

DIVERSITY

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**EQUITY, INCLUSION,
AND BELONGING**

DIVERSITY, EQUITY, INCLUSION, AND BELONGING (DEIP) ARE FUNDAMENTAL PILLARS THAT GUIDE OUR CULTURE AND OUR MISSION TO “NOURISH A BETTER WORLD”.



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5 STRATEGIC PILLARS

01

Strategy Governance

We establish a structure that reinforces the DEIP strategy through policies, committees, and teams that guide and oversee its implementation.

02

Knowledge and Awareness

We promote initiatives that raise awareness, fostering mutual respect and valuing diversity in all its forms, ensuring that every person feels recognized and valued.

03

Talent Management

We promote an inclusive environment with equal opportunities.

04

Integration into operations

We strive to integrate the DEIP strategy across our entire value chain, focusing on implementing strategies that benefit everyone.

05

Market integration

Our vision is to consolidate our strategy, not only within our operations but also beyond them. Our diversity commitment extends to the communities where we operate.

We put these principles into practice through a strategy that integrates global policies, specific programs, and local initiatives, all designed to reflect the demographic diversity of the communities where we operate. Our approach is based on creating inclusive environments where every person can be their authentic self and has access to opportunities to reach their full potential at work. With a steadfast commitment, we work to promote equity across all our operations. We want to ensure that diversity is a driver of innovation, growth, and well-being, both within our organization and in the communities and markets where we operate.

Learn more about our Policies



Global Diversity and Inclusion Policy
Global Policy on the Prevention of Harassment and Discrimination
Global Human Rights Policy

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MATURITY MODEL

In 2025, we implemented a new DEIP maturity model, applied through self-assessments. This tool allows us to measure progress, identify specific needs, and design actions tailored to the context of each region. This year, a pilot program was conducted in 10 countries. We also developed a Replication Matrix that includes the 17 best DEIP practices at Grupo Bimbo, using a structured evaluation methodology. Subsequently, we invited local teams to select at least one of these practices to ensure its implementation. This matrix has fostered the exchange of knowledge and best practices across departments, promoting operational efficiency and collaborative work.

ACCESS TO INFORMATION

We have launched an internal website to disseminate information on Diversity, Equity, Inclusion, and Belonging, raise awareness, reduce prejudice, provide management tools to implement the DEIP strategy at the local level, and share best practices among countries.

DEIP REGIONAL COMMITTEES

We strengthen our governance structure through committees that foster a sense of belonging and respect for the dignity of every individual. Latin Sur, Latin Centro, Bimbo Canada, Bimbo Mexico, and Bimbo Brazil have such committees, which are composed of representatives from various departments and levels. These committees are responsible for:

1. **Ensuring the correct implementation** of the strategy.
2. **Monitoring** progress.
3. **Promoting initiatives** aligned with local needs.
4. **Verifying the dissemination and compliance** with existing policies through various strategies such as training sessions, virtual workshops, and outreach campaigns.



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FEMALE TALENT

- **Leadership Circles**
Key programs for high-potential women designed to foster their personal and professional development through mentoring with executive leaders at the regional and local levels.
- **Parenting Support Programs**
We offer lactation rooms, breastfeeding kits, training for pregnant women (nutrition, early childhood, psychological support, breastfeeding), and responsible parenting programs. These initiatives aim to facilitate a healthy work-life balance and promote a culture of shared responsibility.
- **Talent development programs**
Programs that promote gender equity in training processes for young talent.

TALENT FROM OTHER HISTORICALLY UNDERREPRESENTED GROUPS

We recognize the importance of continuing to integrate talent from other historically underrepresented groups within the Group, supporting individuals from groups that are underrepresented in the workforce. We offer opportunities to older adults, helping them remain in the workforce and/or return to it. We support those in situations of mobility through partnerships that remove legal barriers and streamline documentation. We foster cultural identity and diversity through initiatives in different regions. We promote strategies, primarily within our governance, to advance sexual diversity inclusion by incorporating a third gender marker in countries where the regulatory framework permits it.

Our talent attraction, recruitment, and selection process is always conducted within the framework of the Bimbo Culture, Code of Ethics, and in compliance with local laws.

Join our team.



Learn more about our efforts to foster an inclusive culture by visiting our Diversity, Equity & Belonging microsite.

TALENT WITH DISABILITIES

Self-identification by people with disabilities is voluntary and is conducted in a manner that ensures confidentiality and respect for associates' privacy. The goal of self-identification is to ensure accessibility and the reasonable accommodations necessary for all our talent to thrive. We apply these principles to our recruitment processes, seeking to integrate talent with various types of disabilities, including physical, intellectual, sensory, and psychosocial disabilities.

- **Reasonable Accommodations Guide**, which focuses on clarifying the guidelines for implementing specific modifications that enable people with disabilities to fully integrate into Grupo Bimbo.
- **Accessibility Standard** for our workplaces, ensuring that every space is adapted to provide equal opportunities and conditions for all our associates.
- **Listening sessions for people with disabilities**, where they share their experiences and needs directly with leaders to ensure that Bimbo Mexico always maintains empathetic, adaptable, and inclusive work environments.

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TALENT EVALUATION AND RETENTION

The Performance Review measures each associate’s contribution to the Business Plan and their GB Leadership Competencies. A standard scale is used to evaluate these two components. The Leadership Competencies assessment combines feedback from the immediate supervisor and direct reports. If the associate does not have any direct reports, the supervisor’s rating accounts for 100% of the score.

Performance calibration brings together leaders from different departments to jointly review team performance and leadership, thereby recognizing top performers. Through this process, we aim to ensure fair evaluations that align with our strategy, while also strengthening our succession planning and talent development efforts.

DEVELOPMENT AND LEADERSHIP PLANS

Following the assessment phase, the process of defining development plans begins. To this end, the manager and the associate have a conversation focused on identifying areas for improvement and establishing specific actions to achieve better performance in the next cycle. This plan, guided by the 70:20:10 methodology, is incorporated into our internal management system, where the associate, as the primary person responsible for their development, records the agreed-upon goals and actions, which are subsequently approved by their manager.

INCLUSIVE LEADERSHIP

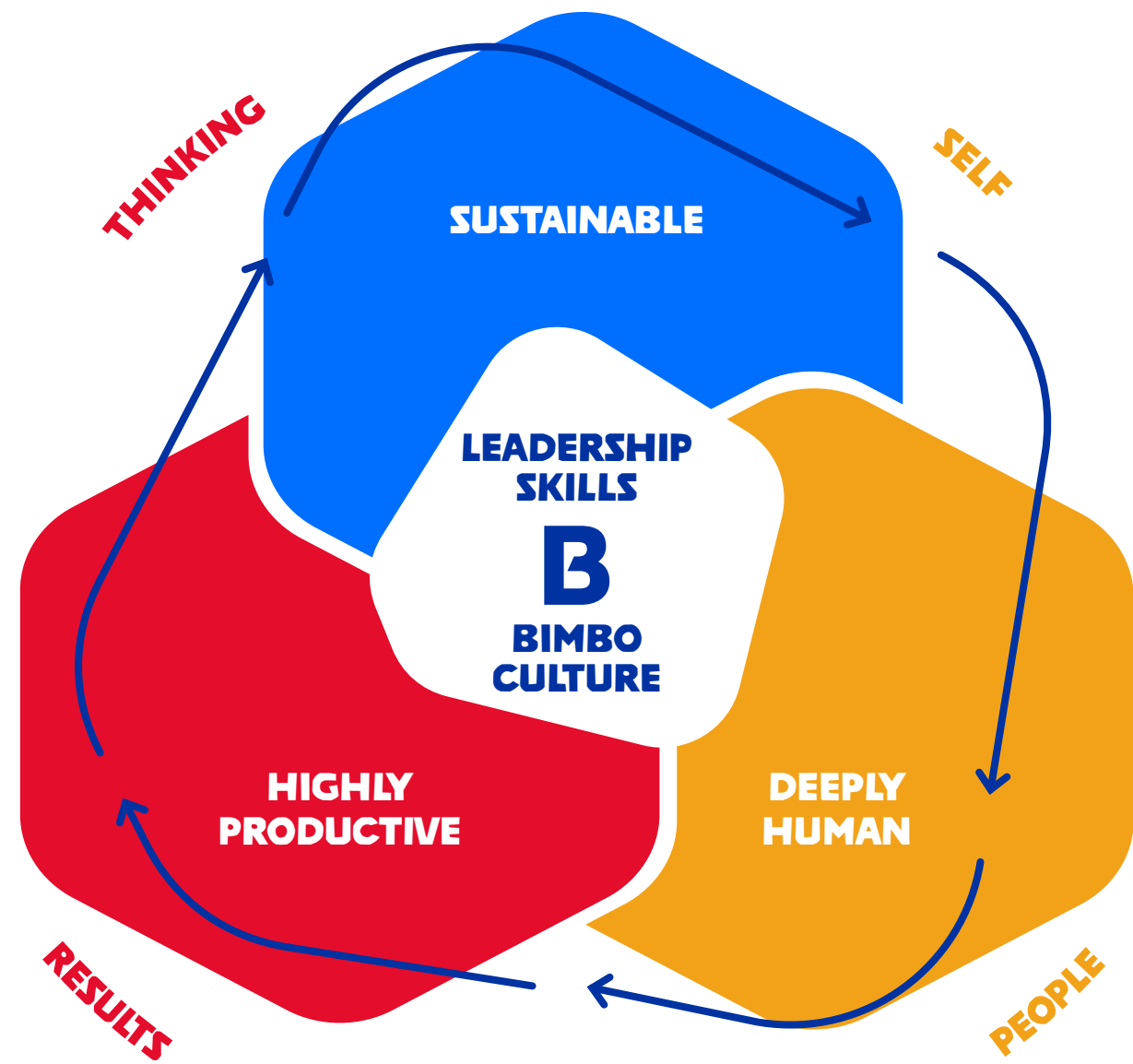
The Inclusive Leadership workshop provides an in-depth look at inclusive leadership practices, empathetic communication, building diverse teams, and helping leaders adapt to diversity.

The latest survey results (2025) showed an improvement of at least one percentage point in the inclusive leadership dimension in 7 out of 15 of our local teams. At the same time, we expanded the scope of our Women’s Leadership and Talent Development Programs to increase participation across all local teams. Among these initiatives, the Leadership Circles stood out as one of our key mentoring programs for women.

DEVELOPMENT OF LEADERSHIP TALENT AND SKILLS

We use an innovative methodology to identify key positions within the organization. Using specific criteria, we can determine which roles are essential to the success of the business. Once identified, we select the most critical positions based on their impact on the business and develop a success profile for each one. This success profile is a comprehensive document that outlines the skills, responsibilities, and criteria necessary to perform the role effectively.

Based on these success profiles, we design Individual Development Plans for each leader. These plans are designed to strengthen their skills and knowledge so they can perform at their best in their roles.



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COMPEN SATION

OUR GOAL IS TO SERVE AS CATALYSTS FOR THE PERSONAL AND PROFESSIONAL GROWTH OF OUR ASSOCIATES. WE ENSURE THAT THEY RECEIVE COMPETITIVE, MARKET-ALIGNED COMPENSATION AT ALL OUR LOCATIONS. IN THIS WAY, WE SAFEGUARD THEIR WELL-BEING AND REMAIN A COMPETITIVE EMPLOYER THAT MOTIVATES ITS TEAM TO ACHIEVE BOTH PERSONAL AND GROUP GOALS.



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We aim to develop a model that combines innovation, equity, and financial sustainability, aligned with the business's overall needs and promoting fairness and transparency at every level. We firmly believe that digitization is essential for achieving more efficient processes and reducing bias. We strive to strengthen our performance monitoring process, ensuring that our actions are aligned with market needs and the expectations of our associates.

Some of the most notable initiatives include:

- **Global Centralization and Standardization**
Thanks to information technology and our collaboration with Global Services, we have standardized the calculation of bonuses, salary increases, and other compensation components, ensuring consistent processes across all regions.
- **Competitive compensation for all**
We adapt our strategy to the realities of each market, benchmarking against similar companies and adjusting our practices to attract talent across diverse geographies. To do so, we consider economic factors such as inflation, cost of living, unemployment rates, gross domestic product, and regulations, among others.

FAIR COMPENSATION

We are in the process of strengthening our standardized methodology to define a global “base salary” that goes beyond the legal minimum wage in each location, so we are exploring approaches that will allow us to evaluate salary conditions in different regions more comprehensively.

In all locations where we operate, we ensure that our associates receive, on average, at least twice the minimum compensation required by law.

VARIABLE COMPENSATION

Compensation and incentives are designed to align our associates' performance with the Group's strategic objectives. This includes sustainability and nutrition goals, as defined in our “Nourishing a Better World” strategy. We achieve this alignment through a bonus and incentive model that spans from administrative to executive levels. We adapt to the needs and characteristics of each region in which we operate.

We ensure that the employment conditions, hiring practices, and benefits provided to external associates comply with our internally established principles.

01

Individual Contribution and Leadership Competencies

We evaluate the achievement of specific results (“the what”), as well as the manner in which these results were achieved (“the how”). We analyze leadership competencies at every organizational level. Outstanding performance in both areas results in more equitable bonuses.

02

Financial and non-financial performance

Financial results influence the determination of compensation incentives. In doing so, we seek to establish a link between individual performance and business success. The results of the sustainability strategy, such as carbon emissions levels, diversity and inclusion ratios, and nutrition-related indicators, are also incorporated into the incentive-setting process, particularly at the highest levels of the organization.

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