

Human Capital Management

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Our most valuable asset is our people. It is our goal to be an organisation respected for not only our business performance but also the sincerity and values of our people.

Embracing Diversity

As an international organisation with over 90,000 employees across 27 countries, Wilmar is a melting pot of diversity in skills, knowledge, cultures and experiences. We believe in harnessing the diversity of our people to give us an advantage in forming insightful perspectives and making better decisions. For instance, women make up 25% of the senior management team and over 60% of the workforce in the Group's headquarters. We empower employees, including women, in the workplace and support them in their pursuit of career goals.

Integrity

For a global business like Wilmar, our core values play an important role in shaping a consistent corporate culture across all locations. Integrity is one of our six core values. It reinforces our commitment to



We empower all employees and enable them to improve their skill sets to meet new challenges.



Training is an integral part of our people development effort to enhance competencies.

honesty, trustworthiness and high ethical standards. As the Group's footprint expands globally and often in emerging economies, it becomes more important that we are mindful of our responsibility to uphold business ethics and the rule of law. To this end, we have stepped up efforts in heightening awareness amongst staff of the importance of compliance to the Group's code of conduct and whistle-blowing policy.

People Development

Enabling our people to fulfill their potential is a key priority. With the Group's global expansion, there are many opportunities for new experiences, learning, skill upgrading and ultimately professional growth.

Our talent management strategy begins with a talent acquisition programme that aims to strengthen the capabilities of our human capital. We recognise the importance of having the right people who can advance the Group's business goals. We have several ongoing recruitment

programmes with reputable universities, for instance in Africa and Myanmar. As part of the onboarding programme, new joiners will receive training in Guangdong and Sichuan, China, before they join the Group's operations in their home country.

To inculcate a pioneering spirit, entrepreneurial vision and business acumen in the younger generation, the Group offers overseas internships to tertiary institutions in Singapore such as Nanyang Technological University and Singapore Management University. Each year, more than 20 undergraduates participate in internships in our offices in emerging countries including China, India, Indonesia, Myanmar, Nigeria, South Africa, Uganda and Vietnam. Several participants have joined the Group as full-time employees after an enriching internship experience.

One of the challenges of operating in emerging economies is a lack of suitable talent. To overcome this, technical and management staff in established markets such as China are sent on short-term

deployments to new markets such as Myanmar, Zambia and Ethiopia to provide training, facilitate knowledge transfer and management guidance. This also helps to build rapport and foster a closer working relationship between country teams.

Similarly in Singapore headquarters, several workshops and training sessions covering Commercial, Information Technology System and Research & Development were conducted for our colleagues from China, Cambodia, Laos and Vietnam. Positive feedback was received from participants who benefited from a deeper commercial and product knowledge through the open sharing of experiences and best practices.

Our people should grow professionally in tandem with the Group. We will continue to seek ways of enabling our colleagues to improve skill sets to meet new challenges.

Employee Engagement

There is no one-size-fits-all approach in employee engagement. We recognise unique business and cultural landscapes,

and encourage the Human Resources team in every country to develop initiatives of their own to connect with employees.

Our subsidiary, Wilmar Sugar Australia (WSA), created the Wilmar Human Resources Magazine in 2017. In line with WSA's motto of "by the people for the people", the monthly publication is created by employees for employees, and is an avenue for the company to share news and useful information on human resource matters.

Another initiative implemented by WSA is the "Returning from Retirement" plan. Its objective is to rehire highly skilled retired employees who wish to return to the workforce. Apart from the expertise of senior workers, they also make excellent mentors for younger colleagues.



Wilmar Sugar Australia implemented the "Returning from Retirement" programme to tap on the expertise of highly skilled retired employees.