



# STAKEHOLDER ENGAJAMENT PLAN

**minerva**  
foods

**Uruguay Operations Report  
(2024)**

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# SUSTAINABILITY STRATEGY MINERVA FOODS

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**Recognizing that the sustainability of our business hinges on preserving the ecosystems vital for food production, Minerva Foods is dedicated to ensuring the future sustainability of the planet's food supply.**

**Minerva Foods is dedicated to maintaining equilibrium among economic, environmental, social, and corporate governance dimensions within its operations and across its value chain. This dedication permeates the Company's culture and organizational values, prominently emphasizing sustainability.**

**To effectively prioritize initiatives, allocate resources, and foster enduring partnerships, Minerva Foods has structured its sustainability agenda around three primary pillars of action: Dedication to the Planet, Prosperity of Our People, and Product Quality and Respect for Life.**



## **DEDICATION TO THE PLANET**

This pillar is dedicated to addressing environmental concerns, emphasizing eco-efficiency within our operations and combating climate change and illegal deforestation throughout our value chain. It aligns closely with our **Commitment to Sustainability**, launched in 2021.



## **PROSPERITY OF OUR PEOPLE**

This pillar is devoted to addressing social concerns, prioritizing a safe and inclusive workplace through comprehensive training and initiatives aimed at enhancing the quality of life and well-being of our employees. Additionally, the Company endeavors to foster community development in the regions where it operates, striving to mitigate inequalities and create opportunities across its value chain, in alignment with the UN Guiding Principles on Business and Human Rights.



## **PRODUCT QUALITY AND RESPECT FOR LIFE**

This pillar embodies our core values of food safety, product quality, and animal welfare, which are fundamental to our business. From field to fork, we are committed to maintaining food quality and safety throughout the production cycle, adhering to the strictest national and international standards, as well as legal and customer requirements. Every form of life must be treated with care, dignity, and respect. This commitment includes integrating information and best practices, along with rigorous controls and monitoring, within our operations and across our value chain to ensure animal welfare.

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# STAKEHOLDER ENGAGEMENT PLAN

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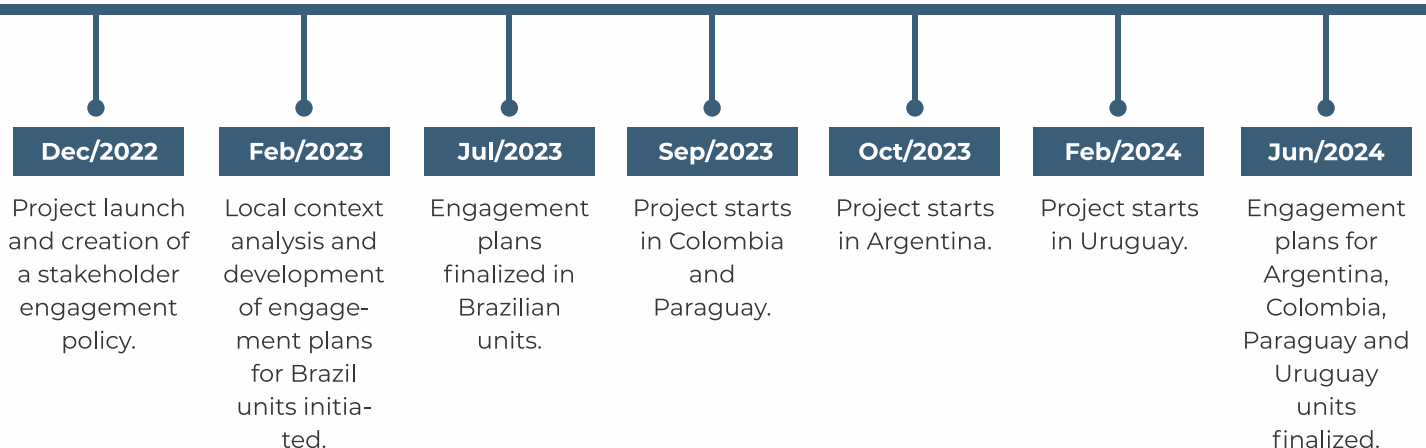
In 2022, Minerva Foods launched a project to develop Stakeholder Engagement Plans grounded in a comprehensive analysis of its relationships with stakeholders. The goal was to gain a deeper understanding of the impacts generated by our operations. These plans were tailored to the specific characteristics of each location and were developed using engagement prioritization matrices.

These initiatives were developed with the support of an external consultancy specializing in this field, in accordance with the AA1000 Stakeholder Engagement Standard (AA1000SES) and the Company's **Stakeholder Engagement Policy**.

The entire engagement process is overseen by working groups composed of representatives from various business units who maintain established relationships with stakeholders in each operating unit.

This initiative will also enhance the Company's social investment strategy, effectively channeling actions and resources to achieve positive impacts on a larger scale. The initial phase of the project involved Minerva Foods' slaughtering and deboning facilities in **Brazil, Argentina, Colombia, Paraguay, and Uruguay**.

## TIMELINE



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## ENGAGEMENT PROCESS

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The engagement process was conducted on a unit-by-unit basis, allowing for an analysis of the specific context of each site where the Company's operating units are located. The stages of the engagement were as follows:

- I.** Form a multidisciplinary working group with representatives from areas of the Company that interface with stakeholders;
- II.** Review the local context with the working group members;
- III.** Conduct interviews with operational unit managers and employee representatives;
- IV.** Survey relevant external stakeholders and interview their representatives;
- V.** Hold a workshop with the working group to discuss the gathered information and outlined context. During this workshop, members analyze the issues in depth, prioritize them, and create engagement plans;
- VI.** Implement the defined engagement plans and monitor targets and indicators to measure their effectiveness, following the deadlines set for each phase.

**To prioritize the stakeholders to be consulted in the engagement process, an assessment was conducted with the Working Group from two perspectives:**

**I. Minerva Foods' perspective:** analysis of the need for the Company to maintain a close relationship with the stakeholder, based on the operational and/or reputational impact that the stakeholder can generate according to their level of articulation/mobilization.

**II. Stakeholder's perspective:** analysis of the impact (both positive and negative) that Minerva Foods has on the stakeholder, as well as the stakeholder's level of dependence and/or interest in relation to the Company.

The perspectives were measured using an impact ruler as follows:

**Significant:**

The relationship between the stakeholder and the Company is impacted in a way that significantly changes their routine, or there is a high degree of dependency between the parties.

**Moderate:**

The relationship between the stakeholder and the Company is affected in a manner that disrupts day-to-day activities, but does not render routine tasks impossible for those involved.

**Limited:**

The relationship between the stakeholder and the Company has minimal impact without interfering significantly with the routine of those involved.



**The importance and priority of establishing a close relationship with stakeholders increase as the impact between the two parties intensifies.**

To **prioritize the issues** raised in the internal and external interviews, analyses were conducted based on the risks and opportunities identified, as well as the operational unit's capacity to respond.

The scale used to measure these factors is described below:

**High:**

The consequences of not addressing these issues are irreversible or reversible only at a high cost and in the long term. Addressing this issue is essential and has a significant impact on the activities and day-to-day operations of the stakeholders and/or others involved.

**Medium:**

The consequences of not addressing this issue are reversible at an acceptable cost and in the medium term. The issue is mentioned by stakeholders with some frequency, but there are others of greater relevance.

**Low:**

Failure to address this issue will not have a significant impact on the company's operations or reputation with stakeholders. The issue is mentioned infrequently and is not material to stakeholders' activities and day-to-day operations.



**The higher the risk and/or opportunity posed by the issue, and the greater the capacity of the operating unit\* to respond, including resource availability, the higher the priority for addressing the issue in the initial phase**

*\*The assessment of response capacity and resources is always based on the performance of the operating unit; if the unit is inactive, the issue is referred to the appropriate business area for assessment.*

The engagement methodology and details of the stages of the process are described in the Stakeholder Engagement Manual, an internal Minerva Foods document.

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## RESULTS - OPERATIONAL UNITS IN URUGUAY

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In Uruguay, Stakeholder Engagement Plans were developed for industrial units located in Carrasco (Montevideo), Canelones, Durazno and Melo.

The process involved **38 employees**, forming working groups for each operating unit, along with **19 external stakeholders**. This effort resulted in the development of **11 engagement plans**, comprising a total of **57 actions** to be implemented in the first cycle of the project, continuing throughout 2024.

In Carrasco (Montevideo), Canelones, Durazno, and Melo, the perception of local stakeholders is that Minerva Foods' presence is positive, as it creates jobs for the population and enhances the flow of products and services in the local economy.



## KEY STAKEHOLDERS PRIORITIZED IN THE ENGAGEMENT PROCESS

After implementing the project in the country, the following priority stakeholders were identified for the definition of action plans: Employees, Community, Unions, Suppliers and the Environment, as illustrated in Figure 1:

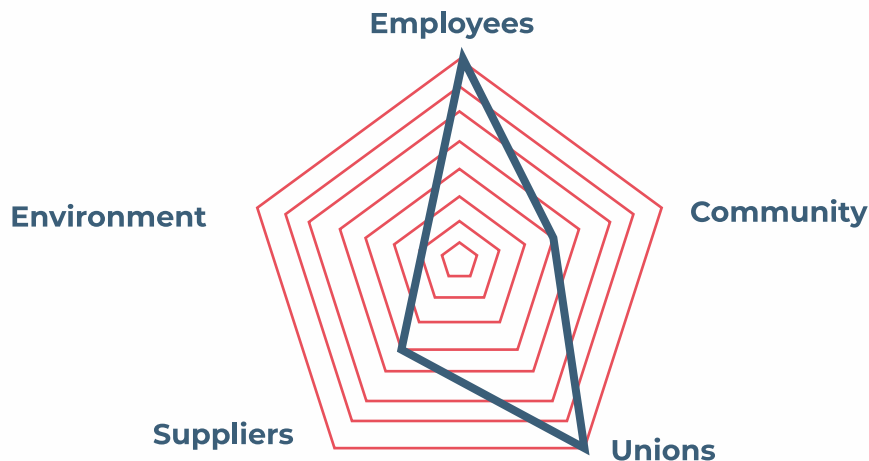


Figure 1 - Key stakeholders prioritized in Uruguay

## RELEVANT TOPICS RAISED IN THE ENGAGEMENT PLANS

The following issues were considered and deemed relevant during the prioritization process in Uruguay:

**Absenteeism rates:** Promote instances of dialogue and lectures, as well as continuously monitoring the issue, to reduce absenteeism rates and foster employee well-being.

**People management and job promotion:** Implement new leadership development initiatives and strengthen employee relationships through integration activities, employee benefits, and recognition programs. Additionally, encourage training and specific courses for different roles in partnership with local institutions, promoting the hiring of local talent.

**Internal communication:** Implement actions to strengthen communication, ensuring active stakeholder participation and improving the organization's information flow, thereby enhancing the company's social perception and its engagement and integration with employees and the community.

**Environment:** The environment has been identified as a key stakeholder due to its potential impact on the unit's environmental management. In the case of the Canelones operation, the importance of promoting environmental responsibility and awareness among the public was highlighted, demonstrating the actions implemented to mitigate impacts and contribute to environmental preservation.

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