



As a progressive organization, we value the dedication of our employees, and we are deeply committed to supporting their career advancement and helping them achieve their professional goals.

We offer extensive learning and development programs that encompass leadership, technical training and language courses. Designed to enhance the skills and knowledge of our employees, the programs not only allow us to retain top talent but also ensure that our people remain agile and relevant with the industry's development.

Learning and Development Programs		
Name	Details	
	<b>Leadership Skills</b>	<ul style="list-style-type: none"> <li>▶ Smart Leaders Program (FLM) – Cohort 7 underwent one-on-one coaching in leadership skills</li> <li>▶ Professional interview skills training for people managers and supervisors from across divisions</li> </ul>
	<b>Functional Training</b>	<ul style="list-style-type: none"> <li>▶ Specific skills and technical training for employees from various departments</li> <li>▶ Programs included DevOps Training, Network and Automation Training and CMO training, all of which involved training in customer services, how to sell effectively, business ethics and pricing</li> </ul>
	<b>English Capabilities Development Program</b>	<ul style="list-style-type: none"> <li>▶ An English class and workshop on communication were provided to 88 employees from across divisions</li> </ul>
	<b>Mandatory Courses</b>	<ul style="list-style-type: none"> <li>▶ LinkedIn Learning focusing on business needs was organized for employees JL4 and above</li> <li>▶ Compliance training is mandatory for all employees</li> </ul>
	<b>Excel Training</b>	<ul style="list-style-type: none"> <li>▶ A fundamental training for 60 employees from across divisions</li> </ul>
	<b>Onboarding Program</b>	<ul style="list-style-type: none"> <li>▶ Induction training program for 161 employees</li> <li>▶ Included on-the-job training for front office agents, corporate profile for HQ employees and job-related training for contact center agents</li> </ul>
	<b>Education Sponsorship Policy</b>	<ul style="list-style-type: none"> <li>▶ This policy provides for the sponsorship of our employees' educational pursuits, especially those that upskill and reskill them</li> <li>▶ In 2022, 10 people were sponsored: 2 were studying for their master's degree, while the other 8 were upskilling and reskilling</li> </ul>