



## Human talent management and inclusion

Consolidating an inclusion-driven and diverse work culture that fosters the comprehensive development of the human capital, thus achieving availability, commitment, productivity and balance by means of safe and healthy work environments.



Employees from the Cold Cuts Business in Colombia.

## Management approach [GRI 3-3]

Managing the well-being and the quality of life of the employees.

Develop capabilities and continuous learning for the transformation of the talent.

Strengthening the Human Rights management system.

Strengthening of the relationships with third parties.

Creating diversity, equity and inclusion opportunities.

## Progress achieved in 2022 [GRI 3-3]

- **Continuity of care and support plans** for employees and families due to the impacts of the COVID-19 pandemic.
  - **Accident frequency rate (LTIFR)** of 3,60 for direct employees.
  - **Implementation of a mobilizing network**, made up of the executive officers of the Businesses, whose purpose is to promote culture and leadership for the care for people's life.
  - **1.977 employees** impacted in prevention and intervention of physical and mental health.
  - **Consolidation** of the Occupational Accident and Illness Indicator Management for Employees and Third Parties.
  - **Integrated management** of the organizational climate and commitment with a favorable rating of 83%.
  - **Adoption and consolidation** of three new flexible work measures.
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- **29.784 employees** developed organizational capabilities and talents through continuous learning and self-development.
  - **409 employees** participated in the 'Strengthening of Leadership' and 'High Potential Talent' programs, which emphasized the support to 201 women.
  - **Consolidation of the talent planning process** to ensure future replacements and mitigate the impact of talent shortages.
  - **469 traineeships, 1.311 assignments**, participation in projects, job post changes, among other, to strengthen talent mobility processes.
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- **Update** of the Diversity, Equity and Inclusion Policy and dissemination of the Zero Tolerance Commitment towards Work and Sexual Harassment with the participation of 1.389 people.
  - **Reception of 111 cases** that were investigated. Of these, 25 were confirmed as violation of Human Rights or discrimination.
  - **Diagnosis and definition** of gap-bridging plans in human rights.
  - More than **14.000 employees received Human Rights training** and 1.788 received training related to the "I act with integrity" program and Human Rights.
  - **Consolidation of a network** of Human Rights ambassadors made up of 28 representatives from 10 businesses and 46 companies in all geographies.
  - **Organization of 37 tactical discussion sessions** on Human Rights in all geographies and 19 discussion conferences with the Strategic Committee, led by the Senior Management, with the participation of 440 employees.
  - **Twenty-one collective agreements were signed** with the union and collective bargaining organizations.
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- **10 sustainability audits** and five integrated third-party assessments to ensure compliance with Human Rights.
  - **850 suppliers** formally committed to compliance with leading practices in human rights.
  - **94 third-party companies** and commercial agents, and 411 auditors supported in the development of capabilities to promote respect for Human Rights and leading work inclusion practices.
  - **From 6,4 in 2021 to 5,89 in 2022** in the Accident frequency rate for third-party employees (LTIFR).
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- **Participation of 181 women** in the 'Developing the Potential of Nutresa's Female Leaders' program and 1.200 employees attended the Women Leadership conversation session.
  - **Adherence of Grupo Nutresa** to the Women's Empowerment Principles established by UN Women and the Global Compact.
  - **9.414 young people** in the age range of 18 to 28 years old benefited from employment opportunities through the "Futuro Nutresa" (Nutresa Future) program.
  - **177 people** with disabilities and 10 people who are part of the reconciliation and peace processes benefited with employment opportunities.
  - **Linking of Grupo Nutresa** to the Tent Partnership for Refugees program for the work inclusion of refugees and migrants.

## Risks and Opportunities

[GRI 3-3]

The physical and mental health of employees has become a focal point of the Organization's management. For this reason, it seeks to mitigate risks due to accidents, absenteeism and occupational illness; events that significantly impact the productivity, well-being and commitment of people.

The lack of preparation of the talent to assume the permanent challenges of the Organization, in addition to the scarcity and loss of the most suitable talent, become relevant risks for achieving the objectives. This raises the need to develop initiatives for continuous learning and talent reconfiguration, as well as to seek new sources of attraction for talent with more developed capabilities.

The low capacity for development of talent, leadership and organizational culture generates risks with impacts on the climate and commitment, in the engagement of the employees with the purpose of the Organization and in high turnover rate.

Likewise, the violation of Human Rights and discrimination become risks that affect the reputation and the ability to attract and generate commitment from the human talent. Additionally, these risks have an impact on compliance with standards and good corporate governance.

A low capacity for labor inclusion and the promotion of equity limits the possibility of the Organization to innovate, generate value, cooperate and take advantage of the multiple contributions of diverse work teams.

Finally, the violation of Human Rights and discrimination by suppliers and third parties poses a high risk of extended and joint liability. For this reason, the support to third parties is a management dimension in both the Comprehensive Plan for Bridging Gaps Related to Human Rights, Diversity, Equity and Inclusion, and Occupational Health and Safety.

## Future challenges

Grupo Nutresa will continue making progress and investing in efforts to mitigate the impact of global scarcity through deliberate talent search and planning mechanisms. The Organization will continue to strengthen a culture of continuous learning and self-management that accelerates the development of organizational capabilities and people to impact the results of the Business quickly and effectively. Similarly, Grupo Nutresa will promote the adoption of leading practices for the development of organizational and leadership capabilities in order to support people in the prevention and care of physical and mental health. In these exercises, the incorporation of new technologies and analytics for human talent management will be paramount to improve the employee experience, productivity and decision-making. The Company will also continue working on leadership and an inclusive culture that values diversity, with a focus on women, youth, people with disabilities, and migrants.

Employee from  
Servicios Nutresa,  
Colombia.





## Outstanding practices and acknowledgments



### Familiarly Responsible Company (EFR) Certifications

Servicios Nutresa obtained the top level of excellence A+ under the EFR standard, and Operpar received for the first time the B+ certification from the Spanish MásFamilia Foundation. These acknowledgments confirm the Organization's commitment to the design and implementation of practices that foster a balance between the personal, family and work lives of employees.



### Grupo Nutresa is the top second company in terms of talent attraction and retention in Colombia.

For the fourth consecutive year, Grupo Nutresa has been ranked as the top second company in terms of talent attraction and retention in Colombia by the reputation monitor MERCO Talento 2022, also holding the top position in this field within the food sector.

### Adherence to the Women's Empowerment Principles

Grupo Nutresa signed the Women's Empowerment Principles (WEP) of UN Women and the Global Compact Colombia Network, thus committing to take organizational measures that allow progress in gender equality at work, the market and the community, and to generate an inclusive work culture that recognizes and values diversity.



### Recognition Padrino Empresario (Godfather Entrepreneur)

Alimentos Cárnicos Panamá received recognition as Padrino Empresario (Godfather Entrepreneur) from the Ministry of Social Development; it is a public-private initiative that provides job opportunities to young people between the ages of 15 and 17 with social vulnerabilities throughout the country.



### Tresmontes Lucchetti was acknowledged for its human talent and labor relations practices in Chile

TMLUC was selected as the winning company in the Carlos Vial Espantoso award, which highlights the companies with the greatest commitment to the development of human talent and received a special mention for preventive management in matters of occupational health and safety. Tresmontes Lucchetti was also selected among 51 large companies, after going through a diagnostic process and interviews with executives, employees, union leaders and third parties. TMLUC joins the elite group of 20 renown companies since the year 2000.

## Material topic details

### Well-being and quality of life of the employees

[GRI 403-1] [GRI 403-2] [GRI 403-3]  
[GRI 403-7][FB-MP-320a.2] [TR-RO-320a.3]

The Organization continued to monitor the physical and mental health of employees through actions such as:

- Development of the mental health strategy to promote healthy lifestyle habits at all levels of the Organization, and mitigate psychosocial risk through diagnosis, training and communication strategies aimed at leaders and employees.
- Activation of a network of mental health professionals to attend to the inquiries of employees and their families.
- Updating the Benefit and Aid Plan for employees by inquiring them about their needs and preferences.
- Support in the adoption of new flexible ways of working to boost the quality of life and productivity of the employees.
- Evolution of new experiences for the employee, stimulating a hybrid work modality and partial return to the headquarters, and favoring the connection with the culture, the people and the Organization.
- Configuration of an accelerating network of care for life to strengthen the culture and leadership at the first level of the Organization, raising the level of awareness regarding health and safety, and providing the necessary resources to guarantee safe conditions.
- The accident frequency rate (LTIFR) for direct employees stood at 3,60.

### Workplace safety and health performance [GRI 403-9] [GRI 403-10] [TR-RO-320a.1]

	2020		2021		2022	
	Employees	Contractor staff	Employees	Contractor staff	Employees	Contractor staff
Accident frequency rate: Number of accidents per total employees	0,79	1,55	0,80	1,65	<b>0,81</b>	<b>1,55</b>
Serious accident frequency rate: Number of accidents causing severe consequences per 1.000.000 hours worked	0,02	0,08	0,04	-	<b>0,09</b>	-
LTIFR						
Number of accidents that caused lost time per 1.000.000 hours worked	3,51	6,90	3,63	6,42	<b>3,60</b>	<b>5,89</b>
OIFR						
Number of occupational illness cases per 1.000.000 hours worked	0,87	-	0,97	0,02	<b>0,87</b>	<b>0,19</b>
Work-related fatalities	0	1	0	0	<b>0</b>	<b>0</b>
Fatalities caused by COVID-19	0	0	0	0	<b>0</b>	<b>0</b>
Work-related illnesses classified as occupational illness - COVID-19	73	7	22	0	<b>0</b>	<b>0</b>
Days of absence due to occupational illnesses - COVID-19	896	187	245	722	<b>86</b>	<b>0</b>



Gestión Cargo employee in Colombia.

## 1. Development of capabilities and continuous learning

The Organization will continue the Talent Reconfiguration Plan with an approach for continuous learning and self-development, facilitated by the new virtual training modalities and by the embracement of new technologies.

## 2. Employee training [GRI 404-1]

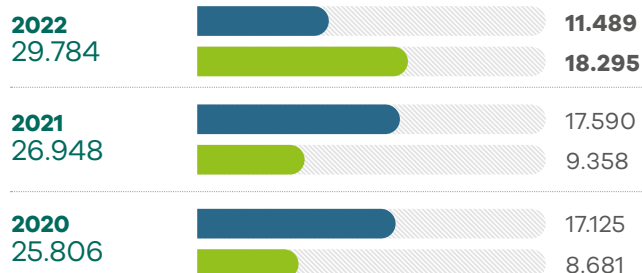
The capabilities developed during 2022 were the following:

- Development of geographies.
- Competitiveness.
- Digital transformation.
- Categories, brands, networks and experiences.
- Environment and circular solutions.
- Responsible sourcing.
- Effective research and innovation.
- Talent and leadership development.

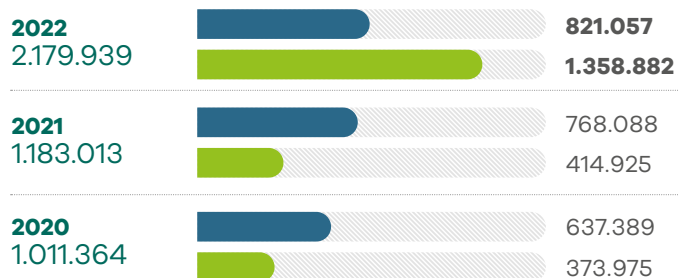
In addition, 47 training programs were implemented with the participation of 29.784 employees. The key talent map was updated with a group of 279 valued people and with a development plan to align the talent and replacements when necessary.

### Number of people

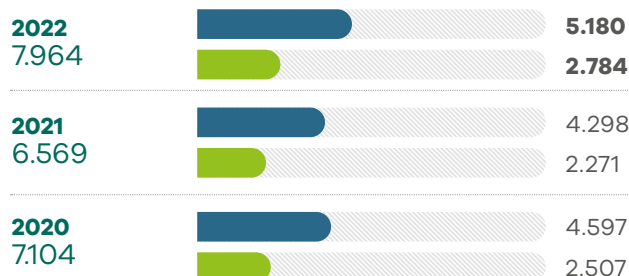
● Men | ● Women



### Total hours



### Investment (COP million)





Comercial Nutresa employees in Colombia.

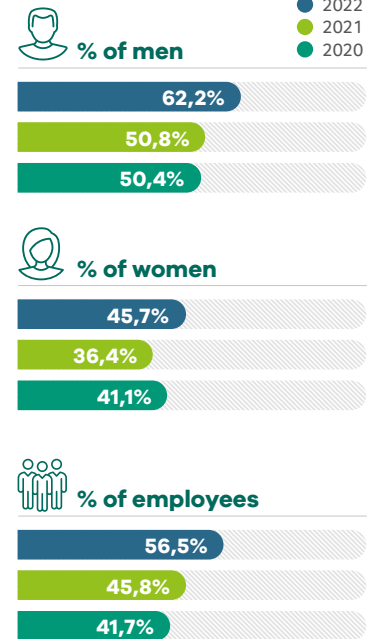
Continuity of the Self-Development Program (PAD) with the participation of 45 people.

Similarly, considering that one of the most effective strategies for talent development is mobility and exposure, by 2022 there were 469 traineeships, and 1.311 promotions and allocations.

Also, the Company adopted a new platform to facilitate the recruitment, selection and employer branding processes through the use of technology and artificial intelligence, with a reach of 941.903 users.

## Performance assessment

[GRI 404-3]



Lastly, The Organization launched the #YoRefieroTalentoNutresa referral program, an initiative in which employees refer candidates who, based on their experience and knowledge, can be part of the Organization. Having a referral program reduces the risk of early turnover by 80%. In addition, it encourages the participation of employees in referencing talent, promotes the employer branding, and broadens the sources of attraction and recruitment.

## New employee hires and employee turnover rate [GRI 401-1] [CG-EC-330a.2] [FB-RN-310a.1]

	Production operations			Distribution and commercialization			Retail Food Business		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
New employees	5.429	5.631	6.755	299	515	853	1.743	3.401	5.577
Employee turnover rate	16,5%	19,1%	26,54%	10,36%	11,22%	13,46%	30,06%	47,86%	72,30%
Voluntary employee turnover rate			64,69%			65,66%			86,40%

Note regarding the Retail Food Business: the turnover rate includes the office employees, which represent xx%.



## Human Rights and diversity, equity and inclusion

The Company works on bridging the Human Rights gaps and to mitigate the impact of identified risks to strengthen the Management System, which has a three-dimension approach:

1. Due diligence.
2. Diversity, equity and inclusion.
3. Supply chain management.

The following were the main results achieved in 2022:

### 1. Due diligence regarding Human Rights [GRI 407-1] [GRI 408-1] [GRI 409-1] [GRI 2-23] [GRI 2-24] [GRI 2-25] [GRI 2-30] [FB-FR-310a.2]

- Update of the policies on Human Rights, Diversity, Equity and Inclusion. In turn, the Organization maintained the Zero Tolerance Commitment towards Work and Sexual Harassment. 1.389 employees participated in the activities focused on communicating these updates.
- Based on 35 self-assessments on Human Rights, the Organization formulated action plans to bridge the identified gaps, including mergers, acquisitions and joint ventures with shares over 50%.
- 21 collective agreements signed with the union and collective bargaining organizations.
- Training:
  - » More than 14.000 employees received Human Rights training.
  - » 1.778 employees received training on the "I act with integrity" program and Human Rights.
- Validity term of the 2020 Human Rights risk map, where the impacts with all stakeholders are analyzed.
- Development of tactical discussion sessions on Human Rights of Grupo Nutresa to 37 companies in all geographies as an accountability mechanism for the Organization. Additionally, the Company organized and held 14 discussion sessions with the Strategic Committee, led by Senior Management, with the participation of 340 employees.

- 111 reports investigated by the Company, 25 of which were confirmed as violations of Human Rights or acts of discrimination.

### 2. Diversity, equity and inclusion

The Organization is moving forward in the following approaches:

#### Gender equality

- 181 women trained in women leadership.
- 134 women identified for replacements in executive job positions and more than 400 internal promotions for women.
- Organization of the fourth discussion panel of "Transformando Miradas" (Transforming Perspectives) to continue with the processes of awareness-raising among 1.200 leaders.
- Participation of the Biscuits, Ice Cream and Servicios Nutresa Businesses in the Women Leaders initiative, which seeks to identify biases that hinder women's leadership path and, later, the subsequent implementation of actions that eliminate these barriers.
- Three awareness-raising activities carried out with 893 employees on gender equality matters: "El ABC del Género" (The ABC of Gender), "Los Sueños no Tienen Género" (Dreams have no gender) and "Prevención de la Violencia de Género e Intrafamiliar" (Prevention of Gender and Intrafamily Violence).

More than

**14.000**

**employees**

received Human Rights training.

Employees from the Chocolates Business in Colombia.

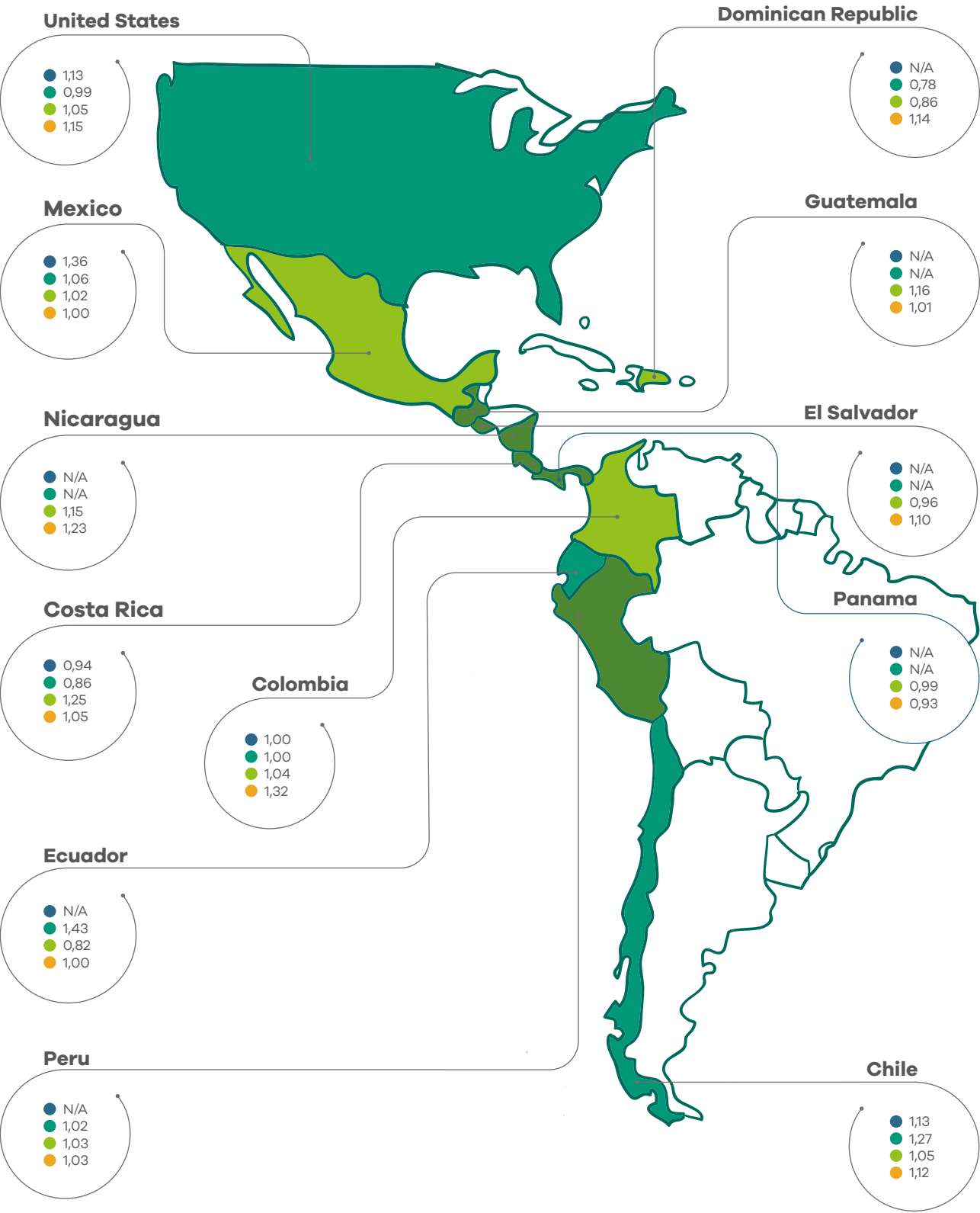




# Equal pay

[GRI 405-2] [FB-RN-310a.2]

● Senior executive staff | ● Middle management | ● Administrative staff | ● Operational staff



### Creation of youth development opportunities

- New employment opportunities for 9,414 young people between the ages of 18 and 28 with the “Futuro Nutresa” (Nutresa Future) program.
- Participation of more than 1,500 young people in the University-Company-Government Committee (known as CUEE).

### Work inclusion for people with disabilities

- Creation of job opportunities for 182 people with disabilities in nine Business Units. Additionally, in collaboration with Best Buddies and Fundación Reca, the Organization supported 96 employees with cognitive disabilities.
- Analysis of attraction and selection processes to be more inclusive.

### Support for people's processes as part of reconciliation and peace processes in Colombia

- Creation of jobs for 10 people from “Alianza Soluciones” (Solutions Alliance) who were part of the reconciliation process.

### Inclusion programs to improve the socio-economic levels of the employees

- Analysis of the multidimensional level of quality of life of the employees and their families to create a path that transforms habits and behaviors.



Employee hired through the Futuro Nutresa (Grupo Nutresa's Future) program.

- In Colombia, the “Ruta Progreso” (Progress Route) program was implemented, with the participation of 35 families in 2021. In 2022, 29 new families were included.
- In Chile, the “Crecemos Juntos” (Growing together) program was developed with the same purpose, including 50 beneficiary families.

### Promotion of multicultural exchange activities

- Exchange program with “Alianza Pacífico” (Pacific Alliance) with the participation of eight students.
- Alliance with the Tent Partnership for Refugees program, a global network of companies committed to the economic integration and work inclusion of refugees and migrants.

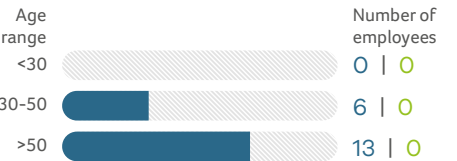
## Comparison between the standard entry level wage and the local minimum wage [GRI 202-1] [FB-RN-310a.2]

	Colombia	Costa Rica	Ecuador	Mexico	Panama	Peru	Dominican Republic	United States	Chile	Guatemala
Men	1,85	1,3	1,13	1,5	2,02	2,4	1,49	2,51	1,65	1,26
Women	1,4	1,24	1,13	1,49	2,18	2,33	1,31	2,19	1,47	1,25

Employee diversity [GRI 405-1] [GRI 2-7] [CG-EC-330a.3] [SDG 8.3]



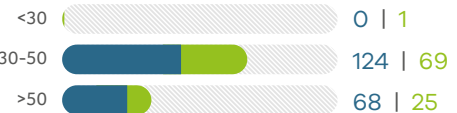
Presidents and General Managers



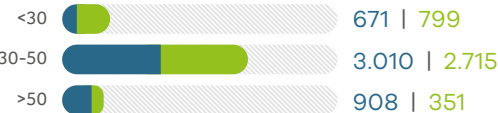
Senior Managers



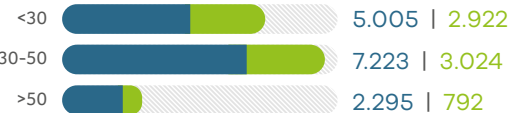
Middle Management



Administrative Staff

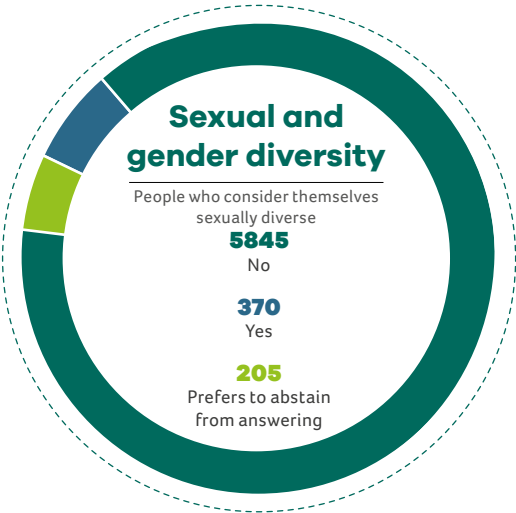


Operating Staff



Employees with disabilities

	2021	2022	2022	
	Total	Total	Men	Women
Direct employees	231	144	98	46
Apprentices and/or internship students	41	37	19	18
Other hiring methods	2	0	0	0
TOTAL	174	182	117	65





Soul Friend employee hired by the Ice Cream Business through the Best Buddies Foundation in Colombia.

### 3. Human Rights in supply chain management

Grupo Nutresa shares its higher purpose with the Company's partners to promote understanding and embracement of Human Rights throughout the supply chain. To achieve this, the Organization made progress in actions such as the declaration of the commitment that suppliers and contractors respect Human Rights and the organizational culture of the Company. The following are some of the most notable results:

- 73 sustainability audits for suppliers of direct materials and services certified by external entities in Colombia.
- Five comprehensive assessments of contractor employees and third parties, including labor practices and Human Rights.
- More than 850 suppliers with the acceptance of the new Human Rights Statement of Compliance.
- More than 20 partner companies were trained in Human Rights between 2019 and 2022.
- Four virtual workshops were implemented and held with 94 third-party companies and commercial agents to promote Grupo Nutresa's commitment to respect the Human Rights with approximately 200 attendees.
- Creation of an event centered on promoting Grupo Nutresa's Human Rights, Diversity, Equity and Inclusion Policy with 152 attendees within the framework of the Learning Week for suppliers.
- Organization of the fourth meeting of auditors, with the participation of 411 employees, addressing matters such as: conscious capitalism and a discussion session on occupational updating.
- Incorporation of nine lines of work related to Human Rights, to achieve the goal of ensuring 100% of the raw materials are supplied in a productive and sustainable manner.