

# Our People, Our Future

## **Investments in organisational and technological excellence make for a world-class team primed to drive Ascott's expansion plans.**

Ascott's reputation as a global brand is rooted in our determination to recruit, engage, motivate and retain individuals who can take their place as members of a truly world-class team. Our 5,000 strong team, drawn from the local population in the countries in which we operate, is empowered to drive our aggressive global expansion. These talented individuals of various nationalities showcase the seamless integration of diverse cultures within our residences and offices throughout the world.

### **NURTURING A WORLD-CLASS TEAM**

At Ascott, our human resource goal is to optimise our human capital while simultaneously paving the way for our employees to achieve their personal and professional aspirations and goals.

To ensure a good employee-job fit, we recruit employees whose professional capacity, aspirations and values are aligned to the Group's core values and business priorities. A competitive rewards-based system ensures that our employees are motivated and engaged in their work. To enhance service quality and inculcate a common spirit of hospitality, our employees throughout the world are groomed through standardised programmes comprising training courses, personal development initiatives, international deployment and other special assignments.

Succession plans for all key positions are in place to ensure a steady flow of talents committed to meeting the Group's future business targets. The Executive Resource & Compensation Committee periodically reviews the talent succession and development plan.

We regularly review our employee compensation and benefits programme to keep pace with industry benchmarks and best practices. Compensation comprises a base salary and an annual bonus. All compensation elements are contingent on individual and company performance, as well as market competitiveness and conditions. The Group's Restricted Share scheme is extended to key employees to reward them for their good work in driving Ascott's success.

Open communication is encouraged within Ascott. Regular employee communication sessions foster a culture where employees are comfortable questioning past work practices and proactively seek avenues to improve our business processes. In addition, large-scale retreats, such as the annual Ascott Global Conference, bring together Heads of Departments from across our global offices to identify our current operational challenges and seek ways to strengthen Ascott's global positioning.

## **TRAINING TO EXCEL**

The Group sets aside 3% of total employee payroll for learning and development. In 2007, each employee underwent more than 30 hours of training.

Ascott's commitment to developing a world-class team is demonstrated in the establishment of a global training centre, the Ascott Centre for Excellence (ACE), in Singapore, where we have our corporate headquarters. ACE is led by a team of professionals comprising 51 in-house trainers committed to ensuring consistent learning outcomes, sharing international best practices and forging strong cross-border bonds among team members.

ACE will serve as a focal point for developing future leaders, launching new initiatives to remain competitive and promoting operational readiness and service excellence among our global team members.

In line with our roadmap for human capital development, ACE runs proprietary training programmes such as the Accelerated Residence Manager Programme and Leadership Development Programme (LDP), and partners International Enterprise Singapore to offer the International Business Fellowship Programme (IBFP). These programmes train employees who have been identified as potential Heads of Departments or Residence Managers in Ascott's core functions and corporate culture. In 2007, IBFP and LDP saw a total of 16 participants undergo 12 to 18 months of on-the-job training in Australia, China, Indonesia, the Gulf region, the Philippines and Vietnam.

In addition, ACE also offers certification programmes aimed at developing key personnel to manage the professional opening of Ascott's properties across the globe. To date, ACE has certified close to 150 'Pre-Opening Process' (POP) drivers and members to spearhead the opening of our new properties according to Ascott's standards and requirements.

Two of our human resource development programmes have been accredited by the Singapore Workforce Development Agency's Skills Qualifications Scheme, thus affirming that our human resource development meets national standards.

## **EMPOWERED BY IT**

In addition to nurturing our talent pool, we invested in information technology (IT) infrastructure to equip our people with the right tools to respond quickly to our customers' needs and gain fast access to the information they require to make decisions.

Our IT platform is constantly being renewed to support our expansion plans. In 2007, additional functions were incorporated into the Global Sales Force Automation system, and China was added to the Global Central Reservation system.

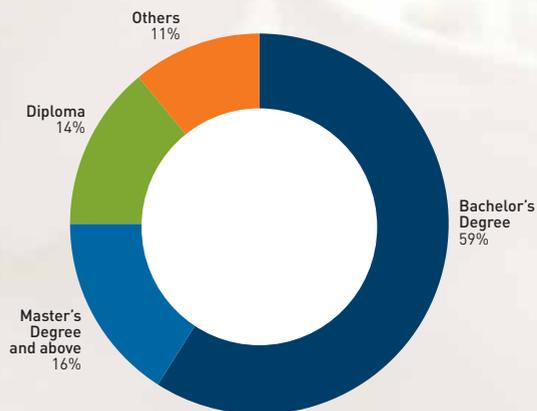
Our brand and corporate websites were also revamped, resulting in faster access and allowing continuity in case of primary system failure.

An online training system was introduced to support training development and to track employee training requirements and records.

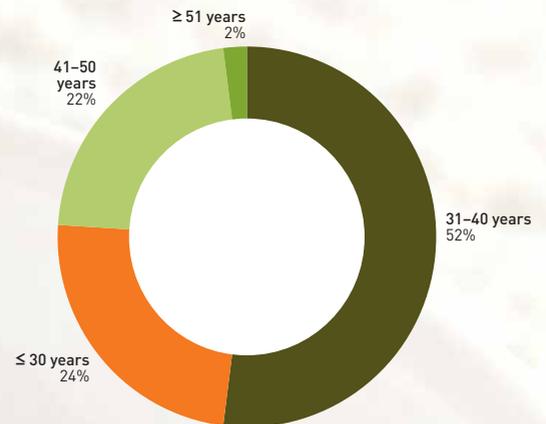
Finally, a new Business Intelligence system designed to standardise performance and revenue management reports as well as produce ad-hoc reports is currently in the final stages of development.

## CORPORATE EMPLOYEE PROFILE

### By Qualification



### By Age Group



### By Length Service

