

FOR IMMEDIATE RELEASE

**Human Capital Management and Leadership Capabilities Key to
Driving Economic Growth in Asia**

Singapore well-placed to establish itself as a Home for Talent

Singapore, 29 September 2009 – The second Singapore Human Capital Summit (SHCS) kicked off with Guest-of-Honour, Singapore’s Prime Minister Lee Hsien Loong, outlining how Singapore is well-positioned to advance people strategies and practices, so as to enhance the competitiveness of companies and workers.

2 Mr Lee also announced new initiatives including the Singapore Leadership Initiative for building Networks and Knowledge (LINK) at one-North, which will bring together players from across the human capital value chain - business schools, professional firms and corporate universities, to grow the pool of knowledge, develop methodologies and deliver solutions on human capital management and leadership for Asia.

3 LINK will house the Human Capital Leadership Institute (HCLI), a premier institution by the Ministry of Manpower and the Singapore Management University to raise strategic human capital capabilities, develop HR thought leadership in Asia and provide intellectual support for emerging industry challenges in this field. One of the landmark programmes to be offered is the Singapore Business Leaders Programme (SBLP), slated to start in 2010. Targeted at senior executives from global and local companies who are likely to take on regional or global management responsibilities, the SBLP will be an iconic programme that will showcase the best of leadership development, networking opportunities, business exposure and HR and corporate practices in Asia.

4 This year’s Summit is themed “People Strategies for Asia”, with a focus on human capital management and leadership initiatives for the region. See Annex B for the full programme.

5 The sharing of innovative people practices from organisations in Asia is extended through the Knowledge Showcase, a new addition to the Summit programme this year. The Knowledge Showcase captures the collaboration of businesses, professional service firms and Government to inspire delegates in search of leading edge human capital development and management strategies. Participating organisations this year include Standard Chartered Bank and Accenture Services Limited, India (Accenture India), Ernst & Young, Singapore Training and Development Association (STADA), Human Capital Singapore, Ministry of Manpower (MOM), Singapore Workforce Development Agency (WDA) and Singapore Economic Development Board (EDB).

6 The prestigious Asian Human Capital Award was launched at last year’s Summit to recognise organisations in Asia for world-class, innovative and impactful people practices. The

inaugural winner is Accenture India and they will be presented with the award by the Minister for Manpower, Mr Gan Kim Yong. Nominations for the Asian Human Capital Award 2010 will open from 1 October 2009.

Key research findings a part of the Summit

7 A key feature of the Summit is the sharing of new knowledge by industry and thought leaders. One such initiative this year is the MOM-commissioned research study by Ernst & Young Advisory (EYA) and the RBL Group, entitled “Identifying and Developing Managerial Talent in Asia”. Highlighting the need for organisations in Asia to strengthen their human capital management and leadership capabilities in order to improve business performance, the study reveals that companies willing to invest in talent development record a higher business performance than those who do not.

8 Commenting on the implications of the research findings on organisations in Asia, Mr Leo Yip, Permanent Secretary, Ministry of Manpower, said, “A key challenge for organisations to sustain business growth is developing their next generation of leaders who can seize the opportunities in a fast growing Asia. This study has introduced new insights on how organisations can identify and develop managerial talent in Asia.”

9 Full research findings, along with a framework developed by EYA to help business leaders and HR professionals successfully identify, develop and continually engage their critical talent with potential for high impact on business performance, will be shared on 30 September at the Research on Asia – Developing Leadership Pipeline plenary session. Preliminary findings of the study can be found at Annex A.

10 Other research pieces include the “Hot Spots Programme” by London Business School’s Professor Lynda Gratton, one of the world’s foremost experts on creating and supporting innovative teams as well as a “HR Competency Study” by RBL Group, which benchmarks local HR professionals’ impact on business results against their global counterparts and examines the competencies and capabilities of local HR practitioners that create the most value for business results. Over 700 delegates, including C-suite executives as well as business and HR leaders from over 26 countries, including Australia, Hong Kong, China, Indonesia, India and the United Kingdom, are attending this year’s Summit.

###

About Ministry of Manpower

The Ministry of Manpower aspires to develop a globally competitive workforce and a great workplace, for a cohesive society and a secure economic future for all Singaporeans.

For more information, please visit www.mom.gov.sg

About Singapore Workforce Development Agency

The Singapore Workforce Development Agency (WDA) seeks to enhance the employability and competitiveness of our workforce to meet the changing needs of Singapore’s economy. Working with industry, unions, employers, economic agencies, professional associations and training organisations, the agency’s efforts are targeted at supporting industry growth by building a pipeline of workers through training and skills upgrading, and raising industry standards through enhancing manpower capabilities.

For more information, please visit www.wda.gov.sg

About The Singapore Human Capital Summit 2009

The Singapore Human Capital Summit 2009 is a premier conference on managing and developing human capital, organised for Asia, in Asia. Organised by the Ministry of Manpower and the Singapore Workforce Development Agency, the Summit brings together over 50 outstanding global CEOs and international industry experts and thought leaders to share their experiences, insights and best practices.

For the Summit's programme and full line-up of speakers, please visit www.singaporehcsummit.com.

FACTSHEET

“Identifying and Developing Managerial Talent in Asia” by Ernst & Young Advisory

Ernst & Young Advisory (EYA) and the RBL Group’s “Identifying and Developing Managerial Talent in Asia” research study has found that companies willing to invest in talent development record a higher business performance than those who don’t. The correlation between managing talent and positive business performance was found to be .57, implying that how well an organisation manages talent has a strong impact on its business performance. The study also discovers how business leaders and HR professionals can successfully identify, develop and continually engage their critical talent with potential for high impact on business performance.

2 The study is one of three Asia-centric research pieces commissioned by Singapore’s Ministry of Manpower, to be presented and discussed at a plenary session on the second day of the Singapore Human Capital Summit 2009 titled “People Strategies for Asia”, which will be held on 29 and 30 September.

3 Through interviews with 480 top executives and 4000 surveys across all functions and levels in organisations in Singapore, Greater China, Hong Kong, and India, EYA examined the managerial talent identification and development policies, procedures and processes of a broad spectrum of Multinational companies and Small and Medium Enterprises in five industries – finance, high-technology manufacturing, IT and telecommunications, hospitality and supply chain.

Dimensions to develop talent and high potentials in Asian organisations

4 Eleven critical talent dimensions that help attract, develop and retain managerial talent and high potentials in organisations form the basis of the survey and interview questionnaires used in the study:

1. Creating the business case for talent
2. Ensuring high-performing teams
3. Aligning talent with strategy and customers
4. Assessing talent
5. Investing in talent
6. Fully leveraging and managing diversity
7. Matching talent to positions
8. Engaging talent for full contribution
9. Using technology to get greater return on talent
10. Measuring talent
11. Creating a shared partnership between HR and line managers

5 Said Ms Mildred Tan, Managing Partner, Business Advisory Services of Ernst & Young Associates Pte Ltd, “These 11 talent domains should not be seen independently as they are, in fact, very closely related. When an organisation performs well in one, it is likely to do so in many. The high correlation between positive business performance and managing talent implies

that the organisation's ability to manage talent has a strong impact on the organisation's performance. In this study, talent management can explain about 33 per cent of variation in business performance."

Preliminary findings: India outperforms Singapore, Greater China, and Hong Kong in nearly all 11 talent dimensions

6 Indian businesses outdid their counterparts in the study on nearly all dimensions of talent, indicating that more Indian workers perceived the talent domains as being important to building talent than anywhere else. However, the findings also indicate that while the talent domains were less important to respondents in Singapore and Hong Kong, investment in talent development in these two countries tended to be far more critical in relation to business performance than in India or Greater China. The high correlation of business performance and investing in talent in the former is attributed to the prevalence of "knowledge" industries – pharmaceuticals and communications, for example – in their economies.

7 Across the board, the most important talent domain in driving talent management is building a business case for talent. This implies that building a sound business case is a good area to target to improve business performance. A business case for talent comprises:

- Linking talent to the ability to implement business strategy
- Linking talent to the ability to create shareholder value
- Linking talent efforts to the ability to differentiate an organisation from its competitors
- Continuing to invest in talent during a downturn

This key dimension recorded a larger impact on business performance in Singapore and Hong Kong, as compared to China and India.

8 Overall, most respondents scored higher in measuring talent, aligning competencies to strategy and ensuring teamwork, while doing the worst in forming a partnership of HR and line, engaging talent for contribution, and investing in talent.

The 5Ss Framework – Five essentials of talent management

9 To put the findings into perspective by means of an HR model, EYA has grouped the 11 talent dimensions into five key drivers of talent management:

1. **Search** includes matching talent to positions, measuring talent and assessing talent
2. **Signal** consists of investing in talent and engaging talent
3. **Space** includes ensuring high performance teams and fully leveraging and managing diversity
4. **Support** refers to using technology for greater return on talent
5. **Strategic alignment** covers creating the business case for talent, aligning talent with strategy and customers, and creating a shared partnership between HR and line managers

29th – 30th September 2009

Programme updated as of 28 Sept 2009 (subject to changes)

Day 1 29th September 2009, Tuesday @ Raffles City Convention Centre, Singapore

Time	Programme	Venue
0830 – 0930	Registration and Coffee/Tea	Convention Foyer
0935 – 0940	Welcome by Master of Ceremonies and Themeweaver Prof. Narayan Pant , Affiliate Professor of Strategy, INSEAD	Collyer & Padang Ballroom
0940 – 0945	Welcome Remarks by Tan Pheng Hock , Chairman, Singapore Workforce Development Agency	
0945 – 1005	Opening Keynote Address by Guest-of-Honour Singapore Prime Minister Lee Hsien Loong	
1005 – 1010	Opening Performance	
1010 – 1100	Plenary Session (Individual) Insights from a Global CEO – Managing Human Capital in Asia Harish Manwani , President Asia, Africa, Central and Eastern Europe, Unilever Facilitator: Su-Yen Wong , Managing Director - ASEAN, Mercer	
1100 – 1120	Coffee Break	Raffles Foyer
1120 – 1220	Plenary Session (Panel Dialogue) Perspectives of Leaders – Change Management Leadership Speaker 1: Hsieh Fu Hua , CEO, Singapore Exchange Ltd Speaker 2: Chainoi Puankosoom , President & CEO, PTT Aromatics & Refining Public Co. Ltd Speaker 3: Liu Dian Bo , Executive Chairman, Luye Pharma Group Ltd Facilitator: Peter Ong , Managing Partner, The Gallup Organization	Collyer & Padang Ballroom
1220 – 1320	Lunch	Canning Ballroom
1320 – 1430	Concurrent Seminars	
Leadership Development	A1. Enhancing HR Competencies for Business Growth Speaker 1: Prof. Dave Ulrich , Partner and Co-founder of RBL Group, Professor of Business, Ross School of Business, University of Michigan (Research on HR Competencies by RBL) Speaker 2: Lim Soo Hoon , Permanent Secretary, Public Service Division, Prime Minister's	Sophia Ballroom

Time	Programme	Venue
	<p>Office, Singapore</p> <p>Speaker 3: Dr. Robert Care, CEO and Chairman, Arup Australasia</p> <p>Facilitator: Prof. Dave Ulrich, Partner and Co-founder of RBL Group, Professor of Business, Ross School of Business, University of Michigan</p>	
Talent Management	<p>B1. Innovative Talent Strategies for New Asia</p> <p>Speaker 1: Prof. Lynda Gratton, Professor of Management Practice, London Business School</p> <p>Speaker 2: Andrew Banks, Managing Director, Talent2 International Ltd</p> <p>Speaker 3: Richard Kelly, Managing Director, IDEO Asia Pacific</p> <p>Facilitator: Prof. Lynda Gratton, Professor of Management Practice, London Business School</p>	Olivia Ballroom
Workforce Challenges & Strategies in New Asia	<p>C1. Globalisation: HR Challenges & Strategies</p> <p>Speaker 1: Dr. Jürgen Brokatzky-Geiger, Head of Human Resources & Member of the Executive Committee, Novartis</p> <p>Speaker 2: Tom Vines, Vice President, Human Resources, IBM Growth Markets, IBM</p> <p>Speaker 3: Dilip Kumar Srivastava, Corporate Vice President – Global HR Head, HCL Technologies</p> <p>Speaker 4: Dr. Linda Myers, Vice President, Global Talent Management, SK Holdings</p> <p>Facilitator: Na Boon Chong, Director, Consulting – Southeast Asia, Aon Consulting</p>	Atrium Ballroom

Time	Programme	Venue
1430 – 1540	<p>Plenary Session (Panel Dialogue) Perspectives of Leaders – Talent Strategies for Asia</p> <p>Speaker 1: Sunny Verghese, Group Managing Director and CEO, Olam International Ltd</p> <p>Speaker 2: Jaime Augusto Zobel de Ayala, Chairman and CEO, Ayala Corporation</p> <p>Speaker 3: Yuzaburo Mogi, Chairman and CEO, Kikkoman Corporation</p> <p>Speaker 4: Lei Zhang, Managing Director, Hillhouse Capital Advisor</p> <p>Facilitator: Prof. Annie Koh, Dean, Office of Executive and Professional Education, Associate Dean, Lee Kong Chian School of Business, Academic Director, International Trading Institute@SMU, Associate Professor of Finance, Singapore Management University</p>	Collyer & Padang Ballroom
1540 – 1600	Coffee Break	Raffles Foyer
1600 – 1700	<p>Plenary Session (Research) Research on Asia – Igniting Creative Teams</p> <p>Speaker 1: Prof. Lynda Gratton, Professor of Management Practice, London Business School</p> <p>Speaker 2: Clement Woon, President and CEO, Singapore Airport Terminal Services Ltd (SATS)</p> <p>Facilitator: Prof. Lynda Gratton, Professor of Management Practice, London Business School</p>	Collyer & Padang Ballroom
1700 – 1800	<p>Thought Leadership – Leadership in Asia: Challenges and Opportunities</p> <p>Prof. Dave Ulrich, Partner and Co-founder of RBL Group, Professor of Business, Ross School of Business, University of Michigan</p>	
1800 – 1810	<p>Closing by Master of Ceremonies and Themeweaver Prof. Narayan Pant, Affiliate Professor of Strategy, INSEAD</p>	
1830 – 1850	<p>Asian Human Capital Award Ceremony Award presented by Minister for Manpower Gan Kim Yong</p> <p>Emcee: Chloe Cho, Anchor / Reporter, CNBC Asia Pacific</p>	Raffles Foyer
1810 – 1930	Cocktail Reception	
1930	End of Day 1	

Day 2 30th September 2009, Wednesday

Time	Programme	Venue
0815 – 0900	Registration and Coffee/Tea	Convention Foyer
0900 – 0905	Welcome by Master of Ceremonies and Themeweaver Prof. Narayan Pant , Affiliate Professor of Strategy, INSEAD	Collyer & Padang Ballroom
0905 – 0955	Plenary Session (Individual) Insights from a Global Expert – Great People Decisions Claudio Fernández-Aráoz , Senior Advisor, Egon Zehnder International Facilitator: Robert Chong , Managing Director, Human Resources, Temasek Holdings (Pte) Ltd	
0955 – 1040	Plenary Session (Panel Dialogue) Perspectives of Leaders – Innovative People Strategies Prithvi Shergill , Human Resources Lead, Accenture Services Limited India Facilitator: Chloe Cho , Anchor / Reporter, CNBC Asia Pacific	
1040 – 1100	Coffee Break	Raffles Foyer
1100 – 1210	Plenary Session (Research) Research on Asia – Developing Leadership Pipeline Speaker 1: Kate Sweetman , Principal Consultant, RBL Group Speaker 2: Lim Eng , CEO, NCS Group Speaker 3: Jonathan Larsen , Country Head & Citi Country Officer, Singapore, CEO, Citibank Singapore Ltd Facilitator: Mildred Tan , Managing Director, Ernst & Young Advisory Pte Ltd	Collyer & Padang Ballroom
1210 – 1320	Plenary Session (Panel Dialogue) Perspectives of Leaders – Leading Across Cultures and Borders Speaker 1: Jessica Tan , Managing Director, Microsoft Singapore Speaker 2: Gregory C. Case , President and CEO, Aon Corporation Speaker 3: Subramanian Ramadorai , CEO and Managing Director, Tata Consultancy Services Ltd Facilitator: Kwan Chee Wei , Chief Human Resources Officer, IMC Corp	
1320 – 1430	Lunch	Canning Ballroom
1430 – 1540	Concurrent Seminars	
Leadership Development	A2. Developing Leaders for Global Markets Speaker 1: Dr. Alice Yue-er Luo , Executive in Residence, Hong Kong University of Science and Technology Business School Speaker 2: Tan Choon Seng , Group CEO, WBL Corporation Ltd	Sophia Ballroom

Time	Programme	Venue
	<p>Speaker 3: K. Ramkumar, Executive Director, ICICI Bank</p> <p>Facilitator: Prof. Thomas Mannarelli, Affiliate Professor of Organisational Behaviour, INSEAD</p>	
Talent Management	<p>B2. Shaping the Employer Brand</p> <p>Speaker 1: Tom Brown, Director – Human Resources, Rolls Royce plc</p> <p>Speaker 2: Michael Yeong Choon Hang, Vice President, Regional Human Resource, Cerebos Pacific Ltd</p> <p>Speaker 3: Akiko Takahashi, Executive Vice President, Chief Human Resources / Corporate Social Responsibility Officer, Melco Crown Entertainment</p> <p>Facilitator: Stephanie Gault, Partner, ASEAN Lead, Management Consulting - Talent and Organization Performance, Accenture</p>	Olivia Ballroom
Workforce Challenges and Strategies in New Asia	<p>C2. Engines of Growth: Gender and Cultural Diversity</p> <p>Speaker 1: Manoj Varghese, Director, People Operations, APAC, Google, Inc.</p> <p>Speaker 2: Bernard Yu, Global Citizenship Director – Asia Pacific, Cirque du Soleil</p> <p>Speaker 3: Dr. Lim Suet Wun, Group CEO, National Healthcare Group</p> <p>Speaker 4: Dr. Somphoch Nophakoon, Deputy Secretary-General, Office of the Civil Service Commission</p> <p>Facilitator: Dr. Sandy Lim, Assistant Professor, Department of Management & Organisation, NUS Business School, National University of Singapore</p>	Atrium Ballroom
1540 – 1600	Coffee Break	Respective Ballroom Foyer
1600 – 1700	Concurrent Seminars	
Leadership Development	<p>A3. Succession Planning: SME vs MNC Experience</p> <p>Speaker 1: Prof. Arthur Yeung, Philips Chair Professor of Human Resource Management and Associate Dean, China Europe International Business School</p> <p>Speaker 2: Charles Quek, Executive Director, HSL Constructor Pte Ltd</p> <p>Speaker 3: Clifton Chua, Managing Director, FedEx Express Singapore</p> <p>Facilitator: Prof. Wee Chow Hou, Chairman, Nanyang Executive Programs, Head, Marketing and International Business Division, Nanyang</p>	Sophia Ballroom

Time	Programme	Venue
	Technological University	
Talent Management	<p>B3. Talent Development as a Strategic Business Driver Speaker 1: Ivan Lee, Founder and CEO, ThaiExpress</p> <p>Speaker 2: Ng Chin Hwee, Executive Vice President (Human Resources & Planning), Singapore Airlines Ltd</p> <p>Speaker 3: Dr. Chung Jang-Sik, President (Political Service-Vice Ministerial Level), Central Officials Training Institute</p> <p>Facilitator: Prof. Richard Arvey, Head, Department of Management & Organization, NUS Business School, National University of Singapore</p>	Olivia Ballroom
Workforce Challenges and Strategies in New Asia	<p>C3. Leveraging on a Multigenerational Workforce Speaker 1: Masakatsu Hioki, Senior Executive Officer, Komatsu Ltd</p> <p>Speaker 2: Dr. N Varapasad, Chief Executive, National Library Board</p> <p>Speaker 3: Ong Ye Kung, Assistant Secretary-General, National Trades Union Congress</p> <p>Facilitator: Prof. Ron Collard, Partner, Financial Services Industry Practice, PricewaterhouseCoopers LLP</p>	Atrium Ballroom
1710 – 1820	<p>Plenary Session (Panel Dialogue) Perspectives of Leaders - Leveraging on Human Capital for Success in Asia</p> <p>Speaker 1: Lim Hng Kiang, Minister for Trade and Industry, Singapore</p> <p>Speaker 2: Deborah Henretta, Group President – Asia, Procter & Gamble</p> <p>Speaker 3: Koh Boon Hwee, Chairman, DBS Group Holdings and DBS Bank</p> <p>Speaker 4: Prof. Robert Sutton, Professor of Management Science and Engineering, Stanford University</p> <p>Facilitator: Prof. Narayan Pant, Affiliate Professor of Strategy, INSEAD</p>	Collyer & Padang Ballroom
1820 - 1830	<p>Closing by Master of Ceremonies and Themeweaver Prof. Narayan Pant, Affiliate Professor of Strategy, INSEAD</p>	
1830	End of Summit	