

Human Capital Management



Developing Today's Human Capital into Tomorrow's Talent

The F&N Hallmark

Our spirit of enterprise and innovation has always been the hallmark of the Group's strategic capabilities and continued growth. Our people are our most valuable asset, and we develop our ranks through the flagship F&N Group Management Development Programme ("MDP") in support of our strategic initiatives.

The MDP provides immersion in general management and business operations, and has, to date, developed more than 200 executives, with many currently holding key appointments and roles within the Group's various business unit. A series of MDP Alumni Advances Programmes ("AAP") were also designed to further develop and engage these executives on their learning journey.

Designed specifically to support the alignment of our key talent pool with our overall goals and mission, this year's AAP focused on organisational integration and alignment through our core values of "Entrepreneurial Spirit", "Pursuit of Excellence" and "Integrity". Thirty-four selected MDP Alumni members from various local and overseas business units attended the AAP.



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Committed to a United Vision

Demonstrating Management's commitment to developing the Group's talent pool, Group Chairman Mr Lee Hsien Yang, business unit CEOs and Senior Management graced this year's AAP, taking part in an outdoor experiential learning activity together with Alumni members.

The AAP has garnered encouraging response and feedback from participants, who gained the opportunity to connect with fellow Alumni members from various cohorts, and fostered a greater sense of identity and affinity with the F&N brand name as well as colleagues from different business units.

Setting Sights on the Future

In order to provide crucial policy, procedural and systems alignment as we move forward into the future, we implemented the Total Performance Management System (TPMS), which joins the Group Crisis Management Guidelines, Human Resource Policies, and Training & Development Guidelines in bringing consistency across our various business units.

To support career growth, management succession and continuity, a Career Development and Succession Planning ("CDSP") review was also incorporated. Conducted with Business Unit CEOs and Group Functional Heads during the Group's annual review, the CDSP review further ensures the availability of qualified talent to fill senior level and key positions, as well as new positions arising from business growth and expansion.