

150<sup>th</sup>

# TRAINING FOR THE FUTURE

**O**ur most precious asset at HSH is our people, who have been the heart of our business for 150 years. HSH is home to some famous “characters”, some of whom are legends of their time – such as Johnny Chan, the barman at the Peninsula Hong Kong for more than 50 years – who never forgets a guest’s favourite drink. How can our company inspire this passion and dedication in the employees of the future? Millennials are often said to be fond of “job-hopping” particularly in the hospitality industry, and as a company we are actively striving to retain and encourage our future leaders to have a long career with us.



*“I couldn’t have asked for a better way to have started my career than with the CMT programme. I’ve been very fortunate to have worked with and learnt from some of the most passionate and experienced people in the industry. The opportunity has not only inspired me to set the bar high when it comes to the quality and standard of my work, but has also allowed me to experience what it means to be part of the Peninsula family.”*

*Charmaine Chua*

*“The Peninsula Hotels gives responsibility and imagination to young people as part of a management team that never compromises on standards. The Peninsula legend is perpetuated by a motivated and global team. With the help of mentors and colleagues, we are constantly challenged. This has been a cumulative learning and working experience.”*

*Jacqueline Mocatta*



We realise that attracting, retaining and developing the right talent is key to driving our future success, which is why we have invested in a Corporate Management Trainee (CMT) programme. This programme inspires and cultivates the future leaders who will take our company forward.

HSH CEO Clement Kwok said: “It is important to create a legacy. We are not thinking about the next few years; we are thinking about the long term, and of future generations.”

The CMT programme plays a key role in supporting our succession planning strategies. HSH is already recognised as a company that encourages growth and development of its employees.

However, in a sector facing a potentially serious shortfall of talent in the next decade, we cannot afford to rest on

our laurels. Our CMT programme aims to attract aspiring young trainees and align them to the Company’s strategic objectives from the start of their hospitality careers. As we expand our portfolio, they will provide a strong foundation of assets, knowledge and experience for our current and future Peninsula Hotel openings such as Istanbul, London and Yangon.

Although the CMT programme prepares and fast-tracks high potential talent for an Assistant Manager position in operations or Head Office, the focus is on their long-term development. We want to motivate, nurture and support them to realise their full potential – which will in turn ensure the growth and success of our business.

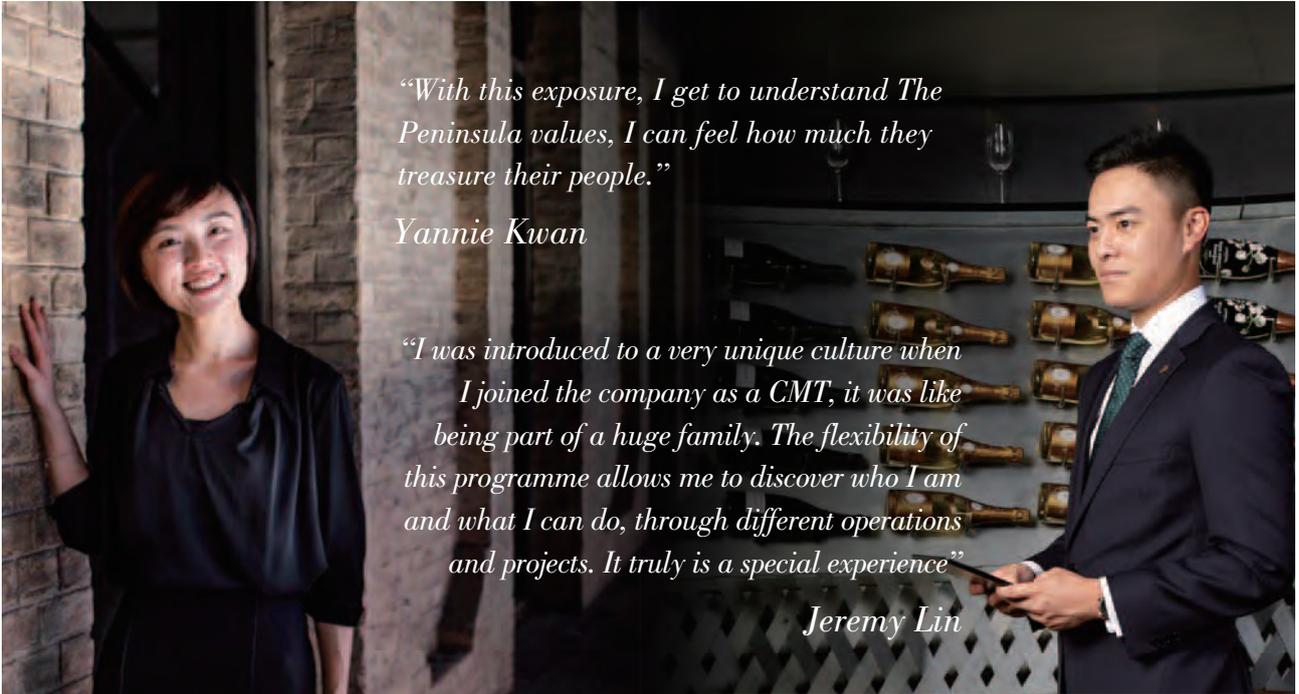
Cary Chan, Director of Organisational and Talent Development, is in charge of the programme and presents at hotel

schools in Switzerland and universities in Hong Kong to scout for potential candidates.

A stringent recruitment process involves interviews, a personality profiling questionnaire modelled around the Company’s competency framework and cognitive tests.

“We place great value on having the right skillset and proven performance, but equally important is having the right mindset – a passion for the industry and an empathy with our values,” said Ms. Chan.

Successful candidates are selected from interns or trainees who have worked for the Company during or post their hospitality and tertiary education. This helps the candidates understand our company culture and our long-term philosophy.



*“With this exposure, I get to understand The Peninsula values, I can feel how much they treasure their people.”*

*Yannie Kwan*

*“I was introduced to a very unique culture when I joined the company as a CMT, it was like being part of a huge family. The flexibility of this programme allows me to discover who I am and what I can do, through different operations and projects. It truly is a special experience”*

*Jeremy Lin*



*“Being a Corporate Management Trainee provides the biggest opportunity for me to polish my soft skills as well as broaden my vision and connections, to prepare myself for future adventures and grow with the Company.”*

*Lawrence Ng*



*“Through the CMT programme, The Peninsula Hotels gave me everything I was looking for: Mentorship, challenges, special projects, exposure, and fun! All of this in a personal and family-like environment, which can hardly be found elsewhere in our industry.”*

*Nicolas Dupont*



*“The CMT programme was a great chance for me to discover all aspects of the hotel industry thanks to colleagues devoted to your personal achievement as a professional but most importantly as a person.”*

*Martin Goic*

*“The passion allows you to persist even in the tough times, and I think a positive attitude is very important.”*

*Gregory Ng*



*“Not only does this programme give you a job, it gives you a lot of guidance, a lot of mentors, who share their experience with you. You work on bigger projects with higher executives to roll things out, and they are constantly testing you to see whether you can cope.”*

*Foong Leung*



*“This programme has offered me many opportunities to be part of different projects and functions. The family-like culture here is something very unique to the brand, and it has been a wonderful journey for me so far – with more to come of course!”*

*Carina Li*



*“You get to be within the same company but you get to see a completely different style of management, a completely different type of product. I learned who I was as a manager, who I was as a team player, and I also learned a lot about how to think on my feet. And you get to see the bigger perspective of how you are as part of a larger entity.”*

*Katrina Chow*

Highly flexible, the programme lasts 18 to 24 months across one to two properties. From the outset, CMTs are introduced to the unique, family-oriented culture that permeates our Group, through cross-exposure in different operations. As we are a relatively small company and accept a handful of candidates each year, the programme can be tailored to their individual strengths and ambitions, helping to hone their leadership skills and optimise their potential.

Our CMTs are known as “culture carriers” because they are internationally mobile. For example, Carina Li, who speaks fluent Japanese, Cantonese and English, recently transferred to The Peninsula Tokyo after six months at Head Office.

We are currently planning a group training curriculum for our CMTs worldwide, where they will spend three days learning to adapt to diverse cultures and receiving personal coaching.

CMTs are also assigned to special projects where they participate in decision-making and contribute to various teams. This allows them to fine-tune their communication skills with inter-departmental staff, including senior management. Carina worked on HSH’s 150th Anniversary events and will play a significant role in planning The Peninsula Tokyo’s 10th Anniversary celebrations. Martin Goïc, now Assistant Front Desk Manager at The Peninsula Hong Kong, spent his first year preparing for the opening of The Peninsula Paris.

Martin said: “You have to go through every step to understand how to become a proper manager, and that’s something I’ve really learned thanks to the CMT programme. I was working in a freshly opened hotel in Paris, so everything was new, and then I moved to the flagship hotel in Hong Kong which has been open for more than 85 years so it’s a totally different experience.”

Since the CMT programme began eight years ago, some of our graduate trainees have developed into managers and Directors. We foresee that the programme will play a key role in cultivating a strong and engaged HSH management team who are proud of our heritage and passionate in delivering exceptional service.

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