



# 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

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Annexes



# Communities



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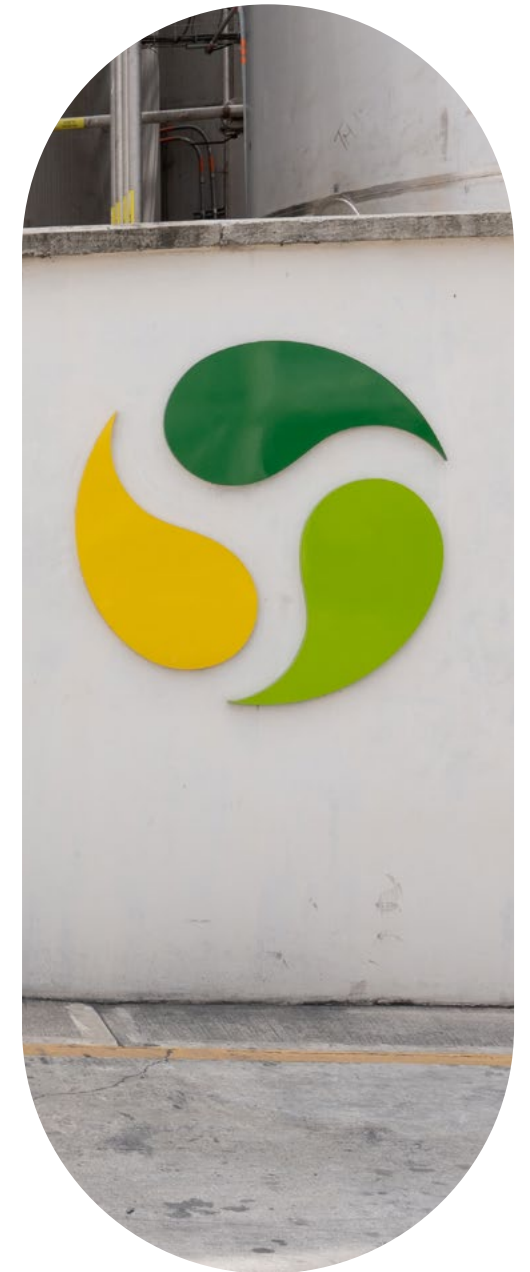




The development of our surroundings and inclusion as a material issue of the organization leads us to assume a more leading role in our areas of influence, opening channels of communication, participation and joint construction to be allies for our communities. Today we are developing a capacity under the leadership of the Talento Vice-Presidency by incorporating a social worker to the local teams. This has allowed us to strengthen our understanding of the social context, strengthen our identification of the needs and expectations of the communities surrounding our operations, and propose initiatives to capture opportunities and continue building relationships of trust with our neighbors and allies in line with the Corporate Relationship Protocol which is part of our Policy Guidelines. This has been fundamental for the consolidation of the four social development programs implemented to date, which seek to strengthen capacities through education, reaching children, adolescents, families and other members of the communities, working hand in hand with various allies, materializing that we are *allies* as our corporate philosophy.

We support a number of nearby organizations and foundations through donations in cash and in kind on a regular basis, and sporadically depending on the situation, contributing to the response of local emergencies by supporting the specific needs of our allies. We work hand in hand with the Association of Food Banks of Colombia - ABACO, contributing to its purpose of fighting hunger by promoting food security, as well as with other allies in different countries.

Likewise, our commitment to health, nutrition and wellness by our businesses and brands is a benefit that serves not only the communities but society in general. Within our purpose of *nurturing a better tomorrow*, we are also committed to contributing with our knowledge and capabilities in order to leave a better future for the next generations.



## Top Advances



**1,841**  
people reached.



**81 empleos**  
jobs generated and strengthened.



**59**  
entrepreneurial ventures supported.



**We received the results**  
of the Colombian Study of Nutritional Profiles - COPEN 2022, which is being conducted in collaboration with the University of Los Andes and the National Consulting Center, providing us with valuable information to explore innovation ideas, improve our product formulations and provide clear and verifiable information to society.



**645 millones**  
million pesos in income for the populations we supported with their entrepreneurial ventures.



**We became**  
partners of the Child Nutrition Alliance in Colombia, making the COPEN 2018 information available to the community in order to complement the Child Nutrition Observatory and contribute to more informed decision making.



## Progress commitments

● No progress ● In progress ● Fulfilled

**Assume a leadership role in the relationship with the communities where we operate in order to design high impact environmental and social projects**





# Social Development Programs

T26



**ODS** 2.1; 4.4; 4.7; 8.5; 8.6; 15.2

## Building the Future

Aimed at the orientation and development of young people in vulnerable situations, specifically those located in sectors close to our areas of influence. It is developed in the 3 zones of Colombia in alliance with SENA for technical and technological training, the local Mayor's Office of Tunjuelito and the Secretariat of Women in Bogota. The participants are people directly linked to our operations and to the supplier companies in our Supply Chain. Through work sessions focused on education and employability, we seek to empower these young people to build healthy and productive life projects, thus contributing to opportunities for the access to quality education and employment and promoting social development through business growth.

This year, we have maintained our commitment to inclusion and community development through the "Building a Future" program. In the first quarter, we initiated a cycle of social programs that benefited a total of 30 people. We provided training and socioemotional support to 10 young people, two of whom were able to integrate into the labor market as Industrial Machinery Mechanics Technicians. In the second quarter of 2023, we

<h1>532</h1> <p><b>million pesos of income for the impacted population. The above, thanks to the 46 jobs generated and guaranteed.</b></p>	<h1>448</h1> <p><b>million pesos of social investment.</b></p>	 <p><b>We made home visits to the young people involved, evaluating their socioeconomic conditions and providing individualized psychosocial support.</b></p>
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celebrated the success of three participants who graduated as Industrial Machinery Mechanics Technicians, achieving a positive impact on the employment of 75% of the young participants in the program, either in Alianza Team or in other companies in the same sector. In addition, we coordinated training and workshops that directly benefited 23 people.

In the third quarter, we continued to provide our support through the ALFA project, strengthening the labor and personal development of 10 more people. In addition, we provided training and coaching in social skills, which resulted in the formal employment of young people from Cohort 1 and the academic success of two outstanding young people from Cohort 2:

[Read more stories of how this program is changing lives here](#) +



## Entrepreneurial Families

Through this program we carry out training aimed at families in vulnerable situations in the sectors surrounding our area of influence. This program is present throughout Colombia, and its objective is to strengthen the work skills of these families so that they can carry out activities that generate additional income in their homes. Likewise, local entrepreneurship is promoted hand in hand with allies such as SENA, the Mayor's Office of Barranquilla, the Chamber of Commerce, the Secretariat of Economic Development, the Entrepreneur Support Unit, the Secretariat of Urban Control and Public Space and the Community Action Board of Barrio Abajo, thus contributing to the sustenance of their homes and fostering the improvement of their employability.



**115** million pesos of income generated stemming from our support in the creation of new entrepreneurial ventures.



**20** new jobs have been created thanks to these entrepreneurial initiatives and the development of skills that have facilitated job opportunities.



Graduation of **25** caregiver mothers in articulation with the *productive inclusion route* of the Bogotá Chamber of Commerce.



We developed the **eighth version of Sabor Bajero.**



**42** million pesos invested in the training of participating families.

During the year we made significant progress in capacity building and income generation for families in the community. In the first quarter, we socialized the program at the ITA public school, reaching 250 attendees, and we launched a Good Manufacturing Practices (GMP) course, benefiting 22 people. In the second quarter, we expanded the group of entrepreneurial families, adding 31 new members, and provided training in customer service, digital marketing and Colombian cuisine, benefiting a total of 50 people.

In the third quarter, 25 mothers who are heads of households were certified in dessert making and business ideas development through SENA, and 30 mothers were trained in the artisanal production of aromatic candles in collaboration with our Manos Verdes and Velas Misqua program, impacting 38 people. In addition, we strengthened marketing and sales skills of the participants, we also explored international gastronomy alongside them and successfully conducted the *Sabor Bajero* gastronomic fair.

In the last quarter, 46 mothers were certified in GMP, baking and dessert production, and we held an Entrepreneurship Fair for 25 mothers with approximately 200 attendees. We continued the international cooking courses. We also highlight the certification in the "Negocios con Sazón" program for our spouses. In addition, we held the eighth edition of the Sabor Bajero Gastronomic Fair, with the participation of 38 spouses. In total, the program has had a positive impact on 50 families, providing concrete opportunities for economic and personal development.

In Barranquilla Sabor Bajero is positioned as the most important gastronomic festival in the city. Learn more here:

- [lametronoticias.com](http://lametronoticias.com) +
- [zonacero.com](http://zonacero.com) +
- [elheraldo.co](http://elheraldo.co) +
- [opicol.com](http://opicol.com) +



Our matron Yomaira Herrera, member of our "Entrepreneurial Families" program, participated in a space at the Inca Center where she transmitted her knowledge through a workshop given to students in their last semester of cooking. In this space she taught them valuable gastronomic techniques perfected in our trainings and highlighted the proper use of our **Z Oil** through a practical display of her talent, providing them with tools that contribute to their professional training.





### Childhood with Wellness

Through comprehensive approaches, we seek to actively contribute to the construction of life projects that promote the growth and integral development of children and adolescents in vulnerable situations in the areas near our operations. We seek to provide these young people with a hopeful horizon for the construction of their future in society, fostering values, skills and perspectives that allow them to successfully face challenges and contribute positively to the development of their communities.

We carried out activities aimed at improving the nutrition and holistic development of children and adolescents, as well as their families. In the first quarter, we conducted training in good manufacturing practices, raised awareness of the importance of the role of parents in education, and launched wellness and balanced nutrition programs, benefiting a total of 92 people.

In the second quarter, we continued the workshops on eating habits and donated desks and tables to improve the facilities of

the Welfare Homes, impacting 234 people. We also developed workshops on the prevention of the consumption of psychoactive substances and provided training in nutritious bakery, benefiting 105 people in total.

In the third quarter, we conducted workshops on environmental management and balanced nutrition, as well as activities to raise awareness regarding job opportunities and support for children with special educational conditions, benefiting 179 people. In addition, we carried out a recreational and educational day to promote good habits, impacting 25 more people. Finally, in the fourth quarter, we executed practical workshops on integral development and Christmas activities, benefiting 150 people in total.

In Mexico, through our work with Aldeas Infantiles and other partners, we have made a significant impact on the lives of vulnerable children, providing support and opportunities that contribute to improving their daily life experiences. Our efforts have meant:

<h1>304</h1> <p>children and adolescents positively impacted through comprehensive education, promotion of wellbeing and balanced nutrition programs.</p>	<h1>20</h1> <p>training seminars and workshops; we trained 9 community mothers in nutritious bakery, promoting nutritional practices for children.</p>	<h1>8,5</h1> <p>million pesos of social investment.</p>
 <p>In collaboration with Sodexo, we carried out a playful and educational day for children in which we taught them how to prepare fruit skewers, promoting good eating habits.</p>	 <p>We developed a workshop for teachers and directors of the Barrio Abajo Children's Home in Barranquilla, in which we provided tools for working with children with special educational conditions.</p>	 <p>Strategic alliance with Hogar Infantil de Barrio Abajo, and the Local Community Board (Junta de Acción Comunal - JAC).</p>



Support of 18 children in vulnerable situations.



Contribution with donations, of 14 reflectors equipped with solar panels to illuminate internal roads in SOS Children's Villages, providing safety and comfort to the children.



Delivery of donations of boxes of margarine for consumption in these communities, ensuring adequate nutrition for the beneficiaries, including 18 children from SOS Children's Villages, 330 assistants from Comedor Santa María and 27 women from Asilo Nuestra Señora de Guadalupe.

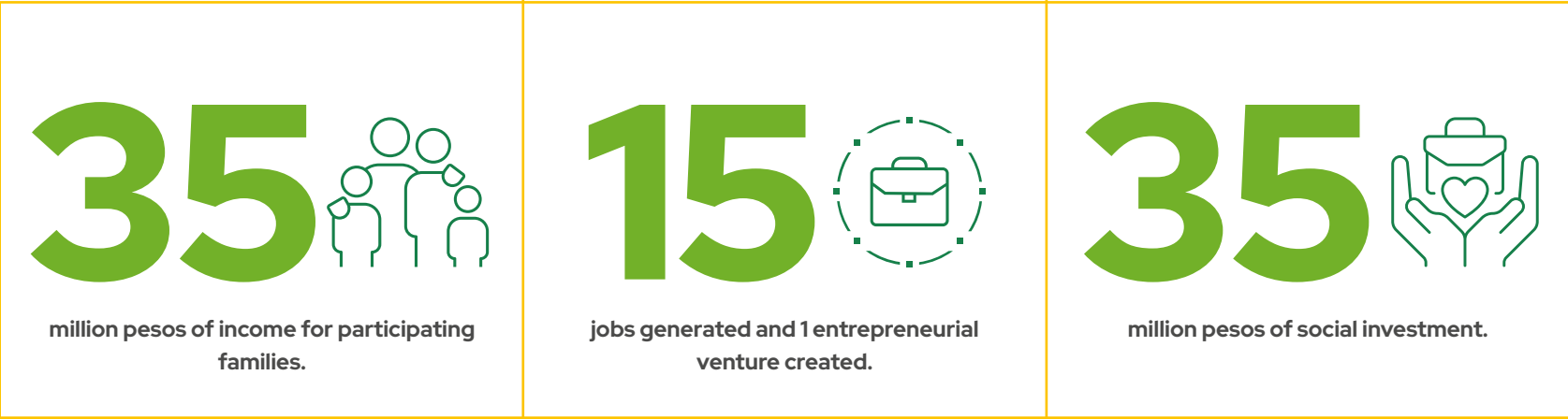


### Leadership and socio-environmental education - Mirachuelo

We are actively engaged in the development of environmental education processes to raise awareness about waste management and utilization, both at a domestic and business level. The main objective of this approach is to mitigate the environmental impact in the rural community of Mirachuelo, a territory close to the Doña Juana Landfill in Bogota. We seek to catalyze positive changes in people's perception and actions, promoting responsible practices that contribute to the preservation of the environment.

During the year we worked with 218 employees and students, and planted a total of 426 native trees. These actions have contributed significantly to environmental awareness and the improvement of the environment in the community of Mochuelo Alto. In addition, we supported local businesses during a farmers' fair in which 17 farmers participated and achieved sales of COP \$4,200,000. We also gave a workshop on water care at the José Celestino Mutis rural school, benefiting 55 students, and we organized an Environmental Festival where we trained 149 students and teachers on waste management.

[Learn more about how we live our program here.](#) +



In addition, we received the prestigious "Augusto Angel Maya Environmental Education Award" from the District Secretary of the Environment, thanks to our program dedicated to promoting responsible environmental practices. This recognition highlights our positive impact on raising awareness on the sustainable use of resources and the implementation of environmentally friendly actions. It also recognizes our valuable contribution to strengthening environmental education in the Capital District and improving the quality of life of its inhabitants. Our award-winning projects were presented during the District

Environmental Excellence Program (PREAD) audit, an annual event that recognizes public efforts in this area. These initiatives include the use of the environmental calendar as an educational tool, our adherence to the "Pacto Unidos por un Nuevo Aire" (United for a New Air Pact) of the Bogota Environment Secretariat and the successful implementation of the #SumarPorEIPlaneta initiative, which promotes Sustainable Logistics strategies.

[Learn more here.](#) +





# Inclusion Program

From promoting equal opportunities to creating environments where each person can reach his or her full potential, inclusion programs chart a path to organizational excellence. Below, we present the achievements obtained during 2023 in our Chile operation, which stands out for its progress in this area:



## Our Chile operation

1

We certified 3 managers in inclusive practices through Chile Valora.

2

In collaboration with our partner Wazu, we carried out the diagnosis and follow-up of employees and their families. This program provides health services and medical follow-up, contributing to the well-being of our employees and promoting greater health and productivity in the workplace.

3

We created a network with social leaders and activists to facilitate collaboration between them and us in order to identify and address local needs, promoting positive change and improving the quality of life in the communities.

4

We partnered with Teleton as corporate volunteers, supporting programs and services for people with disabilities, strengthening the community ties and raising awareness on these issues.



# Business Social Impact Projects

During 2023 we embarked on an exciting journey with "Dagusto Viajero", an initiative that left its mark on 524 customers in seven major cities in Colombia: Bogota, Cali, Medellin, Pereira, Bucaramanga, Barranquilla and Cucuta. Our goal was clear: to win new hearts among entrepreneurs, chefs, bakers and confectioners. We hit the road with a bold mission: to share the latest global pastry trends. We had a stage where we displayed all our knowledge and passion. We brought together our technical experts to inspire and educate the community on the latest trends in pastry, baking and window dressing. It was more than an event, it was a festival of ideas, creativity and flavors, where we shared culinary secrets that contribute to the social improvement of our country. Additionally, through the *Pasteleritos* initiative, we carried out activities with 70 children from our partners' families in Medellín and Cucuta to invite them to dream as bakers.



# Donations and Food Security

T14



**ODS** 2.4; 9.4; 12.2; 12.6; 15.1; 15.2; 15.4; 17.7

We are proud to contribute to vulnerable communities through the donation of our products, with the firm purpose of complementing the nutrition of these populations. Through these donations, we provide a tangible contribution to balanced lifestyles that could improve the health and well-being of the communities we serve. We delivered more than 58 thousand units of products to our allies, as well as collaborating with more than six entities through financial contributions to promote local development and sector competitiveness. Our reach has extended to more than 14 regions in Colombia, Mexico and Chile, benefiting children, the elderly and people in vulnerable situations.

Of the total investment made, COP \$1,472,485,706 corresponds to economic and product donations to our more than 18 partner organizations. These actions demonstrate our commitment not only to our communities, but also to our people, our Supply Chain and, in general, to our planet.

With a firm commitment to contribute in the reduction of food loss and waste, we would like to highlight our results of donations made through the Asociación of Food Banks in Colombia - ABACO of products with short shelf life or low rotation, but which were still in safe and optimal conditions for human consumption.

In total, we delivered 82.6 tons of products valued at COP \$863 million, reaching more than one million people in vulnerable situations in 15 cities across the country. In 2024, we will work on scaling up the model to include ingredients, testing, non-compliant products suitable for human consumption, and in 2025 we will scale up the model to include donations and inventory management of our customers.

We are allies, that's why we believe in the power of solidarity and community. From our BredenMaster facility in Chile, we have demonstrated our commitment by providing support to those who need it most. In response to the devastating floods caused by heavy rains in the central-southern part of the country, we partnered with various social organizations, including the Red Cross, to provide assistance to those affected. Aware of the great losses suffered by the community, we donated 33,940 units of different products such as breads, muffins and donuts, which were delivered to the affected families.

[Learn more here](#)



**Total Financial Commitment**  
**COP \$1,472,485.706**  
in cash and in goods from our 18 allied organizations

**Delivered goods**  
**COP \$863 millions**  
in 82.6 tonnes helping vulnerable people

**Donations**  
**33,940 units**  
of goods delivered to affected families  
BredenMaster



# Health & Nutrition

T2

Our Health and Nutrition strategy has been strengthened with the implementation of projects designed to comply with the guidelines established in this area, focusing on the three defined axes: Neutral, Nutritional and Functional. These projects are integrated into our Innovation pipeline. In addition, we have held forums aimed at fostering synergy among the company's strategic groups, with the objective of streamlining the necessary changes in our cross-cutting production processes.

In recent years, we have implemented specific projects in line with this strategy. For example, we have eliminated TBHQ -an artificial antioxidant- from all mass consumption oils in Team Foods and Team Caribe. In addition, 73% of our Food Service oil portfolio no longer contains this ingredient.

In 2022 and 2023, we launched the *Brightfull* brand in the United States, starting with online sales in 2022 and expanding to retail chains in 2023. This brand offers a portfolio of reconstituted powdered products with B vitamins, zinc, omega-3 and prebiotic fiber. Based on the lessons learned with this experience, we are tailoring the portfolio for the U.S. consumer, maintaining our commitment to offer functional products with natural and beneficial ingredients.

In 2023, we continue with our Cuida tu vida channel and blog, which offers nutritional products online and content on healthy habits with the aim of contributing to people's wellbeing.

Another important initiative is the data collection on the nutritional status of Colombians through the COPEN study (Colombian Nutritional Profiles Study). This study, conducted in collaboration with the University of Los Andes and the National Consulting Center (Centro Nacional de Consultoría), gathers valuable information in order to explore ideas for innovation, provide clear and verifiable information to society and improve our product formulations. Together with ABACO, and as partners of the infant Nutrition Alliance (Alianza Por la Nutrición Infantil), we are making the 2018 study information available to the community to complement its Child Nutrition Observatory and contribute to more informed decision-making for all.

In relation to the definition of neutral products, we have established specific criteria that follow the recommendations of the Pan American Health Organization and the World Health Organization (WHO), including:



The absence of artificial antioxidants, following the guidelines to control the consumption of substances that can affect health.



A minimum level of Trans Fat Content, in line with recommendations to reduce their intake and promote cardiovascular health.



The absence of harmful contaminants, in line with guidelines to ensure food safety.



A reduced Sodium content, in line with recommendations to control blood pressure and prevent cardiovascular disease.



A low sugar content, in accordance with recommendations to reduce the consumption of added sugars and prevent obesity and related diseases.

These criteria are based on the call by public health authorities to adopt measures to improve the quality of food and promote healthier lifestyles.



Alianza  
**Team**



We are  
allies 