

## Enhancing the Capacity of Employees

In order to acquire competitiveness in core capabilities of employees, Shinhan Bank strives to nurture project experts and their capabilities through Shinhan Finance Academy, Asset Management Expert Course, Corporate Finance Academy, etc. The bank continues to expand its professional workforce in technological finance by coordinating its technological finance course with Graduate School of Business of KAIST. Also, in order to promote a strong organizational culture unique to Shinhan, it newly created its Grade 4 Manager Training Course, which established the educational system by position, in order to promote understanding of the management directives of the CEO and to strengthen on-site execution initiative. In addition, Shinhan Bank operates Task Champion Course to develop employees as financial experts through self-directed learning based on voluntary participation. A total of 1,286 employees participated in 2015.

Shinhan Bank is also conducting annual performance assessment for all employees in order to promote fair and rational performance rewards. Assessment criteria consists of project outcome, which is the result of work performance, and capabilities, which is the knowledge, technology, and behavioral standards that employees need to acquire and develop in order to conduct their work. The assessment results are utilized in the forms of payment, promotion, career development, transfer, assignment, and education and training of employees



Shinhan Bank, Operating Task Champion

**Number of employees participating in education of sustainable management in Shinhan Bank**

Unit: persons



12,416

Shinhan Card is providing special lectures and humanities lectures to employees in order to improve their insights and strengthen their initiatives, and to share information on latest trends. It is also conducting a global academy and work-training program in Vietnam and Kazakhstan with the goal of nurturing global human resources. In addition, Shinhan Card is conducting company-wide activities for building a strong organizational culture in order to spread customer-centered thinking and behavior based on the Shinhan WAY. Notably, Shinhan Card created virtual on-site department units called 'Unit,' consisting of all employees according to department, gender, position, etc., to provide Great Rally Communication & Creativity training, and is utilizing them to carry out various communication activities during the year.

Shinhan Investment Corp. is operating various educational courses in order to improve customers' rate of return by acquiring elite capabilities from its employees. It is conducting programs such as S-Pro course for Retail PWM PB, a specialized course for nurturing a professional workforce by field, and S-Academy, a customized course centering on educational consumers, and is supporting overseas MBA training in order to nurture global human resources. The company is also providing an environment for self-directed learning to the employees through mandatory completion of education hours by position, monthly online education, tuition support policy, etc.

In 2015, Shinhan Life Insurance re-established its competency expectations and established a new educational system to help all employees grow as experts in the insurance industry. Through total reforms on company lecturer policy designed to improve employees' work capabilities and performance, Shinhan Life Insurance is accepting various educational needs and is seeking opportunities to share and expand the intellectual assets of the organization. The company also offered educational opportunities for acquiring humanistic qualities and business trends by operating Hero's Club - designed to strengthen managers' leadership and creative business thinking ability - and Hero's Choice contents - provided to all employees.

## Enhancing Capabilities of Local Employees of Global Business Department

In an effort to establish a stable basis for its global projects, Shinhan Financial Group is operating various educational courses in order to improve the professionalism of local employees and to improve the capacities as Shinhan employees.

In order to localize its global workforce, Shinhan Bank is selecting 'Global Leader Group' from local employees in order to motivate communication between Korea and local countries, and is conducting global business education in order to improve business results. By changing the previous system of one-way training to a system of mutual communication, Shinhan Bank is increasing the efficiency of education of local employees and is providing them with vision and motivation, systematically increasing the retention rate of core workforce with high performance. Shinhan Bank also conducts work-related education, such as 'Global Loan Academy' and 'Global Foreign Exchange Academy,' as well as Global Shinhan Way training in order to spread its Best Practices and to share core values of Shinhan Bank.

