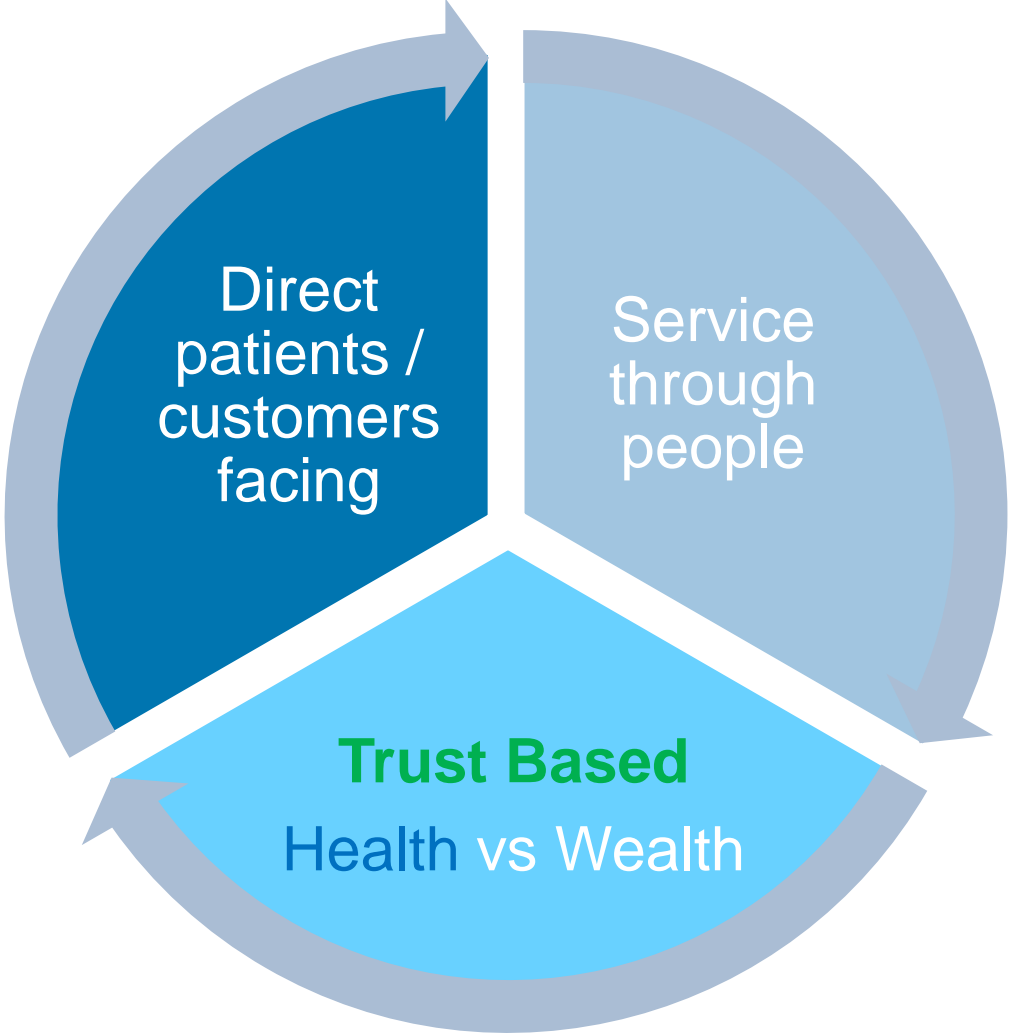


*Engaging your Workforce –
the Key to Success*

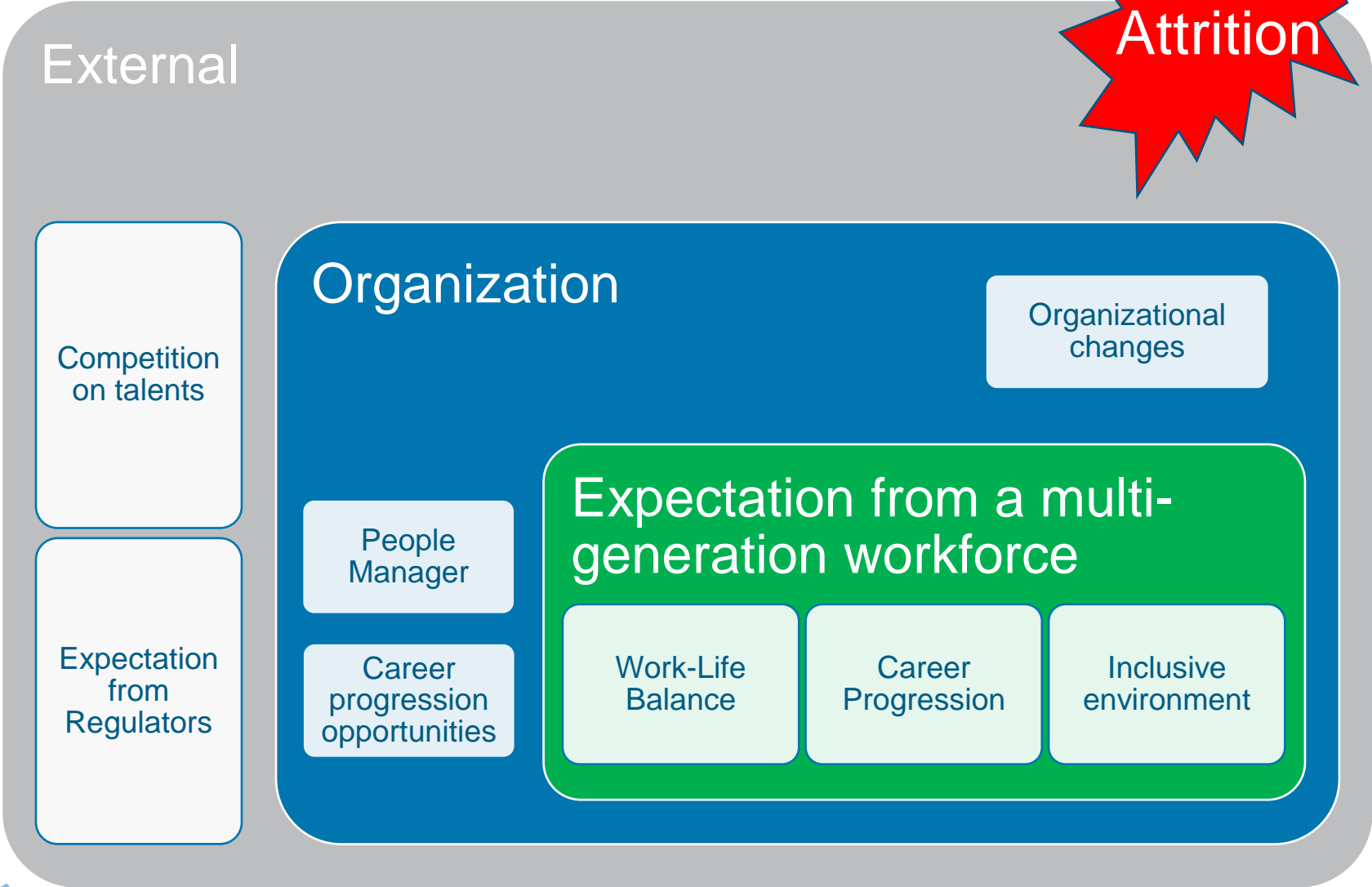
Standard Chartered's experience

Nita Law
Regional Head, Human Resources
Greater China and North Asia
May 2016

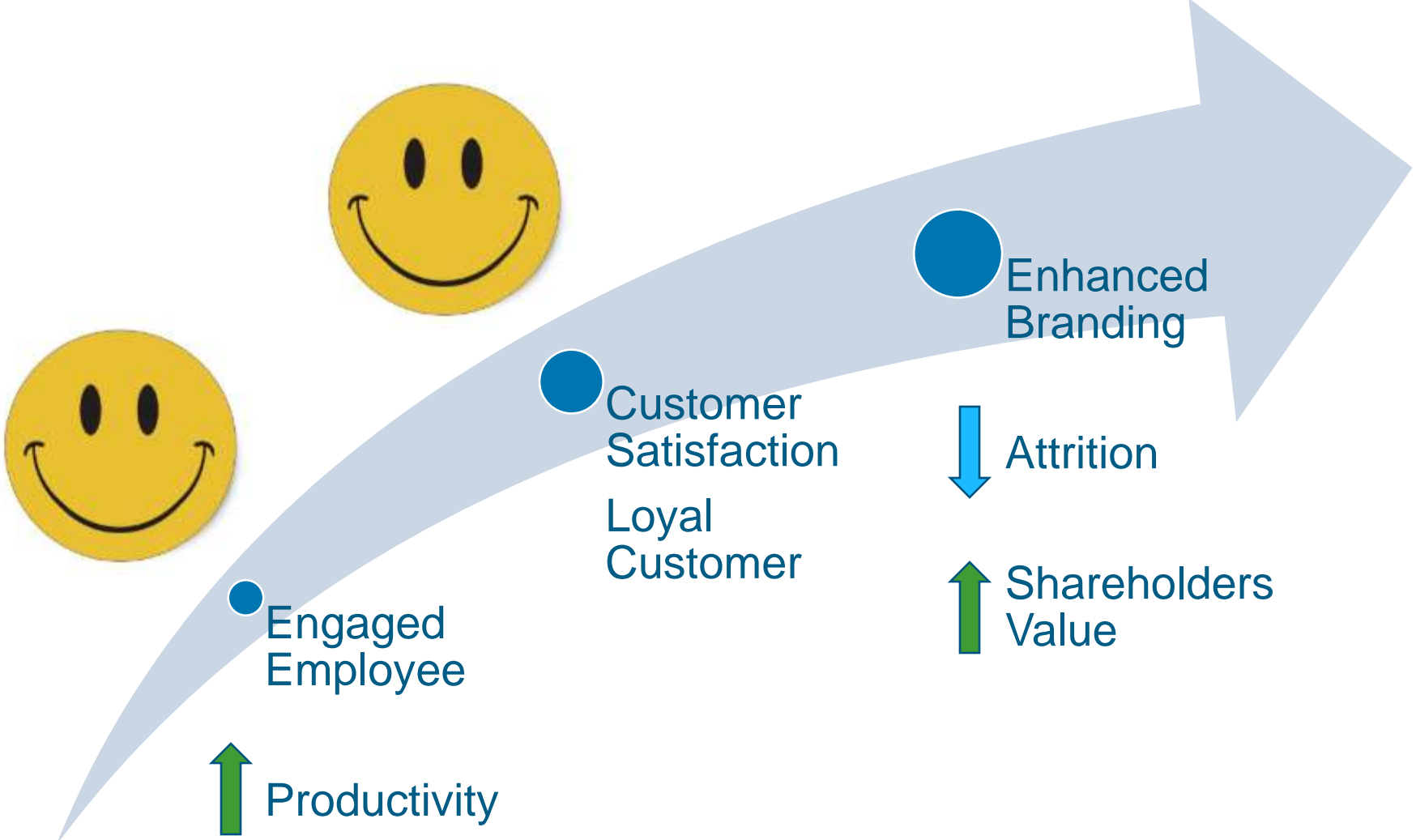
What we have in common?



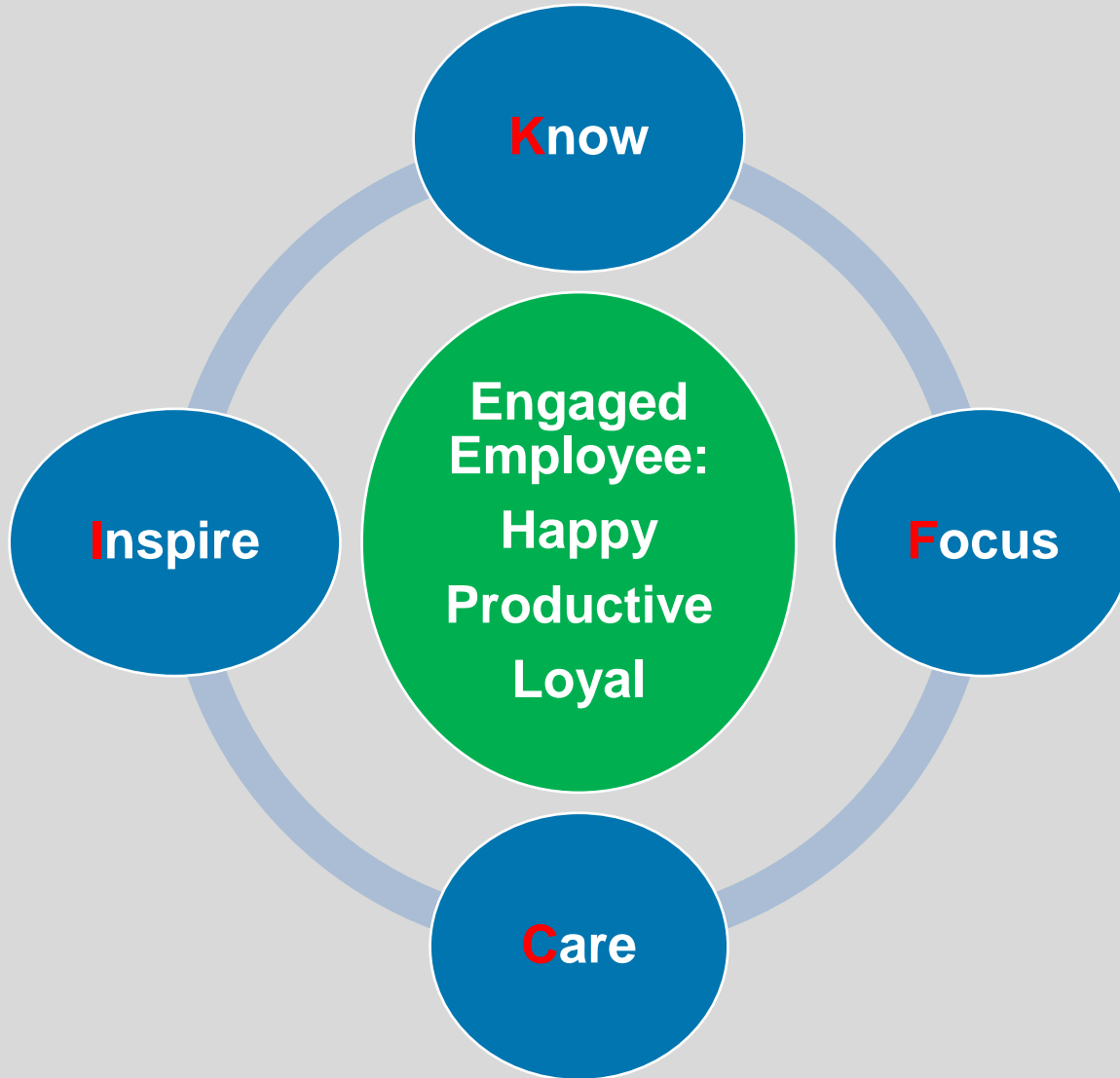
People Challenges



Why Employment Engagement important?



Engagement - successful factors - the 4 Pillars



Business and HR
joint partnership

Engagement in action – Relationship Manager in Retail

38%
2010



Attrition

Engagement Index

10%
2016



**Up to XXXXXX
annual cost saving:
reduced attrition &
productivity loss**



Know Me



**Branch Visit
by HR & Management**



Role description

ROLE DESCRIPTION		
JOB TITLE	JOB NUMBER	INTERNAL JOB CODE
Senior Relationship Manager (Private Banking) Associate Director - Relationship Manager (Private Banking) Private Banking Senior Relationship Manager (Private Banking) Relationship Manager (Private Banking)	9071 - 9072 9071 - 9071 9071 - 9071 9071 - 9071	Responsible for sales and relationship management of H&S customers.
REPORTS TO DIRECTLY		REPORTS TO DIRECTLY (ORGANIC ONLY)
Director & Senior Head - Associate Director & Senior Head (Branch Head)		Responsible for the management of the Branch
REPORTS TO (ORGANIC)		REPORTS TO (ORGANIC ONLY)
Executive Director & Team Manager - Associate Director Director & Team Head (Private Banking) - Associate Director & Team Head (Private Banking) - Team Head (Private Banking)		Responsible for the management of the Team/Region
DIRECT REPORTS		DIRECT REPORTS
JOB PURPOSE		
To provide personal banking (Private Banking customer relationship management) and financial services and solutions to private banking customers and to help them achieve their financial goals and objectives.		
KEY RESPONSIBILITIES		
<p>1. Develop and enhance business and client relationships in consultation with Branch Manager. Meet up clients, open up relationship and understand customer requirements and needs for the assigned team.</p> <p>2. Develop and maintain customer relationships and ensure regular and professional communication to provide timely, appropriate, consistent and relevant solutions to the assigned team.</p> <p>3. Understand assigned team and in supporting and providing excellent customer service for Private Banking through self-leading and team efforts.</p> <p>4. Identify and develop private banking potential and customer base to meet the customer needs referred from other parts of the ICE Group, especially during periods of high market potential areas.</p> <p>5. Drive up Quality of Service and customer service under the Director and/or Senior Director or Associate Director's leadership.</p>		
<p>6. Build and develop relationships with external stakeholders (Business Customers) within the assigned territory of the assigned team.</p> <p>7. In consultation with Branch Manager, determine and set assigned, relevant sales and service priorities, activities and metrics to help the assigned team meet the assigned team's business goals and objectives.</p> <p>8. Participate in assigned sales training.</p>		

Transparent frontline scorecard: Financial & non-financial

Key Performance Measures – Relationship Manager		Component Weights %
Business Drivers	New Sales Revenue	50%
	Total Footings Growth (Overall Deposit / Investment / Insurance / Lending)	10%
	Number of New to Wealth Clients	10%
Customer Experience	Sales/Service Quality & Controllable Error	20%
	Digital Penetration & Active User	10%
Overall Score	Quarterly Performance Score (QPS)	100%

Timely performance feedback



Learning Solution – 70% / 20% / 10%

▼ Section 4 - Development Objectives

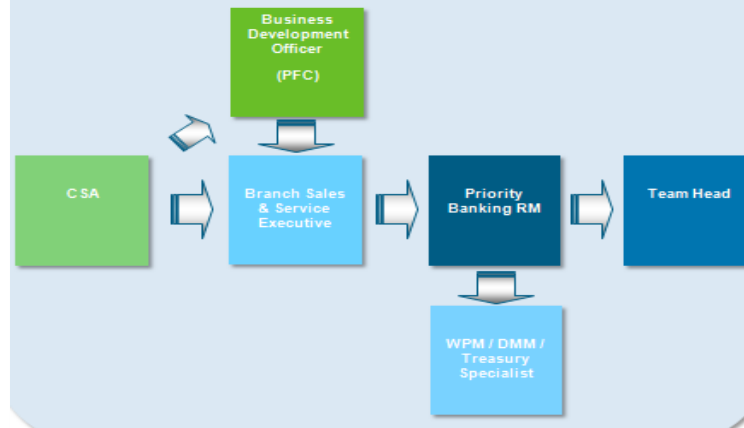
Development should comprise a mix of 70% learning on-the-job, 20% information on each of these areas can be found on Learning@SCB (

▼ Expand | ▶ Collapse | 📄 Add Development Objectives

▼ 1. Learning on-the-job

Structured Career Progression

**Nomination for promotion/role change on quarterly basis
Can be fast tracked from GS1 to M19 Team Head in 6 years+**





Care about Me

DIVERSITY & INCLUSION WEEK

16 May – 20 May, 2016

LGBT Allies Network
Women's Internal Network
Parents & Caregivers Network

MEDICAL BENEFIT FOR PARTNERS
OPTIONAL PLAN CONVERSION FOR RETIREES



Employee
Volunteering

Flexible Working

child adoption leave
paternity leave
sabbatical leave
Extended maternity leave



Employee Assistance Programme



Inspire Me



Team communication
Cross Team collaboration



Townhall by senior leader
What does it mean for me?

Support to deliver



Thank You

This presentation is made by Standard Chartered Bank (Hong Kong) Limited (SCB). It is for reference only. While all reasonable care has been taken in preparing this communication, no responsibility or liability is accepted for any errors of fact, omission or for any opinion expressed herein.

You are responsible for making your own assessment of all information contained in this presentation and are advised to verify the authenticity of such information or seek independent advice before relying on the information. We accept no legal responsibility and shall not be liable for any loss, liability, damage, cost or expenses howsoever arising from reliance on any information by any person, or from any inaccuracy or error in this presentation.

© Copyright 2012 Standard Chartered Bank (Hong Kong) Limited. All rights reserved. All copyrights subsisting and arising out of these materials belong to Standard Chartered Bank (Hong Kong) Limited and may not be reproduced, distributed, amended, modified, adapted, transmitted in any form, or translated in any way without the prior written consent of Standard Chartered Bank (Hong Kong) Limited.