

ABOUT THIS

REPORT





ABOUT THIS REPORT

(GRI 102-10, 102-29, 102-46, 102-48, 102-49, 102-50,
102-51, 102-52, 102-54, 102-56)

The purpose of this report is to publish and share with our stakeholders compliance with our corporate purpose, through our achievements and progress, and which are guided by our Sustainability Strategy*.

This document contains the global results for Grupo Bimbo in matters of economics, society, and the environment. The reporting period covered is from Jan. 1st to Dec. 31, 2019. This annual report has been prepared pursuant to Global Reporting Initiative (GRI) standards, for Sustainability reports, in the “essential” version. It also contains information requested by the Mexican Stock Exchange, through RobecoSAM, to be included in the part on Sustainable Index. The comprehensive annual report herein contains financial information verified externally, and verification by internal audit as pertains to information on sustainability strategy indicators.

Grupo Bimbo produces this report on an annual basis. The period encompassed in this report contains no significant changes, when compared to previous years, in either materiality or coverage. Moreover, we have included our contribution to the 10 principles of the World Pact, and the 17 Sustainable Development Objectives.

As part of our environmental protection strategy, we have prepared the digital version of the full document. For the ninth time, we have reported results on activities performed in Mexico, North America, Latin America, Europe, Asia, and Africa.

For more information, please visit:

<https://grupobimbo.com/en/sustainability>

For more information about our Sustainability Strategy visit:

<https://grupobimbo.com/en/sustainability>

Grupo Bimbo Materiality:

<https://grupobimbo.com/en/sustainability/our-stakeholders/materiality>

For more information about Grupo Bimbo Policies visit:

<https://grupobimbo.com/en/our-group/policies>

For more information on Corporate Governance and Risks visit:

<https://grupobimbo.com/en/sustainability/information-evaluators>



AWARDS AND RECOGNITIONS 2019

INSTITUTION	RECOGNITION	DATE	DESCRIPTION
<i>Expansión</i>	Among Top Ten companies in Mexico with best Corp. Integrity	Nov. 2019	Scored 98 /100 within ranking of 500 most transparent companies in the IC500
<i>Mundo Ejecutivo Magazine</i>	One of Mexico's most global companies	Nov. 2019	Recognition awarded during Mundo Ejecutivo's Summit1000
Euromonitor International	100 Global Megacompanies	Mar. 2019	
Love Mondays	Top 5 Most Loved Companies	Mar. 2019	Recognition granted by the evaluation platform
Ethisphere Institute	The Most Ethical Companies	Feb. 2019	Recognition granted for the 3 rd consecutive year
QUEMA y Movisa	Gold Award for the Active and Healthy Company challenge	Jun 2019	For efforts and devotion in promoting healthy habits among associates
EBC	Honoris Causa to Daniel Servitje Montull	Apr 2019	Recognition for his professional experience and entrepreneurial spirit
Mirec Awards	Best collaboration in Renewable Energy Sources and Corp User of Energy		
Ranking Meaningful Brands	Among most important companies for consumers	Apr 2019	Havas Group recognizes companies that are important to consumers
Merco Ranking	Company with the Best Reputation in the country	Aug. 2019	Awarded by the Merco ranking for Companies and Leaders of Mexico
Merco Ranking	Food Industry company with the Best Reputation	Aug. 2019	Awarded by the Merco ranking for Companies and Leaders of Mexico
Merco Ranking	Daniel Servitje was recognized as the Most Reliable Leader and with the Best Reputation	Aug. 2019	Awarded by the Merco ranking for Companies and Leaders of Mexico
Universum	Top 100 Most Appealing Employers in Mexico	Jun. 2019	Within the business, engineering, IT, natural sciences, humanities, and health sectors
PROPAEM	Six Work Centers in the State of Mexico	Jun. 2019	Recognition for work centers with Clean Industry
<i>Expansión</i>	Within the Top 500 Most Important Companies in Mexico	Nov. 2019	Recognition granted by <i>Expansión</i> magazine
<i>Expansión</i>	The Top Manufacturing Company in Mexico	Aug. 2019	Recognition granted by <i>Expansión</i> magazine
Baking & Snack	Sustainability Award	Sep 2019	Award for efforts in four categories: Community, Associates, Health, and Wellness
US Environmental Protection Agency (EPA)	Partner of the Year Award 2019 ENERGY STAR®	Apr. 2019	Award for Partner of the Year 2019 ENERGY STAR®, given by the EPA in recognition for our commitment to the energy use strategy and leadership in the baking industry
Bóscares	Supply Chains with Zero Deforestation	Nov. 2019	Recognition from Reforestamos México, with the support of CONAFOR (the Nation Forestry Commission), the School of Social Responsibility from Anáhuac University (CLARES) and the UNDP's Finance Biodiversity Initiative (BIOFIN)

MEMBERSHIPS

(GRI 102-13)

The following is a list of the primary sector entities to which we belong, and associations or organizations for which we are members, and which work in defense of interests we support.

DOMESTIC

- Asociación Nacional de Fabricantes de Chocolates, Dulces y Similares, A.C. (ASCHOCO)
- Asociación Nacional de Tiendas de Autoservicio y Departamentales (ANTAD)
- Asociación Nacional de Transporte Privado (ANTP)
- Asociación Mexicana de Industriales de Galletas y Pastas, A.C.(AMEXIGAPA)
- Cámara Nacional de la Industria de la Transformación (CANACINTRA)
- Cámara Nacional del Maíz Industrializado (CANAMI)
- Cámara Nacional de la Industria Panificadora y Similares de México (CANAINPA)
- Confederación Patronal de la República Mexicana (COPARMEX)
- Consejo Coordinador Empresarial (CCE)
- Consejo Mexicano de Negocios (CMN)
- Consejo Mexicano de la Industria de Productos de Consumo (ConMéxico)
- Consejo Nacional Agropecuario (CNA)
- Consejo Empresarial Mexicano de Comercio Exterior, Inversión y Tecnología, A.C. (COMCE)
- Consejo de Autorregulación y Ética Publicitaria (CONAR)
- Consejo de la Comunicación
- Consejo Mexicano de Asuntos Internacionales (COMEXI)
- Consejo Empresarial de Salud y Bienestar
- Ecología y Compromiso Empresarial (ECOCE)
- Iniciativa GEMI
- Movimiento por una Vida Saludable (MOVISA)
- Unión Social de Empresarios de México (USEM)
- American Chamber of Commerce of Mexico (AMCHAM)
- Fundación Mexicana para la Salud (FUNSALUD)

INTERNATIONAL

- Consumer Goods Forum (CGF)
- International Food and Beverage Alliance (IFBA)
- Roundtable on Sustainable Palm Oil (RSPO)
- World Federation of Advertisers (WFA)
- World Environment Center (WEC)
- Earthworm Foundation

PLANT RECOGNITIONS

# PLANTS	PLACE	RECOGNITION	REASON
16	USA	Energy Star Certification	For having a score of 75 or more, according to performance indicator used (EPI).
1	USA	Energy Star challenge for industry	For achieving 10% energy use reduction in 5 years (maximum recognition for any company throughout entire food industry in the USA).
32	Mexico	Clean Industry	A program allowing for incorporation of environmental management system and which enables regulatory compliance, evaluated overall and with documentation, regarding the way a company meets the objective of environmental protection.
8	Europe	ISO 14001	The international standard that focuses on the implementation of an environmental management system that identifies, catalogs, and manages environmental risks in an organization.
1	Costa Rica	Bandera Azul	An award given for the commitment and efforts aimed at reducing the Carbon Footprint.
1	Venezuela	<i>Soy Responsable</i> , in the environmental category	Recognition for eight consecutive years in joint projects with non-profit NGOs for the recycling of plastic and glass along the coasts of Venezuela.
1	Costa Rica	Energy Efficiency Award	Recognition for our electric power supplier, due to the intelligent managing of electricity in real time.
1	Argentina	Participation in the Learning Network for Energy Management Systems in Industry	Recognition within a three-party cooperation project: Argentina, Mexico, and Germany.
1	Chile	APL III Certification	Certification during the clean production agreement in the country, due to its performance with established goals.
1	Colombia	Logistics Efficiency	Recognition from the Municipality of Bogota and the Mobility Secretary, for the delivery schemes at non-traditional hours, and the use of environmentally and operationally efficient delivery fleets.
1	Colombia	Neutral Carbon Footprint	For the 2nd consecutive year, our transportation fleet has been granted. This certificate by CO2Cero, an agency that is part of the ICNTEC Colombian Technical Standards Institute.
5	USA Colombia Mexico	LLEED Certification	Certification based on highly demanding rules and standards in international design and construction.

Metropolitan Distribution Center in Mexico. obtained LEEDS Platinum, the highest level of certification for sustainable buildings.



MATERIALITY

To produce this report, we have worked according to the last two materiality studies performed in 2015 and 2019 to identify those material aspects to be reported that directly or indirectly impact our stakeholders.

In this table we show the principles of the Global Compact SDGs and Sustainable Development Goals to which we contribute.

ENERGY EFFICIENCY AND RENEWABLE ENERGY	PRODUCT QUALITY AND SAFETY	HUMAN RIGHTS IN THE SUPPLY CHAIN	FAIR RELATIONS WITH PRODUCERS AND SUPPLIERS
			
			
			
			
INNOVATION IN HEALTHY PRODUCTS	RESPONSIBLE COMMUNICATION AND LABELING	ADAPTING TO AND MITIGATING CLIMATE CHANGE	ETHICS AND INTEGRITY

HUMAN RIGHTS

1. Businesses should support and respect the protection of internationally proclaimed human rights.

2. Businesses should make sure that they are not complicit in human rights abuses.

LABOR STANDARDS

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

4. Businesses should uphold the elimination of all forms of forced and compulsory labor

5. Businesses should uphold the effective abolition of child labor.

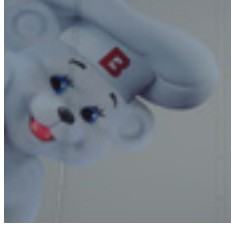
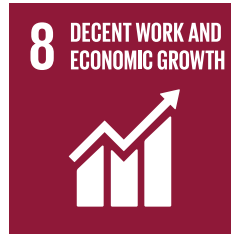
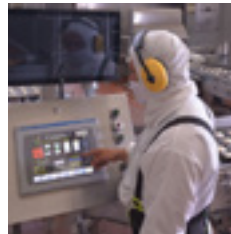


SUSTAINABLE RAW MATERIAL SUPPLY

RESPONSIBLE SUPPLY CHAIN MANAGEMENT PRACTICES

SUSTAINABLE PACKAGING AND CIRCULAR ECONOMY

EQUALITY AND DIVERSITY IN OPPORTUNITIES



TRANSPARENCY AND COMMITMENT TO STAKEHOLDERS

CORPORATE GOVERNANCE

WATER MANAGEMENT

INVOLVEMENT WITH THE COMMUNITY

ENVIRONMENT

ANTI-CORRUPTION

6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.

7. Businesses should support a precautionary approach to environmental challenges

8. Businesses should undertake initiatives to promote greater environmental responsibility

9. Businesses should encourage the development and diffusion of environmentally friendly technologies.

10. Businesses should work against corruption in all its forms, including extortion and bribery

GRI

CONTENT INDEX

(GRI 102-55)

STANDARD	DISCLOSURE	PAGE OR DIRECT RESPONSE
GRI 102: GENERAL DISCLOSURES 2018		
PERFORMANCE EVALUATION OF THE HIGHEST LEVEL OF GOVERNANCE		
102-1	Name of the organization	1, 318
102-2	Activities, brands, products, and services	1, 11, 12, 13, 4, 15
102-3	Location of headquarters	318
102-4	Location of operations	3, 318
102-5	Ownership and legal form	1, 318
102-6	Markets served	3, 15
102-7	Scale of the organization	66, 67, 208
102-8	Information on employees and other workers	66, 67, 209
102-9	Supply Chain	16, 17
102-10	Significant changes to the organization and its supply chain	190
102-11	Precautionary principle or approach	https://grupobimbo.com/en/investors/quarterly-reports
102-12	External initiatives	44
102-13	Membership of associations	193
STRATEGY		
102-14	Statement from senior decision maker	4
102-15	Key impacts, risks, and opportunities	4
ETHICS AND INTEGRITY		
102-16	Values, principles, standards, and norms of behavior	1, 3, 180, 181
102-17	Mechanisms for advice and concerns about ethics	186, 222
GOVERNANCE		
102-18	Governance structure	177
102-19	Delegating authority	https://grupobimbo.com/en/corporate-governance-code
102-20	Executive-level responsibility for economic, environmental, and social topics	222
102-21	Consulting stakeholders on economic, environmental, and social topics	55,
102-22	Composition of the highest governance body and its committees	177
102-23	Chair of the highest governance body	177
102-24	Nominating and selecting the highest governance body	86, https://grupobimbo.com/en/corporate-governance-code
102-25	Conflicts of interest	https://grupobimbo.com/en/corporate-governance-code
102-26	Role of the highest governance body in setting purpose, values, and strategy	https://grupobimbo.com/en/corporate-governance-code
102-27	Collective knowledge of highest governance body	222, https://grupobimbo.com/en/corporate-governance-code
102-28	Performance evaluation of the highest level of governance	222, https://grupobimbo.com/en/corporate-governance-code
102-29	Identification and management of economic, environmental, and so-cial impacts	190, 222 https://grupobimbo.com/en/sustainability/sustainable-grupo-bimbo/management-structure

STANDARD	DISCLOSURE	PAGE OR DIRECT RESPONSE
GRI 102: GENERAL CONTENT 2018		
102-30	Efficiency in risk management processes	222 https://grupobimbo.com/en/corporate-governance-code
102-31	Evaluation of economic, environmental, and social issues	108
102-32	Role of highest level of governance in producing sustainability reports	4
102-33	Communication on critical concerns	186, 222
102-34	Nature and total number of critical concerns	186
102-35	Pay policies	81, 82
102-36	Processes to determine pay	92, 82,
102-37	Involvement of stakeholders in payment	82
102-38	Ratio of total annual compensation	82
102-39	Ratio del incremento porcentual de la compensación total anual	80, 81
PARTICIPATION BY STAKEHOLDERS		
102-40	List of stakeholders	https://grupobimbo.com/en/sustainability/our-stakeholders
102-41	Collective bargaining agreements	https://grupobimbo.com/en/corporate-governance-code
102-42	Identification and selection of stakeholders	https://grupobimbo.com/en/sustainability/our-stakeholders
102-43	Approach to stakeholder engagement	https://grupobimbo.com/en/sustainability/our-stakeholders
102-44	Key topics and concerns raised	https://grupobimbo.com/en/sustainability/our-stakeholders
PRACTICES FOR PREPARING REPORTS		
102-45	Entities included in consolidated financial statements	222
102-46	Defining report content and coverage of subjects	190
102-47	List of material subjects	https://grupobimbo.com/en/sustainability/our-stakeholders/materiality
102-48	Information restatement	190
102-49	Changes to writing of reports	190
102-50	Period covered by the report	190
102-51	Date of last report	190
102-52	Report preparation cycle	190
102-53	Contact person for questions on the report	318
102-54	Statement on writing of report, as per GRI Standards	190
102-55	Table of content GRI	196
102-56	Outside verification	190

STANDARD	DISCLOSURE	PAGE OR DIRECT RESPONSE
MATERIAL SUBJECTS		
GRI 200: ECONOMIC PERFORMANCE		
GRI 103: MANAGEMENT APPROACH		
103-1	Explanation of the material subject and its coverage	81, 86, 110- 112
103-2	Management approach and its components	81, 86, 110,-112
103-3	Management approach evaluation	81, 86, 110-112
GRI 201: ECONOMIC PERFORMANCE		
201-1	Generated and distributed direct economic value	5, 6, 7, 18, 19, 164-175
201-2	Financial implications and other risks and opportunities stemming from climate change	72
201-3	Obligations of defined benefits plan and other retirement plans	81
GRI 202: MARKET PRESENCE		
202-1	Ratio of the standard initial wage category, by gender, compared to local minimum wage	80, 82
202-2	Proportion of top management hired from local community	72, 73
GRI 203: INDIRECT ECONOMIC IMPACT		
203-1	Investment in infrastructure and supported services	98-106, 146-157, 202
203-2	Significant indirect economic impact	98-106, 146-157 , 202
GRI 204: PURCHASING PRACTICES		
204-1	Proportion of expenses with local suppliers	
GRI 205: ANTICORRUPTION		
205-1	Evaluated operations concerning corruption-related risks	183
205-2	Policy communication and training and anti-corruption procedures	182
205-3	Confirmed corruption cases and measures taken	
GRI 206: UNFAIR TRADE PRACTICES		
206-1	Legal actions with unfair trade and monopolistic practices	184
GRI 300: ENVIRONMENTAL PERFORMANCE		
GRI 301: MATERIALS		
301-1	Materials used, by weight and volume	46, 47, 48, 49, 136, 137, 202, 203
301-2	Recycled supplies	46, 47, 48, 49, 50, 51, 202, 203
301-3	Products reused and packaging materials	50, 51, 52
302: ENERGY		
302-1	Energy use within the organization	120, 124, 125, 126, 127, 202, 203
302-2	Energy use outside the organization	120, 127, 202, 203
302-3	Energy intensity	54, 55, 120, 124, 125, 128, 202, 203
302-4	Reduction of energy consumption	94, 95, 96, 97, 122, 123, 124, 125, 202, 203
302-5	Reduction of energy required for products and services	202, 203

STANDARD	DISCLOSURE	PAGE OR DIRECT RESPONSE
GRI 303: WATER		
303-1	Water extraction, per source	130, 131, 132, 203
303-2	Water sources significantly affected by water extraction	204
303-3	Recycled and reused water	130, 131, 132, 203
GRI 304: BIODIVERSITY		
304-1	Operation centers owned, leased, or managed within or near protected areas, or those of great value for biodiversity but outside protected areas	204
304-2	Significant impact on biodiversity caused by activities, products, and services	204
304-3	Protected or restored habitats	158
304-4	Species that appear on the UICN Red List, and on national conservation lists whose habitats are found in areas affected by operations	204
GRI 305: EMISSIONS		
305-1	GHG direct emissions (scope 1)	129, 204
305-2	Indirect Ghg emissions from power generation (scope 2)	129, 204
305-3	Other indirect Ghg emissions (scope 3)	129, 104
305-4	Ghg emission intensity	204
305-5	Ghg emission reduction	118, 119, 204
305-6	Ozone-depleting substances (ODS)	119, 204
305-7	Nitrogen oxide (Nox), Sulphur oxides (Sox) and other important emissions that pollute the air	204
GRI 306: EFFLUENTS AND WASTES		
306-1	Dumped into water, in terms of quality and destination	132
306-2	Wastes by type and disposal method	204, 205
306-3	Significant spills	204, 205
306-4	Hazardous waste transportation	204, 205
GRI 307: ENVIRONMENTAL COMPLIANCE		
307-1	Non-compliance with legislation and environmental regulations	205
GRI 308: ENVIRONMENTAL EVALUATION OF SUPPLIERS		
308-1	New suppliers who have passed evaluation and selection filters, as per environmental criteria	205
308-2	Negative environmental impact in supply chain and measures under-taken	54, 55, 56
GRI 400: SOCIAL PERFORMANCE		
GRI 401: EMPLOYMENT		
401-1	New hires and personnel turnover	74, 75, 76, 210, 211
401-2	Benefits for full time employees not given to part time or temporary workers	77, 80, 81, 82, 202
401-3	Parental leave	85, 212, 213

STANDARD	DISCLOSURE	PAGE OR DIRECT RESPONSE
GRI 402: WORKER-MANAGEMENT RELATIONS		
402-1	Minimum notice time for operational changes	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY		
403-1	Representation in formal worker-employer committees for health and safety	70, 71
403-2	Types of incidents and incident frequency rates, occupational illnesses, days lost, absenteeism, and number of fatalities per occupational injuries or occupational illness	71, 214
GRI 404: EDUCATION AND TRAINING		
404-1	Mean hours of training per employee per year	214
404-2	Programs for employee aptitude enhancement and for transition assistance	215
404-3	Percentage of employees receiving periodic performance evaluations and professional development	78, 218
GRI 405: DIVERSITY AND EQUAL OPPORTUNITIES		
405-1	Diversity in government agencies and employees	84, 86, 218
405-2	Ratio of base salary and pay of women to men	80, 82
GRI 407: FREEDOM TO ASSOCIATE AND COLLECTIVE BARGAINING		
407-1	Operations and suppliers whose freedom to associate and collective bargaining could be at risk	
GRI 408: CHILD LABOR		
408-1	Operations and suppliers with significant risk child labor cases	54, 55, 88, 205
GRI 409: FORCED OR COMPULSORY LABOR		
409-1	Operations and suppliers with significant risk of forced or compulsory labor cases	54, 55, 88
GRI 411: INDIGENOUS PEOPLES RIGHTS		
411-1	Cases of violation of rights of indigenous peoples	
GRI 412: HUMAN RIGHTS EVALUATION		
412-1	Operations who underwent reviews or impact evaluations on human rights	86
412-2	Employee training in human rights policies or procedures	86, 184
412-3	Significant investment agreements or contracts with human rights clauses or submitted to human rights evaluation	86

STANDARD	DISCLOSURE	PAGE OR DIRECT RESPONSE
GRI 413: LOCAL COMMUNITIES		
413-1	Operations with local community participation, impact evaluations, and development programs	146-157, 206
413-2	Operations with significant negative impact -real and potential- in local communities.	146-157
GRI 414: SOCIAL EVALUATION OF SUPPLIERS		
414-2	Negative social impact also supply chain and measures taken	54, 55, 205
GRI 415: PUBLIC POLICY		
415-1	Contributions to political parties and/or political representatives	184
GRI 416: CUSTOMER HEALTH AND SAFETY		
416-1	Evaluation of impact on health and safety in product or service categories	24, 25
416-2	Cases of non-compliance affected by the impacts on health and safety of the categories of products and services	
GRI 417: MARKETING AND LABELING		
417-1	Requirements for information and labeling of products and services	26, 27, 28
GRI 419: SOCIOECONOMIC COMPLIANCE		
419-1	Non-compliance with laws and regulations in social and economic spheres	184
SECTORIAL INDICATIONS		
FP4	Nature, scope, and effectiveness of any program or practice promoting access to healthy lifestyles; chronic disease prevention; access to healthy, nutritional and affordable food products; and better wellness for needy communities.	24, 25, 36, 40, 41, 42, 90
FP5	Percentage of production volume manufactured at sites certified by an independent third party in accordance with internationally recognized food safety management system standards.	31
FP6	Percentage of total sales volume of consumer products, by product category, that are reduced by saturated fat, trans fat, sodium and added sugars.	24, 25
FP7	Percentage of total sales volume for consumer goods, by product category, containing added nutritional ingredients such as fiber, vitamins, minerals, plant chemicals, or functional food additives.	32, 33
FP8	Policies and practices regarding communication to consumers on nutritional ingredients and information beyond legal requirements	38, 39

EXCLUSIONS

GRI 203

- Only provided the exclusion applies or is declared.
- The report herein does not include impacts.
- The impacts reported only apply to Mexico

GRI 203-1A

- All amounts are given in Mexican pesos.
- The percentage of equivalent net profit was validated by the Comptroller.
- The amount donated and the number of food banks only pertain to BBU and Canada.
- The tax benefits entry was considered to determine donation amounts by BBU to food banks.
- Donation amounts made include budget employed for the Good Neighbor program. This program was not applied in 2019 in BQ, UK and Nicaragua.

GRI 203-1C

All Good Neighbor projects are delivered as in-kind or monetary donations, to both the community as well as to not-for-profit institutions, as per our Global Policy on Donations – Social Impact.

GRI 402-1

- Average time is 3 weeks beforehand.
- Organizations with collective bargaining, a term between 7 and 30 days.
- Collective bargaining agreements have notification periods determined by the type of situation

GRI 301 MATERIALS

GRI 301-1, 301-2

- Information period is from Nov. 1, 2018 to Oct. 31, 2019 with the exception of compostable material, which considered purchases made during 2019.
- Spend and major suppliers for each organization (~80%) were considered in gathering information.

CARDBOARD:

- Information for this year was obtained through the CDP, within its Supply Chain program, with the exception of data on recycled board.
- Materials reported include packaging, paper, and board, as they are supplied linked to our packaging material commitment.

GRI 301-3

This indicator is partially reported because of participation in two collaborative programs with other companies, and the amount recovered is shared (described within the text).

GRI 302 ENERGY

GRI 302-1, 302-2, 302-3, 302-4, 302-5

- **Fuel and Electricity:** Information on use for our USA operation is gathered in November due to the delay in invoicing; November volumes are repeated for December to estimate the annual indicator.
- **Iberia:** Not all information on our Teror plant is included.
- **Bimbo QSR:** Partial reporting for our plants in China, Turkey, and Switzerland only. The remaining plants are undergoing standardization.
- Indicators for operations are reflected as plants gradually migrate from fuels.

GRI 303 WATER

GRI 303-1, 303-3

- Information on use for our USA operation is not gathered until the 3Q due to quarterly invoicing; 3Q information is repeated for 4Q to estimate the annual indicator.
- **Iberia:** No information on our Teror plant is included.
- **Bimbo QSR:** Partial reporting only for China, Turkey, and Switzerland. The remaining plants are undergoing standardization.
- No water from wetlands, rivers, lakes or oceans is used.

GRI 303-2

No damage has been reported.

GRI 304 BIODIVERSITY

GRI 304-1

According to a study performed in previous years, none of our operations are located in protected areas or of great biodiversity importance.

GRI 304-2

No impact was reported on biodiversity as a result of products, services, or activities.

GRI 304-4

Operations do not affect species included within the IUCN Red List.

GRI 305 EMISSIONS

GRI 305-1,305-2,305-3,305-4,305-5,305-7

- **Fuels and Electricity:** Information on use for our USA operation is gathered in November due to the delay in invoicing; November volumes are repeated for December to estimate the annual indicator.
- **Iberia:** No information on our Teror plant is included
- **Bimbo QSR:** Partial reporting for our plants in China, Turkey, and Switzerland only. The remaining plants are undergoing standardization.

GRI 305-6

The indicator is partially reported because the implementation status of our Policy on Refrigerants is reported.

GRI 305-7

No persistent organic pollutants (POP) or hazardous air pollutants (HAP) are generated.

EFFLUENTS AND WASTES

EAA:

- India partially reports wastes as of Nov. 2018.
- Morocco reports no wastes.

Iberia:

- No information on waste in our Tenerife plant is reported.
- No information on our Teror plant is included.
- Data on hazardous waste for the whole year in Iberia was excluded.

Mexico:

- December's hazardous waste information for Mexico is excluded.

Bimbo QSR:

- Partial reporting only for plants in China, Turkey and Switzerland.
The remaining plants are undergoing standardization.

GRI 306-3

No significant spills are reported.

GRI 306-4

Tall hazardous wastes are treated, none are transported, imported, and/or exported.

GRI 306-5

No significant impact was reported.

307 ENVIRONMENTAL COMPLIANCE

GRI 307-1

No significant fines or sanctions have been found.

GRI 308 ENVIRONMENTAL AND SOCIAL EVALUATION OF SUPPLIERS

GRI 308-1, 414-2

Status on environmental evaluation is reported through tools for said purpose.

GRI 408-1

- Social evaluation mechanisms for suppliers described herein include subjects of child and forced labor.
- No significant risks were identified in evaluations conducted this year on suppliers.

DESIERTO DE LOS LEONES ORGULLOSAMENTE LIMPIO

The program is exclusively for the Desierto de los Leones National Park in Mexico City.

PLANT TOURS PROGRAM

This program takes place in all organizations of Mexico, LAC, and LAS.

NATURAL DISASTERS

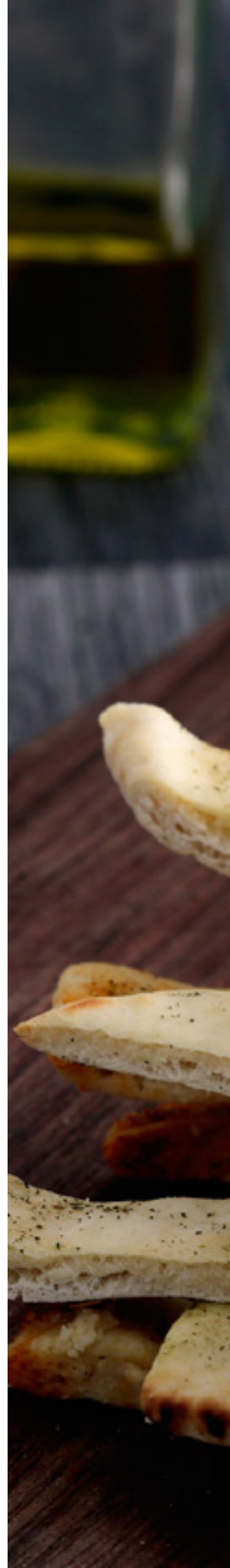
In 2019, this applies only to Mexico.

GRI 413-1A

- i) The volunteer program did not operate in 2019 in BQ, UK, EAA; for Latin America in Argentina, Peru and Uruguay.
- ii) The environmental impact evaluation and surveillance underway for the Volunteer program are only conducted in Mexico through the civil association, Reforestamos México.
- iii) The measurement on volunteers by gender, age, indigenous lineage or ethnic group, migratory status, income level, infrastructure availability, or specific health-related vulnerability are matters under review as regards personal data we were able to gather and publish when executing the volunteerism program, pursuant to applicable legislation and regulations we must follow as a Company, as well as current internal regulations
- v)vi) No internal information is reported on the operation of our Sustainability Committee, and the plans for community involvement.
- vii) Social and environmental impact measurements of the volunteer program do not currently form part of the representative bodies of our associates.
- viii) The Speakup Line for Grupo Bimbo is the communication channel through which all associates and suppliers may make comments, suggestions, complaints or reports on any non-compliance to the GB Code of Ethics. The information published in this report only considers reports on cases involving associates and/or suppliers.

GRI 413-2

- i)/ii) No information is reported.





ANNEX

ASSOCIATES

[BACK TO TOPIC](#)

102-7 SIZE OF THE ORGANIZATION

TOTAL NUMBER OF ASSOCIATES IN GRUPO BIMBO: 148,638

	TOTAL ASSOCIATES ON PAYROLL	TOTAL WORKERS HIRED AND AUTONOMOUS	TOTAL GB ASSOCIATES
Mexico	75,920	0	75,920
US/Canada	25,460	7,650	33,110
Latin America	20,174	3,656	23,830
Europe, Asia, Africa	12,270	3,508	15,778
Total within GB payroll	133,824	14,814	148,638

*Note 1: There is a difference of 3 people in Latin America for 3 half times registered in Argentina.

*Note 2: No information reported for paragraphs ii to v

102-8 LABOR FORCE

[BACK TO TOPIC](#)

	TOTAL ASSOCIATES WITHIN THE PAYROLL					TOTAL INDEPENDENT DISTRIBUTORS		TOTAL AUTONOMOUS WORKERS	
	TOTAL	MEN	WOMAN	NOT SPECIFIED	% OF TOTAL	TOTAL	% OF TOTAL	TOTAL	% OF TOTAL
Mexico	75,920	63,397	12,523	0	57%	0	0%	0	0%
North America	25,460	20,155	5,304	1	19%	85	2%	7,565	67%
Latin America	20,174	16,101	4,073	0	15%	1,770	51%	1,886	17%
Europe, Asia, Africa	12,270	9,248	3,022	0	9%	1,607	46%	1,901	17%
Total within GB payroll	133,824	108,901	24,922	1	100%				
Total independent workers	3,462	NA	NA	NA		3,462	100%		
Workers freelancers	11,352	NA	NA	NA				11,352	100%
Total worldwide	148,638								
Full time	145,485								
Part time	3,153								
Total within GB payroll	133,824								
Total associates within payroll plus independent distributors	137,286								

	FULL TIME	PART TIME	TOTAL
Mexico	75,788	143	75,931
US/Canada	30,267	2,300	32,567
Latin America	23,808	13	23,821
Europe, Asia, Africa	15,622	697	16,319
Total within GB payroll	145,485	3,153	148,638

401-1 TURNOVER

	AGE RANGE	PERSONNEL ACTIVE DURING 2019				PERSONNEL TURNOVER (TERMINATIONS IN 2019)			NEW HIRES DURING 2019
		GENDER		NOT SPECIFIED	GRAND TOTAL	GENDER		GRAND TOTAL	GENDER
		MALE	FEMALE			MALE	FEMALE		MALE
Mexico	1 Less than 30	19,671	6,123		25,794	4,830	1,660	6,490	6,723
	2 Between 30 and 50	52,461	11,347		63,808	6,114	1,933	8,047	4,741
	3 Older than 50	7,749	1,194		8,943	505	126	631	95
Total Mexico		79,881	18,664		98,545	11,449	3,719	15,168	11,559
North America	1 Less than 30	3,637	1,045		4,682	1,030	340	1,370	1,542
	2 Between 30 and 50	11,064	3,265		14,329	1,476	513	1,989	2,021
	3 Older than 50	9,602	2,520	1	12,123	605	207	812	611
Total North America		24,303	6,830	1	31,134	3,111	1,060	4,171	4,174
Latin America	1 Less than 30	5,591	1,894		7,485	1,105	336	1,441	1,957
	2 Between 30 and 50	13,553	3,378		16,931	1,763	519	2,282	1,822
	3 Older than 50	1,450	334		1,784	96	31	127	55
	4 Not specified	1	1		2	1	1	2	1
Total Latin America		20,595	5,607		26,202	2,965	887	3,852	3,835
Europe, Asia, Africa	1 Less than 30	5,958	419		6,377	2,991	42	3,033	3,844
	2 Between 30 and 50	6,119	2,359		8,478	887	130	1,017	1,890
	3 Older than 50	1,504	631		2,135	147	38	185	250
	4 Not specified	2	2		4		2	2	2
Total Europe, Asia, Africa		13,583	3,411		16,994	4,025	212	4,237	5,986
Grand Total		138,362	34,512	1	172,875	21,550	5,878	27,428	25,554

NOTES

* Total terminations consider those which were voluntary.

Terminations exclude internal movements among GB companies, restructuring, determined time, deaths, retirements, disabling illness, and justified dismissals

TOTAL NEW HIRES WHO RESIGN BEFORE THE FIRST YEAR OF EMPLOYMENT					TURNOVER INDEX 2019			INDEX OF NEW ASSOCIATES 2019		
		GENDER			GENDER			GENDER		
FEMALE	GRAND TOTAL	MALE	FEMALE	GRAND TOTAL	MALE	FEMALE	GRAND TOTAL	MALE	FEMALE	GRAND TOTAL
2,914	9,637	2,190	919	3,109	25%	27%	25%	34%	48%	37%
2,642	7,383	1,414	897	2,311	12%	17%	13%	9%	23%	12%
102	197	31	48	79	7%	11%	7%	1%	9%	2%
5,658	17,217	3,635	1,864	5,499	14%	20%	15%	14%	30%	17%
424	1,966	526	163	689	28%	33%	29%	42%	41%	42%
661	2,682	598	198	796	13%	16%	14%	18%	20%	19%
214	825	176	64	240	6%	8%	7%	6%	8%	7%
1,299	5,473	1,300	425	1,725	13%	16%	13%	17%	19%	18%
730	2,687	476	156	632	20%	18%	19%	35%	39%	36%
604	2,426	462	132	594	13%	15%	13%	13%	18%	14%
11	66	11		11	7%	9%	7%	4%	3%	4%
1	2	1	1	2	100%	100%	100%	100%	100%	100%
1,346	5,181	950	289	1,239	14%	16%	15%	19%	24%	20%
192	4,036	1,959	13	1,972	50%	10%	48%	65%	46%	63%
585	2,475	467	43	510	14%	6%	12%	31%	25%	29%
80	330	39	5	44	10%	6%	9%	17%	13%	15%
2	4		2	2	0%	100%	50%	100%	100%	100%
859	6,845	2,465	63	2,528	30%	6%	25%	44%	25%	40%
9,162	34,716	8,350	2,641	10,991	16%	17%	16%	18%	27%	20%

401-3 PARENTAL LEAVE

COUNTRY	ORGANIZATION	ASSOCIATES WHO HAD THE RIGHT TO TAKE TIME OFF WORK FOR MATERNITY / PATERNITY		ASSOCIATES WHO USED THEIR RIGHT TO TAKE TIME OFF WORK FOR MATERNITY / PATERNITY		TOTAL ASSOCIATES WHO RETURNED TO WORK AFTER THE PERMIT	
		MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Mexico	Corporate, Bimbo, Barcel, Moldex, Qnet, El Globo, Ricolino	2333	585	2333	585	1670	274
Mexico	Bimbo	1807	406	1807	406	1314	198
Mexico	Barcel	507	109	507	109	356	56
Mexico	Moldex	S/I	7	S/I	7	S/I	0
Mexico	Qnet	S/I	2	S/I	2	S/I	1
Mexico	El Globo	S/I	46	S/I	46	S/I	17
Mexico	Ricolino	19	7	19	7	0	0
North America	Bimbo Canada, BBU	57	315	57	315	42	274
US	BBU	S/I	255	S/I	255	S/I	252
Latin America	LAC, LAS, and Brazil	358	263	358	263	269	169
Ecuador	LAC	42	19	42	19	42	19
Costa Rica	LAC	33	9	33	9	33	5
Guatemala	LAC	44	13	44	13	44	4
Honduras	LAC	0	16	0	16	0	12
Nicaragua	LAC	3	12	3	12	3	7
Panama	LAC	18	6	18	6	18	3
Venezuela	LAC	15	2	15	2	15	2
Salvador	LAC	27	6	27	6	17	2
Colombia	LAS	57	49	57	49	22	19
Uruguay	LAS	8	7	8	7	7	4
Paraguay	LAS	8	7	8	7	5	3
Argentina	LAS	42	30	42	30	19	30
Chile	LAS	56	37	56	37	41	27
Peru	LAS	5	3	5	3	3	0
Brazil	BB	0	47	0	47	0	32
EAA	Europe, Asia, Africa	1382	1332	107	61	90	37
UK	UK	4	8	4	8	4	4
Portugal	Bimbo Iberia	16	5	16	5	16	2
Spain	Bimbo Iberia	70	25	70	25	61	25
China	Shanghai	329	363	1	1	0	1
China	Chengdu	51	56	3	0	0	0
China	Guangzhou	111	154	4	15	0	1
China	Beijing	801	721	9	7	9	4

[BACK TO TOPIC](#)

TOTAL ASSOCIATES WHO RETAIN THEIR WORK AFTER ONE YEAR OF HAVING RETURNED TO WORK		ASSOCIATES WHO TAKE THE RIGHT TO TAKE TIME OFF WORK ON 2019 AND RETURNED ON 2019		INDICATOR OF RETURN TO WORK		RATE OF RETENTION	
MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
2531	400	432	129	71.58%	46.84%	151.56%	145.99%
1662	195	351	99	72.72%	48.77%	126.48%	98.48%
437	56	81	19	70.22%	51.38%	122.75%	100.00%
S/I	0	S/I	1		0.00%		
S/I	1	S/I	0		50.00%		
S/I	17	S/I	7		36.96%		100.00%
0	0	S/I	S/I	0.00%	0.00%		
43	83	0	0	73.68%	86.98%	102.38%	2075.00%
S/I	73	S/I	S/I		98.82%		28.97%
296	269	19	74	75.14%	64.26%	110.04%	159.17%
42	19	0	0	100%	100%	100.00%	100%
33	7	0	3	100.00%	55.56%	100.00%	140.00%
44	13	0	9	100.00%	30.77%	100.00%	325.00%
0	22	0	10		75.00%		183.33%
3	13	0	6	100.00%	58.33%	100.00%	185.71%
17	13	0	10	100.00%	50.00%	94.44%	433.33%
15	2	0	0	100%	100%	100.00%	100%
27	8	0	6	62.96%	33.33%	158.82%	400.00%
22	19	0	0	38.60%	38.78%	100.00%	100.00%
6	4	2	6	87.50%	57.14%	85.71%	100.00%
5	3	0	2	62.50%	42.86%	100.00%	100.00%
19	30	17	6	45.24%	100.00%	100.00%	100.00%
41	27	0	0	73.21%	72.97%	100.00%	100.00%
3	0	0	0	60.00%		100.00%	
0	15	0	16		68.09%		46.88%
18	83	0	39	84.11%	60.66%	20.00%	224.32%
0	2	0	0	100.00%	50.00%		50.00%
0	2	0	0	100.00%	40.00%	0.00%	100.00%
16	39	0	39	87.14%	100.00%	26.23%	156.00%
0	0	0	0	0.00%	100.00%		0.00%
0	0	0	0	0.00%		0.00%	
0	1	0	0	0.00%	6.67%		100.00%
2	0	0	0	100.00%	57.14%	22.22%	0.00%

403-2 SAFETY AND WELLNESS

CONCEPT	NORTH AMERICA	MEXICO	LATIN AMERICA	EUROPE, ASIA, AFRICA	TOTAL
	Disabling injury	403	1,643	214	199
Days of disability	19,207	41,899	6,597	8,463	76,166
Hours worked	49,249,643	184,225,983	51,804,344	82,407,006	367,686,976
Number of collaborators	24,682	75,069	19,998	10,200	129,949
Fatalities	1	1	0	0	2
Fatalities Independent operators / External personnel		1		1	2
Occupational illness	0	0	0	0	0
Days Lost Rate (DLR)	78.00	45.49	25.47	20.54	169
Absenteeism Rate (AR)	8.95	11.99	5.86	10.69	37
Incident Rate (IR)	1.64	1.78	0.83	0.48	5

Our safety management system allows us to know the number of injuries by gender, but our headcount (structures) does not have this classification, and therefore we are unable to estimate the real indicator or the incident frequency rate by gender. We only have the overall rate for GB associates and its affiliates.

To estimate the incident rate, we only considered direct associates (within the GB payroll), not the Independent operators or contractor personnel because we have no control over their headcount, thereby distorting the incident rate. However, all injuries classified as severe or fatal suffered by Independent operators or contractor personnel is investigated and reported to the Steering Committee of the organization, and to Grupo Bimbo's Central Committee on Safety, in addition to being reported separately in the GRI.

In the case of injuries enroute, (those taking place when the associate travels from home to work, or vice-versa) these are neither included in GB records, nor reported to the Central Committee on Safety. This is because we have no control over risk factors outside the work centers, nor any direct influence on associate behavior when off the job.

From January to November, prior to the separation of Barcel and Ricolino organizations, these were taken as a single organization (Barcel). Therefore, in December, the indicator was considered as one single one, which when adding the basic headcount the sum came to 16,804, but in the basic headcount it is separate. Data is not taken from the rest of the basic headcount.

BQSR recently rejoined Grupo Bimbo and an integration period was established for safety processes, incident rate estimation criteria, and the recording of injuries. BQSR will report its indicators in line with those of Grupo Bimbo, as of Jan. 2020. The percentage of BQ associates, represents 2% of GB population, associates deemed not covered by GB Safety Model initiatives; but they are covered by local regulations, thus being able to control their incident rate.

404-1 AVERAGE HOURS OF TRAINING PER YEAR PER ASSOCIATE

[BACK TO TOPIC](#)

WORK CATEGORY	TOTAL HOURS OF TRAINING		AVERAGE HOURS	
	WOMEN	MEN	WOMEN	MEN
Operations and Staff	382,425.93	1,204,468.03	17.97	12.96
Supervisors	150,418.38	576,249.80	60.87	56.83
Sr. Executives and VPs	63,650.11	161,230.13	58.39	54.01
Total worldwide by employment level	596,494.42	1,941,947.96	24.01	18.31

Note: This indicator does not include information on:

Mexico KANAN: 14 associates.

North America BQ: 1 associate with no gender or level recorded.

Europe, Asia, Africa India: 218 associates; UK: 1 with no level; BQm 101 without their levels.

404-2 PROGRAMS FOR UPGRADING ASSOCIATE SKILLS AND TRANSITION ASSISTANCE PROGRAMS

[BACK TO TOPIC](#)

a. Type and scope of programs implemented, and assistance provided to enhance associate skills.

PROGRAM IMPLEMENTED	SCOPE	TYPE	DESCRIPTION
Onboarding	For all personnel (upon hiring)	Internal training courses	Program aimed at all newly hired associates, wherein they are presented with Company philosophy, challenges, safety and wellness model, and other relevant subjects for a good start within our Company.
Leadership Seminar	Manager position (upon filling a Manager position)	Internal training courses	Explains to leaders the type of Company we want and the leadership style we expect from them. Supplies tools so that the Manager may analyze like a leader and discover aspects that help him/her to be a better person and leader.
Forward Vision, Learning and Change	Manager position (upon filling a Manager position)	Internal training courses	Review the Vision of Grupo Bimbo and highlight the responsibilities that leaders have as agents of change, to convert Company initiatives into success stories.
Safety and Wellness	Manager position (within the first six months of filling this position)	Internal training courses	Analyze GB Health and Safety Model; explain policy and stress the importance that health and safety on the job has for GB.
MS01 Basic Principles (Supervision Modules)	Manager position (within the first year of filling this position)	Internal training courses	Ensure operation result scope in an atmosphere of respect for the individual. The Manager will analyze and apply the skills needed to improve his/her own training and development, as well as that of his/her associates.
MS02 Listen with Understanding	Manager position (within the first year of filling this position)	Internal training courses	Strengthen communication through effective listening. The Manager learns and applies the skills needed to listen with empathy and assertiveness.
MS03 Attention to Associate Claims and Concerns	Manager position (within the first year of filling this position)	Internal training courses	Maintain a sound work environment with team, through timely attention to claims and concerns made by associates. The Manager will learn and apply skills needed to recognize moods and to direct them in a positive way.
MS04 Communicating with the Team	Manager position (within the first year of filling this position)	Internal training courses	Ensure effectiveness of communication processes with associates. The Manager will learn and apply the skills needed to communicate ideas clearly and effectively.
MS05 Ensuring Associate Performance	Manager position (within the first year of filling this position)	Internal training courses	Ensure meeting individual and team goals. The Manager will learn and apply skills needed to maintain focus on results and indicators through systematic evaluations, motivating and constantly teaching associates.
MS06 Performance Evaluation Interview	Manager position (within the first year of filling this position)	Internal training courses	The Manager shall learn and apply the skills needed to evaluate results, proactive attitudes and associate responsibility in a motivating atmosphere throughout the interview, also recognize results, the way to obtain them, the bases for improvement.
MS07 Recognition: How do I give it?	Manager position (within the first year of filling this position)	Internal training courses	The Manager will learn and apply the skills needed to reinforce associate motivation, through recognition of their personal achievements and by facilitating a feeling of satisfaction and identification with the Company.

PROGRAM IMPLEMENTED	SCOPE	TYPE	DESCRIPTION
MS08 Correcting problem behavior	Manager position (within the first year of filling this position)	Internal training courses	Enrich and maintain a sound working environment for the team. The Manager will learn and apply the skills needed to identify and change inappropriate associate behavior, in a timely manner.
MS09 Coaching for Improvement	Manager position (within the first year of filling this position)	Internal training courses	Provoke interdependence among associates to transform behaviors and attitudes. The Manager will learn and apply skills needed to provide support and drive the search for solutions that associates can adopt in their work environment.
MS10 Change Management	Manager position (within the first year of filling this position)	Internal training courses	Overcome reluctance to change among team members. The Manager will learn and apply skills needed to generate and promote self-confidence, dealing with frustration, and commitment to benefits derived from the change.
MS11 Settling on-the-job conflicts	Manager position (within the first year of filling this position)	Internal training courses	Keep the Company highly productive and deeply humane through a sound work environment. The Manager will learn and apply skills needed to mediate labor relations between management and workers (win-win).
MS12 Disciplinary Actions	Manager position (within the first year of filling this position)	Internal training courses	Ethically and responsibly guide associates by convincing them to change behavior or low performance, applying motivation or constructive sanctions.
MS13 Termination of the Work Agreement	Manager position (within the first year of filling this position)	Internal training courses	Psychologically and legally prepare Manager to successfully complete the dismissal of an associate from the Company, using firm but fair explanations on why this person must be separated from the Company.
MS14 Assistance with Personal Problems	Manager position (within the first year of filling this position)	Internal training courses	Maintain a sound work environment through the proper orientation of associates who raise a personal issue. The Manager will learn and apply the skills needed to provide support and foster the search for the best solution for the associate.
Executive Leadership Development Program (EDLP)	For GB Senior Executives and VPs, according to needs detected. It begins one day before (Sunday) but only as participant reception as the venue. It is not counted within the program because there are no activities that day.	Internal training courses	Development of Leadership Skills
Harvard Hmm	Manager position (upon filling a Manager position)	Internal training courses	Specialized Program from Harvard
Renewing My Commitment	Manager position (Specialized leadership program since 2019)	Internal training courses	The Manager, together with the team, renew their commitment through GB leadership basics.

PROGRAM IMPLEMENTED	SCOPE	TYPE	DESCRIPTION
Network Workshop	Manager position (Program executed according to operation needs)	Internal training courses	Facilitate work via networking, fostering the willingness to collaborate as a group and enhance productivity.
Mindset Shift	For Staff position and above	Internal training courses	We consider it critical that all Grupo Bimbo leaders are able to understand what the Digital Transformation entails. Constantly innovating, GB University designed the Mindset Shift program for you to explore 6 hours of select multimedia content related to Digital Transformation.

- b. Assistance programs for transition, to facilitate Management continuity stemming from retirement or outplacement-related career termination.

PROGRAM IMPLEMENTED	SCOPE	TYPE	DESCRIPTION
A sound financial future	Associates aged 18 to 54	Internal training courses	Have information that helps prepare a personal financial plan. Learn about savings mechanisms offered by GB. Learn about filings that need to be presented to obtain a pension.
Let's Discuss My Future	Associates aged 55 to 59	Internal training courses	Learn about requirements and filings to be completed, when facing future retirement.
Life Plan	Associates 60 years old and above (only Mexico)	Internal training courses	Learn of the process that leads to a change of this type, and the emotional components when facing retirement. Learn about the requirements and filings needed. Learn of the benefits offered by the GB retirement plan.
Estimate – Pension Plan	Staff level associates and above	Internal training courses	Grupo Bimbo has a Retirement Pension Plan, which is fair recognition for the valuable years of service of our personnel, who after a whole life of working and responsibilities in GB, is now at retirement age.

404-3 PERCENTAGE OF ASSOCIATES WHO ARE EVALUATED REGULARLY AND WHO UNDERGO CAREER DEVELOPMENT REVIEWS

[BACK TO TOPIC](#)

ASSOCIATES WHO RECEIVED A REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEW	%			
	WOMEN	MEN	WOMEN	MEN
Operations and Staff	13,233	67,766	62%	70%
Sr. Executives and VPs	2,167	9,497	92%	94%
Managers and Directors	925	2,752	89%	92%
Without data	3	15	13%	1%
Global total by employment level	16,328	80,030	66%	71%

* Data at the end of May 2019

* This report does not include: Frozen (WHB)

405-1 DIVERSITY AND INCLUSION

[BACK TO TOPIC](#)

	EUROPE, ASIA, AFRICA	LATIN AMERICA	MEXICO	NORTH AMERICA	TOTAL GENERAL
Women	3,022	4,073	12,523	5,304	24,922
VP 1			5		5
VP 1				4	4
VP2	1	2	7	9	19
Staff	515	806	3,501	786	5,608
Hourly	1,945	2,688	7,356	3,694	15,683
Director	39	21	88	94	242
Manager	161	69	212	378	820
No data	71				71
Supervisor	290	487	1,354	339	2,470
Men	9,248	16,104	63,397	20,155	108,904
VP1	2	3	26		31
VP1	1			9	10
VP2	16	13	28	56	113
Staff	513	1,412	4,855	539	7,319
Steering Committee			1		1
Executive Committee		2	10		12
Executive Committee				1	1
No data	4,768	13,072	51,253	16,511	85,604
Director	81	88	361	255	785
Second Executive	292	148	583	1,009	2,032
No Data	2,849			4	2,853
Supervisor	726	1,366	6,280	1,771	10,143
No data				1	1
Chief Executive				1	1
Overall Total	12,270	20,177	75,920	25,460	133,827

