

Human Capital Agenda

The AmBank Group's agenda of strengthening human capital capabilities and fortifying our leadership bench strength continues in 2015/16 with further reinforcement on AmBank Group talent development and succession management programmes, provision of innovative training programmes and enhancement on activities surrounding AmBank Group's Employee Value Proposition (EVP) to better attract talents in the market.

These in turn were supported by better human resources operating efficiencies and self-empowering programmes that cater for individualisation in a cross-generation workforce.



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 be part of this exciting journey towards attaining greater success.

- The launch of an electronic SpeakUp! channel that offers employees with the choice of anonymity to provide open and constructive feedback, suggestions or general information sharing across AmBank Group.
- Enhancement to the level of flexibility and offerings of employee benefits on AmBank Group's my.FlexBen to further empower employees to take charge and maximise the benefit spent on them by AmBank Group, as well as enjoying allowable tax exemptions through a cloud-based flexible benefits system.
- Expansion into a wider coverage of IT and Desktop e-Learning modules on AmBank Group's learning management system, MyLMS, to satisfy more on-demand learning and development needs at the learner's convenience. Participation rate increased by 20 per cent compared to the previous year.
- Structured a 70:20:10 learning reference model adopted for AmBank Group talent pool to encourage more practical, sustainable and observable learning experiences for key individuals.

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.

- Reinforcing the BUILD, then BUY manpower strategy through internal recruitment and reskilling where necessary with more investments made by AmBank Group on core and technical learning, development programme offerings as well as industry-recognised professional certification.
- Continuing with the development of technical competencies across AmBank Group, which would be the building blocks for a more systems-oriented approach to career and succession planning, and to facilitate development and promotion readiness conversations between employees and their supervisors, thereby allowing employees to shape their careers within AmBank Group.
- Commencement on the design and development of a Structured Learning Roadmap mapped against both AmBank Group's behavioural competencies and technical competencies to enable employees to better navigate their ongoing career development needs whilst maximising on AmBank Group's learning and development ROI.
- Continuing of AmBank Group's entry-, mid- and senior-level Talent Development Programme that prescribes a blended learning approach.
- Encouragement and participation of employees in more community-mindfulness programmes internally as part of the Employee Engagement Action Plans and externally by leveraging on Group Corporate Communications' and Marketing's Corporate Social Responsibility initiatives.

Being Recognised For Outperforming

Recognition of employee contribution throughout AmBank Group.

- While the overall Total Reward Philosophy of AmBank Group and pay positioning of job families are benchmarked to the industry via the participation of a yearly Total Reward Survey by independent human resources consulting firms, AmBank Group adopts a differentiated variable pay approach for performing employees.
- Performing senior employees are participants of AmBank Group's Executives' Shares Scheme, designed to encourage collective sustainable performance by senior employees over a period of three years for the Group.
- Significant investments are made on the development of employees who are identified as part of the talent pool with exposure to the Management Board, Board of Directors and external networking opportunities.



Working In A Vibrant And 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.

- Launch of a quarterly human resources newsletter named Scoop! that provides employees with a one-stop update on all the activities and people initiatives across the AmBank Group, as well as leadership and people management insights.
- Increased usage of AmBank Group's intranet, Connected, to disseminate and archive information, conduct pulse survey, and support human resources, employee and manager self-service functionality.
- Continuation of monthly Chairman and Group Chief Executive Officer Townhalls and messages.

What's Ahead - 2016/17 Key Plans

With the increasing demand for individualisation and employee empowerment to cater for a diverse workforce in a technologically progressive environment, AmBank Group's next human capital agenda will focus on providing segmented sustainable solutions to retain, engage and develop employees and harness the best from everyone. Therefore, our key plans for 2016/17 would be on:

- **Sustaining Momentum** – to continue with the technical competency framework development and to embed both the technical and behavioural competencies into Role Profiles and Performance Management with the view for future system migration for better management of the process.
- **Career Management** – to identify potential career paths by job families with increasing segmentation in the development intervention to enable employees to take an active role in charting their career and development needs in AmBank Group.
- **Employee Benefits** – to reassign the current benefit spent by AmBank Group to areas that supports the various workforce composition needs and priorities in view of changing demographic trends, work and family issues, health and pension patterns, adjustments to the economy, and plight of low wage earners.
- **Mindfulness, Engagement and Wellness** – to focus employee engagement activities and programmes around personal mindfulness, social interactions and wellness with a blended one-on-one Manager-Employee communication and adoption of tools and mediums that allows live, interactive and community building capability to drive sustainability and Group wide interconnectivity.