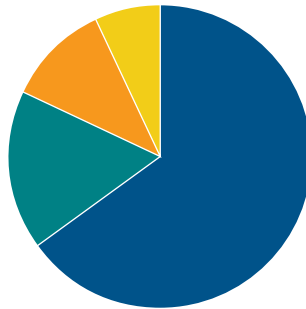


Employee Profile

As of December 31, 2003, our permanent headcount stood at 10,972 and contract staff was 5,601. The employee profile shown here reflects the characteristics of our permanent staff.

Geographical Spread

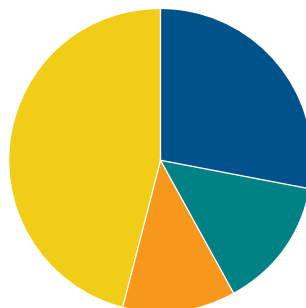
To serve SembCorp Industries' customers all across the globe, a significant proportion of our employees are based overseas.



■ Singapore	65%
■ Southeast Asia and South Asia	17%
■ North Asia	11%
■ Europe and North & South America	7%

Education

An engineering services group, more than 50% of our employees have engineering and technical qualification and/or tertiary education.



■ Engineering & Technical (tertiary & above)	28%
■ Engineering & Technical (other qualifications)	14%
■ Other Non-engineering & Non-technical (tertiary & above)	12%
■ Other Non-engineering & Non-technical (other qualifications)	46%



01



02

01
The 2003 SembCorp Industries Scholarship Awards Ceremony.

02
Nurturing team cohesiveness through orientation camp activities.

“I meet each and every individual of the talent pool personally and track their individual career development and progress. We look at how we can provide them with the right training, skills and environment to succeed.”

Wong Kok Siew, Deputy Chairman & CEO,
SembCorp Industries

At SembCorp Industries, we strongly believe that our people are our key assets and one of our critical success factors. We recognise and value the contribution of each and every individual. We are committed to developing a highly competent and skilled workforce, and creating a rewarding work environment for our employees.

Managing our talent – a global perspective

We believe that empowered and committed people help us create a competitive advantage that is irreplaceable. Having the right team of individuals with the right skills, motivation and passion to succeed is the key to sustaining outstanding performance. With a holistic talent management framework in place, we continue to develop individuals with a view to equip them to manage SembCorp Industries’ global operations, to develop and execute worldwide strategies and to service customers all around the globe.

Constantly reviewing our Group’s requirements for expansion both in Singapore and overseas, we actively source, recruit and deploy our talents from all over the world in our various international locations, ensuring that each key location is staffed with a strong team.

To ensure that our employees have the necessary exposure to manage international operations and a global mindset, job rotations and overseas postings are an integral part of the development programme. In 2003, there were more than 30 placements for our executives within the various businesses of the Group. Executives from our overseas operations were also attached to our businesses in Singapore. Through these placements, we believe that our employees will not only gain in-depth experience of what it means to work in a global company, but there will also be greater integration of business practices and values within the Group. As we continue to

maximise our employees’ opportunities for success through training and development, we will see increasing inter-company movement of employees in 2004.

Meanwhile, other initiatives such as networking sessions for our talent pool to interact with senior management and peers from businesses across the Group continue to be undertaken as a forum for the healthy exchange of ideas and feedback. To date, our CEO has personally met up with 74 executives since the launch of this initiative.

Our passion and commitment to develop our people is endorsed by SPRING (Standards, Productivity and Innovation Board) as we continued to fulfill the criteria of People Developer through a re-audit in 2003. People Developer is Singapore’s quality standard for human resource development that recognises organisations which bring out the best in people for better business results.

In 2003, each employee received 37.6 training hours on average. Compared to 2002, this represents an increase of five training hours per employee.

Executive Resource & Compensation Committees

Our commitment to people development is also reflected at Board level. The formation of Executive Resource & Compensation Committees (ERCC) in all our companies is a clear mandate from our Board of Directors. One of the key objectives of these committees is to chart out the career development of our senior management. The committees discuss the career development of senior management members and review the talent management programme for each of the companies within the Group.

Creating a strong leadership pipeline

With the aim of developing a strong leadership pipeline, SembCorp Industries sponsors the studies of promising young people who have done well in both academic studies and extra-curricular activities. Since the launch of the SembCorp Industries’ scholarship programme in 1990, 70 scholarships have been awarded.

In 2003, we awarded undergraduate scholarships to three promising young

talents. Postgraduate studies were also awarded to outstanding executives with excellent performance and potential to take up management positions.

Caring for the well-being of our staff

At SembCorp Industries, our concern for our employees’ development extends to their well-being. We strive to help our employees lead healthy and vibrant lifestyles. Seven of our companies were distinguished as employers with commendable workplace health programmes at The Singapore H.E.A.L.T.H. (Helping Employees Achieve Life-Time Health) Award 2003 by the Ministry of Health.

Out of the seven awards received, four were Silver Awards and three were Bronze Awards. Jurong Shipyard, Jurong SML and Sembawang Shipyard of SembCorp Marine as well as SembCorp Utilities received Silver Awards, while SembCorp Engineers and Constructors and SembUtilities’ SMOE and SUT Sakra each received a Bronze Award.

Instilling ownership ethos through employee share options

We continue to reward employees who have contributed to the growth of SembCorp Industries by giving them an opportunity to have a personal equity interest in the company. Share options are granted to all eligible staff, excluding employees of subsidiaries with share option plans of their own. We believe that through this scheme, a sense of ownership and identification with the company can be fostered.

In 2003, share options were offered in two tranches.

Share options offered in June 2003

Category	Headcount
Senior Management	81
Non-Executive Directors	9
Employees	2669
Total	2759

Share options offered in November 2003

Category	Headcount
Senior Management	85
Non-Executive Directors	10
Employees	2499
Total	2594