



# Sustainable Management Report 2023

Nurturing a  
Better Tomorrow

# Sustainable Management Report 2024

| GRI 2-5 |

We present our Sustainable Management Report 2023, which was prepared under the modality and in accordance with the Global Reporting Initiative (GRI) standards. This report has been reviewed by the firm Ernst & Young, whose independent verification report is detailed in the annexes section in order to ensure the transparency, quality and comprehensiveness of the information hereby presented.

In addition, we would like to highlight that our report complies with the GRI 13 - Agriculture, Aquaculture and Fisheries sector standard. We have also included the material indicators proposed by the Sustainability Accounting Standards Board (SASB) for the agricultural food industry, processed food and food retailers and distributors. In line with our commitment to excellence and integrity, we have also followed the International Financial Reporting Standards (IFRS) in our Sustainable Management Report 2023

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# Nurturing a Better Tomorrow

Nurturing a better tomorrow.

About Us Page. 5 

Empowering the talent

Allies from the origin

Generators of prosperity

Our pillars of impact

We are allies 

We Are Allies

Action fronts

We are allies  FOR OUR people

We are allies  FOR community

We are allies  FOR value chain

We are allies  FOR OUR planet

Annexes



# Message from the President & CEO Alianza Team



| GRI 2-6; 2-22 |



**Luis Alberto Botero B.**  
President & CEO Alianza Team®

[Watch video](#) +



# About Us



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# Organizational Presence and Talent

GRI 2-1; 2-7; 2-8; 2-9; 2-23; 2-30; T1

## Manufacturing presence



Total number of employees with apprenticeship, temporary and outsourced contracts:

	Trainees	Temporary	Contractors
Colombia	85	36	286
México	0	0	0
Chile	0	0	45
BredenMaster	9	45	0
Alianza Team	94	81	331

[Check our credentials](#)



\* Of our 2,838 employees, 2,645 have an indefinite-term contract, while 193 have a fixed-term contract.

\* Union representation has maintained a stable trend, with variations due to gradual disaffiliations.



Exporting presence



Support networks in Europe and Asia

\* The company's foray into new categories in mature markets such as Panama, thanks to the development of a spreadable margarine that does not require refrigeration, and the opening of new geographies such as Curacao.



Since the origin of the companies that later became part of Alianza Team in 1999, our operations and businesses have been guided by a deep conviction to do things well and in the most responsible way possible for all parties involved. Today, these corporate values and principles persist, synthesized in a purpose that connects, inspires and moves us **to nurture a better tomorrow**.

From four strategic business groups-Team Foods, Team Caribe, Team Solutions and BredenMaster-we bring products and solutions to homes, industries and businesses in more than 19 countries, reaching millions of people directly through our

brands or our customers' brands and businesses. Our expertise lies in creating innovative products and technology solutions that make a difference, harnessing the power of lipids and our deep knowledge of its applications to add value in diverse categories. Under the leadership of a highly qualified team with 5 PhDs and 24 Master's degree professionals, today as a company we have 44 patents granted, 31 pending, covering a total of 21 families of inventions. Innovation, coupled with digital transformation as strategic growth levers of our businesses represent one of the keys to success that allow us to stay the course in a world that is increasingly interconnected and in

constant and rapid evolution. During 2023, we will dedicate 2.53% of our annual sales to research and development activities. In addition, through our **albora** open innovation platform, we seek to accelerate knowledge capture and technology adoption. During the last year, we launched 10 corporate challenges in response to specific needs, and as a result, we have carried out 4 pilot projects that have allowed us to validate market hypotheses and technologies.

To learn more about our brands and businesses and their progress, visit and follow their social networks:



Team Solutions +

Mexico +

Europe +

Olivetto @olivettocolombia +

Dagusto @dagustoinstitucional +

BredenMaster @bredenmaster +

Team Foods +

Colombia +

Gourmet @gourmetcolombia +

Campi @campicolombia +

Cuidas Tu Vida @cuidatuvida +

La Torre

Alianza Team USA +

Chile +

Jappi @jappicolombia +

Kardamili @kardamilichile +

Fry @fry\_colombia +



# Understanding the context

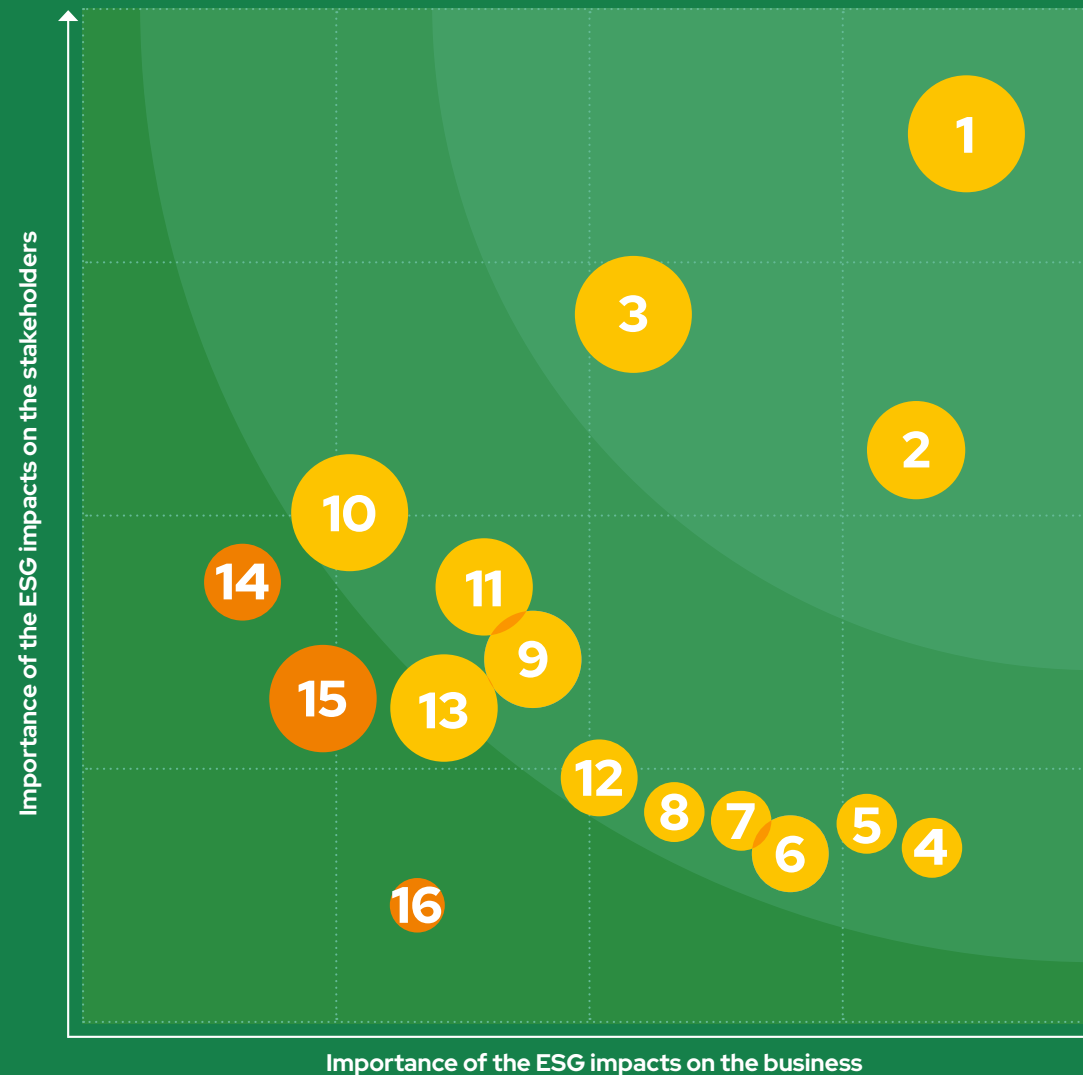
| GRI 2-29; 3-1; 3-2; 3-3 |

## Materiality

We analyze the impacts, opportunities and threats we generate and to which we are exposed, also aware of the needs and expectations of the different stakeholders in order to develop our business in a manner that is ethical, transparent, fair and respectful of human rights. At the end of 2022 we conducted our latest corporate materiality analysis with a double materiality approach, identifying the most relevant issues for our different stakeholders, both internal and external, as well as for us as an organization. These results are used as input for the corporate risk management process.



The size of the circle reflects the degree of influence that this topic has for stakeholders



### Material issues

1. Climate change management
2. Traceability and supply chain
3. Water resources
4. Country risk
5. Economic risk
6. Talent management
7. Knowledge management
8. R&D capabilities
9. Nutrition and healthy lifestyle
10. Circularity
11. Product safety
12. Development of the social environment and social inclusion
13. Health and safety of our people

### Efficient management issues

14. Biodiversity and ecosystem services
15. Customer and consumer experience
16. Integrity and Governance

The above prioritization remains in place given our internal and external context reviews and will continue through 2024. We complement this analysis by incorporating S&P Global's identification of issues for the global food industry. Our performance on these nine issues, which are largely consistent with our own, are available [here](#) for consultation. Specifically, for some of the highest-priority issues we are working on the opportunities and challenges as follows:



Subject	Context	Target	Target year	Progress
Climate change management	Representing one of the greatest risks to our businesses due to potential interruptions to the supply chain or disruption in the provision of critical services such as energy or water in our facilities, we know that we have to act forcefully, so setting targets backed by science under SBTi is consistent with our corporate objectives, principles and values.	46% reduction in Scope 1 and 2 emissions (base year 2019)*	2030	Advanced
		25% reduction in scope 3 emissions from agriculture (base year 2021)*	2030	
		*Pending SBTi approval for both		
Supply chain and traceability	We need to know not only where our raw materials come from, but also how they were produced in relation to environmental, social and economic aspects. This is a differentiating element for our businesses that we work from the Responsible Sourcing Strategy, ensuring compliance with our commitments and global standards.	100% traceability to origin for palm and soybeans.	2025	Advanced
		100% deforestation-free for palm and soybean.	2025	
		Fulfillment of declared commitments in 100% of our prioritized chains.	2030	
Water resources	Being an indispensable resource in our operations and agricultural supply chains, we are working on both scopes -internal and in the chain- to strengthen processes, improve practices and accompany watershed conservation and regeneration efforts at the local level, prioritizing areas where evidence of high or moderate water stress already exists.	Identification and assessment of main water risks and implementation of management measures when necessary.	2025	In progress
		Reduce the amount of water withdrawn per packed ton by 15% for all operations.	2030	
		Implementation of good practices of regenerative agriculture that contribute to the improvement of water use.	2030	
Circularity	We have a great responsibility with the packaging and containers used for our products as we move towards more circular models and practices that allow us to optimize the use of resources and minimize our environmental impact. From the Corporate Packaging Committee we are strengthening our processes to move forward on three fronts: REduce, REthink, and REsponsibilize.	Evaluate 100% of packaging by identifying opportunities around the three pillars of engagement.	2025	In progress
		100% compostable, recyclable or biodegradable packaging	2030	
Talent and knowledge management	We prioritize strategic talent management in order to face current and future challenges, guaranteeing diversity and equal opportunities, while emphasizing the respect for human rights at all times to provide the best experience for our employees. Through our processes we seek to attract, train, develop and retain people in an increasingly complex context due to the dynamics of the labor markets.	Fill 75% of vacancies with internal talent.	2030	Very advanced
		Achieve 100% of the successions.	2030	Advanced
		Filling 100% of key positions with key talent.	2030	Advanced



Understanding that we are a global player, we also seek to be at the forefront of market trends, practices, demands and expectations, so we align ourselves with various international frameworks and standards that strengthen our performance and keep us constantly adapting and evolving. Part of this alignment is with the United Nations Sustainable Development Agenda, in which we contribute directly and indirectly to 39 of the 169 specific objectives of the Sustainable Development Goals (SDGs).



<b>1 NO POVERTY</b> 	<b>2 ZERO HUNGER</b> 	<b>3 GOOD HEALTH AND WELL-BEING</b> 	<b>4 QUALITY EDUCATION</b> 
<b>5 GENDER EQUALITY</b> 	<b>6 CLEAN WATER AND SANITATION</b> 	<b>7 AFFORDABLE AND CLEAN ENERGY</b> 	<b>8 DECENT WORK AND ECONOMIC GROWTH</b> 
<b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b> 	<b>10 REDUCED INEQUALITIES</b> 	<b>11 SUSTAINABLE CITIES AND COMMUNITIES</b> 	<b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b> 
<b>13 CLIMATE ACTION</b> 	<b>14 LIFE BELOW WATER</b> 	<b>15 LIFE ON LAND</b> 	<b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b> 
<b>17 PARTNERSHIPS FOR THE GOALS</b> 	<b>SUSTAINABLE DEVELOPMENT GOALS</b>		

Specifically, our production facilities have certifications and management systems implemented in various international standards. In line with the commitments set forth in the **Comprehensive Management Policy**, it is through the continuous application of verifications, audits, evaluations and participation in local programs and initiatives that we maintain our Integrated Management System in operations at the highest level of quality, safety, service, impact and improvement thanks, in part to the robustness of the different systems and document management.

Accordingly, in social aspects, five of our facilities are audited under the SMETA four-pillar standard, and in environmental issues, four of them are certified under ISO 14.001. Likewise, all are certified in food safety under FSSC 22.000 and four under ISO 9.001. However, the facilities that are not certified have implemented the system because all our operations are governed by the same standards. In addition, in all Alianza Team facilities, we implement the Occupational Health and Safety Management System following the specific regulations

of each country. In order to compare and improve, we align ourselves under the ISO 45001 standard. In Colombia, we are governed by Decree 1072 of 2015, which addresses similar aspects to ISO 45001 for the most part; any missing aspects are addressed through our Integrated Management System. In Mexico and Chile, we conduct internal audits with DELIMA to ensure compliance with ISO 45001, identifying gaps and opportunities for improvement for possible certification. Currently, our BredenMaster facility in Chile is the only one with current ISO 45001 certification. Finally, we are also a member of the Roundtable for Sustainable Palm Oil (RSPO) and all of our oil facilities are certified under this standard.

As an additional control, our operations have an annual internal audit process that adds value and improves operations, allowing us to identify, evaluate and manage risks, therefore ensuring compliance with internal and external policies and regulations. For more information about the different credentials of our operations, please visit Our Certifications.



# Our Certifications

[Visit Our Certifications](#)



ISO 14001



ISO 9001



Halal Certification –  
Barranquilla



Kosher Certification



Halal Certification –  
Chile



Great Place To Work  
Certificada  
OCT 2023 - OCT 2023  
COL

ICONTEC  
Reconocimiento  
certificación  
Great Place  
to Work!®

ICONT  
GPTW



Halal Certification –  
Mexico



RSPO  
Certification



Operador  
Económico  
Autorizado  
COLOMBIA

Authorized Economic  
Operator (AEO)



FSSC 22000

FSSC 22000  
Certification



PREAD Bogotá  
Certification



SMETA audited facilities



Alianza  
Carbono  
Neutralidad

Level II certification –  
Alianza Carbono Neutralidad  
We are NOT certified, this is a  
program we participate in in our  
Colombian operations.



ISO 45001 – For  
our Bredemaster  
Operations



International  
Sustainability & Carbon  
Certification

# Risk & Compliance

T18; GRI 2-23; 2-24; 2-25; 2-26; 2-27

The Integrated Risk Management System (SIAR in spanish) leverages the assurance of risk management at the corporate level, developed under the ISO 31000:2018 framework and the COSO ERM:2017 model. This system supports processes by facilitating the identification, measurement, control and monitoring of the risks to which businesses are exposed, allowing counteracting internal and external factors and uncertainties that may divert operations. This protects and generates benefits along the supply chain. The SIAR guidelines determine the necessary steps to address the different types of risk (Text 1)<sup>1</sup>, keeping them within the risk appetite defined by the Board of Directors, thus enabling their correct management and treatment. Self-management, self-regulation and self-control are essential components of the SIAR and the Internal Control System, ensuring that all employees manage their risks in a timely and responsible manner. Through its different stages, the system interacts with the entire Supply Chain with the participation of interdisciplinary teams, strengthening control activities, generating risk management strategies and taking advantage of opportunities. Consult the Risk Management and Administration Policy on our website for more information.

<sup>1</sup> (Text 1: Types of risks addressed and managed in Alianza Team. Strategic - Emerging - Financial - Compliance - Operational).



We made progress in the certification of 1,290 employees in this Policy, including interdisciplinary meetings with leaders in all countries and strengthening the knowledge of good practices in risk and opportunity management. We strengthened the Business Continuity Plan with strategies for before, during and after an event. With this, we seek to mitigate risk scenarios of unavailability of resources necessary for the normal functioning of operations, offering as control elements the prevention and attention to emergencies, crisis management, contingency plans and capacity to return to normal operations.

[Consult the Risk Management Policy and Risk Management Policy](#)



## Emerging risks:

Emerging risks are understood as those that have not fully manifested themselves or whose potential consequences and impacts are not precisely known. Therefore, the way to evaluate them is not the same as that of traditional risks. The following risks are being monitored as part of the monitoring stage:



### Climate Change:

Ineffectiveness in adaptation and mitigation of physical and transitional risks.



### Sociopolitical changes:

Affecting the business strategy due to political changes caused by variations in legislation and public policies as well as economic and legal instability.



### Changes in consumer habits:

Inability or delay in identifying, interpreting and solving new consumer needs.



### Operational capacity:

Not having the necessary and sufficient product and/or production capacity to meet current demand due to demographic changes.



### Changes in supply chains:

Changes in transportation, logistics, ports and other elements that determine the way products are supplied and distributed.



### Cybersecurity:

Increased cyber vulnerability due to rapid advances in technology and its implementation in the business.



### Personnel shortage:

Shortage of human talent for the development and continuity of the operation due to the need for specific and technical capacity required by the business.



### Resource scarcity:

Material decrease in the availability of resources caused, among others, by demographic changes.



### Investment:

Changes in investment behavior due to increased uncertainty in society and in consumer demands or expectations.



### Artificial Intelligence (AI):

Inappropriate development and/or use of AI tools, such as improper handling of organizational data and information.

## Climate change and nature

We acted proactively to manage and capitalize on the opportunities presented by the current global landscape where climate change, the natural resource crisis and biodiversity loss are in the top 10 near-term global risks according to the World Economic Forum's 2024 report. We aligned the SIAR methodology working to incorporate particular elements such as scenario and financial impact analysis, adopting recommendations from the TNFD and TCFD frameworks that are now incorporated in IFRS S1 and S2. We have adapted the criteria for evaluating transitional opportunities, seeking to make this analysis a key element in making financial planning and business strategy decisions.

The Board of Directors monitors and supervises climate and nature-related issues, delegating to the management team the administration, updating, implementation of controls and mobilization of these through the Vice Presidencies of Corporate Affairs and Operations.





# Cybersecurity

Through our Integrated Information Security Policy, we establish guidelines for safeguarding our digital assets and protecting data integrity. From access control to secure application development, every aspect is carefully regulated to ensure maximum protection against cyber threats. Our cybersecurity infrastructure is designed to provide 24/7 continuous and uninterrupted protection against any potential threat. The Information Security process encompasses four main approaches supported by the Information Security Management System (ISMS):

- 1 Strengthen the culture of information employees, contractors, and other third parties.
- 2 Ensure proper implementation of security in OT networks and processes.
- 3 Manage Information Security incidents in an adequate and timely manner.
- 4 Ensure the correct implementation of threat prevention tools.

For the years 2023 to 2025 we have a strategy called "Security 360" with seven key areas of action that will guide us toward achieving our objectives.

# Strategic Risks:

Risks associated with the non-achievement or attainment of strategic objectives, which may affect the execution of our strategy for success in current and future environments. Here

we address business fundamentals, global, consumer and business trends. The following risks are being tracked as part of the monitoring stage:

### Access to channels

Weaknesses in the capacity to manage and develop the different channels and interaction with our stakeholders, disabling effective and timely access to our portfolio.

### Capital Management

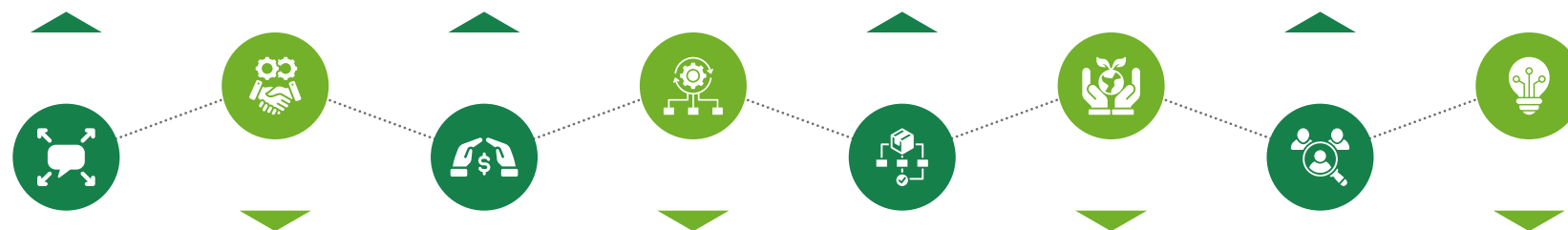
Inefficient management of financial resources, affecting growth and profitability in projects.

### Operating Model

Not having the knowledge, resources and flexible processes to respond to market challenges in an articulated manner.

### Human Talent

Failures in the attraction, development and loyalty of human talent with the degree of competencies necessary to achieve the proposed goals.



### Alliances and ecosystems

Not having the capacity to influence and relate with stakeholders to generate better conditions for the consolidation of the business.

### Change Management

Lack of organizational capabilities to promote and drive innovation and the creation of new lines of business, services and/or processes that respond in a timely manner to the demands and changes in the environment.

### Sustainability

Failure to maintain sustainability standards in the areas of social development, environment and governance, which disrupts business continuity.

### Technology

Failure to adopt the appropriate and relevant technology to materialize the strategy, preventing innovation and business continuity.



During 2024 we will continue to manage the risks already identified in order to keep them in line, working consciously and persistently with our stakeholders, creating powerful

spaces and actions for the adequate and timely management of the uncertainties generated globally and locally, with the aim of maintaining the necessary standards. We will continue

to adapt, develop and expand our capabilities and resources in order to have a strong and reliable organization that will endure over time.

## Compliance

With a clear emphasis on ensuring ethical principles and corporate integrity, the processes under the leadership of the Compliance team also reinforce that second ring of control of the other processes and systems implemented to manage the risk of the company being instrumentalized for money laundering, During 2023 efforts were mainly focused on strengthening prevention through:



The design of the Environmental Crime Prevention Program (PPDA), which aims to monitor and manage the risk of committing crimes such as: environmental pollution, ecocide and deforestation both in our operations and in the supply chain. The Due Diligence process incorporates warning signals related to the commission of environmental crimes in line with Colombian regulations.



Strengthening the Due Diligence process, establishing criticality levels for the main counterparties, increasing the frequency of our monitoring in line with the Chain Monitoring and Verification System, which allows us to be congruent with our risk-based approach.



The development of a tool that allows all our employees to be aware of situations that may generate conflicts of interest, report them and manage them through the monitoring of the Labor Risks and Integrity Committee.



Strengthen the segmentation model by counterparties, including more variables to generate alerts against the possible commission of crimes of Money Laundering, Financing of Terrorism and Corruption.



The accompanying strengthening of the Earthworm Foundation's Integrity Line as the main complaints and grievance mechanism, aligning it with the United Nations Guiding Principles on Business and Human Rights and the construction of the non-compliant supplier procedure. Based on these reviews, we see the need to extend the target date of our commitment to consolidate a robust complaints and grievance mechanism for all stakeholders that is known, trusted and effective by 2025.



53 cases reported during the past year to the Integrity Line, of which 50 have already been investigated and closed. The cases reported fall into the following categories: 51% Labor Relations; 15% Accounting/Audit Irregularities; 13% Conflicts of Interest; 4% Business Relations; 4% Discrimination; 4% Fraud; 4% Confidential Information; 2% Wage/Hour Issues; 3% Other.



The development of control panels that allow us to monitor the main indicators of the area for greater automation and agility. As a result, we report that the following were carried out:

- 278 intensified due diligences with an average response time of 4.5 days.
- One suspicious operations report and 11 reports for absence of suspicious operations to the competent authority.

Alianza  
**Team**



We are  
allies 