

Doing Better Every Day

Sustainability Report 2024




Performance Data



Performance Data



Managing Sustainability At Almarai



Caring for People



Protecting the Planet



Producing Responsible Products

Our Sustainability Performance

	2021	2022	2023	2024
Number of incidents of non-compliance with environmental laws and regulations	0	0	0	0
GCC	0	0	0	0
USA	0	0	0	0
Argentina	0	0	0	0



Managing
Sustainability
At Almarai



Caring
for People



Protecting
the Planet



Producing
Responsible
Products

Our Sustainability Performance

2021 2022 2023 2024

Nutrition And Wellbeing



Number of incidents of non-compliance concerning product information and labeling	3	0	1	0
GCC	3	0	1	0
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications	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
Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)	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

Health And Safety



Number of employee lost time injuries	228	202	195	194
GCC	176	170	188	176
USA	37	15	7	8
Argentina	15	17	0	10
Contractor lost-time injuries	3	5	0	0
GCC	3	5	0	0
USA	0	0	0	0
Argentina	0	0	0	0
Employee lost-time injury rate (per 1 mln man-hours)	2.15	1.76*	1.58	1.55
GCC	1.68	1.50*	1.54	1.42

USA	47.48*	14.71	7.86	7.88
Argentina	28.62	39.47	0.00	21.95
Contractor lost-time injury rate (per 1 mln man-hours)	0.82	1.24	0.00	0.00
GCC	0.83	1.28	0.00	0.00
USA	0	0	0	0
Argentina	0	0	0	0
Hours of employee health and safety training	167,915	227,229	206,222	231,299
GCC	150,284	222,469	201,595	223,770
USA	17,160	4,456	3,263	5,203
Argentina	471	304	1,364	2,326
Hours of contractor health and safety training	19	112	11,576	6,985
GCC	0	0	8,303	6,950
USA	16	112	3,263	0
Argentina	3	0	10	35
Average hours of health and safety training per employee	4.7	5.9	5.0	5.3
GCC	4.3	5.9	5.0	5.2
USA	45.9	8.0	6.9	10.1
Argentina	2.2	1.4	5.9	9.6
Average hours of health and safety training per contractor	0.00	0.00	3.7	2.2
GCC	0	0.0	2.65	2.0
USA	0.24	1.72	141.87	0.0
Argentina	0.05	0.0	0.50	1.46
Employee absenteeism rate (%)				
GCC	3.1%	7.0%	6.0%	4.0%
USA	12.2%	N/A	8.0%	0.78
Argentina	6.7%	6.1%*	5.6%	3.3%

Employee Talent And Diversity

Number of employees	35,386	38,351	41,072	43,821
GCC	34,801	37,570	40,370	43,066
USA	374	557	470	513
Argentina	211	224	232	242
Male employees	34,539	37,422	40,025	42,659
GCC	34,059	36,761	39,455	42,038
USA	310	476	380	417
Argentina	170	185	190	204
Female employees	847	929	1,046	1,162
GCC	742	809	915	1,028
USA	64	81	90	96
Argentina	41	39	41	38
Full time, male employees	34,449	37,422	40,121	42,655
GCC	34,059	36,761	39,455	42,038
USA	220	476	476	413
Argentina	170	185	190	204
Full time, female employees	845	929	1,035	1,161
GCC	742	809	915	1,028
USA	62	81	81	96
Argentina	41	39	39	37
Part time, male employees	3	5	2	4
GCC	0	0	0	0
USA	3	5	2	4
Argentina	0	0	0	0
Part time, female employees	2	3	3	1
GCC	0	0	0	0

USA	2	2	2	0
Argentina	0	1*	1	1
Senior management employees	254	274	306	342
GCC	234	253	285	317
USA	8	8	8	10
Argentina	12	13	13	15
Middle management employees	1,250	1,296	1,438	1,562
GCC	1,196	1,235	1,373	1,498
USA	31	40	44	43
Argentina	23	21	21	21
Non-management employees	33,882	36,500	39,304	41,937
GCC	33,371	36,082	38,712	41,251
USA	335	252	418	459
Argentina	176	166	174	227
New employee hires	4,521	6,526	6,950	7,215
GCC	4,075	6,195	6,717	7,215
USA	381	280	175	93
Argentina	65	51	58	53
New employee hires, age 18-30	2,826	3,980	3,982	4,541
	62.5%	61.0%	57.3%	62.9%
GCC	2,616	3,826	3,850	4,453
	64.2%	62%	57%	63%
USA	163	109	78	38
	42.8%	39%	45%	41%
Argentina	47	45	54	50
	72.3%	88%	93%	94%
New employee hires, age 31-50	1,625	2,493	2,924	2,637
	35.9%	38.2%*	42.1%	36.5%

GCC	1,440	2,348	2,846	2,590
	35.3%	37.9%	42.4%	36.6%
USA	167	139	74	44
	43.8%	49.6%	42.3%	47.3%
Argentina	18	6	4	3
	27.7%	11.8%	6.9%	5.7%
New employee hires, age 51+	70	50	44	37
	1.5%	0.8%	0.6%	0.5%
GCC	19	21	21	26
	0.5%	0.3%	0.3%	0.4%
USA	51	29	23	11
	13.4%	10.4%	13.1%	11.8%
Argentina	0	0	0	0
	0.0%	0%	0%	0%
New employee hires, male	4,410	6,354	6,719	6,969
	97.5%	97.4%	96.7%	96.6%
GCC	4,006	6,060	6,522	6,849
	98.3%	98%	97%	97%
USA	346	258	150	70
	90.8%	92.1%	85.7%	75.3%
Argentina	58	36	47	50
	89.2%	70.6%	81.0%	94.3%
New employee hires, female	267	169	227	246
	5.9%	2.6%	3.3%	3.4%
GCC	69	135	195	220
	1.7%	2.2%	2.9%	3.1%
USA	191	19	25	23
	50.1%	6.8%	14.3%	24.7%

Argentina	7	15	7	3
	10.8%	29.4%	12.1%	5.7%
Voluntary employee turnover	4,568	4,040	4,209	4,280
	12.9%	10.5%	10.2%	9.8%
GCC	4,422	3,892	4,040	4,164
	12.7%	10.4%	10.0%	9.7%
USA	93	122	149	103
	24.9%	21.9%	31.7%	20.1%
Argentina	53	26	20	13
	25.1%	11.6%	8.6%	5.4%
Voluntary employee turnover, age 18-30	2,917	1,602	1,603	1,672
	63.9%	39.7%	38.1%	39.1%
GCC	2,832	1,523	1,612	1,623
	64.0%	39.1%	39.9%	39.0%
USA	53	54	69	39
	57.0%	44.3%	46.3%	37.9%
Argentina	32	25	18	10
	60.4%	96.2%	90.0%	76.9%
Voluntary employee turnover, age 31-50	2,976	2,272	2,314	2,399
	65.1%	56.2%	55.0%	56.1%
GCC	2,931	2,219	2,247	2,350
	66.3%	57.0%	55.6%	56.4 %
USA	24	52	65	46
	25.8%	42.6%	43.6%	44.7%
Argentina	21	1	2	3
	39.6%	3.8%	10.0%	23.1%
Voluntary employee turnover, age 51+	270	166	197	209
	5.9%	4.1%	4.7%	4.9%

GCC	254	150	181	191
	5.7%	3.9%	4.5%	4.6%
USA	16	16	16	18
	17.2%	13.1%	10.7%	17.5%
Argentina	0	0	0	0
	0%	0%	0%	0%
Voluntary employee turnover, male	4,449	4,020	4,104	4,147
	97.4%	99.5%	97.5%	96.9%
GCC	4,335	3,892	3,959	4,053
	98.0%	100%	98%	97%
USA	61	110	127	82
	65.6%	90.2%	85.2%	79.6%
Argentina	53	18	18	12
	100.0%	69.2%	90.0%	92.3%
Voluntary employee turnover, female	95	89	90	133
	2.1%	2.2%	2.1%	3.1%
GCC	87	69	81	111
	2.0%	1.8%	2.0%	2.7%
USA	8	12	22	21
	8.6%	9.8%	14.8%	20.4%
Argentina	0	8	2	1
	0.0%	30.8%	10.0%	7.7 %
Female employment rate (%)	2.4%	2.4%	2.5%	2.7 %
GCC	2.1%	2.2%	2.3%	2.4%
USA	17.1%	14.5%	19.1%	18.7%
Argentina	19.4%	17.4%	17.7%	15.7 %
Women in senior management	5	12	13	13
	2.0%	4.4%	3.8%	3.5%

GCC	1	1	3	3
	0.4%	0.4%	1.1%	0.9%
USA	2	3	2	2
	25.0%	37.5%	4.5%	20.0%
Argentina	2	8	8	8
	16.7%	61.5%	61.5%	53.3%
Women in middle management	39	49	50	51
	3.1%	3.8%	3.5%	3.3%
GCC	29	32	41	48
	2.4%	2.6%	3.0%	3.2%
USA	6	12	8	14
	19.4%	30.0%	18.2%	32.6%
Argentina	4	5	5	5
	17.4%	23.8%	23.8%	23.8%
Women in non-management positions	803	867	995	1090
	2.4%	2.4%	2.5%	2.6%
GCC	712	776	871	977
	2.1%	2.2%	2.2%	2.4%
USA	56	58	88	81
	16.7%	23.0%	21.1%	17.6%
Argentina	35	33	36	32
	19.9%	19.9%	20.7%	14.1%
Board seats occupied by women	1	1	1	1
	11.1%	11.1%	11.1%	11.1%
GCC	0	0	0	0
	0%	0%	0%	0%
USA	0	0	0	0
	0%	0%	0%	0%

Argentina	1	1	1	1
	20.0%	20.0%	20.0%	20.0%
Number of employees with a disability	404	415	411	415
GCC	404	415	411	405
USA	0	0	0	10
Argentina	0	0	0	0
Number of formal incidents of discrimination reported	0	0	0	0
GCC	0	0	0	0
USA	0	0	0	0
Argentina	0	0	0	0
Percentage of working time lost due to industrial disputes, strikes and/or lock-outs (%)	0	0	0	0
GCC	0	0	0	0
USA	0	0	0	0
Argentina	0	0	0	0
Number of female employees entitled to maternity leave	561	449	522	540
GCC	352	375	436	458
USA	169	36	46	47
Argentina	40	38	40	35
Number of female employees that took parental leave	45	61	63	41
GCC	34	55	55	36
USA	1	2	3	3
Argentina	10	4	5	2
Number of female employees that returned to work in the reporting period after parental leave ended	33	56	59	38
GCC	29	50	52	36
USA	1	2	2	0
Argentina	3	4	5	2
Number of female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	24	56	60	40
GCC	23	50	52	36

USA	0	2	3	2
Argentina	1	4	5	2
Female employee return to work rate of employees that took parental leave (%)	73%	92%	94%	93%
GCC	85%	92%*	95%	100%
USA	100%	100%	67%	0
Argentina	30%	100%	100%	100%
Female employee retention rate of employees that took parental leave (%)	53%	92%	95%	98%
GCC	68%	92%*	95%	100%
USA	0%	100%	100%	67%
Argentina	10%	100%	100%	100%
Total hours of training provided	295,100*	468,117	507,551	895,604
GCC	275,596	454,885	496,819	885,589
USA	12,042	4,568	5,265	5,684
Argentina	7,462	8,664	5,467	4,331
Average hours of training per employee	8.3	12.2	12.4	20.4
GCC	7.9	12	12.3	20.6
USA	32.2	8	11.2	11.1
Argentina	35.4	39	23.6	17.9
Percentage of employees receiving regular performance and career development reviews (%)				
GCC	100%	100%	100%	100%
USA	100%	100%	100%	100%
Argentina	3%	20%	35%	100%
Learning and development programs (GCC only)	1,681	572	831	2,759
Number of Almarai Academy participants (National and non-national)	863	459	638	2,293
Number of Almarai Driving School participants (National and non-national)	818	113	193	466
Saudization (GCC only)				
Number of Saudi employees	8,626	8,762	9,465	10,610
Percentage Saudization among total workforce	25%	23%	23%	25%

Percentage Saudization of middle management	26%	27%	27%	27%
Percentage Saudization of senior management	23%	24%	25%	25%
Number of Saudi female employees	608	657	748	845
Number of Saudi Almarai Academy participants	301	1,214	1,465	2,293
Number of Saudi Graduate Professional Trainee participants	0	25	26	21
Number of Saudi Almarai Future Leaders participants	0	0	0	0
Number of Saudi Dairy & Food Polytechnic participants	227	537	362	476
Number of Saudi Almarai Driving School participants	129	113	119	250
Total number of Saudi nationals in professional development programs	657	1,889	1,972	3,040
Ratio of basic salary of women to men				
Senior management (M)	98%	98%	97%	98%
Middle management (E)	99%	99%	99%	99%
Non-management positions (ODS)	100%	101%	101%	101%
Community Investment				
Total CSR spending (ﷲ million)-GCC only	41.55	40.94	50.37	48.92
Total CSR spending as a percentage of net profit (%) -GCC only	2.66%	2.33%	2.46%	2.12%
Product donations - GCC only	397,925	781,672	1,020,264	544,704
Number of schools provided with snacks for students	63	411	1,530	431
Snacks for school children (Number of servings)	50,540	354,120	708,890	359,746
Number of low income families provided with food baskets	1,355	566	639	100
Number of charities provided with food donations	183	318	391	82
Product donations for charities (Number of servings)	345,847	426,668	310,344	184,776
Total product servings donated	396,387	780,788	1,019,234	544,522
Total financial value (ﷲ million)	0.53	1.50	5.96	2.00
Support for vulnerable groups - GCC only				
Number of lower income couples provided with weddings	0	0	0	0
Number of children at orphanages and charities provided with Iftars	0	40	54	40
Charity, orphanage and other association event sponsorships (Number of beneficiaries)	0	0	40	1190

Total financial value (ﷲ million)	0.52	0.012	0.02	0.12
Support for learning and technical, vocational and education training (TVET) - GCC only				
Number of TVET beneficiaries (Dairy & Food Polytechnic)	288	450	525	580
University student groups sponsored (Number of beneficiaries)	188	950	0	360
Braille booklets (Number of books donated)	0	0	0	0
Dental students grad program in Princess Noura Uni. (Number of students supported)	50	60	78	6,900
Dental student's graduate program in King Saud Uni (Number of students supported)	78*	60	80	4,200
Dental care campaign (Number of schools attended)	4	10	54	20
Almarai site visit program (Number of visitors)	0	15,655	33,605	71,170
Sponsorship of Food Loss and Waste Index and awareness campaign (value in ﷲ)	5,380,815	0	0	0
Sponsorship of Qaderoon documentary (ﷲ million)	0	0	0	0
Total financial value (ﷲ million)	37.1	36	36	36.13
Sponsorship of awards - GCC only				
Number of award winners (Veterinarian Award, Scientific Award, Best Mother Award, GCC General Education Award, and Sheikha Latifa	18	10	16	17
Total financial Value (ﷲ million)	3.40	3.40	8.40	10.67



Our Sustainability Performance

	2021	2022	2023	2024
Water Management				
Water withdrawal (m3)	11,049,898	12,981,506	12,913,791	13,420,386
GCC	11,049,898	12,981,506	12,913,791.42	13,420,385.79
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Water recycling and reuse (m3)	2,319,571	2,832,210	2,735,613	2,950,413
GCC	2,319,571	2,832,210	2,735,613	2,950,413

USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Percentage of water recycled and/or reused (%)	21.0%	21.8%	21.2%	22.0%
GCC	21.0%	21.8%	21.2%	22.0%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Total water consumption (m3)	4,693,366	6,082,047	6,381,364	6,191,748
GCC	4,693,366	6,082,047	6,381,364	6,191,748
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Water discharge (m3)	8,676,103	9,731,669	9,268,040	10,179,051
GCC	8,676,103	9,731,669	9,268,040	10,179,051
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Manufacturing water intensity (m3/metric ton of finished product)				
GCC	2.3*	3.1*	3.2	6.8
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

Packaging Innovation

Percentage of card board coming from recycled materials used as an input material (%)				
GCC	67%	70%	67%	83%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Plastics removed from packaging (tons)	174	713	164	535
GCC	174	713	164.00	535
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Paper removed from packaging (tons)	312.2	74	628	135

GCC	312	74	627.50	134.95
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

Packaging Innovation

Percentage of card board coming from recycled materials used as an input material (%)

GCC	67%	70%	67%	83%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

Plastics removed from packaging (tons)

GCC	174	713	164.00	535
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

Paper removed from packaging (tons)

Argentina	N/A	N/A	N/A	N/A
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Total packaging removed from the consumer waste stream (tons)

GCC	486	788	791.50	669.95
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

Climate Change

Direct stationary energy usage (in thousands kWh)

GCC	669,107	617,304	766,784	1,179,300
USA	0	0	0	0
Argentina	41	314	2,607.16	917

Indirect stationary energy usage (in thousands kWh)

GCC	1,106,941	1,062,164	1,152,993.08	1,180,251.51
USA	71,149	77,910	73,524	47,826
Argentina	16,407	12,275	17,503	17,572

Total stationary energy usage (direct and indirect, in thousands kWh)	1,863,645	1,769,968	2,013,411	2,425,868
GCC* (excludes transport fuel)	1,776,047	1,679,468	1,919,777	2,359,552
USA	71,149	77,910	73,524	47,826
Argentina	16,448	12,589	20,110	18,489
Total solar energy usage (in thousand kWh)	40,980	59,949*	76,726	89,564
GCC	40,980	59,949	76,726	89,564
USA	0	0	0	NIA
Argentina	0	0	0	NIA
Percentage of electricity consumption from solar (%)				
GCC	2.3%	3.7%	4.0%	3.8%
USA	0%	0%	0%	0%
Argentina	0%	0%	0%	0%
Almarai owned refrigerators in stores (in thousands kWh)	991,540	1,004,403	1,040,653	1,055,696
GCC	991,541	1,004,403	1,040,653	1,055,696
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Manufacturing energy intensity (kWh/metric ton of finished product)				
GCC	560.3	563.8	622.7	622.7
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Total vehicle fuel consumption (thousands of liters)	259,780	290,643	292,871	232,314
GCC	253,896	286,095	289,927	227,551
USA	4,546	2,952	1,819	3,753
Argentina	1,338	640	1,124	1,010
Scope 1 (direct) emissions (metric tons CO2e)	794,241	938,126	967,266	909,357
GCC	778,938	925,847	958,898.98	896,624.32
USA	11,756	7,898	4,667.78	9,815.67
Argentina	16,448	12,589	20,110	18,489

Total solar energy usage (in thousand kWh)	40,980	59,949*	76,726	89,564
GCC	40,980	59,949	76,726	89,564
USA	0	0	0	NIA
Argentina	0	0	0	NIA
Percentage of electricity consumption from solar (%)				
GCC	2.3%	3.7%	4.0%	3.8%
USA	0%	0%	0%	0%
Argentina	0%	0%	0%	0%
Almarai owned refrigerators in stores (in thousands kWh)	991,540	1,004,403	1,040,653	1,055,696
GCC	991,541	1,004,403	1,040,653	1,055,696
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Manufacturing energy intensity (kWh/metric ton of finished product)				
GCC	560.3	563.8	622.7	622.7
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Total vehicle fuel consumption (thousands of liters)	259,780	290,643	292,871	232,314
GCC	253,896	286,095	289,927	227,551
USA	4,546	2,952	1,819	3,753
Argentina	1,338	640	1,124	1,010
Scope 1 (direct) emissions (metric tons CO2e)	794,241	938,126	967,266	909,357
GCC	778,938	925,847	958,898.98	896,624.32
USA	11,756	7,898	4,667.78	9,815.67
Argentina	3,548	4,381	3,699.29	2,917
Scope 2 (indirect) emissions (metric tons CO2e)	984,406	836,020	895,549	722,965
GCC	947,343	801,084	859,749.97	700,910.89
USA	30,633	29,067	27,430.31	15,444.09
Argentina	6,431	5,869	8,368.66	6,610.18

Scope 3 (Indirect) Emissions (Metric Tons CO2e)	853,454	864,525	895,727	628,091
GCC	853,454	864,525	895,726.62	628,091.38
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Total Emissions (Metric Tons CO2e)	2,632,101	2,638,671	2,758,542	2,260,414
GCC	2,579,735	2,591,456	2,714,376	2,225,627
USA	42,389	36,965	32,098	25,260
Argentina	9,978	10,250	12,068	9,527
Manufacturing Emissions Intensity (Metric Tons CO2e/Metric Ton of Finished Product)				
GCC	0.32	0.28	0.31	0.24
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Emissions from Refrigerant Leakage and Replacement (Metric Tons CO2e)	216,795	137,159	296,177	161,951
GCC	216,795	137,159	296,177	161,951
USA	N/A	N/A	N/A	N/A
Argentina	0	0	0	N/A
Waste Management				
Food waste resold for animal feed (Store returns and operational) (metric tons)	47,937	51,721	74,848	62,879
GCC	47,937	51,721	74,847.85	62,878.98
USA	N/A	N/A	N/A	62,878.98
Argentina	N/A	N/A	N/A	62,878.98
Recycled waste (metric tons)	27,147	52,942	77,853	94,432
GCC	26,894	52,660	77,102.61	93,680.67
USA	212	157	723.12	685.32
Argentina	41	125	27	66
Total waste generated (metric tons)	157,780	166,091	232,799	199,146
GCC	157,078	165,177	231,766	198,088
USA	650	760	987	983

Argentina	52	154	46	75
Waste sent to landfill (metric tons)	83,397	81,608	128,232	104,714
GCC	82,948	81,100	127,948.57	104,407.58
USA	438	479	263.67	297.52
Argentina	11	29	19.34	8.47
Percentage of waste sent to landfill (%)	53%	49%	55%	53%
GCC	53%	49%	55%	53%
USA	67%	63%	27%	30%
Argentina	21%	19%	42%	11%

Sustainable Agriculture

Number of incidents of non-compliance with environmental laws and regulations	0	0	0	0
USA	0	0	0	0
Argentina	0	0	1	0
Arable Farming Land Under Production (Hectares)	55,168	25,313	26,263	27,097
USA	36,958	7,690	8,348.62	7,236.00
Argentina	18,210	17,623	17,914.00	19,861.00



Managing
Sustainability
At Almarai



Caring
for People



Protecting
the Planet



Producing
Responsible
Products

Our Sustainability Performance

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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 (%)				
GCC	100%	100%	100%	100%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

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
GCC	0	0	0	0
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Number of recalls	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
Percentage of significant product categories covered by and assessed for compliance with product information and labeling procedures (%)	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
Percentage of products which health and safety impacts are assessed for improvement (%)	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
Total number of manufacturing plants	12	12	14	14
GCC	12	12	14	14
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Number of Food Safety System Certification (FSSC) 22000 certified plants	3	12	12	12
GCC	3	12	12	12
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Number of Global Food Safety Initiative (GFSI) certified plants	12	12	12	14
GCC	12	12	12	14
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

Percentage of plants that are GFSI certified (%)	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
Number of food safety and quality assurance employees	519	539	550	692
GCC	519	539	550	692
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

Animal Welfare



Number of cows	172,012	174,962	167,771	166,251
GCC	172,012	174,962	167,771	166,251
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Number of chickens processed	198,001,451	185,873,965	255,164,434	264,954,838
GCC	198,001,451	185,873,965	255,164,434	264,954,838
USA	N/A	N/A	N/A	N/A
Argentina	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
GCC	0	0	0	0
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Percentage of cows in enclosed housing with resting areas (%)	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
Percentage of chickens in enclosed cage free housing (%)	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

Ethical Sourcing

Percentage of locally based suppliers engaged (%)	62%	64%	63%	64%
GCC	49%	51%	50%	49%
USA	57%	62%	56%	82%
Argentina	95%	100%	100%	100%
Percentage of spending on locally based suppliers (%)				
GCC	40%	35%	44%	45%
USA	76%	76%	84%	34%
Argentina	0%	100%	100%	100%
Total number of suppliers engaged	2,848	2,704	2,896	2,747
GCC	1,664*	1,768	1,910	1,890
USA	484	236	286	137
Argentina	700	700	700	720
Total number of local suppliers engaged	1,762	1,742	1,810	1,768
GCC	821	895	949	935
USA	276	147	161	113
Argentina	665	700	700	720
Percentage of purchased volume from suppliers compliant with company's sourcing policy				
GCC	100%	100%	100%	100%
USA	100%	100%	100%	100%
Argentina	N/A	100%	100%	100%
Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards				
GCC	100%	56%	100%	92%
USA	100%	100%	100%	100%
Argentina	N/A	10%	10%	10%
New suppliers that were screened using social and/or environmental criteria	173	36	38	77
GCC	0	0	15	25
USA	173	36	23	52

Argentina	0	0	0	0
Number of negative social and/or environmental impacts in the supply chain and actions taken	0	0	0	76
GCC	0	0	0	76
USA	0	0	0	0
Argentina	0	0	0	0