

Recognising that people are vital to business sustainability, SPC remains committed to building a motivated and engaged workforce, and will continue to roll out initiatives and programmes to adequately prepare and equip its employees with essential skills and mindsets – *Powering People, Sustaining Growth.*

### Powering People, Sustaining Growth

SPC believes that a committed workforce is necessary for an organisation to sustain and grow in challenging times.

At SPC, the human capital strategies are focused on the continuous strengthening, motivating and refreshing of the talent pool to sharpen SPC's competitive edge.

In 2008, SPC reviewed its human capital strategies and identified key action steps

which were presented to the Board of Directors at a strategic planning workshop. The Company implemented initiatives to strengthen the cohesion and alignment of the workforce performance to the Company's strategic directions and objectives. SPC invested in programmes focused on building core competencies, developing strategic mindset and leadership skills, and striking a positive work-life balance.

### Cohesion and Alignment

During the year, SPC continued with its orientation programme for new

staff members and facilitated CEO dialogue sessions for employees. These activities encouraged open communication across all levels and offered employees the opportunity to interact with senior leaders of the Company. At these sessions, employees gained better appreciation and understanding of SPC's overarching corporate strategies, insights into key operations, as well as knowledge of the skill sets required.

In 2008, the Company concluded the developmental phase of an interactive online employee performance management system. Scheduled to be launched in 2009, this new system will equip employees and managers with online tools to effectively plan, communicate and evaluate employee learning needs, track performance and enable competencies mapping.

During the year, SPC also enhanced its human capital management systems and practices at its overseas offices in China and Indonesia. All systems and practices implemented were developed to comply with the various regulations and legislations of the respective host countries.



Having a roaring good time at the SPC Dinner and Dance.

## Talent Building and Development

SPC's in-house technical education series remained a key feature of the Company's learning and development initiatives in 2008. SPC continued its bi-monthly education talks to promote knowledge sharing among employees. These sessions provided both technical and non-technical employees with the necessary insights into SPC's operations. The lecture series started in 2007 with the sharing of expertise by SPC's E&P and refining technical specialists. In 2008, the series expanded to include various aspects of SPC's Marketing operations.

In 2008, SPC welcomed its first batch of homegrown petroleum engineers. In 2006, the Company initiated a scholars' exchange programme to the US, specialising in petroleum engineering. Slated to join SPC's E&P Group upon completion of their studies, these young graduates are part of the Company's partnership with local tertiary institutions to nurture a pool of homegrown petroleum and reservoir engineering talents.

## Leadership Development and Succession Planning

The Company partnered the Nanyang Technological University of Singapore to develop a two-year development programme customised for senior executives, middle and senior

managers. This initiative focused on developing and enhancing leadership and business capabilities.

SPC also provided development opportunities to grow within the Company through its job rotation programme. Several employees, including department managers were rotated across various business functions within the Company. During the year, SPC also reviewed the Group's succession and high potential development plans with the Nominating and Remuneration Committee.

## Workforce Motivation and Retention

In 2008, SPC and the United Workers of Petroleum Industry (UWPI) successfully concluded the SPC Employees' Agreement for another three-year term. The strong partnership built over the years was a key factor in the amicable conclusion of the agreement.

The Company was proactive in supporting the Singapore government's pro-family drive. Following the announcement of the Parenthood Package by the Singapore government, SPC proceeded to implement changes to its policies and practices on maternity, childcare and adoption leave. The Company also introduced infant care leave. These new changes were highlighted to employees through a communication session.

## Employee Wellness

In 2008, the Company continued to promote work-life balance to foster positive staff morale and engagement. The Company organised family activities such as movie screenings, holiday trips to resorts in Indonesia and Malaysia, as well as the annual family day. Other recreational activities included bowling tournaments and paintball games. SPC also held the annual staff Dinner and Dance and Long Service Award luncheon in its ongoing effort to promote employee wellness.

As part of its community outreach programme, SPC organised an outing for a group of underprivileged kids from *Child @ Street 11* to the Singapore Flyer. SPC employees were encouraged to donate funds and gifts to the welfare organisation. During the year, the Company also participated in the Keppel Group's blood donation drive in partnership with the Singapore Red Cross.

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Through recreational activities, SPC promotes employee and family wellness.



SPC has a strong cohort of long-serving employees.