



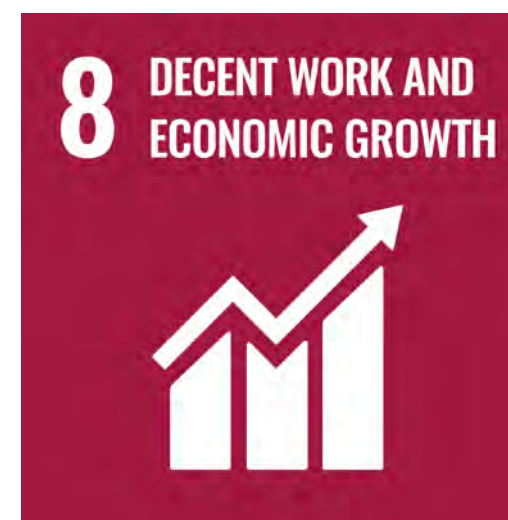
Human Capital



High-Performance Teams

Innovation and our collaborators' development are essential to our organisational culture, which enables us to grow in a sustainable manner.

Based on these premises, we work every day to contribute to SDGs 8 and 9.



Commitment

We promote equal opportunities throughout our staff's career, and we foster salary equity per job category and performance through our salary policy, based on our policy on good social practices.

As a group which aims at the development, career growth and retention of our talents, we carry out personal development programs to help each employee in their professional growth.



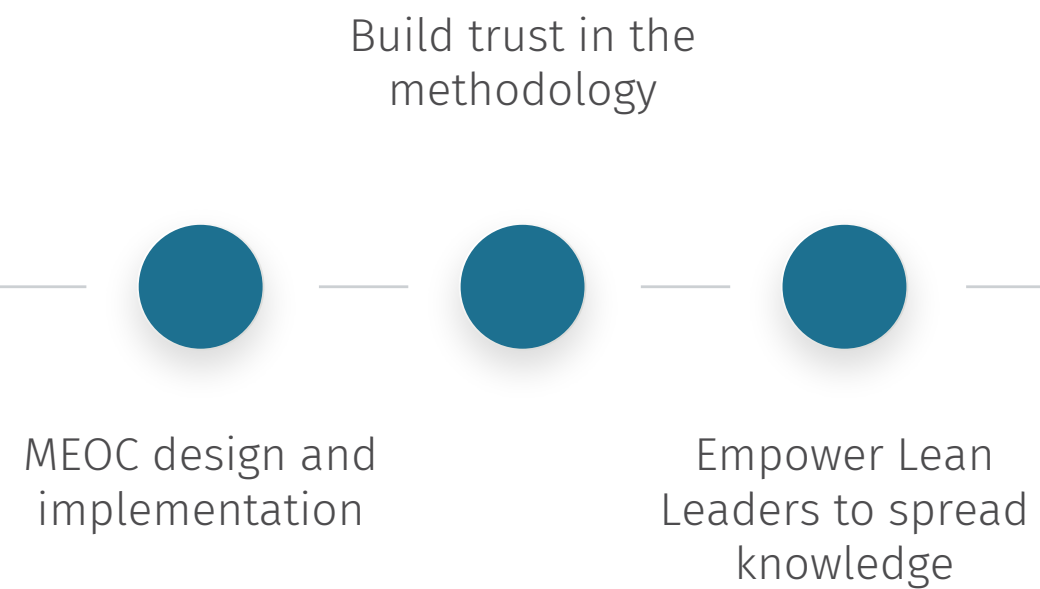
Challenges to Human Capital Development

In 2022, we focused on **continuous improvement and innovation**, contributing to SDG 4, Quality Education, and objective 4.4, by training our collaborators on the skills that are necessary for growing in their job positions.

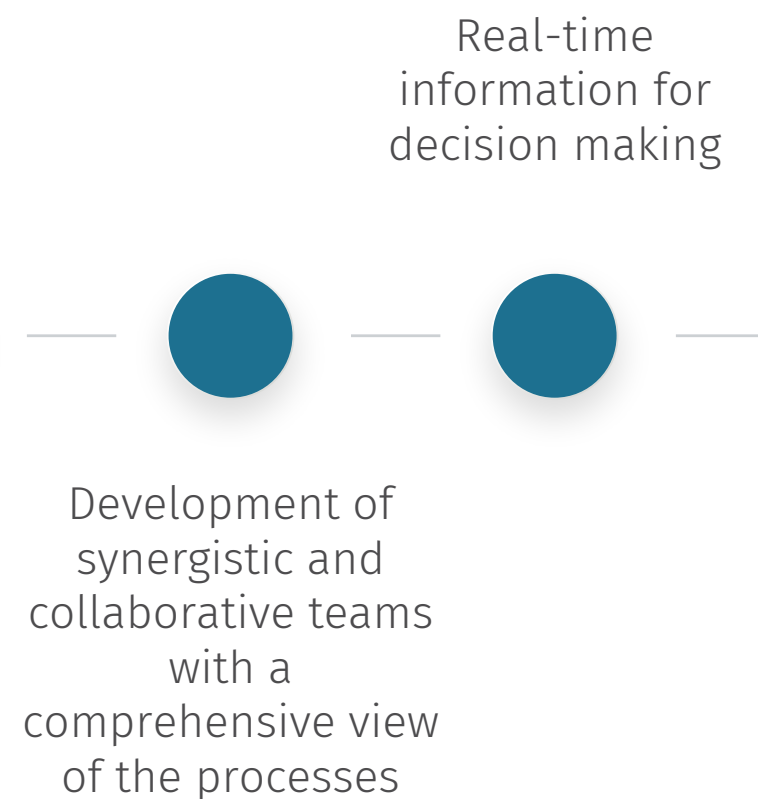
During this period, we continued consolidating our **Citrusvil's Model of Operational Excellence (MEOC)**, inspired by the Lean Management methodology. For such purpose, we focused on training our human capital on various daily routines to optimise our processes.



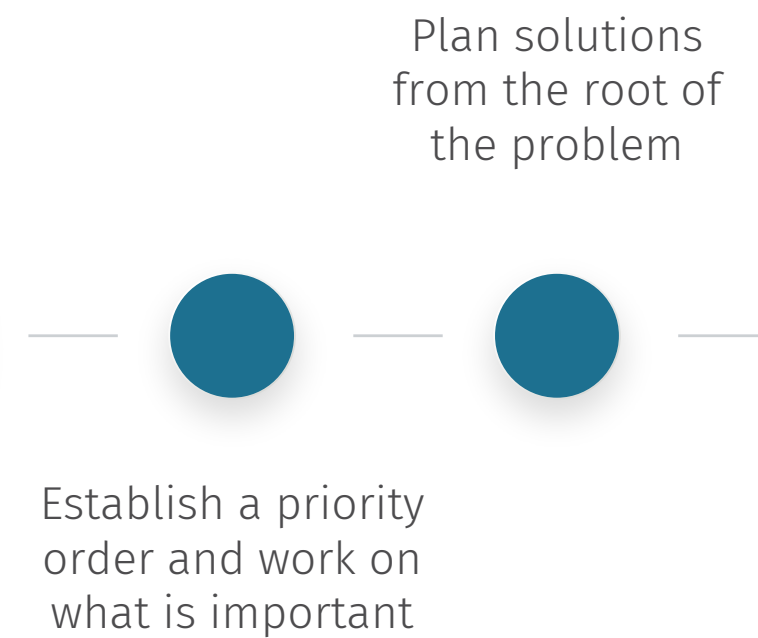
Systematized and Consensual Work Methodology



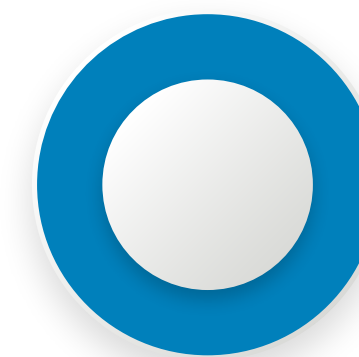
Greater Team Autonomy



Precise Planning



Better Results



We Laid Emphasis on the Following Routines:

- » **Hoshin Kanri and Lean Planning:** in order to set the objectives and design the execution schedule.
- » **Daily Asakai:** it guarantees the normal operation, the identification of anomalies and the correct treatment of deviations.
- » **Gemba Walk:** by means of a daily visit from our managers and chiefs to the workplaces, focusing on the 5 main points: Safety/ Environment- Quality- Productivity- Costs and People Development.
- » **Troubleshooting:** it is a methodology used for the analysis of recurrent problems in our processes which require our intervention in order to solve them.



Experiences of the
MEOC's Protagonists



Pablo Leccese (40). He started working at Grupo Lucci as a Foreign Trade Junior Analyst 10 years ago. He is currently the Foreign Trade Chief Officer and he is specialised in the customs system.

Case Studies

Together with the IT and Compliance Departments, Pablo led phase I of the FX management system successfully in the pursuit of continuous improvement.

“Grupo Lucci is clearly a place that enables me to develop my career and promotes it all the time through practice and professional training. Nowadays, I can provide my team with my experience, guide their development and training and contribute to decision making.

These are my pillars that enable me to grow both professionally and personally, focusing on my personal goals as well as on the team support and recognition”.



Rodrigo Ponce de León, Agricultural Engineer, (40). He started working at Grupo Lucci as Zone Manager in sugar cane orchards in 2010. Then, he took over new responsibilities in the Primary Citrus Production and Field R&D Departments in April 2022.

He is eager to learn and willing to create new opportunities that add value to his department. He has an important role in Innovation and Development from the Primary Production Department.

Nowadays, his main challenge consists in innovating, putting into practice the lessons learnt throughout his career in order to encourage his team to exploit their potential, challenging the production practices, by focusing on their balance with nature, and making businesses profitable.

“I grew because Grupo Lucci offered me opportunities and I have access to new tools and insights from experts. Finding out about the importance of continuous improvement motivated me to set more ambitious objectives and pursue them working in a team. Building good interpersonal relationships and learning is what stands out in my job every day. That favoured my development and makes me strive for the best!”



Sebastián Reinoso Rojo, Zotechnician Engineer, (44). He started working at Engordar in September 2004 as a substitute, and his first challenge consisted in managing the fattening in feedlots of Santo Domingo establishment. Then, he worked in other positions in the agricultural and livestock fields, and he got to know various work teams. Since 2006, he has been in charge of 2 fields of livestock farming in the South area: Santo Domingo and El Carmen.

Grupo Lucci's culture fosters continuous improvement and the entrepreneurial spirit of the teams, promoting exchange among various disciplines.

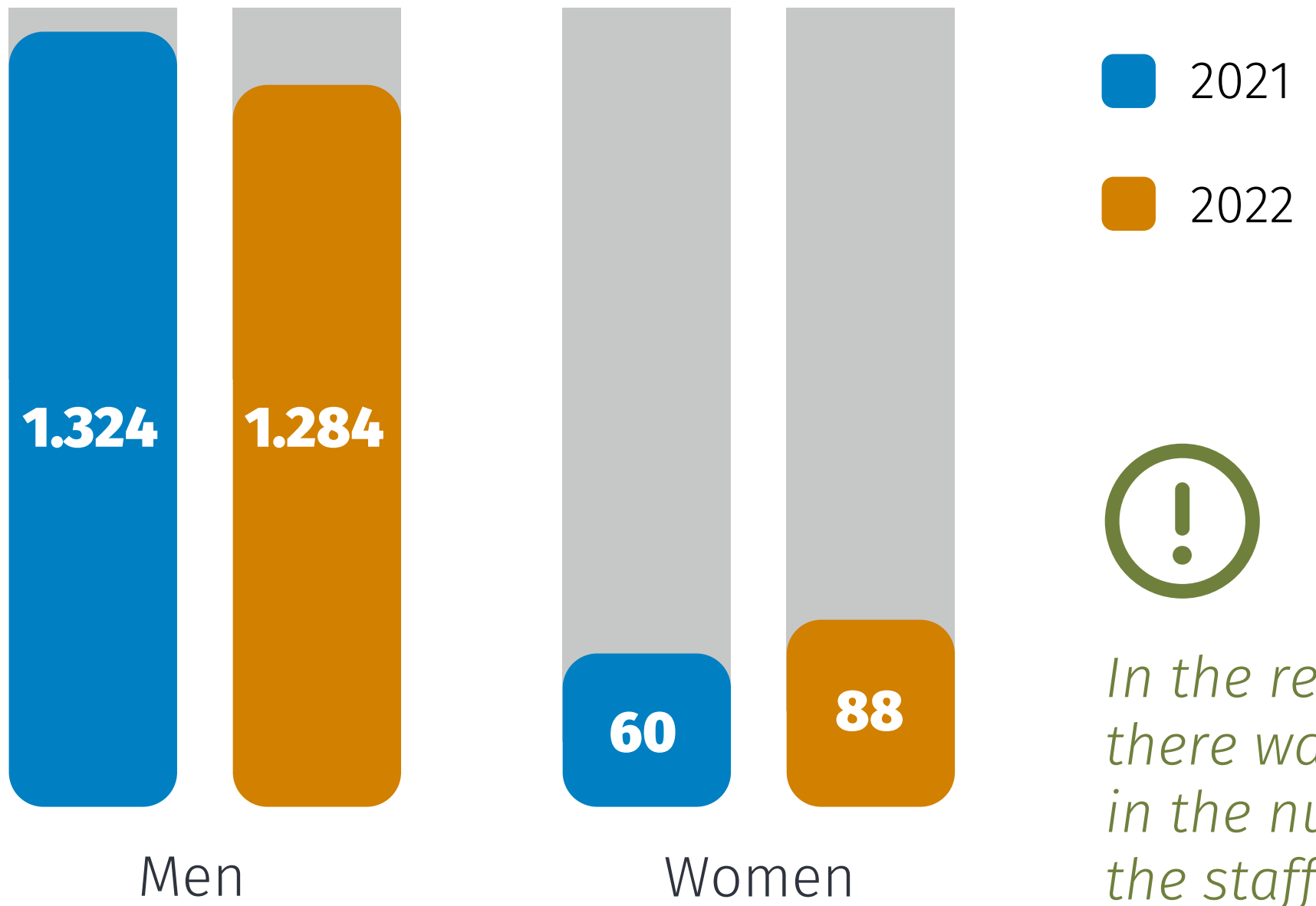
"Today, after many years from my first interview with the company's founder, Mr. Vicente Lucci, and his son, Engineer Pablo Lucci, I feel I am halfway. I have undergone so many experiences and there are still plenty to live. That enthusiasm makes me teach what I have learnt so far to those who are just starting, and to keep learning new ways of doing things, aiming at growing in a changing world," says **Sebastián Reinoso Rojo**.

Sebastián affirms in-company training, as well as other innovative training courses on his area of expertise, are a priority in his development. Within his specialization in bovine production, he is interested in a holistic regenerative livestock farming and is curious about technological tools applied to production.

Our Collaborators

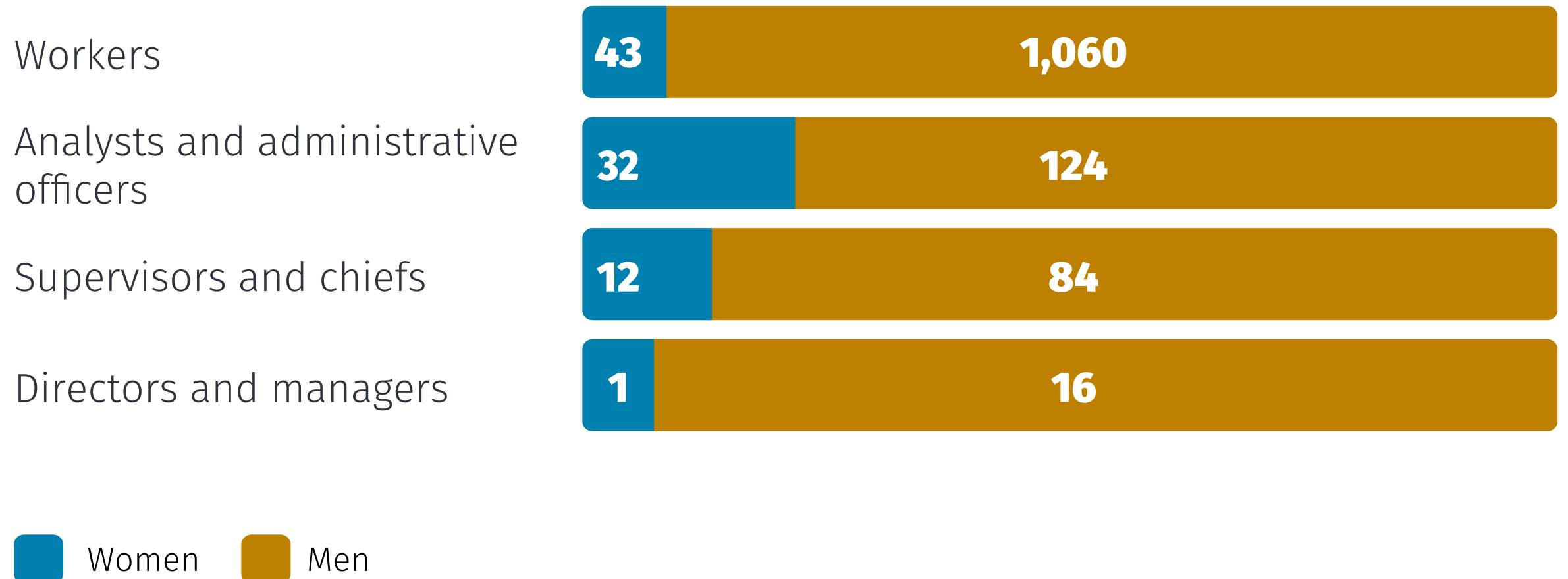
With a total of 1,372 active collaborators in 2022, we are one of the major private employers in the province of Tucumán.

Our Staff Composition by Gender



In the reported period, there was a 46% increase in the number of women in the staff.

2022 Distribution by Gender and Job Category



87% of our directors and managers come from provinces where we have our centers of operations.

Distribution by Employment Contract and Gender

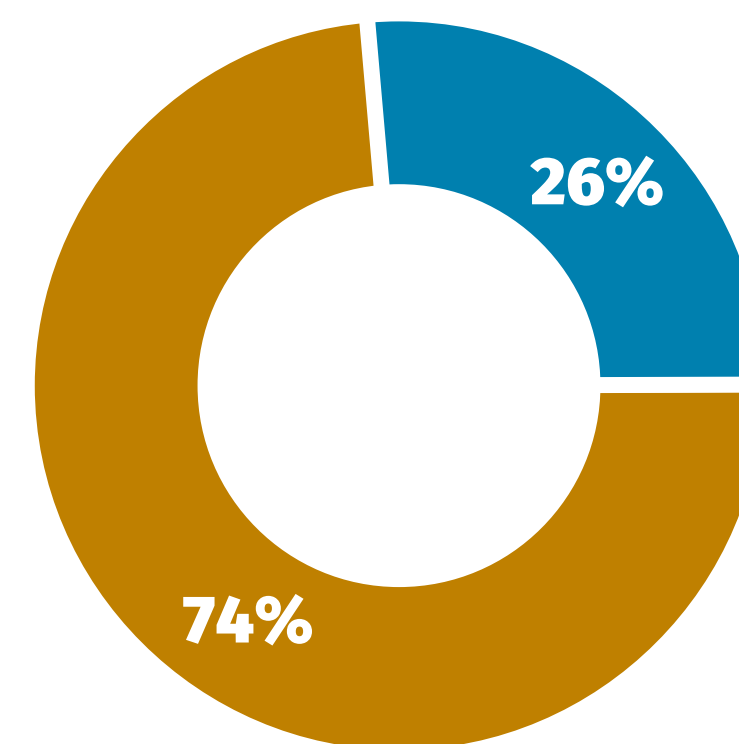
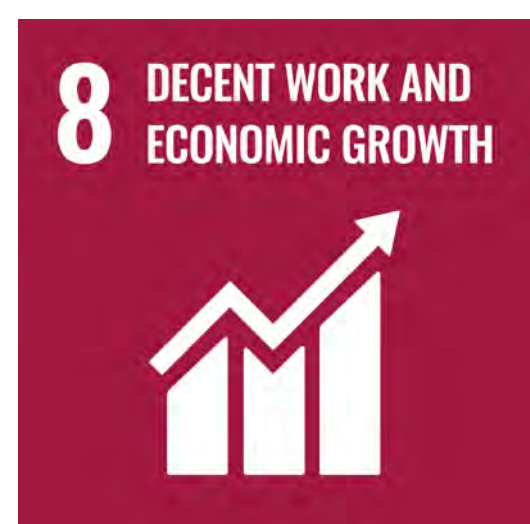
Employment contract	Women	Men
Discontinuous permanent agricultural workers	0	15
Temporary agricultural workers	1	13
Permanent	52	596
Part-time permanent	2	0
Fixed term	23	104
Temporary	10	463
Construction	0	92
Probationary period	0	1
Total	88	1,284



Distribution of collaborators who provide services to Grupo Lucci exclusively. In addition, over 4,100 external collaborators work during the harvest season and on cultural tasks through our contractors.

Guilds and Labour Unions

At Grupo Lucci, the protection of the workers' rights is a pillar in our sustainability strategy. In this regard, we contribute to SDG 8, especially to objective 8.8, which promotes, in accordance with the International Labour Organization and applicable national regulations, the defense of the rights of free association and collective bargaining. Thus, our policy on good social practices establishes that we respect labour union free association. In addition, we establish constructive communication with the labour union representatives that have been freely chosen and we are willing to negotiate in good faith.



Collective Bargaining Agreements

- Workers under no agreement
- Workers under a collective bargaining agreement

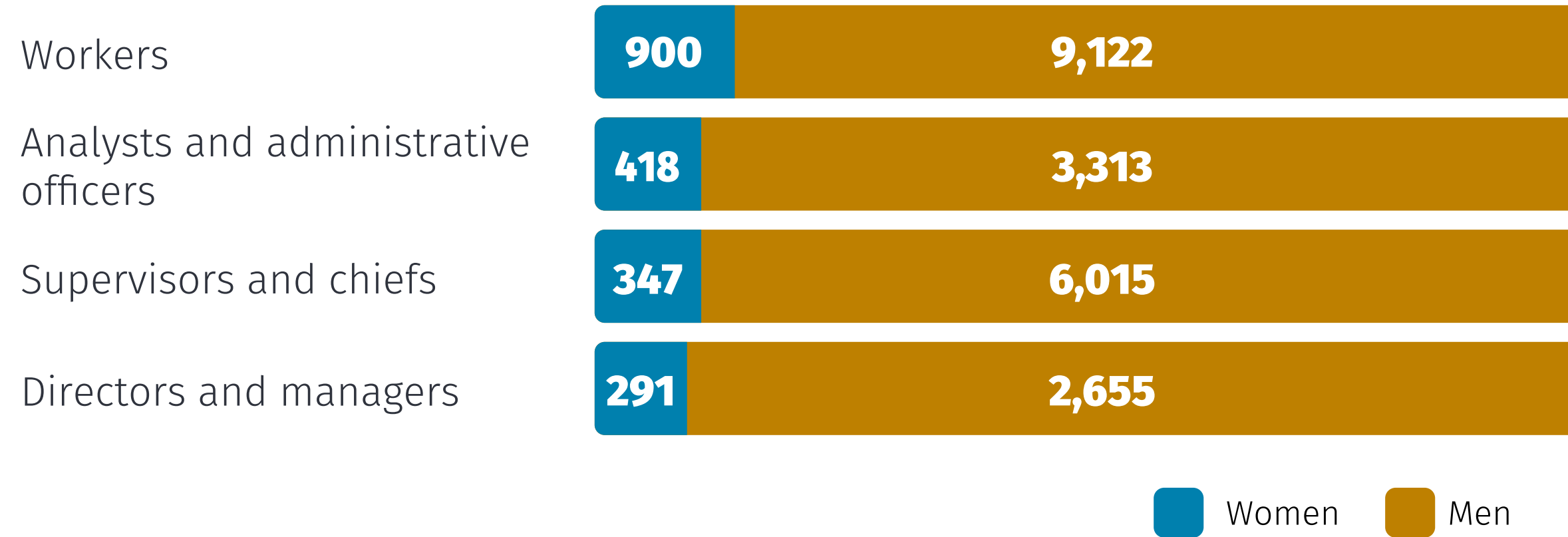
The main labour unions we relate to due to our activities are:

- » Labour Union of Workers of the Food Industries (STIA)
- » Argentine Union of Rural Workers and Stevedores (UATRE)
- » Argentine Building Workers Union (UOCRA)
- » Monte Redondo Labour Union
- » Labour Union of Sugar Cane Growers (SARA)
- » Union of Workers at Sports and Civil Institutions (UTEDYC)
- » Argentine Union of Rural Workers and Stevedores (UATRE)- National Commission of Agricultural Work

Training

Having skilled teams is essential to obtain quality products and meet our customers' demands and expectations. That is why, at Grupo Lucci, we promote continuous training programs so that our collaborators can outdo themselves every day:

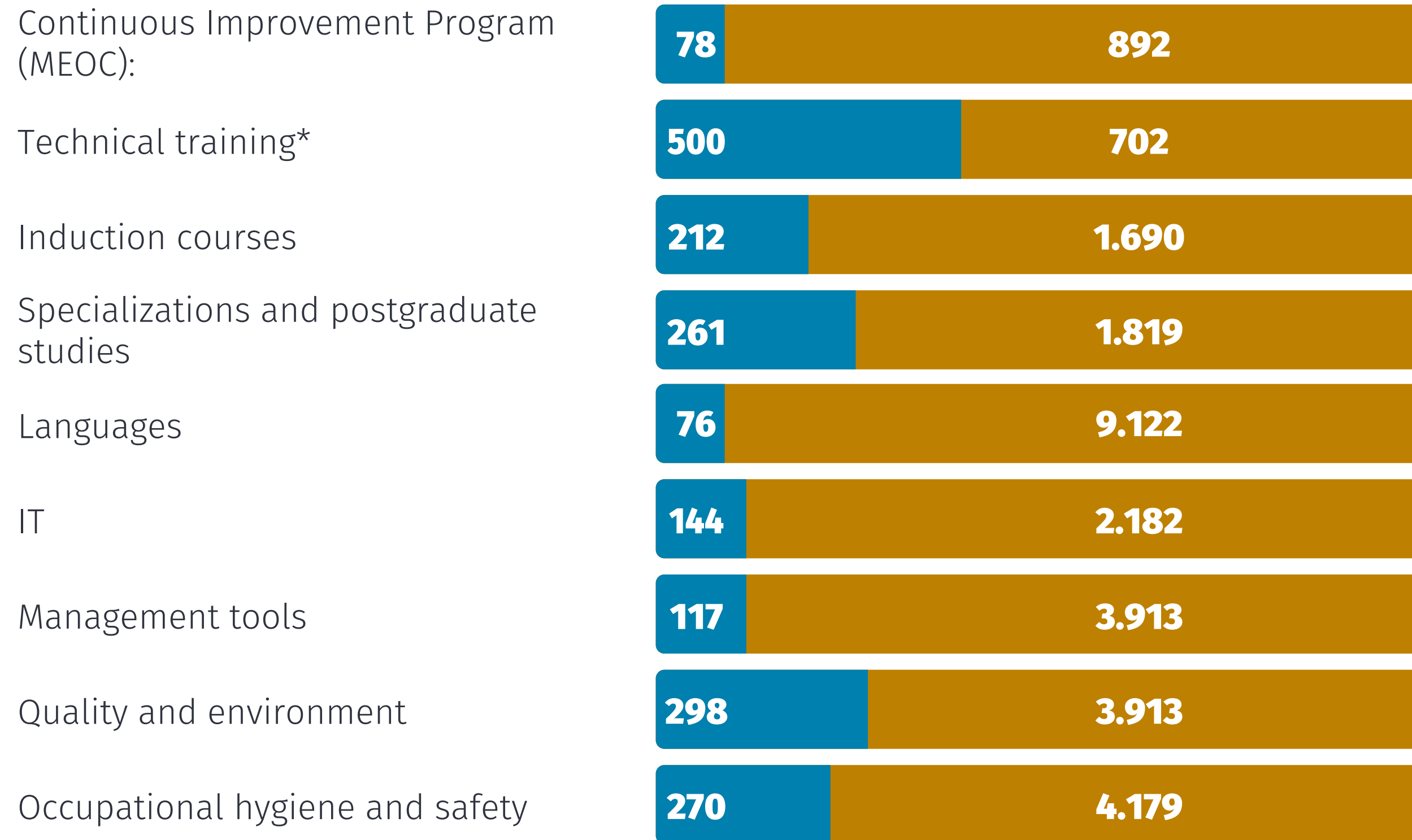
Number of Training Hours by Job Category and Gender



In 2022, we provided a total of 23,061 training hours, that is, an average of 16 hours per year per employee. We increased the number of training hours by 60% in comparison with 2021, when the total of training hours was 14,369.



Number of Training Hours by Topic and Gender

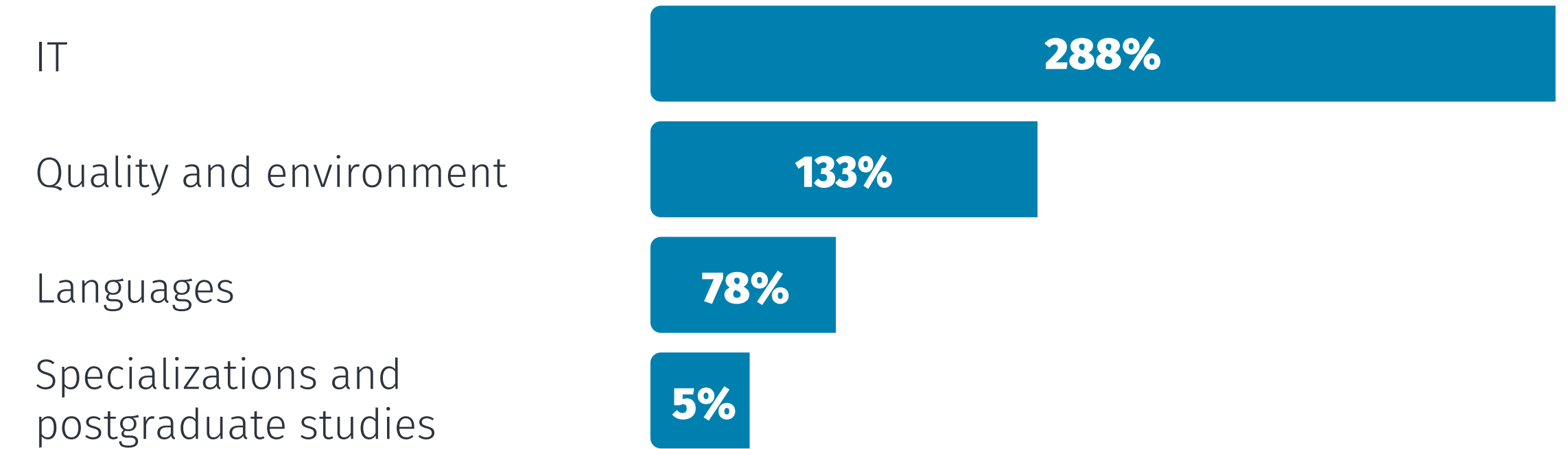


* Technical training includes all the practical courses through the development of technical knowledge and skills that can be applied to daily work.

Women Men

! We increased the number of training hours and reached a total of 21,105 hours for men and 1,956 for women.

Percentage of Increase in the Number of Training Tours by Topic



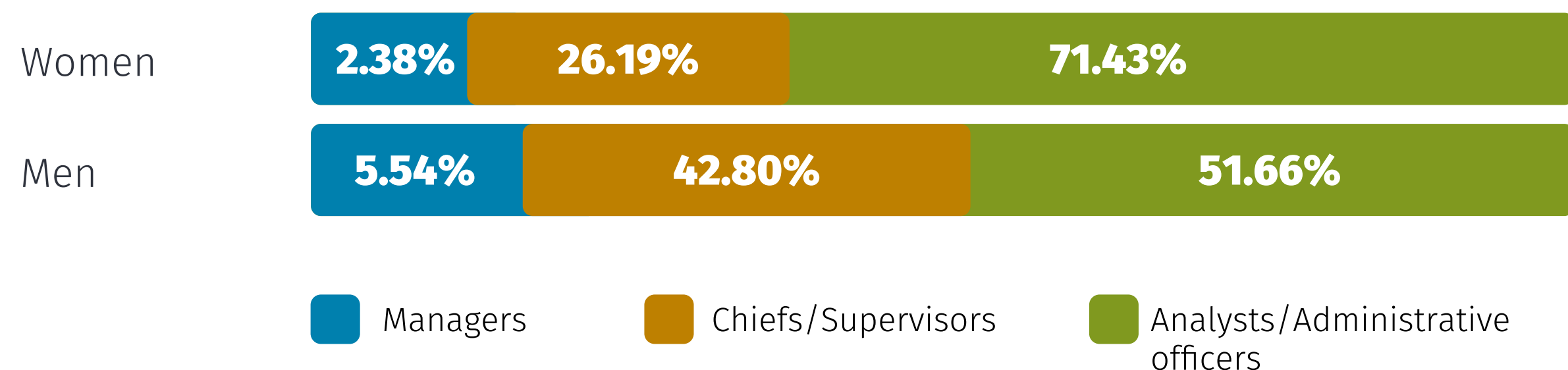
! Through these training courses, we provided our collaborators with new skills to deal with the organisational challenges.



Performance Assessment by Job Category

As part of the development, we help our collaborators throughout their careers. Every year, we carry out performance assessments in order to assess the collaborators' skills, potential and suitability their position, elaborating career plans for them. In 2022, we assessed 22.81% of the company staff who are under no collective bargaining agreement.

Distribution of Regular Assessments by Gender and Job Category



Our challenge for 2023 consists in extending this process to operational positions.

Benefits for our Collaborators

As a way of bringing their personal life and work together, we aim at building healthy and long-lasting bonds with our collaborators. That is why we have established a series of corporate benefits.¹

- » Hybrid work
- » Flexible working hours
- » Benefit program: discounts and raffles through Tarjeta Bonus
- » Half-day off on birthday
- » Maternity or paternity voucher
- » Marriage voucher
- » Gym and chemist's discounts
- » Upgrade Health Insurance

¹ We do not provide any disability coverage or possibility to shareholding. The benefits are meant for permanent collaborators of the company, with the exception of the legal requirements imposed on every collaborator.

2023 Challenges

- » Implement and execute Success Factor to automatize and integrate staff administration processes and organisational development.
- » Promote spaces for dialogue that result in the strengthening of the human capital, identifying it with our values and the 2023 vision.
- » Develop and manage the internal talent by means of mapping the collaborators and carrying out the Personal Development Program (PDP).
- » Support the company in MEOC, implementing and consolidating Lean management work routines both in operational and services areas.
- » Consolidate the e-learning platform as a tool that enables us to manage learning.



We Create Safe Environments and Indicators of Occupational Health and Safety

In keeping with SDG 3, Good Health and Well-being, we offer safe and healthy work conditions that promote our collaborators' well-being and development, which also increases production capacity. We perform actions to create and guarantee safe workplaces, which reflects in the performance indicators, which position Grupo Lucci's companies in the first places in their sectors. Moreover, our integrated management policy takes into account not only our activities but also our collaborators and neighbouring communities.

Since 2012, we have been certified with the management standard for occupational safety and health. In 2021, we migrated our system to ISO 45001:2018, which is currently the only international applicable regulation focused on providing a safe workplace for collaborators. Our ISO 45001:2018 certification also includes Citrusvil's Industrial Plants and Packing House in Cevil Pozo.

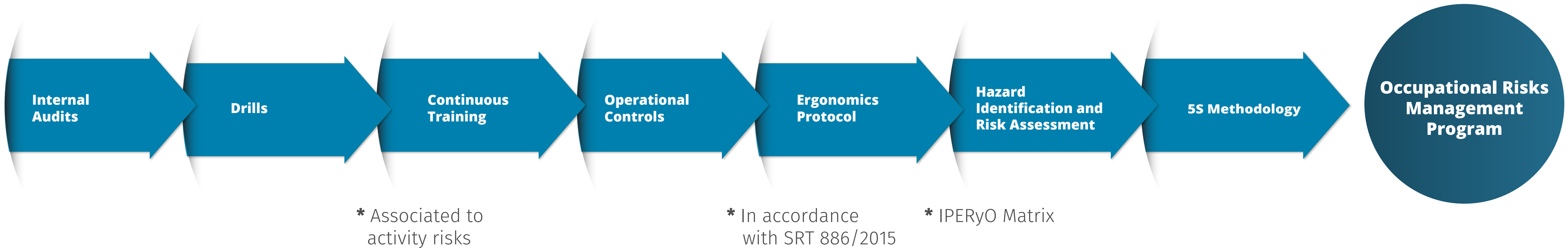
We have an Occupational Health Department available 24/7 at the industrial plants, together with an occupational health service and infirmary. Management is promoted by the Occupational Hygiene and Safety Department and the Human Capital Department, which constantly manage the prevention of occupational diseases and work accidents.



3 GOOD HEALTH AND WELL-BEING

Occupational Risks Management Program

To prevent occupational risks, we regularly carry out an analysis of the job positions, identifying the kind of risk our staff is exposed to and suggesting operational controls to deal with them.



In 2022, we implemented an incident reporting system in order to process valuable information to work on the prevention of accidents. This system enables collaborators to report deviations individually detected in order to co-build safety indicators. In addition, the new methodology enables us to deal with them quickly, thus minimizing risks.

Through the Incident Report, we aim at preventing accidents so that any interested party can inform and register all the conditions and/or acts that may lead to an accident at our facilities. Although we have been working with this method for many years, in this period, we implemented the digital version so that any unsafe condition can be reported from devices such as smartphones, tablets and laptops.

**Un lugar limpio y ordenado,
es un lugar seguro.**

Reportá toda situación insegura que detectes

Para dar aviso de los actos o Condiciones Inseguras en las diferentes áreas de trabajo, escanea el Código QR con tu celular y completa el formulario.

También podés solicitarlo vía WhatsApp a los siguientes números:

3815768249
3814461470
3813048812

www.grupolucci.com.ar

GRUPO LUCCI
RECIENDO RESPONSABLEMENT

As part of the operational controls established to deal with potential risks at work, our Occupational Hygiene and Safety Department raises awareness on the necessary preventive measures so that our staff can carry out their work safely:





Digitalization and Greater Outreach

Focusing on access to knowledge, we included an induction course on Hygiene and Safety, which is an introductory course for our collaborators through our e-learning platform. We also redesigned it so that it is more interactive and didactic to achieve a better development of its contents. In 2023, we aim at having greater outreach, with an impact on 400 people.

Our Emergency Brigade

We have an emergency brigade comprised of leaders of the sectors and industrial plants who are committed to acting in case of any emergency situation that may arise in their daily work.

We have developed a preparation and response procedure in case of emergency whereby such situations are identified, which may take place in our facilities, and we establish a decision matrix for each type of situation.

To be ready to act if necessary, our brigade members are constantly trained by the Occupational Hygiene and Safety Department, with the support of an expert, in order to protect lives, property and the environment.



We have an **Internal Audit Program**, whose aim is to maintain the certification standards and assess the performance of the management systems so that we optimize daily work, ensuring quality and safety in each stage of the process.

The Integrated Management System (SGI) audits enable us to have an impartial perspective of the system, assess its performance and compliance with the requirements of the various integrated standards (Quality, Safety, 5S, Environment, Occupational Health and Safety), as well as the strengths and opportunities for improvement. Using the available digital tools, we aim at creating shared spaces for organisational learning, promoting our staff's access to knowledge.

That is why, in 2022, we launched an e-learning process through our platform, where we carried out activities related to induction, training on IT tools and other 12 activities related to quality, industrial safety and occupational health. We have also included our Integrity Program in this platform so that all our staff can access it and update their knowledge.



We Addressed the Following Topics in the Training Courses in 2022:

- » Hazardous materials and practice in the ammonia area
- » Fire and practice in laying electricity lines, and fire drills
- » Techniques for forest fire control and practice with forest tools
- » First aids
- » Use of fire extinguishers
- » Emergency maneuvers in case of NH3 leak
- » Laying water lines with hoses
- » Protection practices against fires
- » Rescue techniques in case of emergency



As every year, we held an event that was attended by the company's directors in recognition of our brigade members. We currently have 45 plant brigade members, who are identified with a red helmet during the harvest season and divided into groups in our industrial plants and packing houses so as to provide support in case of emergency.


“

Being a brigade member means being committed 24/7 to prevention. It implies being alert to any situation that may arise, whether an emergency, incident or accident, and being able to act accordingly.

Our family is waiting for us at home, thus, safety is a priority.

Marcos Vera, 44 años
Supervisor Chief



 Fire drill practice

Training Course on Pasture and Forest Fires for Agricultural Fields

From June to October, the eastern of Tucumán suffers from fires due to the harsh weather. This year we ran a training course on pasture and forest fire control, which aimed at providing the staff in orchards in the area with basic knowledge on this type of forest fires. In this way, our collaborators can take part in this kind of situations in an orderly manner, establishing a response system, based on the safety of the participants, making the most of the elements that are available in the orchards and minimizing damage to the property.

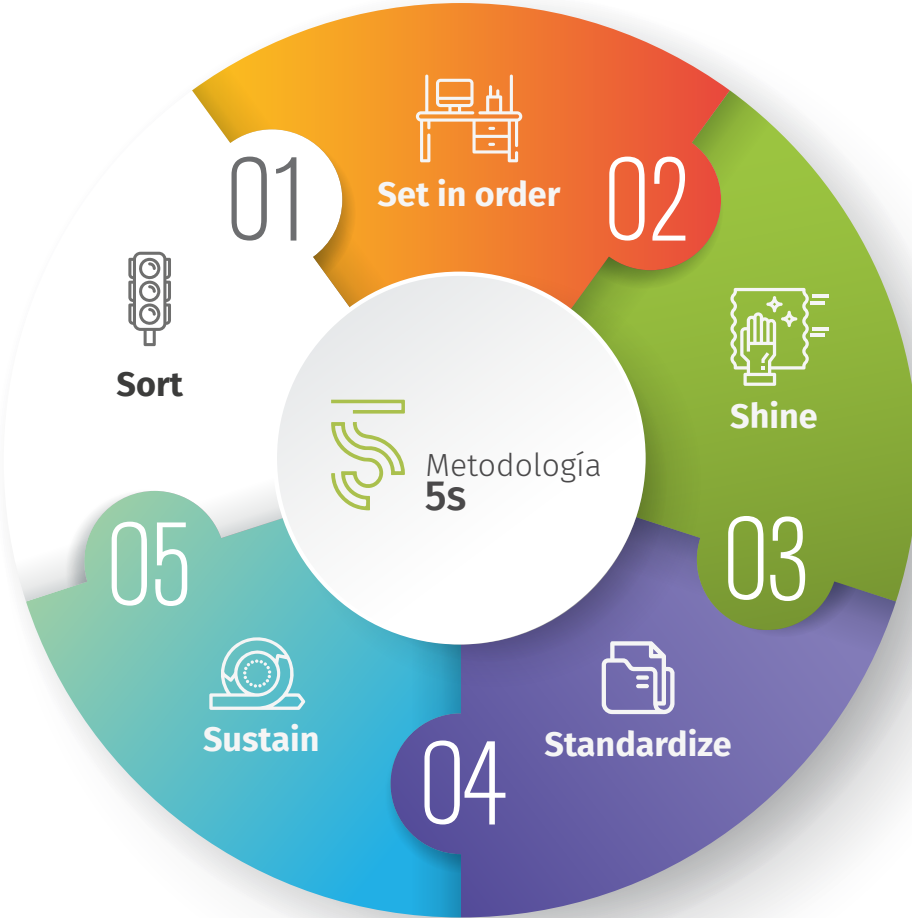
In this training course, we addressed topics such as: types of forest fuels, organization, control mechanisms, use of manual tools and dual use of agricultural tools to fight forest fires.



We ran 4 training courses during 20 hours in total, with the participation of 82 collaborators from 12 agriculture and livestock farming establishments.

5S Management

We have adopted the 5S Methodology in order to make our workplaces more organized, tidier and cleaner permanently, and contributing to our Strategic Plan by strengthening our corporate culture.



- Sort:**
Remove everything that is useless.
- Set in order:**
Organize the workplace effectively.
- Shine:**
Remove dirt.
- Standardize:**
Establish rules and procedures.
Detect anomalies.
- Sustain:**
Keep improving.
Promote effort.



[Click here to learn more about the 2022 improvements](#)

2023 Challenges

For next year, we are planning actions to reinforce our commitment to safety in our operations:

- » Strengthen the 5S Methodology at an operational level.
- » Continue implementing the Internal Audit Program in order to strengthen the organisational culture.
- » Focus on prevention and execute, together with all the collaborators, the incident reports to create associated indicators and strengthen the prevention of work accidents.

