



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

Content

Message from the President



Nurturing a Better Tomorrow

Nurturing a better tomorrow.

About Us

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





Our People



Our People

Page. 5 [➤](#)

Empowering people's talent

Page. 6 [➤](#)

Cultivating an Inclusive, Equitable, Safe, Healthy and Respectful Work Environment

Page. 8 [➤](#)

Improving Quality of Life: Commitment to the Comprehensive Wellbeing of Our Employees and their Families

Page. 17 [➤](#)



GRIT 6; T7

The commitment to the safety, development and well-being of our people is a priority that has always been present in the more than 75 years of history of the companies that became part of Alianza Team in 1999. Today, we proudly reaffirm that we empower the talent of our people, inside and outside our operations, providing quality opportunities through formal and informal education, constant support and a strong culture of diversity, inclusion and respect for human rights.

Our organizational culture enables the above, also contributing to a more creative, innovative and dynamic work environment.

On this front, we work on several relevant issues such as: talent management, knowledge and the health and safety of our people. Through our analytical processes, we are facilitating better decision making to improve the performance not only of our employees but also of our processes. This is how we differentiate ourselves and turn our talent into a lever for business growth.

The families and external partners with whom we work with on a daily basis are also part of this comprehensive approach. We know the importance of balancing and articulating work and personal life, and we actively promote this through programs and benefits related to health, emotional well-being and work-life balance. Our long-term vision involves

adequately preparing our talent to face the challenges of tomorrow, which leads us to have clear objectives for internal promotions.

From the preparation of the Individual Development Plans as a central part of the Talent Agenda, the Leadership School and the different programs for the care, development and well-being of our people, we are proud of the progress we have made during 2023. Likewise, we are motivated to continue facing our challenges and commitments with optimism and courage in order to continue capturing opportunities, mitigating associated risks in a timely manner, and strengthening talent as a competitive advantage to continue being the best allies of our people and together, nurture a better tomorrow.

Progress 2023



We increased productivity per person at the corporate level by 28%!



258 employees promoted, representing 69% of the vacancies filled with internal talent.



We covered 85% of key positions with exceptional talent, and ensured that 52% of them have at least one ready successor in the pipeline.



We increased the number of available successors by 60% versus the previous year.



25% growth in the talent pipeline versus 2022, identifying new key talent to accompany the company's future growth.



We reached 1,841 employees with an Individual Development Plan (IDP), a 30% increase compared to 2022.



Launch of the Leadership School at BredenMaster, increasing the total number of participants to 473 employees.



We launched the *Talent Bank* with the aim of driving the growth of the organization with internal talent, reaching approximately 30 leaders from all countries.



We ranked first in training and education in the SURA Awards among 4,500 companies in Colombia.



We consolidated our corporate strategy of Comprehensive Safety.

Progress on commitments

● No progress ● In progress ● Fulfilled

Fill 70% of vacancies with internal talent and 100% of critical positions with exceptional talent





Empowering people's talent

GRI 404-2; 404-3



ODS 4.3; 4.4; 4.7; 8.2; 8.5; 9.2; 9.4; 10.2; 10.3

Talent Agenda Create, Create and Grow!

We continue to prioritize the development and well-being of our teams to maximize their performance and contribute to the growth of the organization in a meaningful way. Our formula for success is based on 70% personal empowerment through development and wellness, combined with 30% support from organizational initiatives. In a cross-cutting manner, we support through constant powerful conversations between leaders and employees the achievement of the agreed upon objectives, prioritizing effective feedback in order to provide greater support for employee development on an ongoing basis.

Some examples of the organizational initiatives that support the development process are the Leadership School, ReINNventar, and training programs specifically designed for particular roles and teams. In this way, we support the personal and professional growth of our people throughout the year.

The Talent Agenda, which frames the development route in all geographies, ended with significant progress by expanding its scope by 30% compared to the previous year, achieving 1,841 Individual Development Plans (IDP) of employees in Colombia, Mexico and Chile, covering 100% of the target population to be impacted. We are committed to continue expanding the scope of participation in the development of the IDPs, reaching their implementation throughout the organization to ensure a culture of development from the first days of entry in a cross-cutting manner.

Through our talent management we identify and empower our internal talent, providing opportunities for growth and professional development within our organization. With annual talent discussions, we identified 486 talents in the key talent pipeline, of which 52% are prepared to assume key roles within the organization.

In addition, we evaluate the performance of our employees on an annual basis, obtaining this year in all our operations in Colombia, Mexico and Chile, a 100% compliance in the Management Evaluations by objectives for the determined target population, reflecting a systematic use of measurable objectives agreed by the top line. This success is also reflected in an equitable gender breakdown, with 100% participation by both men and women. In addition, in terms of job category, we have achieved 100% compliance at all levels, from level 0 to higher levels (3, 4, 5, 6 and 7), demonstrating a widespread commitment to the effective implementation of

this management by objectives approach at all levels of the organization. This is complemented by the use of a variable segmentation algorithm that avoids possible subjective results based on the leader's perception.

Advances	Talent Discussion	Number of Successors
2020	318 Employees	109
2021	310 Employees	135
2022	391 Employees	157
2023	486 Employees	251



Leadership School

We promote transformational leadership, developing soft skills for the optimal management of change, flexibility and adaptation, fostering self-knowledge, self-awareness and global awareness. We work on the development of personal, emotional and work

skills of the participants within and outside their work environment, contributing to the construction of better communities, societies and countries. In 2023, we inaugurated the first level in BredenMaster with 90 new participants, bringing the total number of participants in the School to 473 employees and 51 community leaders.

A milestone has been set with the definition of 24 transformational projects. Among them, 1 focuses on the well-being of our people, 8 on the development of our communities, 10 have a positive impact on our entire supply chain and 6 stand out for their impact on the preservation of our planet. Seven of these projects are already a reality, demonstrating our tangible commitment to innovation.

This year we measured the savings that the different projects proposed by our employees have represented, demonstrating the significant impact that this individual empowerment has on the development of our businesses. We calculate a return of 434% of these projects, taking into account the COP \$12,283,750,527 savings generated and the investment of COP \$2,300 million in the Leadership School. Investment in leadership is not only essential for individual and organizational growth, but also a strategy to leverage solid and sustainable financial results. During 2024, we will implement a fourth level of training to further strengthen leadership skills throughout the organization.

Training and Development

During 2023 our commitment to the training and development of our team was reflected in various initiatives with a consolidated investment of COP \$1,294,808,767 for a total of 55,410 hours; an average of 19.52 hours per employee at the corporate level. Some examples that involved the participation of employees from all regions were the workshop "Change your mind and create new results" where 78 people developed their creativity, self-awareness and vision of opportunities. In alliance with Platzi, we trained 393 employees with more than 2,331 approved courses, highlighting topics such as Artificial Intelligence, Prompt Engineering with Chat GPT, Cybersecurity and Gender Diversity for Companies. In addition, 733 employees received more than 5 thousand hours of training with initiatives such as ReINNventar to promote innovation and presentation skills, and the "Talent Hackers" initiative to train on key human talent issues.

Colombia. We trained more than 680 employees through various initiatives focused on strengthening soft skills such

as leadership, self-knowledge and communication, as well as digital work skills and academic training. With programs such as ComunicArte, Team Academy, Technical School complemented with innovative methodologies such as Open Cards and Lego Serious Play, we promote an environment of continuous learning and professional development tailored to the needs of the teams and target populations. We highlight the start of 24 employees in a technical career, including 3 people with differential hearing skills as part of the Technical School.

Mexico. 43 employees were benefited via access to various educational levels, from high school to master's degrees.

Chile. Five trainings covering topics such as TPM, loss tree, costs and opportunities, information cybersecurity, internal audit and SMETA, reaching 100% of employees.

BredenMaster. The *Master Academy* was launched with the participation of 648 employees with the objective of developing skills according to the needs of each position.

ReINNventar

With innovation being one of the main drivers of growth, we are inaugurating the 2023-2024 cycle of *ReINNventar* with our fourth call for internal projects for innovation in processes, business models or products. This program is conceived as a space designed to encourage and celebrate the skills of curiosity, creativity and entrepreneurship among our employees. The objective is to generate a positive and collective impact, promoting and recognizing both incremental and disruptive innovations.

This year, the nine finalist projects involved topics such as logistics optimization, improvements in production processes and quality, new technologies for products and applications, and two triple-impact support programs, demonstrating that we are truly allies. The impacts of these, respectively, are associated with the reduction of carbon footprint, savings in costs and time, avoiding reprocesses and losses, optimizing formulations and the contribution to the development of partners such as communities, suppliers, student population and employees.

Cultivating an Inclusive, Equitable, Safe, Healthy and Respectful Work Environment

GRI 405-1; 405-2



ODS 5.1; 5.5; 8.5; 8.6; 8.8; 10.2; 10.3

In our organization, we break down barriers and reject labels. There is no room for discrimination, whether it be based on position, age, race, gender, nationality, sexual preference, religion, political leaning or any other category. From our **Policy Guidelines**, we promote diversity and inclusion in every aspect of our operations, fostering an environment where all voices are valued and respected. In addition, we reaffirm our zero-tolerance stance on any form of harassment. We work tirelessly to raise awareness of the importance of this issue, from our leadership and selection processes to our organizational culture and corporate strategy.

To ensure compliance with these principles and provide a secure channel for complaints, we have established the **Corporate Integrity Line**, which offers a reliable, transparent

and anonymous mechanism for reporting any violations related to these aspects. The line is available to all our stakeholders and can be used by anyone, not just employees of the organization.

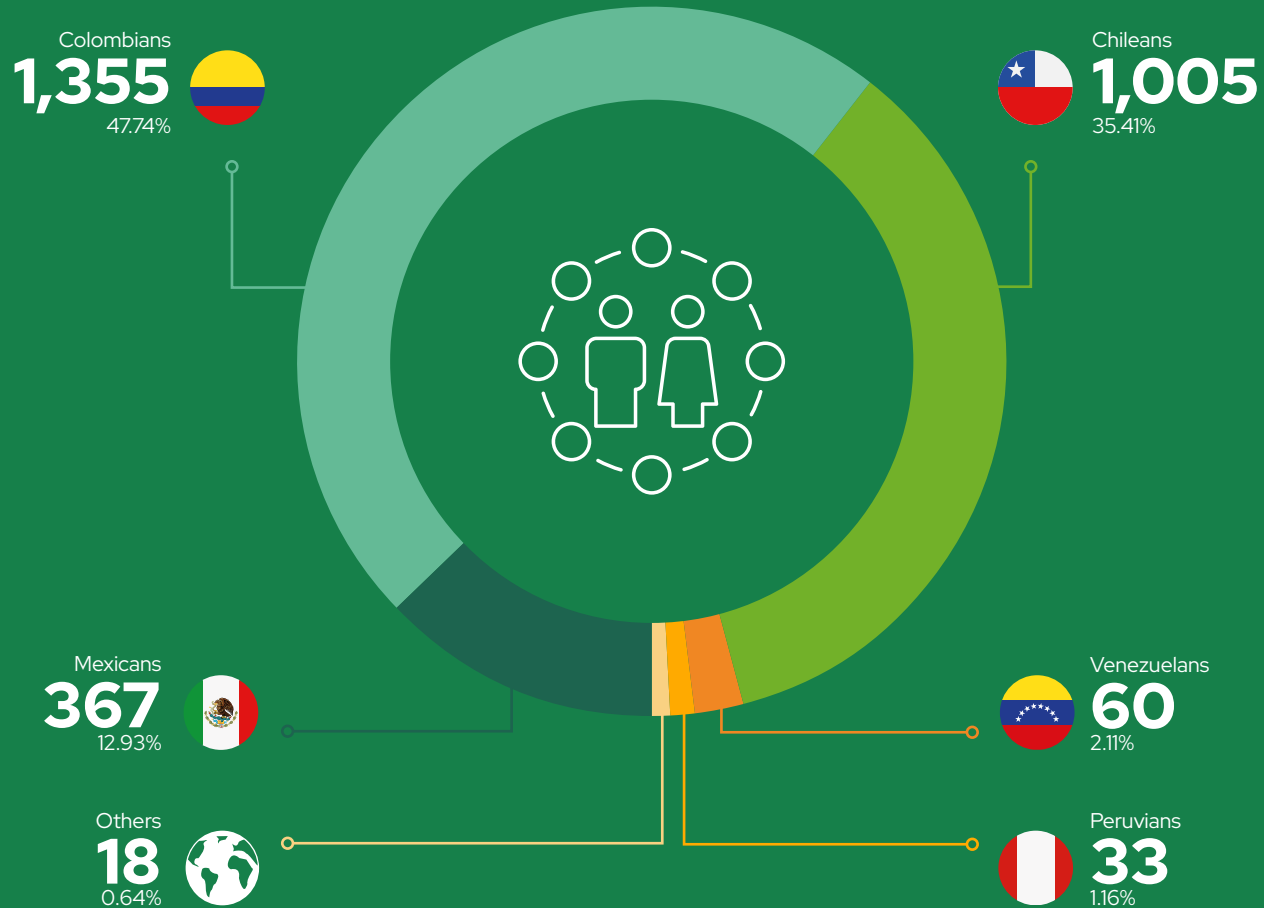
Diversity, Equity and Inclusion

Diversity in all its forms enriches not only the structure of our organization, but also its perspective and creativity. By fostering the inclusion of diverse voices and points of view, we are creating work environments that are more innovative, dynamic and resilient to the challenges we face in an ever-changing world.

We reached 88% of our employees in Colombia with the certification of the Corporate Policy on Human Rights, Diversity, Equity and Inclusion. In addition, we certified 1,682 employees, including 279 leaders, in inclusive leadership issues to foster a culture of respect and inclusion rooted in all processes. We also provided 30 hours of training to employees from all our operations.



Diversity of employees by nationality and minority groups



	Afrodescendant	Indigenous	LGBTQI+	Disabled
Colombia	41 3.08%	3 0.23%	56 4.21%	5 0.38%
Mexico	0 0%	20 5.25%	18 4.72%	1 0.26%
Chile	0 0%	0 0%	3 2.80%	3 2.80%
BredenMaster	0 0%	0 0%	0 0%	6 0.59%
Alianza Team	41 1.44%	23 0.81%	77 2.71%	15 0.53%
Total				

We are proud to announce that we have joined the group of companies in Barranquilla that are committed to inclusive talent. We received recognition as a company "With Talent" from the Santodomingo Foundation for our initiative to hire women in our operation. In addition, we have developed a training space called "Diversity and Inclusion: an issue for everyone", in which we had 64 employees participating

in the first session. We are grateful to have allies such as the Mayor's Office of Barranquilla in this important journey towards inclusion and diversity. [Learn more here.](#)

This initiative aligns closely with our approach to hiring, diversity and inclusion, where we value and promote a work environment that celebrates diversity and fosters the

inclusion of all people, regardless of their background, gender, sexual orientation or abilities.

[Learn more](#)





Hiring Indicators

● Opportunities for improvement ● Remained ● Improved

Category	New hires	Hiring Rate
Colombia	197	14.83%
Mexico	139	129.91%
Chile	24	2.36%
BredenMaster	155	40.68%
Alianza Team	515	18.17%

* Information broken down by age, gender and level can be found in the GRI table.

Turnover Rate Indicators

We carefully monitor the turnover rate of our talent, analyzing opportunities and risks related to knowledge management and business continuity. The highest turnover rates are evidenced in the population under 30 years of age and in positions at the entry level of the organization, due to changes in motivations, priorities and dynamics of the new generations added to an increasingly competitive and globalized labor market. In the other segments, our actions seek to generate a high level of talent loyalty that will accompany us on the road to business growth. This leads us to continuously adapt our processes and practices so that we can continue to be an attractive place to work.

● Opportunities for improvement ● Remained ● Improved

	Total turnover	Voluntary turnover
Colombia	17.73%	3.19%
Mexico	28.88%	9.18%
Chile	42.50%	25.83%
BredenMaster	27.60%	16.00%
Alianza Team	23.80%	9.60%

* Information broken down by age, gender and level can be found in the GRI table.





Work environment

T9

We annually evaluate the work environment under the Great Place to Work® (GPTW) methodology. The main objective of this process is to measure organizational culture, trust and employee satisfaction. Through the People's Voice™ Analytic System, a platform designed to analyze psychosocial phenomena using elements of Data Science, we compare our organization's results with characteristic groups identified in Colombia, Mexico and Chile, which share similar psychological, social, biographical and organizational profiles.

The most recent measurement of our work environment was in October 2023, obtaining a participation of 95.1% within the company. This not only confirms the confidence of our employees in this process, but also assures us a high level of reliability in the results. Identifying areas of intervention and understanding the motivations of employees in a timely manner in order to continue maintaining a healthy and productive work environment is very important. We highlight the improvement in the results for Team Chile

and BredenMaster operations. With respect to Colombia and Mexico, in general terms we have been able to identify relevant aspects which we must continue to strengthen, such as leadership skills and team connection. In general, in all operations, the good perception of our employees towards the benefits offered, recognition and a general appreciation of the organization on a high scale stands out.

In addition, we have conducted periodic pulse measurements of our work environment in order to promote initiatives that foster continuous improvement. As an example, last year we conducted in all countries for the first time the Energy Compass in order to monitor energy levels in our people by measuring 48 attributes in 12 variables in the professional, physical, emotional and mental dimensions. This assessment yielded 2 indices for each participant: Health Index and Burnout Index. Covering 86.8% of the target population, the dimension with the highest overall score was emotional and the lowest score was physical. Detailing other relevant variables such as stress, productivity, nutrition, purpose and professional habits, this evaluation provides us with valuable inputs that complement existing processes and programs, and provides participants with a comprehensive diagnosis to take the actions they deem necessary to strengthen their personal empowerment.

With this, we identify opportunities for improvement and determine relevant areas to prioritize for by teams or by level in the organization, developing a strategic process carried out with the objective of identifying and communicating our corporate values.

Operation	2021	2022	2023
Colombia	90.3	N/A	80.9
Mexico	83.5	N/A	67.3
Chile	68.8	N/A	76.4
BredenMaster	32.7	47.3	55.1

Occupational Health and Safety

GRI 403-1; 403-6; 403-7; 403-9; 403-10; SASB FB-AG-320a.1

Through our Occupational Health and Safety Management System (OHSMS) in each of our facilities, we are taking care of the safety and well-being of all our personnel, be them employees, contractors or visitors. Our approach to health and safety has evolved into an integral vision, where we adopt a 360° approach that encompasses three fundamental areas of influence: a closer accompaniment promoting mental health; a healthy work environment in all aspects; and a culture of physical wellness that promotes a healthy body. These three spheres are implemented in each facility through a model of pillars where each one of the facilities develops interdependent and complementary prevention activities.

The first area has a preventive focus promoting mental health and the evaluation and control of psychosocial risks through the "Acompañándote más" program, aimed at early detection of cases and providing psychological counseling. These initiatives are complemented by the application of the Health and Wellness survey with our partner GRESSA in Colombia, Mexico and Chile. At the corporate level, our psychosocial risk is classified as medium-low, which is quantified based on the tools established within the legislation of each country.

The second area focuses on ensuring a safe physical work environment. We implemented corporate findings management programs to identify and correct substandard conditions before they result in workplace accidents. During 2023, we generated 5,262 reports of substandard conditions with a closure rate of 82%, increasing the number of reports by 27% versus 2022. In addition, we encourage safe behaviors through complementary programs with the participation of facility managers, talent development, OHS coordination and area leaders, where we talk with employees

At Alianza Team

Nurturing a better tomorrow

Empowering the talents of our employees and their families through the strengthening their overall health, this is achieved through:



We are allies  **FOR OUR people**



to recognize and learn from safe practices, seeking to raise awareness of those who do not comply with safety standards without generating imminent danger. It is an opportunity to listen and reflect, where we establish a commitment on the part of employees in order to avoid repeating past mistakes.

We also focus on fundamental pillars such as hazard identification, risk assessment and the establishment of controls to manage risks and reduce the degree of risk by applying the hierarchy of controls. The High Risk Tasks (HRT) pillar aims to prevent accidents during activities at heights, confined spaces, hot work and work with hazardous energies. We implement work permits, field audits, inspections of areas, equipment and personal protection elements, and we develop Workplace Hazard Analysis (WHA) for both our direct workers and third parties, supported by our Contractors Manual that establishes additional prevention measures.

The MSD pillar, aimed at Musculoskeletal Disorders, seeks to identify conditions that may cause accidents due to handling or manipulation of loads and prevent occupational diseases caused by repetitive work. We work on engineering controls, mechanical aids, automation, physical conditioning and active breaks.

Another important pillar is the safe handling of chemical substances, where we focus on identifying, inventorying and characterizing the substances used in our facilities in order to implement labeling protocols and protection measures according to the Globally Harmonized System (GHS). We implemented the SOLUQUIM software in 2023 in our facilities in Colombia, with plans to expand to other geographies in 2024.

In collaboration with the improvement and maintenance areas and Joint Committees at each facility, we conducted order and cleanliness inspections, complementing our findings management program. In 2023, we worked with the Purchasing Management and the Integrated Management System to define

OHS criteria in the contracting of products and services, which are included in our contractors' manual.

In the event of accidents or occupational illnesses, we conduct investigations to establish corrective measures, communicating them through lessons learned or safety alerts. We recognize the fundamental role of employees in preventing accidents and occupational illnesses, and we encourage communication through various channels such as joint committees, findings programs, mailboxes, instant messaging groups, and direct reports to OSH teams and facility leaders.

We consider emergencies to be work-related accidents and have developed the emergency preparedness and response pillar at each facility which includes training relevant employees in basic fire management, first aid, evacuation and rescue, as well as acquiring emergency response equipment.

In the area of industrial safety, we have obtained significant results by accompanying our contractor companies through audits to verify compliance with and implementation of their Occupational Health and Safety Management System. This effort resulted in a significant decrease in the accident rate, reaching the goal of 0 accidents in contractor companies during the year 2023 and at the corporate level.

The third area is aimed at strengthening healthy lifestyle habits. We leverage our higher purpose of nurturing a better tomorrow and make it visible through the implementation of activities aimed at cardiovascular risk control, physical conditioning, healthy eating and sleep hygiene; spaces targeted at employees for their improvement in well-being and quality of life. For this area, our strategy is framed within the **Activate + Facility** and **Activar + At Home** programs, which offer our employees a dedicated time to help control stress levels and physical loads in order to preserve and improve self-care through recreational activities.



Health Week is another important initiative in our commitment to wellness, in which we offer experiences such as spas, stress management, healthy eating and blood donation drives to promote a safe and healthy work environment. Within this program, we reached more than 450 employees in promoting a safe and healthy work environment in which we enhance their well-being.

Our virtual reality initiative, in collaboration with the Pan American Health Organization, represents an exciting step forward in promoting health and wellness within our team. Through this technology, we are providing immersive

educational experiences that aim to raise awareness about self-care and healthy lifestyles. This initiative not only seeks to inform on, but also to inspire positive behavioral change. By virtually experiencing the benefits of a healthy lifestyle, our employees are more motivated to incorporate healthy practices into their daily lives. Furthermore, by aligning our initiative with the guidelines of the Pan American Health Organization, we are actively contributing to a broader movement toward health promotion throughout our community. We positively impact the physical, emotional and social well-being of 100% of our employees through programs such as Salud+ and VitalTeam.

Acknowledgments



Our Buga facility was recognized by Marsh McLennan, our insurance broker, for its outstanding management in occupational health and safety. Thanks to these efforts, we are proud to report that during all of 2023 there were no occupational accidents at our Buga facility.



At our Bogotá facility, we received the prestigious HONORIS award from the Colombian Safety Council in the category of Continuous Improvement in Occupational Health and Safety. This recognition reflects our unwavering commitment to the safety and well-being of our team, as well as our constant effort to exceed standards in this vital field.



We won first place in the SURA Corporate Wellness and Competitiveness Recognition Award. This achievement highlights our dedication to creating a work environment that promotes the integral wellbeing of our employees, while driving competitiveness and excellence in all aspects of our operation.

Commitments



Maintain growth and closure in sub-standard conditions.



Strengthen our Behavior Based Safety strategy.



Gradually and steadily reduce the accident frequency by 10% and the incidence rate of occupational diseases each year.



Occupational Health and Safety Indicators

The analysis of the indicators reveals an increase in the Lost Time Injury Frequency Rate (LTIFR) in Chile, attributed to the implementation of a more comprehensive reporting of events to the insurance company, a practice also adopted in Colombia as of 2023. In Colombia, there has been a significant improvement in the frequency of accidents with contractors, as a result of measures such as a greater presence in the facility,

decentralization of safety with the participation of the OSH leaders of contractors and interveners, and the application of the exclusion and zero tolerance policies for imminent risks.

In terms of severity, there was an increase in Mexico, Chile and BredenMaster due to specific accidents that increased the number of days of incapacity. Despite this, most of the cases of severity are mild (72 cases), lasting between 5 and 15 days. There were a few isolated cases of more than 30 days, mainly associated with substandard behavior.

To reduce the frequency of accidents, we plan to focus our efforts on observing safe behaviors, without neglecting the reporting and correction of substandard conditions.

In terms of absenteeism, we made progress in promoting healthy lifestyles through Salud+ and road safety prevention initiatives; the increase in Mexico and Chile corresponds to medical incapacities of common origin due to respiratory and digestive problems, and accidents involving motorcycles and bicycles.

Indicator	Operation	2021			2022			2023		
		Employees	Contractors	Total	Employees	Contractors	Total	Employees	Contractors	Total
Lost Time Injury Frequency Rate (LTIFR - Per million hours worked)	Colombia	4.38	4.14	4.31	7.29	9.45	7.94	6.67	0.69	5.02
	Mexico	2.67	4.3	3.06	7.75	5.88	7.45	5.64	0	4.89
	Chile	8.67	20.52	14.1	18.56	10.46	15.2	19.1	28.67	22.43
	BredenMaster	19.24	34.96	24.82	11.06	28.72	16.44	18.94	17.21	18.48
	Alianza Team	7.93	14.35	9.94	8.89	15.26	10.74	11.41	7.19	10.33



Indicator	Operation	2021			2022			2023		
		Employees	Contractors	Total	Employees	Contractors	Total	Employees	Contractors	Total
Accident Severity (ISA)	Colombia	38.92	41.45	39.67	80.77	98.37	86.04	96.36	2.10	70.31
	Mexico	68.11	30.12	59.11	77.43	117.54	83.83	108.09	0	93.66
	Chile	147.45	518.11	317.26	538.11	198.79	397.29	378.27	394.27	383.8
	BredenMaster	339.97	346.96	342.45	110.6	755.80	305.01	348.03	122.88	287.8
	Alianza Team	119.83	164.69	133.89	106.95	304.17	165.27	186.30	62.07	154.0

Indicator	Operation	2021			2022			2023		
		Employees	Contractors	Total	Employees	Contractors	Total	Employees	Contractors	Total
Absenteeism	Colombia	1.56	0.88	1.36	1.66	1.30	1.55	1.47	0.96	1.33
	Mexico	0.55	0	0.42	0.33	0.09	0.29	0.53	0	0.46
	Chile	6.69	6.54	6.52	5.47	4.17	4.93	5.39	4.50	5.08
	BredenMaster	14.61	10.58	12.97	10.72	10.43	10.63	3.19	1.91	2.86
	Alianza Team	4.78	4.09	4.57	4.26	4.24	4.26	2.13	1.33	1.92

Fatalities: Over the past three years, there have been zero fatalities at our operations for both direct employees and contractors. This achievement reflects our unwavering commitment to the health and safety of everyone involved in our activities, as well as our dedication to maintaining exceptional accident prevention and risk management standards.

* Legend with formulas: LTIFR: (Cases/HHT)*1,000,000; ISA: (Days/HHT)*1,000,000; Absenteeism: (Days of incapacity due to EG+AT/Total days worked)*100.

* Hours worked totaled 9,775,680.

* In recent years there has been a downward trend in the number of accidents. The severity has been concentrated in specific events per facility, mainly associated with unsafe behavior.



Improving Quality of Life: Commitment to the Comprehensive Wellbeing of Our Employees and their Families

Wellness is not only limited to working hours, but encompasses all aspects of the lives of our employees and their families. We have four pillars of wellbeing: social, physical, financial and emotional. We firmly believe that when our employees feel supported and valued in all areas of their lives, they will give their best both

at work and outside of work. We made a series of videos as part of the campaign "At Alianza Team we believe in your wellbeing", to accompany our employees in different dimensions of wellbeing. This was a new way to reach all employees and their families and we achieved 2,101 views, reaching all our administrative employees:

- [Start your journey on the road to Wellness](#) +
- [Keys to your Physical Health: Nutrition, Rest and Physical Activity](#) +
- [Your mental health deserves your attention!](#) +
- [The Power of Emotions and Spirituality in your daily life](#) +

We organize various commemorative and celebratory activities on special national, individual or collective dates. In addition, we implemented initiatives such as the Mothers School, support for pre-pensioners and recreational activities for the

children of our employees, culminating with an end-of-year celebration. We also celebrated 121 five-year anniversaries ranging from 5 to 40 years, sharing stories on life and growth that inspire us to continue nurturing a better tomorrow.



[Here to learn more about how we lived this celebration in our different operations](#) +



Extra-legal benefits and programs

GRI 401-2; T8



ODS 5.5; 10.3

Beyond legal obligations, these initiatives represent a firm commitment to creating work environments that transcend conventional boundaries. From flexible work programs and schedules, to emotional wellness schemes, these practices not only foster employee satisfaction and loyalty, but also promote internal cohesion and professional development.

These benefits include eyeglasses allowances, university loans for employees' children, retirement allowances, seniority premiums, life insurance, health insurance (supplementary), vacation, marriage, funeral and christmas assistances, among others.

Compared to 2022, we increased the investment in benefits by 120.61%. This increase is especially significant, as it reflects our prioritization of employee welfare, the promotion of labor competencies, talent loyalty, and also serves as recognition of the performance and contribution of our employees.

Operation	COP investment
Colombia	\$2,918,389,106
Mexico	\$22,075,738
Chile	\$12,076,934
BredenMaster	\$1,448,431,895
Alianza Team	\$4,400,973,673

Specifically in different support programs for our employees and their families we have:

Education

677 aids | and 216 loans were granted for a total investment of **\$1,310,170,726**

Maternity leave

16 weeks Colombia | 12 weeks Mexico | 18 weeks Chile (Team Foods and BredenMaster)

Paternity leave

2 weeks Colombia | 1 week Mexico | 12 weeks Chile (Team Foods and BredenMaster)

Remote/flexible work

4 hours
per week for formal studies; flexible Fridays

We recognize and strengthen the fundamental pillars that support the integral well-being of our employees and their families. Therefore, we understand that emotional, physical, financial, spiritual and social well-being are interdependent and essential for successful sustainable companies. During 2023, we invested COP \$1,528,313,681 to impact 100% of our employees in various aspects, including emotional, spiritual, financial, physical, social and other wellness activities.



Compensation

We seek the general wellbeing of our people, therefore, we are transparent and rigorous in managing the compensation of our employees.

In all the countries where we operate we guarantee a salary above the Legal Minimum Wage and we are committed to keep it that way in the future. Likewise, by 2030 we are committed to develop a methodology to evaluate whether our employees receive an actual living wage.

We have a policy that ensures the establishment of compensation elements in accordance with the legal regulations in force in each operation and the needs of the businesses according to their strategies, which allows us to maintain a competitive position in relation to the labor market. In addition, we are committed to adjusting salaries annually in accordance with the Consumer Price Index (CPI) in all our operations, as a way of sharing the value created during the year while maintaining the purchasing power of our employees.

In order to remain competitive with market conditions and take care of our internal equity, the compensation policy is based on a salary study, which allow us to evaluate our structures through the valuation of roles by a points methodology, and in this way salaries are assigned taking into account the responsibility, contribution and impact of the position rather than its occupant.

We keep a detailed record of the salary parity between men and women by role level, which allows us to make informed and timely decisions to ensure salary equity throughout the organization. This is based on the understanding that salary compensation not only affects employee satisfaction and commitment, but also has a direct impact on their quality of life, their economic well-being and their perception of equity and fairness within the organization.

We recognize that not everything is limited to financial remuneration. That is why we have developed a variety of customized schemes that make up the emotional salary, tailored to the specific needs of our teams, businesses, and operations. These schemes are designed to promote a better work-life balance, as well as to offer recognition, benefits and activities for our employees and their families, among other aspects.



Alianza
Team



We are
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