

# Quality of life

Promoting safe and healthy work environments that contribute to the reinforcement of a self-care culture and to the well-being and balance of the employees, positively influencing thus their productivity and commitment to the Organization.

## Strategy

[GRI 103-2]

**Managing the workplace safety and health based on world-class standards.**

## Progress

[GRI 103-3]

- > The Organization conducted the maturity diagnosis regarding workplace safety and health management of Sura (occupational risk insurance administrator) in 16 of Grupo Nutresa's Colombian companies. The results of this diagnosis showed an average of 79,84% in terms of the progress in the level of excellence.
- > The Company obtained the OHSAS 18001 certification for the Cold Cuts Business' production plants in Bogotá and Barranquilla, and for Novaventa's facilities in El Carmen de Viboral.
- > There was an improvement in the indicators of accidents suffered by direct employees as the accident frequency rate went from 2,11 in 2016 to 2,02 in 2017.

**Mitigating the occupational illness risk in Grupo Nutresa's companies.**

- > The Organization consolidated the relocation of 381 employees who perform high occupation risk jobs.

**Strengthening the management model for workplace safety and health for suppliers and contractors.**

- > Positive results were achieved in the indicators of accidents suffered by contractors as the accident frequency rate went from 4,44 in 2016 to 4,27 in 2017.

**Promoting the balance in the employees' work, personal and family life.**

- > Three companies attained the Familiarly Responsible Companies certification (abbreviated EFR in Spanish) in 2017.
- > From the seven companies that were re-certified, Servicios Nutresa was scored with the A level, becoming the only company with such a high rating in Latin America.

**Measuring and managing the psychosocial risk.**

- > The psychosocial risk measurement was conducted in Colombia. The results show that 70,3% of the employees are free of this risk.



Grupo Nutresa promotes the balance in the employees' work, personal and family life.



Employees from the Chocolates Business, Colombia.

## Risks and opportunities [GRI 103-1]

One of the factors that affect the development of the workplace safety and health management is the absenteeism caused by common illnesses and occupational illnesses, which hamper the productivity and the quality of life of all employees. Therefore, Grupo Nutresa executes programs focused on developing capabilities related to employee relocation, repetitive process automation, employee rotation (to ensure employees do not remain in the same role for long periods of time), continued prevention to minimize the risks identified for each job, as well as the permanent execution of health promotion and illness-injury prevention programs.

A positive component of the quality of life management is the balance in the employees' work, personal and family life, which allows to increase their sense of belonging. Therefore, the Organization has been incorporating (Familiarly Responsible Company) management systems and practices such as flexible hours, telecommuting, time bonuses and internships, which generate commitment, satisfaction, a higher level of retention of the human talent, increase in the productivity, improvement of the organizational climate and consolidation of the organizational culture.

Grupo Nutresa has established guidelines to connect the Familiarly Responsible Company model with the Organization's strategic planning, which is also consistent with the mission, vision and corporate values promoted among all employees. Moreover, the leaders act in an exemplifying manner as promoters and facilitators of the model, taking it to all the levels of the Company.

## Outlook

The Organization will continue to work on reducing the accident frequency rate with 1,7 as a goal for 2020, and will strive to prevent the growth of occupational illnesses. Additionally, the Company will make sure that all of the employees who have work restriction are reassigned to roles where their condition does not intensify. Furthermore, Grupo Nutresa will establish a base line to be able to define a goal for the reduction of the rate of absenteeism due to occupational illness. This challenge will be extended to suppliers and contractors, who will continue to be audited in aspects related to sustainability and monitored to check on their management plans.

The Organization will also continue to implement actions focused on maintaining the level of excellence achieved in the 2017 Excellence Management measurement performed by Sura (occupational risk insurance administrator) in the fields of health, safety, balance and equality. For this purpose, the Company will implement the gap-bridging plan that has already been defined.

Grupo Nutresa will continue to manage the psychosocial risk to make sure it is maintained at low levels and to ensure the consolidation of the illness/injury prevention and healthy lifestyle promotion plans with the aim of reducing the cardiovascular and overweight risks among all employees. This will allow to contribute to the Company's productivity and to minimize the absenteeism.

Finally, the Organization will work on achieving that, by 2020, all its companies will have incorporated the criteria of the Familiarly Responsible Company management model, ensuring thus the implementation of practices that promote the life balance and contribute to the construction of Grupo Nutresa's brand as an employer.

## Success stories and acknowledgments [GRI 103-3]

**The Colombian Heart Foundation** awarded **Servicios Nutresa** the **2017 Responsible Hearts Award** in the certified company category for its culture plan named **“Organizaciones Saludables del Programa Activa tu Corazón” (Healthy Organizations from the Activate your Heart Program)**, which seeks to transform the life of the employees through the promotion of healthy lifestyles.



**Servicios Nutresa** was rated **A+** for its level of excellence in the **Familiarly Responsible Company** re-certification process. This is the highest level for the Latin American companies which are certified. Additionally, Alimentos Cárnicos, Zenú and Molino Santa Marta were certified under the Familiarly Responsible Company standard

Familiarly Responsible Company –efr in Spanish– acknowledgment awarded to Servicios Nutresa.

The company of the Biscuits Business in Costa Rica, **Pozuelo**, was granted the **ProNutri certification** due to its commitment to the health of its employees as it improved their nutritional health and made sure they learn the necessary knowledge in a healthy environment, enabling them to have a better quality of life.



ProNutri Certification granting ceremony, Pozuelo, Costa Rica.

## Progress achieved in 2017 [GRI 103-3]

### Management of workplace safety and health by incorporating world-class standards

The Organization achieved an improvement in the indicators of accidents suffered by direct employees as the accident frequency rate went from

#### Accident frequency



In 2017, the focal point was to reduce the employees' cardiovascular risk. Therefore, the Organization identified the people with the higher risk and provided assistance that included the implementation of individual goals regarding weight loss, overcoming tobacco dependence, among other aspects.

One Novaventa facility and two Cold Cuts Business facilities were certified on the OHSAS 18001 standard, and the nine companies that had been previously

certified maintained it. Additionally, the Organization strengthened the workplace safety and health management of 19 suppliers and 23 contractors by means of 42 sustainability audits, which produced as a result a compliance level of 89% for the workplace safety and health pillar. In addition, the participation of representatives of all employees from the companies (leaders from collective bargaining agreements and unions) is maintained in the pro-health, health peer and strategic Human Rights committees with the objective of getting feedback and defining work strategies. [GRI 403-1] [GRI 403-4] [ODS 8.8]

Moreover, the Organization started the measurement of the lost-time injury frequency rate (LTIFR) indicator in order to identify a baseline that allows establishing desirable references and defining a goal for 2020. A technical committee was formed with experts to evaluate the responsibility in the management of safer work environments to prevent accidents and establish the causes of fatalities in case they occur. This last indicator was incorporated as a condition for the fulfillment of the objectives of the system of variable compensation of the executives who are in charge of this matter that is so pertinent for the Organization.

### Workers representation in formal joint management–worker health and safety committees [GRI 403-1] [ODS 8.8]

	Number of members		Investment amount (COP million)	
	2016	2017	2016	2017
COPASST	414	458	375	387
Zero accidents management	23.690	22.850	13.858	16.734
Brigades	1.955	1.864	2.006	6.018
Health management	23.690	22.135	5.194	8.805
Cohabitation committee	153	199	13	33

**Health and safety in the workplace [GRI 403-2] [ODS 8.8]**

	2014	2015		2016		2017	
	Direct employees	Direct employees	Contractor employees	Direct employees	Contractor employees	Direct employees	Contractor employees
Accident rate: number of accidents in relation to total employees	3	2,42	5,06	2,11	4,44	2,02	4,27
LTIFR: number of injuries that caused lost time per one million hours worked	11	10,23	21,35	9,31	18,82	9,24	18,09
Number of days lost due to occupational illnesses	64	77	36	83	6	38	3
LDR: lost day rate	33	30	38,29	28	31,98	30	27,16
AR: absenteeism rate	554	574	391,46	575	106,16	132	98,78
OIFR: number of occupational illness cases per one million hours worked	1	1,37	0,95	1,55	0,16	0,72	0,08

**Mitigating the occupational illness risk in Grupo Nutresa's companies**

The workplace health plans were aimed at preventing the emergence of occupational illnesses. However, the natural aging of the population in the oldest companies poses the challenge of developing capabilities focused not only on prevention but also on the management of the preexisting illnesses or those that have already been identified. This fact also poses the challenge of developing the restrictions for the performance of the jobs with the higher risk level identified, as it is the case of picking, manual palletization, packaging, loading and unloading, and stowage.

As of the end of 2017

**381 employee relocations**

have been conducted with successful results.

**Promoting the balance in the employees' work, personal and family life**

The Organization continued to work on the incorporation and strengthening of the measures that promote the balance in the life of the employees. Thanks to this work, in 2017, three new Grupo Nutresa companies were certified as Familiarly Responsible Companies and Servicios Nutresa got an A rating, being the only one to reach this level in Latin America.

**Strengthening the workplace safety and health management model for suppliers and contractors**

Grupo Nutresa reinforced the health and safety management system for suppliers and contractors, achieving a positive evolution in the accident rate indicators as they went from 4,44 in 2016 to 4,27 in 2017. In addition, prevention and awareness-raising practices were also incorporated to highlight the importance of this matter for the productivity of their companies. Furthermore, a module focused on developing safety and health capabilities was included in the diploma course for auditors. A total of 35 auditors were certified by means of this diploma course.

**Managing the psychosocial risk**

Grupo Nutresa's Colombian companies implemented the measurement of the psychosocial risk in 2017 with highly satisfactory results. Consequently, the Organization will continue to work on maintaining low risk levels in view of 2020. This assessment has the purpose of being aware of the employees' own and natural conditions by means of a standardized survey established by the Ministry of Social Protection, which must be filled out in the company of a psychologist. The results of the assessment allow to manage the quality of life of the employees based on the three intervention axes: work-related, non-work-related and the individual conditions.