

Doing better every day

Sustainability Report 2023

| Performance Data



Performance Data



Managing Sustainability at Almarai

Our sustainability performance

	2020	2021	2022	2023
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



Caring for People

Our sustainability performance

	2020	2021	2022	2023
Nutrition and wellbeing +				
Number of incidents of non-compliance concerning product information and labeling	7	3	0	1
GCC	7	3	0	1
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	180	228	202	195
GCC	153	176	170	188
USA	16	37	15	7
Argentina	11	15	17	0
Contractor lost-time injuries	3	3	5	0
GCC	0	3	5	0
USA	3	0	0	0
Argentina	0	0	0	0

	2020	2021	2022	2023
Employee lost-time injury rate (per 1 mln man-hours)	1.70	2.15	1.76*	1.58
GCC	1.38	1.68	1.50*	1.54
USA	20.00	47.48*	14.71	7.86
Argentina	24.24	28.62	39.47	0.00
Contractor lost-time injury rate (per 1 mln man-hours)				
GCC	0	0.83*	1.28	0.00
USA	37.00	0	0	0
Argentina	0	0	0	0
Hours of employee health and safety training	62,965	167,915	227,229	206,222
GCC	56,582	150,284	222,469	201,595
USA	6,163	17,160	4,456	3,263
Argentina	220	471	304	1,364
Hours of contractor health and safety training	984	19	112	11,576
GCC	0	0	0	8,303
USA	984	16	112	3,263
Argentina	0	3	0	10
Average hours of health and safety training per employee	1.7	4.7	5.9	5.0
GCC	1.5	4.3	5.9	5.0
USA	19.1	45.9	8.0	6.9
Argentina	1.1	2.2	1.4	5.9
Average hours of health and safety training per contractor				
GCC	0	0	0.0	2.65
USA	15.14*	0.24*	1.72*	141.87
Argentina	0.0*	0.05	0.0	0.50
Employee absenteeism rate (%)				
GCC	5.0%	3.1%	7.0%	6.0%
USA	7.0%	12.2%	NIA	8.0%

	2020	2021	2022	2023
Argentina	3.6%	6.7%	6.1%*	5.6%
Employee talent and diversity +				
Number of employees	37,066	35,386	38,351	41,072
GCC	36,534	34,801	37,570	40,370
USA	323	374	557	470
Argentina	209	211	224	232
Male employees	36,198	34,539	37,422	40,025
GCC	35,768	34,059	36,761	39,455
USA	263	310	476	380
Argentina	167	170	185	190
Female employees	868	847	929	1,046
GCC	766	742	809	915
USA	60	64	81	90
Argentina	42	41	39	41
Full time, male employees	36,196	34,449	37,422	40,121
GCC	35,768	34,059	36,761	39,455
USA	261	220	476	476
Argentina	167	170	185	190
Full time, female employees	867	845	929	1,035
GCC	766	742	809	915
USA	59	62	81	81
Argentina	42	41	39	39
Part time, male employees	2	3	5*	2
GCC	0	0	0	0
USA	2	3	5	2
Argentina	0	0	0*	0

	2020	2021	2022	2023
Part time, female employees	1	2	3*	3
GCC	0	0	0	0
USA	1	2	2	2
Argentina	0	0	1*	1
Senior management employees	253	254	274	342
GCC	229	234	253	285
USA	10	8	8	44
Argentina	14	12	13	13
Middle management employees	1,240	1,250	1,296	1,438
GCC	1,190	1,196	1,235	1,373
USA	28	31	40	44
Argentina	22	23	21	21
Non-management employees	35,573	33,882	36,500	39,304
GCC	35,115	33,371	36,082	38,712
USA	285	335	252	418
Argentina	173	176	166	174
New employee hires	2,352	4,521	6,526	6,950
GCC	2,007	4,075	6,195	6,717
USA	323	381	280	175
Argentina	22	65	51	58
New employee hires, age 18-30	1,479	2,826	3,980	3,982
	62.9%	62.5%	61.0%	57.3%
GCC	1,373	2,616	3,826	3,850
	68.4%	64.2%	62%	57%
USA	90	163	109	78
	27.9%	42.8%	39%	45%
Argentina	16	47	45	54

	2020	2021	2022	2023
	72.7%	72.3%	88%	93%
New employee hires, age 31-50	763	1,625	2,493	2,924
	32.4%	35.9%	38.2%*	42.1%
GCC	627	1,440	2,348	2,846
	31.2%	35.3%	37.9%	42.4%
USA	131	167	139	74
	40.6%	43.8%	49.6%	42.3%
Argentina	5	18	6	4
	22.7%	27.7%	11.8%	6.9%
New employee hires, age 51+	110	70	50	44
	4.7%	1.5%	0.8%	0.6%
GCC	7	19	21	21
	0.3%	0.5%	0.3%	0.3%
USA	102	51	29	23
	31.6%	13.4%	10.4%	13.1%
Argentina	1	0	0	0
	4.5%	0.0%	0%	0%
New employee hires, male	2,214	4,410	6,354	6,719
	94.1%	97.5%	97.4%	96.7%
GCC	1,932	4,006	6,060	6,522
	96.3%	98.3%	98%	97%
USA	263	346	258	150
	81.4%	90.8%	92.1%	85.7%
Argentina	19	58	36	47
	86.4%	89.2%	70.6%	81.0%
New employee hires, female	138	267	169	227
	5.9%	5.9%	2.6%	3.3%

	2020	2021	2022	2023
GCC	75	69	135	195
	3.7%	1.7%	2.2%	2.9%
USA	60	191	19	25
	18.6%	50.1%	6.8%	14.3%
Argentina	3	7	15	7
	13.6%	10.8%	29.4%	12.1%
Voluntary employee turnover	2,446	4,568	4,040	4,209
	6.6%	12.9%	10.5%	10.2%
GCC	2,322	4,422	3,892	4,040
	6.4%	12.7%	10.4%	10.0%
USA	111	93	122	149
	34.4%	24.9%	21.9%	31.7%
Argentina	13	53	26	20
	6.2%	25.1%	11.6%	8.6%
Voluntary employee turnover, age 18-30	938	2,917	1,602	1,603
	38.3%	63.9%	39.7%	38.1%
GCC	874	2,832	1,523	1,612
	37.6%	64.0%	39.1%	39.9%
USA	56	53	54	69
	50.5%	57.0%	44.3%	46.3%
Argentina	8	32	25	18
	61.5%	60.4%	96.2%	90.0%
Voluntary employee turnover, age 31-50	1,338	2,976	2,272	2,314
	54.7%	65.1%	56.2%	55.0%
GCC	1,301	2,931	2,219	2,247
	56.0%	66.3%	57.0%	55.6%
USA	32	24	52	65

	2020	2021	2022	2023
	28.8%	25.8%	42.6%	43.6%
Argentina	5	21	1	2
	38.5%	39.6%	3.8%	10.0%
Voluntary employee turnover, age 51+	170	270	166	197
	7.0%	5.9%	4.1%	4.7%
GCC	147	254	150	181
	6.3%	5.7%	3.9%	4.5%
USA	23	16	16	16
	20.7%	17.2%	13.1%	10.7%
Argentina	0	0	0	0
	0%	0%	0%	0%
Voluntary employee turnover, male	2,379	4,449	4,020	4,104
	97.3%	97.4%	99.5%	97.5%
GCC	2,271	4,335	3,892	3,959
	97.8%	98.0%	100%	98%
USA	98	61	110	127
	88.3%	65.6%	90.2%	85.2%
Argentina	10	53	18	18
	76.9%	100.0%	69.2%	90.0%
Voluntary employee turnover, female	67	95	89	90
	2.7%	2.1%	2.2%	2.1%
GCC	51	87	69	81
	2.2%	2.0%	1.8%	2.0%
USA	13	8	12	22
	11.7%	8.6%	9.8%	14.8%
Argentina	3	0	8	2
	23.1%	0.0%	30.8%	10.0%

	2020	2021	2022	2023
Female employment rate (%)	2.3%	2.4%	2.4%	2.5%
GCC	2.1%	2.1%	2.2%	2.3%
USA	18.6%	17.1%	14.5%	19.1%
Argentina	20.1%	19.4%	17.4%	17.7%
Women in senior management	7	5	12	13
	2.8%	2.0%	4.4%	3.8%
GCC	2	1	1	3
	0.9%	0.4%	0.4%	1.1%
USA	3	2	3	2
	30.0%	25.0%	37.5%	4.5%
Argentina	2	2	8	8
	14.3%	16.7%	61.5%	61.5%
Women in middle management	33	39	49	50
	2.7%	3.1%	3.8%	3.5%
GCC	26	29	32	41
	2.2%	2.4%	2.6%	3.0%
USA	3	6	12	8
	10.7%	19.4%	30.0%	18.2%
Argentina	4	4	5	5
	18.2%	17.4%	23.8%	23.8%
Women in non-management positions	828	803	867	995
	2.3%	2.4%	2.4%	2.5%
GCC	738	712	776	871
	2.1%	2.1%	2.2%	2.2%
USA	54	56	58	88
	18.9%	16.7%	23.0%	21.1%
Argentina	36	35	33	36

	2020	2021	2022	2023
	20.8%	19.9%	19.9%	20.7%
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	421	404	415	411
GCC	421	404	415	411
USA	0	0	0	0
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	428	561	449	86
GCC	360	352	375	0
USA	28	169	36	46
Argentina	40	40	38	40
Number of female employees that took parental leave	43	45	61	63
GCC	38	34	55	55
Argentina	NIA	3	10	4

	2020	2021	2022	2023
USA	2	1	2	3
Argentina	3	10	4	5
Number of female employees that returned to work in the reporting period after parental leave ended	36	33	56	59
GCC	34	29	50	52
USA	2	1	2	2
Argentina	0	3	4	5
Number of female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	36	24	56	60
GCC	34	23	50	52
USA	2	0	2	3
Argentina	0	1	4	5
Female employee return to work rate of employees that took parental leave (%)	84%	73%	92%	94%
GCC	89%	85%	92%*	95%
USA	100%	100%	100%	67%
Argentina	0%	30%	100%*	100%
Female employee retention rate of employees that took parental leave (%)	84%	53%	92%	95%
GCC	89%	68%	92%*	95%
USA	100%	0%	100%	100%
Argentina	0%	10%	100%	100%
Total hours of training provided	407,612	295,100*	468,117	507,551
GCC	399,698	275,596	454,885	496,819
USA	6,514	12,042	4,568	5,265
Argentina	1,400	7,462	8,664	5,467
Average hours of training per employee	11.0	8.3	12.2	12.4
GCC	10.9	7.9	12	12.3
USA	20.2	32.2	8	11.2
Argentina	6.7	35.4	39	23.6
Percentage of employees receiving regular performance and career development reviews (%)				

	2020	2021	2022	2023
GCC	100%	100%	100%	100%
USA	NIA	100%	100%	100%
Argentina	NIA	3%	20%	35%
Learning and development programs (GCC only)	1,365	1,681	572	831
Number of Almarai Academy participants (National and non-national)	388	863	459	638
Number of Almarai Driving School participants (National and non-national)	977	818	113	193
Saudization (GCC only)				
Number of Saudi employees	8,653	8,626	8,762	9,465
Percentage Saudization among total workforce	27%	25%	23%	23%
Percentage Saudization of middle management	25%	26%	27%	27%
Percentage Saudization of senior management	20%	23%	24%	25%
Number of Saudi female employees	634	608	657	748
Number of Saudi Almarai Academy participants	271	301	1,214	1,465
Number of Saudi Graduate Professional Trainee participants	19	0	25	26
Number of Saudi Almarai Future Leaders participants	0	0	0	0
Number of Saudi Dairy & Food Polytechnic participants	425	227	537	362
Number of Saudi Almarai Driving School participants	91	129	113	119
Total number of Saudi nationals in professional development programs	806	657	1,889	1,972
Ratio of basic salary of women to men				
Senior management (M)	99%	98%	98%	97%
Middle management (E)	99%	99%	99%	99%
Non-management positions (ODS)	100%	100%	101%	101%

Community Investment +

Total CSR spending (SAR million) - GCC only	35.14	41.55	40.94	50.37
Total CSR spending as a percentage of net profit (%) -GCC only	1.80%	2.66%	2.33%	2.46%
Product donations - GCC only	55,830*	397,925*	781,672*	1,020,264
Number of schools provided with snacks for students	0	63	411	1,530

	2020	2021	2022	2023
Snacks for school children (Number of servings)	0	50,540	354,120	708,890
Number of low income families provided with food baskets	0	1,355	566	639
Number of charities provided with food donations	0	183	318	391
Product donations for charities (Number of servings)	0	345,847	426,668	310,344
Total product servings donated	0	396,387	780,788	1,019,234
Total financial value (SAR million)	0.39	0.53	1.50	5.96
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	0	40	54
Charity, orphanage and other association event sponsorships (Number of beneficiaries)	45	0	0	40
Total financial value (SAR million)	0.01	0.52	0.012	0.02
Support for learning and technical, vocational and education training (TVET) - GCC only				
Number of TVET beneficiaries (Dairy & Food Polytechnic)	425	288	450	525
University student groups sponsored (Number of beneficiaries)	95	188	950	0
Braille booklets (Number of books donated)	0	0	0	0
Dental students grad program in Princess Noura Uni. (Number of students supported)	0*	50*	60	78
Dental student's graduate program in King Saud Uni (Number of students supported)	NIA	78*	60	80
Dental care campaign (Number of schools attended)	0	4	10	54
Almarai site visit program (Number of visitors)	23,089	0	15,655	33,605
Sponsorship of Food Loss and Waste Index and awareness campaign (value in SAR).	0	5,380,815	0	0
Sponsorship of Qaderoon documentary (value in SAR)	135000	0	0	0
Total financial value (SAR million)	31.85	37.1	36	36
Sponsorship of awards - GCC only				
Number of award winners (Veterinarian Award, Scientific Award, Best Mother Award, GCC General Education Award, and Sheikha Latifa)	0	18	10	16
Total financial Value (SAR million)	0.00	3.40	3.40	8.40



Protecting the Planet

Our sustainability performance

	2020	2021	2022	2023
Water management				
Water withdrawal (m3)	12,159,498	11,049,898	12,981,506	12,913,791
GCC	12,159,498	11,049,898	12,981,506	12,913,791
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Water recycling and reuse (m3)	3,363,978	2,319,571	2,832,210	2,735,613
GCC	3,363,978	2,319,571	2,832,210	2,735,613
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 (%)	27.7%	21.0%	21.8%	21.2%
GCC	27.7%	21.0%	21.8%	21.2%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Total water consumption (m3)	8,239,288	4,693,366	6,082,047	6,381,364
GCC	8,239,288	4,693,366	6,082,047	6,381,364
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Water discharge (m3)	7,284,188	8,676,103	9,731,669	9,268,040
GCC	7,284,188	8,676,103	9,731,669	9,268,040
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	5.5	2.3*	3.1*	3.2

	2020	2021	2022	2023
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	65%	67%	70%	67%
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Plastics removed from packaging (tons)				
GCC	440	174	713*	164
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Paper removed from packaging (tons)				
GCC	484	312.2	74*	628
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Total packaging removed from the consumer waste stream (tons)				
GCC	924	486	788	791.5
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	716,451	669,148	617,619	769,391
USA	716,450	669,107	617,304	766,784
USA	0	0	0	0
Argentina	1	41	314	2,607.16
Indirect stationary energy usage (in thousands kWh)				
GCC	1,089,202	1,194,497	1,152,349	1,244,020
GCC	1,003,241	1,106,941	1,062,164	1,152,993

	2020	2021	2022	2023
USA	71,268	71,149	77,910	73,524
Argentina	14,693	16,407	12,275	17,503
Total stationary energy usage (direct and indirect, in thousands kWh)	1,805,653	1,863,645	1,769,968	2,013,411
GCC*(excludes transport fuel)	1,719,691	1,776,047	1,679,468	1,919,777
USA	71,268	71,149	77,910	73,524
Argentina	14,694	16,448	12,589	20,110
Total solar energy usage (in thousand kWh)	31,317	40,980	59,949*	76,726
GCC	31,317	40,980	59,949*	76,726
USA	0	0	0*	0*
Argentina	0	0	0*	0
Percentage of electricity consumption from solar (%)				
GCC	2.5%	2.3%	3.7%	4.0%
USA	0%	0%	0%	0%
Argentina	0%	0%	0%	0%
Almarai owned refrigerators in stores (in thousands kWh)	982,890	991,540	1,004,403	1,040,653
GCC	982,890	991,541	1,004,403	1,040,653
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	523.8	560.3	563.8	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)	268,207	259,780	290,643*	292,871
GCC	262,306	253,896	286,095*	289,927
USA	4,594	4,546	2,952*	1,819
Argentina	1,306	1,338	640	1,124
Scope 1 (direct) emissions (metric tons CO₂e)	788,324	794,241	938,126	967,266

	2020	2021	2022	2023
GCC	780,057	778,938	925,847	958,899
USA	6,550	11,756	7,898	4,668
Argentina	1,718	3,548	4,381	3,699
Scope 2 (indirect) emissions (metric tons CO2e)	810,400	984,406	836,020	895,549
GCC	774,107	947,343	801,084	859,750
USA	30,533	30,633	29,067	27,430
Argentina	5,759	6,431	5,869	8,369
Scope 3 emissions from Almarai refrigerators in stores (metric tons CO2e)	846,008	853,454	864,525	895,727
GCC	846,008	853,454	864,525	895,727
USA	NIA	NIA	NIA	NIA
Argentina	NIA	NIA	NIA	NIA
Total emissions (metric tons CO2e)	2,444,732	2,632,101	2,638,671	2,758,542
GCC	2,400,173	2,579,735	2,591,456	2,714,376
USA	37,083	42,389	36,965	32,098
Argentina	7,476	9,978	10,250	12,068
Manufacturing emissions intensity (metric tons CO2e/metric ton of finished product)				
GCC	0.78*	0.85*	0.90*	0.94*
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)	225,443	216,795	137,159*	296,177
GCC	225,346	216,795	137,159*	296,177
USA	NIA	NIA	NIA	NIA
Argentina	97	0	0	0

Waste Management +				
Food waste resold for animal feed (Store returns and operational) (metric tons)	41,081	47,937	51,721	74,848
GCC	41,081	47,937	51,721	74,848

	2020	2021	2022	2023
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Recycled waste (metric tons)	28,777	27,147	52,942	77,853
GCC	28,499	26,894	52,660	77,103
USA	188	212	157	723
Argentina	90	41	125	27
Total waste generated (metric tons)	172,738	157,780	166,091*	232,799
GCC	171,484	157,078	165,177	231,766
USA	1,254	650	760*	987
Argentina	NIA	52	154*	46
Waste sent to landfill (metric tons)	102,970	83,397	81,608	128,232
GCC	101,904	82,948	81,100	127,949
USA	1,066	438	479	264
Argentina	NIA	11	29	19
Percentage of waste sent to landfill (%)	60%	53%	49%	55%
GCC	59%	53%	49%	55%
USA	85%*	67%	63%*	27%
Argentina	NIA	21%	19%*	42%

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	0	1
Arable farming land under production (hectares)	55,168	25,313	26,263	55,168
USA	36,958	7,690	8,349	36,958
Argentina	18,210	17,623	17,914	18,210



Producing Responsible Products

Our sustainability performance

	2020	2021	2022	2023
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	11	12	12	14

	2020	2021	2022	2023
GCC	11	12	12	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	2	3	12	12
GCC	2	3	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	2	12	12	12
GCC	2	12	12	12
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 (%)	18%	100%	100%	100%
GCC	18%	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	497	519	539	550
GCC	497	519	539	550
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A

Animal welfare +				
Number of cows	171,983	172,012	174,962	167,771
GCC	171,983	172,012	174,962	167,771
USA	N/A	N/A	N/A	N/A
Argentina	N/A	N/A	N/A	N/A
Number of chickens processed	195,846,876	198,001,451	185,873,965	255,164,434
GCC	195,846,876	198,001,451	185,873,965	255,164,434
USA	N/A	N/A	N/A	N/A

	2020	2021	2022	2023
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%	62%	64%	63%
GCC	50%	49%	51%	50%
USA	73%	57%	62%	56%
Argentina	98%	95%	100%k	100%k
Percentage of spending on locally based suppliers (%)				
GCC	38%	40%	35%	44%
USA	87%	76%	76%	84%
Argentina	85%	0%	100%	100%
Total number of suppliers engaged	2,320	2,848	2,704	2,896
GCC	1,645	1,664*	1,768	1,910
USA	183	484	236	286
Argentina	492	700	700*	700
Total number of local suppliers engaged	1,431	1,762	1,742	1,810

	2020	2021	2022	2023
GCC	815	821	895	949
USA	134	276	147	161
Argentina	482	665	700	700
Percentage of purchased volume from suppliers compliant with company's sourcing policy				
GCC	100%	100%	100%	100%
USA	100%	100%	100%	100%
Argentina	NIA	N/A	100%	100%
Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards				
GCC	100%	100%	56%	100%
USA	100%	100%	100%	100%
Argentina	NIA	N/A	10%	10%
New suppliers that were screened using social and/or environmental criteria	42	173	36	38
GCC	0	0	0	15
USA	42	173	36	23
Argentina	NIA	0	0	0
Number of negative social and/or environmental impacts in the supply chain and actions taken	NIA	0	0	0
GCC	NIA	0	0	0
USA	NIA	0	0	0
Argentina	NIA	0	0	0