



HUMAN CAPITAL

Sembcorp Marine continued to strengthen its team through the strategic recruiting, development and retention of quality talents. Leveraging human capital as a strategic resource, the Group harnessed the talents, creativity and passion of its people to propel the company ahead towards sustainable growth.

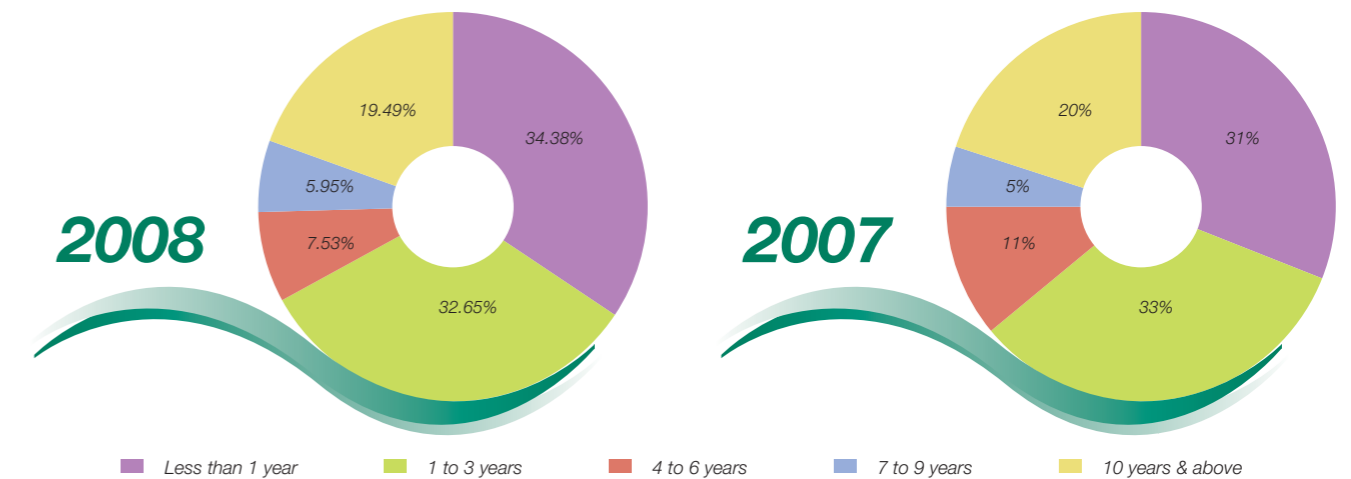
Workforce Strength

Sembcorp Marine witnessed a 6.26% increase in its workforce strength to 10,318 as at 31 December 2008, compared to 9,710 the previous year.

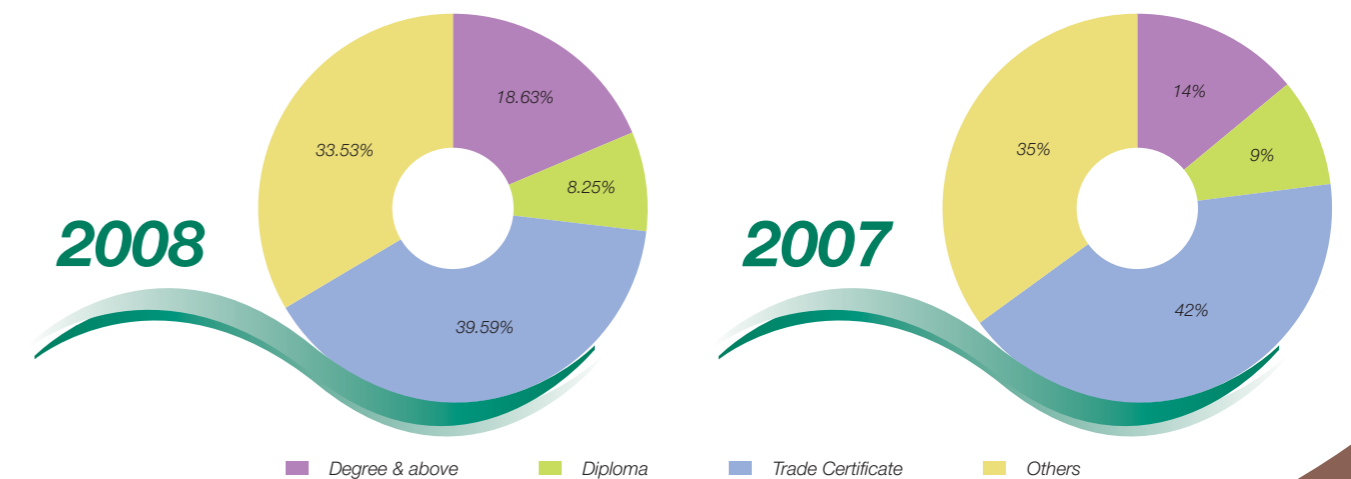
Profile of Workforce

Category	No. of Employees	Percentage %
Management Level	3,105	30
Support Staff	757	7
Production Workers	6,456	63
Total	10,318	100

LENGTH OF SERVICE



EDUCATIONAL LEVEL



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Boosting the Talent Pool

The Group's recruitment strategy involved identifying, recruiting and retaining a well-rounded and capable pool of talent to meet immediate and long-term needs.

Active Recruitment

As part of its talent outreach programme, Sembcorp Marine and its subsidiary yards embarked on a series of recruitment drives across various platforms within Singapore and the region to heighten public awareness of the attractive careers within the Group.

Throughout the year, Sembcorp Marine participated in several large-scale recruitment fairs and roadshows such as Careers 2008, JobsDB.com Career Expo and Careers Central. Held at public spaces such as Suntec City Convention Centre, these job fairs received positive response and drew a wide range of applicants from diverse backgrounds.

Besides recruiting from the masses, the Group's human resource team also adopted a targeted approach in its pursuit of talent. This involved organising career talks and road shows reaching graduating students from educational institutions such as National University of Singapore, Nanyang Technological University, Ngee Ann Polytechnic, Singapore Polytechnic and Institutes of Technical Education.



Checking out job opportunities.

Sembcorp Marine was also actively involved in networking activities for talent outreach. During the year, the Group's yards participated in the MaritimeONE NetworkONE reception, jointly organised by Maritime and Port Authority of Singapore, Association of Singapore Marine Industries, the Singapore Maritime Foundation and the Singapore Shipping Association, to stay in touch with graduating students.

Yard tours were further organised for students, undergraduates, potential scholars and selected groups to showcase the promising career prospects and growth potential of the Group and its yards.



Making waves at Careers 2008.



Thumbs up for a brighter future. Super V graduates with Mr Lim Swee Say, Minister, Prime Minister's Office and NTUC Secretary General.

Scholarships & Sponsorships

In line with its strategy of identifying and grooming future leaders, Sembcorp Marine offered scholarships and sponsorships to potential talents within and outside the Group to pursue diploma, advanced diploma, university and post-university courses at recognised local and overseas educational institutions. A total of 67 scholarships and sponsorships were given out in 2008, attesting to the Group's commitment to talent investment and development.

Specialised Recruitment

In addition to fresh recruits, the Group also focused on recruiting talent with specialised skills and relevant experience. Efforts in this area included reaching out to displaced workers via the Workforce Development Agency as well as outgoing Home Team national servicemen and personnel from the Republic of Singapore Navy, Singapore Civil Defence Force, and the Singapore Police Force.

The Super V Trainee Supervisor programme had also proven a success with the graduation of the pioneer batch from Jurong Shipyard and Sembawang Shipyard. This programme, developed in conjunction with the National Trades Union Congress, fast-tracked the development of Singaporeans and permanent residents to supervisory roles.

Re-Employment of Silver Talents

Sembcorp Marine continued to recognise the vital role of silver and matured talents in the transfer of

knowledge and expertise. Employees above 50 years old accounted for 15.9% of the Group's total workforce as at 31 December 2008.

The Group continued to encourage employees to continue working after their retirement and to take up various training and re-training programmes for mentorship responsibilities. Retired employees above 62 years old formed 2.73% of the company's total workforce as of year end.

Several programmes were in place to tap on the expertise and experience of these older employees. At Jurong Shipyard, older workers underwent training and re-training to update and upgrade their skills. Pre-retirement counselling courses further allowed them to be trained as mentors to guide their younger colleagues.

Retaining & Developing Talent

To retain quality people onboard the team, Sembcorp Marine offered competitive salary packages commensurate with work experience and industry benchmarks. High-performing employees were rewarded and recognised accordingly through salary increments and promotion opportunities to enhance employee motivation.

A performance-based reward and recognition system had been in place to encourage employees to stay on and contribute their best efforts towards the achievement of company goals. Comprehensive welfare benefits, including medical and dental benefits,

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subsidised insurance coverage and low-interest loan schemes were also provided to ensure that employees' basic needs were well taken care of.

Nurturing Tomorrow's Leaders

Sembcorp Marine continued to implement a structured talent development and succession planning framework to nurture the next generation of leaders for the future growth and success of the Group. Its talent management mechanism had been designed to develop and harness a capable pool of talent so that the Group would be well-positioned to achieve excellent performance.

Leadership development remained an important component in the Group's talent development and succession planning efforts. The first batch of employees commenced a series of structured leadership training programmes in September 2008 in collaboration with the Singapore Management University and the Singapore Institute of Management. The aim of these programmes is to reinforce a common understanding of the Group's corporate culture, shared values and practices.

Promoting Knowledge Sharing

In order to build a diverse and proficient team, Sembcorp Marine initiated a Mentoring Relationship Programme to encourage the effective transfer and sharing of knowledge and skills across functions.

The programme, which commenced in October 2008, would provide avenues for knowledge exchange, experience sharing as well as two-way



Mentoring relationship programme.

communication and feedback among mentors and mentees from the Group and its subsidiary yards. Through various learning activities, scheduled meetings and communication channels, mentors would guide mentees towards the achievement of mentoring objectives and development goals.

Apart from enhancing Group synergy and communication, the programme also enabled mentors and mentees to acquire fresh insights, broaden perspectives on organisational issues as well as extend their personal and organisational networks.

Grooming Supervisors

Another important manpower focus was the training and development of Singaporeans and permanent residents – even those without relevant qualifications or experience – for supervisory positions. To this end, Sembcorp Marine's yards delivered structured training through a range of Super V trainee supervisor programmes supported by the National Trades Union Congress and the Association of Singapore Marine Industries.

Jurong Shipyard, Sembawang Shipyard and PPL Shipyard were active in their efforts to promote the latest Super V2 programme for Institute of Technical Education graduates with non-marine qualifications. The 18-month Super V2 programme is a variation of the original two-year Super V Programme for individuals with secondary education.

Enhancing Competencies

Employees of all levels were provided with continuous learning and development opportunities to ensure



Learning the principles of teamwork.



Training in progress.

that they stayed competent and relevant in today's competitive business environment.

To empower employees with the right mix of skills, the Group offered a wide range of learning, development and training programmes for staff of all levels in its effort to build a high-performing team. These include courses and workshops in effective communication, teambuilding and project management to upgrade employees' knowledge and professional skills for effective execution of key tasks and responsibilities.

Employee Care and Appreciation

Sembcorp Marine and its shipyards remained committed to creating a conducive and motivating environment for employees to feel valued, rewarded and recognised for their contributions.

Long-service awards – comprising monetary incentives and appreciation tokens – were accorded to thank long-serving employees for their years of loyal service. A total of 389 employees received long service awards from the yards for their contributions over the years.

During festive occasions such as Hari Raya, Deepavali and Lunar New Year, yards organised celebrations for employees to foster closer ties and share the joy of the season. These events also provided a chance for employees and management to interact and strengthen communication links.



Bringing cheer to the young.

Strong Union-Management Cooperation

The close union-management relationship between the yards and their respective unions continued to be evident from the synergistic partnership in promoting workplace safety and health, staff welfare and community involvement. This partnership extended to the joint organisation of recreational events, sporting activities and festive celebrations for employees.

This spirit of unity and cooperation was clearly manifested when management, employees and the union rallied together in common purpose during major celebrations and festive events. They collaborated again in annual events such as the National Day Observance Ceremony by Jurong Shipyard and the Shipbuilding and Marine Engineering Employees' Union (Jurong Shipyard branch) as well as the Union-Road Run by Sembawang Shipyard and the Sembawang Shipyard Employees Union.



Mr Gan Kim Yong, Acting Minister for Manpower, celebrating Singapore's 43rd Year of Independence with Jurong Shipyard's management and union leaders.