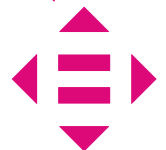


# REDUCE INEQUALITIES



**10** REDUCED  
INEQUALITIES



## CASE STUDY:

Activities by members of the Association of Latin American Sugar Producers (UNALA) supporting the implementation of the Sustainable Development Goal 10 (SDG 10) of the United Nations 2030 Agenda for Sustainable Development

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End Poverty in all its forms everywhere / UNALA

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## **SDG 10: REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES**

**Target 10.1:** By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average

**Target 10.2:** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

**Target 10.3:** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard

**Target 10.4:** Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality

**Target 10.5:** Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations

**Target 10.6:** Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions

**Target 10.7:** Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies

**Target 10.a:** Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements

**Target 10.b:** Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes

**Target 10.c:** By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent.

Source: United Nations, 2015.



1 CAMARA NACIONAL DE LAS INDUSTRIAS  
AZUCARERA Y ALCOHOLERA

2 ASAZGUA  
Asociación de Azucareros de Guatemala

3 IZUCAR

4 ESASA  
Empresa de Servicios Azucareros S.A.

5 LAICA

6 cael

7 SECTOR  
AGROINDUSTRIAL  
DE LA CAÑA  
asocaña

8 unica

9 CENTRO  
AZUCARERO  
ARGENTINO

10 empresas  
iansa

11 PERUCAÑA

12 AZUCALPA  
Asociación de Azucareros y Productores del Paraguay

13 FENAZÚCAR

14 ALUR

# THE ASSOCIATION OF LATIN AMERICAN SUGAR PRODUCERS

The Association of Latin American Sugar Producers (UNALA) is a private non-profit organization that brings together the agro-industrial sector of sugarcane and sugar beet of Latin America. The idea of creating UNALA surged in 2017 and it was formally constituted in 2020. It includes representatives from this agroindustry from 14 countries in the region. Its members are strongly committed to the sustainable production of sugar, electricity, and ethanol, among other byproducts. Together, the members of UNALA represent the largest sugar producing and exporting region in the world. UNALA is more than sugar, it is sustainability, energy, and economic development.

UNALA works with all its members to promote:

- Balanced lifestyles and diets
- The efficient and responsible use of natural resources, including water and land
- The production and use of renewable energy
- The use of ethanol as part of diversified energy matrices

According to data published in the Sugar Yearbook 2024 and the Ethanol Yearbook 2024, the countries represented in UNALA produce approximately 30 % of sugar and 30 % of ethanol in the world. Besides generating more than 6.5 million jobs, some of UNALA members also cogenerate renewable electricity and heat from sugarcane biomass, which is key to promote the sustainable development of Latin America.

The members are:

1. National Chamber of the Sugar and Alcohol Industries (CNIAA) - Mexico
2. Association of Sugar Producers of Guatemala (Asazgua/Guatecaña) - Guatemala
3. Distribuidora de Azúcar y Derivados S.A. (DIZUCAR) - El Salvador
4. Empresa de Servicios Azucareros, S.A (ESASA) - Nicaragua
5. Sugarcane Industrial Agricultural League (LAICA) - Costa Rica
6. Sugar Consortium of Industrial Companies (CAEI) - Dominican Republic
7. Association of Colombian Sugar Cane Growers (ASOCAÑA) - Colombia
8. Brazilian Sugarcane Industry and Bioenergy Association (UNICA) - Brazil
9. Centro Azucarero Argentino (CAA) - Argentina
10. Empresas Iansa - Chile
11. Peruvian Association of Agro-Industrial Sugar and Derivatives (PERUCAÑA) - Peru
12. Cane Sugar Industrial Association of Panama (AZUCALPA) - Panama
13. Federación Nacional de Azucareros del Ecuador (FENAZÚCAR) - Ecuador
14. Alcoholes del Uruguay (ALUR) - Uruguay

## Vision

UNALA's vision is to be a sugar agroindustry that works together as a region and that operates sustainably in a global context in which its interests are represented.

## Mission

UNALA's mission is to be the platform that allows the Latin American sugar agroindustry to operate under fair international conditions, in a competitive market while remaining committed to sustainability.



UNALA works to stimulate the continuous improvement of sustainable practices and thus promote low-carbon energy solutions, as well as actions to improve the efficient use of land and water resources. Therefore, its members have renewed different processes of the production chain allowing an increase in efficiency, an improvement in environmental sustainability, a reduction in the use of water in irrigation and an increase in investment for the preservation of biodiversity.

## Objectives

- Facilitate a space for dialogue to promote communication and the development of joint activities that support the sustainable development of member countries in Latin America.
- Represent the Latin American sugarcane and sugar beet sector in regional and multilateral organizations.
- Promote actions, programs and strategies aimed at the sustainable development of the Latin American sugarcane and sugar beet agroindustry.
- Promote the exchange of information and the development of research and technology for the benefit of the sector.

UNALA is committed to advance the objectives and targets of all the Sustainable Development Goals of the United Nations 2030 Agenda for Sustainable Development as well as other global agendas including the Climate Change, Biodiversity and Human Rights agendas. Therefore, UNALA's sustainable development strategy focuses on integrated actions directed to address three key dimensions: people (social), prosperity (economic) and planet (environmental), as the basis for achieving sustainable development.

## People

The sugarcane and sugar beet agroindustry of Latin America is committed to ensure the well-being of its collaborators and the communities that surround their operations. UNALA members generate decent employment,

which translates into better quality of life and more opportunities for development. UNALA members generate a total of more than 6.5 million jobs.

## Prosperity

The sugarcane and sugar beet agroindustry in Latin America, in total, represents the major producer and exporter of sugar in the world. Along its entire value chain, the sugar agroindustry represents economic development for countries. Sugar means opportunities for investments, innovation, and businesses.

The sugarcane agroindustry is also key for national economies due to its contribution to energy matrices including ethanol production for transport and electricity generation from sugarcane biomass.

## Planet

In addition to working on all the issues related to the sustainable production and consumption of sugar, UNALA members work directly addressing many issues related to the efficient use of water and the reduction of contaminating wastewater discharges. Another major priority work area is the production of renewable energy that supports climate change objectives including the production of ethanol as an alternative fuel to fossil-fuels for use in the transportation sector and the cogeneration of electricity and heat using sugarcane residues, including bagasse, for self-consumption and to support national energy grids.

UNALA members also conduct programs and projects specifically designed to address other Sustainable Development Goals including: sustainable consumption and production, poverty eradication, decent jobs, ending hunger through improvements in agriculture productivity, sustainable production systems, inequality reduction, protection of biodiversity and aquatic and terrestrial ecosystems, quality education, improvements in health services and industrial processes and promotion of advanced technologies and innovation.

UNALA promotes sustainable development and cooperation of the sugar agroindustry of the region through work in three priority areas:

**Sugar.** Promoting balanced diets that recognize the importance of sugar with four objectives: (1) participate in regulatory processes related to sugar; (2) inform and educate about sugar and substitutes in the diet; (3) show the positive impact of the value chain of the sugar agroindustry; and (4) share knowledge and experiences about the consumption, education and regulation of sugar consumption.

**Sustainability.** Promoting the sustainability of the sugar agroindustry including: (1) sharing and promoting knowledge and experiences about sustainability practices in the social, economic and environmental dimensions; (2) closing the knowledge gaps in issues related to sustainability; (3) participating and creating partnerships with international organizations related to sustainable development; and (4) communicating information about the sustainability practices being implemented by the sugar agroindustry.

**Renewable energy.** Recognizing the importance of increasing the use of renewable energy through activities that: (1) promote the generation of renewable electricity using sugarcane residues; (2) promote the use of ethanol in Latin America; (3) exchange knowledge and experiences in the generation of renewable electricity and the production of ethanol; (4) develop new innovative opportunities for the use of sugarcane and beets; and (5) inform the public about the importance of the sugar agroindustry in the generation of renewable electricity for self-consumption and its contribution to the energy matrices of Latin American countries.

## ► UNALA and the SDG 10

The members of UNALA have multiple initiatives in place that support the objectives of SDG 10 on Reducing Inequality. Examples of these important

activity include: the Diversity and Inclusion Program, Empresas Iansa, Chile; and Generation 15-30: Young People with a Future, Asazgua/Guatecaña, Guatemala.





**DIVERSITY AND  
INCLUSION PROGRAM**  
**Empresas Iansa**

## Objectives and Description

The Diversity and Inclusion (D&I) Program aims to develop and implement a workplace culture that embraces diversity and inclusivity within the company. Aligned with the company's sustainable growth strategy, the program cultivates an environment that respects and values the diversity of its workforce, while collaborating closely with communities and strategic partners. Its commitment to Inclusion and Diversity also focuses on equality and non-discrimination in all its forms. It ensures fair treatment for all.

The policy applies to all employees of Empresas Iansa and its subsidiaries. In accordance with current legislation, the company's Code of Ethics, Human Rights Policy, and the Business and Conduct Standards of ED&F Man Holdings Limited, the program places special emphasis on three target groups: people with disabilities, valuing the experience of senior citizens, and promoting female candidates.

Over the past two years, significant progress has been achieved by program. This includes:

- Implementation of the D&I Policy. Special attention given to seniors, disability and female employees.
- Creation of the Diversity and Inclusion Committee.
- Adherence to the Women's Empowerment Principles (WEP's) of UN Women.
- Motivational talks.
- The company is a member of the Inclusive Companies Network (REIn), a collaborative platform where businesses discuss and share practices to implement the culture of inclusion in Chile.

The 2030 goal is a commitment to achieve a 35 % presence of women in professional and executive positions. By 2024, 31 % of

such positions are held by women. The program establishes concrete policies and commitments. Some include:

- Diversity and Inclusion. It ensures no discrimination towards different diversity groups and fair treatment for all, regardless of age, origin, ethnicity, sexual orientation, gender, beliefs, opinions, affiliations or physical and socioeconomic conditions. The company fosters a work environment that ensures that all employees are treated equally and fairly.
- Diversity and Inclusion Culture. An environment of respect and trust is fostered among the company's employees through internal communication, training and leadership styles. In addition, the appreciation of diversity is encouraged, with emphasis on the significant ethical contribution that this culture brings to the organization and to society as a whole.
- Review, analysis and implementation of people management processes. Conduct comprehensive reviews of all People Management procedures to guarantee an inclusive and discrimination-free workplace.
- Fair Compensation. The company policy establishes remuneration within the framework of its diversity and inclusion policy. Salaries are established seeking to reduce the salary gap between





genders. The program promotes respect and dignity and protects the rights and responsibilities of each member of the company.

- **Labor Relations.** The right to exercise freedom of association among the company's employees is promoted and respected. Labor relations between the company and the unions are a priority, seeking to strengthen the bonds of trust and respect. Regular meetings with senior management are encouraged and recreational activities by the unions promoted. The company currently has eight unions representing 35.9 % of the total workforce (permanent and temporary contracts).
- **Diversity Committee.** An inclusive Diversity Committee has been established, open to the voluntary participation of all employees. This committee focuses on developing and formalizing corporate D&I protocols and policies. It also serves as a platform for suggesting and implementing actions, practices and ideas, as well as making reasonable and essential modifications to foster an environment that promotes inclusion and ensures that all people feel respected and valued.

## Related Targets

The D&I program, aligned with SDG 10, focuses on the following targets: Target 10.1 on progressively achieving and sustaining income growth of the bottom 40 per cent of the population, by ensuring equitable pay practices and career advancement opportunities for all employees; Target 10.2 on empowering and promoting the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status, through the program's commitment to D&I, focusing on equality and non-discrimination; and, Target 10.3 on ensuring equal opportunity and reducing inequalities of outcome, as evidenced by developing a workplace culture based on diversity and inclusivity, equality, non-discrimination and fair treatment for all.

## Challenges

During the implementation of the program Empresas Iansa faced important challenges. Some include:

- Forming a Diversity Committee with volunteers from various areas of the company to propose actions and ideas that contribute to a more inclusive culture.

- Launching a comprehensive public strategy aimed at spreading the company's D&I culture and equitable treatment for all employees. Establishing greater visibility and being recognized as an inclusive company to increase the interest and motivation of potential candidates to apply for jobs has been a major challenge.
- Effectively communicating the importance and goals of D&I policies to all levels of the organization, in particular relating to the company's three target groups: people with disabilities, older adults and female employee candidates, remains an ongoing challenge.
- Public Commitment to Gender Equality as part of the company's sustainable growth and development strategy, has been an important continuous focus.
- Engaging all employees in diversity and inclusion efforts and making D&I part of their daily work life remains an ongoing challenge.
- The program aims to integrate D&I across the company, as a collective responsibility, and company leaders are encouraged to promote an inclusive culture that drives innovation and leads to talent retention. Both objectives require constant addressing.

## Lessons learned

Significant lessons learned during the implementation of the D&I Program include:

- Monthly participation in the Inclusive Companies Network (REIn) activities has enriched the company's understanding of D&I challenges and progress. This participation has allowed the company to be up to date with legislation and best practices and to be connected with a valuable network of contacts, foundations and

organizations for case-specific support. It has represented a valuable learning experience.

- Having greater visibility and being recognized as an inclusive company increases the interest and motivation of potential candidates from the three target groups to apply for the different job offers.
- Creating awareness-raising opportunities for the company teams contributes to their education and prepares them for the future integration of members coming from the three target groups, thus reducing identifiable differences.
- Making D&I a transversal issue for the company and not of just one area, while leaders foster an even more inclusive culture, helping to drive innovation and talent retention, is an important lesson learned.

## Results

The implementation of the D&I program has had significant results, including:

- Regarding female employees, the goal of increasing the percentage of women in professional positions has been set from 30% to 35% by the year 2030. By December 31, 2023, the program had achieved 31% of women in professional positions.
- D&I Policy implemented, with attention on disability, seniors and female employees.
- A Diversity and Inclusion Committee was created.
- Adherence to the Women's Empowerment Principles (WEP's) of UN Women.
- The company is a member of the Inclusive Companies Network (REIn).
- Salaries are established seeking to reduce the salary gap between genders.
- The work environment ensures that all employees are treated equally and fairly.

- From 0% in 2021, the company increased the number of women in management positions to 29% in 2023.
- Empresas Iansa is an official sponsor of the Telethon, a foundation that rehabilitates children with disabilities nationwide.
- Empresas Iansa sponsors Special Olympics Chile, a global foundation that promotes the sports development of young athletes with intellectual disabilities.
- In 2023 Empresas Iansa obtained the inclusive seal, which is given to the main companies in Chile that stand out because of their commitment to inclusion.

## Interlinkages with other SDGs

The program's actions, framed within SDG 10, are interlinked with: SDG 5 on Gender Equality, by the program supporting and ensuring equitable treatment and respect for all genders; SDG 8 on Decent Work and Economic Growth,

through the company's implementation of D&I, equality and non-discrimination policies, inclusive economic growth and decent work for all; SDG 9 on Industry, Innovation and Infrastructure, by promoting a diverse and inclusive work environment as a collective responsibility across the company, leading to innovative outcomes, talent retention and sustainable industrialization; SDG 16 on promoting peaceful and inclusive societies for sustainable development, and building effective, accountable, and inclusive institutions, as evidenced by the D&I program's adherence to current legislation against discrimination, ethical codes, human rights, equality and business and conduct standards supporting accountable and inclusive institutions and, SDG 17 on Partnerships for the Goals since the program engages in partnerships with communities of influence, government entities, private sector and international organizations such as E&F Man Holdings Limited, among others.

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Memoria-Empresas-Iansa-2022\_.pdf  
<https://empresasiansa.cl>



## ► GENERATION 15-30: YOUNG PEOPLE WITH A FUTURE ASAZGUA/GUATECAÑA Guatemala



### Objectives and Description

This program promotes responsible citizenship and empowers youngsters to make assertive decisions based on knowledge. The program helps the young segment of the population to develop life plans with desirable objectives and goals, and to define the course of action to achieve them.

The program, which started in 2015, is aimed at teenagers 13 to 15 years old who are students of the basic level of the public educational system. It strengthens the productive and development areas of the Base National Curriculum of the Ministry of Education. The purpose of the program is to provide the knowledge and information necessary to develop good habits, attitudes and values. The aim is for students to become active and responsible citizens, with the ability to take appropriate decisions and promote the development of their communities.

The program fosters the involvement of young people in the affairs of their communities and promotes communal identity and sense of belonging through activities, such as: creation of murals, neighborhood cleaning campaigns, theater, sports championships, recycling

campaigns, among others. The final objective is to improve social interaction among youngsters, allowing them to exercise an active and responsible citizenship.

### Related Targets

The Generation 15-30 Program supports the objectives of Target 10.2 on empowering and promoting the social and economic inclusion particularly of youngsters and of Target 10.4 on achieving greater equality by adopting policies that help this specific segment of the population.

### Challenges

One of major challenges for this program is to ensure the continuous participation



of students of the basic educational level despite the large number of external distractions that exist for potential participants. Another challenge is to maintain a well-qualified staff that could effectively guide the implementation of this program throughout all the area where the Guatemalan Sugarcane Agroindustry (Guatecaña) operates.

An important challenge is to ensure the adequate and sustainable investment in training to take advantage of the Demographic Bonus that is available in the country.

## Lessons Learned

It is important to involve responsible teachers in the capacity development process to ensure the sustainability of the process. The implementation of community actions jointly with Development Community Councils and youngsters allowed the creation of a sense of identity and ownership that

promotes a generation with community leadership.

## Results

Over 15,000 youngsters have been trained in citizenship values allowing the participation of many of them in community activities that have increased the quality of life. The program is an excellent example of an important action supported by the Sugarcane Agroindustry that promotes reduction of inequalities, as well as respect for the rule of law. It is also designed to enhance inclusiveness of youngsters and their empowering with knowledge and information supporting a sustainable future.

## Interlinkages with other SDGs

The activities of the Generation 15-30 Program, related to the objectives of SDG 10 on reducing inequalities, are greatly interlinked to activities related to SDG 16 (peaceful and inclusive societies) and SDG 4 (education). Other strong interlinkages are with respect to poverty eradication (SDG 1) and partnerships (SDG 17), given the important commitment of the program to promote prosperity and the well-being of the population in the region and based on the integrated approach with respect to partnerships.

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