



Doing better every day

Almarai Sustainability Report 2021

Our subsidiaries



Our subsidiaries

Beyti

“ Beyti is one of the largest producers of milk, juice, and yoghurt products in Egypt, and a subsidiary of Almarai Company, under the joint venture IDJ. ”

As a leader in the Egyptian market, Beyti is working to embed sustainability within its operations. To this end, Beyti has established an environmental and sustainability function responsible for managing sustainability companywide.

This section of the report outlines Beyti’s approach to managing sustainability and highlights the achievements it has made in 2021 and its plans for the year ahead.



Environmental performance

Beyti is committed to minimizing its negative impact on the environment. Its activities have direct and indirect environmental impacts and it can play an important role in combatting global issues such as climate change. Beyti has an environmental policy that sets out the company’s commitment to support and preserve the environment in which it operates, responding to its key environmental impact areas as a business. This policy forms the basis of a roadmap that ensures the policy is put into practice. The policy covers the following areas: environmental management systems and compliance; carbon and energy; water; operational and food waste; and supplier and contractor environmental performance management. The roadmap and policy have allowed Beyti to achieve an ISO 14001 Environmental Management certification.

Beyti has focused on reducing its environmental impact through the installation and commissioning of a solar power project. The project aims to complete a 20 MWp solar power plant that will draw an estimated 19% of its total electricity demand from clean energy. To date, a 6.7 MWp solar power plant has been completed at its manufacturing site, this provides more than 30% of peak electricity demand. Beyti also successfully switched from diesel to natural gas boilers which significantly reduced the carbon intensity of its manufacturing facilities.

Beyti has continued to innovate its plastic and paper packaging to ensure that the quality of its products remain whilst reducing the impact it has on the environment. In 2021, the company achieved 100% of cardboard packaging from recycled materials, greatly reducing the environmental impact of their products and moving towards the circular economy.



Community engagement

Beyti realizes the importance of entrenching the true meaning of solidarity among individuals and societal institutions, especially during the ensuing pandemic and its health and economic impacts. Beyti supports efforts addressed for the neediest families and expanding the number of aids recipients. In 2021, Beyti announced its participation in the convoys of fasting people's iftar organized by Misr El-Kheir Foundation with donations reaching to Egyptian £3.5 million that are provided in the form of food products, milk, and juices from the company's products reaching to 1,030,515 packs. Beyti further launched an initiative of supporting the health sector requirements in cooperation with the Ministry of Health and Population to provide the company's products to patients, medical staff, and employees in quarantine hospitals.

Beyti believes that the private sector has an important role in improving local producers' competitive edge and efficiency in line with the National Food Safety Authority requirements. It continually seeks to support local producers, minor farmers, and milk producers, and is working on improving supply chains related to milk collection centers and minor breeders. Health and wellbeing of consumers is a high priority for Beyti, and it is committed to provide highest standards of international quality in all its products.



Employee development



Beyti issued its code of conduct and set up a system for employees to report issues related to corruption, racism, and violations of the code. All management and supervisory employees now have customized performance objectives and access to leadership and development programs and e-learning courses. In 2021, Beyti had zero reported incidents of discrimination because of robust employee engagement systems. In 2021, over 14,000 hours of training were given to Beyti employees, furthermore 100% of staff were given performance and career development reviews.

Health and safety



In 2021, Beyti completed the fourth phase of the fire trace system project to cover all electrical panels in the plant, which is one of many commitments to protect employees through enhanced health and safety practices. Beyti is proud to have been certified to OHSAS18001 Occupational Health and Safety certification, which signifies its commitments to maintaining the highest standards of health and safety. In 2021, the company had zero lost time injuries across all employees and contractors.

Quality and food safety



Beyti also believes in 'Quality you can trust.' To deliver quality products, Beyti follows strict quality audit process. In 2021, Beyti incorporated Almarai's quality management system that has achieved the FSSC 22000, the GFSI recognized, and ISO9001 certifications. The company maintains its daily quality reporting system and leadership strategies to serve high quality products. There were zero incidences of non-compliance for health and safety of products and 100% of products were assessed for health and safety impacts.

Responsible marketing and communications



Nutritional information for all Beyti's product is printed on packaging labels, and consumers inquiring about product nutritional information receive transparent answers.

All consumer quality complaints are thoroughly investigated, and the findings are shared with the consumer. Beyti has setup a specific team for reviewing, investigating, and responding to consumer complaints that traces and follows them until they are resolved. To further ensure transparent consumer relations, Beyti invite consumers, who have filed a complaint, to its manufacturing facilities to help understand its quality control procedures. In 2021, 100% of significant product categories were covered and assessed for compliance with product information and labelling.



Our sustainability performance

2018

2019

2020

2021

Animal welfare				
Number of incidents of non-compliance with environmental laws and regulations	1	1	0	0

Performance data: Beyti



Our sustainability performance

2018 2019 2020 2021

	2018	2019	2020	2021
Nutrition and wellbeing				
Number of incidents of non-compliance concerning product information and labeling	1	25	74	0
Number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications	0	0	0	0
Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)	100%	100%	100%	100%
Health and safety				
Number of employee lost time injuries	4	7	4	0
Contractor lost-time injuries	0	0	0	0
Employee lost-time injury rate (per 1 mln man-hours)	2	3	2	3.22
Contractor lost-time injury rate (per 1 mln man-hours)	0	0	0	0
Hours of employee health and safety training	9,603	11,058	11,259	13,739
Hours of contractor health and safety training	5,396	4,215	725	3,377
Average hours of health and safety training per employee	3	3	4	5
Average hours of health and safety training per contractor	11	5	1	2.7
Employee absenteeism rate (%)	1.70%	1.90%	1.80%	1.75%
Employee talent and diversity				
Number of employees	3,181	3,265	2,800	2,957
Male employees	3,138	3,224	2,760	2,842
Female employees	43	41	40	49
Full time, male employees	3,138	3,224	2,760	2,908
Full time, female employees	43	40	40	49
Part time, male employees	0	0	0	0
Part time, female employees	0	1	0	0
Senior management employees	22	24	18	41
Middle management employees	136	151	150	175

	2018	2019	2020	2021
Non-management employees	2,959	3,090	2,632	2,741
New employee hires	563	730	404	573
New employee hires, age 18-30	343	505	218	369
	60.9%	69.2%	54.0%	64.4%
New employee hires, age 31-50	220	220	184	201
	39.1%	30.1%	45.5%	35.1%
New employee hires, age 51+	0	5	2	3
	0%	0.7%	0.5%	0.5%
New employee hires, male	554	723	395	557
	98.4%	99.0%	97.8%	97.2%
New employee hires, female	9	7	9	16
	1.6%	1.0%	2.2%	2.8%
Voluntary employee turnover	684	661	707	300
	21.5%	20.2%	25.3%	10.1%
Voluntary employee turnover, age 18-30	297	363	229	165
	43.4%	54.9%	32.4%	55.0%
Voluntary employee turnover, age 31-50	362	293	447	131
	52.9%	44.3%	63.2%	43.7%
Voluntary employee turnover, age 51+	25	5	31	4
	3.7%	0.8%	4.4%	1.3%
Voluntary employee turnover, male	674	654	697	294
	98.5%	98.9%	98.6%	98.0%
Voluntary employee turnover, female	10	7	10	6
	1.5%	1.1%	1.4%	2.0%
Female employment rate (%)	1.4%	1.3%	1.4%	1.7%
Women in senior management	6	6	6	6
	27.3%	25.0%	33.3%	14.6%
Women in middle management	18	18	16	16
	13.2%	11.9%	10.7%	9.1%
Women in non-management positions	19	19	18	27
	0.6%	0.6%	0.7%	1.0%
Board seats occupied by women	0	0	0	0
	0%	0%	0%	0%
Number of employees with a disability	55	55	57	57
Number of formal incidents of discrimination reported	0	0	0	0
Percentage of working time lost due to industrial disputes, strikes and/or lock-outs (%)	0	0	0	0
Number of female employees entitled to maternity leave	2	4	2	2

	2018	2019	2020	2021
Number of female employees that took parental leave	2	4	1	2
Number of female employees that returned to work in the reporting period after parental leave ended	1	3	1	1
Number of female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	0	1	0	1
Female employee return to work rate of employees that took parental leave (%)	50%	75%	100%	50%
Female employee retention rate of employees that took parental leave (%)	0%	25%	0%	50%
Total hours of training provided	28,701	37,230	45,114	18,872
Average hours of training per employee	9.0	11.4	16.1	6.4
Percentage of employees receiving regular performance and career development reviews (%)	NIA	NIA	100%	100%

Community Investment

Total CSR Spending (SAR)	N/A	23,329	963000	200000
Number of school and university visitors hosted	N/A	735	N/A	27
School bag donations (Number of bags donated to students)	N/A	20,000	N/A	N/A
Hours of employee volunteering	N/A	800	N/A	N/A



Managing
Sustainability
at Almarai data



Caring
for People data



Protecting
the Planet data



Producing
Responsible
Products data

Our sustainability performance

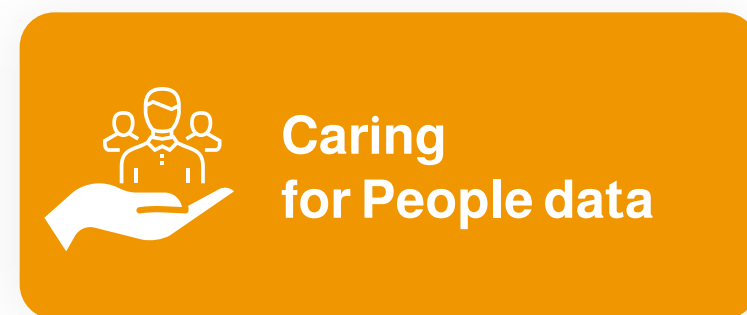
	2018	2019	2020	2021
Community Investment				
Water withdrawal (m3)	1,117,040	1,221,571	1,620,992	1,603,872
Water recycling and reuse (m3)	739	73,000	0	0
Percentage of water recycled and/or reused (%)	0.1%	6.0%	0.0%	0.0%
Total water consumption (m3)	1,117,779	1,294,571	1,620,992	1,603,872
Water discharge (m3)	657,706	NIA	1,012,525	697,966
Manufacturing water intensity (m3/metric ton of finished product)	3.1	3.7	4.6	3.7

2018 2019 2020 2021

Packaging innovation				
Percentage of card board coming from recycled materials used as an input material (%)	57%	70%	70%	100%
Plastics removed from packaging (tons)	NIA	NIA	NIA	N/A
Paper removed from packaging (tons)	NIA	NIA	NIA	N/A
Total packaging removed from the consumer waste stream (tons)	NIA	NIA	NIA	N/A

Climate Change				
Direct stationary energy usage (in thousands kWh)	53,690	64,787	46,881	46,579
Indirect stationary energy usage (in thousands kWh)	53,079	66,436	65,711	67,147
Total stationary energy usage (direct and indirect, in thousands kWh)	106,768	131,223	112,593	113,726
Total solar energy usage (in thousand kWh)	0	0	0	8,071
Percentage of electricity consumption from solar (%)	0	0	0	7%
Almarai owned refrigerators in stores (in thousands kWh)	NIA	NIA	NIA	N/A
Manufacturing energy intensity (kWh/metric ton of finished product)	283.1	398.6	309.6	256.2
Total vehicle fuel consumption (thousands of liters)	3,774	2,793	2,683	1,374
Scope 1 (direct) emissions (metric tons CO ₂ e)	19,879	18,061	5,337	25,880
Scope 2 (indirect) emissions (metric tons CO ₂ e)	23,188	29,022	28,706	29,333
Scope 3 emissions from Almarai refrigerators in stores (metric tons CO ₂ e)	NIA	NIA	NIA	NIA
Total emissions (metric tons CO ₂ e)	43,067	47,083	34,043	55,213
Manufacturing emissions intensity (metric tons CO ₂ e/metric ton of finished product)	0.10	0.13	0.08	0.13
Emissions from refrigerant leakage and replacement (metric tons CO ₂ e)	23	286	824	2

Packaging innovation				
Food waste resold for animal feed (Store returns and operational) (metric tons)	0	0	0	0
Recycled waste (metric tons)	15,040	NIA	NIA	NIA
Total waste generated (metric tons)	24,240	4,894	4,894	4,894
Waste sent to landfill (metric tons)	9,200	4,894	4,894	4,894
Percentage of waste sent to landfill (%)	38%	NIA	NIA	NIA



Our sustainability performance

2018

2019

2020

2021

	2018	2019	2020	2021
Quality and food safety				
Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standard (%)	85%	85%	100%	100%
Number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	0	0	0	0
Number of recalls	0	0	0	0
Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)	100%	100%	100%	100%
Percentage of products which health and safety impacts are assessed for improvement (%)	100%	100%	100%	100%
Total number of manufacturing plants	1	2	2	2
Number of Food Safety System Certification (FSSC) 22000 certified plants	1	1	2	2
Number of Global Food Safety Initiative (GFSI) certified plants	1	1	2	2
Percentage of plants that are GFSI certified (%)	100%	100%	100%	100%
Number of food safety and quality assurance employees	72	72	60	72
Animal welfare				
Number of cows	N/A	N/A	N/A	N/A
Number of chickens processed	N/A	N/A	N/A	N/A
Number of incidents of non-compliance with laws regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic mammals	N/A	N/A	N/A	N/A
Percentage of cows in enclosed housing with resting areas (%)	N/A	N/A	N/A	N/A
Percentage of chickens in enclosed cage free housing (%)	N/A	N/A	N/A	N/A
Ethical Sourcing				
Percentage of locally based suppliers engaged (%)	81%	69%	71%	59%
Percentage of spending on locally based suppliers (%)	40%	69%	72%	71%
Total number of suppliers engaged	588	111	260	75
Total number of local suppliers engaged	478	77	185	44
Percentage of purchased volume from suppliers compliant with company's sourcing policy	NIA	100%	100%	99%
Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards	NIA	100%	100%	100%
New suppliers that were screened using social and/or environmental criteria	0	0	0	3
Number of negative social and/or environmental impacts in the supply chain and actions taken	NIA	NIA	NIA	0



Our subsidiaries

Teeba

“ Teeba is one of the largest producers of dairy products in Jordan, and a subsidiary of Almarai Company, under the joint venture IDJ. ”



As a leader in the Jordanian market, Teeba is working to embed sustainability within its operations. Sustainability management is currently decentralized but coordinated by Teeba’s Quality and Regulatory Department.

This section of the report outlines Teeba’s approach to managing sustainability and highlights the achievements it has made in 2021.

Environmental performance

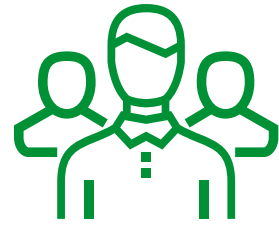
Over the past year, Teeba has implemented several initiatives to optimize energy and water consumption from process and equipment modifications. Overall water consumption reduced from 1.6 million cubic meters to 1.1 million cubic meters, as a result of water saving measures throughout the production processes. Similarly, savings were made on vehicle fuel consumption, where consumption reduced from about 3 million liters to 950 thousand liters. Total waste generated also decreased from 4,214 to 250 metric tons. Teeba had zero incidences of non-compliance with environmental laws and regulations.

Community engagement

Teeba works to support the local communities through various events throughout the year. During 2021, Teeba donated over 1800 products to schools and governmental agencies throughout Jordan and supported engagement and education campaigns on the pandemic precautions. The total investment for these projects amounted to 13,718 SAR. These projects followed a new budget and plan for CSR activities that was developed in 2021, which will be rolled out in the coming year. This plan represents a step forward to formalizing its approach to investing in the community, and it has identified different sectors of focus.



Employee development



Teeba invests in the training, development, and wellbeing of its employees, and seeks to create a working environment that allows people to thrive. Teeba invests in its employees through promoting ongoing training and career progression. In 2021, over 9,500 hours of training were delivered and 100% of employees received employment development reviews. There were also zero incidences of discrimination or malpractice representing the strong and positive culture in the business.

Health and safety



Teeba promotes a culture of health and safety. In 2021, there were 8 employee and zero contractor lost time injury hours, low figures that highlight the strong health and safety measures that operate throughout the company. Overall, 139 hours of health and safety training were conducted with employees and 80 with contractors ensuring ownership amongst various business units. The company is proud that 100% of employees received two doses of the coronavirus vaccine in 2021 ensuring that we could maintain high health, safety, and wellbeing standards.

Quality and food safety



Teeba is inspired by a vision for excellence and driven by a commitment to provide consumers with quality products and exceptional services, the company has worked hard to provide a safe and healthy environment and achieved FSSC 22000 food safety certification. During a recent AIB inspection, Teeba scored 920, the second unannounced consecutive inspection in which Teeba proudly got high scores on an international level. It is worth mentioning that AIB inspection pertains to food safety, pre-manufacturing requirements, and good practices, and anything that can affect the products or consumers' health, directly or indirectly. The inspections are conducted through a thorough physical checking of the facility as well as studying the manufacturing methods, personal practices, and preventative maintenance program, which supports product safety, cleaning and sanitizing practices, pest control, in addition to a comprehensive audit of the internal systems and documents.

Responsible marketing and communications



Teeba only promotes product benefits and descriptions that are approved by the Jordan Food and Drug Administration (JFDA) and does not launch or import any products that are not 100% compliant with JFDA regulations. In 2021, Teeba conducted targeted marketing activities to continue building equity through cause marketing partnerships and using influencers and nutritionists to raise awareness on nutrition. They also provided online and digital support for core products and new product developments. Teeba follow responsible marketing and communication guidelines to ensure that consumers receive clear wellbeing, health, and nutritional information. In 2021, there were zero incidences of non-compliance with regulations or voluntary codes regarding labelling and 100% of products were assessed for compliance with required procedures.

Performance data: Teeba

Managing Sustainability at Almarai data

Caring for People data

Protecting the Planet data

Producing Responsible Products data

Our sustainability performance

	2018	2019	2020	2021
Animal welfare				
Number of incidents of non-compliance with environmental laws and regulations	0	0	0	0



Our sustainability performance

2018

2019

2020

2021

Nutrition and wellbeing				
Number of incidents of non-compliance concerning product information and labeling	0	0	0	0
Number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications	0	0	0	0
	100%	100%	100%	100%

Health and safety				
Number of employee lost time injuries	23	15	32	8
Contractor lost-time injuries	0	0	0	0
Employee lost-time injury rate (per 1 million man-hours)	9.48	8.68	12.55	7.7
Contractor lost-time injury rate (per 1 million man-hours)	0	0	0	0
Hours of employee health and safety training	507	883	318	391
Hours of contractor health and safety training	50	100	57	0
Average hours of health and safety training per employee	0.8	1.1	0.4	0.37
Average hours of health and safety training per contractor	1.7	1.7	0.3	0.0
Employee absenteeism rate (%)	1.7%	1.7%	0.3%	1%

	2018	2019	2020	2021
Employee talent and diversity				
Number of employees	837	798	877	1065
Male employees	816	775	854	1039
Female employees	21	23	23	26
Full time, male employees	816	775	854	962
Full time, female employees	21	23	23	26
Part time, male employees	0	0	0	0
Part time, female employees	0	0	0	0
Senior management employees	22	15	15	16
Middle management employees	99	14	28	28
Non-management employees	716	769	834	944
New employee hires	14	19	27	252
New employee hires, age 18-30	9	14	21	188
	64.3%	73.7%	77.8%	74.6%
New employee hires, age 31-50	5	5	6	64
	35.7%	26.3%	22.2%	25.4%
New employee hires, age 51+	0	0	0	0
	0%	0%	0%	0%
New employee hires, male	14	14	26	314
	100%	73.7%	96.3%	124.6%

	2018	2019	2020	2021
New employee hires, female	0	0	1	3
	1.6%	1.0%	2.2%	2.8%
Voluntary employee turnover	177	9	3	55
	21.1%	1.1%	0.3%	5.2%
Voluntary employee turnover, age 18-30	134	3	3	52
	75.7%	33.3%	100%	94.5%
Voluntary employee turnover, age 31-50	40	5	0	3
	22.6%	55.6%	0.0%	5.5%
Voluntary employee turnover, age 51+	176	1	0	0
	99.4%	11.1%	0.0%	0.0%
Voluntary employee turnover, male	176	9	2	54
	99.4%	100%	66.7%	98.2%
Voluntary employee turnover, female	1	0	1	1
	0.6%	0%	33.3%	1.8%
Female employment rate (%)	2.6%	3.0%	2.7%	2.7%
Women in senior management	2	1	1	0
	9.1%	6.7%	6.7%	0.0%
Women in middle management	8	4	7	6
	8.1%	28.6%	25.0%	21.4%
Women in non-management positions	11	17	15	17
	15%	2.2%	1.8%	1.8%
Board seats occupied by women	0	1	2	2
	0%	12.5%	25.0%	25.0%
Number of employees with a disability	17	17	15	15
Number of formal incidents of discrimination reported	0	0	0	0
Percentage of working time lost due to industrial disputes, strikes and/or lock-outs (%)	<1%	0	0	0
Number of female employees entitled to maternity leave	15	11	15	10
Number of female employees that took parental leave	2	0	0	0
Number of female employees that returned to work in the reporting period after parental leave ended	2	0	0	0
Number of female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	2	0	0	0
Female employee return to work rate of employees that took parental leave (%)	100%	N/A	0%	0%
Female employee retention rate of employees that took parental leave (%)	100%	N/A	0%	0%
Total hours of training provided	1600	4956	306325	9584
Average hours of training per employee	1.91	6.21	349.29	9.00
Percentage of employees receiving regular performance and career development reviews (%)	NIA	NIA	100%	100%

2018 2019 2020 2021

Community Investment				
Total CSR Spending (SAR)	40,280	53,593	279,635	13,719
Number of school and university visitors hosted	N/A	438	0	0
Product donations (Number of servings)	NIA	7,583	NIA	1,806



Our sustainability performance

2018 2019 2020 2021

Water Management				
Water withdrawal (m3)	164,310	175,272	201,897	372,250
Water recycling and reuse (m3)	107,800	120,416	154,171	14,820
Percentage of water recycled and/or reused (%)	66%	69%	76%	4%
Total water consumption (m3)	272,110	295,688	356,068	387,070
Water discharge (m3)	122,987	135,096	167,594	184,515
Manufacturing water intensity (m3/metric ton of finished product)	6	6	6	9

Packaging innovation				
Percentage of card board coming from recycled materials used as an input material (%)	NIA	NIA	NIA	N/A
Plastics removed from packaging (tons)	NIA	NIA	NIA	N/A
Paper removed from packaging (tons)	NIA	NIA	NIA	N/A
Total packaging removed from the consumer waste stream (tons)	NIA	NIA	NIA	N/A

Climate Change				
Direct stationary energy usage (in thousands kWh)	8,527	9,624	9,564	12,331
Indirect stationary energy usage (in thousands kWh)	9,439	9,349	10,120	12,985
Total stationary energy usage (direct and indirect, in thousands kWh)	17,966	18,972	19,684	25,316
Total solar energy usage (in thousand kWh)	0	298	735	167
Percentage of electricity consumption from solar (%)	0	0	0	1%
Almarai owned refrigerators in stores (in thousands kWh)	NIA	NIA	NIA	N/A

	2018	2019	2020	2021
Manufacturing energy intensity (kWh/metric ton of finished product)	535	575	486	456
Total vehicle fuel consumption (thousands of liters)	1,983	215	3,081	950
Scope 1 (direct) emissions (metric tons CO ₂ e)	5,744	2,859	6,862	5,949
Scope 2 (indirect) emissions (metric tons CO ₂ e)	7,344	7,273	7,874	10,102
Scope 3 emissions from Almarai refrigerators in stores (metric tons CO ₂ e)	NIA	NIA	NIA	NIA
Total emissions (metric tons CO ₂ e)	13,088	10,132	14,736	16,051
Manufacturing emissions intensity (metric tons CO ₂ e/metric ton of finished product)	0	0	0	0
Emissions from refrigerant leakage and replacement (metric tons CO ₂ e)	20	NIA	NIA	NIA

Waste Management

Food waste resold for animal feed (Store returns and operational) (metric tons)	0	0	0	0
Recycled waste (metric tons)	0	0	0	0
Total waste generated (metric tons)	4,242	3,508	4,214	250
Waste sent to landfill (metric tons)	4,242	3,508	4,214	250
Percentage of waste sent to landfill (%)	100%	100%	100%	100%



Managing
Sustainability
at Almarai data



Caring
for People data



Protecting
the Planet data



Producing
Responsible
Products data

Our sustainability performance

	2018	2019	2020	2021
Quality and food safety				
Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standard (%)	100%	100%	100%	100%
Number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	0	0	0	0
Number of recalls	0	0	0	0
Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)	100%	100%	100%	100%
Percentage of products which health and safety impacts are assessed for improvement (%)	100%	100%	100%	100%
Total number of manufacturing plants	1	1	1	1
Number of Food Safety System Certification (FSSC) 22000 certified plants	0	0	0	1
Number of Global Food Safety Initiative (GFSI) certified plants	0	0	0	1

	2018	2019	2020	2021
Number of Global Food Safety Initiative (GFSI) certified plants	0	0	0	1
Percentage of plants that are GFSI certified (%)	0%	0%	0%	100%
Number of food safety and quality assurance employees	2	2	3	22

Animal welfare

Number of cows	2,373	2,841	3,050	3,200
Number of chickens processed	N/A	N/A	N/A	N/A
Number of incidents of non-compliance with laws regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic mammals	0	0	0	0
Percentage of cows in enclosed housing with resting areas (%)	100%	100%	NIA	N/A
Percentage of chickens in enclosed cage free housing (%)	N/A	N/A	N/A	N/A

Ethical Sourcing

Percentage of locally based suppliers engaged (%)	91%	97%	95%	93%
Percentage of spending on locally based suppliers (%)	57%	88%	86%	90%
Total number of suppliers engaged	349	330	351	700
Total number of local suppliers engaged	319	320	334	650
Percentage of purchased volume from suppliers compliant with company's sourcing policy	100%	100%	100%	100%
Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards	NIA	40%	NIA	100%
New suppliers that were screened using social and/or environmental criteria	0	3	0	3
Number of negative social and/or environmental impacts in the supply chain and actions taken	NIA	NIA	NIA	0



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