



## Performance data



### Managing Sustainability at Almarai

#### Our sustainability performance

2018 2019 2020 2021

	2018	2019	2020	2021
<b>Number of incidents of non-compliance with environmental laws and regulations</b>	0	0	0	0
GCC	0	0	0	0
USA	0	0	0	0
Argentina	0	0	0	0

Note: NIA stands for no information available; N/A stands for not applicable.





## Caring for People

### Our sustainability performance

	2018	2019	2020	2021
<b>Nutrition and wellbeing</b>				
<b>Number of incidents of non-compliance with environmental laws and regulations</b>	0	1	7	3
GCC	1	1	7	3
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications</b>	0	0	0	0
GCC	0	0	0	0
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)</b>	100%	100%	100%	100%
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

	2018	2019	2020	2021
<b>Health and safety</b>				
<b>Number of employee lost time injuries</b>	256	226	180	228
GCC	256	195	153	176
USA	NIA	14	16	37
Argentina	NIA	17	11	15
<b>Contractor lost-time injuries</b>	0	3	3	3
GCC	NIA	NIA	0	3
USA	NIA	3	3	0
Argentina	NIA	0	0	0
<b>Employee lost-time injury rate (per 1 million man-hours)</b>				
GCC	1.72	1.87	1.38	1.68
USA	NIA	NIA	20.00	70.60
Argentina	NIA	29.71	24.24	19.2
<b>Contractor lost-time injury rate (per 1 million man-hours)</b>				
GCC	NIA	NIA	0	0.82
USA	NIA	NIA	37.00	0
Argentina	NIA	0	0	0
<b>Hours of employee health and safety training</b>	155,320	363,991	62,965	167,915
GCC	155,320	352,338	56,582	150,284
USA	NIA	11,544	6,163	17,160
Argentina	NIA	109	220	471
<b>Hours of contractor health and safety training</b>	0	3,036	984	19
GCC	NIA	1,289	0	0
USA	NIA	1,711	984	984
Argentina	NIA	36	0	3
<b>Average hours of health and safety training per employee</b>	4.0	9.6	1.7	4.7
GCC	4.0	9.5	1.5	4.3
USA	NIA	29.7	19.1	45.9
Argentina	NIA	0.5	1.1	2.2

	2018	2019	2020	2021
<b>Average hours of health and safety training per contractor</b>	6.1	4.5	0.5	0.2
GCC	N/A	2.1	0	0
USA	10.6	4.8	0.8	0.6
Argentina	1.7	1.7	0.3	0.05
<b>Employee absenteeism rate (%)</b>				
GCC	6.5%	4.9%	5.0%	3.1%
USA	NIA	NIA	7.0%	12,2%
Argentina	NIA	5.0%	3.6%	6.7%

Our sustainability performance				
Employee talent and diversity				
<b>Number of employees</b>	38,953	37,821	37,066	35,386
GCC	38,416	37,231	36,534	34,801
USA	366	389	323	374
Argentina	171	201	209	211
<b>Male employees</b>	38,953	36,870	36,198	34,539
GCC	38,416	36,462	35,768	34,059
USA	366	248	263	310
Argentina	171	160	167	170
<b>Female employees</b>	821	865	868	847
GCC	750	769	766	742
USA	42	55	60	64
Argentina	29	41	42	41
<b>Full time, male employees</b>	38,110	36,860	36,196	34,449
GCC	37,662	36,456	35,768	34,059
USA	306	245	261	220
Argentina	142	159	167	170
<b>Full time, female employees</b>	821	865	867	845
GCC	750	769	766	742
USA	42	55	59	62
Argentina	29	41	42	41

	2018	2019	2020	2021
<b>Part time, male employees</b>	22	10	2	3
GCC	4	6	0	0
USA	18	3	2	3
Argentina	0	1	0	0
<b>Part time, female employees</b>	0	0	1	2
GCC	0	0	0	0
USA	0	0	1	2
Argentina	0	0	0	0
<b>Senior management employees</b>	243	271	253	254
GCC	243	248	229	234
USA	NIA	8	10	8
Argentina	NIA	15	14	12
<b>Middle management employees</b>	1,272	1,319	1,240	1,250
GCC	1,272	1,266	1,190	1,196
USA	NIA	31	28	31
Argentina	NIA	22	22	23
<b>Non-management employees</b>	36,901	36,230	35,573	33,882
GCC	36,901	35,717	35,115	33,371
USA	NIA	350	285	335
Argentina	NIA	163	173	176
<b>New employee hires</b>	6,693	5,316	2,352	4,521
GCC	6,693	4,964	2,007	4,075
USA	NIA	281	323	381
Argentina	NIA	71	22	65
<b>New employee hires, age 18-30</b>	4,677	3,498	1,479	2,826
	69.9%	65.8%	62.9%	62.5%
GCC	4,677	3,320	1,373	2,616
	69.9%	66.9%	68.4%	64.2%
USA	NIA	150	90	163
	NIA	53.4%	27.9%	42.8%
Argentina	NIA	28	16	47
	NIA	39.4%	72.7%	72.3%

	2018	2019	2020	2021
<b>New employee hires, age 31-50</b>	2,003	1,761	763	1,625
	29.9%	33.1%	32.4%	35.9%
GCC	2,003	1,617	627	1,440
	29.9%	32.6%	31.2%	35.3%
USA	NIA	101	131	167
	NIA	35.9%	40.6%	43.8%
Argentina	NIA	43	5	18
	NIA	60.6%	22.7%	27.7%
<b>New employee hires, age 51+</b>	13	57	110	70
	0.2%	1.1%	4.7%	1.5%
GCC	13	27	7	19
	0.2%	0.5%	0.3%	0.5%
USA	NIA	30	102	51
	NIA	10.7%	31.6%	13.4%
Argentina	NIA	0	1	0
	NIA	0%	4.5%	0.0%
<b>New employee hires, male</b>	6,542	5,098	2,214	4,410
	97.7%	95.9%	94.1%	97.5%
GCC	6,542	4,786	1,932	4,006
	97.7%	96.4%	96.3%	98.3%
USA	NIA	258	263	346
	NIA	91.8%	81.4%	90.8%
Argentina	NIA	54	19	58
	NIA	76.1%	86.4%	89.2%
<b>New employee hires, female</b>	151	218	138	267
	2.3%	4.1%	5.9%	5.9%
GCC	151	178	75	69
	2.3%	3.6%	3.7%	1.7%
USA	NIA	23	60	191
	NIA	8.2%	18.6%	50.1%
Argentina	NIA	17	3	7
	NIA	23.9%	13.6%	10.8%
<b>Voluntary employee turnover</b>	4,360	4,215	2,446	4,568
	11.2%	11.1%	6.6%	12.9%
GCC	4,360	3,999	2,322	4,422
	11.3%	10.7%	6.4%	12.7%
USA	NIA	200	111	93
	NIA	51.4%	34.4%	24.9%
Argentina	NIA	16	13	53
	NIA	8.0%	6.2%	25.1%

	2018	2019	2020	2021
<b>Voluntary employee turnover, age 18-30</b>	1,890	1,824	938	2,917
	43.3%	43.3%	38.3%	63.9%
GCC	1,890	1,708	874	2,832
	43.3%	42.7%	37.6%	64.0%
USA	NIA	112	56	53
	NIA	56.0%	50.5%	57.0%
Argentina	NIA	4	8	32
	NIA	25.0%	61.5%	60.4%
<b>Voluntary employee turnover, age 31-50</b>	2,326	2,173	1,338	2,976
	53.3%	51.6%	54.7%	65.1%
GCC	2,326	2,098	1,301	2,931
	53.3%	52.5%	56.0%	66.3%
USA	NIA	63	32	24
	NIA	31.5%	28.8%	25.8%
Argentina	NIA	12	5	21
	NIA	75.0%	38.5%	39.6%
<b>Voluntary employee turnover, age 51+</b>	144	218	170	270
	3.3%	5.2%	7.0%	5.9%
GCC	144	193	147	254
	3.3%	4.8%	6.3%	5.7%
USA	NIA	25	23	16
	NIA	12.5%	20.7%	17.2%
Argentina	NIA	0	0	0
	NIA	0%	0%	0%
<b>Voluntary employee turnover, male</b>	4,270	4,068	2,379	4,449
	97.9%	96.5%	97.3%	97.4%
GCC	4,270	3,871	2,271	4,335
	97.9%	96.8%	97.8%	98.0%
USA	NIA	185	98	61
	NIA	92.5%	88.3%	65.6%
Argentina	NIA	12	10	53
	NIA	75.0%	76.9%	100.0%
<b>Voluntary employee turnover, female</b>	90	147	67	95
	2.1%	3.5%	2.7%	2.1%
GCC	90	128	51	87
	2.1%	3.2%	2.2%	2.0%
USA	NIA	15	13	8
	NIA	7.5%	11.7%	8.6%
Argentina	NIA	4	3	0
	NIA	25.0%	23.1%	0.0%

	2018	2019	2020	2021
<b>Female employment rate (%)</b>	2.1%	2.3%	2.3%	2.4%
GCC	2.0%	2.1%	2.1%	2.1%
USA	11.5%	14.1%	18.6%	17.1%
Argentina	17.0%	20.4%	20.1%	19.4%
<b>Women in senior management</b>	<b>2</b>	<b>4</b>	<b>7</b>	<b>5</b>
	<b>0.8%</b>	<b>1.5%</b>	<b>2.8%</b>	<b>2.0%</b>
GCC	2	2	2	1
	0.8%	0.8%	0.9%	0.4%
USA	NIA	0	3	2
	NIA	0%	30.0%	25.0%
Argentina	NIA	2	2	2
	NIA	13.3%	14.3%	16.7%
<b>Women in middle management</b>	<b>45</b>	<b>43</b>	<b>33</b>	<b>39</b>
	<b>3.5%</b>	<b>3.3%</b>	<b>2.7%</b>	<b>3.1%</b>
GCC	45	31	26	29
	3.5%	2.4%	2.2%	2.4%
USA	NIA	8	3	6
	NIA	25.8%	10.7%	19.4%
Argentina	NIA	4	4	4
	NIA	18.2%	18.2%	17.4%
<b>Women in non-management positions</b>	<b>703</b>	<b>813</b>	<b>828</b>	<b>803</b>
	<b>1.9%</b>	<b>2.2%</b>	<b>2.3%</b>	<b>2.4%</b>
GCC	703	736	738	712
	1.9%	2.1%	2.1%	2.1%
USA	NIA	42	54	56
	NIA	12.0%	18.9%	16.7%
Argentina	NIA	35	36	35
	NIA	21.5%	20.8%	19.9%
<b>Board seats occupied by women</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>
	<b>0.0%</b>	<b>11.1%</b>	<b>11.1%</b>	<b>11.1%</b>
GCC	0	0	0	0
	0%	0%	0%	0%
USA	NIA	0	0	0
	0%	0%	0%	0%
Argentina	NIA	1	1	1
	0%	20.0%	20.0%	20.0%



	2018	2019	2020	2021
<b>Number of employees with a disability</b>	468	436	421	404
GCC	468	436	421	404
USA	NIA	0	0	0
Argentina	NIA	0	0	0
<b>Number of formal incidents of discrimination reported</b>	0	0	0	0
GCC	0	0	0	0
USA	NIA	0	0	0
Argentina	NIA	0	0	0
<b>Percentage of working time lost due to industrial disputes, strikes and/or lock-outs (%)</b>				
GCC	0	0	0	0
USA	NIA	0	0	0
Argentina	NIA	0	0	0
<b>Number of female employees entitled to maternity leave</b>	327	410	428	561
GCC	327	333	360	352
USA	NIA	38	28	169
Argentina	NIA	39	40	40
<b>Number of female employees that took parental leave</b>	44	42	43	45
GCC	44	38	38	34
USA	NIA	2	2	1
Argentina	NIA	2	3	10
<b>Number of female employees that returned to work in the reporting period after parental leave ended</b>	39	34	36	33
GCC	39	30	34	29
USA	NIA	2	2	1
Argentina	NIA	2	0	3
<b>Number of female employees that returned to work after parental leave ended that were still employed 12 months after their return to work</b>	39	32	36	24
GCC	39	30	34	23
USA	NIA	1	2	0
Argentina	NIA	1	0	1

	2018	2019	2020	2021
<b>Female employee return to work rate of employees that took parental leave (%)</b>	89%	81%	84%	73%
GCC	89%	79%	89%	85%
USA	NIA	100%	100%	100%
Argentina	NIA	100%	0%	30%
<b>Female employee retention rate of employees that took parental leave (%)</b>	89%	76%	84%	53%
GCC	89%	79%	89%	68%
USA	NIA	50%	100%	0%
Argentina	NIA	50%	0%	10%
<b>Percentage of working time lost due to industrial disputes, strikes and/or lock-outs (%)</b>	375,258	588,365	407,612	419,202
GCC	375,258	579,152	399,698	275,596
USA	NIA	8,346	6,514	12,042
Argentina	NIA	867	1,400	7,462
<b>Average hours of training per employee</b>	9.6	15.6	11.0	8.3
GCC	9.8	15.6	10.9	7.9
USA	NIA	21.5	20.2	32.2
Argentina	NIA	4.3	6.7	35.4
<b>Percentage of employees receiving regular performance and career development reviews (%)</b>				
GCC	NIA	NIA	100%	100%
USA	NIA	NIA	NIA	100%
Argentina	NIA	NIA	NIA	3%
<b>Learning and development programs (GCC only)</b>	933	1,949	1,365	1,681
Number of Almarai Academy participants (National and non-national)	520	565	388	863
Number of Almarai Driving School participants (National and non-national)	413	1,384	977	818
<b>Saudization (GCC only)</b>				
Number of Saudi employees	8,766	8,466	8,653	8,626
Percentage Saudization among total workforce	26%	26%	27%	25%
Percentage Saudization of middle management	25%	24%	25%	26%
Percentage Saudization of senior management	16%	17%	20%	23%
Number of Saudi female employees	645	635	634	608

	2018	2019	2020	2021
Number of Saudi Almarai Academy participants	291	265	271	301
Number of Saudi Graduate Professional Trainee participants	22	23	19	0
Number of Saudi Almarai Future Leaders participants	21	0	0	0
Number of Saudi Dairy & Food Polytechnic participants	505	486	425	227
Number of Saudi Almarai Driving School participants	126	133	91	129
Total number of Saudi nationals in professional development programs	965	907	806	657

<b>Community Investment</b>				
<b>Total CSR spending (SAR million) - GCC only</b>	<b>39.55</b>	<b>34.72</b>	<b>35.14</b>	<b>41.55</b>
<b>Total CSR spending as a percentage of net profit (%) -GCC only</b>	<b>2.00%</b>	<b>1.90%</b>	<b>1.80%</b>	<b>2.66%</b>
<b>Product donations - GCC only</b>				
Number of schools provided with snacks for students	0	0	0	63
Snacks for school children (Number of servings)	0	0	0	50,540
Number of low income families provided with food baskets	0	0	0	1,355
Number of charities provided with food donations	0	0	0	183
Product donations for charities (Number of servings)	0	0	0	345,847
Total product servings donated	0	0	0	396,387
Total financial value (SAR million)	0.00	0.00	0.39	0.53
<b>Support for vulnerable groups - GCC only</b>				
Number of lower income couples provided with weddings	1,200	1,400	0	0
Number of children at orphanages and charities provided with Iftars	40	58	0	0
Charity, orphanage and other association event sponsorships (Number of beneficiaries)	80	172	45	0
Total financial value (SAR million)	0.38	0.51	0.01	0.52
<b>Support for learning and technical, vocational and education training (TVET) - GCC only</b>				
Number of TVET beneficiaries (Dairy & Food Polytechnic)	505	486	425	288
University student groups sponsored (Number of beneficiaries)	70	340	95	188
Braille booklets (Number of books donated)	N/A	500	0	0
Dental care campaign (Number of schools attended)	20	32	0	4
Almarai site visit program (Number of visitors)	73,286	88,030	23,089	0
Sponsorship of Food Loss and Waste Index and awareness campaign (value in SAR).	N/A	100,000	0	5,380,815



	2018	2019	2020	2021
Sponsorship of Qaderoon documentary (value in SAR)	N/A	113,000	135000	0
Total financial value (SAR million)	35.32	30.22	31.85	37.1
<b>Sponsorship of awards - GCC only</b>				
Number of award winners (Veterinarian Award, Scientific Award, Best Mother Award, GCC General Education Award, and Sheikha Latifa)	0	0	0	18
Total financial Value (SAR million)	0.00	0.00	0.00	3.40



## Our sustainability performance

2018 2019 2020 2021

<b>Water management</b>				
<b>Water withdrawal (m3)</b>	<b>11,357,042</b>	<b>11,325,452</b>	<b>12,159,498</b>	<b>11,049,898</b>
GCC	11,357,042	11,325,452	12,159,498	11,049,898
USA	NIA	NIA	NIA	N/A
Argentina	NIA	NIA	NIA	N/A
<b>Water recycling and reuse (m3)</b>	<b>2,077,701</b>	<b>2,158,804</b>	<b>3,363,978</b>	<b>2,319,571</b>
GCC	2,077,701	2,158,804	3,363,978	2,319,571
USA	NIA	NIA	NIA	N/A
Argentina	NIA	NIA	NIA	N/A
<b>Percentage of water recycled and/or reused (%)</b>	<b>18.3%</b>	<b>19.1%</b>	<b>27.7%</b>	<b>21.0%</b>
GCC	18.3%	19.1%	27.7%	21.0%
USA	NIA	NIA	NIA	N/A
Argentina	NIA	NIA	NIA	N/A
<b>Total water consumption (m3)</b>	<b>13,434,743</b>	<b>13,484,256</b>	<b>15,523,476</b>	<b>13,369,469</b>
GCC	13,434,743	13,484,256	15,523,476	13,369,469
USA	NIA	NIA	NIA	N/A
Argentina	NIA	NIA	NIA	N/A
<b>Water discharge (m3)</b>	<b>8,142,212</b>	<b>8,946,156</b>	<b>7,284,188</b>	<b>8,676,103</b>
GCC	8,142,212	8,946,156	7,284,188	8,676,103
USA	NIA	NIA	NIA	N/A
Argentina	NIA	NIA	NIA	N/A
<b>Manufacturing water intensity (m3/metric ton of finished product)</b>				
GCC	5.0	5.1	5.5	5.90
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

	2018	2019	2020	2021
<b>Climate Change</b>				
<b>Direct stationary energy usage (in thousands kWh)</b>	<b>863,453</b>	<b>839,565</b>	<b>716,451</b>	<b>669,148</b>
GCC	863,382	839,563	716,450	669,107
USA	0	0	0	0
Argentina	71	2	1	41
<b>Indirect stationary energy usage (in thousands kWh)</b>	<b>946,882</b>	<b>1,012,184</b>	<b>1,089,202</b>	<b>1,194,497</b>
GCC	881,525	933,598	1,003,241	1,106,941
USA	55,359	67,300	71,268	71,149
Argentina	9,999	11,286	14,693	16,407
<b>Total stationary energy usage (direct and indirect, in thousands kWh)</b>	<b>1,810,335</b>	<b>1,851,749</b>	<b>1,805,653</b>	<b>1,863,645</b>
GCC	1,744,907	1,773,161	1,719,691	1,776,047
USA	55,359	67,300	71,268	71,149
Argentina	10,069	11,288	14,694	16,448
<b>Total solar energy usage (in thousand kWh)</b>	<b>2,409</b>	<b>14,313</b>	<b>31,317</b>	<b>40,980</b>
GCC	2,409	14,313	31,317	40,980
USA	0	0	0	0
Argentina	0	0	0	0
<b>Percentage of electricity consumption from solar (%)</b>	<b>0.2%</b>	<b>1.1%</b>	<b>2.5%</b>	<b>2.3%</b>
GCC	0.2%	1.1%	2.5%	2.3%
USA	0%	0%	0%	0%
Argentina	0%	0%	0%	0%
<b>Almarai owned refrigerators in stores (in thousands kWh)</b>	<b>906,305</b>	<b>961,093</b>	<b>982,890</b>	<b>991,540</b>
GCC	906,305	961,093	982,890	991,541
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Manufacturing energy intensity (kWh/metric ton of finished product)</b>	<b>512.3</b>	<b>546.0</b>	<b>523.8</b>	<b>560.3</b>
GCC	512.3	546.0	523.8	560.3
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A



	2018	2019	2020	2021
<b>Total vehicle fuel consumption (thousands of liters)</b>	<b>412,802</b>	<b>279,338</b>	<b>268,207</b>	<b>259,780</b>
GCC	404,329	273,814	262,306	253,896
USA	7,609	4,428	4,594	4,546
Argentina	864	1,096	1,306	1,338
<b>Scope 1 (direct) emissions (metric tons CO<sub>2</sub>e)</b>	<b>1,160,272</b>	<b>896,859</b>	<b>788,324</b>	<b>794,241</b>
GCC	1,149,005	889,527	780,057	778,938
USA	10,093	5,974	6,550	11,756
Argentina	1,174	1,358	1,718	3,548
<b>Scope 2 (indirect) emissions (metric tons CO<sub>2</sub>e)</b>	<b>688,198</b>	<b>744,270</b>	<b>810,400</b>	<b>984,406</b>
GCC	660,558	710,960	774,107	947,343
USA	23,721	28,886	30,533	30,633
Argentina	3,919	4,423	5,759	6,431
<b>Scope 3 emissions from Almarai refrigerators in stores (metric tons CO<sub>2</sub>e)</b>	<b>780,088</b>	<b>827,246</b>	<b>846,008</b>	<b>853,454</b>
GCC	780,088	827,246	846,008	853,454
USA	NIA	NIA	NIA	NIA
Argentina	NIA	NIA	NIA	NIA
<b>Total emissions (metric tons CO<sub>2</sub>e)</b>	<b>2,628,559</b>	<b>2,468,375</b>	<b>2,444,732</b>	<b>2,632,101</b>
GCC	2,589,652	2,427,733	2,400,173	2,579,735
USA	33,814	34,860	37,083	42,389
Argentina	5,093	5,782	7,476	9,978
<b>Manufacturing emissions intensity (metric tons CO<sub>2</sub>e/metric ton of finished product)</b>	<b>0.30</b>	<b>0.32</b>	<b>0.29</b>	<b>0.32</b>
GCC	0.30	0.32	0.29	0.32
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Emissions from refrigerant leakage and replacement (metric tons CO<sub>2</sub>e)</b>	<b>167,686</b>	<b>200,094</b>	<b>225,443</b>	<b>216,795</b>
GCC	167,686	200,036	225,346	216,795
USA	NIA	NIA	NIA	NIA
Argentina	NIA	58	97	0

	2018	2019	2020	2021
<b>Waste Management</b>				
<b>Food waste resold for animal feed (Store returns and operational) (metric tons)</b>	32,175	39,897	41,081	47,937
GCC	32,175	39,897	41,081	47,937
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Recycled waste (metric tons)</b>	21,372	25,503	28,777	27,147
GCC	21,149	25,265	28,499	26,894
USA	183	178	188	212
Argentina	40	60	90	41
<b>Total waste generated (metric tons)</b>	177,606	201,732	172,738	157,780
GCC	177,606	201,732	171,484	157,078
USA	NIA	NIA	1,254	650
Argentina	NIA	NIA	NIA	52
<b>Waste sent to landfill (metric tons)</b>	124,282	136,570	102,970	83,397
GCC	124,282	136,570	101,904	82,948
USA	NIA	NIA	1,066	438
Argentina	NIA	NIA	NIA	11
<b>Percentage of waste sent to landfill (%)</b>	70%	68%	60%	53%
GCC	70%	68%	59%	53%
USA	NIA	NIA	15%	67%
Argentina	NIA	NIA	NIA	21%

<b>Sustainable agriculture</b>				
<b>Number of incidents of non-compliance with environmental laws and regulations</b>	0	0	0	0
USA	0	0	0	0
Argentina	0	0	0	0
<b>Arable farming land under production (hectares)</b>	32,154	32,367	26,810	55,168
USA	7,840	8,269	8,301	36,958
Argentina	24,314	24,098	18,509	18,210



## Producing Responsible Products

### Our sustainability performance

2018 2019 2020 2021

Quality and food safety				
<b>Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standard (%)</b>				
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services</b>				
GCC	0	0	0	0
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Number of recalls</b>				
GCC	0	0	0	0
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)</b>				
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Percentage of products which health and safety impacts are assessed for improvement (%)</b>				
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Total number of manufacturing plants</b>				
GCC	10	10	11	12
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A



	2018	2019	2020	2021
<b>Number of Food Safety System Certification (FSSC) 22000 certified plants</b>	1	2	2	3
GCC	1	2	2	3
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Number of Global Food Safety Initiative (GFSI) certified plants</b>	1	2	2	12
GCC	1	2	2	12
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Percentage of plants that are GFSI certified (%)</b>	10%	20%	18%	100%
GCC	10%	20%	18%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Number of food safety and quality assurance employees</b>	585	487	497	519
GCC	585	487	497	519
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

<b>Animal welfare</b>				
<b>Number of cows</b>	188,071	180,504	171,983	172,012
GCC	188,071	180,504	171,983	172,012
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Number of chickens processed</b>	157,372,110	191,103,518	195,846,876	198,001,451
GCC	157,372,110	191,103,518	195,846,876	198,001,451
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>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</b>	0	0	0	0
GCC	0	0	0	0
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

	2018	2019	2020	2021
<b>Percentage of cows in enclosed housing with resting areas (%)</b>	100%	100%	100%	100%
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
<b>Percentage of chickens in enclosed cage free housing (%)</b>	100%	100%	100%	100%
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

<b>Ethical Sourcing</b>				
<b>Percentage of locally based suppliers engaged (%)</b>	63%	64%	62%	62%
GCC	50%	51%	50%	49%
USA	N/A	73%	73%	57%
Argentina	99%	99%	98%	95%
<b>Percentage of spending on locally based suppliers (%)</b>				
GCC	45%	41%	38%	40%
USA	N/A	85%	87%	76%
Argentina	98%	97%	85%	0%
<b>Total number of suppliers engaged</b>	2,361	2,498	2,320	2,848
GCC	1,717	1,672	1,645	1,664
USA	N/A	233	183	484
Argentina	644	593	492	700
<b>Total number of local suppliers engaged</b>	1,495	1,610	1,431	3,038
GCC	858	854	815	821
USA	N/A	171	134	276
Argentina	637	585	482	665
<b>Percentage of purchased volume from suppliers compliant with company's sourcing policy</b>				
GCC	N/A	N/A	100%	100%
USA	N/A	100%	100%	100%
Argentina	N/A	N/A	N/A	N/A

	2018	2019	2020	2021
<b>Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards</b>				
GCC	NIA	NIA	100%	100%
USA	NIA	100%	100%	100%
Argentina	NIA	NIA	NIA	NIA
<b>New suppliers that were screened using social and/or environmental criteria</b>	<b>0</b>	<b>45</b>	<b>42</b>	<b>173</b>
GCC	0	0	0	0
USA	NIA	45	42	173
Argentina	NIA	NIA	NIA	0
<b>Number of negative social and/or environmental impacts in the supply chain and actions taken</b>	<b>NIA</b>	<b>NIA</b>	<b>NIA</b>	<b>0</b>
GCC	NIA	NIA	NIA	0
USA	NIA	NIA	NIA	0
Argentina	NIA	NIA	NIA	0