

TOWARD ZERO FOOD WASTE

OUR GOAL IS TO MOVE TOWARD A ZERO-WASTE MODEL, WHERE INNOVATION AND EFFICIENCY WORK TOGETHER TO OPTIMIZE THE USE OF RESOURCES, STRENGTHEN THE RESILIENCE OF OUR OPERATIONS, AND CONTRIBUTE TO MORE SUSTAINABLE MANAGEMENT OVER TIME.



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We are committed to reducing food waste by optimizing processes, training our team, and strengthening our supply chain.

We collect, analyze, and report waste data across four key nodes in our value chain: manufacturing, logistics, sales centers, and sales. Each node has dedicated leaders who adapt overarching strategies into specific operational actions.



Manufacturing

At our plants, we work to prevent waste at the source. We redesign packaging and processes to reduce shrinkage, and when waste is generated, we reprocess it to give it new value. In addition, we promote technologies that extend the shelf life of our products without harmful preservatives, thereby preventing returns and waste.

Through the WOW (War on Waste) program, we have integrated five essential pillars into the daily operations of our plants and bakeries across all our organizations. This provides us with a list of practices that prioritize waste prevention and recovery, which we are currently implementing.

We aim to foster a global micro-community of manufacturing knowledge, where our organizations can share and discuss best practices with other industry players and suppliers to address waste prevention and recovery at the production stages.

Sales

We are developing models that allow us to recover value from food waste and measure the economic impact of shrinkage. Through initiatives such as our innovation hackathons, we seek disruptive solutions to prevent waste at all points in the supply chain. In collaboration with GB Ventures, we explore solutions with startups that enable us to make use of the waste generated.

We also offer tools to improve metrics and foster continuous improvement. These are designed to provide technical knowledge to sales staff, optimizing their performance and contributing to our goals.

Logistics

In distribution, we focus on salvaging products that are nearing their expiration dates and redirecting them to food banks and community organizations. We also channel items with minor imperfections to alternative markets, ensuring their safety and helping to reduce food waste.

Additionally, we promote internal forums to create spaces for dialogue through which we can improve our distribution practices with a focus on sustainability across the entire Group. We share initiatives among our organizations to reduce waste and optimize logistics processes.

Sales Center

We train our sales team and provide them with technological tools to improve planning and reduce returns. We rely on software that helps us align data and processes to anticipate demand and minimize waste at every point of sale.

We salvage food with minor defects in color, size, or shape under strict quality controls at our plants and bakeries, ensuring its safety. We redirect some products with minor defects to alternative markets at affordable prices, benefiting communities and promoting their use.

Strategic Alliances

We partner with organizations and platforms to give food a second chance, primarily food banks or startups dedicated to collecting, redistributing, and utilizing food that is still in good condition. In this way, we expand our reach and redistribute products to vulnerable communities at affordable prices or for free, seeking to extend their shelf life and ensure they are put to good use. These partnerships strengthen our food recovery and redistribution efforts and promote more responsible consumption.

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