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**2020** CONSOLIDATED NON-FINANCIAL  
INFORMATION STATEMENT

Distribuidora Internacional de Alimentación, S.A. and its subsidiaries have prepared the consolidated non-financial information statement in accordance with the requirements of Act 11/2018 of 28 December, amending the Code of Commerce, the consolidated Spanish Companies Act approved by Royal Legislative Decree 1/2010 of 2 July, and Act 22/2015 of 20 July on the Auditing of Annual Accounts, with regard non-financial reporting and diversity. This report is part of DIA Group's 2020 Consolidated Directors' Report.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

DÍA

# Employees



La alegría  
de cada día

VERDES  
MALLA 500G

# Employees

**DIA Group** has a diverse employment structure with 39,583 employees at 2020 year end. Of all employees working in DIA, 73% work in Europe (Spain and Portugal) and 27% in Latin America (Brazil and Argentina).

**Beyond the figures, this year DIA employees have shown more than ever their engagement with society and the essential service they provide.** Society's acknowledgement of their day-to-day work has compensated for the enormous effort made in stores and warehouses to meet the spikes in demand that have occurred.

This year the Company has focused on employees' health prevention, acknowledging their efforts and contribution to society, and on keeping them up-to-date with how the situation affects their daily routines. The Group estimates that the expenses associated with managing the pandemic amounted to 26 million euros in the first half of the year, including overtime costs for additional labor, the payment of bonuses to own employees and franchisee personnel, as well as protection material for employees and customers.



**NUNO DUARTE** | Mozo de Almacén en Torres Novas - DIA Portugal

WORKFORCE BY COUNTRY AT 31 DECEMBER

ARGENTINA		EXECUTIVES		MANAGERS		EMPLOYEES	
		2020	2019	2020	2019	2020	2019
	<30 YEARS	N/A	N/A	27	31	795	997
	30-50 YEARS	13	10	254	293	1.172	1.119
	>50 YEARS	4	1	28	27	25	20
	<30 YEARS	N/A	N/A	27	29	449	555
	30-50 YEARS	4	1	108	127	836	804
	>50 YEARS	N/A	N/A	5	5	22	20
<b>TOTAL</b>		<b>21</b>	<b>12</b>	<b>449</b>	<b>512</b>	<b>3.299</b>	<b>3.515</b>

WORKFORCE BY COUNTRY AT 31 DECEMBER

BRAZIL		EXECUTIVES		MANAGERS		EMPLOYEES	
		2020	2019	2020	2019	2020	2019
	<30 YEARS	N/A	N/A	4	9	1.670	1.716
	30-50 YEARS	18	15	98	98	1.168	1.072
	>50 YEARS	4	N/A	10	9	67	69
	<30 YEARS	N/A	N/A	2	4	1.967	2.143
	30-50 YEARS	4	3	52	63	1.922	1.832
	>50 YEARS	N/A	N/A	1	3	51	52
<b>TOTAL</b>		<b>26</b>	<b>18</b>	<b>167</b>	<b>186</b>	<b>6.845</b>	<b>6.884</b>

WORKFORCE BY COUNTRY AT 31 DECEMBER

SPAIN		EXECUTIVES		MANAGERS		EMPLOYEES	
		2020	2019	2020	2019	2020	2019
	<30 YEARS	1	N/A	13	12	1.550	1.618
	30-50 YEARS	56	52	259	260	3.759	3.732
	>50 YEARS	12	25	94	97	1.079	979
	<30 YEARS	N/A	N/A	5	10	2.624	2.331
	30-50 YEARS	21	19	263	246	12.233	12.342
	>50 YEARS	20	20	78	77	3.142	2.929
<b>TOTAL</b>		<b>110</b>	<b>116</b>	<b>712</b>	<b>702</b>	<b>24.387</b>	<b>23.931</b>

WORKFORCE BY COUNTRY AT 31 DECEMBER

PORTUGAL		EXECUTIVES		MANAGERS		EMPLOYEES	
		2020	2019	2020	2019	2020	2019
	<30 YEARS	N/A	N/A	N/A	N/A	382	401
	30-50 YEARS	3	4	17	25	659	643
	>50 YEARS	1	1	15	17	89	94
	<30 YEARS	N/A	N/A	N/A	N/A	742	702
	30-50 YEARS	5	6	35	40	1.460	1.443
	>50 YEARS	N/A	N/A	3	2	156	129
<b>TOTAL</b>		<b>9</b>	<b>11</b>	<b>70</b>	<b>84</b>	<b>3.488</b>	<b>3.403</b>

- **Table 7:** Total number and distribution of employees by gender, age, country and professional category. Directors, employees of franchises or other external parties have not been included in this breakdown.

<sup>11</sup> The executives group includes the five highest categories in the organisation, managers includes the next three categories in the organisational hierarchy and employees refers to the remaining categories. Directors have not been included in this breakdown

## Main lines of communication with employees

There are several channels for communicating with employees, the majority of which encourage two-way communication. The main channels are as follows:

- **Corporate website for employees:** an area where communication with employees, the sharing of expertise, leisure activities and the dissemination of corporate information are encouraged.
- **Bulletins:** a weekly publication that shares good practice and business strategy developments with all Group employees. In addition, operational teams also receive daily and weekly bulletin updates about the projects they are taking part in.
- **DIA also regularly surveys employees** about different issues (from specific initiatives to general assessments of corporate culture). These communications channels, regardless of whether they are managed internally or via a third party, guarantee anonymity and total privacy regarding the responses given by employees.
- **New regular communication channels** between top management and employees for closer contact with leadership and to share business developments and progress made in the transformation process.

## Key employee-related risks

The most important risks identified are employee conflict, an inadequate talent structure and inadequate compliance with employment regulations.

## Key policies governing employee relations and their functions

- **The Corporate Human Resources Policy:** this policy includes DIA Group's commitment to create jobs and to develop professionals within the context of the Company's corporate values. This policy also aims to encourage the Company's long-term commitment to generating pride and a sense of belonging, adapting to the cultural, employment and business contexts in each of the countries where it operates.

**DIA Group** has not separately defined diversity, training and disconnect from work policies. The majority of human resource management issues are however included in the Group's general Human Resources Policy.

## 7.1. Employment and social dialogue

A significant portion of **DIA**'s workforce operates under permanent and full-time contracts, as shown in the following tables. It is important to note the Company has not carried out any workforce restructuring plans in the context of the pandemic.

TOTAL EMPLOYEES BY CONTRACT TYPE AND WORKING HOURS AT 31 DECEMBER

	2020	2019
<b>PERMANENT</b>	35.380	35.057
<b>TEMPORARY</b>	4.203	4.317
<b>TOTAL</b>	<b>39.583</b>	<b>39.374</b>
<b>FULL-TIME</b>	31.218	31.209
<b>PART-TIME</b>	8.365	8.165
<b>TOTAL</b>	<b>39.583</b>	<b>39.374</b>

**Table 8:** Total number and distribution of employees by contract type and working hours. Directors, employees of franchises or other external parties have not been included in this breakdown.

AVERAGE ANNUAL CONTRACTS BY GENDER (NUMBER)

	2020		2019	
	MEN	WOMEN	MEN	WOMEN
<b>PERMANENT</b>	12.290	23.419	12.869	24.106
<b>TEMPORARY</b>	1.791	3.682	1.837	3.371
<b>FULL-TIME</b>	13.071	19.495	13.715	19.667
<b>PART-TIM</b>	1.010	7.606	991	7.811

AVERAGE ANNUAL CONTRACTS BY AGE (NUMBER)

	2020			2019		
	<30 YEARS	30-50 YEARS	>50 YEARS	<30 YEARS	30-50 YEARS	>50 YEARS
<b>PERMANENT</b>	9.150	22.714	4.576	9.150	23.641	4.183
<b>TEMPORARY</b>	2.795	2.342	271	2.795	2.108	305
<b>FULL-TIME</b>	10.005	5.512	1.047	10.005	19.934	3.442
<b>PART-TIME</b>	1.941	19.544	3.800	1.941	5.815	1.046



AVERAGE ANNUAL CONTRACTS BY PROFESSIONAL CATEGORY (NUMBER)

	2020			2019		
	EXECUTIVES	MANAGERS	EMPLOYEES	EXECUTIVES	MANAGERS	EMPLOYEES
<b>PERMANENT</b>	164	1.446	34.099	171	1.601	35.203
<b>TEMPORARY</b>	2	8	5.463	1	9	5.198
<b>TIEMPO COMPLETO</b>	165	1.421	30.981	172	1.569	31.640
<b>PART-TIME</b>	0	34	8.582	0	41	8.760

Tables 9, 10, 11: Average annual number of employees by contract type, gender, age and professional category. Directors, employees of franchises or other external parties have not been included in this breakdown.



In 2020, just as in 2019, 100% of employees in Brazil, Spain and Portugal are covered by a collective agreement, either at company or industry level (in Argentina this figure is 71% of employees compared to 69% last year), and the Company has 1,057 trade union representatives worldwide (compared to 1,176 last year). Given the countries DIA Group operates in and the significant number of trade union representatives, there is no perceived risk of basic human and employment rights being violated (such as child labour, forced labour, freedom of association or the right to collective bargaining) in internal processes. DIA's Ethics Code and the Group's Whistleblowing hotline were created to help safeguard DIA Group's commitment to respecting these values, among others.

Although a monitoring committee is always formed to oversee any agreement reached, **trade union dialogue in Spain has been reinforced in 2020 through the following milestones:**

- a) **The Company and trade unions reached an agreement** to sign the 2019-2021 Collective Agreement for employees and to introduce a new results-based culture.
- b) **As part of the Company's transformation process**, dialogue began with trade unions to negotiate the substantial changes to the terms linked to the new organisational model.
- c) **Activities to manage the Covid-19 crisis have been overseen in partnership with trade unions** through reporting sub-committees so as to better monitor the impact of the pandemic on employees.

In terms of the remuneration policy, **DIA** salaries are in line with market conditions and employment agreements. Merit is the key driver of salary growth and **DIA Group** has various performance assessment mechanisms. Store and warehouse employees are assessed based on their performance and productivity, both on an individual basis and in their place of work. In the offices, individual objectives are focused on individual performance and they are aligned with the Company's results.

**Against the backdrop of the pandemic, it is important to mention the salaries paid in full to all employees who have had to self-isolate, and the extraordinary bonus paid to all Group employees and franchisees, in recognition of their commitment and dedication.**



AVERAGE REMUNERATION PAID (EUROS)

		<30 YEARS		30-50 YEARS		>50 YEARS	
		2020	2019	2020	2019	2020	2019
<b>EXECUTIVES</b>	MEN	N/A	N/A	184.329,05	151.437,85	147.088,21	179.959,82
	WOMEN	N/A	N/A	114.139,54	115.417,88	129.976,54	80.305,65
<b>MANAGERS</b>	MEN	24.742,01	23.199,15	33.574,23	33.582,27	43.158,97	40.775,24
	WOMEN	19.828,97	20.529,71	34.450,65	33.515,13	49.877,84	44.966,90
<b>EMPLOYEES</b>	MEN	10.116,23	10.322,89	15.445,31	16.152,44	22.261,16	18.914,79
	WOMEN	9.748,33	9.379,70	15.285,44	15.682,78	18.446,75	15.520,54

- **Table 12:** Average remuneration paid<sup>12</sup> by category, gender and age range (Euros).

<sup>12</sup> All elements received by employees in 2020 are included, except payments in kind. This includes the fixed pay actually processed and paid, additional payments based on working hours, productivity and performance bonuses and distribution of profits. The salary for the only executive under 30 years of age is not reported in line with current data protection legislation.

The number of dismissals has dropped compared with 2019 (see table 13), coinciding with a more mature organisational model accompanying the transformation process that the company is still going through.

NUMBER OF DISMISSALS

		2020				2019			
		<30 YEARS	30-50 YEARS	>50 YEARS	TOTAL	<30 YEARS	30-50 YEARS	>50 YEARS	TOTAL
<b>EXECUTIVES</b>	MEN	N/A	19	16	35	N/A	24	30	<b>54</b>
	WOMEN	N/A	3	3	6	N/A	6	11	<b>17</b>
<b>MANAGERS</b>	MEN	3	39	14	56	8	151	29	<b>188</b>
	WOMEN	N/A	20	8	28	6	63	3	<b>72</b>
<b>EMPLOYEES</b>	MEN	631	535	45	1.211	1.012	1.040	94	<b>2.146</b>
	WOMEN	732	808	126	1.666	1.094	1.851	94	<b>3.039</b>
<b>TOTAL</b>		<b>1.366</b>	<b>1.424</b>	<b>212</b>	<b>3.002</b>	<b>2.120</b>	<b>3.135</b>	<b>261</b>	<b>5.516</b>

**Table 13:** número de despidos por categoría, género y edad.

## 7.2 Health and safety in the workplace

Many of the Company's health and safety efforts have centred around ensuring the safety of staff during the pandemic. In this respect, two types of action have been put in place as part of the COVID-19 context: the approval of protocols (explained below) and measures to improve flexible working and work-life balance practices (explained in section 7.3).

- **Covid management procedure:** this applies to everyone and sets out how to respond to confirmed, likely and suspected cases as well as close or other contacts for each work area (stores, warehouses and offices).

**This procedure includes the application of specific protocols for particularly vulnerable groups**, such as pregnant women, people with cancer or immunodeficiency disorders, the over 60s, people with diabetes, high blood pressure or morbid obesity, among other risk factors. Taking a precautionary approach, all these people were put on paid leave from the start of the pandemic, with DIA responding in this regard ahead of protocols being put in place by the public health authorities.

- **Protection measures for all staff and franchisees:**
  - **Hand sanitiser gels:** it is advised these be used at tills if checkout staff cannot leave them to wash their hands, following health authority recommendations.
  - **Vinyl gloves:** even though training and information reminds staff of the importance of continuing with hand hygiene.
  - **Disposable face masks** made available to employees.
  - **Protective screens:** perspex screens have been installed at tills in stores to separate checkout staff from customers.
  - **Face visors:** as priority protective equipment to continue enhancing staff safety.
  - **Extra cleaning products:** for disinfecting and cleaning work areas.

Furthermore, the proportion of work carried out when stores are closed has also been increased to minimise mixing of staff and customers as far as possible.

- **Covid-19 training and information:**
  - **Obligatory training:** remote working (risks and preventive measures), a course on how to protect mental health and ensure adequate social interaction when working from home, office Covid training, warehouse Covid training and store Covid training.
  - **Continuous stream of updated information** through the Employee Portal and Daily Newsletter.
  - **Videos:** produced with medical teams to answer enquiries about Covid and how to protect oneself.
- **Medical assistance:** free medical helpline for employees and franchisees to resolve medical queries regarding their own health or that of their family members. In the case of Argentina, there has also been a mobile medical teams service across the store network.

### 7.3. Work organisation and work-life balance measures

In addition to new protection measures, in light of school closures and with the aim of minimising potential virus spread, **a series of plans were approved in 2020 to facilitate flexible working and a balance between personal, family and professional life:**

- **Full-time remote working** for the staff at the central offices from March (continuing at present) and extending to the rest of the regional offices<sup>13</sup>. Although this measure was implemented across the board, the offices have remained available and disinfected for employees who were unable to work from home.
- **Stores and warehouses:** employees have been given the opportunity to request three consecutive days holiday outside the normal scheduled calendar. Moreover, they have also been offered the option of taking a leave of absence of seven days or more to care for a minor. Store times have been reduced allowing for a greater work-life balance. This approach has enabled gaps in cover to be filled by staff working flexible hours (employees in Spain and Portugal did not have to drop any hours at any time).
- **Specific paid leave for especially vulnerable employees** (pregnant women, people being treated for cancer, radio and chemotherapy, people undergoing treatment for immunodeficiency disorders or other disorders such as psoriasis, Crohn's Disease, rheumatoid arthritis and multiple sclerosis) available since March. This option will continue to be offered while the pandemic lasts or until the affected employee is placed on sick leave.
- **Spain: MECUIDA Plan:** in accordance with Royal Decree-Law 8/2020, of 17 March, strengthening measures to ensure a decent work-life balance by enabling staff to cut their hours by up to 100%, in addition to the existing option of changing their working day. A total of 153 requests have been submitted to reduce or alter working hours due to Covid-19. Eight-seven percent (133) of these were accepted, 9% (14) were refused because evidence of the worker needing to shield was not provided, and the other 4% gave up their original request.
- **Argentina:** paid leave to care for offspring (pursuant to legislation).



<sup>13</sup> In response to the move from working remotely in bulk, it was strengthened by computer and information security systems through the updating of the Security Policy (including a cybersecurity section), increasing training and awareness-raising tasks in this area, hiring extra mitigation cases for the digital surveillance service or creating additional mail rules to block suspicious emails, among other measures.

ABSENTEEISM AND MAIN HEALTH AND SAFETY INDICATORS

	MEN		WOMEN	
	2020	2019	2020	2019
<b>HOURS OF ABSENTEEISM</b>	1.854.492,0	1.494.227,6	4.504.923,3	3.971.606,8
<b>WORKPLACE ACCIDENTS</b>	841,0	1.127,0	1.221,0	1.442,0
<b>INJURY FREQUENCY RATE</b>	31,7	38,8	28,0	30,6
<b>SERIOUS ACCIDENTS</b>	25,0	36,0	6,0	22,0
<b>OCCUPATIONAL ILLNESSES</b>	16,0	2,0	27,0	22,0
<b>FATALITIES</b>	0	0	0	0

**Table 14:** Absenteeism and main health and safety indicators. Absenteeism reflects hours absent due to illness, accident or an unjustified absence (including Covid); 2019 data have been restated using these criteria, since it previously included all possible causes. The injury frequency rate represents the number of injuries per 1,000,000 employee hours worked.



**RAFAEL SANTOS** | Franquiado - DIA Portugal

Despite all the measures put in place to protect the health of employees, it is inevitable that a pandemic such as COVID will have an impact on overall absenteeism in a global workforce of 39,500. This is precisely what can be seen for 2020. **Once again it is worth highlighting the work of the OH&S team in raising awareness, carefully and meticulously enforcing preventive quarantine measures, without which this figure would have been much higher.** Furthermore, the additional absenteeism reported includes leave granted in relation to COVID-19 and not just sickness-related leave.

## 7.4 4. Equal opportunities

**DIA is committed to respecting the principle of equality and condemns any type of discrimination, in any form, directly or indirectly, and for any reason:** sex, marital status, age, race, social status, religion, political affiliation, etc. The general Human Resources Policy and the Ethics Code are the instruments that ensure compliance with this principle.

During 2019, one sexual harassment complaint has been received through the Ethics Channel, which led to the dismissal of two employees. No discrimination complaints have been proved this year. In relation to this topic, in 2018, a study by a third party was completed in Spain with the aim of confirming that there was no discrimination bias in the procedures used by the Company.

In Spain, the Group has had an Equality Program in place since 2012. This plan includes measures aimed at each of the following areas: access to the Company and selection; hiring; promotion; training; pay; reconciliation of personal, family, work and working time; occupational health; sexual harassment; gender violence; company culture, communication and awareness.

The plan is preventive, in other words, it intends to eliminate any possibility of future discrimination based on sex. The existence of an Equality Agent, the implementation of different anti-harassment and gender-based violence protocols, discrimination prevention systems (access, promotion, compensation, language) and specific awareness campaigns are some of the best practices linked with this program.

**With respect to the promotion of equal treatment and opportunities between women and men,** DIA carries out a policy of equal pay in all its professional categories. The following table shows the gross pay gap by country for the different categories. It should be noted that the gross pay gap is the difference between the average total compensation for women and the average total compensation for men in an organization. This calculation does not take into account these key factors that allow comparability as a professional category, functional area, performance, knowledge or professional experience and that can significantly influence the final data.

GENDER PAY GAP		
	2020	2019
<b>EXECUTIVES</b>	66,45	61,81
<b>MANAGERS</b>	103,26	100,81
<b>EMPLOYEES</b>	101,11	99,00

**Table 15:** Gross wage gap by gender (ratio calculated as the average remuneration of women among men for each category). All items, except for compensation in kind, are taken into account for the calculation.

**DIA Group** also works to integrate groups with disabilities in all countries in which it operates. In total, among DIA's workforce at the end of 2020, there were 464 people with some type of physical or intellectual disability. Despite the efforts made by different countries of the Group, this global figure has decreased in comparison to the previous year along with the contraction of the global workforce figure.

EMPLOYEES WITH A DISABILITY AT 31 DECEMBER

		<30 YEARS		30-50 YEARS		>50 YEARS	
		2020	2019	2020	2019	2020	2019
<b>EXECUTIVES</b>	MEN	0	0	1	1	0	0
	WOMEN	0	0	0	0	0	0
<b>MANAGERS</b>	MEN	1	1	0	0	1	1
	WOMEN	0	0	3	2	0	0
<b>EMPLOYEES</b>	MEN	64	76	155	164	30	26
	WOMEN	34	41	128	138	47	47
<b>TOTAL</b>		<b>99</b>	<b>118</b>	<b>287</b>	<b>305</b>	<b>78</b>	<b>74</b>

**Table 16:** Employees with a disability by professional category, gender and age at 31 December

## 7.5 Employee training

**DIA Group** has a proactive attitude towards retaining and training talent. In addition to external training, **DIA Group** has more than 30 in-house training centres for employees and franchisees. These centres provide training to employees at all levels to carry out functions such as payment services, new services, and more specific tasks such as running the meat and fish counters. The Company also runs specific training programmes at its logistics centres.

In 2020, the need to respond immediately to a completely new and changing environment led to a decrease in total team training hours (204,773 in 2020 compared to 246,058 in 2019).

**Despite this, two training priorities have remained on the schedule:**

- **Employee health and safety** in light of the pandemic.
- **Training and provision of information on internal regulatory framework** setting out the obligatory processes and rules in all areas of the business and countries in which the Company operates.

TRAINING

		EXECUTIVES		MANAGERS		EMPLOYEES	
		2020	2019	2020	2019	2020	2019
<b>MEN</b>	TRAINING HOURS	549,9	1.102,0	5.817,7	7.947,0	57.698,6	87.476,5
	AVERAGE TRAINING HOURS	4,9	9,4	6,8	8,3	4,3	6,4
<b>WOMEN</b>	TRAINING HOURS	351,9	436,0	3.233,9	5.469,0	137.127,3	143.628,0
	AVERAGE TRAINING HOURS	6,7	8,0	5,4	8,5	5,1	5,4
<b>TOTAL</b>		<b>901,8</b>	<b>1538,0</b>	<b>9.051,6</b>	<b>13.416,0</b>	<b>194.819,9</b>	<b>231.104,5</b>

Table 17: Annual training hours and average training hours per professional category and gender

