

#challengeaccepted

to impact the life

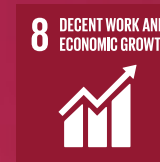
*of all those
around us*

+6,000

ASSOCIATES IN HEALTH
RISK CONDITIONS WERE
SENT TO THEIR HOMES

-22%

INJURIES VS. 2019,
WHICH TRANSLATES TO A
REDUCTION OF 599 CASES



OUR associates

(GRI 102-7, 102-8)



We value the talent of our associates and we are convinced they are our most important asset. Therefore, at Grupo Bimbo we are committed to guaranteeing a safe workplace, one where there is an atmosphere of complete respect, trust, and inclusion; where everyone can develop their personal and professional potential in total harmony.

Therefore, in keeping with our philosophy of “Building a sustainable, highly productive, and deeply humane company” we focus on training leaders and associates committed to the values expressed in our objective of “Leading with superior safety and organizational health that aligns with continuous improvement.”

As stated in our policies, it is the responsibility of each and every one of our work centers to hire their associates based on the required profile and consistent with the needs of their particular processes.

This is how we strive to offer all personnel fulfilling and productive work that can meet their expectations and abilities to contribute with that work to full development.

To achieve this, each year we analyze available labor data to understand how our Company performs in terms of personnel hiring, turnover and permanence, and thereby have reliable information on requirements for vacant positions and when to announce them.

Our sense of humaneness inspires us to recognize the dignity of people, value their talent, and accept their opinions and individuality as per the values in our Golden Rule: Respect, Fairness, Trust, and Care.

133,692

ASSOCIATES ON THE PAYROLL

<30 YEARS OLD	30-50 YEARS OLD	>50 YEARS OLD
27,058	84,890	21,744

	MEN 107,451
	WOMEN 26,241
	FULL TIME 130,558
	PART TIME 3,134

	MEXICO	NORTH AMERICA	LATIN AMERICA	EAA
	73,893	26,115	21,347	12,337
	55%	20%	16%	9%
MEN	60,767	20,771	16,688	9,225
WOMEN	13,126	5,344	4,659	3,112
FULL TIME	73,739	23,492	21,320	12,007
PART TIME	154	2,623	27	330

133,692 + **15,054** = **148,746**

ASSOCIATES ON THE PAYROLL INDEPENDENT DISTRIBUTORS PEOPLE WORKING FOR GRUPO BIMBO

The data under “work shift” refers to the organization total, whereas for “Gender” it refers only to internal personnel. *Further details are found under appendix 102-8.

*the basics for
having safety and
wellness at work*

SAFETY AND wellness

(403-1, 403-2, GRI FP4)

As part of Grupo Bimbo's commitment to safety and wellness, we strive to guarantee a risk-free workplace so as to ensure physical integrity and drive an improve quality of life for our associates.

To accomplish this, our work centers have Committees, Sub-committees and Commissions with associates from all levels and areas, and whose primary duties include:

- Implementing Safety and Wellness strategies and following up on all results.
- Risk analysis for timely detection and prevention.
- Monitoring general conduct to identify and correct unsafe behaviors.
- Determining causes and both corrective and preventive measures to be applied in the case of accidents, incidents, and fires.
- Providing information on prevention and health care, promoting the involvement of all associates as well as providing recognition for positive results.

This is all aligned with our policies, our safety and wellness model, and always in full compliance with the regulatory framework of each location.

We have implemented strategies focused on preventing accidents, physical and psycho-social risks, and promoting healthy habits among associates so as to enhance their well-being and quality of life. Thanks to this there has been a 22% reduction in the number of injuries and 8% less days lost due to disabling work injuries vs. that recorded for 2019; fortunately, there were no fatalities in 2020. Nevertheless, we continue working to achieve a culture of safety and to meet our goal of zero incidents.



1

ALL INJURIES CAN BE AVOIDED



2

WE HAVE THE OBLIGATION OF WORKING SAFELY



3

EVERYBODY IS RESPONSIBLE FOR THE SAFETY AND WELLNESS OF EVERYONE ELSE



4

TO BE A WORLDCLASS COMPANY, WE MUST HAVE EXEMPLARY PERFORMANCE IN SAFETY AND CONTINUOUS IMPROVEMENT IN OUR WELLNESS



5

WE ARE CAPABLE OF HAVING A WELL-BALANCED LIFE

100%

OF OUR WORK CENTERS
OPERATE UNDER A SYSTEM
OF SAFETY COMMITTEES
AND SUB-COMMITTEES

(GRI 403-1)

To estimate incident rates, we only consider associates (those on the GB payroll) and not outsourced or third-party personnel because we have no control over their headcount, their turnover is constant, and the incident rate would be inaccurate. However, any incident classified as severe injury or fatality occurring to anyone outsourced or a contractor is investigated.

In the case of incidents occurring when the associate is either traveling to work from home, or directly home from work, they are neither counted in the GB records, nor are they reported to the Central Committee on Safety. This is because we have no control over risk conditions outside the work centers or over the behavior of our associates during their off time.




our safety and wellness model

1 
LEADERSHIP

2 
PEOPLE

3 
PROCESSES

4 
STRUCTURE

OBJECTIVES



CONSOLIDATE A
SAFETY & WELLNESS
CULTURE



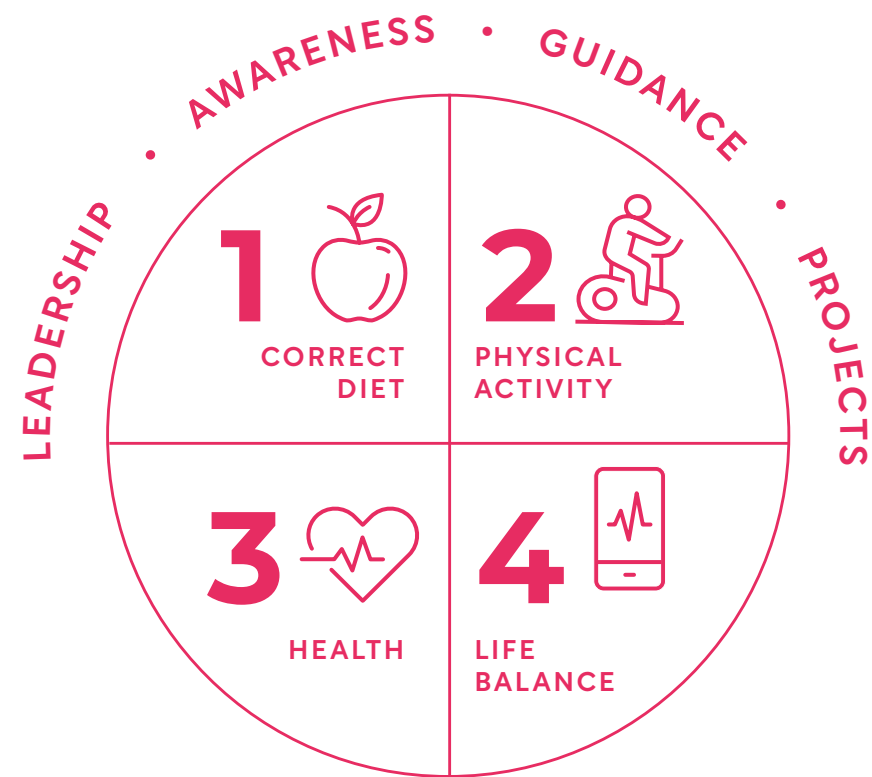
REVERSE THE
INCIDENT TREND



SELF-MANAGE
HEALTHY LIFESTYLES

WELLNESS MODEL AND PROMOTING HEALTHY lifestyles

(GRI FP4)



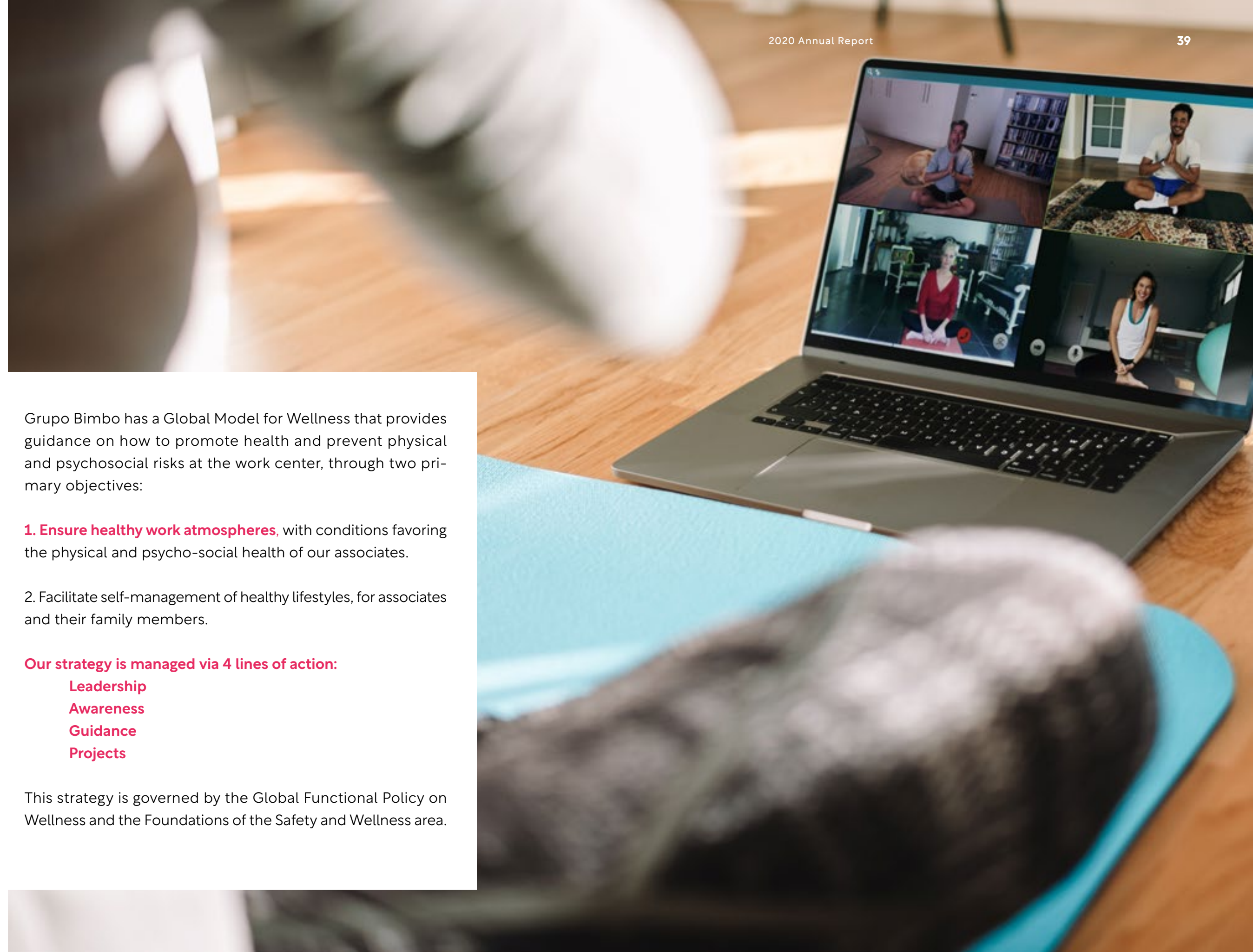
Grupo Bimbo has a Global Model for Wellness that provides guidance on how to promote health and prevent physical and psychosocial risks at the work center, through two primary objectives:

- 1. Ensure healthy work atmospheres**, with conditions favoring the physical and psycho-social health of our associates.
- Facilitate self-management of healthy lifestyles, for associates and their family members.

Our strategy is managed via 4 lines of action:

- Leadership
- Awareness
- Guidance
- Projects

This strategy is governed by the Global Functional Policy on Wellness and the Foundations of the Safety and Wellness area.



Achievements 2020

22%

LESS INJURIES THAN IN 2019, WHICH TRANSLATES TO A 599-REDUCTION IN INCIDENTS

-8%

DAYS LOST DUE TO DISABLING INJURIES

fostering health

PROMOTING BETTER DIETS AND PHYSICAL ACTIVITY, AND THE PREVENTION OF CHRONIC-DEGENERATIVE ILLNESSES

mental health

EMOTIONAL HEALTH HOTLINES FOR USE BY ASSOCIATES AND THEIR IMMEDIATE FAMILY MEMBERS

covid-19

GLOBAL STRATEGY FOR PREVENTION AND CONTROL IN ALL OUR WORK CENTERS

GBSafety

COMPUTER SYSTEM FOR SAFETY AND WELLNESS MANAGEMENT IN OPERATION IN 13 COUNTRIES

safety and wellness

IMPLEMENTATION OF THE MODEL IN NEW GB OPERATIONS THROUGHOUT EUROPE, ASIA, AND AFRICA

TALENT development

HAVING THE RIGHT PERSON, AT THE RIGHT MOMENT,
IN THE RIGHT POSITION IS ONE OF THE KEY ELEMENTS
TO GUARANTEE BUSINESS SUSTAINABILITY.

Talent management is crucial in a competitive and globalized market. Grupo Bimbo strives to turn it into a distinguishing element and a competitive advantage for the Company. Talent management is a powerful tool we foster so team leaders may use it, because of its key role in associates' motivation and talent retention.

The Talent Management process is the cornerstone for driving the development of our associates, which reflects our philosophy through our commitment to compensate their performance and develop their potential.

*our talent is
key to drive
development*

The three pillars that support talent management within Grupo Bimbo are:

1. Performance
2. Leadership potential
3. Development

At Grupo Bimbo we consider our associates as both the center and the axis of our philosophy and culture, which is why we have a Global Model to manage talent and through which we seek our associates' continuous development.

By getting to know and identifying high-performing associates who have the potential required for more challenging future leadership roles, will enable us to proactively, and properly manage talent in a timely manner. We encourage all leaders to participate in assuring business sustainability by managing talent correctly within their teams.



year after year we conduct performance evaluations



Evaluation

(GRI 404-3)

In order to monitor and measure professional development results and drive good labor relations, year after year we conduct a performance evaluation, which is based on preestablished criteria and prior knowledge of both the associate who evaluates as well as the associate being evaluated. Such evaluation is performed by the direct manager and, on occasion, can also involve the participation of other associates. Once the evaluation is completed, the direct manager calibrates the results along with the direct manger's peers and the indirect manager (the direct manager's own direct manger).

With the same purpose in mind, we have included in our global evaluation model, a feedback mechanism which we apply three times a year, and which fosters constant participation from our leaders towards talent management.

94,869

EVALUATED ASSOCIATES

71%



MEN
72%

77,070



WOMEN
70%

17,799



TALENT development

(GRI 202-2)

THE PRACTICE OF INCLUDING LOCAL EXECUTIVES IN THE DIFFERENT REGIONS HAS ENABLED US TO BETTER UNDERSTAND THE UNIQUE AND SPECIFIC NEEDS OF EACH LOCATION AND BE ABLE TO BETTER SERVE THEM

Driving local talent

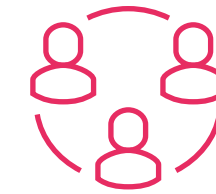
As part of a talent development policy based on global mobility strategies, we undertook the task of identifying leaders with greater development potential to promote their careers expansion by assigning new professional challenges in different markets, thereby driving greater expertise, experience, and professional growth.

Likewise, we have policies aimed at promoting international movement, either temporary or permanent. In this way we seek to offer our associates opportunities by taking their talent to those operations that need them.

With an individual development plan we focus efforts on identifying outstanding talent and implementing development measures. These include succession planning for directors promoted by the Global VP for Talent and Development, together with the Global VPs involved.

209
91%

TOP MANAGEMENT IN GRUPO BIMBO THAT COME FROM THE LOCAL COMMUNITY



MEXICO

86
93%

NORTH AMERICA

80
99%

LATIN AMERICA

26
62%

EAA

17
88%

we seek to have the right talent in the right place

Definitions:

Top Management: Associates at VP level or higher

Local: Those executives born or with the legal right to permanently reside (naturalized citizens or holders of permanent visas) in the geographic market of the Organization for whom they work.

Locations with significant operations: Are those which have VP levels in their structure.

Turnover

(GRI 401-1)

Observing the flow of people is crucial to understanding the needs of our associates and the areas of improvement for Grupo Bimbo.

By using Turnover we help to identify if talent is being properly managed, thereby measuring the effectiveness of personnel retention; reducing recruitment costs; and having the right talent in the right place. This way we can ensure our competitiveness within the industry.

	TERMINATIONS	HIRES
MEXICO	10,347	13,075
NORTH AMERICA	4,542	6,002
LATIN AMERICA	3,665	5,706
EUROPE, ASIA AND AFRICA	3,354	10,520

TURNOVER INDEX FOR 2020

	AGE RANGE	GENDER		OVERALL TOTAL
		MALE	FEMALE	
Mexico	1 Under 30	19%	19%	19%
	2 Between 30 and 50	9%	11%	9%
	3 Over 50	9%	10%	9%
Total Mexico		11%	14%	11%
North America	1 Under 30	28%	30%	29%
	2 Between 30 and 50	15%	17%	15%
	3 Over 50	7%	10%	7%
Total North America		14%	16%	14%
Latin America	1 Under 30	18%	14%	17%
	2 Between 30 and 50	14%	13%	13%
	3 Over 50	8%	7%	8%
	4 Not specified	100%	0%	100%
Total Latin America		14%	13%	14%
Europe, Asia and Africa	1 Under 30	31%	8%	28%
	2 Between 30 and 50	12%	8%	11%
	3 Over 50	4%	5%	4%
	4 Not specified	0%	0%	0%
Total Europe, Asia and Africa		18%	7%	15%
OVERALL TOTAL		13%	13%	13%

seeking to understand the needs of our associates

*driving the
development of
our associates*

Training

(GRI 404-1, 404-2)

At Grupo Bimbo we have ongoing training programs that focus on institutional subjects and content as per the profile and level of responsibility of all our associates, who from the first year continuously receive technical courses and training.

To achieve this, our internal teaching platform -GB University- is promoted by supervisors and those in charge of Development in each organization, aware that training is one of our fundamental pillars.

Along these same lines and with the purpose of reiterating our commitment to drive associate development, we disseminate and follow through on the global courses, in-class training, and the annual development plan through Development managers and our GB University Committee.

In light of the new reality, GB has adapted programs and technological platforms to serve and remain at the forefront of education and training subjects.



**ALL OUR ASSOCIATES
CONTINUOUSLY RECEIVE
TRAINING COURSES
AS OF THEIR FIRST YEAR**



1,692,064

HOURS OF TRAINING

♂ **MEN**
1,269,422

♀ **WOMEN**
422,642



TOTAL HOURS (HR)

HOURLY AND SALARIED STAFF

994,954

733,684 ♂

261,269 ♀

SUPERVISORS

561,873

441,741 ♂

120,132 ♀

DIRECTORS AND VPS

135,237

93,997 ♂

41,240 ♀



13

AVERAGE HOURS PER ASSOCIATE

driving comprehensive human development through training


We understand that our people are much more than just associates and their lives encompass more than just work. This is why we drive comprehensive human development with training that not only focuses on professional competencies, but also personal subjects and those of general interest, such as programs to prepare our associates for their retirement phase in life.

These programs are guided by immediate supervisors and the local People area for different segments:

- A. Hourly associates
- B. Staff levels
- C. Management levels
- D. Directors and VPs

* Hrs of training for active associates, at the close of 2020. Further information is found in appendix 404-1.

training programs



ONBOARDING



COMMUNICATING WITH THE TEAM




SETTLING LABOR CONFLICTS



NETWORKING WORKSHOP




LEADERSHIP SEMINAR



ENSURING ASSOCIATE PERFORMANCE
Disciplinary Actions




ADAPTATIVE MINDSET




SAFETY AND WELLNESS



RECOGNITION AND HOW TO PROVIDE IT



ASSISTANCE ON PERSONAL PROBLEMS




BASIC PRINCIPLES (SUPERVISION MODULES)




CORRECTING PROBLEMATIC BEHAVIOR




EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM




RENEWING MY COMMITMENT




ACTIVE LISTENING




COACHING TO IMPROVE RESULTS



THE POWER OF FEEDBACK



SERVING COMPLAINTS AND CONCERNS



CHANGE MANAGEMENT



VIRTUAL FACILITATION SKILLS



SUCCESSFUL VIRTUAL MEETINGS



TERMINATION OF THE LABOR CONTRACT

COMMITMENT TO our people

Grupo Bimbo, in coordination with the Mercer consultancy firm, designed a survey to measure associate perception regarding different aspects of organizational health.

Despite the pandemic, global participation was extraordinary, achieving responses from slightly more than 89,000 associates. The results state that the majority of our people have a better perception than that recorded after the previous survey. Moreover, Company culture is reported as being positive, with descriptions such as “a well-managed company” or “more than just a place where I work, a place I care about.”

The purpose of measurements such as these is to have first-hand knowledge on what our people perceive regarding engagement level, motivation, and leadership, among others, thereby enabling the Company to create strategies that lead to ongoing improvement in processes and associate commitment, thus being able to meet organizational objectives.

*“more than just
a place
I work,
I care
where
a place
about”*

89,242

ASSOCIATES
SURVEYED



model for total compensation



1 REMUNERATION



2 BENEFITS



3 CAREER



4 WORK-LIFE BALANCE

Compensation

(GRI 102-37, 102-39, 202-1, 404-2)

An important part of work, in addition to the professional satisfactions and development opportunities it can offer, is fair and competitive remuneration. With this in mind and our commitment to offer a better quality of life to our associates, we are aligned with the Compensation Policy, which is based on a model of total rewards.

In 2020 we continued with the Compensation Course for Leaders, which focuses on Spanish and English-speaking executives. It seeks to provide tools and know-how to help them in managing compensation for their teams.



WE ARE COMMITTED
TO OFFERING A BETTER
QUALITY OF LIFE FOR
OUR ASSOCIATES

RATIO BETWEEN STARTING SALARY AND LOCAL MINIMUM WAGE

(GRI 2019-2020/ 202-1, 102-39)

	EXPRESSED IN USD			LOCAL CURRENCY		
	Country's minimum wage	GB minimum wage	% of variation	Exchange rate FEB 1, 2021	Country's minimum wage*	GB minimum wage**
Mexico						
Bimbo	206.72	407.56	197%	20.56	4,251.00	8,381.07
Barcel	206.72	341.59	165%	20.56	4,251.00	7,024.41
Ricolino	206.72	318.58	154%	20.56	4,251.00	6,551.40
El Globo	206.72	256.12	124%	20.56	4,251.00	5,266.80
Corporate	206.72	619.28	300%	20.56	4,251.00	12,735.00
Moldex	206.72	302.13	146%	20.56	4,251.00	6,213.03
United States	1,256.67	2,349.83	187%	1.00	1,256.67	2,349.83
Canada Bread	1,783.03	2,206.21	124%	0.78	2,278.66	2,819.48
United Kingdom	1,941.43	2,003.77	103%	1.37	1,417.22	1,462.73
Bimbo QSR	918.41	1,213.31	132%	-	-	-
Latin Centro	352.48	369.67	105%	-	-	-
Latin Sur	337.19	565.52	168%	-	-	-
Brazil	201.41	282.78	140%	5.46	1,100.00	1,544.40
Iberia	1,076.00	1,215.81	113%	1.21	886.67	1,001.88
Morocco	315.20	315.20	100%	0.11	2,828.71	2,828.71
China	342.21	430.87	126%	0.16	2,200.00	2,770.00
TOTAL AVERAGE	610.27	824.89	135%			

Numbers are expressed as monthly base salary in USD, with the exchange rate at Feb. 1, 2020. Source of exchange rate: <https://www.oanda.com/lang/es/currency/converter/>

Kazakhstan is not considered under Bimbo QSR or India, as its operations are currently undergoing the integration process with Grupo Bimbo.

* Salary ratio for initial category is the same for either gender. There is no distinction due to gender.

** Considers the domestic monthly average wage (country) for the lowest operating position in GB operations.

At Grupo Bimbo wages are equal to or above the minimum wage for each country, always in strict compliance with guidelines set forth by the corresponding legislation in each market where we operate.

Increases in annual total compensation throughout an entire year, from January to December

Total annual compensation takes into account what is earned annually in: base wages, guaranteed compensation, incentives, commissions, and short and long-term bonuses. For quantification in Mexico and Colombia, compensation factors as per each position level will be applied.

Country	Organization	Ratio of percentage increase in total annual compensation*
Colombia	Latin Centro	1.0
Chile	Latin Sur	1.4
Canada	Bimbo Canada	1.0
Mexico	Bimbo Mexico	0.9
Spain	Iberia	0.7
Brazil	Bimbo Brazil	0.7
United States	Bimbo Bakeries USA	1.2

*Ratio of increase percentage in total annual compensation for associates with the highest income in each operating country with significant operations vs. the mean percentage increase in total annual compensation for the remainder of the associates (not including the associate with the highest income).

The number of times that the associate with the highest income had an increase in percentage of total annual compensation vs. the mean percentage of total annual compensation for the remainder of the associates.

Criteria used: The effective date for base salary is December 2020.

Information presented is regarding the 7 countries with the most significant operation in terms of sales amount for 2020 and the number of non-operations associates.

Considered in the calculation: Full-time non-operations associates, excluding part time, specific project and international assignee associates; associates filling regional positions in the countries considered; and those associates excluded from annual increases due to having been promoted, or because they are newly hired.

Compensation policy

In keeping with our policy, we have designed a compensation plan for our associates, which remains currently effective and competitive. Likewise, we supervise employment and hiring conditions of our suppliers, as well as fringe benefits offered, ensuring they are similar to those of our Company.

BENEFITS FOR FULL TIME ASSOCIATES, WHICH ARE NOT GIVEN TO PART TIME OR TEMPORARY ASSOCIATES

(GRI 401-2)

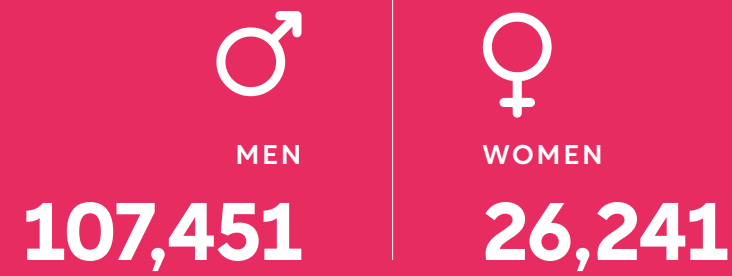
	 FULL TIME	 PART TIME	 TEMPORARY
STOCK OPTIONS LEVELS: DIRECTORS AND VPS Brazil, Canada, China, Iberia, LAC, LAS, Mexico, UK, and USA.	●		
ASSIGNED AUTOMOBILE LEVELS: MANAGERS AND/OR DIRECTORS AND/OR VPS Canada, Colombia, Guatemala, Honduras, Iberia, LAS, Mexico, Nicaragua, Panama, UK, USA, Venezuela, Brazil, El Salvador, Costa Rica, and Morocco.	●		
MATERNITY OR PATERNITY LEAVE Mexico, Canada, Iberia, LAS, LAC, UK, USA, Brazil, China, Morocco, BQ, and EMEA. Offered to part time associates only in Iberia, UK, USA, Canada, Russia, France, Italy, Ukraine, and Turkey. Offered to temporary associates only in Iberia, UK, France, Italy, Russia, Ukraine, and Turkey.	●	●	●
ANNUAL PERFORMANCE BONUS Brazil, Canada, China (staff level) Iberia, LAC, (except staff level in Ecuador), Mexico, UK, USA, LAS (except Paraguay), Morocco, BQ EMEA, and BQ ASIA. Offered to part time associates only in France, Italy, and Ukraine. Offered to temporary associates only in Ukraine.	●	●	●
MEDICAL CHECK UP, AT LEAST TO VP LEVELS Mexico, UK, LAC, Brazil, and BQ EMEA LAS (only Argentina and Chile) Offered to part time and temporary associates only in Ukraine.	●	●	●
SICK LEAVE OR DISABILITY COVERAGE Brazil, Canada, Iberia, Mexico, UK, USA, LAS, LAC, Morocco, France, South Africa, Turkey, and BQ Asia. Offered to temporary associates only in Iberia, UK and France.	●	●	●
LIFE INSURANCE Argentina, Brazil, Canada, Chile, China, Iberia, LAC, Mexico, Peru, UK, Uruguay, USA, Morocco, France, South Africa, Turkey, and BQ Asia. Offered to part time associates only in Turkey and France. Offered to temporary associates only in El Salvador, Honduras, Brazil, Canada, and Turkey.	●	●	●
MAJOR MEDICAL EXPENSES Offered at all levels: Argentina (except operating level) Brazil, Chile, Ecuador, Honduras, Morocco, and BQ EMEA (except South Africa). Offered at Director level and higher: Canada, China, Colombia, Costa Rica, El Salvador, Guatemala, Iberia, Mexico, Nicaragua, Peru, Uruguay, UK, and USA. Offered at Supervisory level and above: Panama. Offered to part time associates only in UK, France, Italy, Turkey and Ukraine. Offered to temporary associates only in UK, Turkey, and Ukraine.	●	●	●

- The only benefits shown are those offered in more than 40% s of the countries where Grupo Bimbo operates, and for at least one Hierarchical Level (the "retirement provisions" benefit is not offered in more than 40% of the countries where Grupo Bimbo operates).
- LAC encompasses Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Venezuela.
- LAS: encompasses Argentina, Chile, Per Uruguay, Paraguay.
- Iberia: encompasses Spain and Portugal.
- BQ EMEA: Russia, France, Italy, Ukraine, South Africa, and Turkey.
- BQ ASIA: China and South Korea.



DIVERSITY AND inclusion

(GRI 102-38, 405-2)



At Grupo Bimbo we value equality for all, and we respect the differences in each individual. We are therefore convinced that diversity enriches us, and inclusion strengthens us as a community.

We have Diversity and Inclusion Committees in all locations to oversee compliance with values concerning respect for the individual, in addition to a specialist assigned to define, implement, and follow through on related action plans and report to the Central Committee on Diversity and Inclusion.

In keeping with this culture, we seek to promote diversity among our associates via the deliberated inclusion of at least 25% representation of minority groups among candidates for each vacant position. This policy has follow-up in a bimonthly report that is prepared together with the Talent Attraction area.

During October of each year we commemorate Diversity and Inclusion Month in all areas. We organize activities aimed at fostering respect and awareness of the value of individuality.

RATIO OF TOTAL ANNUAL COMPENSATION OF WOMEN VS. MEN

(GRI 102-38, 405-2)

Ratio of total annual compensation for each country with significant operation of women vs. men, per position level.

Total annual compensation takes into account annual earnings in: base salary, guaranteed compensation, incentives, commissions, and short and long term bonuses. For quantification in Mexico and Colombia, compensation factors as per each position level will be applied.

COUNTRY	ORGANIZATION	TOTAL ANNUAL COMPENSATION RATIO OF WOMEN VS. MEN*		
		STAFF	SUPERVISORS	DIRECTORS AND VPS
Chile	Latin Sur	0.9	1.0	1.0
Brazil	Bimbo Brazil	1.0	1.2	1.1
Canada	Bimbo Canada	0.9	0.9	1.0
United States	BBU	1.0	1.0	1.1
Spain	Iberia	0.9	1.0	0.9
Mexico	Bimbo Mexico	0.8	1.0	0.7
Colombia	Latin Centro	1.1	1.0	0.9

* Average number of times women earn vs. total annual compensation of men per position level. The effective date for base salaries is December 2020.

Information presented is regarding the 7 countries with the most significant operation in terms of sales amount for 2020 and the number of non-operations associates. Considered in the calculation: Full-time non-operations associates, excluding part time, specific project and international assignee associates; associates filling regional positions in the countries considered.



policies on diversity and inclusion



1 GLOBAL POLICY ON DIVERSITY AND INCLUSION



2 GLOBAL POLICY ON THE PREVENTION OF HARASSMENT AND DISCRIMINATION*



3 POLICY ON MATERNITY AND PATERNITY**



4 POLICY ON WORK FLEXIBILITY**

Our Code of Ethics has enabled us to transcend and focus our behavior towards building the Company we are today. It constitutes the regulatory framework that guides our behavior standards, our position on the different related subjects, and the criteria to be followed in cases of non-compliance.

* Global **Local

Diversity and Inclusion Seminar

With the purpose of promoting a culture of inclusion, this initiative seeks to create synergy with the aforementioned actions through a global leaders program, who in turn have their awareness raised on the importance of having diverse teams.

Inclusion and disability

Another minority group, which is the focus of our interest, are people with disabilities. As proof of our empathy and support, we set aside positions with specific features that allow those having a disability to safely become part of the team, with the opportunity of developing to their fullest potential.

Pursuant to our policies on inclusion and in according to the needs and legislation of each country, we offer equal opportunities to people with any disability, seeking to achieve year-on-year increases in their representation within Grupo Bimbo.

Sexual Diversity

At Grupo Bimbo we are fully aware that all people should be given equal opportunities in virtue of the fact that they have the same value and potential, regardless of gender, age, disabilities, origin, religion, race, physical features, or sexual orientation. We have paid special attention to the latter due to its growing importance in society. We have therefore created alliances with associations that support inclusion for sexual diversity, and they assist in keeping Diversity and Inclusion leaders trained.

Talent development for women in positions of leadership

We believe in gender equality and thus the Leadership Circles play an important role in supporting the same. This consists of a program based on the LEAN IN methodology, with bimonthly meetings of female talent and a mentor from some internal Vice Presidency to develop and empower groups of women from all organizations.

respecting all rights related to maternity and paternity

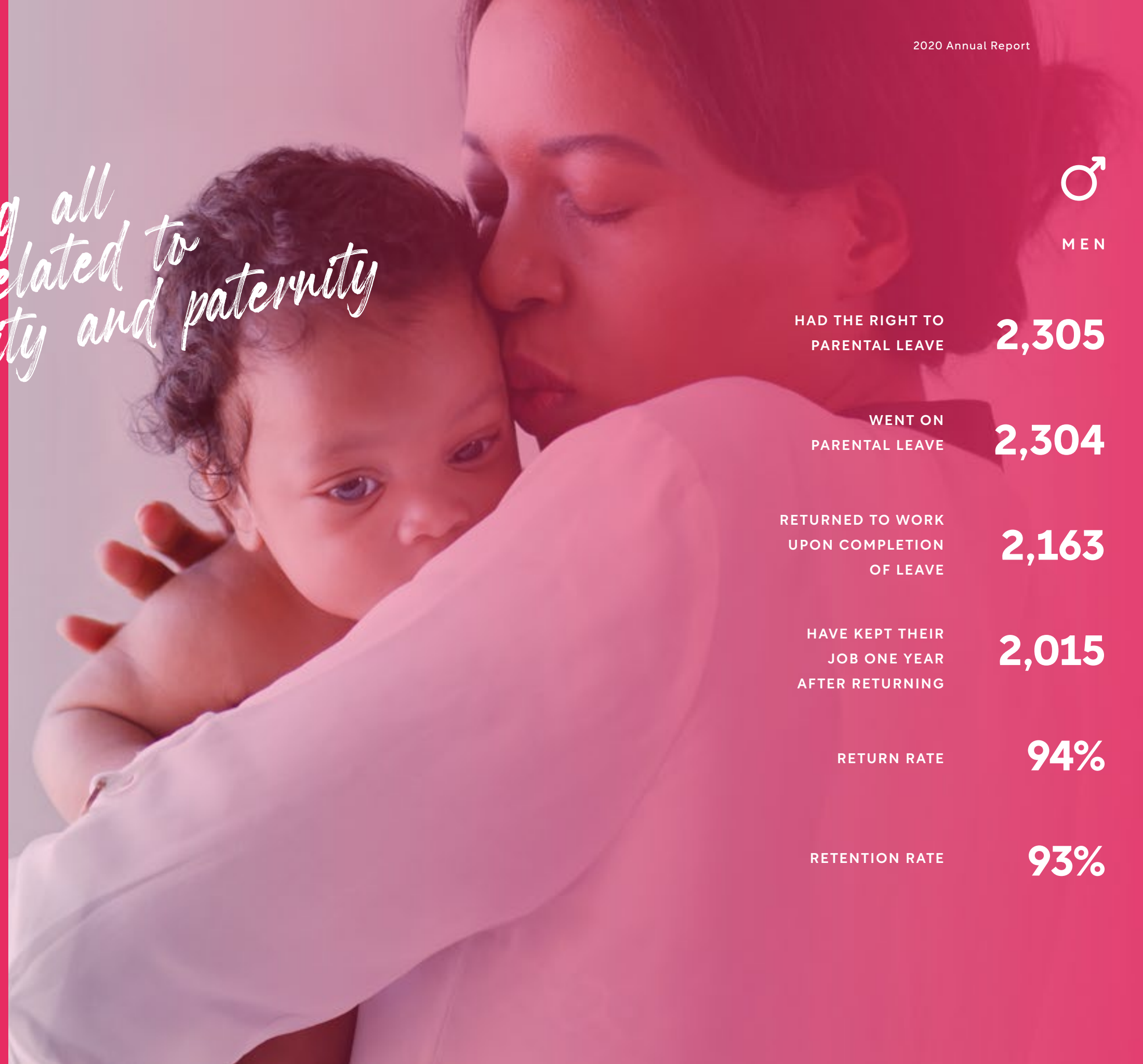
Parental leave

(GRI 401-3)

In support of the family, we respect all rights related to maternity and paternity encompassed in the labor legislation of each geography, in addition to other considerations such as leave for child care, with the right to resume work activities after a year and without losing seniority.

Another benefit offered mothers and fathers of minors is the opportunity to work from home, which as of the health contingency of 2020 is done full time in compliance with health and safety measures established by the authorities in each country. This benefit includes vulnerable groups and associates whose presence is not indispensable at the work center.

	♂ MEN	♀ WOMEN
HAD THE RIGHT TO PARENTAL LEAVE	2,305	873
WENT ON PARENTAL LEAVE	2,304	873
RETURNED TO WORK UPON COMPLETION OF LEAVE	2,163	743
HAVE KEPT THEIR JOB ONE YEAR AFTER RETURNING	2,015	636
RETURN RATE	94%	85%
RETENTION RATE	93%	86%



CHILD labor

(GRI 408-1)

Worthy of note is the fact that Grupo Bimbo has defined policies that forbid the hiring of child labor in any of its operations, as pursuant to the Policy on Staff Relations, in addition to that set forth in our Code of Ethics.

Top guarantee compliance with this precept, the corresponding official documentation is requested during the recruitment process, ensuring proof of age for the candidates. In some countries, said information is in fact validated by government agencies or public health institutions. In the case of youth having the legal age for employment, we comply with all criteria set forth by the legislation in force in each country.

Another review mechanism includes periodic inspections in which a corporate functional body or a regional office conducts sporadic visits to verify that processes are followed as per local legislation and internal policies of the Company.

To date, no cases of non-compliance, or which constitute a considerable risk have been reported.

UNDER NO
CIRCUMSTANCES
DO WE HIRE MINORS
OR YOUNG PEOPLE
BELOW THE AGE
AUTHORIZED FOR
EMPLOYMENT

FORCED labor

(GRI 409-1)

Pursuant to that expressed in our Code of Ethics, at Grupo Bimbo we categorically reject any manner of forced labor. In order to put this provision into effect, we have the Speak-Up hotline to report any corresponding case or anomaly.

At the time of preparing this report, there were no claims or significant risk reported regarding these practices. To prevent them, the use of voluntarily signing individual work agreements is reported. On the other hand, the USA and Canada reported having criteria within their Collective Bargaining Agreements regarding overtime.

In some business units, the practice of overtime is common; however, these are acceptable on a voluntary basis and in joint agreement between the Company and the associate, with pay pursuant to local legislation in force.

For our QSR operations, our primary customers conduct SWA (Supplier Workplace Accountability) audits to verify there is no forced or child labor taking place anywhere in our production chain, among other issues.

