Most photos included in this report are from 2018 and 2019, before we implemented enhanced personal protective equipment (PPE) in response to COVID-19.
Growing together toward a more sustainable future

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LETTER FROM THE PRESIDENT

At OSI, we believe in consistency and communication. Over the last century, these tenets have enabled us to establish trust with our partners across cultures and around the world. Through our commitment to sustainability, we work more closely together than ever. We welcome the opportunity to share our progress toward goals we passionately care about.

President and Chief Operating Officer
Dave McDonald

We have engaged thoughtfully and regularly about how our performance stacks up against our goals. Sustainability is now built into the discussions we have with customers and suppliers and is part of our daily internal dialogue. We are constantly looking for new ideas and best practices, and multiplying positive impacts. To that end, we’re proud to share the lessons we’ve learned in our most recent Global Sustainability Report, which you’ll read more about in this report. You’ll also read about our ongoing work to unify around best-in-class animal welfare indicators and reduce energy use at our facilities.

Since publishing our last Global Sustainability Report in 2018, we’ve engaged thoughtfully and regularly about how sustainability, our journey, and our business are aligned in the spirit of trust-building and our commitment to “working out loud.” We look forward to providing further updates in our next Global Sustainability Report, which will be released in 2022.

The data in this report was gathered from OSI facilities around the globe. We are reporting on the 2018 and 2019 calendar years; however, examples from other years are included to provide context. This report has been prepared in accordance with Global Reporting Initiative (GRI) Standards: Core option. GRI is an independent international organization providing the most widely used standards of sustainability reporting. Guidance from GRI allows us to clearly communicate our impacts and align our sustainability activities with those of other businesses in our industry. We welcome feedback on our report and sustainability activities. For questions or comments, please reach out to osisustainability@osigroup.com.

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President and Chief Operating Officer
Dave McDonald

The OSI Sustainability 365 Farm in Victoria, Australia.
Overview
And Locations

OSI is one of the world’s largest privately held food manufacturers. We are the brand behind leading foodservice and retail brands. Our international network of food processing businesses helps companies around the world bring products to life. We assist our customers with everything from product innovation to the sourcing of raw materials. Our extensive international infrastructure, which includes our own vertically integrated poultry businesses and commodity trading arm, enables us to influence the global sourcing, development, production and distribution of everything from fresh produce to culinary innovations.

We are headquartered in the United States, in the city of Aurora, Illinois, and organized into three global zones: North America, Europe, and Asia Pacific. Although the countries in our global footprint have not changed significantly since the publication of our last report, OSI’s business continues to grow and evolve. While we remain committed to our traditional protein offerings, farmers and partners, we have expanded our food solutions portfolio to include sauces and plant-based proteins. Our expansion into alternative proteins is another opportunity for us to advance and improve best practices in sustainable agriculture and sustainable protein production, and to meet the demands of a changing market.
Global Facilities
And Brands

The OSI Group now operates 57 facilities in 18 countries and territories and sells products into 77 countries around the world.
OSI Values And Commitments

OUR VISION

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

OUR MISSION

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

OUR VALUES

Our core values help drive the way OSI approaches our operations. They also evolve as circumstances change and we grow to meet new challenges. Since our last Global Sustainability Report was published, we have introduced two new core values (“Put People First” and “Steward Our Resources For Future Generations”).

Act With Integrity

We pursue honest interactions. Our work is straightforward, reliable and consistent throughout all global operations.

Put People First

We know that our work is fundamentally about people – whether they are those who grow, make or eat our products. We will work tirelessly to protect, support and nourish them sustainably.

Steward Our Resources For Future Generations

We are conscious of the impact of our business activity on our world. We do not take the trust or contributions given to us lightly and strive to maintain a positive relationship with the people, communities and environments we affect.

Seek Partnering Relationships

We will find the best solutions to difficult challenges in partnership with our employees, customers, suppliers, farmers and communities. Our partners’ success is our success.

Strive To Continuously Improve

We believe that any problem can be solved, and better operations and supply chains are always possible.

Explore Innovative Solutions

We go beyond what is easy or obvious because we desire excellence.

Work Together As A Team

We value each other because we win together. The strength of our collective power is found in our diverse workplaces where our employees can thrive, develop, and grow.
OSI Corporate Governance And Organizational Structure

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

The Board is chaired by Sheldon Lavin and meets quarterly. OSI’s Global Leadership Team is responsible for ensuring we are sustaining our values throughout OSI operations. As our markets in the Asia Pacific zone have continued to mature and grow, we have expanded the roles of two members of our leadership team, Brent Afman and Mark Richardson, to ensure our ongoing success and strong market competitiveness in the region. Their new titles can be found under their pictures on the following page.

As an extension of our values, OSI is committed to operating our business in a manner that reflects the highest standards of ethical conduct in our business functions. OSI’s Global Business Standards set forth guidelines for our enterprise-wide code of conduct, and implores to our employees the basis relevant to OSI’s business operations. The Standards also communicate OSI’s expectations and policies on important topics such as leadership, corporate responsibility, fair treatment, workplace safety, fair competition, and conflict of interest. Model trading accurate records, conflict of interest, international business, and human rights. The Global Business Standards empower employees to voice their concerns free of retribution. This theme is readily available through our corporate intranet website. Each location also has a local version that provides operational direction to supplement the Standards. Additionally, we provide various trainings to help ensure our understanding and knowledge of these business standards. The trainings emphasizes the importance of safety, quality, fairness, respect and trust in all that we do and live, and each individual is being protected and practicing the highest standards of ethical conduct in their business functions.

Both our CEO and President have approved and endorsed the Global Business Standards. Our Senior Vice President & General Counsel serves as the Chief Compliance Officer. Our legal department is responsible for maintaining and updating the Global Business Standards. We also have regional business standards officers, as well as a team of human resources and legal professionals who serve as resources for employees seeking further guidance. We maintain high levels of accountability throughout the OSI organization. We encourage our employees to raise their concerns and questions through our open-door policy and other reporting mechanisms, including our MAKE IT RIGHT global hotline.
The safety, quality and consistency of the food we provide to customers around the world is non-negotiable. We address food safety in the “OSI Values And Commitments” section to reflect the fundamental role it plays in our global operations. It is the foundation of the trust we build with partners, including some of the largest food brands in the world, who rely on our diligence to uphold their good name. The safety and quality of our products—from the raw materials we purchase, to the final products we deliver to consumers—are core to our identity and central to our operations, across the globe.

Food Safety And Quality

The Council’s governance role includes:

- Establishing and updating Global Food Safety Policies, ensuring the policies are communicated, that workers are trained to adhere to them and that audits and checks are in place to monitor their execution. These policies often exceed customer and regulatory requirements and have made our facilities, in many areas of the world, stand out as beacons of excellence. All OSI facilities actively maintain Global Food Safety Initiative Certification or other globally recognized certifications for their food safety and quality systems.
- Setting expectations for raw materials by requiring suppliers to approach food safety according to Hazard Analysis and Critical Control Points (HACCP) standards, an internationally recognized preventative management approach to food safety.
- Ensuring compliance with all policies via:
  - Audits: The Council’s auditing arm conducts regular internal and customer food safety audits across the company to ensure ongoing compliance to OSI's global policies and practices.
  - Key Performance Indicator monitoring: Since 2018, every OSI plant around the world has reported the same food safety metrics into a global database each month that management uses to benchmark facilities. These Key Performance Indicators (KPIs) track strategic global metrics, such as audit findings, with the goal of preventing issues from arising and identifying areas for potential improvement. The results of these KPIs are discussed routinely with OSI leadership and help us identify areas of excellence and guide improvements.

Standardizing Our Approach To Sanitation

Our vision at OSI is for manufacturing processes to be so aligned at our plants that a worker from India could seamlessly fill in for a colleague at a plant in the UK. We want everyone to adhere to the same high standards, particularly around food safety, which is why the Global Food Safety Council launched a number of new policies in the last two years aimed at standardizing our approach to sanitation.

In 2018, the Council implemented new policies that aligned the way in which OSI facilities prevented, tested for and responded to Listeria monocytogenes, an infection-causing bacterium that must be carefully managed in cooked and ready-to-eat foods and the production environment. OSI Food Safety teams in Europe organized a complimentary supplier workshop on Listeria and are currently working on plans for a second round of trainings. The Council has also rolled out a new three-part “back-to-basics” sanitation strategy.

As the Council plans for the future, it is developing a more forward-looking policy that will guide equipment purchases, with an emphasis on machinery design, and the ways such machines can be cleaned, to reduce foreign object and sanitation risks.
We also adopted a more robust software platform to analyze data from our global facilities and will be implementing a similar analytics platform to manage data at the plant level.

Beyond its governance and oversight role, the Global Food Safety Council also keeps track of emerging risks, trends, technology and best practices that then inform our food safety strategies.

**ONGOING SENSORY EVALUATION**

Beyond safety, OSI focuses every day on the quality, taste, consistency, appearance and performance of the products we make. We evaluate every product, every shift, and we hold weekly sensory evaluation sessions with plant management.

**FOSTERING FOOD SAFETY CULTURE**

We understand that every member of the OSI family, from the factory floor to management, plays a critical role in producing the highest-quality products for our customers. We’ve made a focused, sustained effort to reinforce a culture of food safety to each and every person involved in OSI’s food production and distribution around the world. We’ve done this through:

- **Events**: Since 2018, “Food Safety Week” is celebrated annually at all management offices and manufacturing sites. Each Food Safety Week is marked by activities, events and strategic communication around a particular theme. In 2019, workers competed in contests, listened to speakers and watched demonstrations related to the management of allergens, foreign materials and microorganisms.

  - Our mandatory and rigorous training program: New team members are required to take documented Good Manufacturing Practices (GMP) training as part of their orientation and at least annually thereafter.

  - Targeted action plans: In an effort to take stock of opportunities for improvement, OSI conducted an extensive, company-wide Food Safety Culture Survey in 2018 and 2019. Managers at each site have since been using the results to develop action plans around areas of opportunity, while reinforcing their food safety culture successes. OSI will renew our facilities in 2021 to measure our food safety culture improvement.

**INDUSTRY INFLUENCE**

As a supply chain leader, OSI is also dedicated to sharing and promoting best practices beyond our company walls. We do this regularly through industry workshops and meetings. In 2019, OSI hosted a food safety workshop in Munich, Germany for all of our protein suppliers. Global food safety experts and technology vendors spoke at the event with the goal of disseminating best practices and initiating food safety conversation and progress. OSI also hosted a similar summit in 2018 and intends to continue convening our suppliers for open sharing of best practices in food safety.

OSI is constantly engaging in conversation with our suppliers about improving food safety and management practices and upgrading technology. We routinely provide our suppliers with connections to experts and practical experience in the most advanced farming and processing facilities around the globe. While we expect a lot from our suppliers, we also work with them to help them meet the quality benchmarks we set and bring them with us on our sustainability journey. We’re also proud to play a leading role in supporting food safety research, education and outreach, and are partnering with universities and technical programs to develop talent and empower future leaders.
Sustainability Governance

OSI’s Chief Sustainability Officer, Nicole Johnson-Hoffman, leads the Global Sustainability Team, which consists of dedicated sustainability professionals and advocates of sustainability champions from across OSI’s regions of operation and key departments. Since publishing our last global report, we have dedicated additional resources to sustainability and restructured our thinking to ensure both global alignment and integration of our priorities throughout the business.

A team of regional sustainability managers forms the core of the Global Sustainability Team. These managers work in varying departments, but all have designated sustainability oversight within their respective regions. They track the progress of OSI’s initiatives, share best practices across the respective regions, and keep internal and external stakeholders informed about our activities. The team also monitors progress towards sustainability goals against 2025 baselines and reports progress annually to OSI President and COO, Dave McDonald. The team shares updates with the entire company via weekly blog posts, a quarterly newsletter and other internal communications.

A separate network of subject matter experts also plays an important role on the Sustainability Team. These experts serve as key advisors on sustainability initiatives, industry activities and the establishment of our sustainability goals. We also rely on them to act as sustainability ambassadors for their respective departments and regions, ensuring OSI’s environmental, social responsibility and supply chain goals and priorities are incorporated into day-to-day business and operations. Using guidance from this global team, facilities pursue specific, detailed continuous improvement projects. Each region also develops its own action plans, integrating regional sustainability ambitions with those of the broader OSI organization.

Sustainability Governance

Our Strategic Sustainability Process

Operating a global company with OSI’s experience and influence offers us a tremendous opportunity to make positive impacts in our industry, our business and the lives of people around the world.

Our Strategic Sustainability Process

OSI’s global reach comes with the unique challenge of standardizing best practices and guidelines for our operations, while also influencing the industry as a whole. That is why OSI and our Sustainability Team have been working hard over the last few years to align our priorities and processes, so we can meaningfully progress toward our goals. We’ve made concentrated efforts to foster a network-wide sustainability culture and to use all the lessons we’ve learned through our diverse relationships to drive industry progress. These endeavors, described throughout this report, are the pillars of our sustainability strategy.

GLOBAL ALIGNMENT

OSI’s Global Sustainability Team establishes and refines goals and priorities based on collaboration with colleague, across regions and departments, to advance toward OSI’s mission. OSI’s regional teams are encouraged to work toward these shared objectives in the way that makes most sense in their part of the world. The entire company has also been focused on big-picture alignment.

That means we:

• Step up to date on best practices and ensure that our employees and suppliers do as well.
• Empower rising leaders to bring their ideas to the table and implement their visions across their areas of operation.
• Use data to track our progress, find successes to replicate and identify areas in need of improvement. (Where data is not available or aligned, we are working alongside others in the industry and our supplier base to build new systems and track new metrics.)
• Recognize and embrace our role as leaders and influencers in our industry, our business and the lives of people around the world.

In some priority areas, such as Environmental Stewardship, we have always held OSI facilities, global brands and suppliers to rigorous, industry-recognized standards in everything from food safety and quality to workplace safety and human rights. We’ve established ourselves in these areas by adopting best practices, equipping leaders and using data to track our performance. As we continue to expand our ambition, we are applying the same strategies to the management of our sustainability goals.
SUSTAINABILITY CULTURE

We recognize that the only way to progress toward our shared goals is to ensure that everyone connected to OSI facilities and global brands — from our suppliers and factory workers to our sales and research development teams — sees him or herself as a critical player in our sustainability journey. Our mission is complementary, not tangential, to our business objectives, and can only be accomplished by integrating our environmental, supply chain and social responsibility goals into our daily business operations. That’s why we’ve deliberated about establishing a company-wide, as well as network-wide, culture of sustainability.

We do this through:

• Leadership commitments that hold our company and partners to high international standards and define us as a business that cares about the planet, its animals in our supply chain, our people and the communities in which we work.

• Communicating consistently to our employees and partners — through trainings, events, campaigns and published materials — about the key roles they play each day in upholding our values and moving us toward our goals.

• Offering local ownership to our regional businesses and allowing them to foster a sustainability culture in a way that works best for them.

• Constant, deliberate, thoughtful engagement with our stakeholders — whether that’s a cattle farmer in North America, or an academic at a global sustainability roundtable.

Our mission is complementary, not tangential, to our business objectives, and can only be accomplished by integrating our environmental, supply chain and social responsibility goals into our daily business operations.

INDUSTRY INFLUENCE

Besides allowing us to disseminate our culture of sustainability, our engagement with stakeholders also allows us to influence the wider industry. In the last few years, we have made a more concentrated effort to take the industry lead in encouraging our suppliers, partners and even competitors toward the same ambitious sustainability goals. We take this on by being a company that sets an example, and by working with our suppliers and other industry leaders to help them set, and report progress against, their sustainability goals. We do this, first and foremost, within our own supply chain through high-impact supply chain projects, and support, and in some regions, supplier training according to sustainability criteria.

We ask a lot of them, but we do not push the responsibility of meeting our ambitious expectations solely on our suppliers. We support them through education, partnerships and pilot projects that allow us to journey with them to advance and spread new ideas.

Beyond our supply chains, we extend our influence through deep engagement in a variety of multi-stakeholder initiatives and industry groups. As an industry leader with an expansive global supply chain, we feel a strong sense of responsibility to take the lead in building and maintaining meaningful dialogue with everyone from academics and farmers to philanthropic organizations and government regulators. This engagement allows us to stay up to date on trends, communicate our own priorities and receive valued feedback from our industry partners. We also strive to bring our suppliers together for summits, trainings and other gatherings, that enable them to further pollinate best practices. When we see any of our employees or partners doing great things, we support them and amplify their success through recognition and publicity. We hope that we can serve as inspiration to others. The following pages will highlight some of the outstanding people in the OSI family and network we’ve been proud to support on our shared sustainability journey.

STAKEHOLDER GROUPS

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<th>HOW WE ENGAGE</th>
<th>ISSUES DISCUSSED</th>
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Customers  
Regular (regional/issue-specific) meetings, Annual assessments, Customer satisfaction surveys.  
Participation in client-specific, regional and issue-specific projects, Volunteer with OSI outreach teams.  
Annual performance reviews, Volunteer with OSI outreach teams.  
Training, Intranet and newsletter, Town halls, Leadership role, Sponsorship of annual summit, Trainings, Audits.  
Strategic research partnerships on pilot projects, Sponsorship initiative (e.g., supplier sustainability training, ‘Farmed, Audited.’)  
Marketing regulatory compliance, Pilot projects.  
Trade, Regulatory issues, Privacy and information security, Food safety, Worker safety, Animal welfare.  
Leadership role, Sponsorship of annual events, Hosting farm/facility tours, Participation in monthly calls, Leadership role, Sponsorship of annual summit, Trainings, Audits.  
Information requests and on-site audits, Meeting request and issue-specific projects, Online newsletters, Farm visits, Pilot programs.  
Food safety, Animal welfare, Farmer engagement, Animal welfare, Veterinary medicine and deforestation, Traceability, Water, Antibiotics.  
Volunteer and sponsorship, Participation and sponsorship  
Sponsorship of annual summit, Training, Audits.  
Food safety, Food security, Agricultural training, Health and sanitation, Education.  
Farming/sourcing, Event participation and sponsorship, Food safety, Animal welfare, Supply chain, Food safety, Worker safety.
In 2018, we conducted a materiality analysis to identify and understand the economic, environmental and social issues most relevant to OSI. We repeated the exercise in 2020, analyzing everything from executive and stakeholder feedback to media attention, in order to reassess shifting priorities and refine our areas of focus. As we did last time, we analyzed issues based on two dimensions: those most “material” or important to OSI’s business success, and those most important to a range of outside stakeholders.

The analysis also found that climate change has risen in relevance, while a range of new issues are of emerging importance: responsible sourcing, farmer livelihood, and consumer food choice, sustainable packaging, industry leadership and partnerships. These topics will appear throughout the report. We will continue to closely monitor all topics identified in our materiality assessment through ongoing dialogue with our stakeholders and will continue to adjust our strategies accordingly.

### Importance to Business

We define “importance to business,” the horizontal axis, as the extent to which topics are both relevant to OSI business operations and important to address according to an extensive internal evaluation. This evaluation included interviews with executives about risks and opportunities, analysis of audit results, employee surveys and an assessment of the sustainability priorities we had previously set.

### Importance to Stakeholders

To determine the top sustainability priorities of outside stakeholders, we identified and analyzed the top issues motivating industry influencers to engage with OSI. The influencers included key customers, suppliers, non-governmental and community organizations, industry trade groups, competitors, as well as media. Feedback from the most important stakeholder groups was given the most weight. The vertical axis represents the weighted average.

### Results

The materiality analysis identified the 11 most important economic, social and environmental issues to our business: Workplace safety, animal welfare, food safety, waste reduction, water stewardship, climate change, antibiotics, talent development, responsible sourcing, and protecting forests. Compared with previous results, we found notable shifts in several areas: Workplace safety has become the top business priority, growing in importance to both OSI stakeholders and internal representatives. This change is reflected in the revised sequencing of OSI priorities in this report.
We used results from the materiality analysis to reorganize the most significant material issues into three priority groups: Social Responsibility, Sustainable Supply and Environment. These groups, collectively, contain a total of six company priorities that build on the Sustainability Vision that OSI has been communicating to our stakeholders and supply base over the past few years. Highlighting specific priorities advances our approach by defining the opportunities where we can drive meaningful and sustainable impact toward the long-term goals that are listed on this page.

**ANIMAL WELFARE**

Animals respectfully managed to ensure health and welfare:

- Ensure respect for animals in supply chain
- Lead animal welfare practices

**ANTIBIOTIC STEWARDSHIP**

Antibiotic effectiveness preserved for human and animal health:

- Healthy animals
- Reduce critically important antimicrobials from use in supply chain

**SUSTAINABLE SUPPLY CHAIN**

Reduced environmental impact through responsible stewardship of natural resources:

- Use water sustainably
- Reduce waste
- Protect forests

**CLIMATE CHANGE**

Risk to changing climates addressed by mitigating greenhouse gas emissions:

- Reduce kg CO2 eq
- Increase energy efficiency
- Multisite use for changing environment

**WORKPLACE**

Safe workplaces where everyone’s rights are protected and skills are enhanced:

- Prevent workplace hazards
- Respect workers’ rights
- Empower employees with the skills to succeed

**COMMUNITIES**

Grades value for company and community created:

- Provide quality food
- Invest in communities
- Support local agriculture supply chains

**ENVIRONMENTAL STEWARDSHIP**

Risk to changing climates addressed by mitigating greenhouse gas emissions:

- Reduce kg CO2 eq
- Increase energy efficiency
- Multisite use for changing environment

Since releasing our last report, we have been working with greater focus and conviction around sustainability, driven largely by these goals. Throughout the report, you will find that we are doing important foundational work to take stock of our impacts, align our processes and find opportunities to make and scale positive change.

For our targets, we look at our own operations from a baseline of 2015, as we can control these outcomes ourselves. We have been monitoring them closely through OSI Advantage, our proprietary data dashboard for tracking operations KPIs. Separately, we are continuing to engage in other partnerships and industry associations to influence and drive greater impact throughout our supply chain.

| STAGE 1 | Indicate that we are doing foundational work, such as establishing a baseline that we will need to refer to as we assess our progress going forward. |
| STAGE 2 | Indicates that work toward the goal is in progress. |
| STAGE 3 | Indicates that we have achieved our goal in some regions, but are still working toward completion in others. |
| STAGE 4 | Indicates that we have achieved our goal in all OSI regions. |

The “progress report” sections on the following pages provide more detail on the status of each objective, and indicate pages in the report that further elaborate on our work toward the specific goal.

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**Introduction**

**Team & Strategy**

**1. Who We Are**

- OSI conducts business in 18 countries, with a global network of 150,000 employees.
- OSI is committed to listening to farmers and enhancing teaching in many innovative techniques, including virtual standardized programs and introduced standardized programs and introduced virtual standardized programs.
- In the beginning of 2020, OSI conducted a global survey in order to identify the most important antibiotics in poultry, beef, and pork.

**2. Social Responsibility**

**a. Animal Welfare**

- OSI has dedicated significant resources to identifying and aligning our animal welfare standard.
- OSI supports our suppliers’ efforts to implement animal production practices that reduce and, where possible, eliminate subtherapeutic and antibiotic use in food animals. We are encouraging and are piloting best practice programs that result in reduced antibiotic use.

**b. Sustainable Supply Chain**

- OSI has currently established sourcing programs in 13 countries across the following OSI global supply chain categories: Beef, Pork, and Vegetable serving our core proteins in beef, poultry, and pork.

**3. Team & Strategy**

- OSI is committed to listening to farmers and enhancing teaching in many innovative techniques, including virtual and augmented reality technologies.
- OSI has adopted a strategy that supports our suppliers’ efforts to implement animal production practices that reduce and, where possible, eliminate subtherapeutic and antibiotic use in food animals.

**Social Responsibility**

**2025 Target**

- **Achieve new standard minimum training hours at all facilities**
- **Support employee community engagement through training programs**
- **NEW GOAL: Recognize and support OSI Sustainability 365 farmers from core OSI commodities and regions**

**Stage**

- **Safety regulations and guidelines vary across the regions in which OSI conducts business, with a new international safety management system implemented at the beginning of 2019. Some OSI facilities have already transitioned to new systems, but a few OSI facilities only began incorporating these new safety standards in 2019. As we integrate these standards throughout our business in the coming year, we anticipate reaching and replacing this goal.**

**Progress Report**

- **Since setting this goal, we’ve seen the training program at OSI take on new energy. We now have training programs at all facilities and will continue to improve these training programs. In 2019, OSI created a training standard for aligning our animal welfare standards, including virtual training resources.**

**Support employee community engagement through training programs**

- Globally, OSI employees completed 94% training hours in 2019, up from 90% in 2018.
- OSI has committed to listening to farmers and engaging with recently launched work towards poultry sustainability alignment in our core proteins.

**NEW GOAL: Recognize and support OSI Sustainability 365 farmers from core OSI commodities and regions**

- OSI has dedicated significant resources to identifying and aligning our animal welfare standard.
- OSI is committed to listening to farmers and enhancing teaching in many innovative techniques, including virtual standardized programs and introduced standardized programs.
- In the beginning of 2020, OSI conducted a global survey in order to identify the most important antibiotics in poultry, beef, and pork.

**Social Responsibility**

**2025 Target**

- **Define Key Welfare Indicators and training expectations for all primary processing facilities and their suppliers.**
- **Third-party remote video auditing at all primary processing facilities.**
- **Align operations to industry sustainability standards for beef and poultry in core OSI markets.**

**Stage**

- **We have dedicated significant resources to identifying and aligning our animal welfare standard.**
- OSI has created a training standard for aligning our animal welfare standards, including virtual training resources.

**Progress Report**

- OSI has dedicated significant resources to identifying and aligning our animal welfare standard.
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**Sustainable Supply Chain**

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Environmental Stewardship

2025 TARGET

Reduce water usage intensity by 15%

100% landfill-free facilities

Report to CDP Supply Chain and Forests Questionnaire

NEW GOAL Review and update supplier expectations around deforestation, including Supplier Code of Conduct and regular sustainability information requests for all forest-risk commodities

STAGE

PROGRESS REPORT

Since our last report, water usage has increased by 18%. We continue to do important foundational work that will allow us to target resources and strategize opportunities for improvement to work towards our goal.

(See “Conservation: Water”)

We are progressing toward this target in each of our regions, with one new facility achieving this goal since the last report. In Europe, 10 of our 17 facilities are landfill-free. Our Asia Pacific region is nearly 50% of the way toward completion. The U.S. still only has one facility with landfill-free status; however, at two facilities (80%) of waste is being recycled. The U.S. Canada region has reduced overall waste by nearly 20%.

(See “Conservation: Waste”)

Since 2018, we have disclosed detailed information about our approach to managing our supply chain’s climate change and social impacts via completion of the CDP’s supplier questionnaire. This disclosure has allowed us to benchmark ourselves to others within our industry and strategize our next opportunities for improvement.

(See “Conservation: Forests”)

We’ve taken a number of steps to build awareness of forest risk within our company and increase our transparency around forest impacts beyond CDP disclosure. Following a recent review of forest commodity origins, OSI has begun training any staff involved in the buying and selling of forest-risk products and engaging suppliers around awareness, traceability and commitment. Our plans going forward will focus on increasing awareness and highlighting positive action being taken around the protection of forests throughout our supply chain.

(See “Conservation: Forests”)

Environmental Stewardship

Reduce energy intensity by 20%

Reduce GHG emission intensity by 20%

NEW GOAL Implement renewable energy across each division of OSI Global – EU, AUS, US, AP (China)

We have reduced our energy intensity by 13.3% globally and are 66.7% toward this goal.

(See “Climate Change”)

Starting in 2018, OSI reevaluated our carbon calculation methodology. We also took preliminary steps to implement a new calculation tool globally and used it to review our 2015 baselines and 2025 targets. We are continuing to roll it out to facilities in order to standardize calculations across OSI and further refine our baselines. Facilities that have already implemented the new tool have used it to identify reductions in direct operations, indirect operations and other indirect business impacts. Taken together, our European and U.S. business has seen a reduction of 3.82% mTCO2-e/mT product produced from our baseline.

(See “Climate Change”)

OSI’s use of renewable energy has increased almost 90% from 2015, due to renewable energy purchasing in Europe. We are exploring our previous goal with an ambitious new one to replicate Europe’s success globally. Australia is progressing toward the goal via a large installation project in 2020. We expect to expand renewable energy to other regions in coming years in order to meet our goals.

(See “Climate Change”)

Team & Strategy

Since 2018, we have declared detailed information about our approach to managing our supply chain’s climate change and social impacts via completion of the CDP’s supplier questionnaire. This disclosure has allowed us to benchmark ourselves to others within our industry and strategize our next opportunities for improvement.

(See “Conservation: Power”)

We’ve taken a number of steps to build awareness of forest risk within our company and increase our transparency around forest impacts beyond CDP disclosure. Following a recent review of forest commodity origins, OSI has begun training any staff involved in the buying and selling of forest-risk products and engaging suppliers around awareness, traceability and commitment. Our plans going forward will focus on increasing awareness and highlighting positive action being taken around the protection of forests throughout our supply chain.

(See “Conservation: Forests”)

OSI’s use of renewable energy has increased almost 90% from 2015, due to renewable energy purchasing in Europe. We are exploring our previous goal with an ambitious new one to replicate Europe’s success globally. Australia is progressing toward the goal via a large installation project in 2020. We expect to expand renewable energy to other regions in coming years to meet our goals.

(See “Climate Change”)

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INTRODUCTION | WHO WE ARE | TEAM & STRATEGY | SOCIAL RESPONSIBILITY | SUPPLY CHAIN | ENVIRONMENT
Many of the stories in this sustainability report reflect OSI’s work toward positive impact both within its company operations and within the industry. Why is it important to include both perspectives?

There’s so much more to producing food than the activity that happens within the walls of our buildings. We take responsibility for our company’s actions and also consider how our business activities create triple bottom line impacts of any raw materials and ingredients reach our doors. For example, we rely on farmers and transporters who might not even know our name. Although we may not control those actions, we can be intentional about our role as a buyer, standards setter, auditor, and marketplace messenger. Our roundtable and stakeholder engagement work behind closed doors or ask our stakeholders to support or ensure the voices of those engaged in agriculture around the world. Throughout the report, you’ll see examples of ways we’ve worked to lend support or ensure the voices of those engaged in the noble and crucial work of agriculture are heard. Our values and perspectives?

“Commitment is that we will be transparent about the decisions we make to balance our sustainability ambitions with the necessity and challenge of feeding the world.”

Q&A
With Nicole Johnson-Hoffman
Senior Vice President & Chief Sustainability Officer

How do you think about accountability and what role does transparency play in that process?

We are anxious to build off our momentum and pull OSI sustainability vision into action. This progress is highlighted clearly in the variety of activities contained in this report. Importantly, we have also been focused on understanding our metrics and setting up management systems so we can hold ourselves accountable for progress. Some important questions we’ve asked during this process are: How can we enhance our systems to bring transparency as possible and inviting people to share their ideas and innovations with us. We’ll grow together.

Many of the stories in this sustainability report reflect OSI’s work toward positive impact both within its company operations and within the industry. Why is it important to include both perspectives?

There’s so much more to producing food than the activity that happens within the walls of our buildings. We take responsibility for our company’s actions and also consider how our business activities create triple bottom line impacts of any raw materials and ingredients reach our doors. For example, we rely on farmers and transporters who might not even know our name. Although we may not control those actions, we can be intentional about our role as a buyer, standards setter, auditor, and marketplace messenger. With so many independent actors involved in our supply chains, partnership and continued feedback from a diverse group of stakeholders is critically important to refining our sustainability priorities and helping us navigate our path forward. Our engagement with stakeholders is a great example of this engagement at both the individual company and industry level. These multi-stakeholder bodies create an opportunity to communicate our sustainability work as widely as possible. As industry supporters, participants and critics — can see what we are doing and participate in making it better. By opening ourselves to new partnerships, we welcome opportunities for continuous improvement. We are able to help new participants take a seat at the table and participate in addressing those impacts.

In farm communities, like the one I grew up in, nothing you do is ever anonymous. Your friends and neighbors will make sure that you stand behind your actions for the long term. OSI’s approach to business can be seen through that lens. Our values and relationships are what have allowed us to operate so successfully for over 100 years. Those values continue to guide us, even as we face new frontiers for our business. As we implement changes and explore new strategies, we know, as a responsible and established company, that we will proudly stand behind our actions. Farm communities also teach lessons about the importance of upholding commitments to others. When we talk about the larger role of our business, the commitment of partnership and shared success is one we’ve also made to farmers and the people involved in agriculture worldwide. Throughout the report, you’ll see examples of ways we’ve worked to lend support or ensure the voices of those engaged in the noble and crucial work of agriculture are heard. Our sustainability work is premised on the belief that sustainability solutions only work when they work for the world’s farmers, too.
Our Priorities

Social Responsibility

We begin our priority section with updates on the work we have been doing around Social Responsibility, a topic of growing importance to us and our stakeholders. This priority group pertains to our hardworking people around the world and the diverse communities we are privileged enough to be a part of. We understand that our employees’ innovation, dedication and sound judgment enable us to produce the highest quality products. We also know that our neighbors around the world — from farming communities in Poland to cities in India — similarly contribute to our success by providing us with talent and the cooperation we rely on to operate. We are grateful to both our people and communities and see it as our duty to treat them with the utmost respect and fairness, to advance their opportunities and offer them support — particularly in times of need.
Our commitment to give back to our workers and the communities we share with them is entrenched in our workplace culture, policies and management. Our leadership drives the corporate culture by example. The open-door policy that is a hallmark of the restaurant industry has translated to the OSI workplace culture, where managers and staff are not seen as being above the rest of the company. We are afraid nothing is more challenging to navigate. The globally disruptive event called for OSI’s wider world in a matter of weeks. Stay-at-home orders put millions out of work and made production, distribution and donation more urgent and more challenging to navigate. The globally disruptive event called for OSI’s wide network to do take to help to its family and neighbors around the world.

Individually, everyone did. Essential workers ensured our nations and the communities we share with them had food to eat; our health and safety managers implemented a range of additional sanitation measures to prevent the spread of the virus. Instinctually, everyone did: Essential workers ensured their nations and the communities we share with them is protected by federal, state or local law. It is our policy to provide equal employment opportunities to everyone, regardless of age, national origin, gender identity, sexual orientation, pregnancy, race, color, religion, pregnancy, gender identity, sexual orientation, protected veteran status, disability, or any other characteristic protected by federal, state or local laws.

For example, leadership at OSI U.S. headquarters, enabling us to provide job experience, training and mentorship to U.S.-based students interested in agricultural sciences. In the U.K., OSI facilities also have strong ties with schools and universities near our corporate headquarters, enabling us to provide job experiences.

OSI is proud to hire people who have a passion for what they do and maintains a transparent recruitment process for those looking to join the company. We are dedicated to finding and developing future industry leaders and begin this work in our own communities. Throughout our global footprint, we form relationships with local schools and universities and universities to raise awareness about everything from animal welfare to environmental conservation.

At OSI, we know that success lies with our team. OSI’s flexible work environment, strong leadership, and management system that ensures each part of the company operates, ensurin that laws are followed and risks are mitigated, facilities to formalize a management system and audits to help verify business integrity within OSI facilities and to areas in need of improvement, and ensure all of our global facilities are held to the same high international industry standards. They also help us standardize practices, management systems, emergency planning, compliance with local laws, environmental management, and human rights issues. These topics help our work in safety and training with our international partners, the inclusion of its 3rd-party auditors. This includes audits of facilities and partners in the includes most common and important sustainability area.

Social Responsibility

OSI's Giving, an OSI-backed charitable initiative, funded a high flow oxygen machine for a local hospital. In the U.S., OSI sent hand sanitizer, soap and face masks to all employees, rearranged factory lines and developed a machine for a local hospital. In the U.K., OSI facilities also have strong ties with schools and universities near our corporate headquarters.

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OSI also remains committed to building talent within the organization, including Meat Business Women and the company to serve on academic advisory boards throughout the goal of advancing women leaders.

Additionally, we’re proud to sponsor employee participation programs have empowered numerous young employees with a combination of project-based activities, hands-on experience and dedicated mentorship from OSI leadership. To begin their careers as important members of our team, many OSI locations further supplement these benefits with additional wellness activities such as healthy communal lunches, medical examinations, vaccination programs and exercise groups. In addition to physical well-being, OSI recognizes the importance of employees’ mental well-being and offers a range of support programs, including project-based activities, hands-on experience and dedicated mentorship from OSI leadership.

That is why, in addition to regular training opportunities across our workforce, we run targeted programs for young people to learn new skills and prepare for the next stage of their careers. For example, we are committed to attracting and retaining talented young professionals in order to prepare them for the next stage of their careers. OSI’s Food Solutions Plants in the U.S., for instance, offer programs for young people to learn new skills and prepare for the next stage of their careers.

In the U.S., OSI’s Employee Assistance Program provides a wide range of support programs, including project-based activities, hands-on experience and dedicated mentorship from OSI leadership. In the U.S., OSI’s Employee Assistance Program provides a wide range of support programs, including project-based activities, hands-on experience and dedicated mentorship from OSI leadership. In the U.S., OSI’s Employee Assistance Program provides a wide range of support programs, including project-based activities, hands-on experience and dedicated mentorship from OSI leadership.
Human Rights Policy

Our GBS is augmented by a company-wide human rights policy that is guided by the principles articulated in the International Bill of Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights. We believe that human rights are universal rights that are intrinsic to every human being. We strive to respect the fundamental rights of our employees, which are:

1. Freedom from slavery and child labor
2. Freedom to associate (or not associate) and collectively bargain
3. Freedom of expression for everyone
4. A safe and healthy workplace
5. Freedom from discrimination and harassment

Our policy is made available to all workers and applies in OSI and our representative subsidiaries. This includes our local Safety, Health and Environment Council for all employees, the Senior Vice President, Chief Saftey Officer. The GBS Manager oversees implementation of this policy at the board level and is responsible for ensuring adherence to these commitments. Our senior management is responsible for overseeing the implementation of the policy. Alleged violations are addressed through a robust internal process, and we regularly update our policies and practices based on our findings.

Supplier Code of Conduct

All OSI suppliers sign a Code of Conduct, which sets forth OSI’s safety and human rights requirements. The Code of Conduct requires suppliers to create internal programs for handling of workplace grievances, including anonymous reports, and to prevent whistleblolds. Suppliers are responsible for prompt reporting (including to OSI, as applicable) of actual or suspected violations of law, ethical or regulatory standards for those involved. This includes any violations by employees or agent acting on behalf of either the supplier or OSI.

FOSTERING A CULTURE OF SAFETY

Beyond the broad policies and commitments that guide our global approach to safety, we also have additional policies and standards in order to comply with local laws and to maintain our high standards. We are piloting the new system at our West Chicago facility and are expanding it to additional facilities. We are also seeking to encourage all employees to participate in reporting any potentially unsafe procedure as part of our “Near Miss” program. Additionally, we are piloting the new system at our West Chicago facility and are expanding it to additional facilities.

Health and Safety Training

OSI is dedicated to providing a safe and healthy environment for our employees. This includes a comprehensive training program that covers a wide range of safety topics. The program includes classroom training, simulations, and hands-on training in various safety scenarios. All employees are required to participate in regular trainings to ensure that they have the necessary knowledge and skills to perform their jobs safely. The training programs are regularly updated to ensure that they are up-to-date with the latest regulatory requirements and best practices.

Safety at OSI

OSI is committed to maintaining a safe and healthy workplace for all employees. This includes providing a safe working environment, ensuring that all employees have access to necessary safety equipment, and implementing safety procedures and protocols. OSI also has a strong commitment to reducing accidents, addressing organizational stressors, and communicating more strategically about safety. We believe that safety is a priority for everyone, and we work hard to ensure that all employees have the knowledge and skills they need to perform their jobs safely.

Resources and communication

OSI offers a range of resources to employees to help them stay healthy and safe at work. These resources include training programs, in-person and online resources, and regular communications from the company. OSI is committed to providing a safe and healthy workplace for all employees, and we work hard to ensure that all employees have the knowledge and skills they need to perform their jobs safely.

Social Responsibility

Social Responsibility

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Social Responsibility

41
OSI is committed to creating shared value for the communities connected to our company. Their generosity and cooperation enable us to do business around the world and we take seriously our duty to give back to them. As food providers with global reach, we are well-placed and proud to give back to local communities and reduce food insecurity. We doubled down on this effort in 2020 amid the global COVID-19 pandemic and related economic crisis that left families around the world suddenly unable to access their next meal. Our ability to respond to the crisis so quickly, across our network, is a testament to the efforts we consistently do to build new relationships with charitable partners and to foster partnerships already in place. It’s often our own employees who prove most instrumental in identifying opportunities and leading the way in community engagement. The mutual effort has enabled us to participate in a wide range of charitable initiatives across the globe.

COMMUNITY PARTNERSHIPS AND INITIATIVES

Over the years, OSI has partnered with a wide range of food banks and hunger relief programs in an effort to give back to local communities and reduce food insecurity. We doubled down on this effort in 2020 amid the global COVID-19 pandemic and related economic crisis that left families around the world suddenly unable to access their next meal. Our ability to respond to the crisis so quickly, across our network, is a testament to the efforts we consistently do to build new relationships with charitable partners and to foster partnerships already in place. It’s often our own employees who prove most instrumental in identifying opportunities and leading the way in community engagement. The mutual effort has enabled us to participate in a wide range of charitable initiatives across the globe.

U.S.

For years, OSI has supported food banks and hunger-relief programs by donating excess food to local food banks and encouraging employees to participate in an annual “Foodie 5K” charity run.

INDIA

Old World Proccessed Foods provided support to a leading eye clinic and made charitable contributions to schools across India to benefit more than 250 students.

CHINA

Oils & Sons recently partnered with Beijing Bally Dev. to support students from disadvantaged families. More than 100 students graduated in the “Oils & Sons Spring Fresh” sponsorship program in support of poverty alleviation through education.

POLAND

A OSI Codeworks in Lodz held a successful charity run to raise money for charity.

JAPAN

Oils & Sons recently provided social education programs for 250 elementary school students. The company also emphasized their time to help clean up litter from illegal sea dumping.

PHILIPPINES

For the last two years, GenOSI employees have participated in clean-up drives at a resort in support of providing educational scholarships. In 2019, GenOSI also supported a college fund for out-of-school youths.

COMMUNITY ENGAGEMENT

VOLUNTEER NUMBER OF HOURS

<table>
<thead>
<tr>
<th>Country</th>
<th>Volunteer Number of Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>920 Hours 945 Hours</td>
</tr>
<tr>
<td>INDIA</td>
<td></td>
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<tr>
<td>CHINA</td>
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<td>POLAND</td>
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<td>JAPAN</td>
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</tr>
<tr>
<td>PHILIPPINES</td>
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</table>

MANAGEMENT

OSI leadership drives the company’s culture of philanthropy. Our owners have a long history of supporting philanthropic causes, including agricultural development in East Africa, agricultural education and children’s charities. The same spirit of giving back extends to the rest of the business through our charitable foundations.

COMMUNITY ENGAGEMENT

Organizations in each OSI region oversee employee-generated volunteerism that ranges from formal company-sponsored volunteering in the U.S., where an Outreach Team coordinates opportunities to serve local communities. In Europe, sites have the autonomy to organize engagement events.

COMMUNITY ENGAGEMENT

Each year, Turosi Giving hosts an annual golf day to support a local charity. In 2020, the event raised $10,000 for the “OSI-Bailie Spring Bud” sponsorship of events, like the “Run to Save Lives,” which raised money for charity.

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OSI performs a critical role in a complex global supply chain that spans from raw material suppliers to the consumer’s table. This role requires us to flexibly respond to the needs of our customers, demands of the market and realities of on-farm operations and protein raw material suppliers.

Although our facility and immediate operations only have some direct control and visibility over aspects of our supply chain, we have always gone to great lengths to engage directly with our suppliers and maintain a presence in all of our key raw material markets. From farms in Australia to processing plants in Ukraine or trading centers in Thailand, our own team members are embedded deep within the supply chain, as auditors, trainers and sustainability project partners. These local relationships complement powerful digital platforms we’re now using to track our goods and communicate with our partners in real time. Together, our new technologies and longstanding commitment to personal relationships ensure the highest safety and quality of our products, and give us influence over sustainability priorities stretching all the way back to the farm.
MANAGEMENT
Our rigorous safety and quality standards and management practices are the bedrock of our supply chain. (See “Food Safety and Quality”). The relationships we cultivate within the supply chain are what truly enable us to advance our sustainability goals and drive industry progress. We engage directly with raw material suppliers on a regular basis, both independently and through industry roundtables. These conversations allow us to clarify market expectations and highlight opportunities. Wherever suppliers are in their own sustainability journeys, we look for ways to support their goals, whether that’s advising them on enrichment programs, or partnering on a pilot project. In Europe, OSI has launched its own program to benchmark suppliers based on sustainability criteria. The benchmark, which was trialed in the U.K. and Ireland starting in 2020, will allow OSI to understand how engaged our suppliers are with sustainability. It will also allow us to encourage greater engagement with our valued suppliers in core areas. Going forward, this benchmark will be scaled to Germany, Spain and Poland.

DIGITAL SUPPLY CHAIN
Since digitizing our supply chain in 2019, we have been able to communicate and problem-solve with our suppliers in real time, respond to changes more rapidly, and gain much deeper visibility into the pathways that products take before they enter our facilities. We still have room to grow with respect to traceability, but we opportunities on the horizon. For instance, we are working hard to understand more about the origins of our soy and remediate potential deforestation around its sourcing. In addition, we lean on supply chain data and metrics to identify outstanding suppliers and elevate the good work they do.

ELEVATING SUSTAINABILITY SUCCESS STORIES
For the past five years, OSI’s Sustainability Team has sought out exemplary farmers in our supply chain to spotlight, support and sponsor for additional customer and industry recognition. We strongly believe recognition and publicity is vital for industry progress. The more farmers can share about their animal welfare practices, approaches to social responsibility, carbon capture programs and other sustainability initiatives, the more others can learn from them. In 2019, we formalized this approach to industry influence through our own supplier recognition program. The program, OSI Sustainability 365, is currently offering educational resources and publicity to 365 Sustainability farmers in Australia, with plans to expand the program globally.

CONVENING OUR SUPPLIERS FOR PEER-TO-PEER SHARING
OSI is proud to have organized both region- and commodity-specific supplier summits over the last two years, based on our belief in the value of peer-to-peer sharing of best practices in sustainability and quality standards. We’ve also spearheaded farmers’ participation in sustainability roundtables and other educational events, with the expectation that they will share the lessons they learn with their networks, thus, multiplying the benefits of our sponsorship.

The relationships we cultivate within the supply chain are what truly enable us to advance our sustainability goals and drive industry progress. We engage directly with raw material suppliers on a regular basis, both independently and through industry roundtables.
In 2018, OSI set out to expand our industry engagement across all proteins, bringing the focus to tapping into the Global Roundtable for Sustainable Beef’s regional roundtables to chart a path for delivering sustainably sourced supply from the industry. This allowed us to partner with regional stakeholders and set clear expectations for how we source to ensure ethical obligations to producing responsibly. It also enabled us to broaden adoption of sustainability activities beyond what we might have been able to do if we had led with a targeted sourcing program to create the assurance.

We now participate in dozens of multi-stakeholder roundtables and industry groups which allow us to keep abreast of best practices and address issues that do not meet our ethical standards. We believe that animal welfare and good agricultural practices are precompetitive issues and, therefore, welcome the opportunity to share our own sustainability best practices with others in the industry, including competitors. Industry roundtables also benefit us by allowing us to understand risks and address challenges in our supply chains that might occur outside of our company operations.

Through these roundtables, OSI hears the voices of all our stakeholders, and the groups facilitate our collaboration with academic experts and industry leaders to advance sustainability innovation for our supply chain, as well as share best practices. We continue to work on and seek out opportunities in sustainability to bring more members of our industry together in these non-competitive and established programs with standard criteria.

Protein supply chains are complex systems with a wide variety of producers and practices that differ across each country and region. For this reason, we harness our partnering mindset and look for ways to work collaboratively with our counterparts in the industry in order to communicate effectively with our stakeholders and contribute to meaningful change.

CASE STUDY

Our Commitment To Roundtables

Memberships And Organizations

- BEEF
  - Global Roundtable for Sustainable Beef (GRSB)*
  - Australian Beef Sustainability Framework
  - U.S. Roundtable for Sustainable Beef (GRSB)
  - Professional Dairy Producers of Wisconsin (PDPW)
  - European Roundtable on Beef Sustainability*
  - German Meat Association (VDF)

- POULTRY
  - International Poultry Council (IPC)
  - National Poultry Council (NPC)
  - National Chicken Council (NCC)*
  - German Poultry Association (ZDG)
  - Association of Poultry Processors and Poultry Trade in the EU (AVEC)
  - Australian Chicken Meat Federation (ACMF)
  - Victorian Chicken Meat Council (VCMC)*
  - China White Feather Broiler Association

- PORK
  - National Pork Producers Council

- MULTI-SPECIES
  - Professional Animal Auditor Certification Organization (PAACO)
  - Animal Agriculture Alliance
  - North American Meat Institute (NAMI)*
  - Protein Foods & Nutrition Development Association of India (PFNDAI)
  - Compound Livestock Feed Manufacturers Association of India (CLFMA)
  - China Meat Association
  - U.S.-China Agriculture and Food Partnership (AFP)*
  - Shandong Feed Industry Association

- FOOD PRODUCTION
  - Roundtable on Responsible Soy (TRS)
  - Roundtable on Sustainable Palm Oil (RSPO)

- AGRICULTURE EDUCATION AND TALENT DEVELOPMENT
  - Meat Business Women
  - Women’s Foodservice Forum (WFF)
  - Advisory Council On Chicago High School Agricultural Science
  - Advisory Board University of Illinois Supply Chain Department and College of ACES

MEMBERSHIP COLOR CODE

- * Leadership Role
- Global
- Australia
- United States
- Europe
- Asia
In every global sourcing area, OSI is dedicated to ensuring humane treatment, handling and slaughter of animals at all times. This dedication is a standing-long component of our company’s business practices and established requirements throughout our supply chain.

**Animal Welfare**

We are also committed to leading our industry in animal welfare best practices. Both OSI and our stakeholders insist on high standards of animal care in our supply chain. We recognize that this is not only an ethical responsibility, it also ensures a high-quality product. For this reason, we are conscientious about our supply of raw materials.

**MANAGEMENT**

Although OSI has varying levels of direct control over supply chain in different parts of the world, our Animal Welfare Policy, Commitment and Guiding Principles establish uniform standards and high expectations around the treatment and welfare of all animals we source. Of our vendors — whether they are external suppliers or our own primary processing facilities for lamb and beef — undergo regular audits that check for compliance with our policy. The policy and guidelines include the globally recognized “Five Freedoms of Animal Welfare Under Human Control” and are available on our website’s sustainability page.

**FIVE FREEDOMS OF ANIMAL WELFARE UNDER HUMAN CONTROL**

1. Freedom from hunger and thirst
2. Freedom from discomfort
3. Freedom from pain, injury and disease
4. Freedom to express normal behavior
5. Freedom from fear and distress

**Priorities**

- Designated Staff
  - At OSI, beef primary processing employs an animal welfare officer who reports to the Food Safety and Quality Assurance Team. The animal welfare officer overviews a daily internal auditing program that evaluates animal handling at various points in the process, according to key criteria.
  - A corporate animal welfare manager is also assigned to oversee site-level activities, and reports to the regional head of Food Safety, who reports to both the senior vice president of the business unit and Senior Vice President, Animal Welfare.

**SUPPORTING COMMITMENT-LED ENRICHMENT PROGRAMS**

Another important area of our supply chain is helping our customers meet their own sustainability goals related to commitment-led enrichment programs. Our extensive supply chain experience positions us as an important resource for customers interested in learning more about this market and how best to achieve their goals. While we take an impartial view of enrichment programs, our unique industry knowledge enables us to advise and assist customers in meeting their own commitment-related programs for:

- **Enriched Housing**
  - Gestation code-free pens
  - Cage free
  - Natural behavior enablers
  - Lighting specifications

- **Enriched Animal Management**
  - BAPCA certified
  - GAP certified

- **Specific Diets and Production Methods**
  - Vegetarian or grass-fed
  - Sustainable soy

- **Animal Welfare Regimes**
  - Feverfew anti-inflammatories
  - Hormone free

- **Farm Assurance Certifications**
  - Country specific: Bavarian Origin, German QS, Cultivate, Origin (GM free), Triscal, Beef Quality Assurance (BQA), Livestock Quality Assurance Group (LQA), GAP certified
  - Community specific: Marin Shalewater Certified, Roundtable on Sustainable Palm Oil (RSPO), Roundtable on Responsible Soy (RTRS), ProTerra
  - Global standards: Fair Foods, Food Alliance

**CERTIFICATIONS**

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- BAPCA certified
- Triscal
- Livestock Quality Assurance Group (LQA)
- Marin Shalewater Certified
- Roundtable on Sustainable Palm Oil (RSPO)
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- ProTerra
- Fair Foods
- Food Alliance

**SUPPORTING ENVIRONMENTAL EFFORTS**

We support environmental initiatives, where we believe our enduring commitment to sustainability empowers our suppliers and enhances their stories to serve as examples to others in the industry. The program also devotes OSI’s time and resources to animal welfare activities that enrich our products. At OSI, all of our farms are committed to providing a high-quality product. For this reason, we are conscientious about our supply of raw materials. We also recognize that this is not only an ethical responsibility, it also ensures a high-quality product. For this reason, we are conscientious about our supply of raw materials.
Training and Educating
OSI works diligently to build a culture of trained and competent employees, auditors, and suppliers. Globally, OSI employs internal auditors that have been trained under recognized animal welfare auditing certification or benchmarking programs (e.g. Professional Animal Assurance Certification Organization, or PAACO). All employees who handle animals receive training from globally recognized subject matter experts, along with appropriate training materials — from quick module-based courses to on-farm demonstrations. We also sponsored annual animal welfare training events for our suppliers and keep our network up to date on best practices through regular communication and engagement.

Auditing
To ensure the highest standards of end-to-end live animal handling, OSI quality representatives, with PAACO or equivalent training, conduct second-party audits of animal welfare procedures, while an independent third-party audit certifies all vendors in our supply chain once a year. OSI has zero tolerance for abuse of any kind, and any finding of animal maltreatment results in immediate suspension or potential termination from the business. In an effort to identify potential issues before they escalate, OSI has been expanding our use of third-party remote video auditing. Since 2013, the technology has been deployed at all OSI facilities in Europe and North America. Daily reports generated on these auditing systems are sent to designated animal welfare staff in Europe and the U.S., who can promptly implement preventive measures and further-vaccinate critical issues to company leadership and the U.S. Quality Assurance Technical Manager, to spearhead the effort.

This effort complemented with OSI’s expansion of a third-party remote video auditing tool that is now used at all beef slaughtering plants across Europe. The new data-driven approach for getting OSI auditor trained and objective view of animal welfare and other important issues. The information travels to suppliers through pamphlets, tools, interventions and practices. OSI works to ensure that information travels to suppliers through pamphlets, tools, interventions and practices.

Industry Groups
OSI participates in a number of industry groups, including the American Veterinary Medical Association (AVMA) and RetailQ Tractor (KWIs). Sustainable Beef and Lamb Assurance Certification (SBA) of the Global Animal Partnership (GAP), the Livestock Production Assurance On-Farm Quality Assurance (LPA QA). Where these programs have not previously existed, OSI collaborates with our roundups and partners. If necessary, to establish standards that benchmark supplier performance with best practices and provide support and resources to implement animal welfare guidelines, management systems and practices up to date.

Engagement with Policy Leaders
OSI will continue to be an industry leader in promoting industry harmonization of best practices.

Influence
As a supply chain leader, OSI is committed to sharing animal welfare best practices performed through industry memberships, sponsorships, partnerships and business relationships. Our participation in multi-stakeholder industry groups gives us access to the most current research on animal welfare. The sharing of best practices, therefore, flows both ways. We often learn about innovative technology and best practices by sharing with them within our own supply chain and then sharing our positive experience with the wider industry. We have several key avenues we rely on for the mutual sharing of animal welfare best practices.

Training and Educating
Animal Welfare Organizations
We seek the expertise of academics for a variety of projects, including our ongoing benchmarking of chicken, pork, and poultry. OSI Supply Chain

Engagement with Policy Leaders
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Antibiotic Stewardship

We recognize that using antibiotics appropriately in food animal production leads to better animal health and welfare. Antibiotic play an important part in both human and animal health by treating bacterial infections. Unfortunately, some bacteria are no longer able to be controlled by antibiotics as a result of resistance. OSI is committed to preserving antibiotic effectiveness for human and animal health by prioritizing healthy animal production leads to better animal health and welfare. We recognize that using antibiotics appropriately in food animal production leads to better animal health and welfare. OSI is committed to preserving antibiotic effectiveness for human and animal health by prioritizing healthy animal production consistent with judicious use of antibiotics in food supply.

Animal care under veterinarian supervision

We recognize that farmers and ranchers work diligently to manage their livestock in the best manner possible through sound husbandry practices, including genetics, nutrition, housing, handling and veterinary care in order to eliminate any potential illness and need for medication. For veterinary care, our facilities and suppliers have protocols in place to monitor and verify that the animals are not introduced into the food supply until drug withdrawal times are met or exceeded. To that end, our suppliers require that livestock producers work with a qualified veterinarian.

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Similarly, OSI adheres to and sets clear expectations for antibiotic use in our supply chain. OSI only purchases raw material from approved, acceptable use of animal medicines for animal welfare purposes. OSI purchases raw material from approved, externally inspected facilities, where animals are subject to ante-mortem and post-mortem inspections. In accordance with national regulations, labels of approved animal drugs must include very clear “withdrawal time” requirements. Similarly, OSI adheres to and sets clear expectations for antibiotic use in our supply chain through the following activities:

- **Dedicated antibiotic-free programs**
  In some instances where we have vertically integrated poultry supply chains or through dedicated suppliers, any livestock used in production have never been treated with antibiotics. In India, beyond its work with suppliers, OSI Vista Foods Processed Foods has also recently developed partnerships with suppliers that prove that “No Antibiotics Ever” (NAE) chickens—chickens that have never been treated with antibiotics—are possible through sound husbandry practices, including genetics, nutrition, housing, handling and veterinary care in order to eliminate any potential illness and need for medication. We recognize that using antibiotics appropriately in food animal production leads to better animal health and welfare. OSI is committed to preserving antibiotic effectiveness for human and animal health by prioritizing healthy animal production consistent with judicious use of antibiotics in food supply.

- **Ensuring compliance with withdrawal times and residue testing**
  Legal regulators and our clear supplier expectations dictate strict withdrawal guidelines and residue testing that is closely followed in both our and our suppliers’ operations to ensure that all raw material conforms to these standards.

- **Supporting industry research**
  We work through industry groups to support ongoing and future research into the best practices for treating animals and the way that antibiotic resistance is developed in humans and animals.

Influence

The company is also actively involved in producer organizations to further the advancement of producers’ quality assurance programs that educate producers on best practices for the use of animal medicines.

Through our participation in industry associations, OSI will continue to support ongoing and future research that can be utilized to treat animals and further understand how resistance is developed in humans and animals.

Case Study

Curing Antibiotic Use In Chicken

OSI has taken notable steps to phase out the use of antibiotics defined by the World Health Organization as ‘highly or critically important antimicrobials’ (HICIs) to human medicine. Experts warn that routine use of these important health farm animals can contribute to the emergence of antibiotic-resistant infections in humans. OSI takes these concerns seriously and has been working with suppliers to curb HICIs use in poultry and, more recently, beef. (See “Learning More About Antibiotic Use in Our Beef Supply Chains” for more on our beef progress.)

Our work with a key customer that is committed to reducing land, where possible, eliminating these antibiotics from its supply chain. As OSI has worked closely with our suppliers to track antibiotic usage, share best practices in biosecurity, vaccination, veterinary care, feed, and genetic improvements in order to establish dedicated sourcing programs for any HICIs used at the poultry farm level in Europe, India, and Australia.

OSI is also involved in the process to work with suppliers that prove that “No-Antibiotics-Ever” (NAE) chickens—chickens that have never been treated with antibiotics—are possible through sound husbandry practices, including genetics, nutrition, housing, handling and veterinary care in order to eliminate any potential illness and need for medication. We recognize that using antibiotics appropriately in food animal production leads to better animal health and welfare. OSI is committed to preserving antibiotic effectiveness for human and animal health by prioritizing healthy animal production consistent with judicious use of antibiotics in food supply.

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Through our participation in industry associations, OSI will continue to support ongoing and future research that can be utilized to treat animals and further understand how resistance is developed in humans and animals.
Learning More About Antibiotic Use In Our Beef Supply Chains

OSI is working to encourage antibiotic stewardship in beef production. Over which we have less direct control, cooperation with our suppliers is fundamental to us achieving our targets, which vary by region. In Germany, Poland and the UK, OSI has aligned with targets established by the European Roundtable for Sustainable Beef, which calls for a 50% reduction in the use of HPCIA and total usage of antibiotics below 10mg/Kg PCU by 2023. (PCU is an abbreviation for Population Correction Unit, which is used to help measure antibiotics use. PCU takes into account the animal population as well as the estimated weight of each particular animal at the time of treatment with antibiotics.)

Work toward these goals is already underway and begins with gathering farm-level data that is helping us understand the health of herds and extent of antibiotic use on farms in our supply chains. In the UK, OSI has gathered data from 60 farms in a project aimed at establishing baseline use of antibiotics in beef. Farmers were able to see the data collected from all participants and many eagerly checked to see how their antibiotic use compared to that of their peers. The project was as useful for OSI as it was for participating farmers, who now have deeper insight into their own use of antibiotics and more ambitious goals for which to aim.

In addition to our industry influence, OSI also purchases some NAE beef from the U.S., Australia, Uruguay and Ireland to support customer antibiotic-free commitments.

CASE STUDY

Poultry

Since 2018, OSI has focused on working with suppliers to strategically eliminate Highest Priority Critically Important Antibiotics (HPCIA) in the past two years. Suppliers in Germany, Poland, Hungary, Spain, Slovenia, the Netherlands, Australia, India, Chile and the Philippines have been able to achieve this goal. In addition, we established Never-Ever Antibiotics sourcing programs for poultry in the U.S.

Beef

Beyond sourcing some of our beef from dedicated Never-Ever-Antibiotics programs in U.S., Australia, Uruguay and Ireland, OSI has also begun work to reduce antibiotic use throughout the beef industry. In Germany, Poland and the UK, OSI has aligned with targets established by the European Roundtable for Sustainable Beef, which calls for a 50% reduction in the use of HPCIA and total usage of antibiotics below 10mg/Kg PCU by 2023. Work toward these goals is already underway and begins with establishing farm-level data that sheds light on herd health and antibiotic use.

Pork

OSI is sourcing some pork from dedicated Never-Ever-Antibiotics programs in the U.S. but additional opportunities to advance antibiotic stewardship for the pork industry are still under evaluation.

Environmental Stewardship

As a global business reliant on global resources, we consider it our duty to be responsible stewards of the environment in every area of the world in which we operate. We also consider it our responsibility to lead by example in environmental management and through our processes and sourcing decisions. We understand that agricultural supply chains present challenges, but also opportunities, to our planet. Although we are primarily focused on impacts within our own operations, we are working to improve our indirect impacts and support suppliers in reducing their environmental footprint.
APPROACH
OSI’s Environmental Management Systems guide our approach to operating our business with minimal impact on the planet. Our systems are based on ISO 14001, an international standard that helps organizations manage environmental compliance and track performance against environmental goals. OSI’s Environmental Management Systems guide our approach to operating our business with minimal impact on the planet. Our systems are based on ISO 14001, an international standard that helps organizations manage environmental compliance and track performance against environmental goals.

As a global company, OSI is committed to being a leader in sustainability, and we take pride in our achievements. OSI has multiple OSI facilities are ISO 14001 certified.

In the last two years, we have gone above and beyond international standards of best practice, with many award-winning facilities in Europe leading the way. Eight OSI facilities are accredited by the European Union’s Eco-Management and Audit Scheme (EMAS), which provide a superior level of environmental management with some of the most stringent criteria for environmental management systems and partnering with them to support innovations that reduce our collective carbon footprint. These projects range from ambitious joint initiatives to reduce paper use in packaging to helping suppliers take stock of carbon emissions on their farms. We have also increasingly sought to support and amplify industry initiatives that align with our environmental goals, from expanding the practice of regenerative grazing to learning more about carbon sequestration.

 Experts in environmental regulation oversee impacts in each region and ensure compliance with our environmental policy and standards, which vary based on local laws and stakeholder expectations. We have an internal environmental audit system for all certified facilities in Europe, and we are working to develop internal environmental audit programs across facilities in all other regions. In order to ensure that our policies and procedures are the best they can be, OSI also uses third-party environmental sustainability assessors to benchmark ourselves to the industry and guide us to year-over-year improvements. All facilities undergo routine third-party audits to ensure compliance. In addition, we also engage consultants to provide subject-matter expertise in environmental compliance and track performance against stakeholder expectations. We have an internal environmental policy and standards, which vary based on local laws and non-regulatory obligations.

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Beyond our own operations, we strive to raise environmental standards across the industry by helping suppliers upgrade their environmental management systems and partnering with them to support innovations that reduce our collective carbon footprint. These projects range from ambitious joint initiatives to reduce paper use in packaging to helping suppliers take stock of carbon emissions on their farms. We have also increasingly sought to support and amplify industry initiatives that align with our environmental goals, from expanding the practice of regenerative grazing to learning more about carbon sequestration.

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PRIORITY 5
Conservation

OSI is committed to reducing our environmental impact through responsible stewardship of our earth’s most vulnerable resources, specifically water, land and forests. Healthy soil, water, air, plants and ecosystems are critical to ensuring sustainable agriculture. Our goal is to use the materials needed for our products in the most responsible way possible, and through regular review, identify suitable environmentally-friendly alternatives or practices that will reduce negative impacts associated with our withdrawals, disposal and purchases.

As we strive for net benefit in our environmental impact, we are working to find innovative solutions to several key challenges. Recycling markets limit our options for disposal, our imperative to maintain the highest sanitation standards hinder our efforts to reduce water usage, and limited visibility into some areas of our supply chain require creative, collaborative efforts to learn more about deforestation impacts far removed from our purchasing decisions. That’s why we’ve become more strategic about the data we collect and the partnerships we enter into with those similarly working to tackle these industry-wide challenges.

We maintain tight waste management controls within all of our plants at OSI. Throughout operations we have adopted several critical steps to smooth and accelerate the reduction of our waste footprint:

• We’ve engaged waste contractors following a thorough approval process, and, wherever possible, we keep the number of contractors we use to a minimum, so our waste management processes remain streamlined.
• We’ve reviewed our waste stream to implement new processes and/or install new equipment that makes reducing and recycling waste the easiest and best option.
• We’ve worked with local partners to identify the best possible destination for materials that can no longer be used in our operations, including recycling, material reuse, closed-loop solutions, waste minimization, and energy creation.
• We’ve celebrated the milestone successes along the way and shared the lessons learned and best practices across our group.

A Sustainable Packaging Partnership

In 2019, Turosi, an OSI joint venture company in Australia, embarked on a mission to drastically reduce the use of paper products. The company’s five-point plan was inspired by a similarly ambitious national campaign to slash dependence on both plastic and paper packaging. The first step involved collecting data on the many origins of packaging they actually used and the steps of their own supply chain where excessive waste could be reduced. In 2020, Turosi packaging strategy is underway.

The company continues to take stock of this impact. It has also embarked on a project with one of its major retail customers to develop a solution to replace the cardboard cartons traditionally used to supply primary poultry products. Currently, more than 800 metric tons of recyclable cardboard cartons per year are supplied to this one customer. The new plan, which was evaluated using heat and in 2020, involves use of sustainable plastic crates instead of cardboard cartons.

CASE STUDY

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Reducing Water Usage In The Plant And On The Farm

Water conservation is a key concern across OSI and, in some regions in which we operate, it’s a business imperative. When OSI Vista Processed Foods opened its first plant outside of Montana more than 35 years ago, the water would sometimes stop flowing. Water is paramount for sanitation and food safety. When the water cost of management would either close the plant or purchase tankers full of water to keep operations running.

Water issues also extended back to supplying farms, where warming temperatures had been forcing farmers to use even more of the limited resource. Both of these challenges spurred OSI Vista leadership to become meticulous about monitoring water usage and innovative about conserving the resource, years before water conservation was on the world’s radar.

Over the years, OSI Vista has implemented a number of solutions to curb water usage in its plants and has worked to educate its suppliers about conserving water on the farm. Most recently, the company’s plant in Punjabi introduced a new cleaning system that reduced water consumption in 2019 by 15%. The new cleaning system that reduced water consumption in 2019 by 15%.

**CASE STUDY**

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<tr>
<th>GLOBAL % CHANGE IN WATER INTENSITY</th>
<th>GLOBAL WATER INTENSITY (M3/MT)</th>
<th>TOTAL GLOBAL WATER WITHDRAWAL VOLUME</th>
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**WATER**

Water is increasingly regarded as one of the planet’s most valuable resources. Recognizing that water is also particularly important for our business given its central role in agricultural value chains as well as its role in maintaining food safety at our processing facilities. In order to maintain our rigorous hygiene standards, our plants must be cleaned daily, which limits our ability to reduce the amount of water we use in our production processes. Process and product changes in recent years have also created some additional water withdrawals, including new food items that require water as an ingredient during processing. Taken together, these changes have hindered our progress towards our water goals. Knowing this continues to be a challenge, experts at our facilities around the world are increasing their monitoring methods for water consumption to highlight new efficiencies and are researching — and, in some areas, pursuing — innovative solutions to tackle this industry challenge.

**FORESTS**

The Amazon Biome and other important forest ecosystems are critically important for our business given its central role in modern food supply chains. Even though OSI does not have any direct operations in these areas, we recognize that our supply chain has potential impact on commodities produced in these regions, and we remain committed to setting up sustainable sourcing strategies that regularly monitor areas of deforestation risk in our supply chains.

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### BEEF

Farms that feed for soy commodity markets is frequently looking to the others, often difficult to trace the origins of soy found in many ingredients used in processing, as well as the first supply of animals in our raw material supply chain — especially poultry.

• A significant amount of our presence in our supply chain is produced in the U.S., a low-risk country for deforestation. When sourcing from other regions, we engage with our suppliers and regulatory requirements in our Supplier Code of Conduct.

• Over the past two years, we have focused more strongly on engaging suppliers through information requests to build in-market transparency and understanding our role in ensuring compliance with local and global regulations around the topic vary from country to country.

• We have participated in pilot projects with both customers and suppliers to raise awareness about farm management practices that facilitate deforestation and to help them identify opportunities for additional visibility and verification.

### SOY

Farm-level data for soy commodity markets is frequently lacking, leading the discussion about deforestation. As a founding member and supporter of the Roundtables for Sustainable Beef, we actively engage with stakeholders, including our own obligations. Our direct sourcing from vertically integrated and closed-loop cooperatives also helps us meet these commitments.

• We must balance sustainable packaging goals with food safety and product quality requirements.

• Palm-based packaging from palm oil derivatives in many common food ingredients, increasing the need for sustainable sourcing to combat deforestation.

### TIMBER AND PULP PRODUCTS

Palm oil also has many natural qualities that are attractive to food manufacturers: eliminating trans fatty acids, producing wholesome fats that require minimal processing, lowering production costs, among many other benefits. These advantages have cemented use of palm oil and its derivatives in many common food ingredients, increasing the need for sustainable sourcing to combat deforestation.

• OSI has substituted other oils for palm oil in many traditional uses of the product, verifying that many of our products are palm oil free.

• Palm oil is also sometimes found in OSI’s supply chain.PALM OIL
OSI is committed to mitigating greenhouse gas (GHG) emissions in our operations in order to reduce the risk of changing climates. The steps we are taking to continuously improve our energy efficiency and reduce our carbon footprint within our own operations are critical to the longevity of our company’s operations and for the continued trust of our stakeholders. Since the largest area of climate-related impact occurs within our landed, agricultural supply base, we are also striving to work more closely with our suppliers and alongside industry to adopt reforms that will help reduce our impact.

As with any manufacturing process, we rely heavily on energy throughout our operations— from grinding and forming, to cooking, chilling or freezing our products prior to packaging and distribution. In these activities, our main sources of energy and GHG come from natural gas, which, in addition to our cooling activities, comprise the two largest sources of GHG emissions from our direct operations. We have prioritized renewable energy sources, energy monitoring, and refrigeration equipment calibration, and, when necessary, have installed alternative systems to reduce our negative impacts.

We acknowledge the impact and risks inherent with climate change in agricultural supply chains and seek to do our part in advancing industry discussion and opportunities for improvement. We also encourage suppliers to reduce their own emissions in an effort to mitigate the indirect impacts of our supply chain, all the way back to the farm. Our engagement includes support of farm-level carbon footprint calculation and pilot projects to test possible areas for carbon reduction and sequestration.

Since 2008, Creative Foods, an OSI Group company in the U.K., has worked with a carbon offset consultancy to reduce its environmental footprint.

REDUCING OUR FOOTPRINT WITH CARBON OFFSET CREDITS

To date, it has offset 7,460 mTCO₂, an increase of 3,201 mTCO₂ since 2018, from investment in the following projects:

- A freshwater project in Uganda that has reduced energy needed for boiling water 522 mTCO₂ offset
- A rainforest protection project in Brazil 1,172 mTCO₂ offset
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We acknowledge the impact and risks inherent with climate change in agricultural supply chains and seek to do our part in advancing industry discussion and opportunities for improvement. We also encourage suppliers to reduce their own emissions in an effort to mitigate the indirect impacts of our supply chain, all the way back to the farm. Our engagement includes support of farm-level carbon footprint calculation and pilot projects to test possible areas for carbon reduction and sequestration.
Starting in 2018, OSI reevaluated our carbon calculation methodology and began to take steps to implement a new calculation tool globally and use it to review our 2015 baselines and 2025 targets. We partnered with a European energy consulting firm that helped us expand the OSI carbon calculator to encompass all critical areas of carbon emissions:

- **Total Carbon Offsets**
  - **United States & Europe:**
    - S1 and S2 Carbon Intensity
    - S1 and S2 Total Carbon Footprint

**2018**

- **Total Intensity:** 10.2065 mTCO2-e/mT product produced
  - **Change:** -2.88%

- **Total Intensity:** 9.2533 mTCO2-e/mT product produced
  - **Change:** -11.95%

This review has enabled us to be more strategic about our approach to climate change in our own operations and as we work in coordination with industry initiatives to advance opportunities for producers across the globe. We are still in the early stages of implementing supply chain reductions, but our strategy continues to develop and expand to new areas of the company through supply chain and industry partnerships, investment in more data capture and analysis, and integration of energy saving goals and activities into our day-to-day operations.

**SCOPE 1**
- Direct operations

**SCOPE 2**
- Energy purchases

**SCOPE 3**
- Upstream impacts from raw material purchases

**CASE STUDY**

Helping Farmers Adopt More Environmentally-Friendly Grazing Practices

OSI is supporting a project aimed at helping farmers on the U.S. Northern Great Plains of Montana adopt a grazing practice shown to improve the health of their soil, productivity of cattle, and combat one of the key contributors to climate change. The Montana Grazing Project is being implemented by NativeEnergy, a company that sells carbon offset credits to businesses interested in reducing their carbon footprint in partnership with Western Sustainability Exchange, a regional non-profit. The project centers on expanding adoption of regenerative grazing practices for Montana ranchers who are interested in improving forage on their land, but may have faced barriers to transitioning to higher intensity rotational grazing in the past. This type of grazing mimics the natural way bison and other undomesticated animals travel from fresh pasture to pasture, offering grazed land the undisturbed time it needs to regenerate. Healthy soil improves the local ecosystem and the health of the herd, while trapping carbon, a greenhouse gas that contributes to climate change. Ranchers interested in participating in the program receive educational resources and financial support that enables them to make infrastructure changes or any other adjustments in operations needed to implement regenerative grazing. Adopting these changes and seeing the resulting productivity and soil benefits also open a new income stream: The additional amount of carbon sequestered, or pulled into their soil each year, directly translates to financial compensation derived through carbon offset credits sold to companies through various providers like NativeEnergy.

INTRODUCTION | WHO WE ARE | TEAM & STRATEGY | SOCIAL RESPONSIBILITY | SUPPLY CHAIN | ENVIRONMENT
Considering and helping to mitigate the energy used to produce and transport raw materials before they enter our facilities

The majority of corporate emissions, especially for agricultural supply chains, occur outside of company walls. For this reason, OSI’s Sustainability, Procurement and Quality Assurance Raw Materials teams regularly engage with suppliers and other stakeholders through industry groups and roundtables. Our goal is to elevate agricultural best practices in deforestation, land management and other environmental areas and reduce susceptibility to climate change risks in our supplier base.

Upstream Emissions

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**Indirect Emissions**

- **Scope 1**
  - Raw material, especially cattle
  - Raw Material teams regularly engage with suppliers and other stakeholders through industry groups and roundtables. Our goal is to elevate agricultural best practices in deforestation, land management and other environmental areas and reduce susceptibility to climate change risks in our supplier base.
  - OSI has started working with farms in Poland, the U.K. and Germany to calculate on-farm GHG emissions with an online carbon calculator called “Cool Farm Tool.” We are also conducting trials of other on-farm G4S calculation tools.
  - In other markets, OSI is also testing possible opportunities for carbon reductions with a Greenpeace partnership, which monitors emissions from individual animals. These types of tools are helping us to establish baseline data and identify reduction strategies.
  - In Germany, we are working on a pioneering project that will test what GHG reductions can be achieved by including vegetable coal, a dietary substitute, in a beef animal’s diet.

- **Scope 2**
  - Regenerative grazing
    - OSI’s Sustainability Team partners with suppliers and other stakeholders on climate-related projects to build best practice examples for other use practices to others, and stake. This includes the Mires Grazing Project, which helps U.S. farmers adopt regenerative grazing practices that have been shown to improve carbon sequestration in soil.

- **Scope 3**
  - On-farm efficiencies
    - OSI has started working with farms in Poland, the U.K. and Germany to calculate on-farm GHG emissions with an online carbon calculator called “Cool Farm Tool.” We are also conducting trials of other on-farm G4S calculation tools.
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**Supplier engagement**

- We also educate our suppliers on carbon reduction strategies and climate-sensitive risk mitigation actions through regional summits and individual coaching.

**Transport efficiency**

- OSI has a history of partnering with suppliers and customers to strategically locate our facilities and, when possible, coordinate on bulk material transportation.
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### Sustainable Supply

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#### Response

**ANIMAL WELFARE**

- Policies and practices, by species and breed, relate to physical alterations and the use of anesthetics.
- Supporting Commitment-led Enrichment Programs.

**EFFLUENTS AND WASTE**

- Two additional facilities starting waste reduction journey.

**ENVIRONMENTAL RESPONSES**

- Support of commitment-led enrichment programs.

---

**Environmental Responses**

**ENERGY**

- Climate Change: 66, 69

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