



OUR EMPLOYEES





TALENT ATTRACTION AND RETENTION

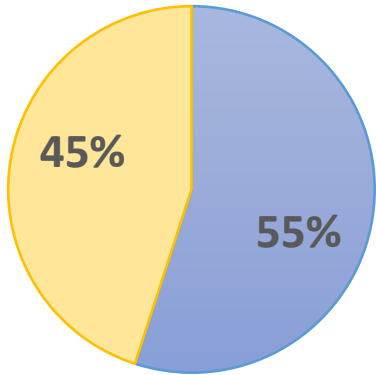


New Employee Hire Rates

	2019	2020	2021	2022
Total number of new employee hires	311	199	509	800
Percentage of open positions filled by internal candidates (internal hires)	55	57	17	21
Average hiring cost/FTE Currency \$COP – Colombian Peso	\$498.872	\$519.777	\$345.058	\$327.659

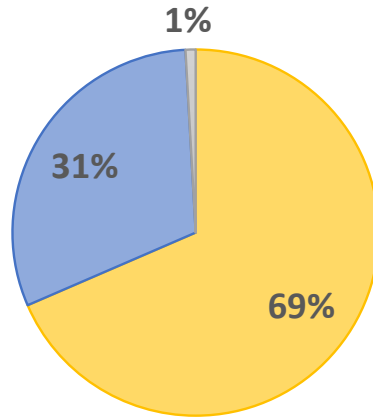
Data Breakdown

Gender



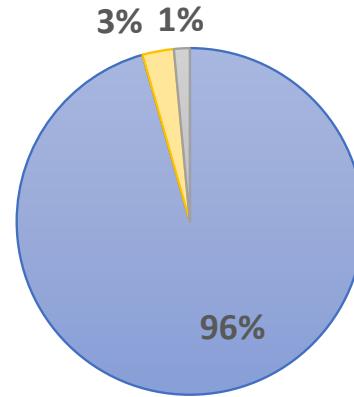
Male Female

Age Group



< 30 years 30-50 years >50 years

Management Level



Junior level Middle level Top level



SOCIAL PROGRAMS





A House for Everyone Program

We provide accompaniment to our employees to achieve their own home, through financial advice, document management to access housing loans and/or subsidies from compensation funds, as well as we grant them loans with an interest well below that of banking entities.

With the support of this program, 1.500 people have fulfilled their dream of having their own home, since this initiative was created.





Financial well-being Program

Listening and knowing in depth the needs of our employees allows us to strengthen the strategies aimed at improving their quality of life. As a result of the different sociodemographic surveys applied, "My Financial Well-being" was born, a program that provides education in the management of personal finances and priority attention to employees who have a high level of indebtedness.

In 2022, 1,400 people received training in personal finances and 90 received support to solve critical cases.

Likewise, we monitor the Indigence and poverty line, addressing in a personalized way the cases that may come close to this condition.

In 2022, 5 families were found in complex economic conditions, which received direct advice to strengthen their economic situation in the family environment, managing to overcome them.

Social Programs





Vital Program

Through this program we promote healthy lifestyles that improve the well-being and health of our employees. Through the application of occupational examinations and well-being surveys, cases that require personalized attention are identified and medical monitoring and advice on healthy eating are provided, motivating these people to obtain achievable and measurable results.

In 2022, 663 participated in the program (58% women and 42% men) and nutritional support was provided to those cases that required it.

On the other hand, after the last psychosocial risk survey applied to employees, the action plans and activities defined to address situations that required attention in this regard were continued. This was done with the accompaniment of a psychologist specialized in the subject. Additionally, talks and training have been held with the rest of the company's population.

Social Programs





School Kits



Social Programs

In 2022, we delivered 1.990 school kits to employees earning less than 2 times the minimum wage in Colombia, in order to support them with their children's education during the school season.



Social Programs

Pays Program (Pension, Support and Insurance)



Through pension consultancies, we provide peace of mind to employees and their families so that they can make objective decisions about that stage of job consolidation that we all must reach.

Since its creation, Pays has focused on reviewing and/or correcting labor histories, performing and reviewing pension simulations, providing support in the application for old age, disability, survival and minimum guarantee pension, as well as providing pension advice to relatives of employees

In 2022, we provided comprehensive support to 602 people to achieve their pension by reviewing their work history, pension decision consultancies, and pension procedures.

Additionally, with the support of the pension fund, talks on family finances were given to plant employees who were about to receive their pension.



Employee Benefits

- We have established partnerships with various institutions at a national level and collaborate closely with significant entities such as compensation funds, the National Apprenticeship Service (SENA), healthcare providers (EPS), Occupational Risk Administrators (ARL), among others, to provide employees with spaces for health, recreation, and sports benefits.
- We offer a range of corporate benefits, including housing, insurance, vehicles, funeral services, healthcare, financial support, education, and more.
- Among these benefits are policies paid for by the company, which cover death from any cause, severe illnesses, and accidents that significantly compromise the worker's health.

In 2022, we invested over \$2.415 billion Colombian pesos in welfare programs.





Corporate Benefits

At Colombina, we prioritize the well-being of our employees and their families. That's why we channel all our efforts into providing personal and family quality of life, offering access to education and training, and making spaces available for the benefit of health, recreation, and sports.



We have established agreements with various institutions at a national level and collaborate closely with important entities such as compensation funds, the National Apprenticeship Service (SENA), healthcare providers (EPS), Occupational Risk Administrators (ARL), among others.



Vehicles



Housing



Insurance



Funeral



Health



Financial



Educational



Mobile telephony



Portfolio of Benefits

For the Colombina Business Group, the quality of life and well-being of its employees are essential. That's why we offer the following benefits:

Economic Benefits:

- Salary above the Minimum Monthly Legal Wage (SMMLV)*
- Marriage Allowance*
- Birth Allowance*
- Breastfeeding Allowance*
- Eyeglasses Allowance*
- Bereavement Allowance for the Employee and Family Members*
- Contributions to CRC Mutual Fund
- Payroll Deductions
- Financial Health Loans
- Special Prices on Company Products
- Special Prices on Company Products
- Commuting Allowance*
- Meal Subsidy*
- Savings on Financial Costs of Payroll Accounts
- Mobile Phone Service

*Applies according to each case.





Portfolio of Benefits

Health and Safety Benefits

- Life and Accident Insurance Policy for 24 times the employee's salary.
- Vehicle Insurance Policy*
- Home Insurance Policy*
- Prepaid Health Insurance*
- Medical Emergencies*
- Funeral Insurance Policies*

Training and Development Benefits

- Educational Assistance*
- Educational Loans
- Training Aid*
- Language School*
- Career Plan*
- Educational Agreements

*Applies according to each case.





Portfolio of Benefits

Wellness and Celebration Benefits

- Sweet Days*
- Extended Vacation Time*
- Paid Leave for Domestic Calamity
- Paid Marriage Leave
- Celebration of Special Dates
- Health Days
- Sports Tournaments
- Transportation Routes and Transportation Allowances*
- Company Disability Claims Processes*
- Quinquennial Celebrations
- Casual Attire*

*Applies according to each case





Portfolio of Benefits

Quality of Life Benefits

- Emergency Loans
- Vehicle Loans
- Housing Payroll Deduction
- Home Loans
- Medical and Sports Agreements
- Presence of Pension Fund, Health Insurance, and Compensation Fund Advisors
- PAYS Program
- 1-Day-a-Week Home Office
- Flexible Hours

Infrastructure Benefits

- Parking Facilities*
- Cafeteria or Dining Area*
- Point of Sales
- ATM and PAC (Payment Acceptance Center)*

*Applies according to each case





Portfolio of Benefits

Quality of Life Benefits

- Childcare Facilities
- We have two childcare centers attended by the children of our employees from the Confectionery and Cookies plants. A total of 137 boys and girls aged between 0 and 5 attend these centers.
- Paid parental leave for the primary caregiver (16.5 weeks)
- Paid parental leave for the non-primary caregiver (2 weeks)
- Family leave for three days
- Nursing Rooms: We have 12 nursing rooms located across all our plants, sales districts, and central office. These spaces are designed for the extraction and storage of breast milk.





Long – Term incentives for employees

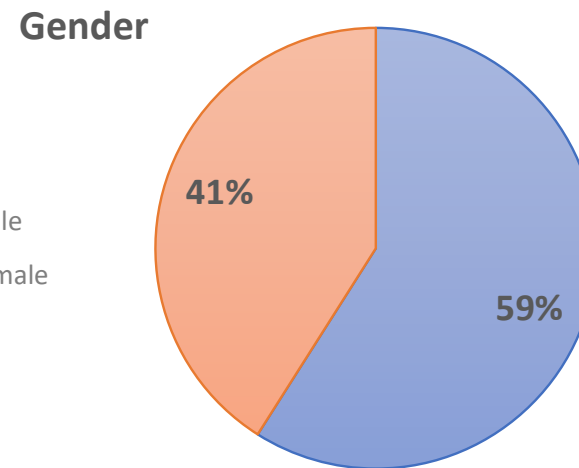
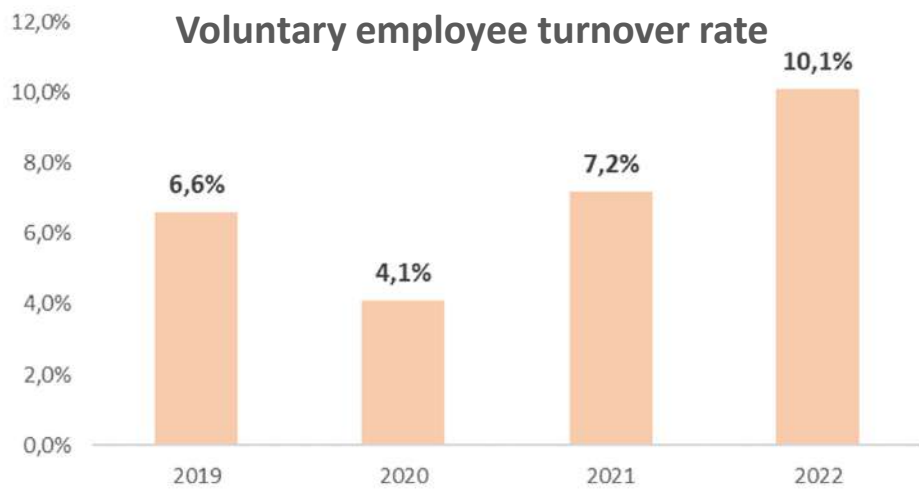
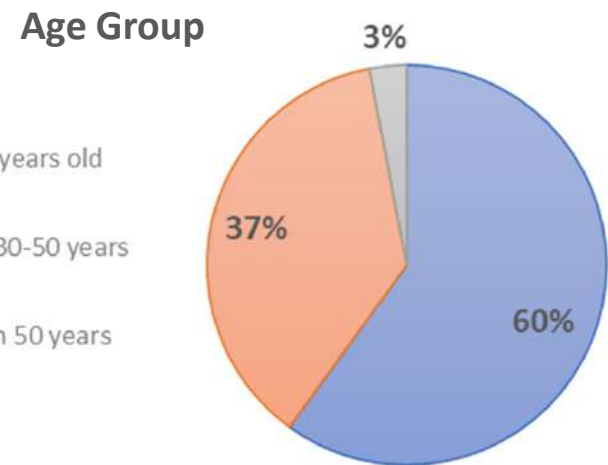
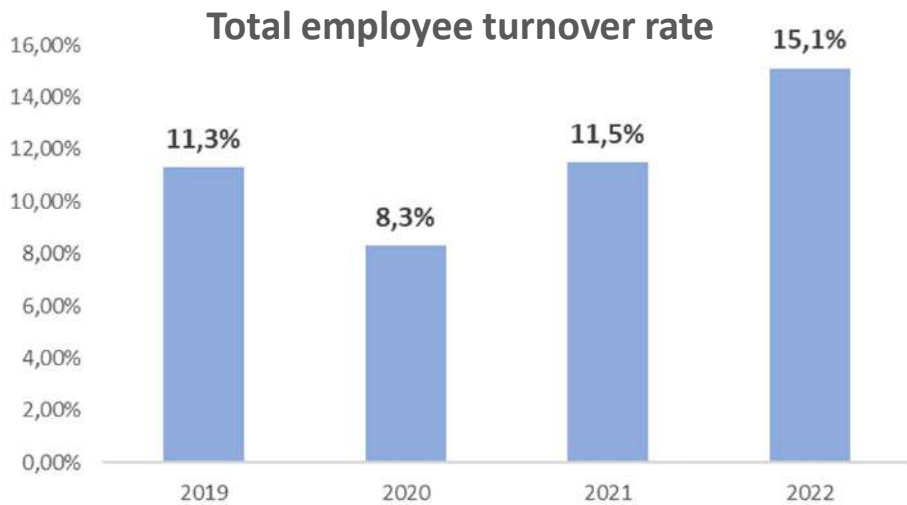
We have a long-term monetary incentive in place, which serves as an additional non-legal benefit for individuals who joined the company by May 30, 2008.

Currently, this benefit applies to 9,5% of employees who are two levels below the CEO.





Turnover Rate





Organizational Climate Survey

The work that the company has been carrying out to improve the well-being and quality of life of its employees has been perceived very positively according to the results obtained in the organizational climate survey conducted in 2021. The survey had a participation rate of **88,6%** of the employees, who evaluated the company in 9 dimensions:

1. Managerial Image.
2. Social Responsibility.
3. Self-Management.
4. Communication.
5. Sense of Belonging.
6. Compensation.
7. Interaction.
8. Working Conditions.
9. Professional Development.

With great satisfaction, we surpassed the set goal of 83.5% by achieving a satisfaction result of 88.5% regarding the measured variables.

Furthermore, in response to the question considering "Colombina is a good place to work," the result was 97%.

In addition to the organizational climate survey, we also conducted other surveys to measure situations of stress, such as the socio-demographic survey and the psychosocial risk survey.





Organizational Climate Survey

About the Survey

Colombia

Total population: 4.759

Total interviewees: 4.256

Participation (%): 89,43%

Margin of error (%): 0,5%

Subsidiaries

Total population: 1.276

Total interviewees: 1.091

Participation (%): 85,5%

Margin of error (%): 1,1%

Grupo Colombina

Total population: 6.035

Total interviewees: 5.347

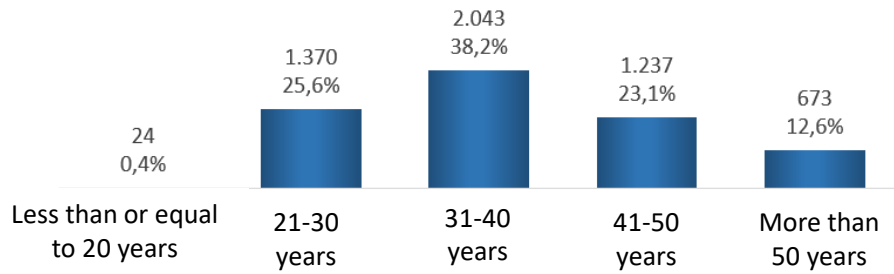
Participation (%): 88,6%

Margin of error (%): 0,5%

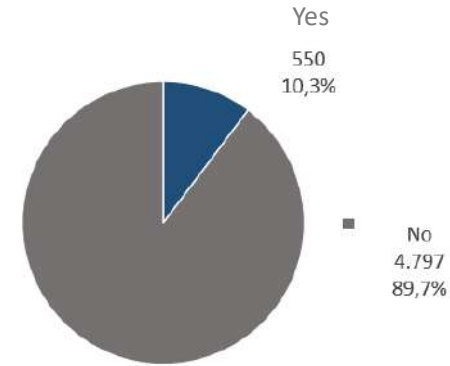


Organizational Climate Survey

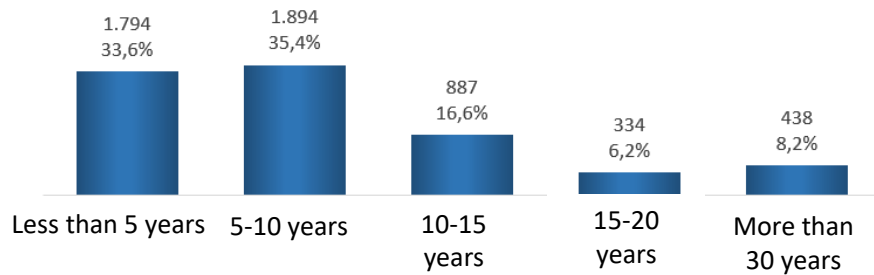
Age Range Participation



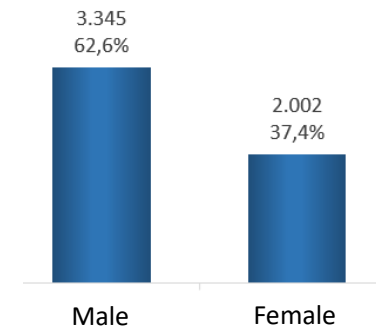
Person in charge participation



Length of engagement participation



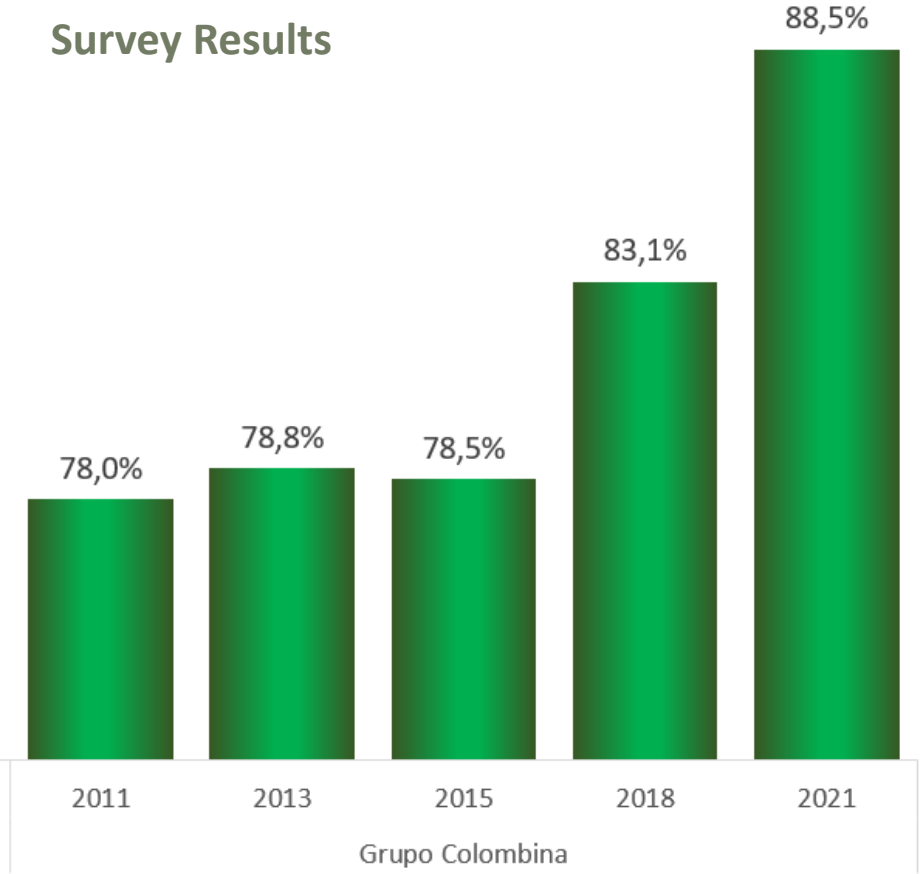
Gender Participation





Organizational Climate Survey

Survey Results





Colombina

LABOR PRACTICES





Living Wage Commitment

In Colombia we are convinced that a living wage is one of the main components for the development of an equitable and inclusive society, which is why all of our employees earn a salary higher than the legal minimum wage in each of the countries in which we have operations.

However, in accordance with the Global Living Wage Coalition's definition of a living wage, our commitment for the year 2030 is to ensure that 100% of our direct employees reach the standard defined by this organization and we will promote the practice in the main. Suppliers and contractors, and thus make it a relevant component within the labor management of our allies.

Global Living Wage Coalition Definition of Living Wage: *“The remuneration received for a standard workweek by a worker in a particular place sufficient to afford a decent standard of living for the worker and her or his family. Elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing, and other essential needs including provision for unexpected events”.*



Gender, Diversity, and Inclusion Policy

Colombina Business Group is dedicated to promoting and implementing measures for gender equity, diversity, and inclusion (EDI) across all its operations and within society at large. Our mission is to ensure that all individuals, regardless of their gender, sexual orientation, ethnic background, disability, or other social and personal attributes, have equal opportunities and are treated with respect and dignity. To achieve this, we are guided by the following principles:

Treating all individuals fairly and without discrimination, regardless of their gender, ensuring equity in opportunities, salaries, and professional development.



Recognizing and appreciating individual differences in terms of ethnic, cultural, religious, sexual orientation, disability, and other aspects, fostering an enriching and diverse environment.



Creating environments where people feel valued, respected, and welcomed, and where they can fully contribute their skills and perspectives.



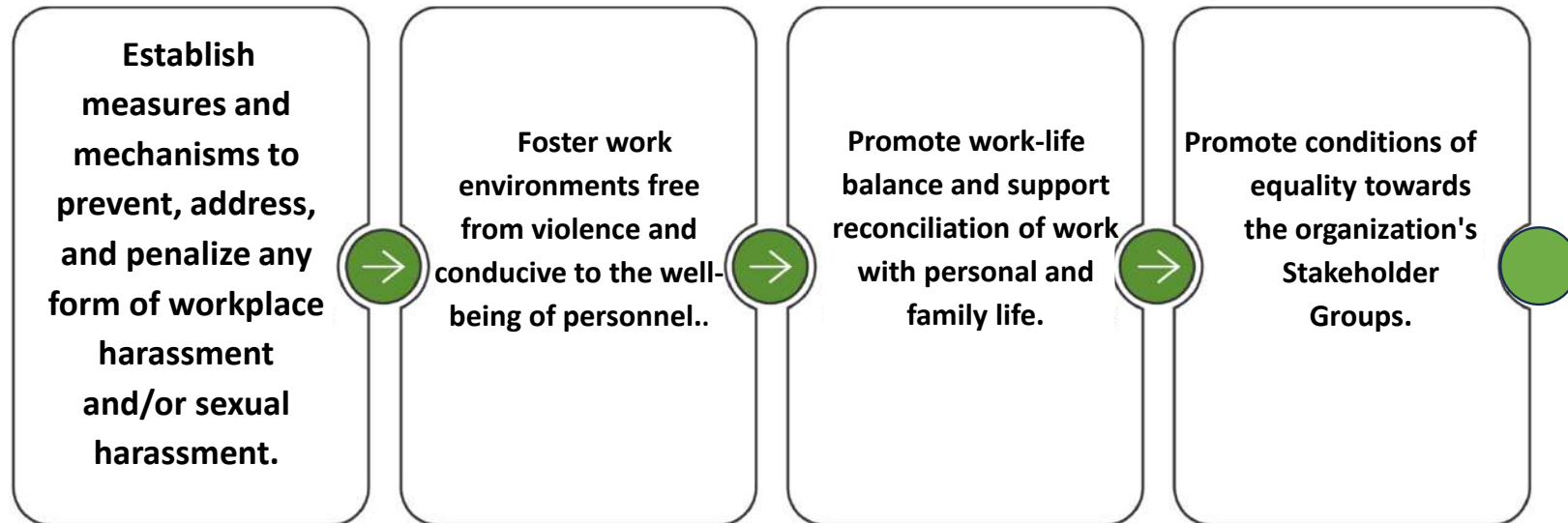
Implement training programs to raise awareness among leaders and teams about EDI.



Respect and adhere to proper human rights practices applicable to the organization.



Gender, Diversity, and Inclusion Policy





Gender and Inclusion Equity Committee



**Luis Eugenio
Cucalón Herrera**

Human Resources Vice President
Executive Management



**Miyerlandy
Lozada Guerrero**

Human Resources Administrative
Director*



**Isabella
Henao Vallejo**

Communications director



**Carolina
Echeverry**

Head of Human Resources
Selection



**Lina María
Alzate**

Director of Training and
Development



**Mauricio
López Orozco**

Director of Human Resources -
Confectionery La Paila Plant



**Jaime Eduardo
Ayalde Navia**

Director of Compensation and
Benefits

*Gender and Inclusion Equity Committee Coordinator



Gender and Inclusion Equity Committee

Compensation and Salary

We are attentive to addressing any inquiries regarding your salary and manage the job structure with a gender-focused approach.



Sexual and Workplace Harassment

We promote a corporate and family culture free from violence and harassment.



Work Environment and Health

We manage a model of equitable promotion where both women and men can grow and develop within the company based on their competencies.



Communication and Professional Development

We encourage the prioritization of your health and ensure a safe working environment.



At Colombina, we embrace **gender equity** through 8 dimensions.



Non-Sexist Communication

We have an inclusive language that eliminates the use of discriminatory stereotypes.



Training and Development

We embrace equity criteria for development, aiming to shape well-rounded individuals with world-class leadership skills.



Work-Life Balance

We promote equal opportunities without gender bias, maintaining objectivity and valuing the competencies and knowledge required for each position.



Recruitment and Selection

We recognize the value of family moments.
Enjoy and cherish them!



Gender Diversity in the Workforce

Diversity Indicator	2022	Target 2023
Share of women in total workforce	38,3%	40%
Share of women in all management positions, including junior, middle and top management	44,1%	44%
Share of women in junior management positions, i.e. first level of management)	45,6%	46%
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions	40%	40%
Share of women in management positions in revenue-generating functions	43,8%	44%
Share of women in STEM-related positions (Science, Technology, Engineering and Mathematics).	47,4%	47%



Some Initiatives

Equal PAR Ranking Measurement



We participated in the Ranking PAR measurement, a virtual tool that measures the performance of organizations in terms of gender equality and rewards organizations that already promote equitable practices. We are among the 5 companies in Valle del Cauca with the best equity and gender practices according to this ranking.



Since 2016 Colombina joined the ILO for the implementation of the MIG SCORE program, a model of gender equality for the supply chain.

In this program Colombina became the Anchor company to link its suppliers within the Score program, achieving that to date more than 5 supplier companies have participated.

Likewise, we implemented the wage equity model proposed by the ILO, being the first private company in Latin America to apply it. We have also involved our value chain, achieving that 137 suppliers and 63 clients of the allies channel have been trained in gender equality.

Some Initiatives

Programa Score - OIT





Some Initiatives

Training Pathway

We have a training and socialization route for all employees in order to contribute to the objective of permeating a culture of respect for difference, equity and inclusion.

In 2022 the following workshops were held:

	Participants	Modality	Target Group
Workshop Ofelia Is Not Alone	303	In-person	Plant operators
Workshop: Care Economy	288	Virtual	Operational personnel
Workshop: Selection without biases	130	Virtual	Team leaders and human resources personnel
Workshop: Unconscious biases	543	Virtual	Administrative Staff
Workshop: LGBTQ+	125	Virtual	Administrative Staff
Gender Equality Module	3.640	Virtual	Everyone
Certification of Internal Auditors of the Gender Equality Management System.	7	Virtual	Area leaders



Workforce Breakdown

Race/ Ethnicity & Nationality

2022		
Breakdown	Share in total workforce (as % of total workforce)	Share in all management positions, including junior, middle and senior management
White	22,1%	32,6%
Afro-colombian	12,1%	2,7%
Mestizo	31,7%	30,2%
Indigenous	2,7%	0,2%
Without ethnicity	31,4%	34,3%

>75% of employees.



Workforce Breakdown

Other minorities

Indicator	% Share in total workforce	Coverage
People with disability	0,17%	>75% employees
Age groups	<30 years old: 36,9% 30-50 years old: 62,5% >50 years old: 11,6%	>75% employees

**Covers direct employees from Colombia*



After having been the first food company to achieve Silver Seal certification with a result of

99,5%

What have we achieved?



REPORTE FINAL DE RESULTADOS



ORGANIZACION:	Colombina S.A.
NO. TRABAJO:	CERT50
FECHA:	2016-09-23
Tipo de auditoría:	Auditoría de certificación - NIVEL 2

A partir de la auditoría realizada sobre los requisitos del sistema de gestión de igualdad EQUIPARES de la empresa:
[Colombina S.A.](#)

¿Procede la certificación?

SI

NO

TOTAL NIVEL I	59.7%
TOTAL NIVEL II	39.8%
RESULTADO FINAL	99.5%



And once again, we have achieved being the first food company to be awarded the Gold Seal certification with a result of

99,7%

What have we achieved?



REPORTE FINAL DE RESULTADOS

Auditoría Interna - EQUIPARES



ORGANIZACION:	Colombina S.A.
NO. TRABAJO:	CERTIFICACION - 107
FECHA:	2019-11-26
Tipo de auditoría:	CERTIFICACION - NIVEL ORO

A partir de la auditoría realizada sobre los requisitos del sistema de gestión de igualdad EQUIPARES de la empresa:
Colombina S.A.

¿Procede la certificación?

 SI NO

TOTAL NIVEL II **99.70%**



Harassment and discrimination

Policy on Labor Relations and Non-Discrimination

Through this policy, guidelines are established for labor relations and discrimination in the recruitment, selection, hiring, promotion, and development of employees, as well as control and monitoring measures for compliance. The process encompasses all employment relationships that begin from the moment of selection until the employment contract concludes.

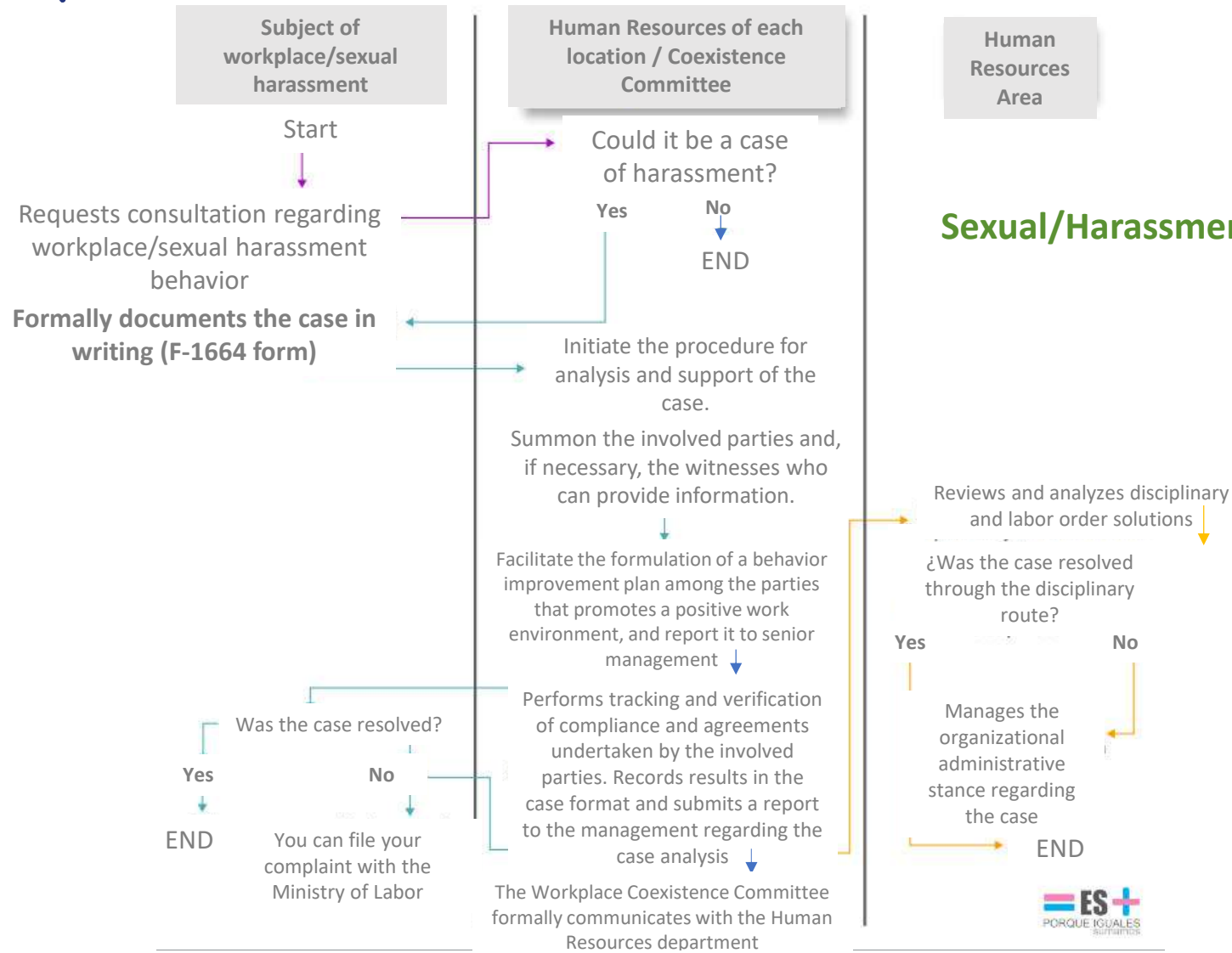
Human Resource Management and Working Conditions

The Colombina Business Group's policy is to provide all employees with the following:

- A recruitment, selection, hiring, promotion, and development process based on the candidate's merits, qualifications, skills, and competencies to perform the relevant tasks required for the specific position.
- Equal treatment and job opportunities that do not discriminate based on age, gender, color, veteran status, genetic information, sexual orientation, gender identity, being a victim or being perceived as a victim of domestic violence, sexual assault, or stalking, or any other reason prohibited by law.
- Fairly value and acknowledge the work of each individual, offering competitive salaries and benefits for the industry.
- Implement Corporate guidelines regarding our employees' working hours to ensure a safe and healthy workplace and a work environment that respects their time to balance their family lives.
- Adhere to the laws and regulations regarding labor legislation in each country, meeting the requirements of each country.



Harassment and discrimination



Sexual/Harassment Workplace Flowchart





Harassment and discrimination

Sensitization of Employees Regarding Harassment and Discrimination

As part of the Equity, Diversity, and Inclusion System, the company conducts a perception survey among all its employees every two years, which includes the dimension of sexual and workplace harassment. This survey is administered by the UNDP. The latest measurement yielded the following conclusions on this topic:

- Colombina is committed against any form of harassment, as established and documented in the specific internal work regulations and in the code of conduct manual, tailored for each type of harassment.
- A procedure is in place to address cases of sexual and workplace harassment, along with a publicly accessible format.
- The Coexistence Committee is trained to receive and monitor cases of sexual and workplace harassment.
- There is a 10-day initial response timeframe for reported harassment cases.
- Recommendations, resolutions, and applicable sanctions are documented in the handling of cases.
- More than 80% of men and women perceive that a hostile work environment rarely or never exists at Colombina.
- The prohibition of using sexist jokes and comments among staff or circulating images representing stereotypes has been publicly announced.
- Information is handled responsibly, ensuring privacy, impartiality, and confidentiality.
- Concrete actions have been implemented to raise awareness, prevent, and deter the continuation of workplace harassment and sexual harassment behaviors.
- Specific actions are in place to ensure that suppliers are aware of and implement protocols for standards of conduct to prevent, address, and detect instances of workplace harassment and sexual harassment, with special emphasis on those suppliers providing human resources and/or related services.



Harassment and discrimination

Examples of sensitization initiatives for employees regarding harassment and discrimination:



Taller sobre Acoso Laboral y Sexual Parte II

Capacitación
Objetivo:

Proporcionar al Comité de Convivencia Laboral la información pertinente que habilite a sus miembros para asumir un rol de acompañamiento en los procesos desde la perspectiva de Riesgo Psicosocial.

Capacitador:
Mónica Luna

Psicóloga Organizacional, especialista en Gerencia de Recursos Humanos, especialista en Salud Ocupacional, especialista en Desarrollo Organizacional, especialista en Primeros Auxilios Psicológicos, con más de 15 años de experiencia en asesoría y gestión con las empresas.



¿Has escuchado hablar de Acoso Laboral?

Según nuestro **Código de Conducta Responsable** y conforme a la Ley 1010 de 2006, el acoso laboral se refiere a toda conducta persistente hacia cualquier persona que infunda miedo, intimidación, terror, angustia, desmotivación en el trabajo o cause la renuncia del mismo.

En Colombina contamos con **Comités de Convivencia** que tienen como objetivo prevenir y estar al tanto de situaciones de acoso.

Si presentas alguna situación de acoso no dudes en reportarlo al Comité, tu denuncia será totalmente confidencial.

Consulta el Comité de Convivencia que le corresponde a tu sede:

[Haz Clic Aquí](#)

En Colombina nos **aseguramos** de mantener un ambiente organizacional **libre de acoso** porque



Procesos de selección libres de discriminación

En Colombina contamos con una política de reclutamiento y selección basada en competencias, generando igualdad de oportunidades sin discriminación por razón de edad, raza, cultura, orientación sexual, identidad de género o condiciones sociales.



¡Seguimos conformando equipos diversos e incluyentes!
Porque





Harassment and discrimination

Examples of sensitization initiatives for employees regarding harassment and discrimination:

Colombina **ES+**

#tbt

¿Ya conoces los tipos de acoso sexual?

No permitas que te incomoden con acciones que atenten contra tu dignidad, integridad física, emocional y psicológica.

Ten presente esta información aquí

En the background, a man and a woman are looking at a tablet together in an office setting.

Colombina

Conductas de Acoso Laboral

En Colombina **garantizamos entornos laborales favorables** para todos nuestros colaboradores. Por eso, es importante que reconozcas las conductas relacionadas con el acoso laboral, de esta forma, podrás denunciar de manera confidencial ante el Comité de Convivencia y tendrás un ambiente de trabajo sano y seguro.

Las conductas relacionadas al acoso son:

- ♦ **Maltrato laboral:** Actos de violencia contra la integridad física y moral.
- ♦ **Maltrato verbal:** Expresiones verbales injuriosas o ultrajantes que lesionen la integridad física y moral.
- ♦ **Entorpecimiento laboral:** Acciones tendientes a obstaculizar el cumplimiento de la labor.
- ♦ **Desprotección laboral:** Poner en riesgo la seguridad del colaborador.
- ♦ **Persecución laboral:** Conductas que tienden a inducir la renuncia del trabajador.
- ♦ **Discriminación laboral:** Trato diferenciado por razones de raza, género, origen familiar o nacional, credo religioso, preferencia política o situación social que carezca de toda razonabilidad desde el punto de vista laboral.

¡Nos comprometemos a crear espacios de trabajo seguros!

Para conocer a profundidad cada conducta de Acoso Laboral, Ingresa al Código de Conducta Responsable aquí.



Colombina **ES+**
El sabor es infinito

Los comportamientos que se califican como acoso sexual pueden ser de naturaleza:

- Física:**
 - Violencia física
 - Tocamientos
 - Acercamientos innecesarios

In the background, a woman is being touched on the shoulder by a man in a professional setting.





Harassment and discrimination

Remediation and Actions Taken

In the event of non-compliance or violation of human rights, appropriate disciplinary measures will be applied in accordance with the internal work regulations, which are based on current legal regulations.

These disciplinary measures are categorized into serious and minor infractions, and the severity of each offense is assessed to determine the appropriate penalty.

Penalties may include, but are not limited to:

- Temporary suspension of the employee for a specified period.
- Justified termination of the employment contract. All employees sign this regulation when entering into an employment contract with the company.
- Appropriate remediation will be provided, and there will be no retaliation against individuals who report human rights violations in good faith.



Organizational Development





Training and Development

We develop training programs to support the personal and professional growth of our human talent, ensuring that we can achieve the organizational goals we have set for ourselves.

In 2022:

- We trained 6,542 direct employees.
- We provided \$466 million Colombian pesos in educational assistance.
- 124 employees benefited from educational assistance.





Colombina Corporate University

It is a learning campus that enables the enhancement of employees' professional profiles, the strengthening of their skills and knowledge, and the achievement of the goals set out in the strategy.

In 2022, 97% of employees participated in the courses offered at the Colombina Corporate University.

Furthermore, we continued to develop training modules that addressed the needs and challenges we faced in various areas of the company, considering variables related to changes in the environment, market, and technological advancements. These needs and gaps were addressed through diploma programs, seminars, and workshops.

We also presented webinars on general topics such as Circular Economy, Leadership, Innovation, Storytelling for Salespeople, Information Security, and more.





Colombina Corporate University





Benefits of the Corporate University

Strengthening skills

Enhancing professional profile

Staying updated and growing



Universidad Corporativa
Colombina

Educating oneself with prestigious institutions.

Studying from anywhere and at any time.



Average training hours per employee
[GRI 404-1]

33,8

36,4 % | 29,9 %



Average training hours per year by employee category

Direct employees

35,5

Executive positions

26,8

Administrative positions

26,8

Operational positions

Temporary employees:

7,9

Administrative

83,0

Operational

49 % | 28 %



2 % hold management positions

14 % hold administrative positions

61 % hold operating positions

77%

of employees form part of Colombina's Performance Alignment Program (PAD):*

*Direct-hires only

Training and Development

6.542
direct-hires
trained

\$ 1.829 COPMM
invested
in employee training

\$ 466 COPMM
granted
in scholastic aid

\$235.392 is the average amount spent per FTE on training and development.



Type of Individual Performance Appraisal

We have a performance alignment program through which we measure the behaviors, competencies, performance, and productivity of the organization's employees.

Through this program:

- The program identifies strengths and areas for improvement in the performance of each employee.
- It allows for the alignment of corporate goals with the individual actions of each employee.
- The program objectively and comprehensively identifies the contributions that each individual makes to the organization.
- It is the most important tool to provide objective and real feedback, as it gives the opportunity to have an in-depth conversation, in which performance is recognized and/or improvement plans are established with the employee.
- It is a multidimensional assessment tool in which full and constructive feedback is offered. Employees receive targeted feedback on their strengths and areas for improvement, helping them better understand how their performance aligns with organizational goals and how they can contribute more effectively.
- It is a requirement to apply for loans and enjoy company benefits, apply for promotions and be included in the career plan and investments in development plans.
- It is carried out annually, although every six months each leader must follow up on the people on her team.
- In 2022, 5.232 people were covered by the program.



OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM (OHSMS)





Occupational Health and Safety Management System

The commitment of our company and the involvement of all employees, contractors, suppliers, and visitors is to strengthen our culture in Safety and Occupational Health, through the application of legal requirements and world-class practices.





Occupational Health and Safety Management System

In accordance with Decree 1072 of 2015 and resolution 0312 of 2019, we have an Occupational Health and Safety Management System which covers the entire organization, from the managerial level to the operational level, direct personnel, contractors and suppliers.

This system is led by our team from the Preventive Medicine area, in which all of them have their Occupational Health and Safety license. Likewise, we have the support of expert advisors in different areas of the ARL Sura and Colpatria.





Occupational Health and Safety Management System

For Colombina S.A the priorities are the protection of the life, health and safety of all its employees, contractors, suppliers and visitors.

- A. Promote responsible leadership in matters of safety and health at work at all levels of the organization.
- B. Manage prevention through the identification of hazards, evaluation and permanent control of the risks associated with our processes, ensuring continuous improvement.
- C. Promote the culture of prevention and self-care of safety and health at work in compliance with the premise "all occupational accidents and illnesses can be avoided".
- D. Comply with current legal regulations, internal procedures and commitments signed by the organization in terms of occupational health and safety.
- E. Support the strategic road safety plan with the defined actions to prevent incidents and accidents caused by mobility activities in our operation.

Compliance with this policy is mandatory at all levels of the organization, contractors, suppliers and visitors.



Objectives of the Occupational Health and Safety Management System

- Identify, evaluate and continuously control the risks that may arise in all the activities carried out in our company and that affect the safety and health of our employees.
- Develop planning, execution, verification and control activities to improve the OH&S Management System.
- Communicate and train our employees, suppliers and contractors in order to generate a culture to adopt safe behaviors and habits at work. Guaranteeing the active participation of the parties in the OH&S Management System.
- Identify, update, communicate and verify compliance with the legal regulations and standards applicable in the country, regarding health and safety at work, as well as the commitments signed by our company. Avoid fines for legal breaches in OH&S.
- Provide ongoing support to the strategic road safety plan and participate in the defined actions to prevent incidents and accidents caused by mobility activities in our operation.



Responsibilities of the Occupational Health and Safety Management System

Level	Responsibility	Frequency
Management Representative	<ol style="list-style-type: none"> 1. Formulate, review and approve by the Executive Presidency the OH&S Management System Policy 2. Review and approve the objectives and goals for the Annual OH&S Management System 3. Coordinate with the Business Managements, the allocation of human, logistical, and economic resources for the execution of the OH&S Management System 4. Carry out periodic general meetings at the Management level in which the indicators and monitoring of the OH&S Management System objectives are presented. 5. Promote the implementation of corporate programs aimed at generating a culture of accident prevention and self-care of the health of employees 6. Perform the periodic review of the OH&S Management System 	<p>Annual</p> <p>Annual</p> <p>Annual</p> <p>Quarterly</p> <p>Annual</p> <p>Annual</p>
Operations Managers	<ol style="list-style-type: none"> 1. Contribute to compliance with OH&S Management System policies 2. Participate in the periodic general meetings of the Managerial level, supplying the information required of each business by the OH&S Management System 3. Execute security inspections periodically. 4. Participate in the periodic review and audits of the OH&S Management System 5. Guarantee that any change or new process, product or similar that affect the safety or health of workers is done in a way controlled and aligned with OH&S Management System 6. Meet the objectives, and achieve the goals established in the OH&S Management System 7. Budget the resources of the SG-SST and ensure their insurance. 	<p>Monthly / On-going</p> <p>Quarterly</p> <p>Monthly</p> <p>Annual</p> <p>When apply</p> <p>Quarterly</p> <p>Annual</p>
Director / Chief / Coordinator of Health and Safety areas at headquarters	<ol style="list-style-type: none"> 1. Contribute to compliance with OH&S Management System policies 2. Plan, design and verify compliance with the OH&S Management System strategies. 3. Attend internal and external audits on OSH. 4. Promote the creation of the Joint Health and Safety Committee in the work and meet the requirements and needs in terms of reports, statistics and follow-ups 5. Participate and advise on OH&S Management System, whenever it is created or change a process, acquire equipment, services or the like that affect the safety or health of workers. 6. Advise on the accident / incident investigation process happened in the workplace and follow up on cases of occupational disease. 7. Verify compliance with the OH&S Management System action plans. 8. Coordinate the training and qualification of the processes and Industrial Safety and Preventive Medicine programs 9. Develop OH&S Management System inspection program. 10. Manage measurement of OH&S Management System indicators. 11. Participate in the planning of activities defined in the company's strategic road safety plan 	<p>On-going</p> <p>On-going</p> <p>Annual</p> <p>Monthly</p> <p>When apply</p> <p>When apply</p> <p>When apply</p> <p>Annual</p> <p>When apply</p> <p>Monthly</p> <p>Annual</p>



Responsibilities of the Occupational Health and Safety Management System

Level	Responsability	Frequency
Process Leaders	<ol style="list-style-type: none"> 1. Contribute to compliance with OH&S Management System policies 2. Hold regular meetings with the staff in charge, on the OSH topics 3. Carry out safety inspections of the area under your responsibility 4. Lead the accident / Incident investigation process happened in your work area. 5. Guarantee that any change or new process, product or similar that affect the safety or health of workers is done in a way controlled and aligned with OH&S Management System. 6. Report dangerous conditions and / or equipment failures that can generate accidents or affect the health of the worker and manage your corrective action. 7. Ensure that all personnel in your area are trained in the Occupational health and safety standards, procedures and policies 8. Ensure compliance with safe practices in your area of influence. 9. Address requests, reports or requirements from the employees in OSH. 10. Comply with the recommendations issued by the specialist Preventive Medicine, in reference to the care of workers 	<p>On-going</p> <p>Monthly</p> <p>Monthly</p> <p>When apply</p> <p>On-going</p> <p>When apply</p> <p>When apply</p> <p>On-going</p> <p>When apply</p> <p>According to programming</p>
Employees	<ol style="list-style-type: none"> 1. Contribute to compliance with OH&S Management System policies 2. Know and apply all the regulations, procedures and instructions that affect their work in particular prevention measures and protection. 3. Report all incidents and accidents at work in a timely manner, both to his immediate boss and to the areas of Industrial Safety and Preventive Medicine (Production Plants) and Human Management (Districts). 4. Participate in OH&S Management System training. 5. Actively participate in the prevention of health risks and Security. 6. Provide clear, truthful, timely and complete information about your health condition 7. Report in a timely manner the presence of working conditions that may affect health and safety. 8. Use properly, according to its nature and risks foreseeable machines, devices, tools, dangerous substances, transport equipment and in general other means with which to develop their activity. 9. Properly use the facilities, work items, protective equipment and individual protection elements. 10. To be aware of and participate in the activities of the company's strategic road safety plan. 	<p>On-going</p> <p>When apply</p> <p>When apply</p> <p>When apply</p> <p>On-going</p> <p>When apply</p> <p>When apply</p> <p>On-going</p> <p>On-going</p> <p>When apply</p>



Phases of the Occupational Health and Safety Management System

1

Workplace Health and Safety Policy

Leadership and commitment of management for workplace health and safety.

2

Organization of the Occupational Health and Safety Management System

Workplace health and safety resources. Roles, responsibilities, and competencies. Accountability. Legal requirements. OHS structure. COPASST (Joint Occupational Health and Safety Committee) and worker participation. Document retention.

3

Planning

Identification of hazards and assessment. Evaluation of the OHSMS. OHSMS objectives and indicators. OHSMS work plan. Risk planning.



Phases of the Occupational Health and Safety Management System

4

Application

Risk management. Promotion and prevention programs in OHS. Epidemiological surveillance programs. Safe and clean work procedures. High-risk tasks. Personal protective equipment. Maintenance of machinery and equipment. Safety inspections. Management of contractors and suppliers. Emergency and mutual aid plan. Change management.

5

Internal Audit and Management Review

Audit of OHSMS compliance. Investigation of incidents, work accidents, and occupational illnesses. Monitoring and measurement of OHS indicators. Management review.




6

Improvement


Preventive and corrective actions. Continuous improvement..




Corporate Committee




Myerlancy Lozada
Directora Administrativa Gestión Humana




Paula Andrea Castaño
Jefe Medicina Preventiva y del Trabajo




Diego Valencia
Coordinador de Seguridad Industrial Planta Dulcería




Manuel Pinzón
Jefe de Seguridad Industrial Planta Colcauca



Carlos Andrés Pérez
Coordinador de Seguridad Industrial Planta Conservas



Judith Adriana Sabogal
Jefe Nacional de Calidad, Ambiental y SG-SST



Francisco Javier Henao
Jefe de Seguridad Industrial

Through the SGSST Committee, it is possible to constantly improve the global performance of the management system, since the progress in the processes is periodically reviewed, in addition, external audits are carried out annually and the ARL provides us with permanent support and advice in all aspects.



Workplace health and safety initiatives

In 2022 we continued developing different programs and initiatives under the umbrella of our Occupational Health and Safety Management System (OHS), which allows for the participation and involvement of our employees:



Compliance with our OHS policy, objectives and responsibilities.



Occupational accident prevention programs in plants through golden safety rules, angel programs and safety-check pauses.



On-going updating of our risk matrices with technical assistance from ARL.



Continuity of the psychosocial-risk prevention program. Intervention on intra-occupational risk factors.



Agreements with social security entities that benefit Colombina employees.



Road accident prevention program.



Cardiovascular disease prevention programs, or "Colombina Vital".



Addiction-prevention program.



Monitoring of monthly indicators.



Audits on OHS Management System.



Employee Participation in the OHS



There are several mechanisms for communication and interaction of the employees with the leaders of the OS

- Daily report of incidents and unsafe conditions, which is done in writing, in shift handover meetings.
- A module has been created on ColombinApp for employees to report any incident or condition that affects their safety and health at work
- On this platform, employees have access to the Occupational Health and Safety policy, learn about the corporate health and safety committee and its functions.
- Angels program and green cards in production plants.



Employee Participation in the OHS

- Corporate communications, workplace health and safety blog, billboards and televisions.
- Dissemination of results of the OHS in each of the locations.
- Updating of the hazard matrix with the participation of employees (surveys).
- There is a formal committee between the collaborator and the company, such as COPASST, in each of the locations, with monthly meetings, with representation of the employees and the company. This is an organization for the promotion and surveillance of safety, hygiene and medicine programs to ensure the health and safety of workers.
- We also have the Labor Coexistence Committee to manage conflict resolution and specific situations.





Training of employees in health and safety at work

Through the hazard matrix, the action plan matrix and the annual work plan, we identify training needs.

On the other hand, at the Colombina Corporate University, employees can find the training module on the subject, in addition to training with expert advisors at each location, practical workshops for brigade members and personnel who perform high-risk tasks. These trainings are carried out periodically and their effectiveness is measured through evaluations of knowledge and understanding.





Health and Safety Module in the Workplace

Health and Safety at work – Corporate Intranet



Our OHS System

We are committed to providing you with the necessary information so that you know about our occupational health and safety management system.



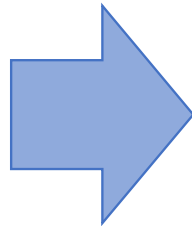
Get to know our system



Health and higiene rules

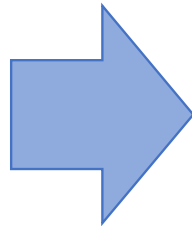


Committees by location



ColombinApp

Approximately a year ago, we launched our application "ColombinApp" for the access of all employees. Within this App, you can find the module for Health and Safety in the workplace, where incidents or unsafe conditions can be reported.



2:28 4G

← Crear reporte

Reportar Incidente y/o condición insegura

Te invitamos a que reportes los riesgos e incidentes que identifiques. Recuerda que de ti también depende la seguridad y salud de todos.

Tipo de Reporte:

Incidente ?

Condición Insegura ?

Categoría ?

Sede

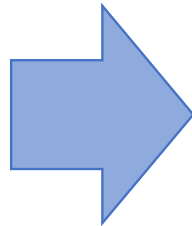
ColombinApp

Report Incidents

We invite you to report any risks and incidents you identify. Remember, the safety and health of everyone also depend on you.

Type of Report

- **Incident:** An unintended or provoked event that had the potential to cause injuries or damages.
- **Unsafe Condition:** in the facilities, work equipment, machinery, and tools that pose a risk of accidents to the people using or occupying them. Examples include loose or damaged cables, ladders without handrails, and poorly maintained floors, among others.



2:28 4G

← Crear reporte

Reportar Incidente y/o condición insegura

Te invitamos a que reportes los riesgos e incidentes que identifiques. Recuerda que de ti también depende la seguridad y salud de todos.

Tipo de Reporte:

Incidente ?

Condición Insegura ?

Categoría ?

Sede

ColombinApp

Report Incidents

Category:

- **Environmental conditions:** Those that arise from the surroundings, such as temperature, lighting, or noise.
- **Equipment and tool conditions:**
 - ✓ **Equipment:** Any machine or installation used in the workplace.
 - ✓ **Tool:** All elements and/or instruments provided to carry out the work; they must be of good quality and in good condition.
- **Ergonomic conditions:** Also known as biomechanics, they are implicit in the handling of objects, use of tools and equipment, lifting of loads, and postures.
- **Public risks:** Risks that occur on the routes and transportation paths of the company.
- **Locative conditions:** These are risks caused by the conditions in your workplace.



Occupational Health & Safety Course

We have a course on health and safety at work at the Universidad Corporativa Colombina in which at the end of the course, employees will be able to learn about issues related to safety and well-being, through the prevention and control of occupational accidents and occupational diseases.

- **2.972 hours of on-the-job health-and-safety training**
- **2.197 contractors received on-the-job health-and safety training**
- **More than 5.000 people trained at Colombina**





Continuous Improvement Process

Through the measurement of indicators, technical consultations with specialists from ARL Sura and bimonthly meetings, Colombina updates its system processes to achieve improvement in overall performance in occupational health and safety.

The voice of Colombina employees is essential in detecting opportunities and/or strengthening processes or behaviors:

- Aligned with technological trends and in order to guarantee agile and timely communication, Colombina developed an OHS Management System module within its in-house communication mobile application through which employees can report incidents and dangerous conditions, even while suggesting solutions to them.
- Employee Hazard and Risk Identification Survey: an additional input for updating the Colombina Hazard Matrix, to establish control measures and strengthen its Occupational Health and Safety Management System with the recommendations provided.
- Through Colombina communication channels, over the course of a year, information is sent to employees on issues relating to their health care, beyond their mere day-to-day work. In 2022, various blogs were published on Colombina's in-house communication App, dealing with self-care and mental health.
- Occupational Health and Safety Committee: represents Colombina direct-hires and has a president and a secretary, as well as a company representative and an employee representative. When a case arises to be evaluated and merits escalation, it is taken up with senior management.



SOME PROGRAMS



ANGELES PROGRAM

It is a program that allows us to observe the practices that are carried out in the workplace, in order to reduce behaviors that cause workplace accidents, improving our safety performance.

How Does it Work?

There will be a team of angels that will perform the observer function. This team will identify safe and unsafe behaviors and give feedback to the collaborator according to the golden rules and general safety rules.

Program benefits

1. Avoid injuries that harm your health.
2. Take care of your safety and that of your colleagues.
3. Maintain a balance between your safety, productivity and the quality of your work.





ANGELES PROGRAM

Security Standards

- ✓ High risk tasks
- ✓ Safe operation of machines
- ✓ Safe mobility
- ✓ Order and cleanliness in the workplace
- ✓ Hazardous substances
- ✓ Manual handling of loads
- ✓ Lockout and tagout
- ✓ Personal Protection Elements (PPE)
- ✓ Safe behavior
- ✓ Safe cell phone use
- ✓ Information record
- ✓ Suspended loads
- ✓ Handling of hand tools
- ✓ Compressed air handling
- ✓ Don't improvise.





CONTINUOUS IMPROVEMENT TEAMS

Improvement Teams, is a corporate initiative that seeks to promote continuous improvement in the Organization through the execution of projects derived from the initiatives of employees

OBJECTIVES:

- Generate culture of innovation.
- Encourage the initiative and creativity of employees.
- Promote competitiveness and teamwork.
- Seek cost and expense reduction.
- Improve the environment and / or the social environment.



CONSIDERATIONS

1. Formation of teams of minimum 3 and maximum 6 people including leader.
2. Projects must be specific, measurable, achievable, realistic and developed in a limited time (SMART).
3. Application of the PDCA cycle (plan, do, verify and act) in each project.
4. Projects are classified into two categories:
 - ✓ 1. Generation of Savings.
 - ✓ 2. Environmental and/or Social Impact.



EVALUATION

The following are the conditions that are taken into account to select the teams:

- Projects that are implemented at least 4 months before the date of the Convention.
- Target initiatives related to:
 - ✓ Decrease in costs and / or expenses
 - ✓ Productivity improvement
 - ✓ Sustainability
- It must be certified by the Statutory Auditor and the Headquarters Manager, validating savings and improvement conditions.
- The 9 best projects at the corporate level are presented at the International Convention in August.
- Each category will be evaluated according to defined indicators.
- Jury made up of members of the Corporate Management.
- 1st, 2nd and 3rd places are awarded by giving each team member recognition medals and a cash prize