

News Release

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UOB empowers workforce to be ready for an AI-enabled workplace

The Bank is equipping its workforce with the skill set and mindset to stay relevant and confident for the future with an organisation-wide AI upskilling and reskilling initiative

Singapore, 1 October 2025 – UOB today announced an organisation-wide AI upskilling and reskilling initiative to future-proof its workforce. The programme will create new opportunities and growth for employees while equipping them with the relevant skills and confidence to handle challenges as technological disruptions transform the nature of work in an AI-enabled economy. Under the programme, all employees will gain foundational Generative AI (GenAI) and automation skills that will help them to enhance productivity. The Bank is also developing talent in advanced digital roles such as data science and growing a network of innovation champions to lead by example in driving GenAI adoption and enhancing business processes across the Bank. The comprehensive programme aims to accelerate GenAI adoption and automation readiness to drive better customer experience.

The upskilling and reskilling programme will complement the Bank's existing upskilling and reskilling initiatives like the Better U Pivot Programme - a holistic job transformation initiative which helps employees reskill and transition into roles in growth areas through personalised skills assessments and structured career pathways. UOB's flagship Better U programme was launched in 2019. To date, the programme has enabled more than 26,000 employees across markets to build competencies in various banking and core critical skill areas. The Better U programmes reflect the Bank's commitment to nurturing a resilient and future-ready workforce — one that is equipped not just with new skills, but with the confidence and adaptability needed to thrive in an increasingly digital and fast-evolving financial landscape.

Mr Dean Tong, Head of Group Human Resources, UOB said, "AI is a powerful enabler which not only empowers our people to focus on higher-value work that requires judgment, creativity and critical thinking, but also helps to bridge any knowledge gaps and gives them the confidence to try out new roles. Together with our Better U Pivot Programme, we are future-proofing employees, even those in evolving roles impacted by the AI disruption. Our goal is



simple — no one gets left behind. We want every employee to feel confident stepping into the future, knowing they have the tools and support to succeed and build sustainable careers with us.”

Facilitating transition, upskilling and reskilling

UOB signed a Memorandum of Understanding (MoU) with the Institute of Banking and Finance (IBF), Workforce Singapore (WSG) and Ngee Ann Polytechnic (NP) to help arm the Bank’s employees with the necessary skills and adoption strategies to tap on GenAI to drive enterprise-wide productivity gains and operational efficiency. The MoU was signed at the Bank’s Better U Festival, graced by President Tharman Shanmugaratnam.

Under the MoU, UOB will partner IBF to develop industry-recognised, IBF-accredited training programmes, aligned to the Skills Framework for Financial Services in areas such as Generative Artificial Intelligence, Digital Literacy and Data Fluency and tap on relevant training subsidies. The Bank has also introduced prompt crafting workshops which have been accredited by IBF, so that employees can learn how to harness the AI tool for productivity gains in their daily work. IBF will also continue to support the Bank in job redesign and the future-proofing of employees by combining technical training with structured career development plans. The Bank will work with the IBF Career Advisory team to develop employee initiatives to support career growth and resilience.

To build a resilient workforce across the Bank, UOB will work with WSG to develop employee initiatives that support career growth and agility, aligned with the Career Health SG initiative. This includes tapping WSG’s Career Conversion Programme to redesign jobs most impacted by technology and AI and to develop career plans that support the career development and reskilling of employees to take on new growth job roles.

UOB and NP will jointly collaborate on embedding behavioural prompts into the learning journey and measuring their effectiveness, to help drive a mindset shift towards change enablement and adoption. This will also be a use case for NP’s research and curriculum development.

At the same time, the Bank’s new Innovation Academy which was set up to foster a culture of innovation and experimentation, will help to complement the Bank’s groupwide Better U upskilling efforts in Gen AI, by developing a suite of courses in AI, data and blockchain, that



will be made available to all employees. It will provide hands-on and practical learning pathways to deepen the expertise of those in data-related roles.

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About UOB

UOB is a leading bank in Asia. Operating through its head office in Singapore and banking subsidiaries in China, Indonesia, Malaysia, Thailand and Vietnam, UOB has a global network of more than 470 offices in 19 markets in Asia Pacific, Europe and North America. Since its incorporation in 1935, UOB has grown organically and through a series of strategic acquisitions. Today, UOB is rated among the world's top banks: Aa1 by Moody's Investors Service and AA- by both S&P Global Ratings and Fitch Ratings.

For nine decades, UOB has adopted a customer-centric approach to create long-term value by staying relevant through its enterprising spirit and doing right by its customers. UOB is focused on building the future of ASEAN – for the people and businesses within, and connecting with, ASEAN.

The Bank connects businesses to opportunities in the region with its unparalleled regional footprint and leverages data and insights to innovate and create personalised banking experiences and solutions catering to each customer's unique needs and evolving preferences. UOB is also committed to help businesses forge a sustainable future, by fostering social inclusiveness, creating positive environmental impact and pursuing economic progress. UOB believes in being a responsible financial services provider and is steadfast in its support of art, social development of children and education, doing right by its communities and stakeholders.

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