

VIETNAM
EXCELLENCE[®]

BEYOND BOUNDARIES

ORGANIZER

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Connecting Opportunities!

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 **HKBAV**

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**LEADERSHIP
EXCELLENCE[®] 2025**

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HR EXCELLENCE[®] 2025

BEYOND BOUNDARIES



Dear Readers,

2025 began with intense disruption: large-scale restructuring, fast-moving talent shifts, and a race among businesses to become leaner — not just to survive, but to rise above. And at the center of this turning point? Human Resources — no longer just supporting change but driving it forward.

In conversations with business and HR leaders throughout the year, one theme consistently emerged: true transformation today is not just about adopting new tools but about redefining the rules. It means thinking beyond the “boxes” we operate in — whether mindset, structure, or convention — to unlock new playing fields, balance paradoxes, and create enduring value.

That is why this year’s Vietnam Excellence® continues to celebrate not only achievements but also bold action. Jointly hosted by Anphabe, the Vietnam Chamber of Commerce and Industry (VCCI), and a strong network of international Chambers of Commerce, investment institutions, and global educational organizations, the program recognizes organizations that have turned uncertainty into momentum — through courageous leadership, purposeful talent strategies, and people-centric innovation.

In 2025, two award categories continue to spotlight the best of enterprise transformation through people:

- **Leadership Excellence®**
- **HR Excellence®**

To all winners and participants, we extend our heartfelt congratulations. Your stories inspire not only admiration but also action. And to the wider business community, we invite you to explore this year’s edition — a collection of best practices, bold strategies, and practical insights to help you lead Beyond Boundaries.

Sincerely,

Thanh Nguyen

CEO & Chief Happiness Officer – Anphabe

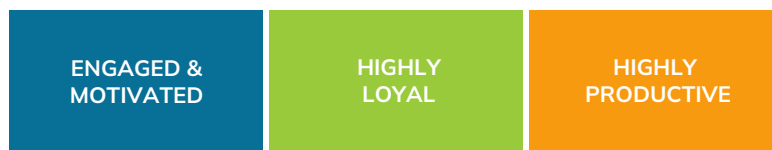
ABOUT ANPHABE



Anphabe is the pioneer consulting firm in providing Employer Branding and Happy Workforce solutions. We pride ourselves as the strategic partner of many leading enterprises in Vietnam & the region.

BUILDING VIETNAM HAPPY WORKFORCE

One organization at a time



Holistic solution from strategy to activation

Attract, Motivate, Retain talents



PROUD TO WORK WITH THE WORLD LEADING PARTNERS

The world largest professional network connecting over **1.1 billion** talents with multiple solutions on online learning, recruitment & employer branding

High-quality talent acquisition solutions & top employer branding development



Enhancing corporate workforce capabilities with a training platform featuring over 22,000 courses



ORGANIZER OF PRESTIGIOUS AWARDS



ANPHABE WORKS WITH TOP ORGANIZATIONS ACROSS INDUSTRIES

VIETNAM EXCELLENCE®

VIETNAM EXCELLENCE® Certification Program honors Leaders & Organizations with excellent success in transforming business through talent & workplace development, who will also serve as role models for our business community. In return, they will also serve as role models for our business community.

The Program conducts in-depth research with the people who know you best - your employees, to evaluate the impact of nominated initiatives on both employee happiness & business performances. Certification of Excellence will be issued for the nominated Organizations and business leaders only when proven & supported practices meet the program's requirements as well as obtaining Advisor Board's endorsement.

WHAT MAKES ANPHABE CERTIFICATION HIGHLY TRUSTED?

QUANTITY

Depend on company's number of employees, a representative sample of employees is required to participate in validation process for detail evaluation & reviews.

QUALITY

With insights from extensive and dedicated market data. Anphabe analysis module encompasses a panoramic view of important factors that distinguish the truly shines.

ALIGNMENT & UNIQUENESS

For short-listed endorsements, all qualitative & quantitative information will be combined to ensure supporting materials are unique & authentic while also being in line with employees' voting.



We are committed to keeping all nomination information strictly confidential. If your submission(s) does not make the short-list, we will not disclose any related information.

Anphabe follows the highest level of data integrity and applies consistent evaluation process to all participants. With the support of independent auditor and Program advisor, any suspicion on unauthentic & bias data or review result in the nominee's exclusion from certification qualification.

CERTIFICATION & HONOR PROCESS OF VIETNAM EXCELLENCE® 2025

Nov 2024 - Jan 2025

Feb 2025 - Mar 2025

Apr 2025

APPLICATION & SCREENING

- Registration and providing profile of nominated company/individual/team
- Preliminary screening: Nomination entries submission and screening

VALIDATION & BOA REVIEW

- Conduct Employee Survey for validation and collect employee testimonial
- Prepare Evaluation Scorecard & Shortlisted Nomination Document for the Advisory Board (BOA) review
- In-depth interview with the CEO and/or employee (as required by the BOA) if required

CERTIFICATION & CELEBRATION

- Shortlisted Nominees that receive consensus endorsement from Advisory Board will get certified
- Participate in Vietnam Excellence® Summit & celebrate the certification result
- Feature in Anphabe Thought Leadership event & leading media channels (upon joining Media celebration program)



BOARD OF ADVISORS



The prestigious Board of Advisors for Vietnam Excellence 2025 comprises distinguished and experienced professionals from various fields, including global educational organizations, investment institutions, the Vietnam Chamber of Commerce and Industry (VCCI), and reputable international Chambers of Commerce in Vietnam.



Professor NGUYEN DUC KHUONG

President, Association of Vietnamese Scientists and Experts (AVSE Global)
Managing Director, EMLV Business School (France)
Director of International Development, De Vinci Higher Education (France)

**VIETNAM
EXCELLENCE**

Professor Nguyen Duc Khuong has years of expertise in strategic consultancy and advisory for governments, local authorities, and multinational corporations in sustainable development. He is also a Visiting Professor at the International School, Vietnam National University (Hanoi), and the Prague University of Economics and Business. In July 2017, he was appointed as a member of the Economic Advisory Group to Vietnam's Prime Minister, and since August 2023, he has served as a member of the Advisory Council, implementing Resolution No. 98/2023/NQ15 on policies to develop Ho Chi Minh City.

As President of AVSE Global, active in 20 countries, Prof. Khuong fosters a vast network of international intellectuals and experts to contribute positively and effectively to the sustainable development of Vietnam. He has directed many significant AVSE Global projects with Vietnam, especially on the digital economy, knowledge economy, sustainable development, national branding, and talent attraction.



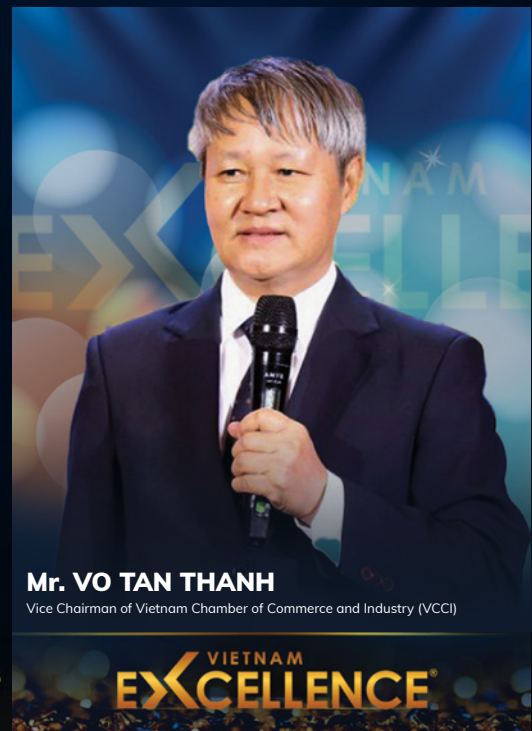
Mr. David Do is the Managing Director of Vietnam Investments Group (VI Group) - an equity firm with more than \$600 million under management. He is a respected leader in the fields of investment, strategic management, and business development. He previously served as General Manager at Microsoft, overseeing Strategy, Mergers & Acquisitions, Investments, and Joint Ventures for the Windows and Online Services divisions, while also managing global partnerships in retail, telecom, media, and payments.

David began his career as a Corporate Finance Analyst at JP Morgan, before co-founding EachNet, a leading Chinese e-commerce company later acquired by eBay. He also advised major corporations in Asia on strategic matters during his time at Boston Consulting Group.

David is also on the Advisory Board of Endeavor Vietnam, a branch of Endeavor Global, where he mentors high-potential businesses driving economic impact in Vietnam. Holding an MBA from Harvard and a Bachelor's in Commerce from the University of New South Wales, his global perspective and deep expertise support his contributions to Vietnam's growing business landscape.

Mr. Vo Tan Thanh is currently the Vice Chairman of Vietnam Chamber of Commerce and Industry. For more than 30 years of working, he took over many key positions, such as Deputy General Secretary of VCCI and Director of VCCI-HCM Branch. He has made significant contributions and dedication to the development of the business community in Vietnam.

Graduated from Foreign Trade University and Ho Chi Minh National Academy of Politics, his in-depth knowledge of economics and markets will always be one of his top strengths.



Thanh's vision is to become a positive influencer who brings meaningful impacts. Bringing this vision to life, in early 2011, Thanh founded Anphabe with the mission to help organizations build better & happier workplaces while inspiring millions of employees to find joy & values both at work and in life. sống."

In the role of connecting and advising businesses to build Happy Workforce, Ms. Thanh Nguyen and her colleagues at Anphabe pioneeringly provide solutions, create opportunities for companies to share best practices and learn from each other.



Since 2015, Mike Hebert has been a prominent contributor to Vietnam's educational and business landscapes. As President of the Canadian Chamber of Commerce in Vietnam, he leads strategic initiatives to strengthen business relations, foster economic growth, and expand CanCham's influence. His role includes driving membership and sponsorship growth, organizing high-profile events, and building international business partnerships.

In addition to his work with CanCham, Mike is the Country Commercial Director for Cognita Group, where he oversees the commercial and growth strategies for three renowned schools in Vietnam, including ISHCMC, AAVN, and the International School of Saigon Pearl. He holds a BBA from St. Francis Xavier University and an Executive MBA from Université du Québec à Montréal.



With more than 25 years of management experience in Canada, Hong Kong, China, Thailand and Vietnam, Winnie Lam has a solid international network, deep local insights and is considered one of the leading experts in the Vietnam market. She has rich knowledge and experience in operation efficiency, change management, risk management and governance, and is equally experienced as a P&L manager having been in positions of Country Head and General Director for various organizations. She successfully built and led multiple projects on restructuring and reorganization while sustaining a strong community presence and is a regular speaker in the region on HR, compliance, and operation subjects.

"The Vietnam Excellence certifying program opens a valuable platform to recognize excellent practices from businesses and leaders, enables knowledge and experience sharing and contributes to the long-term development for Vietnam business community."

With nearly 15 years of experience living and working in Vietnam, Jesse Boone has become a prominent figure in the development of educational institutions in the country. He has been the Director of Facilities and Campus Development at Fulbright University Vietnam since 2018, leading the planning and construction of the university's flagship 15-hectare campus. His previous experience includes overseeing the first phase of British University Vietnam's campus in Hanoi and managing the Indochina Plaza Hanoi (IPH) complex with Indochina Capital.

Jesse has served on the boards of AmCham Hanoi for two terms and is currently a member of the Board of Governors for AmCham HCMC & Danang. His involvement with AmCham has been instrumental in supporting American businesses operating in Vietnam, contributing to advocacy efforts, and fostering the growth of the chamber through new opportunities for members. Jesse's leadership and commitment to the AmCham community continue to strengthen its presence and impact in Vietnam.



VIETNAM
LEADERSHIP[®]
EXCELLENCE 2025
— Employee Choice Award —
anphabe^α







VISIONARY LEADER
PEOPLE CHAMPION
TRANSFORMATIVE CATALYST

VISIONARY VISIONARY



LEADER

Schneider
Electric



Visionary Leader

VISIONARY LEADER

VISIONARY LEADER

HIGHLANDS

COFFEE

HIGHLAND

COFFEE





Highlands Coffee®: A 25-Year Journey of Visionary Leadership and Vietnamese Pride

Founded in 1999 by visionary leader David Thai, Highlands Coffee® was born out of a bold dream: to bring the best of Vietnam to the world—and the best of the world to Vietnam. Over the past 25 years, this vision has guided the brand to become a symbol of national pride and cultural exchange.

“

Bringing the best of Vietnam
to the world and bringing
the best of the world to Vietnam

David Thai – Founder Highlands Coffee

”



Inspiring Vision Through Leadership - A place where global leaders unite for a shining Vietnam

But what truly sets Highlands apart is not just its cultural essence, but the people behind it. At the heart of it all is a leadership team that is both diverse and unified a team whose members come from various parts of the world yet share an unyielding passion for Vietnamese heritage. From the boardroom to the coffee shop floor, every decision reflects an enduring commitment to preserving and promoting Vietnamese identity. Highlands' leaders have consistently demonstrated that visionary leadership isn't merely about driving profit; it's about inspiring and uplifting the entire community.

Upon receiving the official news of General Secretary Nguyen Phu Trong's passing, the leadership team immediately made the important decision to suspend and reschedule Highlands' lively activities well before the state-designated national mourning day. **The Highlands team came together, voluntarily and uniformly, to change the uniforms of over 10,000 employees across more than 800 stores in Vietnam in just one night.** This was done to express our sense of responsibility and share in the grief of the Vietnamese people for the loss of a pillar of the nation.



Property damage was inevitable, but the most important thing is that all **Highlands staff** remained 100% safe after the storm

Excerpt from the letter of care and gratitude from the Leadership Team to Highlands' managers and staff in the Northern region.

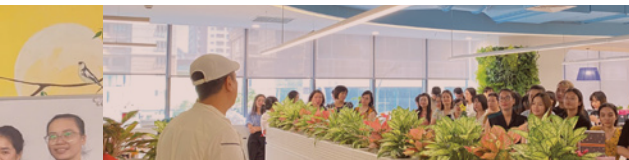
When facing Typhoon Yagi in 9/2024, with the safety of customers and employees as the top priority, the leadership team made the decision to temporarily suspend operations at several stores in the affected areas until further notice.



THE HIGHLANDS HAPPINESS FUND

To demonstrate care, empathy, and practical support for the team members and people in the northern regions severely affected by the typhoon and its aftermath, the leadership team launched the "Sending Love – Northern Support" initiative, raising over 220 million VND.

The entire amount raised, along with additional support from the leadership team, was allocated to reconstruction projects in the north and to assist the lives of those impacted by the Yagi typhoon and floods.





At Highlands, every customer interaction is a chance to build genuine emotional connections. This spirit is embodied in the **Tận Tâm Budget** – a 2 billion VND annual fund that empowers staff to offer personalized and thoughtful gestures, from remaking spilled drinks for free to surprising customers with a cake on their birthday.

Rather than fixed rules, team members are encouraged to act creatively and empathetically based on real-life situations. More than a policy, this approach reflects Highlands' commitment to heartfelt, human-centered service that turns simple moments into lasting loyalty.

"In 2024, despite economic headwinds, our foundation remains the joy and satisfaction of our customers - rooted in **Tận Tâm Service**: service from the heart. This represents gratitude, kindness, and the genuine smiles of our team. The number of loyal customers will be the clearest answer to how well we embody this spirit."

Mr. Le Thai Anh, Country Head.



Preserving Cultural Heritage in Every Detail

Highlands Coffee® is uniquely positioned at the intersection of MODERNITY and TRADITION. Its service and store design capture both cutting-edge global trends and the deep cultural heritage of Vietnam.



Highlands National History Museum - Ha Noi



Highlands 233 Nguyen Van Thoai - Da Nang



Highlands Vien Dong Hotel 2 - Nha Trang

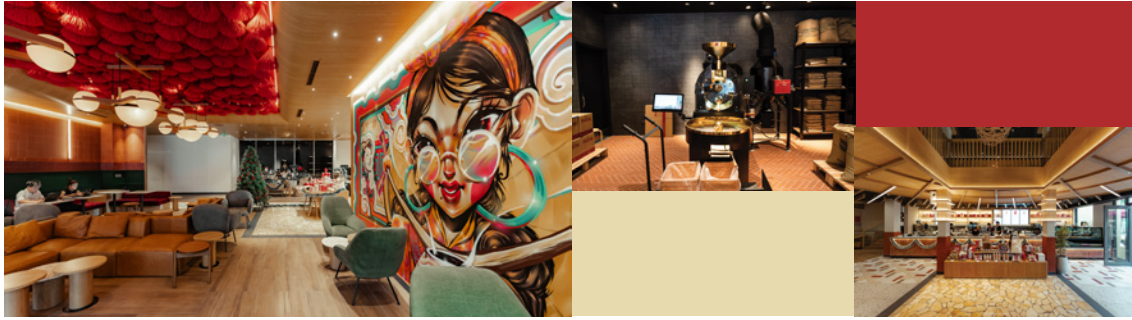


Each store conveys a unique part of the local province's rich history and culture



Highlands Ben Van Don (District 4 – HCMC)

This celebration of heritage extends beyond store design. From the meticulously curated interior décor that reflects traditional Vietnamese motifs to the way each employee welcomes customers with heartfelt, informal greetings reminiscent of local warmth, every detail is designed to connect people with the rich tapestry of Vietnamese culture. Highlands' commitment to its cultural roots is palpable in every cup of coffee and every service gesture a sentiment perfectly captured by the brand's enduring **"cup of love"** philosophy.



Persistently embracing store design that reflects vietnamese culture

The Highlands Saigon Central Post Office flagship, for example, is more than a store - it is an ambassador of Vietnam's specialty coffee and tea, showcasing three distinct bars that allow customers to experience the authentic flavors and artistry of Vietnamese ingredients.

Nurturing the Next Generation and Fostering Unity

Highlands' visionary leadership also emphasizes investing in the future. Programs such as "Kids Career Day Talents Award" which nurture the children of employees, and the annual Talents Award, which celebrates emerging Store Manager, Server, Barista talents, are prime examples of how the leadership cultivates the next generation. These initiatives encourage young team members to embrace innovation, creativity, and the rich values instilled in them by the brand.



To foster the next generation of Highlands leaders, the company invests deeply in youth-focused initiatives, one of the most inspiring recent initiatives is the **Talents Award 2024**, launched under the bold and heartfelt theme: **"DARE TO CHASE YOUR PASSION"**.

This internal competition recognizes young talented baristas who exemplify both technical mastery and a deep love for the craft. More than just a skills contest, the program encourages Highlands-ers to break limits, pursue their dreams, and live out their values with authenticity and courage.

DARE TO CHASE YOUR PASSION



Through initiatives like the Talents Award, the leadership team is investing in building a new generation of Highlands successors - full of inspiration, love, passion, dedication, and talent - ensuring the brand's continued strength and its journey to spread Vietnamese identity to the world.

With the direct involvement of the leadership team, the Talents Award reflects Highlands' belief that every team member carries potential - not just to serve coffee, but to inspire others and grow into the next generation of leaders. By honoring passion, the program turns ordinary work into a meaningful journey, empowering employees to see their role as part of something greater.

Setting a Higher Standard for Vietnam's F&B Playground



As one of the most recognized F&B brands in Vietnam, Highlands Coffee® is not just leading in the market - it is redefining it. By consistently raising the bar in service quality, store experience, and cultural storytelling, Highlands has become a benchmark for excellence in the local F&B industry.

From flagship concept stores that blend modern design with Vietnamese heritage, to a uniquely warm and informal service style that prioritizes emotional connection, Highlands is setting new expectations for what it means to serve not just coffee, but a meaningful experience. Through its bold, purpose-led initiatives, the brand is reshaping the industry, inspiring others to follow, and making Vietnam's F&B landscape more sophisticated, inclusive, and proudly local.

More than a coffee brand, Highlands is a movement of people, of culture, of heart, led by vision and grounded in Vietnam's enduring soul.



Mr. DAVID DO

Managing Director of Vietnam Investments Group (VI Group)
Advisory Board of Endeavor Vietnam

Highlands Coffee® not only aspires to expand globally but also remains steadfast in its corporate culture, one that spreads from heart to heart. Highlands is a vivid testament to 'GROUND CULTURE IN PURPOSE' - where culture isn't just present in words but 'lives' in every interaction, every gesture, and the spirit of service of its employees each day - so that every Highlands employee is nurtured with love, belief, and full of inspiration. This dedication has fostered a strong sense of familiarity with the brand, especially considering they have been around a long time and are present everywhere.

VISIONARY ADV

VISIONARY

LEADER



SCHNEIDER ELECTRIC

Schneider
Electric



The Visionary Journey of Schneider Electric - Leading with Purpose, Impacting the Future

Schneider Electric is a global leader in energy management, industrial automation, and digital transformation, operating in over 100 countries with more than 150,000 employees. With a 30-year presence in Vietnam, the company is recognized not only for its cutting-edge technologies but also for its unwavering commitment to sustainability and inclusive leadership.

In an era shaped by rapid digital transformation, climate urgency, and changing workforce dynamics, Schneider Electric is redefining what it means to lead with vision. With a bold purpose to "empower all to make the most of our energy and resources," the company positions itself as an "Impact Company" that bridges progress and sustainability. Under the leadership of Cluster President Dong Mai Lam, Schneider Electric Vietnam is pioneering a people-centric, future-ready model of leadership that aligns business success with sustainable development.

An Impact company requires **IMPACT**

“ The success of our transformation relies on **impactful leadership**, which must inspire and harmonize the organization's energy to achieve our objective: becoming an **Impact Company**.

Dong Mai Lam
Cluster President



1. Business - Driving Transformative Growth

At the core of Schneider Electric's vision lies the belief that business can be a force for good. Through a unique convergence of energy management, automation, software, and sustainability consulting, the company helps clients achieve decarbonization and digital transformation.

Digital + **Electric** = **Sustainable**

Automation
Software
Data

Energy
Decarbonization

Green and Smart

Sustainability Business

40%

of the Fortune 500 as clients

20 GW

Globally advised corporate PPAs

€44bn+

Energy spend under management

3,300+

Sustainability experts worldwide

“

An impact company's mission is to create value for its customers by delivering sustainability benefits through **innovation, solutions and/or services**.

Hung Do

Vice President, Projects



2. All ESG - Leading by Example

“

An impact company develops a **holistic ESG commitments strategy**, underlined by concrete targets and roadmaps, and mobilizes its resources to **prioritize and keep progressing** on all fronts.

Nhu Nguyen

Marketing Communications Director



Schneider Electric doesn't merely advocate for sustainability; it leads by example. Globally, the company has committed to 11 ESG targets for 2025, including reducing 50% of CO₂ emissions from its top 1,000 suppliers and training one million people in energy management.

We are on our way to meet our 2025 ESG targets

CLIMATE



RESOURCES



TRUST



EQUAL



GENERATIONS



1. Grow our **green revenues** to 80%¹
2. Help **customers save and avoid 800M** metric of tons of CO₂ emissions
3. **Reduce by 50%** CO₂ emissions from top 1,000 **suppliers' operations**
4. Increase to **50% green material** content in our products
5. **100%** primary and secondary **packaging free from single-use plastic** and using **recycled cardboard**
6. **100%** strategic **suppliers who provide decent work** to their employees
7. Level of **confidence of our employees** to report unethical conduct
8. Increase **gender diversity** in hiring (50%), front-line management (40%), leadership teams (30%)
9. Provide **access to green electricity** to **50M people**
10. **Double hiring opportunities** for interns, apprentices and fresh graduates
11. **Train 1M people** in energy management

2021-2025
SCHNEIDER
SUSTAINABILITY
IMPACT

+ LOCAL

100% Country and Zone Presidents with **local commitments** that impact their communities


In Vietnam, Schneider has already trained over 45,000 engineers and partnered with universities like Ho Chi Minh University of Technology to integrate sustainability into education. These actions are not side projects; they are embedded in Schneider's leadership DNA.

3. Model & Culture: Culture-led & Skill-first


What truly distinguishes Schneider Electric's leadership model is its people-first philosophy.

“ A **culture-led** and **skill-first** organization enables IMPACT. Our culture and people development are designed to support and enable people to contribute to sustainability.

Trang Cap
Human Resources Director




The company fosters a culture where every core value—such as trust, mastery, inclusion, and curiosity—is championed by a dedicated leader. Initiatives like the "Electrifier Program," "Annual Trust Week," and "Learning Festival" reinforce this culture of shared accountability and continuous growth.




Inclusion

Trang Cap
HR Director



Mastery

Hung Do
Vice President, Projects




Purpose

Poovathungal Itteera ROY
Head of Digital Building, East Asia


Gender Diversity KPI
50/40/30
Female Hiring (50%)
Female as front-line management (40%)
Female in leadership (30%)

Back-to-Basics
Strengthen the core with Product Knowledge
100% Completion Rate of both Technical & Non-technical population


Sustainability Impact Award
Our Sustainability Impact Awards celebrate partners, customers and suppliers who embrace sustainability.




Female Coaching: "How Women Rise", "Work-life Integration"



Electrifier Program
Recognize & create a community of internal experts in various domains









Action

Ninh Nguyen
CFO



Curiosity


Ngu Dang
Vice President,
Major Pursuit & Secure Power




Teamwork

Khoa Mach
Pricing Management & Commercial Policy Leader, East Asia


Annual Trust Week
Reinforce employee's awareness of our Code of Conduct – Trust Charter and why we say our business runs on Trust.



Learning Festival
A series of learning activities to boost employees' learning spirit!



Upward Feedback
Bring leadership to the next level with invaluable feedback from team members



Department Day
Understand the processes and guidelines of different departments to better collaborate in a complex organization



MENTORING METHOD

- 3 months
- 1-1 sessions
- 3 Group discussions



TOPIC

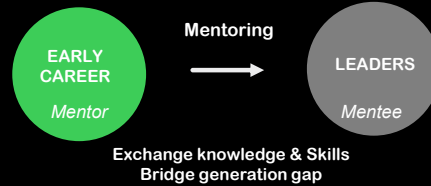
- Social Media
- Multigeneration in the Workplace
- Mental Health
- LGBTQ+
- AI Technology



At Schneider Electric, a skill-first mindset is not just about training—it's about building future-ready capabilities. From reverse mentoring to digital literacy and sustainability in action, the company equips employees across all levels with the knowledge and confidence to lead transformation. By investing in real-world skills, Schneider ensures its workforce is resilient, adaptive, and always ahead of the curve. This integrated focus on both culture and capability is what enables Schneider to nurture leaders who not only drive performance, but also inspire purpose and adaptability in their teams.

Reverse mentoring bridges generational gaps by allowing early-career professionals to mentor senior leaders on topics ranging from mental health to AI and TikTok. This dual-directional learning ensures that leadership stays connected and relevant in a rapidly changing world.

THE MODEL



Our IMPACT

RECOGNITION

by 2024 GEFE by Eurocharm Vietnam

Eurocharm:
Reverse
Mentoring as
best practice



by Great Place to Work™

GPTW:
Reverse
Mentoring as
best practice



by VNExpress & DanTri newspaper



EMPLOYEES AS A BRAND AMBASSADOR



MixMatch Session



MENTOR UPSKILLINGS



4. Stakeholders in the ecosystem

Through these efforts, Schneider transcends the traditional boundaries of corporate leadership—transforming every stakeholder into a partner for change, and turning impact from a business outcome into a shared movement.

“

An impact company strives to **embark all internal and external stakeholders**, and partner with them for sustainability at global and local levels

Lien Minh Nhut
Presales & Specifier Director



The company's "Sustainability Impact Award" recognizes partners who embrace sustainable practices, while its "Future Challenge" competition invites university students to co-create bold ideas for a greener future. Through these efforts, Schneider not only builds its brand but amplifies its impact across the broader ecosystem.



Ambitious IMPACT

Customer First
Future Ready Innovation
Digital Everywhere
Great People
Sustainability for All

For Schneider Electric, “Do well to do good” is a guiding principle. With a clear purpose, inclusive culture, and bold ambition, Schneider Electric continues to lead the way, creating a future where sustainability, innovation, and people thrive together. Because for Schneider, visionary leadership is not only about steering the business forward - but about shaping a better world for generations to come.



Professor NGUYEN DUC KHUONG

President, Association of Vietnamese Scientists and Experts (AVSE Global)
Managing Director, EMLV Business School (France)
Director of International Development, De Vinci Higher Education (France)

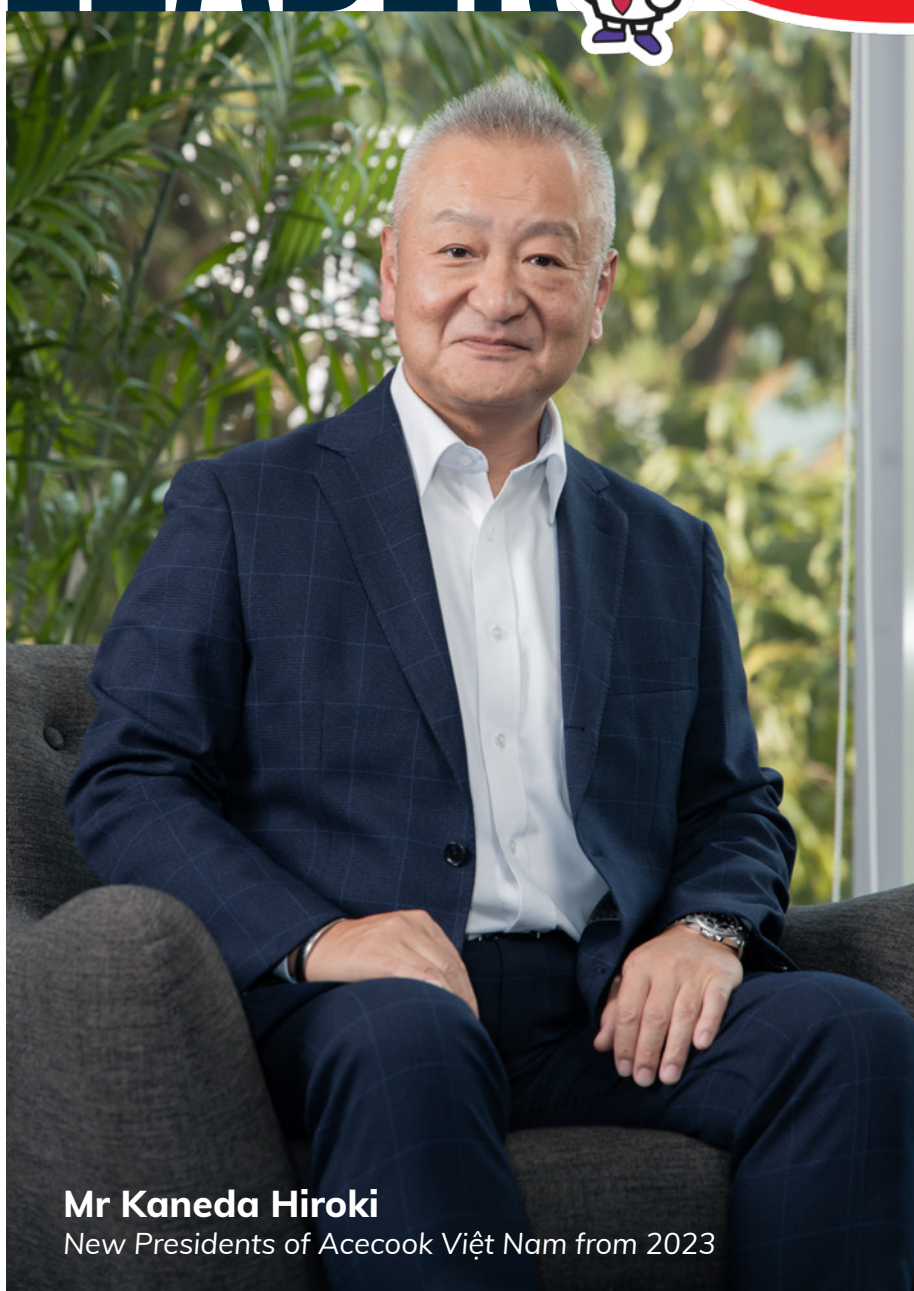
Schneider Electric demonstrates a significant focus on developing its workforce and building its corporate culture. The company emphasizes training to develop 'Impact Makers' and 'Impactful Leaders'. Programs such as Reverse Mentoring and digital skills training showcase innovation in talent development. Schneider Electric also places a high priority on diversity, inclusion, and creating a work environment where employees are empowered to contribute to the company's sustainability goals.

VISIONARY LEADER



Cook happiness

ACECOOK



Mr Kaneda Hiroki

New Presidents of Acecook Việt Nam from 2023

ACECOOK



Cooking Happiness Through Innovation: Leading Acecook Vietnam into the Future

For over three decades, Acecook Vietnam has shaped the way millions experience convenience and flavor. In 2023, as the company reached a pivotal milestone, it welcomed back a seasoned leader – Mr. Kaneda Hiroki – as **General Director**. With more than **36 years** of experience across both Acecook Japan and Vietnam, Mr. Kaneda returned not just with a plan but with a belief: **happiness can be cooked and innovation is the recipe**. His leadership has sparked a comprehensive transformation, steering the company into a new era through bold, people-centric, and future-ready strategies.



Mr Kaneda Hiroki- New Presidents of Acecook Việt Nam from 2023



Investment in Advanced Technology & Innovative Ingredients



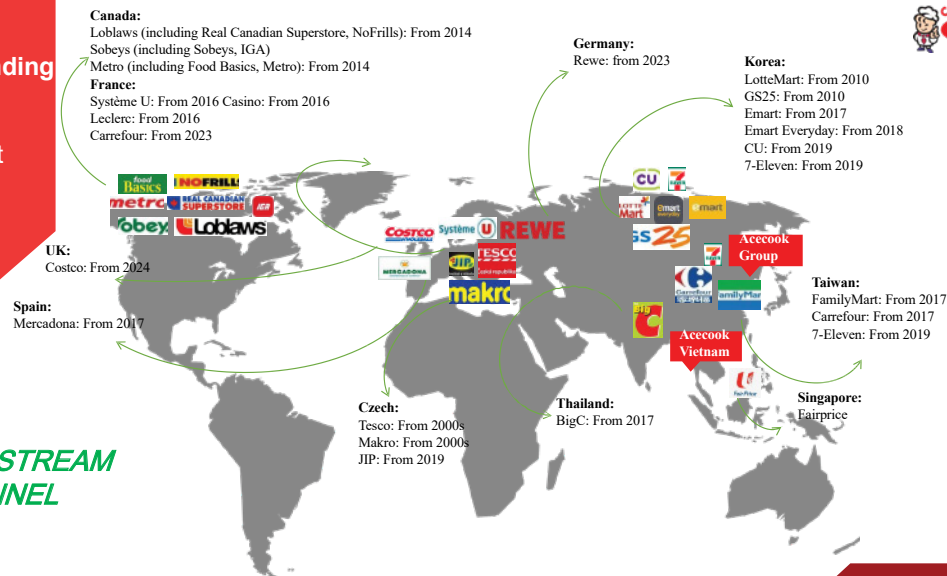
To meet the evolving needs of modern consumers and enhance product value, Acecook Vietnam – under Mr. Kaneda's leadership, has pioneered key product innovations. These include noodles enriched with calcium, vitamin B1, and dietary fiber; product lines aligned with health-conscious trends such as non-fried, vegan, gluten-free, and rice-based noodles; and significant upgrades to manufacturing infrastructure, including new-generation factories in Vinh Long, Bac Ninh, and Binh Duong. This approach harmonizes tradition with innovation offering healthier, more diverse choices while preserving the brand's core identity.

Expanding into New Markets & Business Diversification

Mr. Kaneda has championed not only geographic expansion but also business diversification. The company strengthened its international presence through innovative packaging and localized flavors, expanded beyond its core noodle products into complementary food categories, and invested in advanced R&D and flexible production lines that meet global standards like HALAL and SA8000. Evolving from a mono-product company into a multi-solution food business, Acecook Vietnam is paving the way for sustainable, global growth.

Expanding Export Market

MAINSTREAM CHANNEL



EXPORT TO OVER 40 COUNTRIES ALL OVER THE WORLD



Develop a quality control system that meets international standards.

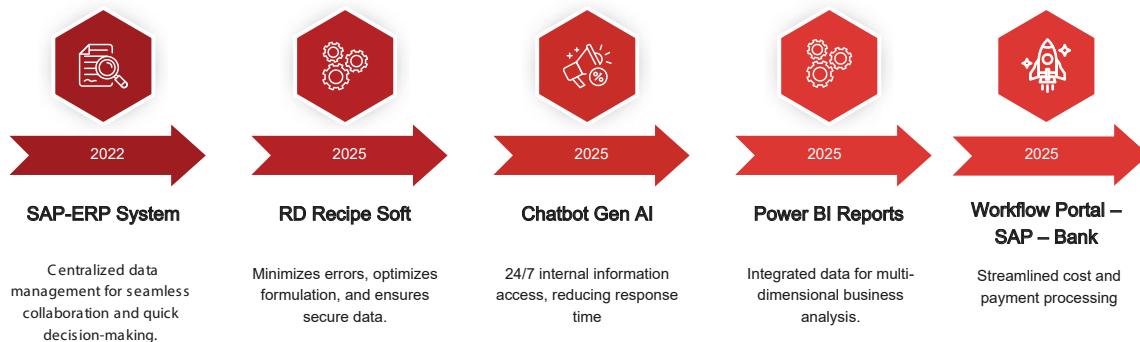
QUALITY CERTIFICATES - Adapting more international standards



Digital Transformation Strategy

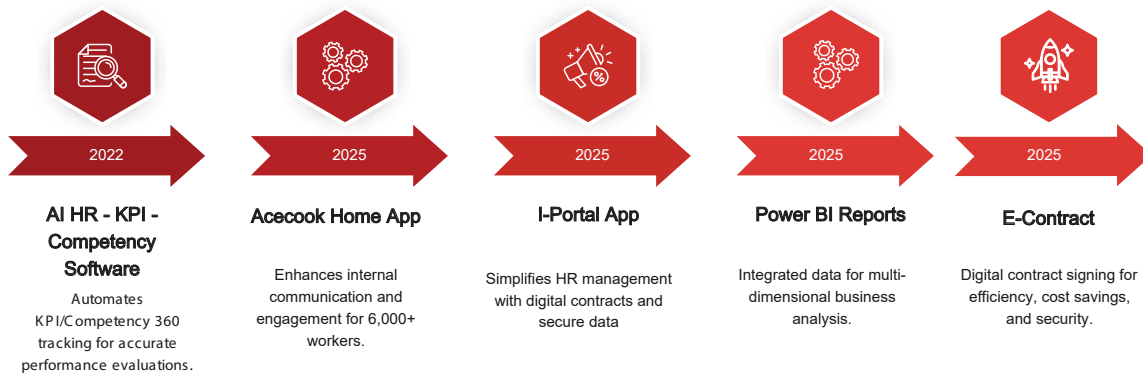
Understanding that innovation must happen behind the scenes as well, Mr. Kaneda accelerated digital transformation across departments. Key initiatives include the integration of SAP ERP to streamline operations and enhance traceability, deployment of Power BI for real-time analytics, digital competency assessments for over 1,400 employees via AI-HR (boosting efficiency by 80%), and the introduction of KPI dashboards and e-contracts to simplify performance management.

Digitalization in Performance Mangement



Additionally, tools such as the Acecook Home App and internal chatbots have improved communication for over 6,000 employees. This digital evolution has shifted Acecook's operating model from process-driven to insight-driven.

Digitalization in People Management



People-Centric Strategy

At the heart of Mr. Kaneda's leadership is a philosophy rooted in connection, care, and collaboration. Through the "We Share We Care" program, he conducted town halls across six branches to gather insights and align company direction. The F5 Manager Mindset workshops helped redefine leadership - from command-and-control to empower-and-inspire. Meanwhile, the HIPOs Program engaged 35 high-potential employees in project-based learning, coaching, and mentorship, cultivating the next generation of leaders.

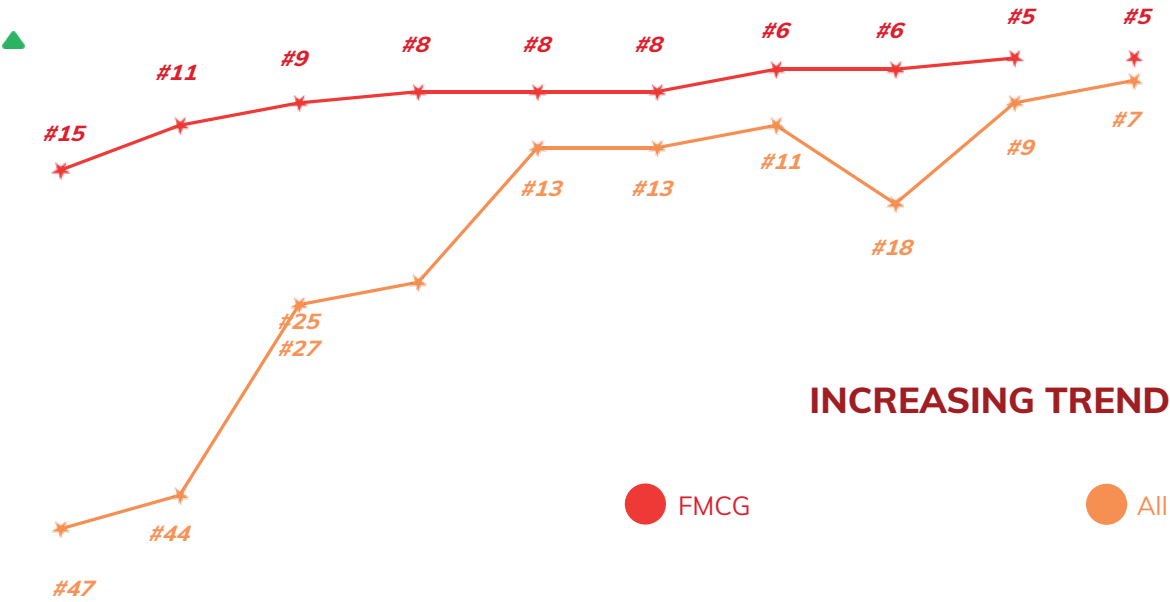
"F5" Leadership's mindset for ACV managers:

A great manager is not simply someone who gives orders, instructions, or communicates principles. A great manager is someone who builds connections, leverages individual strengths, and fosters harmony.



HIPOs program

Ranking of acecook Vietnam in Top 100 best place to work #FMCG



INCREASING TREND

2015	2016	2017	2018	2019	2020	2021	2022	Large Company	Large Company
								2023	2024

Sustainable Development with the Community

Sustainability at Acecook is not a department, it's a mindset embedded in the company's DNA. Under Mr. Kaneda's leadership, the shift from coal to biomass and solar energy led to a 43% reduction in CO₂ emissions. The elimination of plastic spoons and optimization of packaging have enhanced recyclability and ensured compliance with EPR regulations. Sustainability KPIs are now integrated into leadership performance reviews, contributing to Acecook's climb from rank #60 to #13 in Vietnam's Corporate Sustainability Index (CSI) 2024. Across the supply chain, community engagement, and product lifecycle, Mr. Kaneda ensures growth that is not only successful but also responsible.



THÔNG DIỆP CỦA TỔNG GIÁM ĐỐC 02



Acecook Việt Nam đang hướng đến mục tiêu "trở thành doanh nghiệp thực phẩm tổng hợp, phát triển bền vững và vươn tầm quốc tế." Tâm nhìn này không chỉ dừng ở các mục tiêu kinh doanh mà còn bao gồm cả sự phát triển bền vững về môi trường, xã hội và quản trị.

Phát triển bền vững, như định nghĩa của Ủy ban Brundtland (1) là "việc phát triển để đáp ứng được các nhu cầu hiện tại mà không làm tổn hại đến khả năng của các thế hệ tương lai trong việc đáp ứng nhu cầu của các thế hệ tương lai." Trong bối cảnh biến đổi khí hậu, cạn kiệt tài nguyên và các vấn đề xã hội phức tạp ngày càng nghiêm trọng, chúng ta không chỉ cần nghĩ về tương lai, mà còn phải hành động ngay để bảo vệ hành tinh của chúng ta.

Đối với doanh nghiệp, phát triển bền vững không còn là xu hướng, mà là nguyên lý tồn tại và phát triển lâu dài. Bởi doanh nghiệp không đơn thuần là một tổ chức kinh tế, mà còn gắn bó mật thiết với xã hội, do đó, phát triển bền vững, đó là nền tảng vững chắc để doanh nghiệp thịnh vượng.

Và ngược lại, sự phát triển của tổ chức doanh nghiệp cũng góp phần ảnh hưởng đến xã hội, cộng đồng, trách nhiệm đối với sự phát triển bền vững chung của xã hội.

03

The policy and determination for Acecook's development is to pursue sustainable growth

(1) Ủy ban Brundtland trước đây là Ủy ban thế giới về Phát triển và Môi trường, là một tổ chức phi chính phủ quốc tế, chuyên nghiên cứu các vấn đề về môi trường và phát triển bền vững.

He is not just cooking products, he is cultivating culture. That's the essence of visionary leadership. With clarity, courage, and compassion, Mr. Kaneda Hiroki has redefined what it means to lead. His belief that “cooking happiness through innovation” is more than a slogan, it's a philosophy of action, aligning people, technology, and purpose. By merging bold innovation with cultural authenticity, Acecook Vietnam isn't just evolving, it's leading. And through that leadership, it's delivering happiness – one bowl, one breakthrough, one future at a time.



Top 100 Sustainable businesses 2023 - 2024 (VCCI)

The transformation of Acecook Vietnam during this period affirms the Group's strong commitment to its Go Global strategy. Leading a corporation is not merely a personal endeavor, but a collective effort by the Board of Directors and most importantly, the unified support of over 6,000 dedicated employees at Acecook Vietnam.



Mr. JESSE BOONE

Board of Governors, American Chamber of Commerce Vietnam (AmCham)

Some leaders excel in their focus on innovations within their own organization. Some make their mark developing relationships with business partners. Others do a great job of understanding and connecting with their customers. Mr. Hiroki is that rare leader who manages to hit all three, and should be commended. Instead of just focusing on the bottom line, he realizes the bottom line depends on these skills.

People Champion



PEOPLE CHAMPION

People Champion



People
Champion



Saint-Gobain Vietnam: People-centric Leadership for a sustainable future



At Saint-Gobain Vietnam (SGVN), leadership is not merely about delivering results, it's about empowering people, nurturing potential, and driving impact. We see our leaders as People Champions – those who not only deliver on objectives but also commit to attracting, developing, and retaining talent.

By empowering individuals and fostering deep engagement, SGVN's leadership creates an environment where people thrive, innovation flourishes, and sustainable performance becomes reality.

This people-centric approach earned SGVN the Vietnam Excellence 2025 Award for Visionary Leadership, a testament to its belief that great business performance begins with great leadership for people.



CEO Saint - Gobain Vietnam
Mr. Nguyen Truong Hai to take the mission of SGVN business transformation since 2021



Managing Director, SGVN North
Mr. Dang Minh Phuong to take the mission of business growth and market coverage in north area



Sales Director
Ms. Ha Ton Que Tien to take the mission of driving customer loyalty and business performance



Marketing & Innovation Director
Mr. Nguyen Van Trung to take the mission of digitalization transformation & competitive advantage of SGVN brand in the market



Operations Director
Mr. Pham Quang Huy to take the mission of production efficiency and world - class manufacturing standards



HR Director
Ms. Vo Thi Minh Hang to take the mission of driving workplace culture and workforce competencies



CFO
Mr. Michel Hinh to take the mission of financial strength and procurement strategies to support business growth



Supply Chain & Sustainability Director
Ms. Nguyen Thi Nha Quyen to take the mission of customer experience and excellent delivery

PEOPLE-CENTRIC LEADERSHIP DEMONSTRATE VIA 4 PILLARS



#CARE

Recognition that Goes Beyond Rewards

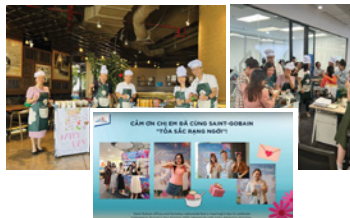
At SGVN, recognition begins with presence. Leaders go beyond formalities to show authentic care, through **handwritten thank-you notes to senior candidates**, on-site support during natural disasters like **Typhoon YAGI**, and initiatives such as **house renovations for underprivileged employees** and **“Run for Em” fundraising runs for their children**.

They foster trust **through transparent communication**, frequent townhalls, and clear articulation of the company’s vision and roadmap, especially in times of change. When uncertainty arises, **EXCOM steps up**, celebrating individual and team wins, offering encouragement, sharing insights, and even inviting **guest speakers** to re-energize and inspire employees.



This approach goes beyond applause, it’s about connection, empathy, and building psychological safety in the workplace.

ENGAGE IN EVERY INTERNAL ACTIVITIES



“RUN FOR EM FUNDRAISING RUN FOR EMPLOYEES’ CHILDREN”



EXCLUSIVE CHANNEL FOR EMPLOYEES TO SHARE & ASK FOR HELP ABOUT MENTAL



QUARTERLY RECOGNITION



BEST TEAM & BEST EMPLOYEE OF THE YEAR



ENGAGE & SHARE VISION FROM CEO APAC & EXCOMS TO ALL SGVN



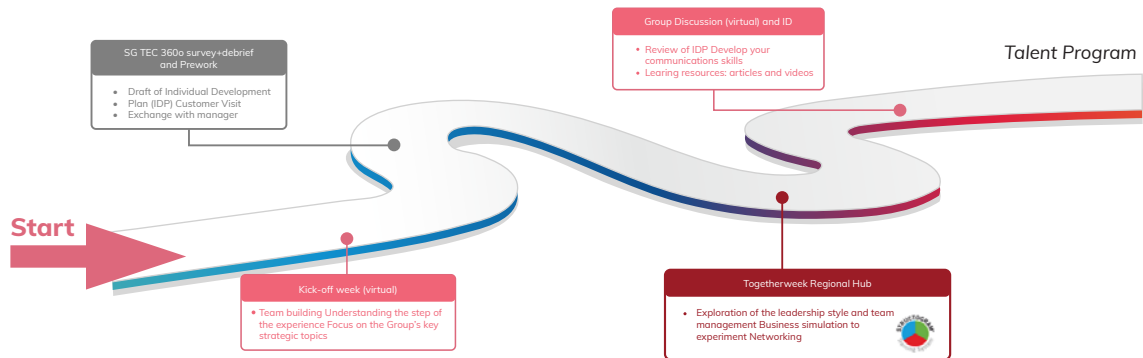
#GROW

Empowering People through Leadership and Learning

At SGVN, growth is a form of recognition. Leaders support talent through hands-on coaching, leadership talks, and open forums like the Career Aspiration Wall.



Programs such as Talent Lab and succession planning ensure employees are not only seen, but developed. By investing in personal stories, cross-functional learning, and mentorship, SGVN fosters a culture where growth is recognized as a shared journey.



#INNOVATE

Fostering a Culture of Ideas and Initiatives

Innovation is the driving force behind Saint-Gobain Vietnam's success. By fostering a culture of creativity and collaboration, we empower our teams to challenge the status quo, deliver cutting-edge products, and create value for our customers and stakeholders.

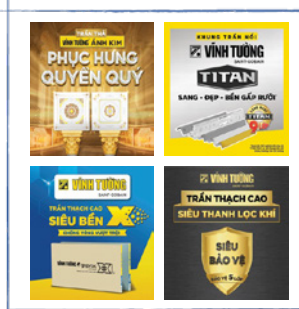
With nearly 35 new products and 149 innovation projects in 2024, SGVN proved that a recognized workforce is an inspired one. With leadership actively promoting innovation training, digital mindset, and ideation platforms, employees across functions were encouraged to question the status quo and propose bold ideas.

At SGVN, innovation is not reserved for R&D—it's an everyday opportunity for everyone. And recognition comes not just in awards, but in **being trusted to lead change**.

Innovation mindset training from Top Leaders



Launching many new products yearly (nearly 35 in 2024)



Apply digitalization in branding with high reach from customers & audiences



Many Innovation projects yearly (149 innovation projects in 2024)

#SUSTAIN

Recognition that Reflects Responsibility

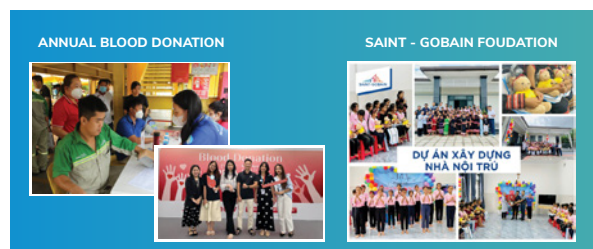
At SGVN, sustainability is part of how employees are recognized. Leaders led by example through CSR initiatives, monthly awareness campaigns, and programs like school renovations and blood donations. Recognition here isn't about spotlight, it's about shared responsibility and pride in contributing to the greater good.



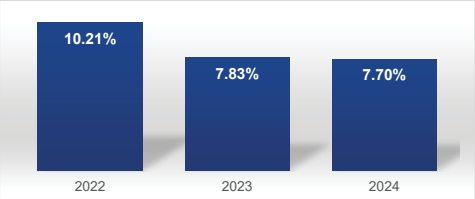
Sustainability Awareness



Sustainability Ambassadors



Turn over



Employee engagement survey

Participation rate	Respondents 2024	Participation 2024	Engagement Index
Vietnam	1197	99%	96%

BUSINESS INNOVATION



TOP 10 COMMERCIAL EXCELLENCE AWARD:
FINAL RESULT IN 2025 BEGINNING



In a challenging year, SGVN demonstrates that the future belongs to organizations that put people at the heart of everything. By integrating CARE, GROW, INNOVATE, and SUSTAIN and TEC Culture into everyday leadership behavior, the company strengthened loyalty, well-being, and growth. With a decade of progress, inspiring purpose “Making the world a better home” and a clear 2025 vision under the theme “Grow No Matter What”, SGVN continues to champion people not just as employees, but as the purpose behind every success, and the force shaping a more resilient and sustainable future.



Mr. JESSE BOONE
Board of Governors, American Chamber of Commerce Vietnam (AmCham)

I love the attention to communication, which is often overlooked in the corporate world. It's a great way to increase motivation and confidence, and the link of mental health that is mentioned is so important.

People's Champion



People's Champion



“A Better Tomorrow” begins within Culture, Inclusion, and Growth at BAT Vietnam

BAT Vietnam is part of the British American Tobacco Group, a leading global consumer goods company. Here, the leadership team has firmly placed people at the heart of their transformation journey - pioneering initiatives that are inclusive, performance-driven, and purpose-led.

With a philosophy of building "A Better Tomorrow," BAT Vietnam is not only achieving outstanding business results but also cultivating a resilient and future-ready workforce. With a leadership team that dares to be different, leadership here is lived, not just spoken.



Aligning People with Purpose



With the belief that purpose must be shared, BAT Vietnam created Line of Sight - an annual strategy conference for all employees. The event transforms strategic planning into a company-wide movement, where everyone understands where the business is going and how they contribute.

This is followed by **Functional Line of Sight** workshops, where middle managers co-develop strategies with VLT. This inclusive planning process has led to breakthrough initiatives across functions, from Finance launching 22 cost-saving projects to Operations localizing machinery conversion. In 2022, these collective efforts led BAT Vietnam to enter BAT Group's prestigious 1M GBP Club.



Empowering Diversity by Design



At BAT Vietnam, D&I goes far beyond gender. The leadership team has pioneered a **Life Stage Framework**, recognizing that inclusion means adapting to every employee's personal and professional journey. In 2024, over 150 life-stage interviews were conducted, influencing personalized policies from global assignments to local flexibility.

Women Leadership Program

With 47% female management and 100% of managers trained in “Mastering Inclusion,” D&I is part of the culture, not a campaign. Panel discussions, cultural days, and story-sharing events keep these conversations alive and meaningful.



From Learning to Leading



Learning at BAT Vietnam is not a program—it's a platform. With “The Grid,” an AI-powered learning experience system, every employee designs their own development path. Meanwhile, the **Talent Marketplace** connects employees with real projects and global mentorship.

BAT Vietnam Culture

A truly global career

A network of **26 Vietnamese** around the world

Tomorrow can't wait

Coaching is embedded into performance cycles. Managers are trained not just to assess, but to grow. Leadership conversations are now data-backed, intentional, and individualized. From 1:1 coaching to capability assessments, everything is designed to help people thrive—not one day, but today.

Wellness Is Strategic

BAT's leadership understands that people can't perform unless they feel they belong. That's why well-being policies are among the most progressive: extended maternity/paternity leave, flexible work, care rooms for new mothers, and 20 days of leave for parents with young children.

Initiatives like Wellness Half-Day, cultural celebrations, and “Happy Fridays” reflect a deep commitment to creating joy and recovery at work. The result? 89% favorability in D&I, and industry-leading engagement scores.

WELLNESS HALF-DAY

An extra half-day off on the third Friday of each month to recharge & foster a healthier work-life balance

Tomorrow can't wait

Leadership That Shows Up

At BAT Vietnam, leadership is human. Whether through karaoke, factory walks, or sponsoring sustainable livelihood projects, the leadership team breaks down walls between “leader” and “employee”. With quarterly townhalls like Watzup, everyone has a voice. With performance reviews that reward both business and people result, everyone knows what matters. This leadership is not abstract. It’s visible. It’s vulnerable. And it works.



Leaders at BAT Vietnam - not just with vision, but with presence

“Tomorrow Can’t Wait” - At BAT Vietnam, leadership is no longer a destination, it’s a daily decision. Through clarity, courage, and care, the leadership team has created more than business success - they’ve created belief. And in doing so, they’ve built not just a company, but a culture where people grow into who they’re meant to be.




empower

Role Model 2024

Future Leader Role Model

involve ×  YouTube

Daniel Hsu, our General Manager was also recognized as a Future Leader in the Empower Role Model Lists supported by YouTube and curated by INvolvePeople. This global recognition celebrates his dedication to building an inclusive, high-performing workplace.

Daniel champions a coaching culture and drives DEI efforts that have elevated female representation, strengthened #TrulyInclusive, and fostered #Empowered-ThroughTrust. Under his leadership, BAT Vietnam has implemented policies like flexible work, enhanced parental leave,

and well-being programs — all contributing to strong engagement and community impact. As a committed advocate, he also sponsors initiatives that promote women’s economic empowerment and sustainable livelihoods for local farmers.



Mr. JESSE BOONE
Board of Governors, American Chamber of Commerce Vietnam (AmCham)

The connection between DEI and wellness is innovative and commendable. Also, the detail to BAT’s commitment to inclusion is impressive - this is the first time I have seen a company to consider age alongside the more traditional parameters such as gender, orientation, etc. Very nice.

TRANSFORMATIVE
TRANSFORMATIVE



 **CATALYST**

TRANSFORMATIVE

CATALYST





CRAIG MACLEAN

Regional Managing Director, BU Southeast Asia

Strategic

Transformative

One Percent Better Every Day:

The Leadership Driving AB InBev Vietnam's Cultural Breakthrough



AB InBev is the world's largest brewer, home to over 500 beer brands and more than 144,000 employees globally (2024). We are the proud makers of iconic global brands: Budweiser®, Corona®, Stella Artois® and Michelob Ultra®. Established in 2012, AB InBev Vietnam is part of AB InBev global footprint, operating two breweries and multiple offices in Southeast Asia.

At the heart of that shift is **Craig MacLean, Regional Managing Director** for Southeast Asia. With over 15 years of experience across Asia-Pacific, Craig has become a transformative catalyst - redefining leadership from hierarchy to enabler, from control to culture, and from instruction to inspiration. His philosophy is simple: **Simplicity, Agile and 1% Better Every Day.**



In a volatile, unpredictable, and information-scarce world - the **BANI era**, leadership must be grounded in clarity and adaptability. Craig's first move was to align business transformation with people transformation.

CRAIG MACLEAN

Regional Managing Director, BU Southeast Asia

PEOPLE STRATEGY In line with Company Strategy



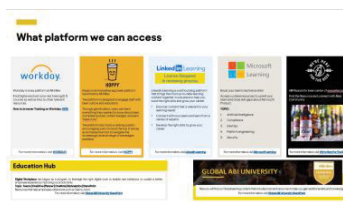
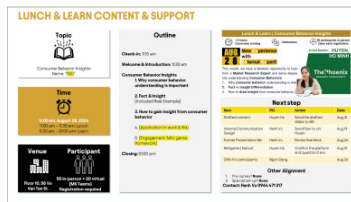
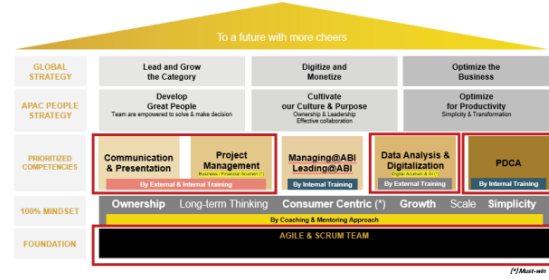
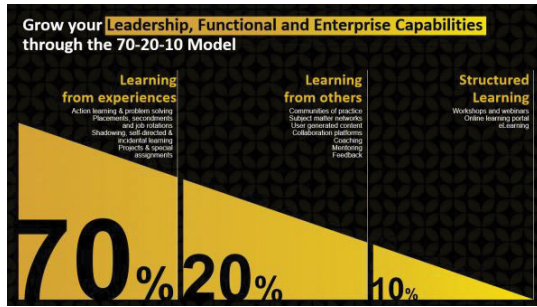
Talent Attraction: Under Craig's leadership, AB InBev Vietnam positioned itself as an employer of choice in a competitive talent market. The company consistently ranked among the **Top 100 Best Places to Work in Vietnam** for five consecutive years (2020–2024)

Capability Building: Craig championed a robust **Leadership Competency Model** that clarified the behaviors needed across levels. The model aligned with the company's 10 Principles and was deployed through: 70-20-10 learning framework; Digital IDPs and career planning tools; Weekly coaching, 180/360 feedback, and leadership workshops.

CONCRETE L&D FOCUS & CONSISTANT IMPLEMENTATION

BU SEA – Capabilities Building 2024

2024 L&D Focus



Local initiative to learn from other Various self-learning platform Available of Class-room training

Employee Engagement: A core tenet of Craig's philosophy is that leadership listens first. Through tools like **Perceptyx**, AB InBev Vietnam gained real-time insights on employee sentiment. This data fueled improvements in policies, wellbeing offerings, and communication formats. Craig embedded **employee listening** into the company's full-year people cycle, making feedback central to decision-making. Thanks to this approach, employee engagement scores have remained consistently high over four years.



Community Engagement: Craig's influence extended beyond the organization. He advocated programs like **Smart Drinking, Water Day**, and **University Engagement**, connecting the company's purpose to broader social outcomes. Internally, events such as **OneVoice** and the **Vietnam Growth Workshop** deepened employee ties to the company's mission. By driving alignment between business, employees, and community, Craig helped position AB InBev as a values-driven employer brand with tangible impact.



National Sales & Distribution Conference



Rewards: Craig reinforced a culture of recognition through modernization. Flexible work policies, refreshed in 2023, emphasized trust and accountability. He advocated for digitalized benefits and transparent performance-based rewards that align with both contribution and culture. Initiatives like the Rewards Roadshow and SEA Recognition Program reflected his commitment to fairness and visibility across the system.

People Transformation: Craig catalyzed people transformation through systems-thinking and simplification. He ensured HR had the tools to measure what matters: Real-time KPI dashboards; People Page resources for self-service; DEI metrics and bias training in hiring. This approach gave HR a stronger seat at the table and empowered employees to navigate their development autonomously. It reframed HR from a support function to a strategic co-pilot in business growth. As a result, AB InBev Vietnam evolved from reactive processes to proactive, data-informed transformation.

People Dashboard KPI Tracking – Real Time



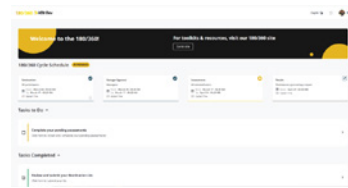
OPR Tool

People Page & Support Resource

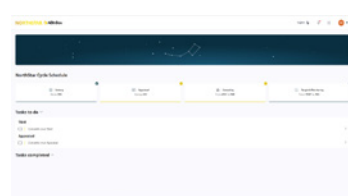
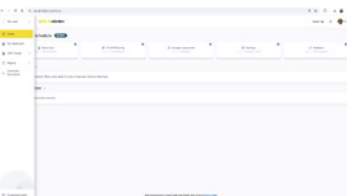


Employee Listening tool by Perceptyx

180/360 Tool



NorthStar



Craig MacLean's leadership doesn't make noise - it makes a difference. From coaching check-ins to cultural shifts, he transforms strategy into people-powered action. At AB InBev Vietnam, he has redefined modern leadership by making "1% better every day" not just a motto, but a habit - because in a world that moves fast - **tomorrow can't wait.**



Professor NGUYEN DUC KHUONG

President, Association of Vietnamese Scientists and Experts (AVSE Global)
Managing Director, EMLV Business School (France)
Director of International Development, De Vinci Higher Education (France)

AB Inbev stands out with its strategic focus on people. Mr. Craig Maclean not only creates an environment where employees continuously enhance their skills and knowledge but also fosters a highly supportive and engaging workplace. Here, every individual is given opportunities for career development, encouraged to maximize their potential, and supported on their journey to achieve professional goals.



EMPLOYEE ENGAGEMENT
TALENT ACQUISITION
REWARD & RECOGNITION
LEARNING & DEVELOPMENT
WORKPLACE CULTURE
WORKPLACE WELL-BEING
DIVERSITY & INCLUSION
HR TECHNOLOGY & INNOVATION

			
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LITEON Vietnam's Journey: Shaping a Future of Excellence through People and Technology



HR TECHNOLOGY - TALENT ACQUISITION

**"ONE LITEON
WE LITEON"**



Founded in 1975 and headquartered in Taiwan, LITEON Technology is a global leader in optoelectronics, power supplies, and smart manufacturing solutions. With operations in over 20 countries and a workforce exceeding 40,000 people, LITEON has built a reputation for innovation, agility, and a commitment to sustainability. LITEON Vietnam, established in Hai Phong, plays a key role in LITEON's global manufacturing network, especially in the automotive electronics and server power sectors.



Lead by
example



Insights



Take
accountability



Excellence
in execution



Open
minded



Never
give up

LITEON 50 *Powering a Bright and Sustainable Future*

In 2024, LITEON Vietnam (LOVN) faced an ambitious challenge: rapidly expanding its workforce from 1,000 to 5,000 employees amid intense competition for skilled labor and the need for global technology transfer. Rather than compromise quality for speed, LITEON embraced a holistic, tech-powered approach to talent acquisition - setting a new benchmark for HR excellence in Vietnam's manufacturing sector.

TALENT ACQUISITION: BUILDING SMARTER, FASTER, STRONGER

LITEON broadened its sourcing strategy by combining traditional job boards with social platforms and Domestic & International university partnership. A professional Facebook page "LITEON chào bạn," LinkedIn campaigns, and employee referral rewards (up to 8 million VND) expanded reach. Collaborations with FPT University and Vietnam Maritime University led to campus tours (LOVN Tour), scholarships (Ming Chuan University Program), and internships that nurtured future engineers early.



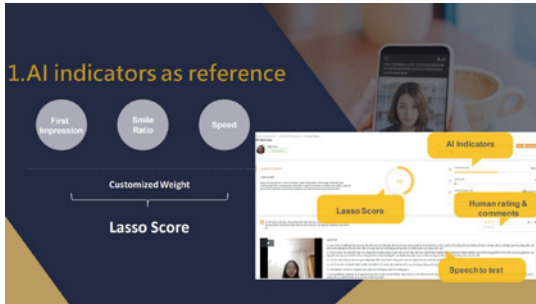
"LOVN Tour"



"LITEON Scholarship Program"

To enhance speed and experience, LITEON integrated ASTECH and AI tools like Lasso and JobTest into its recruitment flow. Evaluation criteria were standardized, interviews digitized, and onboarding was revolutionized with a self-service kiosk that processes 60 candidates in 10 minutes.





Through the "Future with LITEON" campaign, the company elevated its brand by showcasing success stories, clear career paths, and an inclusive workplace. Signature programs like LIMI (LITEON Intelligent Manufacturing Institute) offered one-year training and cross-border exposure to top tech students.

Launched in March 2024, the Kiosk Go Live system drastically reduced onboarding time and streamlined the candidate intake process, especially during peak hiring periods. These innovations reduced time-to-hire and improved transparency for all stakeholders.

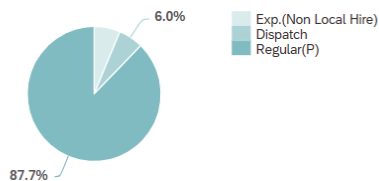


LIMI has become a cornerstone of LITEON's early talent strategy, offering students one-year structured training (2+3+6+1 model), cross-border exposure, and hands-on projects. This unique model bridges academic theory with real-time industry practice and strengthens LITEON's future engineering talent pipeline.



The results speak for themselves: LITEON reached its hiring target of 5,000 on time, increased offer acceptance and retention of new hires by 15%, and boosted female workforce participation. Candidate satisfaction also improved significantly, reflecting a recruitment journey that was not only fast, but human centric.

Total Headcount by Employee Group
Mar 15, 2025, 2:27 PM



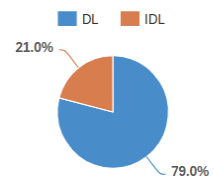
Total Headcount by Status
Mar 15, 2025, 2:27 PM

5,615
Total Headcount

Active employees
Paid Leave

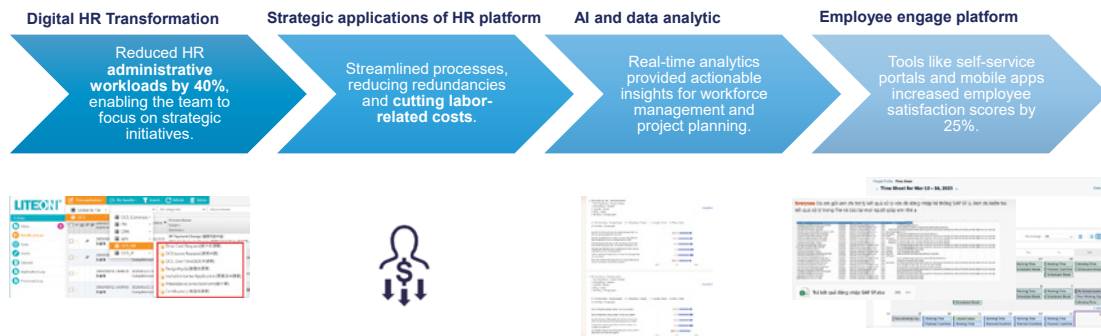
5,591
24

Total Headcount by DL/IDL
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HR TECH & INNOVATION: DIGITIZING HUMAN IMPACT

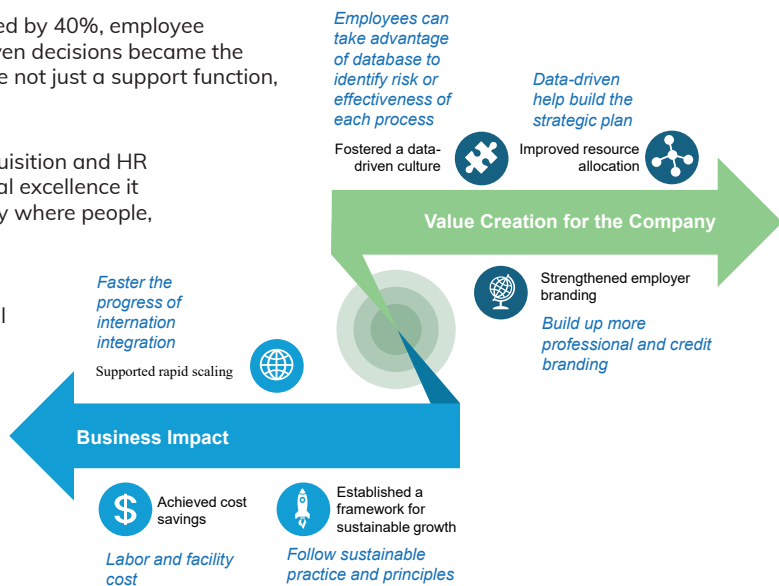
As LITEON scaled its workforce, digital transformation became indispensable. Beyond recruitment, LITEON invested in a robust digital HR ecosystem to support sustainable scale. ASTECH and SAP integration centralized HR functions, while mobile apps enabled self-service for payroll, leave, and real-time feedback. AI-driven analytics provided insights into turnover risks, skill gaps, and workforce planning. Lasso, a predictive AI tool, helped identify high-potential candidates and reduce early attrition through better matching during the hiring process.



The impact: HR admin workload dropped by 40%, employee satisfaction rose by 25%, and data-driven decisions became the norm. With these platforms, HR became not just a support function, but a strategic growth driver.

LITEON Vietnam's success in talent acquisition and HR innovation reflects more than operational excellence it embodies a forward-thinking philosophy where people, process, and purpose align.

By merging local insight with global standards and human needs with digital tools, LITEON has built not just a team, but a future-ready talent ecosystem poised for global-tech leadership.



Mr. MIKE HEBERT

President - Canadian Chamber of Commerce Vietnam (CanCham)

LiteON Vietnam has demonstrated impressive agility and innovation in both talent acquisition and HR technology. They successfully scaled their workforce fivefold through diverse, tech-driven recruitment strategies, university partnerships, and compelling employer branding. Their use of AI tools like Jobtest and LASSO streamlines hiring and strengthens candidate quality. On the tech front, migrating to SAP and ASTEC platforms has greatly enhanced HR operational efficiency and employee experience. Mobile apps, self-service tools, and predictive analytics have reduced administrative burdens and improved satisfaction scores. LiteON is a leading example of how tech and talent can work together to support rapid, sustainable growth.



TALENT ACQUISITION

Sustainable Development with People in Focus: How Viettel Builds Future Talent, Today

In an era where skill gaps widen as quickly as technological advances, Viettel stands out with a human-centered approach to growth. With more than 50,000 employees across 10 global markets and a mission to drive digital society, Viettel has embedded sustainability not just into its infrastructure, but into its people strategy.



The Group's dual focus on Talent Acquisition and Learning & Development has enabled it to not only compete for top talent in high-tech fields but to continuously evolve its workforce through a culture of lifelong learning. At Viettel, sustainable development starts with people - and that starts now.

Talent Acquisition – Building the Frontline of Innovation

Vietnam's shortage of high-tech talent, especially in emerging fields like AI, IoT, and 5G, poses a significant recruitment challenge. Viettel responded with a comprehensive acquisition strategy that reaches beyond conventional hiring.

Promote Employer Branding
to come closer with Gen Z

1

3

Networking/ Community
Sponsorship to gain advantages
of early access to the talent pool

4

Intensive training for
headhunting to
win skilled seniors.

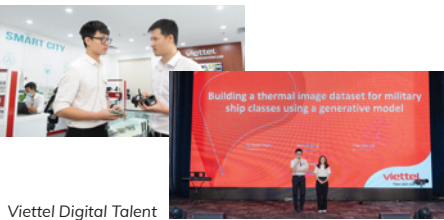
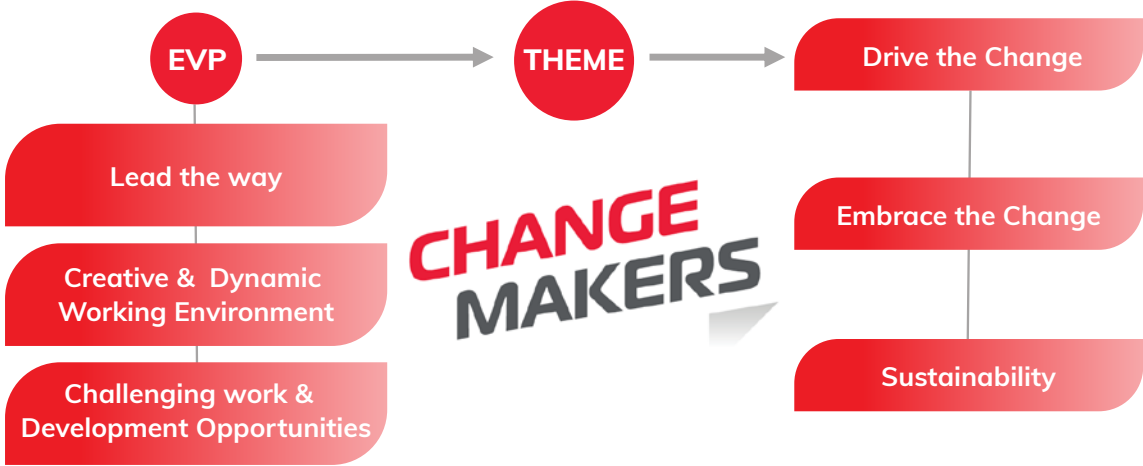
Talent Acquisition Programs
for new technological skills

2

Talent Acquisition Strategies

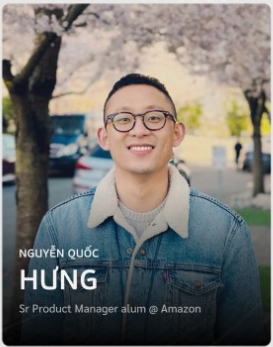
The company built a standout employer brand - its social media campaigns generated over 1.2 million engagements and attracted 207,000 followers. Its EVP, “Lead the way – Embrace the change – Drive the change”, speaks directly to Gen Z and young professionals looking for purpose and challenge.

COMMUNICATION ANGLES



Beyond branding, Viettel moved strategically into the education ecosystem. With more than 20 university partnerships and five formal MOUs, the company is reshaping the future talent pipeline. Scholarship programs like **Viettel Research Excellence**, internship models, and mock interviews are conducted directly at universities to prepare students for high-impact careers. Initiatives such as **Viettel Digital Talent** and **Viettel Future Changemakers** provide immersive, fast-track career experiences that blend training with real-world problem-solving.

viettel
FUTURE
CHANGE MAKERS



Gặp gỡ
CÁC CHUYÊN GIA LĨNH VỰC
PM TRÊN THẾ GIỚI



Viettel Future Changemakers

Recognizing the need to attract top senior-level professionals as well, Viettel launched a specialized **Headhunting Program** - upskilling recruiters with podcast storytelling techniques and advanced sourcing methods to target experienced tech leaders. Altogether, this approach reflects a recruiting function that is both tactical and visionary.

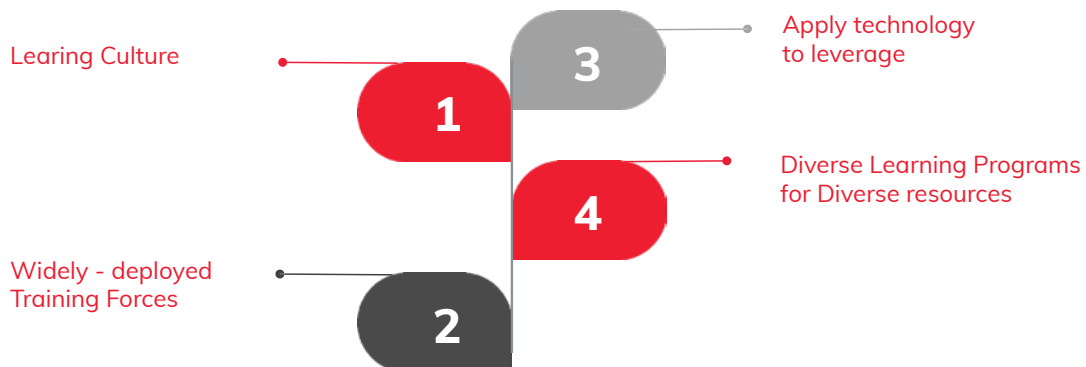


Viettel Research Excellence Scholarship



Learning & Development – Empowering Growth Through Technology and Access
 Viettel's learning architecture is designed around a simple idea: **everyone can learn, at their pace, in their way.**

Learning & Development Strategies



The Group has built a network of over 650 certified internal trainers and mentors, forming the backbone of its knowledge-sharing ecosystem. Each of Viettel's 19 out of 22 units has a dedicated L&D team, ensuring training is contextualized and consistent across its large operational landscape.

Viettel invests heavily in learning technology. Tools such as the By-day Learning App, AI-based learning path suggestions, Mydio audiobooks, and digital dashboards help tailor learning to business needs. Global platforms like Coursera and Udemy complement the digital ecosystem.

Technology Application in L&D





Viettel Office Facility



Recognizing varied roles and goals, Viettel has created specialized programs like DX Excellence, Tech Forward, Future Leaders, and Global Mobility. This ensures development opportunities are aligned to the distinct needs of each talent segment - technical experts, future managers, or global-ready professionals.

At Viettel, people are not only part of the digital transformation - they lead it. Through a strategy that merges talent acquisition with lifelong learning, the Group is making its workforce not just job-ready, but future-ready. In a world of rapid change, sustainable development demands more than vision, it demands people who are equipped, empowered, and inspired to build what's next. Viettel is doing just that - with people in focus, and the future in mind.



Viettel Office Facility



Mr. DAVID DO

Managing Director of Vietnam Investments Group (VI Group)
Advisory Board of Endeavor Vietnam

Grounded in the 'Technology with Heart' spirit, Viettel has built a purposeful and consistent innovation ecosystem, enabling every individual to contribute and lead change. To ensure the reliability of this ecosystem, Viettel consistently maintains the promotion of an innovation culture internally and its expansion to the market. Fueled by high employee confidence in the organization's execution capabilities, Viettel reliably and consistently innovates its operating models, products, and technology, reliably maintaining its leading position in national digital transformation.



REWARDS & RECOGNITION

TÀI CHÍNH BÌNH DÂN

Excel with Joy: F88's Culture of Growth, Happiness, and Purpose

As a fast-growing financial services providers, F88 is powered by over 4,000 employees across more than 800 branches – all united by one belief: People come first.



**BUILDING
while GROWING**



**UNITED in
DIVERSITY**



**COMPETING
with CARE**

EMPLOYEE VALUE PROPOSITION

"EXCEL WITH JOY"

EXCEL – ENDLESS GROWTH

To thrive in a **culture of growth**, where you are empowered to **learn, lead, and excel**



JOY – TRUE FULFILLMENT

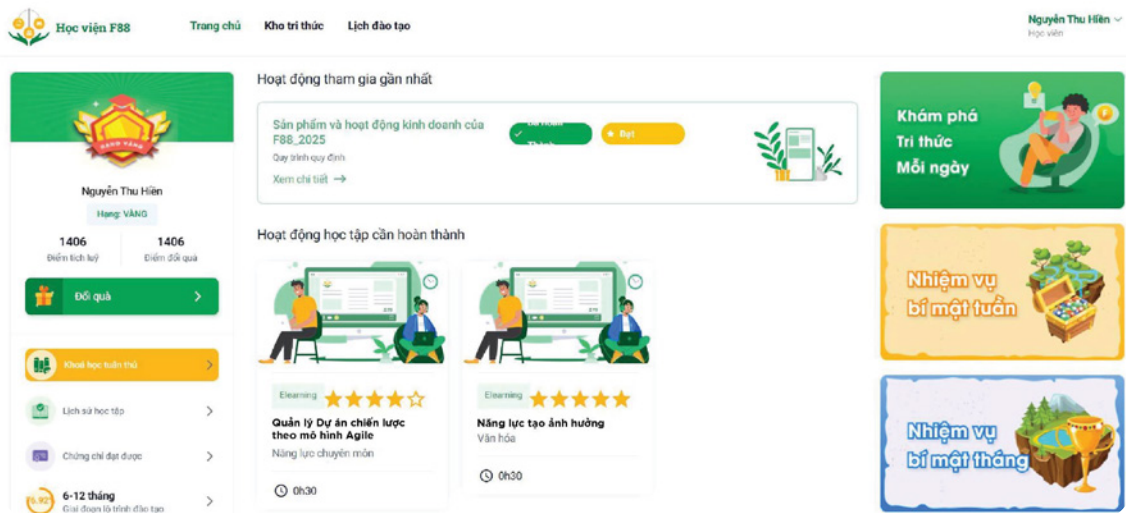
To belong in a **community of joy**, where you are **seen, heard, and valued** every single day



EXCEL – ENDLESS GROWTH

F88 views growth as both a skill and a mindset. The company has implemented a 3-tier competency framework that covers core, functional, and leadership capabilities. Each employee follows a personalized development plan, structured around 30-60-90-day milestones to ensure continuous progress.

To elevate learning, F88 has established strategic partnerships with leading organizations such as AWS, ACCA, and ICAEW, bringing world-class development programs directly to its people. The Learning Management System (LMS) is tailored by role and guided by smart indicators, enabling employees to access curated learning journeys that match both business needs and personal growth aspirations.



What truly sets F88 apart is how learning becomes part of everyday life. From the internal “Boss is a Trainer” initiative to gamified learning challenges, development is embedded in how teams think, act, and grow together.

F88 embraces a “Failing Forward” mindset, where experimentation is encouraged, and mistakes are seen as stepping stones to improvement. With over 92% of staff completing their learning paths and 100% of salesforce leadership roles promoted from within, F88 is proof that when people grow, organizations soar.



REWARD THE RIGHT PROGRESS



CAT Tanks programs

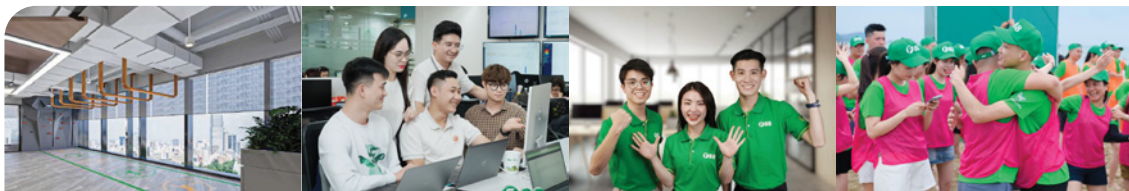


JOY – TRUE FULFILLMENT

At F88, joy isn't left to chance – it's thoughtfully built into the way people work. The company's unique "4 No's" culture – no dress code, no rigid hierarchy, no physical barriers, and no fixed working hours – fosters authenticity, openness, and mutual respect.

Everyday connections are made more meaningful through internal platforms like GapoWork, OpenTalk, and Thank You Notes, which keep communication real, personal, and deeply human.

FREEDOM in the way we **EXPERIENCE** work



No “barriers”

We work in an open-plan space with zero partitions – because connection shouldn't come with walls.



No dress code

Come as you are. Wear what feels right. We respect who you are, not what you wear.



No rigid hours

With flexible hours and hybrid working, you're trusted to manage your own rhythm.



No discrimination

Regardless of your age, title,
or where you're based –
every F88er is equally valued
and seen.

FREEDOM in the way we **SPEAK UP**

The F88-Care program puts people at the center, offering meaningful, everyday support that goes beyond the workplace. From wellness days and fitness initiatives to mental health care and “My Day” for personal recharge, employees are encouraged to take care of both body and mind. F88 also extends this care to families – with gifts for children, Tet holiday support, and educational scholarships. Through these thoughtful touchpoints, employees don’t just feel appreciated – they feel genuinely cared for, as whole individuals with lives beyond their jobs.



PERSONAL CARE



Physical Well-being

F88-Care:
private health insurance
F88 Doctor Online:
24/7 health consultation
F88 Fitness Voucher



Emotional Well-being

Hybrid Working
F88 My Day:
Paid leave on birthdays
F88 Happy Voucher:
Special discounts our business partners
F88 Future Saving:
Exclusive financial services from banking partner



Family Benefits

F88 Bus:
Free round-trip return home
& reunite during Tet.
Gifts on special occasion/ holidays
Sick-care package



At F88, engagement doesn't end at the office door – it extends into the heart of the community.



CSR here isn't a side project or outsourced responsibility – it's lived, led, and loved by employees themselves. Initiatives like “Chuyến Xe Tử Tế,” the F88 Marathon, “Gạo Yêu Thương,” and “Green Dreams” are co-created by teams across the company and executed with genuine care. Every kilometer run, every tree planted, every gift delivered becomes part of a larger purpose – where employees don't just contribute, they find meaning in making lives better.

With 168 CSR events held across 60 provinces and over 3,000 gifts distributed by employees themselves, F88 builds pride not by telling stories - but by creating them.

Conclusion

“Excel with Joy” is more than a theme - it's a transformation. At F88, engagement is not something the company gives to employees. It's something they create together. With over 1,600 internal promotions, 91% of employees trusting their leaders, and 87% reporting they feel both challenged and joyful at work, F88 shows that when people feel empowered, connected, and fulfilled, engagement becomes not just a metric - but a movement.



Ms. WINNIE LAM

Board Member, General Secretary, Hong Kong Business Association Vietnam (HKBAV)

F88 demonstrates exceptional ability in turning challenges into opportunities for the development of its people and organization. In the context of rapid growth in a new industry, F88 has provided a purpose to their employees with strong engagement, and enhanced employee experience. Flexible thinking, leadership commitment, and a strategy built on humanity are the keys that enable F88 to overcome obstacles and achieve further success, standing firm on its path of sustainable development.

Saint-Gobain Vietnam

Where every effort matters, every achievement shines



In 2024, Saint-Gobain Vietnam encountered significant economic headwinds – including inflation, rising energy costs, and global supply chain disruptions – which have intensified competitive pressures and impacted operational efficiency, emphasizing the need for a strategic, people-focused approach.

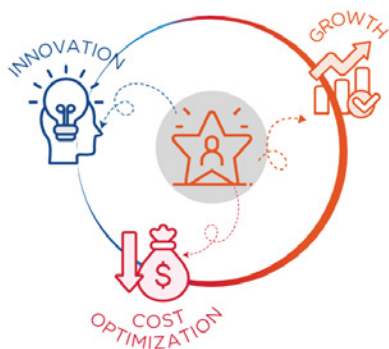
REWARDS & RECOGNITION

Saint-Gobain Vietnam (SGVN), a flagship of the global Saint-Gobain Group, is redefining excellence through innovation in sustainable construction and a steadfast commitment to people. At the heart of SGVN's success lies a people-first philosophy - one that rewards contribution, inspires performance, and fuels long-term growth.

A People-Centric Strategy Amidst Business Headwinds

While others tightened controls, we expanded trust. While many trimmed budgets, we amplified Rewards & Recognition, reinforced purpose, and inspired performance.

The Rewards and Recognition (R&R) is one of a key enabler to achieve our business priorities



OUR PRIORITIES FOR ACTION



Business Objectives



Variety



Strengthen our 'TEC' culture
(Trust Empowerment Collaboration)

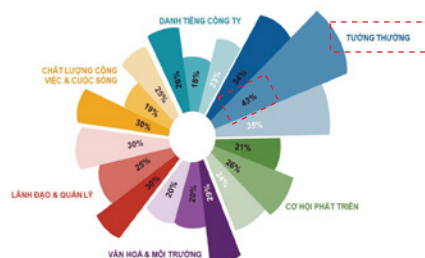


Timing

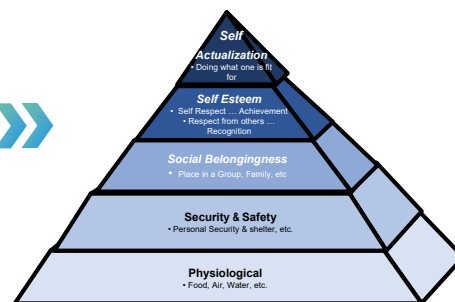
THE IMPORTANCE OF REWARDS & RECOGNITION



SGVN reinforces the importance of the Human Centric Approach. SGVN designed the reward and recognition program to emphasize the importance of this approach



Ideal Workplace Criteria Framework
(The leader VN 2024)



Maslow's Hierarchy of Needs
Everyone Wants to Be Appreciated

Reward & Recognition is Critical to Help Build and Reinforce Employee's Experience

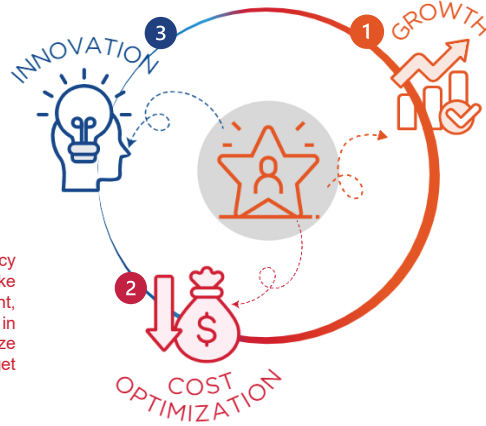
Saint-Gobain Vietnam's rewards and recognition program is a strategic pillar that drives growth, fuels innovation, and supports cost optimization by celebrating individual and team achievements in alignment with 'TEC' culture - Trust, Empowerment, and Collaboration.

Overcoming 2024's Economic Challenges

In 2024, Saint-Gobain Vietnam faced significant economic challenges: rising inflation, escalating energy costs, and global supply chain disruptions. These headwinds, alongside intense domestic and international competition and market fragmentation, have placed considerable pressure on profitability and operational efficiency. Additionally, the need to meet strict sustainability mandates further compounds these challenges, ultimately impacting employee engagement and performance.

Innovation drives creativity and continuous improvement. Innovation comes from any department, from developing new products, improving production processes, to enhancing customer experiences.

Cost Optimization ensures efficiency and cost control. Departments like Engineering, Accounting, Procurement, and HR, typically play a key role in implementing projects to optimize processes, resources, and budget management.



Growth focuses on revenue growth and scaling operations. This is often the main objective of the Sales department.

By aligning recognition and reward programs with 3 key drivers, SGVN can cultivate a performance-driven culture where employees feel motivated to contribute to the organization's goals.

Cultivating TEC Culture as the Foundation of Recognition

To overcome these hurdles, Saint-Gobain Vietnam has developed a robust rewards and recognition strategy that embodies its 'TEC' culture - Trust, Empowerment, and Collaboration.

- The Rewards & Recognition program is built on four key pillars:
- Business alignment – every reward supports growth, innovation, and efficiency
- Timely recognition – delivered monthly, quarterly, or ad-hoc to maintain relevance
- Diverse formats – from bonuses and team awards to peer shoutouts and recognition trips
- Culture reinforcement – each initiative strengthens a workplace where trust, empowerment, and collaboration are not just values, but daily practices.

This multi-dimensional structure ensures that recognition isn't a "one-size-fits-all" gesture, it's targeted, timely, and transformative.

The R&R framework is structured around **three strategic drivers**:

Growth – Fueling Commercial Success: SGVN's On-Top Program recognizes outstanding performers through multi-tiered incentives that reward sales and operational excellence when KPIs are exceeded—at achievement levels of 110%, 120%, 130%, 140%, and even 150%, with an open number of awardees. This dynamic program not only boosts morale but also directly supports business growth.



By fostering a high-performance culture, the program creates the right environment for innovation to thrive:
 (1) Enhances customer retention and revenue growth; (2) Encourages market expansion and increased market share; (3) helps attract and retain top talent, ensuring the company is powered by the best people to lead its future.

Cost Optimization – Rewarding Efficiency Champions: At SGVN, cost optimization isn't about cutting back, it's about thinking smarter and innovation. Every employee is encouraged to challenge the norm, rethink the routine, and find better ways to deliver value. From engineers to procurement specialists, teams are empowered to lead initiatives that improve efficiency, streamline processes, and maximize resources. Many cost optimization projects are implemented and tracked monthly and quarterly, from which excellent employees and teams are selected

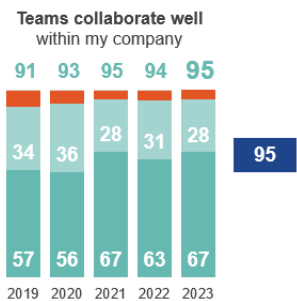


Innovation – Sparking Continuous Breakthroughs: This is a strategic focus at Saint-Gobain. The company recognizes initiatives that streamline processes, reduce waste, or introduce breakthrough ideas - encouraging a culture of continuous improvement.

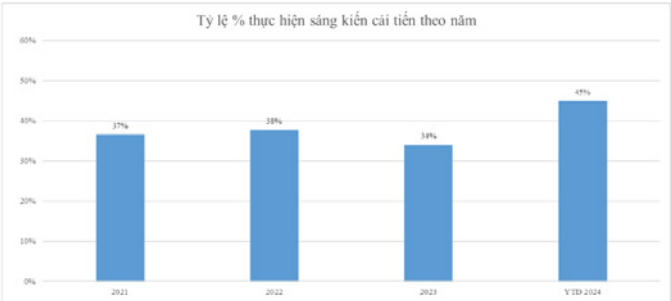


Powering Success with Measurable Impact

The rewards and recognition strategy has translated into tangible results for Saint-Gobain Vietnam. Employee engagement and satisfaction scores have notably increased, productivity has improved, and cost-saving measures have enhanced overall business efficiency. These measurable outcomes - reflected in improved sales targets and operational performance - demonstrate the direct impact of a people-centric approach.



Promotes Collaboration Across Departments



Increased number of innovative ideas Cost saving 12% Vs. 2023

At Saint-Gobain Vietnam, recognition is more than a program, it's a belief. This belief system, anchored in TEC culture, is why SGVN proudly holds the Vietnam Excellence® 2025 – HR Excellence Award for Rewards & Recognition. And more importantly, why thousands of its people wake up every day inspired to “Making the world a better home”.



Mr. MIKE HEBERT

President - Canadian Chamber of Commerce Vietnam (CanCham)

Saint-Gobain Vietnam delivers a robust, business-aligned reward and recognition framework that powerfully reinforces its TEC culture of Trust, Empowerment, and Collaboration. The program effectively incentivizes performance, innovation, and cost optimization across all departments. With multi-tiered recognition schemes, including real-time and ad-hoc rewards, the system fosters both individual and team motivation. The ON-TOP sales incentive model is particularly innovative, encouraging continuous outperformance. By combining strategic focus with timely recognition, SGVN ensures employees feel valued, heard, and empowered. Their thoughtful, adaptable approach to rewarding achievements stands out as a benchmark for driving engagement and aligning HR with business outcomes.

Shaping a Learning Culture: The VPBank Story of building a Future-Ready Workforce

VPBankS is one of Vietnam's most forward-thinking securities firms, recognized for its dynamic growth, innovation, and human-centered culture. As a proud member of VPBank Group, VPBankS combines financial strength with a bold ambition to lead change in the investment landscape.

Driven by purpose and powered by people, VPBankS is cultivating a new generation of talent, fostering continuous learning, and redefining what it means to grow, not just as a business, but as a force for progress.

5 Core Values

ASPIRATION
INTEGRITY
EFFICIENCY
DISCIPLINE
INNOVATION

Facing complex industry challenges — from rapid tech advancements to tight talent competition - VPBankS stood out by offering a comprehensive, future-ready Learning & Development strategy aligned with four key focus areas:

1. Upskilling & Training Effectiveness

In the fast-moving world of finance, VPBank Securities must ensure that employees continuously update their knowledge of investment products, market trends, and regulatory changes. However, providing timely knowledge alone is not enough. Employees must also master job-specific skills such as market analysis, risk management, and client advisory to perform effectively. The challenge lies in designing training programs that are both current and deeply applicable to real business scenarios.

To respond to this dual challenge, VPBankS implemented an integrated training approach that combines foundational knowledge with real-world application. Specialized training programs were developed by role — including technical analysis for analysts, advisory skills for brokers, and compliance procedures for risk staff.

01

The Management By Culture course is taught by Dr. Giản Tư Trung, President of PACE Institute of Management

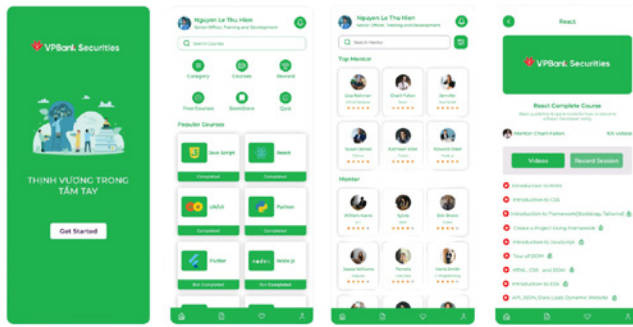
**02**

The Application of Physiognomy in Human Resource Management course is taught by Mr. Phạm Văn Chính

**03**

The Detection of Forged Documents course is taught by Mr. Nguyễn Tuấn Hưng, Lecturer at the Institute of Criminal Science – Ministry of Public Security





Develop an online training system (LMS) that enables employees to learn anytime, anywhere.

Blended learning formats, such as workshops and scenario-based simulations, help employees apply theory to practice. Additionally, AI-powered systems recommend personalized learning content based on individual performance data and customer feedback, while chatbot tools provide quick, contextual support in daily tasks.

In parallel, VPBankS launched an Innovation Submission System, enabling employees to propose ideas for process improvement. AI helps identify high-potential contributions, encouraging bottom-up innovation while linking learning to operational excellence.



2. Talent Attraction & Retention

Attracting and retaining top talent remains a key challenge for VPBank Securities in a highly competitive financial market. Beyond recruiting quality candidates, the bank must also keep them engaged with clear career paths and growth opportunities.

To tackle this, VPBankS embedded training into its Employee Value Proposition, offering personalized development roadmaps, structured onboarding, and targeted mentorship. These efforts, along with tailored leadership programs and regular skills assessments, help strengthen internal mobility and long-term retention. Many new hires cite these development pathways as a major reason for joining.



3. Digital & Tech Adoption

As digital transformation reshapes the financial industry, VPBankS faces the challenge of scaling technology across its learning ecosystem. This includes not only deploying new tools, but also ensuring adoption across all employee levels and building digital learning habits.

In response, the bank launched a centralized digital platform featuring AI-personalized content, on-demand access, and interactive learning. To drive engagement, the rollout was supported by internal communications and intuitive UX design, making digital learning part of employees' daily routines.

4. Customization & Compliance

With a diverse workforce and a highly regulated environment, VPBankS must balance role-specific training needs with strict compliance requirements. The challenge lies in delivering targeted, relevant programs while ensuring consistency across departments.



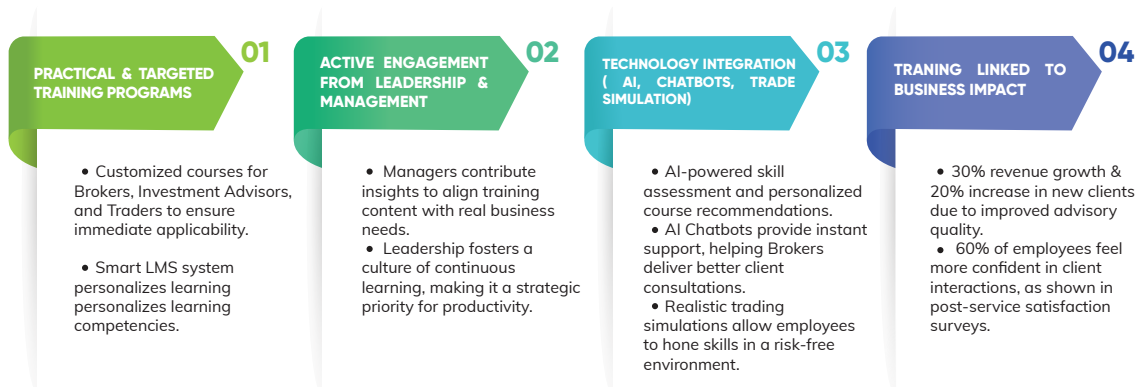
To address this, the bank developed learning frameworks tailored by role and seniority. These outline key competencies and development priorities for brokers, analysts, and risk teams. Compliance modules are fully integrated into onboarding and refresher training, with digital tracking used to monitor completion and ensure updates are implemented promptly.



5. Result

Within just 6 months, course completion rates rose from 75% to 95%, and average training hours reached 30 hours per employee per year, a 20% increase. Work productivity improved by 15%, based on individual KPI tracking before and after training. Knowledge application in real work increased from 60% to 85%, and 90% of employees gave positive feedback on the usefulness of training content.

Thanks to a comprehensive learning transformation, VPBank Securities has successfully embedded a culture of continuous development, with strong alignment to business goals. By combining practical training design, leadership involvement, technology integration, and impact-driven learning strategies, the company has achieved impressive results across multiple dimensions:



VPBank Securities' journey in Learning & Development is not just about delivering courses, it's about shaping mindsets, unlocking leadership, and embedding learning into culture. As the financial landscape continues to evolve, one thing remains constant: VPBankS's commitment to empowering people - because in a future defined by change, learning is the ultimate competitive edge.



Mr. DAVID DO

Managing Director of Vietnam Investments Group (VI Group)
Advisory Board of Endeavor Vietnam

VPBankS's strategic approach to talent development stands out through its tiered training programs and early adoption of AI-driven learning. By combining structure with innovation, the company enables personalized growth, faster skill-building, and demonstrates a clear commitment to long-term workforce development.

As one of the leading brands in Vietnam's jewelry industry, Phu Nhuan Jewelry Joint Stock Company (PNJ) stands out not only for the exceptional quality of its products but also for its unwavering commitment to sustainable business practices. Founded in 1988, PNJ has navigated over three transformative decades, steadily strengthening its market position through a human-centric business philosophy, relentless innovation, and an enduring aspiration to transcend borders and shine on the global stage.



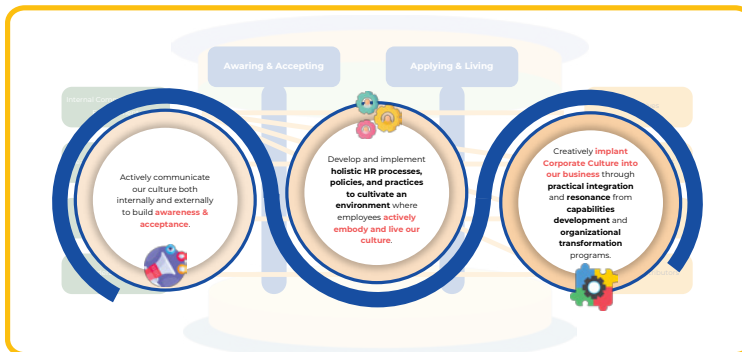
WORKPLACE CULTURE - LEARNING & DEVELOPMENT

Unshaking in the Hurricane: PNJ's Excellence in Culture and Learning

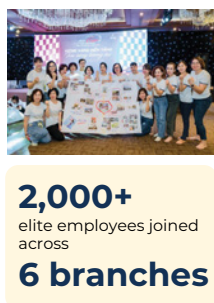
To navigate market uncertainties, PNJ has made its values the compass guiding every decision and behavior. PNJ has turned adversity into opportunity by embedding its core values into every layer of the organization. PNJ's story is one of resilience – a journey where Corporate Culture and Learning & Development intertwine to drive innovation, unity, and performance.

A Living Corporate Culture

At the heart of PNJ's transformation lie five unwavering core values: To work with integrity to last, Be consistent with the target, Be caring to grow together, Be pioneering to make distinctions, and Be dedicated to the customer. These are not just slogans but are actively lived out through initiatives that engage employees at every level.



One standout initiative is PITSTOP, a nationwide roadshow where more than 2,000 employees from six branches come together for reflection and problem-solving. At PITSTOP, teams conduct self-evaluations and group discussions aligned with PNJ's cultural benchmarks. This initiative has become a catalyst for innovation, empowering teams to transform everyday challenges into meaningful opportunities for improvement.



WHAT WE DID

- **Top leaders** directly shared, interacted, and provided guidance to branches and employees.
- **Employees** self-evaluated and reflected on their achievements and shortcomings.



WHAT WE GOT

- Reinforce PNJ Corporate Culture values to deepen employees' understanding and retention.
- Apply cultural values to solve challenges after their self-assessments.
- Enhance engagement and collaboration within branches to improve teamwork and coordination.



2,000+
elite employees joined across
6 branches

Equally inspiring is PNJ Cultural Day, which unites over 6,500 employees in a celebration of shared purpose. This event is more than a festive gathering, it is a strategic exercise in transforming abstract values into tangible action plans. Influential speeches from the Chairwoman and Board of Directors lead to discussions that convert cultural themes into actionable strategies, reinforcing the company's identity and unity.



WHAT WE DID

- **Chairwoman & BODs** shared impactful speeches and stories to reinforce PNJ's shared vision and core values, strengthening the corporate culture.
- **Employees** worked together to translate cultural themes into concrete action plans, ensuring these values would be actively implemented in daily work.

WHAT WE GOT

- **Strengthen teamwork and foster employee connection** through collaborative and engaging activities.
- **Deepen employees' understanding of corporate culture values and vision** through dedicated time for relaxation and reflection.
- **Deliver clear, actionable cultural themes** to ensure all employees understand and effectively embody these values in their work.



6,500+ employees participated



Moreover, the PNJ All Stars Series leverages real stories from employees, bringing to life the motto "Innovation x Inspiration x Liberation x Care." With over 250,000 impressions from these shared narratives, PNJ not only builds a strong Employer Value Proposition but also cements its reputation as one of the Top 100 Best Places to Work.



WHAT WE DID

- **Highlight inspiring stories** of outstanding individuals across all levels and functions at PNJ through various media platforms.
- Delivering messages of **INNOVATION x INSPIRATION x LIBERATION x CARE** as part of PNJ's EVP

WHAT WE GOT

- **Effectively promote** our culture through an **authentic and genuine** approach.
- **Foster employee pride** in PNJ's values and inspire them to **actively advocate** for our culture.

15
stories

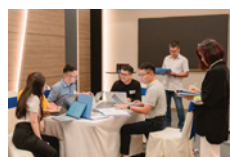
250,000
impressions



A Dynamic Learning & Development Ecosystem

PNJ's commitment to growth is evident in its robust Learning & Development framework, designed to nurture leadership and enhance job-specific skills.

For senior leaders, The Accelerator serves as an intensive development hub. Here, participants engage in self-assessment, simulations, and case studies that mirror real-world challenges. This comprehensive process has led to a 100% adoption rate of individual development plans, with the Board of Directors actively serving as both assessors and observers.



WHAT WE DID

- A **comprehensive approach**, combining inside-out and outside-in perspectives via diverse activities.
 - **Self-assessments using certified international tools** about leadership competencies, cognitive ability, values, motivations
 - **Personal Assignments** about business, social, economy, politics
 - **Assessment activities based on case study**: in-tray exercises, group discussion, role-play ...
- Create a development intervention where both leadership team & management team can interact, observe, reflect and learn together.



WHAT WE GOT

- **Successfully identify talents** based on a unified standards.
- **Enhance interaction and engagement** between senior management and the leadership team, **fostering motivation for development and growth**.
- **Provide clear pathways & deeper insights** for personal and career growth through well-defined capability development plans to management team.
- **Build a talent development culture** within the organization, **strengthening the workforce** to support overall growth and development goals.

ALL BOD

joined as Assessors & Observers

100%

talents build & implement Individual Development Plan

Mid-management benefits from the Management Development Program (MDP), a 15-month initiative blending formal training with peer learning and real-life projects. 100% of participants are tracked through action plans that apply their learning directly to real-world work situations, ensuring meaningful transfer and sustained impact. The program also aligns management practices across the board and fosters a continuous improvement mindset crucial for adapting to rapid market changes.



WHAT WE DID

Comprehensive programs including:

- **Formal Training** Programs about PNJ's leadership competencies from internal & external experts
- **Self-learning** via virtual platform & bite-sized materials
- **Social learning** via peer sharing sessions, group reflection & learning competitions
- **Experiential learning** by building & implementing action plans
- **Multi-dimensional assessments** from selfassessment, line manager assessment & competencies test

WHAT WE GOT

- **Unify standards of management** for all managers & experts
- **Enhance participants' mindset, equip them with toolsets and skillsets** for leading-self and leading team.
- **Drive impactful behavioral change** by applying into realities



In addition to leadership tracks, PNJ employs a 70-20-10 model to upskill its broader workforce. Specialized training programs - focusing on areas such as Supply Chain, Finance, and Marketing - ensure that technical skills keep pace with evolving business demands. These efforts have directly contributed to enhanced efficiency and rapid adaptation in a competitive landscape.

WHAT WE DID

- Build up **functional competency framework** for core functional capabilities: Frontline, Finance, Project Leadership
- **Functional development training courses** via comprehensive 70-20-10 approach for HO & 6 Branches

WHAT WE GOT

- Programs aimed at **enhancing core functional knowledge, skills, and increasing work efficiency**



OPERATIONAL EXCELLENCE



FINANCE FOR NON-FN



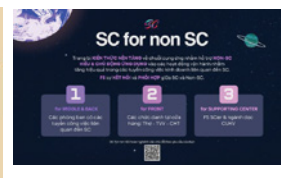
LEGAL



MARKETING SUMMIT



LEARNING WEEKS



SUPPLY CHAIN FOR NON-SC SERIES



Functional capabilities

3,200

participants count

33

programs

4.69/5

participants satisfaction level (2024)

Programs like Trăm Sáng, a creativity and innovation hub, further illustrate this synergy. With over 1,100 participants and 347 ideas generated in just two seasons - 69.2% of which have been implemented - PNJ demonstrates that when employees are empowered with clear values and robust learning tools, innovation flourishes at all levels.

FOSTER CONTINUOUS IMPROVEMENT MINDSET

WHAT WE DID

TRAM SANG

An annually inspiring playground - a creativity & innovation hub where all members of the organization could become the company's "creators." With the desire to encourage endless creativity from each employee, "Trăm Sáng" is designed as an open playground, unlimited in idea scale or job position.



2	> 1,100	347	>100K
seasons	participants count	summitted ideas	media reach

WHAT WE GOT

- Create a collaborative environment where PNJers innovate and grow alongside PNJ to reach new heights.
- Participants enhance knowledge and gain new experiences; connect, learn, and grow by applying knowledge and technology to tackle challenges at PNJ.
- PNJers affirm and amplify their personal values, contributing to the organization's collective value.
- PNJers affirm their personal values and harmonize them with the organization's core values.
- Identify and unleash potential in all levels.



AFTER 2 SEASONS OF TRAM SANG

69.2%	15.4%	↓70%	↓1,485 bil.
ideas completed	ideas on-progress	time saving	Cost saving



The Impact of a Unified Approach



PROFIT AFTER TAX
consecutively increase
year-on-year after Covid-19



Top 1
MARKET SHARE
within the branded segment



Retention rate
90%
(higher than industry benchmark)

PNJ's dual focus on Corporate Culture and Learning & Development has yielded measurable results. Profit after tax increased by 7.3% in 2024 and by 8.9% in 2023, while the employee retention rate remains above 90%. These figures underscore the effectiveness of an integrated strategy where a vibrant, living culture fuels continuous learning and business growth.

Conclusion

PNJ is not just crafting jewelry, but shaping a culture where people shine – together.

By harmonizing Corporate Culture with a comprehensive Learning & Development ecosystem, PNJ has cultivated an organization where every employee is inspired to lead, learn, and innovate. This cohesive strategy has not only driven stellar financial performance but also created a resilient, future-ready workforce.



Ms. WINNIE LAM

Board Member, General Secretary, Hong Kong Business Association Vietnam (HKBAV)

When one like PNJ has been made an icon of the industry, it becomes increasingly difficult to continue to impress with the bar rising every turn. It's ability to continue with a vigor what they did right and well is the corner stone of their success as an organization. The working environment at PNJ emphasizes engagement, empowerment, and the development of individual capabilities, thereby fostering a spirit of innovation and flexible adaptability throughout the organization is the ultimate holistic way to go about developing human resources. This allows PNJ to maintain strong internal strength to fight the battle on the market.

WORKPLACE CULTURE



Beyond Paints: How Jotun Cultivates Culture for Sustainable Growth

Founded in 1926 and headquartered in Norway, Jotun is one of the world's leading manufacturers of paints and coatings, operating in over 100 countries with more than 10,000 employees. In Vietnam, Jotun has been present since 1994 and is currently operating two factories, multiple sales offices, and distribution centers nationwide. Known for its commitment to quality, innovation, and people development, Jotun Vietnam is steadily building a strong foundation for sustainable growth through a human-centered approach.




At Jotun, workplace culture is more than a statement, it's a way of life. The company's guiding values: LOYALTY, CARE, RESPECT, and BOLDNESS. They are embedded in every policy, practice, and interaction. Together, these four pillars form the foundation of Jotun's Penguin Spirit and define how the company empowers its people and drives long-term success.

LOYALTY: A Culture of Long-Term Commitment

Loyalty at Jotun is nurtured through trust, transparency, and alignment between employees and company goals. From the Leadership Expectations Model to the Jotun Value Chain, leadership development is integrated into every level of operations.



Leadership Expectations Model

-  Having the energy and ambition to make a real difference for the organization.
-  Engaging with manager, peers and customers to build strong relationships and networks.
-  Doing the right things right to realise business objectives.

Jotun Value Chain



Annual From Strategy to Implementation workshops ensure that managers are not only aligned with business direction plans but also act as ambassadors of company culture. These initiatives promote strong internal relationships and a shared sense of ownership, contributing to low turnover and high engagement.

- From Strategy to Implementation Workshop is conducted every year to align with the Group Strategy and Regional & Company Direction Plans.
- Leadership and Management Workshops for middle managers.
- A part of the Jotun Training Portfolio introduced during an employee life circle.



CARE: Prioritizing Wellbeing in Every Dimension

Care at Jotun is both policy-driven and deeply personal. The Penguin CARE Program offers enhanced parental leave, caregiver support, and full healthcare coverage for employees' families—including spouses and unlimited children.

Paternity leave	Caregiver leave	Flexibility & Support/ Multipurpose rooms	Health insurance for family	
Minimum of 10 fully paid working days or a total of 14 paid working days	In case of caring for sick children up to 7 years old, employees shall be entitled to 15 or 20 fully paid days	Employees who are nursing their baby are entitled to take a break 60 minutes per day during working hours until the child is 12 months. In order to offer increased flexibility upon return to office after maternity leave to ease the transition back to work for both mother and child, female employees are entitled to break at multipurpose rooms available to provide rest, restitution and lactation facilities.	All employees' spouses and unlimited number of children are covered by the same health care insurance package as the employee benefits.	
Maternity leave	In case of caring for sick children above 7 years old or other immediate family members, employees shall be entitled to 5 fully paid days			
4 fully paid months by company policy and 2 months by law				

Jotun's commitment to holistic well-being shines through its Well-being Activities, another standout program in its award-winning culture. By addressing physical, mental, and social health, Jotun creates a workforce that's not only productive but genuinely happy, reflecting their belief that a healthy employee is a thriving one.



Free high-quality meals

We take care of all employees with **healthy, nutritious lunches** such as savory and vegetarian dishes, organic foods, desserts with **fruit, fruit juice, yogurt, ice cream.**



Sport facilities

We have a **Football field**, and a **Tennis court** built in our Factory premises for employees' sports activities after working hours, **annual Sports Day** and **Jotun Race program.**



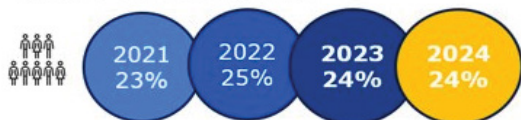
CR activities

We organized and participated in many CR activities focusing on **Sustainability** such as **Education and Environment** (School facilities/ Tree planting/ beach clean-up) and donations and contributions (Covid vaccine, flood victims in Central/ Northern provinces, people with cancer/ dialysis, etc. at hospitals)

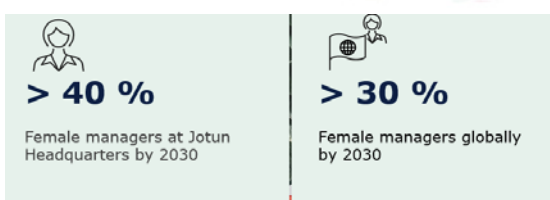
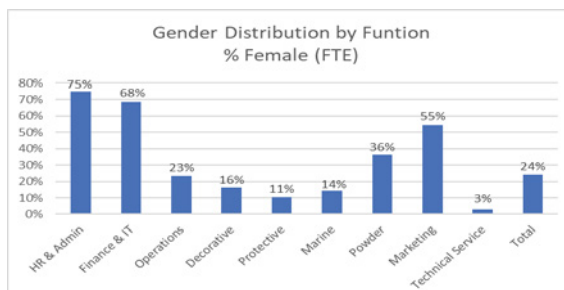
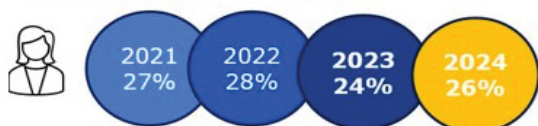
Respect: Embracing Diversity and Growing Together

Respect is reflected in Jotun's commitment to diversity, and inclusion. With female managers currently making up 26% of the leadership team, the company actively works toward its Group target of 30% by 2030.

Gender balance in total



Gender balance Managers



Jotun promotes inclusive hiring and conducts regular reviews to ensure gender balance across departments. Initiatives like the Jotun Academy, support employees of all backgrounds to grow and thrive in their careers, fostering mutual respect and empowerment.



Training



Core management skills

- People leadership, Task leadership, High performance culture
- Performance-focused coaching, Network strengthening, Strengths and Weaknesses
- Awareness, Goal setting, Coaching, Delivering results, Collaboration
- Leadership foundation, Strategy, Organizing department, Managing a team, Local laws

Jotun's Global Mobility Program opens doors for employees to grow beyond borders. This program not only enhances skills but also fosters a sense of global unity within Jotun's workforce. For a company with operations spanning Vietnam and beyond, this initiative ensures employees are equipped to handle diverse challenges while bringing fresh perspectives back home.

Global Mobility Program



Short Term Assignment
(3 – 12 months contract)



Mobile Workforce
(2 – 5 years contract)



International Assignment
(3 – 5 years contract)



Mr. Vo Chi Linh worked as General Manager at Jotun Myanmar from 2016 to 2023



Ms. NP Thanh Thuy worked on E-learning Project at Jotun Regional Office, Malaysia in 2012



Ms. TT Tuong Vi has worked as Purchase Manager at Jotun Regional Office, Malaysia since 2023

Boldness: Creating Space for Voices and Innovation

Boldness at Jotun means empowering people to speak up, take initiative, and innovate. The Speak-Up program, launched in 2023, provides a safe and structured platform for employees to share feedback and propose improvements. Ideas raised through this channel have led to tangible operational efficiency projects. Through Boldness, Jotun cultivates a culture where continuous improvement and open dialogue go hand in hand.

Innovation - Driving Sustainable Growth from Within

And perhaps most powerfully, boldness at Jotun fuels one of its greatest strengths: innovation - a natural outcome of Jotun's people-centric culture. Employees are encouraged to think creatively and contribute ideas that enhance both customer experience and environmental responsibility. From Jotashield Infinity's superior weather protection to Durasol powder coatings with multiple LEED certifications, product innovations are driven by a strong connection between R&D, operations, and market needs. This commitment to innovation not only strengthens business performance but also reinforces Jotun's sustainability journey.



With a decade-long presence in Vietnam's Top 100 Best Places to Work and recognition as the #1 Materials Manufacturer in 2024, Jotun exemplifies how a values-driven culture is not just good for people - it's essential for long-term success. When culture is driven by values and people come first, success isn't a destination, it's a natural outcome!



Mr. MIKE HEBERT

President - Canadian Chamber of Commerce Vietnam (CanCham)

Jotun Vietnam has created an outstanding workplace culture rooted in its "Penguin Spirit" values of loyalty, care, respect, and boldness. Their Penguin Care program goes above and beyond legal standards, providing exceptional support for employees and their families. Initiatives such as mental health awareness, global mobility, and inclusive leadership development contribute to a truly holistic employee experience. Jotun's culture of open communication through "Speak Up," commitment to diversity, and sustained investment in well-being and learning reflects a deeply embedded culture of care and growth. This is a best-practice model for building a sustainable, people-centered workplace in manufacturing.



WORKPLACE CULTURE

The Journey of Trust: MB Is Building a Culture that Connects Hearts and Purpose



Founded in 1994, MB Bank is one of Vietnam's leading multi-functional financial groups, with a bold vision to become a digital enterprise at the forefront of the financial sector. Operating under the values of Reliability, Solidarity, and Discipline, MB places people at the center of its development strategy. For MB, workplace culture is not an internal policy, it is the driving force that connects customers, employees, and the community through one enduring foundation: trust.

Culture is the **KEY**

MB believes that
CULTURE is the key
to overcoming
challenges and
seizing opportunities.

At MB, TRUST is more than a word - it is a lived philosophy. In every interaction, decision, and commitment, TRUST is the force that engages relationships. It empowers employees, retains customers, and amplifies impact. Guided by this belief, MB has cultivated a cultural ecosystem where TRUST becomes that which holds the greatest value.

TRUST /noun.

- ▶ Our Core Values: Solidarity, Discipline, Dedication, Execution, **Reliability**, Efficiency
- ▶ Our Reliability means making & fulfilling COMMITMENTS
- ▶ Achieving High Reliability is key to growing Trust from our Customers, Employees, and the Community

To MB, TRUST means engagement, transparency, and inspiration. It is the confidence that comes from being heard, supported, and empowered. This belief is visualized through the metaphor of the Stars - each MBER is a star in the MB universe, shining with passion, ambition, and purpose. Together, they form a constellation where shared values illuminate a path of connection, courage, and collective brilliance. TRUST is the gravity that binds these stars into one brilliant, united universe.

BUILDING CUSTOMER TRUST – TRUST AS EXPERIENCE

MB invests in trust by showing up - wherever customers are. From expanding its physical network to remote provinces like Son La, Lao Cai, and Gia Lai, to digitizing banking services for convenience and transparency, MB meets customers with care and reliability.



MB continuously strives to focus on Customers and is **COMMITTED** to growing customer experience, thereby growing high **TRUST** and loyalty.



Notably, MB's Green Credit initiative reflects its commitment to sustainability. With 8.5% of total credit portfolios allocated to green sectors in 2024, MB helps customers access eco-conscious financial solutions. Customers trust MB because it listens, acts, and walks with them -especially when it matters most.

BUILDING EMPLOYEE TRUST – THE POWER OF BELONGING

Internally, MB fosters a culture where every individual feels seen and valued. Through initiatives like MBers Talk, employees are empowered to share their voices, dreams, and growth journeys. These conversations don't just build awareness, they cultivate a culture where leadership emerges from every level. The bank encourages a mindset of "dare to think, dare to act", giving MBers the freedom to challenge, co-create, and lead.

The star is the symbol of MB, and each MBER is a Star – embodying Passion and a strong Aspiration for growth, fueled by a relentless motivation: to Build Trust and Create Values for MB's Customers.

Workplace practices also reinforce this TRUST. MB prioritizes a green and caring environment: implementing energy-saving initiatives, reducing waste, and fostering inclusion across generations. With every gesture, MB proves that TRUST at work is not just a promise from the bank – it's truly about people, with their benefit at the heart of it.

We are **PROUD** of being a part of the organization

We are **TRUST** in the organization's strategy

We are **COMMITTED** to the success and future of the organization.



These figures inspire our journey toward becoming a "Sustainable Workplace" and achieving "Happiness at Work" in 2024

BUILDING COMMUNITY TRUST – TRUST THAT GOES BEYOND BUSINESS

MB's culture of trust extends to the community. Through the HiGreen Campaign, over 82,000 runners joined forces to run nearly 7 million kilometers, raising 18.1 billion VND for environmental causes. Green Truong Sa 2025 aims to plant over 1 million trees, supported by a campaign goal of 161 billion VND.

CHIẾN DỊCH CSR

#HiGreen

Biển bãi rác → thành sân chơi

THỬ THÁCH CHẠY BỘ

#HiGreen

Vì Trường Sa xanh



#HiGreen

Vì Trường Sa xanh



The GREEN TRUONG SA 2025

Raise
161B VNĐ

Til
30/06/2025

Plant & Take care of
1M + + trees

More than philanthropy, MB embeds community responsibility into its business strategy. The SocialWelfare Map solution, winner of the Data4Life 2024 Potential Award, uses data to guide social programs and amplify impact. These initiatives reflect a deeper truth: trust grows where actions speak louder than promises.



MB's youth is full of energy, vibrant colors, and dynamic rhythms.

TRUST is not built overnight, it is earned through consistency, empathy, and shared experience. At MB, TRUST is not a campaign, it is a journey. One that connects hearts, strengthens culture, and creates lasting impact across employees, customers, and communities. As each MBER continues to shine, the bank's universe of TRUST grows ever brighter in the pride and readiness of the team, and the reliability of MB's customers, partners, and the community.



Professor NGUYEN DUC KHUONG

President, Association of Vietnamese Scientists and Experts (AVSE Global)
Managing Director, EMLV Business School (France)
Director of International Development, De Vinci Higher Education (France)

MBBank has built a particularly strong corporate culture, which is considered a key factor for all success. This culture, built on core values such as solidarity and trust, not only creates a positive working environment but also fosters deep employee engagement with the organization. HR has played an important role in nurturing and developing this culture, creating conditions for employees to maximize their potential and contribute to MBBank's sustainable development.

Indovina Bank: Shaping a Workplace Where Well-being Thrives



WORKPLACE WELLBEING

INDOVINA BANK



As Vietnam's first joint-venture bank, Indovina Bank (IVB) has long understood that sustainable growth is only possible when employees feel secure, supported and seen. With nearly 1,000 members across 1 Business Center, 14 Branches and 19 Transaction Offices, IVB has built not just a financial institution, but a workplace where people find stability in their careers and clarity in their path to grow.

IVB is committed to creating a thriving workplace, where well-being is prioritized through the integration of five interconnected pillars.

COMPENSATION & BENEFIT



CAREER GROWTH



RECOGNITION & ENGAGEMENT



WORK ENVIRONMENT & CULTURE



MISSION & VALUES



Strong Foundation: Competitive Compensation & Meaningful Benefits

At IVB, well-being begins with peace of mind in personal finances and career growth. Salaries are competitively benchmarked and paid twice per month, on the 1st and 16th, to help employees proactively manage their personal finances, with full insurance contributions based on actual income. Employees enjoy a wide range of benefits including festive bonuses, a comprehensive uniform allowance, subsidized lunches and favorable internal loan programs. Importantly, extended health insurance also covers family members, and specialized care is available for retirees. Together, these initiatives create a financial foundation that frees employees to focus on performance and growth.



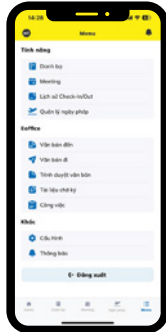
Career Growth: Tailored Paths for Every Journey



Growth at IVB is applied flexibly, where every employee is empowered to reach their full potential and take initiative without being confined to rigid frameworks. Employees are encouraged to co-design their career trajectory. Development takes place across multiple dimensions — horizontal, vertical and cross-functional — enabling each individual to maximize their strengths, whether as a manager or an expert. Whether transitioning to new roles or deepening existing expertise, every employee knows that at IVB, their growth is a shared priority, fostering a sustainable connection with the bank.

Recognition & Engagement: Fueling Belonging Through Appreciation

Recognition at IVB goes beyond yearly awards. A dynamic feedback culture - upward, downward and peer-base, ensures that every voice is heard through internal surveys and one-on-one conversation. In addition, team-building trips, volunteer campaigns and CSR programs have created emotional connections across departments and generations, spreading human values. Employees are not just retained - they're respected, celebrated and re-energized, drawing inspiration through social work. This sense of belonging not only nurtures satisfaction but also fosters lasting strength and resilience.



Environment & Culture: Digitalized for Optimize, Built for Trust

IVB creates spaces where people do their best work: modern, streamlined, and optimized for comfort. With digital tools like eOffice and the IVB One internal platform, bureaucracy is minimized and collaboration is enhanced. The culture is rooted in transparency and inclusivity, where diverse opinions are welcomed and ownership is encouraged. In this environment, performance and wellness are not at odds, they reinforce each other.

Values That Guide, A Mission That Connects

More than a bank, IVB is a values-driven workplace where core principles: integrity, expertise, innovation, and cooperation - are not only communicated but actively practiced in day-to-day work. These values are shared consistently from Head Office to every branch, creating alignment across the organization. Values at IVB are transmitted through two-way communication, peer storytelling, and the example set by managers. Every employee clearly understands their role and strives to contribute wholeheartedly, knowing that their efforts are part of a greater shared mission that binds the entire bank together.



At IVB, well-being is not a trend – it's a tradition. With one of the most solid and stable workforces in the industry an average tenure of 8.5 years, over 90% retention rate and 33% of employees staying for more than a decade, IVB proves that when people feel empowered with inner strength and solid resilience, growth knows no bounds. At IVB, careers are anchored with purpose, and individuals thrive with confidence and direction.



Mr. VO TAN THANH

Vice Chairman of Vietnam Chamber of Commerce and Industry (VCCI)

Indovina Bank presents the image of a professional organization with a clear strategy, placing strong emphasis on people and sustainable development. Through its profile, IVB demonstrates a well-structured investment in employee welfare policies, staff development, and the cultivation of a cohesive culture. Its most outstanding highlight is the strong commitment to sustainability, powerfully evidenced by exceptional workforce stability with a remarkably low turnover rate and an impressively long average tenure. This paints the picture of a resilient, trustworthy organization with effective management that truly regards its employees as core assets.

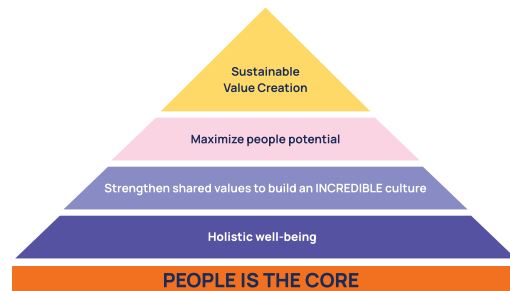
Indovina Bank: Shaping a Workplace Where Well-being Thrives

WORKPLACE WELLBEING



Building a Workplace of Desire Through an Incredible Journey of Wellbeing

Founded in 2009, Yes4All is a global e-commerce brand specializing in fitness and home goods. As demand surged post-pandemic, the company stood at the forefront of a booming market - yet also faced a growing challenge: managing talent across multiple geographies in an increasingly competitive environment. In response, Yes4All reimagined the employee experience, placing wellbeing at the heart of a bold vision to build a Workplace of Desire.



*We often talk about Topline and Bottom line, but at Yes4All, what we care about most is the foundational layer

WELLBEING – Caring for the Whole Person

At Yes4All, wellbeing is comprehensive, spanning physical, mental, emotional, and environmental dimensions. The company created a working environment where people feel genuinely cared for and energized. Massage chairs in the office, a Time-Out lounge, and regular Happy Hours offer daily mental refreshment. Programs like Sport Day and Happitude at Work foster physical vitality and collective spirit. Meanwhile, expanded health insurance starting from probation, 16+1 paid leave days, and performance-based bonuses provide financial security and peace of mind. The office pantry is stocked with healthy options, and annual environmental audits ensure the workspace remains optimized for employee health. These aren't just perks—they are daily reinforcements that people matter here.



CULTURE – Embedding Values Through Action



Transforming culture in just one year, Yes4All's team engaged every employee in defining, activating, and embedding a new set of core values. Through a three-phase approach - "Shine the SEA" - the company reintroduced its values by co-creation, gamification, and operational alignment. Gameshows, TikTok contests, Culture Tours, and thank-you card campaigns turned abstract values into lived experiences. Leaders modeled desired behaviors, while teams held each other accountable to the new cultural standards. Today, those values are built into every touchpoint, from performance reviews to hiring interviews - creating consistency and clarity across generations and functions. It's not just a slide on a wall; it's a shared language of belonging.

PEOPLE DEVELOPMENT – Personalized Growth at Scale

To support growth that is both standardized and personalized, Yes4All partnered with Korn Ferry to design a customized Core Leadership Competency Framework. This framework powers everything from talent acquisition to succession planning.



Strategic mindset related - Loan Van Son

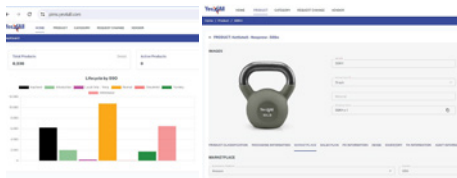


Customer focus related - Uplift the service - Trinh Xuan Phap

Employees now follow personalized learning paths tailored to their unique roles and skill gaps, while managers are equipped to coach and mentor more effectively. The company has replaced backward-looking evaluations with a “feedforward” mindset - focusing on future behaviors and continuous learning. By tracking progress through performance dashboards and development milestones, Yes4All ensures that every person not only knows where they stand, but where they can go.

SUSTAINABLE VALUE CREATION – A Culture That Dares to Reimagine

At the heart of wellbeing is the freedom to think differently. Yes4All fosters innovation not as an isolated function but as an everyday mindset. Internal hackathons like the AI Challenge empower teams to co-create solutions that reduce workload, enhance efficiency, and elevate the employee experience. Tools such as PIMS and YAMS, developed internally, help teams automate processes, reduce manual reporting, and streamline decision-making. These innovations are not only technological - they are cultural. By building systems that support smart work, Yes4All helps employees reclaim time, energy, and motivation.



Yes4All's commitment to wellbeing is not about comfort - it's about momentum. By designing a workplace where care, culture, and capability reinforce each other, the company is turning desire into direction. In doing so, it proves that the most powerful form of growth is not driven by pressure, but by purpose. This cultural reset not only re-energized teams, it redefined how belonging looks, sounds, and feels across a multi-generational workforce.



Professor NGUYEN DUC KHUONG

President, Association of Vietnamese Scientists and Experts (AVSE Global)
Managing Director, EMLV Business School (France)
Director of International Development, De Vinci Higher Education (France)

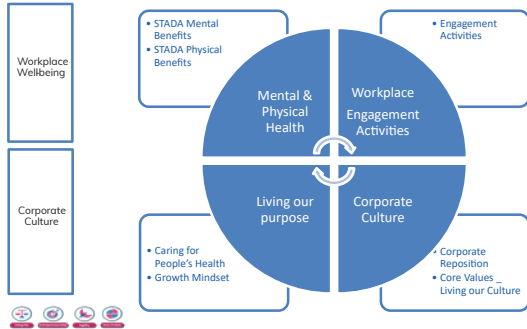
Yes4All stands out with its comprehensive employee development strategy. The company focuses on building a strong corporate culture through core values and a well-structured transformation roadmap. Yes4All invests in employee well-being, creates conditions for potential development, and promotes innovation. In particular, the development of an international standard competency framework demonstrates a long-term vision in enhancing the quality of its human resources.

GROWING WITH PURPOSE, THRIVING WITH CARE



WORKPLACE CULTURE - WORKPLACE WELLBEING

STADA Pymepharco has grown for the seamless 35 years and proudly supports over 1,200 employees across Vietnam. With two EU-GMP certified factories, the company remains deeply committed to its purpose: Caring for People's Health as a Trusted Partner – a promise that starts from within.



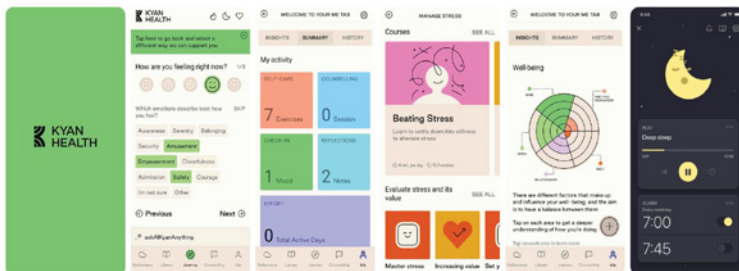
At the heart of STADA Pymepharco's business is a steadfast belief that sustainability begins with a human-centric approach. Lighting by the core values of Integrity, Entrepreneurship, Agility, and One STADA, the company places their employees' well-being and workplace culture at the center of its long-term strategy. Eventually, employee well-being serves as the foundation for sustainable growth – seamlessly integrating health, continuous learning, emotional resilience, and psychological safety atmosphere to build a workplace where people can thrive for the long run.

CARING FOR PEOPLE'S HEALTH AS A TRUSTED PARTNER



STADA Pymepharco Workplace Well-being framework is anchored on three key dimensions: **Mental Health, Physical Health & Workplace Engagement.**

For **Mental Well-being**, recognizing the growing importance of mental health in modern workplace, STADA globally launched a series of mental health initiatives, starting notably **Doctor Talk Series** – tackling workplace-related diseases, symptoms and mental health stigma, while offering medical insights and practical prevention advice. Through **Kyan Health** – a personalized digital platform, employees are supported by a Virtual Assistant that help them build up positive and healthy habits. Vietnam is proud to be among the top 3 countries globally in terms of active engagement, with employees participating in various programs such as daily exercise, guided meditation and psychologist consultations.



To complement this, **STADA GPT**, an AI-powered assistant, was introduced to provide confidential, real-time mental wellness guidance anytime, anywhere, upholding integrity while embracing technology. These are wholeheartedly driven by STADA's purpose of Caring for People's Health as a Trusted Partner.



At STADA Pymepharco, **Growth Mindset** is one of five strategic pillars at global level. By embedding a **Growth Mindset** into the organization's core, we empower employees to continuously learn and develop. A standout example of this commitment is the successful adoption of the **goFLUENT language learning platform**, where 523 employees have completed over **1,300 hours** of flexible, self-paced training. The results speak volumes: **Vietnam ranked #1 globally** in total completed activities, with **4 out of the top 5 global learners** proudly representing STADA Pymepharco in Vietnam. These achievements not only reflect the company's investment in learning well-being, but also showcase how an thriving mindset can unlock exceptional performance on the global stage.



On the **Physical Well-being** front, STADA Pymepharco has taken meaningful strides to enhance the health and comfort of our employees– showing our commitment to **Caring for People's Health as Trusted Partner**. In a standout achievement, the company **expanded healthcare coverage while reducing insurance premiums by 19% year-over-year**, with benefits extended to employees' family dependents. Beyond medical care, STADA Pymepharco fosters a supportive workplace with dedicated **Mother's Rooms** and **Relaxation Rooms**, designed to support physical recovery and balance for post-maternity, while providing moments of rests and recharging throughout the workday. A wide range of activities onsite ensures employees feel supported, energized, and valued every single day.

STADA Pymepharco celebrates meaningful local occasions to show appreciation to our employees, remarkably **Lunar New Year, Mid-Autumn Festival, and Teacher's Day appreciation**, promoting emotional connection across generations and departments. These initiatives help strengthening our workplace culture and unite people as One STADA. Through **STADA+**, employees are recognized not only for their results, but also for every initiative and corporate innovation that align with the company's values. At the global level, STADA's **Caring Day** reflects our unwavering commitment to community health and social welfare, fully align with STADA Group's global purpose "Caring for People's Health as Trusted partner".





Vietnamese Teacher's day



Mid-Autumn Festival



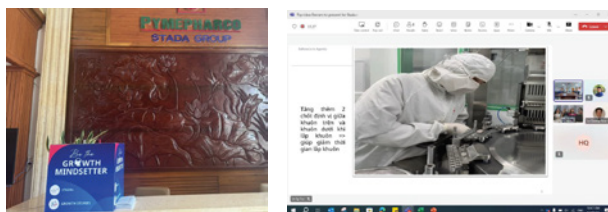
"Giving blood – Saving lives"

CORE VALUES - LIVING OUR CULTURE: A Culture of Integrity, Entrepreneurship, Agility and One STADA

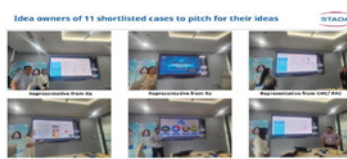
Workplace Culture doesn't live in handbooks – it comes in the way people speak, share, act and support one another every day. This spirit is shared across STADA affiliates worldwide, including at STADA Pympharco.

Integrity: We do the right thing, even when no one's watching. At STADA, we promote a culture of trust & openness are not only encouraged but expected. Whether it's respecting confidentiality or addressing mistakes openly, we foster a culture where doing what's right is part of how we work. Integrity is the foundation of our commitment to sustainability and responsible business practice.

Entrepreneurship: We dream big and make it happen. Employees are empowered to act with ownership, as if the company were their own. We champion **GROWTH MINDSET** through knowledge sharing and internal campaigns that invite every individual to think beyond their role and lead from where they stand – taking ownership and thinking like enterprise leaders in everything they do. From executive sharing sessions to **STADA+** innovation stories, entrepreneurship is not only expected – it's modeled and inspired across all levels of the organization.



Representative from C&P/ RA

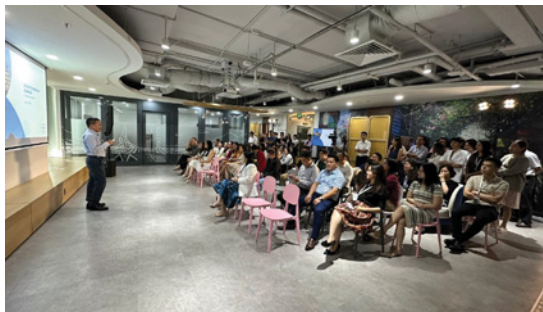
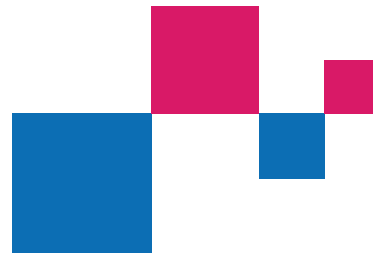


Agility: We grow through change and challenges. Being open-minded, embracing change, seeing every challenge as a learning opportunity are an essence. People are developed to think fast, act decisively, and shift towards solution-driven action in a dynamic environment. Through workshops and mindset trainings, employees are equipped to adapt quickly with confidence and proactively respond to change and challenges. The focus is on developing flexible perspectives that drive towards solution-oriented action.

One STADA: Leverage the power of the team. Built on transparent communication, strong teamwork, and a commitment to personal growth, STADA navigates complexity and uncertainty together, transforming shared ambitions into collective achievements. Our unifying cultural identity spans across global offices and is brought to life through interdepartmental events, cross-functional collaboration, and shared celebration. From Townhalls, peer-learning sessions to anniversary milestones, these moments foster a cohesive, value-driven culture that connects everyone to a bigger purpose.



"Townhall sharing"



CULTURE DRIVES PERFORMANCE

STADA Pympharco achieved an outstanding 99% participation in its latest Pulse Survey, with employee engagement reaching 8.5/10, among the highest across the STADA Group globally. The STADA+ program has become a daily space for celebrating acts of Entrepreneurship. These results show that when care is embedded into policies and values shape everyday behavior, well-being and culture become part of the same thriving ecosystem. This **CULTURE DRIVES PERFORMANCE** is the formula for STADA Pympharco's continued success.



Mr. JESSE BOONE

Board of Governors, American Chamber of Commerce Vietnam (AmCham)

Stada does a great job of connecting their core business to employee activities and well-being. Such a smart way of keeping the team aligned with the business mission, and creating a positive workplace at the same time.

Stronger Together: How SOTRANS Builds an Inclusive Culture Where Everyone Grows



TALENT ACQUISITION - LEARNING & DEVELOPMENT

Founded in 1975 and now a strategic member of Singapore-based PSA Group, SOTRANS Logistics is one of Vietnam's most trusted and comprehensive logistics companies. With over 492 employees across six regions, SOTRANS is not only a logistics provider, but also a workplace where people of all backgrounds, generations, and capabilities come together to grow.

Talent Acquisition: Attracting the right people with purpose

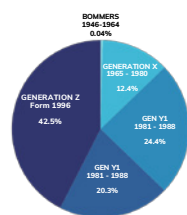
In 2023, the company redefined its people strategy with a bold goal: to embed diversity and inclusion at the heart of everything, and to empower every individual through equal opportunity and development. At SOTRANS, culture is built not by policies - but by people



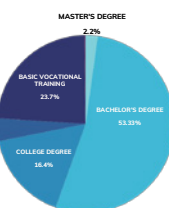
Diversity in Every Dimension

SOTRANS embraces diversity not just in demographics, but in lived experience. The company's workforce spans four generations, with Gen Z and Gen Y making up 87% of the total headcount. Employees come from all corners of Vietnam—from urban to rural, from high school graduates to those with advanced degrees. Gender diversity is also well balanced, with 47% female and 52% male representation, alongside inclusive policies that support foreign nationals, including Korean employees.

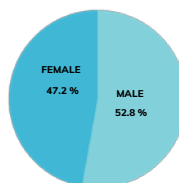
MULTIGENERATIONAL



ACADEMIC QUALIFICATION



GENDER

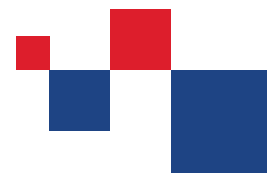


By recognizing this spectrum of difference, SOTRANS celebrates not just who people are, but how they contribute. Each individual brings a unique perspective that shapes how the organization grows and serves customers.

CULTURAL



MULTINATIONAL CULTURE



RETIREE GATHERING PARTY



Equity in Opportunity and Recognition

SOTRANS has made equity a visible, daily practice. All employees - from office staff to field workers - are given fair access to development and visibility. Recognition is personalized and inclusive: drivers, warehouse workers, and long-tenured employees are celebrated with tailored awards, and individual contributions are regularly highlighted through internal platforms.

Moreover, performance and potential are evaluated transparently, and opportunities to grow are not limited by job title. Employees can nominate themselves or peers for development programs, while feedback is gathered consistently across roles and locations.

Inclusion as Everyday Experience

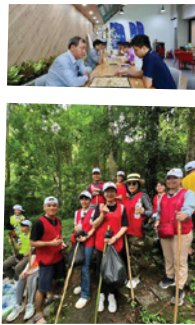
Inclusion at SOTRANS is not a slogan - it's a system of care and connection. The company fosters open communication through anonymous feedback boxes (SOTRANS LOGISTICS VOICES), employee-led initiatives, and local team councils. Engagement activities like sports days, cultural festivals, CSR campaigns, and company trips are designed to reach everyone, regardless of age, department, or region.



"SOTRANS LOGISTICS VOICES"
FEEDBACK PROGRAM



TEAM-BUILDING AND
SPORTS ACTIVITIES

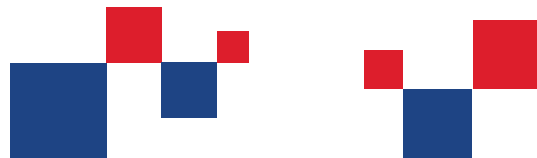


CHARITABLE
ACTIVITIES

Teamworks



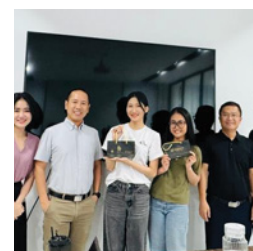
Whether it's planting trees, joining a community trek, or participating in a Year-End Gala, each event is crafted to make people feel seen and valued. In this environment, no one is left behind, and everyone finds a way to belong.



Sharing



Achievement Recognition





Together we will combine the best of traditional values with dynamic, groundbreaking innovation to create a company with an exceptional working environment, dedicated customer service, and effective business operations, enabling continuous transformation and growth. The contributions of each team member every day serve as the building blocks that shape the company's value, position, and reputation in the market.

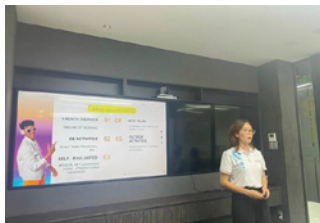
Nguyen Thanh Nam, CEO

Learning to Grow, Growing to Lead

Growth at SOTRANS isn't just expected - it's enabled, with a learning architecture that supports everyone from frontline to future leaders.



Beyond inclusion, SOTRANS ensures everyone has room to grow. The company runs over 170 training programs annually - averaging 55 hours of development per employee. All employees follow individual development plans, aligned with role-specific and leadership capabilities.



MULTI-LEVEL TRAINING PROGRAMS



SPECIALIZED TRAINING PROGRAMS



SOFT SKILLS TRAINING OBLIGATORY TRAINING PROGRAMS

Programs like Management Trainee (MTP), First Time Manager (FTM), Share to Grow – S.O.S, empower talent from within. These aren't just training, they are launchpads for mindset and career acceleration. By integrating learning into daily practice, SOTRANS nurtures not just skills, but confidence and readiness to lead.

Management Trainee Program (MTP)



INTERNAL POTENTIAL DEVELOPMENT PROGRAM



FIRST TIME MANAGER (FTM)



At SOTRANS, diversity is not just welcomed - it's activated. Inclusion is not a statement - it's a structure. And learning is not reserved - it's universal. By weaving these values into its daily fabric, SOTRANS has built more than a workplace. It has built a community. One where every role matters, every person belongs, and everyone grows together.



Mr. VO TAN THANH

Vice Chairman of Vietnam Chamber of Commerce and Industry (VCCI)

SOTRANS Logistics showcases an impressive human resources strategy, particularly excelling in Agile Capability Development and Diversity & Inclusion. Its well-structured investment in learning and development is commendable, featuring a diverse learning ecosystem, clear career pathways, and effective internal talent nurturing programs. The company's strong commitment to Diversity and Inclusion is clearly reflected in its multi-generational, multicultural work environment and meaningful engagement activities, ensuring that every voice is heard - true to the spirit of "No one is left behind."

Cultivating People, Growing the Future



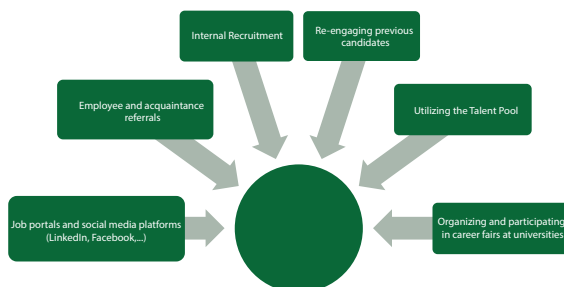
TALENT ACQUISITION - LEARNING & DEVELOPMENT

TTC AgriS is a leading force in sustainable agriculture in Vietnam, with a bold vision to become a top regional player by 2030. With core values rooted in efficiency, innovation, sustainability, and global integration, TTC AgriS is transforming the agricultural landscape through digital transformation, market expansion, and most importantly—people development. At the heart of this journey is a commitment to building not just a successful business, but a meaningful legacy for future generations.

Talent Acquisition: Attracting the right people with purpose

In response to ambitious growth plans, TTC AgriS has strategically scaled its talent acquisition efforts. From 2024 to 2030, the company expects to recruit thousands of new employees. To meet this demand, TTC AgriS has developed strong talent pipelines through partnerships with 16 universities across Vietnam, Laos, and Cambodia, and actively participates in job fairs across the region.

The employer brand has gained significant recognition, with a growing online presence and enhanced onboarding programs, the company has steadily improved hiring success rates and employee retention, proving that when recruitment is guided by purpose and care, it becomes a powerful engine for transformation.





As a result, hiring efficiency improved year-over-year, while early retention and job satisfaction increased—proof that thoughtful recruitment fuels long-term success.



Learning & Development: Growing people to grow the business

At TTC AgriS, learning is not a perk, it's a pillar. Over 1,000 training programs have been rolled out, benefiting more than 25,000 participants. The launch of the LMS (Learning Management System) has revolutionized training delivery, enhancing accessibility and fostering a self-learning culture across all levels.

The company also emphasizes internal knowledge management, connecting people, processes, and technology to drive continuous improvement. With a robust competency framework, personalized development plans, and dynamic programs like coaching, rotation, and mentorship, TTC AgriS ensures every individual has the tools to thrive.

By focusing on real challenges, such as unproductive workloads, inefficient structures, and burnout the company is redesigning how work works, using technology, better planning, and smart talent strategy to unlock productivity and innovation.

Agriculture



Operation



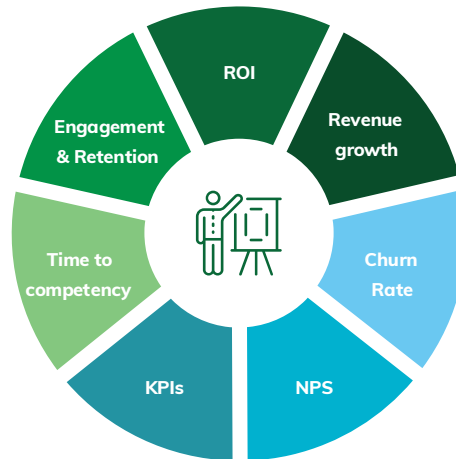
Soft skills



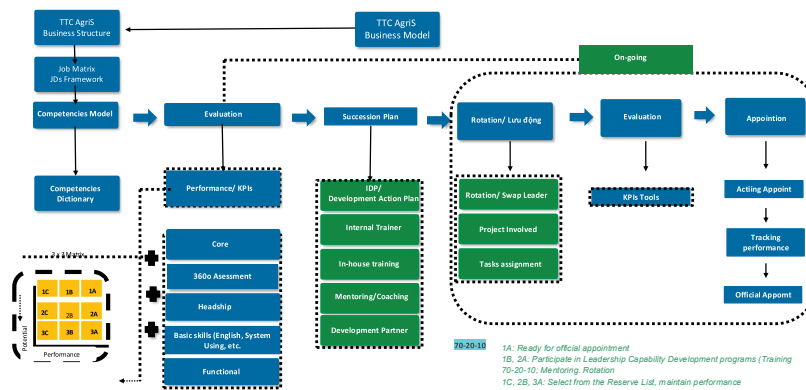
Production



L&D KEY FACTORS



TTC AGRIS - TALENT MANAGMENT CIRCLE ON-GOING PROCESS



TTC AgriS believes that sustainable agriculture starts with empowered people. Through visionary recruitment, impactful learning programs, and a culture that values both performance and wellbeing, the company is planting the seeds of lasting success.

In every field and every function, TTC AgriS is building a workforce not just for today, but for the future where people grow, and growth is human-centered. At TTC AgriS, people don't just work—they learn, lead, and grow with purpose.



Mr. VO TAN THANH

Vice Chairman of Vietnam Chamber of Commerce and Industry (VCCI)

TTC AgriS demonstrates exceptional vision and a significant investment in people. Its talent acquisition strategy is excellently executed, intelligently leveraging a variety of channels to successfully build a reputable employer brand and effectively attract a rich talent pool. The company's strong and methodical investment in Learning & Development stands out, with a modern LMS system, an extensive knowledge base, and thousands of training courses - reflecting a strong commitment to enhancing workforce capabilities. The organization places special emphasis on fostering a learning culture and improving employees' experience.

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