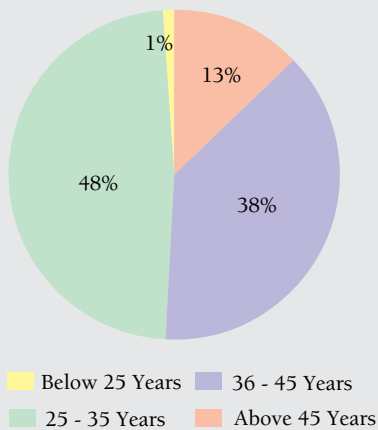
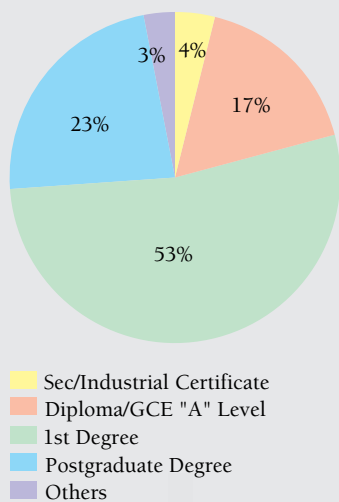


Human Resource Relations

Age Distribution of Management Staff



Qualifications of Management Staff



Human Resource - Our Most Important Asset

In Keppel Land, our most important asset is our people - the source of talent, creativity and drive which makes our organisation successful. Thus, our mission is to provide an environment where our employees can contribute to and share in the success of the Company whilst achieving personal satisfaction and growth.

Our Management Team

As at 31 December 1997, Keppel Land had a total of 459 employees, of whom 48 are at Senior Manager level and above. Of these, all have at least ten years of relevant working experience and more than half have at least one Masters Degree. With this strong foundation, we are well placed to steer the organisation through the current economic uncertainties into the next millennium.

As the Company expands into the region, 49 employees have been posted overseas with the mission of passing on our work culture and quality standard into the region. In 1998, we will be auditing the human resource management practices in these countries to ensure that the standards remain high in line with our corporate objectives.

In Keppel Land, we have a culture of discipline, dedication and determination. This results in quality developments which improve the environment and enhance the quality of life of the people who use them. To ensure that the calibre of our human resources remains high, we are in the process of improving our recruitment strategy and practices so that the best candidates are selected. More stringent selection criteria will be applied coupled with new assessment tools.

Orientation Programme

A new orientation and induction programme was launched in the second half of 1997. This improved programme introduces our new employees to the Company in a more organised and structured manner. Top management now personally shares with all new employees our corporate vision and values while department heads introduce the responsibilities and job functions of the respective departments.

Keppel Services Staff Union

Our in-house union, Keppel Services Staff Union (KSSU) turned 42 last year. KSSU is one of the oldest house unions in Singapore, and has served the Company well through the years. It has successfully promoted good industrial relations, improving working conditions, where needed and encouraging better productivity along the way. 1997 was another good year with KSSU working closely with Management in a mutually supportive relationship.

Keppel Land - A Learning Organisation

In this information age, we recognise that to keep our competitive edge, we must keep abreast with the latest developments in technology in the business environment. Hence, efforts are being made to broaden and intensify information technology use and application, as well as to provide for continuous education, training and career development.

In 1997, our in-house training programmes expanded from the previous year's 18 core units to a total of 48 core units. In addition to these core programmes, our staff attend other adhoc training and seminars to keep up-to-date with the latest developments in the market. Last year, we invited leading professionals in the industry, to conduct a series of in-house lectures. Topics covered were directly applicable to our work such as land laws, cost management and business process re-engineering. Talks were also organised on how to tackle the millennium bug which will afflict computer and other building management systems in the Year 2000. Our programmes were achieved within the training budget of 4% of the total payroll cost. This was with the help of training grants from the Skills Development Fund.

In 1997, as part of our continuous education policy, part-time study assistance was awarded to two executives. One was for a Bachelor of Applied Science in Construction Management and Economics course, while the other was for a Masters in Business Administration degree.

The economic downturn will present challenges ahead for our Company. However, with Keppel Land's commitment to building a learning organisation, and with our staff constantly upgrading their knowledge and skills, we are confident that we will be able to take on the challenges ahead.



Top:

In-house training programmes have expanded to better equip staff with relevant skills and knowledge.

Bottom:

Keppel Services Staff Union, previously Straits Steamship Labour Organisation, continues to look into the welfare of members and their families.