



# Developing Skills, Careers and Opportunities

## Development for A 'Future Proof'

We are creating new positions and building a FinTech-savvy workforce to meet the future demands of our business requirements. The digitalisation of our banking products, services and operations has become a primary initiative to cope with the new requirements from our stakeholders.

As a responsible employer, we are planning ahead and going through the transformation process together with our employees.

## Day to Day Self-Directed Development Journey

Our employees are encouraged to develop future skills during the course of their learning journey. Through technology enablement in the use of mobile apps and access to the Bank's portal system, internal and external learning resources are made available on the Degreed learning platform. Employees are able to self-assess their learning needs, curate their personal learning plans to work at their own pace, build networks for peer learning and initiate real-time knowledge transfers and experience sharing.

### Case Study

## Data Literacy Empowerment Programme



The Data Literacy Empowerment Programme ('DLEP') is a bank-wide transformation programme to equip our staff with critical future skills in data and analytics, as well as embedding cultural change and developing a data-driven mindset in our organisation, thereby enabling our vision of innovating with data and becoming a digital-ready bank.

The programme is designed to engage, energise and empower our staff to learn and apply data analytics for business activities and operations. Through the application and testing of new data insights and ideas in a wide range of business challenges, the programme will create the necessary momentum for our staff to shift their focus from conventional problem solving to unlocking new values for our business. The programme also focuses on data analytics in risk and control, and recognises the importance of data quality, security and privacy, in order to protect our customers and ensure sustainable business growth. As the programme enters its second year, we will continue to seek different opportunities for upskilling among our staff, which include enhancing the content of our training course, more 'show and tell' sessions on successful usage cases and a data hackathon.



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### New Ways of Learning

- 1. Leaders as Teachers:** We encourage our senior leaders and middle managers to serve as change champions to drive staff engagement and to facilitate knowledge transfers.
- 2. Learning from Our Peers:** We encourage our staff to collaborate with colleagues from other departments through different platforms, thereby facilitating peer learning on bank-wide projects and change initiatives.
- 3. Learn from Market Experts:** We collaborate with market experts to educate our staff on the market trends and market intelligence, so that our staff will be prepared for the future of banking.
- 4. Action Learning:** We enable our staff to apply and test various new technologies. A 'Start-up Ecosystem' has been introduced for our staff to pitch their new ideas with different stakeholders whilst developing new business models.



### Case Study

## Projects and Networking Opportunities



As part of our future skills learning initiative, Talent Marketplace ('TMP') enables our employees to learn by participating in part-time projects, which is encouraging employees to work outside their work areas, and networking with diverse colleagues across the organisation. The platform makes use of AI to capture our staff's aspirations, skills, roles and experience, and to match their preferences to projects and groups of interests.

*"I applied for the TMP as a Hang Seng Learning Champion and was quickly connected to projects that were in the pipeline. In one of these projects, I was involved in the development of a new risk and compliance training programme, while in other projects, my responsibilities included planning and liaising with vendors in the development of programmes for the Talent Cohort, as well as providing support in a HR event.*

*I have broadened my network and gained experience in planning events and training sessions, which was outside my ordinary role, and these new insights and connections are beneficial to my career. The mode of work was flexible, which allowed me to maintain my focus on my existing job with proper time management. It is a great programme!"*

Testimonial from one of the TMP applicants

**Inez Lam**

**Head of Unsecured Lending Risk**



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### HR Digitalisation

#### New Learning and Development Journey for the Future of Work

We engage our staff to embrace the new learning journey by promoting self-paced learning on the Degreed platform. Innovative digital solutions, such as virtual reality technology and mobile gamified learning on apps, are applied in the Degreed learning programmes. We have also adopted an action learning approach for our young talent development programmes.

#### Enhancement of Our HR Platform

##### 1. Analytics Digital Assistant and People Insights 3.0

Our digital assistant is designed to cater to our people-related data needs. It acts as a one-stop-shop for all quick questions, and provides people managers and relevant parties with the necessary data in the form of aggregated statistics, charts, downloadable files, etc. It allows us to enhance the reporting and analysis of people data, from which we can draw insights, spot trends and identify any emerging people risks, so that we can plan and deploy our human resources accordingly to address the issues.

##### 2. ESME Chatbot and Live Agent to Handle HR Queries

To improve the employee experience, employees can access the Live Agent, an online live chat tool, to contact representatives for HR guidance; while ESME is an automated messaging tool that is designed to address employees' queries and provide HR information promptly. Any queries unresolved by ESME will be re-directed to a real-time live agent for further assistance.

##### 3. Recognition

The At Our Best Recognition mobile app has been launched for employees to compliment their fellow colleagues, anytime and anywhere, thereby enhancing the overall employee experience.

##### 4. Benefits+

This medical mobile app replaces a physical health card with an eHealth card. The digital claims transformation also allows us to reduce paper and plastic waste.

##### 5. MyBenefits Portal

A one-stop benefits mobile platform for our employees to access benefits information and enroll in employee benefits programmes, thereby enhancing the user experience. By replacing traditional paperwork with mobile operations, we can effectively reduce our paper consumption.

### Digitalised Employee Experience

Digitalisation enhances customer engagement and experience, while investments in new technologies also transform the workplace and employee experience. Digitalisation can be integrated into the daily work of employees in every aspect, from their arrival in the office using QSeat to locate available hot desks, accessing Microsoft Office functionalities such as Teams, calendars and emails, using staff apps to reserve sessions with the IT Express Centre and pre-order meals and beverages, to booking meeting rooms in any building online. On top of well-resourced and modernised equipment, we provide our staff with the necessary accessories such as an All-in-one USB-C cable, with which they can join Zoom sessions using their home devices, thereby enhancing their work efficiency.

### Training and Skills Development

Our learning and development programmes enable our employees to advance their careers and refine their management and interpersonal skills. We are dedicated to equipping our staff with sufficient skills, knowledge, professional qualifications and experience for the responsible discharge of their duties. Employees with high potential are also nominated for our talent development programmes, which are designed to further cultivate their abilities and prepare them for future career opportunities.

#### Learning and Development Programmes

In 2023, we provided comprehensive training for our employees in Hong Kong, with a total of 204,560 learning hours recorded.

All of our employees were required to participate in training programmes related to their work areas in 2023. Among them, 43% were male and 57% were female; while 3% were senior managers (global career band 3 or above), 12% were mid-level managers (global career band 4), and 85% were junior managers or staff level personnel (global career band 5 or below). Our efforts in promoting learning and development were well-recognised by our staff based on the results of our employee engagement survey, where the score for the Career Index has seen an improvement in 2023. In particular, 78% of our employees were of the opinion that their line managers actively supported their career development.



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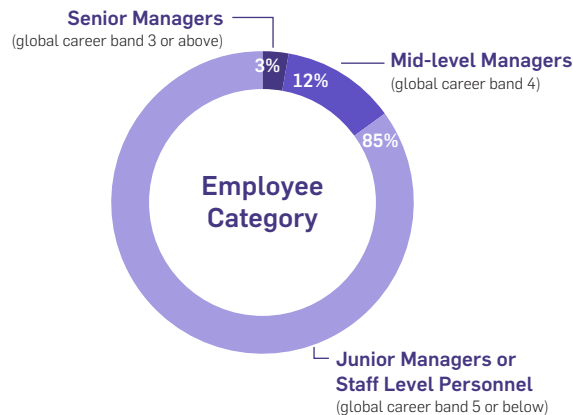
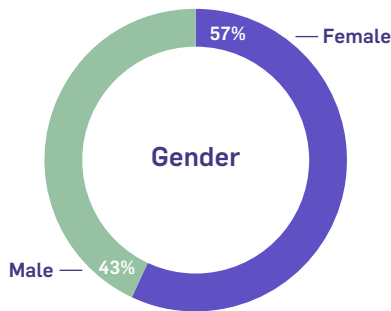


# 204,560

## learning hours

for employees in Hong Kong

### Percentage of Employees Receiving Training



### Learning and Development Programmes in 2023

	2023
<b>Average learning and development days</b>	
Per employee in Hong Kong	<b>3.6</b>
<b>Average hours by gender</b>	
Male	<b>33.1</b>
Female	<b>26.9</b>

Notes:

1. All headcounts are in full-time employee equivalent ('FTE').
2. We delivered training courses equally to all employees depending on their roles and needs.
3. The above learning hours exclude the learning and development activities arranged by individual departments.

### Learning Solutions for People Managers

We aim to retain and develop high-potential employees for sustaining our growth through a number of leadership and management development programmes. People management is the key skill required to unlock the talent and energy of the people working with us, and it is integral to our business transformation and growth. People management is not just about being socially skilled, it is also about understanding how to create the conditions for a strong performance. In an era of rapidly evolving technology, people remain the source of empathy, collaboration, innovation and judgement.

Through the 'Power Up: People Managers' Capability' ('PMC') programme, we have made significant strides in developing our leaders and enhancing their ability to drive performance,

support employee well-being, and promote a positive and value-aligned work environment. Moving forward, the PMC initiative will continue to evolve based on changing needs, but its early success already shows that our commitment to nurturing strong leadership at all levels is bearing fruit. By empowering our people managers, we are cultivating a strong foundation for success, both within our organisation and in the communities we serve.

### Performance Management and Constructive Feedback

We have a well-established system for appraising our employee performance and encouraging lifelong learning and continual improvement.

Our Continuous Performance and Feedback principles encourage frequent, holistic and meaningful conversations between managers and employees. These conversations often provide opportunities for both sides to discuss their progress, give feedback and recognition, identify support that may be needed, and address issues that could affect an individual's well-being.

A formal review is conducted for all employees at the end of every year, during which they discuss their progress towards the established objectives. They also receive performance and behaviour appraisals and ratings, as per our employee assessment framework. A fairness review is conducted by our management team to ensure the year-end assessments are fair, accurate and free-from-bias.



## Developing Skills, Careers and Opportunities

The behaviour rating is based on how employees manage issues such as risk and compliance, and how they protect the interests of their colleagues and customers, as well as the environment, markets and the Bank. The results influence the pay recommendations during the annual review.

Our Chief Executive and all Executive Committee members have incorporated ESG initiatives, such as carbon reductions and/or sustainable finance, with relevant KPIs or targets in their 2023 performance objectives. Variable pay awards made to the Chief Executive and other Executive Committee members have reflected the assessment of their performance against the scorecard objectives on both financial and non-financial objectives, including the ESG commitment in place.

To equip our people managers with the essential knowledge to conduct fair and accurate performance assessments for their team members, two drop-in sessions were held for our people managers in 2023. Guidance and the key principles of performance reviews were also shared with the people managers.

### Talent Attraction and Retention

#### Talent Acquisition

We are dedicated to promoting local employment, and all our external job postings are open to local candidates.

In recent years, intense market competition for frontline personnel with relevant skills has continued in both the banking and non-banking industries, and higher staff attrition was

observed in our frontline branch network. To address this issue, the Bank has an internal talent pipeline in place, through which employees are upskilled, reskilled and internally redeployed, in addition to our efforts in retaining our employees.

#### Development Opportunities for Our Talents

We are dedicated to providing development opportunities for our talent and enhancing their engagement with our senior leaders. We identify and nurture high performing talents who display leadership potential to take on key positions. In 2023, the talent development journey has been enhanced with various tools and opportunities, including a leadership potential assessment, career conversations and networking events, as well as participation in strategic projects and development programmes. According to the results of our employee engagement survey in 2023, our efforts are well-recognised by our talent, as we achieved satisfactory scores in both the Career Index and the Employee Engagement Index. In particular, most of our talents were of the opinion that they were proud to work for the Bank, and their line managers actively supported their career development.

#### Creating Opportunities for Youth

We are dedicated in youth development, and we offer impactful internship and graduate opportunities, with the aim of nurturing future banking professionals and supporting the development and upward mobility of Hong Kong's youth. By joining the Bank, fresh graduates can not only unleash their potential, but also get the chance to serve the local community. Over the years, many of our graduates have been appointed to key roles,

contributing to the growth of the Bank, and we believe that the graduates of our programmes can build a strong foundation to grow both personally and professionally.

Every year, we invite top performing graduates, who are seeking to build a career in the banking industry and develop their potential as next generation leaders, to take part in our Management Trainee ('MT') Programme. Our MT Programme offers an opportunity for holistic development at both the enterprise level and the professional level. At the enterprise level, our MTs will be introduced to our purpose and values, and learn the Bank's strategies in FinTech, the Greater Bay Area and ESG. At the professional level, the MTs will build their core knowledge in banking, future skills and other specialist skills in our inclusive, expansive and agile learning environment, which is specially designed to foster their development and growth. The MTs embark on their development journey with in-house and external workshops, which make use of various learning tools and modes of learning, including experiential learning, gamified learning, instructor-led training and online learning, while participating in events and engagement activities offered by our external best-in-class partners. Our MT Programme was awarded with the Best Graduate and Management Trainee Programme – Grand Award by CTgoodjobs in 2023.

Besides our signature MT Programme, we offer four other internships and graduate programmes to the youth:

- Youth Placement Programme
- Student Internship Programme
- Summer Seed Programme
- GBA Youth Employment Scheme Programme