

PILLAR 3

Advancing People & Communities

Smart Axiata is committed to fostering positive change within our organization and communities. We empower our workforce through inclusive development anchored in Diversity, Equity, and Inclusion (DEI), while our *Advancing People & Communities* agenda equips Cambodians with digital skills, knowledge, and entrepreneurial capacity to unlock opportunities, strengthen resilience, and thrive in a sustainable, inclusive future.

Sustainable Development Goals





Fair, Diverse, and Inclusive Employment

Fairness, diversity, and inclusion are critical to fostering a Winning Culture where every employee feels valued and supported. To foster a culture of diversity and inclusivity, we provide equal opportunities for all, regardless of age, gender, nationality, culture, or religion.

Winning Culture

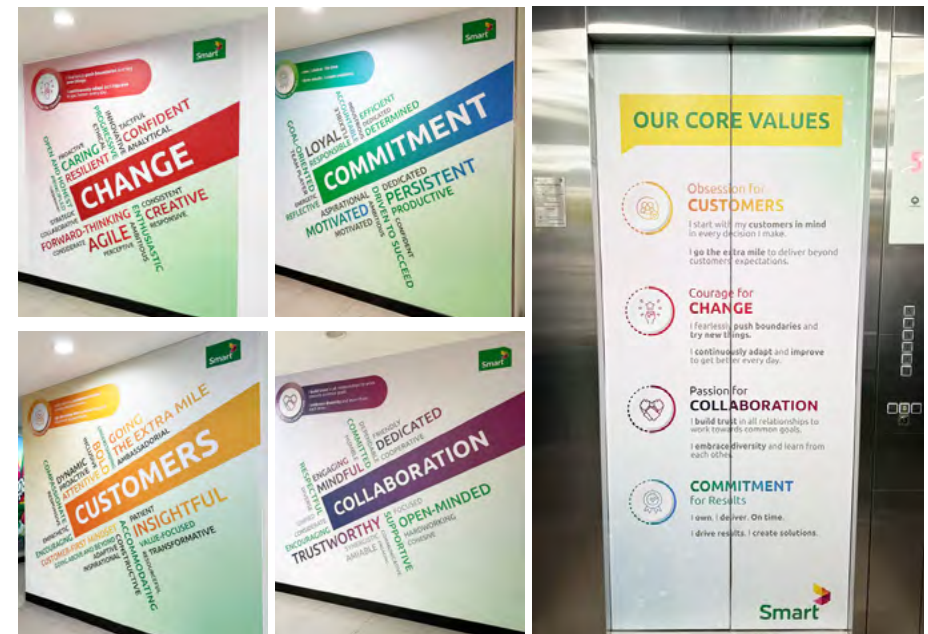
In March 2024, we adopted Axiata Group's Winning Culture with refreshed core values—Obsession for Customers, Courage for Change and Passion for Collaboration—while adding our own value, "Commitment for Results".

- The framework guides our efforts to embed fairness, inclusivity, and diversity in the workplace, building a high-performing team.
- We implemented initiatives such as embedding the core values into onboarding, daily behaviors, peer recognition, leadership engagement, and a new Behavior Recognition Program to firmly integrate these values into our culture.



► Integrating Core Values into Smart Axiata's Premises

Our core values are prominently displayed on various floors of the Smart Axiata headquarters and other offices to remind employees to behave in accordance with these values. We have designed a framework that helps employees to integrate core values into how they conduct business operations, make decisions, and communicate.





Fair, Diverse, and Inclusive Employment (Continued)

Employee Code of Conduct (CoC)

Smart Axiata's Code of Conduct serves as a compass for ethical and responsible behavior, guiding our employees to act with integrity, respect, and accountability while upholding the trust of customers, communities, and stakeholders.

We are committed to maintaining the highest standards of ethical and professional conduct. All employees are required to review, understand and adhere strictly to our CoC.

Diversity, Equity, and Inclusion

► **17%** women's board representation

► **36%** women's representation in senior management

► Female staff: **35%** (479)

► **1,347 Cambodian** employees

Building an Inclusive Culture across Smart Axiata

We believe diversity fuels innovation by integrating a wide range of perspectives and ideas. Building an inclusive workplace ensures employees feel a sense of belonging and appreciation, empowering them to maximize their potential and contribute meaningfully.

Promoting Gender Equality and Women Empowerment

We support women's advancement in society through initiatives designed to build their confidence and skills in critical areas necessary for future success.

- Smart Axiata celebrated International Women's Day on March 8, 2024, honoring the remarkable women in our workplace and worldwide.
- During the 2024 Pchum Ben festival, we celebrated Smart Cultural Day, an event designed to highlight the power of diversity and unity in our workplace. Employees from over 10 countries participated by wearing traditional attire and sharing their traditional cuisines, creating a vibrant atmosphere.





Fair, Diverse, and Inclusive Employment (Continued)

Employee Engagement



We give our employees a voice through platforms such as surveys, pulse checks, town halls and feedback sessions to collectively improve the workplace. Listening to our employees and addressing their key concerns is more important than ever. Our Employee Engagement Survey enables us to continually refine our practices by allowing our workforce to communicate what works and should be maintained to create a conducive workplace. In 2024, we achieved a **100%** participation rate, reflecting our employees' care for our collective welfare and confidence that they will be heard by management.

We utilize Employee Engagement Score (EES) to measure employee satisfaction and identify their needs. In 2024, our EES was **80%**, a high score compared with industry benchmarks.

2024
80%

2023
84%

2022
79%

We integrate our Winning Culture into our staff engagement and communications initiatives through several initiatives that include:

► Appreciation Week

Appreciation Week was held from May 20 to June 2, 2024 to recognize the valuable contributions of all employees on International Labor Day. This initiative emphasize the importance of collaboration, encouraging colleagues to express gratitude for each other's dedication to Smart Axiata's core values.

During the two-week program, employees were provided with three gratitude cards to share with their colleagues, with additional cards available from the Employee Engagement & Culture team. Employees wrote down how their colleagues upheld Smart Axiata's core values in their daily actions.

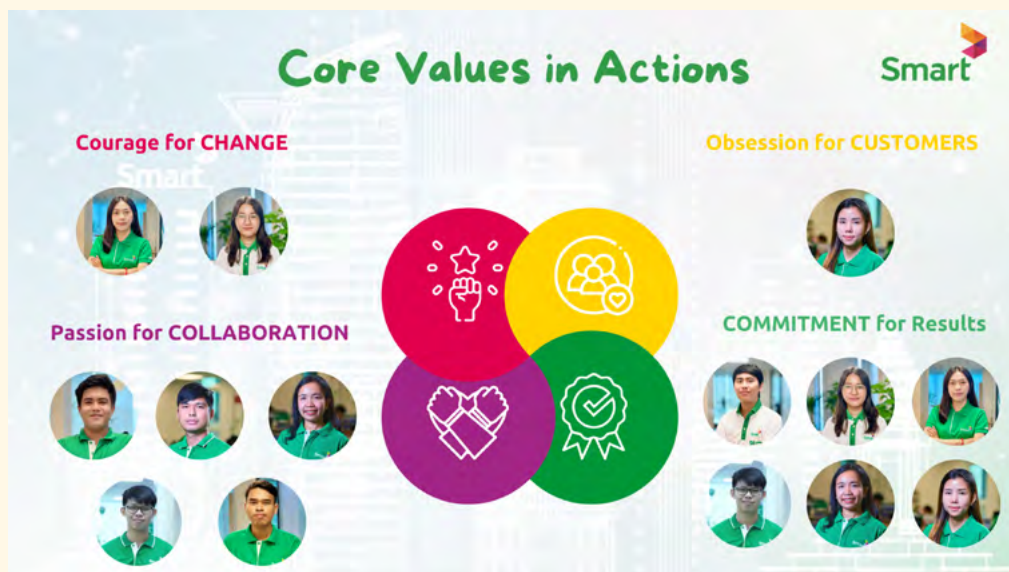
The cards were distributed by department heads at headquarters and Smart Shop supervisors in other locations, while E-Gratitude Cards was also provided for expressing gratitude to colleagues in different locations.





Talent Development and Attraction

Performance Management and Recognition



We believe that our people are our greatest asset. To bring out the best in our workforce, we equip them with skills, tools and guidance to motivate them to excel. Our support begins at the point of onboarding and continues throughout their journey in Smart Axiata.

We drive performance through a structured framework encompassing clear Key Performance Indicator (KPI) alignment, continuous performance monitoring, mid-year and annual reviews, promotion assessments, and outcome-based rewards including bonuses and salary increments.

Talent Factory: Leadership Development and Talent Growth

We equip our managers and supervisors with the necessary skills to demonstrate daily leadership and build high-performing teams through targeted programs focused on coaching, trust-building and feedback.

- **Advanced coaching:** Our senior leadership learned about the importance of coaching and how they can embed the practice into their team's day-to-day operations.
- **Coaching skills:** Heads of departments, managers, supervisors, and anyone with team members were taught to coach effectively and help their teams to grow.
- **Experienced leaders:** Heads of departments were trained in building trust, developing high-performing teams, and giving feedback.





Talent Development and Attraction (Continued)

Learning and Development

We are committed to ensuring that our people continue to upskill and remain relevant with the latest industry knowledge and demands. This includes providing them with essential technical and functional skills to navigate current and future challenges.

Total training hours:
over 34,000

Total employees that received training:
1,177 (86%)

Total Training Hours by Employee Category

Senior Management
(CEO, CXOs, and CEO direct reports):
over 290

Mid-management:
over 3,400

Executive:
over 20,300

Non-executive:
over 10,000

Other:
1*

*"Other" refers to employees who are not assigned to specific job bands.

Mandatory Compliance Training

All employees, both new joiners and existing staff, are required to complete the following mandatory courses:

- For New Joiners:
 - CoC
 - Whistleblowing
 - Introduction to Information Security
 - Malware Awareness
 - Mobile security
 - Responsible browsing
 - Social engineering
 - Data privacy
 - Risk and Business Continuity Management (BCM)
 - Ethics and compliance
- For Existing Employees (Ethics and Compliance Related Courses):
 - Whistleblowing
 - Data privacy
 - Risk Management
 - Cybersecurity



Targeted Training Initiatives

In 2024, Smart Talent and the Organizational Development team introduced the following initiatives:

- **Tech & IT Training:** Covered automation, cloud, CRM systems, Development and Operations (DeVOps), and electronic Customer Relationship Management (eCRM), alongside hands-on coaching in agile project management and AI-driven customer service innovations.
- **Brown Bag Sessions:** Fostered a culture of sharing and learning in Smart Axiata, increasing cross-functional collaboration. Beginning in March 2024, **17** sessions were organized, involving **428** participants who shared their various job functions over 18.5 learning hours.
- **Toastmasters Sessions:** Enhanced employee confidence in public speaking and conversational English across six months for **20** learners in bi-weekly sessions.
- **Smart Education Sponsorship Program:** Revamped to support employee-led upskilling, with increased funding for short-term courses and expanded access to international programs for long-term professional development. In 2024, we sponsored **five** employees for long-term professional development and **13** employees for skills development.



Talent Development and Attraction (Continued)

Employer Branding

Our Life@Smart social media platforms on LinkedIn, Telegram, and Facebook play a key role in projecting our dynamic work environment, core values, and achievements. These platforms help us form meaningful connections with prospective candidates while reinforcing our employer value proposition and Smart's image as a top employer in the country.

over 45,000

followers on Facebook
by end-2024

over 6,000

followers on LinkedIn
by end-2024

over 5,200

followers on Telegram
channel

Smart Digital Intern Program

Five cohorts have successfully completed the program, and it continues to serve as a critical pipeline for emerging talent. Many interns have transitioned into full-time roles, reflecting our commitment to developing future-ready professionals across key business functions.



Smart x University Experience Tour

Through immersive on-site visits, we provide university students—from local institutions such as CamEd Business School to international partners like the National University of Singapore—with firsthand exposure to Smart's operations, work culture, and career opportunities. These visits bridge the gap between academic learning and industry practice, positioning Smart Axiata as an employer of choice among young professionals.



Smart Career Workshop and Fair

Designed to creatively expand our recruitment reach, this program equips participants with foundational sales knowledge and product insights. It enhances our recruitment experience while preparing candidates to integrate seamlessly into roles at Smart Axiata.



Employee Health, Safety, and Wellbeing

We believe that ensuring employee health, safety, and wellbeing is fundamental to building a conducive workplace. In prioritizing our people, we implement comprehensive safety measures, protocols, and initiatives to prevent accidents, illness, and promote overall wellness.

Health and Safety

We are forming an Occupational Safety and Health (OSH) committee to fulfill a necessary role in our health and safety agenda. We aim to completely establishing this committee in the first quarter of 2025.

Number of fatalities:

0

Lost time incident frequency rates (LTIFR):

- Q1: **89.74** hours
- Q2: **30.48** hours
- Q3: **3.19** hours
- Q4: **0** hours

Number of employees trained on health and safety standards:

154



Employee Wellness and Wellbeing

We promote a holistic approach to healthy lifestyles that encompass physical and mental wellness.

- **12th Phnom Penh International Half Marathon:** **80** of our employees participated in this public event held in June 2024.
- **Smart Blood Donation:** We held **two** blood donations drives in July and November 2024 that were open to internal and external volunteers.





Community Development

We aim to create enduring, positive change within our communities by understanding local needs and empowering the underserved by offering digital skills, educational opportunities, and financial and non-financial support. We aspire to shape Cambodia's next generation of leaders and build a digitally inclusive future through STEM.

Amount invested in local communities*:

461,592 USD

Number of direct beneficiaries:

281,374

*Target beneficiaries are external parties.

Employee Volunteerism

Second Inland Festival



On 8 June 2024, **39** Smart Axiata employees volunteered their time at the Second Inland Festival, where they helped to clean up villages, plant trees, and run public campaigns to reduce plastic pollution and promote recycling.

During the festival, our partners taught employees about the negative impacts of single-use plastics. In addition, our employees learned about how the residents of Kampong Phluk started their waste separation journey, obtaining valuable insights into what helps and hinders community-driven sustainability initiatives.

Smart Tree Planting

We gathered **130** employees to take part in a mangrove tree planting activity on 24 August 2024 at a coastal area within the Kampot province. The project aligns with Smart Axiata's mission of becoming a net zero company by 2050, demonstrating our commitment to both people and the plant.



Kid-KATHON

To empower our youth and nurture new digital leaders, we volunteered **two** coding experts to mentor **two** teams of **five** high school students each. The students were given hands-on guidance in micro:bit technology and basic coding, gaining essential skills to develop innovative tech solutions to social and environmental problems.



Community Development (Continued)

Uplifting the Quality of Life for Communities

SmartStart Unipreneur Learning Platform (SmartStart ULP) is an innovative program that equips young Cambodians with entrepreneurial skills through a blended, project-based learning approach integrated into university curricula. Accessible via computer or mobile devices, the platform offers interactive content including case studies, instructional videos and collaborative tools for students and lecturers. On 28 May 2024, Smart Axiata, Impact Hub Phnom Penh, and 17 universities signed an MoU to formally incorporate SmartStart ULP into academic programs.

Since launch:

Amount invested in 2024:
101,783.53 USD

Total beneficiaries in 2024:
1,330 students

35
lecturers trained to
deliver entrepreneurship
curriculum

1,553
students from 61 classes
participated

14
pitch events hosted at
universities



The program's highlight was the 2024 National Hackathon in Siem Reap, where top students pitched startup ideas, with five teams emerging as winners. The Overall Excellence Award team earned a regional exposure trip to Jakarta to explore its vibrant startup ecosystem. Additionally, Smart Axiata contributed one business mentor and one User Experience User Interface (UX/UI) designer to support student teams, reinforcing our commitment to youth empowerment and volunteerism.



"SmartStart ULP gave us access to entrepreneurial knowledge and skills that we never thought possible. The program helped us cultivate both technical capabilities and a problem-solving mindset, enabling us to create digital solutions. Competing at the national level in Siem Reap was a once-in-a-lifetime opportunity. Standing on stage to present our tech solution was a moment of pride and inspiration. Our team is now more determined than ever to turn our ideas into reality and make a positive impact on our community" —One SmartStart ULP participant



Community Development (Continued)

Nurturing Future Leaders and Providing Quality Education

Techno Preincubation Program 2024

Smart Axiata supported the Techno Pre-Incubation Program by the Institute of Technology of Cambodia, a national initiative fostering innovation, digital education and entrepreneurship in key growth sectors such as food processing, agriculture, digital technology, energy and manufacturing. The program brings together students from various universities to form diverse teams and develop sustainable startup ideas. Key components include university seminars, Techno Innovation Challenges, a 10-week bootcamp for business development and prototyping and a final pitch.

In 2024:

26

teams participated

10

teams were chosen to join
a 10-week training program

17

teams advanced to the
final pitching round

8

teams were awarded
500 USD
each to support their projects


Basic Education Equivalency Program (BEEP)

BEEP is an inclusive and transformative initiative targeted at learners from underprivileged and marginalized backgrounds. Aiming to uplift these individuals, BEEP serves inmates, disabled individuals, school dropouts, and those who cannot afford to continue their education. Participants can obtain recognized certification, improve their career prospects and pursue higher education and TVET. The program offers these learners the chance to gain knowledge and skills equivalent to a Grade 9 education, bridging educational gaps and paving the way to brighter futures and social re-integration.

33

BEEP centers across
15 provinces and cities, including

- 1 in a correctional facility
- 12 in TVET centers


By leveraging digital education,
the program has supported

- 4 learners with disabilities
- Over **105** inmates in their
reintegration into society





Community Development (Continued)

Building a Healthier Planet through Collaboration and Advocacy

National Eco-Pagoda with the Ministry of Environment

Smart Axiata was a key supporter of the National Eco-School and Eco-Pagoda Guideline Dissemination 2024 initiative, in partnership with the Ministry of Education, Youth and Sports. The initiative is aimed at enabling a nationwide shift towards environmentally positive behaviors, particularly plastic reduction and cleanliness. The guidelines were released in campaigns themed “Today, I Don’t Use Plastic Bag” and “Clean Cambodia, Khmer can Do”, focused on educating religious leaders, teachers, students and relevant stakeholders about sustainable practices.



Over **45,000** individuals across Cambodia reached

More than **300** participants attended the inaugural event in Siem Reap



Together Actions for SDGs Event

Smart Axiata was a silver sponsor for the Together Actions for SDGs 2024 event in AEON MALL Cambodia. The event was held to raise awareness and inspire concerted efforts to achieve the UN SDGs, especially Goal 17 (Partnerships for the Goals). Key stakeholders such as the United Nations, government entities, local businesses, and educational institutions came together to foster collaboration and sustainable practices across various sectors.



Fostering collaboration and sustainable practices across various sectors,

116,219

individuals were engaged over three days





Emergency and Disaster Response

As a telecommunications and digital business, Smart Axiata recognizes it plays a crucial role in providing connectivity and communications necessary or providing support, ensuring information and coordination efforts can be carried out to help communities affected by disasters. We improve disaster responses and community resilience through preparedness, early warnings, and robust infrastructure.

Smart Axiata's operations and processes are aligned with Axiata Group's approach, in that we identify risks, establish early warning systems, form crisis management plans, and hold regular training. We ensure preparedness, minimize disruptions, and enhance resilience by clarifying roles, communication protocols, and recovery strategies.

Disaster Management

Smart Axiata is committed to disaster preparedness and resilience through proactive, responsive, and post-event measures.

- We partnered with People in Need and government agencies to launch Early Warning System (EWS) 1294, a flood early warning system that leverages SMS broadcasting to alert over 8 million users nationwide, covering over 99% of the country and enabling timely evacuations even in remote areas.
- We also have a BCM program aligned with ISO 22301:2012, ensuring uninterrupted telecommunications services during crises through structured response and recovery plans, resource readiness, and simulation exercises.



During a disaster, our crisis management and business recovery teams activate response procedures tailored to the severity and type of event, ensuring continuity of critical operations. Post-disaster, we maintain ongoing network monitoring until full-service restoration and compile a comprehensive report to evaluate our response and identify areas for improvement.

