

Human Capital Agenda



The financial crisis in the past two years forced us to take an especially hard look at our human capital agenda. We were faced with the question of how our human capital would be able to withstand the crisis so that we would come out of it quickly and be even better positioned to achieve our corporate objectives than before – and above all else, that we would be resilient in the long-term.

Whilst our employees were expected to rise to the challenge with their wealth of knowledge and experience, we continued with organisational and HR programmes to ensure that employees would continue to be developed and recognised for their contribution to the Group, again, on a sustainable basis.

FY2010 PROGRAMMES

The following are some of the **key programmes** conducted by Group Human Resource to attract, develop and retain talent/high performing employees:

- **Strategic Sourcing and Recruitment**
 - Aggressive sourcing of experienced technical expertise to hit the ground running and meet our challenging targets.
 - Contract recruitment of seasoned specialists to accelerate innovation in our product and service delivery.
 - AmGraduate Programme – Batch 3 to continue to grow our talent at entry levels.
- **Identification and Development of Talent**
 - Talent assessment and identification continued in both corporate and business areas in the Group.
 - Execution of framework for succession planning to ensure bench strength for mission critical positions.

- **Enhancement of Total Rewards**

- Benefits practices across the Group continued to be aligned – very much driven by a need to be competitive and to ensure that the benefits provided enhance the performance and productivity of our employees.

- **Enhancement of People Capabilities**

- The leadership and managerial development series was enhanced and deployed.
- Development of technical competencies continued to be the push for our training and certification programmes.
- We also continued to support soft skills and leadership development to ensure long-term sustainable good performance.

- **Enhancement of Efficiency and Service Levels Through Integrated HR Processes and Systems**

- Our Group HR Communications platform was launched via the Group HR Portal in April 2010 resulting in standardisation of HR information across the Group.

- Common HR services across the Group, such as payroll and personal and benefits administration was further consolidated, ensuring that all HR transaction processes now and in the future will be centrally coordinated through HR Shared Services
- The HR Management System (“HRMS”) saw the introduction of Employee Self Service, Recruit Workforce (managing resourcing and hiring using the HRMS), and data integration to AmIdentity and to various business units to market our products and services to employees.

OUR PLAN FOR FY2011

One of our key plans for FY2011 is to further integrate our organisational and HR initiatives towards enhancing our employer brand.

This ensures that we achieve greater ROI from our continuing investments in human capital.

It is with this objective in mind that we will be addressing our **employee value proposition**, in order to:

- Communicate a crisp and clear message of who we are as an employer.
- Retain and motivate key talent and high performers as our employees will see alignment between what the employment deal is and what they actually experience.
- Enable our employees to have a powerful emotional and intellectual connection to the products and services we sell, and therefore deliver on performance expectations.
- Attract the right employees to work for us.

Some of the major programmes identified in our employer branding journey include:

- Communicating our employee value proposition i.e. what we stand for as an employer, what we expect from our employees and what they can expect from us in return.
- Measuring employee engagement through groupwide surveys on a regular basis, both through questionnaire deployment (on-line/hard-copy) as well as focus group discussions to enable us to listen to the “voice-of-the-employee”.
- Putting in place other programmes to actively engage employees, such as:
 - Structured on-boarding for new joiners so that they adapt to their new role and work environment quickly.
 - Coaching and mentoring programmes to maximise mileage from learning-on-the-job opportunities of our employees.
 - Employee communications to ensure that messages are transmitted to employees on time and accurately.

Our focus on building our leadership bench strength continues with equipping our leaders to be world-class and globally focused. Part of the programme includes enhancing the Leadership Competency Model to ensure its relevance and to identify competency gaps of existing leaders.

We also plan to maximise the use of our HRMS by further deploying technology to HR processes to enable managers and employees to:

- Conduct workforce planning – enabling Group and Business Unit HR to coordinate manpower planning group-wide.
- Enable employees to sign up for courses online and attend courses online through the Learning Management System (“LMS”).

Our human capital agenda becomes even more critical with the scarcity and mobility of talent in the market place. The employer-employee contract is ever-evolving but what remains intact is the need for us to build our human capital so that it performs better next year than it did this year and our staff are considered among the very best in the industry.

