

Human Capital Agenda

The agenda in 2013/14 was to enhance, develop and execute programmes and initiatives to ensure employees experience the promise embedded in the Group’s Employee Value Proposition (“EVP”). The programmes and initiatives are wide-ranging and outcomes expected in the medium to longer term, therefore we continue to take a phased approach to realise the benefits from our human capital investments, supporting the Group’s objectives of becoming a high performing organisation.



The programmes and initiatives for each of the four pillars of the EVP which were conducted in 2013/14 are detailed as follows:

EVOLVING TO BREAK NEW GROUNDS

- Continuously challenging employees to innovate and to find creative and smart ways of doing things
- Providing employees with opportunities to learn, grow and to be part of this exciting journey towards attaining greater success
- Opportunities were provided to employees to be part of an aggressive change agenda which included:
 - Implementation of a new Wholesale Banking structure involving a change in organisation structure, reporting lines, consolidation of roles and function for four divisions in the Group
 - Alignment of jobs, competencies and performance measures to the new operating model
 - The Retail Banking Transformation
 - Group Operations, Group Finance, Group Human Resource, Group Information Services and Group Risk transformation initiatives

GROWING ACROSS AmBank Group

- Making employees proud to be part of AmBank Group
- Achieving professional and personal growth across the Group through structured and varied approaches to training and development programmes
- A major portion of EVP programmes was focused on improving the elements of development:
 - Embedded the new set of Behavioural Competencies into human capital management
 - Continuing the roll-out of divisional Technical Competencies into job requirements, career pathing, assessments, structured learning roadmaps and individual development planning
 - Curriculum and training providers reviewed for an updated and enhanced Internal Course Offering (“ICO”)
 - A focused Talent Development Programme as overlay of the ICO programmes
 - PeopleSoft system architecture to support online job profile management, job descriptions, individual development planning and competency assessments being finalised for implementation in 2014

BEING RECOGNISED FOR OUTPERFORMING

- Recognition of employee contribution through the Group’s Total Rewards Philosophy, benefits and Pay for Performance system
- Our focus for this pillar was to review the Group’s job grading, pay and benefits structure, with outcomes prepared for implementation in 2014:
 - A new grading structure that supports a larger and growing organisation and enables career progression
 - Updated corporate titles
 - A Total Target Rewards that is market competitive
 - An updated and pertinent benefits practice
- Another key focus of this pillar was on performance management, involving the:
 - Design and development of a four-part Performance Management Learning Pathway covering key performance management processes and to up-skill Line Managers to better manage performance

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- Simplification of process documentation (review of form) so that less time is spent on in form-filling and instead focussing on effective performance and development conversations that lead to actionable and measurable development plans that narrow competency gaps and enhance future performance
- The new set of behavioural competencies, which includes Leadership competencies has also been incorporated into the talent development programme
- A blended learning approach which includes classroom, business simulation and coaching programmes will be launched for talent in 2014 to build the leadership pipeline for the medium to longer term

WORKING IN A VIBRANT & CONNECTED WORKPLACE

- Connecting employees across the Group as we live and breathe our shared brand values
- Leaders sustaining a workplace that is vibrant and exciting and where employees' views are encouraged and always appreciated
- 'I Am Connected', our EVP, was further embedded into the Group's DNA through awareness campaigns such as:

- Competition on our values 
- 'Connecting Us' competition – how can we best connect across the Group?
- Employer branding series – myStarJob.com (seven articles over a period of four months) in the Saturday STAR pull-outs

and development of collaterals such as the AmCareer flyers and a stylist and eye-catching career booth depicting our new EVP

“YOUR VOICE, SHAPING OUR FUTURE”



The next Employee Engagement Survey will be conducted in Q3 of FY2015. It will be an extensive survey, to find out how we are doing as the Group has embarked on numerous transformation programmes and change initiatives in the past 18 months.

We will continue to rely on the opinions and thoughts of our employees to ascertain if we are focusing on the right investments to enable our human capital to outperform.

WHAT'S AHEAD – 2014/15 KEY PLANS

As human capital building blocks are largely in place, our focus in 2014/15 would be on:

- **Building Capability** – technical, leadership, execution and change; an enhanced ICO and reinforced talent and succession management programme will allow the year's focus to be on human capital development and solidifying our position in building a strong leadership pipeline.
- **Managing Performance** – to achieve targeted outcomes; we will leverage on the EVP to attract and retain talent and solid performers and manage employee engagement to ensure improved performance.
- **Managing Change** – impacting structures, processes, people and systems to ensure effective implementation of transformation programmes.