

HUMAN CAPITAL MANAGEMENT

With a growing global workforce of more than 100,000 employees, we are dedicated to fostering connectivity and a unified organisational culture with shared values. In 2024, the Group's initiatives focused on cross cultural collaboration, talent and leadership development, and fostering healthy labour relations.

EMPLOYEE ENGAGEMENT

At Wilmar, we prioritise employee engagement through activities that encourage connection, personal growth and the spirit of giving back. Wilmar Sugar Australia (WSA) organised support for Foodbank, Australia's largest hunger relief charity, by offering volunteer leave for employees to channel their time to pack hampers and ensure essential supplies reach communities in need.



Foodbank volunteerism at WSA.

In Ghana, where critical health issues often go undetected, our employees at Benso Oil Palm Plantation (BOPP) engaged in health-focused volunteer activities, such as Breast Cancer and Kidney Awareness weeks, where they participated in screenings, educational sessions and blood donation drives to promote the importance of early detection and prevention.



Kidney Awareness Week at Wilmar Africa.

TALENT DEVELOPMENT

We place strong emphasis on the continuous development of our workforce through diverse training programmes, workshops and hands-on learning experiences. In 2024, we introduced targeted training initiatives in Ghana, including the Roundtable on Sustainable Palm Oil (RSPO) Supply Chain Certification Standard, International Sustainability and Carbon Certification, Machine Safety and First Aid, aimed at enhancing employee expertise, productivity, and workplace safety.

At Durrah, our sugar refinery in Saudi Arabia, we launched a unique diploma in sugar technology in partnership with the Food Industries Polytechnic. This two-year programme, which includes intensive training and workshops, reflects Durrah's commitment to supporting the development of local youth and providing new graduates with valuable skills for their careers.



Lab work in Durrah's sugar facility.

LEADERSHIP DEVELOPMENT

We value the importance of retaining institutional knowledge and expertise while encouraging innovation through global mobility programmes. At WSA, the launch of the Frontline Leadership Programme has strengthened its leadership pipeline, with identified frontline leaders currently participating in a six-month leadership development programme to enhance their team management and operational safety skills.



Frontline Leadership Programme at WSA.

At Shree Renuka Sugars Limited (SRSL), we assign leaders to undertake short-term overseas assignments, to gain valuable insights into global best practices in sugar production and ethanol processing. Additionally, SRSL's mentorship programme pairs senior leaders with emerging talent, to foster knowledge transfer and leadership development. These mentorship sessions focus on technical skills, leadership strategies and problem-solving.

LABOUR RELATIONS

We value the important role unions play in improving worker-management engagement and ensuring healthy industrial relations. We also recognise that unions are effective mechanisms for raising grievances and providing input on resolving issues relevant to workers. We respect employees' right to collective bargaining, and to form and join trade unions of their choice.

We have made significant strides in collaborating with labour unions in both Australia and China, strengthening

our commitment to constructive industrial relations and regional economic stability. In Australia, we worked with labour unions to address challenges surrounding industrial actions under the Fair Work Act. As a major contributor to the Australian sugar industry, our collaboration with unions such as the Australian Workers' Union (AWU) was pivotal in mitigating potential disruptions during industrial actions. These efforts ensured operational continuity, safeguarded regional economies in Queensland, North Queensland and Mackay, and reinforced the company's dedication to its workforce and local communities.

In China, we work closely with local unions to build a stable and cooperative work environment, focusing on employee welfare and sustainable practices. Since December 2023, all 34,510 employees were protected by independent labour unions, ensuring their right to organise and participate in collective bargaining. This collaborative framework promotes fair and balanced outcomes, reinforcing mutual trust and respect between employees and management.