



Winning with our People

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AIA.COM.SG



Change is going to happen

FINANCIAL CRISIS

Don't panic, says MAS

Hundreds queue to cash in AIA life insurance policies

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HUNDREDS OF anxious policyholders thronged insurer AIA Singapore's Customer Service Centre in Finlayson Green — many of them arriving well before it opened at 8:45am yesterday.

Many wanted to surrender their life insurance policies, fearful about the company's stability.

AIA is a subsidiary of insurance giant AIG, which is scrambling to prevent its own collapse.

But yesterday, the Monetary Authority of Singapore (MAS) came out to assure people: Don't panic. The financial regulator cautioned that policyholders could lose out by cashing in policies early.

MAS said: "AIA currently has sufficient assets in its insurance funds to meet its liabilities to policyholders. Policyholders should, therefore, not act hastily in terminate their insurance policies with AIA as they may suffer losses from the premature termination and lose the insurance protection they may need."

While there were indeed signs of actual panic, there were many prepared to wait several hours.

Retiree Alan Cheong was one of the concerned AIA policyholders who queued up yesterday at the service centre to cancel their policies — or at least to ask what was going on. He told Today: "I heard the news on the television and I was worried that the company might close down." The 52-year-old arrived at 10am and waited four hours to get all the procedures completed.

"I closed my account," he said. "The staff told me that they are different from AIG in US and they are doing okay. But I still feel safer closing down my account."

AIA
An AIG Company



Source: Today, 17 Sep 2008

prime financial turmoil

THE STRAITS TIMES, WEDNESDAY, SEPTEMBER 17 2008 PAGE 11

AIG'S WOES

Don't rush to surrender AIA policies

By Staff Writers

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Source: Straits Times, 17 Sep 2008



HR must deal and respond to change

Key points

- People are our key asset
- Change involves people
- You can get through adversity when you focus on people

HR Strategy to cope with such a crisis

- Our job is to ensure our staff know that they still have a job and deliver the payroll
- Be nimble and stop non-essential HR activities
- Be in the front line and stand side by side with customers
- Protect our staff from abuse, insult and pressure
- Do whatever it takes to calm the staff
- Understand the business impact of the crisis
- Reduction in staff turnover
- The question is why...

Make change when people least expect it



AIA Singapore “Voice of We” survey from 2008-2009

Performance has improved across all elements since 2008.

**Superior performance for strategic direction, leadership,
accountability and external orientation.**

Source : “Voice of We” employee survey



Make change when people least expect it

Improved staff morale in the midst of adversity

- Be Bold – We should do two “Voice of We” Employee Surveys in a difficult year

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Successfully transforming a Company requires positive energy and actions to overcome difficulties



- “AIA has made significant progress in all areas since the Financial crises in September 2008. Overall, I remain a loyal employee of AIA and support the company's future direction and strategy”.
- “AIA as a whole, is a good company...lots of interaction between staff and management”.
- “AIA has made significant strides in the past year with regard to further developing a multi-distribution model and promoting innovation of products and services. We have the right people for the job”.
- “The new AIA vision is excellent in that it is inspirational and yet at the same time, crafted to be able to translate its essence at the working level”.

How do we get more employees to think and talk like this through the process of discussing these survey results?

SOURCE: McKinsey AIA Singapore's "The Voice of WE" Survey 2009, (n=751)



Provide Solid Leadership

Create an Employee Value Proposition

- Leadership that inspires
- Focus on the future
- Accelerate Strategic Plans – show staff the impact on Compensation and Benefits



ility



Be willing to change even when in adversity

Employee Value Proposition

- Forward Looking Compensation and Benefits practices to build staff advocacy
- Provide more options and benefits for staff to build up protection and savings
- Partner with our Direct Marketing channel to allow staff to make informed choices by having access to quality advice and direct access to products
- HR can use such benefits to help staff top up their existing corporate insurance plans and coverage
- Extend coverage to families at a small premium and cost to staff.
- Listen to feedback...really listen!

“ I joined AIA about 8 months ago and find that AIA is a very strong/robust company ”



Listen...and implement

“I personally think that employees’ participation is a crucial element in the process of transforming from ME to WE and I believe WE can do it!”

Employee Value Proposition

- Take time to engage staff in corporate events and activities:
 - - AIA Rebranding and Strategic Plan launch
 - - Brand ambassadors
 - - AIA Walk for Charity



Listen...and implement



Employee Value Proposition

- Engage staff in charity/ fundraising events for the benefit of the community



Listen...and implement



Employee Value Proposition

- Engagement by the management



“I have a great boss who thoroughly understands how to treat and appreciate staff. He coaches, supports and encourages risk taking. He brings out the best in me.”





Listen...and implement

Employee Value Proposition

- Reassess, restructure, re-skill and redeploy
- Focus on performance linked bonuses
- Try our best to focus on improvising and offering incentives to staff

Communication

Proactive – what really matters to staff

- An internal Communication strategy should be put in place
- regular and meaningful activities...intensive but impactful
- Answer the question: Do I have a job tomorrow, next week, next month and next year?
- Townhall and communication sessions

Deliver your promise



Employee Value Proposition

- Invest in staff's well being
- Have FUN
- Be bold – build 2 new staff lounges



THANK YOU