



# People

We invest in the training of our people, prioritize life above all else and strengthen our corporate culture, generating pride in belonging. In our relationship with communities, our greatest legacy is related to the training of our employees in Youth and Adults Education, in addition to direct investments in education and culture actions



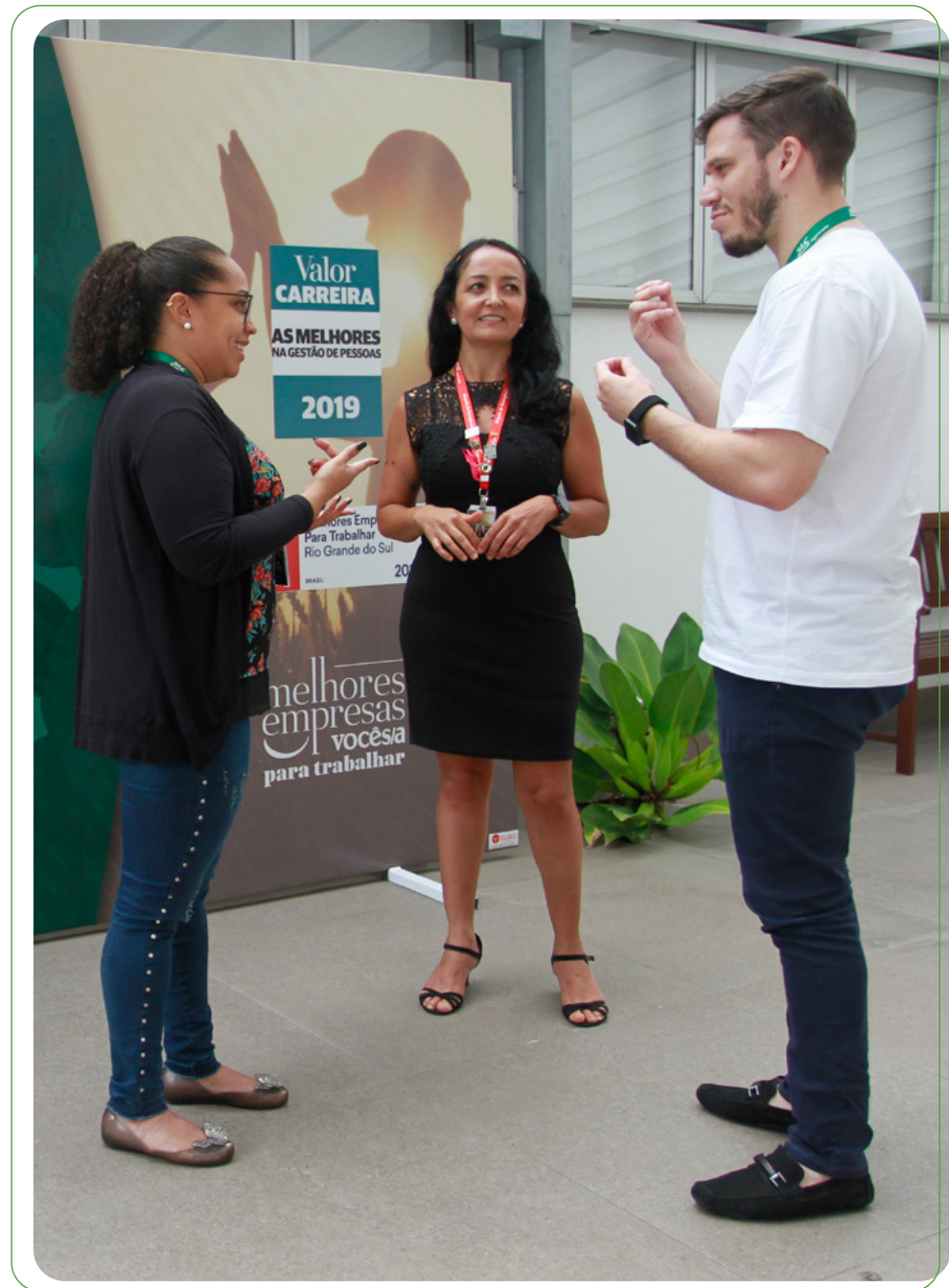
# OUR PEOPLE

The materialization of Our Big Dream and the company's growth in a sustainable way is result of the work developed by our employees in all units, ethically, and connected to the corporate values. Due to that, our management prioritizes the professional development and the acknowledgement of this team with structured programs and qualification initiatives.

The different external acknowledgements we received in 2019 show the advance of our management model turned to investment in our human capital. Last year, our company appeared among the first positions in the "Great Place to Work – Rio Grande do Sul/RS" ranking, in the list of the "150 Best Companies to Work for" (Você S/A magazine) and in the "Best Companies in People Management" award (Valor Econômico).

To further improve our activities, we implemented a new structure for people management that offers more support to leaders in the development of teams. Under the concept of "business partners", expert employees work close to managers to guide and support the development of actions turned to the improvement of the organizational climate, qualification and succession planning of leaders.

With this model, demands and needs specific to each of the seven key areas mapped will be better served. Thus, we will provide support to Sales and New Business, Information Technology, HR and Sustainability, Production and Supply Chain and Finance and IR teams, in addition to the productive units, organized in the Midwest and Northeast Regions. In 2020, a satisfaction survey will be conducted to assess this format's results and identify opportunities of improvement.





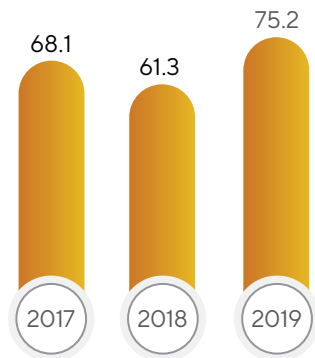
# People qualification

Qualification of our employees is one of our main investments within the people management scope. In 2019, there was 22% growth on the average hours of training offered to professionals, chiefly due to new online format courses and more course load dedicated to leaders.

One of the highlights in this front is the Qualification for Agriculture Program 4.0, turned to agriculture operators in new technologies. This investment is intended to provide support to the company's growth with innovation and digitalization. In 2019, 8,350 hours of training were provided in the Program ambit, in all our farms. We made available specific content, like drone flying in virtual reality, artificial intelligence and precision agriculture technology. For 2020, in addition to continuing trainings for the Production personnel, we intend to expand the program to agri-industrial employees and those from cotton processing.



Training hours average per employee



The Leadership Academy is our main platform to improve the company's leaders and potential managers' behavior skills for them to manage their teams and strengthen the strategic alignment. In the last triennium, this public has been continuously qualified. We count on an annual schedule of trainings, among which, Knowledge Management, Matrix Development and Farm Development Programs.

In 2019, 244 leaders and 76 potential leaders that participate in the Academy were trained, chiefly in agile mindset, with a classroom Agile Leadership workshop and in distance learning on Digital Transformation, Empowerment, Project Management, Scrum for Productivity, Intra-entrepreneurship and Design Thinking, among others.



## Digitalization and inclusion in farms

Digital Inclusion Spaces are already present in all our farms, with over 5 thousand training hours and 3 thousand research hours in 2019. This initiative, started two years earlier as pilot project at Palmares Farm, is intended to qualify employees in the context of operations' digitalization and to promote digital inclusion.

The rooms were equipped with computers for online courses, in distance learning format. The themes of these trainings are diversified and include knowledge on informatics and digital agriculture.

In addition to professional qualification, all employees in farms are encouraged to advance their elementary and middle school

studies, a transformation that overcomes operational demands and generates positive impacts on the whole local community, influencing relatives, neighbors and friends. The education follows the Youth and Adult Education (EJA) methodology and is also offered in Digital Inclusion Spaces.

Two classes completed their studies in 2019 and other 141 students were enrolled to continue the courses. With this incentive, we have increased our team's curricular qualification – 65% of employees have completed at least middle school and 91% concluded elementary school.

# Talent management

Our employees undergo a performance assessment and preparation of development plans every year. The initiative encompasses all professionals hired in the previous year and occurs with distinct procedures for leaders and for those that don't hold management positions.

Among leaders, the model is called Competence Assessment, because it assesses performance according to nine competences that are essential to our business. In addition to the self-assessment and the manager assessment, it also counts on team assessment to provide a 180° vision of performance. The feedback meeting with the person assessed and his manager is the moment when the process results are analyzed and a consensus is reached about a closing grade. After the consensus, the manager and the appraiser together build an Individual Development Plan (PDI), in which they identify the skills with the greatest gap and define actions to develop those skills.





For the other employees, the process is called Performance Assessment and involves analysis of the company, team and individuals' delivery. The employee makes a self-assessment of his performance and is assessed by his manager. The aspects raised are jointly discussed in the feedback meeting, when they reach a consensus about the final grade of the assessment and which also contributes to the definition of the PDI. For trainees, there is a distinct system for semesterly assessment as part of the program for their development.

Percent of employees that received performance assessment in 2019

2019

Leadership	85.4%
Operational	96.5%
<b>General</b>	<b>95.2%</b>

The performance assessment model is one of the elements that subsidize the identification of talents with potential to occupy leading positions in our company. In 2019, we conducted a broad survey of potential successors for managerial functions, which opens opportunities for coordinator and analyst careers. We initially selected 33 professionals for an assessment based on three behavior profile assessment tools. Each assessment stage was followed by an interview to analyze the results jointly with each employee. At the end, results were consolidated in a system to visualize the potential of those assessed and then analyzed in meetings involving directors and managers.



## Innovation in selection process

Innovation and technology are also our allies in employees' recruitment and selection. In 2019, we adopted a platform based on artificial intelligence that digitalized 100% of these processes, adding more agility and interaction.

Besides reducing the selection process' time, this tool facilitates the position follow-up by managers and business partners and provides an interface for online test application and applicants' ranking. The new model strengthened the transparency with all participants, in internal or external selection processes, because follow-up can be made of all phases and respective feedbacks received.

# Our team

We closed 2019 with a team of 2,609 permanent employees, all of them hired under open-ended contracts and full time work. We also counted on 104 trainees and 45 interns, whose working hours are determined by specific legislations. In our staff, we had 119 people with disabilities.

Seasonal workers are hired throughout the year for the different plantation cycles and soy, corn and cotton harvest. Due to that, we present the annual average for seasonal workers, the metric that reflects better the impact on job generation. These professionals are hired under a fixed-term contract with rights to labor warranties as established in the Consolidation of Labor Laws (CLT), Act nº 5.889/73 and Decree nº 73.626/79. Seasonal workers also work full time, but are under a fixed-term contract.

Collective labor agreements we sign benefit both permanent employees and seasonal harvesters. Among the benefits we offer to professionals, extended maternity and paternity leave (6 months for mothers and 15 days for

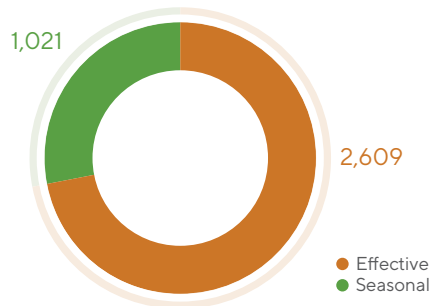
fathers), food vouchers or lunch room, temporary rental allowance and accommodations in farms, education allowance and agreements with universities are outstanding.

Permanent employees also have access to SLC Foundation benefits package, which includes medical assistance, dental plan, life insurance and funeral Grant, in addition to reimbursement of medical and medications expenses.

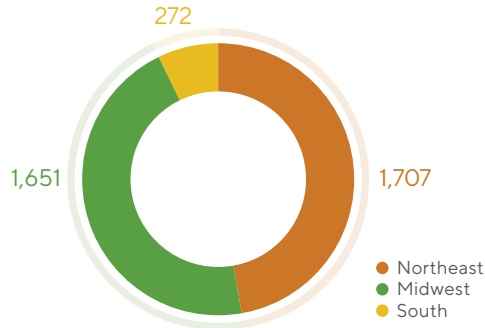
Employees' remuneration system is included in the strategy for valorization and acknowledgement of people. We continuously perform market surveys in order to ensure the offer of a competitive salary and benefit package. In farms, the lowest salary paid, by the end of 2019, was 10.6% superior to the national minimum wage. At the headquarters, this difference was 80.9% for men and 101.7% for women, according to the highest qualification level for corporate positions.

We have permanent employees and seasonal workers, **all covered by collective agreements** and with access to **corporate benefits**

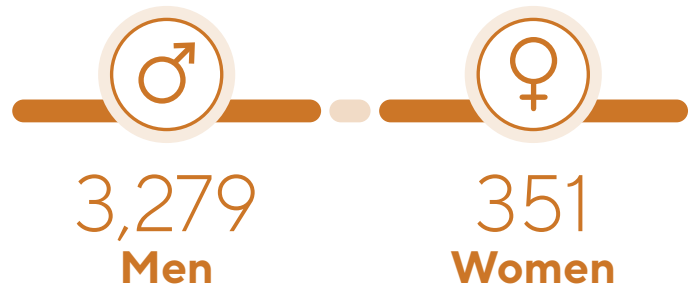
Employees by type of contract in 2019



Employees by region in 2019



Employees by gender in 2019



# Health and safety

Our commitment with promoting a safe environment to all workers in our units is translated into practices and processes structured with the Integrated Management System (IMS), certified by OHSAS 18001, international health and safety norm. Among our 16 farms, eight count on this certification and two are in process to obtain it. In the others, we adopt the same management model, though not having, as yet, external approval certified.

Each unit counts on an Occupational Safety and Health (OHS), formed by OHS coordinators, occupational safety technicians and occupational technicians and nurses, with focus on activities involving accident prevention and employees' health promotion. We also count on infrastructure, in each locality, to assist in case of occurrences,

with modern equipment and vehicles for transport to the nearest medical assistance.

With regard to prevention, we monthly monitor the Safe Practice Index (IPS), which measures in operational activities the employees and work conditions' adhesion to safety norms and practices. The Behavior Safety Program also helps us, through field inspections, observe employees' conducts in order to identify deviations, guide on the best conduct and acknowledge attitudes that are aligned with our prevention policies. Leaders in each unit visit the areas periodically to observe and talk to the employees assessed, providing constructive feedbacks to strengthen the safety culture. A third pillar of this accident prevention is training, held according to legal requirements and the company's procedures and applied by our employees with proficiency in the area or by expert third parties.



**50%  
of the farms**

are certified in OHSAS 18001 and we are working to migrate to que new ISO 45001 standard





We don't have critical activities or with occupational disease incidence risk. All employees undergo periodic health examinations and trainings in safety in operational procedures, in addition to always wear collective and individual protection equipment appropriate to each activity.

In all units we count on Internal Rural Work-related Accident Prevention Commission (CIPATR), with two-year term. These Committees comprise representatives appointed by the farm leadership and elected by employees, as defined in Regulatory Norm n° 31 of the Ministry of Economy. In each unit, CIPATR monthly meets to discuss themes associated to workers' health and safety. Moreover, their members are involved in inspection and accident prevention, investigation of occurrences and planning of the Internal Rural Work-related Accident Prevention Week (SIPATR). These commissions represent 100% of workers and implement initiatives that will also benefit visitors and third parties.

In addition to the CIPATR, we have the **SQP Program** committees (acronym for Safety, Quality and Productivity), which systematically assess the performance of farms



We also have implemented in all farms, since 2016, the SQP Program (Safety, Quality and Productivity). In the ambit of this program, committees composed of the unit manager, area coordinators and other appointed employees meet monthly to assess key indicators of the Integrated Management System, like health and safety aspects, adhesion to norms and operational procedures and product quality. In this moment, opportunities for improvement are identified and, for each of them, the teams define action plans. Discussions are recorded in minutes and shared with the Sustainability corporate area, contribution to the alignment of premises and good practices across units.

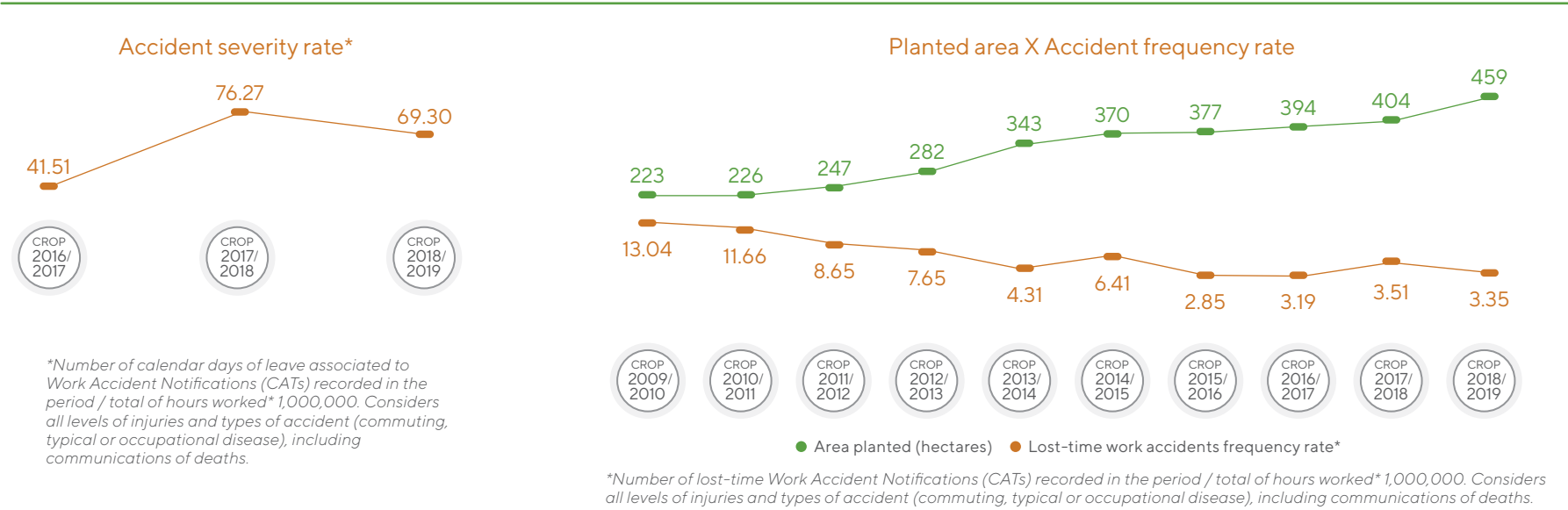
This scope of activities overcomes topics of health and safety as provided in our collective labor agreements. These commitments agreed with unions vary according to the localities, but, in general, they comprise themes like availability of protection equipment, readiness for transportation of victims, periodical medical examinations, trainings and installation of CIPATR.

All accidents or near-accidents are investigated in order to mitigate their root cause and avoid future similar occurrences. Corporately, we monitor the

frequency rate and severity rate of accidents involving permanent employees and seasonal harvesters, in addition to absenteeism. We also follow the numbers of occurrences and temporary retirement of third parties. In this case, it is not possible to calculate the above rates.

In 2019, lost-time accident frequency rate was 3.35, 4% reduction against the previous year. This performance was affected by the increase in hours worked throughout all operations, even with the rise of the number of accidents from 32 to 38 in an annual basis. The number of accidents with third parties, on the other hand, went from 6 to 10, in the annual comparison, chiefly due to more intensive works in the period, mainly cotton processing structures in Perdizes and Planorte farms.

In the same period, the accident severity rate also decreased, from 76.15 to 69.30. We did not record any case of occupational disease among permanent employees and seasonal harvesters. However, one death of an outsourced worker was recorded.





# OUR COMMUNITIES

Present in six different states, in the Brazilian Central-West and Northeast regions, our company has potential to participate in the sustainable development of communities near the farms where we cultivate and produce soy, corn and cotton. The local transformation is conducted by means of partnerships made feasible by the application of the private social investment, driven by incentive laws.

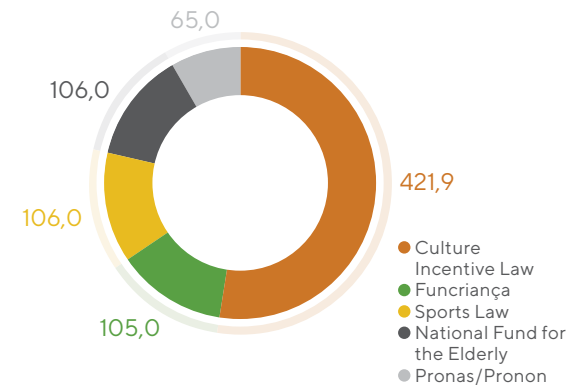
The total amount destined to social projects supported was R\$ 803.9 thousand in 2019, benefitting several institutions and the community. These funds vary each year, according to the

possibility of destination, based on the verified tax profit projection.

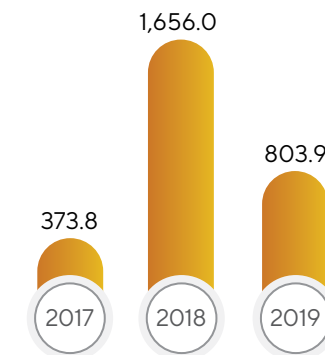
In addition to the supported projects, we also encourage our employees to engage in local volunteer action with potential to transform the local reality. This work is coordinated by the Socio-environmental Action Group (GAS), involving professionals from all units. Among the initiatives developed we have health campaigns, donation of school materials and food campaigns, and entrepreneurship for the local communities' youth.



Distribution of private social investment in 2019 (R\$ thousand)



Evolution of private social investment (R\$ thousand)



## Highlights among supported projects

### Estante de Histórias (Story Shelf)

The Story Shelf project encourages reading among public school children through the donation of 17 shelves with a collection of 100 books and 100 comic books in each of them. Five booklets with suggestions of activities to be conducted by teachers in classroom were also provided, with focus on promoting reading, in addition to storytelling workshops.

17 public  
schools benefitted

17 municipalities  
served

10,521 people  
reached  
(students and teachers)

R\$ 208 thousand  
invested

### Empreender Project

Held in public schools from Cristalina and Luziânia (Goiás) municipalities, the Empreender Project (Undertake) seeks to raise awareness among youth and fight school drop-out. The educational actions promote knowledge, self-esteem and better communication between students and teachers to promote peace in teaching institutions.

8 theater  
presentations

2 workshops  
for teachers

1,756 people  
sensitized in the theme  
"Undertake for a better world"

R\$ 90 thousand  
invested

10 workshops  
for teachers

12 MudaMundo  
theater presentations for students

427 educators and  
4,206 children  
benefitted

### MudaMundo (Change World)

Held for the third year in a row, MudaMundo Project is focused on the rescue and strengthening of ethics, citizenship, environmental education, diversity and inclusion. The initiatives benefit elementary school students and teachers from public schools in Barreiras and Formosa do Rio Preto (Bahia), Tasso Fragoso (Maranhão) and Santa Filomena (Piauí) municipalities.

10,800 books  
from MudaMundo Collection and  
800 Teacher Notebooks  
donated to municipal  
education secretariats

2 rounds  
of conversation

R\$ 201 thousand  
invested