



# 2020 CORPORATE SOCIAL RESPONSIBILITY REPORT

Ed Montes, US Foods Lift Operator  
Bensenville, IL, Distribution Facility

**US.**  
FOODS®

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### 3 A LETTER FROM OUR CEO

Dear Stakeholders,

Corporate Social Responsibility (CSR) requires organizations do more than care about issues that affect our world — they must take meaningful action to make the world a better place. Although 2020 presented many challenges, it also provided us with opportunities to make positive strides against our CSR commitments.

In this, our second expanded CSR Report, you will have the opportunity to review the momentum we are creating across our three key CSR pillars: People, Planet and Products. While there is more work to be done, we are proud of the progress we have made.

## PEOPLE

We are committed to making a positive difference in the lives of our associates and in the communities we serve. In 2020, this meant protecting our associates through comprehensive COVID-19 safety protocols. We also continued our commitment to diversity and inclusion by expanding our Employee Resource Groups; and in June, more than 1,000 associates participated in an Allyship and Anti-Racism Workshop. In our communities, we donated approximately \$43 million of food and supplies to charitable organizations to help those facing hunger.

## PLANET

By applying a continuous improvement mindset to our sustainability efforts, we consistently identify opportunities across our business to improve fleet efficiency and reduce energy use. In 2020, we continued to leverage compressed natural gas (CNG) vehicles in our fleet and participated in an electric truck pilot. We generated 13 million kilowatt hours in electricity from our solar installations and improved waste reduction efforts in our facilities through both recycling and product donation initiatives.

## PRODUCTS

In 2020, we expanded our Serve Good® portfolio to more than 900 items that are responsibly sourced or contribute to waste reduction and also meet strict packaging standards. In addition, we reached our 2020 Responsibly Sourced Seafood commitment, and today, 100% of the products in our Harbor Banks® seafood portfolio — the largest US Foods® portfolio of Exclusive Brand seafood products — now meet either Progress Check® or Serve Good standards.

While we faced many challenges in 2020, our associates and customers demonstrated a resilience and determination that inspired us all. We look to the future with optimism and a continued commitment to the important work of corporate social responsibility.



Pietro Satriano  
Chairman and Chief Executive Officer



## OUR RESPONSE TO COVID-19

While the COVID-19 pandemic created unprecedented challenges for our industry in 2020, it also enabled us to leverage our strengths to support our associates, customers and communities in meaningful and innovative ways.

### PRIORITIZING THE HEALTH AND SAFETY OF OUR ASSOCIATES AND CUSTOMERS

Throughout the pandemic, the health and safety of our associates, customers and communities has remained our top priority. Early in 2020, we mobilized a cross-functional team dedicated to leading our ongoing COVID-19 response efforts. The response team continues to closely monitor the evolving pandemic and develop action plans to meet both associate and customer needs. Drawing upon many resources, including the Centers for Disease Control and Prevention (CDC) and relevant federal, state and local public health agencies, the team makes informed, fact-based decisions.

To learn more about our COVID-19 safety efforts, we invite you to visit [page 18](#) of this report.

### HELPING OUR CUSTOMERS MAKE IT

COVID-19 significantly disrupted the business operations of our restaurant, hospitality and education customers. In response to these challenges, we quickly provided new tools and resources specifically designed to help them adapt to changes in the industry.

In March 2020, we launched our “Make It Now” resource hub, a new platform offering free webinars, virtual one-on-one consultations with our Restaurant Operations Consultants and Food Fanatics® Chefs, and a library of support materials on topics such as how to navigate the CARES Act and access financial resources. The hub also contains best practices for calculating cash flow, ramping up takeout and delivery operations and creating engaging social media content to stay connected with customers during the pandemic.

*“Our ‘We Help You Make It®’ approach has always been about helping operators succeed — and never has that been more important than it is today. I’ve heard many customers say our tagline is more than just a tagline during these times; it’s a lifeline.”*

**Jim Osborne,**  
Senior Vice President of Customer Strategy and Innovation at US Foods®







US Foods® (NYSE: USFD) is one of America's great food companies and a leading foodservice distributor, serving restaurants as well as healthcare, hospitality, governmental and educational institutions. Through a broad and innovative food offering and a comprehensive suite of e-commerce, technology and business solutions, we help chefs, restaurants and foodservice operators succeed. Our success is powered by our talented US Foods associates who come to work every day with one goal in mind: to help our customers Make It. Visit [usfoods.com](http://usfoods.com) to learn more.

**\$22.9B** IN REVENUE

**150** YEARS  
IN BUSINESS

**300,000** CUSTOMERS

**400,000** PRODUCTS

**6,000** SUPPLIERS

**26,000** ASSOCIATES

**3,000** SALES  
ASSOCIATES

**70** BROADLINE  
LOCATIONS

**80** CHEF'S STORE®  
LOCATIONS

**6,500** TRUCKS  
IN OUR FLEET



## CSR AT US FOODS

### OUR APPROACH TO CORPORATE SOCIAL RESPONSIBILITY (CSR)

As a leading foodservice distributor, we know we have an opportunity to positively impact our customers, their diners, our associates and the communities where we live and work. Our CSR platform is organized around our commitment to caring for people, protecting the environment and providing sustainably sourced products.

In this report, we're pleased to share progress highlights for each of our key focus areas: People, Planet and Products. We also report environmental data through CDP and respond to numerous investor, customer, vendor and third-party disclosure requests. Information regarding our efforts and our most recent CDP response can be found at [usfoods.com/csr](https://usfoods.com/csr).

### GOVERNING CSR AT US FOODS

US Foods CSR efforts are managed by a cross-functional CSR Working Group that meets regularly, led by our Executive Vice President, General Counsel and Chief Compliance Officer. The Working Group includes leaders and subject-matter experts from areas such as Supply Chain, Real Estate, Merchandising, Human Resources and Communications. Periodic updates on the company's CSR initiatives and accomplishments are provided to the Nominating and Corporate Governance Committee of our Board of Directors, which oversees the progress of these efforts.

### ABOUT THIS REPORT

This report reflects our CSR performance during 2020 unless noted otherwise. As we've noted throughout the report, key performance figures may also include the Food Group of Companies, which US Foods acquired in September 2019, and Smart Foodservice Warehouse Stores, which US Foods acquired in April 2020. Our CSR disclosures are informed by the reporting frameworks and recommendations of organizations such as the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB). An index of these disclosures can be found in the appendix of this report. In 2019, we published our first formal CSR Report and we expect to continue to publish CSR reports annually.



# 2020 CSR REPORT HIGHLIGHTS



## PEOPLE

**~\$43M** IN FOOD AND SUPPLIES DONATED

**\$1B+** SPENT WITH **1,800+** SMALL BUSINESSES ACROSS THE U.S.<sup>1</sup>

**\$385M** SPENT WITH **435+** DIVERSE SUPPLIERS<sup>1</sup>

**\$650K** IN SCHOLARSHIP FUNDING OFFERED SINCE 2017

**~1,000** WOMEN HAVE PARTICIPATED IN WFF SINCE 2010

**200** LEADERS ARE TRAINED TO FACILITATE ALLYSHIP AND ANTI-RACISM WORKSHOPS



## PLANET

**6.9%** REDUCTION SINCE 2015 IN GALLONS OF FUEL USED PER CASE DELIVERED<sup>2,3</sup>

**7.3%** REDUCTION IN SCOPE 1 AND SCOPE 2 EMISSIONS SINCE 2015<sup>3,4,5</sup>

**13M** KWH OF ELECTRICITY GENERATED FROM 6 SOLAR INSTALLATIONS EACH YEAR

**1M+** SQUARE FEET OF LEED-CERTIFIED BUILDINGS

**200M** KWH CUMULATIVE ENERGY SAVINGS SINCE 2015

**54** CNG TRUCKS EMIT 22-29% FEWER GREENHOUSE GAS EMISSIONS



## PRODUCTS

**900+** SERVE GOOD<sup>®</sup> AND PROGRESS CHECK<sup>®</sup> PRODUCTS

**270+** RESPONSIBLE DISPOSABLES PRODUCTS

**100%** OF HARBOR BANKS<sup>®</sup> SEAFOOD PRODUCTS MEET PROGRESS CHECK OR SERVE GOOD STANDARDS

**100%** OF PALM OIL USED IN OUR EXCLUSIVE BRANDS IS CERTIFIED SUSTAINABLE

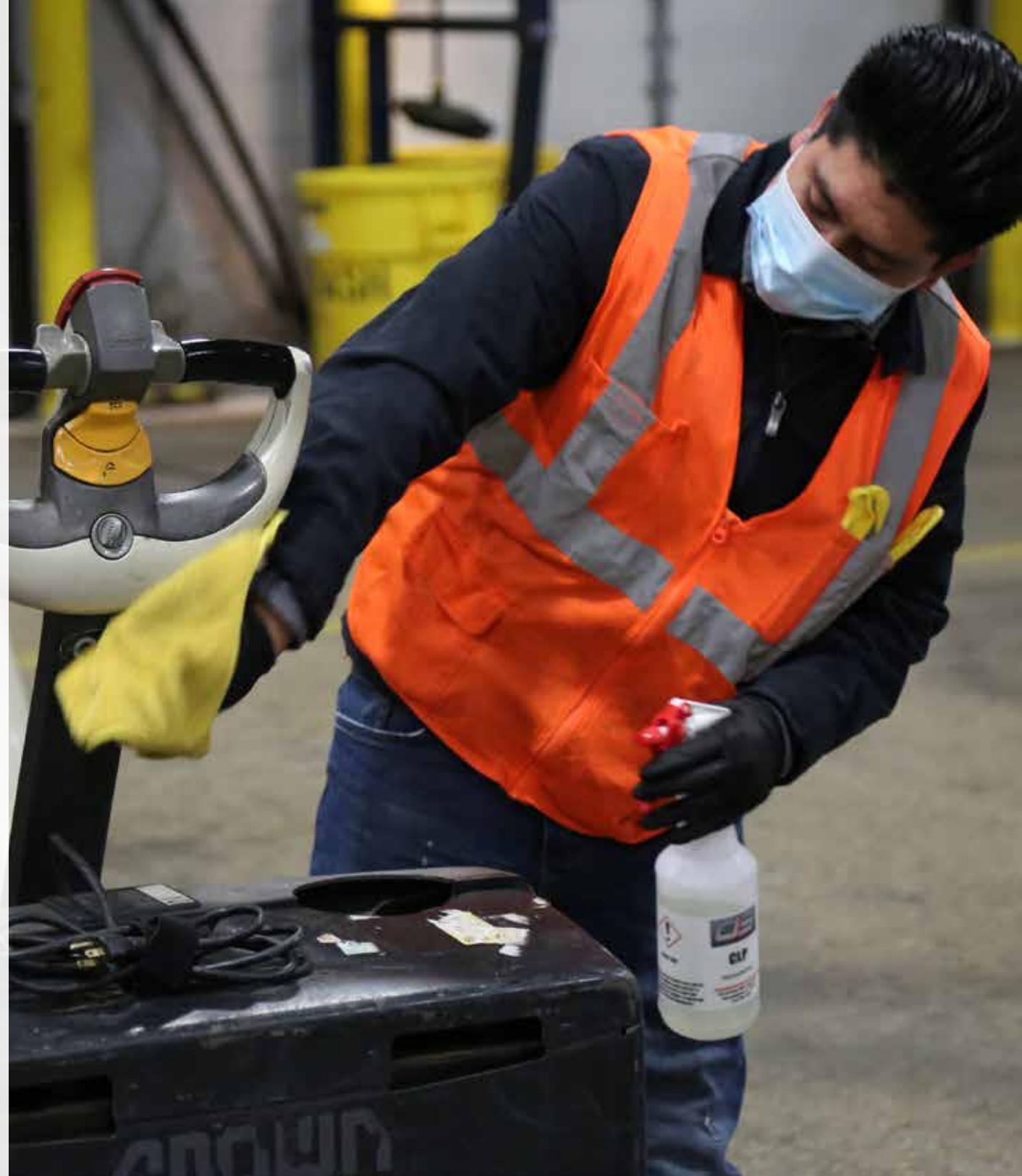
**1,000+** EXCLUSIVE BRAND PRODUCTS MEET OUR UNPRONOUNCEABLES LIST™ INITIATIVE

<sup>1</sup>Figures include trade and indirect spend with Tier 1 suppliers. <sup>2</sup>Broadline business only. <sup>3</sup>Includes the Food Group of Companies, acquired in September 2019, and reflects transportation inefficiencies with reduced volumes caused by the COVID-19 pandemic. <sup>4</sup>Emissions intensity measured as pounds of CO2e per case delivered. <sup>5</sup>Includes Smart Foodservice Warehouse Stores, acquired in April 2020.

## PEOPLE

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At US Foods®, we strive to make a positive difference in the lives of our associates and in the communities we serve. This means making associate health and safety a top priority and creating an inclusive and dynamic workplace where our associates can grow and thrive. It also includes our commitment to philanthropy and volunteerism activities that help strengthen our local communities.



## CREATING AN INCLUSIVE AND DYNAMIC WORKPLACE

### OUR CULTURAL BELIEFS

At US Foods®, we continually strive to be and do our best so we can help our customers, associates and communities Make It. The foundation of these efforts is our Cultural Beliefs, which guide how we interact with each other and our customers:

- **Expect Excellence:** I challenge myself and others to delight customers every time
- **Stop Waste:** I take action every day to eliminate waste
- **Team Up:** I engage the right people, in the right way, at the right time
- **Talk Straight:** I seek the truth and exchange objective feedback
- **You Matter:** I care for my co-workers, enable success, and make winning fun

Our Cultural Beliefs are woven into our training, development and talent programs and serve as a key part of how we work together to deliver on our promise to customers.

*“Our Cultural Beliefs guide how we live and lead at US Foods and are vital in ensuring that our team is positioned for success. Doing our best for our customers, communities and each other means consistently bringing our Cultural Beliefs to life in everything we do.”*

**David Works,**  
Executive Vice President,  
Chief Human Resources Officer



### OUR CULTURE



### SPOTLIGHT ON OUR CULTURAL BELIEFS IN ACTION

As we navigate ongoing COVID-19 challenges, taking care of our associates and our communities continues to be a top priority for all of us at US Foods. You Matter, one of our Cultural Beliefs, reinforces our ongoing commitment to taking care of each other. US Foods Human Resource Business Partner, Kay Phillips-Shepard demonstrated this belief in action during the rollout of our COVID-19 safety protocols. In addition to conducting at-work safety protocol training and support, Kay personally reached out to associates to discuss their unique living and family circumstances and ways they could adopt COVID-19 safety practices inside and outside the home. The associates were appreciative of this extra support and how Kay clearly demonstrated how much they matter and how much she cares.

### TRAINING AND DEVELOPMENT

Investing in our people is critical to our success. Through training, mentoring and on-the-job development, we enable our associates to learn and grow. Our development programming is dedicated to supporting associates at all levels of our organization so they can reach their full potential.

*Gateway to Leadership*, for new people managers, and *Aspire to Lead* and *Aspire to Grow*, for high-potential leaders, are among our signature development programs built to strengthen leadership capabilities and provide networking opportunities with leaders across the organization.

Other training and development programs include:

- **E-Cademy:** Provides associates with online learning resources to develop a variety of skills that align with the US Foods® business strategy and Cultural Beliefs
- **Disrupting Bias Training:** Enables associates to identify implicit biases, understand their impact and eliminate discriminatory behaviors for the betterment of the company
- **Safety Leadership Training:** Promotes a safety mindset among Operations Leaders and Managers

- **Sales Readiness:** Provides new Selling Associates with tools, resources and peer networking to help them succeed
- **Selector Onboarding:** Prepares Warehouse Selectors to be successful through training on safety, accuracy and performance standards
- **Leadership Foundations:** Helps Sales Managers and Supply Chain Supervisors and Managers effectively lead and grow their teams

### SPOTLIGHT ON VIRTUAL TRAINING RESOURCES

Due to COVID-19 restrictions, in 2020 we reimagined many of our training programs to help associates continue to learn and grow virtually. This included moving several of our signature programs to remote learning formats and rolling out additional training resources to support associates working from home. Our new Associate Resource Hub features an online library of tools and content for navigating the remote work environment, including communication guides for virtual teams, technology training, virtual leadership webinars and more.



**6,000+** ASSOCIATES  
ACCESSED ONLINE  
TRAINING RESOURCES IN 2020

### ASSOCIATE ENGAGEMENT SURVEYS

Through our Associate Engagement Survey and Pulse survey programs, we invite our associates to provide important feedback that allows us to implement positive changes across our company. These surveys, along with regular associate roundtables, help us continually improve how we demonstrate our Cultural Beliefs and support other focus areas such as safety, manager effectiveness and customer service.

**30,000** ASSOCIATE SURVEY RESPONSES SUBMITTED IN 2020

### ASSOCIATE BENEFITS

We are committed to providing compensation and benefits that respect and reward our associates for their dedication and hard work. Our health and wellness benefits are designed to provide flexible options to fit every stage of an associate's career. Our comprehensive benefits program includes a variety of medical and dental plans, plus voluntary benefits like vision or critical illness protection. We also provide tools and resources to help our associates make informed healthcare decisions.

We are proud to offer innovative, no-cost wellness programs focused on helping associates with healthcare challenges, including:

- Diabetes, weight loss, smoking cessation and sleep management services
- Back and knee pain reduction

- Counseling to help with stress and anxiety
- Maternity and family benefits to support the entire parenthood journey, including adoption assistance
- Child and elder care management services
- Financial management and will preparation
- Healthcare support services such as virtual visits, expert assistance getting a second opinion, support choosing the top surgeons and hospitals across the country and healthcare concierge services

We also provide paid time off programs, an employee assistance program, an employee stock purchase plan and tuition reimbursement. In 2020, we introduced a new parental leave policy, which provides all eligible associates, regardless of gender, two weeks of paid parental leave when welcoming a new child.

**85%** OF US FOODS® ASSOCIATES ENROLLED IN BENEFITS

### ENHANCED COVID-19 BENEFITS

To support our associates during COVID-19, we offer additional benefits, such as enhanced leave policies for an associate who is ill with COVID-19 or taking care of a loved one with COVID-19 at home. In addition, we offer free COVID-19 testing for associates in qualified situations to facilitate a safe return to work.



### SPOTLIGHT ON US FOODS® CARES

The US Foods Company Assistance for Relief in Emergency Situations (CARES) Fund was established to help our associates recover from natural disasters that could not be anticipated or prevented. The program provides financial grants of up to \$5,000 to qualifying full-time and part-time US Foods associates as determined by the CARES Approval Committee.

*"When we were unexpectedly forced to evacuate our home in the middle of night, due to the California CZU Lightning Complex Fire, the US Foods CARES program was there. During our three-week displacement, the program helped us fund temporary housing for both my family and our animals, as well as other critical expenses. In the face of so much uncertainty and stress, the US Foods CARES program was truly the lifeline we needed."*

**Lynette Mezera,**  
US Foods Account Executive

## ETHICS AND COMPLIANCE

At US Foods®, we are committed to working with integrity as we engage with each other and our partners. The cornerstone of this commitment is our [Code of Conduct](#), a public affirmation that we are committed to doing the right thing. The Code of Conduct is grounded in our Cultural Beliefs and the understanding that each of us plays an important role in operating with honesty and integrity.

This Code of Conduct sets out expectations for how we work with each other and with customers, suppliers, communities and government officials. It also reinforces the importance of ethical decision-making, speaking up through the US Foods Check-In Line and our commitment to a respectful and inclusive workplace.

To reinforce our commitment to a strong ethics and compliance program, we have adopted several other policies that provide guidance and resources to our associates and set out the standards that we expect our vendors and suppliers to follow. These policies include:

- [Anti-Corruption Policy](#)
- [Conflicts of Interest Policy](#)
- [Equal Employment and Affirmative Action Policy](#)
- [Prohibition Against Discrimination, Harassment and Retaliation Policy](#)
- [Responsible Sourcing Policy and Supplier Code](#)

### ETHICS AND COMPLIANCE TRAINING

A key component of our ethics and compliance program is associate training. All US Foods associates receive annual Code of Conduct training and specialized training based on the nature of their duties and responsibilities. For example, all US Foods associates working in supply chain, shared services and information technology at our distribution centers are required to complete a Human Trafficking course that has been designed to help them better understand the issues of forced labor and create awareness of their responsibility to US Foods and society more broadly as it relates to human trafficking concerns. This training also informs associates about what options are available to them to help keep our operations and supply chain free from these risks. In addition, our ethics and training program has been designed to reinforce our commitment to diversity and inclusion and building a respectful workplace.

### ALL OF OUR ASSOCIATES RECEIVE ANNUAL CODE OF CONDUCT AWARENESS TRAINING

#### REPORTING A CONCERN

At US Foods, we have established a variety of resources if an associate needs support or would like to report a concern. Associates may report anonymously, if they choose, through the US Foods Check-In Line. This hotline is available 24 hours a day, seven days a week, with translation services if needed. Associates are able to anonymously report a concern by phone (888-310-7716), through the internet at [usfoodcheckinline.com](http://usfoodcheckinline.com) or by email to [compliance@usfoods.com](mailto:compliance@usfoods.com). In addition, associates may always raise concerns with their manager, any other US Foods manager, Human Resources or any member of the US Foods Law Department. As part of our no-retaliation policy, there will be no retaliation against anyone who raises questions or concerns in good faith.



## EMBRACING DIVERSITY AND INCLUSION

At US Foods®, we believe that success and innovation are only achieved when all voices and perspectives are heard and valued. We perform at our best by connecting with associates, customers and communities in ways that embrace diversity of all kinds, including diversity of race, ethnicity, culture, gender identity, age, sex, disability and experience. As a company, we are committed to fostering an environment that is engaging and inclusive, developing diverse talent at all career levels and offering products and consultative services to support business growth in diverse communities. These efforts are overseen by our D&I Leadership Advisory Board, comprised

of US Foods executive leaders responsible for the oversight of our initiatives.

### OUR DIVERSITY & INCLUSION STRATEGY

Our [commitment to diversity and inclusion](#) is grounded in three strategic areas of focus through which we continue to work toward a more equitable future:

- 1. Creating a more inclusive work environment** where everyone feels safe and valued and their voices matter
- 2. Increasing the diversity of our workforce and leaders** by investing in programs to build a diverse talent pipeline and accelerate the development of diverse associates
- 3. Supporting diverse communities and businesses** by enhancing our outreach and sharing who we are and what we stand for

### INCLUSIVE WORK ENVIRONMENT

The first area of focus in our strategy is creating a more inclusive work environment. Our success relies upon a diverse and dynamic workplace that fosters an equitable environment where all associates can grow and thrive. In 2018, we introduced an interactive Respectful Workplace training for associates as part of our effort to promote respectful communication and foster greater inclusion.

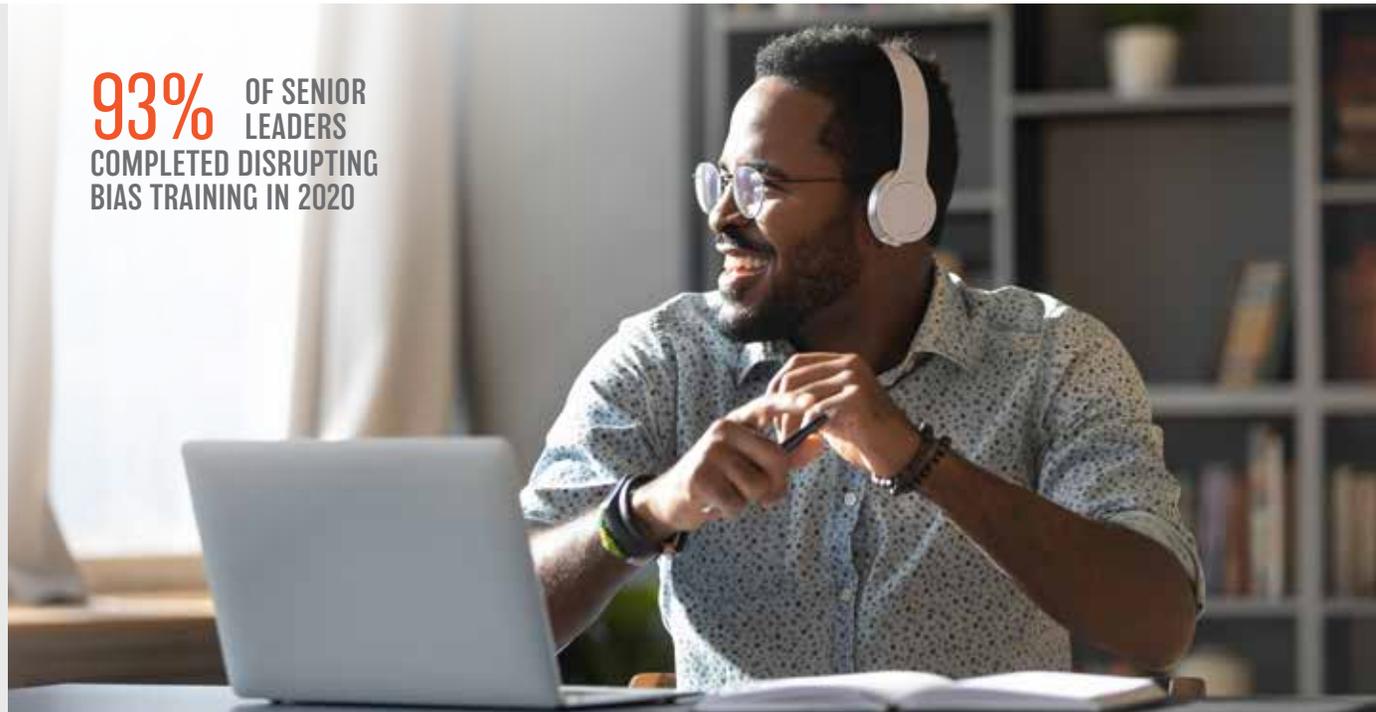
### Employee Resource Groups

US Foods company-sponsored Employee Resource Groups (ERGs) are associate-led groups that strengthen networking among colleagues, further personal and professional development and promote diversity and inclusion.

### SPOTLIGHT ON DISRUPTING BIAS TRAINING

US Foods' Disrupting Bias Training provides a common framework for recognizing and addressing bias in the workplace, with a focus on reaching associates across all levels and functions of the business. Launched in 2020, the training engages participants through five stages of interactive programming focused on exploring where biases originate and how they impact our interactions and decision-making. As part of the program, participants walk away equipped with strategies for identifying and disrupting bias in key situations and ensuring our work environment is welcoming for all.

**93%** OF SENIOR LEADERS COMPLETED DISRUPTING BIAS TRAINING IN 2020



Ongoing listening sessions between ERGs and our Executive Leadership Team allow for open dialogue and the identification of new opportunities to bolster our diversity and inclusion strategy roadmap.

In 2020, we expanded the ERG program from our corporate offices to all US Foods® locations across the country, enabling participation from our field and frontline associates. Today, we continue to grow the impact and engagement of our eight ERGs, which include:

- Black Resource Utilization Hub
- Collective Asian Network
- Hispanic and Latino ERG
- LINK-UP – Linking Information, Networks and Knowledge
- Pride Alliance
- Those Who Serve – Military ERG
- Women in Network
- Young Professionals ERG

### WORKFORCE DIVERSITY

#### Recruiting and Supporting Diverse Talent

A key pillar of our diversity and inclusion strategy is our commitment to increasing the diversity of our workforce and leaders.

As of January 2021, 51% of our associates are women or people of color and 32% of our director-level and above leaders are women or people of color.

Over the past several years, we have been working to increase the diversity of our director-level and above leadership roles through accelerated development programs for diverse associates and expanded external recruiting partnerships to reach more diverse candidates. We have also enhanced our hiring process to require diverse candidate slates for leadership roles and introduced unconscious bias training for leaders. Moving forward, our goal is to fill 40% of our new or open leadership roles with diverse candidates.



In 2019, US Foods signed the Chicago Network's Equity Pledge for companies that commit to identify, invest in and evaluate their progress on advancing gender equity in the workplace.

### Learning and Development

We embed inclusive leadership skills into our signature leadership development programs, including *Gateway to Leadership* for new people managers and *Aspire to Grow* and *Aspire to Lead* for high-potential leaders.

Our Learning Partners program, launched in 2019, matches diverse, high-potential US Foods leaders with senior leaders to facilitate one-on-one, two-way learning and help prepare diverse leaders for greater responsibility.



### SPOTLIGHT ON ALLYSHIP AND ANTI-RACISM WORKSHOP

In June 2020, the US Foods Pride Alliance and Black Resource Utilization Hub ERGs teamed up to host a virtual, companywide Allyship and Anti-Racism Workshop to help associates navigate conversations around racism, understand different perspectives and experiences through storytelling from leaders and discuss ways to act as an ally both in and outside of the workplace. To further promote this dialogue, US Foods trained 200 leaders to facilitate their own Allyship and Anti-Racism workshops for corporate and frontline associates at the local level, including drivers and selectors.

*"It is refreshing to work for a company that plays an active role in promoting equality."*

Scott Farthing,  
US Foods IT Specialist



**SPOTLIGHT ON  
KATHRYN GARAVENTA,  
2020 WFF CHANGE MAKER  
AWARD RECIPIENT**

Kathryn joined US Foods® in 2011 and currently supports sales effectiveness. She is a member of US Foods' Women In Network Employee Resource Group and leads a mentorship circle of 10 women from various backgrounds and roles within the company. She attended her first Women in Foodservice Forum event in 2017 and was inspired to create a US Foods women's leadership conference for independent restaurant operators, owners and chefs in her home market.

**Women's Foodservice Forum (WFF)**

WFF provides the research, insights and best practices to help food companies address the pressing need for talent and increased business performance by realizing the full potential of female leaders. US Foods is proud to be a long-standing sponsor of the WFF Leadership Conference, contributing annually to the success of this initiative. Although the 2020 Leadership Conference was canceled due to COVID-19, we conducted our own internal panels, seminars and ongoing professional development opportunities for WFF participants throughout the year.

**~1,000 US FOODS WOMEN  
HAVE PARTICIPATED  
IN WFF SINCE 2010**

**SUPPORTING DIVERSE COMMUNITIES  
AND BUSINESSES**

As a company, we hope to contribute to a more equitable and inclusive future through the way we contribute to our local communities and do business. By increasing the diversity of our suppliers and enhancing our product offerings, we are supporting economic growth among multicultural businesses and populations.

Additionally, our outreach to diverse communities allows us to make a meaningful difference in the lives of others, reaching beyond our workplace to support the underserved.

**Supporting Communities**

We support food banks and other related nonprofits through product and financial contributions with the aim of reaching underserved populations in need across our entire US Foods footprint. In 2020, we made significant donations of product to charitable organizations, including 125,000 pounds of food to help the Greater Chicago Food Depository bring pop-up food pantries to communities of color on Chicago's South and West Sides, which have been disproportionately affected by COVID-19 and civil unrest.

In addition, our US Foods Scholars program seeks to support the pipeline of diverse talent entering the restaurant industry by providing financial support and professional development opportunities to outstanding underserved students pursuing culinary careers. Since the program launched in 2017, we have provided over \$650,000 in scholarship funding to alleviate financial barriers to our industry and help the next generation of diverse culinarians reach their full potential. Today, more than 90% of our US Foods Scholars are diverse.

To learn more about our community giving efforts, we invite you to visit [page 20](#) of this report.

**\$1B+** SPENT WITH **1,800+**  
SMALL BUSINESSES ACROSS THE U.S.\*

**\$385M+** SPENT WITH **435+**  
SUPPLIERS THAT ARE OWNED AND OPERATED BY A DIVERSE SPECTRUM OF PEOPLE, CONSISTING OF WOMEN, MINORITIES, VETERANS, LGBT+ AND INDIVIDUALS WITH DISABILITIES\*

\*Figures include trade and indirect spend with Tier 1 suppliers

### Supplier Diversity

We strive to source our products from a competitive and diverse supplier base. These efforts are driven by a dedicated supplier diversity lead who collaborates with subject matter experts across the business to develop supplier sourcing strategies and secure data to make informed choices. We also maintain strategic partnerships to support and grow our efforts.

This work is enhanced by our US Foods® Supplier Diversity Council, a cross-functional team within the organization that works to increase the diversity of our supplier base.

Currently, we work with a wide range of diverse suppliers and are increasing our diverse supplier

network through memberships with organizations like the National Minority Supplier Development Council and the LGBT Chamber of Commerce of Illinois. US Foods is also represented on the board of the Food and Beverage Industry Group. In 2021, we will add an additional membership to the Women's Business Development Center to continue to build upon our current diverse supplier database.

US Foods uses a third-party provider to review its supplier diversity data. This supplier is minority-owned and certified through the National Minority Supplier Development Council. Data on current diversity status for each of US Foods' vendors is reviewed semiannually.



### SPOTLIGHT ON MINORITY BUSINESS ENTERPRISE CERTIFICATION

Many diverse suppliers we work with have a Minority Business Enterprise (MBE) certification through the National Minority Supplier Development Council (NMSDC). This certification provides diverse suppliers with a variety of benefits to help support the growth of their business, such as program development

support, inclusion in the NMSDC supplier database, networking support and assistance with RFP/bid distribution.

Most recently, Alfa Gamma Group, a seafood supplier to US Foods, received a MBE certification. Alfa was founded by Antonio Alvarez in 1989 when he immigrated with his family to Florida from their home in Ecuador. Antonio had been involved in the seafood business since 1968, when he started with just one vessel, a 50-foot-long converted shrimp trawler rigged for hand seining sardines for the fishmeal trade.

Today, Alfa continues to be a family-run business based out of Miami that employs more than 1,400 seafood professionals in its processing

facilities and operates a fleet of over 100 longline vessels and four tuna seiners.

*"We are proud of our partnership with US Foods and sincerely appreciate their continued commitment to growing their diverse supplier base."*

Santiago F. Alvarez,  
CEO - Alfa Gamma Group



## ASSOCIATE SAFETY

At US Foods®, we are committed to ensuring that our associates, customers, business partners and the members of the public with whom we interact every day are provided with a safe and hazard-free environment. In 2019, we launched our Get Home Safe campaign, committed to driving an enhanced safety culture and deepening associate engagement. The campaign, which is a touchstone for meaningful conversations about safety, outlines actions aimed at reducing risks and improving safety routines.

### ENHANCED COVID-19 SAFETY EFFORTS

As we address the ever-evolving needs of our business due to the pandemic, the health and safety of our associates, customers and communities have remained our top priorities. To support this commitment, we have instituted a variety of policies and procedures to help prevent the spread of COVID-19. These include illness prevention guidelines that require associates to stay home if they are sick or have symptoms associated with COVID-19, wellness checks with temperature screenings before entering any US Foods facility, requirements for associates to wear masks and enhanced hygiene and cleaning procedures in all facilities. We have also enhanced our work-from-home policies and introduced guidelines for social distancing and new, essential employee protocols designed to limit close contact and to provide personal protective equipment (PPE) and cleaning and sanitizing products.

In addition, we have protocols in place for managing COVID-19 cases, including isolating impacted associates from our facilities, conducting a traceback interview with associates who have tested positive, notifying associates and customers with whom they came into contact, and conducting enhanced cleaning procedures.

### SAFETY IN OUR FACILITIES

While prioritizing the immediate challenges presented by COVID-19 restrictions, US Foods has continued investing in people and resources to foster an overall culture of safety in our facilities. Our new safety staffing model, introduced in 2019, has further enabled us to support a team of professionals focused on improving safety engagement and performance throughout our field operations.

In keeping with our integrated approach to safety, when possible, our team works to address risk at its root. An example of this risk-mitigating strategy is our case weight reduction initiative, which is aimed at reducing the weight of our heaviest cases of product to help mitigate physical and ergonomic handling hazards. We also remain committed to culture-based initiatives, like our Safety Performance Teams, which leverage a Continuous Improvement mindset to enhance safety efforts among frontline associates. These teams, comprised of warehouse and transportation leaders and associates, help identify safety solutions, execute safety routines and monitor metrics to gauge improvement over time.



### SAFETY IN OUR FLEET

We employ rigorous practices and technology to increase the safety of the more than 6,500 drivers who operate our fleet. We partner with SambaSafety® to continuously monitor our drivers' motor vehicle records and employ the Lytx® DriveCam® safety program in all of our vehicles to identify safe and coachable driving behaviors.

Throughout 2020, US Foods® continued a multiyear upgrade of our DriveCam system to Lytx ActiveVision®, which will be completed in 2021. ActiveVision uses a multi-camera, video-event capture function to alert drivers to driving patterns consistent with distracted or drowsy driving. In addition, new trucks are now equipped with the Detroit Assurance® 5.0 suite of safety systems. This technology enhances safety through Active Brake Assist and Adaptive Cruise Control. These features activate warning or braking action when necessary and adjust cruising speed to ensure a continuous, safe following distance to other vehicles and objects in a vehicle's path.

To supplement advances in our fleet technology, we are continuing to refine our Driver Safety Program (DSP) for implementation across all US Foods markets. We know that trained and well-equipped drivers are our first line of defense when it comes to transportation safety. The DSP is designed to consistently set safety expectations for associates who operate our vehicles, while providing an accountability model to help them return home safely at the end of each shift. Through the DSP and other

transportation safety initiatives, we achieved a measurable reduction in our vehicle accident frequency rate in 2020.

### DRIVER SKILLS COURSE

By leveraging Continuous Improvement (CI) principles, US Foods associates address safety needs with greater efficiency and share best practices across the network. In 2019, several leaders and associates at our distribution center in Seabrook, New Hampshire, spearheaded the development of a driver skills course specifically intended for use by new hires and drivers who have been in accidents or incidents.

While on the course, drivers are accompanied by trainers who provide real-time coaching and feedback to help them hone their professional skills in a controlled environment. The Seabrook team achieved a reduction in their accident frequency rate (AFR) following the introduction of the course. In 2020, their driver skills course was rolled out to US Foods facilities across the country to further develop our strong, associate-led safety culture built on CI principles.



### SPOTLIGHT ON US FOODS® ELITE DRIVERS

As part of our "Get Home Safe" campaign, we recognized more than 190 US Foods elite drivers in 2020 who reached 20 or more years of service with accident-free driving records; some even reached over 40 years. Their exemplary driving records are a testament not only to their professional driving skills, but also to their commitment to ensuring they and others can Get Home Safe.

## HELPING OUR COMMUNITIES

We are privileged to be able to give back to the communities in which we live and work — empowering people with nourishment and opportunity. As a national foodservice distributor, we strive to make a meaningful difference by donating our time and resources. Our philanthropy and associate volunteerism efforts focus on culinary education for underserved students and hunger relief.

### SUPPORTING COVID-19 RELIEF

In 2020, COVID-19 led to increased unemployment and greater economic strain on communities across the country. With many families struggling to make ends meet, Feeding America® estimates the number of Americans facing food insecurity to be approximately 50 million, or one in six individuals in the U.S. Over

the last year, US Foods® has acted urgently to support food banks and other nonprofits helping to nourish communities devastated by the pandemic.

In response to the unprecedented demand for food assistance, our teams worked with Feeding America food banks, local partners, customers and community leaders to donate critical food and supplies to those who needed it most. These donations provided millions of meals to feed families struggling with stay-at-home orders, healthcare workers and students facing school closures. For example, the US Foods team in Hurricane, West Virginia, donated 56,000 meals to local school students from 18 schools throughout the county. In Phoenix, Arizona, our team donated more than \$100,000 of protein and produce to St. Mary's Food Bank within the first weeks of

the pandemic to provide immediate relief and meet increasing demand. Thanks to similar contributions by our dedicated teams across the country, US Foods donated a total of ~\$43 million in fresh, frozen and dry products and other supplies throughout 2020 to feed vulnerable populations.

**~24M** TOTAL POUNDS  
OF FOOD AND  
SUPPLIES DONATED IN 2020

THE EQUIVALENT OF  
**~20M** HUNGER RELIEF MEALS  
OR APPROXIMATELY  
750 TRUCKLOADS OF PRODUCT

**60** FEEDING AMERICA  
FOOD BANKS SUPPORTED



As a company, we also lent our support to those in the foodservice industry impacted by the pandemic. The National Restaurant Association estimates that nearly 100,000 restaurants closed either permanently or long-term within the first six months of the pandemic, leaving millions of people out of work. Through collaborations with restaurants and chefs in communities where we operate, we donated products and logistics support to meal packing events designed to provide much-needed relief to displaced foodservice workers.



**CASH AND CARRY CHARITABLE EFFORTS**

Each year, Smart Foodservice Warehouses, now CHEF'STORE®, hosts a fundraising campaign to fight hunger in local communities. In 2020, with the support of customers, this campaign raised \$220,000 for local Feeding America Food Bank Partners.

*"US Foods' generous donation has helped Feeding America food banks provide food to children and families who need it most. We are incredibly thankful for their commitment to fighting hunger and for helping to address the increased need that food banks are seeing in communities across the country."*

**Blake Thompson,**  
Chief Supply Chain Officer at  
Feeding America

**SPOTLIGHT ON HUNGER RELIEF PARTNERSHIPS**

Through the work of our local teams across the country, we have partnered up with countless outstanding organizations and industry leaders to support those facing hunger. Here are just a few of the ways these partnerships have made a difference:



Teamed up with Chef Rick Bayless of Frontera Grill to support his efforts to provide food and income relief for workers impacted by restaurant closures in Chicago



Partnered with Jon Bon Jovi's JBJ Soul Foundation and the JBJ Soul Kitchen Food Bank to service seven food pantries in the East End of Long Island and bolster local efforts to combat food insecurity throughout the summer



Worked with World Central Kitchen, the nonprofit founded by Chef José Andrés, to aid the organization's Chef Relief Team in the distribution and delivery of food and supplies across California, Arkansas and Washington, D.C.

### US FOODS® SCHOLARS PROGRAM

Launched in 2017, our [US Foods® Scholars](#) program addresses two pressing needs: providing economic opportunity to underserved students and helping to tackle the talent shortage facing the foodservice industry. By supporting the next generation of culinary talent, we aim to set both our customers and our scholars up for success in the industry.

The program provides individual awards of up to \$20,000 in financial support and professional development to outstanding students seeking to achieve their dreams in the culinary arts. We work with our partners at the Careers Through Culinary Arts Program, Scholarship America, and the American Culinary Federation to identify deserving students in Arizona, Atlanta, Austin, Chicago, Denver, New York City and Raleigh to be named US Foods Scholars. Since its inception, we have welcomed 33 scholars to the program, offering more than \$650,000 in scholarship funding.

*“Being a US Foods Scholar showed me that I have the opportunity to be greater and succeed. It inspires me to be an example for future culinary students.”*

**Chef Angel'o Hill,  
US Foods Scholars Alum and  
Owner of Bread-Puddy-Licious**

### SPOTLIGHT ON US FOODS SCHOLARS ALUMNI: MEET ANGEL'O AND BRAN'DE

US Foods Scholars aims to position young culinarians for lifelong success in the culinary industry. Two outstanding program alumni, Angel'o Hill and Bran'De Gilbert, are already on their way, combining their culinary skills and entrepreneurial spirit to establish their own bakery businesses.



**Chef Angel'o Hill,  
Owner of Bread-Puddy-Licious**

Growing up, Chef Angel'o used cooking to unite family and friends, create memories and resolve conflict between loved ones. Seeing how food brought people together inspired him to attend the Art Institute of Atlanta, where he earned a degree in culinary arts management, and ultimately, pursued a career in the industry.

During his time as a US Foods Scholar, Chef Angel'o served as sous chef at a retirement home where he helped feed hundreds of people every day and developed an affinity for baking. Following that experience, he decided to open his own bread pudding bakery in Kennesaw, Georgia, Bread-Puddy-Licious (BPL). BPL specializes in unique flavor combinations and creating a welcoming atmosphere for children and families. In addition to its focus on quality desserts, BPL also believes in supporting the community and providing opportunities to build, teach and promote leadership training skills and strong work ethic.



**Chef Bran'De Gilbert,  
Owner of A Taste of B's Pastries & More**

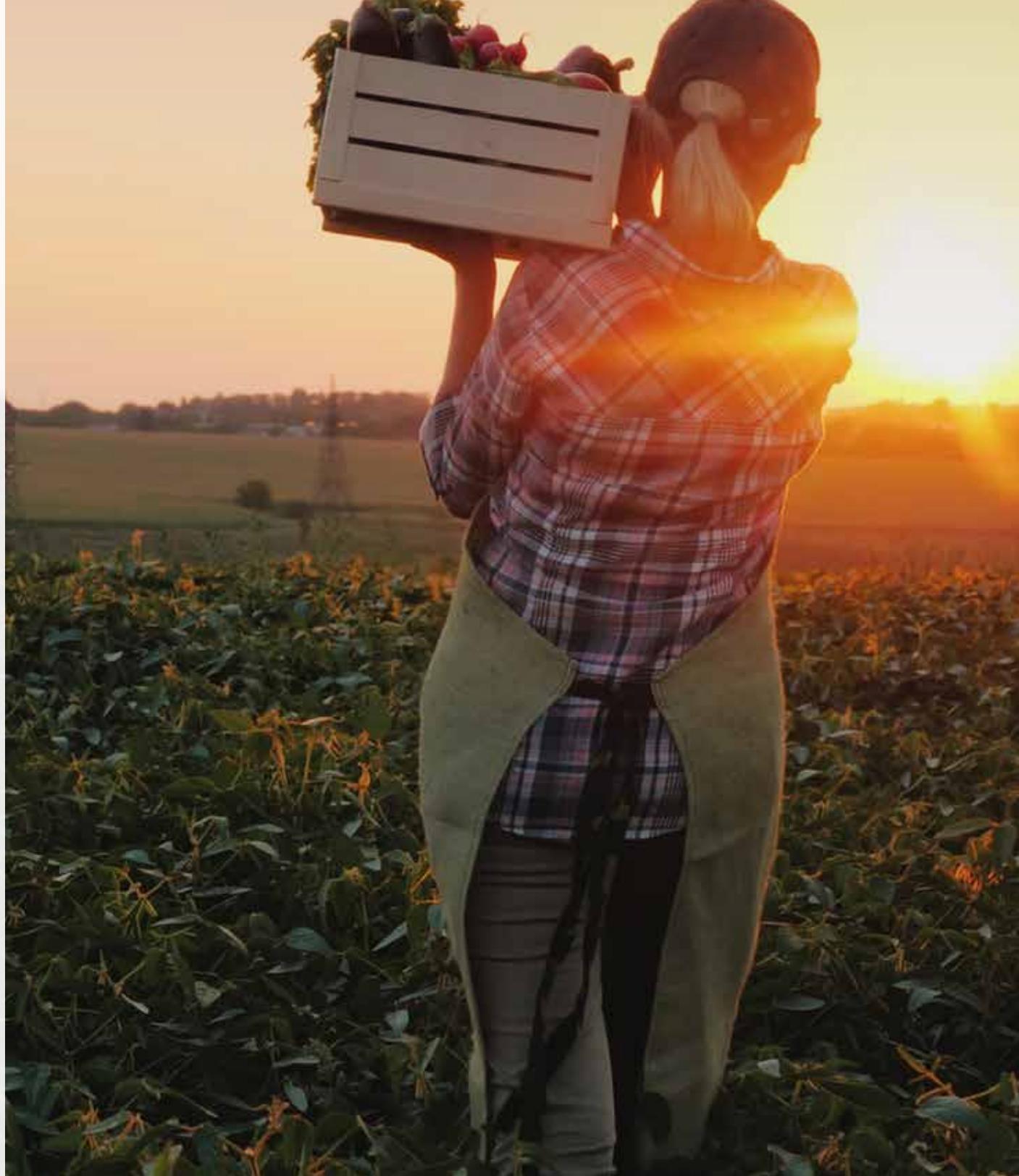
Chef Bran'De began cooking at the age of three when her father taught her how to pick and clean greens and then shadowed her parents in the kitchen for many years. She realized that she wanted to turn her love for cooking into a career during her sophomore year in high school, following a five-week culinary exploratory program. Taking her passion to the next level, she decided to attend Kendall College's School of Culinary Arts in Chicago, where she pursued a degree in baking and pastry.

Chef Bran'De credits US Foods Scholars for helping her take steps to achieve her dream of becoming a pastry chef. Today, she is the proud owner of A Taste of B's Pastries & More online bakery, which specializes in serving up delicious, homemade treats, including custom cakes. In the future, Chef Bran'De hopes to own multiple bakeries and pastry trucks and inspire other young culinarians to pursue a career in the culinary industry.

## PLANET

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We apply a continuous improvement mindset to our sustainability efforts, consistently identifying opportunities across the business to reduce energy use and improve fleet efficiency. By optimizing our building operations, investing in renewable energy and building facilities to Leadership in Energy and Environmental Design (LEED) standards, we're reducing the energy intensity of our facilities. By improving our routing to reduce miles driven and testing new technology, we're increasing the efficiency of our fleet.



## REDUCING ENERGY INTENSITY IN OUR FACILITIES

Our distribution centers require significant amounts of energy to store, refrigerate and manage our vast portfolio of products. We work diligently to reduce the energy intensity of our business.

US Foods® currently operates three Leadership in Energy and Environmental Design (LEED) Silver-certified facilities, with two additional locations in progress in Marrero, Louisiana, and Sacramento, California. LEED-certified buildings have been shown to lower environmental impact and operating costs, while providing a healthier working environment for associates.

**1M+** SQUARE FEET OF LEED-CERTIFIED BUILDINGS

### CASCADE ENERGY PARTNERSHIP

US Foods began partnering with Cascade Energy (CE) in 2015 to track electricity usage in our facilities through real-time monitoring. This information is used to create predictive facility-level energy models and assess energy performance and potential savings. As a result, our teams are able to better understand our cold storage energy usage based on anticipated conditions.

Through this initiative, field teams receive CE energy efficiency training and participate in facility tuneups, which provide opportunities to optimize refrigeration systems and operations and identify energy efficiency projects for the future. These efforts have driven a cumulative energy savings of nearly 200,000,000 kWh in our broadline business since 2015.

That's the equivalent of:

Removing approximately **30,000** passenger cars from the road for one year\*

Planting approximately **2 million** new trees\*

Saving approximately **13 million** gallons of diesel fuel\*

\*Source: EPA greenhouse gas equivalencies calculator



**US FOODS  
BUDA, TEXAS  
LEED-CERTIFIED  
DISTRIBUTION FACILITY**

**REFRIGERATION**

US Foods® continues to invest in the phasing out of r22 Freon-based refrigeration systems in key facilities in favor of lower-emission alternatives. In these facilities, r22 has been replaced with a new non-ozone-depleting refrigerant, and existing equipment has been retrofitted with alternative refrigeration, such as ammonia or refrigerants with lower global warming potential.

**TURNING TO RENEWABLE ENERGY**

Renewable energy, including solar power, plays an important role in increasing energy

efficiency and reducing greenhouse gas emissions. We operate six facilities with solar array installations—in Albuquerque, New Mexico; La Mirada, California; Livermore, California; North Kingstown, Rhode Island; Perth Amboy, New Jersey; and Phoenix, Arizona.

**6 FACILITIES WITH SOLAR ARRAY INSTALLATIONS**

Construction is currently underway on a new distribution center outside of Sacramento, California, which is expected to open at the

end of 2021. This facility is designed to meet rigorous LEED Silver-certification requirements, and the company also plans to install solar arrays at this location.

Each year, 13 million kilowatt hours (kWh) of electricity are generated from six US Foods solar installations, which includes an 8.4-megawatt solar installation in Perth Amboy, New Jersey — one of the largest rooftop solar installations in the state. Electricity generated through these installations is equivalent to the amount of carbon sequestered by approximately 11,000 acres of U.S. forests in one year.



**13M** KILOWATT HOURS (KWH) OF ELECTRICITY ARE GENERATED FROM SIX US FOODS SOLAR INSTALLATIONS

### WASTE DIVERSION

According to the Environmental Protection Agency (EPA), solid waste generation is on the rise in the United States. US Foods® works to monitor and reduce waste generated in our direct operations through both recycling and product donation initiatives. Across our facilities, our material recycling efforts span multiple categories, including cardboard, paper, plastic and electronics, as well as batteries, lightbulbs and oil/solvents. To track our waste generation and identify further waste reduction opportunities, we partner with Republic Services, the second-largest provider of nonhazardous waste collection and recycling in the United States. Based on site audits with Republic Services and the results of US Foods' companywide recycling survey, we are both exploring the expansion of our waste diversion efforts in the area of organic waste and examining centralized waste reporting strategies for local and national suppliers.

In addition to our material recycling initiatives, supporting community organizations and nonprofits through donations of surplus product allows US Foods to divert food waste from landfills. The [EPA's Food Recovery Hierarchy](#) lists feeding the hungry through food banks, soup kitchens and shelters as a preferred action to prevent and divert wasted food. Throughout the year, our facilities work with our major feeding partners like Feeding America to convert our excess food

into meaningful assistance for Americans facing food insecurity. Throughout 2020, we diverted nearly 14,000 tons of waste from landfills. That's the equivalent of saving nearly 600,000 gallons of fuel.

**14,000+** TOTAL TONS OF WASTE DIVERTED IN 2020

### WATER USAGE

US Foods strives to be efficient in everything we do, including how we use water in our direct operations. Due to the nature of our business, our water usage is relatively limited, primarily reserved for refrigeration cooling cycles, vehicle washing and sanitization in our meat processing facilities. To assess efficiency, we track and monitor our water usage across all facilities to ensure usage does not fall outside typical parameters.



US FOODS DIVERTS FOOD WASTE THROUGH PRODUCT DONATIONS TO HUNGER-RELIEF PARTNERS LIKE FEEDING TEXAS

## IMPROVING THE EFFICIENCY OF OUR FLEET

Delivering products by truck is core to our business. We continually work to improve transportation efficiency and reduce the environmental footprint of our fleet.

### OPTIMIZING ROUTING

We're optimizing our routing to reduce miles driven and rightsizing our vehicles by route type to improve transportation efficiency. This work includes the implementation of technology that equips our drivers with real-time traffic data and the increased integration of backhauls into our routing. These efforts, in addition to our other efficiency measures, have helped us reduce gallons of fuel used annually and reduced Scope 1 and Scope 2 emissions.



The EPA's SmartWay program helps US Foods advance supply chain sustainability by measuring, benchmarking and improving freight transportation efficiency.

### VEHICLE ENHANCEMENTS

US Foods® is recognized as a SmartWay partner by the U.S. Environmental Protection Agency's SmartWay Transport program. The installation of SmartWay-verified tires and tire inflation systems, the adoption of extended oil drain schedules to reduce oil use and waste and the utilization of lighter-weight oil to improve fuel economy all contribute to improved freight transportation efficiency.

As we continue to update and add to our fleet, we have selected new vehicle models that feature an aerodynamic design for better fuel efficiency and engines that run at a lower RPM to reduce emissions. In addition, the new vehicles include state-of-the-art diagnostics that connect to the engine and monitor performance in real time, as well as onboard computer monitoring systems that are used to report fuel economy and idle time. These data are used to drive continuous improvement and higher efficiency.

**6.9%** REDUCTION SINCE 2015  
IN GALLONS OF FUEL  
USED PER CASE DELIVERED<sup>1,2</sup>

**7.3%** REDUCTION IN SCOPE 1  
AND SCOPE 2 EMISSIONS  
INTENSITY SINCE 2015<sup>2,3,4</sup>

1. Broadline business only.

2. Includes the Food Group of Companies, acquired in September 2019, and reflects transportation inefficiencies with reduced volumes caused by the COVID-19 pandemic.

3. Emissions intensity measured as pounds of CO<sub>2</sub>e per case delivered.

4. Includes Smart Foodservice Warehouse Stores, acquired in April 2020.



More recently, we have also added telematics technology to our refrigerated trailers in 20 locations. This technology helps reduce precooling times and fuel consumption through temperature zone improvements.



American Natural Gas (ANG) is US Foods' CNG truck partner, helping us manage and grow our fleet of CNG trucks. Their vision is to help accelerate the conversion of every heavy-duty diesel truck to clean, 100% renewable natural gas.

As fleet technology continues to evolve, we have also integrated new alternative-fuel, compressed natural gas (CNG) vehicles into

our fleet. We currently have 54 CNG vehicles across Texas and Oklahoma. These vehicles help reduce truck emissions and overall fuel costs.

We are proud of our fleet of CNG vehicles and look forward to introducing more vehicles to the fleet in the near future. Our CNG vehicles are conveniently serviced out of an American Natural Gas CNG fueling station, located adjacent to the US Foods® distribution center in Buda, Texas. US Foods is its anchor fleet, and the station is supplied by Texas-produced natural gas. According to a study done for the California Energy Commission, CNG trucks emit 22–29% fewer greenhouse gas emissions than comparable gas or diesel fuel vehicles.



### SPOTLIGHT ON ELECTRIC TRUCK PILOT

US Foods is proud to partner with the Freightliner Electric Innovation Fleet to pilot an eCascadia Class 8 battery-powered, zero-emissions electric truck in our fleet. By testing the integration of this technology into our large-scale fleet operation, the pilot is providing real-time feedback and data to help shape the future of CO2-neutral transportation.

*“Participating in the Freightliner Electric Truck pilot has provided us with many valuable insights that will help us drive transportation efficiency and reductions in our environmental footprint. We are proud to be a part of this program and excited for the road ahead.”*

Gautam Grover,  
SVP, Operations Excellence  
at US Foods

CNG TRUCKS EMIT  
**22–29%** FEWER GREENHOUSE  
GAS EMISSIONS THAN  
COMPARABLE GAS OR DIESEL FUEL VEHICLES



## PRODUCTS

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At US Foods®, we understand that our customers want authentic, simple ingredients from sources they know and trust, along with clear information to help them choose the best products for their establishments. Our Hungry for Better initiative was developed to help meet this need and delivers on our commitment to working with our partners and suppliers to offer products that are local, sustainable or support well-being.

At the heart of every product we provide to our customers is our ongoing dedication to food safety and quality. We work with our suppliers to set safety expectations, while also enhancing food safety and quality practices in our distribution and manufacturing facilities.



HARBOR BANKS®  
TEMPURA SHRIMP  
4-STAR BEST AQUACULTURE  
PRACTICES (BAP)-CERTIFIED

## PRODUCT MATERIALITY ASSESSMENT

In 2018, we conducted a formal materiality assessment of sustainability issues related to our product portfolio. Working with a third-party partner, we plotted the economic, social and environmental issues that are of greatest concern to our external stakeholders against those that pose risks or present opportunities for US Foods®. This analysis helps us identify opportunities within our product portfolio that key stakeholders find meaningful and the focus areas where we believe we can make the most impact. These include antibiotics, food waste, plant protein, sustainable packaging, sustainable seafood, traceability and transparency.

## RESPONSIBLE SOURCING POLICY

Our commitment to high-sourcing standards begins with our [Responsible Sourcing Policy](#), which sets forth principles our suppliers must meet in key areas, including legal compliance, food safety, human rights, physical safety and the environment. The standards in the policy are informed by the United Nations Universal Declaration of Human Rights, the International Labor Organization Conventions and Recommendations, the United Nations Guiding Principles on Business and Human Rights and related internationally recognized standards. We ask that suppliers train their associates to understand and comply with these standards.

## FOOD SAFETY AND QUALITY

As one of the largest foodservice distributors in the United States, we take our commitment to food safety seriously. It is top-of-mind in our facilities, and we regularly review our food safety processes to help drive continuous improvements.

### FOOD SAFETY AND QUALITY EXPERTS

We employ food safety and quality experts to train and support our facility staff in important food safety practices, oversee food safety and quality across our supply chain and help ensure ongoing compliance with applicable food safety and quality laws and regulations.



These experts hold certifications in key food safety areas such as Preventive Controls Qualified Individuals (PCQI), Hazard Analysis Critical Control Point (HACCP) and Seafood HACCP.

We provide ongoing training for all Food Safety and Quality associates to help ensure that we consistently deliver on our commitment to food safety and quality. Role-specific food safety training is also provided for associates who have direct product touch points with potential food safety impacts across the enterprise.

#### **FOOD SAFETY IN OUR FACILITIES**

Our facilities receive annual, independent, third-party audits to ensure we are meeting strict food safety and quality requirements. These include requirements under the Food Safety Modernization Act (FSMA), which aims to strengthen the U.S. food safety system, and other third-party standards, such as Global Food Safety Initiative (GFSI) standards.

#### **US FOODS® SUPPLIERS**

As part of our commitment to food safety, our [Supplier Code of Conduct](#) guides the standards by which we secure and maintain our supplier relationships. We screen suppliers on the basis of their ability to provide safe, quality products. All manufacturer brands and Exclusive Brands suppliers to US Foods® are required to operate in full compliance with applicable laws and regulations, including applicable regulatory

requirements set forth by the United States Department of Agriculture (USDA) and the Food and Drug Administration (FDA) and in line with our expectations, as explained in our Supplier Code of Conduct. For manufacturers supplying Exclusive Brand products, there are additional food safety requirements as outlined in our Exclusive Brand Supplier's Manual.

For our Exclusive Brand suppliers, we detail the food safety and quality systems that must be developed, maintained and validated to grow, manufacture, process, pack, store and distribute our Exclusive Brand products. In addition, for Exclusive Brand vendors, we require that manufacturers are certified to Global Food Safety Initiative (GFSI) standards and in compliance with US Foods food safety and quality requirements. Periodic audits are executed as appropriate. Vendors found to be out of compliance are required to implement corrections or are removed from supplying Exclusive Brand products.

US Foods conducts periodic produce audits to help verify that fruits and vegetables are produced, packed, handled and stored safely to reduce the risk of microbial hazards. These audits check for compliance with the FDA's guidance on reducing microbial safety hazards in fresh fruits and vegetables as well as industry-recognized food safety practices.

#### **COMMITMENT TO TIMELY AND EFFECTIVE RECALL COMMUNICATIONS**

Despite the many safety precautions taken by our vendors and our company, occasional product recalls are necessary. When they happen, we are prepared with a product recall and recovery program that promptly contacts affected customers and initiates the product recovery in our facilities.

#### **PARTNERSHIPS**

US Foods is a proud member of the following industry groups, engaging with them on evolving industry-wide food safety and quality considerations:

- Beef Industry Food Safety Council
- Global Sustainable Seafood Initiative
- National Fisheries Institute
- National Restaurant Association
- North American Meat Institute
- Produce Marketing Association
- Sustainable Fisheries Partnership
- United Fresh Produce Association
- U.S. Roundtable for Sustainable Beef

## HUNGRY FOR BETTER INITIATIVE

At US Foods®, we understand that our customers want authentic, simple ingredients from sources they know and trust, along with clear information to help them choose the best products for their establishments. Our [Hungry for Better initiative](#) was developed to help meet this need and deliver on our commitment to working with our partners and suppliers to offer products that are local, sustainable or support well-being.

## LOCAL

### SERVE LOCAL PROGRAM

In 2018, we launched our [Serve Local program](#) in select markets to better connect our customers with their local farmers, producers and/or manufacturers. Serve Local enables a higher level of transparency, so our operators can better understand the story behind how products are grown, raised or caught. Products offered through Serve Local are sourced within 400 miles from where they ship, or within the state from where they ship.



### SPOTLIGHT ON WIERS FARM, WILLARD, OHIO

[Wiers Farm](#) is a fifth-generation, family-owned-and-operated farming operation with deep roots in agriculture dating back to 1896. Today, Wiers Farm operates in Ohio and Florida, producing over 45 different crops annually. They carefully control production from the point at which seed is delivered, and use their own greenhouses, land, packinghouse, coolers and trucking company—Dutch Maid Logistics—to provide produce solutions year-round.

*"We are proud to be part of the US Foods Serve Local program, providing locally sourced, fresh produce to their valued customers."*

Hunter Wiers,  
Fifth-Generation Owner

**HUNGRY FOR BETTER**

• LOCAL

• SUSTAINABLE

• WELL-BEING

## SUSTAINABLE

### SERVE GOOD® PROGRAM

The [Serve Good program](#) offers a portfolio of products that are developed with suppliers that are committed to responsible practices, and many items come with the reassurance of verification by third-party certifiers. In addition, we have developed our Progress Check® program in support of our growing portfolio of Serve Good products. Progress Check recognizes seafood partners and vendors that have made significant progress toward meeting our Serve Good standards.

**900+** SERVE GOOD AND PROGRESS CHECK PRODUCTS

To be included in the Serve Good program, a product must have two attributes. First, it must come with a claim of responsible sourcing or contribution to waste reduction. We have organized the product claims for all Serve Good items into one of several categories: agricultural practices, sustainable seafood, animal care, responsible disposables and waste reduction.

Second, it must arrive to our customers in packaging that meets strict packaging standards designed to help minimize packaging waste and prioritize the use of recycled materials to help minimize our ecological footprint. Our [Serve Good Program Policy](#) and



[Serve Good Packaging Standards](#) provide details on the program requirements and applicable certifications.

#### SERVE GOOD PACKAGING STANDARDS

We have specific [packaging standards](#) for all items included in the Serve Good program to ensure a holistic approach in providing sustainable solutions. For both the inner and outer packaging, we follow three key rules:

- Engineer packaging to use less materials, work to reduce headspace while assuring performance and product protection

- Employ the use of more sustainable materials, such as requiring responsibly sourced FSC or SFI certified fiber content and eliminating widely unrecyclable materials such as expanded polystyrene foam
- Empower end-users to recycle or compost by clearly displaying instructions on what should be done with materials in the back-of-house

**HELPING CUSTOMERS RECYCLE WITH HOW2RECYCLE®**

To help reduce packaging waste, we are making it easy for our customers to recycle and compost packaging. For all US Foods® Exclusive Brand product packaging, we partner with How2Recycle® to ensure each label identifies which packaging material or other disposable component from the product is recyclable or compostable and how to prepare it for recycling. How2Recycle provides a U.S.- and Canada-based standardized labeling system that clearly communicates recycling and composting instructions. How2Recycle is a project of the Sustainable Packaging Coalition®.

**SERVE GOOD® AGRICULTURAL PRACTICES**

Increased mindfulness of environmental and social practices has led to greater demand for foods that help protect biodiversity, protect workers' rights and increase overall transparency. With those concerns in mind, we created a Serve Good® category, which we've named [Agricultural Practices](#), to include organic food, non-GMO foods, Fair Trade Certified™ and Rainforest Alliance Certified™ items.

**PALM OIL COMMITMENT**

Given the potential environmental and social risks associated with palm oil production, we began working with our suppliers in 2017 to transition the palm and palm kernel oil used in

US Foods Exclusive Brands products to responsibly sourced palm oil.

Our [Palm Oil Policy](#) lays out our commitment to source 100% of the palm or palm kernel oil used in US Foods Exclusive Brands products through certified sustainable sources, such as Roundtable on Sustainable Palm Oil (RSPO) Mass Balance, Identity Preserved or Segregated Supply Chain or equivalent standard by December 31, 2019. If a physical supply is unavailable, RSPO Credits are required to cover that material to support the production of Certified Sustainable Palm Oil (CSPO).

In 2019, we met this commitment and continue to adhere to this policy for US Foods Exclusive Brand products.



## SERVE GOOD® SUSTAINABLE SEAFOOD

As the global demand for seafood continues to grow, we believe we can play an important role in supporting the long-term health of fisheries and aquaculture through the distribution of responsibly sourced seafood. We are continually working to improve the sustainability and traceability of our seafood supply chain, starting with a focus on our Exclusive Brands seafood products.

The cornerstone of these efforts is our [Responsibly Sourced Seafood Policy](#). This policy outlines measurable, timebound commitments that address all species within our Exclusive Brands seafood portfolio and each stage of our supply chain. In addition, it leverages our partnerships with best-in-class industry organizations at the forefront of seafood sustainability standards.

We have achieved our 2020 Responsibly Sourced Seafood milestone for our Harbor Banks® Exclusive Brand. As of December 31, 2020, 100% of the products being produced for our Harbor Banks seafood portfolio — the largest US Foods® portfolio of Exclusive Brand seafood products — meet either Progress Check® or Serve Good® standards. In accordance with our continued commitments, 75% of our Exclusive Brands seafood products outside of the Harbor Banks brand will meet Progress Check or Serve Good standards by 2025.



We have achieved our 2020 Responsibly Sourced Seafood milestone. 100% of the products being produced for our Harbor Banks seafood portfolio meet Progress Check or Serve Good standards.

## OUR PARTNERSHIPS

Because ongoing dialogue is critical to supporting sustainable seafood practices, we actively participate and partner with leading organizations dedicated to informing seafood sustainability best practices. We sit on the board of the National Fisheries Institute, the Global Aquaculture Alliance (GAA), and we are an active member of the Better Seafood Board and Sustainable Fisheries Partnership. We were also the first American foodservice distributor to join the Global Sustainable Seafood Initiative (GSSI).

In 2015, US Foods became the first nationwide foodservice distributor in the United States to earn the Marine Stewardship Council Chain of Custody certification, which requires, among other things, the implementation of specific traceability procedures within our distribution centers. We are proud of our efforts around sourcing sustainable seafood and are committed to continually reviewing and implementing best practices across our seafood supply chain.

In 2019, the Marine Stewardship Council (MSC) awarded US Foods the US Ocean Champion Award. This award is reserved for MSC partners in the United States who are helping to ensure an ocean full of life now and in the future. Award recipients are recognized for going above and beyond MSC commitments by demonstrating a dedication to healthy oceans and transparent supply chain operations.



US Foods is a proud member of the Global Sustainable Seafood initiative (GSSI). GSSI aligns global efforts and resources to address the latest seafood sustainability challenges. GSSI promotes sector-wide collaboration to drive more sustainable seafood for everyone.

## SERVE GOOD AND PROGRESS CHECK® SUSTAINABLE SEAFOOD PRACTICES

As responsibly sourced seafood practices continue to vary across countries and organizations, US Foods is working to make seafood choices easier and more transparent for our customers through our [Serve Good and Progress Check](#) programs.

Serve Good, which is dedicated to products that meet responsible sourcing claims and adhere to strict Serve Good packaging standards, includes seafood products that are certified sustainable to leading industry-recognized standards, with chain of custody where applicable.

For example, farmed species carry a Best Aquaculture Practices (BAP) 4-star recognition or have the highest level of BAP recognition available for the species or equivalent Global Sustainable Seafood Initiative (GSSI) benchmarked certifications, where US Foods® has the associated Chain of Custody certification. Wild-caught species carry Marine Stewardship Council (MSC) and MSC Chain of Custody certification, or equivalent GSSI benchmarked certifications, where US Foods has the associated Chain of Custody certification.

Achieving the highest levels of sustainability certification can require years of investment from fisheries, farms and processors. Progress Check® recognizes seafood products and vendors that have made significant progress toward meeting our Serve Good® program standards.

Farmed species carry either BAP 1-star, 2-star or 3-star recognition; Aquaculture Stewardship Council (ASC) Certified without associated ASC Chain of Custody certification; GSSI benchmarked certification where US Foods does not have an associated Chain of Custody certification; or they're a participant in the Aquaculture Improvement Project (AIP). Equivalent certification or improvement projects are also be considered. Wild-caught species carry a GSSI benchmarked certification where US Foods does not have an associated Chain of Custody certification; or Fishery Improvement Project rated, "A, B or C" by FishSource of Sustainable Fisheries Partnership (SFP); or Low Risk as advised by FishSource of SFP.



**ACHIEVING THE HIGHEST LEVELS OF SUSTAINABILITY CERTIFICATION CAN REQUIRE YEARS OF INVESTMENT FROM FISHERIES, FARMS AND PROCESSORS. PROGRESS CHECK RECOGNIZES SEAFOOD PRODUCTS AND VENDORS THAT HAVE MADE SIGNIFICANT PROGRESS TOWARD MEETING OUR SERVE GOOD PROGRAM STANDARDS**

**SERVE GOOD®**

**ANIMAL CARE STANDARDS**

The treatment and care of agricultural animals, including how they are raised and what they are fed, is important to US Foods® and our stakeholders. Although we do not handle live animals in our role as a foodservice distributor, we do require our suppliers to meet a variety of standards to support our commitment to proper animal care.

**RESPONSIBLY SOURCED PROTEINS**

Our Serve Good program includes an [animal care](#) pillar that includes an assortment of responsibly sourced beef, poultry and pork that complies with strict third-party standards and commitments to animal care. Responsibly sourced proteins are available in participating markets.

**OUR PROMISES**

Every product in our responsibly sourced protein assortment meets the following standards:

- All natural\*
- Vegetarian-fed
- Raised without antibiotics
- No added hormones\*\*

\*No artificial ingredients. Minimally processed.

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

**OUR PRODUCTS**

All of our responsibly sourced beef, poultry and pork products also meet the following category-specific standards and are available in participating markets.

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

**EXCLUSIVE BRAND SUPPLIER REQUIREMENTS**

The foundation of our animal care commitments is our US Foods® Exclusive Brands supplier animal care requirements outlined in our US Foods Exclusive Brands Supplier and Co-Packer Food Safety and Quality Manual.

As stated in the manual, all US Foods Exclusive Brands suppliers who deal with live animals must comply with all applicable federal, state and local laws and regulations. In addition, they are required to have policies and quality systems in place that support and manage the treatment of animals in their supply chain to ensure they are handled without abusive or cruel treatment. The policy must meet the Professional Animal Auditor Certification Organization (PAACO) Minimum Standards for Assessments of Animal Welfare Audits. All live animal facilities must be audited and hold updated certifications to an industry-recognized animal welfare standard (e.g., USDA), and each supplier must conduct routine internal audits of their operations to assess their compliance to accepted good handling principles.



In 2020, US Foods became a member and active participant of the U.S. Roundtable of Sustainable Beef (USRSB), a multi-stakeholder initiative developed to advance, support and communicate continuous improvement in sustainability of the U.S. beef value chain.

**CAGE-FREE EGGS COMMITMENT**

In June 2016, in conjunction with our Serve Good program, we became one of the first broadline distributors to introduce a product like our nationally available Premium Cage-Free Pasteurized Liquid Whole Eggs under an Exclusive Brand. This product, which is American Humane Certified™ by the American Humane Association, combines the safety of pasteurization with the humane treatment of hens raised in a cage-free environment.

In July 2016, we began informing all of our key egg suppliers of our goal to source only cage-free eggs by 2026. This goal applies to US Foods Exclusive Brands raw shell eggs and liquid eggs. As of year-end 2020, nearly 9% of our Exclusive Brands raw shell eggs and liquid eggs met our cage-free egg requirements.† This was a decrease from 2019, largely due to supplier disruptions caused by COVID-19 and decreased customer demand. Moving forward, we will continue to collaborate with our suppliers and customers as we assess the challenges with affordability and customer demand.

†Certain jurisdictions may have specific housing requirements for egg-laying hens and US Foods requires its suppliers to comply with applicable laws.

**SERVE GOOD®****RESPONSIBLE DISPOSABLES**

Shifting to responsible disposables can be an important step in decreasing the environmental impact of foodservice operations. Our growing selection of [Serve Good Responsible Disposables](#), such as cups, plates, napkins, cutlery, containers and more, come with at least one third-party verification classified as responsibly sourced or compostable. Responsibly sourced verifications include USDA BioPreferred certified, Forest Stewardship Council® certified or Sustainable Forestry Initiative certified. Compostable verifications include BPI Compostable, OK Compost Certified, Cedar Grove Certified or other comparable certifications.

## 270+ PRODUCTS CLASSIFIED AS RESPONSIBLE DISPOSABLES

These verifications support environmental efforts such as waste reduction, conservation of natural resources, energy savings and reductions in greenhouse gas emissions. US Foods® may consider and use additional third-party certifications on a per product basis.

**SERVE GOOD WASTE REDUCTION**

More operators are seeking products that specifically contribute to upstream waste reduction based on how they are sourced and/or manufactured. Products that fall into the [reduce waste](#) category of our Serve Good® program include items produced by facilities that have significantly reduced manufacturing waste associated with those items, products that create a new form of value and products that minimize the amount of garbage that enters the waste stream.

**THE MENUS OF CHANGE UNIVERSITY RESEARCH COLLABORATIVE (MCURC)**

US Foods recently became a sponsor and active contributor to the MCURC, a nationwide network of colleges and universities using campus dining halls as living laboratories for behavior change. The organization is focused on advancing plant-forward diets, food waste reduction and the drivers of consumer food choices. They also cocreate educational resources to accelerate the implementation of the “Menus of Change” principles of healthy, sustainable menus across the foodservice industry.

*“As a MCURC sponsor, US Foods has provided valuable insights and been a key supporter to help us advance our vision of cultivating the long-term well-being of all people and the planet — one student, one meal at a time.”*

**Sophie Egan,**  
MCURC Co-Director



## SPOTLIGHT ON OUR MEMBERSHIP WITH UPCYCLED FOOD ASSOCIATION

In 2020, we became a member of the Upcycled Food Association (UFA), a nonprofit focused on reducing food waste by growing the upcycled food economy. Upcycled food helps reduce food waste by creating new, high-quality products from otherwise wasted — but perfectly nutritious — ingredients. We are currently working with UFA to assess future upcycled product innovation and certification opportunities.

*“US Foods joining the Upcycled Food Association showcases the importance sustainability plays within their Serve Good program portfolio of products. As the first foodservice distributor to officially join UFA, we believe our product certification will help US Foods drive more offerings for foodservice operators seeking to support innovative food waste reduction initiatives. Preventing food waste is an important step in supporting climate change solutions and we look forward to working with US Foods in our mission to halve food waste over the next decade.”*

**Turner Wyatt,**  
CEO, Upcycled Food Association

## WELL-BEING

Today's consumers are more deliberate and conscientious about their dining choices and seek products with simple and authentic ingredients, as well as products that can satisfy specific dietary preferences. Our [well-being](#) pillar strives to meet these needs by offering a growing portfolio of products with clean and simple ingredients, plant-forward attributes or positive nutrient claims.

### CLEAN LABELS AND SIMPLE INGREDIENTS

In 2017, US Foods® introduced the Unpronounceables List™ initiative in response to growing diner demand for products with simpler, more recognizable ingredients. All Metro Deli®, Rykoff Sexton®, Chef's Line® and Stock Yards®\* Exclusive Brands products are produced with clean label profiles by avoiding, removing or replacing certain ingredients and food additives found on our Unpronounceables List. We offer more than 1,000 products that meet our Unpronounceables List initiative guidelines\*\*.

\*Does not include product marketed and sold by third-party licensees.

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

### PLANT-FORWARD PRODUCTS

We continue to offer a variety of Exclusive Brands plant-based, vegetarian and vegan products. These include plant-based beverages, plant-based meat alternatives such as burger patties, meatless crumbles and meatless breaded boneless wings, and vegan products like our quinoa crumbles.

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

and beeswax may be used. Our suppliers make reasonable efforts to avoid cross-contact with other animal-based ingredients.

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

### FUNCTIONAL FOODS

US Foods defines Functional Foods as food or beverage products containing a positive benefit, inherent or added. These products contain at least one positive nutrient content claim to help contribute to a balanced lifestyle. Positive nutrient content claims may include claims such as “good source of iron,” “excellent source of vitamin D” or “excellent source of fiber” for example. Products under the functional foods pillar include our gluten-free quinoa blend, our gluten-free 100% red lentil pasta and our roasted garlic lemon salmon patty.



## US FOODS® REPORTING INITIATIVE STANDARDS

This report was developed in accordance with the Global Reporting Initiative (GRI) Standards “Referenced” option and contains many elements of the “Core” option. This reporting index includes relevant GRI standard disclosures addressed in the report and aligns them with the applicable Sustainability Accounting Standards Board (SASB) indicators.\*

\*We are providing the related SASB disclosures referenced below for informational purposes only. We make no claim that we have fulfilled any given SASB indicator.

GRI STANDARD	TITLE	GRI STANDARDS DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE	RELATED SASB INDICATOR
<b>GENERAL DISCLOSURES</b>				
<b>ORGANIZATIONAL PROFILE</b>				
102-01	General Disclosures	Name of the organization	US Foods Holding Company (USFD)	
102-02	General Disclosures	Activities, brands, products, and services	<a href="#">US Foods 2020 Form 10-K</a> , pages 2–4	
102-03	General Disclosures	Location of headquarters	<a href="#">Rosemont, Illinois</a>	
102-04	General Disclosures	Location of operations	<a href="#">Our Locations</a>	
102-05	General Disclosures	Ownership and legal form	<a href="#">US Foods 2020 Form 10-K</a> , Cover page	
102-06	General Disclosures	Markets served	<a href="#">US Foods 2020 Form 10-K</a> , page 2	
102-07	General Disclosures	Scale of the organization	<a href="#">About US Foods</a> , page 6 <a href="#">US Foods 2020 Form 10-K</a> , pages 2–5	FB-FR-000.A FB-FR-000.B FB-FR-000.C
102-08	General Disclosures	Information on employees and other workers	Partially reported: <a href="#">US Foods 2020 Form 10-K</a> , pages 2, 6–7	
102-09	General Disclosures	Supply chain	<a href="#">Products</a> , pages 29–39 <a href="#">US Foods 2020 Form 10-K</a> , page 5	FB-FR-430a.3
102-10	General Disclosures	Significant changes to the organization and its supply chain	<a href="#">US Foods 2020 Form 10-K</a> , pages 3–4,	
102-11	General Disclosures	Precautionary Principle or approach	<a href="#">US Foods 2020 Form 10-K</a> , pages 10–20 <a href="#">US Foods 2020 CDP Response</a> , pages 5–15	
102-12	General Disclosures	External initiatives	<a href="#">CSR at US Foods</a> , page 7; <a href="#">People</a> , page 5; <a href="#">Planet</a> , pages 24, 27; <a href="#">Products</a> , pages 30–31, 34–35, 37–38	
102-13	General Disclosures	Membership of associations	<a href="#">CSR at US Foods</a> , page 7; <a href="#">People</a> , pages 16–17; <a href="#">Products</a> , pages 31, 35, 38	
102-14	General Disclosures	Statement from senior decision-maker	<a href="#">A Letter from our CEO</a> , page 3	
102-15	General Disclosures	Key impacts, risks, and opportunities	<a href="#">US Foods 2020 Form 10-K</a> , pages 10–20	
<b>ETHICS AND INTEGRITY</b>				
102-16	General Disclosures	Values, principles, standards, and norms of behavior	<a href="#">Our Cultural Beliefs</a> , page 10; <a href="#">Ethics and Compliance</a> , page 13 <a href="#">US Foods Code of Conduct</a>	
102-17	General Disclosures	Mechanisms for advice and concerns about ethics	<a href="#">US Foods Code of Conduct</a>	

GRI STANDARD	TITLE	GRI STANDARDS DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE	RELATED SASB INDICATOR
<b>GOVERNANCE</b>				
102-18	General Disclosures	Governance structure	<a href="#">Governing CSR at US Foods</a> , page 7 <a href="#">US Foods 2021 Proxy Statement</a> , pages 15–19 <a href="#">US Foods Governance Documents</a>	
102-19	General Disclosures	Delegating authority	<a href="#">Governing CSR at US Foods</a> , page 7 <a href="#">US Foods 2021 Proxy Statement</a> , pages 15–16 <a href="#">US Foods Governance Documents</a> <a href="#">US Foods 2020 CDP Response</a> , page 3	
102-20	General Disclosures	Executive-level responsibility for economic, environmental, and social topics	<a href="#">Governing CSR at US Foods</a> , page 7 <a href="#">US Foods 2021 Proxy Statement</a> , page 20 <a href="#">US Foods 2020 CDP Response</a> , page 3	
102-21	General Disclosures	Consulting stakeholders on economic, environmental, and social topics	<a href="#">US Foods 2021 Proxy Statement</a> , pages 14–15 <a href="#">US Foods 2020 CDP Response</a> , pages 3–6	
102-22	General Disclosures	Composition of the highest governance body and its committees	<a href="#">US Foods 2021 Proxy Statement</a> , page 6 <a href="#">US Foods Board of Directors</a> <a href="#">US Foods Committee Composition</a>	
102-23	General Disclosures	Chair of the highest governance body	<a href="#">US Foods 2021 Proxy Statement</a> , page 15 <a href="#">US Foods Board of Directors</a>	
102-24	General Disclosures	Nominating and selecting the highest governance body	<a href="#">US Foods 2021 Proxy Statement</a> , pages 9–10 <a href="#">US Foods Nominating and Corporate Governance Committee Charter</a>	
102-25	General Disclosures	Conflicts of interest	<a href="#">US Foods 2021 Proxy Statement</a> , pages 9–10	
102-26	General Disclosures	Role of highest governance body in setting purpose, values, and strategy	<a href="#">US Foods 2021 Proxy Statement</a> , pages 15–16 <a href="#">US Foods Nominating and Corporate Governance Committee Charter</a>	
102-27	General Disclosures	Collective knowledge of highest governance body	<a href="#">Governing CSR at US Foods</a> , pages 7 <a href="#">US Foods 2021 Proxy Statement</a> , pages 7, 10–13	
102-28	General Disclosures	Evaluating the highest governance body's performance	<a href="#">US Foods 2021 Proxy Statement</a> , page 16	
102-29	General Disclosures	Identifying and managing economic, environmental, and social impacts	<a href="#">Governing CSR at US Foods</a> , page 7 <a href="#">US Foods 2021 Proxy Statement</a> , pages 15–16, 20–22 <a href="#">US Foods Nominating and Corporate Governance Committee Charter</a> , page 2 <a href="#">US Foods 2020 CDP Response</a> , pages 3–6	
102-30	General Disclosures	Effectiveness of risk management processes	<a href="#">Governing CSR at US Foods</a> , page 7 <a href="#">US Foods 2021 Proxy Statement</a> , pages 15–16	

GRI STANDARD	TITLE	GRI STANDARDS DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE	RELATED SASB INDICATOR
102-31	General Disclosures	Review of economic, environmental, and social topics	<a href="#">Governing CSR at US Foods</a> , page 7 <a href="#">US Foods 2021 Proxy Statement</a> , pages 20–22 <a href="#">2020 CDP Response</a> , pages 3–4 <a href="#">US Foods Nominating and Corporate Governance Committee Charter</a>	
102-32	General Disclosures	Highest governance body's role in sustainability reporting	<a href="#">US Foods 2021 Proxy Statement</a> , pages 16, 18, 20	
102-33	General Disclosures	Communicating critical concerns	<a href="#">US Foods 2021 Proxy Statement</a> , page 56	
102-34	General Disclosures	Nature and total number of critical concerns	Partially reported: <a href="#">US Foods 2021 Proxy Statement</a> , pages 14–15, 56	
102-35	General Disclosures	Remuneration policies	<a href="#">US Foods 2021 Proxy Statement</a> , pages 23, 26–48	
102-36	General Disclosures	Process for determining remuneration	<a href="#">US Foods 2021 Proxy Statement</a> , pages 26–39	
102-37	General Disclosures	Stakeholders' involvement in remuneration	<a href="#">US Foods 2021 Proxy Statement</a> , pages 14–15, 33, 48	
102-38	General Disclosures	Annual total compensation ratio	<a href="#">US Foods 2021 Proxy Statement</a> , page 48	
<b>STAKEHOLDER ENGAGEMENT</b>				
102-40	General Disclosures	List of stakeholder groups	Associates, communities, nonprofit partners, suppliers, customers, investors, regulators	
102-41	General Disclosures	Collective bargaining agreements	<a href="#">US Foods 2020 Form 10-K</a> , page 6	FB-FR310a.2
102-42	General Disclosures	Identifying and selecting stakeholders	We engage with a variety of stakeholders based on their genuine interest in US Foods, our industry and their potential to impact our business, our employees and the communities where we live and work. Stakeholder interaction takes many forms, with the intent being to better understand stakeholder priorities and how they factor into our operational decisions.	
102-43	General Disclosures	Approach to stakeholder engagement	Partially reported: <a href="#">US Foods 2021 Proxy Statement</a> , pages 14–15	
102-44	General Disclosures	Key topics and concerns raised	Partially reported: <a href="#">US Foods 2021 Proxy Statement</a> , pages 14–15	
<b>REPORTING PRACTICE</b>				
102-45	General Disclosures	Entities included in the consolidated financial statements	<a href="#">US Foods 2020 Form 10-K</a> , Exhibit 21.1	
102-46	General Disclosures	Defining report content and topic boundaries	<a href="#">Our Approach to CSR</a> , page 7; <a href="#">Product Materiality Assessment</a> , page 30	
102-47	General Disclosures	List of material topics	<a href="#">Our Approach to CSR</a> , page 7; <a href="#">Product Materiality Assessment</a> , page 30	
102-50	General Disclosures	Reporting period	FY 2020	
102-51	General Disclosures	Date of most recent report	2019	
102-52	General Disclosures	Reporting cycle	Annual	
102-53	General Disclosures	Contact point for questions regarding the report	<a href="mailto:communications@usfoods.com">communications@usfoods.com</a>	

GRI STANDARD	TITLE	GRI STANDARDS DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE	RELATED SASB INDICATOR
102-54	General Disclosures	Claims of reporting in accordance with the GRI Standards	This report references disclosures from the GRI Standards 2018.	
102-55	General Disclosures	GRI content index	<a href="#">Appendix</a> , page 40	
<b>TOPIC SPECIFIC DISCLOSURES: ECONOMIC</b>				
<b>GRI 201: ECONOMIC PERFORMANCE</b>				
201-1	Economic Performance	Direct economic value generated and distributed	<a href="#">US Foods 2020 Form 10-K</a> , pages 42–45	
201-2	Economic Performance	Financial implications and other risks and opportunities due to climate change	<a href="#">US Foods 2020 Form 10-K</a> , pages 10–20 <a href="#">US Foods 2020 CDP Response</a> , page 6	
201-3	Economic Performance	Defined benefit plan obligations and other retirement plans	<a href="#">US Foods 2020 Form 10-K</a> , pages 10–20, 35, 68–75	
<b>GRI 203: INDIRECT ECONOMIC IMPACTS</b>				
203-2	Indirect Economic Impacts	Significant indirect economic impacts	<a href="#">Helping Our Communities</a> , page 20	
<b>GRI 204: PROCUREMENT PRACTICES</b>				
204-1	Procurement Practices	Proportion of spending on local suppliers	Partially reported: <a href="#">Serve Local</a> , page 32	
<b>GRI 205: ANTI-CORRUPTION</b>				
205-2	Anti-corruption	Communication and training about anti-corruption policies and procedures	Partially reported: <a href="#">Anti-Corruption Policy</a>	
<b>GRI 207: TAX</b>				
207-1	Tax	Approach to tax	<a href="#">US Foods 2020 Form 10-K</a> , page 32 <a href="#">US Foods 2020 CDP Response</a> , page 31	
<b>TOPIC SPECIFIC DISCLOSURES: ENVIRONMENTAL</b>				
<b>GRI 301: MATERIALS</b>				
301-1	Materials	Materials used by weight or volume	Partially reported: <a href="#">Serve Good Packaging Standards</a> , page 33	FB-FR-430a.4
301-2	Materials	Recycled input materials used	Partially reported: <a href="#">US Foods 2020 CDP Response</a> , page 13	FB-FR-430a.4
<b>GRI 302: ENERGY</b>				
302-1	Energy	Energy consumption within the organization	<a href="#">US Foods 2020 CDP Response</a> , pages 27–29	FB-FR-110a.1 FB-FR-130a.1
302-3	Energy	Energy intensity	<a href="#">US Foods 2020 CDP Response</a> , page 31	

GRI STANDARD	TITLE	GRI STANDARDS DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE	RELATED SASB INDICATOR
302-4	Energy	Reduction of energy consumption	<a href="#">Improving the Efficiency of Our Fleet</a> , page 27 <a href="#">US Foods 2020 CDP Response</a> , pages 27–31	
302-5	Energy	Reductions in energy requirements of products and services	Partially reported: <a href="#">Serve Local Program</a> , page 32 <a href="#">US Foods 2020 CDP Response</a> , pages 27–31	
<b>GRI 303: WATER AND EFFLUENTS</b>				
303-1	Water	Interactions with water as a shared resource	Partially reported: <a href="#">US Foods 2020 CDP Response</a> , page 35	
<b>GRI 304: BIODIVERSITY</b>				
304-2	Biodiversity	Significant impacts of activities, products, and services on biodiversity	<a href="#">Product Materiality Assessment</a> , page 30; <a href="#">Serve Good Agricultural Practices</a> , page 34; <a href="#">Serve Good Sustainable Seafood</a> , page 35 <a href="#">US Foods 2020 CDP Response</a> , page 35	
304-3	Biodiversity	Habitats protected or restored	<a href="#">Serve Good Agricultural Practices</a> , page 34; <a href="#">Serve Good Sustainable Seafood</a> , page 35; <a href="#">Palm Oil Commitment</a> , page 34	
<b>GRI 305: EMISSIONS</b>				
305-1	Emissions	Direct (Scope 1) GHG emissions	<a href="#">US Foods 2020 CDP Response</a> , page 19	FB-FR-110b.1
305-2	Emissions	Energy indirect (Scope 2) GHG emissions	<a href="#">US Foods 2020 CDP Response</a> , page 20	
305-3	Emissions	Other indirect (Scope 3) GHG emissions	Partially reported: <a href="#">US Foods 2020 CDP Response</a> , page 20	
305-4	Emissions	GHG emissions intensity	<a href="#">US Foods 2020 CDP Response</a> , page 31	
305-5	Emissions	Reduction of GHG emissions	<a href="#">Improving the Efficiency of Our Fleet</a> , page 27 <a href="#">US Foods 2020 CDP Response</a> , page 27	
305-7	Emissions	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	<a href="#">US Foods 2020 CDP Response</a> , page 25	
<b>GRI 306: WASTE</b>				
306-2	Effluents and Waste	Waste by type and disposal method	Partially reported: <a href="#">Serve Good Responsible Disposables</a> , page 38; <a href="#">Serve Good Waste Reduction</a> , page 38	FB-FR-150a.1
<b>GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT</b>				
308-1	Supplier Environmental Assessment	New suppliers that were screened using environmental criteria	<a href="#">Palm Oil Commitment</a> , page 34 <a href="#">US Foods Responsible Sourcing Policy</a> <a href="#">US Foods 2020 CDP Response</a> , pages 32–33	FB-FR-430a.3

GRI STANDARD	TITLE	GRI STANDARDS DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE	RELATED SASB INDICATOR
<b>SPECIFIC TOPIC DISCLOSURES: SOCIAL</b>				
<b>GRI 401: EMPLOYMENT</b>				
401-2	Employment	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Partially reported: <a href="#">Associate Benefits</a> , page 12 <a href="#">US Foods Benefits At-a-Glance</a>	
401-3	Employment	Parental leave	Partially reported: <a href="#">Associate Benefits</a> , page 12	
<b>GRI 403: HEALTH AND SAFETY</b>				
403-1	Occupational Health and Safety	Occupational health and safety management system	Partially reported: <a href="#">Associate Safety</a> , page 18	
403-4	Occupational Health and Safety	Worker participation, consultation, and communication on occupational health and safety	<a href="#">Associate Safety</a> , pages 18–19	
403-5	Occupational Health and Safety	Worker training on occupational health and safety	<a href="#">Training and Development</a> , page 11; <a href="#">Associate Safety</a> , pages 18–19	
403-6	Occupational Health and Safety	Promotion of worker health	<a href="#">Associate Benefits</a> , page 12	
403-7	Occupational Health and Safety	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Associate Safety</a> , pages 18–19	
<b>GRI 404: TRAINING AND DEVELOPMENT</b>				
404-2	Training and Education	Programs for upgrading employee skills and transition assistance programs	<a href="#">Training and Development</a> , page 11; <a href="#">Embracing Diversity and Inclusion</a> , pages 14–16; <a href="#">Associate Benefits</a> , page 12	
<b>GRI 405: DIVERSITY AND INCLUSION</b>				
405-1	Diversity and Equal Opportunity	Diversity of governance bodies and employees	Partially reported: <a href="#">US Foods 2021 Proxy Statement</a> , page 7	
<b>GRI 406: NON-DISCRIMINATION</b>				
406-1	Non-discrimination	Incidents of discrimination and corrective actions taken	Partially reported: <a href="#">US Foods Prohibition Against Discrimination Harassment and Retaliation Policy</a> , page 13	FB-FR310a.3

GRI STANDARD	TITLE	GRI STANDARDS DISCLOSURE TITLE	DISCLOSURE LOCATION OR RESPONSE	RELATED SASB INDICATOR
<b>GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>				
407-1	Freedom of Association and Collective Bargaining	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">US Foods 2020 Form 10-K</a> , pages 6, 17	FB-FR310a.3
<b>GRI 408: CHILD LABOR</b>				
408-1	Child Labor	Operations and suppliers at significant risk for incidents of child labor	Partially reported: <a href="#">US Foods Responsible Sourcing Policy</a> , page 1	
<b>GRI 409: FORCED OR COMPULSORY LABOR</b>				
409-1	Forced or Compulsory Labor	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Partially reported: <a href="#">US Foods 2020 Form 10-K</a> , page 17 <a href="#">US Foods Responsible Sourcing Policy</a>	
<b>GRI 412: HUMAN RIGHTS ASSESSMENT</b>				
412-2	Human Rights Assessment	Employee training on human rights policies or procedures	<a href="#">Ethics and Compliance</a> , page 13	
412-3	Human Rights Assessment	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Partially reported: <a href="#">US Foods Responsible Sourcing Policy</a> , pages 2, 30	
<b>GRU 412: SUPPLIER SOCIAL ASSESSMENT</b>				
414-1	Supplier Social Assessment	New suppliers that were screened using social criteria	Partially reported: <a href="#">Exclusive Brands Supplier Requirements</a> , page 37; <a href="#">US Foods Suppliers</a> , page 31 <a href="#">US Foods Responsible Sourcing Policy</a> , page 2	FB-FR-430a.3
<b>GRI 415: PUBLIC POLICY</b>				
415-1	Public Policy	Political contributions	Partially reported: <a href="#">US Foods Anti-Corruption Policy</a> , page 2	
<b>GRI 416: CUSTOMER HEALTH AND SAFETY</b>				
416-1	Customer Health and Safety	Assessment of the health and safety impacts of product and service categories	<a href="#">US Foods 2020 Form 10-K</a> , pages 5, 14–15 <a href="#">Food Safety and Quality</a> , page 30–31; <a href="#">Well-being</a> , page 39	FB-FR-250a.1 FB-FR-260a.2
<b>GRI 417: FAIR AND RESPONSIBLE LENDING AND PRICING</b>				
417-1	Marketing and Labeling	Requirements for product and service information and labeling	<a href="#">US Foods 2020 Form 10-K</a> , page 5	FB-FR-260a.1 FB-FR-270a.1 FB-FR-270a.3

