

Human Capital Management



The Group now includes the Kuok Group's palm plantation, edible oils, grains and related businesses. Group staff strength has increased threefold to over 67,000 employees across more than 20 countries worldwide. One of the major tasks in 2007 was to bring together and refocus this diversity into a single team sharing one goal – to be a world-leading agribusiness group.

To this end, Wilmar initiated some key measures in the year to align goals, foster bonding and teamwork throughout the Group.

Harmonising across Borders

Wilmar is committed to investing in its people. In order to support its business growth, the challenge ahead is to apply consistent human capital management policies across the enlarged Group. This is to create transparency and identify talent from different locations. Among the key measures taken was the implementation of a Common Staff Appraisal and Cross Ranking System which will be adopted by all companies in the Group in 2008. The new system will increase transparency and accuracy in appraisal, foster team work and integrate subsidiaries and Head Office operations into a close-knit network. Training sessions and workshops have been conducted for its operations in Europe, Vietnam, the Philippines, Indonesia and Malaysia on the new system.

Improving Workflow

In the year in review, a developmental milestone was achieved in China with the delivery of the IT-based Knowledge Management System (KMS) work flow to over 2,000 users there. In a phased approach, general and sales administration activities have been implemented. Next, the KMS work flow will be expanded to cover Human Resource functions such as appraisal, survey and voting. Further functionality will be built on top of the KMS system. In 2008, other countries outside of China will be targeted to implement this comprehensive system.

Enhancing the Bonding Process

Besides addressing physical workflow systems, Wilmar has also endeavoured to integrate its people so that they view each other as colleagues and new team mates. As part of the cultural integration process, there were special activities organised during the year to engage the staff so as to foster greater understanding and promote camaraderie. A dinner function was held early last year for the employees, and other recreational activities, such as bowling, provided a welcome opportunity for staff to interact outside of the office.

Growing Together

Wilmar recognises all employees as highly valued members, vital to the growth and progress of the organisation. More than ever, the enlarged Group provides learning opportunities, responsibilities and promotional possibilities. To match employees to these opportunities, the Group strives to formulate development plans for employee growth and advancement into roles that maximise employee capabilities and competence to deliver value.

Career enrichment within the Group included short and long-term overseas assignments across various business units in different geographical locations. Job rotation and internal transfers were also arranged for employees to expand their knowledge base.

Keeping the Workplace Safe

The Group pays careful consideration to the safety of its employees at the workplace. With the Group's rapid expansion, it has been a priority to establish and maintain global health and safety standards across all entities. Training courses and programmes were conducted on a regular basis. The Group aims to foster greater awareness of occupational health and safety risks, and inculcate stringent health and safety practices amongst staff in its operations.

Wilmar recognises that skilled and motivated people are central to the success of the organisation. Going forward, the Group will strive to create an engaging and dynamic environment for its employees.