

# Organisation, Talent & Capabilities

We believe in upskilling our workforce and equipping them with diverse skill sets and competencies to navigate a complex world.

We take an active approach to ensure our organisation evolves and has the right structure and capabilities for the future, as we build a forward looking institution.

We also develop a diverse team with multidisciplinary skill sets to take on more complex challenges. Our strategic workforce planning process allows us to identify and plan for new capabilities that we need via a multi-pronged approach — “buy, borrow, build, or bot”. Over the years, we have built and deepened our capabilities in areas such as digital technology, data science, Artificial Intelligence, blockchain, cybersecurity, and sustainability.

We create a culture of learning agility that encourages our talent to constantly adapt and grow. Our talent and multi-rater feedback frameworks are core to our talent development and performance review processes. Our continual focus on succession planning culminates in an annual senior leadership discussion to identify and review our talent pipeline.

We believe that workforce development is an integral part of business transformation, and support Singapore’s model of tripartism that sees unions, employers, and the Government collaborating to ensure inclusive and sustainable economic growth. To this end, we established a Workforce Taskforce to work alongside partners in our ecosystem, including our portfolio companies, unions, and government agencies. We aim to develop a future-ready workforce by co-curating solutions in areas such as training and skills uplifting, workplace health and safety, and inclusivity in the workforce.

We value diversity, equity, and inclusion and are committed to creating an inclusive and cohesive work environment. Our *Inclusivity@Temasek* initiative continues to strengthen our diversity practices and reinforce our culture of belonging. These efforts include the Temasek Women’s Network, which supports and inspires our female colleagues in their career journeys.

We also promote and adopt the policy of fair employment for all on an equitable and non-discriminatory basis.

## Growing Our Talent

As part of our institutional focus to build a future-ready team, we anchor our talent framework on the 4Es of Experience, Exposure, Education, and Enrichment.



### Experience and Exposure

We encourage and facilitate mobility with transfer, secondment, or project opportunities as a way of developing our talent across geographies, functions, and our ecosystem. This allows our people to broaden their horizons, build new skill sets, as well as gain multicultural exposure and new experiences.

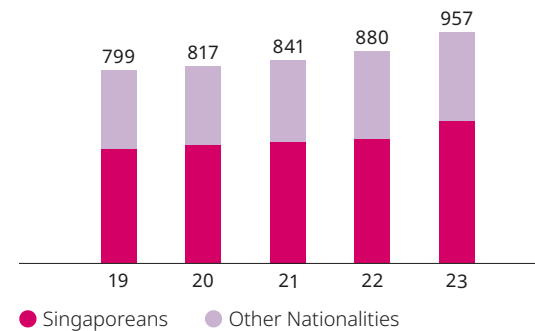


### Education and Enrichment

Over the past year, we expanded our range of leadership and learning programmes to include topics such as sustainability, automation, and diversity and inclusion, to ensure our staff are equipped with skills to remain relevant.

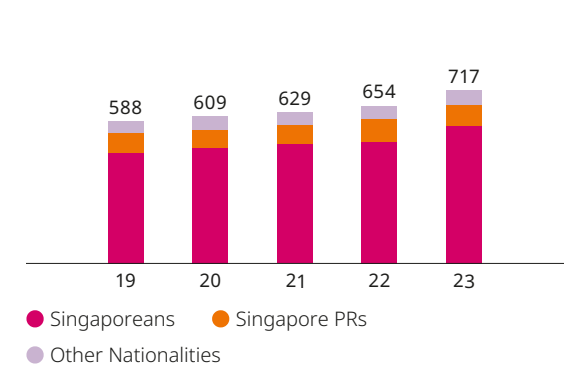
(as at 31 March)

## Our Staff Composition – Global



We have about 950 people, representing 34 nationalities across 13 offices in 9 countries. About 62% of our staff are Singaporeans. The next 5 largest nationality groups are Chinese (11%), American (7%), Indian (6%), British (3%), and Malaysian (2%).

## Our Staff Composition – Singapore



We have grown over the last two decades, from less than 200 to over 700 strong in Singapore.

Learn more about our people at [temasekreview.com.sg/heartbeat](https://temasekreview.com.sg/heartbeat) or scan the QR code

