

# Alsea

ISIN CODE: MXP001391012

Overall score 20/100

## Sector: Hotel, Leisure Goods & Services Emerging Market

Companies in sector panel: 57

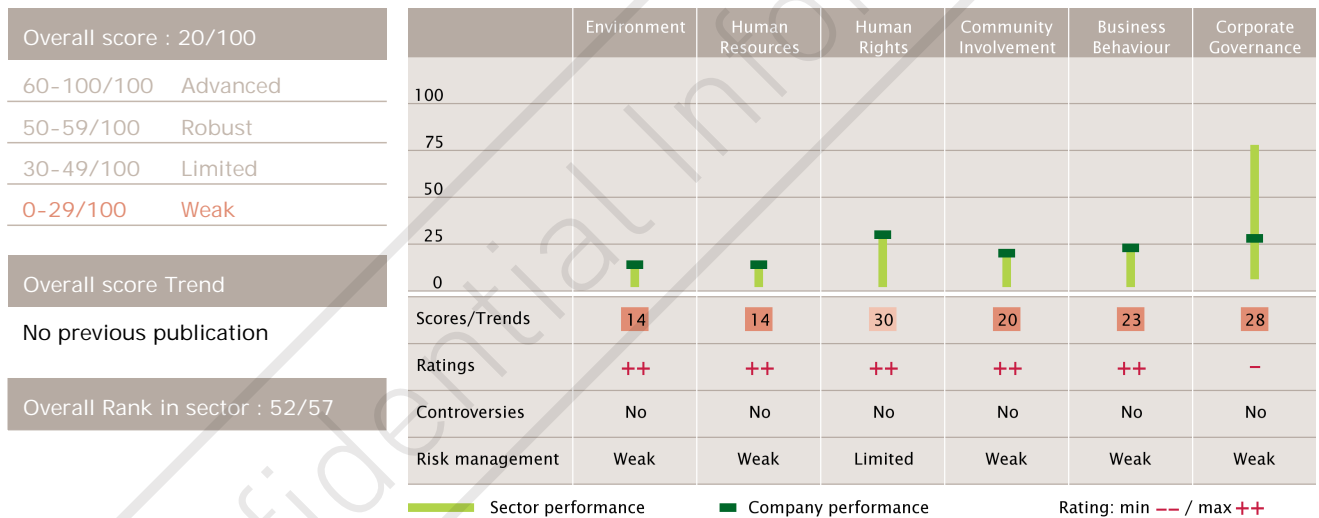
Information rate: 37% (Sector average: 90%)  
Company cooperation level: Not responsive \*

### General information

Alsea is a multi-brand restaurant operator located in Mexico City, including fast-food, casual dining and cafeteria services. It operates in Latin America and Spain with more than 3,200 units and more than 67,000 employees in Mexico, Argentina, Chile, Colombia, Brazil and Spain. In April 2016, Alsea concluded the acquisition of Archie's Colombia S.A.S. In June 2017, Alsea announced the sale of its minority interest in Grupo Axo.

Main Economic Segment**	Turnover 2016
Quick Service	38.0 %
Casual Dining	23.0 %
Coffee Shops	22.0 %

### Overall CSR performance & trends



- For its first review, Alsea's overall CSR performance is weak in absolute terms with a score of (20/100).
- Alsea's reported approach to manage its ESG impacts is homogeneously weak in the Social, Environmental and Governance pillars, mainly because of the Company's insufficient transparency on its commitments to CSR issues.
- No allegation was found to be brought against Alsea during the period under review.

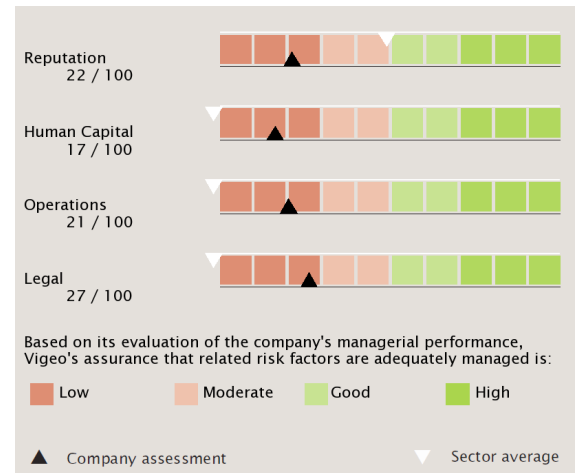
Company inclusion in Vigeo Indices\*\*\* : NO

\* On a 4-level scale: proactive, responsive, partially responsive, not responsive  
 \*\* See detailed economic indicators in Selected financial data section  
 \*\*\* Based on the most recent Index at the date of publication

## Management of Risks and Opportunities

		Weaknesses		Strengths	
Weight of the Sustainability drivers	3	<ul style="list-style-type: none"> <li>Environmental strategy</li> <li>Fundamental labour rights</li> <li>Reorganisation</li> <li>Social standards in the supply chain</li> <li>Social and economic development</li> <li>Water</li> </ul>	<ul style="list-style-type: none"> <li>Corruption</li> <li>Board of Directors</li> </ul>		
	2	<ul style="list-style-type: none"> <li>Customer Safety</li> <li>Societal impacts of products/services</li> <li>Executive Remuneration</li> <li>Health and safety</li> <li>Waste</li> <li>Energy</li> <li>Environmental standards in the supply chain</li> <li>Career management</li> <li>Anti-competitive practices</li> <li>Biodiversity</li> <li>Supplier relations</li> <li>Responsible Lobbying</li> <li>Shareholders</li> <li>Social Dialogue</li> <li>Remuneration</li> <li>Working hours</li> <li>Transportation</li> </ul>	<ul style="list-style-type: none"> <li>Respect for human rights standards and prevention of violations</li> <li>Audit &amp; Internal Controls</li> <li>Information to customers</li> <li>Non-discrimination and diversity</li> </ul>		
	1	<ul style="list-style-type: none"> <li>General interest causes</li> </ul>			
		<b>Weak</b> 0 to 29 points	<b>Limited</b> 30 to 49 points	<b>Robust</b> 50 to 59 points	<b>Advanced</b> 60 to 100 points

- Alesea does not report comprehensively on commitments and measures to address the majority of relevant issues for the sector. Although the Company has not faced any allegations in the period under review, it achieves weak and limited scores across the majority of issues analysed. Consequently, Vigeo Eiris has a weak level of assurance that Alesea adequately manages risks linked to its **human capital, operational efficiency, reputation and legal security**.



\* We consider legal security as an element of a company's tangible or intangible assets. We define legal risk as the potential impact - negative or positive - on these assets, considering the management of CSR issues possibly involving the company's legal responsibility. Under no circumstances should our opinion be construed as a due diligence or an assurance in the meaning of regulations such as, for instance, the Sarbanes-Oxley Act in the USA or the Loi de Sécurité Financière in France

## Company performance in all the Sustainability Drivers

Weight of the Sustainability driver		Overall score 20/100		Trend	Score
<b>Environment</b>					
ENV1.1	3	Environmental strategy			23
ENV1.4	2	Biodiversity			14
ENV2.1	3	Water			5
ENV2.2	2	Energy			20
ENV2.5	2	Waste			20
ENV2.7	2	Transportation			0
<b>Human resources</b>					
HRS1.1	2	Social Dialogue			7
HRS2.3	3	Reorganisation			22
HRS2.4	2	Career management			16
HRS3.1	2	Remuneration			7
HRS3.2	2	Health and safety			20
HRS3.3	2	Working hours			7
<b>Human rights</b>					
HRT1.1	2	Respect for human rights standards and prevention of violations			39
HRT2.1	3	Fundamental labour rights			22
HRT2.4	2	Non-discrimination and diversity			32
<b>Community involvement</b>					
CIN1.1	3	Social and economic development			18
CIN2.1	2	Societal impacts of products/services			22
CIN2.2	1	General interest causes			20
<b>Business behaviour (c&amp;s)</b>					
C&S1.1	2	Customer Safety			28
C&S1.2	2	Information to customers			32
C&S2.2	2	Supplier relations			12
C&S2.3	2	Environmental standards in the supply chain			19
C&S2.4	3	Social standards in the supply chain			19
C&S3.1	3	Corruption			38
C&S3.2	2	Anti-competitive practices			14
C&S3.3	2	Responsible Lobbying			12
<b>Corporate governance</b>					
CGV1.1	3	Board of Directors			37
CGV2.1	2	Audit & Internal Controls			38
CGV3.1	2	Shareholders			9
CGV4.1	2	Executive Remuneration			22

**Weak** (0-29/100)
  **Limited** (30-49/100)
  **Robust** (50-59/100)
  **Advanced** (60-100/100)

? **Involvement in allegations**
? **Involvement in allegations with evidence of corrective measures**

N/R means that this Sustainability Driver is not analysed for this Company

## Selected financial data

Key data	Sales	EBIT	Employees
2016	MXN 37.7bn	MXN 2.8bn	67,340
2015	MXN 32.3bn	MXN 2.4bn	61,822
2014	MXN 22.8bn	MXN 1.5bn	60,051
2013	MXN 15.7bn	MXN 1.1bn	32,362
2012	MXN 13.5bn	MXN 0.8bn	27,619

Main shareholders	2017
Torrado Martinez Family	42.3 %

Geographical breakdown	Sales 2016	Employees 2016
Mexico	58 %	65 %
Spain	20 %	16 %
Latin America	22 %	19 %

All Economic Segments	Turnover 2016
Quick Service	38.0 %
Casual Dining	23.0 %
Coffee Shops	22.0 %
Family Dining Restaurants	13.0 %
Supply Chain	4.0 %

## Selected ESG Indicators

	2016	2015
Non-executive Board member(s) responsible for CSR issues	No Info	No Info
Executive remuneration linked to CSR performance	No Info	No Info
3-year energy consumption trend (normalized to turnover)	↘	N/A
Ratio of payments to employees vs. shareholders (3-year trend)	N/A	N/A
Percentage of independent Board members	50	50
Percentage of women on Board	0	0
Percentage of women in Executive team	7	7
Percentage of women in workforce	48	39
Transparency on lobbying budget	No	No
Percentage of employees covered by collective agreements on working conditions	N/A	N/A
3 year trend for safety at work	N/A	N/A
Involvement in armament	No	No
Transparency on payment of tax	Partial	Partial
Management of social risks in supply chain	Weak	Weak

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## Involvement in disputable activities: summary

This section is dedicated to disputable activities in which the company is involved.  
0 disputable activities are analyzed (see list below) following 30 parameters  
Additional analysis and full database access are available as an option

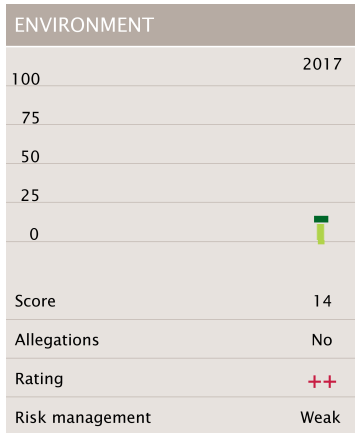
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## CSR performance per domain

■ Sector performance  
■ Company performance  
Rating: min -- / max ++

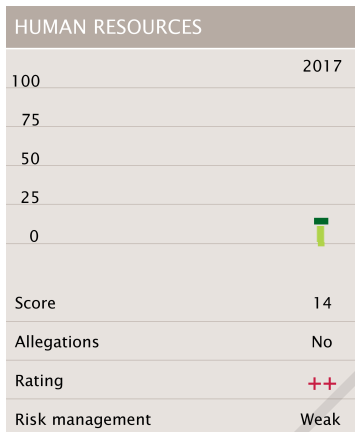


### Key issues

Hotel and Leisure companies are expected to define an **environmental strategy** with clear objectives, measurable targets, and a road map of actions supported by a dedicated structure to minimize the impact their operations have on environment. **Water consumption** is another major issue in the industry as hotel and catering activities often consume large amounts of water while located in water stressed areas and are, therefore, assessed on their efforts to preserve this scarce resource.

### Company performance

Aside from a formalised commitment to environmental protection and general commitments to reduce its water consumption, energy consumption and non-hazardous waste production, Vigeo Eiris' assurance on the Company's ability to manage Environmental issues is low due to the Company's lack of transparency.



### Key issues

The fierce competition between Hotel and Leisure companies has led many companies to seek cost-cutting schemes while simultaneously trying to expand which makes **responsible management of reorganization** as a key sector issue. The mismanagement of reorganization could impact human capital assets due to demotivation and damaged corporate culture and values. In addition, **health and safety** is another key issue in the sector, considering the stressful working conditions and health hazards to which employees could be exposed.

### Company performance

Aside from general statements Alsea makes on promoting career management and training and to health and safety issues in its Annual Report, with limited measures; annual training programs that consider health and safety topics, Vigeo Eiris' assurance on the Company's ability to manage Human Resources issues is low.



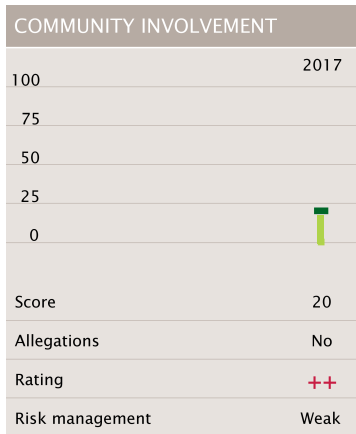
### Key issues

The nature of contracts prevailing in the Hotel and Leisure sector places the **respect for freedom of association and the right to collective bargaining** as a key sector issue. Besides, the increasing investment in emerging countries, where bargaining rights could be subject to frequent violations calls for a more proactive approach to ensure that employees are fully aware and able to exercise their basic bargaining right.

### Company performance

- Alsea's performance in the Human Rights domain is limited in absolute terms.  
- In its Global Compact Letter of Commitment, the Company has issued a formalised commitment to respect and promote human rights in society, as well as to non-discrimination in its Code of Ethics explicitly defining most of the categories and the management processes to which these apply, such as gender and ethnicity. However, Alsea does not appear to report on measures to support these commitments. Furthermore, the Company does not seem to disclose any commitment to freedom of association and the right to collective bargaining.

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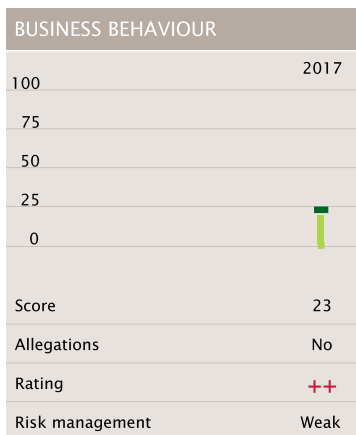


**Key issues**

Catering and pub operators can play an important role in the **promotion of the social and economic development** in areas hosting their operations through tailored local development plans. Another key issue for Catering companies concerns the **societal impacts of their services** with regard to their endeavours to reduce obesity, alcohol misconsumption and to promote healthy food habits.

**Company performance**

Aside from Alesea's general commitment and limited initiatives; financial support, a dedicated foundation and sponsoring employee volunteering, to supporting general interest causes, Vigeo Eiris' assurance on the Company's ability to manage Community Involvement issues is low.

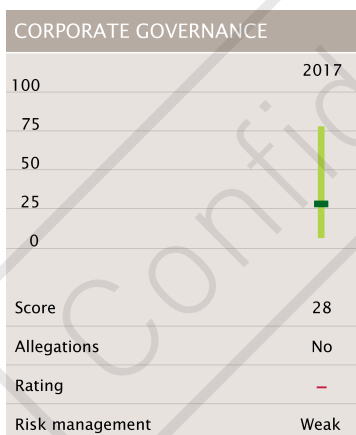


**Key issues**

**Social factors in the supply chain** is a key sector issue for catering companies and hotels as their bargaining power with suppliers to obtain better prices and deals could drive down suppliers' working conditions. Also, the close contacts that catering operators and hotels have with public authorities and other stakeholders worldwide could expose them to bribery and money laundering risks which accounted for analysing the way such companies are organized to combat **corruption and money laundering** within their operations.

**Company performance**

- Alesea's performance in the Business Behaviour domain is weak in absolute terms.
- The Company discloses a formalised commitment to preventing corruption in its Code of Ethics supported by a confidential whistleblower hotline and online courses on anti-corruption measures for employees. On the other hand, the references Alesea has made in its Annual Report to including social and environmental factors in supply chain management refer only to applicable laws and do not appear to be supported by related measures. In addition, sustainable supplier relationships and transparency and integrity of influence strategies and practices lack complete public disclosure.



**Key issues**

Sound corporate governance is required to oversee a company's strategic direction, including the CSR strategy. Vigeo's framework has been adapted to capture the level of integration of CSR topics at Board-level, supplementing traditional signals on efficient governance practices. Directors are notably evaluated on their level of diversity and experience with operational, financial, and CSR topics (CGV1.1). The audit and internal controls system is examined regarding the efficiency and reach of its risk management (CGV2.1). Shareholders are expected to have fair voting rights and access to all relevant information on material CSR issues (CGV3.1). Executive remuneration is assessed for transparency and alignment with the interests of company's shareholders and other stakeholders (CGV4.1).

**Company performance**

- Alesea's performance in the Corporate Governance domain is weak in absolute terms.
- The Company's Audit Committee has a limited role and the internal controls system does not seem to cover CSR risks. In addition, reporting lacks transparency on voting rights of shareholders as well as on individual executive remuneration. However, six members of the twelve-member Board are considered independent and there is a Sustainability Committee that is part of the Board.

## Detailed analysis

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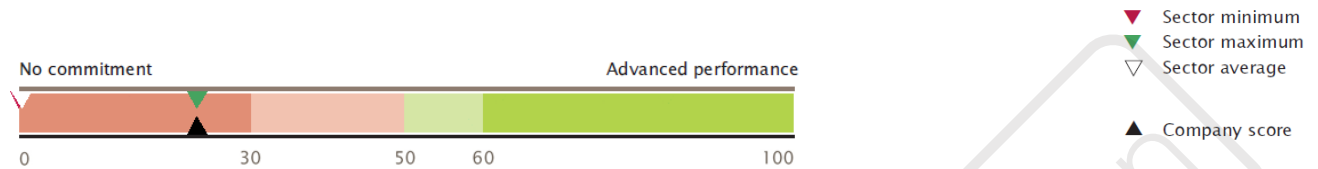
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## Environment

Score : 14

### ENV1.1 Environmental strategy and eco-design

(score: 23, weight: 3)



#### Visibility of commitment to environmental issues

The company has issued a formalised commitment to environmental protection in its Code of Ethics. In addition, the company is a signatory of the Global Compact but does not communicate on this principle.

#### Relevance of environmental strategy

The company commits to the majority of its responsibilities in terms of environmental protection:

- Protection of biodiversity
- Protection of water resources
- Minimising environmental impacts from energy use
- Management of environmental impacts from transportation
- Waste management

#### Ownership of commitment

The commitment applies throughout the company, and is supported by senior management.

#### Means allocated to environmental management

Information obtained from company and public sources regarding resources dedicated to environmental management is insufficient.

- Environmental manual specifying procedures and responsibilities
- Internal audits that assess the effectiveness of the EMS
- Management review of the EMS (at Executive Level)
- Environmental performance measured against targets
- External verification of reporting on environmental performance

#### Coverage of certified environmental management systems

Information obtained from company and public sources regarding the share of the sites/offices that have a certified environmental management system is insufficient.

#### Relevance of commitment to eco-design of buildings

The company does not disclose any commitment to eco-design.

- Integration of eco-design in existing buildings
- Integration of eco-design in construction of buildings
- Eco-Tourism (eco-design of services)

#### Resources allocated to eco-design of buildings

Information obtained from the company and public sources regarding resources allocated to eco-design of buildings and services is insufficient.

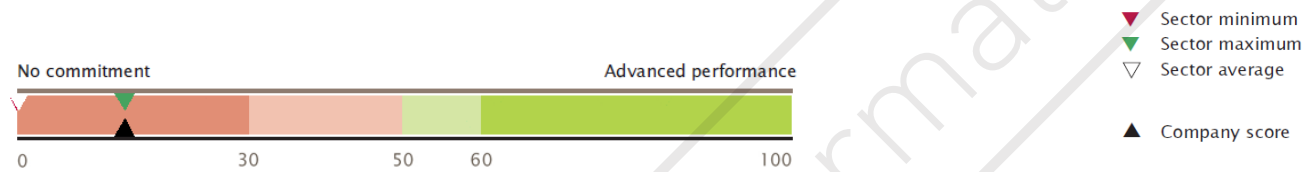
**Coverage of the means allocated to eco-design**

Information obtained from the company and public sources regarding resources allocated to eco-design is insufficient.

Leadership	45	Implementation	0	Results	N/A
Visibility	65	Means & resources	0	Performance	N/A
Relevance	43	Scope	N/A	Trends	N/A
Ownership	30	Coverage	0		

**ENV1.4 Protection of biodiversity**

(score: 14, weight: 2)



**Relevance of the commitment**

The company does not disclose any commitments to biodiversity protection.

- Promotion of sustainable agriculture
- Promotion of sustainable fishing
- Promotion of sustainable animal rearing

**Means allocated to sustainable agriculture**

The company has allocated some means to promote sustainable agriculture:

- Promotion of organic farming
- International certification schemes
- Minimizing the use of external inputs (fertilizers, chemicals)
- Full traceability and labelling systems
- Dedicated structure

1: The company works with organisation Flor de la Paz on a project in Mexico to increase the purchase of organic tea supply, with 100% of the profits being reinvested in the community where it is produced.

**Means allocated to sustainable fishing**

Information obtained from the company and public sources regarding means allocated to promote sustainable fisheries is insufficient.

- Prevent fishing endangered species
- International certification schemes
- Full traceability from catch to consumer
- Precautionary conservation and management measures
- Dedicated structure

**Means allocated to promote sustainable animal rearing**

Information obtained from the company and public sources regarding means allocated to promote sustainable animal rearing is insufficient.

- Measures to ensure animal well-being
- Ensure appropriate feeding of animals
- Ban of products from engineered animals
- Promotion of animal rearing organic systems
- Dedicated structure

**Coverage of the measures allocated to the protection of biodiversity**

Information obtained from the company and public sources regarding means allocated to the protection of biodiversity is insufficient.

**Results with regard to biodiversity protection**

*The company does not report its impact on biodiversity.*

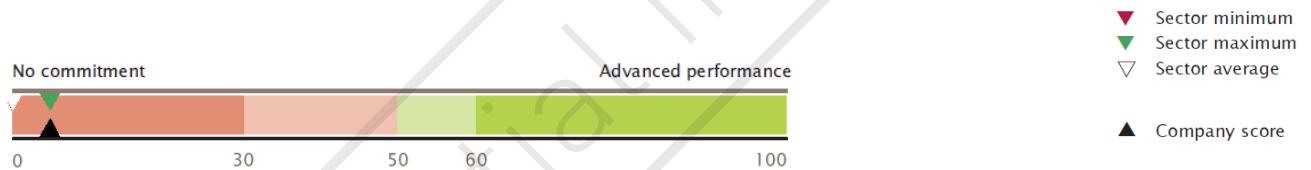
**Stakeholders' feedback**

A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral. *As of 08/2017, Alesea did not appear to be involved in any controversy related to this sustainability driver.*

Leadership	0	Implementation	8	Results	35
Visibility	N/A	Means & resources	10	Performance	65
Relevance	0	Scope	N/R	Trends	0
Ownership	N/A	Coverage	0		

**ENV2.1 Protection of water resources**

(score: 5, weight: 3)



**Relevance of the company's commitment in terms of reducing its water consumption**

The company's commitment to reduce its water consumption is general. *No quantified targets are disclosed.*

**Relevance of the company's commitment in terms of reducing its water emissions.**

The company does not disclose any commitment with regard to its water emissions.

**Means allocated**

*Information obtained from the company and public sources regarding means allocated to reducing water consumption is insufficient.*

**Coverage**

Information obtained from the company and public sources regarding the percentage of sites covered by such actions is insufficient.

**Water consumption**

The company does not disclose quantitative data on water consumption.

**Nitrogen\* (N) discharges into water** The company does not disclose quantitative data on nitrogen discharges into water.

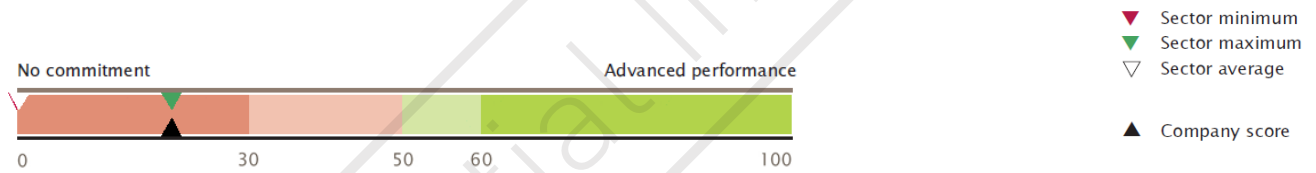
**Phosphorus (P) discharges into water** The company does not disclose quantitative data on phosphorus discharges into water.

**Wastewater Chemical Oxygen Demand (COD)** The company does not disclose quantitative data on wastewater chemical oxygen demand.

Leadership	15	Implementation	0	Results	0
Visibility	N/A	Means & resources	0	Performance	0
Relevance	15	Scope	N/A	Trends	N/A
Ownership	N/A	Coverage	0		

**ENV2.2 Minimising environmental impacts from energy use**

(score: 20, weight: 2)



**Relevance of the company's commitment in terms of reducing its energy consumption.** The company's commitment to reduce its energy consumption is general. *No quantified targets are disclosed.*

**Relevance of the company's commitment in terms of reducing its energy-related emissions.** The company's commitment to reduce its energy-related emissions is general. *No quantified targets are disclosed.*

**Means allocated.** *Information obtained from the company and public sources regarding means allocated to reducing energy consumption and related emissions is insufficient.*

**Coverage** Information obtained from the company and public sources regarding the percentage of sites covered by such actions is insufficient.

**Energy consumption** *The company's energy consumption of its Mexican operations, normalised to sales, has decreased continuously over the past three years by 33%, from 0.0316 (GWH / million MXN) in 2014 to 0.0213 (GWH / million MXN) in 2016.*

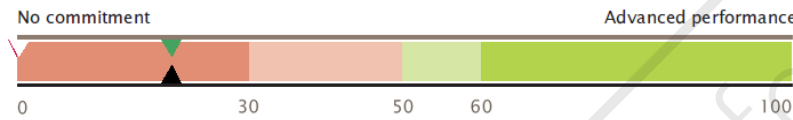
**CO2 emissions linked to energy consumption**

The company's CO2 emissions (direct and indirect) linked to energy consumption of its Mexican operations, normalised to sales, have decreased continuously over the past three years by 29%, from 0.0091 (Kt / million MXN) in 2014 to 0.0065 (Kt / million MXN) in 2016.

<b>Leadership</b>	<b>30</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>30</b>
Visibility	N/A	Means & resources	0	Performance	30
Relevance	30	Scope	N/A	Trends	N/A
Ownership	N/A	Coverage	0		

**ENV2.5 Waste management**

(score: 20, weight: 2)



**Relevance of the company's commitment with regard to its non-hazardous waste production.**

The company's commitment to reduce its non-hazardous waste production is general.  
*No quantified targets are disclosed.*

**Means allocated to waste management**

The company has set up monitoring systems for its waste production.  
*The company reports on the total of recycled cardboard and vegetable oil.*

**Coverage**

*There is no evidence the company has taken such measures at a majority of company sites.*

**Non-hazardous waste production**

The company does not disclose data on non-hazardous waste.

**Waste treatment / recycling**

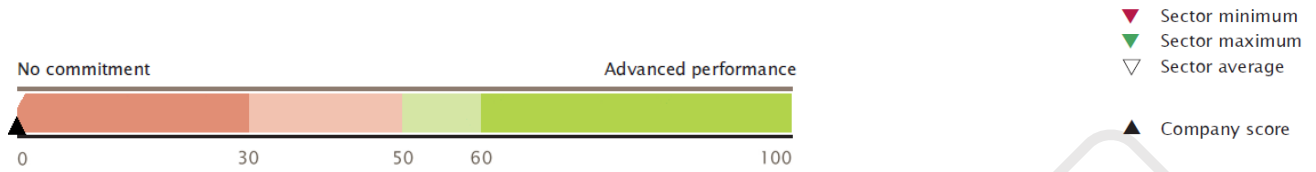
Information obtained from the company and public sources regarding waste treatment is insufficient.  
*The company reports only on vegetable oil and cardboard recycled.*

<b>Leadership</b>	<b>30</b>	<b>Implementation</b>	<b>30</b>	<b>Results</b>	<b>0</b>
Visibility	N/A	Means & resources	30	Performance	0
Relevance	30	Scope	N/A	Trends	0
Ownership	N/A	Coverage	30		

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**ENV2.7 Management of environmental impacts from transportation**

(score: 0, weight: 2)



**Relevance of the company's commitment with regard to the environmental impacts related to the transport of its products and/or personnel**

*The company does not disclose any commitment with regard to the environmental impacts related to the transport of its products.*

**Means allocated to minimising the environmental impacts**

*Information obtained from the company and public sources regarding means allocated to minimising the environmental impacts related to the transport of its products is insufficient.*

**Coverage of means allocated to minimizing the environmental impacts**

*Information obtained from the company and public sources regarding the percentage of sites covered by such actions is insufficient.*

**Energy consumption or CO2 emissions related to transportation**

*The company does not report energy consumption or CO2 emissions from transportation.*

**Trend in transport mix**

*The company does not report the breakdown of the different modes of transport uses internally.*

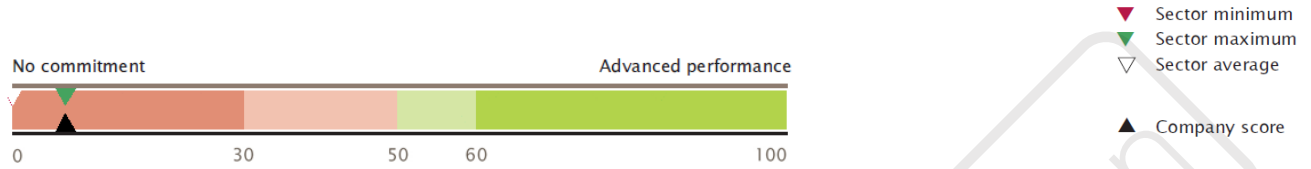
Leadership	0	Implementation	0	Results	0
Visibility	N/A	Means & resources	0	Performance	0
Relevance	0	Scope	N/A	Trends	0
Ownership	N/A	Coverage	0		

## Human Resources

Score : 14

### HRS1.1 Promotion of labour relations

(score: 7, weight: 2)



**Visibility of commitment** The company does not disclose any commitment to promote labour relations.

**Relevance of commitment** The company does not disclose any commitment to promote labour relations.

**Ownership of commitment** The company does not disclose any commitment to promotion of labour relations.

**Coverage of employee representative bodies** Information obtained from the company and public sources regarding the percentage of sites where employee representation structures are in place is insufficient.

**Subjects covered by collective bargaining** Information obtained from the company and public sources regarding the subjects covered in collective bargaining is insufficient.

- health & safety
- remuneration
- working hours
- training
- career development
- work time flexibility
- employability/life long learning
- stress management
- equal opportunities
- CSR issues

**Employee representative bodies in countries with restrictive legislation** Information obtained from the company and public sources regarding how the company promotes employee representation in countries with restrictive legislations is insufficient.

**Stakeholders' feedback** A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral. As of 08/2017, Alesea did not appear to be involved in any controversy related to this sustainability driver.

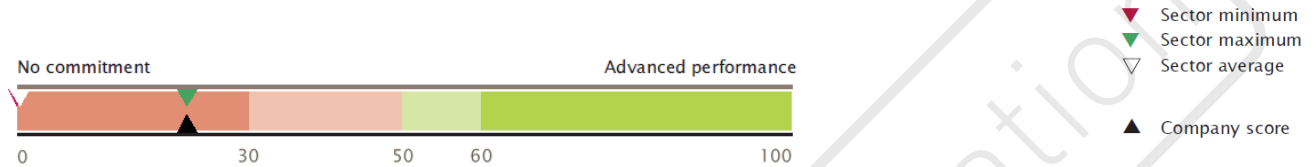
**Coverage of collective agreements on working conditions** Information obtained from the company and public sources, regarding the percentage of the company's employees covered by collective agreements on working conditions, is insufficient.



<b>Leadership</b>	<b>0</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>22</b>
Visibility	0	Means & resources	0	Performance	22
Relevance	0	Scope	0	Trends	N/A
Ownership	0	Coverage	0		

**HRS2.3 Responsible management of reorganizations**

(score: 22, weight: 3)



In April 2016, Alea concluded the acquisition of Archie's Colombia S.A.S. In June 2017, Alea announced the sale of its minority interest in Grupo Axo.

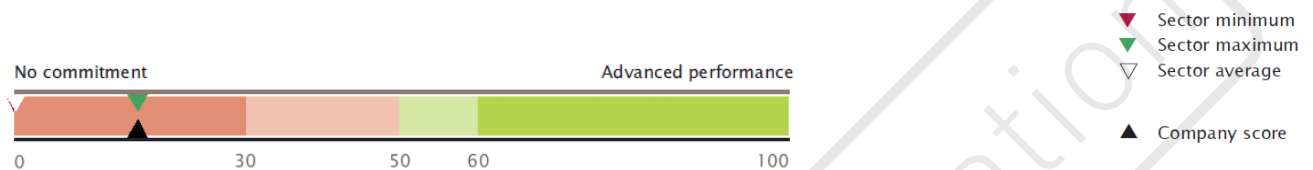
<b>Relevance of commitment to manage reorganisations responsibly</b>	The company does not disclose any commitment to manage reorganisations responsibly.
<b>Involvement with employee representatives</b>	The company does not disclose any commitment to inform and consult employee representatives on reorganisations.
<b>Means allocated to prevent and manage reorganisations</b>	Information obtained from the company and public sources regarding measures allocated to prevent and manage reorganisations is insufficient. <ul style="list-style-type: none"> <li><input type="checkbox"/> significant financial compensation</li> <li><input type="checkbox"/> early retirement</li> <li><input type="checkbox"/> reduction of labour time</li> <li><input type="checkbox"/> internal mobility programme</li> <li><input type="checkbox"/> outplacement services</li> <li><input type="checkbox"/> individualised follow-up of employees</li> <li><input type="checkbox"/> re-training</li> </ul>
<b>Coverage</b>	Information obtained from the company and public sources regarding the percentage of sites where such measures are taken is insufficient.
<b>Stakeholders' feedback</b>	A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral. As of 08/2017, Alea did not appear to be involved in any controversy related to this sustainability driver.
<b>Result of the company's commitment to manage reorganisations responsibly</b>	The company has been able to avoid layoffs or dismissals. The information on reorganisations recently conducted by the company is insufficient, but its workforce has increased by 12% since 2014.

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<b>Leadership</b>	<b>0</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>65</b>
Visibility	N/A	Means & resources	0	Performance	65
Relevance	0	Scope	N/A	Trends	N/A
Ownership	0	Coverage	0		

## HRS2.4 Career management and promotion of employability

(score: 16, weight: 2)



### Visibility of commitment

The company makes some general statements promoting career management and training in its: *Annual Report*.

### Relevance of commitment

The company's commitment to promoting career management and training is general.

- Anticipate short and long-term employment needs and skill requirements
- Adapt employees' skill sets to their career paths
- Enable the progressive improvement in employees' qualification levels
- Put in place a concerted career management framework, which is transparent and individualized

### Ownership of commitment

*It is unclear whether the Head of HR is part of the company's Executive Committee and whether line managers are evaluated on their performance in terms of HR management.*

### Career management systems

Information obtained from the company and public sources regarding means allocated to career management systems is insufficient.

### Coverage of career management systems

Information obtained from the company and public sources regarding the percentage of employees that benefit from such systems is insufficient.

### Types of training provided to non-managers

The training programmes are mostly aimed at adapting employees' skills to the requirements of their current position.

### Means allocated to training for all employees

Information disclosed on performance indicators related to training per employee is insufficient.  
*The company discloses the number of training hours only for 2016, to stand at 1,578,113 (hrs).*

**Mobility / turnover**

Information disclosed on indicators such as employee turnover or mobility rates is insufficient.  
*The company discloses the number of internal promotions only for 2016, to stand at 5,911.*

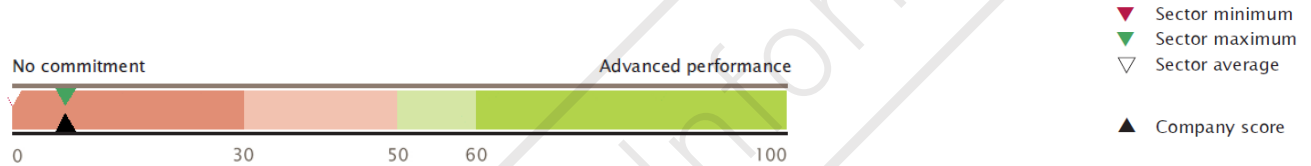
**Training delivered during the year under review**

There is no evidence that all the company's employees received training during the year under review.

<b>Leadership</b>	<b>21</b>	<b>Implementation</b>	<b>8</b>	<b>Results</b>	<b>18</b>
Visibility	<b>30</b>	Means & resources	<b>0</b>	Performance	<b>18</b>
Relevance	<b>30</b>	Scope	<b>30</b>	Trends	<b>N/A</b>
Ownership	<b>0</b>	Coverage	<b>0</b>		

**HRS3.1 Quality of remuneration systems**

(score: 7, weight: 2)



**Visibility of commitment**

The company does not disclose any commitment to the quality of its remuneration systems.

**Relevance of commitment**

The company does not disclose any commitment to the quality of its remuneration systems.

- Guarantee decent remuneration*
- Promote access to social security*
- Ensure transparency and communication when setting and reviewing remuneration*
- Take into account individual achievements in setting and reviewing remuneration*

**Ownership of commitment**

The company does not disclose any commitment to quality of remuneration systems.

**Means to ensure transparency of remuneration**

Information obtained from the company and public sources regarding means allocated to ensure transparency of remuneration is insufficient.

**Coverage of transparent and verifiable remuneration systems**

Information obtained from the company and public sources regarding the percentage of employees covered by a transparent and verifiable remuneration system is insufficient.

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**Trend of quality of remuneration systems**

The quality of the company's remuneration systems has been on a downward trend.

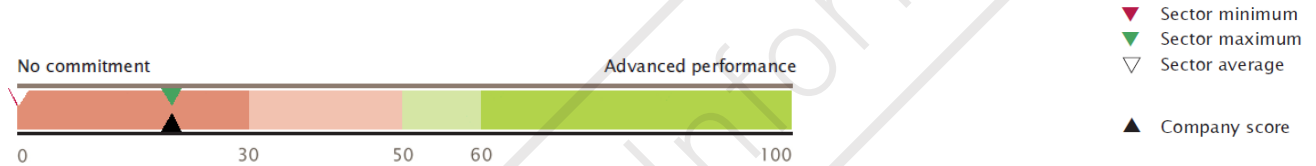
**Stakeholders' feedback**

A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral. *As of 08/2017, Asea did not appear to be involved in any controversy related to this sustainability driver.*

<b>Leadership</b>	<b>0</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>22</b>
Visibility	0	Means & resources	0	Performance	65
Relevance	0	Scope	N/A	Trends	0
Ownership	0	Coverage	0		

**HRS3.2 Improvement of health and safety conditions**

(score: 20, weight: 2)



**Visibility of health & safety commitments**

The company has made references to health and safety issues in its: *Annual Report. In addition, the company has set a goal to reach zero accidents by 2020.*

**Relevance of commitment**

- The company's commitment only addresses part of its responsibilities:
- ensure awareness about health and safety issues
  - reduce occupational health and safety accidents
  - prevent occupational diseases
  - reduce stress
  - prevent AIDS and/or tropical diseases
  - promote road safety

**Ownership of commitment**

The commitment applies throughout the company, and is supported by senior management.

**Means allocated to health and safety**

The company has allocated means to address health and safety issues, including:

- training/awareness raising programmes
- internal monitoring
- risk assessments
- internal H&S audits
- H&S competitions
- remuneration based on H&S performance
- OHSAS 18001 certifications

*1: The company implements annual training programs that consider health and safety topics. Of note, the company states to be in the process of structuring a safety management system aligned with the OHSAS 18001 certification.*

**Coverage of health and safety system**

There is no evidence the health and safety measures cover the majority of the company's employees.

**Means allocated to reduce stress at work**

Information obtained from the company and public sources regarding means allocated to reduce stress is insufficient.

- monitoring of absenteeism/rate of occupational disease
- assessment of stress through analysis of internal H&S data
- monitoring of stress through opinion surveys
- awareness raising for employees
- identification of stress sources
- stress support instruments (hotline, counselling service, employee assistance programme, etc)
- training on stress for employees
- training on stress for managers
- measures to improve ergonomics/ ergonomic design of workplaces
- job redesign (work organisation)

**Coverage of means allocated to address mental health**

Information obtained from the company and public sources regarding the percentage of employees that benefit from means allocated to address mental health is insufficient.

**Accident frequency rate**

The company does not disclose quantitative data on accident frequency rates.

**Accident severity rate**

The company does not disclose quantitative data on accident severity rates.

**Other health and safety indicators**

The company does not disclose quantitative data on occupational disease rates.

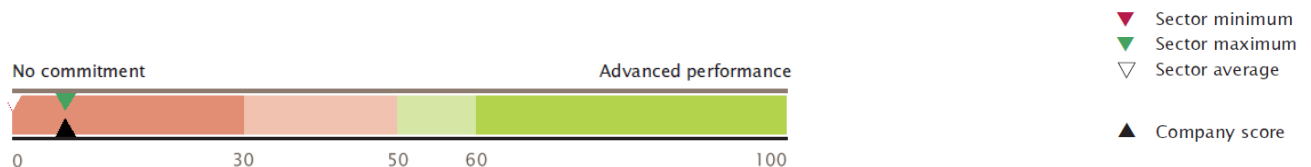
**Stakeholders' feedback**

A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral. As of 08/2017, Alsea did not appear to be involved in any controversy related to this sustainability driver.

<b>Leadership</b>	<b>30</b>	<b>Implementation</b>	<b>15</b>	<b>Results</b>	<b>16</b>
Visibility	30	Means & resources	15	Performance	16
Relevance	30	Scope	N/A	Trends	N/A
Ownership	30	Coverage	15		

**HRS3.3 Respect and management of working hours**

(score: 7, weight: 2)



**Visibility of commitment** The company does not disclose any commitment to the respect and management of working hours.

**Relevance of commitment** The company does not disclose any commitment to the respect and management of working hours.

- Respect the rights of employees to vacation and leisure time*
- Provide compensation measures for those employees working atypical hours (at night/weekends) or overtime*
- Take into account the desires of employees in establishing working hours (flexibility, part-time)*

**Ownership of commitment** The company does not disclose any commitment to respect and management of working hours.

**Means to compensate for atypical working hours** Information obtained from the company and public sources regarding means allocated to reduce the impact of atypical working hours is insufficient.

**Coverage of measures to compensate for atypical working hours** Information obtained from company and public sources regarding the percentage of employees covered by such measures is insufficient.

**Means to promote work/life balance** Information obtained from the company and public sources regarding means allocated to promote work/life balance is insufficient.

- voluntary flex-time schemes*
- employee satisfaction survey on working hours*
- long-term visibility on working schedules*
- respect of leisure time (at least two consecutive days off a week)*
- system to allow employees to switch from part-time to full-time work*
- monitoring of atypical working hours (badge system or declarative system)*

**Assessment of atypical working hours** Information obtained from the company and public sources regarding assessing working hours is insufficient.

**Stakeholders' feedback** A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral. *As of 08/2017, Alea did not appear to be involved in any controversy related to this sustainability driver.*

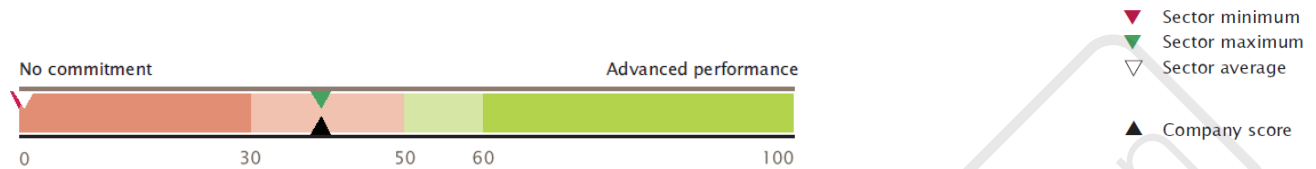
Leadership	0	Implementation	0	Results	22
Visibility	0	Means & resources	0	Performance	22
Relevance	0	Scope	N/A	Trends	N/A
Ownership	0	Coverage	0		

## Human Rights

Score : 30

### HRT1.1 Respect for human rights standards and prevention of violations

(score: 39, weight: 2)



#### Visibility of commitment

The company has issued a formalised commitment to respect and promote human rights in society in its Global Compact Letter of Commitment. The company is a signatory of the Global Compact but does not communicate on this principle.

#### Relevance of commitment

The company's commitment to respect and promote human rights in society addresses some of its responsibilities:

- respect the right to privacy for customers
- prevent complicity in human rights violations

#### Ownership of commitment

The commitment applies throughout the company, supported by senior management.

#### Means allocated to protect the right to privacy

Information obtained from the company and public sources regarding systems to ensure that the right to privacy is respected is insufficient.

- Awareness-raising/training for employees on privacy rights
- Training programmes for employees on privacy rights
- Grievance mechanisms
- Human Rights impact assessments
- Internal privacy rights audits
- External privacy rights audits/verification
- External investigation of allegations
- Processes to protect against the loss, alteration and misuse of customers data.

#### Coverage

Information obtained from company and public sources regarding the percentage of the company covered by systems to promote human rights is insufficient.

#### Stakeholders' feedback

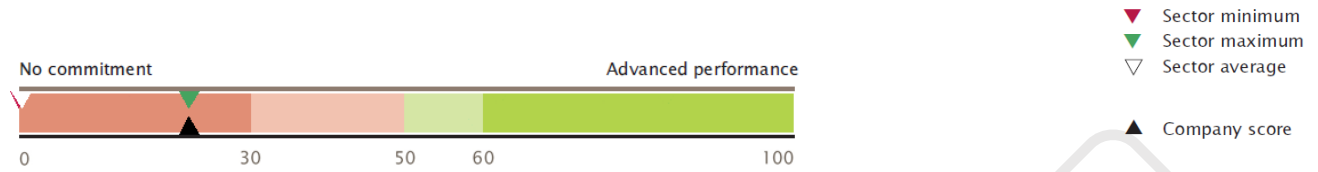
A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral. As of 08/2017, Alsea did not appear to be involved in any controversy related to this sustainability driver.

<b>Leadership</b>	<b>51</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>65</b>
Visibility	65	Means & resources	0	Performance	65
Relevance	65	Scope	N/A	Trends	N/A
Ownership	30	Coverage	0		



**HRT2.1 Respect for freedom of association and the right to collective bargaining**

(score: 22, weight: 3)



**Visibility of commitment**

The company does not disclose any commitment to freedom of association and the right to collective bargaining. The company is a signatory of the Global Compact but does not communicate on this principle.

**Relevance of commitment**

The company does not disclose any commitment to freedom of association and the right to collective bargaining.

- protection of freedom of association and the right to organize
- respect of the right to collective bargaining
- respect and protection of workers' representatives
- explicit support for ILO Conventions C87, C98, C135, or similar international texts on union rights
- prevent employee representative discrimination
- guarantee the effective exercise of the trade unions rights in the workplace
- prevent violations of the freedom of association and the right to organize

**Ownership of commitment**

The company does not disclose any commitment to freedom of association and the right to collective bargaining.

**Monitoring**

It is not clear what steps the company takes to ensure that freedom of association is respected throughout the company's operations (e.g.: through external verification, risk mapping, audits, etc.)

- occasional risk mapping
- occasional internal audits
- on-going monitoring of labour rights risks
- regular internal audits
- external audits/verification
- external investigation of allegations
- cooperation with unions: joint audits, joint grievance procedures etc.

**Coverage**

Information obtained from the company and public sources the percentage of the company where such labour rights systems and programmes are in place is insufficient.

**Promotion of collective bargaining**

Information obtained from the company and public sources regarding measures in place to inform employees about their trade union rights is insufficient.

**Stakeholders' feedback**

A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral. As of 08/2017, Alesea did not appear to be involved in any controversy related to this sustainability driver.

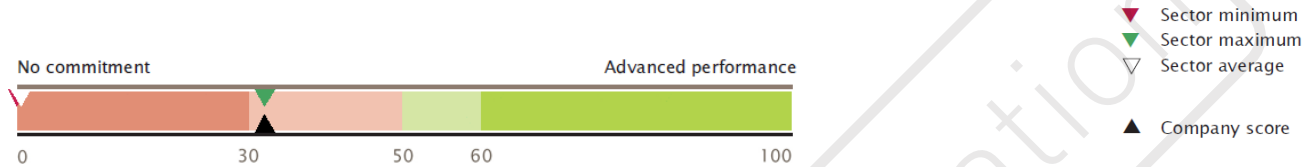
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<b>Leadership</b>	<b>0</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>65</b>
Visibility	<b>0</b>	Means & resources	<b>0</b>	Performance	<b>65</b>
Relevance	<b>0</b>	Scope	<b>N/A</b>	Trends	<b>N/A</b>
Ownership	<b>0</b>	Coverage	<b>0</b>		

**HRT2.4 Non-discrimination**

(score: 32, weight: 2)



**Visibility of commitment**

The company has issued a formalised commitment to non-discrimination in its Code of Ethics. In addition, the company is a signatory of the Global Compact but does not communicate on this principle.

**Relevance of commitment**

The company's commitment to non-discrimination explicitly defines most of the categories and the management processes to which these apply:

- gender
- race / ethnicity / nationality
- social background
- religion
- sexual orientation
- family responsibilities (including pregnancy)
- disabilities
- political opinion
- age
- sensitive medical conditions
- trade union membership or activities
- other (please define)
- Discrimination in employment decisions (hiring /promoting/redundancies)
- Discrimination in working conditions (working hours/training/remuneration/social security)

**Ownership of commitment**

The commitment applies throughout the company, and is supported by senior management.

**Means allocated**

Information obtained from company and public sources regarding the systems in place to address discrimination and promote diversity is insufficient.

- awareness raising
- training
- monitoring
- confidential reporting system / grievance procedures
- disciplinary procedures / corrective measures
- affirmative action programmes
- flexitime initiatives
- child care facilities/child care subsidies
- career break opportunities
- maternity pay (greater than the statutory requirement)
- paternity pay (greater than the statutory requirement)
- job sharing initiatives
- monitoring of salary disparities

**Coverage**

Information obtained from the company and public sources regarding the percentage of the company covered by such measures is insufficient.

**Results in terms of women in management positions.**

The company does not disclose quantitative data on performance indicators such as the share of women in management positions.

**Results in terms of employment of people with disabilities**

Information disclosed on performance indicators such as the share of people with disabilities in the total workforce is insufficient to determine a trend.  
*The company only discloses data on the percentage of employees with disabilities for 2016, to stand at 0.4%.*

**Stakeholders' feedback**

A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral.  
*As of 08/2017, Alesa did not appear to be involved in any controversy related to this sustainability driver.*

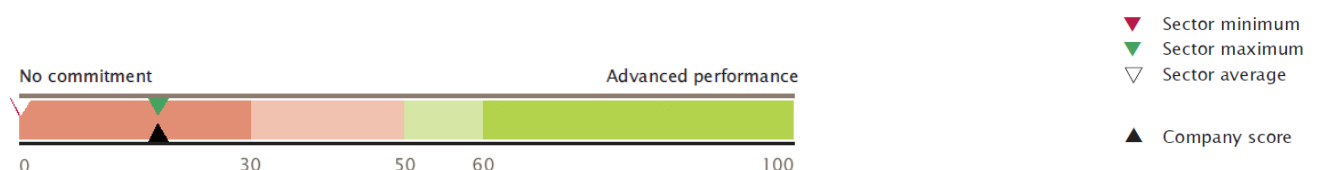
<b>Leadership</b>	<b>65</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>30</b>
Visibility	<b>65</b>	Means & resources	<b>0</b>	Performance	<b>65</b>
Relevance	<b>100</b>	Scope	<b>N/A</b>	Trends	<b>0</b>
Ownership	<b>30</b>	Coverage	<b>0</b>		

**Community Involvement**

Score : 20

**CIN1.1 Promotion of the social and economic development**

(score: 18, weight: 3)



**Visibility of the policy**

The visibility of the company's commitment to promote local social and economic development is insufficient.

**Relevance of commitment**

The company does not disclose any commitment to promote local social and economic development.

- Optimise the impact of operations on the local economy*
- Promote the creation and development of local businesses*
- Promote the transfer of technology and skills to developing countries*
- Promote the employment and training of local personnel*
- Reduce the social impacts related to site closures, openings, and restructuring*
- Implement a responsible tax strategy*

**Ownership of commitment**

The company does not disclose any commitment to promotion of the social and economic development.

**Resources allocated to the mitigation of the impact of the company's operations in areas hosting its operations**

Information obtained from the company and public sources regarding programmes in place to mitigate the impact of its operations in the areas in which it operates is insufficient.

- Social impact assessment when implantation in new areas or closing sites*
- Reduction of the social impacts related to site closures and restructuring*
- Local communities dialogue process*

**Geographical coverage**

Information obtained from company and public sources regarding the percentage of sites where such programmes are in place is insufficient.

**Resources allocated to promotion of the social and economic development**

Information obtained from the company and public sources regarding programmes in place to support social and economic development in the areas in which it operates is insufficient

- Promotion of local employment*
- Support the development of local suppliers*
- Promotion of social investment initiatives (education, health programmes to support local communities)*
- Promotion of training*

**Geographical coverage**

Information obtained from the company and public sources regarding the percentage of sites where such programmes are in place is insufficient.

**Performance trend**

*The company does not report indicators on social and economic development.*

**Transparency of tax reporting**

The Company reports significantly on taxes paid. Reporting covers:

- taxes paid in some countries of operations*
- taxes paid in some regions of operations*
- taxes paid in key regions of operations*
- taxes paid in key countries of operations*
- sales per zone*
- operating profit per zone*
- number of employees per zone*
- ratio between tax paid and headline corporate tax rate per zone*
- explanation for significant differences between tax rate actually paid and expected tax rate*

*The company reports on income taxes paid for Mexico, Spain and the rest of Latin America.*

**Presence in IMF 'offshore financial centers' and/ or in jurisdictions considered by the OECD as not compliant enough with tax transparency rules**

*The company does not operate in any location considered by the IMF as 'offshore financial centres' or in jurisdictions considered by the OECD as not compliant enough on tax transparency rules.*

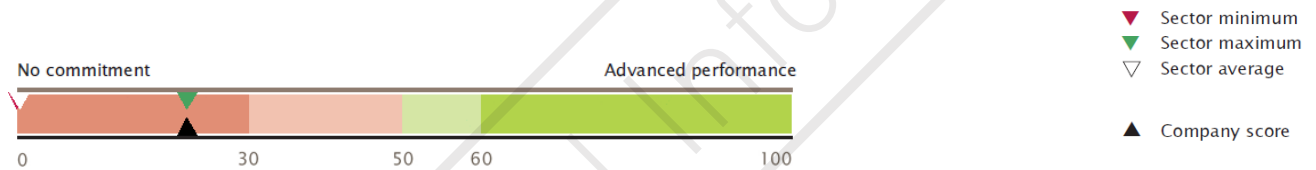
**Stakeholders' feedback**

*As of 08/2017, Alsea did not appear to be involved in any controversy related to this sustainability driver.*

<b>Leadership</b>	<b>0</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>55</b>
Visibility	<b>0</b>	Means & resources	<b>0</b>	Performance	<b>75</b>
Relevance	<b>0</b>	Scope	<b>N/A</b>	Trends	<b>0</b>
Ownership	<b>0</b>	Coverage	<b>0</b>		

**CIN2.1 Societal impacts of the company's products/services**

(score: 22, weight: 2)



**Visibility of the company's policy towards stakeholders**

*The company refers to addressing the societal impacts of its services in its Annual Report.*

**Exhaustiveness of the company's policy**

*The company's commitment only addresses some of the societal impacts of its services:  
- Promotion of access to the product/service for vulnerable and needy populations*

**Ownership of commitment**

*The commitment applies throughout the company, and is supported by senior management.*

**Means allocated**

Information obtained from the company and public sources regarding measures allocated to the societal impacts of its services is insufficient.

- All: Employee training in responsible service
- All: Partnership with stakeholders
- Gambling: Exclusion provisions
- Gambling: Providing information on the potential risks of gambling
- Gambling: Providing help for gambling problems
- Pub operators: Raising awareness of responsible consumption / Information campaigns
- Catering: Programmes to remedy negative health impacts of misconsumption
- Catering: Collaboration with health professionals / Scientific sector
- Catering: Change in the composition of products (reduce levels of sugar, salt)
- Hotels: Ban on non-responsible practices in their establishments (e.g. sex tourism)
- Hotels: Awareness raising programmes (balanced diet, responsible alcohol consumption)
- Hotels: Reduction of portion sized / Change in the composition of products (reduce levels of sugar, salt)

**Geographical Coverage**

Information obtained from the company and public sources regarding the percentage of the company covered by such efforts is insufficient.

**Trend**

The company does not disclose indicators on the societal impact of its products.

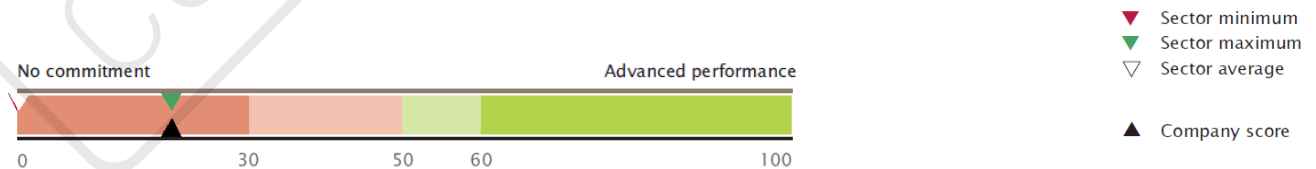
**Stakeholders' feedback**

A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral  
As of 08/2017, Alesea did not appear to be involved in any controversy related to this sustainability driver.

<b>Leadership</b>	<b>30</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>35</b>
Visibility	<b>30</b>	Means & resources	<b>0</b>	Performance	<b>65</b>
Relevance	<b>30</b>	Scope	<b>N/A</b>	Trends	<b>0</b>
Ownership	<b>30</b>	Coverage	<b>0</b>		

**CIN2.2 Contribution to general interest causes**

(score: 20, weight: 1)



**Relevance of commitment**

The company's commitment to supporting general interest causes is general.

**Ownership of commitment**

The commitment applies throughout the company, and is supported by senior management.

**Means allocated**

The company has allocated some means to general interest causes, including:

- financial support
- in-kind donations
- dedicated department
- dedicated foundation
- allowing staff time
- sponsoring employee volunteering
- complementing or matching employees' charitable contributions

1: The company's foundation donates to different Mexican Institutions.

4: Alesea's dedicated foundation is Fundación Alesea A.C.

6: The company has a program that is supported by employee volunteering hours.

**Geographical coverage**

There is no evidence these means are allocated in the majority of company sites.

**Trend in contributions to general interest causes**

Information obtained from the company and public sources regarding the company's contributions to general interest causes is insufficient to determine a trend.

The company only discloses donations from Fundación Alesea A.C for 2016, to stand at 1.2% of the company's EBIT.

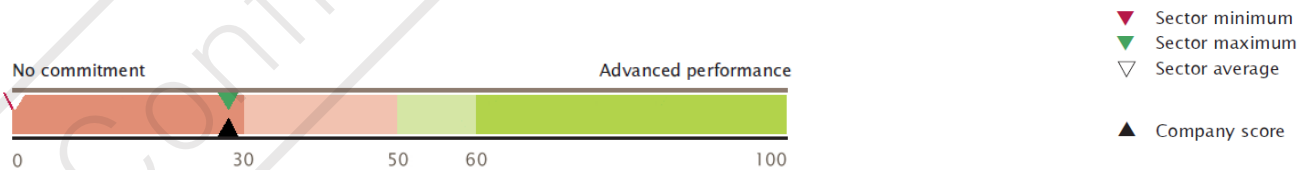
Leadership	30	Implementation	30	Results	0
Visibility	N/A	Means & resources	30	Performance	N/R
Relevance	30	Scope	N/A	Trends	0
Ownership	30	Coverage	30		

**Business Behaviour (C&S)**

Score : 23

**C&S1.1 Customer Safety**

(score: 28, weight: 2)



**Visibility of commitment**

The company has made references to customer safety in its: *Annual Report*.

**Relevance of commitment**

The company's commitment addresses customer safety in general terms.

**Ownership of commitment**

The commitment applies throughout the company, and is supported by senior management.

**Customer safety management systems**

The company has allocated some resources to ensure customer safety that include:

- HACCP method (Hazard Analysis Critical Control Points)
- full traceability along the food production chain
- quality management system (e.g. ISO 9001/ TQM 9002/9003/ Six Sigma)
- customer awareness-raising measures (e.g.: fire/emergency/sanitary crises trainings)
- training to personnel
- information to customers (e.g.: product notices, data safety sheets, etc.)
- sector-specific certification schemes

5: The company has annual food safety training programs for employees.

**Coverage of customer safety management system.**

There is no evidence that these measures are implemented throughout the company.

**Crisis management system**

Information obtained from the company and public sources regarding crisis management system is insufficient.

**Stakeholders' feedback**

A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral. As of 07/2017, Alesea did not appear to be involved in any controversy related to this sustainability driver.

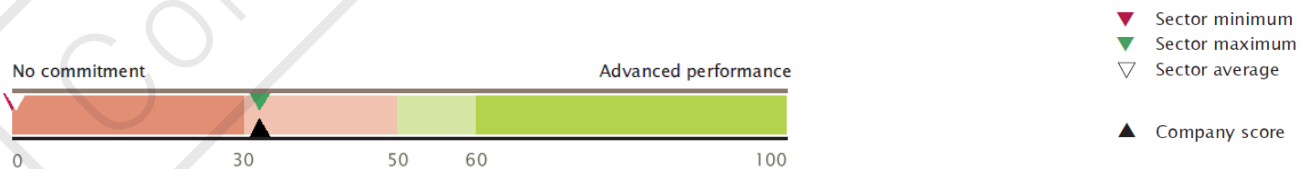
**Indicators on the company's food/customer safety incidents**

The company does not disclose quantitative data on customer safety incidents.

<b>Leadership</b>	<b>30</b>	<b>Implementation</b>	<b>20</b>	<b>Results</b>	<b>35</b>
Visibility	<b>30</b>	Means & resources	<b>15</b>	Performance	<b>65</b>
Relevance	<b>30</b>	Scope	<b>N/A</b>	Trends	<b>0</b>
Ownership	<b>30</b>	Coverage	<b>30</b>		

**C&S1.2 Information to customers**

(score: 32, weight: 2)



**Visibility of commitment**

The company has made references to informing customers about its products in its Annual Report.

**Relevance of commitment**

The company's commitment only addresses part of its responsibilities:

- respect local legislation
- ensure transparent labelling of products
- provide customers with detailed information about product risks/benefits
- use appropriate marketing techniques

**Ownership of commitment**

The commitment applies throughout the company, and is supported by senior management.

**Systems to provide information to customers**

Information obtained from the company and public sources regarding measures to ensure that customers are treated appropriately and that contracts are respected

- Quality Management System
- transparent contractual terms
- detailed information for customers on products/services on website
- awareness-raising initiatives for customers
- external verification of marketing/commercial communications

**Coverage of the systems to provide information to customers**

Information obtained from the company and public sources regarding the percentage of sites covered by such measures is insufficient.

**Responsible marketing and commercial practices**

Information obtained from the company and public sources regarding responsibility in marketing and commercial practices is insufficient.

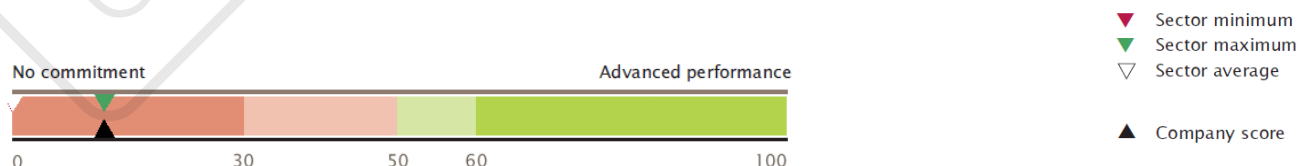
**Stakeholders' feedback**

A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral  
*As of 07/2017, Alsea did not appear to be involved in any controversy related to this sustainability driver.*

<b>Leadership</b>	<b>30</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>65</b>
Visibility	30	Means & resources	0	Performance	65
Relevance	30	Scope	N/A	Trends	N/A
Ownership	30	Coverage	0		

**C&S2.2 Sustainable Relationships with suppliers**

(score: 12, weight: 2)



**Visibility of commitment**

The company does not disclose any commitment to establish sustainable relationships with its suppliers.

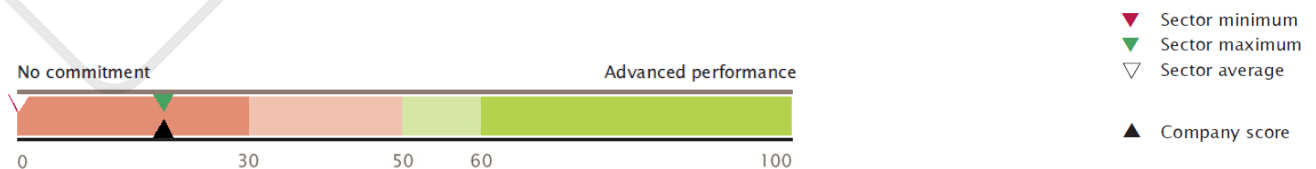


<b>Relevance of commitment</b>	The company does not disclose any commitment.
<b>Ownership of commitment</b>	The company does not disclose any commitment to sustainable relationships with suppliers.
<b>Measures established to manage supplier relations</b>	Information obtained from the company and public sources regarding measures established to manage sustainable supplier relations is insufficient. <ul style="list-style-type: none"> <li><input type="checkbox"/> training</li> <li><input type="checkbox"/> technical assistance</li> <li><input type="checkbox"/> financial assistance</li> <li><input type="checkbox"/> verification systems to ensure respect of payment delays</li> <li><input type="checkbox"/> litigation systems</li> <li><input type="checkbox"/> joint development projects</li> </ul>
<b>Coverage</b>	Information obtained from the company and public sources regarding the percentage of the company and its suppliers covered by such procedures is insufficient.
<b>Stakeholders' feedback</b>	A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral <i>As of 07/2017, Alesea did not appear to be involved in any controversy related to this sustainability driver.</i>
<b>Transparency and trends of the outcomes of the company's sustainable relations with suppliers</b>	The company does not disclose any indicator relative to the outcomes of its commitment to ensure balanced and sustainable relations with suppliers.

<b>Leadership</b>	0	<b>Implementation</b>	0	<b>Results</b>	35
Visibility	0	Means & resources	0	Performance	65
Relevance	0	Scope	N/A	Trends	0
Ownership	0	Coverage	0		

**C&S2.3 Integration of environmental factors in the supply chain**

(score: 19, weight: 2)



<b>Visibility of commitment</b>	The company has made references to including environmental factors in supply chain management in its: <i>Annual Report.</i>
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**Relevance of commitment** The company's environmental requirements for suppliers are general and refer only to applicable laws or corporate environmental policies.

- ISO 14001 certification of all suppliers
- Ban of certain materials
- Certification of products purchased
- Minimum percentage of recyclable products/efforts to reduce packaging
- Ban of practices that can have negative impacts on biodiversity (use of pesticides, fertilisers, irrigation, GMOs, etc.)

**Ownership of commitment** The commitment applies throughout the company, and is supported by senior management.

**Means allocated** Information obtained from the company and public sources regarding measures to include environmental factors in supply chain management is insufficient.

- integration of environmental issues into contractual clauses
- supplier questionnaires
- supplier support (training, technical assistance, etc.)
- training/awareness raising of employees in charge of purchasing
- non-compliance procedures for suppliers (re-auditing, re-training, eventual ending of contracts)
- risk assessments for suppliers

**Audits of suppliers/subcontractors** Information obtained from the company and public sources regarding environmental audits of suppliers is insufficient.

**Coverage** Information obtained from the company and public sources regarding the percentage of company's suppliers covered by such measures is insufficient.

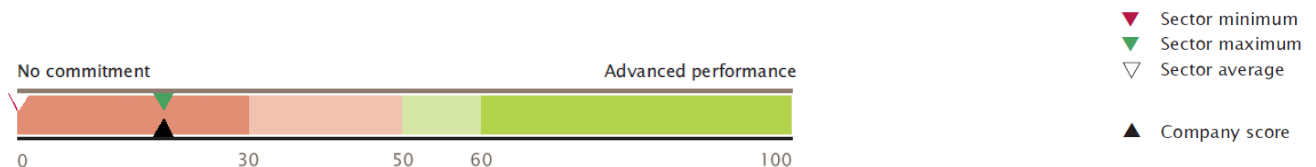
**Share of corrective measures vs problems uncovered** The company does not disclose quantitative data on the share of environmental problems in the supply chain that were addressed by corrective measures.

**Stakeholders' feedback** A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral  
As of 07/2017, Alsea did not appear to be involved in any controversy related to this sustainability driver.

<b>Leadership</b>	<b>30</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>28</b>
Visibility	<b>30</b>	Means & resources	<b>0</b>	Performance	<b>28</b>
Relevance	<b>30</b>	Scope	<b>N/A</b>	Trends	<b>N/A</b>
Ownership	<b>30</b>	Coverage	<b>0</b>		

## C&S2.4 Integration of social factors in the supply chain

(score: 19, weight: 3)



**Visibility of commitment** The company has made references to including social factors in supply chain management in its:  
*Annual Report.*

**Relevance of commitment** The company's social requirements for suppliers are general and refer only to applicable laws or corporate social policies.

- Freedom of association and right to collective bargaining*
- Abolition of child labour*
- Abolition of forced labour*
- Non-discrimination*
- Health and Safety*
- Decent wages*
- Working hours*
- Other rights (e.g. prevention of cruel, degrading and inhuman behaviour, etc.)*

**Ownership of commitment** The commitment applies throughout the company, and is supported by senior management.

**Means allocated** Information obtained from the company and public sources regarding measures to include social factors in supply chain management is insufficient.

- integration of social issues into contractual clauses*
- supplier questionnaires*
- supplier support (training, technical assistance, etc.)*
- training/awareness raising of employees in charge of purchasing*
- non-compliance procedures for suppliers (re-auditing, re-training, eventual ending of contracts)*
- risk assessments for suppliers*

**Audits of suppliers/subcontractors** *Information obtained from the company and public sources regarding social audits of suppliers is insufficient.*

**Coverage** Information obtained from the company and public sources regarding the percentage of the company's suppliers covered by such procedures is insufficient.

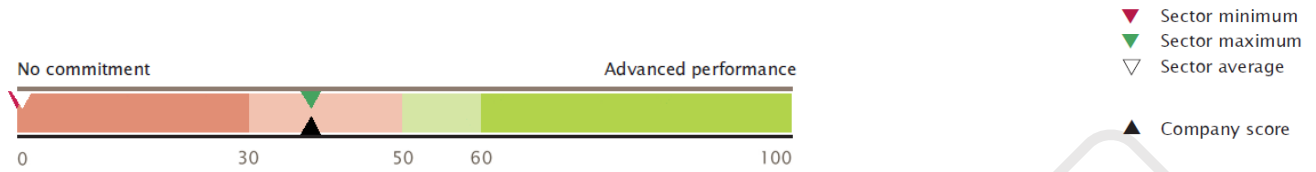
**Share of corrective measures / problems uncovered** The company does not disclose quantitative data on the share of social problems in the supply chain that were addressed by corrective measures.

**Stakeholders' feedback** A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral  
*As of 07/2017, Alsea did not appear to be involved in any controversy related to this sustainability driver.*

Leadership	30	Implementation	0	Results	28
Visibility	<b>30</b>	Means & resources	<b>0</b>	Performance	<b>28</b>
Relevance	<b>30</b>	Scope	<b>N/A</b>	Trends	<b>N/A</b>
Ownership	<b>30</b>	Coverage	<b>0</b>		

**C&S3.1 Prevention of corruption**

(score: 38, weight: 3)



**Visibility of commitment for corruption and money laundering**

The company has issued a formalised commitment to preventing corruption in its Code of Ethics. The company is a signatory of the Global Compact and communicates on this principle.

**Relevance of commitment for corruption and money laundering**

The company's commitment to preventing corruption addresses only part of its responsibilities:  
 - giving / receiving bribes  
 - gifts and invitations  
 - fraud  
 - conflicts of interest

**Ownership of commitment for corruption and money laundering**

The commitment applies throughout the company, and is supported by senior management.

**Involvement of employees**

The company has instituted formal training programmes for relevant employees on corruption prevention.  
 These programmes consist of online courses on anti-corruption measures for all Alesea employees.

**Means allocated**

- The company has set up reporting systems to prevent corruption that include:
- approval procedures for gifts, etc. by an independent department
  - the possibility to contact internal audit, legal or compliance departments directly & confidentially
  - a dedicated confidential hotline or email address
  - internal audits (internal verification of compliance with the company's code of conduct etc.)
  - risk assessment of company vulnerability
  - due diligence on joint ventures
  - due diligence in evaluating contracts/suppliers
  - systems for appointment/remuneration of agents
  - identify and black list known bribe payers
  - external audits (by an independent, external specialised organisation)
  - external investigations of allegations
- 3: The company has implemented a confidential whistleblower hotline to minimize corruption, which is coordinated by an Internal Control department that focuses on Risk Management.

**Coverage for corruption**

There is no evidence measures implemented cover all significant parts of the company.

**Reporting for corruption and money laundering**

The company does not disclose any quantitative data on the number or nature of corruption incidents reported internally.

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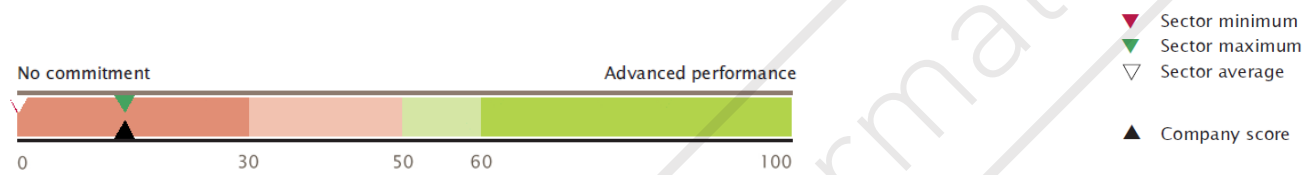
**Stakeholders' feedback**

A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral  
As of 07/2017, Aisea did not appear to be involved in any controversy related to this sustainability driver.

<b>Leadership</b>	<b>41</b>	<b>Implementation</b>	<b>30</b>	<b>Results</b>	<b>43</b>
Visibility	<b>65</b>	Means & resources	<b>30</b>	Performance	<b>43</b>
Relevance	<b>30</b>	Scope	<b>N/A</b>	Trends	<b>N/A</b>
Ownership	<b>30</b>	Coverage	<b>30</b>		

**C&S3.2 Prevention of anti-competitive practices**

(score: 14, weight: 2)



**Visibility of commitment**

The company does not disclose any commitment to preventing anti-competitive practices.

**Relevance of commitment**

The company does not disclose any commitment to preventing anti-competitive practices.

- market-sharing
- abuse of dominant position
- dumping
- industrial espionage
- price-fixing
- non respect of confidential agreements

**Ownership of commitment**

The company does not disclose any commitment to preventing anti-competitive practices.

**Involvement of employees**

Information obtained from company and public sources regarding reporting involvement of employees in preventing anti-competitive practices is insufficient.

**Means allocated**

Information obtained from the company and public sources regarding reporting mechanisms to monitor anti-competitive behaviour is insufficient.

- approval procedures for contract prices etc. by an independent department
- the possibility to contact internal audit, legal or compliance departments directly & confidentially
- a dedicated confidential hotline or email address
- risk assessment of vulnerability areas within the company
- internal audits (internal verification of compliance with the company's code of conduct etc.)
- external audits (by an independent, external specialised organisation)
- external investigations of allegations

**Coverage** Information obtained from the company and public sources regarding the percentage of the company covered by such controls and programmes is insufficient.

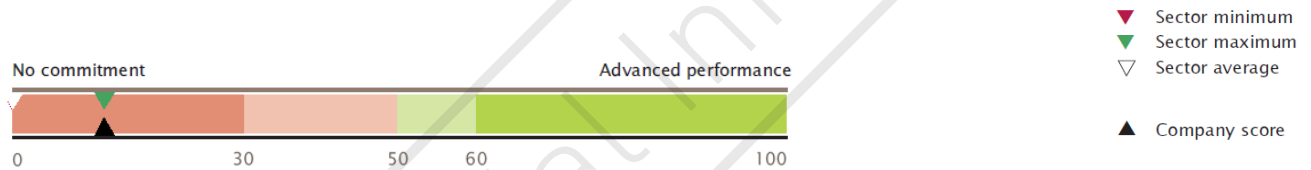
**Reporting** The company does not disclose any quantitative data on the number or nature of antitrust incidents reported internally.

**Stakeholders' feedback** As of 07/2017, Alsea did not appear to be involved in any controversy related to this sustainability driver.

<b>Leadership</b>	<b>0</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>43</b>
Visibility	0	Means & resources	0	Performance	43
Relevance	0	Scope	N/A	Trends	N/A
Ownership	0	Coverage	0		

**C&S3.3 Transparency and integrity of influence strategies and practices**

(score: 12, weight: 2)



**Visibility towards stakeholders** The visibility of the company's commitment to ensuring transparency and integrity of lobbying practices is insufficient.

**Comprehensiveness of the commitment** The company does not disclose any commitment to ensuring transparency and integrity of lobbying practices.

- to prevent any contrast with public international conventions (UN, ILO, OECD)
- not obtain or try to obtain information, or any decision, dishonestly
- not to misrepresent themselves to mislead third parties and/or staff of public authorities
- openly declare the company's business interests
- ensure that information provided is up-to-date, complete and not misleading
- not induce staff of PA to contravene rules of behaviour applicable to them
- if the company employs former staff of PA, to respect their obligation of confidentiality
- to be transparent on the amounts of donations to political parties/organisations

**Ownership of commitment** The company does not disclose any commitment to ensuring transparency and integrity of lobbying practices.

**Involvement of employees** Information regarding the involvement of employees in ensuring transparency and integrity of lobbying practices is insufficient.

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**Measures allocated**

Information regarding measure allocated to ensure transparency and integrity of lobbying practices is insufficient.

- publication of detailed information on lobbying activities
- approval procedures for gifts, travel or other privilege by an independent department
- a dedicated confidential hotline or email address
- internal monitoring for lobbying budget
- internal audits for lobbying activities
- independent party for monitoring lobbying budget/external audit
- external investigations of allegations
- disclosure of the positions in the period of preparation of a debate and during the debate

**Coverage**

Information regarding the percentage of the company covered by such controls and measures is insufficient.

**Reporting**

The company does not disclose the budget directly and indirectly dedicated to lobbying practices.

**Stakeholders' feedback**

A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral  
As of 07/2017, Alesea did not appear to be involved in any controversy related to this sustainability driver.

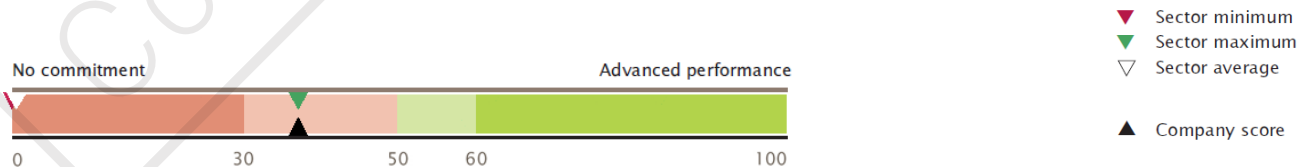
<b>Leadership</b>	<b>0</b>	<b>Implementation</b>	<b>0</b>	<b>Results</b>	<b>35</b>
Visibility	0	Means & resources	0	Performance	35
Relevance	0	Scope	N/A	Trends	N/A
Ownership	0	Coverage	0		

**Corporate Governance**

Score : 28

**CGV1.1 Board of Directors**

(score: 37, weight: 3)



**[LISTED COMPANIES] Existence and independence of Nomination Committee**

All members are non-executive directors and the majority, including the committee's chairman, are independent.

Three members of the four-member Corporate Practices Committee are considered independent. Of note, the company reports on a combined Nomination and Remuneration Committee.

**Independence of the Board Chairman**

The roles of Chairman and CEO are separated, but the chairman is not considered independent.



**Responsibility allocated over CSR issues**

There is a CSR committee that is part of the Board.  
*The company's Sustainability Committee is lead by the Chairman of the Board and is furthermore composed by other Directors and the CEO.*

**Share of independent shareholder-elected Board members**

*The Board is 50% independent, which is less than the recommended level. Six members of the twelve-member Board are considered independent.*

**Diversity of the skills and backgrounds of the Board**

The Board of Directors diversity appears to be partial:

- At least 30% of directors are women
- At least 40% of directors are women
- Employee representative(s) sitting on the Board
- Board members with demonstrated professional experience in the company's sector of activities
- Board members with demonstrated expertise on CSR issues

4: A majority of directors has professional experience in the hospitality sector.

**Training and expertise provided to board members**

Information obtained from company and public sources regarding training provided to board members is insufficient.

**Regular election of Board members**

Information obtained from company and public sources regarding the regular election of board members is insufficient.

**Evaluation of Board's functioning and performance**

Information obtained from company and public sources regarding the evaluation of board functioning and performance is insufficient.

**Review of CSR issues at Board meeting**

Information obtained from company and public sources regarding the review of CSR issues at board meetings is insufficient.

- Human rights and privacy
- Water consumption
- Social dialogue and Working hours
- Corruption and money laundering
- Customer safety and information

**Regularity of and attendance at Board meetings**

Information obtained from company and public sources regarding the regularity of and attendance at board meetings is insufficient.

Name of Board member	Role	Executive	Non executive	Employee representative	Nomination	Audit	Remuneration	Former executive	>9 years on Board	Stock options	Paid > 1/2 executive salary	Represent >3% company's shares	Other	Independency
Alberto Torrado	Chairman	X							X				Member of the Board since 1989.	
Cosme Torrado			X		X		X		X				Member of the Board since 1989.	

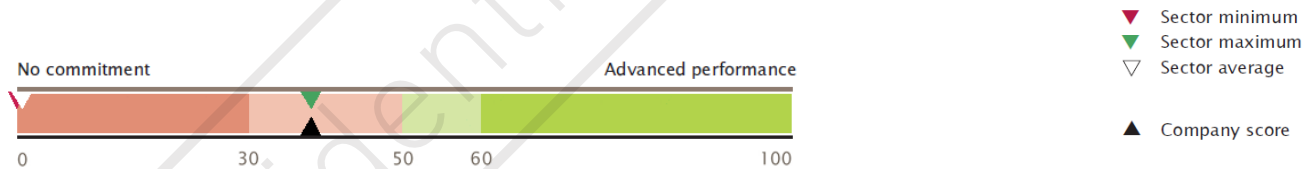
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Name of Board member	Role	Executive	Non executive	Employee representative	Nomination	Audit	Remuneration	Former executive	> 9 years on Board	Stock options	Paid > 1/2 executive salary	Represent > 3% company's shares	Other	Independence
Armando Torrado			X						X				Member of the Board since 1989.	
Fabían Gosselin			X					X	X				Member of the Board since 1991.	
Federico Tejado		X							X				Member of the Board since 1997.	
Diego Gaxiola		X												
Raúl Méndez			X			X								X
Iván Moguel	Chairman of the Audit Committee		X			X								X
León Kraig			X		X		X							X
Julio Gutiérrez	Chairman Corporate Practices Committee		X		X	X	X							X
Carlos Piedrahita			X		X		X							X
Steven J. Quamme			X											X

## CGV2.1 Audit & Internal Controls

(score: 38, weight: 2)



### [LISTED COMPANIES] Existence and independence of Audit Committee

All members are independent non-executive directors.  
All three members of the Audit Committee are independent.

### Skills and backgrounds of Audit Committee members

Members appear to have financial and audit experience and relevant operational experience.

### Operational and CSR risks covered by the company's internal controls system

The system covers the standard issues related to financial, operational, and legal risks.

- Human rights and privacy
- Water consumption
- Social dialogue and Working hours
- Climate change
- Corruption and money laundering
- Customer safety and information

**Role of the Audit Committee in overseeing internal and external controls**

- The Audit Committee has a limited role that includes:
- Oversee internal audit and internal controls
  - Review accounting policies and be responsible for updates
  - Nominate the statutory auditor
  - Oversee the work of the external auditor
  - Approve the type of audit and non-audit services provided and fees paid to the external auditor

**Management of the CSR risks**

- Information obtained from company and public sources regarding the management of the CSR risks is insufficient.
- Balanced scorecard
  - Risk-related training
  - Monitoring of key risk indicators
  - Reporting system to the Board
  - Risk mapping/materiality assessment
  - A Board Risk Committee with no executive part of it

**Independence of the firm's external auditors**

Information obtained from company and public sources regarding the independence of the firm's external auditors is insufficient.

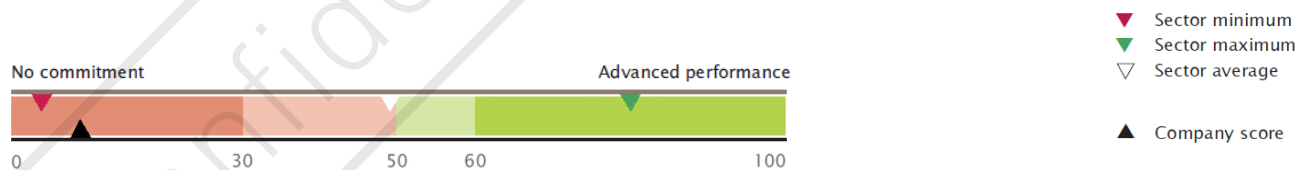
**Inclusion of CSR issues in the company's reporting**

The company publishes significant CSR reporting on key material issues.

**Stakeholders' feedback**

A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral  
As of 07/2017, Asea did not appear to be involved in any controversy related to this sustainability driver.

**CGV3.1 Shareholders**  
(score: 9, weight: 2)



**Nonexistence of voting rights restrictions**

Information disclosed on voting rights restrictions is insufficient or not relevant.

**Nonexistence of anti-takeover devices**

The company does not publish any information on shareholders' rights.

**Safeguards on transactions with major shareholder(s)**

No safeguards appear to be in place, which might raise concerns with regard to the fairness of any such transaction.

**Ability to add items to the agenda of the AGM and to convene an EGM**

Information obtained from company and public sources, regarding the ability to add items to the agenda of the AGM and to convene an EGM, is insufficient.

**Access to voting at General Meetings**

Information obtained from company and public sources regarding the access to voting at the AGM is insufficient.

**Ability to vote on relevant issues in separate resolutions at AGM**

Not all major items are put to a shareholder vote.  
The following items are not put to a vote at the AGM:

- Election of board members (a separate resolution for each member).
- Selection of external auditors
- Changes in capital (increases, buy-backs)
- Changes to bylaws
- Extraordinary transactions

**Presentation of CSR strategy to shareholders and investors**

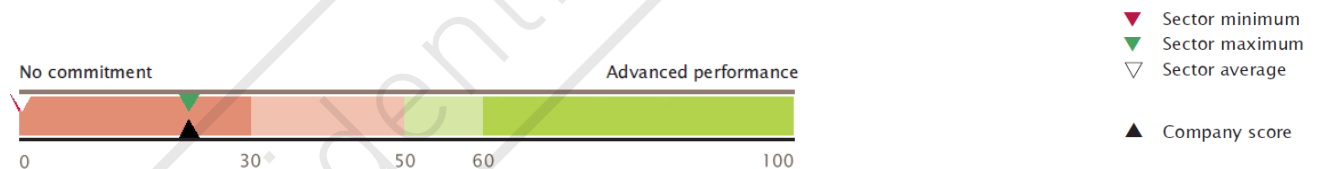
Information disclosed from the entity and public sources regarding the presentation of CSR strategy to shareholders and investors is insufficient.

- Climate change
- Human capital

**Stakeholders' feedback**

A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral  
As of 07/2017, Alsea did not appear to be involved in any controversy related to this sustainability driver.

**CGV4.1 Executive Remuneration**  
(score: 22, weight: 2)



**[LISTED COMPANIES] Existence and independence of Remuneration Committee**

All members are non-executive directors, and the majority, including the committee's chair, are independent.  
Three members of the four-member Corporate Practices Committee are considered independent. Of note, the company reports on a combined Nomination and Remuneration Committee.

**Disclosure of senior executives' individual remuneration**

Disclosure of individual executive remuneration data for senior executives is insufficient.

**Link between Short Term Incentive Plans and the performance of the company**

There is no disclosure on what rules guide the company in allocating bonuses and other short-term incentives to senior executives.

**Link between the main Long Term Incentive Plan and the performance of the company**

Information on the rules and performance conditions guiding the allocation of long-term incentives to senior executives is insufficient.

**Link between variable remuneration and CSR performance of the company**

There is no disclosure on the links between variable remuneration of executive and the CSR performance of the company.

- Climate change*
- Customer satisfaction*

**Severance pay for senior executives**

Information obtained from company and public sources regarding severance pay for senior executives is insufficient.

**Evolution of CEO-to-employee compensation ratio**

Information obtained from company and public sources regarding the compensation of CEO and the average employee salary is insufficient.  
*The company does not report on senior executive remuneration and on employee wages and benefits.*

**Stakeholders' feedback**

A review of stakeholder sources did not reveal any allegations against the company during the period under review: stakeholders' feedback is neutral  
*As of 07/2017, Asea did not appear to be involved in any controversy related to this sustainability driver.*



Allegations and controversies

Domain Sustainability driver

Page

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## Detailed Scores And Ratings

### Current and previous ratings

Period	Environment	Human Resources	Human Rights	Community Involvement	Business Behaviour (C&S)	Corporate Governance
2017/11	++	++	++	++	++	-

### Scores per domain

Domain	Average score	Leadership	Implementation	Results
Environment	14	21	5	9
Human Resources	14	8	4	30
Human Rights	30	33	0	55
Community Involvement	20	15	5	39
Business Behaviour (C&S)	23	22	7	39
Corporate Governance	28	47	18	17

### Scores per criteria

Sub-domain	Criterion	Score
Environment 1	1	23
	4	14
Environment 2	1	5
	2	20
	5	20
	7	0

Sub-domain	Criterion	Score
Human Resources 1	1	7
	3	22
Human Resources 2	4	16
	3	7
Human Resources 3	2	20
	3	7

Sub-domain	Criterion	Score
Human Rights 1	1	39
	4	32
Human Rights 2	1	22
	4	32

Sub-domain	Criterion	Score
Community Involvement 1	1	18
	1	22
Community Involvement 2	2	20

Sub-domain	Criterion	Score
Business Behaviour (C&S) 1	1	28
	2	32
Business Behaviour (C&S) 2	2	12
	3	19
	4	19
Business Behaviour (C&S) 3	1	38
	2	14
	3	12

Sub-domain	Criterion	Score
Corporate Governance 1	1	37
Corporate Governance 2	1	38
Corporate Governance 3	1	9
Corporate Governance 4	1	22

## General Overview

Position versus sector peers Rest of the World	Environment	Human Resources	Human Rights	Community Involvement	Business Behaviour (C&S)	Corporate Governance	Overall score
CL0001880955 AES Gener S.A.	--	--	--	--	--	-	35
CL0000000035 Aguas Andinas S.A.	--	--	--	--	--	=	58
PEP214001005 Alicorp SA	--	--	--	--	--	-	26
COG31PA00010 Almacenes Exito	--	--	--	--	--	=	49
MXP001691213 America Movil	--	--	--	--	--	=	54
US05367G1004 Avianca Holdings	--	--	--	--	--	=	50
BRBBDACACNOR1 Banco Bradesco	--	--	--	--	--	=	58
CLP0939W1081 Banco de Chile	--	--	--	--	--	=	54
BRSANBCDAM13 Banco Santander (Brazil) S/A	--	--	--	--	--	+	60
CLP1506A1070 Banco Santander-Chile	--	--	--	--	--	=	44
COB07PA00086 BanColombia S.A.	--	--	--	--	--	=	52
PEP116001004 BBVA BANCO CONTINENTAL	--	--	--	--	--	--	7
PEP239501005 Cementos Pacasmayo	--	--	--	--	--	=	42
MXP225611567 CEMEX	--	--	--	--	--	+	65
BRCMIGACNOR6 Cia Energetica de Minas Gerais	--	--	--	--	--	+	59
PEP620001003 Cia Minera Milpo	--	--	--	--	--	=	45
MXP2861W1067 Coca-Cola Femsa	--	--	--	--	--	+	62
CLP3615W1037 Colbun S.A.	--	--	--	--	--	+	60
BRABEVACNOR1 Companhia de Bebidas das Américas (Ambev)	--	--	--	--	--	+	65
US2044481040 Compania de Minas Buenaventura	--	--	--	--	--	-	28
BRCPFEACNORO CPFL Energia S.A.	--	--	--	--	--	+	59
BMG2519Y1084 Credicorp Ltd.	--	--	--	--	--	+	59
COC04PA00016 Ecopetrol	--	--	--	--	--	+	73
PEP700511004 Edegel	--	--	--	--	--	--	19
PEP701011004 Edelnor (Emp. de Distr. Electrica de lima Norte)	--	--	--	--	--	--	9
BRENBACNOR2 EDP-Energias do Brasil S.A.	--	--	--	--	--	+	65
CLP3697S1034 Embotelladora Andina	--	--	--	--	--	+	64
CLP7847L1080 Empresas Copec	--	--	--	--	--	=	48
PEP736001004 Ferreycorp	--	--	--	--	--	=	43
BRFIBRACNOR9 Fibria Celulose S.A.	--	--	--	--	--	+	60

Position versus sector peers Rest of the World	Environment	Human Resources	Human Rights	Community Involvement	Business Behaviour (C&S)	Corporate Governance	Overall score
MXP320321310 Fomento Economico Mexicano	--	--	--	--	--	+	64
BRGOLLACNPR4 GOL LINHAS AEREAS	--	--	--	--	--	=	45
PEP736581005 Grana Y Montero	--	--	--	--	--	+	69
MXP495211262 Grupo Bimbo S.A.B. de C.V.	--	--	--	--	--	=	45
MXP461181085 Grupo Carso S.A.B. de C.V. Series A1	--	--	--	--	--	-	34
COT13PA00060 Grupo de Inversiones Suramericana S.A.	--	--	--	--	--	+	67
US40053C1053 GRUPO FINANCIERO SANTANDER MEXICO	--	--	--	--	--	-	35
MXP370841019 Grupo Mexico S.A.B. de C.V.	--	--	--	--	--	-	38
COT04PA00028 Grupo Nutresa SA	--	--	--	--	--	++	80
MXP554091415 Industrias Penoles S.A.B. de C.V.	--	--	--	--	--	-	35
COE15PA00026 Interconexion Electrica SA ESP	--	--	--	--	--	+	70
PAP5626F1020 INTERCORP FINANCIAL SERVICES	--	--	--	--	--	=	42
COT09PA00043 Inversiones Argos	--	--	--	--	--	+	70
COE16PA00016 ISAGEN S.A. E.S.P.	--	--	--	--	--	=	55
BRITUBACNOR4 Itau Unibanco Holding	--	--	--	--	--	+	65
CLO000000423 LATAM Airlines Group	--	--	--	--	--	+	64
BRRENTACNOR4 Localiza Rent A Car S/A	--	--	--	--	--	=	50
PEP702521001 Luz Del Sur	--	--	--	--	--	--	16
BRNATUACNOR6 Natura Cosmeticos	--	--	--	--	--	+	70
CLP763281068 Parque Arauco	--	--	--	--	--	+	63
COW19PA00012 PROTECCIÓN	--	--	--	--	--	--	4
CLP3880F1085 S.A.C.I. Falabella	--	--	--	--	--	=	41
BRCRUZACNOR0 Souza Cruz	--	--	--	--	--	-	31
CLP9796J1008 Vina Concha y Toro S.A.	--	--	--	--	--	+	62
PEP648014202 VOLCAN COMPAÑIA MINERA	--	--	--	--	--	-	40
MX01WA000038 Walmart De Mexico	--	--	--	--	--	=	54
MXP001391012 Alsea	++	++	++	++	++	-	20



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## Contacts

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