

Human Capital Management



Wilmar seeks to attract and retain employees who are able, honest and driven, through competitive compensation packages and excellent career development opportunities. It believes in creating a conducive and inspiring working environment to bring out the full potential of every employee.

While individual achievements are applauded, teamwork is accorded greater value as the Group firmly believes that the success of an organisation comes from the efforts of a team. In this respect, Wilmar's staff are strongly encouraged to work as part of a bigger team towards the common goal of enhancing the financial performance and reputation of the Group.

STAFF TRAINING AND DEVELOPMENT

Wilmar's staff training and development programmes are targeted at employees at every level and in every location. It views continuous staff education and development as necessary and beneficial to the Group as employees are armed with the relevant knowledge and skills to meet challenges of the business environment.

Staff training, whether conducted in-house or through participation in public seminars and workshops, include technical skills upgrade, supervisory skills development, managerial and leadership training, corporate culture and values, work ethics, management trainee programmes, quality control, problem-solving and

International Standards Organisation (ISO) certification training. At the Group plantations, training centres are established and managed by skilled and experienced in-house trainers. This facilitates attendance by staff to achieve higher technical competency levels.

To keep up with industry trends, staff attend annual international conferences relating to the edible oils industry. These are platforms for experts and industrialists to discuss the trends and developments of the edible oils industry and markets.

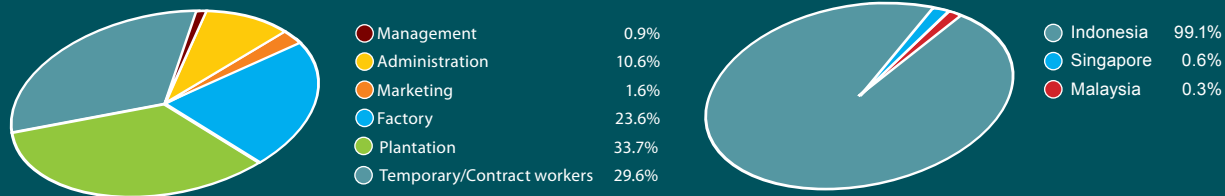
Wilmar also provides career development opportunities through job rotation within and between functional units, enabling staff to broaden their skills set and knowledge base, and exposing staff to different roles and responsibilities. Staff are offered inter-departmental transfer, short-term overseas assignments or long-term overseas postings to the Group's various business units.

SAP/IT TRAINING

The Group has embarked on a major drive to implement the SAP Enterprise Resource Planning (ERP) system as the backbone of its information technology (IT) infrastructure. Heavy emphasis is placed on training the users and IT staff on SAP system, communications networking and relevant software and hardware architecture. Key users and IT staff are regularly redeployed and sent for short assignments to assist in new implementation projects.

Workforce as at 31 December 2006

Total number of employees 23,313



PERFORMANCE ASSESSMENT

All operating units within Wilmar are assessed by Key Performance Indicators (KPIs). For each operating unit, different and specific performance evaluation is used. For instance, depending on relevance, the unit is assessed on indicators such as capacity utilisation, yield and sales volume. Employees' incentives and bonuses are calculated based on the KPI results of their respective units as well as on individual performance. With the KPI system, employees are able to keep track of their performance on a monthly basis and are rated accordingly.

STAFF COMMUNICATION AND WELFARE

The Group takes a keen interest in developing a conducive working and living environment for its employees. It has several on-going initiatives to promote internal communication and develop a sense of community living.

At the Indonesian plantations, the Group fosters community spirit through monthly get-together lunches and sports activities, among others. Facilities for tennis, badminton, volleyball and table-tennis are provided to encourage participation. In addition, there are annual sports competitions between the various plantations. The Group also conducts half-yearly organisation effectiveness surveys to gather feedback from employees.

Employees in the factories look forward to the annual Family Gathering Day where management, staff and their families celebrate familial ties, whether it is the corporate family or between relatives. There are also celebrations to mark the Company's Anniversary Day and significant festive occasions.

The quarterly in-house publication, the *Jendela*, is a valuable communication tool to keep employees informed of events in the corporate head office and the various units.

Whether through recreational or social events, these activities foster team building and employee networking.

The commitment, dedication and loyalty of its employees have contributed significantly to the Group's success over the years, and it is this strong partnership between management and staff that will continue to play a crucial role in Wilmar's development and expansion into Asia's leading agribusiness group.

	2003	2004	2005	2006
No. of Employees	14,822	14,880	20,123	23,313