

People and Talent Management

For CMRM, our people are the key drivers and differentiators in making our business successful and grow sustainably. It is their passion, professionalism, talent and commitment that provide the Manager with its competitive advantage. We adopt a robust human capital strategy to attract, develop, retain and engage employees.

Talent Management and Succession Planning

The Manager actively seeks innovative, dynamic and talented employees both internally and externally to strengthen the Management's bench strength in order to optimise the performance of the assets in CMMT's portfolio and facilitate CMMT's future expansion within Malaysia. High potential individuals are recruited at different points in their careers, from fresh graduates to young, mid-career professionals and industry veterans.

A robust succession planning and talent management strategies are in place to ensure that the Manager's current and future human capital requirements are met. For members of the management team with proven track records and leadership potential, the Manager partners with CapitaLand Institute of Management and Business (CLIMB) to provide leadership and management programmes to sharpen their management, leadership and business skills.

Learning and Development

The Manager believes that continual learning is a fundamental building block of growth, which offer comprehensive training and development programmes for employees to acquire relevant knowledge and skills to achieve business excellence.

In 2016, about 2.6% of the Manager's annual basic salary was allocated for programmes relating to employee learning and growth. There is a training roadmap in place with wide variety of courses, ranging

from core competency development programmes, skills development programmes to jobs rotations/special projects/new assignments.

At the core of the staff development programme is a systematic programme for all new hires to gain insights of the Manager's business operations, strategies, core values and management philosophy.

As part of their orientation, new hires can gain easy access to company information, policies and processes during their initial day of familiarisation.

Staff are also being sponsored for diplomas, degrees and masters programmes which helps in their career advancement. Throughout the year, staff also participated in overseas study visits to gain exposure to new retail trends, mall management concepts and network with industry players in different parts of the world.

In 2016, staff clocked an average of 44 training hours per employee, which was well above the recommended industry guide of 40 hours. 100.0% of staff attended at least one training event. Staff are encouraged to upgrade themselves by attending courses or obtaining professional qualifications relevant to their work. Staff are granted with paid examination leave for their studies.

Compensation and Benefits

The Manager's remuneration policy and process reiterates its corporate philosophy to attract and retain the best talent as well as to reward high achievers. The total rewards scheme includes both short-term incentives, in the form of cash bonuses, and long-term incentives, in the form of restricted shares. The total rewards scheme ensures organisation-employee alignment as employees are rewarded based on business performance and also encourages talent retention.

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A flexible benefits plan is provided to cater for the diverse needs of employees and to enable them to complement their personal medical and insurance needs. Employees can thus customise their benefits for themselves and their families.

The Manager conducts regular benchmarking exercises across markets and seeks to be innovative with regard to compensation strategies to ensure that the Manager remains competitive and continues to attract and retain talent.

People Engagement

The Manager endeavours to foster an open work culture with a focus on communication, teamwork and open exchange of ideas. In line with this staff engagement strategy, senior management conducts regular staff communication sessions to keep staff abreast of strategies, new developments and financials with a view to encourage the sharing of ideas, views and suggestions for business improvements.

The HR shared folder is a valuable platform for employees to find out the details of employment terms, benefits, human resource policies and practices including the whistle-blowing policy, as well as ethics and code of business conduct policies. The Manager also publishes a newsletter to provide quarterly updates to employees on the latest development within the Company including highlights of the staff activities and events. In addition, recreational and teambuilding events are regularly organised to foster cohesiveness and team spirit.

People Welfare

The Manager organised various welfare and health-related activities to encourage a well-balanced and healthy lifestyle among employees. Activities included thematic dinner and dance, family movie screenings, offsite staff gatherings, health talks, weekly workout classes and eat healthy month. The Manager is committed to preserving a culture that embraces diversity and fosters inclusion. To promote mutual respect and a harmonious working environment among the different ethnic groups within the organisation, a series of cultural festive celebrations were organised, including Raya get-together, Deepavali gathering, Chinese New Year yee sang (prosperity) tossing ceremonies and Christmas get-together and gift exchange.

The Manager values and cares for people as the success of an organisation will be shaped by the people. The Manager will continue to develop the human capital to achieve optimal performance.

Fairness and Diversity

The Manager defines the human resource policy on equal opportunities and fair employment practices and all job applicants are treated fairly regardless of ethnicity, age or gender. The Manager adhered to CapitaLand Group's policies on non-discriminatory employment practices. CapitaLand has signed the Employers Pledge for Fair Employment Practices with The Tripartite Alliance for Fair Employment Practices and also upholds the spirit of international human rights conventions, such as the Universal Declaration of Human Rights and the International Labour Organisation Conventions, against discrimination in any form and coerced labour.

The Manager's workforce comprises an 39% male and 61% female employees. The female employees are well represented with 56% at the middle and senior management levels.