



OUR EMPLOYEES



Colombina

LABOR PRACTICES





Living Wage Commitment

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

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

Living Wage Indicator Definition of Living Wage: *“Living Wage is an approximate income needed to meet a family’s basic needs including food, housing, transport, health, education, tax deductions and other necessities”.*

Each year, we conduct a salary review using the Anker methodology to ensure that 100% of our employees receive a living wage.

We carry out a comparative analysis against the data available on the wage indicator platform to verify that the salaries offered are equal to or higher than the estimated cost-of-living benchmark





Well-being and Working Conditions

Working hours

We ensure compliance with legally established working hours in every country where we operate, as well as across all our national sites. Any additional work must be exceptional, reviewed, and pre-approved in accordance with applicable regulations, without exceeding legal limits.

We conduct periodic checks to ensure adherence to this policy. Overtime work is properly recognized, compensated, and/or paid according to the law. Compliance is reinforced through internal controls that accurately record working hours and additional time worked. Regular reviews of these records are conducted, and continuous communication is maintained with area managers to strengthen accountability in authorizing and reporting overtime. Finally, all employees receive detailed information on payments for overtime, ensuring transparency, trust, and consistent labor practices across the company.

Vacations

We promote the effective use of paid annual leave through periodic reviews of labor contingencies and analysis of accrued balances. We also maintain ongoing communication with area leaders to reinforce their responsibility in ensuring team members take their vacation within the appropriate period.

Additionally, we implement collective vacation periods and conduct internal audits to verify compliance with this policy, as part of our commitment to employee well-being and respect for labor rights.



Gender, Diversity, and Inclusion Policy

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

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



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



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



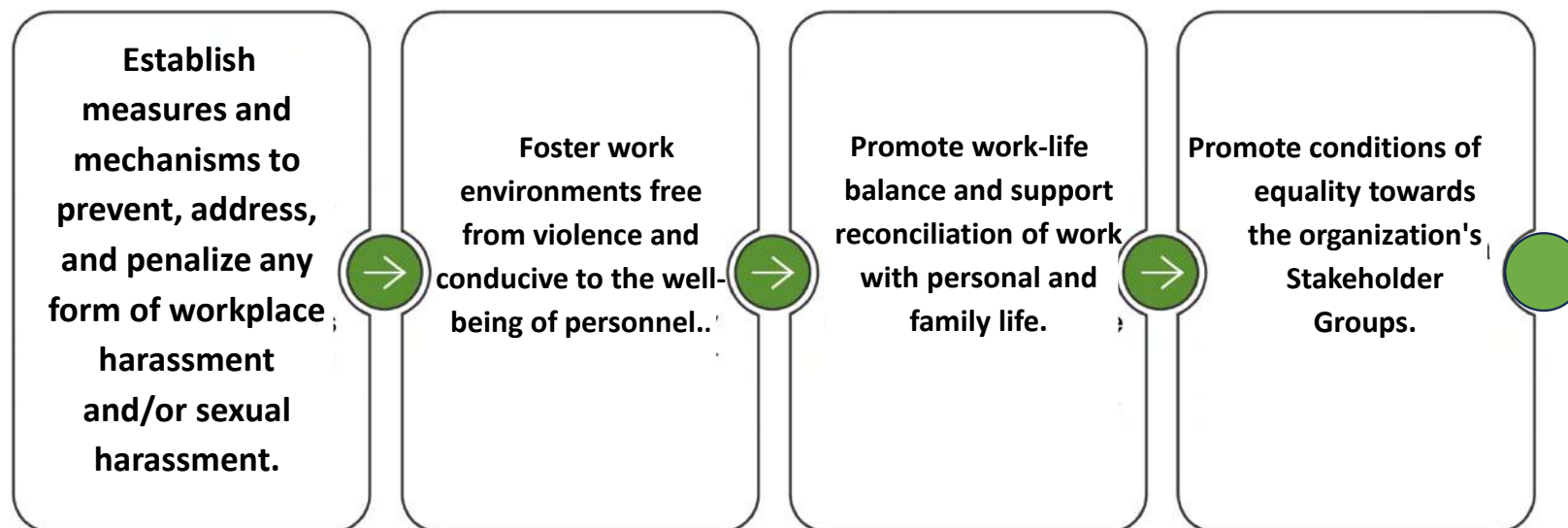
Implement training programs to raise awareness among leaders and teams about EDI.



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



Gender, Diversity, and Inclusion Policy





Gender, Diversity, and Inclusion Commitment

The commitment to gender equity, diversity, and inclusion is reflected in the implementation of policies that ensure equal treatment and opportunities at all stages of the employment relationship. Within this framework, the gender pay gap is systematically monitored to ensure fair compensation between men and women performing equivalent roles. This monitoring is based on objective criteria such as merit, qualifications, skills, and competencies, preventing any form of direct or indirect discrimination.

In addition, training and awareness programs are promoted for leaders and work teams to strengthen the organizational culture around equity. The implemented control and monitoring measures allow for the identification, prevention, and correction of potential inequalities, ensuring competitive compensation conditions that are aligned with the values of the Grupo Colombina.



Gender and Inclusion Equity Dimensions

Compensation and Salary

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



Sexual and Workplace Harassment

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



Work Environment and Health

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



Communication and Professional Development

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



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



Non-Sexist Communication

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



Training and Development

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



Work-Life Balance

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



Recruitment and Selection

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



Gender and Inclusion Equity Committee



**Jose Manuel
Echeverri**

Human Resources Vice President
Executive Management**



**Miyerlandy
Lozada Guerrero**

Human Resources Administrative
Director*



**Isabella
Henao Vallejo**

Communications director



**Carolina
Echeverry**

Head of Human Resources
Selection



**Andrea
Linares Rodríguez**

Director of Training and
Development



**Luis Miguel
Hurtado**

Director of Human Resources -
Confectionery La Paila Plant



**Jaime Eduardo
Ayalde Navia**

Director of Compensation and
Benefits

*Gender and Inclusion Equity Committee Coordinator

** Senior Management Representative



Gender Diversity in the Workforce

Diversity Indicator	2024	Target 2025
Share of women in total workforce	38,7%	40%
Share of women in all management positions, including junior, middle and top management	43,6%	44%
Share of women in junior management positions, i.e. first level of management)	43,4%	44%
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions	42,9%	43%
Share of women in management positions in revenue-generating functions	51,8%	52%
Share of women in STEM-related positions	47,9%	48%

Covers >75% of employees.



Some Initiatives

Equal PAR Ranking Measurement

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





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

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

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

Some Initiatives

Programa Score - OIT





Workforce Breakdown

Race/ Ethnicity & Nationality

2024		
Breakdown	Share in total workforce (as % of total workforce)	Share in all management positions, including junior, middle and senior management
Mestizo	31,1%	28,4%
White	23,6%	27,8%
Afro-colombian	13,7%	3,2%
Indigenous	3,1%	0,3%
Without ethnicity	28,4%	40,4%

Covers >75% of employees.



Workforce Breakdown

Other minorities

Indicator	% Share in total workforce	Coverage
People with disability	0,12%	>75% employees
Age groups	<30 years old: 33,3% 30-50 years old: 54,0% >50 years old: 12,8%	>75% employees

**Covers direct employees from Colombia*



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

99,5%

What have we achieved?



REPORTE FINAL DE RESULTADOS



ORGANIZACION: Colombina S.A.

NO. TRABAJO: CERT50

FECHA: 2016-09-23

Tipo de auditoría: Auditoría de certificación - NIVEL 2

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

Colombina S.A.

¿Procede la certificación?

☒ SI

☐ NO

TOTAL NIVEL I 59.7%

TOTAL NIVEL II 39.8%

RESULTADO FINAL 99.5%



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

99,7%

What have we achieved?



REPORTE FINAL DE RESULTADOS

Auditoría Interna - EQUIPARES



El empleo
es de todos

Mintrabajo

ORGANIZACION: Colombina S.A.

NO. TRABAJO: CERTIFICACION - 107

FECHA: 2019-11-26

Tipo de auditoría: CERTIFICACION - NIVEL ORO

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

¿Procede la certificación?

☒ SI

☐ NO

TOTAL NIVEL II

99.70%



Discrimination & Harassment

Policy on Labor Relations and Non-Discrimination

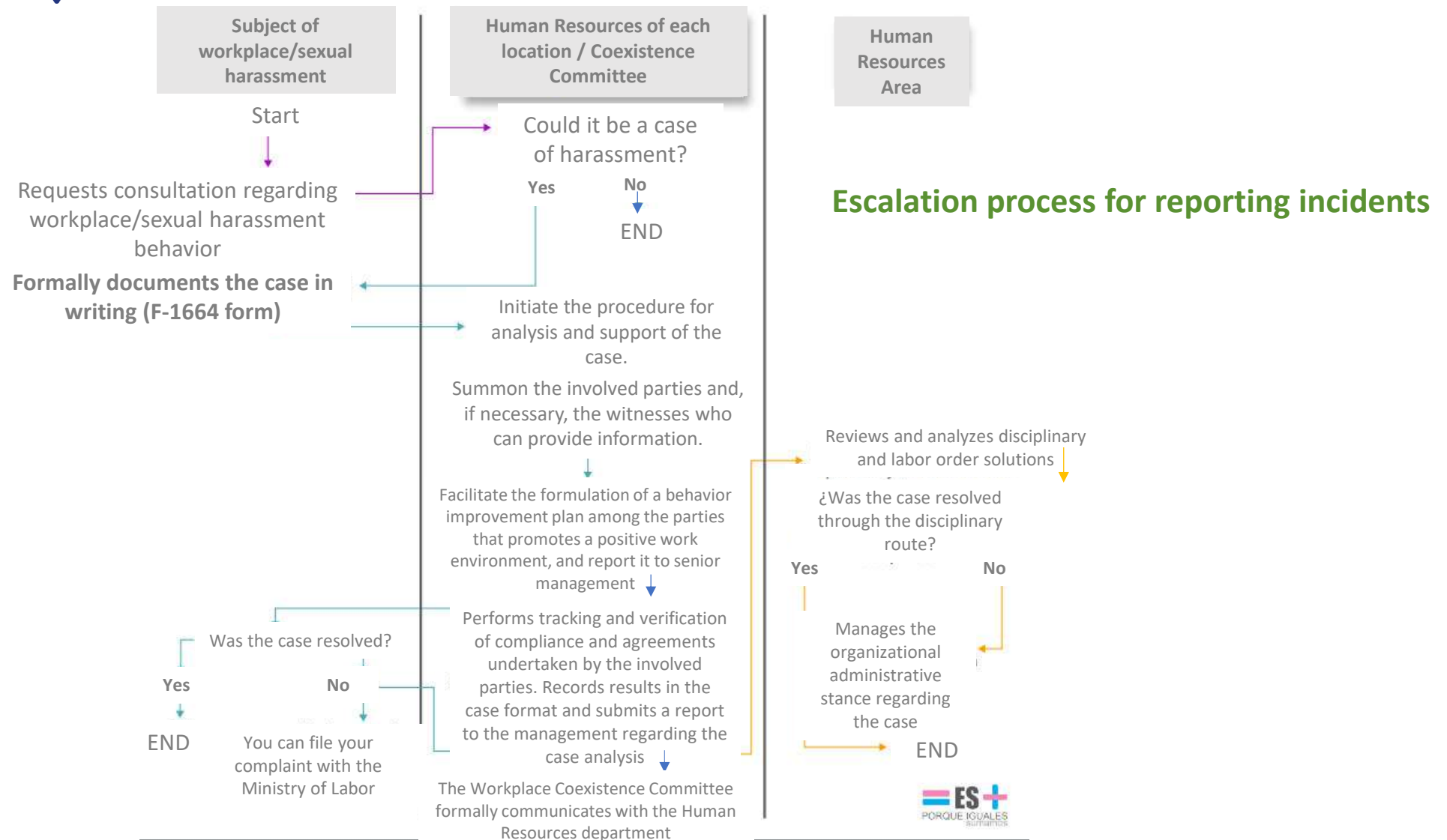
Through this policy, guidelines are established for labor relations and discrimination in the recruitment, selection, hiring, promotion, and development of employees, as well as control and monitoring measures for compliance. The process encompasses all employment relationships that begin from the moment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

Human Resource Management and Working Conditions

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

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

Discrimination & Harassment





Discrimination & Harassment

Raising Awareness Among Employees Regarding Harassment and Discrimination

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

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



Discrimination & Harassment

Examples of awareness initiatives for employees regarding harassment and discrimination in the workplace:



¿Sabes qué hacer en una situación de acoso laboral o sexual?

Ingresa a la sección de documentos en **ColombinApp** y en la carpeta de **equidad de género** consulta el Flujograma de acoso y entérate del paso a paso.

¡En Colombina tenemos cero tolerancia al acoso!



¿Qué es ciberacoso?



3 situaciones que SÍ son acoso laboral y 3 que NO lo son.

Aquí te contamos



Te invitamos a conocer nuestro **Protocolo de acoso**, en él encontrarás la ruta de acción en caso de conocer o experimentar una situación de este tipo.

- ◆ Ingresa a **ColombinApp**
- ◆ Ve al módulo **Documentos**
- ◆ Entra a la **carpeta Equidad de género** y ¡allí lo encontrarás!



¡Comparte esta información con quién lo necesite!



Discrimination & Harassment

Remediation and actions for discrimination and harassment

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

These disciplinary measures are categorized as serious or minor infractions, with the severity of each offense assessed to determine the appropriate penalty. Penalties may include, but are not limited to:

- Temporary suspension of the employee for a specified period.
- Justified termination of the employment contract.

All employees sign this regulation when entering into an employment contract with the company.

Appropriate remediation will be provided, and there will be no retaliation against individuals who report human rights violations in good faith.



Labor Relations

- We manage collective bargaining agreements proactively, reaching constructive agreements with union leadership that enhance employee benefits and expand union coverage.
- We continuously work to improve the efficiency and effectiveness of our negotiations, strengthening labor relations. In addition, we implement initiatives to communicate the various benefits to all union members, promoting transparency and encouraging active participation in proposed labor improvements.
- We maintain active dialogue with employee representatives through collective bargaining, labor-management meetings, and direct engagement via internal surveys and focus groups. These regular interactions allow us to gain a clear and accurate understanding of perceptions regarding working conditions, identify needs, promote continuous improvement, and ensure compliance with labor rights.
- Additionally, they facilitate the negotiation of agreements on key topics such as working hours, overtime compensation, and other conditions that impact employee well-being and development.

44% of our employees are covered by collective bargaining agreements



TALENT ATTRACTION AND RETENTION



New Employee Hire Rates

Indicator	2021	2022	2023	2024
Total number of new employees hires	509	800	809	986
Percentage of open positions filled by internal candidates (internal hires)	17,4	22,2	23,9	13,5
Average hiring cost/FTE Currency \$COP – Colombian Peso	\$ 345.058	\$ 327.659	\$ 294.106	\$ 473.225

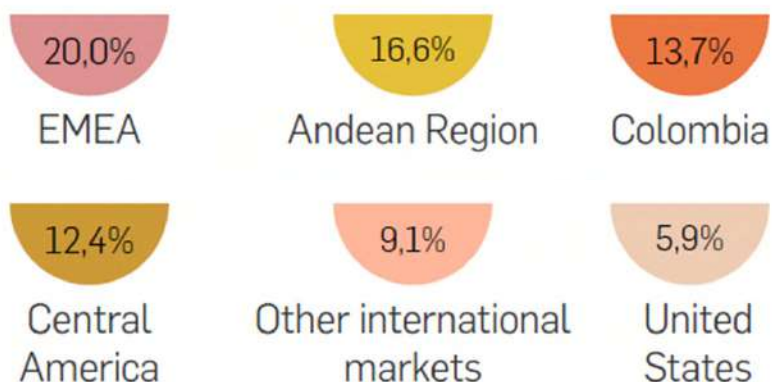
Data Breakdown

By gender

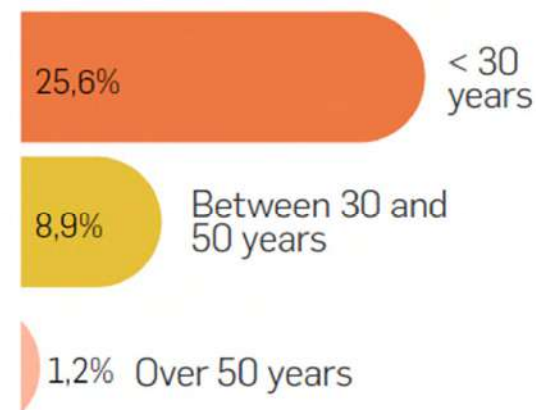
16,6%
women

11,5%
men

By region



By age groups



During 2024, we had **986** new hires and **1.004** retirements.



EMPLOYEE PROGRAMS





A House for Everyone Program

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

With the support of this program, 1.405 people have fulfilled their dream of having their own home, since this initiative was created.





Financial well-being Program

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

In 2024:

- More than 1.000 people received training on the following topics:
 - ✓ Personal finances
 - ✓ Tax planning
 - ✓ Expense control
 - ✓ Financial management
 - ✓ Debt management
 - ✓ Impact of emotions on personal finances

Social Programs





Vital Program

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

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

Social Programs





Pays Program (Pension, Support and Insurance)

Social Programs



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

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

This year, our focus was on personnel who are within 3 years of retirement, offering them a training program where four thematic areas were developed: Workshop on My Future Self focused on personal purpose, Interpersonal relationships, IT Module, focused on developing skills for handling basic applications, social networks, and other technological tools.

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

On the other hand, for individuals who have obtained their pension, benefits such as the following were implemented: Maintaining affiliation with the CRC Mutual Savings Fund, maintaining rates for some policies such as funeral and vehicle insurance, enjoying corporate agreements that the company has with other entities.



Employee Benefits

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

In 2024, we invested over \$3.600 billion Colombian pesos in welfare programs.





Corporate Benefits

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



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



Vehicles



Housing



Insurance



Funeral



Health



Financial



Educational



Mobile telephony



Portfolio of Benefits

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

Economic Benefits:

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

*Applies according to each case.





Portfolio of Benefits

Health and Safety Benefits

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

Training and Development Benefits

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

*Applies according to each case.





Portfolio of Benefits

Wellness and Celebration Benefits

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

*Applies according to each case





Portfolio of Benefits

Quality of Life Benefits

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

Infrastructure Benefits

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

*Applies according to each case





Portfolio of Benefits

Quality of Life Benefits

- Childcare Facilities
- We have two childcare centers attended by the children of our employees from the Confectionery and Cookies plants. A total of 121 boys and girls aged between 0 and 5 attend these centers.
- Paid parental leave for the primary caregiver (18 weeks)
- Paid parental leave for the non-primary caregiver (2 weeks)
- Family leave for three days
- Nursing Rooms: We have 12 nursing rooms located across all our plants, sales districts, and central office. These spaces are designed for the extraction and storage of breast milk.





Long – Term incentives for employees

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

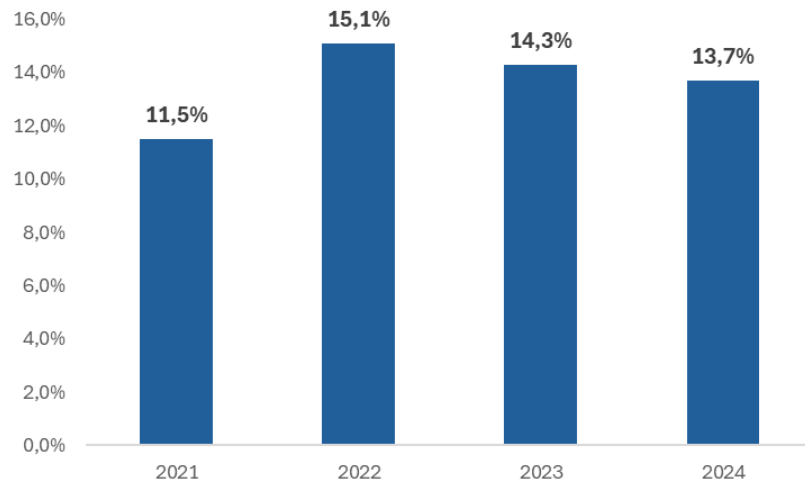
Currently, this benefit applies to 7,0 % of employees who are two levels below the CEO.



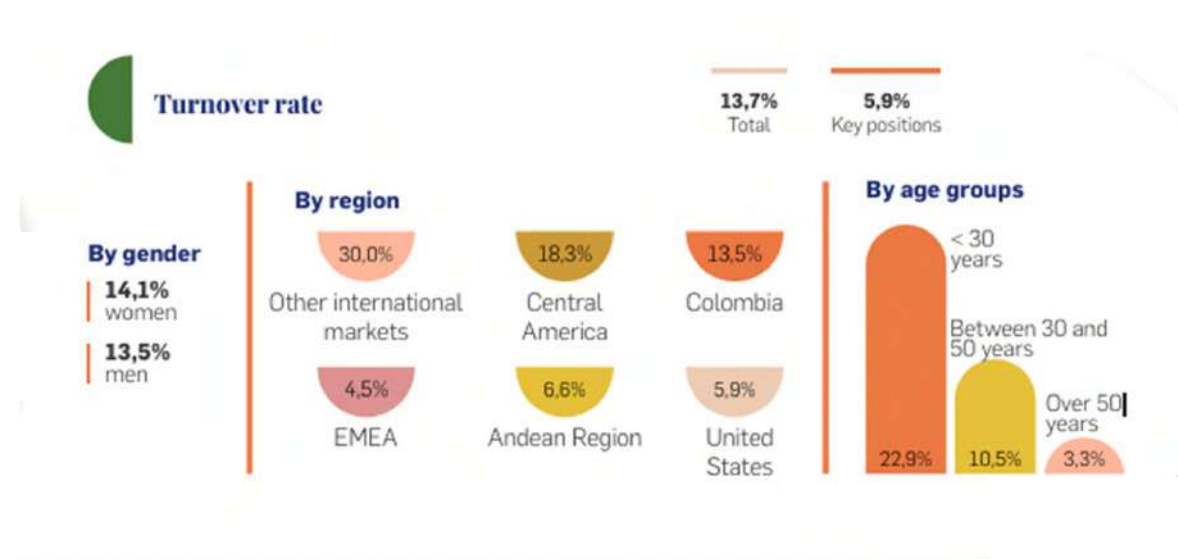
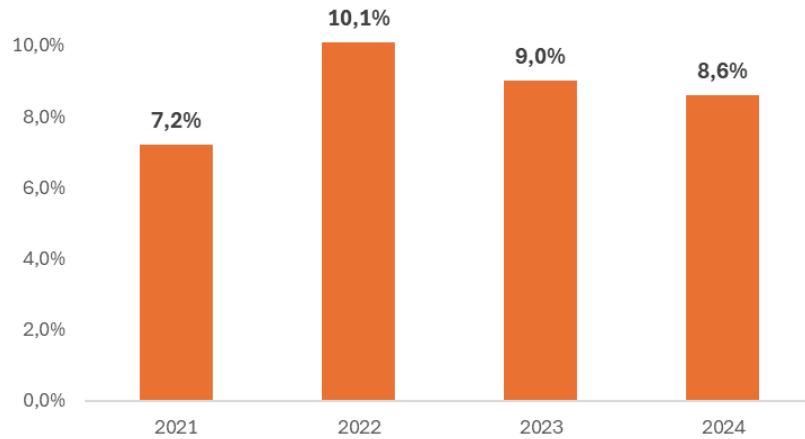


Turnover Rate

Total employee turnover rate



Voluntary employee turnover rate



Data coverage: 100% of all employees



Organizational Climate Survey

The work that the company has been carrying out to improve the well-being and quality of life of its employees has been perceived very positively according to the results obtained in the organizational climate survey conducted in 2023. The survey had a participation rate of **89,3%** of the employees, who evaluated the company in 9 dimensions:

1. **Managerial Image:** It is the perception of the style and manner of dealing with personnel, actions to demand results, and the consistency of the manager's behavior with values, mission, and vision
2. **Social Responsibility:** It refers to the actions taken by the company in favor of environmental care.
3. **Self-Management:** It refers to personal initiative to actively engage in improvement and communication dynamics.
4. **Communication:** It refers to the quality, timeliness of the information, and the effectiveness of the existing communication channels
5. **Sense of Belonging:** It refers to the commitment, participation, and sense of pride in being part of Colombina.
6. **Compensation:** It refers to issues of equity, benefits, and well-being to support the quality of life of employees and their families.
7. **Interaction:** It refers to teamwork, customer service, and respect
8. **Working Conditions:** It refers to the availability of resources, health and safety regulations at work, and recognition
9. **Professional Development:** It refers to opportunities for promotion, skill development, training, and coaching

With great satisfaction, we surpassed the set goal of 83,5% by achieving a satisfaction result of 88,5% regarding the measured variables.

Furthermore, in response to the question considering "Colombina is a good place to work," the result was 96%.

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





Organizational Climate Survey

About the Survey

Colombia

Total population: 6.054

Total interviewees: 5.529

Participation (%): 91,3%

Margin of error (%): 0,4%

Subsidiaries

Total population: 1.251

Total interviewees: 1.204

Participation (%): 96,2%

Margin of error (%): 0,5%

Grupo Colombina

Total population: 7.035

Total interviewees: 6.733

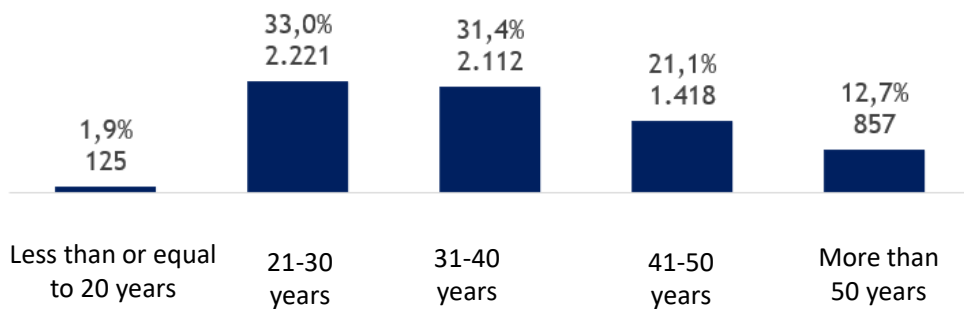
Participation (%): 92,2%

Margin of error (%): 0,3%

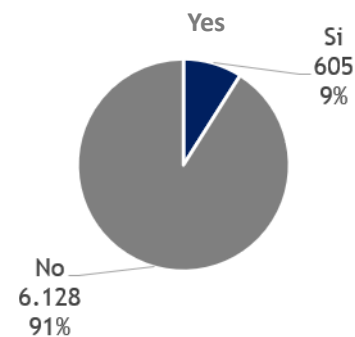


Organizational Climate Survey

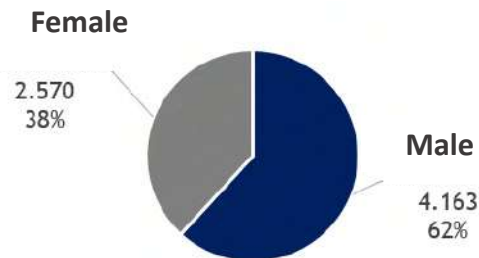
Age Range Participation



Person in charge participation



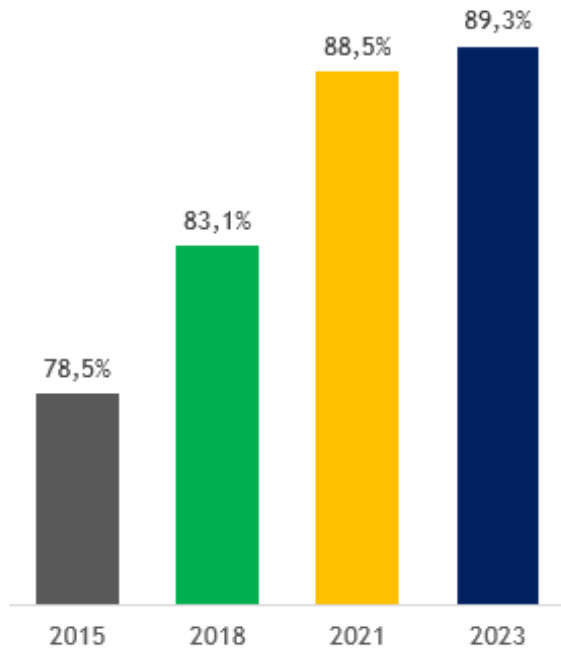
Gender Participation





Organizational Climate Survey

Survey Results





Organizational Development





Training and Development

We offer continuous training, education, and professional development opportunities that enable employees to strengthen their knowledge and skills, facilitating adaptation to industry changes and challenges arising from the climate transition. These initiatives aim to mitigate potential negative impacts on employment while promoting professional growth within the organization. Additionally, they support business continuity by ensuring compliance with new regulations, quality standards, and the requirements of those who trust our products, allowing for timely and proactive responses to changes in the operating environment.

In 2024:

- We trained 6.800 direct employees.
- We provided \$486 million Colombian pesos in educational assistance.
- 118 employees benefited from educational assistance.





Colombina Corporate University

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

In 2024, more than 6.000 people completed various courses.

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

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



Colombina Corporate University





Benefits of the Corporate University

Strengthening skills

Enhancing professional profile

Staying updated and growing



Universidad Corporativa
Colombina

Educating oneself with
prestigious institutions.

Studying from anywhere and
at any time.



Training and Development

Organizational Development



Main Indicators

6.807

direct individuals received training

\$2.875

invested in training

\$486

million invested in educational aid

5.678

Direct individuals participated in the Performance Alignment Program.

34,6

Average training hours per person.

By gender

| **36%** women

| **64%** men

| **78%** Hold operational positions

| **19%** Hold administrative positions

| **3%** Hold executive positions

| **35,9** women

| **33,8** men

Category by employee

Direct Individuals:

- 29,3 for executive positions
- 27,3 for operational positions
- 41,4 for administrative positions

Temporary Individuals:

- 90,9 for operational positions
- 3,2 for administrative positions

\$360.990 is the average amount spent per FTE on training and development.



Type of Individual Performance Appraisal

- **Management by objectives and Multidimensional Performance Appraisal (Performance Alignment Program):** We have a performance alignment program through which we measure employees' behaviors, competencies, performance, and productivity within the organization
- The program identifies strengths and areas for improvement in the performance of each employee.
 - It allows for the alignment of corporate goals with the individual actions of each employee.
 - The program objectively and comprehensively identifies the contributions that each individual makes to the organization.
 - It is the most important tool to provide objective and real feedback, as it gives the opportunity to have an in-depth conversation, in which performance is recognized and/or improvement plans are established with the employee.
 - It is a multidimensional assessment tool in which full and constructive feedback is offered from their direct reports. Employees receive targeted feedback on their strengths and areas for improvement, helping them better understand how their performance aligns with organizational goals and how they can contribute more effectively.
 - It is a requirement to apply for loans and enjoy company benefits, apply for promotions and be included in the career plan and investments in development plans.
 - It is carried out annually, although every six months each leader must follow up on the people on her team.

In 2024, 78% employees were covered by the program.



Human Capital Return on Investment

- We recognize that human capital is one of the most valuable and strategic assets of our company. Therefore, in our sustainability strategy, we have established our employees as a fundamental pillar, addressing them through three key material issues: wellbeing and working conditions, health and safety at work, and organizational development.
- Investing in the development of our team not only generates positive impacts in their work environment but also contributes to the social and economic progress of the countries in which we operate, driving long-term value creation. The following table presents a detailed analysis of the ROI of human capital, which measures how investment in talent drives the growth and sustainability of our business

COP \$MM	2021	2022	2023	2024
Total Revenue	2.161.662	2.934.694	3.344.565	3.309.158
Total Operating Expenses	2.048.076	2.698.649	3.053.831	3.002.199
Total employee - related expenses (salaries+benefits)	416.053	489.432	553.350	586.658
HC ROI	1,27	1,48	1,53	1,52
Total Employees	7.605	7.769	8.234	7.977



OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM (OHSMS)





Occupational Health and Safety Management System

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





Occupational Health and Safety Management System

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

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





Occupational Health and Safety Policy

For Colombina S.A., the protection of life, health, and safety of all its employees, contractors, suppliers, and visitors is a top priority. Our commitment is reflected in the application of the following principles:

- A. Promote responsible leadership at all levels of the organization, ensuring consultation and active participation of workers in matters of occupational health and safety and road safety.
- B. Manage prevention through the identification of hazards, continuous assessment, and permanent control of risks associated with our processes.
- C. Foster a culture of prevention and self-care in occupational health and safety and road safety, as well as wellbeing and mental health, with the purpose of reducing the occurrence of common and work-related incidents and road accidents that may cause harm to people and property.
- D. Comply with applicable legal regulations, internal procedures, and organizational commitments related to occupational health and safety and road safety.
- E. Fulfill activities, programs, and OHS requirements through monitoring, measuring, and evaluating the performance of SG objectives, ensuring continuous improvement.
- F. Implement the Strategic Road Safety Plan with defined actions to prevent incidents and accidents related to mobility activities within our operations.

This policy is mandatory at all levels of the organization and for stakeholders, and is endorsed by senior management.



Objectives of the Occupational Health and Safety Management System

1. Identify, assess, and continuously control the risks that may arise in all activities carried out within our company and that impact occupational health, safety, and road safety, with the active participation of all employees.
2. Develop planning, execution, verification, and control activities for the continuous improvement of the occupational health and safety management system and the strategic road safety plan.
3. Communicate and train our employees, suppliers, and contractors to promote a culture of adopting safe behaviors and habits at work, ensuring the active participation of all parties in the occupational health and safety system and the strategic road safety plan.
4. Understand, update, communicate, and verify compliance with legal regulations and applicable standards in the country regarding occupational health and safety and the Strategic Road Safety Plan, as well as the commitments made by our company, avoiding penalties for legal non-compliance in occupational health and safety and road safety.
5. Plan, develop, and execute OHS activities, programs, and requirements through the monitoring, measurement, evaluation, and continuous improvement of the management system and the Strategic Road Safety Plan.
6. Develop the strategic road safety plan and participate in the defined actions to prevent incidents and accidents related to the mobility activities of our operations.



Responsibilities of the Occupational Health and Safety Management System

Level	Responsibility	Frequency
Management Representative	1. Formulate, review, and approve the Occupational Health and Safety Management System (OHSMS) and Road Safety Plan (RSP) Policy by the Executive President 2. Review and approve the objectives and goals for the OHSMS and RSP. 3. Coordinate with Business Management the allocation of human, logistical, and economic resources for the execution of the OHSMS. 4. Hold regular general management-level meetings to present indicators and track the objectives of the OHSMS. 5. Promote the implementation of corporate programs in occupational health and safety and road safety aimed at fostering a culture of accident prevention and self-care among employees. 6. Conduct periodic reviews of the OHSMS and RSP.	Annual Annual Annual Quarterly Annual Annual
Plant Operations Manager	1. Verify compliance with OHSMS policies. 2. Participate in regular general management-level meetings, providing the required information for each business unit under the OHSMS 3. Coordinate regular inspections of occupational health and safety and road safety 4. Participate in the periodic review and audits of the OHSMS and RSP 5. Ensure that any change or new process, product, or similar that affects the safety or health of workers is carried out in a controlled manner 6. Meet the objectives and achieve the goals set in the OHSMS and RSP. 7. Budget the resources for OHSMS and RSP and ensure their allocation.	On-going Quarterly Monthly Annual When applicable Quarterly Annual
Director/Head/Coordinator of Health and Safety Areas at the Site	1. Implement improvement actions and effectiveness of the management system under current legal regulations 2. Contribute to the compliance with OHSMS and RSP policies. 3. Plan, design, and verify compliance with OHSMS and RSP strategies. 4. Attend internal and external audits in occupational health and safety and RSP. 5. Promote the creation of the Occupational Health and Safety Committee and the Road Safety Committee, and address the requirements and needs regarding reports, statistics, and follow-ups. 6. Participate in and advise on OHSMS and RSP matters whenever a process is created or changed, or equipment, services, or similar that affect the safety or health of workers are acquired. 7. Advise on the investigation process of accidents/incidents/road events of occupational origin and follow up on occupational illness cases 8. Verify compliance with OHSMS and RSP action plans 9. Coordinate training and education on Industrial Safety and Preventive Medicine processes and programs, and RSP 10. Develop an inspection program for OHSMS and RSP 11. Manage the measurement of OHSMS and RSP indicators 12. Define verification strategies for contractors, affiliates, associates, third parties, and the community of the organization in complying with the road safety requirements established by the organization. 13. Present SST and road safety results to plant operations management, regional management, and/or site administrative heads 14. Timely respond to information requests from verification entities as required according to the function of verifying the implementation of the RSP in accordance with current legal regulations	Annual On-going On-going Annual Monthly When applicable When applicable When applicable Annual When applicable Monthly Annual Quarterly When applicable



Responsibilities of the Occupational Health and Safety Management System

Level	Responsability	Frequency
Process Heads/Supervisors/Coordinators/Leaders	1. Ensure compliance with OHSMS and RSP policies. 2. Hold regular meetings with staff on SST and RSP topics. 3. Conduct safety inspections of the area under their responsibility. 4. Lead the investigation process of accidents/incidents/road events of occupational origin that occurred in their work area. – When applicable 5. Ensure that any change or new process, product, or similar that affects the safety or health of workers is carried out in a controlled manner and aligned with OHSMS and RSP. 6. Report hazardous conditions and/or equipment failures that may cause accidents or affect workers' health, and manage corrective actions. 7. Ensure that all personnel in their area are trained in occupational health and safety and RSP standards, procedures, and policies. 8. Ensure compliance with safe practices in their area of influence. 9. Direct requests, reports, or requirements from employees regarding SST and RSP matters. – 10. Comply with recommendations issued by the Preventive Medicine specialist regarding workers' care.	On-going Monthly Monthly When applicable On-going When applicable When applicable On-going When applicable As scheduled
Employees	1. Ensure compliance with OHSMS and RSP policies. 2. Know and apply all regulations, procedures, and instructions that affect their work, particularly regarding preventive and protective measures. 3. Promptly report all work-related incidents, accidents, and road events of occupational origin to their immediate supervisor and the Industrial Safety and Preventive Medicine areas (Production Plants) and Human Resources (Districts). 4. Participate in OHSMS and RSP training. 5. Actively participate in the prevention of occupational health and safety risks and road safety. 6. Provide clear, truthful, timely, and complete information about their health status. 7. Promptly report the presence of working conditions that may affect health and safety. 8. Properly use machines, equipment, tools, hazardous substances, transportation equipment, and other means necessary for their activity, according to their nature and foreseeable risks. 9. Properly use facilities, work items, protective equipment, and personal protective equipment. 10. Know and participate in the company's strategic road safety plan activities.	On-going When applicable When applicable When applicable On-going When applicable When applicable On-going On-going When applicable
COPASST (Occupational Health and Safety Committee)	1. Propose activities related to workers' health and safety to the management. 2. Participate in the investigation and analysis of work-related accidents occurring during the period. 3. Monitor action plans derived from accident or incident investigations. 4. Conduct regular safety inspections of workstations. 5. Receive, support, and monitor the management of unsafe conditions reported by workers. 6. Support the SST responsible person in executing occupational health and safety campaigns. 7. Serve as a support and coordination point between management and workers for resolving occupational health and safety issues. 8. Prepare a report on the committee's management.	On-going On-going Quarterly Monthly Monthly On-going On-going Annual



Phases of the Occupational Health and Safety Management System

1

Workplace Health and Safety Policy

Leadership and commitment of management for workplace health and safety.

2

Organization of the Occupational Health and Safety Management System

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

3

Planning

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



Phases of the Occupational Health and Safety Management System

4

Application

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

5

Internal Audit and Management Review

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

6

Improvement

Preventive and corrective actions. Continuous improvement..



Corporate Committee



Miyerlandy Lozada
Directora Administrativa
Gestión Humana



Paula Andrea Castaño
Jefe Medicina Preventiva
y del Trabajo



Diego Valencia
Coordinador de Seguridad
Industrial Planta Dulcería



Indira Melisa Ramírez
Coordinador de Seguridad
Industrial Planta Conservas



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



Manuel Pinzón
Jefe de Seguridad
Industrial Planta Colcauca

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



Workplace health and safety initiatives

We have various programs and initiatives under our Occupational Health and Safety Management System (OHS), which encourage the participation and involvement of our employees:



Compliance with our OHS policy, objectives and responsibilities.



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



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



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



Agreements with social security entities that benefit Colombina employees.



Road accident prevention program.



Cardiovascular disease prevention programs, or "Colombina Vital".



Addiction-prevention program.



Monitoring of monthly indicators.



Audits on OHS Management System.



Employee Participation in the OHS



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

- Daily report of incidents and unsafe conditions, which is done in writing, in shift handover meetings.
- Integration of an OHS management system module into the internal communication application, ColombinaApp, for reporting incidents and hazardous conditions.
- Occupational Health and Safety (OHS) communication plan with content focusing on prevention, health with a gender equity approach, system advancements, among others.
- Angels program and green cards in production plants.



Employee Participation in the OHS

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





Training of employees in health and safety at work

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

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





Health and Safety Module in the Workplace

Health and Safety at work – Corporate Intranet



Our OHS System

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



Get to know our system



Health and hygiene rules



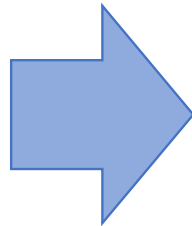
Committees by location



ColombinApp

For Colombina, the health and protection of life, as well as the health and safety of all its employees, contractors, suppliers, and visitors, are top priorities.

Within this App, you can find the module for Health and Safety in the workplace, where incidents or unsafe conditions can be reported.



2:28 4G 50

← Crear reporte

Reportar Incidente y/o condición insegura

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

Tipo de Reporte:

☐ Incidente ?

☐ Condición Insegura ?

Categoría ?

Sede

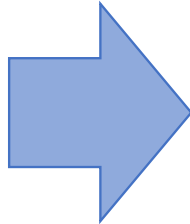
ColombinApp

Report Incidents

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

Type of Report

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



2:28 4G 50

← Crear reporte

Reportar Incidente y/o condición insegura

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

Tipo de Reporte:

☐ Incidente ?

☐ Condición Insegura ?

Categoría

Sede

ColombinApp

Report Incidents

Category:

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



Occupational Health & Safety Course

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

- **32,910 hours of on-the-job health-and-safety training**
- **5.657 contractors received on-the-job health-and safety training**
- **More than 5.800 people trained at Colombina**





Continuous Improvement Process

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

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

- Aligned with technological trends and in order to guarantee agile and timely communication, Colombina developed an OHS Management System module within its in-house communication mobile application through which employees can report incidents and dangerous conditions, even while suggesting solutions to them.
- Employee Hazard and Risk Identification Survey: an additional input for updating the Colombina Hazard Matrix, to establish control measures and strengthen its Occupational Health and Safety Management System with the recommendations provided.
- Through Colombina communication channels, over the course of a year, information is sent to employees on issues relating to their health care, beyond their mere day-to-day work. In 2023, various blogs were published on Colombina's in-house communication App, dealing with self-care and mental health.
- Occupational Health and Safety Committee: represents Colombina direct-hires and has a president and a secretary, as well as a company representative and an employee representative. When a case arises to be evaluated and merits escalation, it is taken up with senior management.



OHS PROGRAMS



OHS PROGRAMS

Hazard Identification, Risk Assessment, and Risk Evaluation Matrix

We apply the methodology of the Technical Guide Colombia GTC 45 for the identification of hazards, assessment, and evaluation of risks of physical, ergonomic or biomechanical, biological, chemical, safety, public, psychosocial, among others. This methodology allows for the identification of those risks that are prioritized based on their evaluation.

It covers all processes, routine and non-routine activities, machinery and equipment across all work centers and for all workers regardless of their employment or contractual status.

Preventive and Control Measures for Identified Hazards/Risks

We maintain control over the implementation of preventive and control measures based on the results of hazard identification, risk assessment, and evaluation (physical, ergonomic, biological, chemical, safety, public, psychosocial, among others), including priority risks.

These measures are implemented according to the hierarchy scheme, prioritizing intervention at the source and in the environment.



OHS PROGRAMS

Emergency Prevention, Preparedness, and Response Plan

We have an emergency prevention, preparedness, and response plan that includes identification of threats, vulnerability assessment, and analysis, supported by specialized advisors from the ARL.

This plan applies to all work centers and includes specific area identification, periodic drill scheduling, and the formation of brigade teams trained to handle emergency situations.

Occupational Health and Safety Objectives

Our Occupational Health and Safety Management System (OHSMS) objectives are clear, measurable, and quantifiable, with targets aligned with the annual work plan. These objectives comply with current regulations and are evaluated annually.

Additionally, we conduct ongoing evaluations of progress in reducing and preventing health and safety risks in the workplace..



ANGELES PROGRAM

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

How Does it Work?

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

Program benefits

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





ANGELES PROGRAM

Security Standards

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





CONTINUOUS IMPROVEMENT TEAMS

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

OBJECTIVES:

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



CONSIDERATIONS

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



EVALUATION

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

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



OHS CERTIFICATIONS

69% of our operations have been certified under the international standard for Occupational Health and Safety Management Systems, ISO 45001, which is aimed at protecting workers and visitors from workplace accidents and occupational illnesses



The Occupational Health and Safety Management System is audited by the external firm Delima Marsh and covers 100% of employees across our plants, sales districts, logistics, and administrative functions. Information is collected from each team responsible for Industrial Safety and Preventive Medicine using databases and tools designed to gather data related to OHS from all our production facilities, logistics centers, and commercial sites. This data is reviewed and certified by the occupational risk administrator for both permanent and temporary staff.

Finally, the indicators are verified by Deloitte in our sustainability annual report.

