A Brighter Future, Together

Global Sustainability Report 2024

Global Sustainability Report 2024

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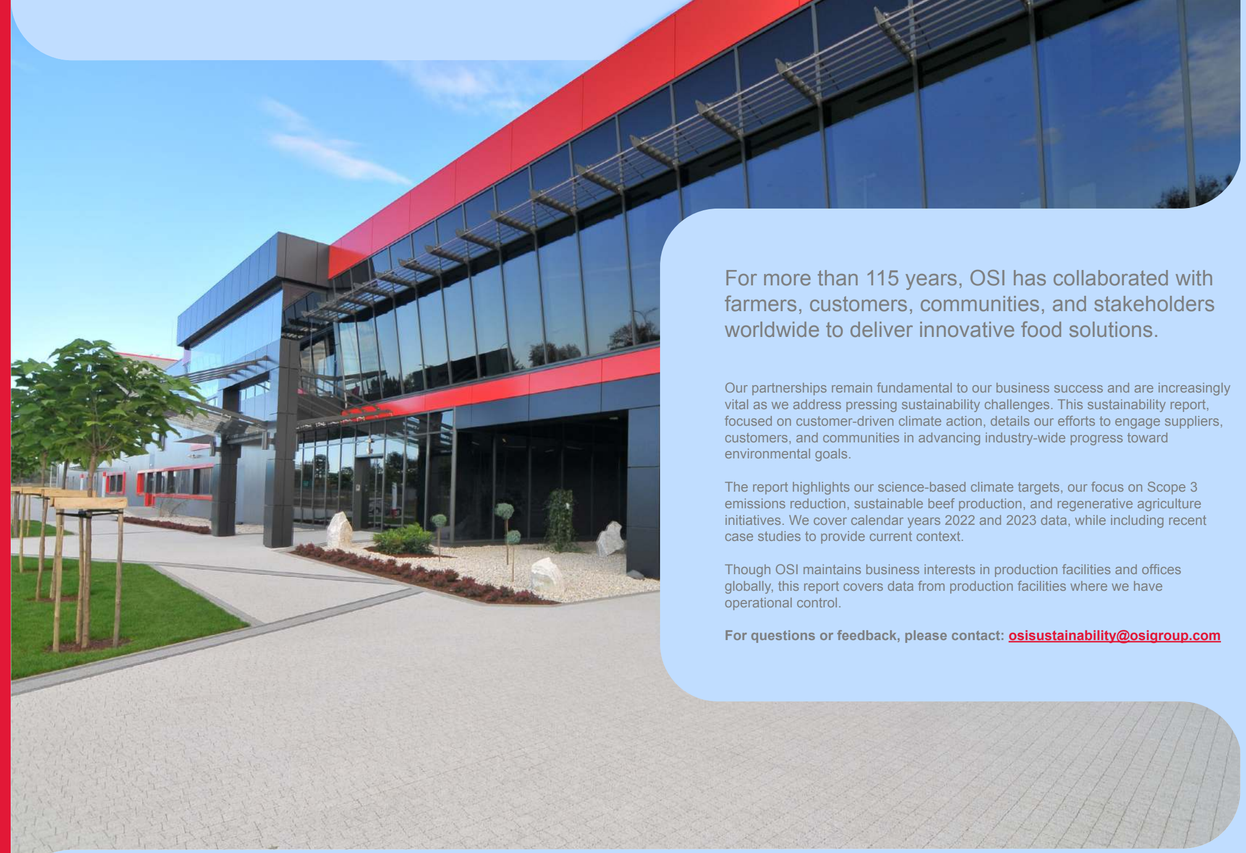
Section 1

Foreword:

About This Report



For more than 115 years, OSI has collaborated with farmers, customers, communities, and stakeholders worldwide to deliver innovative food solutions.

Our partnerships remain fundamental to our business success and are increasingly vital as we address pressing sustainability challenges. This sustainability report, focused on customer-driven climate action, details our efforts to engage suppliers, customers, and communities in advancing industry-wide progress toward environmental goals.

The report highlights our science-based climate targets, our focus on Scope 3 emissions reduction, sustainable beef production, and regenerative agriculture initiatives. We cover calendar years 2022 and 2023 data, while including recent case studies to provide current context.

Though OSI maintains business interests in production facilities and offices globally, this report covers data from production facilities where we have operational control.

For questions or feedback, please contact: osisustainability@osigroup.com

Dave McDonald

President & Chief Executive Officer
OSI Group

Letter From The President

As a leading global food solutions provider, OSI Group recognizes with our position in the industry comes a responsibility to lead in sustainability initiatives. Our role extends beyond our own operations; we are committed to driving positive change for our customers and partners throughout the supply chain. This commitment is at the core of our business strategy, ensuring that, as we grow and innovate, we do so in a way that promotes a more sustainable and resilient food system for all.

Reflecting on the past two years, I am filled with pride and optimism about the significant progress we've made on our sustainability journey. Our efforts demonstrate that environmental stewardship and business success are not mutually exclusive but are, in fact, deeply interconnected.

A Moment of Reflection

First, I must take a moment to acknowledge a profound loss for our OSI family. It is with deep sadness that we acknowledge the passing of Sheldon Lavin, our esteemed Chairman and CEO.

Sheldon's visionary leadership and unwavering commitment to excellence have been instrumental in shaping OSI Group into the global leader it is today.

His common-sense approach to sustainable practices and ethical business operations laid the foundation for our current sustainability initiatives. As we move forward, we are committed to honoring Sheldon's legacy by continuing to push the boundaries of innovation and sustainability in the food industry.

Holistic Approach to Sustainability

At OSI, we understand that sustainability extends beyond climate action, encompassing interconnected challenges such as biodiversity preservation and water resource management. To address these complex issues, we have strategically expanded our sustainability team and capabilities worldwide, enabling us to develop and implement localized solutions that drive meaningful change across our global operations.

Our commitment to building resilience throughout our supply chain has never been stronger. As a key player in the food industry, we recognize that true sustainability is achieved through collaboration and shared purpose. By forging robust partnerships with our customers, suppliers, and farmers, we are accelerating progress and amplifying our impact. These collaborations are essential in implementing sustainable practices that yield measurable and verifiable outcomes, ensuring we continue to meet the evolving needs of our global customer base.

I am proud of our recent achievement in having our global climate targets validated and approved by the Science Based Targets Initiative (SBTi) in November 2023. This milestone not only reflects our dedication to understanding and addressing our environmental impact across all scopes of emissions but also reinforces our position as an industry leader in sustainable food production.

Looking Ahead: Innovation and Leadership

As we look to the future, OSI Group is poised to leverage our global reach and operational expertise to drive sustainability forward to new milestones on our journey. Our focus remains on accelerating progress through strategic partnerships and collaborations across our entire value chain. By aligning our sustainability goals with our business objectives, we are creating a powerful synergy that will propel both our company and our industry toward a more sustainable future.

We are committed to investing in innovative solutions and technologies that will enhance our sustainability performance while delivering value to our customers. Our approach is rooted in data-driven decision-making, ensuring that our efforts are targeted, measurable, and impactful. As we continue to evolve our practices, we remain dedicated to transparency and accountability, by regularly assessing and reporting on our progress.

Together, we are forging a path toward a more sustainable future – one where our actions inspire others to join us in creating a resilient, responsible, and prosperous food system for generations to come.

I am confident that, through our collective efforts and unwavering commitment, we will meet the sustainability expectations of our customers and other stakeholders while maintaining our position as a leader in the global food industry.

Thank you for your continued support and partnership on this crucial journey. We look forward to continuing to serve our customers with the highest standards of quality, innovation, and sustainability.

Thank you,
Dave McDonald

Our Global Footprint

Europe

United Kingdom
P 1, M 1, F 2

Germany
P 1, A 1, M 1, F 6

Netherlands
F 1, A 1

Austria
M 1, F 1, P 4

Poland
F 1, P 1

Hungary
F 1

Ukraine
F 1, P 1

Spain
F 1, P 1

Asia-Pacific

China
F 3, P 1

India
F 4, A 1

Taiwan
F 3

Philippines
F 1, P 1

Japan
F 1

Australia
F 4, P 3

North America

United States
F 15, P 9, R 1, A 1

Canada
F 3

South America

Brazil
M 1

Key:

- Beef
- Chicken
- Pork
- Fresh Produce
- Vegetables
- Specialty

- M — MPO Trading Office
- F — Further Processing
- P — Primary Processing
- R — Research and Development
- A — Administrative

80 production facilities and offices that OSI now has business interest in.

>77 countries around the world that OSI sells its products into.

17 countries and territories worldwide that have OSI facilities.

Global Facilities and Brands

Perseverance in Ukraine

As a global leader in foodservice, meeting customer demands is part of our everyday world. Depending on location, that daily work can look very different. We are fortunate to have committed team members who operate two manufacturing plants in Ukraine, located around 250 km West of Kiev.

During these difficult times with the ongoing conflict, we admire the perseverance of our Ukraine team members. They are passionate about OSI and live our values in their daily work. They are committed to our suppliers and customers.

In return, we do everything we can to support them. We ensure they can work every day and provide them with opportunities to grow the business. We also provide the plant teams with contingency equipment because public energy services are often out of order.

We provide the teams and their families with food packets and financial support in preparation for the hard winter. Continued messages of support, solidarity, and love accompany this outreach. We are forever grateful for their sacrifices through this terribly difficult time.

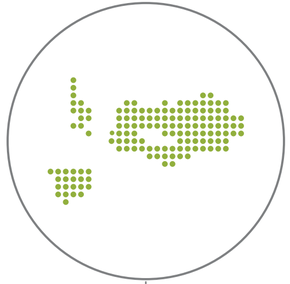
Growth Through Acquisition

In 2023 and 2024, OSI continued to expand its global footprint and capabilities through strategic acquisitions. The addition of International Quality Ingredients (IQI) U.S.A. B.V., a Netherlands-based global industry partner, broadened our product portfolio into specialized petfood ingredients across ten different categories. This acquisition not only expanded our supplier network but also enhanced our ability to create value-added solutions for byproducts while advancing sustainable supply chain programs in animal welfare, carbon reduction, and organic production.

Further strengthening our position, in 2024, we welcomed GRANDits, an Austrian beef processing leader with a network of over 10,000 farmers, and Park 100 Foods, a custom kettle-cooked food manufacturer. These acquisitions added nearly 900 team members across seven facilities, significantly expanding our processing capabilities in both traditional and new product categories. The GRANDits acquisition strengthens our regional livestock supply in Austria, while Park 100 Foods, our largest acquisition to date, extends our expertise into sauces, soups, and macaroni and cheese categories, demonstrating our commitment to diversifying our product offerings while maintaining our focus on quality and sustainability.

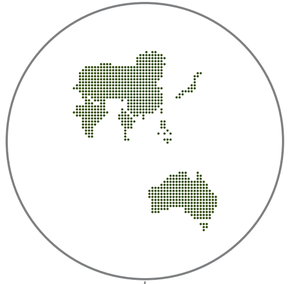
North America

Amick Farms
ON-COR
PARK 100 FOODS
Ready Cuisine
Rocky Mountain
Rose
select



Europe

Alpen Rind
Atlantic
Bayern Fleisch
Brongain Farms
Creative Foods Europe
Foodworks
Food Service
Gelderland
GRANDits
Harvest Farms Meat & Poultry
House of Lordes
iQi
LLC «КОДАТУННИХ МАЙДОНОВІРНИХ»
mpo Global Trade
Oasis
Pickstock
Protein Union
Vital convenience



Asia-Pacific

安味佳
Bannockburn
大家
colonial farm
GenOSI
golden farms
E&K Foods
K Foods
鮮煮鵝
KKLife
La Ionica
Orange Bay Foods
otto & sons
欧爵士
ou xi
TUROSI
Vista
紅龍

OSI Values and Commitments

Our Vision

OSI aims to be the premier global food provider to leading branded companies.

Our Mission

To be an indispensable supplier and partner, putting the customer at the center of everything that we do.

Our Values

We view our values not as a hierarchy but as an interconnected web, forming a holistic approach to sustainability. Each value reinforces the others, creating a comprehensive framework that guides our actions and decisions.

Put People First

We focus on sustainably protecting, supporting, and nourishing those who grow, make, and consume our products.

Strive to Continuously Improve

We believe in constant enhancement of our operations and supply chains.

Explore Innovative Solutions

We pursue excellence by looking beyond the obvious.

Steward Our Resources for Future Generations

We consciously manage our impact, maintaining positive relationships with people, communities, and environments.

Seek Partnering Relationships

We collaborate with stakeholders to find the best solutions, recognizing that our partners' success is our own.

Act With Integrity

We prioritize honesty and consistency across our global operations.

Work Together as a Team

We foster safe, diverse workplaces where our team members can thrive and grow.

Corporate Governance and Organizational Structure

OSI is governed by a Board of Managers who consider sustainability in their management of company strategy, risk, and investments.

Dave McDonald

President & Chief Executive Officer

Kevin Scott

Senior Executive Vice President, North America

Mark Richardson

Senior Executive Vice President, OSI International Division

Laurence Uzureau

Senior Vice President, Chief Financial Officer & Assistant Secretary

Donna Coaxum

Senior Vice President, General Counsel & Secretary

Philip Bronstein

Senior Vice President, Global Food Safety and Quality Assurance

Gail Tavill

Vice President, Chief Sustainability Officer

Ethics and Business Principles

Ethical conduct is fundamental to OSI's business, forming the foundation of our commitment to sustainability, quality, responsibility, professionalism, accountability, trust, and mutual respect.

Our business operations are guided by robust ethical principles that ensure we fulfill our responsibilities to employees, customers, suppliers, partners, and communities.

Our ethics and compliance framework provides comprehensive guidance on key policies, expectations, and applicable laws. It addresses critical areas such as inclusion, non-discrimination, workplace safety, fair competition, anti-corruption, data privacy, trade secret protection, document creation and management, conflicts of interest, business ethics, international business practices, and human rights.

Central to our framework are our Global Business Standards and the principle of non-retaliation for reporting. OSI is committed to promptly investigating all allegations of violations of our ethical standards, company policies, and the law, and will take appropriate disciplinary actions when necessary, up to and including termination of employment. We safeguard employees who, in good faith, report concerns or violations of our policies, expectations, and applicable laws to their managers, HR representatives, other senior leaders, or via our confidential reporting mechanisms.

Our Compliance Group, reporting directly to our Senior Vice President, General Counsel & Corporate Secretary, oversees the implementation of these standards.

To ensure accountability, we encourage team members to voice concerns through our open-door policy and reporting channels, including our confidential MAKE IT RIGHT global hotline, which is available in over 100 languages. Employees can also seek guidance from our HR and legal professionals.

Our ethical standards, endorsed by our President and CEO, are maintained by our legal department. Every team member is required to annually review and affirm their commitment to our ethical standards, which are accessible via our corporate intranet.

These standards are further supported by localized codes of conduct tailored to regional legal and cultural contexts.

Training is a critical element of our ethics and compliance program. We conduct regular sessions to reinforce the importance of ethical behavior, ensuring that all team members adhere to our high standards of conduct.

By upholding these ethical standards, OSI fosters a culture of integrity and respect, driving our mission to create a sustainable, responsible, and ethical global food system.

Our Commitment to Food Safety and Quality

As a trusted partner to some of the world's largest food brands, OSI continues to integrate rigorous food safety and quality standards into every facet of our operations. From sourcing raw materials to delivering finished products, we remain steadfast in our commitment to meet and exceed expectations, and constantly strive for continuous improvement.

Integrating Food Safety Across Our Organization

Our approach to food safety continues to be guided by our organization's robust food safety culture. Our Global Food Safety Policies form the bedrock of our Food Safety System.

In 2023, we undertook a significant review of these policies to focus on managing risk and to improve clarity for local understanding. This comprehensive review resulted in the sunsetting of 6 policies and the elimination of 89-line items in our Internal Food Safety audit, streamlining our processes while maintaining our high standards.

Our Global Food Safety and Quality Council, led by OSI's Senior Vice President of Global Food Safety & Quality Assurance, continues to steer our holistic approach to food safety and quality. The Council, which communicates monthly with OSI President and CEO, Dave McDonald, has further refined its governance role:

- **Policy Management:** The Council continues to establish, update, and communicate policies, ensuring team members are well-trained and that robust auditing processes are in place. Our policies often exceed customer and regulatory requirements, positioning many of our facilities as beacons of excellence in their regions.
- **Supplier Expectations:** We maintain our commitment to requiring suppliers to adhere to Hazard Analysis and Critical Control Points (HACCP) standards, an internationally recognized preventative approach to food safety.
- **Compliance Assurance:** Our compliance efforts have been enhanced through:
  - **Audits:** The Council's auditing arm continues to conduct regular internal and customer food safety audits across the company.
  - **Advanced Key Performance Indicator (KPI) Monitoring:** Our global database for food safety metrics has been further refined, with an enhanced executive dashboard introduced in 2022 making data visualization, tracking, and trend analysis more intuitive and effective.

Key Developments

All OSI facilities continue to maintain Global Food Safety Initiative (GFSI) Certification for their food safety and quality systems.

The plant-level analytics platform, Safety Chain, has been implemented for our global FSQA reporting in all facilities. In North America, our 10 locations moved from pilot to full production in 2024. We are scheduled to roll out a comprehensive implementation across Europe over the next three years.

Our incident response management system for food safety and quality, has been fully implemented, providing early warning of incidents and facilitating cross-functional engagement in root cause analysis.

In Europe, we've fully implemented the Foods Connected vendor management platform, enhancing communication with vendors and tracking vendor performance. Plans are in place to implement this system in North America in the future.

Strengthening Our Food Safety Culture

Food Safety Always
Look out.
Speak up.
Act now.

Our "Food Safety Always" initiative, launched in 2021, has shown remarkable progress. A 2022 survey revealed a 29% increase in participation and significant improvements across 19 of 20 measured dimensions of food safety culture. Our global score of 79 surpassed the industry standard, demonstrating the strengthening of our food safety culture.

The effectiveness of the "Food Safety Always" campaign has been further validated through industry benchmarking. OSI demonstrated stronger alignment and a higher level of agreement on the effectiveness of food safety communications compared to industry averages.

Notably, we scored 84 on the measure "Food Safety Always will improve food safety," indicating solid agreement among our team members. There's also strong consensus that the initiative encourages people to speak up and take action.

Our 2023 Annual Food Safety Week exemplified this cultural shift, with each plant given the autonomy to plan activities from a curated menu of options. This approach fostered creativity and engagement across our facilities.

A standout example came from OSI Food Solutions Scunthorpe, where team members participated in a CSI-style "crime scene" investigation focused on allergen risks. This innovative approach proved highly effective in raising awareness and enhancing knowledge about the critical importance of allergen management in food safety.

In response to survey insights, we've developed and implemented annual Food Safety Always training for all connected team members, featuring scenario-based learning to enhance practical application of food safety principles.

These initiatives collectively demonstrate OSI's commitment to fostering a robust food safety culture that encourages active participation, continuous learning, and practical application of food safety principles across all levels of our organization.

Ongoing Sensory Evaluation

OSI maintains its rigorous focus on product quality, taste, consistency, appearance, and performance. Our routine product evaluations and weekly sensory sessions with plant management continue to ensure we meet the highest standards of quality.

Industry Influence

As a leader in supply chain, OSI remains committed to sharing and promoting best practices beyond our company walls. In 2023, our industry engagement expanded with notable achievements including:

- Sharon Birkett earned the 2023 BRCGS CEO Award for her contributions to advancing food safety.
- Sharon Birkett's nomination to the National Advisory Committee for Meat and Poultry Inspection, a two-year commitment to advise the Secretary of Agriculture.
- Joe Holt's presentations at the International Association of Food Protection annual meetings.
- James Davis's course on Sanitation and Hygienic Design for the Meat Institute.
- Philip Bronstein's co-chairing of the Scientific Affairs Committee for the Meat Institute.

Looking Ahead

As we continue to grow as a diversified food solutions provider, our food safety practices are adapting to accommodate new product lines and processes.

We're addressing emerging challenges, including regulatory changes, customer requirements, and the complexity of our manufacturing environments. Our focus remains on collecting key food safety data across our supply chain to ensure traceability, and maintain the highest standards of food safety for our consumers and customers.

Through these initiatives and our unwavering commitment to food safety and quality, OSI continues to set industry standards and drive innovation in food safety practices.

Section 2

Sustainability Team and Strategy

Building the Framework for Long-Term Impact

A Message from our Chief Sustainability Officer

As we reflect on our journey to drive meaningful sustainability progress over the last two years, I am filled with a sense of purpose and optimism. During this period, we have been strategically expanding our sustainability team to build momentum and address global challenges with localized approaches.

Our path forward is rooted in building resilience across our supply chain, recognizing that climate change is a critical issue that must be addressed holistically alongside other interconnected challenges like biodiversity and water risk.

At OSI, we understand that true sustainability is achieved through collaboration and shared purpose. Our focus is on accelerating progress by forging robust partnerships that amplify our impact.

We are committed to leveraging our global reach and operational scale to inspire and support our customers, suppliers, and farmers in our supply chain in implementing sustainable practices that yield measurable and verifiable outcomes.

In November 2023, the SBTi validated and approved our global climate targets. We are very proud of the effort that went into completing our Scope 1, Scope 2, and Scope 3 greenhouse gas inventories. This is an important step in understanding where climate interventions can achieve the greatest impacts in our system. This knowledge is a powerful tool that has shaped our climate strategy, allowing us to focus on what really matters.

We are committed to sharing inspiring stories, scientific developments, and best practices that promote the adoption of sustainability interventions, such as implementation of grazing management plans, methane-reducing feed additives, and integrating carbon-sequestering woody vegetation that also provides shade for livestock. Our focus is on translating these themes into strategic business initiatives with measurable outcomes, concentrating on areas with the greatest potential for impact and leveraging partnerships to scale solutions across our customers' environments and supply chains.

I am confident that, through our collective efforts, we will be able to strengthen our relationships with our valued customers by helping them achieve their sustainability goals and public commitments. They can count on OSI to be a trusted partner, driving progress toward their objectives with strategic, data-driven approaches that deliver tangible results.

Together, we will forge a path toward a more sustainable future, one where our actions inspire others to join us in creating a resilient, responsible, and prosperous food system for generations to come.

We are dedicated to supporting our customers and entire network in envisioning a future where we act as catalysts for positive change. Together, we can empower each other to embrace regenerative practices that enhance animal welfare, improve water quality and retention, promote biodiversity, and mitigate climate change.

Gail Tavill

Sustainability Governance

Our Sustainability Process

The heart of our sustainability process is seizing the opportunity that comes with a diverse and experienced global workforce and working to uncover, align, and disseminate the wealth of best practices and innovations that exist across our organization. The pillars of our process are aligning globally, strengthening our sustainability culture, and using our position to influence the wider industry.

Global Alignment

OSI's global sustainability team establishes and refines the company's sustainability priorities and works with colleagues across regions and departments to advance toward those goals for our customers and business. While each OSI region has the flexibility to work toward these shared objectives in the way that makes most sense in their part of the world, we continue to prioritize alignment around the values we share, the standards we follow, the metrics we use to measure progress toward our goals, and the way we report and respond to those metrics.

To do this, we continue to tap into experience internally and across the value chain with our suppliers and our customers by adopting best practices, equipping leaders, and using data to track our performance. We continue to apply the same strategies to the management of our sustainability goals.

That means we:

- Stay up to date on best practices and ensure that our team members and suppliers do as well.
- Empower team members to bring their ideas to the table and implement their visions across their areas of operation.
- Use data to track our progress, find successes to replicate, and identify areas in need of improvement. Where data is not available or aligned, we are working alongside others in the industry and our supplier base to build new systems to measure, monitor, report, and verify outcomes associated with our actions.

In the last two years, we have developed industry-leading programs in animal welfare for beef and poultry, expanded applications of our carbon footprint management and reporting tools to include global sites, and progressed in our rollout of new global standards for workplace safety.

Sustainability Culture

We recognize the only way to progress toward our shared goals is to ensure everyone connected to OSI's facilities and products — from our suppliers and factory workers to our sales and research and development teams — can connect with their role as a critical player in our sustainability journey.

Our mission is complementary, not tangential, to our business objectives and can only be accomplished by integrating our environmental, supply chain, and social responsibility goals into our daily business operations. That is why we are deliberate about establishing a company-wide, as well as network-wide, culture of sustainability.

OSI has taken steps to increase communication on sustainability topics, identify opportunities to be more transparent, and organize information in easily referenced reporting frameworks.

We do this through:

- Leadership commitments that hold our company and partners to high international standards and define us as a business that cares about the planet, the animals in our supply chain, our people, and the communities in which we work.
- Communicating regularly with our team members and partners through trainings, events, campaigns, and published materials about the key roles they play each day in upholding our values and moving us toward our goals.
- Empowering local ownership of our regional businesses to foster a sustainability culture in a way that works best for them.
- Consistent, deliberate, thoughtful engagement with external stakeholders — whether that is a cattle farmer, a customer, or a peer in a sustainability roundtable.

Industry Influence

Our engagement with external stakeholders allows us to share our sustainability culture and influence across the broader industry. In the last few years, we have made a more concentrated effort to take a leadership role in encouraging our suppliers, partners, and even competitors toward the same ambitious sustainability goals we set for ourselves.

Global Alignment

OSI's global sustainability team continues to refine and expand our sustainability priorities, working collaboratively with colleagues across regions and departments to drive progress toward our ambitious goals. While maintaining regional flexibility to address local challenges, we have further strengthened our global alignment around sustainability standards, metrics, and reporting practices.

Our approach to global alignment is data-driven and outcomes-oriented. We leverage advanced analytics to identify trends, opportunities, and areas for improvement across our global operations.

This approach has yielded significant results as evidenced by our 2023 performance:

Global Water Withdrawal

↓ 4.4%

2022: 11,846 ML

2023: 11,327 ML

Total Waste Generated Per Metric Ton of Product

↓ 6.7%

2022: 65.2 kg/MT

2023: 60.8 kg/MT

These improvements are the result of coordinated efforts across our global network, underpinned by:

Standardized Metrics and Reporting:

We continue to refine our data collection and analysis processes to provide more accurate, timely, and actionable insights into our sustainability performance across all regions.

Knowledge Sharing:

We facilitate the exchange of best practices and innovative solutions between regions. For example, our Sustainability Conferences in the UK and EU brought together suppliers and customers to share best practices in emissions reduction and sustainable sourcing.

Capacity Building:

We invest in training and development programs to equip our teams worldwide with the skills and knowledge needed to drive sustainability initiatives forward. For instance, our landmark Animal Welfare training event in Buenos Aires, Argentina, led by renowned expert Dr. Temple Grandin, brought together representatives from 46 supplier companies across multiple countries. This event reinforced our commitment to global best practices in animal care and sustainability, providing participants with cutting-edge knowledge and practical skills to implement in their operations.

Stakeholder Engagement:

We maintain open dialogues with customers, suppliers, and industry partners to align our sustainability efforts with global expectations and emerging best practices. Our supplier engagement initiatives, such as the Flagship Beef Project in the UK, demonstrate our commitment to supporting and guiding our partners in sustainability practices. This project involves carbon footprinting dairy and dairy-beef supplying farms, creating a comprehensive understanding of on-farm emissions, and developing individual emission-reduction action plans.

Technology Adoption:

We continue to invest in innovative technologies that enhance our ability to monitor, analyze, and improve our sustainability performance across all facilities. The development of the Cultivate App for digital farm audits in Poland is an example of how we're leveraging technology to improve data quality and processing.

A key achievement in our global alignment efforts was the validation of our climate targets by the SBTi. This underscores our commitment to measurable, science-based sustainability goals that are consistent across our global operations.

While we continue to make progress, we recognize that challenges remain. Water stress varies significantly across our operating regions, from low risk in some European facilities to extremely high risk in certain Asia-Pacific locations. We are working toward addressing these challenges in the future through targeted water management strategies tailored to local conditions.

As we look ahead, OSI remains dedicated to driving sustainability innovation, fostering global alliances, and collaborating across the industry to develop new standards for measurement, management, verification, and reporting outcomes of our companies.

Our aligned approach ensures that as we grow, we do so responsibly, creating value for our customers while contributing to a more sustainable global food system.

Sustainability Culture

Our sustainability mission is deeply integrated into our daily operations. We continue to embed our environmental, supply chain, and social responsibility goals into every aspect of our business, fostering a company-wide and network-wide culture of sustainability.

In recent years, OSI has further intensified our efforts to enhance communication on sustainability topics, increase transparency, and organize information in easily referenced reporting frameworks. We have made significant strides in:

- Strengthening leadership commitments that hold our company and partners to high international standards, reinforcing our identity as a business that prioritizes the planet, the animals in our supply chain, our people, and the communities in which we operate.
- Expanding our communication channels with team members and partners. For example, our North American team launched “Meat and Greets” for new hires, providing an overview of OSI’s products and business, while our European sites celebrated their first Values Action Day, engaging team members in activities centered around our corporate values.
- Empowering our regional businesses with local ownership of sustainability initiatives. This approach allows each region to cultivate a sustainability culture that aligns with local contexts and challenges while contributing to our global objectives.
- Deepening our engagement with external stakeholders. This includes collaborating with cattle farmers, responding to customer needs, and participating in sustainability roundtables. For instance, our Sustainability Conferences in Birmingham, UK and Munich, Germany brought together suppliers and key customers to share best practices in emissions reduction and sustainable production. These conferences, held in November 2023 and April 2024 respectively, provided platforms for discussing industry-leading practices and aligning our sustainability goals with those of our partners.

Our commitment to fostering a sustainability culture is evident in our recent achievements:

A 6.5% reduction in our Scope 1 & 2 emissions from 2022 to 2023, demonstrating tangible progress in our climate action efforts.

Improved water management, with our global water intensity decreasing by 7.4% from 2022 to 2023, showcasing more efficient water use across our operations.

An increase in renewable energy usage from 4.0% of total energy in 2022 to 4.4% in 2023, reflecting our ongoing transition to cleaner energy sources.

Substantial progress in waste reduction, with total waste generated per metric ton of product decreasing by 6.7% from 2022 to 2023.

These achievements are further enhanced by initiatives like the Earth Day celebration at our West Jordan, Utah facility, where team members contributed 386 trees, and OSI matched the effort, bringing the total to 772 trees planted. This demonstrates the increasing integration of sustainability principles across our organization.

As we move forward, we remain committed to nurturing this culture of sustainability, recognizing it as fundamental to our long-term success and our ability to create a positive impact in the food industry and beyond.

Sustainability Priorities

In 2023, OSI conducted a comprehensive review of our internal sustainability strategy and the commitments of our customers to ensure our efforts are aligned with the most pressing challenges facing our industry and the planet. While our previous materiality analysis provided valuable insights, we recognized the need to sharpen our focus on areas where we can make the most significant impact for our business and to deliver on our customers' needs.

As a result, our near-term focus is on climate change, addressing key challenges for both our customers and business. We're prioritizing sustainable agricultural practices in our supply chain, especially for beef, combating deforestation and land use change, and reducing our Scope 1 & 2 emissions through operational efficiencies and renewable energy investments. Additionally, we're emphasizing supply chain projects that offer multiple benefits, including improved water management, soil health, biodiversity, societal impact, and waste reduction.

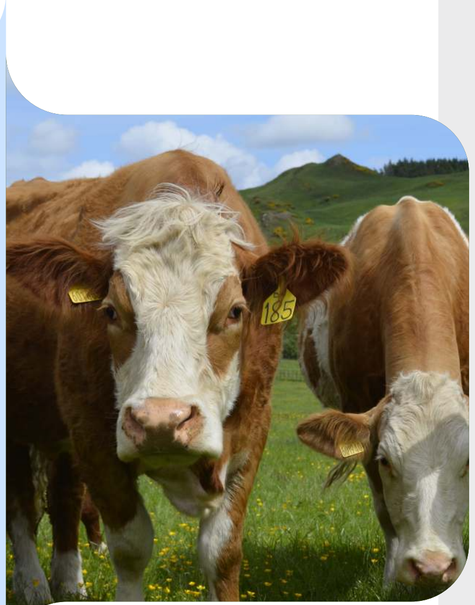
Sustainable Beef Production

As a significant player in the global beef industry, we recognize our unique position to drive sustainable practices in beef production.

Our priorities in this area include:

- Improving animal welfare standards across our supply chain
- Enhancing the efficiency of beef production to reduce its environmental impact
- Supporting farmers in developing a pathway towards adopting sustainable practices

Our Net Zero Pathway project at Brongain Farm in the UK exemplifies this focus, demonstrating a 73.7% reduction in emissions from 2020 to 2023 through the implementation of best practices. We are working with a third party to verify and validate this reduction with the Carbon Trust.



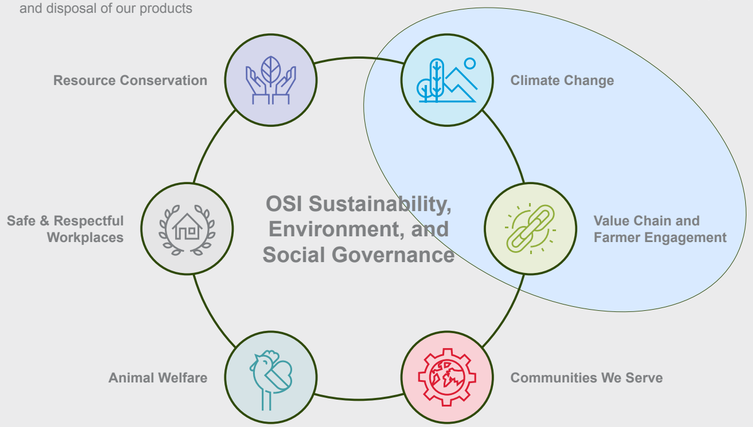
Scope 3 Emissions

We understand that most of our environmental impact lies within our value chain. Therefore, we are intensifying our focus on Scope 3 emissions, which encompasses everything from the production of raw materials to the end-use of our products. Our efforts in this area include:

- Collaborating with suppliers to improve their environmental performance
- Implementing more sustainable transportation and logistics solutions
- Teaming with customers to reduce emissions in the use and disposal of our products

We conduct annual sustainability benchmarking across our United Kingdom and European supply base using Foods Connected to assess how well our suppliers are working towards our six priority areas. This annual assessment tracks supplier progress on climate targets and opens the door for collaborations on sustainability focused projects.

For example, our Flagship Beef project in the UK aims to carbon footprint dairy and dairy-beef supplying farms, creating a better understanding of our Scope 3 emissions and developing individual emissions-reduction action plans.



Regenerative Agriculture

We believe that agriculture can be a powerful tool for environmental stewardship and climate mitigation. Our focus on regenerative agriculture aims to:

Promote
practices that enhance soil health and increase carbon sequestration

Support
biodiversity and ecosystem services on farms

Improve
water management and reduce the use of synthetic inputs

The CULTIVATE Program in Poland is an example of our commitment to agriculture, guiding farm management practices and introducing a national GHG tool to measure and reduce on-farm emissions.

We are proud to support the FAI & McDonald's UK&I AMP (adaptive multi-paddock) Grazing Network. The network comprises of 11 beef farmers across England and Wales in the McDonald's supply chain, who are currently using or considering adopting AMP grazing practices. The farms are supported through a knowledge transfer package which includes farm walks, webinars and 1-1 coaching sessions. Data collection includes the completion of a carbon footprint, soil sampling, ecosystem monitoring, and farmland bird counts for biodiversity.

Aligning Our Efforts

These priority areas are deeply interconnected. Our efforts to drive sustainable beef production, including the research of regenerative agriculture practices, directly address the need to reduce carbon and Scope 3 emissions.

To ensure progress across these priorities, we are:

- Investing in software tools to enhance our ability to digitalize our data and enhance our ability to analyze our impacts accurately
- Collaborating with industry partners, academia, and NGOs to drive innovation and best practices
- Engaging our team members at all levels to embed these priorities into our daily operations
- Working closely with our suppliers and customers to align efforts and maximize impact

As we move forward, we will continue to monitor emerging issues and engage with our stakeholders to ensure our priorities remain relevant and impactful. We recognize that addressing these complex challenges requires long-term commitment, innovation, and collaboration across our entire value chain.

By focusing our efforts on these key areas — Carbon Reduction, Scope 3 Emissions, Sustainable Beef Production, and Regenerative Agriculture — we believe we can make the most significant contributions to a more sustainable food system while creating lasting value for our business, our partners, and the planet.

Section 3

Our Priorities Within Our Walls:

OSI Team & Environmental Stewardship

Overview

While our sustainability vision extends far beyond our immediate operations, we recognize that true environmental stewardship begins within our own sphere of influence — our offices, production facilities, and agricultural partnerships worldwide.

These environments, and the dedicated individuals who bring them to life, form the cornerstone of our broader sustainability initiatives. In recent years, we've redoubled our efforts to enhance our social and environmental practices, setting the stage for more expansive impact.

This comprehensive approach encompasses nurturing and retaining top talent, fostering safe and inclusive workplaces, cultivating a company-wide culture of sustainability, and significantly reducing the environmental footprint of our facilities.

By aligning our sustainability efforts with our customers' commitments, we aim to be a trusted partner in achieving their environmental goals. Our primary focus is on climate change, addressing this challenge through key levers such as carbon reduction, Scope 3 emissions management, sustainable beef production, and regenerative agriculture. This customer-driven approach allows us to tackle the most pressing environmental challenges while delivering on our clients' needs. We start with our own operations and extend our influence throughout our global network, creating a ripple effect of positive change across the supply chain.

Part 1: Our Team

We remain steadfast in our commitment to ensure that all OSI locations and majority-owned subsidiaries exemplify safe, inclusive, and respectful work environments. These are spaces where team members, regardless of position, can thrive, develop their skills, and advance their careers. This commitment not only aligns with our core values but also fosters a more engaged and innovative workforce, enabling us to better meet the evolving needs and expectations of our customers.

Our comprehensive approach to workplace safety and human rights continues to be guided by our Global Business Standards and Human Rights Policy. These fundamental principles are applicable across all OSI Group operations, from our agricultural partnerships and production facilities to our corporate offices.

At the local level, our individual businesses and facilities integrate these commitments into their specific policies, employee benefits packages, resource allocations, and training programs, ensuring compliance with applicable laws while meeting and often exceeding local expectations.

Human Rights Policy

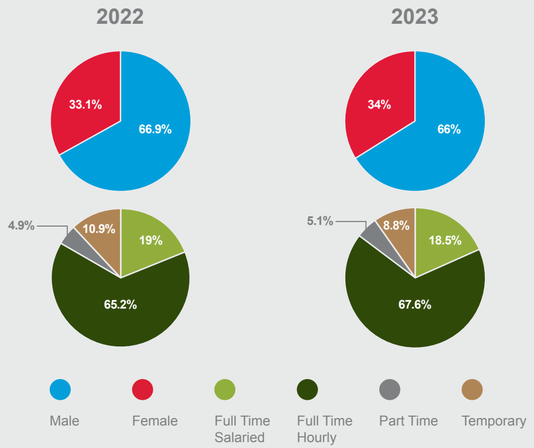
Our Global Business Standards are complemented by our comprehensive Human Rights Policy, which was first published on our website in 2020 and continues to be a cornerstone of our ethical framework.

This policy, accessible to all team members, applies across OSI and our majority-owned subsidiaries. It draws inspiration from and aligns with internationally recognized principles, including those outlined in the International Bill of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights.

At OSI, we firmly believe in the universality and inalienable nature of human rights. We are committed to upholding and promoting the fundamental rights of our team members, which encompass:

- **Freedom from slavery and child labor**
- **Freedom to associate (or not associate) and collectively bargain**
- **Equal opportunity for everyone**
- **A safe and healthy workplace**
- **Freedom from discrimination and harassment**

Our Workforce at a Glance*



*The workforce data above comes from the 40 production facilities we are reporting on. Including our offices and joint ventures, OSI has over 20,000 team members

Facilities With Collective Bargaining

in 2022 and 2023

11

Spotlight on Hiring, Training, & Development

Building Our Talent Pipeline

OSI continues to evolve its hiring and recruitment processes to address the dynamic challenges of today's labor market. In an environment where skilled labor is increasingly competitive, particularly for technical and senior positions, we've adapted our strategies to ensure we attract and retain top talent.

Our Human Resource professionals have expanded their use of digital platforms for recruitment, particularly for factory positions, while also intensifying our focus on talent development programs for managers and technical staff. Throughout our organization, we maintain strong relationships with educational institutions at all levels — from high schools to universities — recognizing their crucial role as talent pipelines.

Regardless of the recruitment channel, our commitment to our corporate values, Global Business Standards, and Human Rights Policy remains unwavering. We ensure that all potential candidates and team members are treated with dignity and respect, providing equal employment opportunities to everyone, irrespective of age, national origin, gender, race, color, religion, pregnancy, gender identity, sexual orientation, protected veteran status, disability, or any other legally protected characteristic.

Additionally, Turosi has all sites audited to social welfare and accountability standards and participates in the SEDEX system, which is a global ethical trade service provider that helps companies manage and improve working conditions in global supply chains.

NOW
NETWORK OF OSI WOMEN

Women in Leadership

Our global Women in Leadership initiative has been strengthened, with networking events and conferences held to support and develop female talent within the organization, enhancing our diversity and inclusion efforts.

"Meat and Greet"

In 2023, OSI North America launched a "Meat and Greet" program for new hires, providing an immersive introduction to OSI's products and business operations, fostering a stronger connection with the company from day one.

Values Action Day

OSI Europe celebrated its first Values Action Day, engaging team members across all sites in activities centered around our corporate values, reinforcing our culture, and attracting like-minded talent.

Talent Development and Retention

OSI continues its long-standing commitment to recognizing and nurturing talent. Through a combination of structured programs and informal practices, our managers and supervisors identify promising recent graduates and current team members at all levels, equipping them with the skills and knowledge necessary for career progression within the company.

Some of our key initiatives include:

Programs to Develop Young Professionals:

OSI maintains a diverse range of internships, apprenticeships, and management training programs. These offer recent graduates and young professionals with mentorship and hands-on experience at OSI, with the aim of fostering long-term careers within the organization.

Programs to Develop Managers and Supervisors:

We continue to offer leadership training programs across our locations, focusing on enhancing skills such as communication, trust-building, and organizational management. These programs also emphasize the importance of identifying and nurturing talent within teams.

Tailored Support:

OSI remains committed to providing personalized development opportunities. This includes offering language classes for factory workers from diverse backgrounds, tuition reimbursement for relevant courses and certifications, and creating individual development plans for team members showing high potential.

Global Women in Leadership Initiative:

OSI has strengthened its commitment to developing female talent through networking events and conferences, providing platforms for women to connect, share experiences, and grow professionally within the organization. For example, we are a strategic partner of Meat Business Women and actively engage in their events.

Sustainability-Focused Training:

In line with our increased focus on sustainability, we've introduced training programs that equip our team members with knowledge about sustainable practices in our industry, including sessions on carbon reduction strategies and regenerative agriculture.

Spotlight on Worker Safety and Wellbeing

OSI's commitment to worker safety is integrated into our value of "putting people first," upheld by our Ethics and Business Standards, and driving our progress toward our goal of integrating a unified health and safety system across all locations. The people and activities described below ensure that safety is integrated into every aspect of our organization, from leadership to the factory floor.

Dedicated Safety Personnel:

Every business unit continues to have a safety professional who interprets and guides safety programming in their respective areas. Every site maintains a safety manager or leader who manages safety practices including training, incident follow-up, and improvement projects to help meet OSI's goal of safety integration.

Safety Leader Professional Development:

Health and safety managers attend annual conferences to stay up to date on best practices. We've expanded the integration of safety topics into training for senior leaders across more regions.

Team Member Training and Education:

All new workers attend a mandatory orientation, while all team members are required to participate in regular trainings that vary according to their role in the company. These trainings generally cover the Global Business Standards, workplace safety, food safety and quality, and reinforce the best practices within their role. We've further enhanced our digital training platforms, improving accessibility and enabling closer tracking of training completion.

Fostering a Safety Culture:

OSI continues to strengthen our safety culture by communicating the role each team member plays in maintaining a safe environment. We've expanded initiatives such as Safety Awareness Days across more facilities.

Reporting and Investigations:

All team members are encouraged to report safety concerns to managers or supervisors through our "Near Miss" program. At all our facilities, potential safety concerns, whether raised through a team member or audit, are investigated, and all accidents immediately trigger root cause investigations that, in turn, inform future trainings and safety procedures.

Global Injury Frequency Rate

↓ 13%

2022: 4.4

2023: 3.8

* We used the following formula to calculate our IFR: Number of recordable injuries / hours worked x 200,000.

Highlights

We've seen an increase in training hours per employee across many of our facilities, reinforcing our commitment to continuous learning and safety awareness.

Our digital learning management systems have been further enhanced, enabling more centralized planning and execution of online trainings across regions.

We've expanded our safety and quality assurance training programs, introducing updated and engaging content in multiple languages relevant to our global workforce.

Many of our facilities have implemented or enhanced knowledge-sharing programs, where internal experts lead team members through virtual trainings on various safety topics.

These ongoing efforts reflect OSI's unwavering commitment to maintaining the highest standards of worker safety and wellbeing across our global operations.

Case Studies

‘Meat and Greet’

OSI’s New Hire Program

In 2023, OSI North America launched an innovative onboarding initiative called “Meat and Greet.” This program provides new hires with an immersive introduction to OSI’s products and business operations. During these half-hour sessions, new team members can sample OSI products, interact with members of the North America Leadership Team, and receive an overview of the company.

This program not only educates new team memebrs about OSI’s business but also helps them feel connected to the company’s culture from day one. The “Meat and Greet” sessions have received positive feedback, with participants noting that they feel more engaged and better prepared to contribute to OSI’s mission.

Values Action Day

OSI Europe

OSI Europe celebrated its first Values Action Day in 2023, an initiative designed to engage team members across all European sites in activities centered around the company’s corporate values. This day-long event included workshops, team-building exercises, and interactive sessions that brought OSI’s values to life. Team members participated in activities that demonstrated how these values apply to their daily work, from sustainability practices to customer service.

The Values Action Day not only reinforced OSI’s culture but also served as a unique training opportunity, helping team members better understand and embody the company’s core principles. Feedback from participants was overwhelmingly positive, with many reporting a stronger connection to OSI’s mission and a clearer understanding of how their roles contribute to the company’s overall goals.

‘Better Being’

Turosi’s Wellness Program

Turosi has demonstrated exceptional commitment to employee wellbeing through its innovative “Better Being” Wellness Program. Launched during Safety Month in September 2023, the program’s success led to its continued rollout in 2024. This comprehensive strategy is designed to integrate health and wellbeing into the company’s culture through various initiatives:

- Monthly leader-led sessions with specific themes
- Inclusive resources translated into Vietnamese and Burmese to serve diverse employees
- Multimedia engagement using infographics, leader scripts, presentation slides, and videos
- A digital Wellbeing Index measuring employee wellbeing across four pillars: movement, mindset, nutrition, and recovery

The program has shown significant positive impacts:

90%
workforce engagement, with a focus on production and warehouse roles

18.1
Net Promoter Score (NPS) after the first quarter

15%
increase in average Wellbeing Index scores between February 2024 and March 2024

By addressing the unique challenges of a culturally diverse workforce and promoting a proactive approach to wellbeing, Turosi has created a safer, healthier, and more engaged workplace. The program’s innovative strategies and impressive outcomes make it a standout example of effective workplace health and wellbeing initiatives, aligning perfectly with OSI’s commitment to putting people first.

Part 2: Environmental Stewardship

As a global food solutions provider, OSI recognizes its responsibility to be a steward of the environment across our operational footprint and supply chain. Our key environmental focus is mitigating climate change through key levers: carbon, Scope 3 emissions, beef production, and agriculture. To mitigate our impact on climate change, we are committed to:

Minimizing

our carbon footprint through energy-efficient practices, renewable energy investments, and collaborative efforts with our partners

Tackling

Scope 3 emissions by fostering innovation and engagement throughout our value chain

Enhancing

sustainability in beef production through responsible practices and cutting-edge technologies

Championing

sustainable agriculture to optimize resource use and reduce environmental impact

Our expanded Sustainability Team has developed a comprehensive environmental strategy to address our customer needs that is rooted in regulatory compliance, customer expectations, and regional social norms. This approach fosters a culture of engagement and accountability crucial for navigating global challenges.

Central to our sustainability strategy is the emphasis on partnerships and collaboration. We believe that amplifying collective efforts and working closely with customers and partners is key to achieving our ambitious goals and driving industry-wide change.

In a significant milestone for our climate strategy, the Science Based Targets initiative (SBTi) validated and approved OSI's global climate targets in November 2023. This achievement is the result of extensive efforts to complete comprehensive greenhouse gas inventories across Scope 1, 2, and 3 emissions.

This rigorous process has provided us with invaluable insights into our carbon footprint, enabling us to identify where climate interventions can yield the most substantial impacts within our system. Armed with this knowledge, we have refined our climate strategy to focus on the most critical areas, ensuring our efforts are both targeted and effective in driving meaningful change.

OSI manages environmental impact within our facilities through:

Environmental Policies

Our facilities adhere to comprehensive environmental policies that ensure legal compliance, stakeholder communication, and continuous improvement. These policies establish clear priorities, accountability measures, and resource allocation to meet our environmental objectives.

Management Systems

OSI facilities utilize ISO 14001-certified or aligned environmental management systems to guide our approach to environmental stewardship. These systems enable effective compliance management and performance tracking against our environmental goals.

Dedicated Environmental Personnel

Each OSI facility has a designated environmental manager or champion working alongside facility management. At the corporate level, Directors and Managers provide expertise in developing improvement programs, supporting plant-level professionals, and conducting audits across the business.

Continued

Performance Monitoring

Our proprietary dashboard collects environmental Key Performance Indicators (KPIs) from each facility, allowing regional managers to track progress toward reduction targets. We also conduct annual carbon footprint assessments of our production facilities and select production lines.

Audit Processes

Each OSI facility is evaluated periodically by OSI's Corporate Environmental Team. Audits are created by a third-party software program to evaluate current local, state, and federal environmental regulations specific to the facility. The objective of the internal audits is to mitigate and eliminate environmental risks at each facility. Corrective actions and recommendations are managed in an online compliance calendar software tool.

Environmental Awareness Initiatives

We continually strive to educate and engage our team members on environmental responsibility through targeted communications and company-wide events.

Notable initiatives include:

- OSI Europe's Environment Week, aligned with the UN Environment Day, focused on reducing plastic use. Team members across all European sites participated in activities such as switching to cotton bags and collecting plastic waste to clean up local environments.
- Turosi sites took part in Clean Up Australia Day by clearing litter from the local neighborhood and the external areas around the site.

These initiatives reflect our commitment to fostering environmental awareness and action across our global operations.

Recognizing the growing importance of water management, OSI implemented a new water risk assessment tool in 2023 to address the unique challenges in our operational regions. This tool allows us to analyze current and projected water stress at our facilities worldwide, enabling us to develop targeted strategies that address specific water quantity and quality issues relevant to each locality.

By leveraging this tool, we can prioritize our efforts and resources effectively, focusing on the most pressing water challenges faced by each of our facilities. This proactive and holistic approach to water management enables us to solve challenges that are meaningful within each specific context, whether it's water scarcity, quality issues, or potential future risks.

The insights gained from this water risk assessment tool are instrumental in shaping our water management strategies, guiding our investment decisions, and informing our sustainability goals. As we continue to expand our global operations, this tool will play a crucial role in ensuring responsible water stewardship across all our facilities.

As we evolve into a more comprehensive diversified food solutions provider, our sustainability efforts are expanding beyond traditional meat products. We are now producing a wider range of items including sauces, beans, vegetables, and queso, particularly in the UK, India, and the USA. This broadened focus enables us to explore innovative sustainability practices across our diverse product portfolio.

Spotlight on Waste

Our Commitment

Our commitment to responsible waste management remains steadfast across our expanded product portfolio. Between 2022 and 2023, we made significant strides in improving our waste management practices and enhancing resource efficiency.

To further enhance our waste footprint and address ongoing challenges, we've refined our waste management strategy to include:

- Comprehensive waste policies and procedures across all facilities, with a particular focus on universal and hazardous waste management
- Regular assessments to identify opportunities for yield improvement and waste reduction in our diverse product lines
- Collaboration with local partners to optimize the use of unavoidable waste streams, exploring innovative solutions such as animal feed, advanced recycling techniques, and energy generation
- Implementation of best practices across our global network, celebrating milestones, and sharing successful strategies

Total waste generated per unit of product

↓ 6.7% from 2022 to 2023

This reduction demonstrates our continuous efforts to minimize waste across our global operations.

Additionally, the percentage of waste recycled globally remained high, with 70% of waste recycled in 2023, following 72% in 2022.

Key Initiatives and Partnerships

Waste Optimization Partnerships:

We have collaborated with local partners across regions to transform unavoidable waste streams into valuable resources, such as animal feed and energy generation, significantly reducing the amount of waste sent to landfills.

OSI Europe's Environment Week:

Following the UN Environment Day motto to reduce plastic, team members across all European sites participated in various actions, including switching from plastic bags to cotton bags and collecting plastic waste to clean up local environments.

Innovative Recycling Practices:

Across our global network, we are working with waste management providers to incorporate advanced recycling techniques, helping to maximize the recyclability of materials and reduce the environmental impact of waste.

Percentage of Waste Recycled in 2023

Europe:

78%

North America:

51%

Asia-Pacific:

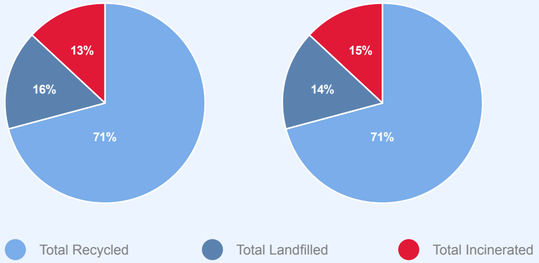
87%

Total Waste Generated

(kg/MT of product produced)

2022	2023
65.2 kg/MT	60.8 kg/MT

As we continue to expand our operations and product offerings, we remain committed to innovating our waste management practices. By leveraging new technologies, fostering partnerships, and sharing best practices across our global network, we are working toward a more circular and sustainable future for OSI and the communities we serve



OSI has 20 Zero Waste-to-Landfill Facilities

- A+B HIDES (Geldern, Germany)
- A+B HIDES (Wegberg, Germany)
- Alpenrind (Salzburg, Austria)
- Creative Foods (Burton on Trent, UK)
- Gelderland Frischwaren (Emmerich, Germany)
- Orange Bay Foods (Japan)
- OSI Food Solutions Austria (Enns)
- OSI Food Solutions Germany (Duisburg)
- OSI Food Solutions Germany (Günzburg)
- OSI Food Solutions Hungary (Bábolna)
- OSI Food Solutions Spain (Toledo)
- OSI Food Solutions UK (Scunthorpe)
- OSI Geneva (Illinois, USA)
- OSI Poland Foodworks (Chroscina)
- OSI West Chicago (Illinois, USA)
- Pickstock (Telford, UK)
- Vista – North (India)
- Vista – South (India)
- Vista – West (India)
- Vital Convenience (Erkelenz, Germany)

Spotlight on Water

At OSI, we recognize that water is becoming a critical issue that demands our attention and action. As we expand our global operations, our commitment to responsible water management remains a top priority.

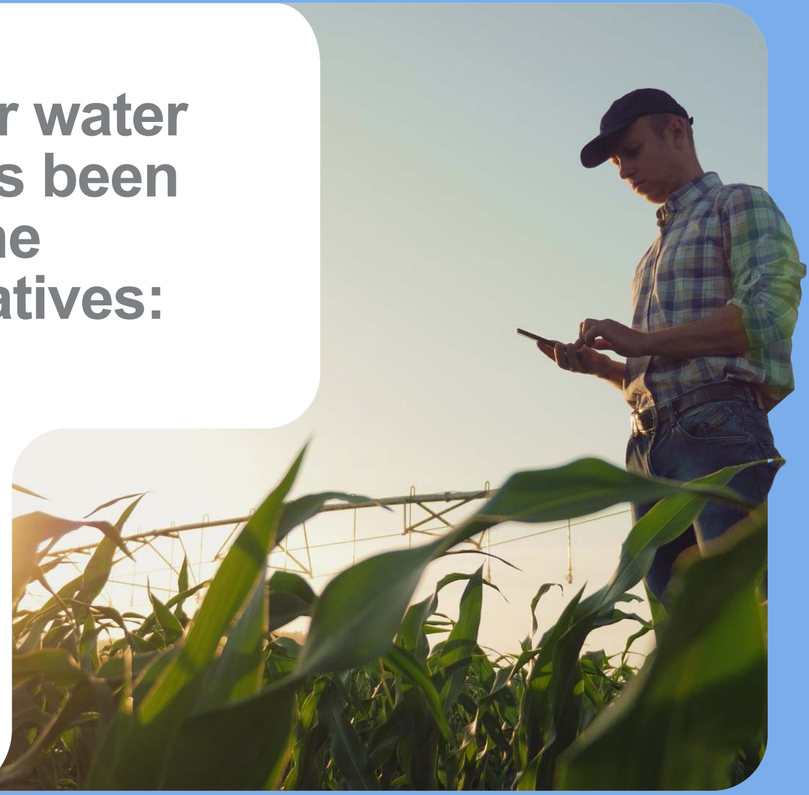
In 2023, our total water withdrawal increased by 4% in Europe and 8% in APAC, while North America saw an 8% decrease compared to 2022. With an overall 4% decrease in global water withdrawal, our water intensity increased by 7% in Europe and decreased by 12% and 1% in North America and APAC, respectively, resulting in a 7% decrease in global water intensity compared to 2022.

To better understand the unique water challenges in the regions where we operate, OSI implemented a new water risk assessment tool in 2023.

This tool allows us to analyze the current and projected water stress at our facilities worldwide, enabling us to develop targeted strategies that address the specific water quantity and quality issues relevant to each locality. By taking a proactive and holistic approach to water management, we aim to solve challenges that are meaningful within each context.

As a food company, we understand the crucial role water plays in maintaining the highest standards of food safety and sanitation. Our facilities require daily cleaning to ensure the quality and safety of our products.

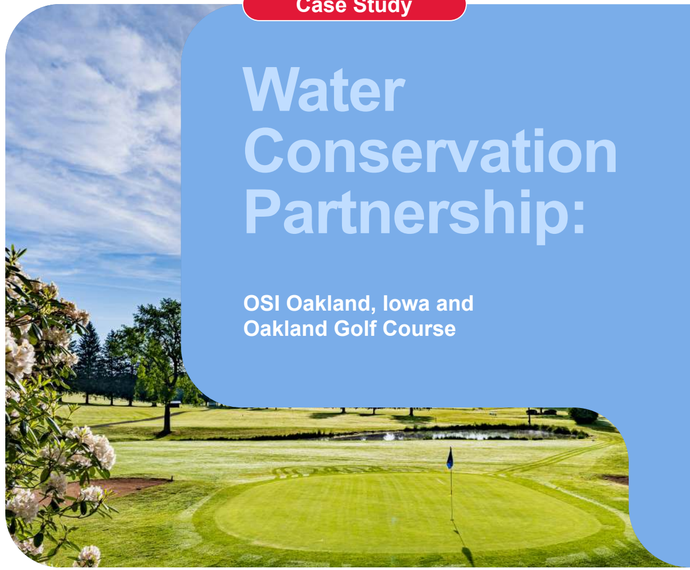
To balance our water usage, OSI has been focusing on the following initiatives:



Monitoring and Analysis

We have continued to install meters capable of collecting granular data on water consumption, specifically for sanitation purposes, at OSI facilities that previously lacked this capability. This data will help us establish realistic goals and expectations for water reduction without compromising food safety.

The water risk assessment tool we introduced in 2023 will provide valuable insights into the local water challenges faced by each of our facilities, allowing us to prioritize our efforts and resources effectively.



Case Study

Water Conservation Partnership:

OSI Oakland, Iowa and Oakland Golf Course

At OSI Oakland, a groundbreaking water management initiative is redefining how food processing facilities approach environmental compliance. Through an innovative partnership with the Oakland Golf Course, process water that would typically require extensive treatment is now serving a new purpose: nourishing the sprawling fairways and greens of the golf course.

The key insight driving this initiative lies in the water's composition. High levels of chlorides and phosphorus — elements that pose challenges for traditional treatment facilities — are precisely the nutrients needed for healthy turf growth. By redirecting this nutrient-rich water to the golf course's irrigation system, OSI is simultaneously addressing National Pollutant Discharge Elimination System (NPDES) permit requirements and reducing the community's reliance on municipal water supplies.

While the program's irrigation system occasionally requires maintenance pauses, its impact is already evident. The initiative marks significant progress toward OSI's 75% phosphorus reduction target, and planned enhancements to the golf course's irrigation infrastructure promise to expand the system's capacity. These improvements will allow for greater water reuse and amplify the environmental benefits of the partnership.

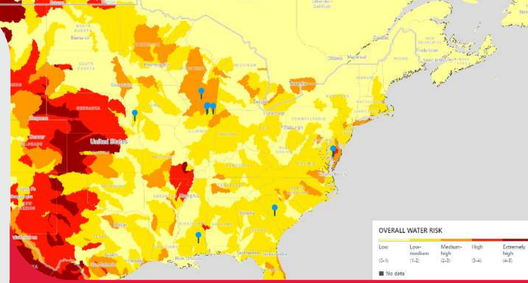
This collaboration demonstrates how environmental challenges can become opportunities for innovation when approached with creativity and community partnership. By transforming what was once considered a waste stream into a valuable resource, OSI Oakland is pioneering sustainable solutions that benefit both industry and community — setting new standards for environmental stewardship in food processing.

Total Global Water Withdrawal Volume (ML)

2022	2023
11,846	11,327

Global Water Intensity (L/T of product)

2022	2023
6,533	6,049



As we navigate the challenges posed by water scarcity and quality issues, OSI remains committed to driving progress through innovation, collaboration, and the sharing of best practices across our global network.

By leveraging advanced monitoring technologies, implementing targeted water-saving projects, and adapting our approach to the unique needs of each region, we strive to be a leader in water stewardship and contribute to a more sustainable future.

Spotlight on Climate Change

(Scope 1 & 2 Emissions)

Our ambitious target for 2032 includes a

50.4%

reduction in Scope 1 & 2 emissions from our 2021 baseline.

OSI remains committed to mitigating greenhouse gas (GHG) emissions in our direct operations to address climate change risks. Our efforts to enhance energy efficiency and reduce our carbon footprint within our own facilities are crucial for our company's future and stakeholder trust.

Year	Total Energy Consumption	Renewable Energy Consumption	Energy Intensity
2022	5,753,534 GJ	229,459 GJ	3.2 GJ/MT
2023	5,156,187 GJ	228,227 GJ	2.8 GJ/MT

Key Initiatives

Science Based Targets Achievement

In November 2023, the Science Based Targets initiative (SBTi) validated and approved OSI's global climate targets, marking a significant milestone in our sustainability journey. This achievement aligns our emissions reduction strategy with the Paris Agreement's goal of limiting global warming to 1.5 degrees Celsius.

Plant Level Improvements

We continue to implement energy conservation strategies across our facilities, focusing on our main sources of GHG emissions: natural gas use and cooling activities. Our efforts have contributed to the overall reduction in Scope 1 & 2 emissions.

Renewable Energy Initiatives

We've made significant strides in increasing our use of renewable energy. The proportion of renewable energy to total energy used rose from 4.0% in 2022 to 4.4% in 2023.

Carbon Calculation and Emissions Performance

Our carbon calculation tool, aligned with the GHG protocol, continues to inform our sustainability strategy for Scope 1 & 2 emissions. The data shows encouraging progress:

- Scope 1 & 2 emissions decreased from 517,908 MT CO_2e in 2022 to 484,099 MT CO_2e in 2023, a 3.3% reduction from our 2021 baseline.

Case Study

Earth Day Tree Planting Initiative

OSI West Jordan, Utah

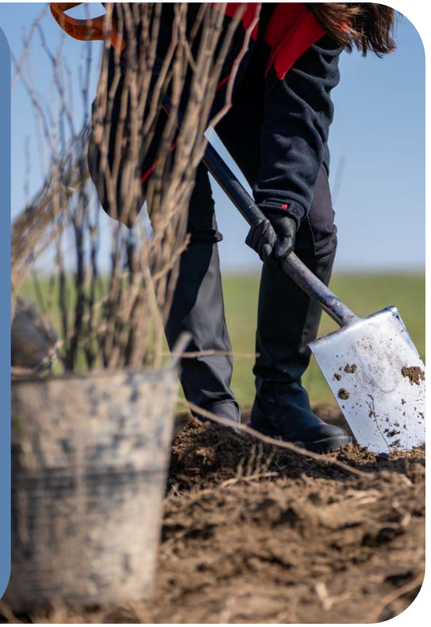
In celebration of Earth Day 2023, OSI West Jordan organized a tree donation campaign in partnership with teamtrees.org and the Arbor Day Foundation.

Team members were encouraged to donate, with OSI matching their contributions. The initiative far exceeded its initial goal of 200 trees:

- **OSI team members donated 386 trees**
- **OSI matched with an additional 386 trees**

772 total trees planted

This effort contributes to carbon sequestration and demonstrates our commitment to engaging team members in climate action.



Looking Ahead

As we evolve into a more comprehensive diversified food solutions provider, we're adapting our climate strategy to encompass our expanded product portfolio within our direct operations. This transformation presents both challenges and opportunities in our emissions reduction efforts.

We remain committed to driving progress through innovation and the sharing of best practices across our global network.

By leveraging advanced technologies and implementing energy-efficient solutions in our facilities, we're working toward a more sustainable and resilient future for OSI and the communities we serve.

By consistently tracking and reporting these metrics, we demonstrate our commitment to transparency and continuous improvement in our climate change mitigation efforts.

Emissions Data Summary

Year	Scope 1 & 2 Emissions (MT CO2e)	Renewable Energy (Scope 2)	Scope 2 Emissions (MT CO2e)
2021	500,584 (Baseline)	4.4%	213,262
2022	517,908	4.0%	213,559
2023	484,099	4.4%	210,143

Section 4

Our Priorities Beyond Our Walls:

Supply Chain & Community Engagement

Overview

Our focus has sharpened on mitigating our impacts on climate change through engagement with farmers deeper in our supply chain. While we continue to strengthen our approach to social and environmental issues within our operations, we are simultaneously leveraging our global network to maximize our positive influence beyond our walls. In this section, we provide an overview of our supply chain and describe our efforts to address environmental and social impacts extending to our raw material suppliers.

Part 1: Our Supply Chain

Each year, OSI sources over 1.5 billion pounds of raw materials from more than three dozen countries to bring our customers' culinary visions to reality. Our intricate global supply chain extends from raw material suppliers to consumers' tables, demanding agile responses to customer needs, market dynamics, and supply chain challenges.

We continue to adapt to the evolving realities of on-farm operations and protein raw material suppliers, while maintaining our commitment to quality and sustainability throughout our diverse network of partners across the globe.

Scope 3 emissions in purchased goods and services

↓ 3.2% from 2022 to 2023

This reduction brings our impact to slightly below our baseline in 2021.

Supply Chain Management

Agreements

We continue to maintain supplier-specific agreements that set clear sourcing expectations related to quality, food safety, and animal welfare. These agreements remain the foundation of our partnerships with suppliers and are supplemented by customer-specific standards that often exceed industry norms.

Audits

We maintain our rigorous annual audit program, deploying auditors to vendor locations to ensure compliance with agreements and our Supplier Code of Conduct. Many OSI facilities continue to undergo Supplier Workplace Accountability audits, which verify legal working age, voluntary employment terms, and workers' rights to associate freely without fear of reprisal.

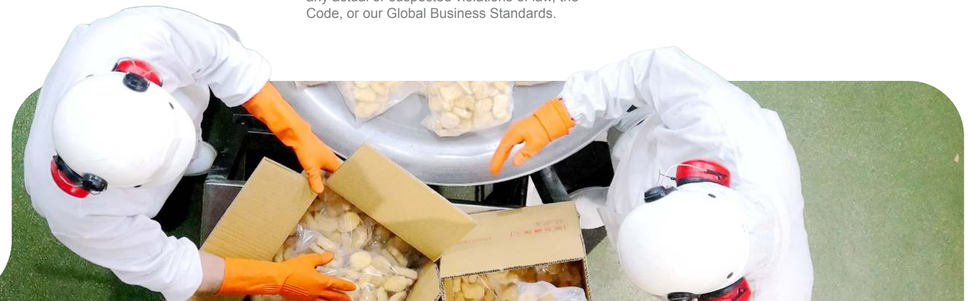
Supplier Code of Conduct

Our Supplier Code of Conduct continues to be a cornerstone of our supply chain management. Suppliers must sign this code, which outlines OSI's safety and human rights requirements. The Code mandates that suppliers establish internal management programs to uphold human rights, including mechanisms for handling workplace grievances and protecting whistleblowers.

Suppliers are required to promptly report any actual or suspected violations of law, the Code, or our Global Business Standards.

Vendor Management Systems

Our regions continue to utilize surveys and vendor management systems to facilitate real-time communication and problem-solving with suppliers. These systems track audit reports, performance metrics, rankings, and evaluations, enabling us to maintain high standards across our supply chain.



Direct Supplier Engagement

We cultivate transformative partnerships across our supply chain, recognizing that true innovation and sustainability stem from collaborative relationships. Our approach integrates deep supplier engagement with strategic presence in key markets, creating a dynamic ecosystem of shared knowledge and continuous improvement.

By positioning our team members as catalysts for change — whether as auditors, trainers, or sustainability champions — we foster a network that's both resilient and responsive to evolving global challenges. This strategy not only enhances our operational excellence but also amplifies our positive impact, driving industry-wide advancements in sustainability, quality, and ethical practices. Through this synergistic approach, we're not just building a supply chain; we're nurturing a community dedicated to shaping the future of responsible food production.

OSI hosted Protein Supplier Conferences in Birmingham, UK in Q4 2023 and Munich, Germany in Q1 2024, focusing on expanding direct supplier engagement. These events brought together industry experts and partners for meaningful discussions on best practices and innovations in protein sourcing. Attendees participated in knowledge-sharing sessions and networked with peers, strengthening relationships across the supply chain. The collaborative nature of these conferences reinforced OSI's commitment to working closely with suppliers to advance sustainable practices and innovation in the industry.

Sustainable Procurement

We continue to support our customers in meeting their sustainability goals by collaborating with suppliers and leveraging our vertically integrated businesses to build capabilities and develop resilient, agile supply sources.

Our commitment to elevating our own standards remains strong as we ensure responsible sourcing of ingredients and packaging for our products. We conduct regular reviews to identify environmentally advantageous alternatives. Given that our largest climate impacts occur within our landed agricultural supply base, we maintain a strong focus on reducing emissions within our supply chain. We are also intensifying our efforts to understand and mitigate deforestation risks, an ongoing industry-wide challenge.

Our recent sustainable procurement efforts include:

CULTIVATE Program in Poland:
We introduced the Cultivate Standard as a recognized sustainable farm assurance program to guide farm management practices. The program, which now includes nearly 34,000 certified farms, is introducing a national GHG tool to enhance baseline data of on-farm emissions and support measurement as well as reduction efforts.

Net Zero Pathway at Brongain Farm:
Our project in the UK has demonstrated significant progress in sustainable beef production, achieving a 73.7% reduction in emissions from 2020 to 2023 through the implementation of best practices.

These initiatives reflect our ongoing commitment to sustainable procurement practices that benefit our customers, suppliers, and the environment.

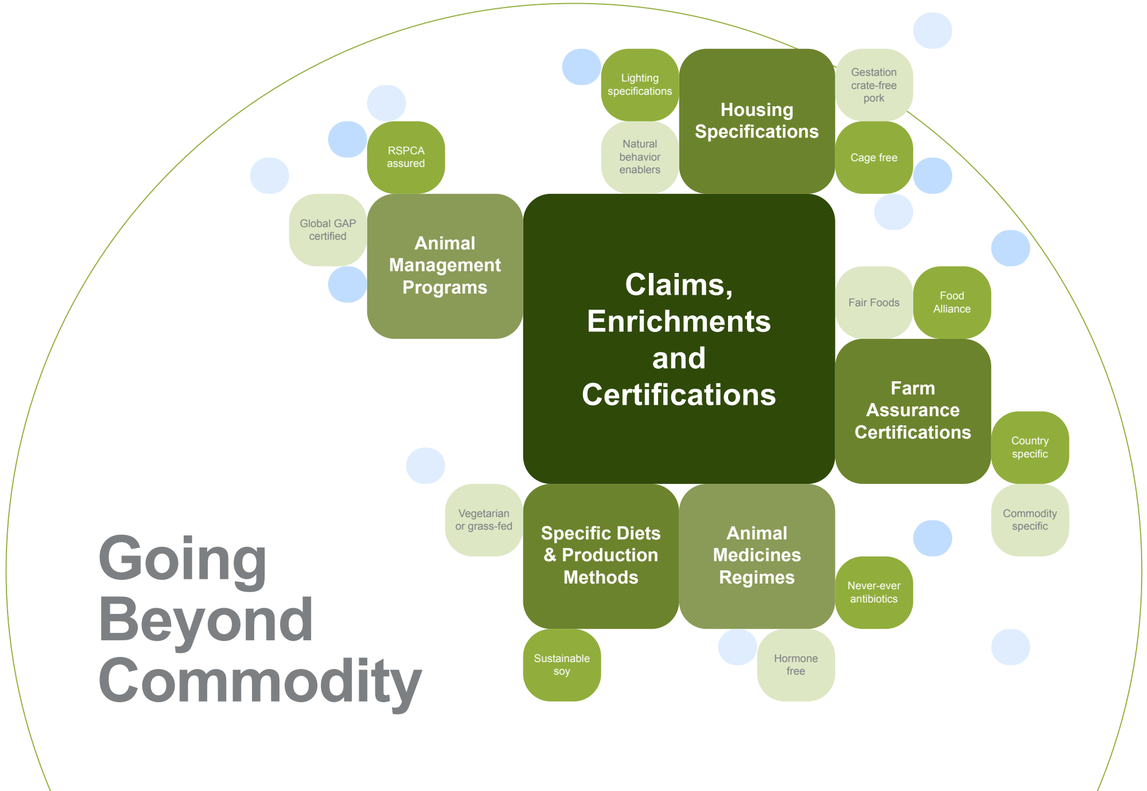
Our History of Supporting Commitment-Led Enrichment Programs

Supply chain commitments and sustainability standards continue to be a cornerstone for customers of all sizes, reflecting the growing importance of responsible business practices in our industry.

Our extensive supply chain experience, robust infrastructure, and strong financial resources continue to position us as a valuable partner for customers seeking insights into market opportunities, potential tradeoffs, and effective strategies to achieve their sustainability goals.

Our supply chain team builds on its long-standing history of investing in and developing our suppliers' capabilities, helping our customers meet their brand commitments across a spectrum of areas, from animal welfare to environmental targets. In recent years, we've expanded our focus to mitigating our impact on climate change through key levers, such as carbon reduction, Scope 3 emissions, sustainable beef production, and regenerative agriculture.

This evolving expertise allows us to provide even more comprehensive support to our customers as they navigate the complex landscape of sustainable supply chain management.



Technology and Traceability

Building on the digitization of our supply chain initiated in 2019, we have continued to invest in advanced technology to further enhance data collection, analysis, and reporting capabilities.

These tools have strengthened our ability to communicate and problem-solve with suppliers in real time, improving our agility in responding to changes and providing greater visibility into product pathways before they reach our facilities.

The refinement of these technologies, alongside improvements in transparency reporting, is crucial to our collaborative strategy with suppliers and customers. As we work together to address our extended environmental footprint, these tools play an increasingly important role in tracking progress toward our sustainability goals, particularly in areas like carbon reduction and managing Scope 3 emissions.

Spotlight on Forests

While OSI continues to operate without direct presence in vulnerable forest ecosystems, we remain vigilant about potential risks in our supply chain related to commodities known to contribute to deforestation and other undesirable land use changes. Our sustainable sourcing strategies continue to evolve, focusing on regular monitoring and mitigation of deforestation and conversion risks in our supply chains.

Supply Chain Due Diligence

- Our Supply Chain and Quality Assurance Raw Material Teams continue to rigorously investigate the practices of suppliers providing beef, soy for chicken feed, palm oil and its derivatives, and paper packaging products. As regulatory pressures, such as the EU Deforestation Regulation (EUDR), and other compliance challenges increase, we have further strengthened our due diligence processes to ensure alignment with evolving standards.
- We use annual supplier assessments and surveys to ensure compliance with regulatory and sustainability benchmarks.
- Continuous and deepened supplier engagement to address emerging risks and ensure that we are proactively managing environmental and ethical challenges in our supply chain.
- These efforts are vital as we navigate increasingly stringent regulations and work toward greater supply chain transparency and sustainability.

Voluntary Disclosures

We completed an annual submission to the CDP Supply Chain Forest Questionnaire, now in its fourth consecutive year. This disclosure provides our leadership and requesting customers with detailed insights into our forest-related risks, opportunities, and impacts, ensuring alignment between our purchasing decisions and industry sustainability goals.

Stakeholder Engagement

Our engagement with industry peers, customers, experts, suppliers, and other key stakeholders remains a priority. These interactions help us stay at the forefront of best practices in supply chain due diligence and traceability.

Innovative Approaches

We’ve intensified our efforts to address deforestation risks through initiatives like our soy feed trial with a poultry supplier in Germany. This pilot project evaluates the impact of substituting Brazilian soybeans with European-grown soybeans, aiming to reduce both emissions and deforestation risks associated with soy production.

Through these ongoing and new initiatives, OSI reaffirms its commitment to eliminating deforestation from its global supply chain and ensuring sustainable sourcing of key commodities such as beef, soy, palm oil, and paper.

Spotlight on Scope 3 Emissions

OSI has intensified its efforts to measure, manage, and reduce our Scope 3 emissions, recognizing the significant contribution of purchased goods and services, specifically related to agricultural commodities, to our overall environmental impact.

Science-Based Targets

In November 2023, OSI achieved a significant milestone with the validation and approval of our global climate targets by the SBTi. This validation underscores our commitment to addressing emissions across our entire value chain, including Scope 3, in line with the latest climate science and the goals of the Paris Agreement. Our SBTi approved targets provide a credible, science-based framework for our emissions reduction efforts, ensuring that our approach to Scope 3 emissions is both rigorous and aligned with global climate objectives.

In 2023, our Scope 3 emissions from purchased goods and services were 11,068,388 metric tons of CO_2 equivalent. This represents 96% of our total emissions. Our SBTi approved target for Scope 3 emissions is to reduce these emissions by 30% by 2032. We have made progress towards this goal, achieving a 0.3% reduction since our base year of 2021.

Measurement and Reporting

We continue to leverage and enhance our carbon calculation tool to measure Scope 1, 2, and 3 emissions across our global operations. This tool has been successfully implemented in Europe and the U.S., and we are in the process of rolling it out in the Asia-Pacific region. The data gathered informs our emission reduction strategies and allows us to allocate emissions across our customer and product portfolios more accurately.

Scope 3 Reduction Initiatives

We have launched several initiatives aimed at reducing our Scope 3 emissions:

1. **Flagship Beef Project in the UK:** This innovative project involves carbon footprinting dairy and dairy-beef supplying farms in the Pickstock supply chain. By creating a comprehensive understanding of on-farm emissions, we're developing individual emissions reduction action plans for each farm. This targeted approach allows us to address Scope 3 emissions directly at their source, working collaboratively with our suppliers to implement effective reduction strategies.
2. **Sustainable Agriculture Academy in Poland:** Recognizing the importance of education in driving sustainable practices, OSI joined an initiative to develop an e-learning platform called "Sustainable Agriculture Academy." This program is particularly focused on small family farms in our supply chain, addressing knowledge gaps in sustainable agriculture. By equipping farmers with information on best practices in areas such as soil management and efficient resource use, we're indirectly contributing to Scope 3 emissions reduction through improved farming practices.

Focus on Animal Agriculture

Our focus on animal agriculture is crucial in addressing Scope 3 emissions, as it represents a significant portion of our supply chain's environmental impact. This focus extends beyond just emissions, intertwining with critical aspects of our business including animal welfare, food safety, quality, and overall sustainability.

By addressing emissions in animal agriculture, we simultaneously improve animal welfare through better management practices, enhance food safety through more controlled environments, maintain high-quality standards, and contribute to broader sustainability goals. For instance, improved grazing practices that reduce emissions can also lead to healthier animals and higher-quality products.

Challenges and Future Focus

While we've made significant progress in addressing our Scope 3 emissions, we recognize the complexities inherent in this endeavor. Key areas of focus for the coming years include enhancing data collection across our global supply chain, scaling successful pilot programs, and collaborating with suppliers and industry partners to develop innovative solutions for hard-to-abate emissions sources.

By maintaining our commitment to measuring, managing, and reducing Scope 3 emissions, OSI aims to drive meaningful change not only within our own operations but throughout the entire value chain, contributing to a more sustainable future for the food industry.

Holistic Engagement with Farmers

Our approach to Scope 3 emissions reduction emphasizes the importance of holistic conversations with farmers. The Sustainable Agriculture Academy in Poland exemplifies this approach, providing a platform for comprehensive engagement that goes beyond just emissions reduction.

These holistic conversations yield multiple benefits:

1. **Improved understanding:** By discussing various aspects of farm management, we gain deeper insights into the challenges and opportunities farmers face in implementing sustainable practices.
2. **Tailored solutions:** This comprehensive approach allows us to develop emissions reduction strategies that also address other farmer priorities, increasing the likelihood of adoption and success.
3. **Knowledge sharing:** Farmers can learn from each other's experiences, fostering a community of practice around sustainable agriculture.
4. **Long-term relationships:** By engaging on multiple topics, we strengthen our relationships with farmers, building trust and long-term commitment to sustainability goals.

Through initiatives like the Flagship Beef Project and the Sustainable Agriculture Academy, we're not just targeting emissions reduction, but fostering a more sustainable and resilient agricultural system that benefits farmers, animals, consumers, and the environment.

Industry and Multi-Stakeholder Engagement

We continue to engage with a wide range of stakeholders to advance our Scope 3 emissions reduction goals and other sustainability objectives. Our participation in multi-stakeholder roundtables and industry groups remains a cornerstone of our approach, allowing us to exchange best practices, address challenges, and gain deeper insights into on-farm opportunities for emissions reduction.

OSI Industry and Multi-Stakeholder Group Memberships

	Beef	Poultry	Multispecies	Food Production
Global	• ***Global Roundtable for Sustainable Beef (GRSB)**	• International Poultry Council (IPC)	• ***International Meat Trade Association (Board Member)**	• ***Campden BRI** • ***International Association of Food Protection (IAFP)** • Roundtable on Responsible Soy (RTRS) • Roundtable on Sustainable Palm Oil (RSPO)
Asia-Pacific	• Australian Beef Sustainability Framework	• Agrifutures Chicken Meat Advisory Panel • ***Australian Chicken Meat Federation (ACMF)** • Australian Veterinary Poultry Association (AVPA) • China Poultry Industry Association (CAAA) • China White Feather Broiler Association • Poultry Health and Welfare Liaison Group (PHWLG) • Poultry Hub • ***Victorian Chicken Meat Council (VCMC)**	• Australian Meat Industry Council (AMIC) • Compound Livestock Feed Manufacturers Association of India (CLFMA) • ***Protein Foods & Nutrition Development Association of India (PFNDAI)** • Shandong Feed Industry Association • TWG Codex Committee on Fish and Fishery Products	• ***ASEAN Food & Beverage Alliance (AFBA)** • Australian Industry Group • ***Philippine Chamber of Food Manufacturers Inc. (PCFMI)** • TWG Codex Sub-Committee on Food Hygiene • U.S. China Agriculture and Food Partnership (AFP)
United States	• Professional Dairy Producers of Wisconsin (PDPW) • U.S. Roundtable for Sustainable Beef (USRSB)	• International Poultry Welfare Alliance (IPWA) • ***National Chicken Council (NCC)** • U.S. Poultry & Egg Association • U.S. Roundtable for Sustainable Poultry and Eggs (US-RSPE)	• Animal Agriculture Alliance • Farm Foundation • ***Meat Institute** • Professional Animal Auditor Certification Organization (PAACO) • Protein PACT Advisory Council	• Farm Foundation Seeders • ***Food Research Institute (FRI)** • Women's Food Service Forum (WFF)
Europe	• Asociación Nacional Industrias de la Carne de España (ANICE) • Austrian National Working Groups for Improvements in Beef Supply Chain • ***European Livestock and Meat Trades Union (UECBV)** • ***European Roundtable on Beef Sustainability** • German Meat Association (VDF) • Polish Beef Association • ***Polish Platform for Beef Sustainability**	• Association of Poultry Processors and Poultry Trade in the EU Countries (AVEC) • BVE (Bundesverband der Geflugelschlachtereien) • German Poultry Association (ZDG) • WPSA World Poultry Association Germany	• British Meat Processors Association (BMPA) • Polish Meat Association • Subgroup Animal Welfare Labelling in European Commission Animal Welfare Platform • The Association of Sustainable Agriculture in Poland (ASAP) • Ukraine National Association of Meat and Meat Products Producers (Ukrmjaso)	• Bundesverband der Systemgastronomie e.V. (Federal Association of System Gastronomy e.V) • EHEDG (European Hygienic Engineering & Design Group) • Meat Business Women • QS (Qualität und Sicherheit GmbH) • Wirtschaftskammer Österreich

* *Indicates OSI Leadership Role*

Climate-Smart Feed Management

Reducing Methane Emissions in Iowa

Case Study

In October 2024, OSI, through partner AgSpire Inc., secured a $20.7 million grant as part of the USDA's historic $1.5 billion Regional Conservation Partnership Program (RCPP). This innovative project aims to reduce enteric methane emissions in Iowa's beef industry through the implementation of climate-smart feed management practices.

The initiative will introduce 3-NOP (3-Nitrooxypropanol) into cattle diets across up to 75 Iowa beef feedlots, targeting approximately 225,000 cattle. The project expects to achieve a significant environmental impact, with

potential methane emission reductions of up to 25%,

equivalent to approximately 72,000 metric tons of CO2 equivalent. This partnership demonstrates OSI's commitment to practical, science-based solutions for reducing agricultural emissions while supporting our farmers in adopting climate-smart practices.

This project is part of the broader Investing in America agenda, which represents the largest investment in climate action and conservation in world history. Through public-private partnerships like this, OSI continues to drive meaningful progress in sustainable agriculture while supporting our network of farmers in implementing innovative environmental solutions.

Farmer Engagement

Farmers remain one of the most crucial groups in our efforts to curb Scope 3 emissions and elevate environmental, social, and animal welfare standards throughout our supply chain.

OSI continues to be led by individuals with deep connections to farming, reinforcing our commitment to championing farmers as integral partners in our business and sustainability journey.

We are acutely aware of the challenges farmers worldwide face when adopting new practices, and we are dedicated to supporting them in implementing sustainability interventions through appropriate incentives, technical assistance, or other means to manage risk. Our commitment extends to recognizing and elevating farmers who excel in sustainability practices, serving as models for others in our network striving to better steward land and resources for future generations.

Through our ongoing commitment to farmer engagement, OSI continues to foster a more sustainable and resilient agricultural system that benefits farmers, animals, consumers, and the environment.

We recognize that our success in reducing Scope 3 emissions and achieving our broader sustainability goals is inextricably linked to the success and engagement of our farming partners.

We support farmers via:

Programs

OSI continues to support and expand programs aimed at driving awareness and adoption of on-farm sustainability practices. These initiatives allow us to extend our influence on parts of the supply chain where we don't have direct access, focusing on creating consistency, driving investment for industry advancement, and ensuring farmers are aware of opportunities.

Peer-to-Peer Sharing

Support amplifying exemplary farmers for peer-to-peer sharing by continuing to provide platforms for exemplary farmers to share their best practices with peers.

Carbon Footprint Tools:
We are aligning with our suppliers to leverage Agrecalc on improvements required to the tool, such as a reporting mechanism to track changes to the methodology used over time, and we've started pilot projects to derive "farm to fork" product carbon footprint using Root Global.

Europe Supplier Sustainability Benchmark:
We've continued to scale our supplier sustainability benchmark program, which was initially trialed in the UK and Ireland in 2020. As of 2024, this program has been expanded to all European protein suppliers. Based on these survey results, we provide feedback to suppliers and share best practice across the supply base in terms of Scope 3 projects. In Europe, this Supplier Sustainability Ranking is now part of our overall Supplier Score, emphasizing the importance of sustainability in our supply chain.

Outreach Events:
OSI hosts ongoing supplier engagement and outreach events like those held at Pickstock in the UK with a range of speakers on topics such as how green credentials are important for future finance opportunities, animal disease, case studies from sustainable farmers and farming union participation, as well as sharing learnings from Brongain Farm.

Sustainable Agriculture Academy in Poland:
This e-learning platform, developed in collaboration with industry partners, addresses knowledge gaps in sustainable agriculture, particularly for small family farms in our supply chain. The academy covers topics from the SAI Platform's FSA standard and includes OSI-created content on animal production based on ERBS targets and guidelines.

Part 2: Community Engagement

OSI continues to value and nurture its relationships with the communities that enable our global operations. Our commitment to creating opportunities and partnership within these communities remains steadfast, leveraging our position as a global food provider to meet critical local needs.

A Culture of Giving Back

The spirit of philanthropy, deeply rooted in OSI's leadership and ownership, continues to drive our company's culture of giving. Our charitable foundations, including the OSI Group Foundation in the U.S. and Turosi Giving in Australia, maintain their focus on key social responsibility areas such as food research and education, health and nutrition, and support for children and families.

Our regional corporate offices continue to oversee team member-led volunteering efforts, adapting to post-pandemic realities while maintaining our commitment to community service. In Australia, we've maintained our formal company-sponsored time off for volunteering, while in the U.S., our Outreach Team continues to coordinate local community service opportunities. European sites retain their autonomy in organizing engagement events tailored to local needs.

Community Partnerships and Initiatives

As we emerge from the challenges posed by the COVID-19 pandemic, OSI has reinvigorated its partnerships with food banks and hunger relief programs. While maintaining necessary safety precautions, we have continued to expand our community engagement activities. Our commitment to providing donations remains strong. During the reporting period, OSI contributed substantial amounts of food and financial assistance to support various charitable organizations.

Recent community engagement highlights include:

North America: OSI North America organized a Teen Pajama Drive in partnership with the United Way, providing warm clothing to teenagers in need during the holiday season. Additionally, the Corporate Outreach and Diversity Equity and Inclusion (DEI) Committee adopted two local families through the United Way's generous program.

OSI UK's Macmillan Coffee Morning not only raised funds for cancer support but also promoted sustainability through local baking and community engagement.

On August 31, 2024, Turosi Giving hosted its annual Charity Gala Ball, "Stronger Together," at the iconic Melbourne Town Hall, bringing together 500 corporate partners and guests. The event was a resounding success, raising record-breaking funds: a check for $200,000 was presented to the Lighthouse Foundation for youth homelessness initiatives, and an additional $39,505 was donated to four major hospitals across the country.

These initiatives reflect our ongoing commitment to supporting and enriching the communities where we operate, adapting our approach to meet evolving needs while maintaining our core values of generosity and community partnership.

Industry Influence

As a supply chain leader, OSI remains committed to sharing animal welfare best practices through industry memberships, sponsorships, partnerships, and business relationships. Our participation in multi-stakeholder industry groups provides access to the most current research on animal welfare. This exchange of best practices is bidirectional, as we often test or observe innovative technologies and practices within our own supply chain and then share our positive experiences with the wider industry.

Key avenues for mutual sharing of animal welfare best practices include:

Farm Assurance and Animal Welfare

OSI's suppliers undergo audits under established farm assurance standards, including Red Tractor (UK), Bord Bia (Ireland), RSPCA certification (Australia & UK), and AMA (Agrar Markt Austria). We're also actively involved in global and regional roundtables, such as the Global Roundtable for Sustainable Beef (GRSB), European Roundtable for Beef Sustainability (ERBS), US Roundtable for Sustainable Beef (USRSB), Australian Beef Sustainability Framework (ABSF), and Round Table on Responsible Soy (RTRS). In regions lacking established programs, we collaborate with these roundtable partners or work independently to develop standards that benchmark supplier performance against industry best practices, ensuring consistent adherence to ethical standards across our global operations.

Industry Groups

OSI participates in numerous industry groups, including the Meat Institute and the Protein PACT, Farm Foundation, US Poultry & Egg Association, National Turkey Federation, Animal Agriculture Alliance, Australian Chicken Meat Federation, various European associations such as UECBV (European Livestock and Meat Trading Union, as well as regional associations such as the VDF (German Meat Association) and ZDG (German Poultry Association). Within these groups, we often participate in animal welfare committees and attend sponsored animal handling trainings to stay current with new research and maintain up-to-date animal welfare guidelines, management systems, and practices.

Roundtables

OSI is involved in several roundtables globally, including the Global Roundtable for Sustainable Beef (GRSB), the European Roundtable for Beef Sustainability (ERBS), the US Roundtable for Sustainable Beef (USRSB), the Australian Beef Sustainability Framework (ABSF) and the Round Table on Responsible Soy (RTRS). These platforms allow us to address region-specific pre-competitive issues and promote ethical standards across our industry.

Engagement with Policy Leaders

OSI representatives frequently share their expertise in animal welfare and related areas with officials and policy leaders worldwide, participating in various international conferences and forums.

Committees

Our subject-matter experts organize and participate in committees to advocate for industry advancement in animal welfare, incorporating learnings into our own expectations.

University Partnerships

We continue to seek expertise from academic institutions globally to inform our decision-making and policy development based on current research.

Section 5

Our Priorities: Animal Welfare

Our Supply Chain & Antibiotic Stewardship

Overview

At OSI, our commitment to exceptional animal care remains a cornerstone of our operations. We, along with our stakeholders, continue to uphold rigorous standards throughout our supply chain. Our focus on humane treatment extends from our own farms and processing plants to all our sourcing partnerships.

This unwavering dedication to animal welfare is deeply ingrained in our business philosophy and practices. We enforce these principles rigorously across our entire network.

OSI remains at the forefront of animal welfare best practices in our industry, constantly innovating and improving our approaches. As part of this innovation, we are exploring the use of AI to inform and enhance our animal welfare training, allowing us to adapt to the latest insights and ensure the highest standards of care.

We maintain our commitment to preserving antibiotic effectiveness for both human and animal health. Our strategy prioritizes practices that enhance animal wellbeing, naturally reducing the need for antimicrobials. When antibiotics are necessary, we ensure their judicious use, particularly concerning critically important medications. These policies and expectations guide our comprehensive approach to animal welfare and antibiotic use.

These standards are enhanced by region-specific and customer-driven requirements, often exceeding industry norms.

Animal Welfare Policy Commitment

Our public-facing Animal Welfare Policy Commitment continues to establish uniform standards and high expectations for the treatment and welfare of all animals in our supply chain.

This document, accessible to all team members, customers, and suppliers, remains a cornerstone of our approach to animal welfare.

The policy commitment requires OSI and our suppliers to:

- Comply with all relevant laws and regulations
- Maintain a robust and continuously improving animal welfare management system
- Undergo regular, third-party animal welfare verification audits
- Foster a culture of animal welfare awareness throughout our operations
- Continuously seek opportunities for improvement in our practices
- Collaborate with suppliers to advance their animal welfare standards
- Uphold the Five Freedoms of animal welfare as defined by the World Organization for Animal Health:
    - Freedom from hunger, malnutrition, and thirst
    - Freedom from fear and distress
    - Freedom from physical and thermal discomfort
    - Freedom from pain, injury, and disease
    - Freedom to express (most) normal patterns of behavior

OSI, jointly with suppliers and a large customer, hosted a landmark Animal Welfare training event in South America, led by Dr. Temple Grandin, reinforcing our commitment to global best practices in animal care and sharing knowledge across our supply chain.

We recognize that animal welfare practices are continuously evolving, and we remain dedicated to staying at the forefront of these developments. Our policy commitment reflects not only current best practices but also our aspirations for future improvements in animal care across our global operations.

At our Pickstock abattoir in the UK, we are testing video assisted AI to detect unusual or undesirable activity associated with animal handling. This technique can allow for earlier detection and correction of any issues and be used as a valuable training tool for team members and suppliers.

Supplier Agreements

Our supplier agreements continue to set clear sourcing expectations for quality, food safety, and animal welfare. These agreements form the foundation of our supplier partnerships and are supplemented by customer-specific standards that often exceed industry norms. The expectation agreements require our suppliers to:

- Develop management systems for all required procedures outlined in the document; these systems should work best for their context and operations while meeting all safety, quality, and animal welfare objectives.
- Maintain documentation that supports the efficacy of their programs and approach, providing evidence to OSI when requested.
- We adhere to our updated Supplier Code of Conduct, which outlines guiding principles and minimum standards we expect throughout our business relationship; this Code of Conduct continues to identify animal welfare as a shared value for our supply chain partners.

Antibiotic Guiding Principles

Our Antibiotic Guiding Principles, a cornerstone of our commitment to responsible animal care, continue to evolve with advancing science and industry best practices. These principles, available on OSI's website and accessible to all stakeholders, reaffirm our support for:

- The international consensus that livestock producers, in collaboration with their veterinarians, are best positioned to ensure prudent and judicious antibiotic use in food animal production. This approach protects both animal and public health while maintaining the ability to treat animals and uphold the highest standards of animal welfare.
- The World Health Organization's categorization of antibiotics, including those designated as critically important to human medicine.
- Supplier initiatives to implement animal production practices that reduce, and where feasible, eliminate sub-therapeutic antibiotic use in food animals. We encourage the adoption of best practices that promote responsible antibiotic use.
- Strict adherence to all relevant laws and regulations governing antibiotic use in animal agriculture.
- Protocols ensure that animals are not introduced into the food supply until medicines have adequately cleared their systems, maintaining food-safety standards.

Case Study

Animal Welfare Event with Temple Grandin

South America

In June 2024, OSI Group, in collaboration with a large customer and renowned animal behaviorist Dr. Temple Grandin, organized a groundbreaking Animal Welfare training event in Buenos Aires, Argentina. This marked a significant milestone, as it was the first time in nearly two decades that Dr. Grandin had conducted such training in South America.

The four-day event, meticulously planned by OSI's Carol Alonso and our customer, brought together representatives from 46 supplier companies across 13 countries for beef suppliers and 14 countries for chicken suppliers. In total, approximately 115 participants from 34 beef companies and 12 chicken companies, representing 71 beef locations and 25 chicken locations, attended the training.

The comprehensive program was designed to refresh and calibrate animal welfare practices among raw-material suppliers and auditors against our customer's stringent standards. The training focused on crucial aspects of animal handling, including the impacts of shadows, vocalization, acts of abuse, natural behaviors of animals, and preventing the normalization of poor human-animal interactions.

The event's structure combined theoretical knowledge with practical application. The first day was dedicated to classroom sessions led by Dr. Grandin, covering animal health and welfare for both beef and chicken. The following two days involved practical training sessions at a beef plant in Pilar (Rioplatense) and a chicken plant in Capitan Sarmiento (GTA), allowing participants to apply their learnings in real-world settings.

This hands-on approach enabled attendees to gain insights into good animal-handling practices, understand the importance of facility design in reducing animal stress, and learn techniques for creating calmer, more animal-friendly environments. The training emphasized the significance of patience and quiet-handling techniques in minimizing stress on animals during processing.

Feedback from the event was overwhelmingly positive, with participants describing the training as excellent and inspirational. The opportunity to learn directly from Dr. Grandin was particularly valued, providing unique insights into animal behavior and welfare.

The event reinforced the importance of continuous improvement in animal welfare practices. Follow-up processes include annual third-party audits and company-specific methods to demonstrate compliance with standards, including the use of CCTV for unbiased observations.

OSI's commitment to sharing knowledge across its global operations is evident in its quarterly animal welfare committee meetings, where information from events like this is disseminated. The success of the South American training has sparked interest in similar events in other regions, with discussions underway for potential training sessions in Europe and North America in the coming year.

Managing Animal Welfare in Our Operations and Supply Chain

Industry Best Practices and Elevated Standards

OSI's farms and primary processing facilities continue to adhere to industry-leading practices established by renowned experts and organizations. We align our operations with guidelines from the World Organization for Animal Health (OIE), incorporate insights from authorities like Dr. Temple Grandin, and follow the North American Meat Institute Animal Handling Guidelines. Our beef and poultry producers undergo rigorous audits under specific farm-assurance standards that promote and verify best practices. In collaboration with our roundtable partners, OSI actively contributes to the development and maintenance of standards that benchmark supplier performance against industry best practices. These standards, coupled with regular audits, ensure consistent quality and uphold our commitment to animal welfare throughout our supply chain.

A Culture of Trained Leaders and Team Members

Through these comprehensive and evolving training and education efforts, OSI continues to foster a culture where animal welfare is a top priority at every level of our organization and throughout our supply chain.

- **Designated Personnel:** OSI continues to employ dedicated professionals across our organization to oversee animal welfare and sustainability practices on our farms and throughout our supply chain.
  - **Farm Managers:** In our vertically integrated operations, OSI's internal farm managers work closely with farmers to ensure proper animal care and adherence to best practices.
  - **Quality Assurance Auditors:** We maintain our commitment to sourcing expectations through employed or contracted quality assurance auditors, keeping OSI connected to production practices and alerted to any concerns that might impact our customers.
  - **Supply Chain and Sustainability Leaders:** Our teams actively participate in industry groups and collaborate with suppliers to extend our influence deeper into the supply chain. They also engage directly with cooperatives to develop new suppliers and enable them to meet higher value standards.
- **Mandatory Internal Training:** All team members handling animals continue to receive comprehensive training from globally recognized subject-matter experts to ensure competency.
- **Internal Culture Building:** In 2024, we've expanded our efforts to integrate animal welfare into our broader Food Safety communications initiative. This approach aims to motivate all OSI team members to incorporate safety and welfare best practices consciously into their daily work.
- **Upstream Training and Education:** OSI has enhanced its upstream training programs, deploying both external trainers and our own animal welfare experts to conduct more frequent and comprehensive training sessions for animal transporters and farmers. We've also expanded our communication channels, including interactive workshops, digital resources, and goal-setting meetings, to ensure our suppliers are fully aware of and capable of meeting our evolving animal welfare expectations.
- **Proactive Management of Vertically Integrated Suppliers:** We've strengthened our requirements for vertically integrated chicken suppliers. In addition to developing their own farm quality control supervisors, we now require regular reporting and analysis of Key Welfare Indicators (KWIs) from slaughterhouses. This data drives our continuous improvement activities and helps us identify areas for focused intervention.
- **Innovative Training Approaches:** In 2023, OSI introduced the Cow Vision Glasses program across our beef processing facilities in Europe and the U.S. This groundbreaking initiative allows handlers to experience the environment from the cattle's perspective, fostering a deeper understanding of animal behavior and promoting more empathetic handling practices.

Programming and Implementation

Through these advanced monitoring techniques and continuous improvement in our data collection and analysis, OSI remains committed to maintaining the highest standards of animal welfare across our global operations and supply chain.

- **Audits and Verification:**
  - **First-Party:** OSI continues to employ quality representatives globally, certified by recognized animal welfare auditing programs such as the Professional Animal Auditor Certification Organization (PAACO). These team members conduct daily internal animal welfare verification activities, ensuring both OSI and our suppliers adhere to all appropriate expectations, including our updated policies and guidelines.
  - **Second-Party:** We maintain our support for best-in-class customers who audit our facilities against elevated animal welfare standards, fostering a culture of continuous improvement.
  - **Third-Party:** Our use of third-party remote video audits has expanded, now covering all OSI beef slaughter operations and an increased number of poultry slaughter operations. These audits generate daily reports, reviewed by designated animal welfare staff in Europe and the U.S., allowing for prompt implementation of preventive measures and escalation of critical issues to company leadership. We continue to undergo audits tied to certification programs where applicable.
  - **Supplier Audits:** We've enhanced our supplier audit process, now using a combination of independent third parties and our own trained auditors to assess all suppliers in our supply chain every 12 to 24 months. This ensures compliance with our animal welfare policy and guidelines. Our zero tolerance policy for animal abuse remains firmly in place, with any finding of mistreatment resulting in immediate suspension or potential termination of business relationships.
- **Global Engagement:** Our commitment to animal welfare extends beyond our immediate operations. In June 2024, OSI organized a landmark Animal Welfare training event in Buenos Aires, Argentina, led by renowned expert Dr. Temple Grandin. This event brought together representatives from 46 supplier companies across multiple countries, reinforcing our commitment to global best practices in animal care.
- **Continuous Improvement:** We've strengthened our focus on using Key Welfare Indicators (KWIs) from slaughterhouses to drive continuous improvement activities. This data-driven approach helps us identify areas for focused intervention and measure the effectiveness of our animal welfare initiatives. Through these comprehensive auditing, verification, and improvement processes, OSI continues to uphold and advance our commitment to animal welfare across our global operations and supply chain.
- **Monitoring:**
  - **Key Welfare Indicators:** We continue to refine and expand our use of best-in-class KWIs across our own farms, processing facilities, and select suppliers. These indicators, which exceed industry requirements, allow for more uniform and objective tracking of animal welfare throughout our operations. Building on our common set of KWIs for beef in Europe, we've further implemented and standardized KWIs at all poultry farms and plants under the OSI umbrella. These enhanced indicators provide a comprehensive view of animal welfare from farm to slaughter, forming the foundation for our goal setting, performance reviews, and continuous improvement activities.
  - **AI Animal Welfare Monitoring:** Following the successful introduction of AI animal welfare monitoring at several chicken primary processing facilities, we've expanded this technology to additional locations. The AI-powered video assessments continue to provide robust data on flock health. In 2024, we've extended this technology to beef slaughterhouses in Europe, enhancing our ability to monitor and improve animal welfare across different species.
  - **Supplier Benchmarking:** We've enhanced our Key Performance Indicator (KPI) scoring system for tracking animal wellbeing data. While previously focused on chicken suppliers, we've now expanded this system to include a broader range of suppliers across different animal species.

Case Study

Cow Vision Glasses

Global

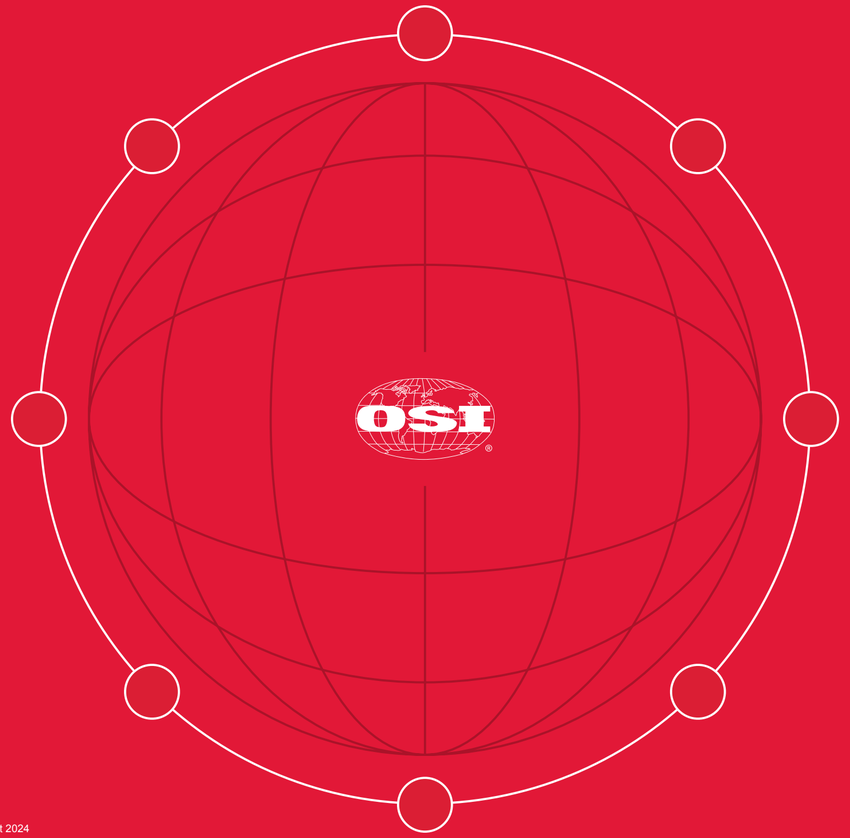
In 2023, OSI partnered with animal behavior experts and software developers to implement an innovative approach to understanding cattle vision and behavior using Cow Vision Glasses. The glasses, developed by Benito Weise from LBZ Echem and Peter Menzel from Computer Output Management, simulate how cattle perceive their environment, allowing handlers to experience the world from the animals' perspective.

To introduce this groundbreaking technology, OSI conducted trainings at each of its beef processing facilities across Europe and the U.S. The trainings focused on the specific aspects of cattle vision, such as their sensitivity to contrasts, reflections, and slower adaptation to light changes, and how these factors influence their natural behavior and movement through handling facilities.

The Cow Vision Glasses program is designed to improve animal welfare by raising awareness of cattle's unique visual perception and promoting the implementation of best practices in facility design and animal handling. By understanding how cattle see and react to their surroundings, handlers can create a calmer, less stressful environment that encourages natural movement and reduces the need for physical intervention.

As part of the program, OSI's facilities have begun implementing changes such as using indirect lighting, light-colored surfaces, and allowing cattle more time to adjust to new environments. The company has also emphasized the importance of patience and quiet-handling techniques to minimize stress on the animals.

In 2024, OSI plans to expand the Cow Vision Glasses program to its global supply chain partners, including transporters and farmers, to promote a consistent, industry-wide approach to cattle welfare. By sharing this technology and knowledge, OSI aims to drive continuous improvement in animal welfare practices throughout the beef industry, setting a new standard for responsible and compassionate animal handling.



In Closing

We are proud to share our continued progress as a global food solutions provider, focused on aligning our sustainability initiatives with the commitments of our customers and tackling the critical issue of climate change.

Our progress in reducing emissions, enhancing resource efficiency, and fostering strong partnerships across the supply chain reflects our dedication to driving meaningful, measurable change.

By prioritizing climate action, we are not only supporting our customers' commitments but also positioning OSI to lead in creating a more resilient and sustainable food system for future generations. Together, we will continue to push boundaries and innovate for a better tomorrow.

Content Index

Statement of use	OSI Group has reported the information cited in this GRI content index for the period January 2022 to December 2023, with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION	ALIGNED SDG(s)
GRI 2: General Disclosures 2021	2-1 Organizational details	Our Global Footprint - Page 8	
	2-2 Entities included in the organization's sustainability reporting	Global Facilities and Brands - Page 10	
	2-3 Reporting period, frequency and contact point	About this Report - Page 5	
	2-4 Restatements of information	No significant restatements of information.	
	2-5 External assurance	External assurance was not provided for the reporting years.	
	2-6 Activities, value chain and other business relationships	Our Supply Chain - Page 60	
	2-7 Employees	Our Team - Page 35	
	2-8 Workers who are not employees	Our Team - Page 35	
	2-9 Governance structure and composition	Corporate Governance and Organizational Structure - Page 14	
	2-11 Chair of the highest governance body	Corporate Governance and Organizational Structure - Page 14	
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance - Page 22	
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance - Page 22	
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance - Page 22	
	2-15 Conflicts of interest	Ethics and Business Principles - Page 15	
	2-16 Communication of critical concerns	Ethics and Business Principles - Page 15	
	2-17 Collective knowledge of the highest governance body	Sustainability Governance - Page 22	
	2-22 Statement on sustainable development strategy	Letter from the President, A Message from our Chief Sustainability Officer - Page 21	
	2-23 Policy commitments	Ethics and Business Principles - Page 15	
	2-24 Embedding policy commitments	Ethics and Business Principles - Page 15	
	2-25 Processes to remediate negative impacts	Ethics and Business Principles - Page 15	
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Business Principles - Page 15	
	2-27 Compliance with laws and regulations	Ethics and Business Principles - Page 15	
	2-28 Membership associations	OSI Industry and Multi-Stakeholder Group Memberships - Page 71	
	2-29 Approach to stakeholder engagement	Global Alignment, OSI Industry and Multi-Stakeholder Group Memberships - Pages 24, 71	
	2-30 Collective bargaining agreements	Our Team - Page 35	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Priorities - Page 28	
	3-2 List of material topics	Sustainability Priorities - Page 28	
	3-3 Management of material topics	Sustainability Priorities - Page 28	

GRI 200: Economic Disclosures

GRI STANDARD	DISCLOSURE	LOCATION	ALIGNED SDG(s)
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Ethics and Business Principles - Page 15	
	205-2 Communication and training about anti-corruption policies and procedures	Ethics and Business Principles - Page 15	

GRI 300: Environmental Disclosures

GRI STANDARD	DISCLOSURE	LOCATION	ALIGNED SDG(s)
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Spotlight on Climate Change - Page 54	
	302-3 Energy intensity	Spotlight on Climate Change - Page 54	
	302-4 Reduction of energy consumption	Spotlight on Climate Change - Page 54	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Spotlight on Water - Page 52	
	303-2 Management of water discharge-related impacts	Spotlight on Water - Page 52	
	303-3 Water withdrawal	Spotlight on Water - Page 50	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Spotlight on Climate Change - Page 54	
	305-2 Energy indirect (Scope 2) GHG emissions	Spotlight on Climate Change - Page 54	
	305-3 Other indirect (Scope 3) GHG emissions	Spotlight on Climate Change - Page 54	
	305-5 Reduction of GHG emissions	Spotlight on Climate Change - Page 54	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Spotlight on Waste - Page 46	
	306-2 Management of significant waste-related impacts	Spotlight on Waste - Page 46	
	306-3 Waste generated	Spotlight on Waste - Page 46	
	306-4 Waste diverted from disposal	Spotlight on Waste - Page 46	
	306-5 Waste directed to disposal	Spotlight on Waste - Page 46	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management - Page 62	

GRI STANDARDS

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GRI 400: Social Disclosures			
GRI STANDARD	**DISCLOSURE**	**LOCATION**	**ALIGNED SDG(s)**
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Spotlight on Worker Safety and Well-being - Page 38	
	403-2 Hazard identification, risk assessment, and incident investigation	Team Member Training and Education - Page 36	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Spotlight on Worker Safety and Well-being - Page 38	
	403-5 Worker training on occupational health and safety	Team Member Training and Education - Page 36	
	403-6 Promotion of worker health	Spotlight on Worker Safety and Well-being - Page 38	
	403-9 Work-related injuries	Spotlight on Worker Safety and Well-being - Page 38	
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Development and Retention - Page 39	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Corporate Governance and Organizational Structure , Our Workforce at a Glance - Pages 14, 35	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights Policy - Page 34	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Human Rights Policy - Page 34	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights Policy - Page 34	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community Engagement - Page 76	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply Chain Management - Page 62	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Our Commitment to Food Safety and Quality - Page 16	

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