

# Human Capital Agenda

**Our human capital agenda emphasises a culture of excellence and professionalism in steering AmBank Group towards becoming Malaysia's Preferred Banking Group with International Connectivity.**

Since AmBank Group embarked on its transformational journey in FY2008, our human capital agenda has been on a renewal path, as we contend with the key challenge of aligning our people capital with the quick changing needs of the business in achieving the Group's Medium Term Aspiration ("MTA"). Driving our human capital initiatives have been the three key strategic themes of **"change management", "attracting, developing and retaining resources",** and **"a culture of professionalism"**.

## CHANGE MANAGEMENT

Change becomes imperative as a result of the Group's transformational strategies that began in FY2008 and the Group's focus on strategic growth priorities. New organisation structures, jobs, knowledge, skills, behaviours, and related processes and systems have been and will continue to be introduced to the Group as we develop and grow our business. This has made the anticipation and management of the transformation impact even more crucial and relevant.

A major initiative during the year involved the first groupwide employee engagement survey themed **"Your Voice, Shaping Our Future"**, conducted in 2010. Our aim is to systematically gather employee feedback on their working experience with the Group and to encourage employee involvement in identifying actions to improve their working experience. The survey had a 89% participation rate and revealed that perceptions of performance management, supervision and work organisation, and operating efficiency fared better. In order to better manage employee engagement, we are working on enhancing communications in terms of the Group's strategy, direction and objectives, leadership, and career development. This is to ensure that everyone understands and appreciates the Group's aspiration and targets, are driven and guided by great leaders and have the opportunity to grow their careers within the myriad of opportunities provided by the Group.

## ATTRACT, DEVELOP AND RETAIN RESOURCES

The quality and commitment of our human capital is vital for success. In response to the increasingly varied talent and skills required by our growing business, we have intensified our resourcing strategy. A key initiative in this area is to strengthen the Group's employer brand and to ensure better alignment with the Group's corporate brand.

In filling mission critical positions, our approach is to build bench-strength through the Talent and Succession Management programme. As part of our initiatives to complement and enhance our existing talent pool, the Group continues to target top young talent and prepare them for future leadership positions within the Group through the AmGraduate Programme. This one year programme starts with a month of intensive training, followed by on-the-job assignments on a rotation basis between three and four business departments, whereby each participant is assigned a mentor to enhance development through continuous feedback and coaching.

Further investments were made for competency acquisition particularly in core competencies. In December 2010, we launched MyLMS, an electronic learning management system to empower employees to manage their training needs. Moving forward, plans are underway to capitalise on our strategic business partner, the Australia and New Zealand Banking Group ("ANZ") for content support as well as for key employee exchange programmes. In addition, various initiatives are in place to communicate structured career paths for staff deployment within the Group.

The Group adopts a total rewards philosophy to meet the differing needs of our diversified business and aligns employee compensation with the goals of the Group towards delivering greater shareholder value. In order to increase transparency on our rewards philosophy,

we will provide greater clarity on the components of rewards and the linkage of rewards to performance.

To improve work-life balance, foster interaction, while celebrating diversity in the Group, all employees are encouraged to join the Group's sports club, "Kelab AmBank Group" ("KAG"). FY2011 saw another year of active employee participation in the various sporting events and tournaments, as well as AmBagus, a singing competition organised by KAG. In addition to the Group's fitness centre at Bangunan AmBank Group, a gym was opened in October 2010 at Menara AmBank, with facilities made available to all KAG members.

## CULTURE OF PROFESSIONALISM

As we continuously strive for excellence and increase the quality of efficiency and effectiveness across the group, we have successfully implemented the Group HR portal in FY2011. The portal acts as a one stop self-service and reference centre for employee related matters and is a channel of communication and information sharing to keep staff abreast of the latest updates on human resource. It also provides employees an avenue for direct communication with senior management.

Reinforcing the culture of professionalism, we have embedded governance into roles and responsibilities, behaviours and performance measures to ensure that regulatory requirements are met.

## HIGHLIGHTS OF KEY PLANS FOR FY2012

- **Group transformation programme and employer branding**
  - Review the alignment of accountabilities and responsibilities to facilitate faster on-the-job learning and growth
  - Revisit total rewards philosophy and align Groupwide rewards philosophy

- Additional automation to enhance Human Resource service delivery and to support change from administrative to strategic Human Resource
- Articulate the Group's Employee Value Proposition as aligned to the Group's Customer Value Proposition
- **Leadership**
  - Drive talent and succession management to build leadership bench-strength and deploy Leadership Programme Series for leadership pool
- **Career development**
  - Up-skill managers to excel at managing human resource through enhanced People & Performance Management System training
  - Develop technical competency framework encompassing knowledge, skills and behaviours to enable career development and performance management
  - Develop career roadmap by defining career paths, and develop programmes to up-skill employees and move them along career paths
- Build core competencies and knowledge through structured programmes and content repository
- Enforce blended learning into structured learning design by increasing e-learning and reducing instructor-led training

Indeed, human capital will remain in the forefront of management's agenda as we strive for excellence in human resource management towards making AmBank Group a "Preferred Employer".



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