

# Building And Edifying People



## Holistic Human Resource Management

As a leading Asia-based multinational enterprise with a global team of over 17,000 staff, F&N recognises human resource as our most vital and valuable asset. Our Corporate Human Resource (CHR) continuously strives to strengthen the competencies and capabilities of our people through progressive human resource initiatives, to support the Group's further expansion in the global arena and to prepare them for future challenges.

At F&N, we adopt the Total Performance Management System (TPMS) which integrates performance evaluation, assessment of potential, training needs analysis, career development and succession planning. The TPMS also provides a consistent performance-based system for employee compensation and reward, providing the Group with an invaluable instrument for holistic human resource planning.



The TPMS, along with the Group Crisis Management Guidelines, Human Resource Policies and Training & Development Guidelines, acts as a consistent guide for policy, procedural and systems alignment across the various business units of F&N.

### Developing Our Human Capital

F&N has in place a Total Company Training Plan (TCTP) to serve as a compass for the Group's training and development needs. In-house corporate training programmes were conducted throughout the year to equip employees with the necessary skills and competencies to succeed in the competitive business environment.

The Group has also sponsored selected executives for external advanced management programmes at Singapore-based and overseas tertiary institutions, including the National University of Singapore, Nanyang Technological University, INSEAD and Harvard University.

These sponsorships are part of our senior leadership development plans. Leadership grooming is an essential part of human development, and we are committed to the development of our high-potential executives. Post-graduate programmes, international assignments and other development programmes support the Group's expansion needs and help employees reach their maximum potential and contribute positively at the workplace.

The F&N Group Management Development Programme (MDP) is one such programme specially identified for potential leaders, as part of the Group's long-term career development and succession strategy. The six-day residential programme aims to fast-track individuals into key leadership positions, by providing the tools necessary for an immersion experience in the fundamentals of general management. The programme has developed many capable leaders from within the Group's various business units.

Following the programme, MDP graduates are put into the F&N Group MDP Alumni, which was established to actively engage them, create a platform for sharing experiences, and enhance bonding among participants from all business units, both locally and overseas. The alumni's advanced management programmes are part of the Group's continued efforts to further develop our next generation of leaders.