

# HUMAN CAPITAL MANAGEMENT



Wilmar has a growing workforce of more than 70,000 people across our global operations. We rely on a diverse mix of nationalities, experiences and expertise to run our operations. Our ability to recruit, to develop and to motivate a large talent pool is critical to the continued growth of our business.

## Recruiting New Talent

Wilmar has established partnerships and networks with local and international tertiary institutions to recruit top graduates through internal and external referrals, internship programmes and campus career fairs. In Indonesia, we launched “Wilmar the Young Tiger”, a talent management programme to recruit talented youths from top universities in Java and Sumatra for management trainee positions. The selected candidates go through an intensive training programme to develop their business skills for future leadership positions within the Group.

## Developing Expertise

Wilmar strives to provide all employees with career and personal development opportunities. Employees are given opportunities for job rotation across functions, businesses, market segments and geographic locations. These opportunities build closer working relationships, improve coordination of work flow processes and enhance teamwork. We regularly enrol our people in seminars and workshops to keep them updated with latest developments relevant to their work. We also focus on developing effective supervisors by improving their skill sets. Workshops such as “High Performance and Effective Supervisory and Management Skills” were organised to improve supervisory, communication and coaching skills.

## Grooming Future Leaders

We are constantly on the lookout for promising employees with the potential to be our company’s future leaders. These strong performers are given opportunities



to lead major projects, to receive executive coaching and to interact frequently with top management who also mentor them personally.

### **Rewarding Our People**

The Group regularly reviews compensation and benefits policies to ensure that our practices are in line with market norms and relevant labour regulations. In 2008, a Common Staff Performance Appraisal and Cross Ranking System was adopted Group-wide. This system sets the guidelines to determine employee bonus, salary increment and promotion.

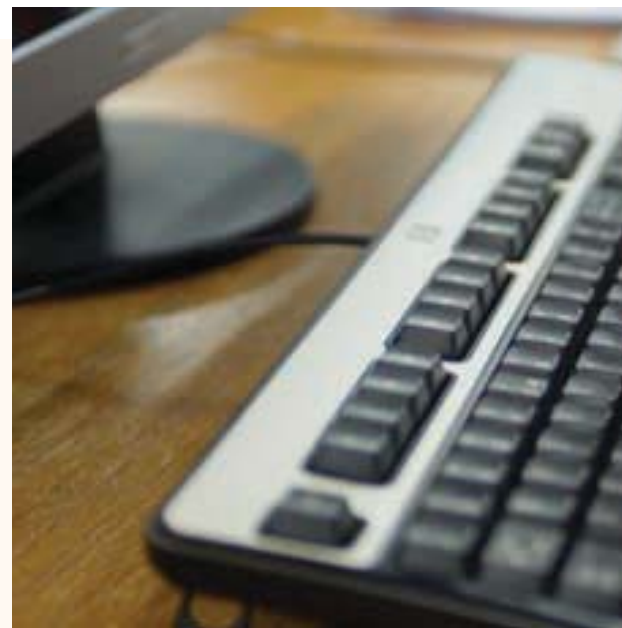
During the year, the Group offered 18,170,000 share options through our Executive Share Option Scheme, to reward 255 senior executives for their contributions to the Group's success. Long service awards were also presented to 92 employees in recognition of their dedication and loyalty to the Company.

### **Employee Wellness and Work-Life Balance**

Promoting employee wellness and work-life balance is a key priority. Events such as "Family Day" are organised to acquaint employees' families with the Wilmar culture, employees' work roles and their working environment. We regularly organise other events to build rapport and to foster closer teamwork among employees. These include annual dinners, educational trips to the Group's operations, health talks and sports tournaments.

Going forward, Wilmar will continue to strive to be the employer of choice. We want to attract the best talent and to create a dynamic working environment, to motivate and to retain our employees.

# INFORMATION TECHNOLOGY



Wilmar has made significant investments in Information Technology (IT) to support our business operations and growth. We actively seek to extend our IT platform to business partners, subsidiaries, associates, vendors and customers, to enhance business efficiency.

The Group has built up a pool of expertise in China, Indonesia, Singapore and Malaysia to implement and to maintain enterprise-wide IT applications. We coordinate the deployment of centralised and integrated IT applications to reduce costs. In addition, we have established standard IT practices to improve information flow and operational efficiency.

We have adopted SAP as our Enterprise Resource Planning platform. During the year, we implemented

SAP in 65 new entities. We now have a total of 140 entities across 9 countries running the SAP system for business and accounting transactions. We will continue to roll out the platform to the rest of the Group.

To meet our growing IT needs, our Wide Area Network (WAN) was upgraded in existing locations and expanded to many new locations. The improved WAN infrastructure allows for the wider deployment of centralised and integrated IT applications to a larger user base.

In 2008, we improved supply chain efficiency by enhancing and extending our Channel Management system and Third Party Logistics system to vendors and customers. The Group also applied promising



technologies to improve business processes. We conducted successful trials to integrate mobile telephone messaging with our IT platform, to gather up-to-date sales information. We are in the process of testing the Geography Information system in some of our plantation estates.

Going forward, we will continue to extend our IT platform to all our entities globally and to ensure service excellence to our large user base. We plan to extend Business Intelligence applications to provide our managers with enhanced analytical and business flow information. Strengthening IT security with new technologies is also a key priority.