



# Developing Human Resources and Creating a Great Workplace Culture

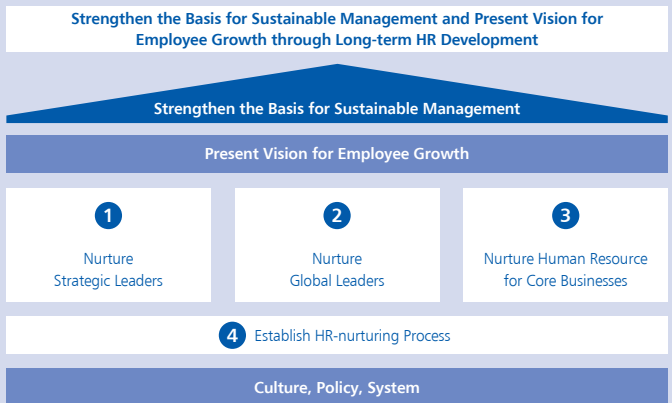
For corporate management activities, the capabilities of individual employees are core success factors that are directly linked to the results of the company. Along with the rapidly changing market and the progress of globalization beyond Korea, the financial industry especially faces increased needs for improvement of professionalism and global capabilities of employees.

Accordingly, Shinhan Financial Group is nurturing financial experts who can create customer values and social values in an effort to practice the group's mission, 'compassionate finance, your companion for the future'. Also, it presents a vision for employees to grow as experts in the fields that they want to pursue by supporting self-directed learning through various policies on educational support. Based on such educational philosophy, Shinhan Financial Group seeks to create a sustainable virtuous cycle of value creation by providing reasonable rewards and various welfare benefits to employees striving to improve their capabilities.

## Project for Nurturing the Group's Human Resources

In 2015, TFT, the project for nurturing human resources, established four programs and processes for developing human resources. 'Shinhan Management School' is a program designed to nurture strategic leaders, targeting assistant directors who seek to develop their management knowledge and leadership capabilities. It was conducted from September 2015 to March 2016 through coordination with Graduate School of Business of Seoul National University on core business and specialized finance areas such as management strategies, marketing, human resources, accounting, M&A, and risk management as well as an Action Learning and overseas benchmarking program. 'Shinhan Global Business School,' a course for obtaining Master of Science in Global management through coordination with the Hong Kong University of Science and Technology

(HKUST), aims to develop global human resources in a systematic manner. It consists of curriculum, which combines general business administration and global projects. Conducted on Friday afternoons and on Saturdays for 12 months starting on January 2016, this course, targeting deputy general managers and section managers, provides an opportunity for learning on the HKUST campus. Furthermore, Shinhan Bank, Shinhan Card, and Shinhan Investment Corp. plan to operate Shinhan Global Channel-linked MBA which dispatches their employees to MBA courses of top colleges in their core business regions, such as China, Vietnam, Indonesia, Mexico, Russia, and Kazakhstan, assesses the education results in a comprehensive manner and dispatches the graduates as resident employees in the regions to utilize their capabilities.



- 1 Shinhan Management School**
  - Develop professionalism and leadership capabilities for next-generation group leaders
- 2 Shinhan Global Business School**
  - Develop Long-term HR Development Process for Carrying Out Global Businesses
- 3 Strengthen Process on Development of Core Tasks by Group Affiliates**
  - Shinhan Bank: Asset management, WM, corporate finance, technological finance, IB, global
  - Shinhan Card: Marketing, brand, strategy, global
  - Shinhan Investment Corp.: Asset management, WM, wholesale, IB, research
  - Shinhan Life Insurance: Asset management, product actuary service
- 4 Establish Process for Long-term HR Development**