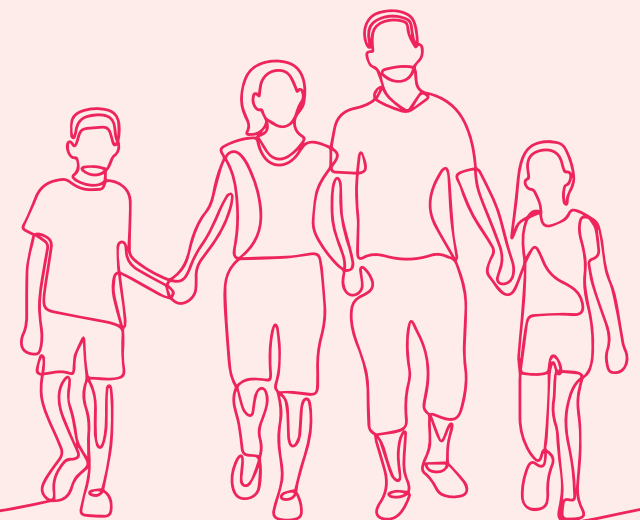


# NURTURING PEOPLE

## Sustainable Development Goals



# NURTURING PEOPLE

## FOCUS AREAS



The company respects and values the unique perspectives and opportunities of having a diverse workforce. We aim to provide a work environment where diversity is embraced, where people are hired based on merit and where people treat each other with respect and dignity. The company will operate a zero-tolerance approach to unfair discrimination.



We strongly believe in upskilling our workforce through training to not only improve productivity but also create a strong pipeline of talented individuals for our business needs.



Protecting the wellbeing and safety of our employees while supporting their aspirations is critical to the long-term sustainability of the business. As such, we fully engage with our employees at all times to better understand their needs and concerns, facilitate their career growth and pay close attention to their health and safety.

Fair Employment and Welfare

Talent Development

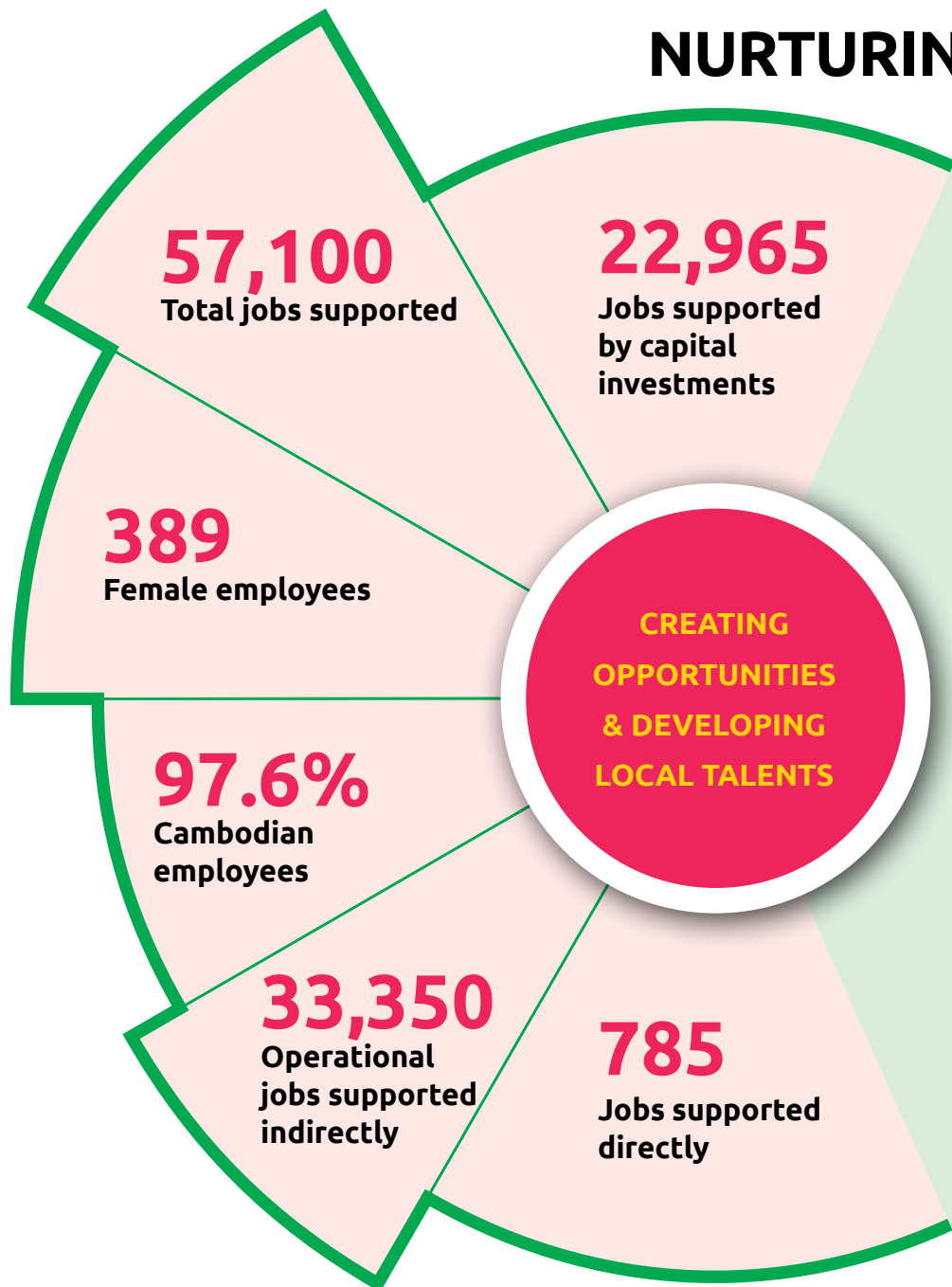
Employee Health, Safety and Wellbeing

We believe that when we take care of our people, they will take care of the sustainable growth of our business. As such, we strive to protect our people's welfare and wellbeing by providing a safe, healthy work environment, promoting diversity, investing in their leadership and development, engaging with them on a regular basis to understand their needs and ensuring job satisfaction to retain our talent.





# NURTURING PEOPLE



## FAIR EMPLOYMENT AND WELFARE

### Fair Employment Practices that Cultivate Diversity and Equal Opportunity



Guided by **Smart Axiata's Recruitment Playbook**.



**10** Brand Ambassador Program.



**Provided work benefits to all full-time and part-time employees.**

➤ **Digital Internship Program**  
**>15** interns underwent the program and **3** became **full-time employees**.

➤ International Women's Day.

➤ **Employment opportunities** for people with disabilities at our call center.

### Inculcated a Culture of Integrity through Various Programs and Initiatives

➤ **Smart Values Mobile App** for employees to **learn about Smart's Core Values**.

➤ **Gratitude Card** for employees to express their appreciation for one another.

➤ Smart Identity training.

➤ Distributed **Rise Together kits**: includes Core Values card, Core Values shirt and Smart Identity booklet.

➤ Senior Leadership Team Step-Back Moment Session.

➤ Situational Judgement Test & Senior Leadership Team Norming Session.

➤ Masterclass 1 with Senior Leadership Team & Smart L2 leaders.

➤ CxO Team Development Session.

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## TALENT DEVELOPMENT



Offered various learning and development programs, including language course, to employees.



Total number of employees received training: **1,039 employees**.



Total number of training hours: **43,530.52 hours**.



Conducted an **annual performance review** of all our employees.



## EMPLOYEE HEALTH, SAFETY AND WELLBEING



Sustainable Engagement Score



**Rolled Out Various Employee Engagement Programs and Initiatives to Understand and Meet Employee Needs**



**Enhanced onboarding guidelines** for line managers and newly recruited employees. This includes sending a welcome email on the first day and conducting employee inductions and various checkpoints to **understand employee experiences**.



**Enhanced communication** between SLT team and employees via engagement initiatives.

**Social distancing**



**Employees' Snacks & Drinks**



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## EMPLOYEE HEALTH, SAFETY AND WELLBEING (CONT.)

### Actively Engaged with Employees



Yammer, emails and online platforms, such as Microsoft Teams.



Supported employees during lockdown periods, including by **delivering food to employees** and those in quarantine, and **checked on the health of employees** via weekly calls and a healthcare app. We also **conducted contact tracing** to identify potential risks to our employees and their families.



**Organized small workshops** for departments with low Sustainable Engagement scores to **understand their needs and issues**.

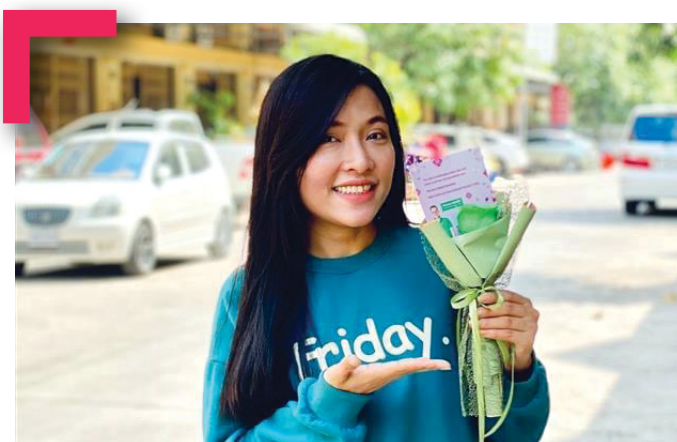


Held **Smart Identity Workshop** to **raise awareness** of and **encourage commitment** to Smart's mission, vision and core values.



Recognized and rewarded employees by:

- ▶ **Organizing Appreciation Week** to allow employees to **exchange gratitude cards**.
- ▶ **Giving On Spot Awards** to those who **demonstrated Smart's core values** and **showed dedication and commitment** in challenging projects.



**Employee volunteer programs**, such as **tree planting events**.










**Provided a safe and healthy work environment** by complying with all local and national occupational health and safety laws and regulations.

**Senior Leadership Team's card to employees during COVID-19**



# IMPACT STORY

At Smart Axiata, we take pride in the dedication and commitment of our employees. We do all we can to support our employees in their career progression and enable them to achieve their professional aspirations. Thus, our robust learning and development programs include leadership and technical training, as well as language courses, to upskill our employees and ensure job satisfaction. Allowing our employees to grow will also enable us to retain the best talent and shape a high-performing workforce. In 2021, we recorded an average of 42 hours of training per employee through training and development programs that were conducted physically and virtually by both internal and external trainers.

Learning and Development Programs			
Name	Details	Name	Details
 <b>Smart Accelerated Development Program (SADP)</b>	<ul style="list-style-type: none"> <li>▶ A leadership training program</li> <li>▶ Conducted virtually by Leadernomics</li> </ul>	 <b>Training Needs Analysis 2021</b>	<ul style="list-style-type: none"> <li>▶ Involved three external and internal training programs for nominated employees</li> </ul>
 <b>Good2Great Journey</b>	<ul style="list-style-type: none"> <li>▶ Culture training to inculcate Smart Axiata's corporate values</li> <li>▶ Conducted virtually by internal and external trainers</li> </ul>	 <b>Problem Solving</b>	<ul style="list-style-type: none"> <li>▶ To upskill employees on a set of other competencies, such as logic, creativity, resilience, imagination, lateral thinking and determination</li> </ul>
 <b>Smart Leaders Program (FLM)</b>	<ul style="list-style-type: none"> <li>▶ A leadership program for heads of department and people managers</li> <li>▶ Conducted virtually by ODI Asia</li> </ul>	 <b>Microsoft Office - PowerPoint &amp; Excel</b>	<ul style="list-style-type: none"> <li>▶ Understand how to use both tools more effectively</li> <li>▶ Increase employees' productivity by enabling them to complete routine tasks in a shorter amount of time</li> </ul>
 <b>CIO/CTO Competency Training</b>	<ul style="list-style-type: none"> <li>▶ Technical training for CIO/CTO division</li> <li>▶ Conducted virtually by Orbitage</li> </ul>	 <b>BI Interview Training</b>	<ul style="list-style-type: none"> <li>▶ For recruiters and hiring managers to ask better questions or specific questions to understand more about the candidate's behavior and skills</li> </ul>
 <b>English Capability Development Program</b>	<ul style="list-style-type: none"> <li>▶ An English language proficiency course</li> <li>▶ Conducted virtually by Royal Elite E-learning Center (CamASEAN)</li> </ul>	 <b>Effective Coalition Building</b>	<ul style="list-style-type: none"> <li>▶ Utilizing key interventions for dramatic improvements in individuals' skills and the company culture</li> </ul>
 <b>Mandatory Courses on LinkedIn Learning</b>	<ul style="list-style-type: none"> <li>▶ An educational e-learning program by LinkedIn Learning</li> </ul>	 <b>Strategic Thinking</b>	<ul style="list-style-type: none"> <li>▶ Instil a systems-thinking approach</li> </ul>
 <b>Mandatory Courses on Smart' e-Learning Platform</b>	<ul style="list-style-type: none"> <li>▶ An internal e-learning program for all employees</li> </ul>	 <b>Digital Academy</b>	<ul style="list-style-type: none"> <li>▶ To upskill Analytics team in data engineering, data analytics, data science and other areas through Coursera</li> </ul>
 <b>Onboarding Program</b>	<ul style="list-style-type: none"> <li>▶ An on-boarding program for HQ employees</li> <li>▶ Included on-the-job training for front office agents and job-related training for contact center agents</li> <li>▶ Conducted physically and virtually</li> </ul>	 <b>Smart Sponsorship Program</b>	<ul style="list-style-type: none"> <li>▶ Enhance expertise, capabilities and performance of employees</li> <li>▶ Ensures greater retention of key employees</li> </ul>
 <b>TOTAL PARTICIPANTS: 2,643</b>			