



## **ANNEX A**

### **Factsheet on Asian Human Capital Awards 2013 Winners & Special Commendation Prize Winners**

#### **Award Winners**

##### **Manila Electric Company (MERALCO), Philippines**

*People practice entry:* One MERALCO – People Powering Up a Brighter Philippines: Sustainable Engagement and A Culture of Innovation

Manila Electric Company (MERALCO), the largest utility distribution in Philippines, adopts an innovative employee practice One MERALCO – People Powering Up for a Brighter Philippines that shifts the organisation from a traditional, monopolistic operation to an innovative way of creating and delivering new products and services. One MERALCO is focused on the five strategic pillars:

- Strategic employee communication
- Key talent management
- High performance management systems
- Employee relations/ wellness
- Employee volunteerism

MERALCO has successfully developed an open culture of employee engagement and innovation that is imbued throughout the organisation. The organisation was candid in explaining how they addressed related issues to encourage buy-in from employees. The organisation also improves customer engagement with customers by tapping on social media, such as Facebook. Many frontline staff has shared personal anecdotes of the positive impact of company policies that aim at sustaining employee engagement in a holistic manner. Through the programme, MERALCO has achieved success across all aspects of operations – Energy Sales, Consolidated Net Income, System Loss, Customer Satisfaction, among others.

##### **Unilever, Thailand**

*People practice entry:* Talent and Organisation Readiness (T&O)

Unilever Thailand launched the Talent and Organisation Readiness (T&O) project in 2010, in response to improve business results while reducing environmental impact and increasing positive social impact.

An annual performance management cycle was implemented to ensure individuals possess targets aligned to company-wide goals. With its rigorous talent acquisition, development and retention process, employees are provided with opportunities to develop both their professional and personal career goals. Two additional key corporate initiatives 'Zero Fat' and 'My Unilever Legacy' were also introduced to reinstate a culture of sustainability and develop an entrepreneurial mindset. The Zero Fat programme focuses on embedding the sustainability



culture(no waste, efficient and effective use of resources) internally and 'My Unilever Legacy' programme encourages employees to do something remarkable everyday and treat it as a personal legacy.

With human resource and business growth strategies aligned, the launch of T&O has resulted in a turnaround in employee engagement for Unilever Thailand, allowing the organisation to experience high growth consistently for three years.

### **Special Commendation Prize Winners**

#### **Siemens North East Asia (NEA), China**

*People practice entry:* People Excellence Initiative

Siemens China was commended for its ability to showcase strong synergy between Western and Asian strengths which is often hard to achieve in many global companies. The People Excellence programme at Siemens North East Asia (NEA) takes an end-to-end approach, from campus recruitment to learning campuses and leadership forums.

The six key focus areas of the People Excellence Programme are:

- Talent Acquisition
- Talent Development
- Compensation & Benefits
- Competence Improvement
- Mindset Change
- Operation Excellence and Communication

To address the challenge of talent shortage in a competitive labour market, Siemens NEA introduced a talent acquisition initiative which actively locate and identify talent individuals through passive internet channels. A new online mentoring system was also developed to create an online community of mentors and mentees from diverse business functions. It also leverages on its brand name and expertise in its Centre of Knowledge Interchange programme to attract skilled talent through research collaborations with universities. Based in China for more than 140 years, these excellent people practices further strengthen the reputation of Siemens and demonstrated its commitment and belief in the potential of China and its people.

#### **Reliance Retail Limited, India**

*People practice entry:* WorkSmart – A Business Excellence and Workforce Enablement Program

With over 25,000 employees servicing a patronage of more than 9.65 million customers across India, Reliance Retail Limited (RRL) suffered from a high attrition rate as high as 114% which affected its long-term productivity. To overcome this challenge, Reliance Retail introduced



WorkSmart, a competency-based training system that was designed through a series of conversations with customer-facing employees at the stores, addressing their common struggles and challenges.

WorkSmart provides an interactive online learning tool that specifically tailors each of the 295 training modules to the 119 existing job roles in Reliance's operations. It is effective in developing excellent and standardized employee practices across hundreds of Reliance retail stores, increasing staff knowledge retention from 66% to 95%. This has resulted in an increased employee satisfaction and reduced turnover rates. Since its implementation, Reliance has also yielded positive impacts on service standards, significantly reducing the waiting time at checkout counters. Ultimately, Reliance Retail aims to improve its customer service standards through the continual enhancement of the WorkSmart programme and its business process.