

What it means to be

*one*

of us



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It is an exciting time to be part of Wilmar Sugar and Renewables.

We have enormous potential and a clear vision to ensure it is realised. Our targets are ambitious because we know we have the right people to achieve them if we work together as one team.

You all have a significant role to play in our success. We need your skills, knowledge, experience, and passion as we embark on our path to Vision 35.

We want our vision for Sugar and Renewables to be your vision too, so it is important that you understand where we are heading as a business and how we plan to get there.

This handbook describes, in simple

terms, who we are (our team), why we exist (our purpose), where we are going (our vision), and how we can achieve our goals (our strategy).

We also recognise that success depends on everyone committing to values-based behaviour and teamwork where innovation, passion, integrity, safety and excellence are ingrained in everything we do.

I hope you are excited to be on this journey with us.

Shayne Rutherford  
*Head of Sugar and Renewables*



**Shayne Rutherford**  
*Head of Sugar and Renewables*

# One team handbook

# One

- team
- purpose
- set of values
- vision
- strategy



# One team

We are called Sugar and Renewables because that's what we do

*We are:*

- > Australia's largest raw sugar producer and among the top 10 producers globally.
- > The largest producer of Australian molasses.
- > The country's largest sugarcane grower.
- > One of Australia's largest generators of renewable electricity from biomass.
- > One of only two large bioethanol producers in Australia, and the oldest.
- > A leading supplier of sustainable liquid fertiliser and stockfeed products.

## There is only *one* Sugar and Renewables

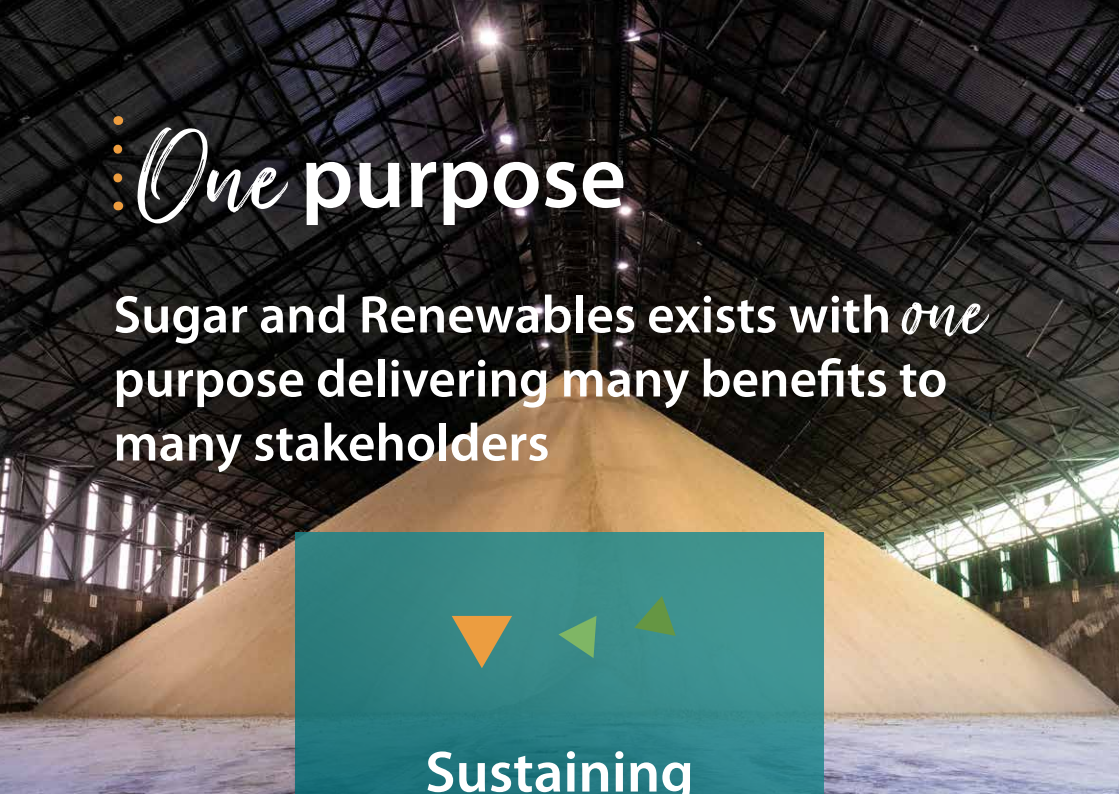
- > We may interact with suppliers, customers, communities, regulators who don't understand our titles, our teams or even our roles, but simply see us as being part of Sugar and Renewables.
- > Every one of us, in everything we do, contributes to the reputation of Sugar and Renewables.
- > What we say or do, and how we communicate, speaks to others about our whole organisation.
- > Being one of us carries privileges, but also responsibility.
- > No matter who we engage with, we always act and speak on behalf of **one** Sugar and Renewables.





• *One* purpose

Sugar and Renewables exists with *one* purpose delivering many benefits to many stakeholders



Sustaining  
our world  
*with*  
natural energy





# One purpose with meaning for us all...

## Sustaining

- > Nourishing life as part of local and global food chains
- > Consistently bringing our best to work
- > Always striving, innovating, looking to build a better and enduring future
- > We invest in our business, our people, our natural resources and our communities for the long term, continually growing our economy

## our world

- > We operate with consideration and responsibility for our natural environment
- > Our people, our teams, our supply chain partners, our family, our communities and our customers
- > The global reach and impact of an influential, well established and respected business
- > Representing and capitalising on the opportunities in the emerging bio-economy

## with natural energy

- > Sugar (and molasses) as energy for life
- > Cogeneration and ethanol providing renewable and sustainable electricity and fuel
- > The physical energy and efforts of a dynamic workforce
- > The vibrancy and strength of an innovative learning organisation

# Our purpose in practice

Our purpose helps us focus and drives our decisions. Let's consider how our purpose applies inside and outside our organisation.



# One set of values

guides our behaviour and how we go about our business...





We do the *right thing*  
and trust each other to  
do the same

- > Doing the right thing is our **way of life**.
- > We **do the right thing**, even when it's hard or when no one is looking.
- > We aren't afraid to speak up and **take responsibility**.
- > We hold ourselves to high standards of **honesty, trust and accountability**.
- > We're confident that we can **trust each other** to do the same.



We constantly  
search for *better*

- > We're **driven to succeed**, we inspire and support each other to reach **new levels of performance**.
- > Challenges excite us and we're committed to being the **best version of ourselves** we can be.
- > We **work cross functionally** as part of one team and strive to achieve synergies and limit confusion and complexity.
- > We **constantly search** for improvement and ways **to be better**.



## We turn up and do our best because *We care*

- > We **always turn up** for work and for each other.
- > We do the best we can and **don't give up** because we care.
- > **We care** about our business, we care about each other, we care about our suppliers and our customers.
- > We enjoy and **take pride** in what we do.
- > We get **satisfaction** knowing that what we **contribute** each day has purpose.



## We create our future with *clever thinking*

- > We **love learning** and **investigating new ways** to do things better.
- > We're curious and **think laterally** and creatively to find new and novel ways to solve today's challenges.
- > We **challenge** ourselves and each other to think **long term** and find more effective, sustainable solutions
- > We **embrace change** and **use technology** to create value and achieve growth.



## We work together as *one team*

- > We have many sites and offices and many departments but, ultimately, we are **one team working together** for a **shared result**.
- > We **support** and complement **each other** on our good and bad days.
- > We acknowledge our mistakes and **share information freely** and easily.
- > We make **sacrifices** to support the team and **celebrate the success** of others.
- > We're not satisfied unless **everyone is successful together** as one Sugar and Renewables team.



## *We care about safety* because the stakes are high

- > **We take personal responsibility for safety** and look out for each other because the stakes are high.
- > We don't overlook the details because even the **smallest** detail can have a **big** impact.
- > We have the **courage** to hold each other accountable for safety.
- > We **don't walk past** behaviour that is inconsistent with our values, especially safety.

# Our values can guide us in many ways every day

Here are some examples of our values at work.



integrity

We do the right thing and trust each other to do the same

## It is:

Doing the right thing  
Keeping your word  
Assuming good intentions of others

## It isn't:

Not speaking up in public but  
then judging or criticising in  
private



innovation

We create our future with clever thinking

## It is:

Testing out ideas  
Being creative

## It isn't:

Being afraid to fail or  
resisting change



excellence

We constantly search for better

## It is:

Always looking for ways to  
improve

## It isn't:

Chasing perfection at the  
expense of getting results



teamwork

We work together as one team

## It is:

Collaborating on shared goals  
Holding each other accountable

## It isn't:

Focusing on your team or site  
at the expense of the whole  
organisation



passion

We turn up and do our best because we care

## It is:

Showing up, even when it's hard  
Paying attention to details

## It isn't:

Just going through the motions



safety

We care about safety because the stakes are high

## It is:

Taking personal responsibility  
for safety

## It isn't:

Taking shortcuts or  
unnecessary risks if no one is  
watching

# One vision

with promise of exciting opportunities



Wilmar Sugar and Renewables is recognised globally as a leading example of a sustainable, high-performing and innovative agri-manufacturer, valued and respected by stakeholders for its role in the evolving circular economy.

Profitable, sustainable and diversified across sugar and other renewable bio-products with performance among the best in the world

An employer of choice recognised as a learning organisation, with a diverse and talented workforce operating safely, actively innovating and embracing technology in pursuit of growth in the emerging bio-economy

Respected for our environmental responsibility, social significance and ethical and collaborative approach to business, and valued as a supply-chain partner



## One strategy

We have mapped *one* path to our future - knowing it will take many steps



*Our strategy* is to build a strong and sustainable values-based business that grows by engaging the power of talented people who embrace technology, innovation and teamwork to achieve excellence.

### One strategy – focused on four areas



That's what it means to be

one

of us



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