





# Developing People Value

Developing its people and supporting the community so as to provide outstanding leadership and significant value, F&N is building a strong legacy for now and the future.





# DEVELOPING PEOPLE VALUE – IN OUR COMPANY AND COMMUNITY

## DEVELOPING OUR PEOPLE

As the Group seeks to expand its global footprint, developing a larger talent pool becomes integral to its sustainable growth strategy. In this regard, Corporate Human Resource (CHR) continuously strives to implement initiatives in human resource management and people development so as to strengthen the competencies and capabilities of our people and develop our next generation of leaders. The Group believes that its future leaders must be developed from within as these “home-grown” leaders better understand and can sustain the corporate culture, mission and values.

To support these initiatives, CHR implemented a series of interesting programmes such as Career Development and Succession Plan, a programme where it establishes talents to fill key positions. Another programme is the F&N Group Management Development Programme, an intensive and interactive six-day residential management development programme, to train and develop F&N’s future leaders.

To facilitate the Career Development and Succession Plan, CHR also regularly reviews the training needs of our people, honing their skills and raising their level of performance to maximise their full potential. The Group also provided sponsorship for external courses, including professional certification courses, undergraduate, graduate and executive development programmes at National University of Singapore, Nanyang Technological University, INSEAD and Harvard University.

As a final step to the development process, CHR implemented Total Performance Management System, a holistic performance management system that integrates performance evaluation, potential assessment, training needs analysis, career development and succession planning. This helps to assess and measure the performance of our people.

To promote wellness amongst staff, lunchtime health talks on general health, stress management and eating wisely were conducted by in-house doctors and nutritionists. Various social and recreational activities for employees such as the Dinner and Dance, and inter-company sports challenges such as bowling, badminton, soccer and golf tournaments were organised to encourage greater rapport and team spirit between staff from different business units.

## BUILDING OUR COMMUNITY

The Group is committed to be a responsible corporate citizen, to support charitable causes that align with its mission, and to give back to the communities where its staff members live and work.

In Papua New Guinea, the Group supported various charities such as the Salvation Army, Rotary Club and Cancer Society. In New Zealand and Thailand, the employees supported anti-drink driving efforts and encourage responsible drinking. In Vietnam, gifts and food were donated to the elderly, disadvantaged children and orphans.

In Singapore, the Group worked closely with the Singapore Red Cross Society on various community projects, and supported various fundraising activities. Another initiative is the annual Budding Writers project organised by Marshall Cavendish. This event helps to encourage young children to develop their creative writing and artistic skills and to see their own works in print.

Marshall Cavendish also scored another record high of over 2,600 entries in another annual creative writing programme – WORDS + Art Programme. Into its fifth year, the WORDS + Art Programme promotes the appreciation of art and nurtures creative writing skills among youths through a multi-disciplinary approach.

In Malaysia, the company continued to show its commitment to conservation and protection of the environment. The Soft Drinks Division invested RM3 million towards the establishment of an innovative anaerobic wastewater treatment facility at its Kuching plant.

Efforts to stay in touch with the community especially the aged and the underprivileged were extended with a Lunar New Year luncheon for residents of Nature’s Care Home in Johor Bahru and a Ramadan breaking of the fast and visit to the Sea of Wonders at Acquaria, KLCC for 71 children from two orphanages in the Klang Valley.

In Malaysia, the 100PLUS Super Cup football programme was launched to extend the company’s role in developing and nurturing sports, especially soccer, at grassroots level. 100PLUS will invest RM1.5 million over a two-year period to nurture nationwide inter-schools football for 120,000 youngsters from 2,000 schools.



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**F&N**  
Management Development Programme