

Human Resources

Focus on strong leadership and employee engagement

Key points

- > Top leaders' performance evaluated on both business and leadership objectives
- > Increased international mobility
- > Enhanced profile in international recruitment market
- > Young talents are catalysts in building international bridges across businesses

There is increasing evidence to prove the link between strong leadership, employee engagement and shareholder value. Corporations with staff-oriented managers and committed workers are the most successful, which is why ING places much importance on having a professional and business driven Human Resources function. In 2007, HR focused on further improving leadership capabilities and enhancing employee engagement.

LEADERSHIP AND TALENT MANAGEMENT

As a company that is eager to grow and with the 'war for talent' being intensified, ING has invested considerably in enhancing its attractiveness as an employer of choice on a global scale. The ING Employer Brand, introduced in 2006, was activated across borders and business lines during 2007. The number of graduates applying to ING increased, as did the number of people looking at careers pages on ING websites. In various key markets and in Europe in particular, ING moved up considerably in the 'best employer' benchmarks.

Additionally, ING's profile has been enhanced by empowering our graduate recruits around the world, through initiatives such as the ING International Graduate Programme (IIGP). In 2007, the IIGP centred on the theme 'Unleash your talents' and involved 173 talents from more than 30 countries. Many of the participants were involved in projects across borders to share knowledge within the company in support of the international staff mobility policies introduced in early 2007. Such initiatives have helped attract and retain key talents in the company and improve the brand awareness that has been extended considerably by the Formula One (F1) sponsorship.

Global Human Resources (HR) is moving towards a globally shared method of identifying and developing talents. An Enhanced Talent Definition was introduced in 2007 to assess individuals' performance, potential and ambition. This was supported by the ING Business School, which continued to focus on ING's strategic themes and is in the process of shifting its focus from individual skills training to optimising team and business performance.

EMPLOYEE ENGAGEMENT

Leadership behaviour that drives employee engagement was the focal point of HR's strategy in 2007. Consequently, the performance evaluation of ING's top 200 managers now includes their leadership behaviour as well as the many other traditional performance measures, such as ability to meet business objectives. This provides a clear signal to everyone that ING takes people management seriously.

International mobility

As the need for international mobility within ING increases, so does the need for current and potential senior leaders to take on more flexible assignments. From 1 January 2007, three international mobility policies came into effect, covering various types of assignments. Internal assignments have increased by 50% in the past three years.