



US.
FOODS®

2023
SUSTAINABILITY
REPORT

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ABOUT US

US Foods® (NYSE: USFD) is one of America’s great food companies and a leading foodservice distributor, serving independent and chain restaurants, as well as healthcare, hospitality, governmental and educational institutions. Through a broad and innovative food offering and a comprehensive suite of e-commerce and business solutions, we help chefs, restaurants and foodservice operators succeed. Our success is powered by our 30,000 talented US Foods associates, who come to work every day ready to help our customers “Make It.” Visit our [website](#) to learn more.



70+

Distribution Facilities



90

CHEF'STORE® Locations



\$35.6B

Net Sales



6,500+

Trucks in Our Fleet



~4,000

Sales Associates



150+

Years in Business



~30,000

Associates



400,000+

Products



~6,000

Suppliers



~250,000

Customers

LETTER FROM OUR CEO

"I am proud of the progress we have made on our sustainability journey. None of it would be possible without the dedication of our 30,000 talented associates."

Dave Flitman

Chief Executive Officer



Dear Stakeholders,

In my first year as Chief Executive Officer at US Foods®, we updated our business strategy to articulate our commitments more fully to US Foods' culture, service to customers, continued business growth and strong profits. As part of the Culture pillar of our strategy, we expressed our continued intention to being a responsible company that is both environmentally and socially conscious. Our overall strategy aligns with our sustainability initiatives and reinforces our longstanding focus on innovating and differentiating our products; maintaining a safe, diverse and inclusive workplace; and improving the efficiency of our fleet and facilities. In this report, we share the progress we have made in 2023 toward our sustainability goals.

Products

We continued expanding our portfolio of products that meet our defined standards for being local or sustainable or supporting well-being. FORTUNE named US Foods one of America's Most Innovative Companies for 2023, a testament to our leadership in developing and offering our customers on-trend and sustainable products. These included nearly 900 sustainable Exclusive Brand products through our Serve Good® and Progress Check® programs and 3,300+ Serve You™ Exclusive Brand products to meet the diverse diet and lifestyle preferences of today's consumers. We also introduced an exciting new Serve Good category focused on Climate-Conscious products designed to help reduce greenhouse gas (GHG) emissions.

People

We seek to make a positive impact on the lives of our associates and the communities we serve by promoting a safe work environment, fostering diversity and inclusion and investing in our communities. In 2023, we reduced our number of accidents and injuries by 23% over 2022. Additionally, we further increased our diverse representation in leadership, with 51% of new or open leadership roles filled by women or people of color. Our associate engagement surveys showed Inclusion Index scores that consistently exceeded the external benchmark and indicated that the majority of our associates perceive equal opportunity at US Foods, regardless of differences or backgrounds. Also in 2023, we engaged with approximately 3,000 certified diverse suppliers and small businesses, contributing to positive economic impacts in communities across the country. And we continued our commitment to harnessing the power of food to provide communities with nourishment and opportunity by donating more than \$12 million in food, supplies and monetary contributions.

Planet

We are committed to measuring, monitoring and minimizing our environmental impact, including our response to climate change. In 2023, we reduced our Scope 1 and Scope 2 GHG emissions by 6%, reduced miles driven by 7% and decreased both fuel and energy intensity.¹ This progress is due to continued enhancements in our fleet and facilities, including 90 compressed natural gas tractors and 40 electric trucks.

¹ GHG emissions, miles driven and fuel and energy intensity all compared to 2019, our baseline year.

To continue engaging our supply chain in reducing environmental impacts, we launched a survey to more than 1,000 suppliers, tracking how many have set GHG emissions reduction targets and requesting other environmental and social information.

I am proud of the progress we have made on our sustainability journey. None of it would be possible without the dedication of our 30,000 talented associates, along with the valuable input of our shareholders, suppliers and customers. As our business and our positive impact on people and communities grow, sustainability remains central to delivering our strategy and driving business results.

Thank you for your interest in US Foods and our sustainability progress.

A handwritten signature in black ink that reads "Dave Flitman".

Dave Flitman

Chief Executive Officer

OUR SUSTAINABLE BUSINESS STRATEGY

We strive to inspire and empower chefs and foodservice operators to bring great food experiences to their consumers, supported by our WE HELP YOU MAKE IT® promise. We accomplish this by providing customers with the innovative products, business support and technology solutions they need to succeed.

In 2023, we updated our business strategy to better articulate our commitments to US Foods® culture, service to customers, continued business growth and strong profits. This refinement of strategy aligns with our sustainability² initiatives and further reinforces our longstanding focus on ensuring the safety of our associates, maintaining a diverse and inclusive workplace, innovating and differentiating our products, improving the efficiency of our fleet and facilities, and operating as an environmentally and socially conscious business. These and other sustainability initiatives support our purpose and our business while providing a foundation to help mitigate negative impacts and increase our positive impacts on the economy, environment, people and communities.

2 US Foods considers environmental, social and governance topics to be within the scope of sustainability.



OUR CULTURAL BELIEFS

At the foundation of our strategy is a collective commitment to a set of Cultural Beliefs that serve as our guiding principles. These Cultural Beliefs unite us and inform the ways our associates engage, lead, work day-to-day and embrace continuous improvement to deliver on our business strategy.

Together, our business strategy and Cultural Beliefs keep us focused on the critical actions that accelerate progress in all aspects of our business, including sustainability.

In 2023, in concert with the release of our new Company business strategy, we launched an internal culture activation program to raise awareness of our updated strategy, increase understanding of and connection to our strategy and culture, and engage associates in our Cultural Beliefs to continue driving business results. During the year, we rolled out 194 culture activation sessions, with about 10,000 participating associates. In post-session surveys, 95% of participants indicated they understand how our culture drives our key business results and 80% indicated they understand how their own work contributes to those results. In 2024, we plan to further integrate culture topics into additional communications, roundtables and new hire onboarding.

10,000

associates participated in culture activation in 2023

DELIVER EXCELLENCE

I do it right for my customer every time

STOP WASTE

I drive productivity through continuous improvement

YOU MATTER

I work safely, care for my co-workers and enable their success

WIN TOGETHER

I team up with the right people, in the right way, at the right time

SPEAK UP

I seek the facts, talk straight and exchange objective feedback



OVERSIGHT OF OUR SUSTAINABILITY PROGRAM

At US Foods®, we help our customers *Make It*, with products and services that help to shape the communities in which we live and work. We are committed to operating responsibly and continuously improving, guided by a sustainability strategy organized around three focus areas: Products, People and Planet.

Pursuant to its charter, the Nominating and Corporate Governance Committee of our Board of Directors oversees our sustainability strategy, including reviewing the progress against our goals and initiatives. The Nominating and Corporate Governance Committee receives quarterly reports from management regarding the Company’s sustainability initiatives and accomplishments, and reviews significant sustainability-related disclosures, such as our annual sustainability report, before publication.

Our Audit Committee provides oversight of our cybersecurity programs; food safety and quality; and ethics and compliance matters; and receives an annual report from management. Our Compensation and Human Capital Committee has oversight responsibilities for compensation matters, as well as our human capital management policies and strategies relating to talent acquisition and development, diversity and inclusion, associate engagement and retention, associate safety, and executive succession.

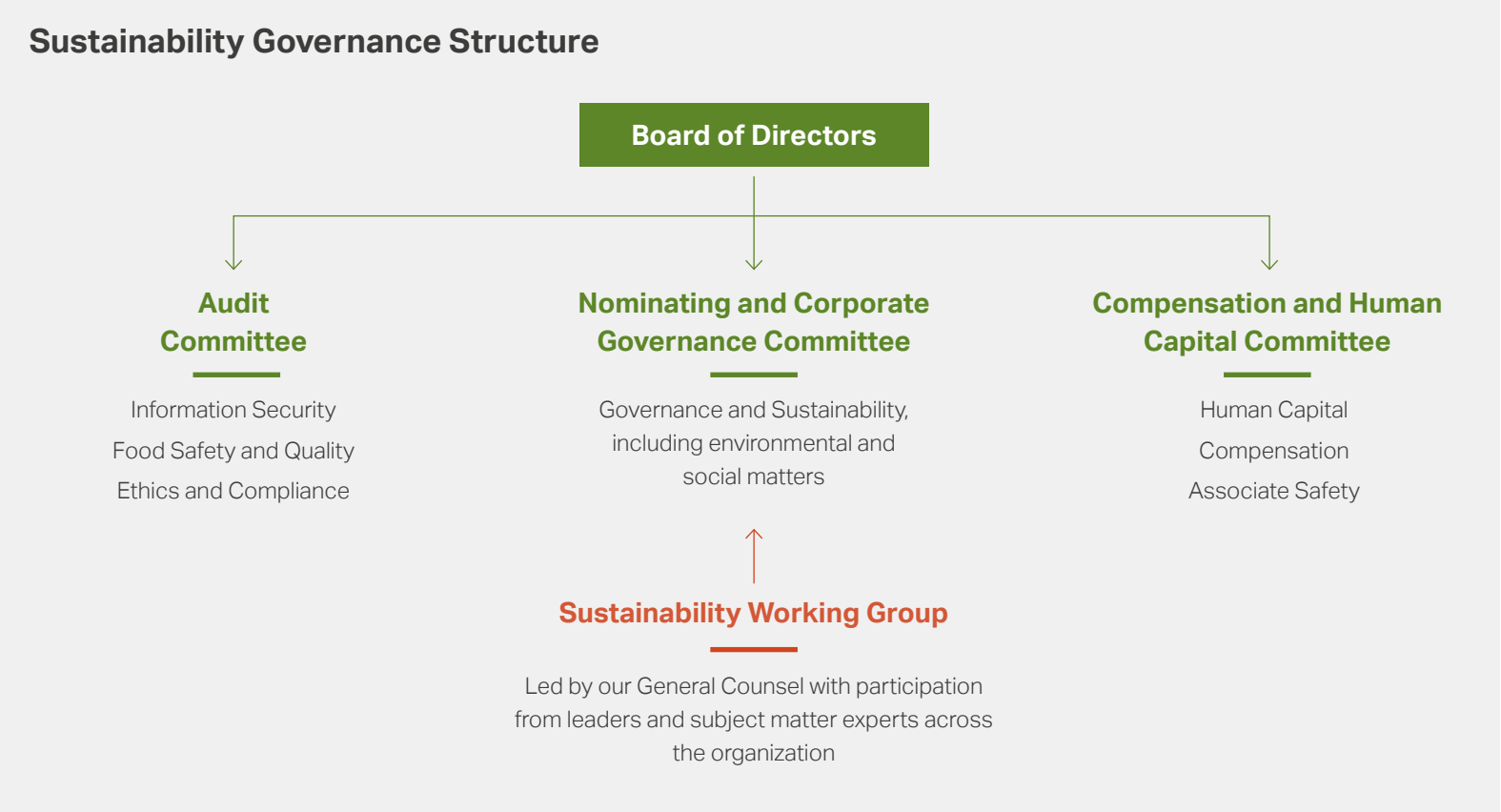
Each Director participates in an extensive orientation program upon joining the Board, including meeting with members of our Executive Leadership Team and other key management team members to gain a deeper understanding of the Company’s businesses and operations. We also hold Committee-specific orientation sessions when a Director joins a Committee for the first time. At the Board level, periodic briefing sessions are provided to Directors on subjects that would assist them in discharging their duties both at the full Board and Committee levels. These briefing sessions may include sustainability topics, as relevant, such as to apprise Directors of emerging sustainability trends, risks and opportunities that could be applicable to our business.

Our General Counsel, with support from our Director of Corporate ESG, leads a cross-functional sustainability working group to advance our sustainability objectives. This group includes cross-functional leaders and subject matter experts from Supply Chain, Real Estate, Merchandising, Human Resources, Investor Relations, Legal and Corporate Communications. This team has been able to increase transparency, collaboration and coordination across our organization to enhance our sustainability initiatives. In addition, the sustainability working group collaborates with our Executive Leadership Team to plan for and assess progress against sustainability commitments and priorities. Managed by the Director, Corporate ESG, the working group reports quarterly to the General Counsel, who communicates those updates to the Nominating and Corporate Governance Committee.

Stakeholder Engagement

We recognize the value of listening to and considering the perspectives of our stakeholders, including associates, customers, suppliers and stockholders, on topics related to sustainability and governance. Their valuable feedback informs our holistic sustainability approach and allows us to better understand and respond to their interests.

We reach out to the Company’s largest stockholders multiple times throughout the year and engage with proxy and other investor advisory firms that represent the interests of various stockholders. These discussions provide opportunities for robust dialogue and feedback. We engage directly with our customers through a variety of presentations and meetings to better understand their sustainability priorities and how we can help to support them. We also provide regular updates to US Foods’ Supplier Advisory Council, where sustainability topics are discussed as appropriate.



ABOUT THIS REPORT

This report reflects our sustainability performance during fiscal year 2023, including all US Foods® operations, unless noted otherwise. Beginning with this report, we are referring to our environmental, social and governance commitments and progress under the umbrella term “sustainability.” Likewise, we have shifted our use of “corporate social responsibility (CSR)” to “sustainability.” This 2023 Sustainability Report builds on our previous CSR reports using language we believe is simpler and more relevant to our diverse stakeholders.

Standards and Frameworks

Our sustainability reporting is informed by those standards that are most relevant to our business and stakeholders: the Sustainability Accounting Standards Board (SASB), now part of the International Sustainability Standards Board or ISSB, Food Retailers & Distributors Standard, the Task Force on Climate-related Financial Disclosures (TCFD) and Global Reporting Initiative (GRI) Standards. Separately, we also develop an annual CDP response.

What We Mean When We Say

US Foods Holding Corp., US Foods, the Company, us, we or our: Unless otherwise specified, these terms refer to our owned legal entities, brands and trademarks, including our offices, our production facilities, our distribution centers and our retail stores known as CHEF’STORE® locations.

Suppliers or vendors: Unless otherwise specified, these independent third parties have a direct contractual relationship with us to provide products, product ingredients or services, including food and non-food items such as cutlery, dishware and packaging. In 2023, we sourced from approximately 6,000 suppliers.

Forward-Looking Statements

Statements in this 2023 Sustainability Report which are not historical in nature are “forward-looking statements” within the meaning of the federal securities laws. These statements often include words such as “believe,” “expect,” “project,” “anticipate,” “intend,” “plan,” “outlook,” “estimate,” “target,” “seek,” “will,” “may,” “would,” “should,” “could,” “forecast,” “mission,” “strive,” “more,” “goal,” or similar expressions (although not all forward-looking statements may contain such words) and are based upon various

assumptions and our experience in the industry, as well as historical trends, current conditions and expected future developments. However, you should understand that these statements are not guarantees of performance or results and there are a number of risks, uncertainties and other important factors, many of which are beyond our control, that could cause our actual results to differ materially from those expressed in the forward-looking statements, including, among others: economic factors affecting consumer confidence and discretionary spending and reducing the consumption of food prepared away from home; cost inflation/deflation and commodity volatility; competition; reliance on third-party suppliers and interruption of product supply or increases in product costs; changes in our relationships with customers and group purchasing organizations; our ability to increase or maintain the highest margin portions of our business; achievement of expected benefits from cost savings initiatives; increases in fuel costs; changes in consumer eating habits; cost and pricing structures; the impact of climate change or related legal, regulatory or market measures; impairment charges for goodwill, indefinite-lived intangible assets or other long-lived assets; the impact of governmental regulations; product recalls and product liability claims; our reputation in the industry; labor relations and increased labor costs and continued access to qualified and diverse labor; indebtedness and restrictions under agreements governing our indebtedness; interest rate increases; disruption of existing technologies and implementation of new technologies; cybersecurity incidents and other technology disruptions; risks associated with intellectual property, including potential infringement; effective consummation of pending

acquisitions and effective integration of acquired businesses; potential costs associated with shareholder activism; changes in tax laws and regulations and resolution of tax disputes; certain provisions in our governing documents; health and safety risks to our associates and related losses; adverse judgments or settlements resulting from litigation; extreme weather conditions, natural disasters and other catastrophic events; and management of retirement benefits and pension obligations.

For a detailed discussion of these risks, uncertainties and other factors that could cause our actual results to differ materially from those anticipated or expressed in any forward-looking statements, see the section entitled “Risk Factors” in our Annual Report on [Form 10-K](#) for the fiscal year ended December 30, 2023 filed with the Securities and Exchange Commission (SEC) on February 15, 2024. Additional risks and uncertainties are discussed from time to time in current, quarterly and annual reports filed by the Company with the SEC, which are available on the SEC’s website at [www.sec.gov](#). Additionally, we operate in a highly competitive and rapidly changing environment; new risks and uncertainties may emerge from time to time, and it is not possible to predict all risks nor identify all uncertainties. The forward-looking statements contained in this 2023 Sustainability Report speak only of this report and are based on information and estimates available to us at such time. We undertake no obligation to update or revise any forward-looking statements, except as may be required by law.

OUR 2023 SUSTAINABILITY GOALS AND HIGHLIGHTS³



PRODUCTS

Grow our portfolio of products that meet our criteria for being local, sustainable or supporting well-being by working with our suppliers to source and offer products with social or environmental benefits, as well as maintaining our continued commitment to food safety and quality.

HIGHLIGHTS

- 4,200+ Hungry For Better⁴ products
- Introduced new Serve Good[®] product category, Climate-Conscious, designed to help reduce greenhouse gas (GHG) emissions
- 3,300+ Serve You[™] products with well-being attributes⁵

GOALS

- Grow our offering and sales of products with sustainability certifications or attributes through our Exclusive Brand Serve Good and Progress Check[®] programs
- 100% of the palm and palm kernel oil used in all Exclusive Brand products be certified, at minimum, Roundtable on Sustainable Palm Oil (RSPO) Mass Balance
- 100% of our Harbor Banks[®] Exclusive Brand seafood products meet our Serve Good or Progress Check standards
- 75% of our Exclusive Brand seafood products (in addition to 100% of Harbor Banks) meet our Serve Good or Progress Check standards by 2025

2023 PROGRESS

- Nearly 900 Serve Good and Progress Check products with sustainability certifications or attributes
- 100% of palm and palm kernel oil in all Exclusive Brand products certified RSPO Mass Balance or higher
- 93% of Harbor Banks Brand seafood products met our Serve Good or Progress Check standards
- 70% of our Exclusive Brand seafood products outside of the Harbor Banks brand met our Serve Good or Progress Check standards

³ All figures represent US Foods’ 2023 fiscal year ended December 30, 2023.
⁴ US Foods[®] Hungry For Better program prioritizes focus areas where we believe we can have the greatest impact. It consists of three pillars to provide local, sustainable and well-being products: Serve Local, Serve Good and Serve You.
⁵ In 2023, we transitioned from the former Well-Being product category to Serve You. While our Well-Being category included products with no ingredients from our Unpronounceables List[™] initiative, as well as plant-forward and positive nutrient products, Serve You includes products with no ingredients from our Unpronounceables List initiative, as well as plant-forward and certified gluten-free products.

OUR 2023 SUSTAINABILITY GOALS AND HIGHLIGHTS⁶ CONTINUED

PEOPLE

Make a positive difference in the lives of our associates and in the communities we serve by fostering an inclusive and dynamic workplace where our associates can grow and thrive, and by investing in our communities through community giving and volunteerism.



HIGHLIGHTS	
• 3,400+ associates participated in our 10 Employee Resource Groups • 2,300 managers and leaders completed Creating Conscious Inclusion training • \$742+ million⁷ spent with more than 600 certified diverse suppliers and \$2.6 billion+ spent with more than 2,600 small businesses across the U.S.	
GOALS	2023 PROGRESS
• Continuously drive an enhanced safety culture built on education, awareness and associate engagement	• Implemented SWAAT (Safely Working at all Times) teams at every US Foods® facility to roll out safety initiatives • Improved safety performance by 23%
• Continue to increase diverse representation in leadership roles and across all associate job levels	• 51% of new or open leadership roles filled by women or people of color • 57% of our associates are women or people of color (as of December 31, 2023)
• Increase a culture of inclusion as measured by the Inclusion Index	• Throughout 2023, Inclusion Index scores increased from 70% to 73%, consistently exceeding the 69% external benchmark
• Support hunger relief, culinary education and disaster relief through donations of product and financial contributions, as well as associate volunteerism	• Donated \$12+ million in food, supplies and monetary contributions

⁶ All figures represent US Foods’ 2023 fiscal year ended December 30, 2023.
⁷ Figures include trade and indirect spend with Tier 1 suppliers.

OUR 2023 SUSTAINABILITY GOALS AND HIGHLIGHTS⁸ CONTINUED



PLANET

Engage in best practices to improve the efficiency of our facilities and fleet and to help reduce the environmental footprint of our operations.

HIGHLIGHTS	
• Partnered with truCurrent™ to develop a detailed energy transition roadmap • Updated select solar installations to include battery storage • Completed five LED lighting retrofits • Achieved LEED certification at two facilities, for a total of five certified • Launched three-year deforestation and land conversion project to assess and help mitigate risk of deforestation and land conversion in the supply chain	
GOALS	2023 PROGRESS
• Reduce absolute Scopes 1 and 2 GHG emissions 32.5% by 2032 from a 2019 base year	• 6% reduction in Scopes 1 and 2 GHG emissions since 2019 • 6% reduction in fuel intensity,⁹ 3% reduction in emissions intensity¹⁰ and 3% reduction in energy intensity¹¹ across the business since 2019
• Work with suppliers representing 67% of Scope 3 emissions (focusing on purchased goods and services) to set science-based targets by 2027	• Surveyed key suppliers on sustainability commitments and performance • 17% of our suppliers (by emissions) had set science-based targets in 2022¹²
• Increase the use of alternative fuel, including electric vehicles, in our fleet	• Added 15 compressed natural gas (CNG) tractors, for a total of 90 CNG vehicles
• Add 30 battery-electric trucks in 2023	• Deployed 40 electric trucks and eight electric yard tractors • Exceeded 250,000 miles driven in electric trucks • Added 65 fast-charging stations at eight locations
• Decrease fleet miles driven	• Reduced total miles driven by 7% since 2019

⁸ All figures represent US Foods’ 2023 fiscal year ended December 30, 2023.
⁹ Measured as gallons of fuel per case delivered.
¹⁰ Measured as pounds of CO2e per case delivered.
¹¹ Measured as kilowatt hours per case delivered.
¹² FY 2023 Scope 3 emissions and progress against our supplier engagement goal will be disclosed in our 2024 CDP response.

2023 AWARDS AND RECOGNITIONS

Although we don’t undertake any of our sustainability initiatives for the recognition, we are pleased to be recognized for our commitments and our performance in delivering on our environmental, social and governance goals.

- DISABILITY:IN**
2023 List Best Places for People to Work with Disabilities
- DIVERSITY INC.**
2023 Noteworthy Company for Diversity
- FORBES**
2023 List of America’s Best Large Employers
- FORTUNE**
2023 Fortune 500 Company
2023 Fortune Global 500 List
2023 America’s Most Innovative Companies
- NEWSWEEK**
2023 America’s Greatest Workplaces
2023 America’s Greatest Workplaces for Diversity
2023 America’s Greatest Workplaces for Women
2023 America’s Most Trustworthy Companies
2023 America’s Greatest Workplaces for Parents and Families
- INTERNATIONAL DAIRY QUEEN INC.**
2023 Distributor of the Year – US Foods® Roanoke, Virginia



GOVERNANCE AND INTEGRITY



At US Foods®, we are committed to doing the right thing. Honesty and integrity are the foundation for how we operate.

ETHICS AND COMPLIANCE

The cornerstone of our commitment to ethics and compliance is our [Code of Conduct](#), which sets out expectations for how we work with each other, and with our customers, suppliers, communities, government officials and other stakeholders. The Code of Conduct is grounded in our Cultural Beliefs and the understanding that each of us plays an important role in operating with honesty and integrity.

Ethics and Compliance Governance

The Audit Committee of our Board of Directors oversees our Ethics and Compliance program, which is led by our General Counsel. Both the Audit Committee and our Ethics Leadership Council—consisting of members of our Executive Leadership Team and chaired by our General Counsel—receive quarterly updates on the Ethics and Compliance program, including Check-In Line report volumes and trends, resulting remedial actions and any significant matters.

The Ethics and Compliance team, under our General Counsel, is responsible for overseeing the day-to-day handling of reports of alleged misconduct, including logging and tracking complaints, conducting investigations, identifying policy violations, apprising appropriate stakeholders of findings and recommending appropriate remedial actions, and following up with individuals who raise concerns. Handling concerns promptly and appropriately is critical to preserving associate trust and protecting US Foods.

Speaking Up

Part of building a culture of integrity is creating an environment that encourages associates to speak up when something does not seem right. This message is proactively communicated through our Code of Conduct, Cultural Beliefs, website, intranet, on-site posters, training, emails and other notifications from our Ethics and Compliance and Human Resources teams. To foster a culture of speaking up, we prohibit retaliation against anyone who raises questions or concerns in good faith. Our suppliers and their employees are also encouraged to speak up, and our [Supplier Code of Conduct](#) sets the expectation that our suppliers have a no-retaliation policy to allow their employees to report their concerns to US Foods without fear of retaliation or reprisal.

GOVERNANCE AND INTEGRITY CONTINUED

There are a variety of ways to report a concern, including to any manager, any member of our Human Resources, Legal Department or Ethics and Compliance teams, our General Counsel, or to the US Foods® Check-In Line. This externally hosted hotline is available to internal and external parties, including supplier employees, and can be contacted anonymously, 24 hours a day, seven days a week, with translation services, if needed.

Associate Training

To reinforce our culture of integrity, we assign annual Code of Conduct training to all full-time and part-time associates. Associates are provided other relevant training based on their role or location, including anti-corruption, human trafficking, insider trading prevention, sexual harassment prevention or workplace violence prevention, as part of our Ethics and Compliance program.

Read more about advancing learning and development in [People](#) on page 33.

CYBERSECURITY AND DATA PRIVACY

We invest in a comprehensive data security program that applies a recognized framework, uses industry standard tools, relies on expert partners, connects associates across the organization and leverages communication to protect our systems and our data.

Cybersecurity and Data Privacy Governance

Under the oversight of the Audit Committee of our Board of Directors, our cybersecurity function is managed by our Technology and Innovation team, led by our Executive Vice President, Chief Information and Digital Officer, who reports directly to our Chief Executive Officer, with support from the Internal Audit and Legal functions. Management provides an annual cybersecurity report to our Board of Directors and our Audit Committee regarding each identified top enterprise risk and which includes a review of potential digital threats and vulnerabilities.

Framework, Policies and Procedures

Our cybersecurity program is designed to protect the confidentiality, integrity and availability of critical assets and information, using a proactive and risk-based approach. We utilize an industry-recognized framework to reassess our cybersecurity program and identify strengths and areas of evolution. Our program is structured around five commonly defined stages (Identify, Protect, Detect, Recover and Respond) and is a comprehensive approach to information and cybersecurity risk management.

Our policies, including our Information Security Policy and Privacy Policy, and procedures are designed to align with industry best practices and comply with regulatory requirements. We align our payment processing policies and procedures with industry security standards, including the Payment Card Industry Data Security Standard. Throughout the year, we conduct targeted audits and assessments, using internal and external resources, of certain aspects of our information security systems.

Threat Management and Incident Response

Our comprehensive cybersecurity program leverages technology, third-party expertise and trained personnel to provide whole-enterprise governance; collaboration for 24-hour monitoring; threat detection and incident response; and network, cloud and mobile security. We partner with security firms to manage our security incident and event management, identify external threats, perform penetration testing, complete security assessments and support incident response. These relationships are evaluated and benchmarked periodically to ensure quality resourcing to augment our internal staff and provide insight into emerging risks inside and outside the foodservice industry.

For more information about our cybersecurity practices and programs, see our [2023 Form 10-K](#).

Privacy Policy

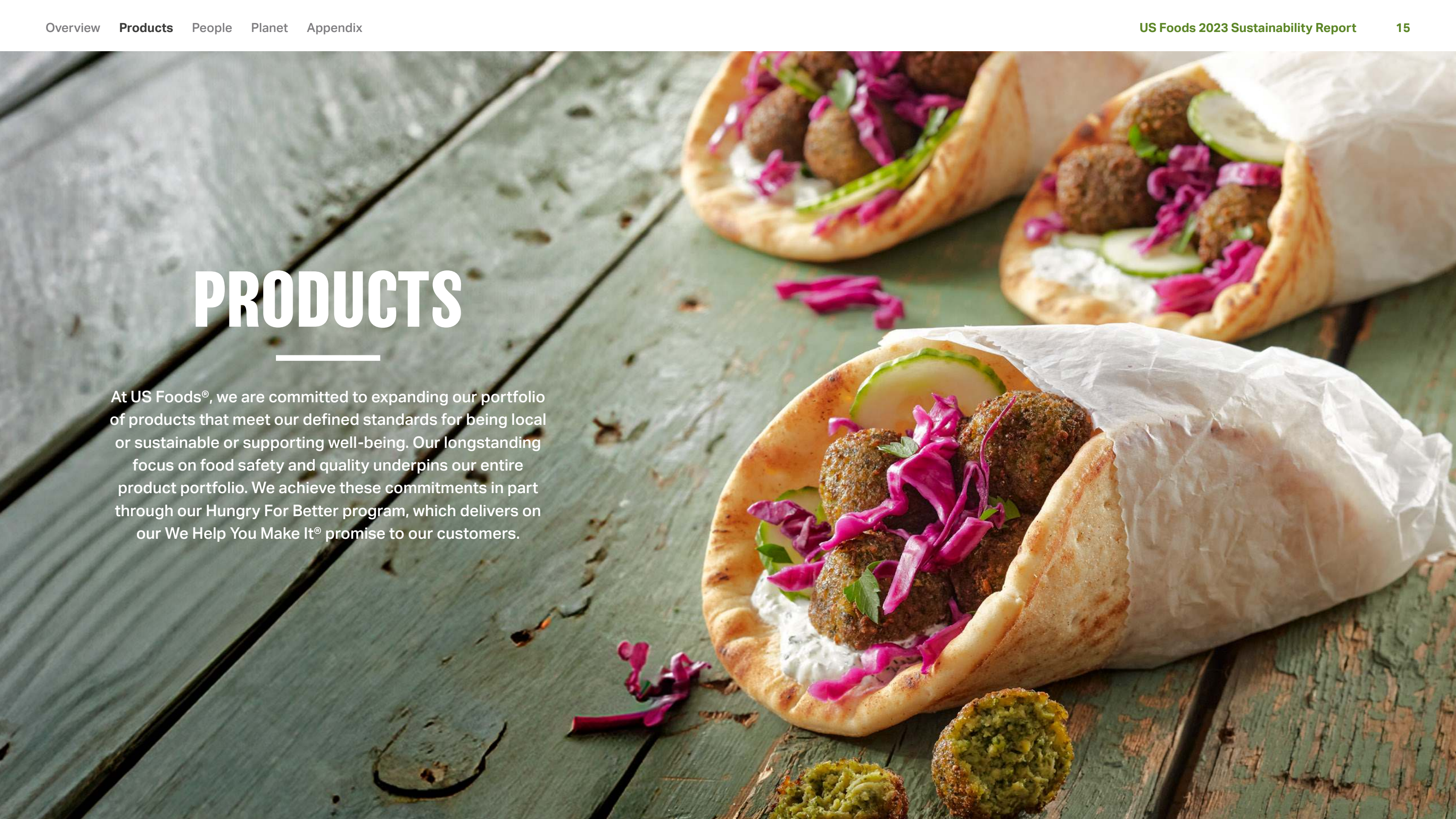
Our [Privacy and Security Policy](#), updated in 2023, promotes transparency by disclosing how we collect data through our websites, through mobile applications and off-line, as well as our use of such information. We monitor and update our data collection practices and policy to conform with applicable data privacy regulations and laws.

Associate Training

We provide all associates who have network access with annual data security training. Our training and education programs include specialized training for associates handling confidential information, information security awareness training, periodic anti-phishing campaigns, one-click email-enabled phish alert reporting functionality and advisory emails on emerging threats.

PRODUCTS

At US Foods®, we are committed to expanding our portfolio of products that meet our defined standards for being local or sustainable or supporting well-being. Our longstanding focus on food safety and quality underpins our entire product portfolio. We achieve these commitments in part through our Hungry For Better program, which delivers on our We Help You Make It® promise to our customers.



OUR PRODUCT STRATEGY

For US Foods®, building a resilient and sustainable supply chain means maintaining a diverse supplier base that helps us meet the varying preferences of our customers and their diners, as well as prioritizing responsible sourcing practices as appropriate for our business. This helps to support environmental stewardship in our supply chain and to broaden the range of sustainable food and non-food choices available to our customers. It also includes an emphasis on third-party certification to verify product sustainability claims and provide greater transparency. Both approaches—our diverse supplier network and responsible sourcing—enable us to provide differentiated products that are local or sustainable or that can contribute to well-being.

Read more about our supplier diversity efforts in [People](#) on page 44.

RESPONSIBLE SOURCING

We continue to make progress on our responsible sourcing journey, the cornerstone of which is our [Supplier Code of Conduct](#). Updated in 2023, the Code has been approved by our senior management and made available to suppliers.

Responsible Sourcing Governance

Multiple departments, including our Legal and Merchandising teams, contribute to the management of responsible sourcing, which includes supplier oversight related to our policies and standards. The Nominating and Corporate Governance Committee of our Board of Directors provides ultimate oversight for responsible sourcing as part of its larger responsibility over the company’s sustainability program. Our Merchandising and Category Management teams manage supplier relationships and performance.

Supplier Code of Conduct

Our Supplier Code of Conduct outlines our expectations and priorities for suppliers. Our standards of ethics and integrity and compliance with applicable laws are informed by the United Nations (UN) Universal Declaration of Human Rights (UNDHR), the UN Guiding Principles on Business and Human Rights, the International Labour Organization (ILO) Conventions and Recommendations, the Organization for Economic Co-operation and Development Guidelines for Multinational Enterprises (OECD Guidelines), as well as US Foods’ [Human Rights Principles](#).



OUR PRODUCT STRATEGY CONTINUED

Our Supplier Code of Conduct sets forth our expectations for suppliers in many key areas, including legal compliance; human rights, forced labor and human trafficking; workplace health and safety; product safety and regulatory compliance; sustainability and social responsibility; and ethical business practices. In late 2023, we updated the Code to also include additional information on deforestation and managing greenhouse gas (GHG) emissions. Our Supplier Code of Conduct defines deforestation and sets our expectation for suppliers to align with our commitment to working to achieve no deforestation in our supply chain. It also states our goal for 67% of our suppliers by emissions to develop science-based targets (SBTs) by 2027, and stipulates our minimum expectations for them to calculate their emissions.

In addition, we expect each supplier to conduct business in full compliance with all applicable national, state and local laws and regulations of the countries in which they operate—including trade, export and import controls, product safety requirements and all applicable antitrust and fair competition laws. Our Supplier Code of Conduct also details procedures for engaging with suppliers in the case of non-compliance, up to and including terminating our business relationship with the supplier.

Our Supply Chain Collaboration Policy—intended for direct trade suppliers to provide clear, written expectations regarding US Foods® policies, processes and procedures—also includes our expectation that suppliers review and comply with our Supplier Code of Conduct.

In 2023, we introduced an environmental, social and governance (ESG) survey to more than 1,000 suppliers. Over time, the survey results will help us to efficiently track supplier GHG emissions and request information on topics such as deforestation, biodiversity and water management. The survey also asks about labor standards and human rights, including the use of policies addressing child and forced labor, working hours, grievance and whistleblower mechanisms, harassment and other topics.

We have also embarked on a multi-year initiative to identify, quantify and mitigate the environmental and social risks associated with certain commodities known to negatively affect the world’s forests and some communities, including palm, coffee, soy and others. In 2023, we completed our first-ever third-party-led assessment of deforestation and land conversion risks in our supply chain, which we will use to inform plans to help mitigate those risks and meet our commitments to achieving no deforestation in our supply chain and to respecting human rights.

Respecting Human Rights

Our commitment to responsible sourcing and working with integrity includes our commitment to respecting human rights. US Foods senior management has adopted our [Human Rights Principles](#), which are guided by our Cultural Beliefs and informed by the UNDHR, the UN Guiding Principles on Business and Human Rights, the ILO Conventions and Recommendations and the OECD Guidelines. Our Human Rights Principles prohibit the use of forced labor and unlawful discrimination and harassment, in support of maintaining a safe, inclusive workplace.

We encourage our suppliers to adopt consistent human rights principles and comply with all human rights laws and regulations applicable to them.

Grievance Mechanism

We encourage our associates, consultants, suppliers and vendors to raise questions or suspicions of non-compliance with our expectations without fear of retaliation. Concerns can be raised in a variety of ways, as detailed in our Human Rights Principles and Supplier Code of Conduct, such as by taking the concern directly to any US Foods manager, any member of the Human Resources, Legal Department or Ethics and Compliance teams, our General Counsel or the US Foods Check-In Line. This externally hosted hotline is available to internal and external parties, including workers in our supply chain, and can be contacted anonymously, 24 hours a day, seven days a week, with translation services, if needed. Also outlined in our Supplier Code of Conduct is the expectation that suppliers should have a no-retaliation policy that prohibits a supplier’s management from retaliating against its employees who raise a concern to US Foods’ attention in good faith.



OUR PRODUCT STRATEGY CONTINUED

RESPONSIBLE PALM OIL



Although use of palm oil in US Foods® Exclusive Brand products is minimal, we regard it as a high-risk commodity due to the palm oil industry’s significant contributions to deforestation. Since 2019, we have met our Responsibly Sourced Palm Oil Policy commitment to source 100% of the palm or palm kernel oil used in US Foods Exclusive Brand products through certified sustainable sources as defined in the Policy.¹³ Product-level compliance with this policy is reviewed annually by members of US Foods’ Food

13 Exclusive Brand products are US Foods’ branded products, while Manufacturer Brands are other companies’ products we stock for the convenience of our customers. Manufacturer Brand products are not in scope for this commitment.

Safety and Quality Assurance, Product Development and Category Management teams. We are members of the Roundtable on Sustainable Palm Oil (RSPO) and support their standards, and have also incorporated our Responsibly Sourced Palm Oil Policy into our Supplier Code of Conduct to address potential environmental and social risks associated with palm oil production.

In 2022, we also engaged all Exclusive Brand suppliers to collect data in support of our first-ever RSPO Annual Communication of Progress (ACOP). As a result, in 2023, the RSPO Shared Responsibility Scorecard, which rates companies’ overall performance based on sourcing commitments and transparency, gave US Foods an average score of 9.5 out of 10 relating to US Foods’ Exclusive Brand products, far exceeding the sector average of 4.4. We have submitted our 2023 RSPO ACOP and plan to submit an ACOP annually going forward.

Also in 2023, we engaged an expert third party to conduct a deforestation and land conversion risk assessment, which underscored the potential risks to forests of palm oil production and laid the groundwork for future action plans to help mitigate risk in our supply chain, including direct engagement with suppliers representing the majority of palm oil and palm kernel oil usage in US Foods Exclusive Brand products to trace the oil back to its origins and ensure it comes from responsibly managed sources.

Read more about this initiative in Planet on page 58.

Once again in 2023, all the palm or palm kernel oil used in US Foods Exclusive Brand products was certified RSPO Mass Balance or higher. This means, at a minimum, the volume of palm or palm kernel oil used in these products reflects an equivalent volume of palm oil or palm kernel oil produced by RSPO-certified mills and plantations. Approximately 1% of the products in our Exclusive Brand portfolio were confirmed to contain palm oil or palm kernel oil—86% of which was Mass Balance and 14% of which was sourced from a combination of supply chain models, including Identity Preserved and Segregated models. As in previous years, no RSPO credits were required to achieve the 100% goal.



OUR GOAL

- 100% of the palm and palm kernel oil used in all Exclusive Brand products be certified, at minimum, RSPO Mass Balance

OUR 2023 PROGRESS

- 100% of palm and palm kernel oil in all Exclusive Brand products certified RSPO Mass Balance or higher

OUR PRODUCT STRATEGY CONTINUED

SUSTAINABLE SEAFOOD

By responsibly sourcing seafood for our customers, we can help contribute to the long-term health of fisheries and aquaculture. Along the way, our aim is to continually improve the responsible sourcing of our seafood supply chain, beginning with our Exclusive Brand products and including Harbor Banks®, the largest US Foods® Exclusive Brand portfolio of seafood products. Our associated sourcing standards guide and support our continued work to strengthen our Exclusive Brand seafood supply chain even when unforeseen external circumstances temporarily affect progress toward our quantitative goals.

Our [Responsibly Sourced Seafood Policy](#), updated in 2024, provides the foundation for our seafood sourcing strategy by outlining our standards and practices, as well as



Harbor Banks Smoked Norwegian Salmon

measurable commitments that address all species in our Exclusive Brand seafood portfolio and each stage of our Exclusive Brand seafood supply chain.

Our Serve Good® and Progress Check® programs help make sustainable seafood choices easier and more transparent for our customers. Most of the seafood products in these programs have corresponding third-party responsible sourcing standards, such as Marine Stewardship Council (MSC), Best Aquaculture Practices (BAP) and other certifying bodies benchmarked by the Global Sustainable Seafood Initiative (GSSI), in addition to Fishery or Aquaculture Improvement Projects. We also encourage our Exclusive Brand suppliers of high-risk seafood species, such as tuna or squid, to participate in relevant roundtables where they can leverage opportunities unique to those species and stay abreast of improvement project updates.

We engage with our Exclusive Brand seafood suppliers using the platform Seafood Metrics by the Sustainable Fisheries Partnership (SFP) to collect sourcing information such as country of origin and region of harvest or fishery, fishing gear type, certifications or improvement projects. In conjunction with Seafood Metrics, we also track human rights risk assessment data from the SFP’s Human Rights Risk Indicator. The Human Rights Risk Indicator system assigns a risk score based on the use of flags of convenience, a country’s ratification of ILO C188 and the Global Slavery Index Fishing Risk indicators and other factors.

Read more about Serve Good in [Hungry For Better](#) on page 22.

In 2023, 93% of Harbor Banks products aligned with either our Serve Good or Progress Check standards, which include various third-party certifications, at the time of their sourcing. We are disappointed that we fell short of the 100% achievement of our goal in previous years. This was due in part to the North American lobster fishery’s loss of Marine Stewardship Council (MSC) certification, due to issues associated with harvesting in waters where right whales have been seen, as well as select stalled Fishery Improvement Projects (FIPs).

Despite this setback, we maintain our strict standards to guide our Exclusive Brand seafood sourcing decisions, including an emphasis on third-party certification to verify the sustainability of the products we source. We also continue engaging with our suppliers and industry partners, such as SFP, as well as species-specific roundtables, working to advance seafood sustainability.

Partnerships to Advance Sustainable Seafood

Because ongoing dialogue is critical to supporting sustainable seafood, we actively participate and partner with leading organizations dedicated to informing responsible sourcing practices. We sit on the Board of Directors and Executive Committee of the National Fisheries Institute, the Board of Directors for the Global Seafood Alliance, and the Alaskan Seafood Marketing Institute Customer’s Advisory Panel. We are also active members of the Better Seafood Board and SFP.



OUR GOAL

- 100% of our Harbor Banks Exclusive Brand seafood products meet our Serve Good or Progress Check standards

OUR 2023 PROGRESS

- 93% of Harbor Banks products met our Serve Good or Progress Check standards

OUR GOAL

- 75% of our Exclusive Brand seafood products (in addition to 100% of Harbor Banks) meet our Serve Good or Progress Check standards by 2025

OUR 2023 PROGRESS

- 70% of our Exclusive Brand seafood products outside of the Harbor Banks brand met our Serve Good or Progress Check standards

In addition, we were the first U.S. foodservice distributor to join the GSSI, and in 2015, US Foods became the first foodservice broadline distributor in the U.S. to earn MSC Chain of Custody certification nationwide, which requires, among other things, the implementation and audit of specific inventory procedures in our distribution centers for MSC-certified seafood products.

OUR PRODUCT STRATEGY CONTINUED

ANIMAL CARE

Exclusive Brand Animal Care Requirements

Although we do not handle live animals in our role as a foodservice distributor, we offer a variety of products that adhere to specific standards in support of animal care. Our US Foods® Exclusive Brands Supplier and Co-Packer Food Safety and Quality Manual outlines our animal care expectations for Exclusive Brand suppliers who deal with live animals. These suppliers must also comply with all applicable federal, state and local laws and regulations.

In addition, impacted Exclusive Brand suppliers are required to have policies and quality assurance systems in place that support and manage the treatment of animals in their supply chain, to help ensure they are handled without abusive or cruel treatment. Their policies must meet the Professional Animal Auditor Certification Organization (PAACO) Minimum Standards for Assessments of Animal Welfare Audits. All live-animal facilities must be audited by a third party and hold updated certifications to an industry-recognized animal welfare standard (e.g., United States Department of Agriculture, or USDA), and each Exclusive Brand supplier must conduct routine internal audits of their operations to assess their compliance with accepted good handling principles.

One of our focus areas for animal welfare is sourcing cage-free eggs. We have a goal in place to only source cage-free raw shell and liquid eggs for our Exclusive Brands by 2026, depending on supply availability, affordability and customer demand.

As of year-end 2023, 27% of the raw shell and liquid eggs we sourced for our Exclusive Brands met our cage-free egg requirements, compared to 21% as of year-end 2022. Because of continued customer demand challenges due to affordability, as well as limitations in the supply chain, we are re-evaluating our 2026 cage-free egg commitment to determine how we can most successfully offer our customers cage-free egg product options. As part of this process, we continue to collaborate with our suppliers and customers to identify the best approach.¹⁴

Just as important to us as proper animal care is the opportunity to source protein that has been raised with sound environmental management practices. We completed our first deforestation and land conversion risk assessment for our Exclusive Brand product supply chains in 2023, part of our three-year initiative to identify deforestation and land conversion hot spots in our supply chain, such as those associated with animal production, and to examine opportunities to help address risks to forests, biodiversity, indigenous people’s rights and other concerns.

Read more about our [deforestation risk assessment](#) in Planet on page 58.

14 Certain jurisdictions have specific cage-free housing requirements for egg-laying hens, and US Foods requires its suppliers to comply with applicable laws.

INNOVATIVE PRODUCT DEVELOPMENT

DIFFERENTIATE: Capitalize on our food innovations, team-based selling and value-added services.

Our continued emphasis on innovation in product development plays a central role in accelerating our differentiated products, especially those in our Hungry For Better program, which provides strategic guardrails for the development of products that are local or sustainable or support well-being. US Foods product developers are responsible for staying on top of the latest food and foodservice trends, such as through market research, close supplier relationships and restaurant visits. They use this knowledge to develop trend-forward and time- and labor-saving items, helping our customers compete for a diverse and discerning clientele and boost profitability.

Read more about [Serve Good](#) in Hungry For Better on page 22.



FORTUNE
Named US Foods one of America’s Most Innovative Companies for 2023

Through [Scoop™](#), our award-winning Exclusive Brand product innovation launch platform, we are able to promote new Hungry For Better products, along with their attributes, benefits and suggestions for ways customers can leverage them to appeal to diners and save time and money.



SPOTLIGHT

MONOGRAM[®]
CARBON-NEGATIVE¹⁵ CUTLERY



Sue Evans has led the long-running development of responsible disposables in our Serve Good[®] program, including our newest cutlery innovation: Monogram carbon-negative¹⁵ cutlery. Made from a blend of innovative GHG-derived biomaterial combined with polypropylene and minerals, the cutlery is part of our new Serve Good Climate-Conscious product category. Its biomaterial comes from a micro-organism that feeds on GHG emissions such as methane from old mines, landfills, dairy farms and other sources, so that the GHG emissions are consumed instead of being released to the atmosphere. The cutlery follows our earlier introduction of the compostable¹⁶ Monogram Evolve™ Straw, made from a biological process involving canola oil fermentation. In 2023, we recognized the cutlery with our first-ever Sustainability Award at our annual Vendor Forum.



“The carbon-negative cutlery is an alternative for operators and diners who don’t have access to good product end-of-life solutions like composting or recycling. By using this cutlery, they can feel good about doing their part to help reduce GHG emissions.”

Sue Evans
Senior Manager, Non-Food Product Development,
FSQ, Packaging Science

Read more about our Climate-Conscious product category in Serve Good on page 26.

15 Based on life cycle assessment of estimated emissions from raw materials through manufacturing and delivery to US Foods’ distribution centers verified by SCS Global Services per ISO 14044-2006. Electricity emissions include use of Renewable Energy Credits.

16 Biodegradable Products Institute (BPI) Certified compostable; Commercially compostable only. OK compost HOME and OK compost INDUSTRIAL certified. Wrapper is Forest Stewardship Council[®] (FSC)-certified.

Under our Hungry For Better program, we serve up three product portfolios—local, sustainable and well-being—to help our operators find options that resonate with today’s diners.



PRODUCTS ARE EITHER: Sourced within 400 miles from where products ship to our customers
OR sourced within the state from where products ship to our customers



RESPONSIBLY SOURCED

CLIMATE-CONSCIOUS

CONTRIBUTES TO WASTE REDUCTION

- AGRICULTURAL PRACTICES
- SUSTAINABLE SEAFOOD
- ANIMAL CARE
- REDUCE GHGs
- REDUCE WASTE
- RESPONSIBLE DISPOSABLES



GLUTEN-FREE CERTIFIED

PLANT-FORWARD

NO INGREDIENTS ON THE UNPRONOUNCEABLES LIST ^{©20}

- PLANT-BASED¹⁷
- VEGAN¹⁸
- VEGETARIAN¹⁹

17 Plant-based is a finished product that is made with ingredients derived from plants – including vegetables, fruits, whole grains, nuts, seeds and/or legumes. Additionally, fungi and algae, although not technically plants, will also be considered as plant-based ingredients. Products eligible are meat, seafood, egg and dairy alternative products that do not contain any animal-derived ingredients. Ingredients that are not of plant or animal origin are permitted.

18 To be considered vegetarian at US Foods, the product does not contain any ingredients that are of animal origin – except that milk, eggs, honey and beeswax may be used. We partner with our suppliers to make reasonable efforts to avoid cross-contact with other animal-based ingredients.

19 To be considered vegan at US Foods, the product does not contain any ingredients that are of animal origin – including milk, eggs, honey, beeswax and gelatin. We partner with our suppliers to make reasonable efforts to avoid cross-contact with animal-based ingredients.

20 Processing aids and potential cross-contact during production are not in scope for this program.

HUNGRY FOR BETTER

LOCAL, SUSTAINABLE AND WELL-BEING PRODUCTS

Our Hungry For Better program is designed to make it easy for our customers to identify products that could help meet their diners’ preferences for delicious, on-trend meals by prioritizing product qualities increasingly important to consumers: products that are local, sustainable or that support individual dietary or lifestyle preferences.

The program is underpinned by research on product environmental and social benefits, providing insights for ongoing product development and leveraging innovation to focus on those areas where we believe we can make the greatest positive impact. Antibiotic use, animal care, food waste, responsible disposables, sustainable packaging, sustainable seafood, transparency and waste reduction are key issues, as are products that offer simple ingredients not found on the US Foods® Unpronounceables List™²¹ or plant-forward attributes, or that are certified gluten-free.

22%
of our Exclusive Brand products qualify for the Hungry For Better program

4,200+
products in the Hungry For Better program

~900
products meet our Serve Good® or Progress Check® standards

3,300+
products meet our Serve You™ criteria

Program Overview
Three pillars make up our Hungry For Better program:



Our Serve Local program offers Exclusive Brand and Manufacturer Brand products from regional farmers, producers and/or manufacturers.²²

Our Serve Good program offers a curated portfolio of Exclusive Brand products developed in partnership with suppliers that are committed to our defined standards for responsible practices.

Our Serve You program offers Exclusive Brand products with simple ingredients not found on the US Foods Unpronounceables List™²¹, with plant-forward attributes or that are certified gluten free.



²¹ Processing aids and potential cross-contact during production are not in scope for this program.

²² Serve Local products are sourced from either within 400 miles from where the products ship to our customers or from within the state from where the products ship to our customers.

HUNGRY FOR BETTER CONTINUED



Rykoff Sexton® Multi-Color Carrot Blend

Hungry For Better Program Governance

The Nominating and Corporate Governance Committee of our Board of Directors receives quarterly updates and provides oversight to the Hungry For Better program as part of its broader responsibility over the company’s sustainability program. Our Chief Merchant serves as the Executive Sponsor and our Vice President of Product Development and Innovation provides managerial oversight.

Our Product Development and Innovation team leads the ideation of and develops innovative Exclusive Brand products, including products with defined environmental or social benefits through the Hungry For Better program. To support our growing program and enhance our in-house expertise, in 2022 we introduced a new Hungry For Better-dedicated Local and Sustainable Product Lead. This role is responsible for developing our Hungry For Better strategy and associated long-range planning, as well as engaging customers on Hungry For Better. This includes knowledge-building and awareness-raising for increased internal and external stakeholder engagement.

Engaging Our Associates and Customers

A central focus in 2023 was communication, training and awareness-raising about Hungry For Better among US Foods® product developers, sales teams and customers. This included enhancing our Hungry For Better training to ready our sales teams to grow case sales and revenue of Hungry For Better products, and providing training on third-party sustainability certifications to our product developers.

SPOTLIGHT

VALERIE RUBIN, FOOD FANATICS CHEF—SUSTAINABILITY & SPECIALTY DIETS



Using their culinary expertise, as well as insights from the company’s work with more than 250,000 restaurants and foodservice operations, our Food Fanatics® Chefs collaborate with other chefs and restaurateurs to introduce our latest products and innovations, offer in-depth menu and recipe analysis for restaurateurs and consult with customers on enhancements for business success. Our Food Fanatics Chef Valerie Rubin, a dedicated expert in foodservice sustainability and specialty diets, oversees the Hungry For Better Resource Center, an internal platform where our sales teams can access information about the program, as well as an interactive Hungry For Better Viva Engage page where she fields related questions from US Foods associates.

“Many operators don’t know just how easy it is to take a step in the direction of making their business more sustainable or catering to specific diner preferences. It’s wonderful to see the excitement when our customers realize how many ways US Foods can support them when it comes to sustainability and specialty offerings in their business.”

Valerie Rubin
Food Fanatics Chef—
Sustainability & Specialty Diets

HUNGRY FOR BETTER CONTINUED

Customer Support

To make it easier for customers to identify our Hungry For Better options, we are making these products more readily searchable in our e-commerce platforms. In addition, we are continuing to improve our internal tracking systems to help identify products by their relevant claim categories. Not only will this improve the customer experience, but also support our goal to grow our offering of Serve Good® and Progress Check® products by making it more convenient to identify these and other products in the Hungry For Better portfolio.

Additionally, our Local and Sustainable Product Lead routinely engages with customers, such as by meeting about Hungry For Better and providing strategic guidance to help customers meet their local and sustainable procurement goals. Topics covered in our customer engagement range from high-level overviews of our sustainability commitments to discussion of our Hungry For Better offerings. We also use these discussions to help identify opportunities to make strategic enhancements to our Hungry For Better portfolio.

We also develop local and sustainable spend reports for our National Sales customers. These value-added reports support our customers with their local and/or sustainable procurement goals. They are particularly useful to those who have aligned with recognized environmentally focused purchasing programs like Healthcare Without Harm. Additionally, our Local and Sustainable Product Lead leverages these reports for hands-on analyses to make strategic recommendations and identify product conversion opportunities to actively help customers meet their goals. They can also be used to help customers set strategies for their sustainable procurement, as they allow the customer to focus by product category, spend, geography or specific claim.



The Exclusive Brand and Manufacturer Brand products offered through Serve Local are sourced from either within 400 miles from where the products ship to our customers or from within the state from where the products ship to our customers. Our individual markets work directly with local growers or aggregators to determine local product assortment that aligns with the seasonality of the growing region.

To advance our Serve Local program, we also work with indoor, Controlled Environment Agriculture (CEA) producers to source products such as leafy greens and microgreens. Using methods such as clean-room technology, advanced proprietary equipment and plant and seed science, indoor farming can provide a wide range of consistent products throughout the year, compared to traditional, seasonal field farming. We expect to increase

our efforts to provide more locally sourced products beginning in 2024, including by expanding our partnerships with CEA producers across the country.

380,000
cases of Serve Local
product provided to customers

24
Serve Local markets

HUNGRY FOR BETTER CONTINUED



OUR GOAL

- Grow our offering and sales of Serve Good and Progress Check® sustainable products

OUR 2023 PROGRESS

- ~900 Serve Good and Progress Check products
- Launched our new Serve Good Climate-Conscious product category

Serve Good products must be responsibly sourced, contribute to waste reduction or—as with our new Serve Good product category, Climate-Conscious—be designed to help reduce GHG emissions. In these ways and others, Serve Good helps our customers meet growing demand for sustainable products while contributing to our overall business success.

Our Serve Good program offers a curated portfolio of Exclusive Brand products developed in partnership with suppliers that are committed to our defined standards for responsible practices. Most of our Serve Good products carry third-party certification. Our Serve Good portfolio also includes certain categories of products that are consistent with our product sustainability priorities, even when an established third-party certification program is not currently available in the applicable category.

To be included in the Serve Good program, a product must have two attributes. First, it must come with a claim of responsible sourcing or contribution to waste reduction, or it must be produced or manufactured in a manner to help reduce GHG emissions. Claims might fall into categories focused on agricultural practices, sustainable seafood, animal care, responsible disposables, reduced waste or climate-conscious products. Second, the product must arrive to our customers in packaging that meets our strict Serve Good packaging standards, designed to help minimize packaging waste and prioritize the use of more sustainable materials to help reduce products’ environmental footprint. Our [Serve Good Program Policy](#) provides details on the program requirements, applicable certifications and packaging standards.

In 2022, we committed to growing revenue and case sales of Serve Good and Progress Check products. We also introduced performance tracking of Serve Good and Progress Check products compared to conventional Exclusive Brand products. In 2023, Serve Good and Progress Check products made up approximately 8% of total sales of Exclusive Brand products, down from 2022 due to changes in certain product ingredients, stalled Fishery Improvement Projects (FIPs) and loss of MSC certification for North American fishery lobster.

Read more about [sustainable seafood](#) on page 19.



FEATURE



SERVE GOOD®
CLIMATE-CONSCIOUS PRODUCTS

Launched in 2023, our unique Climate-Conscious product category focuses on products that help to reduce GHG emissions, supporting our customers in meeting the preferences of diners interested in the climate impact of their choices. A Serve Good product can become part of the Climate-Conscious category when it has been intentionally produced and/or manufactured to help reduce GHG emissions with claims such as:

- Carbon Neutral-Certified: Third-party certified as contributing no net GHG emissions to the atmosphere
- Carbon-Negative: Having a net-negative product carbon footprint as verified by a third-party life cycle assessment
- Climate-Friendly²³: Having ingredients that were grown and processed with GHG emissions that are lower than 70% of all products assessed by HowGood, an independent research company
- Regenerative Agriculture: Using regenerative agriculture practices to help protect and improve soil health, potentially reducing GHG emissions

23 Products eligible for HowGood’s Climate-Friendly attribute have ingredient(s) that were grown and processed with GHG emissions that are lower than 70% of all products assessed by HowGood based on its methodology.

So far, we have included in our Climate-Conscious category ingredients like green chickpeas, entrees like green chickpea falafel and mac and cheese, appetizers like beer cheese dip, and state-of-the-art cutlery. Our Climate-Conscious products also meet our Serve Good requirements for inner and outer packaging.

Serve Good Climate-Conscious Products

Monogram® Carbon-Negative²⁴ Fork:
[Carbon-Negative Fork | US Foods®](#)

Monogram Carbon-Negative²⁴ Spoon:
[Carbon-Negative Spoon | US Foods](#)

Monogram Carbon-Negative²⁴ Knife:
[Carbon-Negative Knife | US Foods](#)

Monarch® Green Chickpeas:
[Green Chickpeas | US Foods](#)



Chef’s Line® Green Chickpea Falafel:
[Green Chickpea Falafel | US Foods](#)

Molly’s Kitchen® Beer Cheese Dip:
[Beer Cheese Dip | US Foods](#)

Molly’s Kitchen Beer Mac and Cheese:
[Beer Mac and Cheese | US Foods](#)

We believe our Climate-Conscious product category will help incentivize our suppliers to innovate additional product options that help to reduce GHG emissions.

Read more about our carbon-negative²⁴ cutlery in [Innovative Product Development](#) on page 20.

24 Based on life cycle assessment of estimated emissions from raw materials through manufacturing and delivery to US Foods’ distribution centers verified by SCS Global Services per ISO 14044-2006. Electricity emissions include use of Renewable Energy Credits (RECs).



HUNGRY FOR BETTER CONTINUED



Harbor Banks® Argentine Red Shrimp

Serve Good® Agricultural Practices

Our Agricultural Practices category within Serve Good offers products that address consumer demand for transparency about how foods are grown, harvested and processed to help protect biodiversity and workers’ rights. The category includes United States Department of Agriculture (USDA) Certified Organic, Non-GMO Project Verified, Fair Trade Certified™ and Rainforest Alliance Certified products.

As part of our efforts to increase our offering and sales of organic products, we continue to launch new certified organic Exclusive Brand products and to enhance seller education and training to drive increased sales of Serve Good products overall.

Serve Good and Progress Check® Sustainable Seafood

Making responsible seafood choices easier and more transparent for our customers is central to our Serve Good and Progress Check programs. Serve Good Exclusive Brand wild-caught species carry Marine Stewardship Council (MSC) certification, while farmed species carry a Best Aquaculture Practices (BAP) 4-star recognition or the highest recognition available for the species.

Our Progress Check program recognizes Exclusive Brand seafood products that are on their way to meeting our Serve Good sustainability standards. Progress Check aims to facilitate the process toward certification and addition to our Serve Good portfolio, which can take years of investment from fisheries, farms and processors. The program helps to create a market for and grow the pipeline of fisheries, farms and processors that offer responsibly sourced seafood.

Serve Good Animal Care

Within our Serve Good program, we offer Exclusive Brand products that are American Humane Certified™ for livestock and poultry, cage-free for eggs and raised without antibiotics for meat and poultry. In participating markets, we also offer a portfolio of responsibly sourced Exclusive Brand proteins that meet additional sourcing standards beyond our Serve Good program standards for animal care. Every product in our responsibly sourced protein assortment meets the All Natural USDA standard, and is sourced from animals raised without antibiotics and no added hormones.²⁵ Our Exclusive Brand beef, poultry and pork products included in our Responsibly Sourced Protein program also meet category-specific standards:

- Beef: Raised with shelter, space for comfort, healthcare, a nutrition plan (based on our suppliers’ USDA Process Verified Program) and vegetarian-fed
- Poultry: Raised with appropriate nutrition, healthcare and housing based on our suppliers’ third-party audits (American Humane Certified for chicken and turkey products, where applicable) and vegetarian-fed
- Pork: Group-housed (based on our suppliers’ USDA Process Verified Program)



25 Federal regulations prohibit the use of hormones in poultry and pork.

HUNGRY FOR BETTER CONTINUED

Serve Good® Reduce Waste

Items in the Reduce Waste category are those Exclusive Brand products produced by facilities that have reduced manufacturing waste associated with those products, products made using materials that would otherwise be disposed of or products that reduce the amount of material that enters the waste stream.

This category includes products that contain upcycled ingredient(s) or are made from recycled content, as well as products sourced from manufacturers that are actively working to reduce the amount of waste sent to landfill. The products may include a certification from one of a select group of organizations, including the Upcycled Food Association (UFA), TRUE Zero Waste, SCS Zero Waste or GreenCircle Zero Waste.



Monogram® Evolve™ Compostable T-Shirt Bag

Serve Good Responsible Disposables

More sustainable disposables can be an important step in helping to decrease the environmental impact of foodservice operations. We offer customers a growing selection of Exclusive Brand Serve Good Responsible Disposables with cups, plates, napkins, cutlery, containers and more made from materials that are certified, verified or classified as one or more of the following: compostable, biobased or made with responsibly sourced virgin pulp. For example, the category includes products that are certified by Forest Stewardship Council (FSC), Sustainable Forestry Initiative (SFI), Program for the Endorsement of Forest Certification (PEFC), Biodegradable Products Institute (BPI), Compost Manufacturing Alliance (CMA) or USDA BioPreferred. As of 2023, it also includes our Monogram® carbon-negative²⁶ cutlery under our new Serve Good Climate-Conscious product category.

26 Based on life cycle assessment of estimated emissions from raw materials through manufacturing and delivery to US Foods’ distribution centers verified by SCS Global Services per ISO 14044-2006. Electricity emissions include use of Renewable Energy Credits (RECs).

27 In 2022, US Foods® distributed more than 2.7 million cases of Serve Good responsible disposable products. This figure was under-reported in our 2022 Corporate Social Responsibility Report, which reported 2.4 million cases of Serve Good responsible disposable products.



Serve Good Packaging Standards

We have specific packaging standards for all items included in the Serve Good program to ensure a holistic approach to providing more sustainable products. For both the inner and outer packaging, we follow three key guidelines:

- **Less Material:** Engineer packaging to use less material and work to reduce empty space, while assuring performance and product protection
- **More Sustainable Materials:** Use more sustainable materials, such as requiring responsibly sourced FSC or SFI-certified fiber content, and avoid widely unrecyclable materials, such as expanded polystyrene foam
- **Better End of Life:** Help enable customers to recycle or compost when applicable by clearly displaying instructions on what should be done with materials after use

We partner with How2Recycle® to help reduce packaging waste by including information on some Exclusive Brand product labels that identifies which packaging material is recyclable and how to prepare it for recycling. How2Recycle is a project of the Sustainable Packaging Coalition®, which provides a U.S.- and Canada-based standardized labeling system that clearly communicates recycling instructions.

HUNGRY FOR BETTER CONTINUED



We recognize that today’s diners make many different individual dietary and lifestyle choices, which is why we want to make it easier for our customers to help diners personalize their meals with a diversity of well-being product options. In 2024, we plan to continue evolving the Serve You program to feature even more plant-forward options in line with growing diner interest in plant-based²⁸ alternatives, along with vegetarian²⁹, vegan³⁰ and certified gluten-free products.

28 We define plant-based as a finished product that is made with ingredients derived from plants—including vegetables, fruits, whole grains, nuts, seeds and/or legumes. Additionally, fungi and algae, although not technically plants, will also be considered as plant-based ingredients. Products eligible are meat, fish and seafood, and egg and dairy alternative products that do not contain any animal-derived ingredients. Ingredients that are not of plant or animal origin are permitted.

29 To be considered vegetarian by US Foods, the product cannot contain any ingredients that are of animal origin, except that milk, eggs, honey and beeswax may be used. Our suppliers make reasonable efforts to avoid cross-contact with other animal-based ingredients.

30 To be considered vegan by US Foods, the product must not contain any ingredients that are of animal origin, including milk, eggs, honey, beeswax or gelatin. Our suppliers make reasonable efforts to avoid cross-contact with animal-based ingredients.

31 US Foods premium Exclusive Brands include Chef’s Line, Rykoff Sexton, Metro Deli and Stock Yards.

32 Processing aids and potential cross-contact during production are not in scope for this program.

3,300+

Serve You products

100%

of our premium Exclusive Brands meet our Unpronounceables List guidelines³¹

80+

ingredients are on the Unpronounceables List and prohibited in Serve You products

Plant-Forward Products

We offer a variety of Exclusive Brand plant-based, vegetarian and vegan products.^{28–30} These include plant-based beverages and plant-based and vegetarian meat alternatives, such as meatless burger patties, meatless crumbles, meatless breaded boneless wings and vegan products like our quinoa crumbles. The products we offer as part of our plant-forward portfolio are formulated to reduce or eliminate animal-derived ingredients or provide an alternative to animal-derived products.

Simple Ingredients

In line with growing consumer demand for simple ingredient profiles, we help our customers through our Unpronounceables List³² initiative. By creating products that avoid certain ingredients and food additives found on our Unpronounceables List,³² we offer simpler ingredient profiles.

Certified Gluten-Free Products

US Foods offers a number of Exclusive Brand products that are certified gluten-free. This third-party assurance lends transparency and confidence to our operators.

HUNGRY FOR BETTER CONTINUED

FEATURE

**FRESH NATURE FOODS:
CLIMATE-FRIENDLY²⁴ MONARCH[®]
GREEN CHICKPEA SUPPLIER**



Our supplier [Fresh Nature Foods](#) has a mission to produce quality food while taking steps to help limit its environmental impact, such as by avoiding the use of pesticides. Their Non-GMO Project Verified green chickpeas are harvested young while still bright green, providing an updated twist that appeals to trend-forward diners. The green chickpeas do not need

to be reconstituted with water—saving a processing step and a precious resource—and are instead flash frozen to preserve moisture, color and flavor. In addition, thanks to sound traceability practices, we know that 100% of the green chickpeas sourced from Fresh Nature Foods are grown in the Walla Walla Valley, which stretches from Washington State into Oregon.

In addition to being a plant-forward option in our Serve You™ program, our Monarch Green Chickpeas and Chef’s Line® Green Chickpea Falafel both qualify for our new Serve Good® Climate-Conscious product category, carrying the Climate-Friendly³³ claim. US Foods® worked with partner HowGood, a sustainable food systems research firm, to assess the GHG emissions footprint of the products, taking into account considerations such as the supplier’s agricultural practices and sourcing region.

Some of Fresh Nature Foods’ growing practices for the green chickpeas include integrating and rotating crops that build better soils; using no-till farming to support soil health, reduce erosion and hold moisture; avoiding fertilizers, fungicides and insecticides; and protecting water supply. Chickpeas also help to fix nitrogen in the soil by using nitrogen from the air to form nodules on the roots that not only feed the plant, but also nourish the soil for the benefit of subsequent crops.

33 Products eligible for HowGood’s Climate-Friendly attribute have ingredient(s) that were grown and processed with GHG emissions that are lower than 70% of all products assessed by HowGood based on its methodology.

FOOD SAFETY AND QUALITY

Food safety and quality are the foundation of our entire product portfolio, and every US Foods product must meet our rigorous food safety and quality standards. Food safety and quality are also top priorities in our facilities. Making sure we have the right procedures in place, consistently executing those procedures and looking for opportunities to further strengthen our practices are hallmarks of our food safety and quality programs.

Food Safety and Quality Governance

The Audit Committee of our Board of Directors oversees our food safety and quality programs and receives quarterly updates on programs and metrics from our Senior Vice President and Associate General Counsel, Food Safety and Quality Assurance and Compliance, who has responsibility for the day-to-day management of food safety and quality matters, with oversight from our General Counsel.

Food Safety and Quality Experts

A cadre of food safety and quality experts train and support our facility staff in important food safety and quality practices, oversee food safety and quality across our supply chain and help ensure ongoing compliance with applicable food safety and quality laws and regulations. These experts hold certifications in key food safety and quality areas, such as Preventive Controls Qualified Individuals, Hazard Analysis Critical Control Point (HACCP) and Seafood HACCP.



We provide ongoing training for all distribution-facility associates, retail associates and production plant associates to help ensure that we consistently deliver on our commitment to food safety and quality. Role-specific food safety training is provided annually for all associates who have direct product touch points with potential food safety impacts.

We also closely track emerging regulatory requirements that impact the products that we sell so we can develop business plans for compliance and alert customers so they are aware of the new requirements for their own operations. This enables us to plan for changes in food and non-food product requirements, including evolving requirements for product traceability, animal housing, packaging, labeling and sustainability, and to adjust our products and our supply chain efficiently when needed.

FOOD SAFETY AND QUALITY CONTINUED

Partnerships

US Foods® is a proud member of many industry groups, engaging with them on evolving industry food safety and quality considerations:

- American Meat Science Association
- Beef Industry Food Safety Council
- Better Seafood Board
- FMI, The Food Industry Association
- Global Seafood Alliance
- International Foodservice Distributors Association
- National Fisheries Institute
- National Restaurant Association
- North American Meat Institute
- International Fresh Produce Association
- Southeast Produce Council

SPOTLIGHT

LEIGH BARCHAM



“International Foodservice Distributors Association’s (IFDA) Food Safety Leadership Committee is helping to support compliance with FDA’s Traceability Rule by developing guidance materials for foodservice distributors. With these tools, we’ve equipped foodservice distributors to help lead the significant collaboration that will be necessary with their suppliers and customers to ensure the effective and efficient transmission of key data elements throughout the food supply chain.”

Leigh Barcham
Assistant General Counsel—Product Regulatory & Government Affairs Member, IFDA Food Safety Leadership Committee

Food Safety and Quality in Our Facilities

Our distribution and production facilities receive annual, independent, third-party audits to ensure we are meeting strict food safety and quality requirements. These include requirements under the federal Food Safety Modernization Act, which aims to strengthen the national food safety systems, and other third-party standards, such as Global Food Safety Initiative (GFSI) standards. All US Foods production plants and distribution centers are GSFI-certified annually.

Supply Chain Screening

All of our Manufacturer Brand and Exclusive Brand suppliers are required to operate in full compliance with applicable laws and regulations, including applicable regulatory requirements set forth by USDA and the Food and Drug Administration (FDA).

Additional food safety and quality requirements apply for manufacturers supplying Exclusive Brand products, as outlined in our Exclusive Brands Supplier and Co-Packer Food Safety and Quality Manual. We detail the food safety and quality systems that must be developed, maintained and validated to grow, manufacture, process, pack, store and/or distribute our Exclusive Brand products. In addition, manufacturers that produce Exclusive Brand products must be certified under GFSI standards and comply with US Foods’ food safety and quality requirements.

Every new Exclusive Brand product receives a risk assessment conducted by one of our food safety and quality experts, as do that product’s associated supplier(s), to identify any risks and ensure processes are in place to mitigate them. Periodic Exclusive Brand supplier audits are executed by US Foods as appropriate, and any Exclusive Brand supplier that might be found to be out of compliance is required to implement corrections or is removed from supplying Exclusive Brand products.

Timely and Effective Recall Procedures

Despite the many safety precautions taken by our suppliers and our company, product recalls are occasionally necessary. When they happen, we are prepared with an efficient and effective product recall and recovery program that promptly identifies and contacts affected customers and initiates the product recovery process in our facilities.

EMPOWERING OUR ASSOCIATES

Whether by offering comprehensive training and benefits for our associates, maintaining a safe workplace, advancing diversity and inclusion (D&I), or supporting the communities where we live and work, we strive to engage and empower our associate and community stakeholders.



SUPPORTIVE: Champion a diverse and inclusive work environment for all; foster employee engagement; attract world-class talent.

Human Capital Management Governance

Our Compensation and Human Capital Committee of our Board of Directors, pursuant to its Charter, oversees our succession planning and human capital management strategies and policies, which include associate safety, talent acquisition, D&I, associate engagement and retention and leadership development. This Committee regularly reviews our progress in these areas, such as through quarterly reviews of our D&I efforts and annual reviews of talent and leadership succession.

Recruiting Top Talent

As of January 2024, US Foods employs about 30,000 associates. To identify and attract top candidates to support our continued growth, our company-wide Talent Acquisition team works with hiring managers to understand hiring requirements and source and place the most qualified individuals in our open positions. We cast a wide net when recruiting external talent—partnering with a variety of talent sources such as LinkedIn, Indeed, Orion, DirectEmployers, Women In Trucking, National Black MBA, Disability:IN and others—to help ensure we have access to a diverse talent pipeline.

We also work with our existing associates who want to advance their careers with us and support their continued development through a host of on-the-job and formal learning opportunities. Whether candidates are internal or external, we offer competitive compensation and benefits packages as well as opportunities for continued career growth.

12,000

career development associate interactions

ADVANCING LEARNING AND DEVELOPMENT

Just as our associates invest their careers with us, we invest in them. Our learning and development approach generally follows the 70-20-10 method, in which 70% of learning takes place on the job, 20% is achieved through mentoring and 10% is through formal courses. Together, this approach provides associates with a balanced portfolio of learning and development opportunities to help them grow, while optimizing their skills. A suite of development programs—from live workshops to online, on-demand learning resources featuring courses taught by industry experts—supports associates at all levels to help them reach their full potential.

For instance, our Career Development series, launched in 2023, helps associates focus on specific career building blocks. Open to all US Foods associates, this program includes topics such as pairing with a mentor, preparing for interviews and creating an Individual Development Plan, with associates participating in a variety of workshops to support their growth.



EMPOWERING OUR ASSOCIATES CONTINUED

Since the program began, we have offered 14 sessions, with an average of 850 participants per offering, or almost 12,000 associate interactions overall.

As part of our ongoing commitment to continued learning and development, the US Foods® e-Cademy offers access to a large library of courses to develop skills that align with our Cultural Beliefs and business strategy. Our ongoing partnership with LinkedIn Learning supplements e-Cademy with additional online resources to support early and ongoing career development. Through the end of 2023, we saw a 91% activation rate in e-Cademy enrollments and the average hours per learner in e-Cademy increased by 15% year-over-year as associates leveraged content on various soft and functional skills.

Leadership Training and Development

More than 500 non-production associates took part in leadership training programming during 2023, and another 380 participated in our high-potential programs.

For our more experienced associates, new people managers and high-potential leaders, we offer more than ten development programs with more complex content. Designed to strengthen leadership capabilities, these initiatives facilitate networking with other leaders across our organization, often on the job. In fact, several of our leadership development programs center around on-the-job opportunities to learn, ask questions and grow within a monitored and mentored framework, because we believe in the power of hands-on learning to deliver positive results in our leadership corps. Our leadership development programs include:

- **Aspire to Grow:** Accelerates the leadership readiness of high-potential talent across all functional areas. More than one-third of past participants have been promoted.
- **Aspire to Lead:** Develops the leadership skills of director and vice president (VP)-level leaders over a nine-month program. More than 40% of participants have been promoted since completing the program. In 2023, 67 people participated in our Aspire to Lead and Aspire to Grow programs.
- **Executive Leadership Council (ELC)—Mid-Level Manager Symposium:** Develops Black leaders across functional areas. In 2023, 24 associates participated, and at the end of 2023, 43 associates have become ELC Fellows, half of them women.
- **Gateway to Leadership:** Supports first-time managers in successfully making the transition from individual contributor to manager. In 2023, 155 associates participated. Since we launched the program in 2017, more than 1,500 associates have participated in 66 learning sessions.
- **Hispanic Alliance for Career Enhancement (HACE)—Emerging Latino Leaders Program (ELLP):** Develops Latino leaders across functional areas through an eight-week leadership program. In 2023, 18 US Foods associates participated. HACE also offers an annual national summit featuring culturally relevant leadership training. Since our partnership with HACE began in 2021, 25 US Foods associates have attended the summit, including 19 women.

- **Leadership, Excellence & Accelerated Development (LEAD):** Develops leadership fundamentals and engagement acumen of operations leaders. In 2023, 239 associates attended. Since the program began, 970 associates have participated.
- **Learning Partners:** Develops diverse talent and provides exposure to D&I challenges through a two-way learning experience that includes 65 pairs of mentors and mentees.
- **Market President:** Accelerates readiness of talent for the Area President role for internal and external associates. As of March 2024, eight leaders, 63% of whom are women or people of color, have completed this program and moved into Area President roles. Another six are in the Market President program as of March 2024. During this 9- to 12-month program, participants run a market as though they are the general manager, but with the ongoing support of an executive coach and mentor.
- **Women’s Foodservice Forum (WFF):** Accelerates the development of women through a year-long experience. In 2023, 68 associates were nominated to attend the annual WFF Leadership Conference, bringing the total number of US Foods associates who have participated since 2010 to more than 1,250. US Foods is a longstanding sponsor of the WFF Leadership Conference.
- **Women in Leadership Series:** Provides senior-level women various opportunities to develop leadership skills. More than 100 women attended the inaugural in-person summit in 2023.



SPOTLIGHT

ASPIRE TO GROW

Prepares leaders to take on broader roles within our organization, moving from leading others to leading leaders. As of April 2024, 80 high-potential participants have completed the program since its inception, taking part in a variety of learning and development opportunities in a range of functional areas over a nine-month period.

The program includes several components designed to build on each individual’s strengths and areas of development. In-person classes allow participants to learn from thought leaders, including external consultants and internal senior leaders, while business issue project teams challenge participants to take on a real-time business issue affecting a specific market and recommend solutions that could deliver cost savings, increased revenue streams and greater efficiencies. Throughout the program, 1:1 coaching supports each participant in creating an Individual Development Plan.

EMPOWERING OUR ASSOCIATES CONTINUED

SPOTLIGHT

LEARNING PARTNERS

The Learning Partners Mentoring Program offers diverse, high-performing leaders the opportunity to work with a senior leader in a mentoring capacity for 12 months. Mentees focus on career development, expanding their knowledge about the business and personalized skill development. Mentors are also highly encouraged to identify a learning goal—something they can learn from their mentee. Both mentor and mentee are asked to lean into building skills related to inclusive leadership. In 2023, we paired 65 diverse leaders to work with a mentor. To date, almost 40% have been promoted to a new role. Another cohort will kick off in mid-2024.

Thanks to these programs and other development opportunities, in 2023 we filled 63% of leadership roles from within. In addition, 70% of our Executive Leadership Team roles have successors who are either ready now or will be ready in one to three years to assume executive leadership responsibility.

Additional training, development and networking programs include:

- **Creating Conscious Inclusion training** is an updated and expanded version of our previous Disrupting Bias training and was rolled out in 2023. Nearly 2,300 associates, representing 81% of mid-level associates, manager and senior leaders, participated. In 2024, we plan to expand the training to more job levels.
- **STEPS (Sales Training to Engage, Enable, Empower Professional Sellers)** is an onboarding program for newly hired sellers and managers, using trainer-led and self-directed learning as well as work with mentors. In 2023, more than 600 sales team members and managers participated in STEPS.
- **Warehouse Selector onboarding** is a two-week training program designed to efficiently onboard new warehouse selectors through a combination of classroom instruction and hands-on training. In 2023, 4,100 new selectors successfully completed this rigorous training program.

Read more about Diversity & Inclusion on page 38.

Through these learning opportunities and more, our associates logged almost

746,000

hours of associate training and development

ASSOCIATE ENGAGEMENT

We promote an inclusive culture in which associates are encouraged to share their ideas and be heard in an environment of open communications. Our “Speak Up” Cultural Belief underscores a variety of programs and tools that facilitate as-needed associate feedback, including our internal communications tool, Viva Engage, which offers a way for associates to engage with leaders, share successes and ask questions, and the 24/7 Check-In Line to report concerns. To further enhance dialogue between associates and our Executive Leadership Team, we host quarterly town hall meetings in which associates can ask questions and have them addressed in real time by our leadership.

We also work to maintain an inclusive culture that celebrates differences through our ten Employee Resource Groups (ERGs), which provide communities in which associates can network with colleagues for personal and professional development and contribute to our collective business success.

Additionally, we offer a company-wide digital and offline recognition program called “PROPS” where associates can recognize their colleagues for living our Cultural Beliefs and driving our results. More than 13,000 digital PROPS forms were submitted in 2023 to recognize associates, reinforcing our strong organizational culture.

Engagement Surveys

Our annual Associate Engagement Survey and regular pulse surveys provide valuable feedback that enables us to more deeply understand and enhance our associates’ experiences. In 2023, 76% of associates responded to these surveys, an increase over the previous year. In these surveys, we achieved employee promoter scores (EPS)—which measures the net number of people who recommend US Foods® as a good place to work—ranging from 29 and 35. This increased over our 2022 full-company survey and is well above the external benchmark of 15, reflecting ongoing improvements in associate engagement year-over-year.

Read more about our ERGs in Diversity & Inclusion on page 39.

EMPOWERING OUR ASSOCIATES CONTINUED

Additionally, in 2023 we introduced the Engagement Index, which assesses favorable response rate based on whether their work provides an associate a feeling of personal accomplishment, whether an associate plans to stay at US Foods® for at least the next 12 months, whether an associate would recommend US Foods to a friend and whether an associate is proud to work for US Foods. In 2023, our Engagement Index ranged from 77% to 76%. Moving forward, we plan to measure our Engagement Index as the primary indicator of associate experience.

We also feature an Inclusion Index in our Engagement Survey, providing additional insights into our associate population by measuring perceptions of inclusion among different demographic groups. Throughout 2023, our Inclusion Index scores increased from 70% to 73%, consistently exceeding the 69% external benchmark. This means that the majority of our associates perceive equal opportunity for people to have a successful career at US Foods, regardless of their differences or backgrounds, and feel like a valued member of the US Foods team.

Our 2023 Engagement Survey results also indicated that associates embrace our Cultural Beliefs, with more than 80% saying their colleagues exemplify “You Matter.” Importantly, 82% of associates indicated they appreciate the respect they receive from their managers. In 2023, we also made significant strides in work-life balance, which improved by 9 percentage points over 2022 for our drivers and warehouse selectors, thanks in part to the rollout of flexible scheduling.

US Foods’ leadership is committed to taking action on our survey results such as by implementing new policies and initiatives to drive inclusion and career satisfaction or to leverage associate ideas. In 2024, the US Foods Executive Leadership Team began holding listening sessions to better understand how to help our associates feel valued and make the most of career opportunities, and to develop specific action plans for longer-term improvements.

When developing action plans, each member of the Executive Leadership Team sets functional priorities that are cascaded through their direct reports, with each function examining strategies to manage stressors on associates. Department leaders and Area Presidents apply functional priorities at a team level and incorporate actions based on local feedback and needs.

Annual Associate Engagement Survey (2021–2023)

Year	Percentage Participating	Employee Promoter Score (Benchmark=15)	Inclusion Index (Benchmark=69%)
2021	56% ³⁴	13	–
2022	70%	23	71%
2023	76%	29 to 35 [†]	70 to 73% [†]

³⁴ Survey was available to frontline sales and supply chain associates and their managers.
[†] In 2023, US Foods issued two Engagement Surveys, resulting in a range of Employee Promoter Scores and Inclusion Index scores.

ASSOCIATE BENEFITS

We believe that associate well-being is at the heart of an effective benefits program. That’s why our benefits approach takes a whole-person perspective promoting physical, mental, social and financial well-being. We recognize that our associates have interests, needs and commitments outside the workplace, and that they appreciate access to compensation and benefits that can support them across multiple facets of their lives. In addition to our regular benefits, which are available to all full-time US Foods associates, we offer a variety of well-being initiatives throughout the year, including health and wellness fairs, along with resources for managing issues such as stress, depression and sleep.



- Some of our benefits include:
- Medical and dental plans
 - 401(k) and associate stock purchase plan at 15% discount for all associates, including part-time
 - Voluntary vision and critical illness protection
 - Tuition reimbursement
 - Associate assistance programs for all associates, including part-time
 - Two-week paid family parental leave for all eligible associates
 - Adoption and surrogacy assistance
 - Childcare management services, including resources through the associate assistance program
 - Innovative, no-cost wellness programs, including more than ten digital programs focused on helping associates with various healthcare challenges
 - Hybrid and remote working opportunities for office-based associates
 - Flexible work schedules (in some markets)

PROTECTING ASSOCIATE SAFETY

SAFETY GOVERNANCE

At US Foods®, our commitment to a safe environment—for our associates, customers, business partners and members of the public—starts at the top. Our SVP, Environment, Health and Safety, has day-to-day responsibility, with the Compensation and Human Capital Committee of our Board of Directors, for providing ultimate oversight for associate safety. In addition, safety performance is one of the three key business results we track company-wide as we continuously drive an enhanced safety culture built on education, awareness and associate engagement.



SAFE: Always keep our people safe and embrace a path to zero accidents and injuries.

Safety as a Personal Value

Our emphasis on safety as a shared priority for all of us at US Foods comes to life in our commitment to inspire our associates to make safety a personal value. This includes each associate setting personal safety goals—a centerpiece of our safety culture built on education, awareness and engagement.

In 2023, we reinforced these commitments with a comprehensive safety communications campaign, Safety Starts with You, that puts safety at the top of the agenda in messages to our associates as well as in meetings and operational reviews. We also launched new safety training for company leadership in 2023 and implemented additional facility-based safety teams, all in keeping with our focus on continuous improvement.



More than 1,000 US Foods associates completed Safety Leadership training in 2023. In addition, associates can receive recognition through PROPS for their contributions to safety, further reinforcing our safety culture.

Safety in Our Facilities and Our Fleet

The US Foods Safety team, including first responders, participates in annual training to strengthen safety engagement and performance in our field operations. In 2023, we enhanced our safety approach by creating SWAAT, or Safely Working at all Times, teams at every US Foods facility. Applicable to associates across all hourly functions, from warehouse selectors and in-bound associates, to drivers, each SWAAT team includes 6 to 12 associates, depending on the size of the facility. They work closely with our centralized safety teams to help identify safety solutions, roll out safety initiatives, monitor safety performance and maintain safety-focused communications. Because of our focus on safety, in 2023 we reduced our number of accidents and injuries by 23% over 2022.

Our stringent safety practices and state-of-the-art technology also support the ongoing safety of the 7,450 drivers who operate our truck fleet. Our Driver Safety Program establishes safety expectations and accountability, while third-party technology allows us to monitor our drivers’ motor vehicle records and identify safe and coachable driving behaviors. As we add trucks to our fleet, including new electric tractors, we increasingly select those that offer advanced driver assistance technologies to enhance safety.

In keeping with our culture of continuous improvement, our drivers also share best practices for vehicle safety across the network. For instance, our driver skills course for newly hired drivers and for those who have been involved in safety incidents provides real-time coaching and feedback to refine their professional skills in a controlled environment. We continually enhance this course to reflect real-time learnings and technological advancements.

SPOTLIGHT

ALICIA SEYLER



The first woman to be inducted into the 2023 International Foodservice Distribution Association Truck Driver Hall of Fame.

FOSTERING DIVERSITY & INCLUSION



OUR GOALS

- Continue to increase diverse representation in leadership roles and across all associate job levels
- Increase a culture of inclusion as measured by the Inclusion Index

OUR 2023 PROGRESS

- 51% of new or open leadership roles filled by women or people of color
- 57% of our associates are women or people of color
- 70% to 73% Inclusion Index scores, consistently exceeding the external benchmark

Increase in Leadership Roles Filled with Diverse Candidates



DIVERSITY & INCLUSION GOVERNANCE

At US Foods®, we believe in leveraging our differences to perform at our best. Whether we are interacting with our associates, customers, suppliers or communities, we seek to do so in ways that reflect our commitment to diversity and inclusion (D&I). This means maintaining a work environment that is inclusive and accepting, developing diverse talent at all career levels and offering products and services to support business growth with diverse suppliers and in diverse communities.



SUPPORTIVE: Champion a diverse and inclusive work environment for all; foster employee engagement; attract world-class talent.

These three facets of our multi-year D&I strategy guide our efforts company-wide, led by our Chief Human Resources Officer with support from our SVP, Talent Management and Diversity & Inclusion and strategic oversight from our D&I Steering team, which includes US Foods executive leaders and our D&I council, with associates across departments and job levels.

OUR D&I STRATEGY

Creating a more inclusive work environment where everyone feels safe and valued and that their voice matters:

- Established two D&I Advisory Councils to provide strategic oversight to our D&I strategy
- Provided D&I capability training to 15,000 associates
- Integrated D&I training into our cornerstone training programs for sales team members, culinary and restaurant operations and new hire onboarding—both in the field and the office. An estimated 11,000 US Foods associates participated in almost 4,000 D&I training sessions
- Sponsored ten Employee Resource Groups (ERGs) that provide community, education and business contributions across the organization. 18,500 associates attended more than 60 ERG events
- Obtained Mansfield 3.0 Certification within our Legal Department through Diversity Lab, building on the department’s earlier certification and committing that at least 50% of the candidates considered for the legal department’s top roles and outside counsel engagement are from historically underrepresented demographic groups to help ensure that opportunities for advancement reflect broader talent pools

Increasing the diversity of our workforce and leaders by investing in programs to build a diverse talent pipeline and accelerate the development of diverse associates:

- Created 12 functional dashboards and D&I action plans for our Executive Leadership Team members to help ensure we have a holistic and innovative workforce representing the markets we serve
- Created opportunities for 140 diverse associates to work closely with senior leaders through our Learning Partners Mentoring program
- Achieved diversity of 57%, including women and people of color, among our total workforce

Sourcing products from a competitive and diverse supplier base, delivering positive direct and indirect economic impacts in jobs and wages created in the communities where diverse suppliers are located. In fiscal year 2023, we spent \$742+ million with more than 600 certified diverse suppliers and \$2.6+ billion with over 2,600 small businesses across the U.S.

In 2024, we will focus on deepening our existing D&I practices across the organization, driving business partnership, strengthening leader awareness and activating D&I programs in our field locations.

Read more about [supplier diversity](#) on page 44.

FOSTERING DIVERSITY & INCLUSION CONTINUED

EMPLOYEE RESOURCE GROUPS

Our company-sponsored Employee Resource Groups (ERGs) are associate-led communities that strengthen networking among colleagues, advance personal and professional development, promote D&I across our organization and support our broader business. Our ERGs are available virtually and provide resources to all US Foods® locations across the country. Each ERG is supported by two executive co-sponsors who serve as mentors and advocates for the ERG. In addition, our CEO is committed to meeting with each ERG throughout the year. We also hold an ERG Symposium with ERG leaders and sponsors to align our ERGs with our business strategy and leverage them for business success. The 2023 ERG Symposium discussed our D&I strategy, including benchmarking and cross-functional panel discussions, and breakout groups, leaving ERG leaders and sponsors inspired and strategically aligned.

Our ERGs continue to grow in impact, experiencing a 53% increase in membership since 2022. With nearly 3,400 members, about 65% of which are field associates, our ERGs play a key role in amplifying our “You Matter” Cultural Belief and supporting our overall business health. In 2023, we launched a tenth ERG known as Parents and Caregivers Together, or PACT. Together, our ten ERGs hosted more than 60 events attended by 18,500 associates, including a series on business acumen hosted by Women in Network (WIN) and an innovation collaboration hosted by Hispanic Organization for Leadership Advancement (HOLA), among many others.

Our ERGs include:

ADAPT

Ability and Disability Allies Partnering Together

BRIDGE

Black Resource for Inclusion, Diversity, Growth and Empowerment

CAN

Collective Asian Network

HOLA

Hispanic Organization for Leadership Advancement

LINK-UP

Linking Information, Networks and Knowledge

MERGE

Multigenerational Empowerment Resource Group for Employees

PACT

Parents and Caregivers Together

PRIDE ALLIANCE

THOSE WHO SERVE

Military ERG

WIN

Women in Network



D&I LEARNING AND DEVELOPMENT

A suite of leadership development programs aims to develop inclusive leadership skills that support team building, collaboration and decision making. In 2023, we elevated our professional development programs with a cultural lens, optimizing programs focused on developing associates who identify as Hispanic, Asian and Black. Our efforts include applying a more strategic approach to identifying candidates who could benefit from professional development and leadership programs and nominating them to participate in outside conferences and internal development opportunities such as stretch assignments.

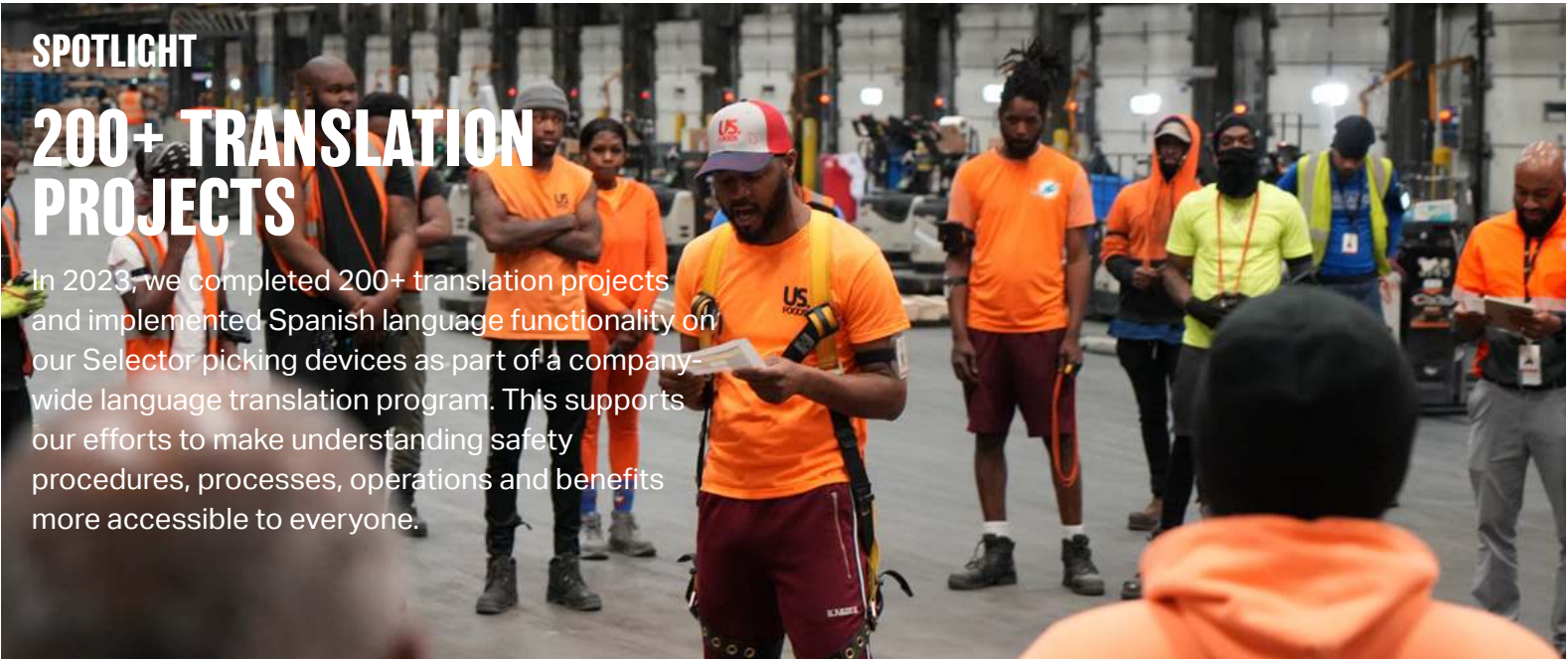
We also provide inclusion training to all levels of associates and interactive Creating Conscious Inclusion training for our people leaders and mid-level individual contributor associates. In 2023, we rolled out three facilitator-led, interactive Creating Conscious Inclusion workshops to our people managers, with night workshops offered to make it more convenient for night managers and supervisors to participate.

FOSTERING DIVERSITY & INCLUSION CONTINUED

SPOTLIGHT

200+ TRANSLATION PROJECTS

In 2023, we completed 200+ translation projects and implemented Spanish language functionality on our Selector picking devices as part of a company-wide language translation program. This supports our efforts to make understanding safety procedures, processes, operations and benefits more accessible to everyone.



Learning Partners

This popular program, now serving its second cohort, offers one-on-one mentoring relationships between a diverse US Foods® associate and a senior leadership team member. The partnerships are designed to facilitate learning for both the mentor and mentee, with each party contributing their unique experiences and background to enrich the shared experience. The 2023-2024 program has 65 mentor-mentee pairs and continues to receive accolades from participants.

Women in Leadership

Our Women in Leadership program aims to expand networks for our senior women and build skills, while promoting diverse representation among our leaders. The program’s learning and leadership development opportunities include panel discussions with key female leaders from our Board of Directors and external thought leaders from Kellogg School of Management at Northwestern University, as well as monthly small-group connections.

In 2023, more than 100 senior women participated in the program. In addition, more than 100 women leaders from US Foods attended our inaugural RISE Women in Leadership Summit. Over two days, they networked, developed their leadership skills and heard from various speakers and thought leaders. View a video of the summit [here](#).

Additional events in 2023 included:

- **Multicultural Women’s National Conference**—Annual conference that focuses on women of color talent. The goal is to equip mid- to senior-level women of color with tangible tools for navigating the workplace and advancing their careers.
- **Ascend Leadership National Convention**—Annual conference focused on accelerating the development of high-performing Asian middle-level managers. In 2023, eight ERG leaders attended.
- **emERGe ERG Leadership Conference**—Annual conference focused on empowering and providing professional development to ERGs and their leaders. In 2023, 16 ERG Presidents and Vice Presidents attended.

In 2023, 50 US Foods associates attended the annual Women’s Foodservice Forum (WFF) conference in Dallas, Texas. More than 3,000 women attend the conference each year, including representatives from across the foodservice industry. The conference focuses on professional development and gives attendees an opportunity to learn from top executives in the food industry. We have sent women to this conference for over a decade.

SPOTLIGHT

JENNIFER CASTILLO



Women’s Foodservice Forum (WFF)
Change Maker

In 2023, 50 US Foods associates attended the annual Women’s Foodservice Forum (WFF) conference, where Jennifer Castillo was featured as a Change Maker. Change Makers are nominated for making a significant, positive impact on their organization and contributing to a more inclusive environment. Jennifer received this recognition for her work founding and leading our Those Who Serve ERG, among other accomplishments.

FOSTERING DIVERSITY & INCLUSION CONTINUED

LEADERSHIP DIVERSITY

We have been working to further diversify our leadership at the director-level and above. In 2023, 51% of those positions were filled with diverse candidates, up from 47% at year-end 2022. Of the 51%, 33% were women and 32% were people of color. Even though we are seeing improvement in these numbers, we continue enhancing our recruiting and hiring processes to further diversify our candidate slates. We expect our development programs and expanded hiring strategies to help us continue increasing both workforce and leadership diversity.



57%

of our associates are women or people of color (as of December 31, 2023)

54%

of our managers are women or people of color (as of December 31, 2023)

100+

diverse, high-potential associates & ERG leaders received leadership development opportunities through our D&I strategic external partners



2023 WORKFORCE DIVERSITY METRICS

We are pleased that our focused D&I efforts have allowed us to increase diverse representation in our workforce and we will continue expanding our recruiting efforts to make sure we have continued access to the best candidates for each role, while at the same time maintaining a workplace culture that values the unique skills, backgrounds and perspectives of our associates, in turn enhancing associate retention. We recognize that diversity makes us stronger together and positions us to continue providing exceptional service to our diverse customers.

—
year-on-year

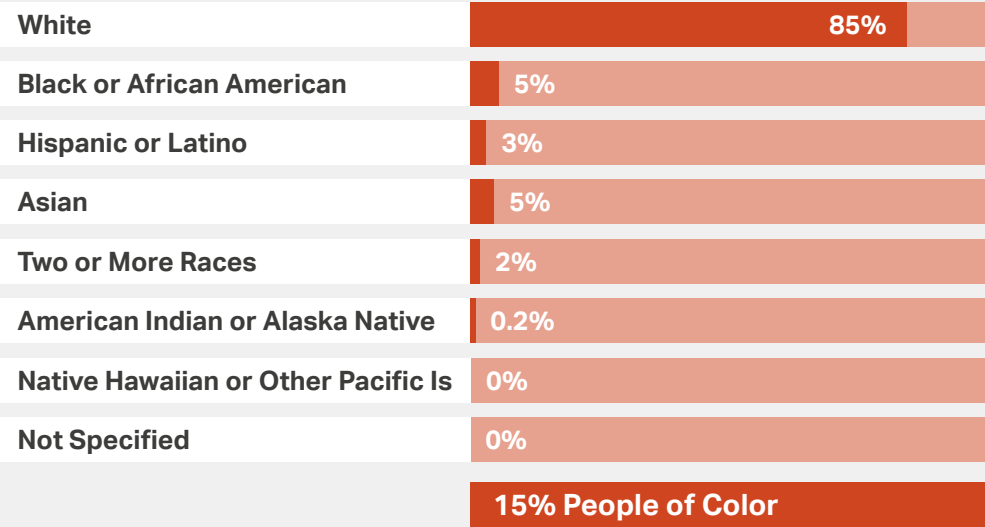
we’ve aimed to provide more transparency on workforce diversity and have made enhancements in 2023

35 Diverse includes women and people of color, divided by the total number of active associates. Women of color are accounted for once.

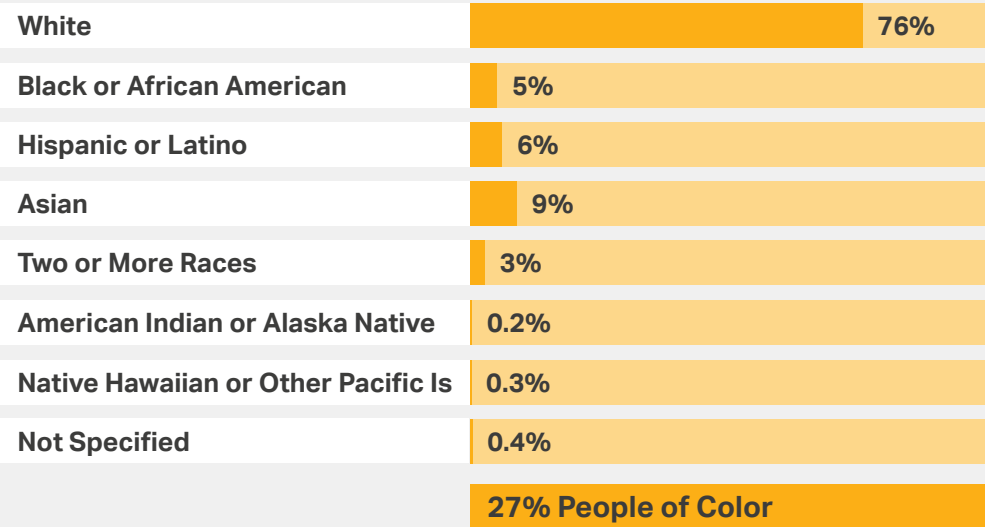
ROLE	2021	2022	2023
BOARD OF DIRECTORS			
Gender Diversity	20%	21%	25%
People of Color	10%	14%	17%
Diverse ³⁵	N/A	36%	42%
EXECUTIVE LEADERSHIP TEAM (NEW FOR 2023)			
Gender Diversity	N/A	N/A	10%
People of Color	N/A	N/A	10%
Diverse	N/A	N/A	10%
SENIOR VPS AND VPS (NEW FOR 2023)			
Gender Diversity	N/A	N/A	26%
People of Color	N/A	N/A	14%
Diverse	N/A	N/A	38%
SENIOR DIRECTORS AND DIRECTORS (NEW FOR 2023)			
Gender Diversity	N/A	N/A	31%
People of Color	N/A	N/A	16%
Diverse	N/A	N/A	40%
ALL LEADERSHIP (DIRECTOR AND ABOVE)			
Gender Diversity	27%	28%	29%
People of Color	9%	11%	15%
Diverse	33%	36%	39%
MANAGERS			
Gender Diversity	40%	40%	40%
People of Color	18%	19%	23%
Diverse	49%	50%	54%
ALL ASSOCIATES			
Gender Diversity	19%	20%	20%
People of Color	41%	43%	44%
Diverse	54%	56%	57%

2023 WORKFORCE DIVERSITY METRICS CONTINUED

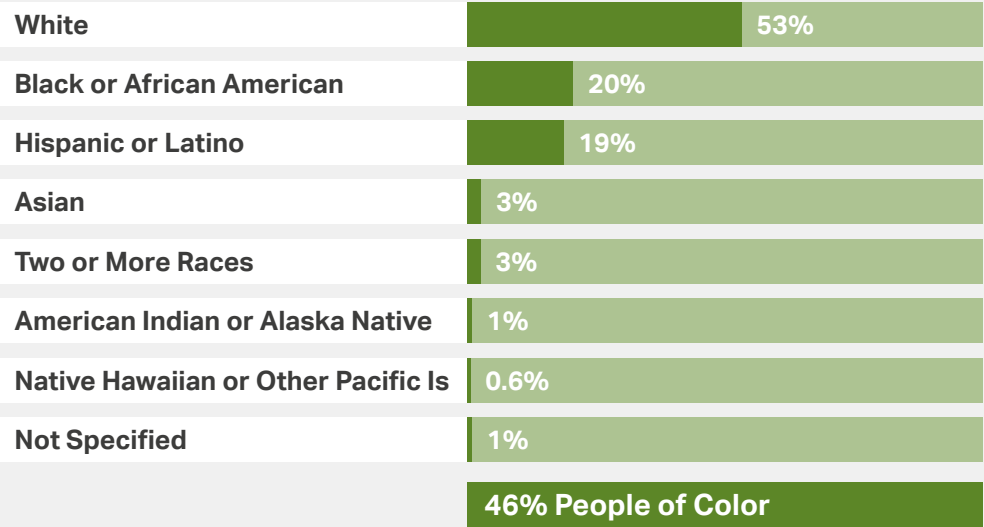
LEADER



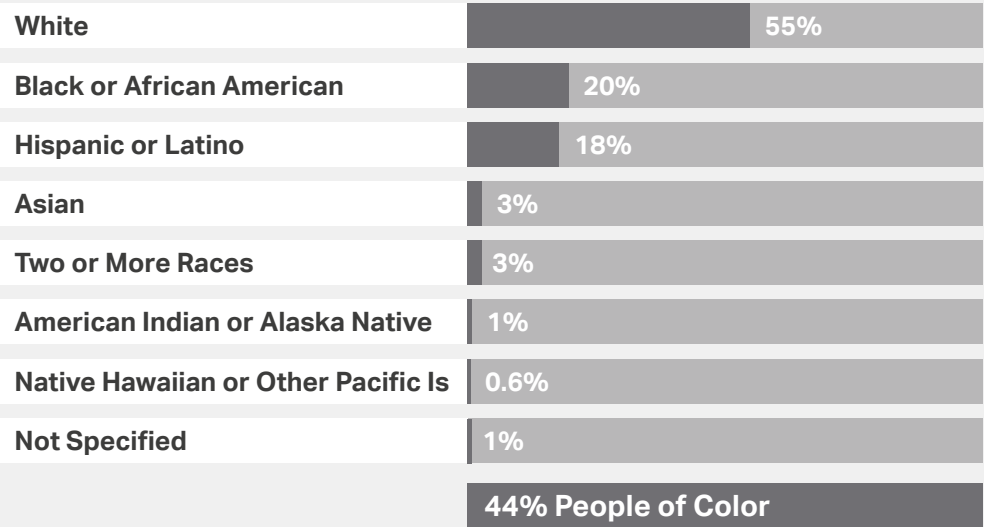
MANAGER



INDIVIDUAL CONTRIBUTOR (NON-MANAGER)



ALL ASSOCIATES



Military Recruiting

We proudly hire veterans, guards and reservists across all locations and at every level of the company. As of year-end 2023, 6% of associates identify as veterans. A partnership with the HirePurpose® recruiting platform promotes our open roles to transitioning service members, veterans and military spouses. Looking ahead, we plan to put in place a team of recruiters dedicated to veteran recruitment and professional development.



ENGAGING SMALL AND DIVERSE BUSINESSES

Sourcing our products from a competitive and diverse supplier base has the potential to strengthen our supply chain and improve its resilience, while enhancing our product offerings. Supplier diversity also allows us to deliver positive direct and indirect economic impacts in jobs and wages created in the communities where diverse suppliers are located. Specifically, the US Foods® Supplier Diversity program enhances our supplier network to include more small businesses and companies that are at least 51% owned, controlled and operated by women, ethnic minorities, veterans, LGBT+ individuals and those with disabilities.

Supplier Diversity Governance

Our Supplier Diversity team, led by our Director of Supplier Diversity, collaborates with numerous departments across our business, such as Procurement, Sales and Product Development. They work in tandem with cross-functional leaders to collect customer perspectives, engage with suppliers and collaborate with industry groups to advance our sourcing strategy. The Nominating and Corporate Governance Committee of our Board of Directors also receives quarterly updates from management on supplier diversity.

Since 2020, we have embedded elements of our supplier diversity approach into existing business systems. For example, our Supply Chain Collaboration Policy includes supplier diversity standards, product and service bids include small and diverse suppliers, and our vendor onboarding portal questionnaire requests business classification information. We also leverage our memberships to access diverse supplier databases and make strategic recommendations as part of our sourcing processes.

Partnering to Drive Supplier Diversity Progress

To achieve positive economic impacts, we partner with a host of membership organizations to support our search for diverse suppliers and participate in networking opportunities that help us identify diverse suppliers to help meet our sourcing needs. We review these alliances regularly and make changes as appropriate to help us meet our supplier diversity commitments. For instance, in early 2024, we began working with NaVOBA to help us identify additional veteran-owned suppliers. As of March 2024, our memberships include:

- Disability:IN, which is the leading non-profit resource for business disability inclusion worldwide
- National Gay and Lesbian Chamber of Commerce (NGLCC)
- National Minority Supplier Development Council (NMSDC)
- National Veteran Owned Business Association (NaVOBA)
- Women’s Business Development Center (WBDC)
- Women’s Business Enterprise National Council (WBENC)

Delivering Positive Economic Impact

Each year, varying factors affect our small and diverse supplier spend. In 2023, we experienced deflationary factors in some commodity categories that affected our diverse spend. However, we increased our case purchases from key diverse suppliers of these commodities during the year, as well as increased the number of overall diverse suppliers from which we purchased, resulting in an increase in total diverse supplier spend and demonstrating our continued support of diverse suppliers.

Diverse and Small Business Spend ³⁶	2021 ³⁷	2022	2023
Spend with Certified Diverse Suppliers	\$655+ million	\$723 million	\$742+ million
Number of Certified Diverse Suppliers	500+	500	600+
Spend with Small Businesses	\$1.8+ billion	\$2.4+ billion	\$2.6+ billion
Number of Small Businesses	1,950+	2,600+	2,600+

36 Figures include trade and indirect spend with Tier 1 suppliers.
37 2021 supplier diversity figures include certified and self-identified diverse suppliers, whereas beginning in 2022 and in 2023, figures are limited to certified diverse suppliers only.

In 2024, we will continue to focus on growing the economic impact of our Supplier Diversity program by expanding the scope of the program internally, increasing our spend with diverse suppliers where possible, prioritizing diverse supplier development through mentoring and supporting our customers’ supplier diversity goals. Additionally, we are reviewing categories in which we can increase the number of small and diverse suppliers that manufacture our Exclusive Brand products.

Our Supplier Diversity program not only bolsters the resilience and strength of our supply chain, but also supports communities. Additional positive economic impacts in our supply chain and in communities are associated with our small and diverse suppliers and the people they employ, along with the purchases they make from other suppliers, as well as the spending that takes place in their communities. To more fully quantify these positive outcomes, we assess the program’s direct, indirect and induced economic impacts from our small business and diverse spend:

- **Direct impact from our purchases:** This reflects our purchases, or spend, with small businesses and diverse suppliers.
- **Indirect impact from our supply chain:** This accounts for our suppliers, who also employ people and purchase goods and services from other suppliers.
- **Induced impact in communities:** This includes the people who are employed in jobs created within the supply chain to satisfy our purchases and reflects their spending in their communities, which in turn supports additional jobs and wages.

These three impacts, when aggregated, provide a clear picture of the overall economic benefits created by our Supplier Diversity program.

Economic Impact	2022	2023
Total Jobs Supported	32,785	32,989
Total Wages	\$1.92+ billion	\$1.97 billion

ENGAGING SMALL AND DIVERSE BUSINESSES CONTINUED

Supporting Customer Needs

Increasingly, US Foods® customers have committed to their own supplier diversity goals and we can play an important role in helping them meet their diverse and small business spend targets. For instance, we support our customers in tracking their progress by providing them with small and diverse spend reports. In 2023, we increased the number of these reports by 25% over the previous year, and since 2020—the first year of our formal Supplier Diversity program—we have supported a 130% increase in customer reports regarding small and diverse spend.

Additionally, we foster direct connections between customers and diverse suppliers to address customers’ particular product needs, including by regularly onboarding new diverse suppliers through US Foods Direct. Similarly, we work to influence the economic impact of our supply chain by requesting small and diverse spend from our top suppliers each quarter. We solicit this information from additional suppliers each year.

SPOTLIGHT

WADA FARMS: US FOODS DIVERSE SUPPLIER OF THE YEAR

For over 80 years, minority-owned and National Minority Supplier Development Council (NMSDC)-certified Wada Farms has grown a variety of potatoes, sweet potatoes, potato-based specialty products and onions. In 2023, this valued supplier supported US Foods with a 40% increase in cases sourced from them compared to the previous year.

Sustainability efforts underpin the Wada Farms operations, including careful use of land and water, crop rotation and low-impact packaging. Wada Farms also positively affects its local communities, volunteering hundreds of hours each year and donating to organizations, addressing issues like hunger, health and education, and supports a joint potato-growing venture with the Shoshone-Bannock Native American Nation in Idaho. For these reasons, we selected Wada Farms as US Foods’ Diverse Supplier of the Year, recognizing them at our annual Vendor Forum.



HELPING COMMUNITIES MAKE IT

As an extension of our Promise to help our customers *Make It*, we are honored to give back to the communities we serve by harnessing the power of food to support those in need with nourishment and opportunity. Through our Helping Communities Make It program, we aim to make a meaningful difference in the communities where we live and work by focusing our giving efforts on the areas where we continue to make the greatest impact: Hunger Relief, Culinary Education and Disaster Relief. As our community programs and partnerships evolve, our associates will continue their integral role in supporting our mission through year-round volunteer events and other ongoing engagement activities.



CULTURE
EMBRACE THE US FOODS' CULTURE

RESPONSIBLE: Be environmentally and socially conscious.



OUR GOAL

- Support hunger relief, culinary education and disaster relief through donations of product and financial contributions, as well as associate volunteerism

OUR 2023 PROGRESS

- Donated more than \$12 million in food, supplies and monetary contributions

Hunger Relief

We believe we can help eliminate hunger in our communities. As a leading foodservice distributor, US Foods® is uniquely positioned to help ensure food gets to the individuals and families who need it most. Throughout the year, we donate cash and product to Feeding America food banks and other hunger-fighting organizations across the country who share our mission to nourish those facing food insecurity. In 2023, we donated more than \$12 million in food, supplies and monetary contributions to address hunger-relief efforts across the country, the equivalent of approximately 5 million meals or 225 truckloads of product. Since 2017, we have donated more than 170 million pounds of product to help alleviate hunger in the United States.

As we continue to empower our local teams to provide direct support to their communities through cash and product donations, we are implementing enhanced donation best practices and guidelines to foster stronger relationships with regional food banks and other non-profit organizations, promote consistency in donations, and further improve how we handle food waste.

Culinary Education

We believe we can empower the next generation of culinary talent. Our signature US Foods Scholars program awards financial support and professional development opportunities to outstanding students who need additional resources to pursue careers in the foodservice industry. In partnership with the Careers through Culinary Arts Program and Scholarship America, we identify deserving students across the country to be named US Foods Scholars. Since the program began in 2017, we have awarded more than \$1.7 million in scholarship funding to 85 scholars.

In 2023, we named 18 new scholars to the program, 90% of whom were racially or gender diverse, and provided each student with a \$20,000 scholarship to help them pursue a degree in culinary arts, baking and pastry, chef training or business management. The students hailed from nine US Foods markets, which enabled some to attend our events that offer unique professional skill-building opportunities where students work directly with our chefs. With the national need for cooks and chefs projected to rise 25% by 2030, we announced at the beginning of 2024 that we will expand our US Foods Scholars program to students nationwide. Going forward, we will continue identifying new ways to give students outstanding experiences that prepare them for further education and rewarding culinary careers.

THE GIVING KITCHEN

For the 2023 holiday season, the US Foods sales team launched a promotion during which every new customer gained resulted in a company donation to The Giving Kitchen, a non-profit that provides emergency assistance to foodservice workers in need. The program, called Giving Back with US Foods, raised more than \$100,000 for the Giving Kitchen, helping to support restaurant workers across the industry.



HELPING COMMUNITIES MAKE IT CONTINUED

170+ million
pounds of product
donated since 2017

\$12+ million
of food, supplies and cash donated in
2023, equal to ~5 million meals

18
new US Foods® Scholars
in 2023

Disaster Relief

With disasters across the United States increasing in frequency and extremity, communities are relying on the crucial services of the American Red Cross now more than ever. We partner with the American Red Cross on critical disaster relief operations across the country to enable communities to recover faster. In 2023, US Foods donated \$100,000 to the Red Cross to provide support in the aftermath of Hurricane Idalia, which affected many populations in our network as it devastated communities across North Florida and other parts of the Southeastern United States. Our local teams also provided food, supplies and logistics support to help restaurants, first responders and affected members of their communities.

Since 2017, we have donated approximately \$3 million to support nationwide disaster relief efforts, and in 2024, we became an American Red Cross Annual Disaster Responder Program partner. As a formal partner, we aid in the sheltering and feeding of those left vulnerable in times of emergency and disaster by helping to ensure that the American Red Cross has the resources they need year-round to quickly mobilize before disaster strikes.

Associate Community Engagement

When it comes to community support, US Foods associates have been generous with their time and resources over the years, and 2023 was no exception. Through a variety of initiatives, including our three annual giving campaigns—Spring into Service, Hunger Action Month and Giving Gratitude—our associates contributed their time and money to make a meaningful difference:

- 2023 marked our largest **Spring into Service** week of service yet, with hundreds of associates from around the country volunteering in more than 50 community service events to combat food insecurity.
- Associate participation in our company-wide **Hunger Action Month** campaign raised the equivalent of more than one million meals for Feeding America.
- Our month-long **Giving Gratitude** campaign provided food to underserved communities during the holidays. Participation in these activities generated approximately 350,000 meals to help community food banks around the country serve those in need.



REDUCING OUR ENVIRONMENTAL FOOTPRINT

We are working to reduce our environmental footprint both within our own operations and our supply chain. Our initiatives are primarily related to improving the efficiency of our fleet and facilities, such as by optimizing routing to decrease miles driven, deploying alternative fuel and electric vehicles, investing in solar array installations and accelerating the adoption of energy-efficient equipment and technologies. Within our own operations we also aim to use water efficiently and minimize waste. We are also engaging with our suppliers regarding greenhouse gas (GHG) emissions in our supply chain.



CULTURE
EMBRACE THE US FOODS® CULTURE

RESPONSIBLE: Be environmentally and socially conscious.

Environmental Management Governance

We incorporate environmental considerations into our operational strategy. Day-to-day oversight of our environmental programs and initiatives is shared across numerous functions, with ultimate oversight from the Nominating and Corporate Governance Committee of our Board of Directors. Senior managers with expertise in our transportation and logistics, including our SVP of Transportation and Logistics, as well as in our distribution centers and other facilities, supply chain, category management and other functions, all contribute to setting our environmental goals and developing and executing on strategy.

Read more about the role of the US Foods® Board of Directors and senior management in assessing, managing and overseeing climate-related risks and opportunities in the [TCFD Index](#) on page 65.



REDUCING OUR ENVIRONMENTAL FOOTPRINT CONTINUED

ADDRESSING CLIMATE CHANGE



OUR GOALS

- Reduce absolute Scopes 1 and 2 GHG emissions 32.5% by 2032 from a 2019 base year
- Work with suppliers representing 67% of Scope 3 emissions (focusing on purchased goods and services) to set science-based targets (SBTs) by 2027

OUR 2023 PROGRESS

- 6% reduction in Scope 1 and Scope 2 emissions since 2019
- Surveyed key suppliers on sustainability commitments and performance
- 17% of our suppliers (by emissions) had set SBTs in 2022

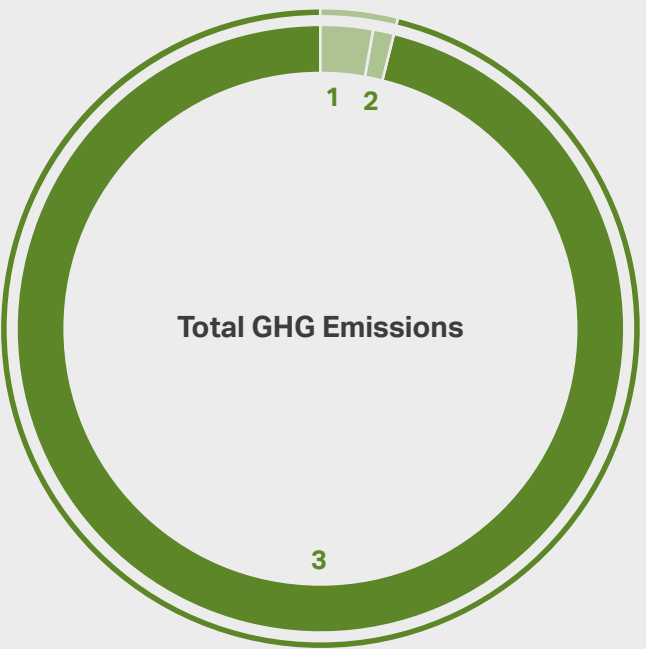
At US Foods®, we recognize our responsibility to mitigate our contribution to climate change. To inform our strategy and monitor progress, each year we measure our GHG emissions, inclusive of our value chain. Through emissions footprint analysis, we have found the largest portion of emissions from our own operations comes from fuel used in our fleet of approximately 6,500 trucks, used to serve customers across our extensive network of more than 70 distribution centers nationwide. The next largest contributors are emissions associated with our electricity use and fugitive emissions from refrigerants.

We engage with a third-party consultant to help quantify our Scope 3 emissions, which are those emissions indirectly impacted by US Foods, such as from supply chain purchases and upstream transportation. When analyzing total GHG emissions, our operational footprint (Scopes 1 and 2) is dwarfed by our Scope 3 emissions, which comprised nearly 99% of all US Foods’ GHG emissions in 2022. Within this category, the vast majority (nearly 99%) of emissions relate to purchased goods and services, so we recognize that we have a significant opportunity to reduce GHG emissions in our supply chain.

To ensure our response is in line with the latest climate science, we have set GHG emissions reduction targets that have been approved by the Science Based Targets initiative (SBTi):

- US Foods is committed to reducing absolute Scope 1 and Scope 2 GHG emissions 32.5% by 2032 from a 2019 base year. This target is in line with a well-below 2°C trajectory.
- To address Scope 3 emissions, US Foods also set a goal that 67% of our suppliers by emissions, covering purchased goods and services, have SBTs by 2027.

Our GHG Emissions Footprint



Total GHG Emissions³⁸

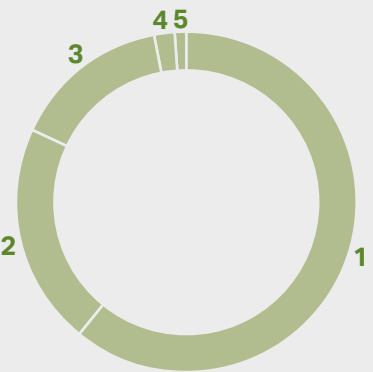
- 1. Scope 1 (FY 2023): 613,048 Mt CO₂e (1%)
- 2. Scope 2 (FY 2023): 159,595 Mt CO₂e (<1%)
- 3. Scope 3 (FY 2022): 50,430,818 Mt CO₂e (99%)

³⁸ Scopes 1 and 2 GHG emissions are from fiscal year 2023, whereas Scope 3 GHG emissions are from fiscal year 2022.

Our Operations

Scopes 1+2 emissions

- 1. Motor Diesel: 61%
- 2. Electricity: 21%
- 3. Refrigerants: 15%³⁹
- 4. Natural Gas: 2%
- 5. Other: 1%



Our Supply Chain⁴⁰

Scope 3 emissions

- 1. Purchased Goods and Services: 99%
- 2. End of Life Treatment of Sold Products: <1%
- 3. Capital Goods: <1%
- 4. Fuel- & Energy-related Activities: <1%
- 5. Business Travel: <1%
- 6. Other: <1%



³⁹ Includes Mobile and Stationary Refrigerants.

⁴⁰ Scope 3 categories 8, 9, 11, 13 and 14 are not relevant to US Foods.

REDUCING OUR ENVIRONMENTAL FOOTPRINT CONTINUED

Taking Action to Achieve Our Science-Based Targets

To reduce GHG emissions, we are taking a comprehensive approach to pursue emissions reduction opportunities throughout our own operations and in our supply chain. We are dedicated to working to reduce the emissions within our direct control and continue to advance projects to improve the efficiency of our fleet and facilities. To achieve our SBT to reduce Scopes 1 and 2 emissions by 32.5% by 2032, we recognize that a cohesive action plan and targeted investment will be required. To help support our action planning, we have partnered with truCurrent™, a subsidiary of Distributed Sun, to develop a detailed energy transition roadmap that will help us make progress toward our GHG reduction commitment.

Although Scope 3 emissions are a challenging area to tackle, we are focused on the opportunity to increase our positive impact with a goal to engage with suppliers to set their own SBTs. In 2023, we also launched our Serve Good® Climate-Conscious Exclusive Brand product category, which focuses on products that can help to reduce GHG emissions.

Read more about our Serve Good Climate-Conscious product category in [Products](#) on page 26.

Our Key GHG Emissions Reduction Initiatives

OUR PRODUCTS	OUR OPERATIONS	OUR SUPPLY CHAIN
Goal: grow our offering and sales of products with sustainability certifications or attributes	Goal: reduce absolute Scope 1 and Scope 2 GHG emissions 32.5% by 2032 from a 2019 base year	Goal: 67% of our suppliers by emissions, covering purchased goods and services, have science-based targets by 2027



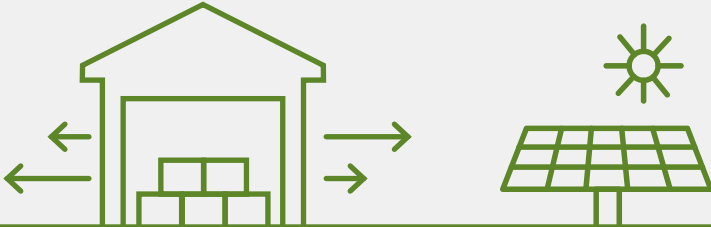
Climate-Conscious

- Our portfolio of Serve Good Exclusive Brand products focused on addressing GHG emissions



Fleet operations

- Optimizing routing to reduce miles driven
- Deploying new vehicle technologies and alternative fuel vehicles, including electric vehicles
- Using alternative, lower-emissions fuels for vehicles



Energy efficiency

- Accelerating the adoption of energy-efficient equipment and technologies

Renewable electricity

- Investing in renewable energy by adding solar array installations



Supplier engagement

- Collaborating with suppliers to encourage them to set science-based targets



Deforestation

- 3-year partnership to assess and mitigate the risk of deforestation in the supply chain

OUR OPERATIONS

Intensity Metrics Compared to 2019	2022	2023
Fuel intensity	-4%	-6%
Energy intensity	+2%	-3%

From 2022 to 2023, absolute emissions increased due to greater motor fuel consumption attributable to higher inbound logistics volume and improved completeness of refrigerant data. Nevertheless, we delivered cases more efficiently as seen through our continued decrease in fuel and energy intensity⁴¹ compared to both our 2019 climate goal base year and year-over-year compared to 2022, all despite a 5% increase in total cases delivered during 2023.

Our Commitment to Transparency

Each year we publicly report on our progress through CDP’s annual questionnaire. CDP, formerly the Climate Disclosure Project, is a not-for-profit that runs a global disclosure system for investors, companies, cities and regions to manage their environmental impacts. Company responses are scored to benchmark performance. In 2023, US Foods® received a “B” score, which was higher than the North America regional average, and also above our industry average for the trading, wholesale, distribution, rental and leasing sectors.

41 Fuel intensity is measured as gallons of fuel per case delivered, and energy intensity is measured as kilowatt hours per case delivered.

OUR FLEET



OUR GOALS

- Increase the use of alternative-fuel vehicles in our fleet
- Add 30 battery-electric trucks in 2023
- Decrease fleet miles driven

OUR 2023 PROGRESS

- Added 15 CNG tractors, 40 electric trucks and 8 electric yard tractors
- Exceeded 250,000 miles driven in electric trucks
- Reduced total miles driven by 7% since 2019

Our fleet of approximately 6,500 trucks is critical to our business, allowing us to operate efficiently and provide high levels of service to approximately 250,000 customer locations across the country. We work continuously to improve transportation efficiency and reduce the environmental footprint of our fleet, undertaking programs and initiatives that are both business-positive and sustainable. As we work to reduce our Scope 1 emissions, we maintain our focus on opportunities to optimize routing, enhance fleet technology and transition to alternative fuel sources, including electric vehicles.

At US Foods, we recognize that a holistic strategy is needed to support the adoption of electric and alternative fuel vehicles, so we are taking a deliberate approach to build out the required infrastructure at our facilities. A key consideration as we deploy electric vehicles is ensuring sufficient energy supply to power them. We aim to ensure the resilience of our operations and seek to avoid placing a burden on the national electricity grid. We have established a strong internal partnership between our fleet and facilities teams who are working together to coordinate and align integrated projects including solar, battery storage and charging stations.

Read about our [La Mirada](#) case study on page 55 for an example of our strategy in action.

~100

completed delivery of nearly 100 alternative fuel and electric vehicles

Leveraging Alternative Fuels

Adopting alternative fuel vehicles represents a significant opportunity to decarbonize our operations. As fleet technology continues to evolve, we have integrated a variety of alternative fuel initiatives into our fleet. This includes investing in compressed natural gas (CNG), renewable natural gas (RNG) and renewable diesel (RD) fuel, as well as replacing some of our fleet with electric vehicles.

We continue to grow our number of CNG vehicles to decrease our reliance on traditional diesel. These vehicles help reduce truck emissions and overall fuel costs, and the new CNG engines are EPA-certified to produce 90% lower smog-forming NOx emissions than current standards.⁴² In addition to the 27 CNG trucks deployed in 2022, in 2023 we added 15 more CNG tractors to our fleet at our Corona facility in California, supported by \$661,000 in grant funding. This brings our CNG fleet to 90 vehicles total. We have also converted CNG tractors to use RNG fuel at two of our existing sites, including our new Sacramento facility. Unlike CNG, RNG fuel is a carbon-neutral biogas produced from the decomposition of organic matter.

Additional initiatives aimed at leveraging alternative fuels include our renewable diesel conversions. RD fuel is a lower emitting alternative to traditional diesel, with a more than 65% lower carbon intensity rating.⁴³ US Foods is one of the early adopters of RD fuel use within the foodservice industry and we have converted to its use at all of our diesel fueling facilities in California.

42 Certified by Cummins: The B6.7N, L9N, ISX12N have been EPA/CARB certified to 0.02gm NOx which is 90% below the EPA 0.2 gm regulation.
43 Based on California Air Resources Board’s life cycle analysis of carbon intensities using the CA-GREET model.

OUR OPERATIONS CONTINUED



Electrifying Our Fleet

Transitioning our fleet to electric vehicles represents one of the biggest levers available to reduce our Scope 1 GHG emissions. Following the delivery of our first battery-electric powered Freightliner® eCascadia® truck, we completed the deployment of 40 electric trucks at our distribution center in La Mirada, California in 2023. In addition to reducing our GHG emissions footprint, these zero-emission battery-electric trucks help to reduce harmful fine particulate matter (PM2.5) and oxides of nitrogen (NOx) emissions. We have successfully integrated these vehicles into our fleet, having exceeded 250,000 miles driven in electric trucks as of March 2024 to very positive feedback from our drivers.

We have also deployed eight electric yard tractors to various sites and collaborated internally with our facilities team to install 65 charging stations at eight different locations. This is a crucial step that will allow us to continue expanding our electric vehicle network. We also continue to evaluate eTractors, eVans, eTrailers and eStraight trucks, and investigate additional opportunities to serve our customers with clean vehicle technologies. We intend to continue investing in electrification, with four electric vans delivered in January 2024 and four electric trailers ordered.

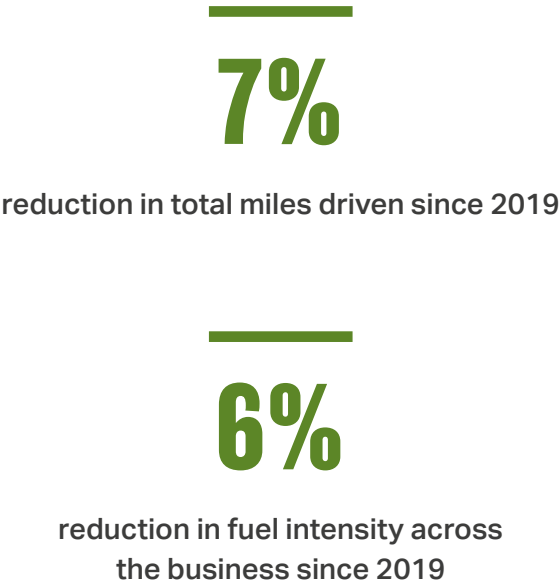


- RELIABLE:** Ensure best-in-class delivery: on-time and in full.
- EFFICIENT:** Drive routing transformation and logistics management; increase replenishment effectiveness.

Route Optimization

In 2023, our rate of cases per mile was the highest ever in US Foods® history. We continue to achieve a reduction in miles driven by optimizing our truck routing and rightsizing our vehicles by route type to save fuel and reduce our emissions. In 2023, we reduced the total number of miles driven by 7% since 2019. We have also reduced gallons of fuel per case delivered by 6% since our 2019 baseline.

Through our routing initiatives, we maximize our routing efficiency using an enterprise-wide approach to better align our customers and routes, resulting in reduced miles and improved service. Our transportation logistics team also works to align inbound and outbound logistics so that our trucks both go out and return full wherever possible. In 2024, we are planning to begin the national deployment of a new routing platform, Descartes Route Planner, which we anticipate will continue to improve routing efficiency.



SPOTLIGHT

JEFF KENNEDY



“Our routing initiative combines technology enhancements with improved processes to connect our operations, sellers and customers, leading to more efficient routes, improved consistency for our customers and reduced miles driven. We are excited with our progress in 2023 and look forward to building on those results in coming years by leveraging this initiative as well as Descartes Route Planner.”

Jeff Kennedy
Vice President, Routing

OUR OPERATIONS CONTINUED

Vehicle Enhancements

We regularly seek avenues to enhance the performance of the vehicles in our fleet to improve fuel efficiency, such as leveraging technologies like real-time engine performance monitoring and fuel-economy reporting systems. As we continue to update and invest in our fleet, we have selected new vehicle models that feature an aerodynamic design for better fuel efficiency and engines that run at a lower RPM to reduce emissions. In addition, the new vehicles include state-of-the-art diagnostics that connect to the engine and monitor performance in real time, as well as onboard computer monitoring systems that are used to report fuel economy and idle time. We also use telematics technology to reduce pre-cooling times and fuel usage through temperature zone improvements for refrigerated trailers.

Collaborating with Clean Fleet Industry Leaders

We are a member of the ACT Fleet Forum, a members-only network bringing together the industry’s leading fleet operators to share and gain insights into the rapidly evolving field of clean commercial transportation. As part of this community, we participate in fleet-to-fleet knowledge-sharing centered on emerging technologies, implementation strategies and best practices. We also engage with other coalitions, such as the Electrical Power Research Institute (EPRI), Technology and Maintenance Council (TMC), North American Council for Freight Efficiency (NACFE) and the Environmental Defense Fund (EDF).

In 2023, we participated in the Run on Less: Electric Depot demonstration event, one of ten companies invited for having more than 15 electric trucks in our fleet. The three-week demonstration showcased electric trucks delivering real freight on real routes and provided the opportunity for the industry to learn and share best practices for scaling electric trucks at depots.



OUR FACILITIES

In our facilities, we continue to implement programs and initiatives that support our business while reducing energy usage, transitioning to renewable resources and adopting more efficient equipment and technologies. In 2023, US Foods® reduced energy intensity across the business by 3% since 2019, measured in kilowatt hours per case shipped.



3%

reduction in energy intensity
across the business since 2019

OUR OPERATIONS CONTINUED

Solar Installations

We continue to invest in renewable energy by adding solar installations at our facilities. We are also replacing select existing solar arrays with larger and more efficient installations and adding battery storage as part of these projects. Today, we have active solar installations at two of our distribution facilities. Three additional solar installations are in the process of being replaced, and another six solar projects are underway in 2024. On some of our projects we are experiencing delays with obtaining the required permits and approvals, due to long lead times both within electric utility companies and local authorities. We remain committed to deploying further solar installations and we continue to partner with Distributed Sun to find solutions and implement these projects.

Efficient Refrigeration Solutions

We have continued retrofitting and replacing r22 Freon-based refrigeration systems with non- and lower-ozone-depleting substances, including ammonia, and have transitioned 42 of our facilities to energy-efficient refrigeration systems as of March 2024. However, we also consider local conditions when selecting the most appropriate technology for our sites. For example, in Sacramento, instead of using an ammonia-based system which requires high water use, we installed an air-cooled system to save water.

Energy Efficiency

We are accelerating the adoption of energy-efficient equipment and technologies across US Foods® sites, including installing LED lighting for new build or retrofit projects, equipping all new facilities with motion sensors to reduce electricity usage and tracking energy use in facilities through real-time monitoring. We completed five LED lighting retrofits during 2023.

As further evidence of our ongoing commitment to energy efficiency, five of our facilities are Leadership in Energy and Environmental Design (LEED) certified at the Silver level for Building Design and Construction.

Real-Time Energy Use Monitoring

We partner with Cascade Energy to track electricity use in our facilities through real-time monitoring. This partnership enables us to:

- Create predictive facility-level energy models and assess energy performance and potential savings
- Gain a better understanding of cold storage energy usage based on anticipated weather conditions and the time of year
- Receive energy efficiency training and participate in facility tune-ups for our field teams, which give opportunities to optimize refrigeration systems and operations and to identify future energy efficiency projects

SPOTLIGHT

TESTING NEW TECHNOLOGIES AT LA MIRADA DISTRIBUTION CENTER



As part of our holistic approach to support our fleet electrification efforts with the required investment in infrastructure, our La Mirada distribution center in California has played a key role as a test bed of new technologies. 2023 saw our first full deployment of electric vehicles at scale, with 40 electric tractors added

to our La Mirada fleet. To support this, we installed 30 fast-charging stations at the site. However, part of the success of this project was due to the use of five portable chargers that helped to facilitate the transition and provided learnings about the best way to incorporate permanent charging stations at the site.

Alongside this rollout, we are also investing in solar and battery storage at La Mirada. We are decommissioning an old solar array and replacing it with a new upgraded one which will be supported with battery storage. This will allow us to use stored energy during peak hours, reducing demand on the grid and providing cost savings. To further maximize efficiencies, we have also installed a new refrigeration control system that will be able to “coast,” or not be actively cooling, during peak hours.

La Mirada has proven to be a successful model for how to pursue our energy transition and introduce electric vehicles. Going forward, it will serve as a reference for our other facilities to consult as we continue pursuing our energy management and electrification strategy.

WASTE AND WATER

WASTE DIVERSION

As part of our commitment to reduce the environmental impact of our operations, we have many site-specific waste reduction programs in place. This includes recycling pallets and stretch wrapping that we handle in large volumes. In 2023, we began exploring opportunities to implement a company-wide recycling program to standardize our approach and ensure we are maximizing landfill diversion across our operations.

We are piloting a new recycling program at our facility in Fairburn, Georgia, partnering with a third-party recycling provider to explore expansion of waste diversion efforts and implementation of centralized waste reporting. Through this pilot, we are initially focusing on recycling corrugated cardboard and LDPE film. If successful, we expect to roll this program out to more facilities.

To reduce food waste, we also partner with food banks to donate edible food. We continue to collaborate with major food security partners like Feeding America to convert excess food into meaningful assistance for Americans facing food insecurity.

To support our customers’ own waste management initiatives, in 2023 we distributed more than 3.1 million cases of Serve Good® responsible disposable products.

2.5+
metric tons
of waste recycled

Read more about Serve Good responsible disposables in [Products](#) on page 28.

Read more about food donations in [Helping Communities Make It](#) on page 46.

WATER MANAGEMENT

Due to the nature of our business, our water consumption is relatively limited, with water primarily used for refrigeration cooling cycles, vehicle washing and sanitization in our 15 Stock Yards® meat processing facilities. Despite this limited use, we strive to be efficient in our direct operations by tracking and monitoring water use across all locations. We partner with a third party to operate water recycling programs at five of our distribution centers. We are also reducing water consumption in our Sacramento facility, which uses a new air-cooled refrigeration system.



OUR SUPPLY CHAIN

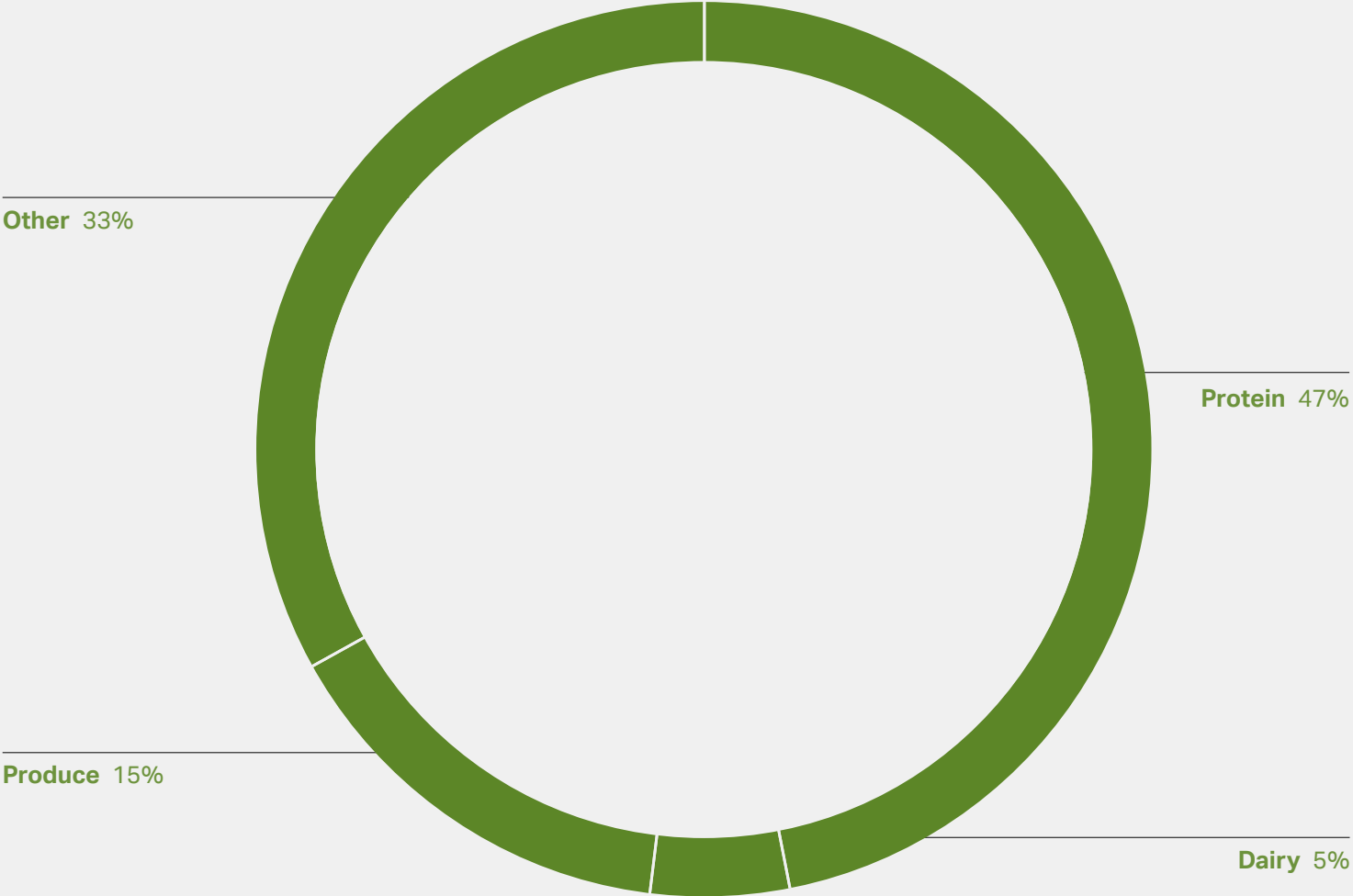
We are committed to working with our suppliers to reduce our collective environmental impact, as well as creating environmental awareness within our supply chain and in our industry. Our key priorities are reducing GHG emissions and working to mitigate deforestation risk in our supply chain.

Scope 3 Emissions

As the largest portion of our overall GHG emissions footprint, reducing Scope 3 emissions is a key focus area for US Foods®. Because we do not have direct control over these emissions, we prioritize engagement with our suppliers to help achieve change. This is why we set a goal for 67% of our suppliers by emissions, covering purchased goods and services, to have science-based targets (SBTs) by 2027. In addition, in 2023 we updated our Supplier Code of Conduct to clarify the GHG emissions expectations for all US Foods suppliers.

We estimate our Scope 3 emissions using a hybrid calculation approach. Where available, we collect primary activity data. Where primary activity data is not available, we estimate the remaining Scope 3 emissions by using spend data. In 2023, as we reviewed previous Scope 3 calculations, we discovered that an incorrect emissions factor had been applied for beef products in our 2019 Scope 3 baseline. As a result, we have restated our baseline to 30,704,552 Mt CO₂e.

Our Scope 3: Purchased Goods and Services Emissions Breakdown⁴⁴



Based on our Scope 3 analysis, we are focusing on suppliers of major product categories contributing to our Scope 3 emissions footprint, such as protein, produce and dairy. Having identified top emitting suppliers, we prioritize direct outreach and engagement. We collaborate across the US Foods Category Management and Replenishment teams—our primary supplier relationship owners—to explain our Scope 3 target and to help assess the current status of suppliers’ target-setting and sustainability initiatives. We do this via survey and as needed, in-person or virtually. This direct outreach has raised awareness with suppliers about our GHG emissions reduction targets and has prompted additional dialogue with select suppliers about environmental performance and sustainable product opportunities.

Supplier ESG Survey

To help measure progress toward our Scope 3 supplier engagement target, in 2023 we launched a Supplier ESG survey to more than 1,000 of our suppliers. The survey tracks how many suppliers have set GHG emissions reduction targets and whether these have been approved by SBTi, as well as plans or commitments to adopt SBTs in the next two years. Suppliers are also requested to share data on their GHG emissions, if available, which can help to improve the accuracy of our Scope 3 emissions reporting.

⁴⁴ Scope 3 purchased goods and services data from fiscal year 2022. 2023 Scope 3 emissions will be included in our 2024 CDP Response.

OUR SUPPLY CHAIN CONTINUED

To assess broader supplier sustainability performance, the survey also contains questions on other key topics, including biodiversity, deforestation, water, labor standards and human rights. We are also gathering feedback on specific supplier needs or obstacles to climate action and target-setting. Based on supplier engagement, we plan to consider relevant supply chain interventions. Going forward, we plan to continue engaging with suppliers to track their target-setting activities.

Read more about our efforts to identify and mitigate risks in the supply chain in the [SASB Index](#) on page 60.

Taking Action to Protect Forests

Tropical deforestation contributes about 20% of the world’s annual GHG emissions, and we recognize agricultural production as a major driver of global deforestation worldwide. In addition, the forest, land and agriculture sectors are a significant source of emissions. We recognize the importance of forests in maintaining biodiversity and sustaining livelihoods, just as we recognize the need to support more sustainable agricultural practices and reduce emissions in our supply chain. As such, we are committed to working to achieve no deforestation in our supply chain.

To support our deforestation commitment, in 2023 we began working with a third party to help identify the risk of deforestation and land conversion in our supply chain. Through this strategic partnership, we have established a three-year plan to assess our risks and impacts, develop key policies and create implementation systems, supply chain mapping and supplier risk assessments for select commodities and products to help mitigate deforestation risk in our supply chain.

In 2023, the first year of our partnership, we undertook a deforestation and land conversion risk assessment for our Exclusive Brand products to identify the commodities and geographic areas within our sourcing that represent potential risks. We have identified five commodities that comprise the majority of US Foods’ potential risks associated with land use change from Exclusive Brand products: palm, soy, dairy, rapeseed and pork. The assessment also identified specific regions that may represent a risk for mangrove loss where certain shrimp and prawn products are farmed in those regions. After overlaying geographic data, our risk assessment concluded that palm oil and soy from specific regions may pose our highest deforestation risks overall. This assessment has been a key first step to help us understand where to further investigate deforestation risk in our Exclusive Brands product portfolio.

Our US Foods® Responsibly Sourced Palm Oil Policy details our approach to sourcing palm oil and palm kernel oil for our Exclusive Brand products, as well as our commitment, achieved since 2019, to use at minimum Roundtable on Sustainable Palm Oil (RSPO) Mass Balance-certified palm oil and palm kernel oil in 100% of our Exclusive Brand products.

In 2023, we also undertook a gap analysis to assess our existing policies and procedures against best practices from the Accountability Framework initiative (AFi). Based on this analysis, we now have a clear understanding of where we can strengthen our commitments, implementation mechanisms, and monitoring, verification and reporting procedures related to deforestation. Over the next two years, we plan to work toward mitigating identified risks, taking a commodity-by-commodity,

region-by-region approach, to address highest-risk supply chains and build out necessary policies, procedures and action plans.

Read more about our approach to palm oil in [Responsible Sourcing](#) on page 19.

APPENDIX



SASB INDEX

The below table provides data and information aligned with the Sustainability Accounting Standards Board (SASB) Food Retailers and Distributors guidelines.

ACCOUNTING METRIC	CODE	DISCLOSURE
Fleet Fuel Management		
(1) Fleet fuel consumed, (2) percentage renewable	FB-FR-110a.1	1) 7,711,554 gigajoules (Gj) 2) 6%
Air Emissions from Refrigeration		
Gross global Scope 1 emissions from refrigerants	FB-FR-110b.1	119,032 Mt CO ₂ e, excluding emissions from r22 refrigerants
Percentage of refrigerants consumed with zero ozone-depleting potential	FB-FR-110b.2	99%
Average refrigerant emissions rate	FB-FR-110b.3	Not reported. For information on our programs, please see: Planet
Energy Management		
(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-FR-130a.1	1) 534,579 megawatt hours (MWh) 2) 100% 3) 0% In 2023, US Foods® generated on-site renewable energy of 7,148 MWh at several locations, but we do not currently retain and retire the renewable energy credits associated with this energy, so they are excluded from the scope of our renewable energy metrics. For more information, please see: US Foods 2023 CDP Response
Food Waste Management		
(1) Amount of food waste generated, (2) percentage diverted from the waste stream	FB-FR-150a.1	Not reported. For information on our waste management programs, please see: Products ; Planet . For information about food donations, please see: People

SASB INDEX CONTINUED

ACCOUNTING METRIC	CODE	DISCLOSURE
Data Security		
(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected	FB-FR-230a.1	Not reported. For information about our cybersecurity and data privacy programs, please see: Governance and Integrity
Description of approach to identifying and addressing data-security risks	FB-FR-230a.2	Management provides an annual cybersecurity report to our Board of Directors and/or our Audit Committee of our Board of Directors, which includes a review of each identified top enterprise risk, including potential threats and vulnerabilities. Our cybersecurity framework is designed to protect confidentiality, integrity and availability of critical assets and information. For more details, please see: Governance and Integrity
Food Safety		
High-risk food safety violation rate	FB-FR-250a.1	Not reported. For information on our food safety programs, please see: US Foods 2023 Form 10-K; Overview; Products; Governance and Integrity
(1) Number of recalls, (2) number of units recalled, (3) percentage of units recalled that are private-label products	FB-FR-250a.2	Not reported. For information on our food safety and quality programs, please see: Products
Product Health & Nutrition		
Revenue from products labeled and/or marketed to promote health and nutrition attributes	FB-FR-260a.1	Not reported. For information on our programs, please see: Products
Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	FB-FR-260a.2	Our Serve You™ pillar strives to provide options for our customers in these areas by offering a growing portfolio of Exclusive Brand products with simple ingredients or plant-forward attributes, or that are certified gluten-free. For information on our programs, please see: Products

SASB INDEX CONTINUED

ACCOUNTING METRIC	CODE	DISCLOSURE
Product Labeling & Marketing		
Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	FB-FR-270a.1	Not reported.
Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices	FB-FR-270a.2	US Foods® discloses material legal and regulatory issues in its annual Form 10-K and quarterly 10-Qs
Revenue from products labeled as (1) containing genetically modified organisms (GMOs), (2) non-GMO	FB-FR-270a.3	Not reported.
Labor Practices		
(1) Average hourly wage, (2) percentage of in-store and distribution-center employees earning minimum wage, by region	FB-FR-310a.1	Not reported.
Percentage of active workforce covered under collective bargaining agreements	FB-FR-310a.2	For information on our collective bargaining agreements, please see: US Foods 2023 Form 10-K
(1) Number of work stoppages, (2) total days idle	FB-FR-310a.3	Not reported.
Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations, (2) employment discrimination	FB-FR-310a.4	US Foods discloses material, legal and regulatory issues in its annual Form 10-K and quarterly 10-Qs

SASB INDEX CONTINUED

ACCOUNTING METRIC	CODE	DISCLOSURE
Management of Environmental & Social Impacts in the Supply Chain		
Revenue from products third-party certified to environmental or social sustainability sourcing standard	FB-FR-430a.1	Not reported. For information on our programs, please see: Products
Percentage of revenue from (1) eggs that originated from a cage-free environment, (2) pork produced without the use of gestation crates	FB-FR-430a.2	Not reported. For information on our programs, please see: Products
Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	FB-FR-430a.3	At US Foods®, we are committed to growing our portfolio of Exclusive Brand products that are responsibly sourced, help to reduce GHG emissions or contribute to waste reduction. Our Serve Good® program offers a portfolio of Exclusive Brand products developed with suppliers that are committed to responsible practices, and most items come with verification by third-party certifiers wherever they exist for a specific claim. We continue strengthening our responsible sourcing standards and making them available to suppliers so they understand our standards for food safety, quality, human rights and environmental protection, guided by our Supplier Code of Conduct. In 2023, we began working with a third party to help mitigate the risk of deforestation and land conversion in the supply chain. During this three-year engagement, we will assess our deforestation and land conversion risks and impacts, develop key policies and create implementation systems, supply chain mapping and supplier risk assessments for select commodities and products. For more information, please see: Products; Planet
Discussion of strategies to reduce the environmental impact of packaging	FB-FR-430a.4	Exclusive Brand products in our Serve Good program have specific packaging standards to ensure a holistic approach in providing more sustainable products. For information on our programs, please see: Products

SASB INDEX CONTINUED

ACCOUNTING METRIC	CODE	DISCLOSURE
Activity Metric		
Number of (1) retail locations, (2) distribution centers	FB-FR-000.A	(1) 90 (2) 70+ For more information, see: US Foods 2023 Form 10-K
Total area of (1) retail space, (2) distribution centers	FB-FR-000.B	(1) 2+ million square feet (2) 20+ million square feet For more information, see: US Foods 2023 Form 10-K
Number of vehicles in commercial fleet	FB-FR-000.C	6,500
Ton miles travelled	FB-FR-000.D	Not reported. We aim to optimize fleet efficiency, including through routing initiatives to reduce miles driven. In 2023, we reduced our total miles driven by 7% compared to 2019.

TCFD INDEX

At US Foods®, we are committed to providing transparency on our climate change risk management, governance and performance. A summary of our response to the Task Force on Climate-related Financial Disclosures (TCFD)-recommended disclosures is below. For more information on our climate strategy, please see our CDP response on our [website](#).

CLIMATE CHANGE GOVERNANCE

a) Board Oversight

Our Board of Directors has ultimate oversight of environmental risks, including those related to climate change, and is responsible for reviewing and providing guidance on the company’s climate change-related programs and policies as part of its wider sustainability oversight. Our Nominating and Corporate Governance Committee (NCG) of the Board of Directors, pursuant to its Charter, oversees the company’s sustainability program, including program strategy, areas of focus, goals and progress. This includes oversight of climate-related issues and risks, and ensuring that key climate investments are incorporated into business strategy and objectives. The NCG receives quarterly reports from management regarding the company’s sustainability initiatives and accomplishments.

b) Management Oversight

Our General Counsel (GC) leads a cross-functional sustainability working group to advance our sustainability objectives and provides managerial oversight of our strategic approach to mitigating environmental risks, including those related to climate change, and has responsibility for assessing and managing climate-related risks and opportunities. This working group is composed of leaders and subject matter experts from across the enterprise, including ESG, Supply Chain, Real Estate, Merchandising, Human Resources, Investor Relations, Legal and Communications. The GC reports directly to our Chief Executive Officer, and the sustainability working group regularly works with our Executive Leadership Team to plan for and assess progress against sustainability commitments and priorities.

Managed by the Director of Corporate ESG, the sustainability working group reports updates on a quarterly basis to the GC, who communicates those updates to the NCG Committee. Progress against our sustainability initiatives, including those specifically related to climate change, is reported annually within the company’s public-facing sustainability report, and on the company’s website within the Sustainability section of the website.

STRATEGY

Climate-related risks and opportunities are primarily identified, assessed and addressed by our cross-functional sustainability working group. We do not believe climate-related risks pose a financially material risk to our business.

However, we have identified climate change–related risks that may impact our business over the short, medium and long term, which include the following:

- Regulatory risk related to potential increased compliance costs and expenses due to the impacts of climate change on our business, as well as additional legal or regulatory requirements regarding climate change or designed to reduce or mitigate the effects of carbon dioxide and other GHG emissions on the environment, may cause disruptions in, or an increase in the costs associated with, the running of our business, particularly with regard to our distribution and supply chain operations.
- Physical risk related to some of our facilities and our customers’ and suppliers’ facilities being located in areas that may be subject to extreme, and occasionally prolonged, weather conditions, as well as the potential that extreme weather conditions disrupt critical infrastructure in the United States.
- Market risk related to the price and supply of fuel, which are unpredictable and fluctuate based on events outside our control.

- Risk related to changes in consumer habits potentially impacting products and services, such as a growing consumer preference for sustainable, organic and locally grown products.

For more information on identified climate-related risks and our mitigation strategies, please see our [2023 CDP Response](#).

TCFD INDEX CONTINUED

RISK MANAGEMENT

US Foods® leverages an Enterprise Risk Management (ERM) process to identify, assess, prioritize, mitigate and monitor the company’s top enterprise-wide risks. Climate-related risks are addressed as part of this process. Such risk management topics are reviewed and discussed on a regular basis among our leadership team across the entire organization. Consideration of such risks is implemented as part of our operating and investment decision-making process, in all aspects of the business.

To date, top risks identified within the ERM process do not include climate-related risks. However, should a climate-related issue emerge as a key risk within the ERM identification process, this risk would be monitored and managed within the ERM process. The Executive Leadership Team is responsible for managing the ERM Process and reporting its findings to the Audit Committee, and the Audit Committee of the Board of Directors is responsible for oversight.

Where applicable, third-party support and insights are also leveraged to help identify risks and opportunities. For example, in 2023 we completed our first-ever third-party-led assessment of the deforestation and land conversion risks in our supply chain.

The responsibilities of our subject matter experts and business owners as they relate to managing and mitigating any identified climate-related risks and opportunities are captured and integrated within the company’s overall sustainability approach, organized into three strategic sustainability pillars: Products, People and Planet. This work includes initiatives and policies developed around our commitment to provide a growing portfolio of Exclusive Brand products for our customers that offer environmental benefits in collaboration with suppliers that support our sustainable product programs, and engaging in best practices to improve the efficiency of our facilities and fleet and to help reduce the environmental footprint of our operations.

METRICS AND TARGETS

Metrics

We monitor our Scopes 1, 2 and 3 GHG emissions (Scope 2 reporting is a location-based figure). Relatedly, we track our energy use and operational and fleet efficiency.

Targets

In December 2022, US Foods received SBTi approval for our GHG emissions reduction targets. US Foods is committed to reducing absolute Scope 1 and Scope 2 GHG emissions 32.5% by 2032 from a 2019 base year. This target is in line with a well-below 2°C trajectory. To address Scope 3 emissions, US Foods also set a goal that 67% of our suppliers by emissions, covering purchased goods and services, have SBTs by 2027.

Data

- Scope 1 emissions (FY 2023): 613,048 Mt CO₂e
- Scope 2 emissions (FY 2023): 159,595 Mt CO₂e
- Scope 3 emissions (FY 2022): 50,430,818 Mt CO₂e

GRI INDEX

Statement of Use

US Foods® has reported the information cited in this Global Reporting Initiative (GRI) content index for the period January 2, 2023 to December 30, 2023 with reference to the GRI Standards.

GRI STANDARD	TITLE	DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE
GRI 2: General Disclosures 2021			
THE ORGANIZATION AND ITS REPORTING PRACTICES			
2-1	General Disclosures	Organizational details	US Foods Holding Company (USFD) Rosemont, Illinois Our Locations
2-2	General Disclosures	Entities included in the organization’s sustainability reporting	About This Report
2-3	General Disclosures	Reporting period, frequency and contact point	January 2, 2023 to December 30, 2023 Annual communications@usfoods.com
2-4	General Disclosures	Restatements of information	We have restated our Scope 3 baseline to 30,704,552 Mt CO ₂ e.
2-5	General Disclosures	External assurance	US Foods 2023 CDP Response
ACTIVITIES AND WORKERS			
2-6	General Disclosures	Activities, value chain and other business relationships	Overview Products US Foods 2023 Form 10-K
2-7	General Disclosures	Employees	People US Foods 2023 Form 10-K Breakdown of employees by region unavailable at this time.
2-8	General Disclosures	Workers who are not employees	From time to time, US Foods engages contractors who are not employees in compliance with applicable national, state and local laws and regulations and in compliance with our Code of Conduct . The total number of these workers varies and is not currently available.

GRI INDEX CONTINUED

GRI STANDARD	TITLE	DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE
2-9	General Disclosures	Governance structure and composition	Sustainability Governance Governance and Integrity US Foods 2024 Proxy Statement US Foods Governance Documents US Foods Board of Directors US Foods Committee Composition
2-10	General Disclosures	Nomination and selection of the highest governance body	US Foods 2024 Proxy Statement US Foods Nominating and Corporate Governance Committee Charter
2-11	General Disclosures	Chair of the highest governance body	US Foods 2024 Proxy Statement US Foods Board of Directors
2-12	General Disclosures	Role of the highest governance body in overseeing the management of impacts	Overview (page 3) US Foods 2024 Proxy Statement US Foods Nominating and Corporate Governance Committee Charter US Foods 2023 CDP Response
2-13	General Disclosures	Delegation of responsibility for managing impacts	Overview (page 3) US Foods 2024 Proxy Statement US Foods Governance Documents US Foods 2023 CDP Response
2-14	General Disclosures	Role of the highest governance body in sustainability reporting	Overview (page 3) Following our sustainability governance structure, the Board of Directors has ultimate oversight over our sustainability reporting.

GRI INDEX CONTINUED

GRI STANDARD	TITLE	DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE
2-15	General Disclosures	Conflicts of interest	Partially reported: US Foods 2024 Proxy Statement
2-16	General Disclosures	Communication of critical concerns	Partially reported: Governance and Integrity US Foods 2024 Proxy Statement
2-17	General Disclosures	Collective knowledge of the highest governance body	Overview US Foods 2024 Proxy Statement US Foods 2023 CDP Response
2-18	General Disclosures	Evaluation of the performance of the highest governance body	US Foods 2024 Proxy Statement
2-19	General Disclosures	Remuneration policies	Partially reported: US Foods 2024 Proxy Statement
2-20	General Disclosures	Process to determine remuneration	US Foods 2024 Proxy Statement
2-21	General Disclosures	Annual total compensation ratio	Partially reported: US Foods 2024 Proxy Statement
STRATEGY, POLICIES AND PRACTICES			
2-22	General Disclosures	Statement on sustainable development strategy	We Help You Make It™, Our Sustainable Business Strategy (page 5)
2-23	General Disclosures	Policy commitments	Governance and Integrity
2-24	General Disclosures	Embedding policy commitments	Governance and Integrity
2-25	General Disclosures	Process to remediate negative impacts	Partially reported: Governance and Integrity
2-26	General Disclosures	Mechanisms for seeking advice and raising concerns	Governance and Integrity
2-27	General Disclosures	Compliance with laws and regulations	No instances of non-compliance.

GRI INDEX CONTINUED

GRI STANDARD	TITLE	DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE
2-28	General Disclosures	Membership of associations	Products People Planet
STAKEHOLDER ENGAGEMENT			
2-29	General Disclosures	Identifying and managing economic, environmental and social impacts	Overview People US Foods 2024 Proxy Statement US Foods 2023 CDP Response We engage with a variety of stakeholders based on their genuine interest in US Foods®, our industry and their potential to impact our business, our employees and the communities where we live and work. Stakeholder interaction takes many forms, with the intent being to better understand stakeholder priorities and how they factor into our operational decisions.
2-30	General Disclosures	Collective bargaining agreements	Partially reported: US Foods 2023 Form 10-K
MATERIAL TOPICS			
GRI 3: Material Topics 2021			
3-1	Material Topics	Process to determine material topics	Overview
3-2	Material Topics	List of material topics	Overview
3-3	Material Topics	Management of material topics	Overview The way we manage each identified material topic is covered in the various sections of our 2023 Sustainability Report.

GRI INDEX CONTINUED

GRI STANDARD	TITLE	DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE
TOPIC-SPECIFIC DISCLOSURES: ECONOMIC			
GRI 201: Economic Performance 2016			
201-1	Economic Performance	Direct economic value generated and distributed	US Foods 2023 Form 10-K
201-2	Economic Performance	Financial implications and other risks and opportunities due to climate change	US Foods 2023 Form 10-K US Foods 2023 CDP Response
201-3	Economic Performance	Defined benefit plan obligations and other retirement plans	US Foods 2023 Form 10-K
203-2	Indirect Economic Impact	Significant indirect economic impacts	People
GRI 205: Anti-corruption 2016			
205-2	Anti-corruption	Communication and training about anti-corruption policies and procedures	Partially reported: Governance and Integrity US Foods Anti-Corruption Policy
GRI 207: Tax 2019			
207-1	Tax	Approach to tax	US Foods 2023 Form 10-K US Foods 2023 CDP Response
TOPIC-SPECIFIC DISCLOSURES: ENVIRONMENTAL			
GRI 302: Energy 2016			
302-1	Energy	Energy consumption within the organization	US Foods 2023 CDP Response
302-3	Energy	Energy intensity	Partially reported: Planet US Foods 2023 CDP Response
302-4	Energy	Reduction of energy consumption	Partially reported: Planet US Foods 2023 CDP Response

GRI INDEX CONTINUED

GRI STANDARD	TITLE	DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE
GRI 303: Water and Effluents 2018			
303-1	Water	Interactions with water as a shared resource	Partially reported: Planet
GRI 305: Emissions			
305-1	Emissions	Direct (Scope 1) GHG emissions	Planet US Foods 2023 CDP Response
305-2	Emissions	Energy indirect (Scope 2) GHG emissions	Planet US Foods 2023 CDP Response
305-3	Emissions	Other indirect (Scope 3) GHG emissions	Planet US Foods 2023 CDP Response
305-4	Emissions	GHG emissions intensity	Planet US Foods 2023 CDP Response
305-5	Emissions	Reduction of GHG emissions	Planet US Foods 2023 CDP Response
GRI 306: Waste 2020			
306-2	Waste	Management of significant waste-related impacts	Partially reported: Products Planet

GRI INDEX CONTINUED

GRI STANDARD	TITLE	DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE
TOPIC-SPECIFIC DISCLOSURES: SOCIAL			
GRI 401: Employment 2016			
401-2	Employment	Benefits provided to full-time employees that are not provided to part-time or temporary employees	Partially reported: People
GRI 403: Occupational Health and Safety 2018			
403-5	Occupational Health and Safety	Worker training on occupational health and safety	People
403-6	Occupational Health and Safety	Promotion of worker health	People
403-7	Occupational Health and Safety	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People
GRI 404: Training and Education 2016			
404-2	Training and Education	Programs for upgrading employee skills and transition assistance programs	Products People Governance and Integrity
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity and Equal Opportunity	Diversity of governance bodies and employees	People US Foods 2024 Proxy Statement
GRI 415: Public Policy			
415-1	Public Policy	Political contributions	Partially reported: US Foods Anti-Corruption Policy
GRI 417: Fair and Responsible Lending and Pricing			
417-1	Marketing and Labeling	Requirements for product and service information and labeling	Partially reported: Products US Foods 2023 Form 10-K



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If you have any questions regarding this report, please contact us at esg@usfoods.com.

May 2024

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