



Our  
Food.



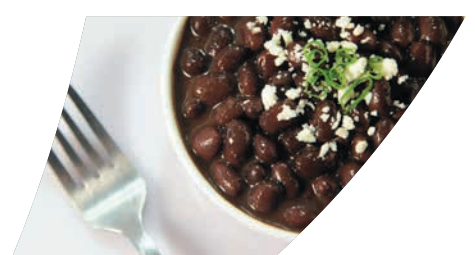
Our  
Future.





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When we released our first Global Sustainability Report in 2016, it was a big step into the spotlight for OSI. We don't often talk publicly about our successes, but producing the 2016-2017 Global Sustainability Report provided an opportunity for us to step back and reflect on both our impacts and our influence in the industry. Our emphasis on

sustainability throughout the OSI organization provides a platform for us to activate our values and highlights what those values mean for the future of our company and our approach towards sustainability.

- **It highlights our commitment to INTEGRITY.** In each interaction and activity, we strive to be consistent and remain true to our principles. First and foremost, we're dedicated to operating our business responsibly, and we will hold ourselves to best-in-class standards of operation around the globe in order to maintain the trust that has been placed in us.
- **It highlights the priority we place on PARTNERSHIP.** We believe collaboration is the key to making positive changes to our industry. The cornerstone of our success has been dynamic and successful relationships with our customers, suppliers, and local partners who join us in identifying and promoting the best practices in sustainability throughout our supply chain.
- **It highlights the power of OSI's TEAMWORK.** The people within our organization are essential to the positive contributions OSI can make in our communities. We appreciate the pride each individual takes in their work to deliver exceptional products, and we support them in their personal and career development.

- **It highlights our drive for CONTINUOUS IMPROVEMENT.** We have consistently been defined by our "can-do" attitude. In addition to delivering the highest quality products in the safest, most efficient way possible, OSI employees also make a difference in their communities and their workplaces. It is their dedication and personal commitment that enables us to set ambitious targets for expanding our sustainability impacts and ensures our products are responsibly made.

- **It highlights our spirit of INNOVATION.** Entrepreneurial passion is at the core of the company. Thinking about things in new and better ways easily lends itself to an ongoing search for more sustainable approaches and creative solutions for difficult problems facing our environment and supply chain. We are happy to be pioneers in animal welfare standards and resource efficient processing and will continue to lead the way by providing education and training in sustainability advancements to those in our supply chain.

As a company, we continue to pursue sustainability because we know it is fundamental to operating a successful business. To strengthen our commitment to sustainability, we're updating our Global Sustainability Report for 2018-2019 by releasing new 2025 targets and priority action areas for our environment, workplaces, communities and supply chain. We have also taken steps to become more vocal about what sustainability means to us as a company by appointing Nicole Johnson-Hoffman as our Chief Sustainability Officer to lead these activities and expand our engagement with other industry stakeholders.

Thank you for joining us on this journey. We look forward to providing further updates that highlight the milestones we achieve along the way.

**David G. McDonald**  
President and Chief Operating Officer

In the last decade, sustainability has moved from the periphery of business thinking to the forefront. It impacts nearly every element of our industry. At OSI, we see this as an opportunity to rethink and reform how we work – from processes to people to partnerships – to ensure we are mindful of the sustainability of our company and communities along the way.

In this report, you'll learn about our approach and the concrete steps we've taken to date. We share them with you not only as markers of our progress, but also as the foundation for new and far-reaching goals. Sustainability is one of the primary concerns of our time, and OSI will continue to dedicate the necessary resources to further progress our sustainability agenda.

In this report, we document our intentions, policies, progress, and activities in order to be transparent about our operations and impacts. Although there are areas where we are still making improvements, we are energized to reach our ambitious goals and contribute to the sustainability efforts that create positive change throughout the food industry. We are honest and forthright about the challenges we face, and are dedicated to achieving meaningful results. We look forward to sharing those results with our partners in the next OSI Global Sustainability Report planned for 2020.

The data in this report was gathered from OSI facilities around the globe. We are reporting on the 2016 and 2017 calendar years; however, examples from other years are included to provide context. In creating this report, we introduced Global Reporting Initiative (GRI) principles as a framework for communicating about our business and sustainability activities. GRI is an independent international organization providing the most widely used standards of sustainability reporting. Guidance from GRI allows us to clearly communicate our impacts and align our sustainability activities with those of other businesses in our industry.

We welcome feedback on our report and sustainability activities. For questions or comments, please reach out to [osisustainability@osigroup.com](mailto:osisustainability@osigroup.com).

# Organization Profile

## Locations

OSI is one of the world's largest privately held food providers. Our international network of food processing and vertically integrated poultry companies is headquartered in Aurora, Illinois, USA and organized into three global zones: North America, Europe, and Asia Pacific. The OSI Group operates 77 sites in 18 countries and territories and sells products into 68 countries around the world.

### UNITED STATES



### CANADA



### EUROPE



## Markets

OSI partners with the world's leading foodservice and retail food brands to provide concept-to-table solutions that delight customers around the globe. With our extensive international infrastructure, we are able to offer unparalleled ability to source, develop, produce and distribute custom food solutions throughout the world.

In addition to creating customized solutions for our customers, OSI's product and company portfolio includes the brands shown here.

### CHINA



### PHILIPPINES



### JAPAN



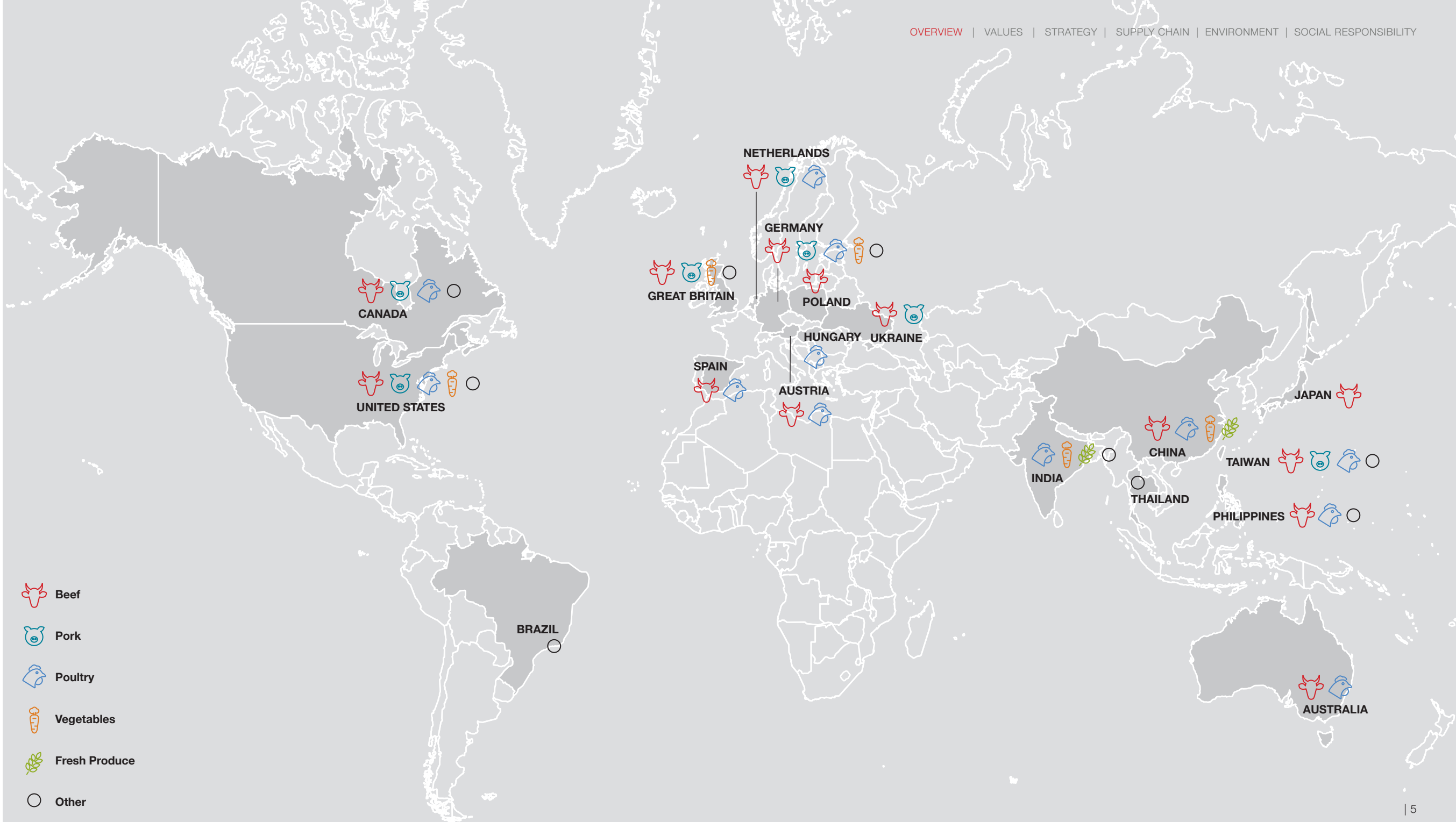
### AUSTRALIA



### INDIA



### TAIWAN



The OSI Group has a proud history of more than a century of strategic growth, driven by the needs of our customers.



# OSI History

Meat market expands to wholesale meat trade and relocates to another Chicago suburb. The Kolschowsky sons join the business.



1917

Otto & Sons begins supplying fresh ground beef patties for new quick serve restaurants (QSR).



1955

Formerly an investment consultant for the Kolschowsky family, Sheldon Lavin becomes a partner in the OSI business.



1975

As Lavin becomes Chairman and CEO, OSI begins period of significant growth in the early 1980s, through expansion and joint ventures in new countries and other sectors of the food industry.



1981

OSI begins its entry into the Asia Pacific region with joint ventures in Taiwan and the Philippines, and operations in China. China becomes a focus for OSI's international growth.



1987

OSI spends two years establishing wholly foreign-owned enterprises (WFOE) and joint venture entities in China, and enters the fresh produce business.



2001



Beef production facility opens in Japan, and vertically integrated poultry operations are initiated in China.

2010

Production facilities open to produce salsa, beans, and tofu products in the western U.S. and poultry in China. A Canadian company is also acquired.

OSI opens culinary innovation centers in the U.S. and China and a global R&D center in the U.S.



2014

**TODAY:** OSI Group, LLC is a 100-plus year old, privately held corporation that is a global leader in supplying value-added protein items and other food products to leading foodservice and retail brands.



A merger is completed in Australia to strengthen OSI's portfolio in that region.

2018



1909

The company is founded by Otto Kolschowsky as a family-owned meat market and butcher shop in the Chicago area.



1928

Business grows into a stable, successful local operation and rebrands to Otto & Sons.



1973

Otto & Sons builds its first plant in West Chicago which used cryogenic food processing to preserve food through nitrogen freezing.



1975

Otto & Sons becomes OSI Industries in the U.S. and transitions from family butcher shop to a technologically advanced manufacturer of processed meats.



1977

Company begins operations beyond supplying to QSRs and establishes a separate unit for the new Glenmark brand, which would later be sold in 2011.



1978

OSI begins a decade of international expansion, opening facilities in Germany, Spain, Brazil, Austria and Italy.



1993

Three years of expansion to Hungary, Poland, India and United Kingdom, providing greater depth to OSI's product line and services.



1996

New U.S. facility opens to produce bacon, sausage, and hot dogs. A beef and pork processing facility in the Ukraine also opens.



Acquisition of a retail branded company producing diversified meat products in the U.S.



Poultry operations are added through acquisition of vertically integrated poultry company.

Establish beef deboning and slaughter operations in Europe.



2011

A new dry sausage operation opens in the U.S.



OSI opens two new vegetable product processing facilities in India.



2016

OSI opens a European regional office in Germany and acquires two more companies to expand its European footprint.

# Our Food. Our Future. Our Values.

- ## 1 Act with integrity

We pursue honest interactions. Our work is straightforward, reliable and consistent throughout all global operations.
- ## 2 Seek partnering relationships

We will find the best solutions to difficult challenges in partnership with our employees, customers, suppliers, farmers and communities. Our partners' success is our success.
- ## 3 Work together as a team

We value each other because we're better together. The strength of our collective power is found in safe, diverse workplaces where our employees can thrive, develop and grow.
- ## 4 Strive to continuously improve

We believe that any problem can be solved, and better operations and supply chains are always possible.
- ## 5 Explore innovative solutions

We go beyond what is easy or obvious because we desire excellence. We are confident in our place and responsibility as leaders.

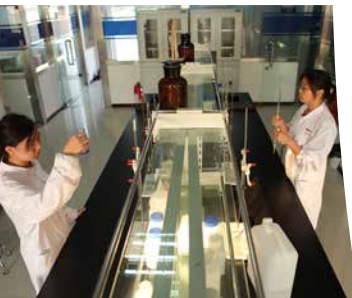
### Ethics and Business Principles

As an extension of our values, OSI is committed to operating its business with integrity and believes that ethical conduct is the foundation of our business success. We incorporate our code of conduct in our OSI Global Business Standards, which is formally provided to our employees annually and is also readily available through our corporate intranet website. We also provide reinforcement to employees with training around these business standards and task each individual with the responsibility of promoting and practicing the highest standards of ethical conduct in their business functions. The Global Business Standards summarizes relevant laws and includes OSI's expectations and policies on important topics such as Anti-Discrimination and Harassment, Privacy, Fair Competition, Federal Corrupt Practices Act, Insider Trading, Accurate Records, Conflicts of Interest, International Business, Human Rights and Labor Laws. Each location also has local policies that provide operational direction to supplement the Standards and our senior vice president, general counsel serves as the chief compliance officer.

Both the CEO and president approve and endorse the Global Business Standards and its updates which are made to align it with applicable new regulations, laws and policies within OSI. Our legal department serves as the owner of the Global Business Standards, and there are regional business standards officers as well as a team of individuals from our human resources and legal departments who serve as resources to employees seeking further guidance.

We maintain high levels of accountability throughout the OSI organization. We encourage our employees to apprise us of their concerns and questions through our open door policy and other reporting mechanisms, including our MAKE IT RIGHT Global Hotline.





### Food Safety and Quality

Our customers' trust is of utmost importance to us and ensuring food safety is non-negotiable. We take providing consumers, many of whom are our families, with safe, nourishing, and delightful food as a privilege and honor.

While expanding internationally, OSI has worked with many local suppliers to deliver quality, consistency, and efficiency in order to help our partners achieve growth and profitability. As a partner, OSI provides connections to the best practices in food manufacturing operations by introducing our suppliers to better technology, food safety, and management practices as well as connections to experts and practical experience in the most advanced farming and processing facilities around the globe. We're proud of maintaining the high standards our customers have come to expect across each location and facility.

We also set high expectations for our suppliers and insist on the application of Hazard Analysis and Critical Control Points (HACCP) based preventive approaches to food safety in all supplying facilities to manage risk around food safety.



**The quality of our products and the people who work with us will always come first. That's why we're considered number one by the best leaders in the business. Every day is a new day to prove it."**

SHELDON LAVIN

The OSI Group drives food safety excellence throughout our network via our Global Food Safety and Quality Council. This council ensures global alignment of our food safety and quality expectations in order to consistently deliver best-in-class solutions to our customers worldwide. Further, our Global Quality Council has made significant strides to develop and implement OSI's food safety culture in a way that can be easily understood, embraced, and adhered to by every employee and externally verified to provide confidence to our customers. We undergo regular internal and customer safety audits and globally track a strategic list of food safety key performance indicators (KPIs) for each plant, which are routinely reviewed by OSI's leadership.

We also recognize the importance of continuing to embed and enrich our food safety culture within the core of OSI operations. Planned initiatives include communication campaigns for each facility and additional benchmarking of facilities by external programs.

All of OSI's facilities actively maintain Global Food Safety Initiative Certification or other globally recognized certifications for their food safety and quality systems.





# OSI Corporate Governance and Organizational Structure

OSI, like any company, has to balance business realities and stakeholder expectations. As a privately held company, we have the benefit of being able to respond quickly and with both short- and long-term views in mind.

The company is governed by a Board of Managers, who include sustainability considerations in their management of company strategy, risk, and investments. The board is chaired by Sheldon Lavin and meets quarterly to ensure we are sustaining our values throughout OSI operations.

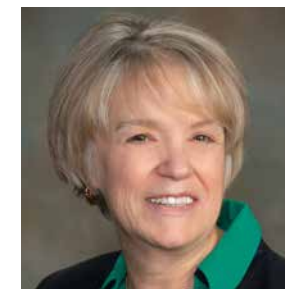
Over the course of 2016-2017, several new individuals joined OSI Group's Global Leadership Team. OSI Group's global leadership is shown below and on the next page.



**Sheldon Lavin**  
Chairman &  
Chief Executive Officer



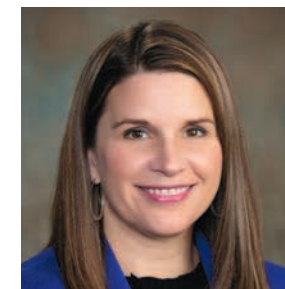
**David McDonald**  
President & Chief  
Operating Officer



**Sherry DeMeulenaere**  
Executive Vice President,  
Chief Financial Officer,  
Treasurer & Assistant  
Secretary



**Donna Coaxum**  
Senior Vice President,  
General Counsel &  
Secretary



**Nicole Johnson-Hoffman**  
Senior Vice President &  
Chief Sustainability Officer



**Kevin Scott**  
Senior Executive Vice  
President, North America



**Brent Afman**  
Senior Vice President  
& Managing Director,  
Asia Pacific



**Kevin Cahill**  
Managing Director,  
Europe



**Dr. Kenneth Petersen**  
Senior Vice President,  
Quality Assurance, Food  
Safety & Regulatory Affairs



**Mark Richardson**  
Senior Vice President,  
Global Supply Chain

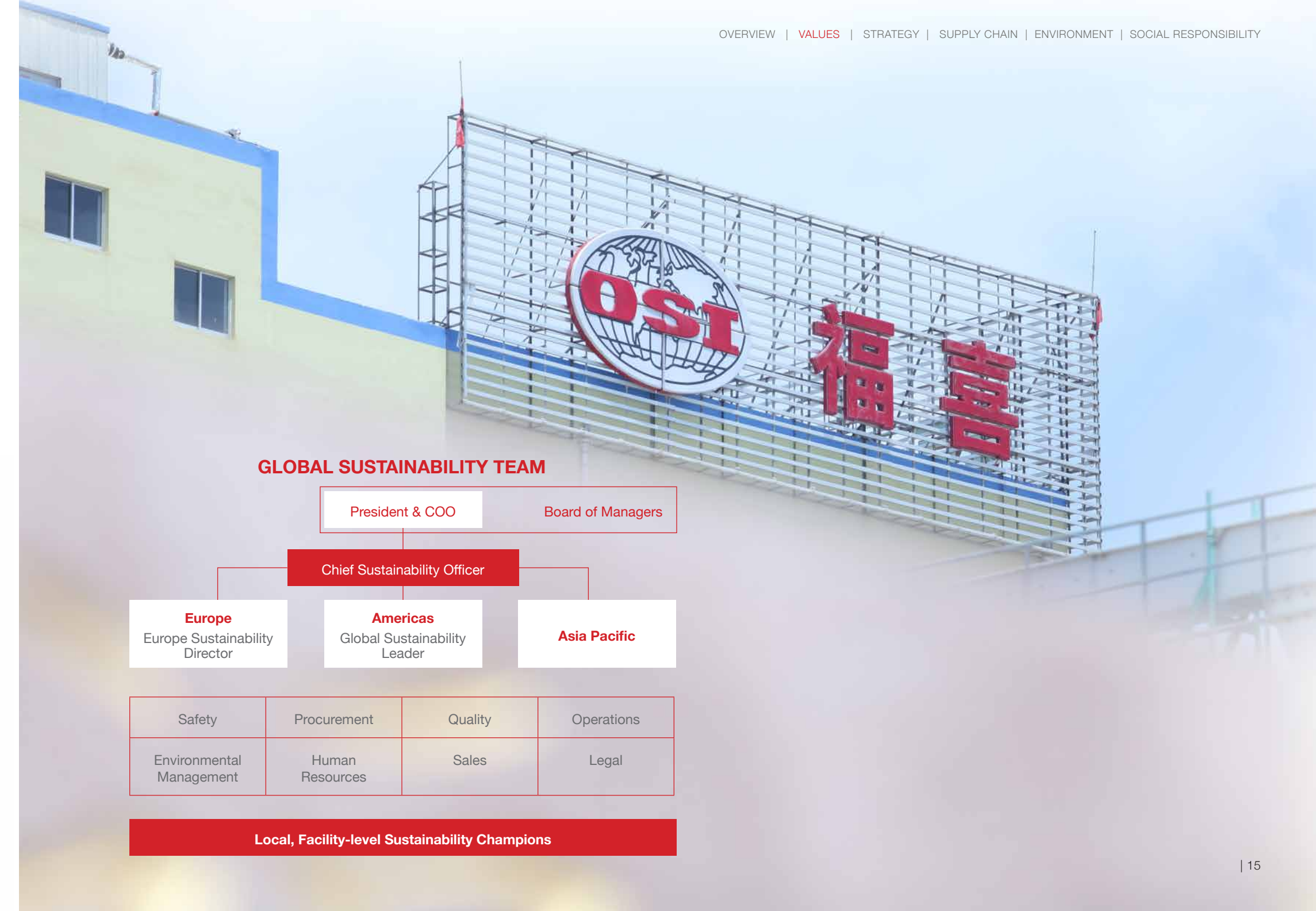


### Sustainability Governance

Our Global Sustainability Team and our sustainability strategy and activities are led by our Chief Sustainability Officer, Nicole Johnson-Hoffman, who was appointed at the end of 2017. Weekly updates on sustainability goals, performance, and initiatives are provided to OSI's president and chief operating officer. With the launch of the 2018 OSI Global Sustainability Strategy, the OSI Board of Managers also provides oversight and receives annual sustainability performance updates from senior management on business ethics, environmental, and social sustainability topics.

OSI's Global Sustainability Team is a cross-functional group of leaders from across each of OSI's regions of operation who support the direction of OSI's global priorities. The members of the team ensure that OSI's sustainability goals and priorities are integrated throughout all areas of the business from their expertise in operations, procurement, environmental management, health and safety, and quality assurance. The team meets on a regular basis via conference calls or face-to-face meetings. Separately, regional sustainability leaders track the progress of OSI's global initiatives, monitor our performance against targets, share best practices across the group and keep internal and external stakeholders informed about achievements against targets.

OSI also utilizes an internal dashboard to track our sustainability KPIs from a plant, regional, and global level in order to understand our performance against established targets. Each facility pursues specific, detailed continuous improvement projects and each region also develops their own action plans as they integrate their own sustainability ambitions with those of the broader OSI organization. Each action contributes positively to the overall impact the company has on advancing sustainability throughout the business.



### GLOBAL SUSTAINABILITY TEAM



# Our Food. Our Future. Our Strategy.

## STRATEGIC SUSTAINABILITY PROCESS



OSI's Global Sustainability Team began a formal strategic planning process in 2017 to continue to advance our sustainability efforts in alignment with the goals of our customers and the trends of the food industry.

We recognize that, given the wide variety of issues that are raised about food production, it is important for us to review and prioritize the critical areas where we can specifically drive impact. We understand that our customers want to know who makes their food and how we treat our valuable resources.

## STAKEHOLDER ENGAGEMENT

OSI heavily engages in multi-stakeholder initiatives as a means of obtaining important feedback from our industry partners, communicating our own priorities, and staying up-to-date on important trends.

STAKEHOLDER GROUP	ISSUES DISCUSSED	ONGOING ACTIONS
CUSTOMERS	<ul style="list-style-type: none"> <li>Sustainable Sourcing</li> <li>Climate Change</li> <li>Animal Welfare</li> <li>Human Rights</li> <li>Deforestation</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings with regional and issue specific teams on sustainability issues</li> <li>Annual assessments and subject-specific audits</li> <li>Collaboration on pilot projects</li> </ul>
EMPLOYEES	<ul style="list-style-type: none"> <li>Safety</li> <li>Training and Development</li> <li>Conservation</li> <li>Animal Welfare</li> <li>Community Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Intranet</li> <li>Town halls</li> <li>Annual performance reviews</li> <li>Regional community outreach teams</li> </ul>
CIVIL SOCIETY (e.g., NGOs and Research Institutions)	<ul style="list-style-type: none"> <li>Climate Change</li> <li>Water</li> <li>Land Management and Deforestation</li> <li>Animal Welfare</li> <li>Antibiotics</li> <li>Strategic Partnerships</li> <li>Transparency</li> </ul>	<ul style="list-style-type: none"> <li>Strategic partnerships on pilot projects to research and inform best practices</li> <li>Speaker invitations during supplier engagement</li> </ul>
GOVERNMENT AND REGULATORS	<ul style="list-style-type: none"> <li>Trade</li> <li>Regulatory Issues</li> <li>Antibiotics</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining regulatory compliance</li> <li>Pilot programs</li> </ul>
INDUSTRY GROUPS	<ul style="list-style-type: none"> <li>Animal Welfare</li> <li>Climate Change</li> <li>Land Management and Deforestation</li> </ul>	<ul style="list-style-type: none"> <li>Sponsorships of annual events</li> <li>Hosting industry tours</li> <li>Participation in monthly calls, annual conferences and events on key issues</li> </ul>
SUPPLIERS	<ul style="list-style-type: none"> <li>Animal Welfare</li> <li>Antibiotics</li> <li>Environmental Management</li> <li>Human Rights and Labor</li> </ul>	<ul style="list-style-type: none"> <li>Regular self-assessments and annual on-site audits</li> <li>Regular meetings with regional and issue specific teams on sustainability issues</li> </ul>
CONSUMERS	<ul style="list-style-type: none"> <li>Food Quality</li> </ul>	<ul style="list-style-type: none"> <li>Market research</li> <li>Dedicated field service team</li> </ul>
PHILANTHROPIC PARTNERS	<ul style="list-style-type: none"> <li>Food Security</li> <li>Agricultural Training</li> <li>Workforce Development</li> <li>Health and Nutrition</li> </ul>	<ul style="list-style-type: none"> <li>Donations</li> <li>Volunteer contributions</li> <li>Event participation and sponsorship</li> </ul>



# Materiality Analysis

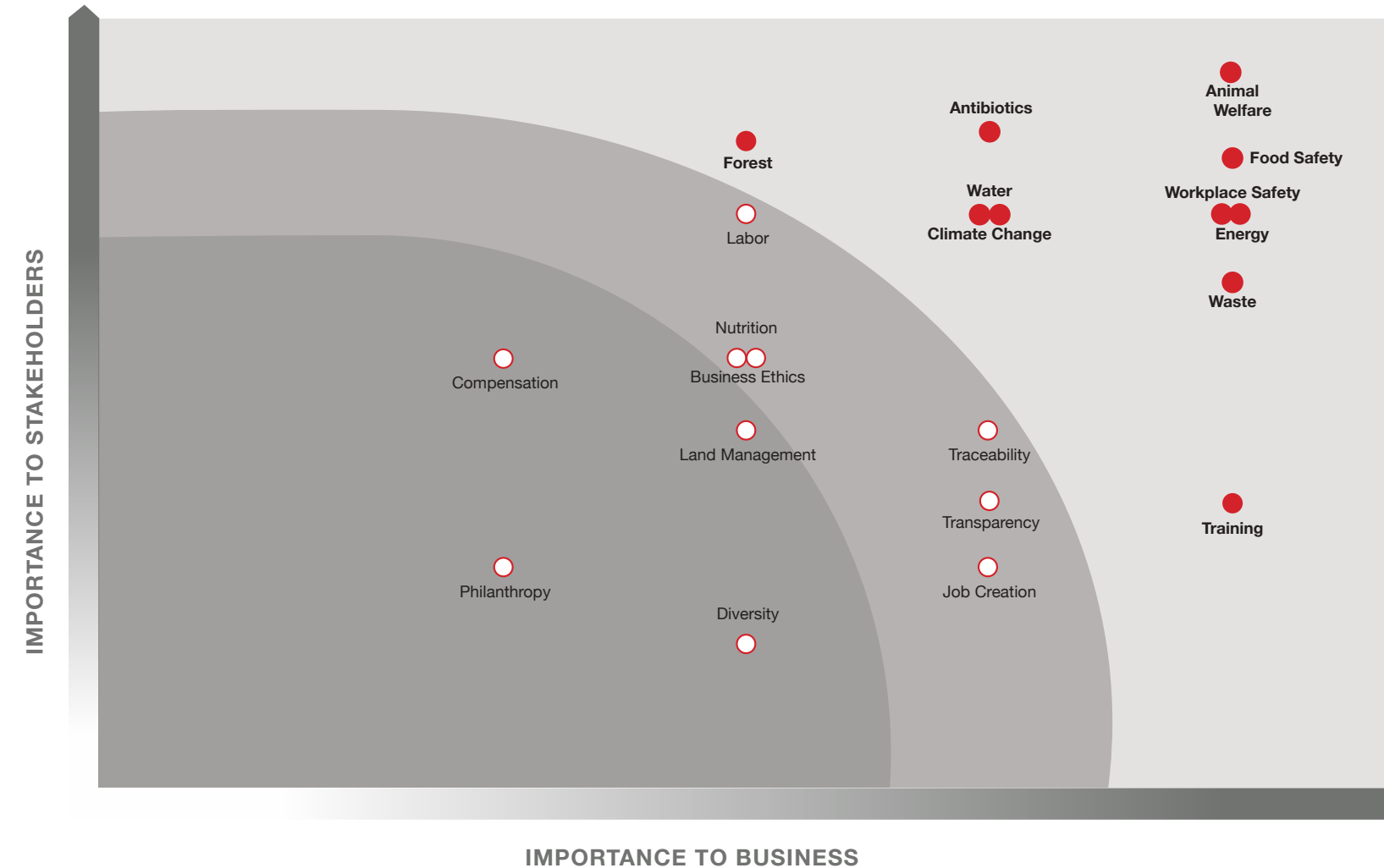
Based on frequent contact with important stakeholders, analysis of public interest issues, and research among the marketplace and consumers, we defined a list of relevant topics for our business. We then performed a materiality analysis with representatives from a cross section of different geographies and functions within OSI to understand the issues that are most important to our success. We evaluated topics based on two dimensions in order to prioritize our areas of focus:

## Importance to Business

While there are some issues that exist squarely within the control of OSI's operations, other issues are outside of our direct contact and control. These issues require cooperation and partnerships in order to inspire change within our supply chain. We included these issues in our analysis because some are critical to our business's place in industry and require our participation in collective initiatives to improve the system. *The internal evaluation of our responsibility and ability to impact these issues and their relevance to our business operations is included on the horizontal axis.*

## Importance to Stakeholders

This analysis relied heavily on the views and perceptions of outside stakeholders as we gathered and synthesized inputs from influencers across the industry including: key customers, suppliers, non-governmental organizations (NGOs), community organizations, industry trade associations, and media attention. *Feedback from the most important stakeholder groups were given the most weight, with the weighted average on the vertical axis.*



This process has identified the ten most important economic, social, and environmental issues to our business: Animal Welfare, Antibiotics, Food Safety, Employee Health and Safety, Employee Training, Energy, Climate Change, Waste Reduction, Water Stewardship and Protecting Forests.

Going forward, we will maintain an ongoing dialogue with our customers, suppliers, NGOs and other stakeholders to continue refining our strategy by monitoring and assessing emerging issues and the evolution of topics included in our materiality assessment. We expect to review the strategy annually.

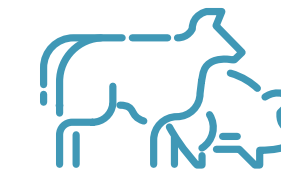


# Sustainability Priorities

From our strategic sustainability process and the materiality analysis, we've organized the most significant issues into the following six priorities for our company.

These priorities build on the sustainability vision that OSI has been communicating to our stakeholders and supply base over the past couple of years to highlight the specific categories of Sustainable Supply and Procurement, Environmental Stewardship, and Social Responsibility. Highlighting specific priorities advances our approach by defining the opportunities where we can drive meaningful and sustainable impact in the long term goals that are listed below.

## Sustainable Supply



**ANIMAL WELFARE**  
Animals respectfully managed to ensure health and welfare

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



**ANTIBIOTIC STEWARDSHIP**  
Antibiotic effectiveness preserved for human and animal health

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



**CONSERVATION**  
Reduced environmental impact through responsible stewardship of natural resources

- Use water sustainably
- Reduce waste
- Protect forests



**CLIMATE CHANGE**  
Risk to changing climates addressed by mitigating greenhouse gas emissions

- Reduce GHG emissions
- Use energy sustainably
- Build resilience to changing environment



**WORKPLACE**  
Safe workplaces where everyone's rights are protected and skills are enhanced

- Reduce workplace hazards
- Respect workers' rights
- Empower workforce with the skills to succeed



**COMMUNITIES**  
Shared value for company and community created

- Provide safe, quality food
- Enrich our communities
- Support individuals most affected by food and agriculture supply chains



# Q&A with Nicole Johnson-Hoffman

Chief Sustainability Officer



## Sustainability is a term that many people define differently. What does it mean to you?

Sustainability articulates our aspiration that OSI's business and supply chains can always be improved to deliver better outcomes for OSI's customers, the environment and the communities in which our company operates. Making commitments to sustainability shows that we plan to be around and competitive long into the future. I am confident that OSI will continue to link hands with our fellow stakeholders around the globe to say "we will do our part" in providing sustainability leadership and influencing our industry and supply chains to ensure consumers trust the quality and care for communities and natural resources that went into producing the food on their plate.

## How did you approach your first year as OSI's Chief Sustainability Officer? Has anything surprised you?

As I began to scope OSI's 2025 Sustainability Strategy, listening to our stakeholders was a clear first step. OSI has always been a company that is finely attuned to our customers' needs, and for the majority of leading branded companies, sustainability is a critical capability for food suppliers and most certainly a priority for their customers. From there, we identified a couple of key sustainability levers that we could pull to play our part in helping our customers reach the commitments they have made toward sustainability objectives.

## What are OSI's biggest sustainability opportunities? And the challenges?

When I joined OSI, I knew that we had both a tremendous opportunity and responsibility in our company's vision of being a Premier Global Food Provider to Leading Branded Companies. Our customers maintain ambitious, best-in-class sustainability goals because it is demanded by their customers, investors, and the public. For them, many of their sustainability goals begin in the supply chain, and we're fortunate to benefit from their important industry leadership that helps make those goals a reality. As we join their sustainability momentum and help add our own energy and influence to the movement, we look forward to the change that we can create in our supply chains.

In the same way, building a sustainable industry is a challenge bigger than any one of us can tackle alone. OSI brings our long history of building successful partnerships into this space as well, supporting collaborative multi-stakeholder initiatives, like the Global Roundtable for Sustainable Beef, to start chipping away at the challenges and combining our influence to ensure that OSI, our customers, and our communities can be confident about their future.

## What is next for sustainability at OSI?

We're becoming a stronger sustainability partner to our customers and to our suppliers. This report is another milestone in our goal of becoming more vocal about the great achievements we've had in sustainability and the role we want to have in telling our own story about what sustainability looks like in our industry. Further, we're looking forward to increased engagement with both our suppliers and other collective action groups.

2018 was a great year for OSI in terms of our increase in transparency and building a strategic sustainability action plan. Focusing in on our six priority topics will give us a great start in meeting our common goal: a sustainable food industry.

## 2025 Sustainability Targets

OSI has been reporting on our sustainability activities since 2010, but our 2016-2017 Global Sustainability Report was the first integration of our sustainability efforts into a single narrative from around the globe. Since then, we have continued to refine our approach in order to target strategic impacts in the areas of environmental stewardship, social responsibility, and sustainable supply chains. We have evaluated the progress made toward our prior regional commitments and set new, ambitious targets at the global level for 2025 in accordance with our greater focus and conviction around sustainability. We have also looked for opportunities to use our size and global scope to our advantage by highlighting and sharing resources for best practices across the global business.

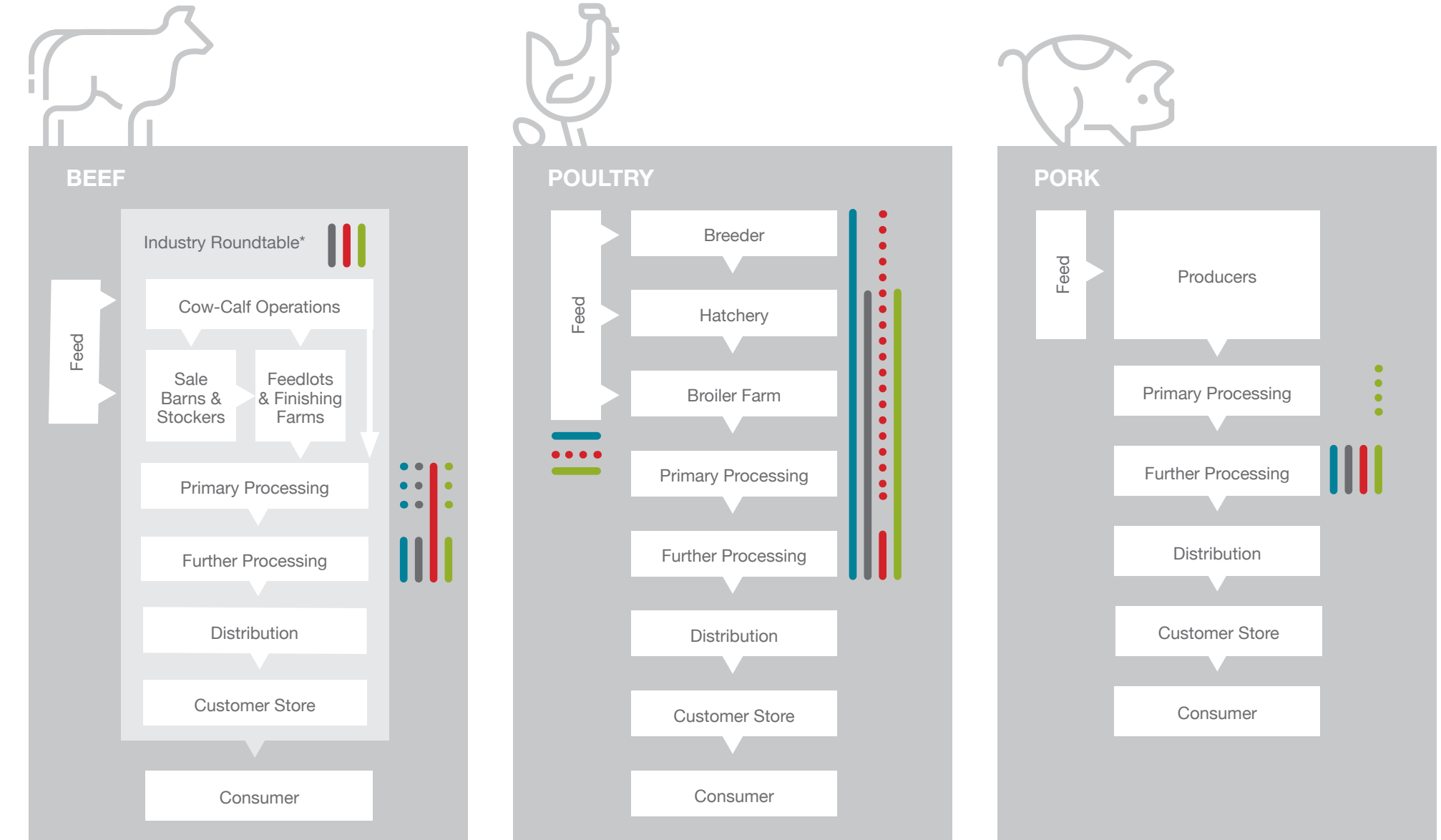
SUPPLY	All suppliers for all species have externally recognized animal welfare training in place		Utilize outcome based indicators for all animal welfare KPIs		Third-party video auditing at all primary processing facilities		Expand industry engagements across relevant species and regions		
	Reduce water usage intensity by 15%	100% landfill free facilities	Reduce energy intensity by 20%	Reduce GHG* emission intensity by 20%	Report to CDP** Supply Chain and Forests questionnaire	Increase renewable energy usage 75%			
ENVIRONMENT	Implement integrated health and safety system at all facilities to improve monitoring, education and accident reductions		Donate 2000 volunteer hours per year to community initiatives		Provide expanded support to agriculture education, families and hunger relief at all sites		Achieve new standard minimum training hours at all facilities		
SOCIAL									

\*GHG = Green House Gas    \*\*CDP = formerly Carbon Disclosure Project

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

# Our Food. Our Future. Our Suppliers.

From raw material suppliers to the consumer's table, OSI performs a critical role in a complex supply chain. This role positions us between the needs of our customers, demands of the market and the realities of on-farm operations and raw material suppliers. Although we have direct control over only some stages of the supply chain, we work hard to bring all parties together to ensure the highest quality possible.



**Before a hamburger, nugget or slice of bacon ends up on the plate, OSI plays a critical role in connecting the dots in the supply chain and adding value to protein products.**

**OSI REGIONS**

- Asia
- Australia
- Europe
- U.S.

**OSI ACTIVITY**

- Direct Operations
- Indirect Influences

*\* Leaders, partners, influencers*



SCHOERGERER



We're proud to highlight the outstanding farmers, ranchers and producers in our supply chains because we believe it is important to recognize what successful, sustainable farming systems look like and facilitate the transfer of best practices to others within our network.

Beginning in 2016, we were honored to showcase the **Schoergerer** farm in Austria. The dairy flagship farm was specifically recognized for its strong focus on animal welfare with a loose house system and careful herd management to protect the environment of alpine pasture and forest. In 2016 and 2017, we were pleased to highlight our Hungarian poultry supplier, **Master Good**, for their leadership in animal husbandry, welfare, biosecurity, environmental activities and human welfare.

We're continuing to nominate leading suppliers and look forward to reporting on other supply chain leaders and their sustainable operations.



MASTER GOOD

### Influencing the Supply Chain

We view it as our responsibility to source high-quality materials and raise supplier expectations in order to ensure the best product possible before it enters our facilities. We recognize the importance of long-term, trusting relationships with raw material suppliers, and continually seek to engage them independently and through industry roundtables. This helps us facilitate the sharing of best practices in environmental protection, business and supply chain ethics, as well as communicate economic opportunities from market demands.

We believe that animal welfare and good agricultural practices are pre-competitive issues, and so we participate in programs with our industry and supply chain to identify and address issues that do not meet our ethical responsibilities. OSI is also proud to support commitment-led supply chain enrichment programs on behalf of our customers. With expertise in a wide variety of such programs, our supply chain management experts engage our suppliers and industry partners to meet targets through programs for:

Enriched Housing	Enriched Animal Management	Specific Diets	Varied Production Methods	Animal Medicine Regimes	Farm Assurance Certifications
<ul style="list-style-type: none"> <li>Gestation crate-free pork</li> <li>Cage Free</li> <li>Natural behavior enablers</li> <li>Lighting specifications</li> </ul>	<ul style="list-style-type: none"> <li>RSPCA assured</li> <li>GAP certified</li> </ul>	<ul style="list-style-type: none"> <li>Grass-fed</li> <li>Sustainable Soy</li> <li>Non-GM</li> </ul>	<ul style="list-style-type: none"> <li>Organic</li> <li>Transitional Organic</li> <li>Non-GM</li> </ul>	<ul style="list-style-type: none"> <li>Never Ever Antibiotics</li> <li>No Hormone (HGP Free)</li> </ul>	<ul style="list-style-type: none"> <li>Bavarian Origin</li> <li>Fair Foods</li> <li>Food Alliance</li> <li>German QS</li> <li>Great Southern</li> <li>Marine Stewardship Council</li> <li>Origin Green</li> <li>Red Tractor</li> <li>SFS, OSI's personal 3rd party certified Farming Standard</li> </ul>

As part of this effort, we strive to recognize the highest performing suppliers and farmers. Our Quality Assurance Team is critical in benchmarking supplier performance with best practices and ensuring consistent quality through regular audits and supplier feedback loops. Through these activities, our suppliers can showcase their best practices and influence their peers and the industry to adopt practices that improve animal welfare, build environmental resilience, and create positive social and economic impacts for their communities. We're proud to showcase these individuals in our publications and sponsor them in recognition programs from customers and industry groups.

From 2018 onward, we will also engage our supply chain annually through regional conferences, where we bring together thought leaders from across our industry to share best practices, including specific sustainability highlights with our supplier base.



**GRSB brings together people from around the world who represent all segments of the beef value chain, including individual producers who, ultimately, agree there's massive value in sharing knowledge and who want to partner to drive exciting new levels of performance in areas impacting GRSB's principles and criteria of sustainable beef."**

NICOLE JOHNSON-HOFFMAN



### Industry Roundtables

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

OSI is a founding member and dedicated supporter of the Roundtables for Sustainable Beef. Since January 2018, our chief sustainability officer has served as the president of the Global Roundtable for Sustainable Beef, and other members of OSI's sustainability team also participate with the regional roundtables in Europe, the United States, and Australia.

OSI is also active within industry and agricultural associations for other proteins. Dave McDonald, President and COO of OSI Group, has served on the Board of Directors for the North American Meat Institute (NAMI) since 2003. Ben Harrison, President and CEO of Amick Farms, has served on the Board of Directors and as Chairman of the National Chicken Council for 2017-2018. He is also currently serving on the Board of Directors of the U.S. Poultry & Egg Association.

### OSI Group Memberships & Associations

- Global Roundtable for Sustainable Beef (GRSB)
- U.S. Roundtable for Sustainable Beef (USRSB)
- Sustainable Agriculture Initiative (SAI) Beef Platform
- National Chicken Council
- U.S. Poultry & Egg Association
- Professional Animal Auditor Certification Organization (PAAO)
- Animal Agriculture Alliance
- North American Meat Institute (NAMI)
- Professional Dairy Producers of Wisconsin (PDPW)
- Roundtable for Responsible Soy (RTRS)
- Women's Food Service Forum (WFF)
- IPC (International Poultry Council)
- ZDG (German Poultry Association)
- Association of Poultry Processors and Poultry Trade in the EU countries
- Australian Chicken Meat Federation
- Victorian Chicken Meat Council
- Board of PrimeSafe Victoria (Victorian State Government Meat, Poultry and Seafood Regulatory Body)
- China White Feather Broiler Association
- China Poultry Industry Association, CAAA
- CLFMA Membership: Compound Live Stock Feed Manufacturers Association of India
- Protein Foods & Nutrition Development Association of India (PFNDAI)
- Roundtable on Sustainable Palm Oil (RSPO)
- ZDF (German Meat Association)
- U.S.-China Agriculture and Food Partnership (AFP)





# Priority 1: Animal Welfare

OSI is committed to respectfully managing animals to ensure the health and welfare of livestock in our supply chain and lead best practices in our industry.

Both OSI and our stakeholders insist on high standards of animal care in our supply chain. We recognize that this is not only an ethical responsibility, it also ensures a high quality product. For this reason, we are careful about our supply of raw materials. We source exclusively from approved external suppliers or, in some areas of the world, from our own primary processing facilities for beef and chicken, which we take care to operate according to best practices of industry experts such as the World Organization for Animal Health (OIE), Dr. Temple Grandin and the North American Meat Institute (NAMI) Animal Handling Guidelines.

The quality controls in our supply chain's policies and procedures ensure humane treatment, handling and slaughter of animals at all times and in every global sourcing avenue. Our OSI Group Animal Welfare Policy is available for review on our website and we are regularly assessing the performance of our animal welfare management systems to improve outcomes of measurable key performance indicators.

- Since 2013, OSI has provided ongoing sponsorship of several science-based animal welfare organizations, including the Professional Animal Auditor Certification Organization (PAACO), North American Meat Institute (NAMI) and Professional Dairy Producers of Wisconsin (PDPW).
- OSI supports and promotes meat and poultry animal auditor trainings, assessments and programs throughout the industry in the U.S., Europe, China and Australia.
- OSI employs numerous PAACO certified auditors with ongoing goals for more.



OSI respects OIE's Five Freedoms of Animal Welfare, which standardizes primary animal needs under human control:

- 1** Freedom from hunger, malnutrition and thirst
- 2** Freedom from fear and distress
- 3** Freedom from physical and thermal discomfort
- 4** Freedom from pain, injury and disease
- 5** Freedom to express (most) normal patterns of behavior

**Some Specific Animal Welfare Guiding Principles of Our Activities Include:**

**1 Compliance with all applicable legislative, regulatory and non-regulatory requirements**

All livestock destined and received for slaughter at OSI facilities and suppliers will be treated humanely and with respect in accordance with OSI procedures and in compliance with regulations.

**2 External standards and definitions of animal welfare responsibility from recognized, scientific experts**

OSI recognizes that the public perception of animal welfare differs across cultures and regions. We intend to implement, at a minimum, consensus-based best practices for animal welfare. We do follow science-based, internationally recognized standards, such as OIE's Five Freedoms and include veterinarians as part of our process. We also support the sharing of best practices between countries and regions where our suppliers are located, to ensure consistent quality controls are maintained in all areas.

**3 Regular internal and external animal welfare verification audits**

In addition to daily animal welfare verification activities by designated, specially trained animal welfare officers, OSI conducts annual third-party auditing of its facilities. Our suppliers must demonstrate ongoing compliance, and any finding of egregious abuse to animals results in immediate suspension or potential termination of business. OSI is actively developing global animal welfare key performance indicators that we will apply at all of our beef and chicken primary processing facilities.

**4 Ongoing technological innovation for improved key animal welfare indicators**

We are investigating the use of technology to leverage improved animal welfare outcomes in our slaughter facilities. In over 50% of OSI operated slaughter plants and some of our supply chain partners, we have already incorporated the latest in closed circuit television (CCTV) and computerized data analysis and automation of the lairage and slaughtering process. We intend to continue the roll-out of this technology to the maximum extent practicable in order to support robust animal welfare management.

**5 Training, competence and awareness for all employees handling livestock**

We strive to foster a culture of best practice in science-based animal welfare with trained and competent employees, auditors and suppliers. OSI's auditors are trained under recognized animal welfare auditing certification programs, such as PAACO, and we utilize globally recognized subject matter expert trainers and training materials. This same level of excellence is expected of our suppliers, and we will continue to implement an animal welfare KPI scoring system for all suppliers in our primary processing business operations to further measure and manage animal welfare in our supply chain.



We were honored that, in 2017, our integrated poultry processing facility in Weihai was recognized as one of three outstanding Chinese companies with a “Good Farm Animal Welfare Award” for Good Chicken Production by the International Cooperation Committee of Animal Welfare (ICCAW) and Compassion in World Farming. For us, this award represents our leadership in animal welfare and the entire food industry in China. It has been very important to us to ensure that our Chinese livestock operations follow advanced international concepts including best practices such as reduced stocking densities, leg health plans, housing enrichment and natural light in the sheds. Our development of activities such as these is what makes us a best-in-class operation.



ON TARGET FOR  
**90% reduction**  
 of critically important Antimicrobials  
 in Europe by 2019



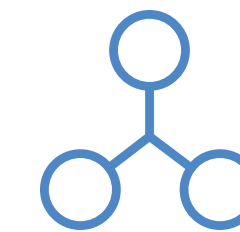
## Priority 2: Antibiotic Stewardship

OSI is committed to preserving antibiotic effectiveness for human and animal health by prioritizing healthy animals and the reduction of critically important antimicrobials from use in the supply chain.

Antibiotics play an important part in both human and animal health by treating bacterial infections. Unfortunately, some bacteria are no longer able to be controlled by antibiotics after developing full or partial resistance to their effectiveness. We recognize that using

antibiotics appropriately in food animal production will lead to optimal animal health and welfare, which is good for producers and the rest of the food production chain, and is essential to helping ensure a safe, affordable and abundant food supply.

IN 2017, BEGAN PHASING OUT  
**highest priority  
 critically important  
 antibiotics**  
 as defined by World Health Organization  
 (e.g., Macrolides and Fluoroquinolones) across  
 operations globally.



### OSI Asia Pacific

is actively collaborating with government officials in three different emerging markets at both a technical level for prudent use of antibiotics, and at the policy level to develop pilot programs to measurably reduce the use of antibiotics used in poultry grow out operations.



**We Manage Antibiotic Use Through Responsible Sourcing Guidelines.**

- 1 Dedicated antibiotic-free programs**  
 In some instances where we have vertically integrated poultry supply chains or through dedicated suppliers in other proteins, we are able to provide products to the growing number of consumers who want to ensure that their food is completely antibiotic-free. Through these programs, any livestock used in production has never been given antibiotics of any kind at any time during their life. Our antibiotic-free programs are closely monitored and kept separate from the remainder of the conventional supply.
- 2 Animal care under veterinarian supervision**  
 We recognize and believe that farmers and ranchers work diligently to manage their livestock in the best manner possible through sound husbandry practices, including genetics, nutrition, housing, handling, and veterinary care in order to eliminate any potential illness and need for medicine. When necessary, sick animals are treated in accordance with veterinary guidance as part of animal welfare commitments.
- 3 Reduction of critically important antibiotics**  
 We recognize the World Health Organization’s categorization of antibiotics to include those antimicrobials designated as critically important to human medicine. OSI supports efforts of our suppliers to implement animal production practices that reduce, and, where possible, eliminate subtherapeutic antibiotic use in food animals. We also encourage and are piloting programs that adopt best practices that result in subsequent reduction of antibiotic use.
- 4 Ensuring compliance with withdrawal times and residue testing**  
 Legal regulations and our clear supplier expectations dictate strict withdrawal guidelines and residue testing that is closely followed in both our and our suppliers’ operations to ensure that all raw material is subject to ante-mortem and post-mortem inspections, confirming that it contains no antibiotic residue.
- 5 Supporting industry research**  
 We work through industry groups to support ongoing and future research into the best practices for treating animals and the way that antibiotic resistance is developed in humans and animals.



**No Antibiotics Ever at Amick Farms**

“In 2016, we developed a program, in addition to our other product lines, to better serve the growing segment of our partners who wanted chicken products that have never, ever been given antibiotics of any kind. Grown completely free of antibiotics—from hatching, to raising, to harvesting, our No Antibiotics Ever (NAE) program makes up about 50 percent of our total production. The NAE supply directly addresses increasing customer requests for an antibiotic-free product that will meet their own commitments to antibiotic stewardship over and above industry standards for antibiotic vigilance with veterinary oversight, withdrawal times, and compliance to minimum residue limits. We worked with the United States Department of Agriculture (USDA) to implement our NAE program as a process verified program to ensure that our system had the proper documentation and auditing procedures to support our antibiotic claims. We’ve also dispatched our “Chicken Experts” - or veterinarians and field technicians - to help support growers in raising antibiotic-free flocks with necessary alternatives such as incorporating additional probiotics to promote good intestinal health and reducing risks for contamination and stress. As always, we maintain high standards of animal welfare for all of our programs and implemented a “Plan B” for treating any sick animal, if necessary, by moving those birds to our conventional program.”

**BRITNI MILLER**  
 Communications Manager, Amick Farms

**OSI Europe Targets Antibiotics Reduction Across The Poultry Supply Chain**

“We have been monitoring antibiotic use for many years in chicken integrations and working closely with our suppliers on reduction strategies to help meet future requirements of customers and make progress towards embedding sustainability practices within our supply chain. These activities include following World Veterinarian Association’s 10 Prudent Use Principles for antimicrobial usage, restricting antibiotic use in the hatcheries, and good farm management practices that are combined with vaccination programs, feed which meets specific nutritional needs of the chickens, and so on.

Another challenge has been the phase-out of Highest Priority Critically Important Antibiotics (HPCIA). Since 2014, we have encouraged our suppliers to seek technical advice from experts and have initiated meetings to speak about topics like substitution possibilities and best farm practices. OSI Europe has introduced antimicrobial susceptibility testing prior to treatment on a mandatory basis. Since the beginning of 2018, we have achieved the elimination of some groups of the HPCIA and the rest will follow in 2019.

Despite these efforts, we know that to manage infectious diseases, it is sometimes necessary to turn to antibiotics. Therefore, our primary target is to reduce antibiotic use without compromising animal health and welfare.”

**SAULE IALGASBAEVA**  
 Quality Assurance Raw Material, Europe



# Our Food. Our Future. Our Planet.

We want to be more than a “green” company and consider environmental stewardship to be particularly important given the opportunities and challenges that agricultural supply chains offer to our planet and the resources we rely on for our operations. We want to lead by example in environmental management and consider both our processes and sourcing decisions to be influential platforms to drive these impacts.

OUR OPERATIONS	OUR EMPLOYEES	OUR SUPPLIERS
<p>We have prioritized the establishment of Environmental Management Systems (EMS) in our facilities as part of our environmental and sustainability risk management. As a best practice, the EMS is developed from the ISO 14001 standard, which helps organizations manage environmental compliance and track performance against environmental goals.</p> <p><b>AS OF 2017</b>  <b>13 facilities</b>                      ISO 14001 certified</p> <p>Four of OSI’s facilities and office buildings are LEED certified, a marker in Leadership in Energy and Environmental Design and the globally recognized marker of environmentally sustainable construction.</p> 	<p>OSI Europe has been celebrating the United Nations’ (UN) World Environment Day held annually on June 5 since 2011. Every year, during the week of activities, each facility uniquely celebrates with events such as employee presentations on the year’s highlighted focus.</p> <p><b>BEYOND ISO 14001 CERTIFICATION,</b>  <b>8 facilities</b>                      achieved Eco-Management and Audit Scheme (EMAS) accreditation</p> <p>This next level of environmental management has some of the most stringent criteria for external auditing and official registration with government bodies. The system implemented for eight of OSI’s European country operations also boasts increased transparency of environmental impact and demands creative engagement of employees in achieving environmental objectives.</p>	<p>Environmental considerations are especially important to our European Quality Assurance Raw Material Team. We’ve guided our customers’ dedicated supply base through ISO 14001 Environmental Management Certification, or equivalent systems, over the past seven years.</p> <p><b>AS OF 2017</b>  <b>87% of suppliers</b>                      Grade A environmental ratings</p> <p><b>54%</b>                      ISO 14001 accreditation</p> <p>This indicates that, in addition to legal compliance, suppliers are also maintaining robust environmental policies, environmental risk management, regular trainings, and continuous improvement in energy, water and waste efficiencies.</p>



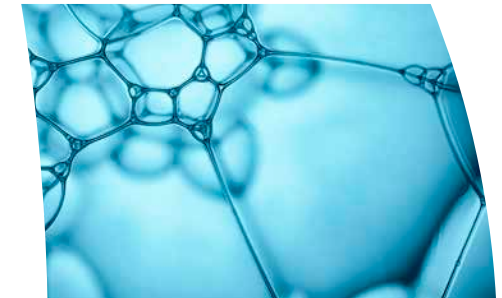


## Priority 3: Conservation

OSI is committed to reducing our environmental impact through responsible stewardship of the most vulnerable resources in our supply chain, specifically water, waste and forests.

Healthy soil, water, air, plants and ecosystems are critical to ensuring sustainable agriculture. Our goal is to best use the materials needed for our products and, through regular review, identify suitable environmentally friendly

alternatives or practices that will reduce any negative impact. We believe that properly using the natural resources in our supply chain will address critical risks to our areas of operation and supply chain.



In Europe, the waste management programs save more waste from landfill than

**112 people generate in a year.**



OSI BLACKTOWN, AUSTRALIA

**recycled more than 123 tons of plastic**

since early 2016-2018, via energy bales and recycling into other plastic products.





Every part of the animal and our process is optimized to create the most value possible, for both our planet and our business.

- Animal by-products that are not used for human consumption are used in a range of other products including biofuel, animal feed, tallow, leather, cosmetics, pharmaceuticals and fertilizers.
- OSI's further processing operations also identify new value in the waste stream by recycling excess packaging, plastics and paper products; reusing unsold product and inedible materials in pet food, composting, or animal feed; and, when necessary, using waste for energy creation.



## Waste

We believe it is important to be the best possible steward of our resources and seek to make full use of inputs and raw materials. Our waste reduction strategy highlights opportunities for energy production and recovery, reuse, or recycling of by-products. Diverting waste that would otherwise be sent to landfill is not only good for our environment and reduces pollution, it saves natural resources and raw materials that can be used for other purposes.

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

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

## Eliminating Waste to Landfill in the U.S.

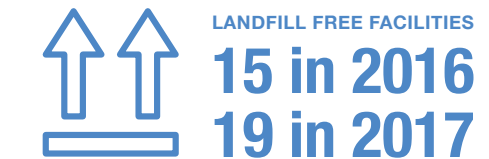
For the U.S. facilities in particular, this goal seemed particularly ambitious. Other than OSI's facility in Riverside, California, which was built to be landfill free, alternative uses or potential recyclers for waste appeared unavailable or prohibitively expensive. After taking a dive into their dumpsters and finding a valuable partner to assist them, two facilities have made significant progress finding worth in what they previously considered to be only waste.

“Before setting the Zero Waste to Landfill goal, most of our unusable product and remaining packaging was getting thrown together in a dumpster and headed to landfill. Even sorting the different materials seemed as though it would be too difficult for our processes and space constraints, not to mention that everyone thought it would add significant cost to our operations. In 2017, we partnered with a recycling company that helped us review processes to make the sorting process obvious and easy for our operations and made helpful introductions to other service providers that could use by-products from our facility for animal feed, compost and energy. Once the providers were identified, we gained the most momentum by making recycling the easiest avenue for waste. We put recycling bins closer to the employees handling waste and removed all but one landfill dumpster/compactor, replacing them with recycling trailers. This made recycling much easier and landfill the most difficult option for waste. After making the change, we saw an immediate reduction in landfill hauls. By the time we added up the total costs for our waste removal, we realized that this extra attention and effort paid off in significant ways. We have already saved \$132,000 by taking waste out of our landfill dumpsters and sending to alternative locations. The changes toward more sustainable practices are energizing and educating the employees at our plant as well. Recently, we started investigating our cafeteria waste with the hope of separating and sending compostable waste to a local earthworm farm.”

**CAGER STONE**  
Assistant Plant Manager, Chicago, IL

“Bringing the whole team into the process has been critical to the success of our waste management program. At first, it was hard to change old habits, but we held trainings and reviewed our practices and progress with the ways that we were throwing out our waste. Previously we were just trying to get rid of anything not used in creating the food products. Now, appropriately disposing of packaging and lining is part of the process. New employees are taught our process in orientation and come into the system with good habits. We've been closely tracking our numbers with our partner waste management and recycling companies, and we've controlled our process enough to know what to expect every day. If there is something irregular in our dumpster, the recycling company will call to ask what is happening at the plant to get any problems fixed as soon as possible. They are great partners because we are all working together to make sure as much as possible is staying out of the landfill. In our work together, we've been able to develop a lot of good systems and trainings that we're looking forward to sharing with other plants so they can also build on our success.”

**JESSE TOPEL**  
Formulation Supervisor, Ft. Atkinson, WI



Globally, OSI facilities are sending 3.8% less waste to landfills, and are reusing and recycling more waste than a small city of 94,000 people generates in a year.

**WATER WITHDRAWAL (VOLUMES USED GLOBALLY)**

2016	2017
<b>7.930 hm<sup>3</sup></b>	<b>8.960 hm<sup>3</sup></b>

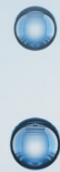
**WATER INTENSITY (M<sup>3</sup>/mT GLOBALLY)**

2016	2017
<b>5.13</b>	<b>5.40</b>

With a variety of process changes and acquisitions in the past two years, our water footprint continues to change but the global operations have observed a

**3.97% decrease**

in water intensity (m<sup>3</sup>/mT) since 2015 baseline. We will continue to prioritize water reduction to meet our targets for water intensity and identify any operational efficiencies or other circumstances where water use can be curtailed while still maintaining our high food safety standards.



**Water**

Water is increasingly becoming regarded as one of the planet's most valuable resources. We recognize that water is also particularly important for our business given its central role in agricultural value chains as well as maintaining food safety at our processing facilities. In order to maintain our rigorous hygiene standards, our plants must be cleaned daily, which limits our ability to reduce the amount of water we're utilizing in our production process. However, we still consider it particularly important to steward our water use well and regularly monitor water consumption to ensure that we continue to maximize the benefits of every drop.



**160 liters of water saved**

per ton produced in all of our European food processing plants.



MORE THAN

**7 percent reduction in absolute water usage**

in India by converting from a manual sanitation system to a high pressure, jet cleaning system. This important project was a significant improvement in the plant's sanitation process and further saved valuable time by instituting a program that was more efficient as well as more effective.

**Forests**

The Amazon Biome and other important forest ecosystems continue to be an area of great concern for our customers and stakeholders. Even though OSI does not have any direct operations in these areas, we recognize that our supply chain has potential impact on commodities produced in these regions, and we remain committed to setting up sustainable sourcing strategies that regularly monitor areas of deforestation risk in our supply chains and communicate the progress we've already achieved in verifying responsible sourcing practices.

OSI also asks suppliers to guarantee that they continue to be in compliance with our legal and individual sustainability requirements in beef, soy used for chicken feed, and paper packaging products. Our Supply Chain and Quality Assurance Raw Material teams verify these sustainability impacts through annual assessments, traceability exercises, and continuous supplier engagement. We also plan to begin reporting to CDP's Forest Questionnaire.



**OSI works closely**

with suppliers to triangulate the source of its supply in order to confirm origins outside of the Amazon biome. We are further partnering with Global Roundtable for Sustainable Beef to understand possible areas of partnership for reducing deforestation impacts of cattle production in the region.



**80 percent**

of all European poultry supply is covered under Soy Moratorium, Roundtable for Responsible Soy, and ProTerra standards.



**100 percent**

of cardboard packaging purchased is Sustainable Forestry Initiative (SFI) Certified.



TOTAL ENERGY CONSUMPTION (GLOBAL)

2016  
**1,255,895 mWh/mT**

2017  
**1,280,165 mWh/mT**

ENERGY INTENSITY (mWh/mT GLOBALLY)

2016 **0.880**      2017 **0.850**

 **12.7% decrease**  
energy Intensity (mWh/mT) since 2015 baseline



NEWLY ACQUIRED CREATIVE FOODS EUROPE OFFSET

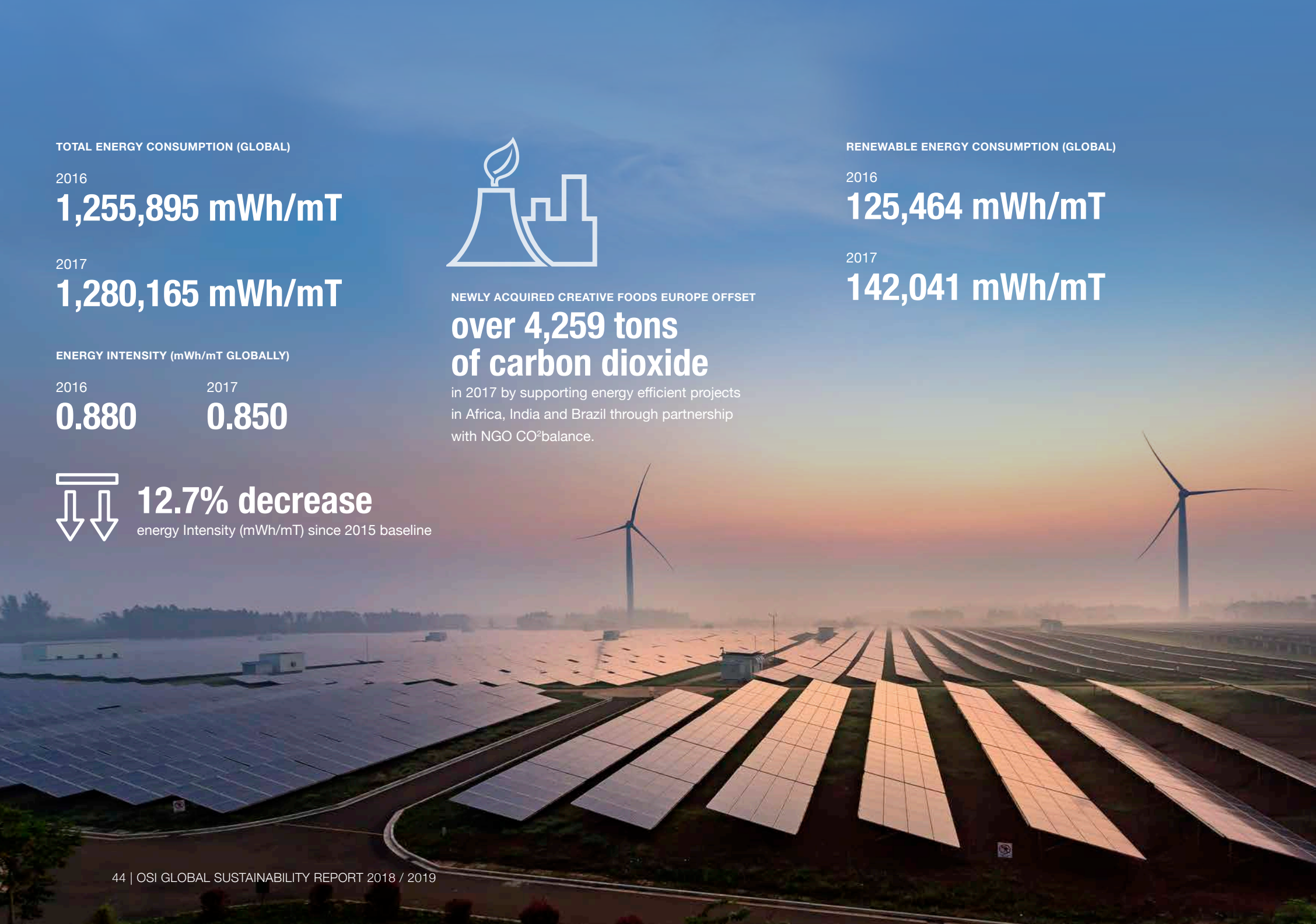
**over 4,259 tons of carbon dioxide**

in 2017 by supporting energy efficient projects in Africa, India and Brazil through partnership with NGO CO<sup>2</sup>balance.

RENEWABLE ENERGY CONSUMPTION (GLOBAL)

2016  
**125,464 mWh/mT**

2017  
**142,041 mWh/mT**



# Priority 4: Climate Change

**OSI is committed to mitigating greenhouse gas (GHG) emissions in its operations in order to reduce the risk of changing climates.**

Addressing climate change is a business issue, and, at OSI, achieving continuous improvement in energy efficiency and taking steps to reduce our carbon footprint are of critical importance to both our company operations and our stakeholders.

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

We also have a history of partnering with other suppliers to strategically locate our facilities and when possible, share logistics capacity in order to cut down on transportation associated with our products. These improvements have allowed us to keep our emissions sources low, and we have consistently seen energy reductions in our operations.

In 2012, we began the process of a robust carbon footprint calculation with the creation of a comprehensive calculation tool to measure carbon dioxide equivalent (CO<sub>2</sub>-e) for Scope 1, 2, and 3 of our European primary processing business. We have been continually refining this calculation and plan regular reporting to the CDP Supply Chain Questionnaire.



**14 new conservation and greenhouse gas reduction activities**

will continue to build on the past two years' achievements in energy creation.





### Energy Initiatives

“Our new, state-of-the-art beef abattoir and processing plant opened in 2014 and was specifically designed to ensure that Pickstock Telford could achieve our vision of being the most environmentally friendly and sustainable red meat manufacturing establishment in the United Kingdom. In 2016, becoming the first beef slaughter facility in England to then install an Anaerobic Digestion (AD) plant on-site has enabled us to take our sustainability commitments one step further with the production of valuable renewable energy, generation of our own electricity, and creation of nutrient-rich fertilizer all from our plant’s waste streams.



The high-level of performance in each of these three areas has allowed us to achieve the difficult industry specification, British Standards Institution Publicly Available Specification 110, or BSI PAS 110 for the Green Energy AD. Each month, we’ve been pleased to track our environmental performance and can proudly report significant reductions in CO<sup>2</sup> emissions associated with off-site treatment and transport of waste as well as substantial cost savings from our on-site electrical generation and regeneration of heat for hot water and cleaning systems.”

GREG PICKSTOCK  
Managing Director – Pickstock Telford, UK



### 5 facilities use only renewable sources

Facilities across Europe have long prioritized the purchasing of green energy to power their plants, from either the grid or their own self-generation.

### OSI Reaches Key Energy Savings Milestone in North America

OSI’s Americas Zone reached a significant milestone in its Energy Reduction Initiative in December 2016 achieving **20 million kWh saved** since the project’s inception in June 2013. Cascade Energy, OSI’s energy efficiency consultant and partner in the region, commemorated the achievement with a plaque highlighting this significant accomplishment. The program began in the summer of 2013 when Cascade Energy first began working with OSI’s Oakland, Iowa facility to teach the team how to be more efficient users of energy, especially with regard to the plant’s refrigeration systems.

By February 2016, OSI Oakland had saved 10 million kWh. Over the next 3.5 years, four more facilities followed that example:

- OSI Chicago-Racine, Illinois
- OSI West Chicago, Illinois
- OSI Geneva, Illinois
- OSI West Jordan, Utah

As a result of those efforts, the company saved a combined total of **20 million kWh** as of December 2016.

In 2017, OSI Chicago-Ashland, Illinois and OSI Fort Atkinson, Wisconsin joined the Energy Reduction Initiative program. Over the past five years, OSI’s America’s Zone has achieved a **6.5% decrease in energy intensity** despite undertaking additional energy intensive products.



EUROPE  
**40.4% increase in renewable energy consumption**

TO PUT THIS IN PERSPECTIVE...

**20 million kWh**  
is equivalent to electricity usage for



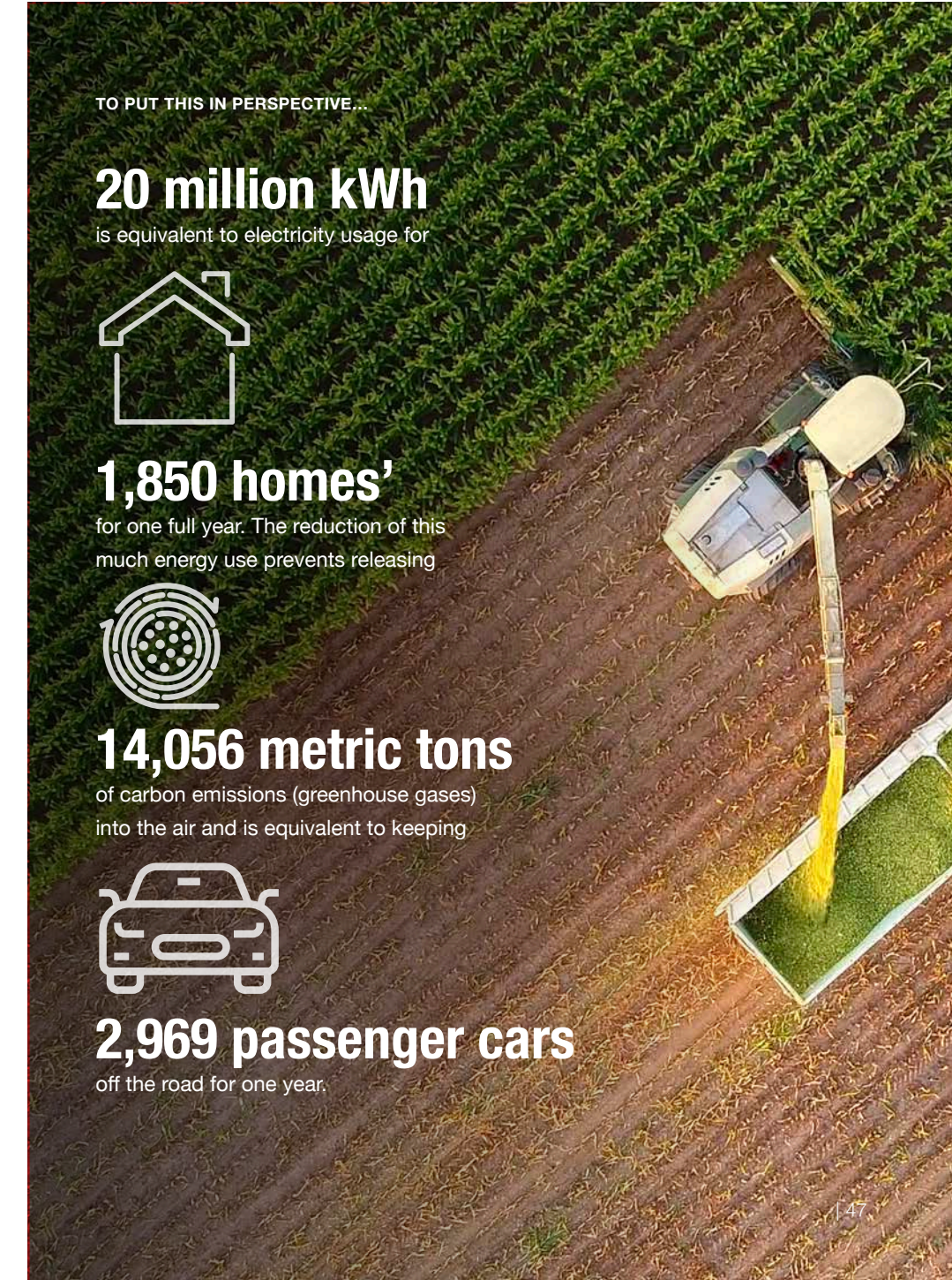
**1,850 homes’**  
for one full year. The reduction of this much energy use prevents releasing



**14,056 metric tons**  
of carbon emissions (greenhouse gases) into the air and is equivalent to keeping



**2,969 passenger cars**  
off the road for one year.

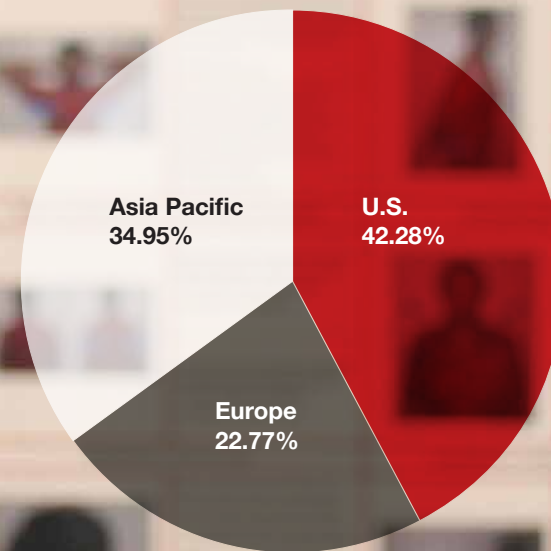


# Our Food. Our Future. Our Communities.

We understand that our people are the reason behind our success and make the difference in our ability to produce the highest quality products for our customers. Our employees possess passion for their work, seek innovative solutions, and are proud of their role in our diverse global team.



OSI EMPLOYEE REGIONAL PROPORTIONS



## OSI Global Workforce

OSI has a broad global network of assets and partnerships that has continued to grow and adapt over the years to better serve our customers.

Though there are many strategic relationships and critical partners that directly contribute to the success of this network, below we've included

employment numbers from direct operations in our manufacturing businesses and joint venture companies.

	TOTAL	PART-TIME	TEMPORARY	% WOMEN
2016	12,845	1%	12%	34%
2017	14,537	1%	13%	34%

### Recruitment

OSI is proud to hire people who have a passion for what they do and maintains a transparent recruitment process for those looking to join the company. OSI ensures all persons are treated with dignity and respect and it is our policy to provide equal employment opportunities to all persons regardless of age, national origin, gender, race, color, religion, pregnancy, gender identity, sexual orientation, protected veteran status, disability, or any other characteristic protected by federal, state or local law.

### Learning and Development

We recognize the importance of empowering our people to act entrepreneurially and strive for continuous improvement. Career development training provided to OSI employees includes Individual

Development Programs (IDP), English language classes, management and coaching programs, tuition reimbursement, apprenticeships and other local activities.

### Employee Health and Wellness

OSI believes in promoting general health and wellbeing of employees so they can better contribute to their communities. Eligible employees have access to a competitive benefits package that meets the diverse needs of employees and their families, including paid vacation, healthcare, insurance, retirement and other programs relevant to local markets. Many OSI locations further supplement these benefits with additional wellness activities such as healthy communal lunches, medical examinations, vaccination programs, exercise groups and more.



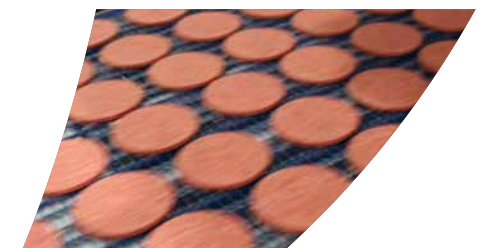


## Priority 5: Workplace

OSI is committed to maintaining safe workplaces where everyone's rights are protected and skills are enhanced.

When asked to describe the culture at OSI, the first word that comes to Chairman and Chief Executive Officer, Sheldon Lavin's, mind is "family." Fostering the familial culture means that both safety and development are critical components for the well-being of our workforce

and our success. We believe in the power of our collective team, both at the regional level and around the globe, and connect with our larger network to establish a high level of best practices for all those belonging to our larger OSI Group.



REPORTED GLOBAL INCIDENT RATE

**4.50 in 2016**

**4.52 in 2017**

Beginning in 2018, OSI prioritized a standard global implementation of occupational health and safety programs, and uses the following formula for calculating its Incident Rate:  $(\text{incidents} \times 200,000) / \text{total hours worked}$ . Regional breakouts are not provided due to reporting differences in regions around the globe. These figures are in line with the average 4.5 incident rate recorded for food processing facilities in the U.S., according to the Bureau of Labor Statistics





### Establishing a Culture of Safety

We are committed to operating our facilities at the highest levels of safety, meeting applicable laws and government standards as well as OSI's own high expectations. Dedicated safety programs at each location maintain these standards and help to ensure that all rules, procedures and practices are routinely carried out. As a best practice, we seek to encourage all employees to participate in reporting any potentially unsafe procedure as part of our "Near Miss" program. We dedicate internal teams to regular checks on safety conditions, and carry out internal audits to ensure the safety programs are being maintained.

### Dedication to Learning

We rely on the individual contributions of each member of our team and benefit from everyone performing at their best. We're proud that so many have chosen to build their careers at OSI and support programs that nurture the next generation of our company's leaders. In addition to regular training opportunities across our workforce, we run targeted programs for young professionals in order to prepare them for the next stage of their career. Through summer internships, apprenticeships, and Rotational Management Training positions, these individuals begin their careers as important members of our team with a combination of project-based activities, hands-on experience and dedicated mentorship from OSI leadership.

### Open Doors and Easy Communication

Our leadership is proud that the doors to their offices are open and daily community lunches at our corporate offices ensure the whole team has dedicated time to gather together. The plant operations similarly nurture friendly and collaborative attitudes with regular opportunities for employee feedback and leadership that is both accessible and engaged in what is happening on the operations floor.

### Workplace Initiatives

"The need to prepare for tomorrow's workforce and a desire for skilled labor are the same concerns of many others within our industry. In Germany, OSI participates in the country's longstanding tradition of apprenticeship to provide on-the-job training to a dedicated group of individuals coming directly from school into this vocational training program. Although there are almost 350 possible programs running in Germany, OSI has become certified to train its apprentices in five different positions at four of our facilities. These positions include: Mechanic, IT Integration Specialist, Food Technology Specialist, Electrician, and Industrial Clerk. Following some introductory courses at a vocational school, apprentices enter the OSI facilities ready to put their knowledge into practice. They are assigned a technical instructor and, at the end of their experience, the apprentices test into their graduated positions as experienced and skilled members of our team. We recognize this as both a positive and established way to invest in young people and our future workforce with the goal of keeping these apprentices on board and transitioning them to permanent positions."

STEPHANIE KAEDING  
HR Director, OSI Europe

### MC Mutual "Antonio Baró" Prize for OSI Food Solutions Spain

Since 2007, OSI Spain has been a leader in occupational health and safety by piloting customer workplace accountability audit schemes and achieving certification in SA8000, a best-in-class global social responsibility management standard. As the second company in Spain's meat sector and fourth in the food sector to receive certification to these comprehensive and voluntary standards, the facility in Toledo has instituted and maintained socially acceptable practices in the workplace that go beyond common social welfare compliance. Their management practices cover areas such as labor rights, health and safety, collective bargaining, discrimination, disciplinary practice, working hours, and compensation. Exceptional performance in these categories has been recognized in both 2016 and 2017 by MC Mutual with the Antonio Baró Prize for the Prevention of Occupational Hazards.



SA8000 CERTIFICATION IN SPAIN

## voluntary worldwide certification of social responsibility management.

Currently in 4th year of accreditation. OSI Spain is the second company in Spain's meat sector and fourth in the food sector to receive certification.



**13 plants** with collective bargaining agreements in place

**25 plants** with 3rd party human rights and safety audits



“Every day in our dedicated ‘huddle room’ at West Chicago, we bring together employees before they begin their shift to discuss the previous days’ performance, cover new training topics, and create an opportunity to raise concerns. The daily huddles give us, as supervisors, a chance to be a friendly face so our technicians and operators feel comfortable coming to us with their questions, and we can immediately respond to their problems. We have also found this to be the best way to ensure communication between all employees. In our short time together, we can quickly send out information about plant activities, recognize outstanding performance, and provide any updates on our immediate actions and long term goals. In addition to daily huddles, we also hold monthly town hall meetings to review the previous month’s trainings, introduce any new team members, and ask leadership questions. I like being provided with these opportunities to recognize my team for their extra effort and outstanding achievements as well as have a regular time for updates and training. I can see how giving feedback, motivation and attention builds positive attitudes and good spirits with the employees throughout the plant.”

**KINJALBEN SHAH**  
 Quality Assurance Assistant Supervisor, West Chicago, IL

**Certified “Child Care Support Company”**

The recognition of certified “Child Care Support Company” by the Minister of Health, Labor, and Welfare in 2017 was only the latest achievement by Orange Bay Foods (OBF) of Japan as they continue to expand benefits for employees and their families. OBF has long considered employee welfare benefits to be a critical component of securing and stabilizing their workforce and separately contracts a welfare program service to provide a wide variety of services to their employees including service and entertainment discounts and free e-learning courses. Their latest program expands and improves employee management activities internally, prioritizing issues related to children and family. As part of this effort, informational support and leave benefits were made readily available for their workforce and the plant was opened up to host employees’ families, schools and organizations. Both male and female employees were educated about these incentives and encouraged to take advantage of them in order to ensure that families can be together during significant events in their lives.





# Priority 6: Community

OSI is committed to creating shared value for the communities and supply chain surrounding our company.

As food providers, we appreciate the power of eating together and celebrate the connections that can be made over food. We also recognize that there are critical needs in our community, and we are well-placed to help meet those needs as part of our corporate responsibility commitments.

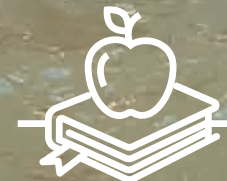
OSI's owners have long been philanthropic supporters. Some of their key causes include agricultural development in East Africa, agricultural education, and children's and families charities. The same spirit of giving back extends to the rest of the business and, in 2011, the OSI Group Foundation was established to support the charitable activities of our key stakeholders. Since its establishment, this foundation has supported a

variety of organizations targeting areas relating to food research focused education, food related health, children's charities and other charitable causes.

Over the years, OSI has been able to partner with area food banks and hunger relief programs as a way to give back to the community and reduce food insecurity. Our employees have been instrumental in identifying opportunities and leading the way in community engagement. We recognize the importance of their personal commitment and position as ambassadors within our community and pledge to continue supporting a culture of volunteerism and community outreach throughout all of our operations.



NORTH AMERICA'S OSI OUTREACH TEAM DONATED  
**over 300 hours of  
volunteer time**  
in 2016-2017



MORE THAN  
**250 students  
have benefited**  
from the support of Vista's school  
development programs in India



OSI'S CORPORATE OFFICE SENDS TEAMS QUARTERLY TO  
**partner with area food banks and  
organizations fighting food insecurity**



## Community Initiatives

### RMHC around the World

OSI has been a long supporter of Ronald McDonald House Charities (RMHC) and its mission of providing housing to families of seriously ill children in order for them to be close at hand during long hospital stays. Over the years, RMHC has provided a convenient “second home” for some of our OSI family and friends. We are proud to have supported this charity for much of our long history, with our Chairman and CEO, Sheldon Lavin, also serving as a member of the RMHC Board of Trustees.

In 2016, we focused our global influence behind the RMHC cause, with each country and facility adopting unique activities and targets to raise funds and awareness. We continued such support in 2017 and 2018. Some of the initiatives included:

- Hosting meals and barbeques for the RMHC houses and charity barbeques (Germany, United Kingdom, Taiwan, U.S.)
- Fulfilling RMHC house wish lists with appliances, electronics, personal items, slippers and toys for the visiting families (U.S. and India)
- Running, golfing, playing badminton and tackling obstacle courses for RMHC causes (United Kingdom, Philippines, U.S.)
- Providing corporate philanthropic support
- Financial donations and support at the global and local level



OSI Oakland is one of the first new ‘Cooks in the Kitchen Sponsors’ for Ronald McDonald House Charities in the greater Omaha, Nebraska area. Shown in the photo are OSI Oakland’s human resources manager Dan Vanatta (left) and division manager Cheryl Goff (right), presenting a check to the RMHC representative in support of the extensive kitchen remodeling done in 2018. The Omaha house has doubled its space, and gone from hosting 20 families to 40 families. Our sponsorship helped them with the kitchen expenses. We have been faithful meal providers to the Omaha RMHC for the past six years.

OSI IS PROUD TO PARTNER WITH LOCAL ORGANIZATIONS SUPPORTING ITS

## Three corporate responsibility priority areas:

- 1 Food research and education
- 2 Health and nutrition
- 3 Children and families



1225 CORPORATE BOULEVARD, AURORA, IL 60505  
[www.osigroup.com](http://www.osigroup.com)

