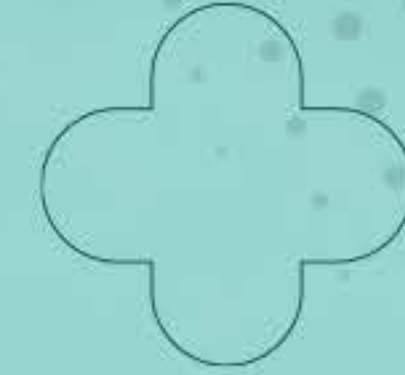


**Aliados
Somos**



SUSTAINABLE MANAGEMENT REPORT 2020:

**CONVINCED THAT WITH OUR ALLIES
WE CAN ACCOMPLISH MORE**



**NURTURING
A
BETTER
TOMORROW**

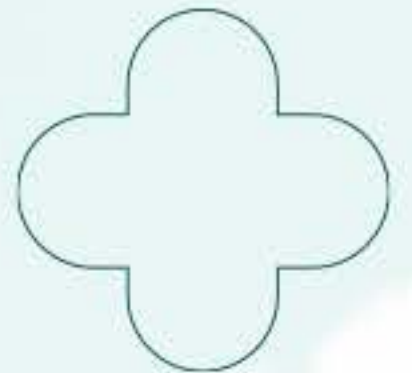




SUSTAINABLE MANAGEMENT REPORT 2020: CONVINCED THAT WITH OUR ALLIES WE CAN ACCOMPLISH MORE



This report has been prepared in accordance with GRI Standards: essential option, and verified by **Deloitte Asesores y Consultores Ltda** in order to ensure the transparency, quality and scope of the information reported.



For a better reading experience, we recommend enabling the screen rotation of your mobile device and placing it horizontally.



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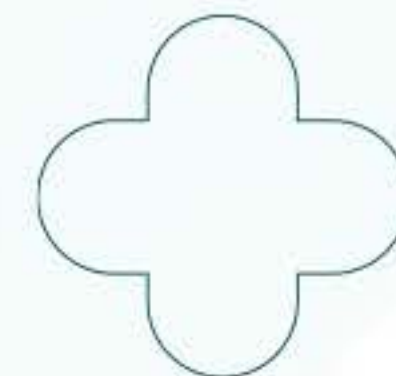
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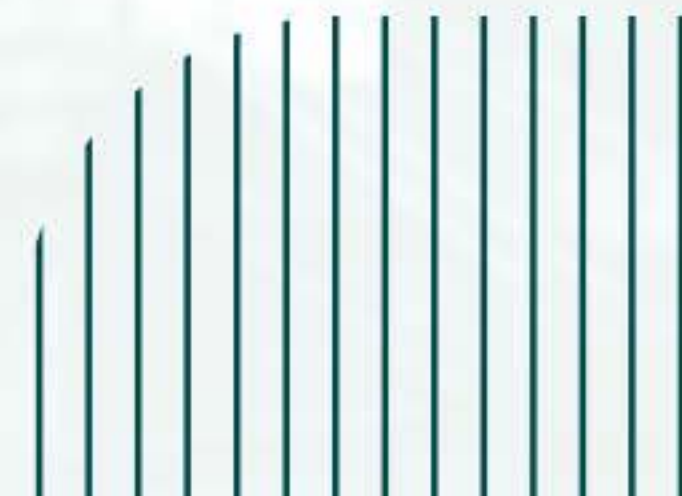
Organizational excellence and talent in our operation

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NURTURING
A
BETTER
TOMORROW





Chapter 0



Alianza Team[®]

Who we are and where we're headed

- President's Message
- Alianza Team[®] Culture
- Corporate risk management
- Economic value generated and distributed



President's Message

[102-11; 102-14]



Looking back, we realize how much we have achieved. 2020 brought with it challenges that left us with great lessons: we understood that innovation, commitment, passion and teamwork are fundamental in our path towards growth, always keeping our purpose of nurturing a better tomorrow.

We are aware that we are not alone and that we must work every day to make Alianza Team one of the most sustainable companies

in the global food industry. Our purpose inspires us daily to generate new solutions, products and business models that are sustainable and have a positive impact on our environment. Each action plan we advance demonstrates the organization's commitment to the four things that matter to us: our shareholders; our customers, suppliers and consumers; sustainability; and our people.

At Alianza Team®, we decided to face last year with optimism, resilience and courage. Therefore, we strengthened our business by seeking new ways and alternatives to stay close to our customers and consumers, finding new opportunities for growth that would allow us to leave a better world for future generations.

In this way, from different fronts we have made sustainability one of our corporate flags. Therefore, in 2020 we highlight raising awareness of our Policy Guidelines for 91% of palm suppliers, aligning our corporate principles and values throughout our value chain; the completion of the diagnosis of materials and packaging carried out in Mexico,

which allowed us to identify opportunities to reduce, reuse or recycle our materials and, additionally, the launch of the first bottle with 100% post-consumer recycled material (PCR) – Gourmet® Frito Experto in Colombia.

Also, in our quest to positively impact the environment in which we operate, we expanded the scope of the Team Foods circular economy program, relaunched the Verde de Corazón environmental culture campaign in Colombia and Mexico, and thanks to innovative initiatives such as Manos que Alimentan and #MeSumo, among others, we were able to benefit approximately 10 million people this year.

In 2020 we obtained satisfying results in S&P's annual corporate sustainability assessment, the basis for the Dow Jones Sustainability Index. In the food industry, we ranked 24th in the world and 4th in Latin America, 26 points above the global industry average, improving our previous score.



Chapter 0 Alianza Team® - Who we are and where we're headed

This would not have been possible without our Talent. For us, the work done by each of our employees has been invaluable, and thanks to their commitment, innovation, resilience, passion and agility, we were able to achieve a positive impact on our environment and the communities where we operate.

We are sure that in 2021 there will be hundreds of experiences that will make us better, more innovative and that will allow us to continue to grow, always operating under the highest quality standards and best business practices. Likewise, we will reach our goals having clear corporate principles with which, without a doubt, we will nurture a better tomorrow and leave a better world for future generations.

Luis Alberto Botero

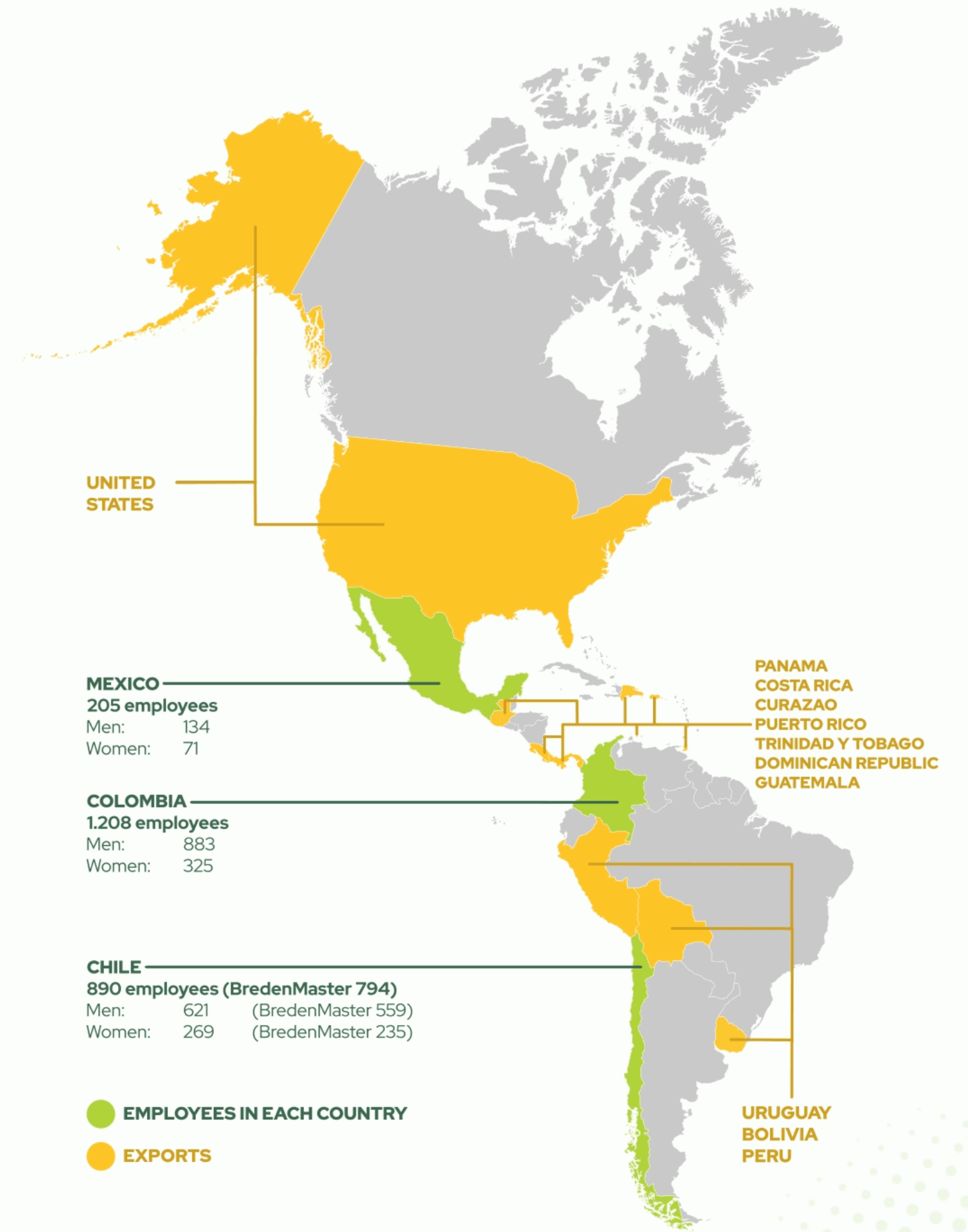
Presidente & CEO Alianza Team®

[102-15; 102-4; 102-6; 102-3; 102-7; 102-8; 102-41;]

Alianza Team® is a Colombian company that was born from the union of six of the most traditional companies in the production of vegetable oils and fats in the country, with a history of more than 70 years in the lipid sector, and is currently expanding in the Americas. We work to develop different and relevant products, services and technological solutions, where the lipid and the brand make the difference, from nine different businesses organized in three strategic groups.

Total Alianza Team:

men 1638 and women 665;
2303 employees; 28.9% women;
38.6% covered by collective bargaining





Chapter 0 Alianza Team® - Who we are and where we're headed

[102-44; 102-46; 102-47]

Driven by our corporate purpose to **nurture a better tomorrow**, we work every day to leave a better future for the next generations, contributing directly and indirectly to **12** of the **Sustainable Development Goals** and 30 of their specific targets. Last year we adjusted our materiality in light of major changes in both our internal and external context, as well as to better align with the needs and expectations of our stakeholders, to have **10 prioritized material issues** on which we focus:

- Innovation, research and development capabilities
- Supply chain assurance (ESG compliance & traceability)
- Supplier development
- Occupational health and safety

- Packaging and materials
- Circular economy initiatives
- Operational eco-efficiency
- Partnerships for development
- Risk, HR & Compliance
- Profitable Growth



By 2030, we will be a **globally open company**, with a special focus on North America and Asia, **carbon neutral**, have **100%** of our agricultural supply chains assured in environmental, social and governance (ESG) standards, continue to strengthen our **science-based technological solutions**, and develop **high-impact social programs** in all countries where we operate for our employees and

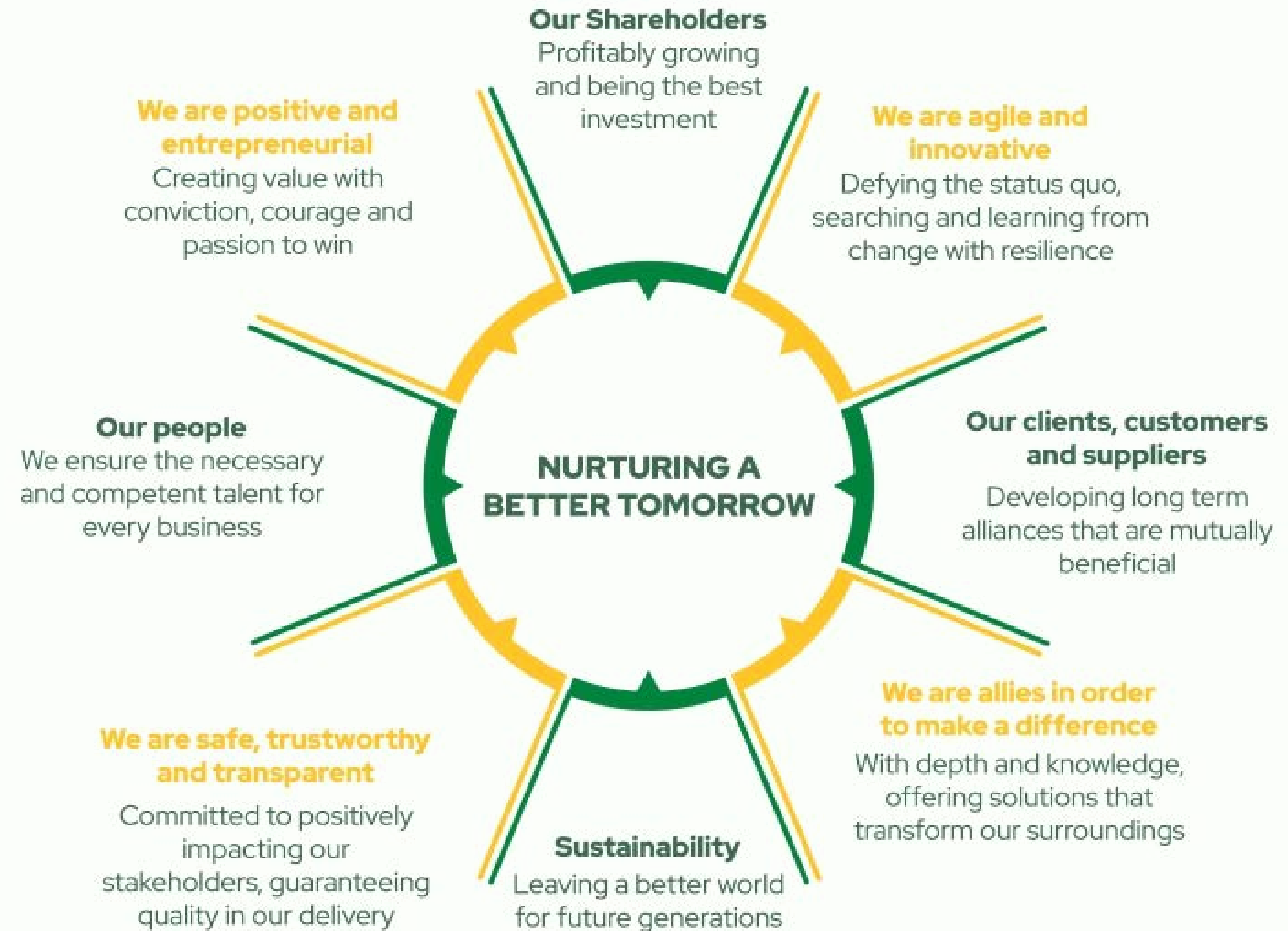


communities to continue adding value through profitable growth over time.

We will continue to work to **nurture a better tomorrow**, measuring our progress with the S&P Corporate Sustainability Assessment, basis for the Dow Jones Sustainability Index. In the 2020 results, we were **ranked 24th in the world and 4th in Latin America in the food industry**, with a score 26 points above the industry average, which fills us with satisfaction and motivation to continue advancing. This would not have been possible without the genuine concern for a positive social and environmental footprint shown by our shareholders, Board of Directors and employees, which of course ratifies **our commitment to make Alianza Team® one of the most sustainable companies in the world and a benchmark in the field.**

Alianza Team® Culture

[102-16]





Our corporate culture guides the behavior and actions of our people focused on **the four things that matter to us**, with four key premises that maximize our economic, social and environmental results and contribution:

- Our customers, consumers and suppliers, our people, sustainability and our shareholders.
- We are agile and innovative; we are allies in making a difference; we are safe, reliable and transparent; and we are optimistic and entrepreneurial.

Along with our corporate principles and values, we share through our **Policy Guidelines** our main commitments that guide our corporate actions throughout our value chain.



Isabel Giraldo
Sustainability Manager

Corporate risk management

[T18]

The global crisis generated by Covid-19 influenced the way we operate, transforming some of our processes in a profound way.

This opened up new possibilities but also brought new risks and accentuated existing ones. We adjusted our monitoring methodology to adapt to virtuality, while maintaining a periodic review and follow-up of operations.

By analyzing trends, we identified emerging risks and adjusted valuations in light of the changes generated by the economic situation.

Four new risks entered the Top 20 list by increasing their criticality and therefore their potential consequences: changes in macroeconomic variables, biological risk, portfolio deterioration and crisis events in neighboring industries and/or communities.

Even so, the residual risk for Alianza Team® remained moderate, evidencing the effectiveness of the controls and action plans implemented. With intense and constant teamwork, we adopted the necessary measures and implemented the corresponding controls to mitigate the effects of the changes experienced in 2020.

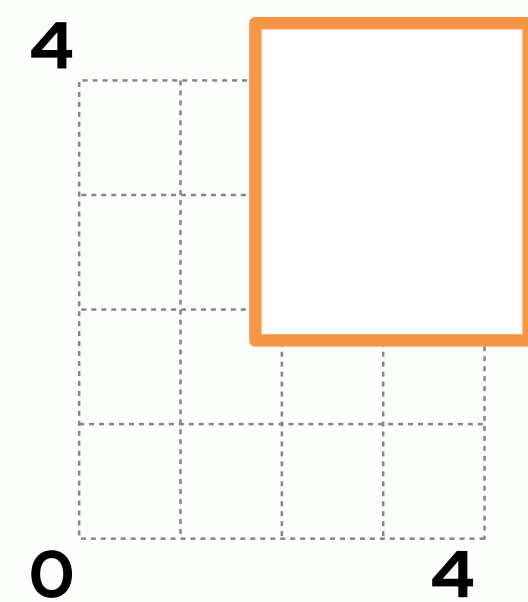


During 2021 we will redouble our management and presence in each of our operations to be more prepared to face the new challenges that the future will bring.




Risk types

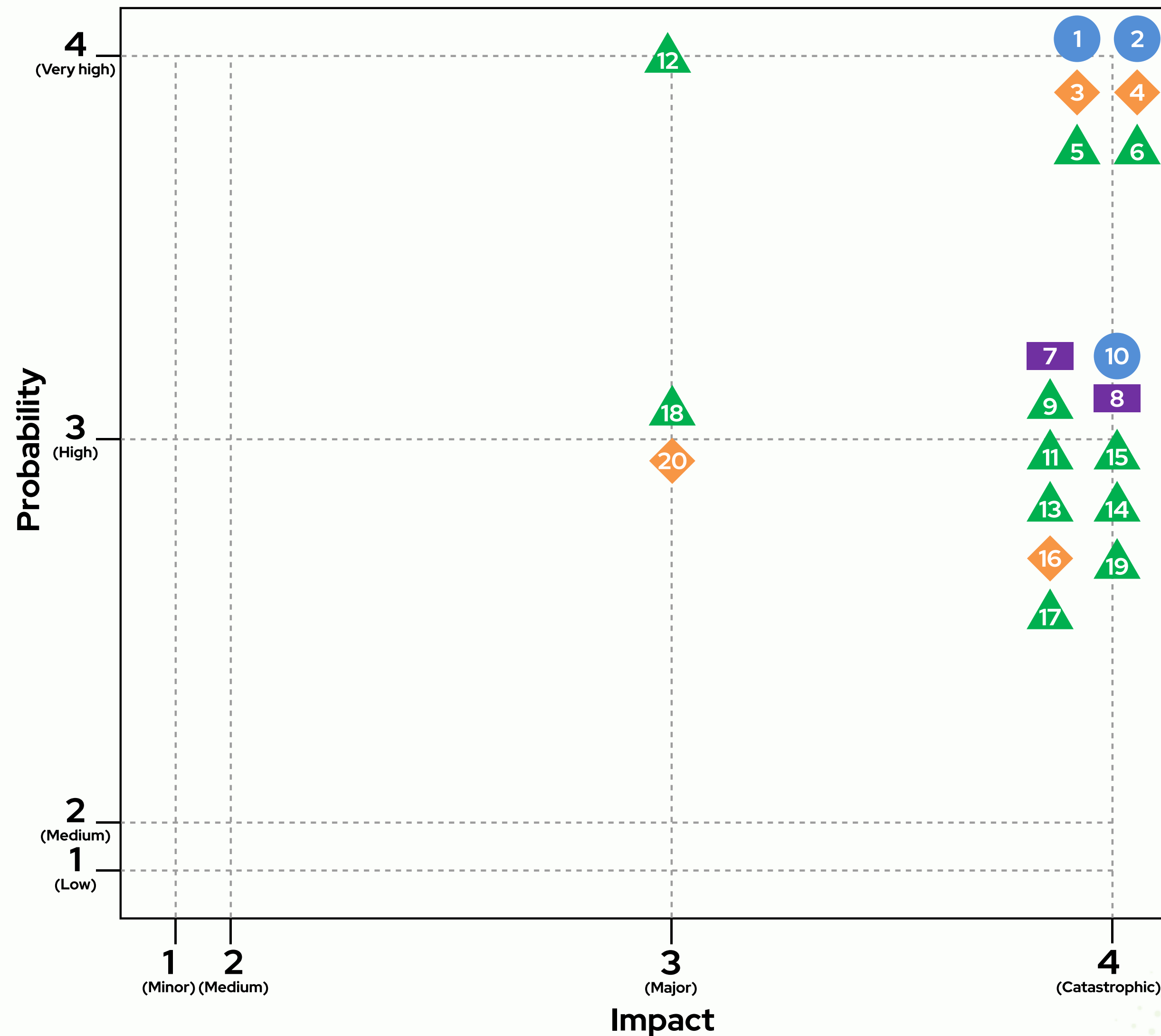
-  Strategic
-  Financial
-  Compliance
-  Operational

Map area



Top 20 Risks in terms of criticality (Inherent risk)

-  • Changes in macroeconomic variables
-  • Market price fluctuations
-  • Shifts in consumer and client preferences





- 4 • Business interruptions
- 5 • Natural Disasters
- 6 • Biological Risks (Epidemic/Pandemic/Virus)
- 7 • Changes in food and environmental regulations
- 8 • Legal requirements for facility operations
- 9 • Raw material scarcity
- 10 • Asset portfolio deterioration
- 11 • Explosion/Fire
- 12 • Data hacking or Cyber – Attack
- 13 • Failure to adapt to digital environment (Digital Transformation)

- 14 • Inventory contamination (MP-PP-PT)
- 15 • Public Risk
- 16 • Labor strike
- 17 • Inadequate facility maintenance management
- 18 • Industry and/or community crises
- 19 • Labor Accidents
- 20 • Entry of major players into the market

Inherent risk: risk level without taking into account control measures or activities established for its mitigation.

Economic value generated and distributed

[T19; T20; 201-1]



Maipú Facility Alianza Team® Chile

Over the past five years, Alianza Team® has continued to generate value for its stakeholders, increasing distributed economic value by 31% thanks to a 45% increase in revenues.

The economic contraction generated by the Covid-19 pandemic during 2020 affected some of our businesses and allies significantly, but also accelerated



trends and brought opportunities in others. This caused profitability and EBITDA results not to be as expected.

However, through agile management, with flexibility, synchrony and the full support of the Board of Directors, the company prioritized the safety of employees, support for the communities where we operate and business continuity to recover the expected levels of profitability with a consolidated growth in sales of 10.3% compared to 2019, demonstrating the resilience that characterizes us.

We highlight a 75% increase in investments in the community, demonstrating our commitment to be true allies for development in the areas where we are present.

*Position your mobile device horizontally for better viewing

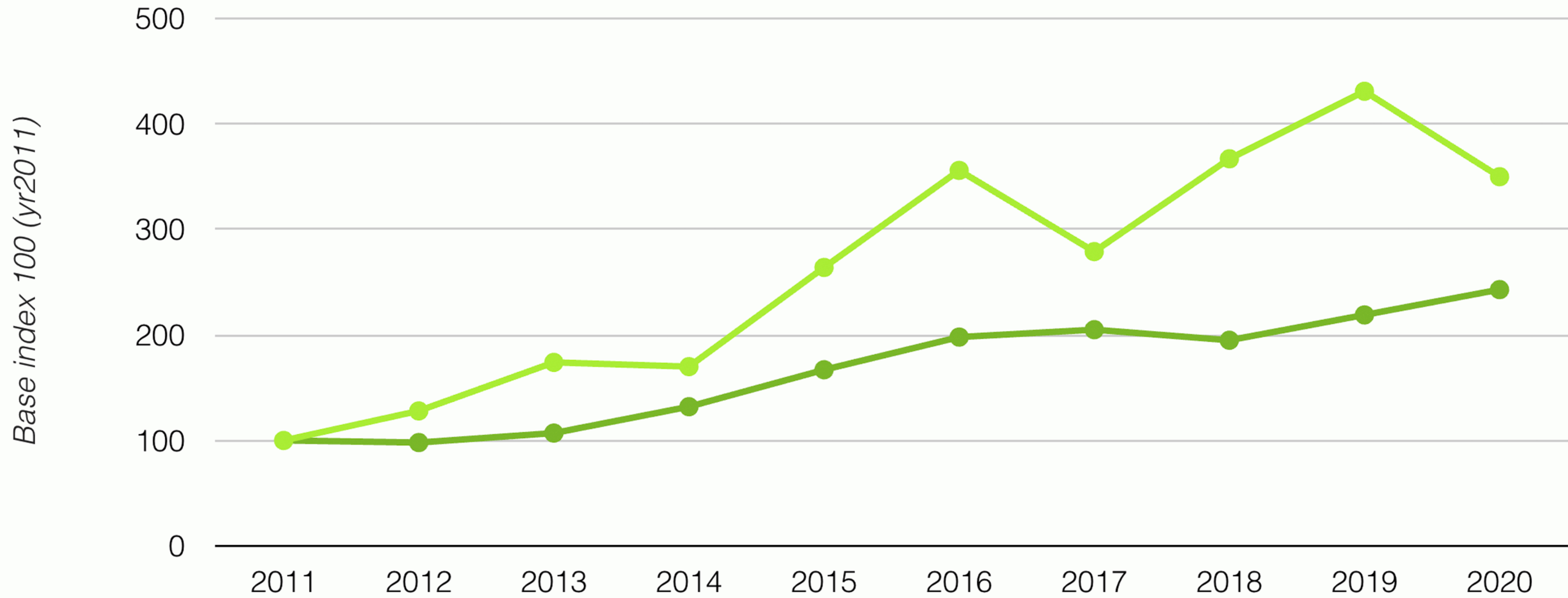
Economic value generated and distributed Alianza Team® (millions COP) 2020

(EVG) Total income: net sales plus income from financial investments and sale of assets.	1,867,896
(EVD) Operating costs: payments to suppliers, royalties and facilitation payments.	1,354,242
(EVD) Total salaries and social benefits for employees: total payments made to employees and social contributions. Does not include future payment commitments.	193,049
(EVD) Payments to capital providers: dividends paid to all types of shareholders.	46,835
(EVD) Payments to governments: all company taxes, contributions and penalties. Includes payments to regulatory agencies.	16,350
(EVD) Community investments: voluntary contributions and investment of funds in the community.	680
Total EVD (does not include income)	1,611,156



Alianza Team® Trends

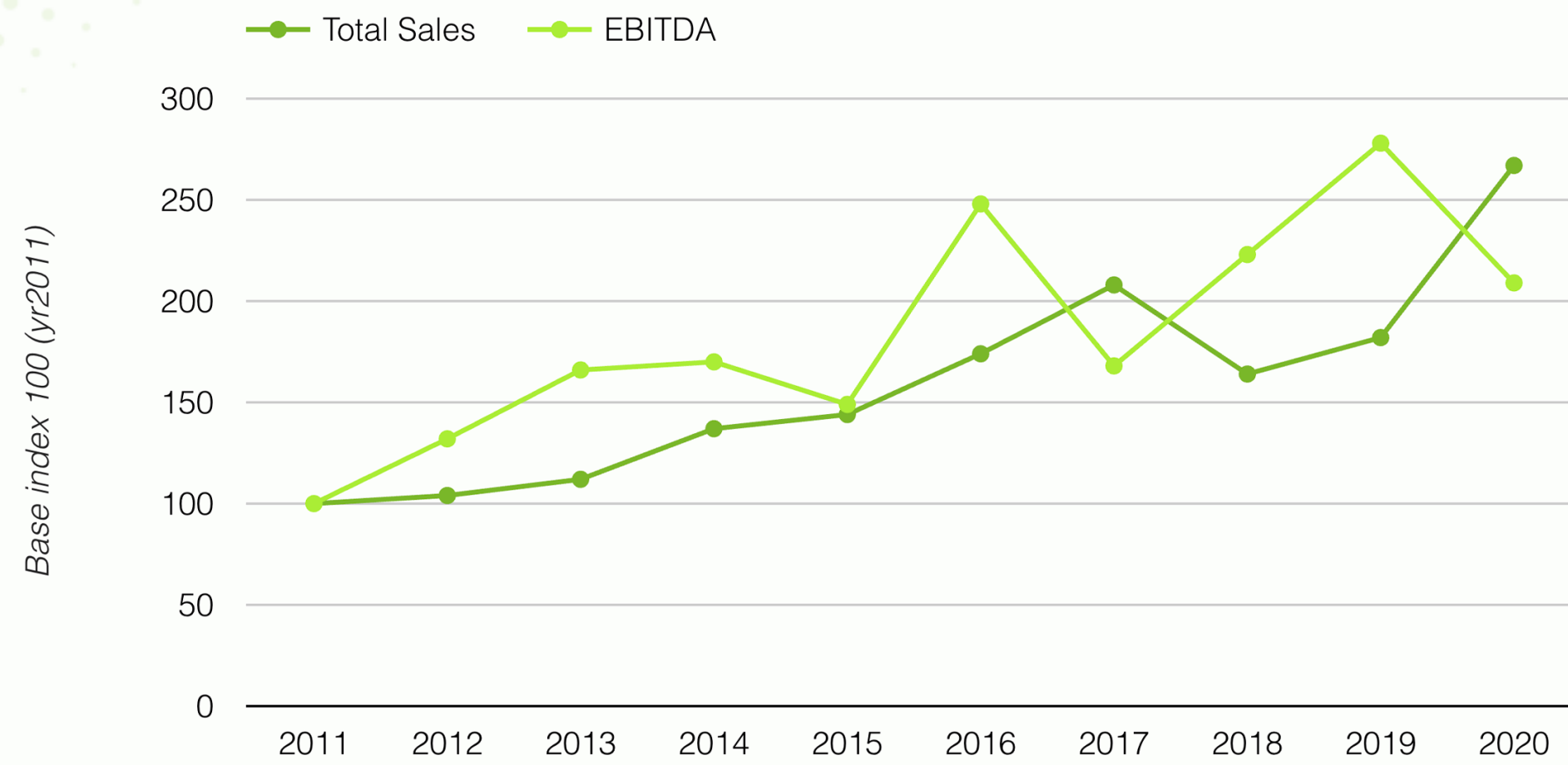
● Total Sales ● EBITDA



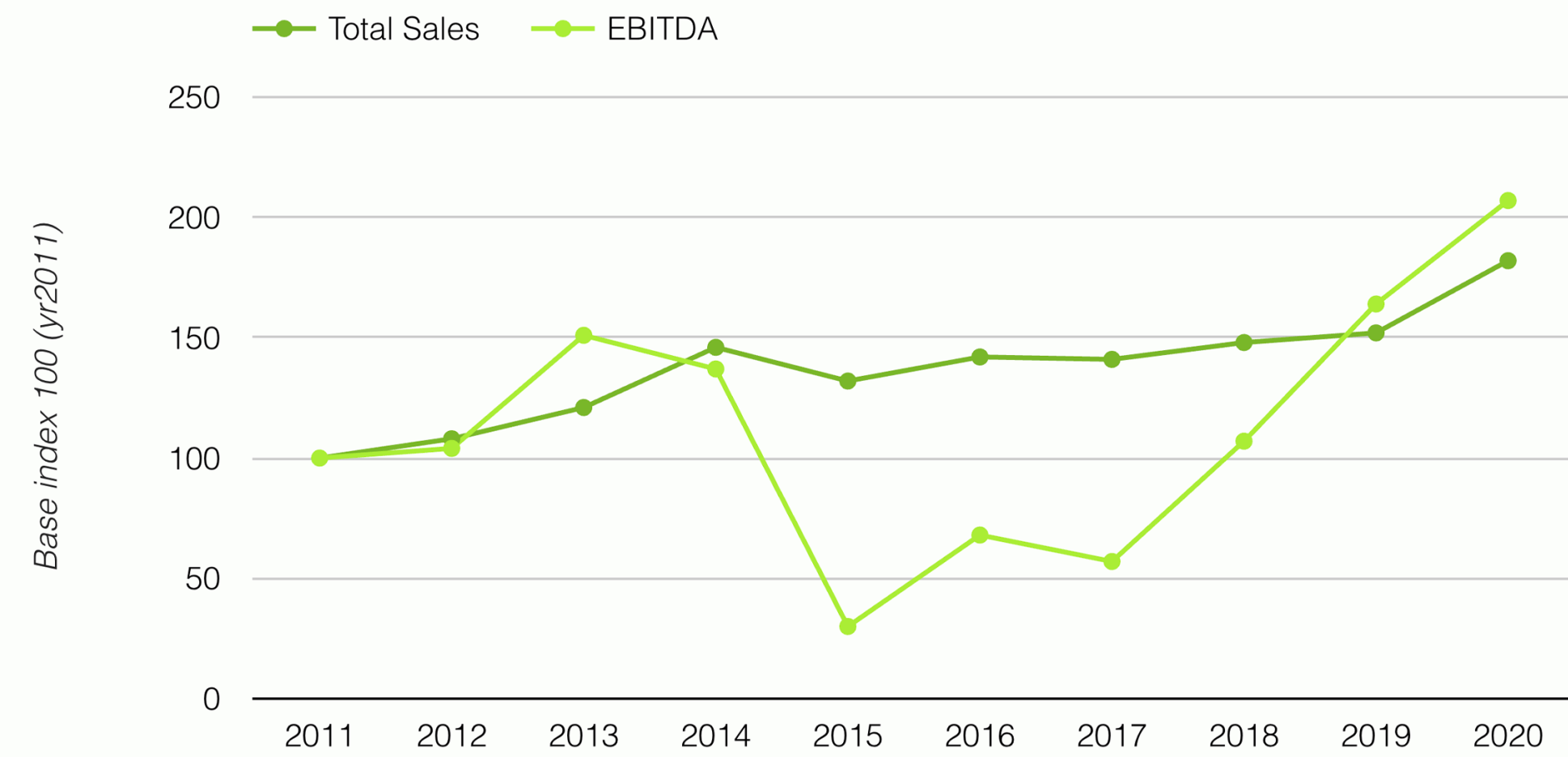


Chapter 0 Alianza Team® - Who we are and where we're headed

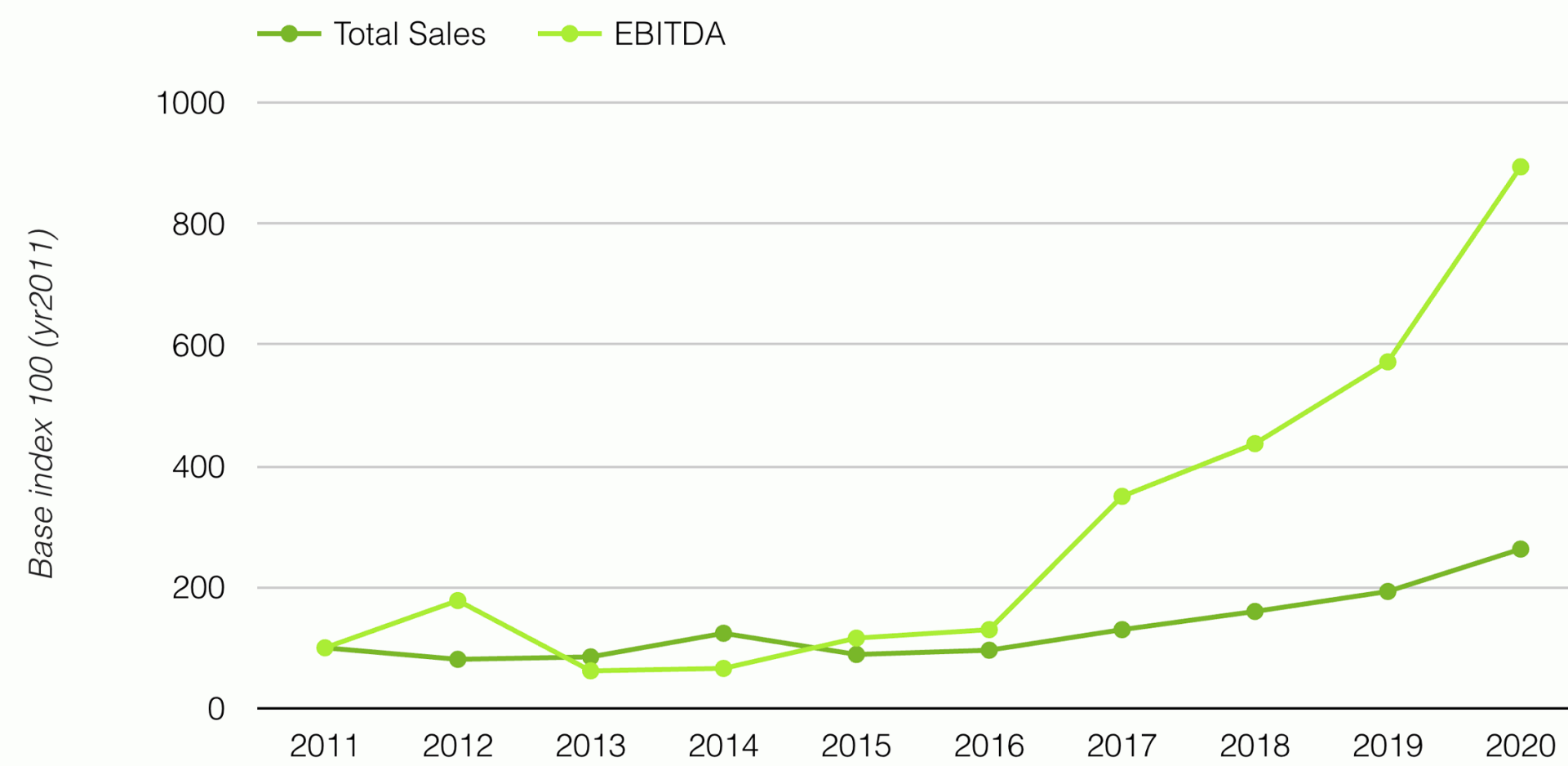
Sales and EBITDA Colombia



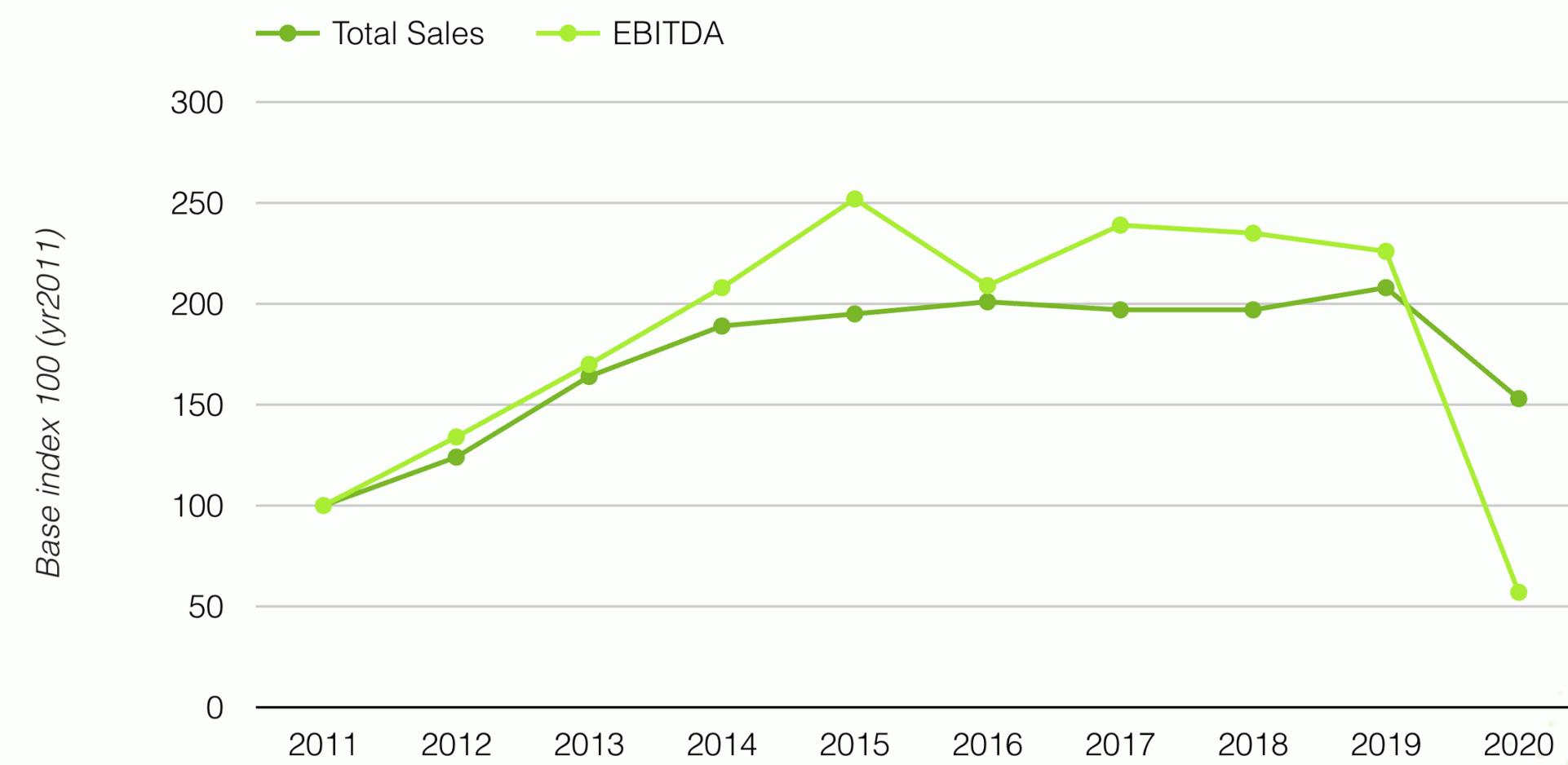
Sales and EBITDA Chile



Sales and EBITDA México



Sales and EBITDA BredenMaster





Chapter 1



What we do

Our brands, products and services

- Innovation
- Health & nutrition
- Materials and Packaging



Chapter 1 What we do - Our brands, products and services



Team Foods Portfolio



In the 20 years as an Alliance -and in the more than **70 years of industry experience** we have gathered in our operations- our businesses, brands and solutions have stood

out for their high standards of quality, reliability and innovation. Even in the face of challenging conditions experienced in 2020, we **launched 210 solutions and reached more points of sale versus the previous year**, fulfilling our corporate purpose of nurturing a better tomorrow, especially when our customers and consumers needed it the most.

We started refining vegetable fats and oils for final consumption in Colombia, specifically cooking oils and margarines, and today, we have nine different business units participating in more than eight categories with presence in fifteen countries, recognized as leading experts in the development of brands and solutions where the lipid makes the difference.

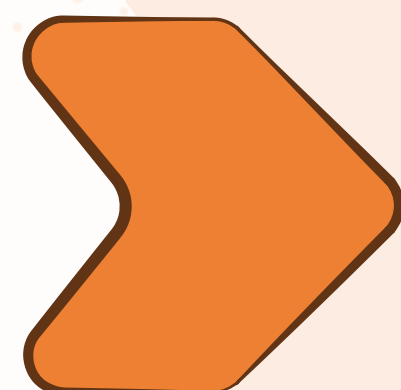
Through our brands we highlight the values and corporate principles that define us, working every day to find new and better ingredients, formulations, packaging solutions and strategies to reach customers and consumers to leave a positive footprint not only economically, but also socially and environmentally.

Team Foods with its brands and products to the final consumer, **Team Solutions** serving the industry with differentiated solutions and technologies that solve their needs, and **BredenMaster** that proudly maintains the baking tradition in Chile inside and outside the home, are the three strategic business groups with which today we reach millions of homes in Latin America to **nurture a better tomorrow**.

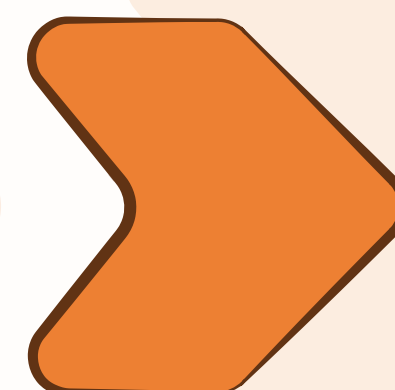




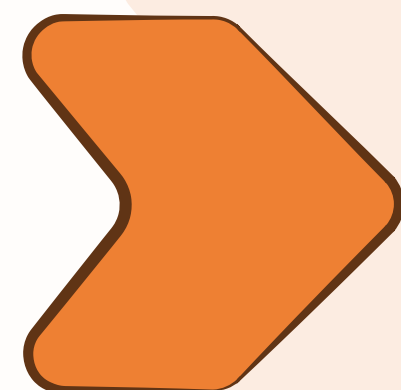
HIGHLIGHTS



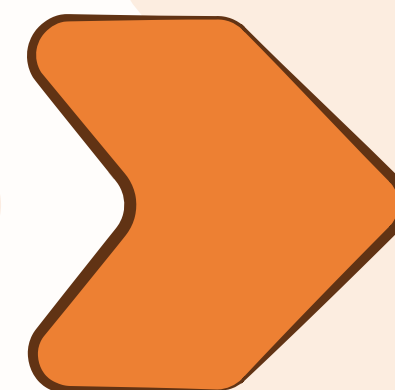
We completed the first global call for solutions for food technology challenges through our **albora**[®] corporate venture capital, in which we received more than 100 applications, 68% of them international.



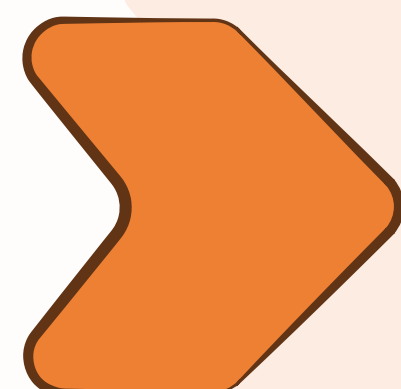
In its second year, 62 projects applied to **ReINNventar**, an internal event that promotes innovation in processes, products and business models.



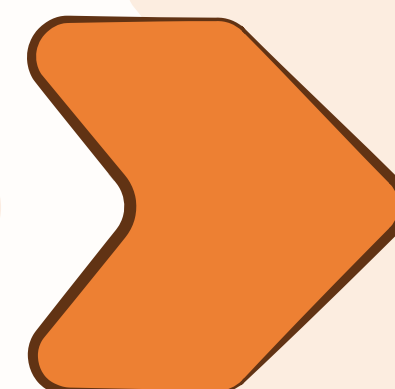
We designed and implemented **FAST**, a customized collaborative model with the objective of guaranteeing quality, safety and outstanding service, substantially reducing the development and time to market of our products.



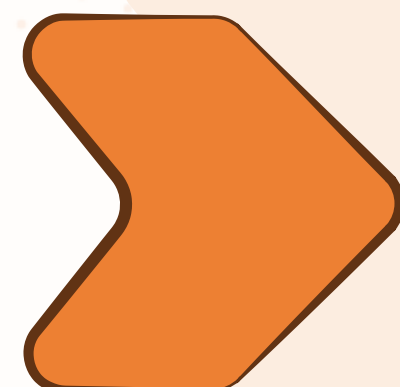
We ventured into **new categories** with 17 references of the Dagusto[®] and Jappi[®] brands, leveraging **new sales channels** that have grown 104% compared to 2019.



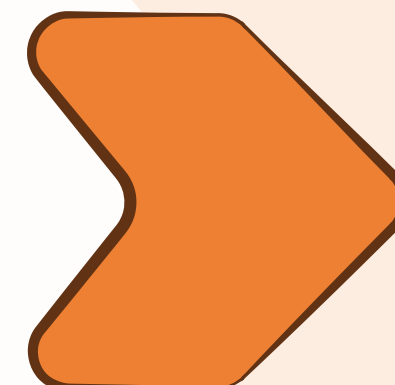
BredenMaster transformed its operation, developing a new sales channel to reach the final consumer with products at room temperature with ATM technology.



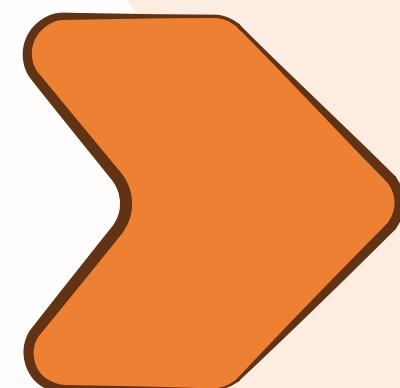
We achieved important advances in **health and nutrition** with the use of SaltyGood technology in Campi[®], the elimination of TBHQ from Gourmet[®] and Olivetto[®], among others, and the accompaniment of clients with *NIK Nutritional Index Knowledge*.



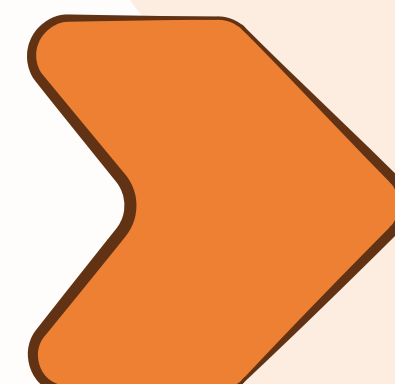
We ensured that all the boxes in which we pack our products in Mexico are made of 100% certified recycled material.



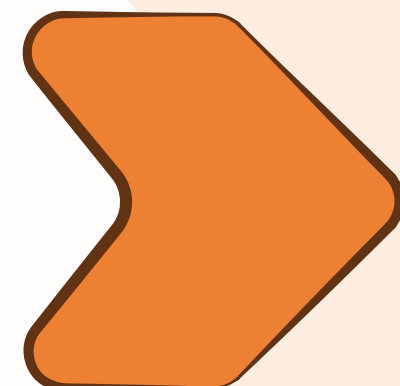
We were recognized by Compassbranding as one of the **10 business groups with the most valuable brands in Colombia**, five of them among the Top 100 in the country.



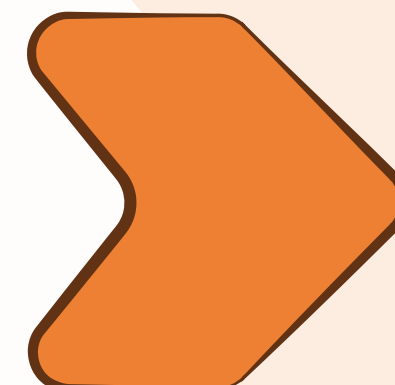
We launched the first line of oils in **100% recycled PET bottles**, avoiding putting more than 200 TON of new plastic on the market by 2021.



Complete the diagnosis of critical ingredients and contaminants for 100% of our products to draw up transformation plans in line with scientific consensus.



Team Foods' **circular economy program** continued to expand its reach with a partnership with D1 supermarkets in Bogota, enabling 280 collection points for end consumers.

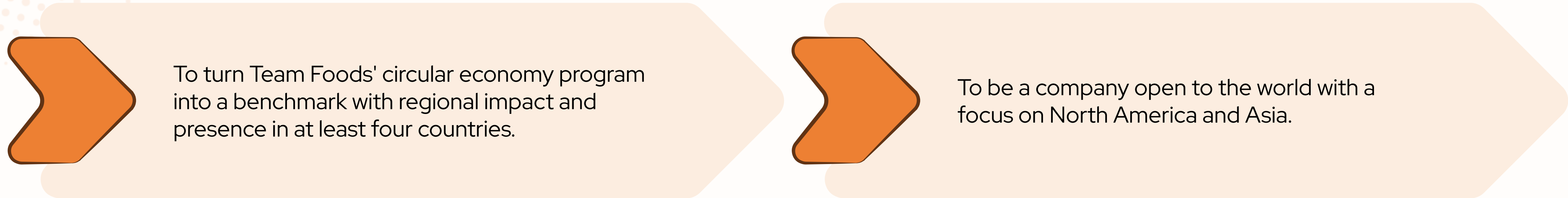


Structuring long-term projects with our brands and businesses that generate high social and/or environmental impact.

2023 CHALLENGES



2030 AMBITION



Innovation

[T1]



FAST work team



Innovation is one of our greatest corporate capabilities, being one of the main growth drivers of all our businesses and a fundamental part of our work culture, recognized as highly innovative by Great Culture to Innovate.

With the support of a global science network for our corporate innovation ecosystem, **we invest close to 1% of our annual sales** in the different aspects necessary to deepen our corporate capacity in research, development and innovation, cementing the competitiveness of our businesses with differentiated, high-impact products, services and solutions throughout the value chain.

Today we have **16 patent families, 30 granted and 25 more applications pending** thanks to more than **78** highly trained people who are exclusively dedicated to deepening our scientific knowledge and its application in solutions for various industries.

We consolidated the open innovation model with the launch of **albora®**, the corporate venture capital fund that seeks to accelerate the capture of knowledge in business through investment, collaborations or partnerships with startups and research centers worldwide.

Together with Eatable Adventures, under a global call for solving specific business challenges in food technologies in the first



Chapter 1 What we do - Our brands, products and services

call, we received more than **100** applications, **67%** of which were international.

The 8 most powerful options were selected, accelerating the technology appropriation and growth opportunities in our businesses. The second call, currently underway, is focused on finding solutions for the circularity of our packaging and materials, and traceability.

We hope it will be as successful and profitable for businesses as the first one was. [Learn more here](#)

albora™

To enhance product innovation, we integrate technical expertise, customer-centric design, agile methodologies and permanent collaboration of interdisciplinary teams to create valuable products in record

time, supported by a collaborative model developed in-house called **FAST** and by a cross-cutting team, which ensures compliance with quality, safety and service, substantially reducing development and time to market, achieving a share of product innovation in sales of **26%** in 2020 (products launched in the last 3 years) in Team Foods.

Under this same model, and with the consolidation of a team dedicated exclusively to leading and accelerating the entry into new categories, **we finished the year with a portfolio of 11 products with 15 references of the Dagusto® brand in the frozen bakery and doughs categories, and two vegetable drinks with Jappi® oatmeal and coconut.**

The frozen bakery line alone took approximately 45 days from conceptualization to launch, demonstrating the power implementing the minimum viable product philosophy, which is a source of learning, inspiration and interaction with our consumers to develop valuable products.



BredenMaster Products

At BredenMaster we transformed the operation for the sale of products at room temperature with modified atmosphere technology (ATM) for the end customer, developing a new sales channel in the midst of the pandemic, and **Kardámili®** -our premium olive oil brand in Chile- introduced new formats and presentations, expanding its offer to consumers.

In addition, as a strategy to reach residential complexes in times of mandatory quarantine, nine Mobile-Breden's were deployed so that our consumers could have reliable, timely and safe access to their favorite products.



Chapter 1 What we do - Our brands, products and services

In our International Businesses, the pandemic definitely forced us to transform the way we did our work - **when everyone else was trying to keep their distance, we were trying to stay close to our customers!**

Through live broadcasting workshops, discussions, trainings and the development of graphic material to share with our clients, we were able to maintain the closeness in the virtual world.

We boosted our business by entering new categories to get closer to more consumers, strengthening our communication strategy and seeking to be as efficient as possible in our operation.



BredenMaster Products

At Team Solutions we continued to deepen our knowledge in lipids through applied research to launch more than 12 technological solutions in five categories.

In Colombia alone we supported more than 50 brands in 2020, identifying lipid solutions tailored to each of our clients' products!

At Team Solutions we will continue to accompany our customers by understanding consumer behaviour and choices amidst the pandemic and identifying the best way to innovate in their products, always taking into account the needs, functions and properties that consumers are looking for today.



The way we expanded our production capabilities through allied manufacturers to ensure agility in product innovation was also a huge challenge that we worked on in 2020, developing new category projects by successfully integrating all the work axes - development, production, supply and logistics to support business needs.

This development, in line with our corporate purpose and connected to the pillars of health and nutrition and sustainability to achieve cleaner labels and environmentally friendly packaging, allowed us to generate a differential in the market, exploring and understanding how the market works with last-mile players and also in catalog sales.

In the last three years, sales in new channels have grown more than 1145%, a trend that accelerated significantly in the last year. Through exploration and collaboration initiatives with our partners, we have come to identify new opportunities through real-time data analysis.



Chapter 1 What we do - Our brands, products and services

All these efforts and learnings contribute to the further positioning of our brands to increase visibility and gain the trust of more and more online customers in the categories of the basic food basket.

Find our brands in Merqueo, Rappi, Cornershop, Shakti and La Vital, among others.

We will seek to open the categories of interest in digital marketplaces during 2021 since these channels have served to experiment the launch of new categories, validating hypotheses and learning before entering the modern and traditional sales channels.

With new communication channels such as social networks and websites, we are also conquering new audiences and consumers with relevant content for

everyday life, while ensuring the responsible treatment of their personal data.

Follow us for the best preparations, ideas and content of the products you love for every moment of the day!

- [Jappi®: More plants, more life, more Jappi®](#)
- [Olivetto®: With Olivetto® everything is better](#)
- [Gourmet®: Eating well is good for you](#)
- [Dagusto® Home: The warmth of home baking](#)
- [Campi®: The delicious taste of the countryside on your table](#)

• [La Buena®: It burns less and yields more](#)

• [Vidalia®: Evolve the way you feed yourself](#)

• [La Torre®: The secret of the master baker](#)

• [Delabuena: With Delabuena your bread flies](#)

• [Kardámili®: Exquisitely healthy](#)

During 2020, our campaigns reached an average of **8.8 million** people per brand, showing our ads **233 million** times to our audiences, made up of a community of **220 thousand followers** on social networks.

Olivetto®, for example, strengthened its positioning strategy as the brand that celebrates everyday food, registering around 25,000 monthly visits to its website, reaching an audience of around 270,000 people in



its digital ecosystem. A study conducted by Dataplus found that Olivetto® is the #1 brand in awareness, preference and purchase intention in Colombia. Gourmet® turned Frito Experto into the second best-selling reference in its portfolio in record time thanks to a powerful 360° communication campaign.

Likewise, **with the launch of our own sales channels for the Vidalia®, Jappi®, Dagusto® y Olivetto® brands which closed the year with more than 16 thousand user registrations, we continued to find new ways to get to know our consumers through the digital universe, understand their needs and develop innovative solutions.**

ReINNventar

2020

Potenciamos ideas
que transforman



Through **ReINNventar** we encourage and recognize innovation in processes as well as products, services and business models, annually receiving applications from the projects, initiatives and products considered most innovative for their impact on the environment, people, growth and digital effort to continue transforming our value chain.

In 2019 alone we estimated savings of COP\$2 billion pesos from process innovations! 32 of the 62 projects submitted in the first round were pre-selected, and then the eight finalists presented their initiatives to the entire organization to define the winning projects by vote. Take a look at some of this year's projects in the following video.



Undoubtedly the main lesson that this year left us is that despite the adversities and the situation experienced by Covid-19 worldwide, innovation must continue and is a source of constant growth, showing us that **our creativity, passion and ability to execute allow us to transform ourselves even in the most difficult situations in order to move forward.**

Health & nutrition



BredenMaster Employees



Aware of the major problems we face today as humanity associated with health, nutrition, eating habits and lifestyles, our corporate purpose of nurturing a better tomorrow inspires us to design products, services and solutions that, in line with the scientific consensus and international recommendations, favor proper nutrition and the well-being of consumers, allowing us to anticipate new legislation related to food labeling and marketing, among others.

[T24]

In Chile, **BredenMaster's** Home Bakery line is a line of six types of breads completely free of advisory seals to accompany the different moments of consumption, ensuring quality products, flavor and presentation, in compliance with the recommended parameters of sodium, sugars and fats by Chilean legislation.

In Colombia, we participated from the beginning in the self-regulation commitment for frontal labeling to provide clear, accurate, complete and comparable information to our consumers, including GDA nutritional batteries in **82%** of the consumer product portfolio, 28% more than four years ago.

Campi® renewed its brand image and labels to communicate clearer, cleaner and more accurate information to consumers, who are increasingly interested in knowing the ingredients and components of their food.



Chapter 1 What we do - Our brands, products and services

With the NIK Nutritional Index Knowledge tool developed by **Team Solutions**, which allows us to analyze how nutritious a product is, what type of seals its label would have and how consumers would be impacted by the appearance of these seals, we are also helping our clients to adjust and improve the nutritional profiles of their products.

By the end of 2020, more than 25 brands already had the support of Team Solutions working to eliminate frontal advisory seals, through technological solutions developed from lipids and fats.

Our efforts, however, are not limited only in communication, but in continuous development to improve formulations with the elimination and replacement of inputs and ingredients with more natural and better quality alternatives.

In 2020, we took important steps in Colombia, bringing to the market the new line of spreads of our Campi® brand, which, thanks to SaltyGood technology, now has up to 50%



BredenMaster Employee

less sodium than its previous formulation, while maintaining the delicious flavor that identifies it, using natural flavors and colors. We also reduced the sodium content and eliminated partial hydrogenated fats (source of trans fatty acids) from several margarines for the Bakery business as part of the alignment to our

internal nutrition and health parameters. On the other hand, we developed a new special oil for frying, **Gourmet® Frito Experto**, which achieves superior performance as it resists higher temperatures to guarantee crispy, golden and delicious frying without using artificial antioxidants such as TBHQ, which we also eliminated from **Olivetto®'s** entire line of frying oils. The **Jappi®** brand launched the first non-dairy oatmeal drink on the market in Colombia, which has an important nutritional contribution for our consumers, since in addition to the benefits of oats, it provides minerals such as calcium and is a good source of fiber, thus becoming a unique product in its category.

Thus, we offer products that provide nutrients necessary for the proper functioning of our body, which responds to the second focus of our nutrition and health strategy. Finally, in the area of functional benefits, under the **Vidalia®** brand, we complemented the portfolio with two gluten-free functional breads that contribute to digestive health by being a



source of prebiotic fiber and a delicious dark chocolate rich in natural antioxidants, which help protect us from free radicals. These efforts led by **Team Foods** are in line with its vision of transforming food by offering health, nutrition and sustainability to improve the quality of life of the communities we serve.



Materials and Packaging



Committed to the environment, and aware of the responsibility we have as producers in the food industry for our materials, packaging



Packaging at Alianza Team® Barranquilla

and containers, during 2020 we worked on different fronts to address this priority, knowing that there is much to do so we are constantly looking for alternatives, knowledge and opportunities for our products to be accompanied by high quality packaging that ensure the quality and safety of our products,

are differential in design, communication and functionality, and at the same time, have the least possible impact on the environment.

In 2020, we launched the first bottle for the oil sector made of **100% post-consumer recycled material**, becoming pioneers in this type of application and contributing to the environment.

By 2021, we will avoid consuming more than 200 TON of virgin PET resin!

We also made progress in strengthening the artwork development process with the objective of having packaging with clear, precise information adequately supported in an agile and safe manner.

Kardámili achieved 75% recyclability of its bottle, and **BredenMaster** is currently working to develop a materials and packaging strategy to accompany the products to the final consumer, taking into account that its sales before the pandemic were mainly in bulk.

The presentations, designs, marketing and materials are all being reviewed and adjusted



Chapter 1 What we do - Our brands, products and services

with the objective of certifying the packaging as 100% recyclable in the short term.

We ensured that 100% of our margarine brands in Mexico, La Torre, Jacinta, Buttery, Delabuena, and La Clea and Team Solutions products are packaged in 100% certified recycled cardboard boxes, allowing us to explore new communication alternatives to engage our customers and consumers to achieve their final recycling. On the Colombian Caribbean coast, we also launched **ready-to-sell (RTS) soaps of the Oro® brand**, discontinuing the sale of three references wrapped in plastic



Alianza Team® Mexico Products

packaging. With this measure, we were able not only to contribute to the environment by preventing more than **848 thousand** plastic wrappers from being put on the market, but also to generate greater brand recall and a better display in the traditional channel.

We will continue working so that our packaging not only accompanies our products, but also plays a leading role in their success as levers of differentiation and relevance.

These initiatives also contribute to compliance with our legal obligations related to extended producer responsibility (EPR), which are currently being regulated in Colombia and Chile.

In Colombia, we joined the Visión 30|30 collective through which we are working with more than 270 companies to strengthen the country's installed capacity for materials recovery and thus significantly increase recycling rates of materials and packaging.

In Mexico, we are working hand in hand with businesses and their customers to anticipate potential obligations on this front, carrying out a complete diagnosis of our purchased materials and packaging placed on the market, understanding what alternatives currently exist to promote the use of post-consumer waste and how to raise awareness among our customers and consumers on this front.

The second albora® call, which was launched at the end of 2020, seeks precisely to identify opportunities at a global level that will allow us to improve the circularity of our materials and packaging by solving specific challenges in each of our businesses.



Alianza Team® México Employees



Chapter 1 What we do - Our brands, products and services



Finally, the program to close the used cooking oil (UCO) cycle, created in 2015, continued to strengthen in Colombia, maintaining its leadership in the collection of this waste in industrial accounts and retailers and expanding its reach to the final consumer, reaching residential complexes.

Through a strategic alliance with D1 supermarkets in Bogota, we currently have 280 collection points set up so that citizens can take their UCO in a closed plastic container to prevent it from being disposed of inadequately through drains that affect the water and sewage system and contaminate water sources.

With the participation of **11 volunteers** in the Manos Verdes Volunteering Program,

we reached more than 400 people in Bogota, Barranquilla and Cali, finding that 67% of the people surveyed at the beginning did not know how to correctly dispose of the UCO, presenting a clear opportunity for future education.

¿Did you know that one liter of oil contaminates up to one thousand liters of water?



Alianza Team® Colombia Employees

This program generates a double impact, since the UCO collected is used for the production of biodiesel, avoiding greater carbon dioxide emissions into the atmosphere

compared to the use of traditional fossil fuels. In 2020, **717,680kg** of UCO were collected from more than **2,463** locations, avoiding the contamination of more than **780 million liters of water** and avoiding the emission of **1.7 million kg of CO2** into the atmosphere, equivalent to the emissions of driving **372** cars constantly for a full year.

In total, Team Foods' circular economy program has saved more than three million liters of water since it started in 2016, seeking that not a single drop of oil contaminates water or people's health.



Chapter 1 What we do - Our brands, products and services



Alianza Team® Colombia Employee

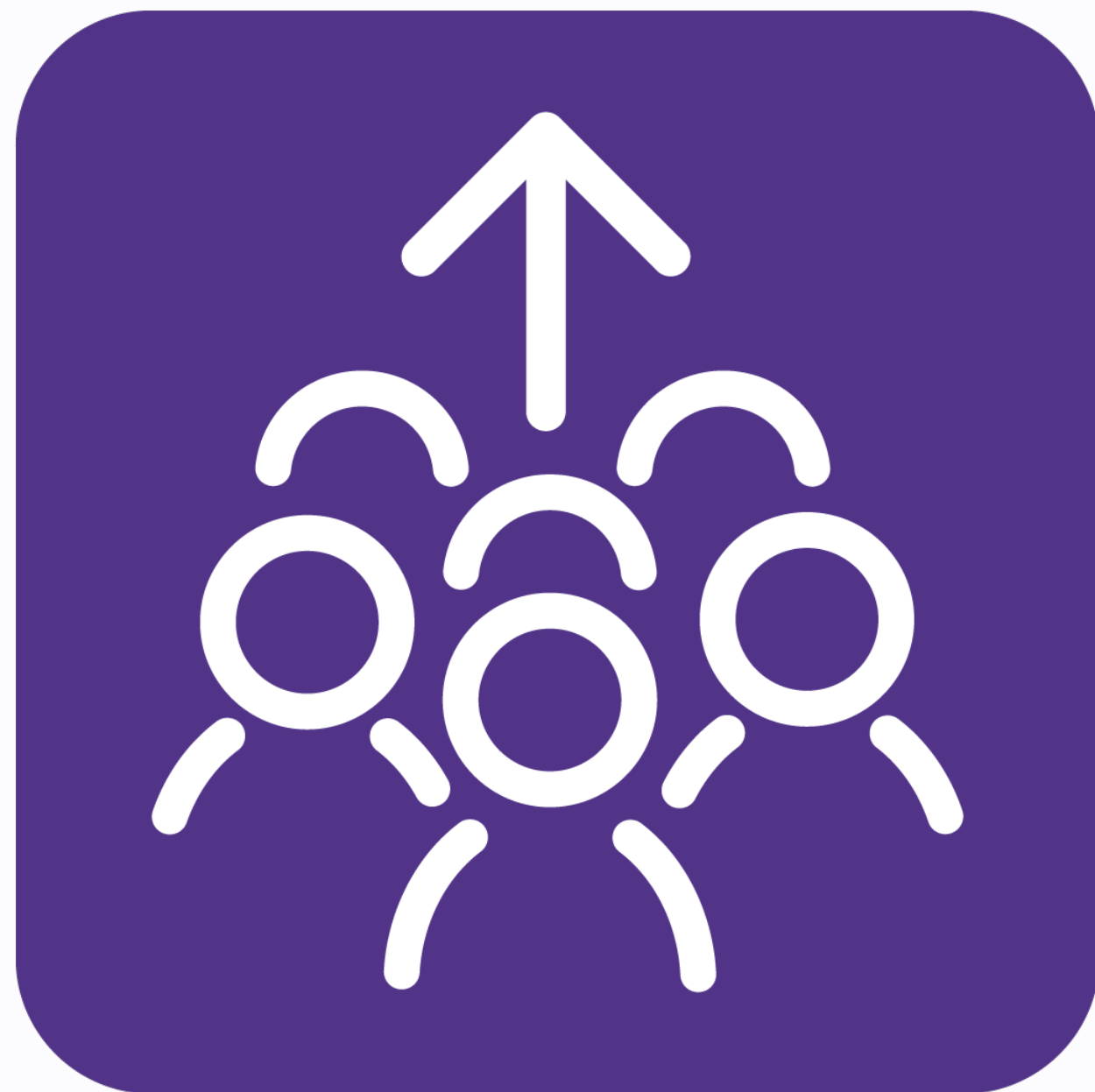
Working with coherence, conviction and consistency around these strategic focuses, today our brands are making a difference in the categories in which they compete to continue earning consumer preference.

According to Nielsen data, we maintained our leadership in the premium oil segment in Colombia with Gourmet®, where for every 100 pesos purchased, 44.7 were for our brand, and of every 100 units sold, 40 were ours. In terms of perceptions, **12 of our brands are among the most valuable and recognized brands in Colombia according to Compassbranding, placing us in the 10 companies in the country with the most valuable portfolios.**

Gourmet®, Campi®, Dagusto®, Oliosoya®, Girasoli® are among the 100 most valuable brands in Colombia

Surveys conducted by Dataplus reveal that 67% of consumers perceive Gourmet® as the healthiest brand and 71% perceive it as the best quality, while Campi® is the brand most associated with the rich flavor of the countryside and having natural ingredients from our land.

Chapter 2



What and who we do it with

Supply chain approach and relationships with our suppliers

- Procurement mapping
- The path to supply chain assurance
- Responsible Sourcing Strategy
- Alianza Team[®] supplier engagement plan in numbers
- Traceability to origin
- Corporate Volunteering Aliados Somos +



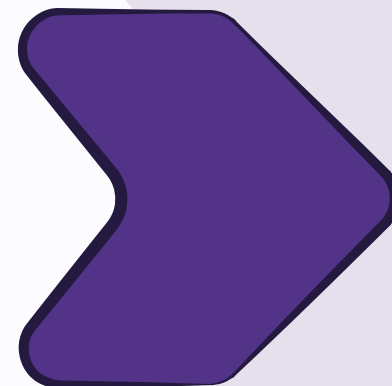
Chapter 2 What and who we do it with *(Supply chain approach and relationships with our suppliers)*



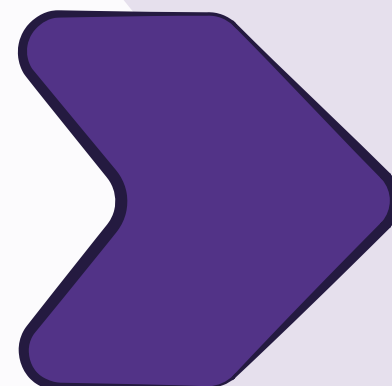
2020 was a year of great progress for Alianza Team® in terms of our approach towards our allies and the reinforcement of priorities for the following years. Aware of the importance of our suppliers and understanding the risks present in the supply chain, we developed tools that today allow us to diagnose, evaluate, and develop initiatives together with them to mitigate these risks and strengthen the entire chain. **The pandemic highlighted how vulnerable global supply chains are to external shocks, and with the ongoing threats posed**

by climate change among others, it is our duty to work hand in hand with our partners to prepare for future challenges. In line with our corporate principles and values, and based on the [Policy Guidelines for Nurturing a Better Tomorrow](#) we designed the Responsible Sourcing Strategy that will guide our actions on this front in the short and medium term.

HIGHLIGHTS



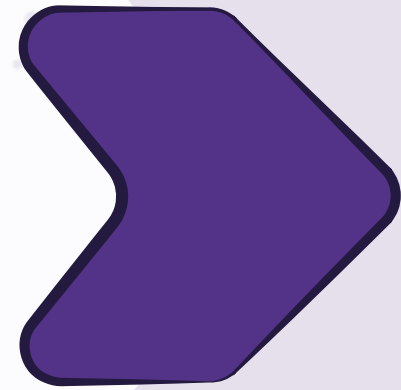
We reached out to our suppliers, opening spaces for cooperation and voluntary collaboration to work towards common environmental and social objectives.



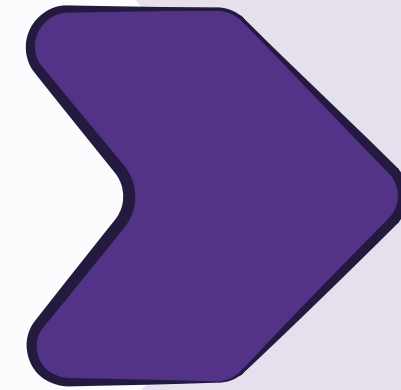
We prioritized three chains in terms of business and environmental impact and risk: palm, soybean and meat.



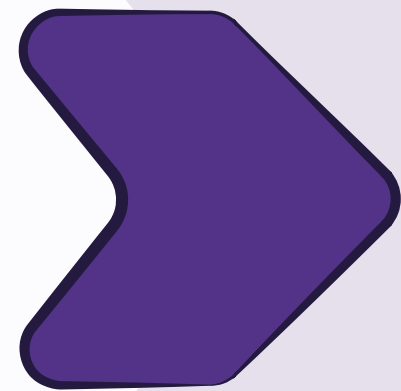
Chapter 2 What and who we do it with *(Supply chain approach and relationships with our suppliers)*



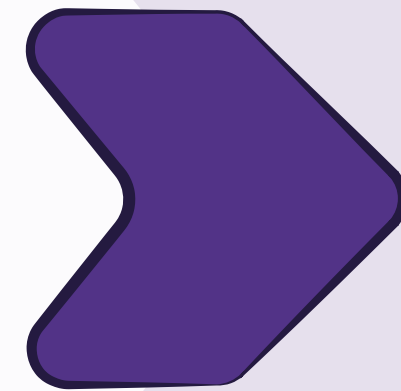
We developed the **Responsible Sourcing Strategy** that will guide our actions in the short and medium term, which includes the *Supplier Engagement Plan* and the *Monitoring and Verification System*.



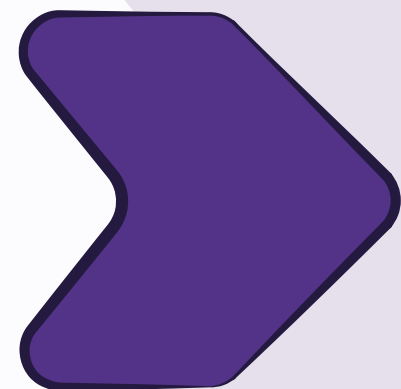
We obtained **traceability** to the plantation for **91%** of our palm suppliers and **42%** to the mill in the soybean chain.



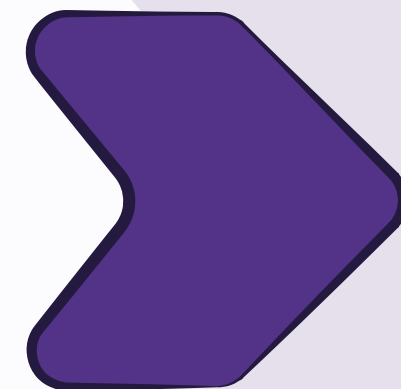
We relied on **satellite monitoring tools** such as Global Forest Watch and the SIGAIND platform to complement our diagnostic and surveillance efforts.



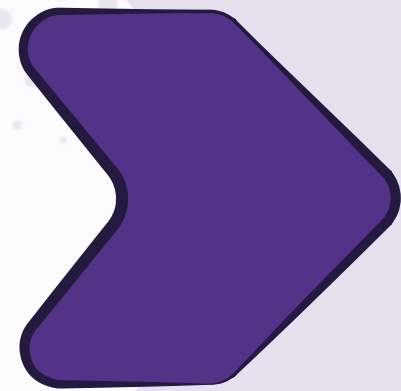
We trained **94%** of palm suppliers and **60%** of soybean suppliers at the corporate level on our Policy Guidelines and grievance mechanism.



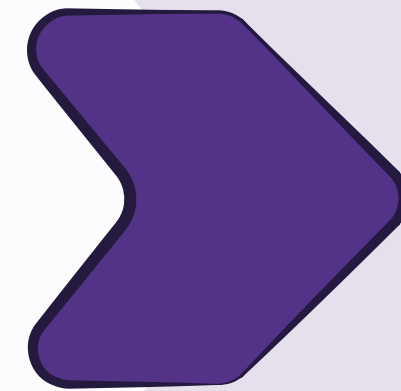
With the accompaniment of Earthworm Foundation and the support of Nestlé, we strengthened our monitoring and verification processes to ensure our chain in governance, environmental and social risks.



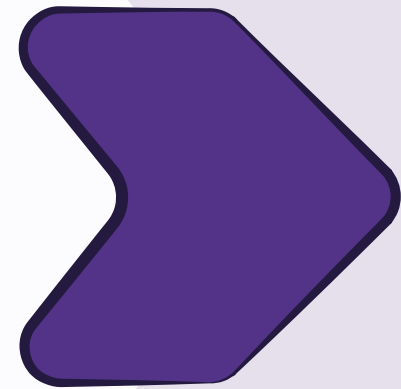
We evaluated 100% of the critical suppliers prioritized in ESG criteria and 81% of the mills that supply us directly and indirectly in management and compliance with issues associated with NDPE.



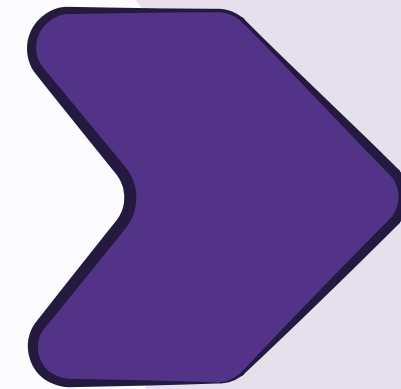
Together with several partners, we supported more than **358 smallholders** in their strengthening through two projects in Colombia.



Consolidate a robust grievance mechanism for all stakeholders that is known, reliable and effective.

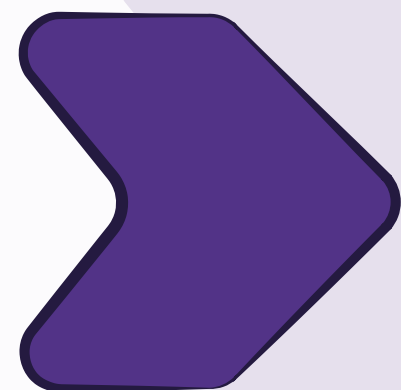


We refocused our corporate volunteering towards strengthening our supply chain with knowledge transfer, sharing practical experiences of our internal volunteers complemented with theoretical knowledge of external student volunteers.

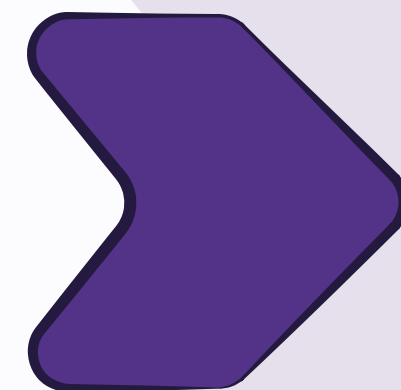


Implement at least one social and environmental transformation project with a landscape approach together with strategic allies.

2023 CHALLENGES

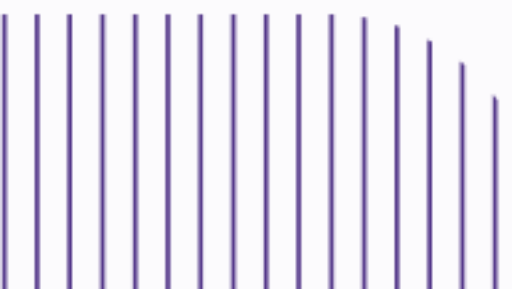


To have a complete mapping, diagnosis and risk analysis of the three prioritized chains, achieving 100% traceability to the origin for palm and to the mill for soybeans.



2030 AMBITION

Ensure that our agricultural chains meet environmental, social and governance (ESG) standards with 100% traceability and zero deforestation.



Procurement mapping

[102-9; 204-1]



Corporate Finance and Procurement team

We organize our procurement strategy in a way that allows us to have a close understanding of the market, risks, opportunities and key players in each of the supply categories under which we work: lipid raw materials, packaging materials, inputs and ingredients, non-productive elements and administrative services. 2020 reinforced the importance of getting to know our suppliers, assessing their strengths but also understanding their opportunities, in order to establish action plans that strengthen trust in our

relationships, develop and add value to our suppliers and the full chain in line with our corporate commitments and objectives.

Of the approximately two thousand suppliers we have, our main focus is on lipid raw materials, which represent more than 85% of the total spend, followed by packaging materials, which represent approximately 5%. We seek to develop local capabilities in our sourcing, so more than 60% of our supply comes from Latin America, contributing to the economic development of the region.

In terms of social and environmental impact, we verify that 100% of our suppliers know and comply with our **Policy Guidelines** in which we specifically detail the different corporate commitments and expectations in the economic, environmental and social dimensions.

We prioritized **three strategic chains** by purchase volume and impact on business and the environment: **palm, soybean and meat**. We designed and initiated the implementation

of the evaluation and monitoring system starting with the palm and soybean chain and with plans in 2021 for the meat chain.

Traceability at origin is a fundamental component for environmental and social risk management, identifying early signs and warnings with the support of satellite monitoring tools such as Global Forest Watch, among others, which allow us to complement our efforts in avoiding deforestation for example.

The goal set for 2019 was to achieve **100% traceability** to the plantation and mill for our **palm, palm kernel oil and derivatives**, an important challenge considering that we estimate approximately **12,805 indirect suppliers** in our supply chain, of which **2,254** are considered smallholders (>50Ha cultivated). Traceability at origin in the soybean chain presents a series of different complexities, as trading and sales are done through large players that are only recently beginning to identify their producers in the field.



The path to supply chain assurance

[T5]

2017



Zero Deforestation Voluntary Agreement

We signed it for the palm oil chain in Colombia and extended the commitment to the corporate level.

2018



Alianza Team® Policy Guidelines

With their publication, we communicate our guidelines and commitments to nurture a better tomorrow, promoting best practices throughout our value chain.

2019



Supplier Engagement Plan

We built it seeking to ensure compliance of minimum sustainability standards, promoting transparency in the supply chain, starting with the palm and soybean chain. We established traceability goals at origin for the palm chain.

2020



Responsible Sourcing Strategy

We designed the complete strategy applicable to all our chains and implemented the Supplier Engagement Plan, evaluating 100% of our prioritized critical palm suppliers on ESG issues and training 94% of our palm and 60% of our soybean suppliers at corporate level on our stated..Leer más



2021



Mainstreaming Social And Environmental Commitments

As stated in our Policy Guidelines, we seek to mainstream these in our direct operations and throughout our value chain.

2022



Grievance Mechanism

Integration of all our communication channels to strengthen the corporate grievance mechanism, extending its scope to our supply chains.



Responsible Sourcing Strategy

[102-17]



Alianza Team® Legal team



With the support of Earthworm Foundation and our client Nestlé, we developed our responsible sourcing strategy as a roadmap until 2030 that describes the strategies and activities to be developed, implemented and adjusted internally and externally.

The **evaluation and monitoring system** will be an input for decision making and assurance of compliance with our social and environmental commitments in our supply chains, and the **supplier engagement plan** details our relationship

and joint work, thus **ensuring sustainable and responsible sourcing.**

Guaranteeing the mainstreaming and compliance with the social and environmental commitments stated in the Alianza Team® Policy Guidelines is one of our main objectives to be fulfilled in the organization's processes and in the operation of our supply chain. Likewise, to expand the disclosure of our corporate integrity line, the main channel for complaints, claims and reports for our stakeholders.

Corporate Integrity Line: <https://teamfoods.alertline.com>

Telephone lines: Colombia: 01800 911 0011; México: 01800 288 2872; Chile: 800 360 312

Once connected, dial 888-265-9894 and select the language. Each person will get a PIN to return to the system and receive feedback on their reported case.



We want to promote development together with our strategic allies throughout the chain, so this strategy responds to 5 of the material issues prioritized for Alianza Team®: Traceability, ESG compliance (environment, social and governance) in suppliers, supplier development, partnerships for development, and risks, human rights and compliance to ensure a better tomorrow for future generations.

1. **Ensure consistency in content and language of Alianza Team® Policies**

- Timely risk management and compliance with our main commitments
- Raising awareness and mainstreaming social and environmental commitments within the framework of our corporate policies and processes for strategic allies (clients, suppliers, NGO's)

2. **Evaluation and Selection**

- Incorporation of sustainability criteria in the evaluation of suppliers
- Supplier development
- Contractual controls for risk mitigation

3. **Diagnosis and characterization**

- Sustainability risk analysis
- Supplier assessment

- Mapping of the palm (traceability to origin and crop polygons), soybean (traceability to mill and bean origin) and meat supply chain

4. **Follow-up and monitoring**

- Visits to prioritized critical suppliers
- Work plan and follow-up
- Alianza Team® grievance mechanism
- Non-conforming supplier management

5. **Transparency**

- Internal and external Supplier engagement plan progress bulletins
- Awareness-raising and internal work sessions
- Publication of our palm oil sourcing (long term)

The **monitoring and verification system** in the chain, a fundamental component of our strategy, covers critical environmental, social and governance aspects in agricultural chains, such as NDPE commitments (no deforestation, no peat, no exploitation), application of the HCS/HCV methodology, human rights, grievance mechanisms, traceability, monitoring and transparency, among others.

During the second half of 2020 in six sessions we identified the necessary adjustments to align our internal procedures with our declared commitments.

With these results, we adjusted the entire system and the visit and verification plan to continue promoting best practices in our supply chain. In 2021, we will conduct the pilot visit for the implementation of these tools.

Alianza Team® supplier engagement plan in numbers

- We trained **94%** of palm suppliers and **60%** of soybean suppliers at the corporate level with respect to the commitments declared by Alianza Team® in environmental, social and governance (ESG) aspects and our grievance mechanism detailed in the Policy Guidelines.
- We evaluated **100%** of our prioritized critical palm suppliers on ESG issues and **81%** of the mills that supply us directly and indirectly on management and compliance with ESG issues.



Chapter 2 What and who we do it with *(Supply chain approach and relationships with our suppliers)*

- We continued to support **100** indirect palm fruit suppliers in the joint project with partners from all links of the chain for certification under the new RSPO smallholders standard for the second half of 2021. This certification was originally planned for 2020 but was postponed due to the pandemic.
- We worked with **92** smallholders of palm fruit on satellite monitoring of their crops, identifying properties located in protected areas, agricultural frontier, conservation areas and/or presence of deforestation, along with the characterization of ESG issues for one of our suppliers sourcing, with the support of the National Wildlife Federation (NWF), Proyección Ecosocial and the SIGAIND platform.



- We began **field visits** to our prioritized critical suppliers.

Traceability to origin

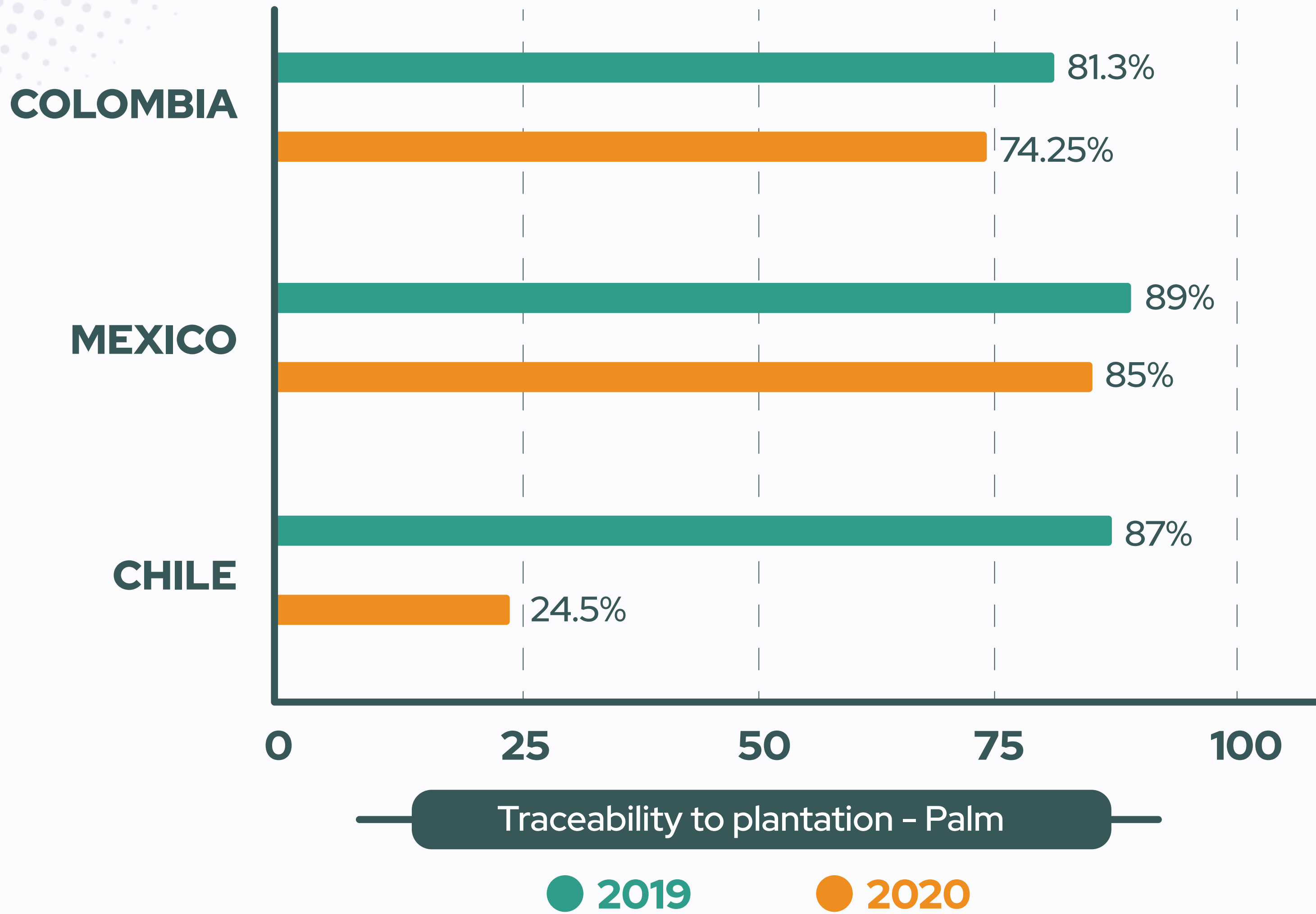
[T4]

Our commitment to sourcing raw materials in a responsible and sustainable manner, along with mitigating the effects of climate change, protecting and preserving forests, protected areas and biodiversity in our supply chain has allowed us to map in detail our palm and soybean chains in the last 18 months through voluntary agreements to deliver information, getting to know the **origin of our palm and palm kernel oil and derivatives up**

to plantation of 91% of our suppliers and 81% of the mills. Although we have not reached our corporate target of 100% due to a lag of approximately four months in the reporting of information, we will continue to reinforce the importance of this commitment throughout our chain with the support of the contractual adjustments made for 2021.

Our commitment to increase traceability to the mill in the soybean chain, also through voluntary agreements with our suppliers, has allowed us to better understand the complexities of this chain, where the level of detail and difficulty in capturing this information is a challenge for our partners and for the organization.

We currently have 42% traceability to the mill for our soybean supply.



The **Voluntary Agreement for Zero Deforestation** in the palm oil chain in Colombia which we signed in 2017 and extended to the corporate level, has been key for moving forward in this front. We delivered to the Committee our analysis report of our chain as a base tool for the identification, validation and mitigation of possible cases of deforestation, reinforcing the importance of the information we have for the development of the different tools described.



Corporate Volunteering Aliados Somos +



Alianza Team® Sustainability team



We transformed our corporate volunteering towards strengthening our supply chain. We sought to transfer best practices in ESG topics to our suppliers, creating knowledge circuits and work sessions with internal volunteers from Alianza Team® and university students

in their last semester –external volunteers– from the Universities of La Sabana, Externado de Colombia and Los Andes in Bogota.

Combining the practical knowledge of the internal volunteers with the theoretical knowledge of the external volunteers, this approach allowed our suppliers to advance in topics that they themselves considered of interest for their development.

For our external volunteers, who as a result of the pandemic were left without internship opportunities, it was a very enriching experience in preparation for the start of their working lives, and for us it was the opportunity to identify high potential talent for future vacancies and needs.

In 2020, we had the participation of 8 suppliers of raw materials, inputs and packaging to whom through 417 hours of work, 6 webinars and 27 sessions, we shared best practices in the following topics: occupational health and safety, human rights, environment, risk management, community relations,

grievance mechanisms, labor practices, responsible marketing and sustainability. In the case of our raw material suppliers, we reached 41% of the total palm and palm kernel oil supply in Colombia.

We will launch the second cycle in the first half of 2021 in which we will continue to share knowledge and strengthen our relationships with voluntary suppliers to further strengthen our chain and in the second half of 2021, broaden its reach to Mexico.



Lorena Meza
Extractora Sur del Casanare

Chapter 3



How we do it

Organizational excellence and talent in our operation

- Organizational Excellence
- Our people
- Aliados somos +



In line with our corporate principles and values, at Alianza Team® we have been working for more than 20 years to give the best of each one of us so that everything we do is of the highest quality. **Organizational excellence is the foundation of our operations,** regardless of the location or the production process. This is how we seek the integration of different management systems for greater simplicity, agility and ownership in the teams, to achieve strong results in the three dimensions of sustainability: economic, environmental and social. Likewise, **our people are at the**

center of our business, so taking care of their physical and mental health, their well-being and that of their families is of the highest priority for the company. With a constant annual investment of between US\$10 million and US\$30 million in our operations, we demonstrate our commitment to leaving a positive footprint not only in the countries where we operate, but also around the world, a conviction driven and shared by our shareholders and Board of Directors. In 2020 we confirmed our value scale for decision making, through which we ratify our conviction to leave a better future for the next generations by being allies for development.

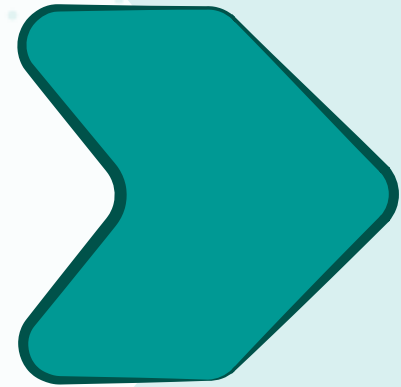


Bogota Facility Employee

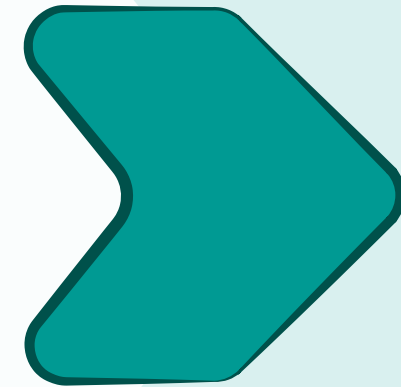
- 1** Health and well-being of our employees above all else.
- 2** Support and solidarity to the communities where we operate.
- 3** Business continuity, responding to our responsibility and commitment to nutrition, through the assurance of the supply chain and the supply of high quality products.



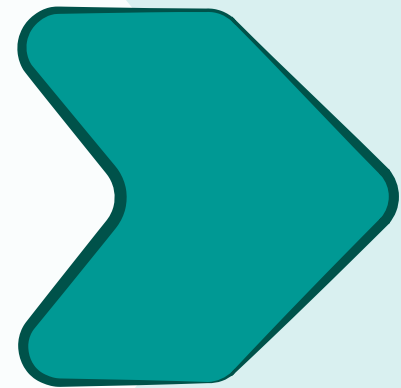
HIGHLIGHTS



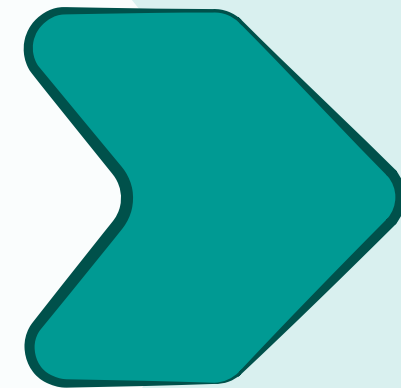
BredenMaster was the first company in Chile to obtain the **IRAM Seal of Verified COVID Protocol**, honoring our value scale and transmitting greater confidence to our consumers.



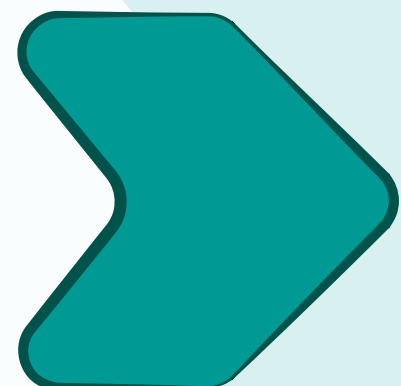
We held the first environmental business forum in Buga, Colombia **#SumarPorElPlaneta** with the participation of 15 neighboring companies, environmental authorities and allies, taking a leadership role in the region in environmental matters.



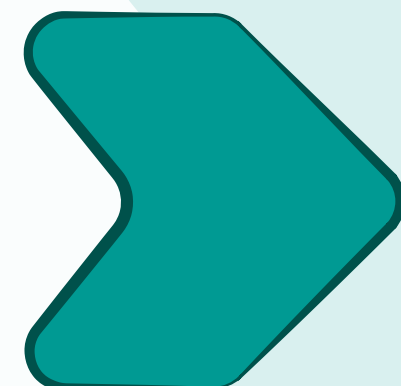
Our facilities **operated 24/7** during the year, reinforcing biosecurity measures and protocols to take care of our people and communities, and to meet the needs of our customers and consumers.



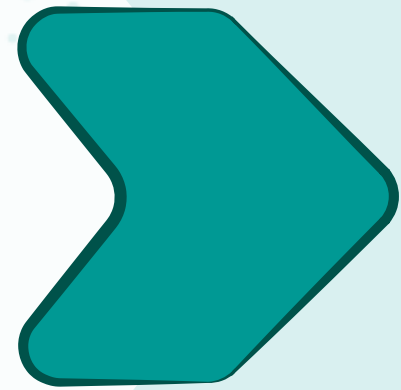
We invested more than **COP\$5.86 billion** in our people to take care of the health, safety and well-being of our employees and their families. We are proud to report that we had no fatalities during Covid-19.



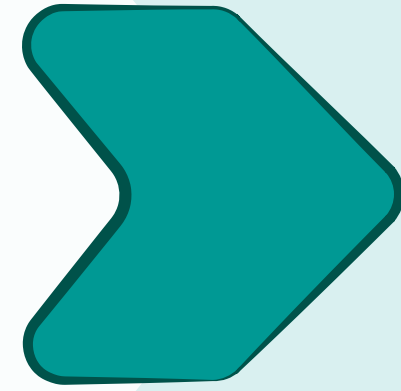
We aligned historical facility environmental data to ensure the necessary information for setting **Science Based Targets** as the foundation of our **corporate climate strategy** to become **carbon neutral**.



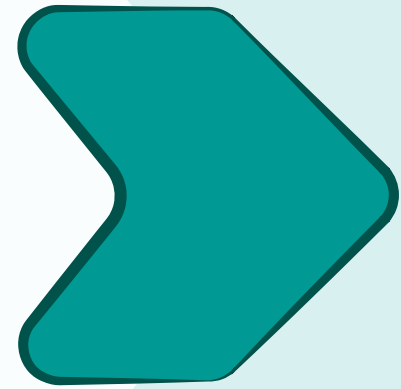
We consolidated a **culture of self-care and protection**, reflected in the **62%** and **55% improvement** in the accident frequency and severity results over the last four years.



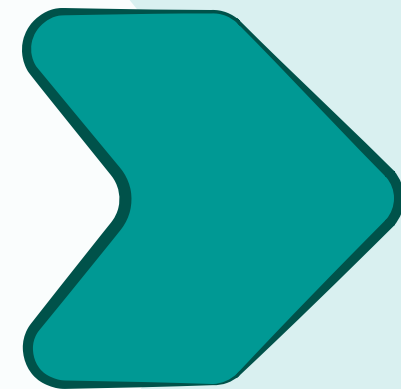
We launched the **Leadership Academy** with the participation of more than 300 employees in alliance with Origen and the Javeriana University in Colombia.



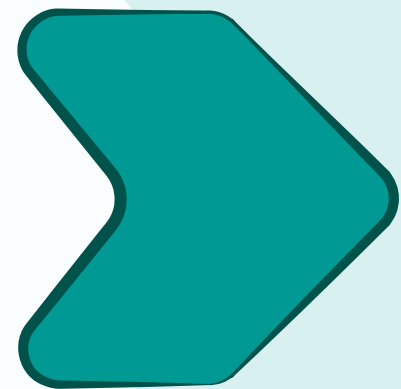
Campi® strengthened its social impact strategy with the accompaniment and nutritional recovery of 63 children in six communities in La Guajira, Colombia.



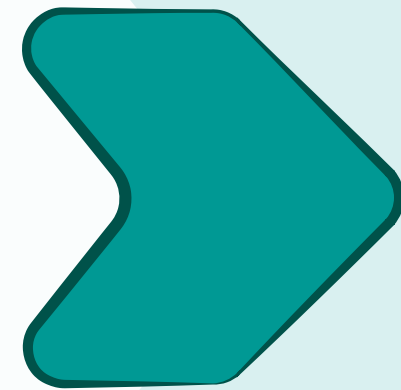
We maintained constant communication with our stakeholders, and especially with our employees throughout the year to strengthen trust and maintain a high work environment.



Structure the corporate climate strategy to set our Science Based Targets with reliable data and long-term projections.

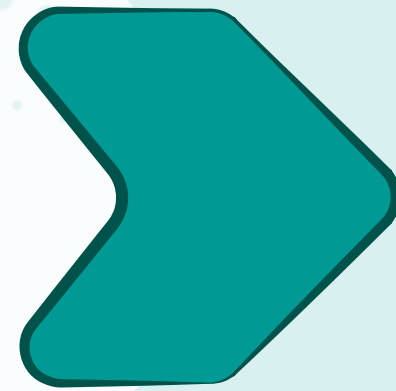


Under the umbrella of **Aliados Somos +**, we developed ESG impact initiatives for our stakeholders, reaching almost 10 million people with an investment of COP\$17 billion.



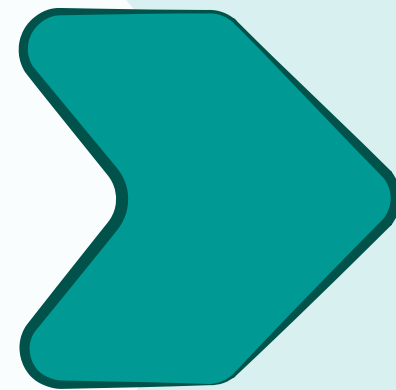
Fill 75% of vacancies with internal talent and 90% of critical positions with exceptional talent.

2023 CHALLENGES

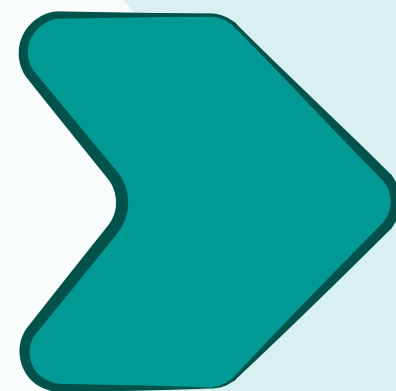


Assume leadership in the relationship with the communities where we operate for the design of high impact environmental and social projects.

2030 AMBITION



Become **carbon neutral**.



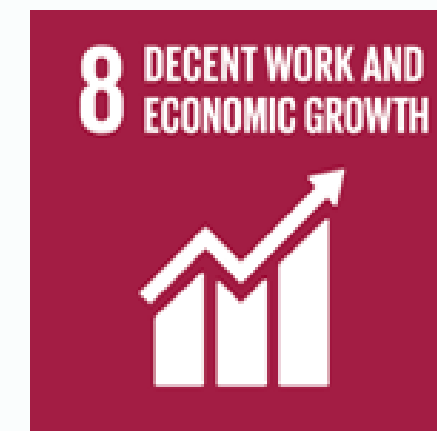
Ensure the **comprehensive development** of our employees focused on health, education and housing.

Organizational Excellence

[T3]



Alianza Team® Chile team



In the last 3 years, our total production has increased by 5.5%, reaching almost 415,000 packaged tons, with a significant increase in production in Mexico of 117% and in Team Foods Chile of 45%, evidencing the growth of the businesses in the countries. Our commitment to leave a better tomorrow for future generations not only motivates us to work with aligned and efficient processes, state-of-the-art



technology and the highest international quality standards, but also to manage the use of natural resources on a daily basis to minimize our impact by maintaining safe, productive and pleasant work spaces.



Our credentials support our business, conveying confidence to our customers and consumers in what we do and how we do it. Through different processes, we continuously monitor and control our performance in line with the international standards that we voluntarily implement

in our plants. In the food industry, food safety and innocuousness are of the highest priority, so we are very proud to have all our plants certified under **FSSC22000**.

We highlight that in Chile, our BredenMaster plant was the first to obtain the **IRAM seal of Verified COVID Protocol**, an external endorsement that transmits confidence and credibility to our customers and consumers, and additionally, it also obtained the certification of the **START** program of **BRC Global Standards** in food safety. We registered 2328 cases in our complaints and claims process, evidencing the strengthening of this channel in its capacity to receive, analyze and adequately respond in order to continue adjusting and strengthening our internal processes.

All cases were successfully closed during the year, and we highlight the management of Mexico, achieving a reduction of more than 150% of cases compared to 2019. Learn more about our different certifications [here](#)

Environmental management results





Compared to 2019:

▲ On track ▼ Improvement opportunity

- Water intensity (m³/packaged ton)
- Energy intensity (MwH/packaged ton)
- Emissions intensity (TON CO₂e / packaged ton)
- Use of ordinary waste (%)

During 2020, we conducted an in-depth analysis of our environmental indicators and sources of information, aligning the seven facilities under the same vision and identifying short, medium and long-term goals for each facility to be worked on in order to obtain the expected corporate results.

We remain committed to technological renovation and process innovation to achieve significant savings and improvements, and to become more efficient, using fewer resources per packaged ton and

consequently having less environmental impact. Although we remained relatively constant in 2019 with a 1% increase in water consumption intensity and emissions, and a 1% reduction in energy consumption, we highlight that in the last three years we have made **significant achievements in the Mexico operation**, obtaining reductions consumptions per packaged in water of **28%**, energy of **11%** and emissions of **44%**.

In **Colombia** we achieved a **57%** increase in waste recovery, with the **Buga** and **Bogota** plants leading this topic with **98%** recovery each, and Mexico showing significant progress compared to 2019 with an increase of **32%**.

With initiatives such as the optimization of the chemical refinery process in Buga with the installation of a nanoreactor, and the reuse of secondary packaging boxes of products in **BredenMaster**, we are saving **225,000 kg/year of chemicals** and **82 TON** of cardboard, representing more than 136 thousand boxes, respectively.



Buga Refinery team

Regarding our **carbon footprint**, we have identified the sources of emissions in each of the seven facilities in order to set concrete action plans that will allow us to significantly reduce these gases through mitigation strategies and technological renovation.

For example, with the Huella Verde project in Buga, we achieved a 12% reduction in monthly CO₂ emissions in the logistics operation compared to 2018 with the implementation of a circular economy model in the purchase of 100% recycled pallets, the elimination of propane gas from forklifts and lower consumption of energy and plastic film in the different activities of



the process. We are aware that we still have great opportunities on the environmental front, which is why **we have strengthened an interdisciplinary work network to improve our measurements** and ensure the necessary basis for setting our **Science Based Targets** for each plant and outlining the action plan to become **carbon neutral** by 2030.



VERDE DE CORAZÓN

Protegiendo el mañana

We are also designing a robust **corporate climate strategy** that aligns the company's efforts with the individual efforts of our

employees and the actions we take in the communities where we are present, in order to work together towards common goals such as **climate change adaptation and mitigation** and water risk management.

It is clear that the risks and effects of climate change are environmental as well as social and economic, so it is necessary that from our businesses and throughout our value chain, we work to develop initiatives that contribute to its mitigation and reduce the risk exposure of our chains and operations.

Through the Verde de Corazón initiative, we mobilize our employees who voluntarily contribute ideas, knowledge and time to initiatives that are carried out in the different areas where we operate in order to protect our tomorrow.

During 2020, we conducted virtual sessions on implementing home gardens, composting and recycling practices. We participated in Earth Hour as in previous years and formed the group in Mexico. In Buga specifically, the

actions carried out in previous years such as planting trees, cleaning the Sonso Lagoon and the More Flowers for the Bees initiative have allowed Alianza Team® to play a leading role in the area and to be a leading participant in the #PorUnValleMásVerde initiative led by the local environmental authority.

We also held the first corporate environmental forum in Buga, with the participation of 15 neighboring companies, special allies and the environmental authority, in which we shared a vision of the future and the actions needed to protect it. **#SumarPorElPlaneta** is an example of cooperation and collaboration around the objectives that unite us as people, companies and members of the community, which is why it will be replicated in Mexico in the first half of 2021 and in other places afterwards.



Our people



Bogota production team



As for our people, 2020 demonstrated the talent we have, added to the level of commitment, optimism, creativity and drive that made possible all the results shared above.

Definitely the more than 2,300 people who gave their best, even in the most adverse situations, deserve all the recognition and congratulations.

Likewise, we extend our appreciation to the Alianza Team® families, approximately 10,000 people who support and motivate our employees every day to meet the objectives set.

[T8]

The year 2020 was a challenge for humanity in every sense, challenging even the most deeply rooted beliefs, forcing us to rethink and change our habits, behaviors and routines, but also allowing us to show what we are capable of.



In a matter of days we rethought and reorganized how to carry out the different activities planned so that, above all, we would take care of the health and well-being of all our people.

We immediately sent all our employees who could work remotely to their homes, having more than 710 people working remotely, representing 96.4% of our administrative workforce. For those who performed functions within our facilities, we redoubled all the protection measures within the operations as well as outside in order to control the most possible sources of risk.

We reinforced personal protection equipment, work and hygiene protocols, entry controls and even transportation to and from our employees' homes, thus avoiding potential contagions and facility closures. In eleven different rounds, we performed more than **14,400** COVID tests -including PCR, rapid and antigen tests- to identify asymptomatic cases of infection in a timely manner and take the corresponding measures.

At BredenMaster, we even implemented home PCR testing in order to speed up results and avoid exposing people to a health system that was on the verge of collapse.

We preventively isolated all employees with pre-existing health conditions and comorbidities in order to protect them, with up to 180 employees staying at home.

In total, we invested more than \$5.86 billion pesos in our employees and their families, maintaining working conditions intact at all times in 100% of our operations.



Alianza Team® Bogota Employees

Although the situation distanced us physically, it allowed us to get closer as we had never before imagined possible.

We got to know in greater detail the living conditions and family dynamics of our employees, through periodic surveys we identified the main needs and reflections that brought the months in isolation and quarantine, taking timely actions that allowed us to maintain the necessary personal and professional balance.

[See the messages from our President and CEO here.](#)

We adopted additional measures such as external psychological support for all employees and their families for four months and we accompanied our employees and their families through the Talento te acompaña program at different times to maintain a healthy balance with recreational, informative and developmental activities at a distance for our employees and their families.



Chapter 3 How we do it - Organizational excellence and talent in our operation

We reoriented the planned wellness activities -maintaining the four focuses of physical, emotional, financial and social wellness- to adjust to the needs of our people and their families, achieving an effective and close accompaniment despite the physical distance.



We are proud to have worked without any closures, even in the most critical moments of the pandemic, in order to continue serving our customers and consumers with safe and reliable products.

Our internal processes and efforts in retention, health and safety, wellness and development - supported by our culture and good working environment - contributed greatly to maintaining the positive trend in results this year.

Compared to 2019, we achieved significant improvements in accident rates in both frequency and severity, reducing them by **35%** and **36%**, respectively. In the last four years, the impact of the measures that have been implemented is visible, **achieving reductions of 62% in accident frequency (LTIFR) and 55% in severity**, demonstrating the effectiveness of these measures and the commitment that employees have acquired with self-care, protection and safety of their colleagues to ensure safe and productive workplaces.

The measure that has contributed most to this result is the reporting of substandard conditions in order to timely intervene and prevent accidents. The operation that has stood out the most on this front is Mexico, achieving an improvement of 82% and 98%, respectively, in these two indicators. Absenteeism increased 134%, mainly as a result of Covid-19, especially leveraged by the cases presented in BredenMaster.

On the other hand, total and voluntary turnover rates also show the results of the different actions taken to guarantee a healthy, safe and productive work environment in which there are opportunities for personal and professional development.

Total and voluntary turnover has decreased in the last five years by 28% and 39% respectively, stabilizing this result in the healthy range defined by the organization.



[401-1; T11; T12; T13]

Talent KPI's



Semáforo frente a 2019:

▲ On track ▼ Improvement opportunity

- Ⓣ • Total turnover
- Ⓥ • Voluntary turnover
- 🚶 • LTIFR
- ⚠️ • Accident Severity Index
- 👤 • Absenteeism

$$\text{LTIFR} = \frac{\text{Cases}}{\text{Total hours worked}} \times 1.000.000$$

$$\text{Accident Severity Index} = \frac{\text{Days}}{\text{Total hours worked}} \times 1.000.000$$

$$\text{Absenteeism} = \frac{\text{Days absent}}{\text{Total days worked}} \times 100$$

[T6; 404-2; 401-2]

At Alianza Team®, we firmly believe in the comprehensive development of the human

being and talent to unleash the maximum potential of our people, and we work on four fundamental pillars: development plans, succession, promotion of internal talent and well-being. However, it is a shared effort between employee and company, where 70% is achieved by the employee through self-management and powerful conversations with leaders and colleagues, and the remaining 30% through organizational efforts that allow for deepening development according to specific needs. Leveraging on the behaviors of our culture model, **entrepreneurs - innovative - agile - human - reliable - value generation - sustainable - consumer and people centered** we are accompanying the growth of our employees and businesses. For performance evaluation, we developed a customized platform that in 2021 will be implemented in the three countries through which each employee builds their development plan, aligned with the challenges of the business and the individual plan of each employee for greater traceability in monitoring and objectivity in the evaluation.



We highlight the launch of the **Leadership Academy**, with the participation of more than **300** employees, mainly focused on the development of self-understanding and knowledge, thus strengthening the soft skills that contribute to an approach of flexibility, innovation and adaptability necessary to enhance confidence in team work and achieve outstanding results in a sustained manner over time. Together with the partner organizations that make this program possible -Origen and the Universidad Javeriana de Colombia- **we are building not only the leaders of tomorrow who will support the needs of the business, but also better human beings and members of society committed to their surroundings.**

Specifically for the commercial teams, through a **custom-designed training model**, we also deepened the development of more than **120** leaders through 4 basic phases that range from alignment with the strategy, assessments, internal and external feedback and construction of the development plan for presentation and approval of their leaders.



Buga Facility Employees

We have mapped more than 800 critical positions to keep succession plans in place, and we were able to fill 100% of the vacancies generated last year in Team Foods Chile, 62% in Mexico and 52% in Colombia with internal talent.

Finally, from the perspective of comprehensive development, we highlight the annual investment in Colombia of approximately COP\$1 billion pesos in education and housing benefits that our employees have used not only for themselves, but also for their families, contributing to the improvement of their quality of life and that of our communities.

In 2021 we will gather all the necessary information to establish concrete work plans in health, housing and education that will allow us to continue to nurture a better tomorrow.

[405-2]

Although in 2020 we did not conduct the work environment survey with Great Place to Work -whose result in 2019 was very satisfactory for all our operations- we consider that we exceeded the expectations of our people in the management of the pandemic, being present at all times with details, videos, emails and calls, strengthening working relationships and trust among all.

We demonstrated the sense of belonging and pride that our employees have in being part of Alianza Team®, covering for their colleagues in times of absence, assuming new roles, asking for help when necessary, and supporting as best they could to carry out their responsibilities and commitments.



We understood the difference between fairness and equality in a reality where we all had to learn to balance multiple professional and personal roles, even at the same time. However, that flexibility and adaptability that defines us has maintained the promise that **Alianza Team® is a great place to work.**

100% of our employees earn salaries above the local minimum wage, and we continue to strengthen our measures to ensure that our compensation structure is fair and competitive, with an efficiency indicator that allows us to control the structure and maintain the ratio of talent cost to sales in a healthy range.

With respect to **gender and our commitment to equal opportunities and conditions** for equitable compensation, we have seen substantial improvements in the last five years that confirm that we are on the right track.

For more than **88%** of employees, the female-to-male pay ratio increased **7%** since 2017 and at the managerial level

the ratio has also improved by **37%**. We will continue, with the help of data analysis tools and information organization (people analytics) so that decisions are based on data and not on perceptions.



Buga Facility Employee

Aliados somos +



[T14; 102-12]

As for the communities around us, part of that great priority we call our people, 2020 also gave us the opportunity to get closer, to know each other better, and open ourselves to new ideas and opportunities for collaboration and cooperation. We strengthened existing partnerships with external organizations and developed new ones, broadening the reach of our actions to more people.

Under the umbrella of Aliados somos + (with our allies we can accomplish more), the evolution of what we previously called our social investment strategy, we ratified internally and externally our conviction to work together



with our prioritized stakeholders to leave a better tomorrow for future generations. Adding up all the efforts implemented in the different geographies and from the different areas of the organization, **we invested more than \$17 billion pesos, reaching 9,760,901 people in the three countries where we operate and 824 bakery businesses and 29 distributors in Colombia.**

With campaigns such as #MeSumo -with deliveries every three months for a year to eight partner organizations- and Ayúdanos A Ayudar -BredenMaster's campaign to donate bread per unit sold- we contributed to feeding people in vulnerable situations by joining corporate efforts with those of our employees and consumers who voluntarily participated.

In initiatives led from the facilities, we supported the health centers of our communities with personal protection and biosafety elements. Our Barranquilla facility even developed Dfens, a glycerin alcohol antibacterial gel that was used to supply our employees and their families, communities and health centers internally during the months



when this product was scarce and unavailable in the Colombian market. Through **Manos que Alimentan**, Pase de La Solidaridad and Tienda Cerca among others, we also

support our customers and the business sector to overcome the difficulties faced and recognize the value of commercial forces, restaurants and shopkeepers for society.

In Manos Que Alimentan alone, we reached 904 registered businesses thanks to the accompaniment of the business to its customers. Beginning the mandatory isolation measures, we delivered more than **600** grocery packs to families neighboring our operation centers in Bogota, Barranquilla and Buga, and throughout the pandemic we delivered more than **155 thousand units of products** in donation to the Food Banks Association of Colombia (ABACO), our ally through which we contribute to fight food waste and malnutrition in the most vulnerable populations of the country.

At the end of the year in Colombia, with the passage of hurricane Iota along the Caribbean coast, our employees voluntarily supported the reconstruction of the San Andres Islands and the purchase of basic necessities for the victims through the #YoApoyo campaign.



We also invested in the initiative driven by **ResilientLife** to design, prototype and manufacture a low-cost, high-precision mechanical ventilators in compliance with the strictest global regulations -ResilientBreath- to help solve one of the most pressing needs of the pandemic.

With a donation of US\$20,000, and with the support of Fundación Frisby, Audifarma and the Bogotá Free Trade Zone, the project completed its engineering development and technical testing phase to become the first low-cost, high-tech medical device developed in the country, allowing the capture and analysis of data to study not only the behavior of patients with Covid-19, but also other respiratory diseases. We are convinced that it will be a disruptive innovation that will change many practices currently used for the prevention and treatment of these conditions.

As a result of Campi® Sal Marina's stated objective of combating malnutrition in its areas of influence, around **700 people from 154 families** in six rancherías in **Manaure, Guajira**, the area where the sea salt used



Alianza Team® Bogotá Employee

comes from, benefited. Of these, **63 children under five years of age recovered their nutritional status**. During the month of April, we also provided 22 water tanker trips to the communities, a water storage tank in Tukuraka, and cleaning supplies to the communities to strengthen biosecurity

protocols. Together with our partner **FUCAI** and with an investment of more than **COP\$100 million pesos** in 2020, we will continue to contribute an amount for each unit sold to this project, seeking to expand the scope by **20%** to continue improving the nutritional status of the community.

In cash and product donations, we specifically invested **COP\$1,431 million pesos** in more than **37 partner organizations** to contribute to business strengthening, the competitiveness of our areas of influence, and improvements in the well-being, health and nutrition of the vulnerable populations we support.

With these contributions, we are not only convinced that we are making a difference, but also that we are joining forces with our partners to overcome the great economic, environmental and social challenges of our communities. Learn more about the organizations we support throughout the year with our donations here.



• **MÉXICO**

- Comedor Santa María
- Fundación Teletón
- Bancos de Alimentos Morelia
- Asilo de Nuestra Señora de Guadalupe
- Instituto Mexicano del Seguro Social

• **COLOMBIA**

- ABACO
- Fundación Frisby
- ProBarranquilla
- ANDI
- Ana Restrepo del Corral
- Fundación Bavaria
- Tras la Perla
- Fucai
- Grupo Betancur
- Fundación Cardio Infantil
- Fundación Opnicer
- Movimiento Ambientalista Colombiano
- Hospital Subred Integrada de Servicios sede Tunal
- Asia Bartolina
- Hospital San José de Buga
- Cámara de Comercio de Buga

- Fundación Barrio Abajo Barranquilla
- Hogar Madre Elena Barranquilla.
- Hospital Divino Niño Buga
- Consejo Privado de Competitividad
- Fundación ANDI
- Corporación Connect
- Donum Christi
- Proyecto Unión
- Hermanitas de los Pobres Bogotá
- Hermanitas de los Pobres Medellín
- Fundación TECHO

• **CHILE**

- Fundación Coaniquem
- Red Bancos de Alimentos
- Hospital el Carmen
- Fundación Patroncitos

Thanks to all those who contributed their time, creativity and resources to make all these initiatives a reality, demonstrating the great sense of belonging and solidarity that defines us as individuals and as Alianza Team® Talent!



Barranquilla Facility Employees

We will continue to work hand in hand with our stakeholders in the communities in which we are present, aware that together we can achieve a greater impact in less time, to implement initiatives that address common interests, convinced that with our allies we can achieve more to fulfill our goal of leaving a better tomorrow for future generations. It is with a great sense of belonging, responsibility and commitment that we share our vision to **nurture a better tomorrow.**



Tabla GRI - Contenidos generales

For a better reading experience, we recommend enabling the screen rotation of your mobile device and placing it horizontally.

INDICADOR	RESPUESTA 2020	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
Estrategia y análisis					
102-14. Declaración del máximo responsable de la toma de decisiones de la organización sobre la relevancia de la sostenibilidad para la organización.	Quiénes somos y hacia dónde vamos; Mensaje del Presidente	5			
102-15. Descripción de los principales impactos, riesgos y oportunidades.	Quiénes somos y hacia dónde vamos; Mensaje del Presidente	5			
Perfil de la organización					
102-1. Reporte el nombre de la organización.	Alianza Team	61			
102-2. Reporte las principales marcas, productos y servicios.	Qué hacemos - nuestras marcas, productos y servicios	16			
102-3. Reporte la localización de la casa matriz.	Qué hacemos - nuestras marcas, productos y servicios	16			

Appendix

INDICADOR	RESPUESTA 2020	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
102-4. Reporte el número de países donde opera la empresa y el nombre de los países donde la empresa tiene operaciones significativas o que son relevantes para los temas de sostenibilidad tratados en el informe.	Qué hacemos - nuestras marcas, productos y servicios	16			
102-5. Naturaleza de la propiedad y forma jurídica.	Privada	62			
102-6. Mercados servidos (Incluyendo el desglose geográfico, los sectores que abastece y los tipos de clientes).	Quiénes somos y hacia dónde vamos	6			
"102-7. Reporte la escala de la organización, incluyendo: - Número de empleados. - Número total de operaciones. - Ventas netas o ingresos."	Quiénes somos y hacia dónde vamos	6		Por motivo de confidencialidad no se contempla: Ventas netas o ingresos netos, y la capitalización en términos de deuda y capital. Para el año de reporte de contempla las ventas generadas y EBITDA en índice base 100.	
"102-8. Reportar la siguiente información laboral: - Reporte el número total de empleados por contrato y genero. - Reporte el número total de empleados por región y genero."	Quiénes somos y hacia dónde vamos	6	No se reporta por tipo de contrato		
102-41. Reporte el porcentaje de empleados cubiertos por una convención colectiva.	Quiénes somos y hacia dónde vamos	6			
102 -9. Describa la cadena de proveedores de la organización.	"Con qué y quiénes lo hacemos - enfoque de cadena y relaciones con nuestros proveedores; Cacterización de la cadena"	34			

Appendix

INDICADOR	RESPUESTA 2020	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
102-10. Cambios significativos durante el periodo cubierto por la memoria en el tamaño, estructura, propiedad o en la cadena de proveedores de la organización.	Para el 2020 no se presentó ningún cambio significativo en nuestra operación.	63			
102-11. Descripción de cómo la organización ha adoptado un planteamiento o principio de precaución.	Qué hacemos - nuestras marcas, productos y servicios	19			
102- 12. Principios o programas sociales, ambientales y económicos desarrollados externamente, así como cualquier otra iniciativa que la organización suscriba o apoye.	Cómo lo hacemos - excelencia organización en nuestra operación; Aliados Somos +	60			
102-13. Principales asociaciones a las que pertenezca (tales como asociaciones sectoriales) y/o entes nacionales e internacionales a las que la organización apoya.	<ul style="list-style-type: none"> • Asociación Nacional de Empresarios de Colombia (ANDI) • Consejo Privado de Competitividad • Asograsas • Cecodes • Asociación Nacional de Anunciantes (ANDA) • Asociación Nacional de Bancos de Alimentos • Probarranquilla " 	63		Para mayor detalle de las organizaciones apoyadas en el 2020, ver: Cómo lo hacemos - excelencia organización en nuestra operación; Aliados Somos +	
Identificación de aspectos materiales y limites					
102-45. Listar las entidades incluidas en los estados financieros consolidados y reportar si hay alguna de estas entidades que no haya sido incluida en el informe de sostenibilidad.	No disponible.	63		Por motivos de confidencialidad esta información no se divulga publicamente.	
102-46. Explicar el proceso para definir el contenido del reporte y los aspectos a reportar.	Qué hacemos - nuestras marcas, productos y servicios	2			

Appendix

INDICADOR	RESPUESTA 2020	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
102-47. Listar todos los aspectos materiales identificados en el proceso para definir el contenido del reporte.	Quiénes somos y hacia dónde vamos	7			
103-1. Para cada tema material reportar si lo es para toda la organización. En caso contrario, indicar qué aspecto no es material para alguna de las entidades que hacen parte de la organización.	Los temas reportados como materiales son considerados así para toda la organización, dentro y fuera.	64			
103 -1. Para cada tema material, reportar si lo es por fuera de la organización.	Los temas reportados como materiales son considerados así para toda la organización, dentro y fuera.	64			
102 -48. Descripción del efecto que puede tener la reexpresión de información perteneciente a memorias anteriores, junto con las razones que han motivado dicha reexpresión.	Para el 2020 no reportamos cambios significavos y/o relativos.	64			
102-49. Cambios significativos relativos a periodos anteriores en el alcance, la cobertura o los métodos de valoración aplicados del informe.	Para el 2020 mencionamos que la formula de los indicadores de seguridad y salud en el trabajo tuvieron una modificación alineados a la evaluación del Dow Jones Sustainability Index.	64			
Grupos de interés					
102-40. Listar los grupos de interés con los que la organización se relaciona.	https://alianzateam.com/sostenibilidad-en-alianza-team/	64			
102-42. Reporte la base para la identificación y selección de grupos de interés con los que la organización se relaciona.	https://alianzateam.com/sostenibilidad-en-alianza-team/	64			

Appendix

INDICADOR	RESPUESTA 2020	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
102-43. Enfoques adoptados para el diálogo con grupos de interés, incluida la frecuencia de su participación por tipo de grupos de interés, indicar si alguno de los diálogos se realizó como parte del proceso de elaboración del informe.	Se cuenta con diversos escenarios de involucramiento con los diferentes grupos de interés, liderados por quienes tienen una relación más cercano con los mismos. En el contenido del Informe se exponen los ejemplos más representativos de estos diálogos que nos permiten como empresa mantener vigente nuestra materialidad.	65			
102-44. Principales preocupaciones y temas de interés que hayan surgido a través de los diálogos con los grupos de interés y la forma en la que la organización ha respondido a estos temas en la elaboración del informe. Reportar los grupos de interés y los temas que identificaron como relevantes.	Nuestro análisis de materialidad identificó los asuntos materiales priorizados y mencionados en el primer capítulo del reporte (por lo que a lo largo del informe se abordan las preocupaciones e intereses de los grupos de interés.)	65		Se encuentra en construcción. Para el Informe de Gestión Sostenible 2021 se contempla un reporte de acuerdo a las expectativas y prioridades de acuerdo a los espacios de relacionamiento generados con nuestros grupos de interés.	
Perfil del reporte					
102-50. Periodo cubierto por la información incluida en el informe.	2020	65			
102-51. Fecha mas reciente del informe anterior.	2019	65			
102-52. Ciclo de reporte (Anual-Bianual).	Anual	65			
102 -53. Punto de contacto para cuestiones relativas al reporte o su contenido.	Isabel Giraldo - isabel.giraldo@alianzateam.com	65			

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INDICADOR	RESPUESTA 2020	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
102-54. Reporte la opción "De acuerdo" con la metodología GRI seleccionada por la organización (Core-Comprehensive). Reporte la tabla de contenido GRI.	Este informe se ha elaborado de conformidad con los estándares GRI: opción esencia, cubriendo el periodo del año calendario 2020. Se incluyen todas las operaciones de Team Foods en Colombia, México, Chile y BredenMaster.	66			
102-55. Índice contenidos GRI.	Anexos; Tabla GRI	66			
102-56. Reportar la política o enfoque de la empresa para buscar auditoría externa del reporte.	Este informe ha sido verificado por Deloitte Asesores y Consultores Ltda con el fin de asegurar la transparencia, calidad y alcance de la información reportada.	66			
Gobierno					
102-18. La estructura de gobierno de la organización, incluyendo los comités del máximo órgano de gobierno. Identificar si existe algún comite responsable de la supervisión de temas económicos, sociales y ambientales.	Comités corporativos: Junta Directiva; Comité de Presidencia; Comités Ejecutivos (Negocios); Riesgo Financiero y Materia Prima; Riesgo Laboral; Finanzas Corporativas; Integridad; Excelencia Operacional; Crisis; Auditoría; Investigación; Estrategia y Presupuesto. Comité u organo responsable para la toma de decisiones en temas económicos, ambientales y sociales; Comité de presidencia.	66		"Ver pg. 34 del Informe de Gestión Sostenible 2016 para mayor información: https://alianzateam.com/wp-content/uploads/2019/12/team_informe-de-gestion-2016.pdf "	
102-20. Reportar si la organización ha seleccionado una posición o posiciones ejecutivas con responsabilidad de temas económicos, ambientales y sociales, y si esta posición reporta directamente a la alta dirección.	Si, la organización cuenta con una posición encargada de temas económicos, ambientales y sociales que reporta directamente a la alta dirección.	66			
102-21. Reportar los procesos de consulta que existen entre los grupos de interés y la alta dirección en temas económicos, ambientales y sociales. Si las consultas son delegadas, describir a quién se delega y cómo es el proceso de retroalimentación con la alta dirección.	Los procesos de consulta son delegados a través del Comité de Presidencia y luego la Junta Directiva.	66			

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INDICADOR	RESPUESTA 2020	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
102-23. Indicar si el presidente del máximo órgano de gobierno ocupa también un cargo ejecutivo (de ser así explicar su función dentro de la organización y las razones que lo justifican).	El presidente del máximo órgano de gobierno no ocupa un cargo ejecutivo dentro de la organización.	67			
102-32. Reportar el más alto comité o cargo responsable de revisar y aprobar el informe de sostenibilidad y el asegurar que todos los temas materiales estén cubiertos.	Presidente	67			
102-33. Reportar el proceso para comunicar temas críticos al máximo órgano de gobierno.	A través del Comité de Presidencia se determina qué se llevará a la siguiente Junta Directiva.	67			
Ética e integridad					
102-16. Describir los valores, principios, estándares y normas de comportamiento de la organización como códigos de conducta y códigos de ética.	https://alianzateam.com/wp-content/uploads/2019/12/directrices-politica-alianza-team.pdf	67			
102-17. Reportar los mecanismos internos y externos para solicitar ayuda en temas sobre comportamiento ético e integridad organizacional, cómo pueden ser líneas de ayuda o de consejería.	"Con qué y quiénes lo hacemos - enfoque de cadena y relaciones con nuestros proveedores; Estrategia de abastecimiento responsable"	67			

Tabla GRI - Contenidos específicos 2020

PRIORIDAD ESTRATÉGICA	"FRETE DE GESTIÓN (Asunto Material)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (sección, página donde se encuentra dicho enfoque)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (sección en la cual se encuentra dicha respuesta)	"VERIFICACIÓN EXTERNA 2020"	OMISIÓN
Clientes y consumidores y proveedores	Capacidades en I&D+i	N/A	19	T1. Inversión en I&D+i como % de ingresos	Qué hacemos - nuestras marcas, productos y servicios; Innovación	X	
Clientes y consumidores y proveedores	Comunicación y mercadeo responsable	Marketing y etiquetado	24	T24. % de productos con GDA's en etiquetado frontal	Qué hacemos - nuestras marcas, productos y servicios; Salud y nutrición	X	
Clientes y consumidores y proveedores	Comunicación y mercadeo responsable	Marketing y etiquetado	68	417-2. # de incumplimiento de la regulación de los códigos voluntarios relativos a la información y al etiquetado de los productos y servicios, desglosados en función del tipo de resultado.	Para el 2020 no contamos con ningún incumplimiento de la regulación de los códigos voluntarios relativos en temas de etiquetado de nuestros productos.		
Clientes y consumidores y proveedores	Comunicación y mercadeo responsable	Marketing y etiquetado	68	417-3. # de casos de incumplimiento de la normativa o los códigos voluntarios relativos a las comunicaciones de mercadotecnia, tales como la publicidad, la promoción y el patrocinio, desglosados en función del tipo de resultado.	No hemos sido notificados por incumplimientos a los códigos voluntarios relativos a las comunicaciones comerciales.		
Clientes y consumidores y proveedores	Satisfacción de clientes y consumidores	N/A	68	T2. Encuesta de satisfacción de clientes	No disponible		Para el 2020 no se realizó medición.
Clientes y consumidores y proveedores	Satisfacción de clientes y consumidores	N/A	49	T3. Quejas por producto recibidas y resueltas de consumidores	Cómo lo hacemos - excelencia organización en nuestra operación; Excelencia operacional	X	
Clientes y consumidores y proveedores	Trazabilidad	Prácticas de abastecimiento	68	FP1. % volumen comprado a proveedores que cumplen Política de Abastecimiento de la empresa	El 100% del volumen comprado a nuestros proveedores es en cumplimiento con la Política de Abastecimiento y los procedimientos relacionados.		
Clientes y consumidores y proveedores	Cumplimiento ESG para proveedores	N/A	35	T5. Proveedores nuevos críticos evaluados con criterios ambientales, DDHH, laborales y de sociedad	Con qué y quiénes lo hacemos - enfoque de cadena y relaciones con nuestros proveedores; El camino hacia el aseguramiento de la cadena		

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Clientes y consumidores y proveedores	Cumplimiento ESG para proveedores	N/A	69	T5.1: Monitoreo y verificación de reputación corporativa en la cadena.	Durante el 2020 realizamos un monitoreo constante al 100% de proveedores activos de Alianza Team sobre reputación corporativa, evaluando temas relacionados a fraude, corrupción, lavado de activos y violación en Derechos Humanos.	X	
Clientes y consumidores y proveedores	Trazabilidad	Prácticas de abastecimiento	69	FP2. % volúmen comprado que es verificado por algún estándar de producción responsable reconocido internacionalmente, desglosado por estándar	Para el 2020 el 12,49% del abastecimiento total de aceite de palma, palmiste o sus derivados fue certificado bajo RSPO.		
Clientes y consumidores y proveedores	Trazabilidad	N/A	38	T4. Trazabilidad de la palma	Con qué y quiénes lo hacemos - enfoque de cadena y relaciones con nuestros proveedores; Estrategia de abastecimiento responsable		
Clientes y consumidores y proveedores	Trazabilidad	Prácticas de adquisición	34	204-1. % del gasto en los lugares con operaciones significativas que corresponde a proveedores locales	Con qué y quiénes lo hacemos - enfoque de cadena y relaciones con nuestros proveedores; Caracterización Cadena		No se reporta por zona sino por región consolidado
Gente	Atracción, selección y retención	N/A	56	T6. Cobertura de vacantes con talento interno para niveles 4-6	Cómo lo hacemos - excelencia organizacional y talento en nuestra operación; Nuestra gente		
Gente	Atracción, selección y retención	N/A	69	T7. Porcentaje de publicación de vacantes como convocatorias internas	El 38% de las vacantes disponibles en el 2020 fueron cubiertas por personal interno a nivel corporativo.		
Gente	Desarrollo integral del talento	Formación y educación	69	404-3. % de empleados cuyo desempeño y desarrollo profesional se evalúa con regularidad, desglosado por sexo y por categoría profesional	"Evaluaciones de Gestión por objetivos; uso sistemático de objetivos medibles acordados por la línea superior Colombia: 79,2% Evaluación multidimensional del desempeño (retroalimentación de 360 grados) Colombia: 71,6% Evaluaciones de Gestión por objetivos; uso sistemático de objetivos medibles acordados por la línea superior México: 81% Evaluación multidimensional del desempeño (retroalimentación de 360 grados) México: 65%"	X	No se desglosa por género ni categoría profesional. Para el año evaluado no se incluye la operación de BredenMaster y tampoco Team Chile.
Gente	Desarrollo integral del talento	Formación y educación	69	404-1. Promedio horas de capacitación anuales por empleado, desglosado por género y por categoría laboral	En el año 2020 las horas promedio de formación por colaborador fueron de 21 a nivel corporativo.		No se desglosa por género ni categoría profesional.

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Gente	Desarrollo integral del talento	Formación y educación	55	404-2. Programas de gestión de habilidades y de formación continua que fomentan la empleabilidad de los trabajadores y les ayudan a gestionar el final de sus carreras profesionales	Cómo lo hacemos - excelencia organizacional y talento en nuestra operación; Nuestra gente		
Gente	Desarrollo integral del talento	Lucha contra la corrupción	70	205-2. Políticas y procedimientos de comunicación y capacitación sobre la lucha contra la corrupción	En el 2020, no se realizaron capacitaciones de ética y cumplimiento a nuestros colaboradores por la emergencia del COVID-19. No obstante, desarrollamos sesiones de conversación entre el Oficial de Cumplimiento y los diferentes equipos de los negocios, en Colombia. En Bredenmaster y en Team Foods Chile también realizamos charlas y conversaciones respecto del modelo de prevención de delitos.	Se menciona el porcentaje capacitado, no el número total.	
Gente	Desarrollo integral del talento	Empleo	55	401-2. Prestaciones sociales para los empleados a jornada completa que no se ofrecen a los empleados temporales o a media jornada, desglosado por ubicaciones significativas de actividad	Cómo lo hacemos - excelencia organizacional y talento en nuestra operación; Nuestra gente		No se reporta por zona.
Gente	Cultura, valores, inclusión, bienestar y condiciones laborales	N/A	53	T8. Inversión en beneficios (COP)	Cómo lo hacemos - excelencia organizacional y talento en nuestra operación; Nuestra gente		Se reporta el valor consolidado para la organización y por país.
Gente	Atracción, selección y retención	Presencia en el mercado	70	202-1. Relación entre salario inicial desglosado por género y el salario mínimo local en lugares donde se desarrollan operaciones significativas	Para el 2020 tuvimos una relación entre salario inicial y el mínimo a nivel corporativo de 1,17 siendo superior al legalmente exigido.		
Gente	Atracción, selección y retención	Diversidad e igualdad de oportunidades	56	405-2. Relación entre salario base de los hombres con respecto al de las mujeres, desglosado por categoría profesional y por ubicaciones significativas de actividad	Cómo lo hacemos - excelencia organizacional y talento en nuestra operación; Nuestra gente		No se reporta por ubicación sino a nivel corporativo.
Gente	Cultura, valores, inclusión, bienestar y condiciones laborales	N/A	70	T9. Puntaje clima laboral - GPTW	No disponible		Para el 2020 no se realizó medición.

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Gente	Cultura, valores, inclusión, bienestar y condiciones laborales	Empleo	55	401-1. # y tasa de rotación y contratación promedio de empleados, desglosados por edad, sexo y región	Cómo lo hacemos - excelencia organizacional y talento en nuestra operación; Nuestra gente	X	Solo se reporta la rotación, no la tasa de contratación. Tampoco se reporta por grupo de edad ni por género.
Gente	Cultura, valores, inclusión, bienestar y condiciones laborales	N/A	71	T10. # de quejas y reclamos formales recibidos y resueltos por prácticas laborales	En el año 2020 se trataron 25 casos formales, de las cuales 24 fueron resueltas. Este dato incluye Colombia y Chile debido a que en México no reportó casos.	X	Se reportan únicamente las reclamaciones laborales con implicaciones legales.
Gente	Cultura, valores, inclusión, bienestar y condiciones laborales	Gestión de relaciones laborales	71	FP3. % tiempo operacional perdido por país debido a huelgas, disputas laborales, cerramientos	Para el 2020 se perdió el 0,78% de tiempo operacional a raíz de huelgas o disputas laborales.		
Gente	Seguridad y salud en el trabajo	N/A	55	T11. IFA - Índice de Frecuencia de Accidentalidad	Cómo lo hacemos - excelencia organizacional y talento en nuestra operación; Nuestra gente	X	
Gente	Seguridad y salud en el trabajo	N/A	55	T12. ISA - Índice de Severidad de Accidentalidad	Cómo lo hacemos - excelencia organizacional y talento en nuestra operación; Nuestra gente	X	
Gente	Seguridad y salud en el trabajo	N/A	55	T13. Ausentismo	Cómo lo hacemos - excelencia organizacional y talento en nuestra operación; Nuestra gente	X	
Gente	Seguridad y salud en el trabajo	Seguridad y Salud en el Trabajo	71	403-1. Sistema de gestión de seguridad y salud en el trabajo	No disponible		Se encuentra en construcción. Con el objetivo de cumplir con los contenidos esenciales de GRI se contempla su reporte para el informe de gestión sostenible 2021
Gente	Seguridad y salud en el trabajo	Seguridad y Salud en el Trabajo	71	403-2. Identificación de peligros, evaluación de riesgos e investigación de incidentes.	No disponible		Se encuentra en construcción. Con el objetivo de cumplir con los contenidos esenciales de GRI se contempla su reporte para el informe de gestión sostenible 2021
Gente	Seguridad y salud en el trabajo	Seguridad y Salud en el Trabajo	71	403-3. Servicios de salud ocupacional	No disponible		Se encuentra en construcción. Con el objetivo de cumplir con los contenidos esenciales de GRI se contempla su reporte para el informe de gestión sostenible 2021

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Gente	Seguridad y salud en el trabajo	Seguridad y Salud en el Trabajo	72	403-4. Participación del trabajador, consulta y comunicación sobre salud y seguridad ocupacional	No disponible		Se encuentra en construcción. Con el objetivo de cumplir con los contenidos esenciales de GRI se contempla su reporte para el informe de gestión sostenible 2021
Gente	Seguridad y salud en el trabajo	Seguridad y Salud en el Trabajo	72	403-5. Capacitación de los trabajadores en materia de salud y seguridad en el trabajo	No disponible		Se encuentra en construcción. Con el objetivo de cumplir con los contenidos esenciales de GRI se contempla su reporte para el informe de gestión sostenible 2021
Gente	Seguridad y salud en el trabajo	Seguridad y Salud en el Trabajo	72	403-6. Promoción de la salud de los trabajadores	No disponible		Se encuentra en construcción. Con el objetivo de cumplir con los contenidos esenciales de GRI se contempla su reporte para el informe de gestión sostenible 2021
Gente	Seguridad y salud en el trabajo	Seguridad y Salud en el Trabajo	72	403-7. Prevención y mitigación de los impactos en la salud y la seguridad en el trabajo directamente vinculados por las relaciones comerciales	No disponible		Se encuentra en construcción. Con el objetivo de cumplir con los contenidos esenciales de GRI se contempla su reporte para el informe de gestión sostenible 2021
Gente	Seguridad y salud en el trabajo	Seguridad y Salud en el Trabajo	72	403-8. Trabajadores cubiertos por un sistema de gestión de seguridad y salud en el trabajo	No disponible		Se encuentra en construcción. Con el objetivo de cumplir con los contenidos esenciales de GRI se contempla su reporte para el informe de gestión sostenible 2021
Sostenibilidad	Ecoeficiencia operacional	N/A	49	T15. Intensidad de consumo de agua	Cómo lo hacemos - excelencia organización en nuestra operación; Excelencia operacional	X	
Sostenibilidad	Ecoeficiencia operacional	Agua	72	303-3. % y volumen total de agua reciclada y reutilizada	Para el 2020 el 3% de volumen total de agua reciclada a nivel corporativo .		
Sostenibilidad	Ecoeficiencia operacional	Emisiones	72	305-1. Emisiones directas de GEI (alcance 1)	Para el 2020 se registraron emisiones directas de 107.254,13 Ton CO2e a nivel corporativo.	X	
Sostenibilidad	Ecoeficiencia operacional	Emisiones	72	305-2. Emisiones indirectas de GEI (alcance 2)	Para el 2020 se registraron emisiones indirectas de 18.439,82 Ton CO2e a nivel corporativo.	X	

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Sostenibilidad	Ecoeficiencia operacional	Emisiones	73	305-3. Otras emsiones indirectas de GEI (alcance 3)	Para el 2020 no se reporta al estar en revisión el método de recolección de información.	X	
Sostenibilidad	Ecoeficiencia operacional	Emisiones	49	305-4. Intensidad emisiones de gases efecto invernadero	Cómo lo hacemos - excelencia organización en nuestra operación; Excelencia operacional	X	
Sostenibilidad	Ecoeficiencia operacional	Energía	49	302-3. Intensidad energética	Cómo lo hacemos - excelencia organización en nuestra operación; Excelencia operacional	X	
Sostenibilidad	Ecoeficiencia operacional	N/A	49	T17. Porcentaje de aprovechamiento de residuos ordinarios	Cómo lo hacemos - excelencia organización en nuestra operación; Excelencia operacional	X	
Sostenibilidad	Estrategia de inversión social	N/A	59	T14. Donaciones realizadas (COP)	Cómo lo hacemos - excelencia organización en nuestra operación; Aliados Somos +	X	El monto reportado consiste en la suma total de contribuciones y donaciones en especie, dinero y producto entregadas por la compañía en el 2020. Para el Valor económico directo creado y distribuido se tiene en cuenta únicamente la suma de COP\$680.000.000 de acuerdo a lo reportado en el centro de costos de donaciones.
Accionistas	Riesgos, DDHH y cumplimiento	Lucha contra la corrupción	73	205-1. # y % de operaciones evaluadas en riesgos relacionados con corrupción y riesgos identificados	Durante el 2020 evaluamos y monitoreamos más de 225 riesgos a nivel corporativo referentes a temas de corrupción/fraude en el 100% de nuestras operaciones.		
Accionistas	Riesgos, DDHH y cumplimiento	Lucha contra la corrupción	73	205-3. Casos confirmados de corrupción y medidas adoptadas	Para el 2020 no se confirmaron casos de corrupción.		
Accionistas	Integridad corporativa	Competencia desleal	73	206-1. # de demandas por competencia desleal, prácticas monopolísticas o contra la libre competencia y resultado de las mismas.	En el 2020 no tuvimos multas o sanciones significativas por incumplimiento de la legislación y/o normativa.	X	
Accionistas	Integridad corporativa	Cumplimiento socioeconómico	73	419-1. Valor monetario de multas y sanciones y # de multas y sanciones no monetarias por incumplimiento de la legislación y normativa	En el 2020 no tuvimos multas o sanciones significativas por incumplimiento de la legislación y/o normativa.		

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Accionistas	Riesgos, DDHH y cumplimiento	N/A	9	T18. Nivel de riesgo residual	Quiénes somos y hacia dónde vamos; Riesgos Corporativos		
Accionistas	Riesgos, DDHH y cumplimiento	N/A	74	412-1. Operaciones que han sido evaluadas bajo impactos en Derechos Humanos (DDHH)	<p>"El 100% de nuestras operaciones propias son evaluadas bajo impactos de DDHH a través de la Gestión Corporativa de Riesgos Corporativos en cumplimiento de las Directrices de Política Alianza Team que contiene las directrices específicas relacionadas con los Derechos Humanos.</p> <p>Durante el 2020, evaluamos al 100% de los proveedores críticos priorizados para la cadena de suministro de palma a nivel corporativo en temas clave como medio ambiente, gestión social y gobernanza (con un enfoque en derechos humanos y empresa) a través del sistema de monitoreo de la cadena para Alianza Team. "</p>		
Accionistas	Crecimiento rentable	N/A	11	T19. Ingresos base 100 (2011)	Quiénes somos y hacia dónde vamos; Valor económico creado y distribuido		
Accionistas	Crecimiento rentable	N/A	11	T20. EBITDA base 100 (2011)	Quiénes somos y hacia dónde vamos; Valor económico creado y distribuido		
Accionistas	Crecimiento rentable	N/A	11	T21. ROE (tendencia %)	Quiénes somos y hacia dónde vamos; Valor económico creado y distribuido		
Accionistas	Crecimiento rentable	N/A	11	T22. ROIC (tendencia %)	Quiénes somos y hacia dónde vamos; Valor económico creado y distribuido		
Accionistas	Crecimiento rentable	Desempeño económico	11	201-1. Valor económico directo creado y distribuido	Quiénes somos y hacia dónde vamos; Valor económico creado y distribuido		



Memorandum of independent review

Independent Review of the Sustainable Management Report 2020 – Alianza Team

Responsibilities of the Management of Alianza Team and Deloitte

The preparation of the 2020 Annual Management Report of Alianza Team, between January 1st and December 31 of 2020, and its content are the responsibility of the organization which is also responsible for defining, adapting and maintaining management systems and internal control which information is obtained.

Our responsibility is to issue an independent report based on the procedures applied and previously agreed upon for our review.

This Report has been prepared exclusively in the interest of the organization in accordance with the terms of our proposed services. We do not assume any liability to third parties other than the Management of the Company.

We have performed our work in accordance with the Independence regulations required by the ethics code of the International Federation of Accountants (IFAC).

Scope of our work

The scope of a limited review is substantially less than an audit. Therefore, we do not provide an audit about the Annual Management Report.

We have carried out the review of the content adaptation of Alianza Team Sustainable Management Report 2020, to the Guide for the preparation of Sustainability Reports of the Global Reporting Initiative (GRI Standards).

Standards and review processes

We have carried out our work in accordance with ISAE 3000 - International Standard on Assurance Engagements Other than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standard Board (IAASB) of the International Federation of Accounts (IFAC).

Our review work consisted in the formulation of questions to the Administration, as well as to the different areas and operations of Alianza Team that have participated in the elaboration of the Sustainable Management Report 2020, in the application of analytical procedures and tests of revision by sampling that is describe below:

- Interviews with Alianza Team employees to know about the principles, management approaches and data consolidation systems applied to prepare the Report.
- Analysis of how the content, structure and indicators were defined, based on the materiality exercise according to the GRI Standards
- Analysis of the processes to collect and validate the data presented in the report.



- Checking, by sample, testing and review of quantitative and qualitative evidence corresponding to the GRI, GCCA contents and Alianza Team internal indicators included in the 2020 Annual Management Report, and proper compilation from the data supplied by Alianza Team the sources of information.

Confirmation that the 2020 Sustainable Management Report of Alianza Team has been prepared in accordance with GRI Standards: Core option "in accordance".

General contents:

It was confirmed that the report conforms to the requirements of the core option "in accordance" with the GRI Standards regarding the general basic contents.

Specific contents:

We review the management approach, the GRI, DJSI and internal contents of its material issues:

Material	GRI content and / or own indicator of Alianza Team
I&D+I Capabilities	T1. Innovation and Development investment as a percentage of incomes



Appendix

Responsible communication and marketing.	T24. Percentage of products with GDA's labeling
Customer and consumer satisfaction.	T3. Product complaints received and resolved from consumers.
ESG Compliance for suppliers	T5.1: Monitoring and verification of corporate reputation in the chain.
Talent integral development	404-3. Percentage of employees whose performance and professional development is regularly evaluated, broken down by sex and by professional category. Note: Chile and Breden Master are not included into the scope
Culture, environment and working conditions.	401-1. Number and rate of average employee turnover and hiring, broken down by age, sex and region. T10. Number of complaints and formal claims received and resolved by labor practices



Appendix

Health and Safety at Work

T11. ARF - Accident Rate Frequency.

T12. ASI - Accident Severity Index.

T13. Absenteeism

T15. Water consumption intensity

operational eco-efficiency

305-1. Direct GHG emissions (scope 1).

305-2. Indirect GHG emissions (scope 2).

305-3. Other indirect GHG emissions (scope 3).

305-4. Greenhouse gas emissions intensity.

302-3. Energy intensity.

T17. Percentage of use of ordinary waste.

Social investment strategy.

T14. Donations made (COP).

Corporate integrity

206-1. Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

Conclusions

Based on the work carried out described in this report, the procedures carried out and the evidence obtained, no subject matter has come to our knowledge that leads us to think that the indicators within the scope of the review and included in the 2020 Sustainable Management Report of Alianza Team for the period between January 1 and December 31, 2020, have not met all the requirements for the preparation of reports, in accordance with the essential option of the Global Reporting Initiative (GRI) Standards. For those indicators of the GRI Standards where Alianza Team did not report quantitatively (figures), only the qualitative information that included procedures, policies, evidence of activities carried out, among others, was reviewed.

Alternative lines of actions

Deloitte has provided Alianza Team with a report with the most significant alternatives of action for the future preparation of Reports, which do not modify the conclusions expressed in this report, also a few observations that will strengthen the consolidation, management, measurement and communication processes of the organization's sustainability performance.

Declaration of Independence

We confirm our independence from Alianza Team. All of our employees carry out annual updates to the Ethics Policy where we promptly declare that we have no conflicts of interest with Alianza Team, its subsidiaries and its stakeholders.



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Deloitte Asesores y Consultores
Partner
Bogotá, March 2021

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