



HUMAN CAPITAL MANAGEMENT

At Wilmar, our commitment to investing in people drives every aspect of our Human Capital strategy. In 2025, we focused on two strategic pillars of employee development: building a future-ready workforce, and developing leaders.

BUILDING A FUTURE-READY WORKFORCE

At Shree Renuka Sugars Limited (SRSL), we run programmes such as “My Work, My Pride” and “Collaborate to Innovate” to improve accountability, teamwork, and creative problem-solving among employees, enabling them to transform challenges into opportunities through ownership and innovation. These workshops encourage participants to identify real workplace issues, use empathy maps to understand stakeholders, and simulate customer interactions through case studies and roleplay for deeper insights. These initiatives are complemented by comprehensive safety training, including Food Safety, Good Manufacturing Practices and Physical Hazard Management programmes to strengthen operational excellence and workplace safety for both new and existing employees.



Food Safety Training Week at SRSL.

We expanded the number of internships and graduate roles with leading universities to strengthen our student-talent pipeline, especially in Engineering and Poultry Husbandry. In Fiji, collaborations with University of the South Pacific (USP) and Fiji National University (FNU) introduced curriculum co-creation, job shadowing, and plant tours of our engineering operations, bridging academic learning with real-world practice. These programmes also establish structured pathways for high-potential students to access industrial attachments, apprenticeships, and graduate trainee positions with Goodman Fielder Fiji.

LEADERSHIP DEVELOPMENT

At Wilmar, we believe that developing strong leaders is essential to building a resilient, high-performing organisation. By investing in programmes that enhance skills, foster accountability, and promote inclusive leadership, we equip leaders with the ability to guide teams, drive growth, and uphold our values in an ever-changing business environment.

In Australia, we launched the Front-Line Leadership Programme to better support employees who lead teams in operational roles at our factories and production sites. These employees, who have mostly stepped into supervisory positions through experience, received additional training in coaching, communication, and change management. By the end of 2025, nearly 300 leaders have received more than 4,400 training hours, strengthening performance, engagement, and communication across our sites.

Similarly in Europe, we guided leaders through focused sessions on openness, accountability and dialogue as part of our Safe Place to Work & Grow Leadership Journey.



Operation leaders in Europe undergoing the Safe Place to Work & Grow sessions.

In Myanmar, our Capability Building & Reskilling roadmap introduced leadership development programmes, reskilling initiatives, and cross-regional summits to equip managers and supervisors with the tools to navigate and lead effectively in a rapidly changing business landscape.

Together, these initiatives reflect Wilmar’s dedication to future-proofing our workforce—empowering employees at every level to rise above challenges and shape a stronger, more resilient tomorrow.