

WAN KHAIRUL ADHA BIN WAN KHAIRULDIN



Address: No 15,
Jln Nova U5/66
Subang Bestari
40150 Shah Alam
Selangor Darul Ehsan
HP: 013-3840603
Email: wanadha@gmail.com

EXECUTIVE PROFILE

Leadership Competency

*Value Innovation and Change
HR Excellence
Engage and Nurture People
Results Driven
Excellent Relationships*

Functional Exposures

*Rewards Strategy & Management
Organizational Development &
Workforce Planning
HR Business Partner
Job Evaluation, Mapping & Auditing
Talent Management
Human Capital Business Partner
Compensation & Benefits
Industrial & Employment Act
Performance Management
HR Strategy & Development
Best Practices of BSC
HR Shared Services*

- **High-Performance Culture** with approximately 20 years hands-on covering human capital strategy, development, and operations with local and regional exposure. Leading team on rewards management, workforce planning, organizational development, performance management, talent management and HR system. Capable to drive own initiative and provide good and positive result as a team leader and team member in high performance team.
- **Creative and problem solver.** Always look things at bigger picture and overcome complex challenges. When empowered, make sound decisions within high-pressure environments using creative judgment, innovation, strong work ethic and integrity. Respected as a coach, point of reference, and lead-by-example senior manager.
- **Demonstrates a proven record of achievement** in leading most tasks, assignment, streamlining business processes, and managing multiple projects delivered on time and within budget.

SIGNIFICANT ACHIEVEMENTS

Among others arranged by the latest :

- **Rewards, Performance & Bonus Framework Review, Agrobank (Ongoing)**

Started the comprehensive review on the **Total Rewards, Performance Management and Performance Bonus Framework** as a crucial component of total review and moving forward strategies and policies as guided by the Board. The initiative is to improve EVP for Agrobank, ie to attract, develop, motivate, and retain employees, while ensuring Agrobank maintains its status as a highly performing bank in a competitive environment.

- **Total Rewards Review, Sime Darby Plantation Group (2022/23)**

Led the comprehensive **Total Rewards Review for Malaysia, UK, South Africa, and the Netherlands** as a crucial component of the consolidation and alignment initiative for Sime Darby Plantation Group. Spearheaded the differentiation of total compensation for the digital team, streamlined Long-Term Incentive (Mission One), and orchestrated a strategic review of flexible benefit offerings for the Malaysian operations. Contributed to the overall organizational efficiency and alignment during this transformative period.

- **Covering Chief People Officer Role, PLUS Malaysia Berhad (2019 & 2022):**

Appointed as the covering CPO for a cumulative 6-month period, providing valuable leadership insights within the PMB C-suite. Facilitated enhanced engagement through the innovative "turun pandang" initiative, contributing to the **development of new Core Values** for PMB.

Effectively resolved contractual employment issues for long-serving contract staff as part of employment practices auditing. Demonstrated a commitment to enhancing staff engagement by addressing concerns, contributing to the overall improvement of employee relations within the organization.

- **Rewards Philosophy Review, PLUS Malaysia Berhad (2020):**

Successfully completed a comprehensive **Rewards Philosophy Review for PLUS Malaysia Berhad**, involving a meticulous examination of salary structures, benefit frameworks, bonus plans, and other Short-Term Incentive (STI)/Long-Term Incentive (LTI) interventions. Aligned reward strategies with the revised business direction, fostering a more competitive and motivating work environment.

- **Job Evaluation and Rewards Philosophy Implementation, MIDF (2018):**

Led the independent review **of Job Evaluation for select key roles**, resulting in the validation of job roles, revision of the salary structure, and enhancement of the benefits plan. Implemented strategic initiatives aligning MIDF with a revised rewards philosophy, ensuring competitiveness and alignment with organizational goals.

- **Contractual Issue Resolution, Boutique Team, MIDF (2016):**

Successfully resolved contractual issues within the Boutique team (Equity Markets) by conducting a thorough review. Affirmed the nature of engagement based on "substance over form," resulting in substantial savings of approximately RM4 million for the Bank.

- **Sales Incentive Programs, MIDF (2016):**

Implemented various interventions for rewards and sales incentive programs (AUM, Sales Bonanza & IBS) across the MIDF Group. Analyzed and recommended changes, contributing to increased motivation and performance within the sales teams.

- **Salary Structure and Benefits Review, MIDF (2015):**
Completed a successful review of MIDF's Salary Structure & Fringe Benefits, aligning them with industry standards and market pegging. Revised the compensation and remuneration policy, reflecting the Group's aspirations, appetite, and linking variable bonuses to PBT.
- **KPI/Performance Management Guidelines Revision, MIDF (2015):**
Completed the revision of MIDF's **KPI/Performance Management Guidelines**, designing a new framework, appraisal form, and cascading principles. Developed a **KPI library for 125 job roles** across the Group, aligning practices with market standards.
- **Employment's Terms & Conditions (T&C) Development, SC Labuan Offshore Ltd (2014):**
Devised the comprehensive **Employment's Terms & Conditions for SC Labuan Offshore Ltd**, a subsidiary of Standard Chartered Malaysia. This initiative was driven by the establishment of a new branch setup, showcasing meticulous attention to detail and legal considerations to ensure a robust framework aligned with the organization's objectives.
- **"Returning Malaysian Program," Standard Chartered Malaysia (2013/2014):**
Designed and implemented the innovative "Returning Malaysian Program" for Standard Chartered Malaysia, focusing on attracting and retaining internal talents returning to Malaysia amidst talent shortages. Introduced a localized plus package, strategically leveraging TalentCorp's program to enhance the organization's talent pool and contribute to its growth in a competitive market.
- **Online Performance Management System Development, Proton Group (2011/2012):**
Developed a cutting-edge online Performance Management System for the Proton Group. This system intricately **aligned the company's Scorecard to Divisional Key Performance Indicators** (KPIs) and cascaded the process to individual levels. Played a pivotal role in ensuring the maintenance of a **performance-linked rewards philosophy**, fostering a culture of accountability and continuous improvement.
- **Group Leadership and Transformation (GLT) Merit Award, Telekom Malaysia (2010):**
Received the prestigious Group Leadership and Transformation (GLT) Merit Award in 2010 at Telekom Malaysia for outstanding contributions to the business transformation exercise within the IT Division. Demonstrated exceptional leadership and strategic thinking in driving positive change and achieving organizational goals.
- **Organizational Development Model & Framework, PT VADS Indonesia (2009):**
Reviewed and played an advisory role in the development of an **Organizational Development model & framework for PT VADS Indonesia**. Conducted a comprehensive review of Job Evaluation, Mapping, and linked performance to rewards, contributing to the establishment of a robust and effective organizational structure.

- **T&C Harmonization Project, VADS Berhad (2008):**
Reviewed and finalized the T&C harmonization project for VADS Berhad to ensure consistency and alignment with Group's policies & guidelines. This involved a meticulous revision of HR policy & guidelines and the establishment of a new set of comprehensive Terms & Conditions, fostering a standardized and fair working environment.

WORK EXPERIENCES

- **AGROBANK BERHAD**

Head/VP, People & Organizational Excellence (December 2023 – Present)

Responsible for Agrobank's forward planning and strategy development, particularly in the areas of **Performance Management, Rewards Management, Succession Management, and Organizational Development & Analytics**. Tasked with leading the formulation and implementation of comprehensive strategies, policies, and procedures related to employees' performance, rewards, and retention. The goal is to attract, develop, motivate, and retain employees, ensuring Agrobank maintains its status as a highly performing bank in a competitive environment.

- **SIME DARBY PLANTATION BERHAD**

Head, Rewards (September 2022 – March 2023)

Plan, formulate / design, deploy and manage rewards (compensation, benefits, recognition) policies, guidelines, processes and initiatives for Sime Darby Plantation Group. Key **responsibilities in relation to guaranteed compensation (salary, fixed allowances), variable compensation (performance bonus), benefits and perquisites, recognition programs, long term incentive programme (if applicable) and International Mobility** (expatriates / assignees). Advise, plan and lead in **benchmarking studies and research** to determine latest thinking and external competitiveness with general market and comparator companies and lead in designing of new initiatives and programs where strategic and feasible.

- **PLUS MALAYSIA BERHAD**

Head, Rewards & Performance Management & Services (May 2019 – September 2022)

Responsible in rewards and performance management portfolio to drive high performance culture and improvement of Reward's philosophy and practices for PLUS Malaysia Group, including managing of HR Operations team. Accountable to plan, develop, manage, and implement new rewards intervention including benefits and compensation programs in order to maintain a market competitiveness of total compensation package.

- **MIDF BERHAD**

Head, Rewards & Talent Management (Jan 2018 – April 2019)

Accountable for both rewards and talent management portfolio including Talent Sourcing, Recruitment, Compensation & Benefits, Performance Management, Workforce Analytics, HR Compliance & HR Operations for MIDF Group of Companies.

Head, Rewards & Performance Management (2014 – Jan 2018)

Responsible to manage the rewards portfolio and act as a strategic business partner in the MIDF Group of Companies by developing a compensation and remuneration strategy and implementation plans, that is business driven and market competitive. Responsible for full cycle of performance management activities from the identification of appropriate KPIs, cascading the KPIs to individual division to the finalization of performance rating.

- **STANDARD CHARTERED (MALAYSIA) SDN BHD**

Head, Performance, Reward & Benefits (2013 – 2014)

Responsible to oversee and manage the Performance, Rewards & Benefits portfolio for Malaysia, Indonesia (Permata Bank) and Brunei and under regional matrix setting. Act as a **strategic HR regional partner for Southeast Asia region**. Validate rewards (fixed and variable) program and accountable to ensure existing and new reward program executed based on Group philosophy and framework, and at the same time localize the program to ensure compliance to statutory regulations. This involves direct coordination with local HR partner and HR outsourcing in India to operationalize the local programs. Directly involved and leading the knowledge sharing session with HR team of SCB Brunei in 2014 as part of competency building and talent development.

- **MIDF BERHAD**

Head, Compensation & Benefits (2013 – 2013)

Responsible for managing the compensation & benefit portfolio and act as the policy owner and provide consultative advice on the implementation of compensation & benefits program, HRIS and payroll system.

- **PERUSAHAAN OTOMOBIL NASIONAL BERHAD**

Manager, Organization Development/Performance & Rewards (2011 – 2013)

Responsible for overseeing and managing the whole spectrum of organization development. Prior to this, was assigned to manage performance management and rewards portfolio, where requires consistent business process improvement and also **overlooking local and overseas Subsidiaries companies**. Responsible and act as the policy owner and provide consultative advice on the implementation of performance management and rewards management.

- **TELEKOM MALAYSIA BERHAD**

Manager, HR Business Partner, Organizational Development & Strategy (2010 – 2011)

Assigned as a HR Business Partner for Enterprise Sales Division, and responsible in Organizational Development, manpower planning and HR strategy. Responsible in the planning, reviewing, and managing short- and long-term manpower plans for the organization to be in line with projected

growth and expansions. Had proposed right sizing model for workforce optimization and framework to enhance productivity, efficiency and boost high performance culture within the organization.

- **VADS BERHAD (Seconded to Telekom Malaysia's Subsidiary)**
Manager, Performance & Rewards (2008 -2010)

Responsible in performance and rewards and were assigned to VADS Berhad to drive high performance culture and ensuring alignment of terms and conditions to TM's Group. Completed the harmonization exercise, alignment and introduced new T&C for VADS employees. Appointed as the HR team leader and project manager for the migration of legacy system to SAP HR modules.

Had proposed a new reward policy and development plan for Sales personnel (Sales Commission Plan). Had led and jointly **reviewed framework and OD model for PT VADS Indonesia's** (Job Evaluation, Job Mapping) and linking rewards system. Manage and monitor the ESOS management, offer and acceptance, transaction and ESOS system and processes for VADS Berhad.

- **TELEKOM MALAYSIA BERHAD**
Manager, Regulatory Strategy & Development (2006 – 2008)

Responsible for the overall Regulatory development and strategy for Telekom Malaysia where required to manage, plan, and develop short and long-term strategy in the area of regulatory, legal & compliance focusing on technology development, regulatory challenges, innovation, and international linkages in accordance with the Communications and Multimedia 1998, Subsidiary Regulations and Government policies.

Assistant Manager, HR Shared Services (2002 - 2005)

To assist, perform and monitor the **compensation and benefit services** in ensuring cost effectiveness of HR Service delivery across the Company. Assist in the compensation and benefit policies planning, policies and delivery. Manage and monitor the **ESOS management, offer and acceptance, transaction and system** processes. Study and analyse the industry benchmarking to support the operational effectiveness and efficiency of the HR Shared Services.

EDUCATION & CERTIFICATION

- **2010 - MBA (IT Management)**, Multimedia University, Cyberjaya
- **2001 - BBA (Hons) (Management)**, Multimedia University, Cyberjaya
- **Advanced Pay Market Benchmarking & Pay for Performance**, Robert Mosley
- **Total Rewards**, Towers Watson Malaysia
- **Remuneration Management**, Hay Group Malaysia
- **Saville Wave Accreditation**
- **Job Evaluation**, Hay Group Malaysia
- **Workforce Optimization Re-engineering**, Dr Tony Miller

RELATED EXPERIENCE GAINED

- HR System (Oracle, Orisoft, SAP Workday and PeopleSoft).
- ESOS Bye-Laws and Listing Requirement of Bursa Malaysia.
- Well versed with the local policy & regulation, guidelines and ministerial direction.
- Good exposure from HR perspective covering various industries such as banking, engineering, telecommunication, manufacturing, plantation, transportation, IT & outsourcing companies.