

AT GRUPO BIMBO, WE SEEK TO STRENGTHEN THE COMMUNITIES WHERE WE LIVE AND WORK, SUPPORTING OUR BUSINESS PARTNERS AND HAVING A POSITIVE IMPACT ON OUR SOCIETY.

We want to consolidate safe, healthy, diverse, equitable, and inclusive workplaces that foster a culture of personal and professional development for all our associates.

We see community development and caring for our people as key factors in reducing inequalities and improving the quality of life of the people around us. Our Baked for Life pillar is the essential social engine to achieve our sustainability goals.

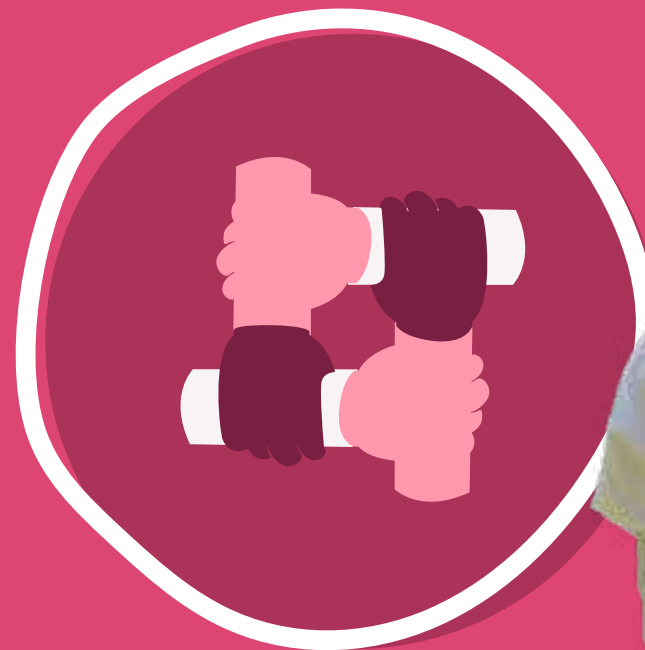
# BAKED FOR LIFE



**Strengthening  
Communities**



**Caring For  
Our People**



# STRENGTHENING COMMUNITIES

Our commitment is...  
to Improve The Lives Of Everyone  
We Reach



WE WANT TO GENERATE VALUE FOR ALL THE PEOPLE WITH WHOM WE INTERACT, BENEFIT THE COMMUNITIES WHERE WE LIVE AND WORK, AND SUPPORT OUR BUSINESS PARTNERS.

We will achieve the greatest positive impact through our golden rule: Respect, Fairness, Trust and Care.

To do so, we identify the needs of the regions in which we operate and promote development programs by partnering with NGOs and with the valuable participation of our associates.

WE WANT TO TRANSFORM THE LIVES OF THOUSANDS OF PEOPLE.



# MMXN 265M Social Investment

**416 NGOs supported**  
worldwide

**+130**  
vs. 2021

**+ 600**  
donations

**+1 million people benefited**

from our Good Neighbor Program, implemented in 27 of the 33 countries in which we have operations

**82%**  
coverage

**We reached 26 countries**

with our Volunteer program, strengthening the participation of our stakeholders.

**79%**  
coverage

**+85%**  
vs. 2021

**1.5%**  
of Majority Net Profit in 2022

## 2030 Goals

Implement at least one social impact project per work center, benefiting our communities, small partners (customers and suppliers) with whom we work at Grupo Bimbo.

## OUR PROGRAMS

### Social Investment Donations

We promote projects with different NGOs to meet the community's needs to generate a positive impact on their environment

### Good Neighbor

We strengthen ties with the communities surrounding our bakeries, plants, and sales and distribution centers to create projects offering sustainable solutions for all.

### Volunteering

We develop social leaders through volunteers sharing their time, talent and hands with the people who need it most to generate positive changes in our lives.



## LINES OF ACTION

### Environment

We promote care for the environment and the renovation of the spaces that surround our work centers.

### Education

We share knowledge through comprehensive training programs, prioritizing social needs and focusing actions on our sustainability strategy.

### Wellness

We promote the practice of physical activity, to experience values and to adapt and renovate spaces for these activities.

### Diversity, Equity and Belonging (DE&B)

We work to provide safe and inclusive spaces so that people have the same opportunities and feel safe to be who they are.

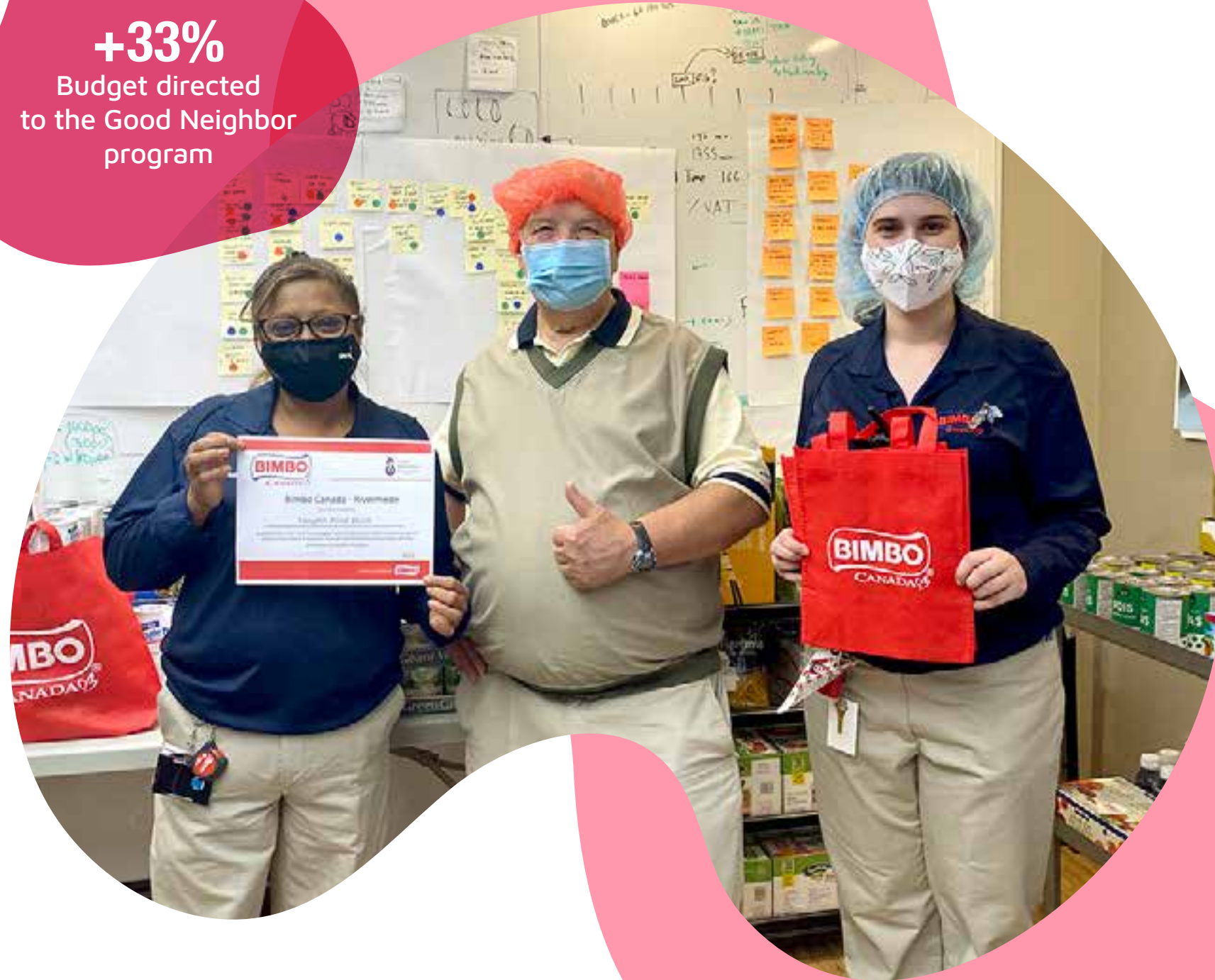
## IMPACT EVALUATION

To identify the needs and focus our efforts on solving the greatest challenges in the regions where we have a presence, we work on evaluating the social and environmental impact of our Good Neighbor, Volunteering and Social Investment programs together with specialists in corporate sustainability. The first results of this evaluation will be released in the next reporting cycle.

To continue implementing projects and solutions for the communities, this year, we increased the budget allocated to the Good Neighbor program by 33%, formed committees and designed consultation processes with local communities to learn about their needs and create new programs.

In Mexico, the analysis of the impacts of our operation with the communities is handled by the Labor Supervisor, who follows up on the neighborhood risk measurement survey. On the other hand, the Corporate Affairs Department is in charge of linking Grupo Bimbo with different entities, mainly governmental, and the Real Estate and Diversity, Equity and Belonging teams manage facility mapping based on the needs of the dimensions of diversity in Grupo Bimbo.

**+33%**  
Budget directed  
to the Good Neighbor  
program



## SOCIAL INVESTMENT – DONATIONS

Our Social Investment Program supports initiatives to promote health, environmental conservation, education and local community development in 27 countries.

The program allocates financial resources for each project, aligned with our lines of action: education, environment, physical activity, safety and well-being. This year we significantly increased support for associations focused on education and capacity building:

- 186**  
promote community development
- 117**  
have initiatives in favor of education
- 102**  
encourage wellness and health
- 11**  
work for the conservation of the environment

One of the central sustainable development objectives in our Sustainability Strategy is Zero Hunger; therefore, in 2022, we also gave

**MXN 75 million**  
of in-kind donations to 55 food banks.

**6.8 million slices of bread**  
to food banks in 99 countries resulting from the Global Bimbo Race



**662 donations in 2022**

**319**  
in-kind

**343**  
financial

**\$265**  
millions of pesos<sup>1</sup>

**1.5%**  
of Net Profit for 2022

**416**  
NGOs supported

	Financial donations	Product donations	Total donations
EAA	21	79	100
Latin America	9	165	174
North America	71	55	126
Mexico	242	20	252
<b>Total</b>	<b>343</b>	<b>319</b>	<b>662</b>

1. This figure is comprised of the sum of the Social Investment-Donations and the Good Neighbor budget

## SOCIAL INVESTMENT PROJECTS IN MEXICO

### Asociación Patrimonio Indígena & Reforestamos México

Asociación Patrimonio Indígena & Reforestamos México promote continuous support for Indigenous communities in Mexico through sustainable development projects to improve their quality of life. In partnership with these associations, we consolidated the project Strengthening the Indigenous Peoples Networks, aimed at highlighting the cultural and linguistic diversity of the Otomí and Zapotec communities through experience, knowledge and productive collaboration exchanges.



**260**  
People directly benefited by taking Otomí and Zapotec language learning lessons.

**5,685**  
People benefited from public park improvements.



**+1,000**  
People benefited

### Entrepreneurial Development Model Reboot your store

We are committed to strengthening and supporting our business partners through strategic alliances and cross-cutting collaboration. An example is our collaboration with Fundación ProEmpleo to develop Modelo de Desarrollo Emprendedor - Reemprende tu tienda, which aims to support businesses such as small clients affected by the COVID-19 pandemic.

More than 1,000 small clients were trained in finance, marketing, good management practices, talent development and innovation.

The success of this project has inspired us to replicate it in other organizations so that the positive impact on the development and competitiveness of our value chain is even greater.



# GOOD NEIGHBOR



## 10 years<sup>t</sup> of impact

This program creates and strengthens ties with the communities surrounding our work centers through projects favoring well-being, the environment, diversity, equity and belonging through education.

**+1 million**  
people benefited

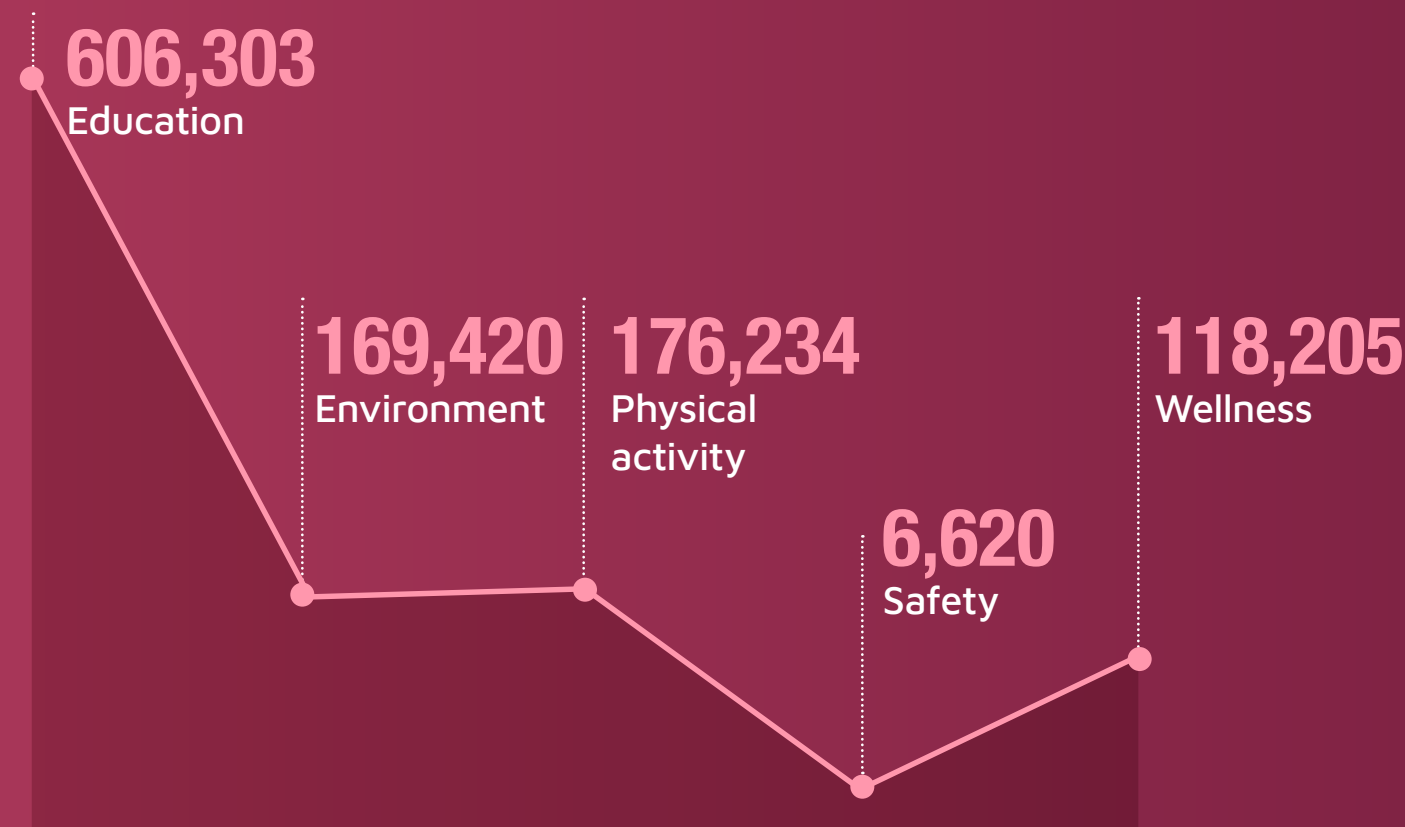
Our program allows us to identify needs and implement sustainable solutions that generate positive impacts in the short, medium and long term by establishing close and constant communications with the people living near our work centers.

GB region	Beneficiaries
EAA	+27,700
Latin America	+750,000
Mexico	+250,000
North America	+36,000
<b>Total</b>	<b>+1,063,700</b>

We have experienced substantial growth in all regions, reaching 231 projects, an increase of 48% over the previous year.

We doubled the number of Good Neighbor projects in Latin America.

### Number of people benefited by category



In 10 years we have executed

**1,489**  
projects

**MXN 22m**

Directed to social impact contributions through our Good Neighbor projects

Resource allocation

**0.3%**  
Commercial initiatives

**9.5%**  
Donations

**90.2%**  
Community investments

Projects by region and by category

Category	EAA*	Latin America	Mexico*	North America*	Total
Education	8	16	25	6	55
Environment	8	8	2	9	27
Physical activity	3	6	51	6	66
Wellness	2		2	1	5
Wellbeing	17	12	7	42	78
<b>Total</b>	<b>38</b>	<b>42</b>	<b>87</b>	<b>64</b>	<b>231</b>
2021	22	21	79	35	157
Growth vs. 2021	73%	100%	10%	83%	47%

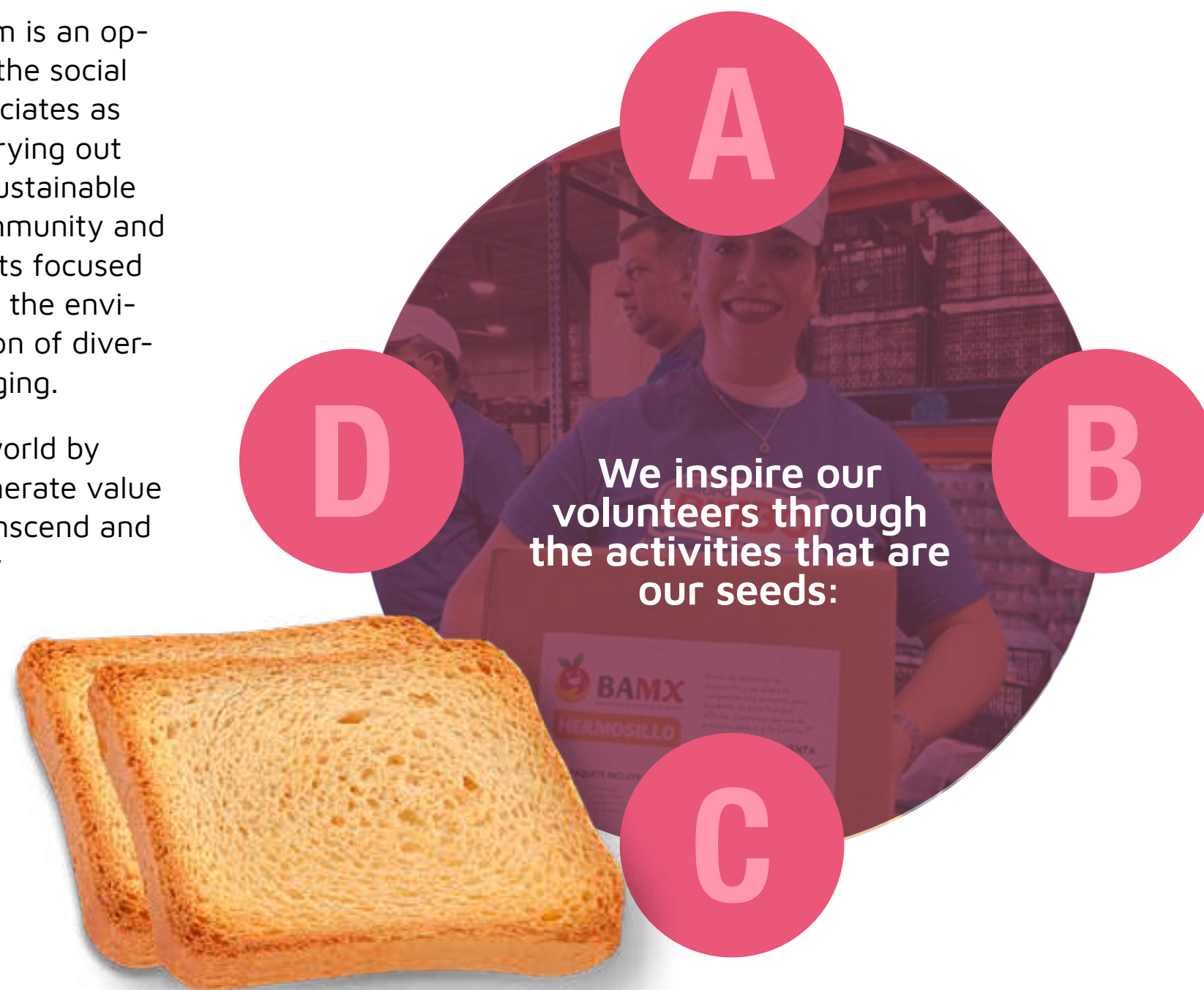
Exclusion \*23 projects in progress that will be delivered in Q1 2023 (two in Europe-Africa-Asia, 20 in Mexico, one in North America)



# VOLUNTEERING

The Volunteer Program is an opportunity to promote the social leadership of our associates as agents of change, carrying out activities in favor of sustainable development, the community and the planet with projects focused on education, care for the environment and promotion of diversity, equity and belonging.

We nourish a better world by *sowing seeds* that generate value in the community, transcend and leave a mark on many people's lives.



We inspire our volunteers through the activities that are our seeds:

- A** **Generosity** to carry out financial and in-kind donation campaigns.
- B** **Good Actions** to implement in-person and remote community outreach and service events.
- C** **Wisdom** to share knowledge, support, and advise community members on labor and professional matters.
- D** **Entrepreneurship**, to coordinate the implementation of social projects and the program's other seeds activities.

Our programs are present in  
**26 of the 33 countries**  
 in which we operate.



**+46%**  
 vs. 2021

Impact of our programs

**10,952**  
volunteers

**211**  
activities

**184**  
events

**6,149**  
volunteers

**24**  
donations

**4,793**  
volunteers

**3**  
professional  
volunteer  
activities



This hard work is a way to join forces, giving our purpose meaning and promoting the participation of all, family and friends, where together we enrich our lives and that of all the people with whom we associate to transcend as a force for good for the planet.

Throughout 2022, we resumed our reforestation activities with nine events gathering more than 1,300 people and +5,600 hours of volunteering to promote environmental conservation and mitigate the effects of climate change. +6,000 trees were planted on +10 hectares, expected to capture nearly 132 tons of CO<sub>2</sub> annually.

## OUR SOCIAL PROGRAM PROJECTS GOOD NEIGHBOR

### LOS DADOS DE BOQUERON

Latin Sur | Bimbo Paraguay

We are convinced that joining forces with different talents can achieve incredible results. Proof of this is the project that was conducted in collaboration with the artist Rubén Sykora, the Los Laureles Foundation, residents and authorities of the Municipality of Asunción in Paraguay, where the Plaza Boquerón was fully renovated, adding QR codes for community interaction and informing them about the local flora and fauna.

This park's restoration was well-received by the community because of its visual transformation and use of technological teaching resources, as well as the glass, bottles and other materials recycled to decorate paths with the mosaic technique, transforming them into a giant board game.

The objective of the project was to provide an inclusive and accessible space that allows for interaction and play among people of all ages learning about the care of the flora and fauna that inhabits the park.

**+500,000**  
beneficiaries

**+500**  
volunteers



### EMERGENCY PREVENTION

Bimbo Mexico | Bimbo Azcapotzalco, Marinela Azcapotzalco

We renovate spaces so the community and civil defense are trained in the skills required to address emergencies. This project increases capacity for sustainable and comprehensive planning and community participation, fostering preventive awareness at work, at home and in our daily lives to deal with contingencies and to return to normalcy as soon as possible

The actions included improvements to the training areas for rescue in confined spaces, vertical rescue and the smoke room for training in using and handling fire extinguishers, interior lighting and improvements to the climbing wall. The scope of the benefits included nearby municipalities in the same State where the project was conducted.

**+5 mil**  
beneficiaries



## SUSTAINABLE SCHOOL

Latin Centro | Chimaltenango Plant, El Tejar Sales Center and Distribution Center

We built and equipped a classroom and installed an agricultural laboratory to harvest vegetables with four forms of production to provide theoretical and practical knowledge promoting sustainable development, the reduction of malnutrition and the capacity to produce food and adapt the educational facilities of Los Aposentos elementary school in Chimaltenango, Guatemala to avoid overcrowded classes.

This project will allow the assignment of plant care tasks according to the grade level of the participating students, who will also receive special classes. The classroom and laboratory culture media were developed with the help of volunteers and school community members.



## VOLUNTEER PROJECT



### FOOD BANK VOLUNTEER DAYS

Mexico | Bimbo, Barcel, Corporate

In 2022 we began volunteer days that sensitized the leaders of our bakeries and plants about their role in reducing food waste, learning to organize their cupboards better and encouraging them to donate their time to assemble cupboards with food rescued by the food bank and to personally experience delivering them to the communities that need us the most.

**+450**  
hours of volunteering



## SUCCESS STORIES

### STORE WITH A CAUSE, SYNERGY WITH THE MASOL FOUNDATION

Latin Centro | Bimbo Honduras

We further developed the collaborative work that we had undertaken with the Masol NGO in Honduras, migrating from a donation in kind that supported the sale of food to partially fund their children's therapies to a comprehensive program that developed mothers as business owners to obtain permanent resources that, in addition to covering their basic needs, will allow them to cover the costs of the rehabilitation their children need.



**+1,000**  
beneficiaries

This store with a cause will transform women's lives as it promotes inclusive and sustainable economic growth based on the training required to develop individuals as personal growth leaders.



**1,610,903**  
Liters of water captured

### RAIN SCHOOLS, SYNERGY WITH AGUA CAPITAL AND ISLA URBANA

Mexico | Bimbo, Barcel, Corporate and MOLDEX

With our partners Agua Capital and Isla Urbana, we have joined efforts for zero waste of water through the following actions: rainwater harvesting system + hand washing system + fun educational program in seven schools, where we also give workshops and participatory activities with our partners to create sustainable spaces to adopt the culture of caring for water from childhood.

**7**  
schools benefitted

**2,190**  
students benefitted

**161**  
water tanks saved

**3**  
municipalities impacted

The main objective of this project is to capture and use rainwater in schools, providing access to safe water in communities with water scarcity through alternative and innovative means such as rainwater harvesting systems. In addition, the promotion of *WASH* initiatives is proposed, which promote global access to water with measures for sanitation and hygiene.



# CARING FOR OUR PEOPLE

Our commitment is...

To create safe, healthy, diverse, equitable and inclusive workspaces that foster a culture of personal and professional development for all our associates.



# WE BELIEVE THAT WORK IS AN IMPORTANT MEANS OF PERSONAL AND PROFESSIONAL FULFILLMENT

For this reason, at Grupo Bimbo, we are committed to being a company free from discrimination, where all people belong and are included with equal opportunities and can be themselves.



## 2030 GOALS

1

We will continue consistently reducing our TRIR (Total Recordable Incident Rate) in each work center with world-class safety standards.

2

40% women talent representation in leadership positions and achieve advancement in other historically underrepresented groups locally.

3

100% of our work centers will implement our human development best practices.



# 139,526 Associates



**17,184**  
associates  
hired and self-employed  
whose work is controlled by  
the Organization

**156,810**  
total Grupo Bimbo  
associates<sup>3</sup>

**79%**  
men

**21%**  
women

## Breakdown by type of contract and region<sup>2</sup>

Regions <sup>1</sup>	Men	Women
Mexico	60,255	15,478
North America	21,529	5,667
Latin America	17,434	5,610
EAA	10,500	3,153
<b>TOTAL</b>	<b>109,718</b>	<b>29,908</b>

<sup>1</sup> Currently, 91% of senior management comes from local communities.

- Senior Management means top management
- Local organization means managers born or with the legal right to reside permanently (naturalized or holders of permanent visas) in the country.
- Significant Operation Locations mean organizations with a managerial structure.

<sup>2</sup> Information extracted from the People Data Lake. Individuals in organizations without a People management system send emails with information used to create the Basic Group Chart. External associates report separately in number only.

<sup>3</sup> Sum of company associates and independent contractors

## OUR ASSOCIATES

Our company's associates are the key ingredient in our recipe for operational excellence success, ensuring the quality of each product delivered.

Since our foundation, Grupo Bimbo has focused on creating decent work and employment to ensure our associates' full development, through an inclusive, diverse and healthy culture based on our beliefs and philosophy, inspiring each one to do their best and grow with their teams to ensure the company's success.



### Gender, age and job category

Job category	Men			Women			Total
	Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	
Operators and administrative	20,388	59,268	16,212	6,855	14,940	3,306	<b>120,969</b>
Supervisors	1,133	7,100	1,850	856	2,145	328	<b>13,412</b>
Executives and managers	79	1,928	1,223	78	1,057	289	<b>4,654</b>
Others	77	294	166	13	25	16	<b>591</b>
<b>Total</b>	<b>21,677</b>	<b>68,590</b>	<b>19,451</b>	<b>7,802</b>	<b>18,167</b>	<b>3,939</b>	<b>139,626</b>

**<30 years**  
21%

**30-50 years**  
62%

**>50 years**  
17%

To achieve operational excellence, we need to have the best professionals. We believe we must attract people looking to develop their full potential at Grupo Bimbo to consolidate our position as a high-performance company.



### New hires in 2022

		Men	Women	Total
<b>Mexico</b> 13,406 Men 7,263 Women	Under 30	7,618	3,546	11,164
	Between 30 and 50	5,640	3,560	9,200
	Over 50	148	157	305
				20,669
<b>North America</b> 7,096 Men 2,495 Women	Under 30	2,723	875	3,598
	Between 30 and 50	3,424	1,268	4,692
	Over 50	949	352	1,301
				9,591
<b>Latin America</b> 4,838 Men 2,255 Women	Under 30	2,515	1,270	3,785
	Between 30 and 50	2,223	946	3,169
	Over 50	100	39	139
				7,093
<b>Europe, Asia and Africa</b> 7,736 Men 2,731 Women	Under 30	4,502	820	5,322
	Between 30 and 50	2,751	1,651	4,402
	Over 50	483	260	743
				10,467

The retention of talent is fundamental to the achievement of our business objectives.

We will direct our efforts to analyze our areas of opportunity to strengthen our employer brand, ensuring competitive and decent workplace conditions, as well as an environment that permits each team member to develop their full potential.

33,076  
Men

14,744  
Women

47,820

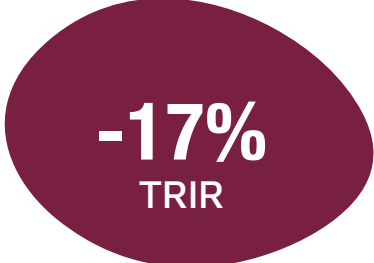
New hires at Grupo Bimbo through our talent attraction strategy

# SAFETY AND WELLNESS



## TRIR 2022

During 2022, the TRIR indicator closed with 1.96, showing a 17% reduction and 537 fewer recordable incidents compared to 2021.



## 2025 Goals

We will reduce the TRIR rate by at least 30% compared to 2020

All operations will achieve a consistent annual reduction in incipient fire (at least 50% from the 2020 baseline) and be 100% compliant with the fire prevention policy.

We will monitor, measure and improve wellness strategies through the "Wellness Observatory."

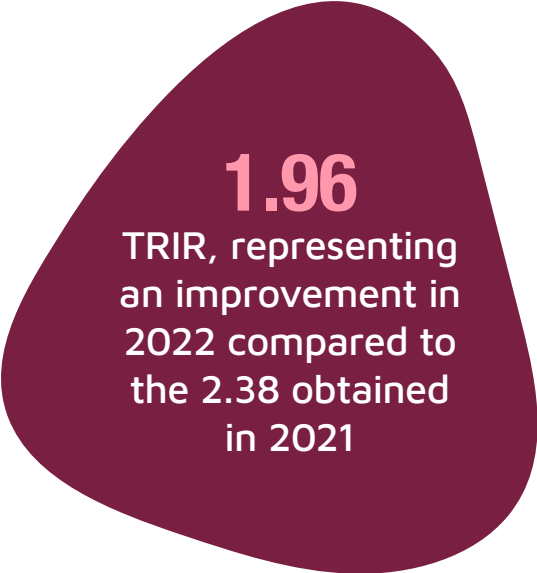


## 2030 Goals

We will maintain a constant reduction of 5% TRIR indicator that will allow us to stay below 1.0

We will maintain a sustained improvement in wellness indicators and initiatives that impact our associates and their families quality of life.

Grupo Bimbo will have zero incipient fires and will be a benchmark in the industry in fire prevention.



# SAFETY AND WELLNESS

At Grupo Bimbo, we have a Safety and Wellness model, based on the fundamental principle that “Every accident is preventable.”

Our model consists of 12 elements grouped under four pillars:



## 1. Processes

- High-performance standards and adherence to procedures
- Investigation of incidents and accidents
- Risk management
- Legal framework

## 2. Structure

- Accountability
- Safety aligned structure

## 3. Associates

- Continuous training
- Communication, participation and recognition
- Safety observations
- Wellness

## 4. Leadership

- Visible commitment and responsibility of leadership
- Health and safety fundamentals and policy

The Safety and Wellness model aims to reach 100% of our associates by implementing it throughout our operations, including managers and supervisors, subcommittees, safety and wellness professionals, and safety and wellness committees in all work centers.

We also develop strategies seeking to sustainably improve wellness indicators and benefit the comprehensive health of our associates.



# GLOBAL SAFETY POLICY

Our Global Safety Policy considers safety efforts an investment, not an expense. To guarantee safety at all levels of our operation, we make significant efforts to improve processes and establish protocols appropriate to the responsibilities and guidelines that must be followed at the operational and administrative levels.

## Global Wellness Policy

Our policy seeks the integration of processes with the requirements of the Healthy Company Management System in our business processes. We guarantee the resources required to establish and improve our management and ensure compliance with global and local standards and regulations related to the surveillance and prevention of physical and psychosocial risk factors, health, work-life balance, maternity and paternity, among others.



## Safety Reporting

Our culture provides our associates with the necessary means to report and follow up on any situation they detect as an operational health and safety risk.

In addition to implementing communication campaigns to promote anonymous reporting without reprisals, we have a direct line for comments, complaints, suggestions and reports.

## IDENTIFICATION OF HAZARDS AND OTHER RISKS

In response to our commitment to the prevention of Occupational Health and Safety risks, we have identified the following risks in our operations:

- Risk of hand injuries due to working with moving machinery without following the established safety procedures in bakeries and production centers.
- Electrical risk is frequent when the established protocols are not followed.
- Risk due to road accidents in the commercial and distribution areas, either due to the responsibility of our associates or third parties.



We established the following safety conditions to mitigate the above:

- Safety observations
- Machinery and equipment risk analysis
- Safety inspections and surveys
- Reinforcement of training on safety standards
- Incorporation of road monitoring devices



### Other risks to which we are exposed

Due to the nature of our business, especially in manufacturing processes, incipient fires represent a risk that we seek to control. Therefore, we have a multidisciplinary team called the Fire Prevention Committee, and we have designed strategies that have allowed us to reduce the number of incipient fires in our facilities.

## WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

At Grupo Bimbo, we have a solid safety and wellness training program aligned with each country's regulations.

No associate may hold a position in the company without being properly qualified and trained.

That is why we work with the operational departments and the high-performance standards sub-committees to maintain a permanent focus on our personnel's education, training and certification, especially in tasks considered hazardous by Grupo Bimbo.

**94,107.2**  
training  
hours<sup>1</sup>

**14.6**  
training hours  
per associate



### Programs

- Wellness School
- Handling of fire extinguishers
- SWAT team and civil defense manual
- Wellness Policy and Model
- Safety and Wellness Model
- Electrical risks
- Sales leaders report
- Safety distance for machinery and equipment guards
- My worst nightmare (fire webinar)
- Safety and Wellness Model: Leadership, fire prevention and wellness

1. The rate is calculated for every 200,000 hours worked.

## HEALTH PROMOTION

Promoting healthy habits is essential to impact the quality of life of our associates. We have developed programs that contribute to encouraging a culture of self-care under the framework of the Global Wellness Policy, the Safety and Psychological Health in the Workplace Policy and the Wellness Model, which seeks to ensure that all Grupo Bimbo organizations promote healthy lifestyles under four pillars:



The scope of certain programs extends to the families of our associates, facilitating access to quality medical, nutritional and emotional care. We conduct vaccination campaigns, medical check-ups, health fairs, workshops, preventive medicine talks and activities inviting and encouraging the participation of our associates and their family members.

Our company dining halls offer quality food through healthy menus, prioritizing nutritional richness at a preferential cost. Our Global Wellness Committee meets quarterly and works to monitor

indicators through the Wellness Observatory, sharing best practices worldwide and promoting projects that generate value and healthier work environments.

The programs are primarily directed to associates and occasionally to their families.

## ACCESS TO HEALTH SERVICES MONITORING AND COMMUNICATION

Considering the specific operational context of the countries and regions where we operate, our health services are implemented under local legislation and regulations established on the matter.

Each operational area may have its health center, nursing or medical service and, in some circumstances, make strategic alliances with local institutions to provide certain services.

The Occupational Health and Safety Division at Grupo Bimbo is guided by a risk prevention and communication approach to reduce such risks.<sup>1</sup> The health personnel providing the services must have the certifications, qualifications and training that accredit their professional quality. In like manner, each facility must have the necessary adaptations to provide care for associates and other stakeholders.

1. Medical evaluations or the means required by law, assessment of the level of exposure according to the position, surveys for the detection of psychosocial risks, preventive vaccination campaigns, talks, medical attention and any other emergency care and support that may be required, are conducted in health training issues and incident investigation.



### Occupational diseases

No occupational diseases were reported in 2022 that could have put the health of our associates at risk.

We constantly monitor the risks that could generate occupational diseases if not controlled. Through our structure of safety professionals, we permanently observe these risks, including hygienic factors (noise, dust, temperature) and other factors such as manual loads, repetitive work and ergonomic issues that require our full attention.

### Communication and inquiries about the health of associates

For Grupo Bimbo, it is important to know the efficiency of our safety and wellness strategies first-hand. Therefore, we periodically carry out consultations that we call "pulses," which allow us to obtain feedback from our associates to identify areas of improvement and detect the need to create new initiatives.

# DIVERSITY, EQUITY AND BELONGING (DE&B)

For Grupo Bimbo, dignity and respect for all people are essential. In compliance with our policies and consistent with our philosophy, we seek to be a global reference as a diverse, equitable and inclusive company that provides to associates with safe spaces and equal opportunities where they can be themselves and feel they belong. We fine-tuned the Diversity, Equity and Belonging strategy to extend our efforts to different stakeholders throughout our value chain through five lines of action:

- 1 Governance**  
 Strengthen our governance model, regulatory framework, and analytical capacity and manage DE&B metrics and objectives.
- 2 Awareness and training**  
 Promote transparency in our communications. Expand sensitivity training that facilitates the creation of an environment of inclusion, equity and belonging
- 3 Talent management**  
 Ensure an inclusive approach in our diverse talent recruitment, selection, promotion and retention practices.
- 4 Operations integration**  
 Expand the integration of cross-cutting programs throughout the value chain, implementing accessibility plans for all.
- 5 Market integration**  
 Promote the reflection on the diversity of the communities we serve in our marketing campaigns, ensuring a DE&B perspective in the programs and interactions with our stakeholders, suppliers, customers, consumers and community.



- A**  
 We are a reflection of the diversity of the communities we serve.
- B**  
 We are responsible for creating an environment where all our associates can freely express their ideas, appreciate their differences, and value diverse ideas, skills, perspectives, and ways of thinking.
- C**  
 Our golden rule governs our relationships: respect, fairness, trust and care.
- D**  
 All dimensions of diversity are welcomed and appreciated.
- E**  
 We build and maintain a culture that attracts, develops and supports diverse talent

# GOALS

Advance  
as of 2022

**26%**

of leadership positions  
are occupied by women

## Divided as:

- 20.85% of senior managers
- 26.32% of managers
- 32.72% of headship
- 24.83% of supervisors

\*11.11% of the Executive Committee

## 2025 Goals

- 30% of leadership positions will be occupied by female talent

## 2030 Goals

- Show significant progress on gender equality globally, with a 40% representation of female talent in leadership positions.
- Grupo Bimbo will be an inclusive and accessible workplace for people with disabilities (PwD), with a PwD in each work center.
- Increase our spending with diverse suppliers and work to achieve the best supplier diversity program.
- We will have at least one social investment project per organization with a focus on Diversity, Equity and Belonging (DE&B)
- All of our internal and external marketing and communication strategies will reflect the diversity of the communities we serve

We aim to increase the representation of diverse talent from historically underrepresented groups.



## DIMENSIONS OF DIVERSITY

We promote positive actions to be an equitable company that promotes equal opportunities. We apply the DE&B principle throughout our organizational process and across regions, so all Grupo Bimbo associates may reach their maximum potential by being themselves.

Our Policies that guarantee diverse processes and equal opportunities are:

- **Global Diversity, Equity and Belonging Policy**
- **Global Policy for Breastfeeding Support**
- **Global Human Rights Policy**
- **Global Policy for the Prevention of Harassment and Discrimination**
- **Code of Ethics**
- **Speak Up Policy**





We carry out activities globally that promote diversity and inclusion, such as:

### Global Month for Diversity, Equity and Belonging

For a month, in all regions, we conducted awareness and training activities, cultural promotion actions, specialized courses and webinars on diversity.



### Diversity, Equity and Belonging Seminar

We carry out training activities for leaders comprised of different modules on topics such as tolerance scale, awareness raising, stereotypes and prejudices. In 2022, we redesigned the program with new trainers and updated the agenda with themes of conceptualizing equity and psychological safety.

### Central Committee for Diversity, Equity and Belonging

This Committee reports on the progress made by all organizations to the Global Office. It follows up on the group's strategic objectives, shares best practices, reinforces initiatives and develops local activities under global guidelines according to each operating context.



### Leadership Circles

It is a mentoring program created to support the development of female talent in leadership positions, based on Sheryl Sandberg's Lean In methodology for developing skills and training through interdisciplinary groups that support women in achieving their professional goals.



## SUCCESS STORIES, REGIONAL INITIATIVES AND RECOGNITIONS



### Mexico

- Orange certification in 14 centers for equality in gender.
- “Éntrale” Certificate (inclusion of people with disabilities)
- Preparation of protocols to prevent and pay special attention to sexual and workplace harassment.
- 1,500 leaders trained in Empathy, Disability and Inclusion and Unconscious Biases
- Programs to include women in sales, operations and logistics.
- Inclusion of talent with disabilities in the Telesales project.
- Zero Child Labor Certificate in the State of Mexico
- Corporate Social Responsibility Certificate

### Spain

- Donettes® #LessHateMoreDonetting campaign in commemoration of LGTB+

### Brazil

- Recognition by the Government of São Paulo of Affinity Groups #Theyknow (women) and #BeYourself (LGBTQ+)
- Mixture operations area 100% composed of women

### Honduras

- Sales with a Social Sense of Mothers in Solidarity

### Canada, Brazil, Mexico

- Survey self-identifying persons with disabilities

### United States

- Supplier Diversity Program<sup>1</sup>
- Internal and external publication of the annual report 2021 Our Foundation of Belonging
- Sponsorship of the pride parade in Los Angeles

### South Africa

- Recognition by Broad-Based Black Economic Empowerment (BBBEE) rating: Integration program to reconcile South Africans and address past inequalities

1. Focused on building our network of female-owned suppliers.

## REPORTING MECHANISMS

At Grupo Bimbo, we must respond to our associates' concerns to maintain a proper working environment. Our leaders are responsible for disseminating Speak Up, the communication channel for associates, suppliers and third parties for complaints, guaranteeing confidentiality and resolution, and attending to the employment relationship.

Speak Up was created to report potential breaches or violations of the Code of Ethics, Human Rights and Diversity, Equity and Belonging policies.

We work under a constant focus on prevention, holding workshops on "Investigative processes and response to labor cases" with Investigative Labor Relations Teams and People from the regions where we operate.



In 2022, the following were addressed:

**63**  
involved  
discrimination.

**22**  
founded

**31**  
unfounded

**10**  
under investigation

# TRAINING AND DEVELOPMENT

Training processes are especially relevant when it comes to developing the skills of our associates. In addition to being a necessary space to improve skills through practice, it's also an opportunity to disseminate our values and culture.

## Our goals

- Increase the average annual training hours per associate by 20% compared to the 2021 baseline.
- Train all management levels to provide them with the necessary tools and skills to develop their potential at work.

### Programs to develop associate competencies

All our training processes are directed at developing and reinforcing the capacities of our associates to enhance their skills and form complementary work teams. In 2022 we provided more than 3.5 million training hours for our associates, surpassing our goal of 2.1 million hours.

**+3.5 million**  
training hours for our associates +60% vs. goal

**25 hrs.**  
average training hours per associate +28% vs. 2021 goal

## Average hours per associate

Level	Men	Women	Total
VP's	75.6	84.7	77.5
Directors and managers	41.3	48.8	43.6
Supervisors, administrative and operative	23.6	29.0	24.7
Others	0.1	1.0	0.2
<b>Total average</b>	<b>24.1</b>	<b>29.9</b>	<b>25.3</b>

**USD 258**  
average investment per associate  
**USD 36 million**  
investment in education and training



As soon as an associate joins Grupo Bimbo, the training process begins: first, through a solid orientation program with workshops and courses to introduce them to the corporate culture and our operation, and later, with a career plan to improve permanent skills that will give them the tools to contribute to their success in our organization.



### Support for the transition to retirement

Our interest in the quality of life of our associates doesn't end at retirement. We believe it is important to accompany associates about to retire from the company and support them in their transition process. Therefore, we have developed orientation courses that facilitate this process, whether toward continued employability or a future dedicated to enjoying personal and family aspects.

Our programs for future retirees include:

- **A Healthy Financial Future**  
For associates up to age 54.
- **Let's Talk About My Future**  
For associates ages 55 to 59
- **Life Plan**  
For associates age 60 and over.

Program	Scope	Total
Welcome	Directed to new hires -100%-	24,086
Leadership Seminar	Directed to supervisors, executives and managers -12% of associates	3,116
CUSUPE	Directed to associates with at least one year of seniority -80% of associates	2,165
What is a company?	Directed to operational and administrative level -86% of associates	11,817
People management skills	Directed to supervisory and executive level -12% of associates	4,276

## TALENT MANAGEMENT AND EVALUATION

Our talent development is the key to ensuring organizational success. Periodic performance reviews allow us to determine our teams' competencies, abilities and aptitudes, and we use these results to develop programs to strengthen those aspects that require more attention.

This year, 83% of our associates worldwide participated in our annual Culture and Commitment survey, "DILO" ["say it"], a mechanism through which we receive feedback on our work environment and thus strengthen the talent management strategy.

This information is studied and disseminated in coordination with the Global Communication and Management areas of Global Talent. Once the information has been validated, it is consolidated and placed on an internal platform for all local communication teams to share internally.



Our primary assessments include the following:

Management by objectives: the systematic use of agreed-upon objectives and measurable goals by the top line. On an annual basis, each associate's contribution to the achievement of the objectives of the Business Plan of their team is evaluated as part of our Global Talent Management Model.

Multidimensional performance review. These involve assessments of each associate's skills, competencies and conduct based on our Global Talent Management Model. An example of this evaluation is 360-degree feedback.

## COMPENSATION AND BENEFITS

Our compensation strategy seeks to ensure an improvement in the quality of life, as well as decent and fair conditions for our associates, under a competitive compensation model.

It considers several criteria such as labor categorization, experience, responsibility of each position and the academic level required to perform their duties. This methodology is complemented by performance reviews, goal achievement and any other metric that facilitates an objective and adequate assessment.

Each country has a different context, and compensation aligns with each region or country's general performance, complying with regional standards and regulations and respecting internationally accepted labor agreements. Other aspects, such as base salary, guaranteed compensation, incentives, commissions, and short-term and long-term bonuses, are also considered.

**We have a model called Total Rewards, which considers four dimensions:**



**Remuneration**



**Benefits**



**Career**



**Life/Work**

## Ratio of total annual compensation by gender

We are committed to promoting a balanced and equitable job offer for our associates. Professional growth and career development are provided under equal opportunities criteria, without discrimination for gender, age or ethnicity. All benefits apply to full-time positions, not part-time or temporary associates.

On the right, we present information regarding the compensation ratio between men and women of our main operations by country, as well as the ratio of increases in compensation.<sup>1</sup>

Country	Organization	Administrative	Supervisor	Manager, Director and VP
<b>Chile</b>	<b>Latin Sur</b>	<b>0.9</b>	<b>1.0</b>	<b>0.9</b>
<b>Brazil</b>	<b>Bimbo Brasil</b>	<b>1.0</b>	<b>1.2</b>	<b>0.9</b>
<b>Canada</b>	<b>Bimbo Canada</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<b>United States</b>	<b>Bimbo Bakeries USA</b>	<b>0.8</b>	<b>0.9</b>	<b>0.9</b>
<b>Spain</b>	<b>EMEA</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<b>Mexico</b>	<b>Bimbo Mexico</b>	<b>0.8</b>	<b>1.0</b>	<b>0.8</b>
<b>Colombia</b>	<b>Latin Centro</b>	<b>1.1</b>	<b>1.0</b>	<b>0.9</b>

This ratio represents the number of times women's total annual compensation is greater than, equal to, or less than men. For example, the total annual compensation of women at the administrative level in Chile is 0.9 times that of men, i.e., lower, while the supervisor level is the same.

## Ratio of the increase in the total annual compensation of the associate earning the highest compensation compared with the rest<sup>2</sup>

Country	Organization	Ratio
<b>Chile</b>	<b>Latin Sur</b>	<b>1.1</b>
<b>Brazil</b>	<b>Bimbo Brasil</b>	<b>0.8</b>
<b>Canada</b>	<b>Bimbo Canada</b>	<b>0.8</b>
<b>United States</b>	<b>Bimbo Bakeries USA</b>	<b>0.9</b>
<b>Spain</b>	<b>EMEA</b>	<b>1.0</b>
<b>Mexico</b>	<b>Bimbo Mexico</b>	<b>1.2</b>
<b>Colombia</b>	<b>Latin Centro</b>	<b>1.0</b>

This ratio represents the number of times the associate with the highest salary received an increase in their total annual compensation compared to the median increase for the rest of the associates in the same country. For example, the increase in the total annual compensation of the associate with the highest income in Chile was 1.1 times the median increase received by the rest of the associates in Chile, that is, higher; while for Colombia, it was 1.0, that is, the same.

- Information on the seven countries with the most significant operation based on 2022 sales and the number of full-time non-operating associates. Excluded from the calculation: non-operative part-time associates, associates contracted for specific work, international assignees and associates occupying regional positions. The total annual compensation includes the amount received annually as base salary, guaranteed compensation, incentives, commissions, and short- and long-term bonuses. The effective date of salaries is December 31, 2022.
- Number of times associates with the highest income had their total annual compensation increased vs. the median of the increase of the rest of the associates.



# BENEFITS

Benefit	Full-Time	Part-time	Temporary	Regions/Countries of application <sup>1</sup>
<b>Virtual Shares (Phantom Shares) -Level 1 Directors and VP's-</b>	X			Brazil, Canada, China, Iberia (Spain and Portugal), LAC, LAS, Mexico, United Kingdom, USA, Morocco, BQ EMEA and BQ Asia
<b>Company car -Levels 1 and 2 Directors and VP's-</b>	X			China, Colombia, Guatemala, Honduras, Iberia, India, LAS, Mexico, Nicaragua, Ecuador, Panama, United Kingdom, USA, Venezuela, Brazil, El Salvador, Costa Rica, Morocco, Italy, BQ Asia (Directors / Plant Managers and Top Management). (El Salvador, Honduras, Nicaragua for sales force only) -Car allowance for the sales force: USA -Car allowance for eligible levels: France and Turkiye -Car allowance for managers and above: Canada
<b>Maternity or paternity leave</b>	X	X	X	Mexico, Canada, Iberia (Portugal and Spain), LAS, LAC, United Kingdom, USA, Brazil, China, Morocco, BQ EMEA, BQ Asia, and India. Part-time associates are only offered this benefit in Iberia (Portugal and Spain), the United Kingdom, the USA, Canada, Russia, France, Italy, Ukraine, Turkiye, Kazakhstan, and Morocco. Temporary associates are only offered this benefit in Iberia (Portugal and Spain), the United Kingdom, France, Italy, Russia, Turkiye, Kazakhstan, Morocco, and LAC.
<b>Annual Performance Bonus</b>	X	X	X	Brazil, Canada, China (except at the administrative level), Iberia, LAC, Mexico, the United Kingdom, the USA, LAS, Morocco, BQ EMEA, BQ Asia, and India. Part-time associates are only offered this benefit in France, Italy, and Ukraine
<b>Medical Check-Up -At least at management levels-</b>	X	X	X	Mexico, United Kingdom, LAC, Brazil, BQ EMEA, BQ Asia, China, Iberia, BQ US. LAS (only Argentina, Chile, and Paraguay) Temporary and part-time associates are only offered this benefit in Ukraine and BQ US.
<b>Coverage for disability and dismemberment</b>	X	X	X	Brazil, Canada, Iberia (Portugal and Spain), Mexico, United Kingdom, the USA, LAS, LAC, Morocco, France, South Africa, Turkey, BQ Asia. It is only offered to part-time associates with one year of seniority in the company in BBU. It is only offered to Temporary associates in Spain, France, Morocco, and BQ US.
<b>Life insurance</b>	X	X	X	Argentina, Brazil, Canada, Chile, Iberia (Portugal and Spain), LAC, Mexico, Peru, United Kingdom, the USA, Morocco, France, South Africa, Turkey, BQ Asia. Part-time associates are only offered this benefit in Turkiye, France, the USA (after one year of seniority), Morocco and the United Kingdom. Temporary associates are only offered this benefit in El Salvador, Honduras, Brazil, Canada, Turkiye and Morocco.
<b>Medical expenses insurance</b>	X	X	X	It is offered at all levels: Argentina (except the operational level), Brazil, Chile, Ecuador, Morocco, Spain, BQ EMEA (except South Africa and Kazakhstan), BQ US, India and BQ Asia. It is offered at the Executive level and up in Canada, China, Colombia, Costa Rica, El Salvador, Guatemala, Portugal, Mexico, Nicaragua, Peru, Uruguay, the United Kingdom, and the USA. It is offered at the Supervisor level and up in Panama, the United Kingdom and Russia. It is offered at operative and supervisor levels in Guatemala (contributory) and Honduras. It is only offered to part-time associates in the United Kingdom, France, Italy, Turkiye, Ukraine, Morocco and the USA (after one year of seniority). It is only offered to Temporary associates in Turkiye and Morocco.

Defined benefit plan obligations and other retirement plans<sup>2</sup>

1. LAC includes Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama and Venezuela; LAS: Argentina, Chile, Peru, Uruguay and Paraguay; Iberia: Spain and Portugal; BQ EMEA: Russia, France, Italy, Kazakhstan, Ukraine, South Africa, and Turkiye; BQ ASIA: China and South Korea.
2. Retirement provisions are not offered to more than 40% of the countries where GB operates.