

Sugar EXCHANGE



Chelsea Bay Manager Ginny Brocklehurst with New Zealand Sugar and Sugar Australia CEO Bernard Duignan.

Chelsea Bay's big birthday bash

Chelsea Bay celebrated its 1st birthday with about 5000 of its closest friends last month.

A three-day celebration was held over the New Zealand Labour Day long weekend, from 26 to 28 October.

Chelsea Bay Manager Ginny Brocklehurst said the centre had achieved overwhelming success in its first year of operations, and the public's support for the birthday celebrations were no exception.

"We had an amazing crowd across all three days," Ginny said.

"We provided 1500 cookies for kids to decorate in the Edmonds Baking School.

"As well as the usual Chelsea Bay fun, we also had face painting, a DJ, and \$5 mini factory tours."

Chelsea Bay has quickly cemented its reputation as a 'must do' in Auckland, with more than 120,000 people visiting the centre in its opening year of operations.

"Our visitor numbers for year one were more than double our expectations," Ginny said.

She said Chelsea Bay's staff had played a critical role in the centre's early success.

"We have the most amazing, friendly, welcoming team and visitors comment on this in their feedback," Ginny said.

She said the centre had evolved since opening and new events and activities continued to be added regularly.

"Much has happened in the Edmonds Baking School, with adult and children's baking classes introduced, as well as children's

baking birthday parties, and corporate/private events (baking, tour, catering, cafe). We also ran an Opera Night at Sugar Café," she said.

"Sugar Café is now open for evening service five nights a week, and we're hoping to be able to offer Chelsea Sugar Factory tours on Saturdays to enable more people to visit, as weekdays can be tricky for people."

Ginny thanked New Zealand Sugar's management and owners for having the vision and passion to bring the centre to life, and all of the New Zealand Sugar employees who supported the venture on a day-to-day basis.

"Our first year of operations have been fun and memorable – just like Chelsea Bay."



Racecourse raises its profile

Shane Legood (front right) and Mackay Regional Council Mayor Cr Greg Williamson with the Racecourse team and Mackay councillors.

The front of Racecourse Refinery now boasts a large sign to promote the site's status as a home of CSR Sugar.

Despite the refinery celebrating 25 years of operations earlier this year, Operations Manager Shane Legood said many Mackay residents were oblivious to its existence. It's hoped the sign will help raise the refinery's local profile.

"Most people in Mackay don't actually know they've got Australia's biggest sugar refinery on their doorstep," he said.

"Because we share the same site as Mackay Sugar's Racecourse Mill, people don't realise

there's a refinery here too.

"We've put the 'Home of CSR Sugar' sign up to get the word out to local people that we're here."

Racecourse produces a range of CSR Sugar products, including White Sugar, Raw Sugar, Demerara Sugar and Coffee Sugar, all made from sugarcane grown across the Mackay region.

All CSR-branded sugar products made and packed in Mackay are stamped with a letter 'M' on the back of the packet.

The sign was officially opened by Mackay

Regional Council Mayor Greg Williamson and Mackay councillors.

On the same day, the Racecourse team lifted the lid on a collection of memories stored inside a time capsule at the back of a site noticeboard.

The board was built by Operator Daryl Austin, who passed away earlier this year.

Shane said the board was built in 2005 - the year the Racecourse workforce officially became Sugar Australia employees - but contained photos dating back to the very early days of the refinery.

Audit success for Chelsea

The results are in and New Zealand Sugar's Chelsea factory has passed its AIB audits with flying colours.

Auditors from AIB - an internationally recognised food safety and quality management practices evaluation group - gave the New Zealand factory a score of 815 out of 1000.

New Zealand Sugar's Laboratory and Quality Assurance Manager Sandra Fan said the auditor considered the 130-year-old site one of the best 'old' sites he had inspected.

"He recognised the improvements made to the site since last year's audit," Sandra said.



The audit covered all parts of the business, including packing, quality, the warehouse, the bulk load-out, maintenance and engineering.

Sandra said the result was a great team effort.

The team is already thinking about further improvements to achieve an even better result next year.

"We have learnt inspection skills from the auditors, modified our self-inspection check lists and spent more time understanding the AIB requirements," Sandra said.

"Our work plan for 2020 includes reviewing deep cleaning processes, increasing food defence control, listening and providing feedback, having the right tools available, and building quality culture through paired walks."

Safety responsibility shared across transport supply chain

Every Wilmar Sugar employee involved in the heavy vehicle transport supply chain in Australia now has a legal responsibility to ensure safety breaches do not occur.

The revised laws cover all aspects of the supply chain, including procurement, packing, loading, consignment and the receipt of goods. Corporate entities, managers and individuals can also be held accountable for breaches under the legislation.

Wilmar Sugar Group EHS Manager Caroline Fraser said Chain of Responsibility training was recently completed across the business to educate supply chain employees and managers about the revised legislation.

"It's really important that our people understand their individual responsibility in the supply chain," Caroline said.

"The laws apply to every party involved in the supply chain, whether their job is to

book freight transport or to load goods on to a truck."

Caroline said the legislation covered potential breach areas such as fatigue, mass management, load restraint and speed compliance.

"As an example, if one of our employees is loading a truck and the driver doesn't have enough restraints, our person should ask if the driver has more. If the driver doesn't, our employee should refuse to let the load leave our site," she said.

"The legislation empowers individuals to step in and stop a breach from happening."

Wilmar Sugar Australia relies on heavy vehicle transport from a variety of carriers (from the large transport companies to smaller operations) to move a range of products, including raw sugar, liquid sugars, crystal sugars, molasses, ethanol, mud,

ash and bagasse, as well as large pieces of equipment and other freight.

The training sessions were delivered in Yarraville, Mackay and Townsville to cover affected employees across Sugar Australia, BioEthanol, Cane Products and the broader Wilmar Sugar business.

"We have partnered with Sean Minto, from Supply Chain Safety Excellence, to ensure our compliance to Chain of Responsibility under the National Heavy Vehicle Law," Caroline said.

"In addition to the training for employees, we have also reviewed risk assessments, improved documentation and audited our carriers.

"More training will be provided over the coming months."

Leadership team heads north



Sugar Australia's leadership team (ALT) members headed to Queensland in October to hold their monthly team meeting in Mackay.

The meeting was held over two days at the

Racecourse Refinery, with the team also visiting the packing plant at the Mackay Port.

The visit included meetings with site management and a safety walk of the factory.

Chief Operating Officer Paul Gregory (from left), ANZ Operations Manager Graeme Smith, General Manager Sales & Marketing Dallas Reid and General Manager Human Resources Shelley Nolan also took the opportunity to check out the site's new CSR sign.



Dispelling sugar myths

The ANZ Nutrition team is on a mission to set the record straight about sugars.

ANZ Nutrition Manager Dr Mary Harrington (pictured) said there was widespread confusion about the role sugars played in nutrition.

"There is a need for facts based on science to be heard," she said.

The public face of the ANZ Nutrition team is the Sugar Research Advisory Service (SRAS), which is jointly funded by Sugar Australia and

New Zealand Sugar.

The SRAS website – www.srasanz.org – aims to provide an evidence-based view on the role of carbohydrates, and particularly sugar, in nutrition and health.

Mary said the SRAS held stakeholder meetings and events, and provided education and resources, as well as newly published science.

The Nutrition team has recently launched its own page on Sweetspot to help educate

Sugar question

Are natural sugars healthier?

Answer: All sugars, regardless of source, are carbohydrates, providing 17 kilojoules per gram of energy. Sugar can be added to food in the form of sucrose, or can be eaten naturally in food (such as in fruit and vegetables and in milk). Once the sugar component of the food we eat is in our mouths, there is no difference. Our bodies may be able to break down and absorb the types of sugars in different ways, but as it cannot tell what food the sugar came from, it does not know if the sugar was 'added' or 'natural' sugar.

employees about its work around sugars and nutrition.

"We are working hard to ensure that everyone in the business has access to the right information," Mary said.

The page contains frequently asked questions about sugar, sugar facts, and information about the SRAS.

To check out the page, go to Find Information About > Nutrition.

New home for Sydney team

Wilmar Sugar Australia employees who relocated to Goodman Fielder's North Sydney office in September have settled into their new digs.

The 24 employees are seated over two levels in the Coca Cola Building in Mount Street, joining 320 Goodman Fielder employees based in the office.

Project Administrator Nicole Messenger, who led the relocation project for Wilmar, said the move went smoothly and Goodman Fielder employees were very welcoming of their new office mates.

"We made office tours available ahead of the move so people could get comfortable with their new surroundings," Nicole said.

"The Goodman Fielder team went to a lot of effort to help us feel more at home by adding our branding around the office and putting our products on display.



"We also each got a welcome pack on our first day."

Level 4 of the office houses the integrated Wilmar IT team, Foodservice and Goodman Fielder Australia management.

All group functions, including Ingredients, BioEthanol and Raw Sugar Marketing are located on Level 5, along with a large kitchen space that services both floors.

Nicole said although there were a lot of new names to learn, there were also some familiar faces in the building, including former Sugar Australia and New Zealand Sugar CEO Richard Roberts, who is now Head of Australia for Goodman Fielder.

The only North Ryde office team that didn't relocate to North Sydney was the Nutrition team, which has remained in North Ryde but moved to Goodman Fielder's Research & Development team's office in Trinita 2.

BUSINESS CHANGES

Marketing team enlists brand advocates

The Sugar Australia Marketing team's strong industry relationships have helped secure high-profile brand advocates to promote the CSR Sugar brand and increase consumer engagement.

The likes of celebrity chefs Donna Hay and Anna Polyviou, as well as the Country Women's Association, are now actively promoting CSR Sugar products to their many followers.

Marketing Manager Mel Clayton said the dynamic and passionate Marketing team had taken a hands-on approach to their marketing brief, working directly with brand advocates, rather than outsourcing to agencies.

"We've been very hands on, which has made our marketing dollar work harder, and also enabled us to form great relationships to help drive the brand," Mel said.



Elis Elis, Mel Clayton and Lana Stubbs.

There has also been excellent work done with the broader team in the innovation space, with New Product Development (NPD) reignited within the business. Mel said the raft of new products included three Buttercream Icing mixes, two Lite Reduced Calorie sugar, a relaunch of the specialty sugar range, and in-store activations around the very popular limited edition tins.

"We're also in the final stages of our most exciting innovation yet - three piping bag products, which are on track to be launched outside the sugar category in March," she said.

"I'm most proud of how much we've achieved collectively over the past few years.

"It's disappointing that we won't be working together, moving forward, given we genuinely enjoy working with each other and the other teams in the business.

The team of three has been responsible for marketing and innovation for Retail and Foodservice within Sugar Australia. All of these functions are in the final stages of being moved to Goodman Fielder.

Mel said the team had notched up some great achievements during the past two years, including a CSR Sugar brand refresh, increased engagement across digital channels through strong content, and working closely with sales and other parts of the business to contribute to the growth of the CSR Sugar brand.

"We hope that the new custodians of the brand have as much passion for the brand as we do and continue the growth momentum."

Mel said Elis Elis had accepted a role in Goodman Fielder's Sydney-based NPD and Innovation team, where she would continue to look after sugar. Lana Stubbs finished with the business last month and has taken up a new role as a brand manager.

Mel will remain with the business until 31 January and is then looking to travel around Australia for three months.

Sales team drives growth



Angela Dawson (from left), Dushani Lamahewa, Jason Hughes, Sue Kidson, Tim Seletto and Tony Lizos. Absent: Alex Martin.

Within just a 12-month period, Sugar Australia's Retail Sales team has achieved a 17 per cent turnaround in sales of CSR branded retail products.

National Retail Sales Manager Tim Seletto said the CSR brand was in 14 per cent decline a year ago but was now growing at 3 per cent.

Tim said the retail sales reversal was one of several significant achievements the team had accomplished in the past two years.

Others include the successful retention of

the Aldi and Metcash private label tenders, and a 2.7 per cent growth in the CSR brand's value share.

"The team has achieved some great results in recent times but achieved those results in a constructive and sustainable manner," he said.

The Retail Sales team has been responsible for the sales and profit performance of Sugar Australia's sugar and sweeteners to major customers, such as Woolworths, Coles, Metcash and Aldi.

"This involves pricing and promotional strategy, implementation of new product launches, and private label tenders," Tim said.

All of these functions have now been handed over to Goodman Fielder, which has taken full responsibility for Retail Sales as part of the organisational changes announced in August.

Tim said that members of the CSR field team had already completed their tenure, with the remaining team members to finish on 30 November.

He said the past couple of months had been challenging for the team, which he described as passionate, solution focussed, dedicated and fun.

"To the team's credit, they have maintained their professionalism, energy and positive outlook," he said.

"On behalf of the Retail team I would like to take this opportunity to thank everyone for their support.

"It's been a lot of fun and I wish everyone all the best, both professionally and personally."

Short and Sweet



A group of Wilmar's external partners were given a rare opportunity to explore every step of the sugar supply chain during a recent tour north.

The two-day paddock to plate tour in the Mackay region proved an eye-opening experience for the group of bankers, auditors and Goodman Fielder employees.



The tour started at a cane farm and then moved through the entire production process, with the group visiting Plane Creek Mill, Racecourse Refinery and Sugar Australia's bulk silo and packing plant at the Mackay Port.

Group Treasury Manager Greg Bullock said everyone was surprised by the sheer scale of the sugar supply chain.

"They had no idea of the amount of work and resources needed to get sugar out of the cane and ultimately into businesses and on supermarket shelves," he said.

"They all have a new appreciation for the size of our business."

New Zealand Sugar has released a new range of natural flavoured syrups to take desserts and breakfasts to the next level.



The Chelsea Natural Flavoured Syrups come in Butterscotch, Caramel and Vanilla, and are made using all natural colours and flavours.

The Chelsea syrup range also now features the Chelsea Organic Agave Syrup – a natural, plant-based sweetener with a delicious light caramel flavour.



New limited edition CSR Sugar tins will debut at Coles later this month.

The tins feature a retro design and will be available with the purchase of 1kg White and Raw Sugar.

The original-designed CSR tins will return to Woolworths shelves from late November, in Caster and Brown Sugar.



Peter engineers solutions from Brisbane

From his Brisbane base at Sugar Australia's Acacia Ridge depot, Peter Karnaghan works on engineering projects across the whole business.

Due to recent business changes, Peter, a Senior Project Engineer, is now the sole Sugar Australia employee at the site.

The depot is run by Toll Logistics, making it unique within the Sugar Australia business.

"Sugar Australia owns the liquid sugar manufacturing assets, and contracts Toll to operate and maintain it," Peter said.

"The liquid sugar is shipped to commercial food manufacturers in South East Queensland to put into various products, including soft drinks and alcoholic beverages."

Peter has 45 years of sugar industry experience and has worked at refineries in Australia, New Zealand, Singapore and Indonesia.

He reports to National Engineering Manager Ray Clarke, along with fellow project engineers based at Yarraville. The team stays in regular contact through emails, shared documents, phone hook-ups and scheduled meetings.

"I also travel to look at some of the projects I am working on, which gives me the opportunity to talk face-to-face with my colleagues."

The liquid sugar plant and palletised product distribution at the Acacia Ridge depot started operation in late 1999. The plant was relocated to Acacia Ridge shortly after the CSR Sugar (now Wilmar) and Mackay Sugar joint venture started in 1998.

THE SWEET EDGE

To check out more great Sweet Edge information, including the TED Talk Tuesdays, go to the Sharepoint site - <http://sweetspotintranet/collaborate/Edge/default.aspx>.



Feel free to start a conversation while you're on there!



WISE

Open the World of Learning



Dallas Reid
General Manager Sales and Marketing
Sugar Australia

4. What has been your biggest career learning?

The value of strong professional relationships and the value they can have in enabling honest and genuine conversations.

5. What belief, behaviour, or habit has most improved your life?

Curiosity and persistence

6. What are you most proud about in what you have achieved at Sugar?

Two come to mind:

- Leading the Wilmar Oils business when we integrated it from Wilmar Gavilon and it went from loss to profit over a two-year period;
- Leading the Sales & Marketing team over the past 2.5 years as we faced a really tough competitive environment in both Retail and our Industrial businesses. I'm proud of how we have managed the progression back to a more sustainable and profitable position.

7. What visions/hopes do you have for the culture of the business for the future?

I hope that we can create an environment where people can be at their best. In achieving this, we will be maximising the talents that are within the business and we will be successful despite the challenges we may face.

8. What are you passionate about in your role? What do you love doing where you can lose track of time?

Creating positive team cultures and relationships. I can get lost in problem solving and situational analysis around customers and suppliers.

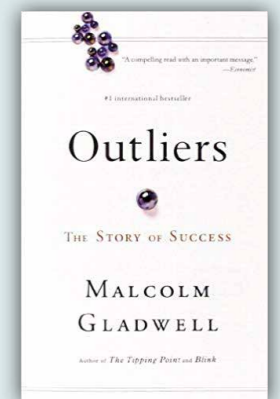
9. What leadership changes have you observed or experienced? What leadership style do you think is required in next 5 years?

I think there has been a huge change in Sugar Australia with different styles being

applied. I think the ones that work the best are when leaders create an environment for people to flourish, when they feel safe and real issues can be openly discussed and worked on, or ideas put forward.

I think that over the next five years there needs to be less ego in leadership, and a greater focus on leadership that builds a culture that is more balanced in its pursuit of profit, and puts more emphasis on employee wellbeing and social conscience.

BOOK CORNER



Outliers: The Story of Success
by Malcolm Gladwell

The Outliers examines the factors that contribute to high levels of success. The book deals with exceptional people, especially those who are smart, rich, and successful, and those who operate at the extreme outer edge of what is statistically plausible. Those examined include Microsoft co-founder Bill Gates, the Beatles and theoretical physicist J. Robert Oppenheimer.

QUOTE OF THE MONTH Instead of asking "Why is this happening to me?," ask "Why is this happening for me?"

Send us your

Selfie

and Groupie shots
to show us part of your working day.

*Text your photos to 0409 272 794 or
email info@au.wilmar-intl.com.
Don't forget to include who is in the photo,
plus where and when it was taken.*



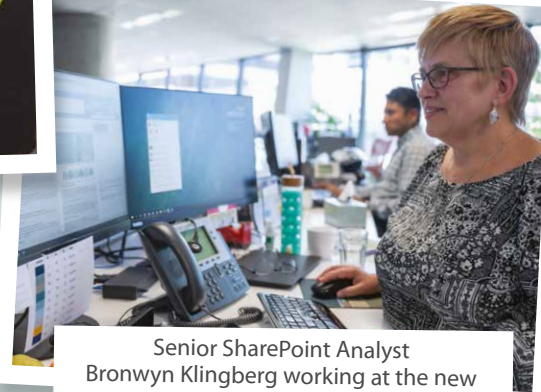
Sugar Australia employees Ken Shuttlewood (from left), Paul Roddy, Stephen Grieshaber, Jon Camp and Marni Jorgensen (photographer) rode in the River to Reef Charity Ride in Mackay in September.



Participants in Chain of Responsibility training at Yarrville (from left) Shaun Francis (Sugar Australia), Stelios Liberatos (BioEthanol), Sean Minto (Director - Supply Chain Safety Excellence), Jonathan Griffiths (BioEthanol), Brendon Quarrell (BioEthanol), Frans Oelofse (Sugar Australia), Graeme Buchanan (Sugar Australia) and Caroline Fraser (Sugar Australia and Wilmar Sugar).



Yarrville Packing/Warehouse Operator Daniel Crow.



Senior SharePoint Analyst Bronwyn Klingberg working at the new North Sydney office.



New Zealand Sugar Credit Controller Bron Potter helped out in the Edmonds Baking School for the Chelsea Bay birthday celebrations.



Racecourse Refinery's Support Systems Manager Marni Jorgensen achieved 20 years of service in October.



Yarrville Packing/Warehouse Operator Ferdinand Cinco.

Editorial by Kylie Newman and Ben Johnson.

Photography by Gavin Jowitt, Artificial Studios, Amanda Crowther and supplied.

If you have any stories, story ideas or photographs you would like to contribute to Sugar Exchange, please contact the Corporate Relations team on 0409 272 794 or info@au.wilmar-intl.com

