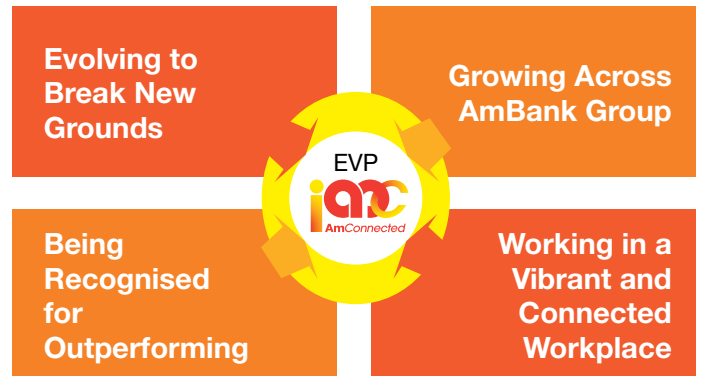


2014/15 was centred on strengthening human capital capabilities and leadership bench-strength through reinforcing AmBank Group talent development and succession management programmes, as well as the enhancement of the Group's training programmes. AmBank Group focused on managing employee performance by leveraging on AmBank Group's employee value proposition (EVP) to attract and retain talent and also by effectively managing change brought about by various transformation programmes across the Group.



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*
- The Group moved to the next phase of the transformation programs that were implemented across the Group the previous year – to begin to realize the benefits from these programs.
- Further steps were also taken to improve HR's operating efficiency around people-centric business functions such as:
 - o Implementation of a new e-Leave system.
 - o Outsourcing of the medical benefits function to improve service to employees.
 - o Putting the training e-claim into operation to standardize the training expense reimbursement process.

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

- AmBank Group's EVP programs continued to focus on improving the elements of development:
 - o Behavioural Competencies were embedded into the new Performance Management form, with an e-Learning module designed and implemented to educate employees on how to use it.
 - o Continuing the implementation of the Technical Competencies framework which would form the building blocks for a more systems-orientated approach to career and succession planning in 2016.
 - o Ensuring better quality talent meant that a review of the talent assessment process to include stringent talent profiling, personality assessments and competency based interviews applied consistently across the Group for potential talent in the top 4 groups of the grading structure.
 - o Launch of a significantly enhanced leadership development program for talent, involving executive and team coaching as a tool for managing performance, and also a catalyst to build a coaching culture in AmBank. Apart from this

business simulation and traditional classroom programs would complete the suite of development programs for talent.

- o Opened access to a suite of 250 IT and Desktop e-Learning modules on our learning management system, MyLMS, that is available on-demand and easily accessible to all employees.
- o Implementing a 70:20:10 learning reference model to further increase learning opportunities and encouraging a more practical and sustainable learning experience for employees.

Being Recognised for Outperforming

- *Recognition of employee contribution through the Group's Total Rewards Philosophy, benefits and Pay for Performance system*
- The focus for this pillar was the continuation of the next phase of TTR2 which was the roll-out of Flexible Benefits (Flex Bens) for employees in executive grades and above. Flex Bens empowers employees to take charge of their benefits spend, routing it to items that would be most attractive for them:
 - o The design and development of the support systems and interface of the Flex Bens site.

- o Communication and change management to assist all employees in understanding what Flex Bens is, and what are the benefits of moving into the program.
- o The Flex Bens cloud-based website was launched on Q1 FY2016

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*

- The Group's employer branding initiatives to attract talent in 2014 comprised:
 - o Articles published in The Star over a period of four months, with titles like 'Committed to Giving Back', '10 Reasons to Work for AmBank Group' and more.
 - o AmCareer flyers and a stylish and professional career booth at career fairs depicting our new brand.
 - o The continuance of the 'I AmBanking on a balanced career' campaign, with prominent displays at the taxi stands of the Group main buildings outside Raja Chulan and Yap Kwan Seng, as well as an eye-catching LCD display along Jalan Bukit Bintang in Kuala Lumpur.
- Yielding significant results for the Group:
 - o AmBank leapt 65 places from 98 to 33 in Malaysia's 100 Leading Graduate Employers Awards.

- The training facilities in the AmBank Group Leadership Centre was renovated into a spacious and modern environment that is more conducive for learning and connectivity.
- Access to the web-based Performance Support Tool for Managers, a personalized library of handpicked articles, videos and podcasts from global leading sources that is easily accessible from a variety of devices.

"YOUR VOICE, SHAPING OUR FUTURE"



- An Employee Engagement Survey was conducted in October 2014, the 4th survey since the engagement journey began in 2010.
- The survey again exceeded expectations in achieving an impressive 93% participation rate, with over 9,970 employees taking the opportunity to express their views.
- A comprehensive total of 18 opinion items across 15 categories were presented in the survey, with AmBank Group obtaining an engagement score of 74%, unchanged from the 2013 survey despite the many changes the Group experienced in 2013 and 2014.
- With a stronger focus placed on selected improvement areas, categories such as 'Communication', 'Rewards & Recognition' and 'Leadership' continue to show steady improvement in the last 4 years.

- The Group also transitioned the engagement survey from a traditional engagement model to the three E's of Sustainable Engagement, with this year's results serving as a baseline for future engagement surveys.
- Engagement continues to be the key driver for most of our activities under the human capital agenda.

What's Ahead - 2015/16 Key Plans

As human capital building blocks are largely in place, the focus in 2015/16 would be on:

- **Retaining Capabilities** – to continue with AmBank group's employer branding strategy to attract talent but at the same time, recognizing the scarcity of talent, to emphasise the need to retain talent through providing continuous development and growth opportunities, an enriching workplace experience, inspiring leaders and effective management of well-being and engagement.
- **Career Management** – to identify potential career paths for employees and continue to increase leadership and technical exposure for the Group's employees as part of their ongoing career development.
- **Sustaining Momentum** – to continue with the implementation of the technical competency framework and migrating the management of that process into a more integrated system-orientated environment.