



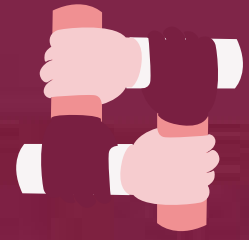
Strengthening
Communities



Caring For
Our People



BAKED FOR LIFE



Strengthening Communities

our commitment:

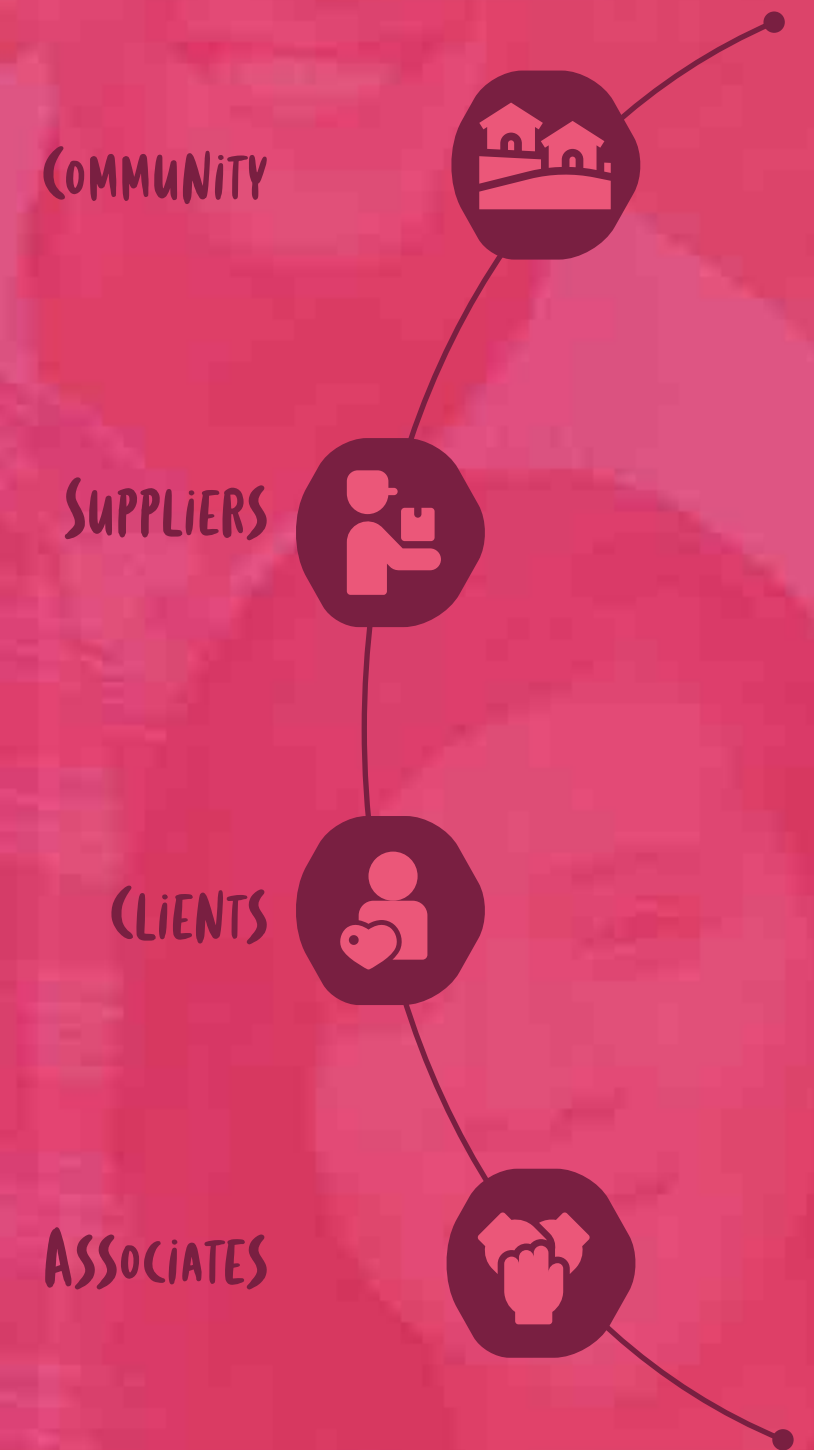
HAVING A POSITIVE IMPACT IN THE COMMUNITIES

where we are present and supporting our commercial partners.



At Grupo Bimbo, we recognize the value of all people with whom we interact; from the farmer who works the fields, the suppliers who support us with their materials, our associates, the communities where we operate, and of course, our customers and consumers who are our reason for existing.

Building a sustainable, highly productive, and deeply humane company means, among other things, supporting the development and wellbeing of people, closing social, economic, and environmental gaps, as well as joining the task of combating poverty and reducing, where possible, inequalities throughout the world.



Our aspirations grow and therefore we contribute to the development of communities where we operate, identifying their needs and implementing concrete actions that help improve their quality of life. This has been possible thanks to the contribution of our associates and work coordinated with the society.

By 2030, each work center will execute at least one social investment project per year with another work center or individually, and whose aim will be to solve a community need as per established in the program guidelines.

In our commitment to the UN Sustainability Development Goals, we support our communities through resources, training activities, and different projects in 23 of the 33 countries where we are present.



OUR PROGRAMS



Social Investment – Donations

We drive the initiatives of external associations that are aligned with our social impact causes



Good Neighbor

We carry out community projects in accordance with social, economic and legal reality, in synergy with our stakeholders



Volunteering

We transform the behavior of our associates so as to develop social leaders



Natural Disasters

Our Bimbo family and our communities receive immediate assistance when affected by natural disasters, including health and humanitarian aid

LINES OF ACTION

Education

Facilitating tools, know-how, values, beliefs, and essential habits to drive personal development

Safety

To ensure a healthy and risk-free environment, which inspires confidence throughout the community and to perform our daily activities

Wellnes

To promote a physical and mental balance

Environment

Raising awareness on the importance of caring for all natural resources and the environment

Physical Activity

Promoting active and healthy lifestyles



SOCIAL INVESTMENT

MILLIONS OF MEXICAN PESOS GRANTED

1.6%
of Majority Net Earnings for 2021

70%
23 of 33 countries
Good Neighbor Program

36%
12 of 33 countries
Volunteering Program

Program scope:

70%
23 of 33 countries
Social Investment – Donations Program

In managing our community support activities, Grupo Bimbo's Social Investment Committee allocates financial and in-kind resources to Social Investment – Donations and Good Neighbor programs; in turn the Institutional Relations department establishes guidelines and coordinates progress made by the project as per global guidelines, reporting forms, and delivery schedules.

Our social programs are governed by the regulatory framework of Grupo Bimbo and by specific policies designed for these programs. Initiative follow-up and impact involves different areas with ties to benefitted stakeholders.



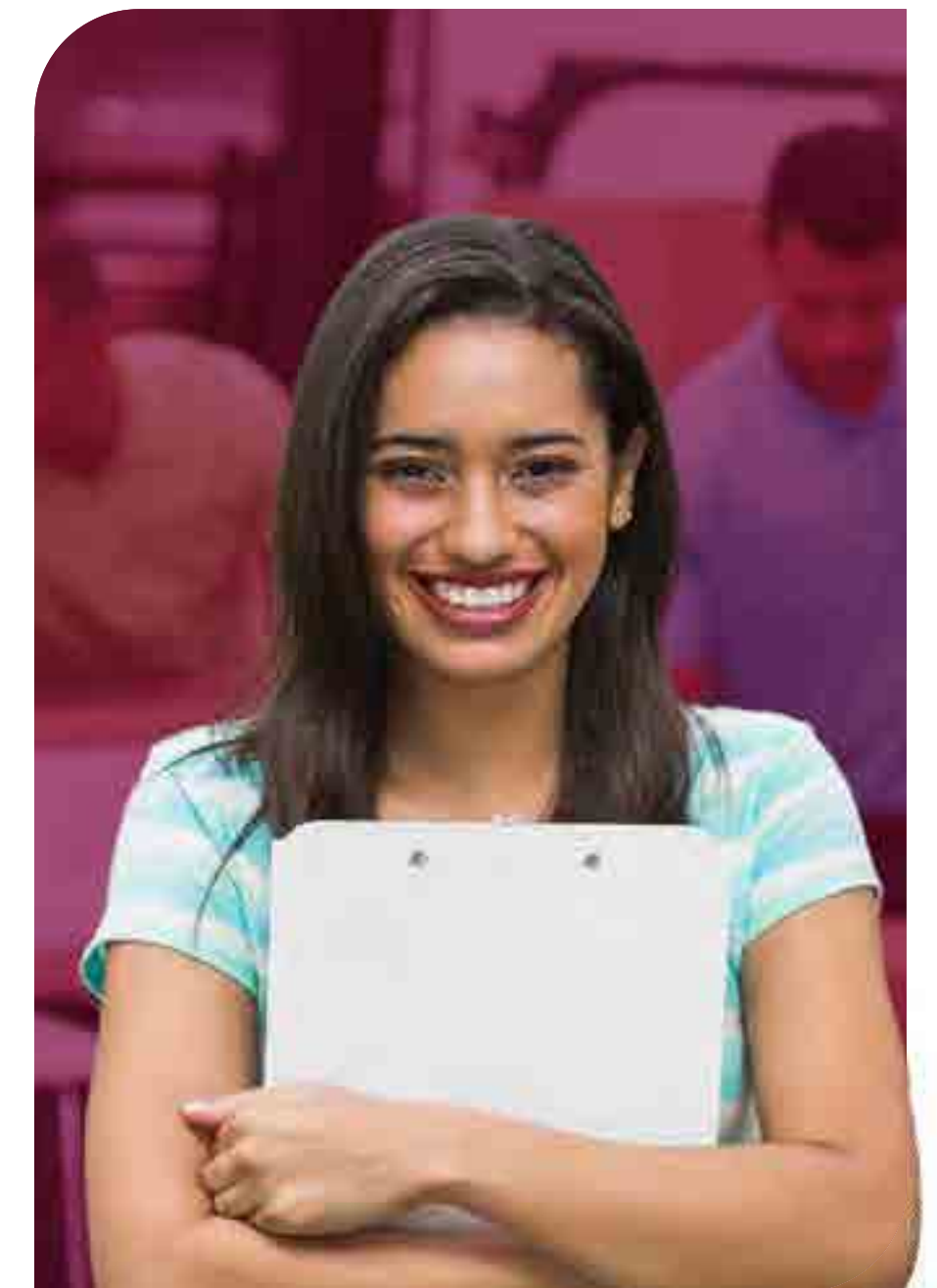
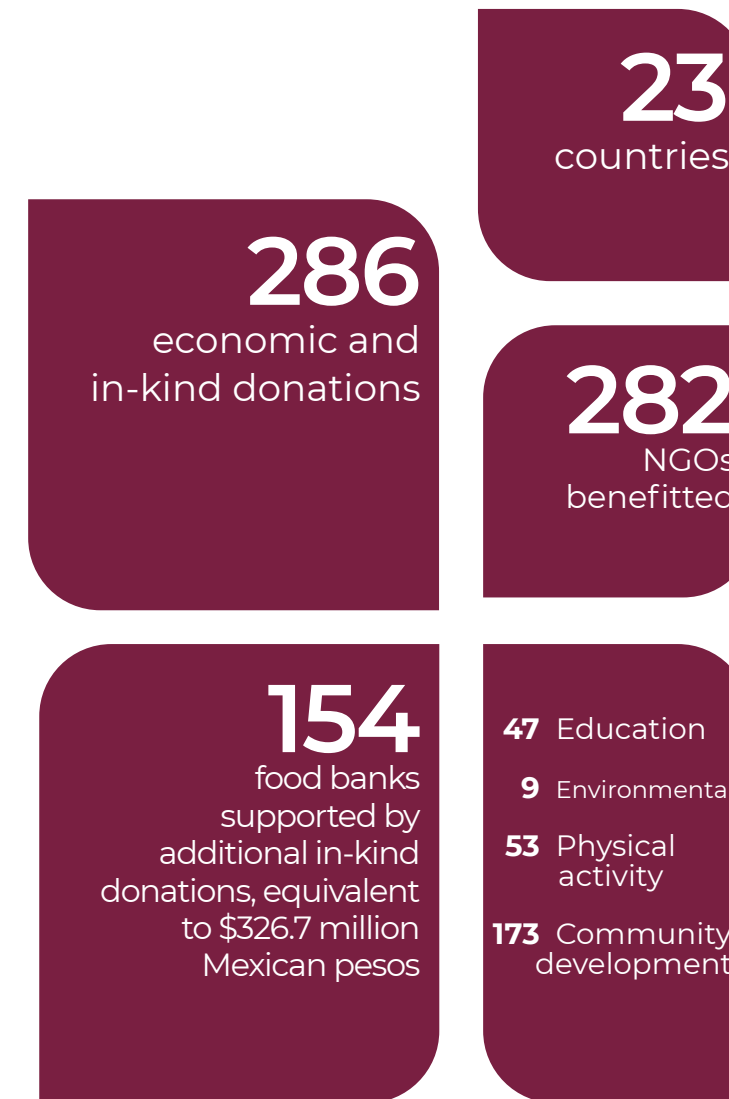
Social Investment – Donations

Grupo Bimbo rises to the commitment and responsibility of promoting sustainable development in our communities and of creating a positive social impact through our Social Investment Program and with our alliances with NGOs. The program is of vital importance because it supports development and wellbeing in the communities where we are present, in addition to contributing to Sustainable Development Goals.

Through the social investment program, we drive the production projects of the NGOs with which we work; we identify and understand the needs faced by our communities and commit to creating a tangible change in the people of the communities supported.

The social investment program enables us to build a sustainable path by actively participating in closing gaps, improving economic, social, and cultural diversity needs, creating a healthy environment for vulnerable groups, and consolidating sustainable communities.

Grupo Bimbo recognizes close ties with our communities and therefore each social action we undertake motivates more focused work in favor of wellbeing and benefitting present and future generations.





Good Neighbor

We strive to reinforce community ties through dialogue, teamwork, collaboration, and active participation in projects that together are defined by and for the wellbeing of all, and which seeks to remain sustainably active.

This program represents a very positive transformation process for all parties involved.

Features of the Good Neighbor program:

- 
1. Value Proposition
 Establishing close and constant communication with the community.
- 
2. Subsidiarity
 Identifying needs and implementing programs that generate positive short, medium and long-term impacts.
- 
3. Common Wellbeing
 Creating favorable conditions so said programs may be self-sustainable and remain active within the benefitted communities.
- 
4. Continuous Improvement
 Establishing permanent mechanisms to measure the impact.
- 
5. Replicable Actions
 Striving to have programs replicated in other geographies.



1,258
 projects conducted
 since 2012

23
 countries

157
 projects

205
 work centers

+700K
 beneficiaries

Note: Table of historical achievements in annexes section.

Impact of Our Good Neighbor Program

PROJECTS PER HEADING					
Heading	EAA**	Latin America	Mexico	North America	Total
Education	13	7	23	3	46
Wellbeing	2	9	4	22	37
Physical Activity	4	2	22	3	31
Safety	0	1	21	0	22
Environment	3	2	9	7	21
Overall total	22	21	79	35	157

* Except Nicaragua

PROJECT PER STAKEHOLDER GROUP					
Focus	Associates	Educational Institutions	NGOs Society		Scope Grupo Bimbo Regions
Diversity and Inclusion	8.9%	4.5%	14.0%	27.4%	EAA Latin America* Mexico North America
<i>Escuelas de Lluvia</i>		4.5%		4.5%	Mexico
Combating hunger			8.3%	8.3%	Latin America* Mexico North America
Traditional Good Neighbor		14.6%	45.2%	59.8%	EAA Latin America* Mexico North America
	8.9%	23.6%	67.5%	100%	

*Except Nicaragua
**Except Bimbo QSR

BENEFICIARIES	
EAA	+122,000
Latin America	+94,000
Mexico	+456,000
North America	+40,000
Overall total	+700,000

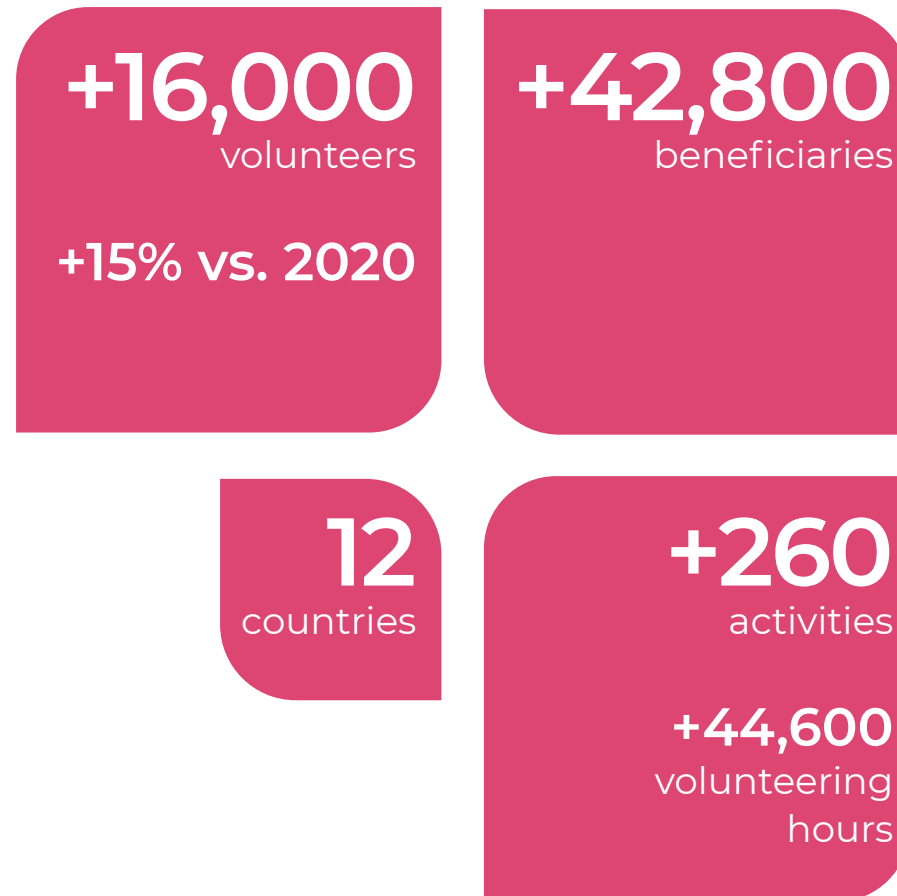
Our impact on the social agenda 2030

- 31% of our programs aligned their actions to foster education.
- 30% promoted wellbeing and the adoption of a healthy life.
- 24% supplied access to green zones and safe, inclusive and accessible public spaces.
- 15% diversified their actions to promote sustainable ecosystem management and in favor of dignified employment and social inclusion.



Volunteering

In response to the challenge of continuing to support our communities despite lockdown and aiming to guarantee a safe atmosphere for everyone, the value generated by our associates was visible in the distance, with initiatives benefiting our associates, customers, educational institutions, NGOs, and the society in general in favor of safety, wellness, physical activity, the environment, and education.



The program offers different alternatives for participating in what we call “seeds” with different forms of involvement:



THE SEEDS OF GENEROSITY

Driving campaigns for financial and in-kind donations

- 40 projects based on campaigns and donations
- 42% volunteers



THE SEEDS OF GOOD ACTIONS

Conducting communities and holding community service events

- 203 projects based on events
- 55% volunteers



THE SEEDS OF WISDOM

Sharing knowledge, developing deliverables, facilitating content, and accompanying communities, civic organizations and society in professional matters

- 7 projects based on skills
- 3% volunteers



THE SEEDS OF ENTREPRENEURSHIP

Leading positive changes, coordinating the realization of social projects that combine the actions of the other seeds to strengthen the social impact

- 13 projects based on leadership
- 1% volunteers

We Are Generous

One way that Bimbo Canada used to show empathy for the most vulnerable countries during the pandemic was by donating 4,200 vaccines to the UNICEF fund #GiveAVax: one for each of its associates. In parallel, the Canadian government matched dollar per dollar donated by Canadian citizens to the UNICEF fund #GiveAVax (up to a maximum of 10 million dollars). In order to add to the efforts of this initiative, Bimbo Canada associates made donations and inspired others to do so, sharing the link in their social media or yammer with the hashtags #GiveAVax Fund, #BimboCanada, #InspireABetterWorld.

For further information:
<https://secure.unicef.ca/page/88163/donate/1>

Performing Good Actions

In keeping with our commitment to common wellbeing, our volunteers joined efforts in different activities in favor of neighboring communities. These include such things as putting together assistance packages, distributing donations, in-person and remote planting of trees, and different tasks for facility improvements.

Likewise, they became promoters of social causes through their participation in fund-raising campaigns and in driving the adoption of sustainable lifestyles.

In addition, Bimbo Latin Centro conducted the #OsitoBox campaign, in which a group of volunteers distributed boxes with educational material and some of our products to children at different NGOs.



**WE INSPIRE A BETTER WORLD
THROUGH THE HELPING HANDS
OF OUR VOLUNTEERS**

Sharing what we know

Through digital media and the use of webinars, talks, and socio-emotional tools, some of our associate volunteers from Bimbo Brazil in conjunction with the *Organización Gerando Falcoes*, trained young people with limited resources on how to access the labor market.

“After the first mentoring session, I saw how useful it is to discuss our professional life history and inspire young people to understand their times and achieve their goals. For us at Bimbo Brazil, being able to participate in a mentorship project becomes, in addition to a good volunteer action, a professional development tool that makes us better people, more empathetic, and better leaders.”

Testimonial:
 Ana Celia Dos Santos Barros
 TAX COORDINATOR



Entrepreneurship

We offer our associates the opportunity to lead the Good Neighbor projects and enrich them with their own ideas. Our project leader from Bimbo Iberia worked closely with Bages Biodiversitat to foster conservation efforts in favor of species at risk of extinction (common owl, Iberian Grey Shrike, the natterjack toad, and the ocellated lizard).

By retrofitting a municipal farm, a suitable habitat was created for spawning species in the area, setting up a pond, nesting structures, planting trees, an irrigation system, and also signs were put up for the neighbors of Manresa along the road in the green areas of the farm, informing on the project and the species benefitted.

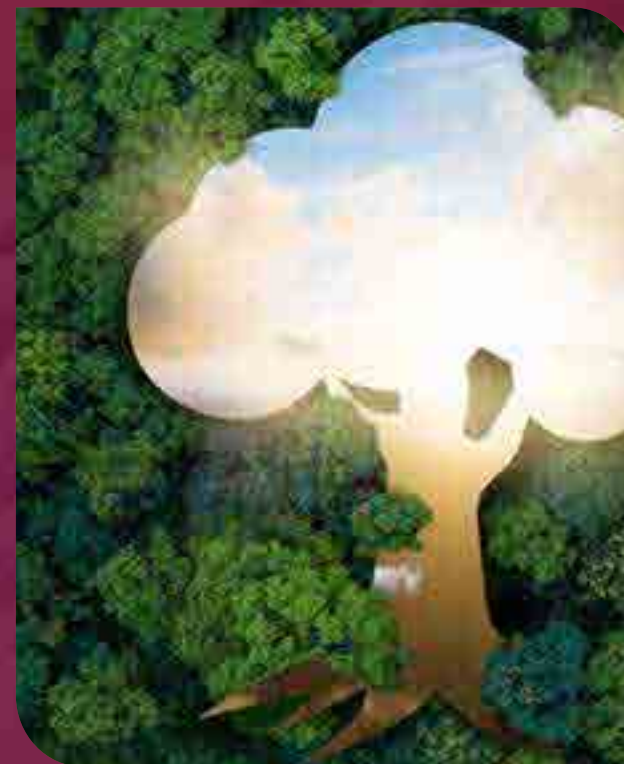
Success stories

Escuelas de Lluvia and Manos al Agua

In seeking to mitigate the impact of water shortages in remote communities, we assisted two supplementary programs: *Escuelas de Lluvia* and *Manos al Agua* to set up rainwater catchment systems and hand-washing stations in grade schools throughout Greater Mexico City.

With the support of the NGOs *Agua Capital* and *Isla Urbana* and with the Rainwater Committees comprised by teachers, students and parents who, having received training on caring for water and maintenance of hydro-sanitary systems, a comprehensive plan for the safe return to classroom teaching was implemented.

We also added a reading program with IBBY Mexico to promote information on water conservation and environmental care, thanks to the volunteer work of teachers, associates and parents.



Por el Futuro de Nuestros Bosques

Aware of the importance of conserving our forests due to the great biodiversity they contain, Grupo Bimbo -together with *Fundación Azteca*- conducted the movement *Por el Futuro de Nuestros Bosques*, benefitting the NGO *Reforestamos Mexico* with the purpose of raising awareness and earmarking resources to ensure protect the future of forests in Mexico, and increasing the capabilities and talent of the communities residing within them.

Different channels of the tv broadcasting company *TV Azteca* conducted an aggressive campaign for two weeks, creating strategic alliances with different entities from the private sector such as Grupo Bimbo Volunteering, *Grupo Alen*, *Fundación Lala*, *One Tree Planted*, *Ecosia*, *Fundación Azteca*, among others.

Through the volunteering program, we conducted the first ever Virtual Reforestation which encompassed adopting trees, and achieving \$975,520 in donations, among our 2,752 associates.

1.5 million
liters of water
7 schools
+3,800
students
6 cities

\$975,520
Mexican pesos
donated by
2,752
associates

Good Neighbor Projects

ECOVAL, An opportunity for social and sustainable employment

Bimbo Iberia / EAA

Together with *Fundación Intras*, we supported the labor inclusion of people with mental health issues and the competitiveness of social economy enterprises, through new employment models based on sustainability and a circular economy. The first stage of this project entailed adapting an ecological apple orchard which, to grow Bio crops, transform harvested apples into biological beer. The second stage was the remodeling an ecological products store that *Fundación Intras* has in Valladolid and whose purpose is to sell the items grown in their orchard and to use the funds obtained in favor of the community.



Lenguaje de señas (LESCO) for education centers

Bimbo Costa Rica / Latin America

To drive a fully inclusive education in favor of Costa Rican with hearing impairments, we joined efforts with the *Fundación Yo Puedo, ¿Y Vos?*, and the Children's Museum to offer LESCO teaching (Costa Rican Sign Language) to students, parents and teachers, assisted by a freely-accessed virtual platform with two levels, 20 videos, and teaching material for each class.

Interactive Pollination Garden

Bimbo Mexico

As support for the ecology in Zapopan, Mexico, we helped with the setting up of an irrigation system and interactive signage in the pollination gardens of the Forest found within the protected are of *Nixtocuil-San Sebastián-El Diente* Forest, in synergy with the local government. As a result, visitors may have access to information on pollination, via their mobile devices.

Social Investment Projects

Escuela Bancaria and Comercial Foundation Bimbo Mexico

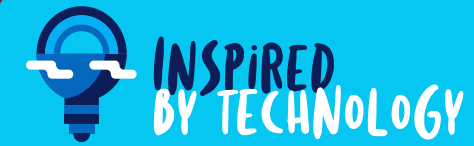
For over a decade, Grupo Bimbo has collaborated with the EBC Foundation because we are both convinced that education is and should continue being the driving force for economic and social development. Throughout these years, we have assisted with scholarships for talented youth to continue with their professional degrees.

Convinced that we need leaders who shall lead the changes we want to see in society, we strive to support initiatives and projects that encourage young people to lead and become agents for change.



Refloreciendo el Encino Bimbo Mexico

In conjunction with the *Asociación Patrimonio Indígena* and *Fundación Pro Mixteca*, which fosters ongoing support for indigenous communities in our country through sustainable development projects that enhance their quality of life and ensure the cultural wealth of the native communities of Mexico, the project *Refloreciendo el Encino*: food, water and herbal medicine for children and youth was developed. This consisted of providing training in humanities education, agro-technology, hygiene, and nutrition, setting up macro greenhouses for fruits and vegetables, rainwater catchment systems, and a living pharmacy.



VIRTUAL TOURS

Our plant tours are now done virtually via our website.

It is a new way of sharing with the student community and other stakeholders, information about our processes, quality standards, nutrition, healthy lifestyles, balanced diets and actions for environmental care and in favor of our communities.

+7,500
visits at
Feb. 2022



To make a virtual visit:
<https://www.grupobimbo.com/es/nosotros/visita-nuestras-panaderias>

Disasters

Bimbo Mexico

In response to a large fire on March 16, 2021, in the states of Coahuila and Nuevo León, we assisted neighboring communities with product donations and conducted the campaign *Va x Nuestros Bosques*, in which more than 380 associates supported the cause with monetary donation which, together with Grupo Bimbo contributions, totaled more than \$400,000 pesos.

These donations were channeled to *Reforestamos* to rehabilitate the affected areas.



EACH ONE OF OUR PROGRAMS REPRESENTS GROWTH AND BENEFITS FOR ALL WHO PARTICIPATE IN THEM

PARTNERS AND SHAREHOLDERS

Positive positioning of the Company's social efforts, aligning with the Strategic Objectives with actions defined by the Social Investment Committee.

ASSOCIATES

They find an opportunity for personal growth to develop skills and become agents for change for their community and the environment.

ASSOCIATE REPRESENTATIVES

This drives the harmonious coexistence of human values and teamwork, impacting skills development and competencies among our associates, and raising awareness of other realities and vulnerable contexts that require the support of all.

EXTERNAL STAKEHOLDERS

Directly, tangibly, and realistically confirming Company actions, it strengthens our ties of trust and cooperation.

COMMUNITY

The quality of their lives are improved through the use of development opportunities and tangible benefits that mitigate collective needs.



Caring For Our People

our commitment:

(CREATING SAFE, AND HEALTHY WORKPLACES

that are also diverse, fair, and inclusive and which encourage a culture of personal and professional development for all Grupo Bimbo associates.





Beyond just being a way to cover a person's daily needs, we believe that work should be a way each individual may feel fulfilled and fully develop his/her professional and personal potential.

Since our founding, Grupo Bimbo has strived to be a Company that contributes to social development, offering sources of employment where each individual is at the heart of everything we do; a place for growth where diversity is the source of wealth of our identity.

We foster a culture that values diversity, talent, the experience, and the opinions of each person or group with which we work in keeping with the values of our Golden Rule: Respect, Fairness, Trust, and Care.



Our Associates

137,543

ASSOCIATES on the payroll



43,562





NEW HIRES

 men
108,543

 women
29,000

 full time
136,559

 part time
984

		Mexico	North America	Latin America	EAA
		77,409	26,041	21,108	12,985
		56 %	19 %	15 %	10 %
men		61,877	20,671	16,252	9,743
women		15,532	5,370	4,856	3,242
full time		77,409	25,627	21,099	12,424
part time		0	414	9	561

137,543 ASSOCIATES on the payroll + **16,921** contracted and autonomous associates = **154,464** PEOPLE WORKING FOR GRUPO BIMBO

Work shift data refers to the total for the organization, whereas as gender refers only to internal personnel.

*Further information is found under Attachment 102-8

Percentage of associates per labor category – Se Attachment 401-1 and 405-1

Safety and wellness at work

The safety and wellness of our associates is a priority for Grupo Bimbo. Our Global Safety Policy sets forth that the physical safety of our associates comes before operating efficiency and Company results, understanding safety efforts as an investment and not an expense.

Health and Wellness Management

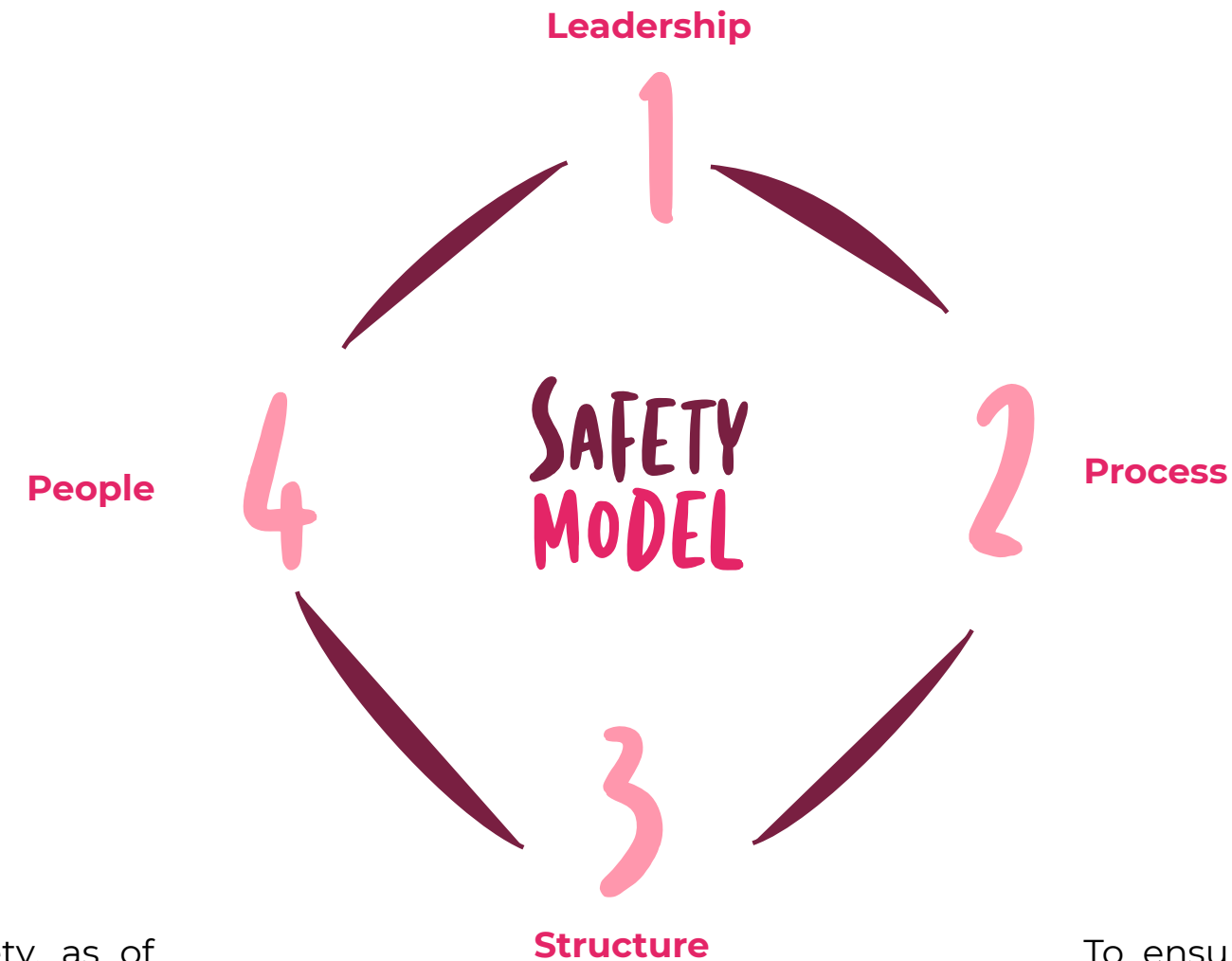
Our commitment to the health and wellness of our associates is based on five pillars through which we strive to create a culture of self-care that enables us to prevent injuries and illness, seeking to have a positive impact on our associates, their families, and the community in general.

Safety Pillars

1. All injuries may be avoided
2. We have the obligation to work safely
3. Everyone is responsible for the safety and wellness of everyone else
4. To be a world class Company, we must have exemplary performance in safety and ongoing improvement in our wellness
5. We are capable of having a work-life balance

To measure our performance in safety, as of 2021 Grupo Bimbo takes the Total Recordable Incident Rate (TRIR), which allows us to broaden our preventive vision by taking into account in the recording and investigation process, any type of injuries, whether disabling or not.

We have a model with four pillars that enable us to manage and align safety actions in all work centers.



**OUR GOAL:
ZERO INJURIES
THROUGHOUT ALL GRUPO BIMBO**



To ensure the proper execution of the safety model, we maintain a structure with committees, sub committees, and safety commissions that operation in all work centers. The primary functions of these teams include:

- Analyzing risks for time detection and prevention
- Monitoring behaviors and correcting unsafe behaviors
- Determining the cause and measures -both corrective and preventive- to apply, in the case incidents, injuries, or incipient fires.

Some of our safety actions include:

Ongoing training

We guarantee that our operations are conducted safely through procedures and ongoing training.

Training activities include:

- Safety Onboarding
- Safety and Wellness Model Management
- Safety Leadership
- Professional Driving

Safety observations

To identify the unsafe behaviors that our associates may commit, all our leaders, especially those who coordinate operations teams, must periodically observe safety actions (safety based on behavior). This also enables them to detect unsafe conditions in the area observed.

The Safety Observations Subcommittee follows up on the results stemming from the observations performed in the work center, and in conjunction with other subcommittees (such

as Incident Investigations, Ongoing Training, or Communication and Recognition) are part of the structure aligned to safety.

Risk Management

Using administrative methodologies and tools, potential risks with machinery and equipment are identified, evaluated, and eliminated.

This process evaluates subjects such as Training, Area Boundaries, Risk Signage, Safety Devices, and Personal Protective Equipment.

Investigation of incidents and injuries

The purpose is to identify the root cause of incidents or injuries and then implement corrective and preventive measures.

The procedure is applicable to all Grupo Bimbo associates, contractors, and visitors, reporting and investigating all incidents and injuries occurring at the work site.





98.76%
associates benefitted
by health services

Sales safety strategy

This strategy is based on the implementation of initiatives regarding ergonomics, wellness, road safety, and personal safety with the purpose of reinforcing safe behaviors among our salespeople, and guaranteeing optimum conditions in our facilities.

Oursafetyleaders,committees,andcommissions are charged with executing this strategy in each sales center, together with the local safety and wellness teams.

Fire prevention

- In all production centers there are specialized teams with people from maintenance, food safety, industrial safety, and operations whose goal is to implement actions aimed at fire prevention.

Health services

Grupo Bimbo has internal medical services available at the majority of our work centers, with open access for our associates in all of them. Likewise, we have work centers having the support of external medical services for personnel care.

Thanks to this structure of healthcare professionals, Grupo Bimbo provides all associates the following services:

- Medical advice from internal physicians and from the People Department
- Talks offered by health institutions
- Periodic medical exams in risk areas or by age
- Preventive or emerging medical advice, among others

Wellness and work-life balance

Grupo Bimbo is committed to fostering initiatives that drive a culture of health, self-care, and work-life balance among all our associates.

This commitment is governed by our Functional Global Wellness Policy and is put into action through Grupo Bimbo's wellness model management.

Any wellness initiative that is implemented must meet the following four criteria:

- Conviction
- Confidentiality
- Flexibility
- Collaboration



Our wellness initiatives include:

- **Proper diets:** Healty Canteens that prioritize nutritional quality, workshops and orientation talks on nutrition, and nutrition tips and advice
- **Physical Activity:** Sports tournaments are organized, athletic facilities existing in our bakeries and other plants, breaks for physical activity, agreements signed with gyms and sports centers
- **Occupational Health:** Physicians on the premises of the majority of our bakeries and other plants, health campaigns and fairs, tele-medicine programs that allow our associates and their families obtain online medical services
- **Work-Life Balance:** Emotional support for associates and members of the immediate family, training in control and prevention of psychosocial risks, campaigns focusing on adopting healthy habits

Progress made in these initiatives is measured by the Wellness Observatory, through which we monitor indicators and statistics that enable decision making and align wellness strategies for our associates.

Diversity, Equity and Belonging (DE&B)

At Grupo Bimbo, our people are first and therefore we follow a culture of respect, in keeping with what we believe, think, say, and do. Aware that diversity in gender, culture, ethnicity, education, religion, sexual preference, and personal interests all provide uniqueness and a sense of belonging to the individual, we appreciate the variety in talent, attitudes, and ideas.

Since 2014 we began a cultural transformation towards diversity and inclusion, with everyone participating in said transformation. By redefining our strategy, we incorporated the concepts of equality and belonging, striving to provide equal access to opportunities so our associates may be who they really are at work, and be valued for the same.

Our concepts:

- 1 DIVERSITY**
 Features that make us different, unique, and irreplicable.
- 2 EQUITY**
 Leveling the playing field for all, taking into account everyone's needs.
- 3 INCLUSION**
 A mindset we have regarding the diversity that surrounds us.
- 4 A SENSE OF BELONGING**
 Allowing us to be who we are at work.

Diversity, Equity and Belonging

We acknowledge the dimensions of diversity on which our actions focus to achieve a company of equality.

<p>Gender Fighting against stereotypes which socially and culturally have been associated with men and women</p>	<p>People with disabilities An atmosphere of opportunities and involvement for people with any physical, mental, intellectual, or sensory disabilities</p>	<p>Generational Exchanging knowledge, ideas, and experiences among the generations allows for our development and transcends time</p>
<p>Sexual diversity Having an inclusive workplace for all, despite their sexual orientation or gender identity</p>	<p>Interculturality Personal, social, and professional enrichment driven by the interaction among people with differing cultures, religious beliefs, and customs</p>	<p>Race / Ethnicity Geographic, ethnic, and racial representation allows us to value diversity</p>

Diversity, Equity & Belonging Strategy

We created the global office for Organizational Culture, Diversity, Equity and Belonging with the purpose of accelerating its impact and implementing the strategy, based on three pillars with their own initiatives and programs:

Talent Management

Initiatives and programs focusing on the journey of a career, allowing us to create, establish, and implement practices that ensure representation, equality, and inclusion for all our associates:

- Talent attraction
- Online course: inclusive interviewing
- Diversity and inclusion seminar
- Guidelines for diverse candidates
- Leadership circles
- Course on unconscious biases

External Presence or Market

Investing in relations that create significant connections and allow for positive contributions to the market and to the communities we serve.

- Certifications
- External forums
- External communication
- Marketing campaigns
- School visits
- Good Neighbor program
- Work with UN WOMEN

Associate Experience

With actions we reiterate our commitment to building the best place to work and make a positive difference in our surroundings by being agents for change and by creating a better company. We aspire to having 100% of our work centers become visible promoters of respectful relations, developing diverse talent, equality on the job, and a culture of belonging.

- Policy on the prevention of harassment and discrimination
- Local policies for maternity and paternity
- Global Policy on Diversity and Inclusion
- Commemoration's
- Global Month for diversity, equity and belonging
- Central Committee on diversity, equity and belonging, and local subcommittees
- Local policies on flextime



How do we manage?

Action plans are implemented according to local needs and therefore we assign a specialist to each locality and we have a Committee on diversity, equity and belonging in charge of following up on these actions to continue creating a culture of inclusion and belonging, who in turn report to the Central Committee on diversity, equity and belonging.

We have global and local guidelines and policies to sustain and promote our culture of inclusion. We strive to adapt in an agile and timely manner to the needs around us, by updating our regulatory framework.

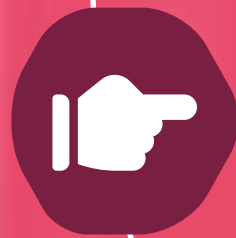
POLICIES AND REGULATIONS THAT SUPPORT OUR CULTURE OF INCLUSION:



CODE OF ETHICS



GLOBAL POLICY ON DIVERSITY AND INCLUSION



GLOBAL POLICY ON THE PREVENTION OF HARASSMENT AND DISCRIMINATION



GLOBAL POLICY ON SPEAK UP



A BOT LOOKING FOR TALENT



Using your cell phone and finding job opportunities to join our global community at Grupo Bimbo has never been easier. APLI is the beginning of our fully digital candidate-selection process.

- Watch our institutional video
- Filter by location and vacant position
- Apply for the position of your interest
- Answer an online interview
- Wait to be contacted

Global and local programs



Inclusive Interviewing

Our goal is to increase the diversity of our workforce through conscious inclusion of position candidates that pertain to groups least represented. To follow up on this process, we produce bimonthly reports using the following tools:

- Guidelines on candidate diversity
- Publishing vacant positions in diverse recruiting sources
- Course on diverse interviewing



Seminar on Diversity and Inclusion

The program aim is to raise awareness among our leaders on the importance of having diverse work teams, and helping them to overcome their biases. It consists of four modules that cover subjects such as the dimensions of diversity, stereotypes, biases, and tolerance scales, through a reflexive methodology that includes practical exercises.

We currently have 150 facilitators throughout the world. The Global DEI office oversees this seminar and provides in-person certification of the program-facilitator team.

Global Diversity and Inclusion Month

November is the month we celebrate diversity and inclusion in all organizations by holding different activities on respect for individuality and human rights, inviting everyone to value the uniqueness of each person.



Leadership Circles: Developing female talent in leadership positions

A mentoring and accompaniment program for women, based on Sheryl Sandberg's Lean In methodology for developing skills and training through interdisciplinary groups that drive women to achieve their professional goals.



In keeping with the principles of UN WOMEN for the empowerment of women in companies, we contribute to making visible those actions that transform economies and realize structural changes in benefit of women and gender equality.

Success stories

Mexico

We opened our first learning and care center for the sons and daughters of our associates.

Brazil

Inclusive incorporation for people with disabilities and awareness training has taken place.

Affinity groups were created with associates from all levels and dimensions of diversity (people with disabilities, LGBT+, gender). This opportunity allows for people with common interests to build a more favorable and open atmosphere and to receive and include diversity autonomously.

Awards and recognitions

Thanks to different actions in varied fields, we reiterate our commitment to build a better place to work and, by extension, a better planet. By being agents for change, we strive to make a positive difference in our surroundings and therefore have received different recognitions under different headings:

- Best practices in inclusion of people with disabilities
- Great Place to Work
- Corporate Social Responsibility
- Ethical and Honest Company
- Inclusion-friendly Company
- Company committed to young talent

Mexico

We received the Orange Award for Equality in Companies, for the inclusion of women in work centers.

USA

The recognition of Corporate Service of 100 Black Men of the Bay Area: Support provided to fund rent during the pandemic and also for university scholarships for young people.

Canada

We received the award Impact 2021: Diversity, Equity and Inclusion Canadian Grocer recognizes food retail companies and CPG, which has a positive impact and for actions to make the world a better place.

Chile

We obtained the recognition for Committed Company with Young Talent Certification by anonymous cv.

Uruguay

We obtained the Uruguay Valora Seal, a people management initiative awarded each year to public and private institutions who perform concrete and visible actions.

Paraguay

The seal for Inclusion-Friendly Company was awarded for assuming the commitment and initiating a transformation process towards inclusion.

Training and Development

Our ongoing training programs focus on institutional themes and specialized content in keeping with our different associate profiles. To accomplish this, we are assisted by GB University, our internal instruction platform promoted by development managers and leaders in each organization.

With this in mind and with the purpose of reconfirming our commitment to drive associate development, we disseminate and follow up on online courses, in-person and virtual training, and the annual training plan through Development leaders and our Tactical-Operational Committee.

To manage and evaluate the efficiency of these efforts, we have established based on objectives priorities. Progress is measured and an overall status of the accomplishment of the Organizations is received, thus allowing us to intervene on time with the necessary reinforcement of training subjects and ensure goals are accomplished.



	TOTAL HOURS		ASSOCIATES	
	♂	♀	♂	♀
MANAGERS AND EXECUTIVES	71,813	142,359	1,302	3,094
SUPERVISORS	184,018	493,196	2,999	10,028
ADMINISTRATION AND OPERATIONS	485,951	1,324,973	24,310	90,501

Associates from India are not considered because by 2021 there were no records of them in GB Talent.

Bimbo QSR operative level associates are not considered because they are not registered in GB Talent.

All our efforts are reflected in our investments in the number of associate training hours, which is the result of work done by the global and local development teams.

This indicator exemplifies the effectiveness of the area, and it is data that positions us on the market as a Company that is concerned with the personal and professional development of its people.



FIRST VIRTUAL GLOBAL HACKATHON

Using digital collaboration tools, this year we launched a global challenge to innovate and solve specific issues with one of our primary types of production lines. Creativity and teamwork produced important proposals that will be perfected and used in the different geographies where we are present.

3
weeks

7
countries

+70
creative associates

+200
hours of work

Associate development programs

Grupo Bimbo Leadership Seminar

The objective of this program is to teach our Manger level associates the type of leadership needed by the Company, our Philosophy, and our Culture so they may in turn convey to their teams during day-to-day activities.

This year we trained 2,940 associates, 26.4% more than in 2020.

Conscientious Leadership

An online global program for Directors and Executives, which focuses on human development and economic growth through good leadership practices.

By the end of 2021, there were 58 Directors and Executives directly trained, globally, (46% were women) and 641 associates received indirect training, by cascading down the information.

Leadership Circles

By late 2021, 104 mentees received training through Executive mentors (40% women).

Other programs

 Automation system for People administrative processes	 Diagnosis project for Grupo Bimbo culture	 Grupo Bimbo Leadership Seminar	 Conscientious leadership
 Onboarding	 Position Onboarding	 Manual for Professional Driver	 Risky work
 Risk management	 Safety Basics	 Safety Leaders in Sales	 Wellness School
 Efforts to attract and retain talent	 Genesis - Full Potential	 Fire Prevention	 Executive Leadership Development Program

Talent Assessment

Talent management is fundamental to a competitive and globalized market. Grupo Bimbo strives to make this a differentiating element and a competitive advantage that characterizes the Company.

To identify and develop Talent, each year we conduct an assessment process, the goal of which is to measure associate performance, their strengths and areas of opportunity to fairly compensate them for professional growth.

98,133
associates evaluated



72%



74%

Compensation

In our aim to always keep rewards in effect and competitive, our Total Rewards model is based on four pillars:



To determine the proper compensation for each associate, different criteria are taken into account: the position, responsibilities, experience, education level, and skills required for the position. Likewise, associate performance is evaluated considering established goals, and financial results for the Company, both local and global.

Total annual rewards for women vs men*

COUNTRY	ORGANIZATION	ADMINISTRATIVE PERSONNEL	SUPERVISORS	DIRECTORS AND EXECUTIVES
Chile	Latin Sur	0.9	1.0	1.0
Brazil	Bimbo Brazil	1.0	1.2	1.0
Canada	Bimbo Canada	0.9	0.9	0.9
USA	BBU	0.8	1.0	1.0
Mexico	Bimbo Mexico	0.8	1.0	0.7
Colombia	Latin Centro	1.1	1.0	0.9

Grupo Bimbo’s endeavours to equalize the salaries and compensation received by our associates, regardless of their gender.

Promotion criteria stems from professional growth and accomplishing goals, convinced that equal opportunities must be offered to all.

Increases in annual total compensation throughout an entire year

COUNTRY	ORGANIZATION	RATIO OF PERCENTAGE INCREASE IN TOTAL ANNUAL COMPENSATION*
Chile	Latin Sur	1.0
Brazil	Bimbo Brazil	1.0
Canada	Bimbo Canada	1.6
USA	BBU	1.6
Mexico	Bimbo Mexico	1.2
Colombia	Latin Centro	1.0

*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 2021.























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.

Benefits

According to our Policy on Compensation, we have designed a plan for our associates that is currently kept in force and competitive. In addition, supervision ensures that employment, hiring and benefit conditions offered by our suppliers contain benefits similar to those of our Company.

BENEFITSS FOR FULLTIME ASSOCIATES NOT GIVEN TO EITHER PART TIME OR TEMPORARY ASSOCIATES

	FULL TIME	PART TIME	TEMPORARY
Actions (Stock Options), levels: 1st executive and directors Brazil, Canada, China, Iberia, LAC, LAS, Mexico, UK, USA.			
Stock Options, Levels: Executive 1 and VPs China, Colombia, Guatemala, Honduras, Iberia (Spain and Portugal), LAS, Mexico, Nicaragua, Ecuador, Panama, UK, USA, Brazil, El Salvador, Costa Rica, Morocco, Italy, Bimbo QSR Asia			
Maternity or Paternity Leave Mexico, Canada, Iberia, (Portugal and Spain), LAS, LAC, UK, USA, Brazil, China, Morocco, Bimbo QSR EMEA, Bimbo QSR Asia. Offered to part time associates only in: Iberia (Portugal and Spain), UK, USA, Canada, Russia, France, Italy, Ukraine, Turkey, Kazakhstan, Morocco			
Annual Performance Bonus Brazil, Canada, China (except staff level), Iberia, LAC (except staff level in Ecuador), Mexico, UK, USA. LAS (except Paraguay), Morocco, Bimbo QSR EMEA; Bimbo QSR Asia. Offered to Part Time associates only in: France, Italy, Ukraine Offered to Temporary associates only in: Ukraine			
Medical Check-Ups, at least to Sr. Management Levels Mexico, UK, LAC, Brazil, Bimbo QSR EMEA, Bimbo QSR China, China, Spain LAS (only Argentina, Chile, Paraguay, Uruguay) Offered to Temporary and Part Time associates only in: Ukraine			
Disability or invalidity Coverage Brazil, Canada, Iberia (Portugal and Spain), Mexico, UK, USA, LAS, LAC, Morocco, France South Africa, Turkey, Bimbo QSR Asia Offered to Part Time associates after having completed 1 year of seniority in the Company in: USA Offered to Temporary associates only in: Iberia (Portugal and Spain), France, Morocco			
Life Insurance Argentina, Brazil, Canada, Chile, Iberia (Portugal and Spain), LAC, Mexico, Peru, UK, USA, Morocco, France, South Africa, Turkey, QSR Asia, Italy Offered to Part Time associates only in: Turkey, France, USA, (after 1 year of seniority), Morocco, UK Offered to Temporary associates only in: El Salvador, Honduras, Brazil, Canada, Turkey, Morocco			
Major Medical Insurance Offered to all levels: Argentina (except operator level), Brazil, Chile, Ecuador, Morocco, Bimbo QSR EMEA (except South Africa and Russia) Offered to middle management and above: Canada, China, Colombia, Costa Rica, Honduras, El Salvador, Guatemala, Iberia (Portugal and Spain), Mexico, Nicaragua, Peru, Uruguay, UK, USA Offered to supervisory level and above: Panama, UK, Russia Offered to operator and supervisory levels: Guatemala (contributive) Offered to Part Time associates only in: UK, France, Italy, Turkey, Ukraine, Morocco, and US (after 1 year of seniority) Offered to Temporary associates only in: UK, Turkey, Ukraine, Morocco			

Shown are only those benefits offered in more than 40% of the countries where Grupo Bimbo operates, and to at least one hierarchical level (the benefit "retirement provisions" is not offered in over 40% of countries where Grupo Bimbo operates).
 LAC: includes Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Venezuela
 LAS: includes Argentina, Chile, Peru, Uruguay, Paraguay
 Iberia: includes Portugal and Spain
 Bimbo QSR EMEA: Russia, France, Italy, Ukraine, South Africa, Turkey, Kazakhstan
 QSR Asia: China and South Korea



GRUPO BIMBO IS AGAINST ANY FORCED LABOR AND WE ENSURE THAT NONE OF OUR ASSOCIATES ARE MINORS



Child Labor

Grupo Bimbo has defined policies that forbid the hiring of child labor in any of its operations, as pursuant to the Policy on Personnel 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.

Forced or Mandatory Labor

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, less than 1.5% of complaints related to uncompensated overtime were detected, however, they were investigated and resolved for the entire period claimed. This does not represent material risk regarding forced labor.

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, it is 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 independent audits to verify there is no forced or child labor taking place anywhere in our production chain, among other issues.

Success stories

Hybrid working model

New generations in a new world. This is how Grupo Bimbo has read the new environment for several years now, where new generations make more efficient use of technology and use it as a tool for increased access to information and flexibility.

It is the reason why companies have been working for several years on implementing more robust and functional technological infrastructures that allow for collaboration among teams in 33 countries where we are currently present. Efforts undertaken since early 2020 were compelled to increasing robustness and proving efficiency with the outbreak of the COVID 19 pandemic. Thanks to these technology update efforts, staff associates seamlessly continued their activities from their homes, ensuring physical isolation but with virtual collaboration. Meanwhile, our operation associates received the equipment and safety and health conditions needed to protect their wellbeing and shield them from contagion.}

When needing to face a complicated and high-risk situation, the world as we knew it changed, in addition to how we coexisted and interacted. It was time to double our efforts, become creative,

and demonstrate interpersonal commitment to adapting to this new reality. Grupo Bimbo's associates rose to the challenges.

Production line and sales associates worked together to ensure the timely supply of our products and make them available to our consumers, despite any challenges posed in acquiring the needed raw materials. Work was challenging, but the team proved untiring and determined, recovering regular supply of products in little time. This ensured that all families in the countries where we operate could remain at ease, having the delicious and nutritious products for all their consumption occasions.

SOME OF THE PRINCIPLES DETECTED DURING THE HEALTH CONTINGENCY:

- 1 Our focus is on achieving results everywhere: in the field, in the office, or at home.
- 2 Aligning with the team the best work method for everyone. We provide each one the conditions and resources needed to achieve their results.
- 3 Spaces were found and created to be able to connect with our people and form teams. We respected work-life balance for everyone.
- 4 We are where our consumers are to identify and understand their needs. We are close to our operations because we know that our leadership adds value to our processes.
- 5 We are open to continue evolving how we work at Grupo Bimbo.

Success stories

Comprehensive support plan for the hybrid working model

Grupo Bimbo culture centers on the health and wellness of our associates. Although it became necessary to eliminate moments of close coexistence, recreation and healthcare activities had to continue. Therefore, we came up with a comprehensive support plan, allowing our associates to remain in the best physical and emotional conditions.

On days of celebration we shared family-oriented activities that contribute to unity, entertainment, and healthy coexistence.

Although spaces were restricted, continuing with physical activity was paramount to good health. Therefore, physical activity challenges were posed for families to practice.

With the new way of working, we have proven that we are productive from either the office or home. Regardless of where we are, we are highly committed and we therefore produce results. Consequently, the hybrid model for working was approved.

Our facilities were retrofitted and equipped to ensure COVID-19 symptoms and contagion could be detected.

Our associated were provided services that enabled them to get vaccinated.

We also ensured that access to healthcare were possible with discount or subsidized programs and with useful information.

