

# OUR PEOPLE

5,451

Employees\*

85

Different Nationalities

17

International locations



At FAB, we have established a work culture that puts our customers at the heart of everything we do, delivering superior value and sustainable growth for our shareholders. We believe in attracting, retaining and building the strength and abilities of our people to empower them to be strong ambassadors for FAB.

*\* Full time employees (FTE), excludes outsourced and other contract staff at 31 December 2019*

## UAE National Development

As the largest bank in the UAE, national talent is vital to our success and is therefore part of our strategic workforce planning. Inspired by the UAE Vision 2021, which sets the key themes for the region's socio-economic development, we are firmly committed to nurturing and developing the local Emirati community for the long-term benefit of our business and the national economy.

To support Emirati advancement, we delivered a number of mobility initiatives including the Qeyada and other talent development programs, which help us identify and train employees for succession to more senior roles over a six-month period. Programs such as Tatweer prepared Emiratis for key roles in areas like Corporate and Investment Banking, Finance, Audit, Risk and Credit, while Al Masar developed Emiratis for middle management positions as part of a fast track, 12-month process for existing staff. We continue to develop bespoke development curriculums with top learning and development vendors to help Emirati employees upskill and gain the knowledge required for key roles at FAB.

In 2019 the percentage of Emiratis in senior management increased significantly. This improvement can be attributed to our efforts to develop and promote Emiratis into critical roles and senior management positions across our business.

We continued to support youth development programs, including the Nujoom Management Trainee Programme, to help Emirati students obtain challenging positions within FAB.

## Learning Opportunities for Emiratis

### Qeyada Programs and Talent Development (bespoke development program for Talent and Successors)

Emirati Succession Program to support individual development within 6 months to equip for the next role

### "Tatweer program" Emirati Future Leader

Develop the capabilities of Emiratis in critical roles in key business areas

### Al Masar Programme

Develop internal Emiratis talent for 'middle management' and 'critical roles' as a key strategic initiative. Fast track for existing staff and prepare high potential Emirati talent for critical roles in 12 months

### Nujoom Management Trainee Program

Graduate Development to support FAB Emirati Talent Pipeline – offering ambitious fresh graduates career growth opportunities to take on "Middle Management" Roles in 18 months on job development and six months specialist

### Tamkeen

Develop technical capabilities of high performing Emiratis to build the pipeline for critical roles

### FAB Business School

Leadership and technical curriculums

## Talent Acquisition

To meet the strategic growth aspirations of the bank, the HR team recruited key talent at all levels of the organisation in 2019, including providing support for growth in Egypt, our expansion into Saudi Arabia, as well as upgraded senior leadership positions in the UAE and internationally.

## Training and Organisational Development

We recognise that we need to invest in our talent to continue to build a strong and engaged workforce. Throughout 2019 we provided over 99,500 training hours to employees, with each employee achieving an average of 18 training hours during the year. We also rolled out the following initiatives to help our people to grow stronger everyday within their roles and provide them with opportunities to learn, grow and succeed at every stage of their career.

- We launched the 'Hayakum' (Welcome) Induction Programme, to engage our new employees, as well as launching the FAB Toastmasters Club to help our employees enhance their leadership skills.

- To support our organisational transformation, we introduced a variety of people-focused training and development initiatives across areas that are important to us and our culture including Emiratisation, Talent, Culture and Values, Systems and Processes, and Performance Management and Capability.

- We launched a new internal career platform and onboarding tool, to streamline recruitment and employee activation and encourage career mobility among existing employees.

- We rolled out the Customer First learning programme to 3,600 UAE employees, to help instill a customer-focused culture in the Personal Banking group.

Taking a wide and multi-level approach, we continued to build the capabilities of our employees as individuals, team members and as leaders. We continued to also operate our own in-house training facility, the FAB Business School, to build both technical and soft skills and deliver compliance training to our people. In addition to this we offered external training for our people through classroom and online learning.

