

Nomination: 7987

## Forging BANI Generation Talent: Cathay Talent Resilience Program

### Page: General Information

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

### Name of Organization/Company

Cathay United Bank

### Additional Contacts

I do not wish to list additional contacts

### Page: Entry Information

### Entry Title

Forging BANI Generation Talent: Cathay Talent Resilience Program

### Category

B01 - B64 Achievement > B64 - Most Innovative Talent Management Program

### Achievement Submission Format

Written Answers

#### a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required

Cathay United Bank (CUB) is a key member of Cathay Financial Holdings and one of the largest commercial banks in Taiwan. Founded on May 20, 1975, CUB has been in business for more than 40 years and is a leader in Taiwan's financial industry. With a strong local presence and excellent profitability, the bank now boasts 165 branches across Taiwan. CUB has also diversified its cross-border businesses, expanding its overseas operations, comprised of two overseas subsidiaries, one joint venture bank, seven overseas branches, and four overseas offices, totaling 68 international locations. CUB has built a multinational financial platform enabled by digital technology throughout Taiwan, Greater China, and ASEAN, optimizing customer experience through warm, one-stop financial services. Despite the recent pandemic and global socio-economic instability, CUB has demonstrated significant operational flexibility and resilience while continuing to deliver excellent earnings. With a forward-thinking approach and steady progress, CUB is advancing toward its vision of becoming the "best financial institution in the Asia-Pacific." Our performance is widely recognized by institutions inside and outside of Taiwan. CUB was ranked in The Banker's Top 1,000 World Banks 2023 by profitability and return on risk assets, with the highest overall performance among banks in Taiwan.

#### b. Outline the team's or organization's achievements since the beginning of 2022 that you wish to bring to the judges' attention (up to 250 words). Required

In the face of global uncertainty and the advent of a brittle, anxious, nonlinear, and incomprehensible (BANI) era, organizations must confront new work challenges in every role, which heightens anxiety over unknown changes. Therefore, it necessitates reevaluation of talent development strategies to guarantee the agility to address evolving tasks. CUB has identified three key difficulties in enhancing future critical skills and securing a sense of stability for the future:

A. Attracting talent: growing demand for labor is shifting academic preferences and creating a pull factor

B. Growing talent: Transformation trends are changing talent needs in the financial sector, necessitating an urgent update in key skills

C. Retaining talent: A significant growth in calls for a diverse, equitable, and inclusive culture, highlighting demand for a more welcoming work environment and culture

CUB has recognized that work values have evolved. Drawing on Maslow's hierarchy of needs, it has identified employees' varying work values including personal growth, meaningful work, and organizational identity, and outlined three major talent strategies: foundational infrastructure for competitive talent, a diverse and inclusive workplace and culture, and opportunities for self-actualization. CUB is proactively addressing the anxiety of the BANI era in its talent strategy, expanding investment in the future of its employees through talent projects that provide security, belonging, and achievement. By empowering employees with cross-disciplinary backgrounds, establishing a culture of diverse inclusion, and cultivating future leaders with cross-domain and agile thinking, it aims to enhance its organizational adaptability and operational resilience, step by step.

**c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the team's or organization's past performance (up to 250 words). Required**

This program is designed to facilitate medium- to long-term planning. The new annual strategy for the entire bank will continue to focus on three pillars: competitive talent infrastructure (sense of security), a diverse and inclusive workplace culture (sense of belonging), and a platform for self-actualization (sense of achievement). These pillars drive Cathay's cross-domain value proposition, creating a transformational culture in collaboration with the WRs, Talent Development Committee (potential cross-domain talent), and general staff, jointly promoting sustainable growth and the performance as below:

Our 2023 employee engagement survey showed overall satisfaction of 4.35 /overall 5 indicating that employees deeply identify with our approach.

**A. Competitive Talent Infrastructure (Sense of security)**

- Invest in Annual employee training over USD 2.6 million
- Invest in Workplace improvement over USD 1.5 million
- Invest in Annual benefits and care over USD 30.09 million
- 2023 Employee Assistance Program helpful rate up to 88%.

**B. Inclusive and Friendly Workplace Culture (Sense of belonging)**

- Employees from Over 15 countries
- 2023 Female Manager Proportion 52% and Female Employee Proportion 62%
- 2023 Human rights training courses Coverage over 100%
- New office culture with hybrid office overall employee satisfaction up to 4.32 / overall 5

**C. Platform for Self-Actualization (Sense of Achievement)**

- Employee accumulated 460,000 hours of learning
- Talent pools are promoted to supervisors Proportion 60%
- Cross-domain rotation at the supervisor level Proportion 61%
- Digital course production (annual) is over 400 lessons

**d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional**

- Attachment 1 Supporting documents about "Forging BANI Generation Talent: Cathay Talent Resilience Program".

Links: More about Cathay

- 1 . <https://www.cathaybk.com.tw/cathaybk/>
- 2 . <https://www.cathaybk.com.tw/cathaybk/csr/environment/index.html>

**Webpage Link**

<https://www.cathaybk.com.tw/cathaybk/csr/environment/index.html> (<https://www.cathaybk.com.tw/cathaybk/csr/environment/index.html>)

**Would you like to add an additional webpage link?**

Yes

**Webpage Link 2**

<https://www.cathaybk.com.tw/cathaybk/> (<https://www.cathaybk.com.tw/cathaybk/>)

**Would you like to add an additional webpage link?**

Yes

**Webpage Link 3**

**Would you like to add an additional webpage link?**

**Supporting Document**

Download File ([https://stevies-sage.secure-platform.com/file/19656/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWVpYXkiOiJ0eXZlNiwiYWxsbnQOb3RtaWduZWRVcmwiOiJGYWxzZSIsImInbm99kWaz7iPiygO-t\\_5q40NVk1Y\\_IC0xRe-02o?Forging%20BANI%20Generation%20Talent%20Cathay%20Talent%20Resilience%20Program.pdf](https://stevies-sage.secure-platform.com/file/19656/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWVpYXkiOiJ0eXZlNiwiYWxsbnQOb3RtaWduZWRVcmwiOiJGYWxzZSIsImInbm99kWaz7iPiygO-t_5q40NVk1Y_IC0xRe-02o?Forging%20BANI%20Generation%20Talent%20Cathay%20Talent%20Resilience%20Program.pdf))

**Would you like to add an additional supporting document?**

Yes

**Supporting Document 2**

No File Uploaded

**Would you like to add an additional supporting document?**

No

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I Agree