BETTER FOR ALL REPORT 2021

A summary of our social, environmental, & governance impacts during fiscal year 2021.
We are humbled to share our 2021 Better for All Report, our 11th annual disclosure on UNFI’s progress toward our environmental, social and governance (ESG) commitments. Unless we say otherwise, the information provided in this report covers the 2021 fiscal year, which ran from August 1, 2020 through July 31, 2021.

For more information about our business performance in the fiscal year, please see our 2021 Annual Report on Form 10-K, filed with the Securities and Exchange Commission on September 28, 2021.

For questions, please contact ESG@UNFI.com.
a letter from our leadership

As a company, UNFI has faced the same challenges this year that most industries have - supply chain issues, labor shortages, physical and emotional turmoil from a reckoning on racial justice, a growing number of natural disasters intensified by global warming, and a pandemic that continues to exacerbate all of the above. When it comes to addressing these environmental and social challenges, business as usual is no longer an option.

We view this as a critical opportunity to innovate and leverage our scale to address the impact our company has on our people, our communities, and our world. Our collective mission to make our customers stronger, our supply chain better and our food solutions more inspired has never been more crucial.

In the past year, we've elevated our diversity and inclusion efforts through intentional hiring practices, training, and associate-led resource groups, as well as a revamped supplier diversity program. We made one of our largest investments in climate-smart technology to date with the roll-out of our solar-powered refrigerated trailers. We’ve also learned a great deal about some of our biggest opportunities – both from the “B” score we received on our CDP Climate Change response and from our waste diversion rate, which was lower than we hoped, but stemmed from better tracking systems that brought clarity to our waste streams. The more we undertake, the more we recognize that this work is an ongoing pursuit.

The good news is that, because of our scale, UNFI is in a unique position to drive change across the food industry. Our expansion into conventional markets has allowed us to reach more customers, deliver food choices to even more households, and step up as a responsible leader in the food industry. We are proud of the progress we’ve made and the outcomes for which we’re striving, and are determined to take deliberate and inclusive steps to accomplish our ambitions.

As UNFI’s CEO, I am most inspired by the team’s commitment to doing things the right way, even when what's “right” isn’t the easiest or most straightforward course. We hope to prove that business can create collective value by working closely with all of the stakeholders along our value chain.

We’re building a future that is Better for All and it will take all of us to address the challenges that lie ahead. Join us.

our CEO, Sandy Douglas

Now in our 11th year of social and environmental reporting, you’ll see that our approach has evolved to demonstrate the power of our partnerships and increase transparency around our direct and indirect impacts. A major focus of our efforts in the last year has been to take a more holistic view of our value chain, accounting for all of our stakeholders – our suppliers, vendors, associates, investors, customers, communities, and beyond. We know that the ripple effects of our associates’ decisions, our suppliers’ practices, and our customers’ choices can help influence broader systems that are Better for All.

When it comes to addressing these environmental and social challenges, business as usual is no longer an option.

Sandy Douglas
CHIEF EXECUTIVE OFFICER

Jack Stahl
CHAIRMAN OF THE BOARD
powering households without being a household name

United Natural Foods, Inc. (UNFI) is the largest publicly-traded distributor of natural, organic, specialty, produce, conventional grocery, and non-food products, and provider of professional services to retailers in the United States and Canada. We work behind-the-scenes in the food industry to help to distribute many of the foods and essential items you’ll find on the shelf or in the fridge.

We’ve been around since 1976 – the year we first got into the grocery game – but that doesn’t mean we don’t embrace change. Our experienced team of associates works hard to continuously improve our distribution centers, make our delivery systems more efficient, and be the best possible partner to our customers and suppliers.

2021 By The Numbers

$26.95B | ANNUAL NET SALES

~28,300 | ASSOCIATES
full-time & part-time

~28,300 | ASSOCIATES
full-time & part-time

~12,000 | SUPPLIERS

~30,000 | DISTRIBUTION CENTERS & WAREHOUSES

~30,000 | DISTRIBUTION CENTERS & WAREHOUSES

~30M | square feet of operational space

~30M | square feet of operational space

150+ | PROFESSIONAL SERVICES
provided to customers

150+ | PROFESSIONAL SERVICES
provided to customers

18 | PRIVATE-LABEL BRANDS

18 | PRIVATE-LABEL BRANDS

2,000 | TRUCKS

2,000 | TRUCKS

5,000 | DELIVERIES every day

5,000 | DELIVERIES every day

1.37M | DELIVERY STOPS this year

1.37M | DELIVERY STOPS this year

8.6M | HOUSEHOLDS SERVED this year

8.6M | HOUSEHOLDS SERVED this year

~30,000 | CUSTOMERS (unique locations in North America)

~30,000 | CUSTOMERS (unique locations in North America)

74 | RETAIL STORES (owned locations)

74 | RETAIL STORES (owned locations)

OVERVIEW | GOVERNANCE | UPSTREAM | OPERATIONS | DOWNSTREAM | APPENDIX

Our Distribution Network

We distribute natural and conventional products to thousands of customers every year – including natural product superstores, independent retailers, conventional supermarket chains, ecommerce retailers, and more – through our various divisions and strategic business units.
can businesses build something better for people and the planet?

we think so.

Everything we do as a business impacts the broader food system, for better or worse.

We unveiled our Better for All strategy in our 2020 social and environmental report to stay laser-focused on the issues where we can move the needle the most over the next decade. While our core ambition hasn’t changed, the last year has taught us a lot. We now understand the depth of interconnectivity between our world, our communities, and our people. So, rather than align our strategy to three pillars, we’ve evolved our perspective to show how our business affects all of our stakeholders in different ways.

With this new framing, we are constantly reminded to zoom in and zoom out and hold every aspect of our business accountable to do, well, better. We now have even more clarity on where we’ve made progress and where, quite frankly, we haven’t yet. While it may not always be easy to quantify, we know our business decisions influence the systems we’re part of – and we have a responsibility to use our influence to stand up for a healthy planet and shared future.

WHERE DO BETTER FOR ALL AND FUEL THE FUTURE INTERSECT?

Think about it this way: On one hand, Fuel the Future guides our business strategy with a focus on optimization, growth, and success. On the other hand, Better for All guides us to accomplish those things in a more responsible, equitable way. Both are needed to catalyze long-lasting change in the food industry. Every strategic decision we make as a business should fit within our Fuel the Future pillars and contribute to progress toward our Better for All ambitions.

...Our People

Our associates are at the center of everything we do.

...Our Communities

Our actions have ripple effects from our suppliers and customers, to the communities in which we all live and work.

...Our World

Our decisions can help influence broader systems change and safeguard natural resources.

We’re building a food system that is better for...
the fruits of our labor

We rely on thousands of suppliers and brands to provide the best possible products to our customers and communities, who deliver food to millions of households every year. We need to engage all of these partners to make tangible progress and achieve our goals. We can’t overhaul a system alone.

While we’d like to tackle all of the impacts we have as a business, there are some environmental, social, and governance issues that we prioritize over others because they are of greater importance to our business and our stakeholders – and because they are where we can effect the greatest change. Over the past decade, we’ve set a strong foundation for managing the operations where we have the most direct control, but that’s just the first piece of the pie.

We are now expanding our influence along the value chain and learning from partners with more experience to accelerate our progress. You’ll see just how we do that throughout this report – in fact, we now take a value chain approach to our impact reporting because it helps clarify how our business manages impact at every step.

The expansion of the global food chain and rapid speed of delivery we’re used to is incredible, but we need to make sure we are growing in responsible ways.

Think about it this way – how can we eat fresh blueberries in the middle of a New England winter? It took a whole ecosystem of people, plants, and animals to grow and harvest those berries, put them on a truck, get them all the way up the coast, pass them through our distribution center, and put them on a shelf nearby. We want to know – how were they grown? Were people along the way treated fairly? What’s the carbon footprint and where are emissions most intensive?

WHAT’S A VALUE CHAIN?

UNFI’s value chain encompasses all of the people and partners needed to deliver products to households across North America. From crop growers to warehouse workers, from truck drivers to retail associates, we try to add value for people at every link in the chain.

Our Better for All Focus Areas

We interact with these topics at multiple points along our value chain – both directly and indirectly – and addressing the ones further out of our control gets tricky. We have a strong foundation in these areas and action in each contributes to our progress as a whole. Step one is taking responsibility for what we can control.

The Key Parts of Our Value Chain

Governance
SETTING THE TONE

Upstream
FROM FARM TO FORKLIFT

Operations
OUR PLACES, PROCESSES, & PEOPLE

Downstream
TO STORE SHELVES & HUNGRY HOUSEHOLDS

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Steedy, Persistent Action to Address Broader Systems

- Responsible Procurement
- Community Development

Immediate, Substantial Action to Boost Our Standards

- Governance
- Associate Safety & Well-Being
- Climate Action
- Waste Reduction

Ingrained, Habitual Action to Continue Our Progress

- Customer Health & Safety
- Diversity & Inclusion
- Energy Efficiency
This is what we’ll talk about in this section:

- Mission & Values
- Business Ethics & Compliance
- Associate Involvement

Effective management of our environmental and social impacts requires establishing strong systems that push us to improve continuously. From the policies that keep us on track day-to-day, to the mechanisms that maintain proper oversight of our practices, to the goals we set to keep us accountable long-term, we believe governance is critical to the credibility of our impact strategy and our ability to drive progress in our industry. Our leadership team and Board help put these strong policies and governance structures in place, but our associates are key to leading the charge.

These principles guide our decisions:

1. **Accountability**
   Monitoring performance against goals

2. **Transparency**
   Being authentic and a model in our story

3. **Leadership**
   Collaborating for greater impact
staying true to our core

We have a strong heritage of helping our customers unlock their full potential and transform their businesses for the better. Our governance systems help to remind us of who we are and what we stand for when faced with difficult choices.

At UNFI, we are committed to putting people first, making informed decisions, and investing intentionally in our communities and planet. This internal compass guides us to live our values and establish policies and procedures that promote integrity. We seek to lead by example on social and environmental issues of critical importance to society and strive to be a force for positive change in the food system and beyond. As we continuously adapt to a changing world, we will always come back to our mission and stay true to the core values we’ve had for nearly half a century.

We strive to make our customers stronger, our supply chain better, and our food solutions more inspired.

We do the right thing.

We courageously embrace what’s next.

We deliver better together.

We believe in Better for All.
walking the walk... every day

A lot of companies say they’re trying to do better. We’re proud to have the mechanisms in place to prove we’re doing what we’re saying and making intentional progress toward our ambitious targets.

Governance comes in a lot of forms – from our Code of Conduct, to our Board and governing committees, to our public reporting. Our internal and external processes are in place to hold us accountable from top to bottom. These governance structures aren’t about just checking the box on legal compliance, they’re about establishing credibility, reflecting on where we can do even better, and making sure we’re integrating our mission and values into the decisions we make every day. We find ways to strengthen these structures every year.

Our Goals & Commitments Demonstrate How We Can Make Progress

A core part of our Better for All strategy is setting targets for improvement based on our ongoing evaluation of our operations and the gaps we identify as a result. At the end of the day, we’re only as good as our follow-through on these commitments, so transparency on even our most ambitious goals – including the ones that we’re not sure about how to tackle yet – is critical to safeguarding our strategy. We set a lot of new goals recently and, so far, we’re on track. Most importantly, we’re dedicated to measuring and sharing our progress, and will continue to include updates even if and when it gets more challenging to meet our targets.

Our Board of Directors Oversees our Impact Work

The Nominating and Governance Committee develops and recommends adjustments to our corporate governance practices and has ultimate oversight of our ESG strategy. We work with this committee to annually review and enhance our charters and policies, including our Code of Conduct (more on that later). In the past year, our Board received a third-party education session on sustainability trends and critical developments, and helped to frame our Better for All strategy, as well as our Social and Environmental Policy. Our Social and Environmental Policy summarizes the responsibilities we have, the actions we aim to achieve, and the outcomes for which we are striving.

Our Leaders Are Accountable to Take Action

This year, we also created an Executive Steering Committee to oversee the programs and practices that guide how we show up as a socially and environmentally responsible organization. The members of the committee help us align our impact strategy with our business objectives, mission, and values – and serve as ambassadors to proactively promote our impact strategy.

Our Supply Chain is Given Clear Standards of Integrity

We distribute a Supplier and Vendor Code of Conduct to our suppliers because we want to work with business partners that meet – and exceed – our expectations around integrity. Our supplier standards include ethical and legal compliance, fair labor practices, workplace safety, and social and environmental responsibility. We don’t yet require our suppliers to verify compliance, but our Legal team is working on adding a reference to our Code of Conduct into our standard supplier agreements.
In 2021, we engaged associates through focus groups, one-on-one interviews, and surveys, including our annual Your Voice. Our Future. survey and a new Better for All survey. We learned a lot about how engaged our associates are, how well they understand our Better for All strategy, and where we can do more to make life better for them. We hope more associates will weigh in on our impact work next year.

We regularly engage with our stakeholders to learn from them about what matters most. We value the direct input we received this year from our associates and investors. We encourage our vendors and customers to weigh in, too, but we haven’t yet formalized an engagement process to inform our reporting – that’s something we hope to do soon.

Our Strategy is Informed by Input from Our Stakeholders

We align with best practices to substantiate our reports, guide our decision-making, and make sure our reporting continues to be meaningful and relevant to our stakeholders.

External mechanisms

Our reporting seeks to align with internationally recognized frameworks

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The evolution of our reporting

We’ve been looking to these standards for years, and fully integrating them will be an ongoing and dynamic process.

What are GRI, SASB, TCFD, and SDG?

- GLOBAL REPORTING INITIATIVE (GRI)
  This international independent standards organization helps businesses, governments, and other organizations understand and communicate their impacts on issues such as climate change, human rights, and corruption.

- SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)
  This investor-focussed organization guides more consistent disclosures of financially-material sustainability information by identifying the issues most relevant to financial performance in 77 industries.

- TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)
  This task force was created to help companies provide more accurate climate-related financial disclosures and support informed capital allocation recommendations.

- SUSTAINABLE DEVELOPMENT GOALS (SDGs)
  Created by the United Nations, this comprehensive list of 17 goals provides a roadmap to reach a more inclusive and sustainable future by 2030 and a framework for us to be part of the Decade of Action, a global, multi-sector movement. The goals cover the climate crisis, economic inequity, and pressing social problems. You’ll see these SDGs on different pages throughout the report. When you see an SDG, it’s a sign that our strategy is intentionally aligned with this collective movement.

57% of associates that responded

Our associates told us they are proud of our strategy, but that it’s not yet clear how their day-to-day work contributes to it. We don’t have all the answers and can’t tackle these challenges alone, so engaging our associates on these issues is a big priority for us looking ahead.

Our environmental, social, and governance (ESG) work was discussed in nearly all conversations with our investors during our governance outreach efforts in the last year. Those conversations reiterate the complementary nature of our Better for All ambitions and our Fuel the Future strategy. Having their support will help us to build a food system that’s better for all and better for business.
Better for All Report  |  FY 2021

addressing these impacts is a team sport

Better for All takes considerable effort, collaboration, trust, and commitment from all UNFI associates, so we need to get everyone on board. Each of us has a part to play in making the future a little better. It starts with creating tools, systems, and programs to show how our associates can contribute to Better for All every day, and we’re investing more and more in cultivating this culture of action and respect. In 2021, we launched a new ‘Missions’ platform to promote awareness of our goals and engage associates in issues that matter to them and to UNFI as a whole. We’re on a mission.

Our associates can take action in their daily lives to contribute to positive social and environmental change in key areas, including environmental stewardship, racial justice, equity, and civic engagement. Ongoing discovery is part of who we are and our Missions platform is an exciting opportunity to show the collective impact of our individual actions.

WHAT’S A ‘MISSION’?
Missions are easy-to-do activities that, when completed, allow associates to earn points, build new habits, and spread awareness of socially conscious behavior.

Better Bagger
Use an alternative to plastic sandwich bags.

Instead of reaching for that zip top baggie, consider using a reusable bag or container.

Why? The United Nations estimates that 10% of all plastic ends up in the ocean, the large majority of which drops to the ocean floor where it will never degrade.

A Culture of Integrity

Each of our associates is also responsible for cultivating and upholding a culture of compliance and integrity in everything we do, and that’s non-negotiable. UNFI’s Code of Conduct articulates the values and behaviors we expect of all associates and provides a central guide to support associates in their day-to-day decision making. We put this into action by training our associates on these policies and procedures and by providing resources to explain what’s most important to drive our mission.

94% of associates who were assigned the code of conduct training completed it.

Starting in November 2021, associates with UNFI International sales, development, or accounting responsibilities also receive refreshed training on the organization’s anti-corruption policies and procedures.
FROM FARM TO FORKLIFT

upstream

This is what we’ll talk about in this section:

Responsible Procurement  
Diversity & Inclusion  
Community Development  
Climate Action

As a wholesale food distributor, it’s clear how our distribution centers and our distribution routes could have direct impacts on our people, communities, and the world. The reality is that our business’s impacts begin well before products reach our distribution centers and include the choices made by our manufacturing partners and suppliers.

We take our responsibility for those impacts very seriously, even if we don’t directly control where they are coming from. As we improve our measuring and tracking systems and gain clarity on the needs of our stakeholders, we can do more to hold our partners accountable to our standards.

WHAT DOES 'UPSTREAM' MEAN?

When we say ‘upstream’, we’re referring to all of the activities that happen before products get to our distribution centers. This includes the people involved in growing, making, and moving food, including our manufacturers and suppliers.
creating a chain reaction of transparency

Supply chains are notoriously obscure and complex, and traceability continues to be a major hurdle in the food system as a whole. We are proud of our network of partners and believe in purchasing from suppliers that source and manufacture their products responsibly.

We trust in verified information from our suppliers, and rely heavily on third-party certifiers to be our eyes and ears. Third-party certifications help us maintain the kinds of standards we wish to hold, from upholding human rights to incentivizing sustainable land management. When a supplier puts in the work and earns a certification, we have more information about where raw ingredients are coming from, how they were made, and who was impacted along the way. We will continue to work with our partners to improve transparency and performance along the value chain. The private-label brands within our Brands+ portfolio promote these standards, too.

In Development: An Updated Policy on Animal Welfare

All living things on this planet deserve to be treated with dignity and respect. Animal welfare is close to the hearts of our associates and customers, is an extension of our mission and values, and is one of the top priorities within our responsible procurement philosophy. We also recognize the link between healthy animals and food quality and safety. We are in the process of revisiting our commitments and policies regarding animal welfare.

How is this better for...?

...OUR PEOPLE
Setting standards for our suppliers’ employment policies underscores our stance on fair labor practices.

...OUR COMMUNITIES
Sourcing from diverse suppliers empowers vulnerable, historically marginalized communities along our supply chain.

...OUR WORLD
Working with suppliers with verified environmental standards helps safeguard natural resources.

Our UNFI Produce team highlights a different grower every month to increase awareness about our partners’ various practices.

Meet the Grower
Rainier Fruit
SELAH, WASHINGTON

Our ability to serve our customers with the natural and conventional products they seek, however, also requires us to think beyond suppliers’ practices and consider our supplier relationships more holistically. To that end, our UNFI Produce team is building closer, direct relationships with suppliers to reduce costs in our supply chain, speed up the time it takes to get produce to the customer, and reduce the miles we have to travel. This past year, we set up a cross dock facility in McAllen, Texas to enable us to aggregate organic and conventional produce harvested in Mexico and transport it more efficiently. Not only does this provide the highest level of supplier transparency since we deal directly with farmers, but it also helps us get more affordable, fresh food to communities nationwide.

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This is not a new consideration for us, but we have an opportunity to think through ways to establish clearer standards for both natural and conventional products in line with evolving regulations. Over the course of the past year, we engaged with non-governmental industry experts and customers with progressive animal welfare policies to shape what our stance will be. While we figure out what these policies look like, we continue to stand behind the internationally-accepted “Five Freedoms” for animals.
a more inclusive approach to supplier selection

We are challenging ourselves to view procurement as broader than just product standards. In addition to sourcing from suppliers with certified social and environmental practices, we will use our buying power to support a more diverse set of suppliers.

Because of the many systemic inequities in the modern food system, we can’t expect our pool of suppliers to suddenly diversify overnight. We have to intentionally promote diversely-owned businesses and advocate for more equitable systems. We revamped our supplier diversity program to reflect our evolving commitment to diversity, equity, and inclusion and will continue to find ways to invest in equity initiatives along our value chain. Doing so can provide opportunities for historically underrepresented business owners and their communities and contribute to economic inclusion along our supply chain. In April 2021, we hired a new Manager of Supplier Diversity to help us align with these ambitions and improve our practices.

$320.8M
SPENT WITH
~480 DIVERSE SUPPLIERS

OUR GOAL
Increase our annual diverse spend to 3% by the end of FY2023.

1%
CURRENT PROGRESS

To value and promote diverse-owned businesses and, by utilizing their perspectives and capabilities, build a more inclusive, vibrant, and competitive supply chain. We strive to strengthen communities, increase market share, and create wealth for historically underrepresented business owners.
influencing the agricultural practices of tomorrow

Even though we’re mainly a distribution company, we can support our suppliers in improving agricultural practices and use our influence to help transform the food system at its roots. We support farmers who take good care of their land and their workers using two main levers – supplier relations and grantmaking through the UNFI Foundation.

Today and always, we believe everyone deserves access to healthy, fresh food. There is a direct link between the resilience of the agricultural systems we rely on to grow food and our ability to provide that food to communities across the country.

OUR GOAL
Promote soil health through regenerative and organic practices on 1 million acres by 2030.

CURRENT PROGRESS
18,000 acres of organic farmland

We first started tracking against this cumulative target in 2019 and supported 6,000 new acres this past year.

How is this better for...?

...OUR PEOPLE
Creating safer jobs through climate-smart agriculture minimizes pesticide use and other human-health hazards.

...OUR COMMUNITIES
Using restorative practices to grow fresh, nutritious food helps strengthen economic livelihoods in farmer communities.

...OUR WORLD
Moving toward climate-smart practices protects natural resources and works to preserve land because healthy soil sequesters carbon and increases biodiversity.

Suppliers and their farmers hold the keys to so many climate solutions. We need to pool our resources to support innovation that ensures a resilient, climate-friendly food system. Enter climate-smart agriculture – an integrated approach to agriculture that reduces emissions, draws down carbon, and supports greater climate resiliency for all of the participants in our food supply chain.¹

WHAT IS CLIMATE-SMART AGRICULTURE?

INTEGRATED LIVESTOCK
Creating a farm ecosystem where livestock and crops have a balanced, mutually beneficial relationship that relies on fewer external inputs, like pesticides.

CROP DIVERSITY
Adding more crop types and varieties to help stabilize soil and increase yields. Diversity is always a good thing!

COVER CROPS
Creating a protective canopy of plants that slows erosion, improves soil health, mitigates pests, and enhances water availability.

NO-TILL FARMING
Cultivating land with minimal disturbance to soil and the organisms that call it home.

SOME COMPONENTS OF CLIMATE-SMART AGRICULTURE

1. Responsible Procurement
   Community Development

2. Zero Hunger
3. 15 Billion Trees
Extending Our Reach Through the UNFI Foundation

The UNFI Foundation supports nonprofits across the U.S. that are addressing pressing challenges in our food system. Our annual giving allows us to extend our reach beyond our direct business operations and support the people doing the best work in soil health, climate-smart agriculture, and innovations in food security.

Many of the grantees we support through the UNFI Foundation also have a common goal of food justice, which is especially important with the rising rate of food insecurity as a result of the COVID-19 pandemic. Working toward food justice means our UNFI Foundation grantees recognize the overlap between food insecurity, social inequity, environmental justice and sustainability.

We give grants in four main focus areas:

1. Advance childhood nutrition education
2. Improve access to fresh, healthy food
3. Increase the supply of organic food
4. Provide hunger relief for vulnerable populations

Here are some of our 2021 grantees focused on food justice:

**FOODWHAT?! | SANTA CRUZ, CA**
Supports youth well-being and empowerment by inviting them to directly participate in their local food system through organic farming. The FW crew grows, cooks, eats and distributes healthy food while addressing local food justice issues.

**ECO-JUSTICE CENTER | RACINE, WI**
Provides opportunities for youth to participate in hands-on garden-based food and nutrition lessons on its 15-acre farm that connects them to the earth, their environment, and how their food is grown and distributed.

**MANDELA PARTNERS | OAKLAND, CA**
Works in partnership with local residents, family farmers, and community-based businesses to improve health, create wealth, and build assets through local food enterprises in low-income communities.

**DAILY TABLE | DORCHESTER, MA**
Provides fresh, convenient, and nutritious food to communities most in need at truly affordable prices through its nonprofit grocery store, increasing access to delicious and wholesome food in disadvantaged communities lacking affordable healthy options.

**WHAT IS FOOD JUSTICE?**

Food justice is a movement that works to “ensure universal access to nutritious, affordable, and culturally-appropriate food for all, while advocating for the well-being and safety of those involved in the food production process.” The movement aims to address disparities in food access, particularly for communities of color and low-income communities, by examining the structural roots of our food system.

**MISSION**

Inspiring better food systems and nurturing everyday health.

**Overview**

**Grants**

+$1.03M awarded to

89 grantees across the country

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facing our role in climate change...

Scientists unequivocally agree that human activity has been the dominant cause of climate change. The food system is a major contributor — from the land used to grow food, to the way it’s packaged and transported. Given our scale, we know we can’t waste any time in helping our industry build a better system. We are jumping feet first into this transition as we prepare to pursue rapid science-based emissions reductions.

Before we go any further, let’s have a serious talk about climate change.

The Intergovernmental Panel on Climate Change’s latest report emphasizes the gravity of the situation — despite statements that we are running out of time and that the planet will continue to warm “under all emissions scenarios considered,” we are determined to step up and take action with modest optimism. With that in mind, “change” feels like an understatement.

This is a full-fledged crisis.

How is this better for...?

...OUR PEOPLE
Addressing climate change minimizes risk in our supply chain and protects jobs.

...OUR COMMUNITIES
Supporting already vulnerable populations that are disproportionately affected by climate change and resulting extreme weather events and human health implications.

...OUR WORLD
Measuring and reducing our emissions is key to mitigating some of climate change’s scary symptoms, from prolonged droughts to melting glaciers.

Measuring our emissions is the critical first step in our management strategy and our ultimate ambition to reduce our emissions.Aligned with best practice accounting principles, we measure our emissions based on where they are generated along our value chain. This allows us to organize, understand, and more accurately report on our activities, and pinpoint where we need to improve.

Once we measure our emissions, we have an independent third party review our methodology and results against the GHG Protocol Corporate Standard to provide a verification statement. That review took a while this past year, which is why we’re reporting fiscal year 2020 emissions.

On the count of 3, let’s talk scopes...1,2,3!

Our emissions are calculated in three categories, known as “scopes.”

Scope 1
Emissions from sources that we control and/or own. Think: those associated with fuel combustion in our buildings and vehicles.

Scope 2*
Emissions associated with our purchase of energy. Think: those associated with electricity generated off-site, but purchased by us to power our facilities.

Scope 3
Emissions that happen along our value chain from the activities and assets we do not directly own or control. Think: those associated with the cows our suppliers care for and the refrigeration our customers use to keep food fresh.

Despite an increase in total emissions, we’re proud of this reduction, which resulted from concerted efficiency efforts and investments in our operations, as well as decarbonization of electricity grids.

These emissions are notoriously difficult to calculate. Less than 1% of our Scope 3 emissions are third-party verified.

3% REDUCTION
In our combined scope 1 and 2 emissions

WHAT IS A ‘GHG’?

When we talk about our contribution to climate change, we measure that impact in greenhouse gases, or GHGs. GHGs trap heat in the atmosphere, which is what warms the planet. The most potent and common of these gases are carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), and fluorinated gases. When these gases are measured together, companies use CO2e (carbon dioxide equivalent).

*Scope 2 was calculated using the market-based method, aligned with guidance from the GHG Protocol.
…and taking responsibility and swift action

We know we have work to do and that we can influence the broader industry and inspire others to take action. That said, it would be considerably more difficult to meet our emissions reduction ambitions without collaborating with our partners along the value chain.

Every year, we disclose our strategy and performance to CDP, a not-for-profit that collects and assesses companies’ climate change data, and are scored based on our progress. After receiving a Leadership score of “A-” in 2020 (which indicates implementation of current best practices), CDP raised the bar on its ambitions – as it does each year – and we received a Management score of “B” for our 2021 response (which indicates coordinated action on climate issues).

Our drop from the Leadership band to the Management band is evidence – and a reminder – of how much work we still must do to manage both our owned operations and our upstream emissions-intensive activities. We took immediate action on several initiatives, including appointing a dedicated Climate Program Manager, pursuing science-based targets, strengthening our management methods, and engaging with our value chain partners, and we continue to make progress.

Because CDP’s disclosure platform is in line with recommendations from the Task Force on Climate-related Financial Disclosures (TCFD), our annual disclosure provides us valuable, real-world information that will continue to inform our decision making on the path toward a low-carbon, sustainable, and climate-safe future.5

Strong Partnerships are Key to Urgent Action

Getting all of this done can be overwhelming for businesses of all sizes. That’s why we’re working on a Climate Action Guide for Business, in partnership with the Climate Collaborative. Soon, suppliers will be able to visit an online hub for guidance on how to measure and disclose impact, commit to ambitious reduction targets, and identify opportunities for action. While we developed this tool specifically for UNFI suppliers, any business will be able to use it for free.

The Climate Collaborative is made up of manufacturers, retailers, distributors, brokers, suppliers, and other concerned businesses from the natural foods industry who are all working together to take bold action on climate change. Over 700 companies have joined, with 2,700+ total actionable commitments made across nine action areas. The most exciting part is that 200 of our suppliers have signed on with a total of 740 commitments.

Setting Ambitious Targets to Stay Accountable

The Science Based Targets initiative (SBTi) provides companies with tools, resources, and expertise to determine how much and how quickly to reduce emissions aligned with what science tells us we have to do to prevent the most detrimental effects of climate change. Over 2,000 businesses around the world have made science-based target commitments – we hope to be the first North American wholesale grocery distributor to adopt these targets. Over the past year, we completed a robust analysis of our emissions reduction targets, strategy, and initiatives in primary areas, such as energy efficiency, renewable energy, climate-friendly refrigerants, and emerging zero-emission technologies throughout our fleet and facilities. After our leadership and Board demonstrated their support, we submitted our targets and anticipate they will be reviewed and validated by SBTi early in 2022, giving us the green light to accelerate our action and lead by example. As we finalize our policies, we will also continue to engage in public policy to advocate for climate-smart legislation.
This is what we’ll talk about in this section:

Energy Efficiency
Associate Safety & Well-Being
Diversity & Inclusion
Customer Health & Safety

We know we have to walk before we can run, so we’re starting with managing our more direct social and environmental impacts – from becoming more energy efficient to ensuring good working conditions for our associates. We’ve already developed solid programs and measurement systems for most of these impacts, which means we have a baseline to refer back to and can pinpoint how effective our strategies are. While our window of direct control may be limited compared to the food system as a whole, this is where we can effect change the quickest. This is no small feat – and those changes have massive ripple effects that extend in multiple directions throughout the food system.

WHAT ‘OPERATIONS’ ARE WE REFERRING TO?

We took a page out of the GHG Protocol playbook to identify what’s included in this stage of our value chain. Consistent with the “operational control” approach, which sets a boundary around the assets and activities where a company has the authority to introduce and implement its operating policies, we’re talking about when people and products are within the four walls of our buildings and riding along in our fleet.6
Since we started these energy audits in 2020, we have found we can save up to 15% of each facility’s total annual energy use through a combination of lighting upgrades and operational improvements. Many of these projects can even save our company money! Most importantly, maintaining a culture of energy excellence helps us achieve our energy efficiency and carbon reduction ambitions.

It’s time to talk about how we manage the footprint of our distribution centers and facilities. We are driving resource efficiency for all of our distribution centers and offices through a multi-faceted approach, including how we design buildings, use energy, and manage waste.

Our Energy Footprint: Lights, Camera, Action!

One of the most logical places to begin was implementing energy efficient practices within our facilities. Over the past year, our Energy and Environmental team completed an audit of all lighting in our U.S. distribution centers and retrofitted over 30% of them with the latest, state-of-the-art LED lighting. We are also well-underway with independent energy audits and tune-ups at nine of our distribution centers.

Since we started these energy audits in 2020, we have found we can save up to 15% of each facility’s total annual energy use through a combination of lighting upgrades and operational improvements. Many of these projects can even save our company money! Most importantly, maintaining a culture of energy excellence helps us achieve our energy efficiency and carbon reduction ambitions.

How is this better for...?

...OUR PEOPLE
Creating safer work environments for our associates by using materials that are far less likely to contain chemicals and pollutants that can be harmful to human health.

...OUR COMMUNITIES
Lessening our demand on local natural resources and being more mindful of pollution because we believe that communities have a fundamental right to clean air and water.

...OUR WORLD
Mitigating climate change and contributing to global resource conservation by using energy more efficiently and using precious natural resources more responsibly.

*Energy intensity in distribution centers is calculated as MWh per $1 million of sales.
Renewables Both Onsite and Offsite

As we continue our energy efficiency work, we are also honing in on our renewable energy strategy. We want to increase the overall portion of renewable electricity we consume and are evaluating new renewable energy projects, including power purchase agreements, utility green tariffs, and onsite installations to achieve our ambitions. We are currently preparing to install a roof-mounted solar project at one of our distribution centers, which will be our largest to date with the potential to add over 3,785 MWh of solar production to support that distribution center.

Investing in Green Building from the Ground Up

Retrofitting our existing operations is an important step, but when we have to construct new distribution centers to accommodate our growth, we’re building them better. We implement LEED® green building program practices to help save energy and water, reduce climate warming emissions, and provide a healthier indoor working environment for our associates. This is a long-term investment – from design, through build, to maintenance – and the benefits are palpable.

WHAT IS LEED?

LEED® – an acronym for Leadership in Energy and Environmental Design™ – is the preeminent program for the design, construction, maintenance and operations of high-performance green buildings. A project can achieve one of four certification levels: LEED Certified®, LEED Silver®, LEED Gold®, or LEED Platinum®.

We completed construction on two new distribution centers referencing LEED® guidelines for New Construction and Major Renovations in 2020 with the intent of earning LEED® certification for the projects once completed.

Our new Riverside, California distribution center has been certified as a LEED Gold® facility!

OUR GOAL

Source 20% of our electricity from renewable sources by 2023.

Transitioning to renewable energy is a way to meaningfully reduce the emissions associated with powering our buildings.

SOME KEY METRICS FROM OUR RIVERSIDE, CALIFORNIA LEED® SCORECARD

* this is our Riverside, CA distribution center

<table>
<thead>
<tr>
<th>Metric</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>89% of construction waste diverted from landfill</td>
<td>49% of materials used in manufacturing were recycled materials</td>
</tr>
<tr>
<td>↓59% in energy cost savings</td>
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zero accidents, zero injuries

Safety will always be one of our core values— and our goal is for every associate to arrive home safely at the end of every day. With 78% of our associates working in our distribution centers, it is critical that we not only have clear facility protocols, but also that everyone is empowered to be a leader in safety, both inside and outside of the workplace.

The success of our safety programs is built on the foundation of effective governance and management systems, thorough training, clear communications, and frequent audits—both internal and external. We are proud of our safety record, high safety ratings, and awards, but we will always strive to improve our protocols at every turn and continuously strive for zero accidents and injuries in our workplace—going well beyond what’s legally required of us.

That’s why we launched a new safety brand in June, during National Safety Month, to foster a caring culture—Every Moment Matters. This year, we also enhanced safety programs, added ergonomic experts at distribution centers, and implemented more interactive training programs, including having associates do group stretching at the start of every shift.

We measure our safety performance through a series of both leading and lagging indicators, which provides us with a holistic look at our safety program and gives us the ability to make necessary adjustments more quickly to improve performance.

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We measure our safety performance through a series of both leading and lagging indicators, which provides us with a holistic look at our safety program and gives us the ability to make necessary adjustments more quickly to improve performance.

How is this better for...?

...OUR PEOPLE
Caring about our associates because they should be kept safe. It’s as simple as that.

...OUR COMMUNITIES
Supporting families and communities well beyond our reach through the good health of our associates.

...OUR WORLD
Demonstrating the interconnectedness of safety, human rights, and societal well-being by effectively instituting best practice safety standards.

Adapting to Life Amidst COVID-19

Despite the added challenges and uncertainty posed by the pandemic, we’re very proud of the way our associates keep rising to the occasion on behalf of the communities we serve. Our risk and safety, human resources and operations teams have seamlessly collaborated to implement swift, meaningful and wide-ranging actions to safeguard the health and safety of our warehouse associates and keep the food supply chain moving throughout the pandemic. As deserved recognition for their tireless efforts, in October 2020, our Risk and Safety Team was recognized as a Gold winner in the 2020 Golden Bridge Business and Innovation Awards.

We maintain strong COVID-19 safety protocols, including enhanced sanitation protocols, on-site vaccine clinics, and strict social distancing enforcement throughout our entire fulfillment network. When vaccines became available, we successfully advocated for our associates to have early access given their critical role in national infrastructure and the on-site nature of their employment. We have continuously educated our associates about the benefits of vaccination and, when appropriate, incentivized them to get vaccinated. We have done everything possible to make it as simple and seamless as possible to do so and will continue to evaluate and introduce new risk and safety initiatives as the pandemic evolves.
We prioritize the physical, emotional, financial, and social needs of associates and their families. We believe these are baseline essentials that our associates deserve as human beings.

We aspire to be a great place to work at all career and life stages, and are investing to create a culture of well-being where associates are supported to thrive inside and outside of the workplace. While we know that achieving wellness looks different for everyone, we’re constantly upgrading our policies and programs to make happiness and health a little bit easier for associates to attain.

In 2021, we made great expansions to our wellness programming and introduced the new position of Senior Well-being Manager.

**Healthcare Benefits**

We believe generous and comprehensive health, dental, and vision benefits are the baseline for taking care of associates and their families. We also have programs available to help associates make educated decisions when choosing a provider, resulting in savings for them on medical, surgical and prescription costs.

**Emotional Balance**

A big part of our strategy is prioritizing the emotional well-being of our associates by offering free, confidential, and professional counseling services (up to five sessions) for associates and members of their household. We’re extending these programs to all non-union, non-retail associates starting in 2022, which will be an increase in coverage for approximately 5,200 associates.

**Caregiver and Family Resources**

Sometimes, the best resource we can give is time. Our parental leave policy, which we updated in 2020, provides for paid time off for associates to care for and bond with their newborn or newly adopted child. We now offer a back-up care program through Bright Horizons, which includes five days of childcare or eldercare per year, as well as virtual and live tutoring and virtual summer camps. We also offer premium discounts and preferred enrollment for Sittercity, an online tool for finding and connecting with babysitters, caregivers, pet sitters, housekeepers, and more.

**Building Better Habits**

Health is personal. Our Healthy Pursuits Wellness Program is offered on a voluntary basis to associates and their spouses who are actively enrolled in a company-sponsored health plan. Using the program’s app, associates choose, based on their interest, programs and activities that build healthy habits, decrease the likelihood of developing risk factors that may lead to chronic conditions and disease, and help members to navigate and better use their health benefits. When associates participate in the Healthy Pursuits Wellness Program, they can earn savings toward their healthcare premiums.

**DID YOU KNOW...?**

**WE REIMBURSE...**

...adoption fees up to $5,000 (or $10,000 for a sibling or group adoption).

**WE PROVIDE ...**

...virtual “mental health first aid” sessions to teach associates how to identify, understand, and respond to a person who may be developing or experiencing a mental health concern or crisis.

**WE OFFER ...**

...temporary hardship grants through the UNFI Assist relief fund to associates facing a personal emergency, natural disaster, or other unexpected situation. The generous gifts of UNFI associates have sustained the UNFI Assist relief fund for many years.

**How is this better for...?**

**...OUR PEOPLE**

Retaining the best people by providing benefits that support the mental and physical health of our associates.

**...OUR COMMUNITIES**

 Contributing to the long-term well-being and livelihood of their communities with holistic care for our associates that also benefits their families and loved ones.

**...OUR WORLD**

Empowering people to be well, so that they show up as strong members of their communities, workplaces, and as agents of change.
**Diversity and Inclusion (D&I)** is important for so many reasons. It’s the cornerstone to a strong company culture, encourages engagement and collaboration, and, most importantly, it makes people feel seen and safe at work. We invite participation from everyone in our communities to cultivate a sense of belonging for all – from the suppliers we discussed earlier, to our associates at all levels of our organization, to our customers and the communities we serve.

We can’t create a genuinely inclusive work environment without first having a foundation of diversity – from diversity of identity to diversity of thought. In November 2020, we launched our UCount campaign, an initiative to refresh UNFI’s demographic data, in which we invited our associates to voluntarily self-identify by race, ethnicity, nationality, language, sex, gender, veteran status, and disability status. This campaign is closing data gaps and helps us to better understand our associate population. We are proud to publish this high-level data to be transparent about where we’ve made progress and where we’re still working to include historically underrepresented voices in our company’s growth. This is especially true for our management roles and our Board of Directors because we know leadership diversity creates a waterfall effect throughout the company.

### CEO ACTION FOR DIVERSITY & INCLUSION

We are an ongoing member of the CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to advance diversity and inclusion in the workplace.

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**Helping Leaders Take Thoughtful Action**

After hiring a Vice President of Diversity & Inclusion and launching our Diversity Council, we developed a new D&I Strategic Plan for how we will strengthen our cultural competence throughout UNFI and our communities. As part of its development, the Council has taken an active role in advocating for and celebrating D&I by encouraging equal access to opportunities for growth and providing leadership with important insights into how to approach sensitive topics so that everyone feels safe. Implementation of the plan is well-underway and we have taken important steps to build accountability into our leadership hiring practices, including implementing a policy to present a diverse candidate slate for all Director and above roles. We are also evaluating options to hold leaders accountable by linking compensation to D&I and Better for All commitments.

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### How is this better for...?

**...OUR PEOPLE**

Creating equal opportunity for everyone, regardless of background or identity, with more professional opportunities across the board.

**...OUR COMMUNITIES**

Supporting communities as a whole by addressing systemic inequities and creating a sense of belonging which helps people to focus on developing other spheres of their lives.

**...OUR WORLD**

Promoting the inherent value in social equity and gender equality by working on D&I initiatives internally and pushing closer toward these global collective goals.

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* Data currently exclude retail associates.  
  ** BIPOC is defined as Black, Indigenous, People of Color.  
  *** ‘Leaders in Management Roles’ is defined as associates in Supervisor roles and above.
Cultivating Open Spaces for Emotional Safety

When we feel a sense of belonging and have pride in ourselves and our work, we can meaningfully grow ourselves and our business. UNFI’s Belonging & Innovation Groups (BIGs) are associate-led resource groups that work with executive sponsors to provide an open and safe environment to help cultivate this culture of sharing, learning, and ultimately, innovation.

This year, we created four new BIGs, including:

- **UNFI B.I.G. VIP**
  - VETERANS INITIATIVE PROGRAM
- **UNFI B.I.G. PRIDE**
  - LGBT+ NETWORK
- **UNFI B.I.G. BUILT**
  - BLACK UNFI LEADERS OF TODAY
- **UNFI B.I.G. WIN**
  - WOMEN’S INTEGRATED NETWORK

Equity and equality are not interchangeable. Equality seeks to achieve fairness through treating everyone the same regardless of need, while equity achieves fairness by treating people differently depending on need.

Equity & Inclusion from the Bottom Up

Expanding Open Spaces for Emotional Safety

A CULTURE OF BELONGING FROM THE BOTTOM UP

WHAT’S THE DIFFERENCE BETWEEN EQUALITY AND EQUITY?

Learning How to Reflect Inclusion in our Daily Choices

Belonging is a two-way street: a desire to belong is not enough; others also need to welcome you. This is a choice we all make, so we’ve created educational resources and hosted workshops to help people step up with empathy. The Real Talk speaker series, which is part of the Fresh Perspectives learning series, spoke to issues of sexism, ageism, sizeism, and discrimination based on sexual orientation and disability.

In early 2021, we also launched a guide to foster learning, respect, and belonging at UNFI, and Diversity Council members will work with associates on educational videos and podcasts to accompany the topics covered in the guide. We know that language changes over time, and we will do our best to keep up with best practices. Inclusive language allows us to embrace diversity and the intersection of various identities and helps us avoid making assumptions that could unintentionally harm others.

Inclusion 101

Our guide to foster learning, respect, and belonging at UNFI

We acknowledge that much of the land of Indigenous communities in the United States is unceded, stolen, and occupied and acknowledge that our corporate office is built on Narragansett and Wampanoag (Wôpanâak) land. We’re learning more about our impact on Indigenous communities and will be weaving these learnings into our broader D&I strategy.
showing up for our associates vs. putting on a show

Our mission of delivering healthy food to more people has brought us an exceptional team of dedicated and like-minded associates – and we don’t take them for granted. To hold onto the best of the best in this competitive market, it’s essential that we support a culture that reflects diverse backgrounds and meets the personal and professional needs of each and every one of our associates.

Staying Competitive During The Great Resignation

We are facing similar labor shortages and supply shortages to those being felt throughout the US supply chain. According to the U.S. Bureau of Labor Statistics, resignation rates are at an all-time high, 4 million Americans quit their jobs in July 2021, and job openings outweigh unemployed workers.1 We haven’t been exempt from the repercussions, especially when it comes to open roles, turnover, and retention of our warehouse and driver associates.

We’re trying to keep a pulse on what’s happening and why it’s happening to address these gaps as best we can, but we know we must improve our associates’ experience both in the short and long term. Given what we’ve heard from associates, we believe the best place to start is with building a safe and inclusive work environment, creating supportive work-life policies, and providing competitive wages.

How is this better for...?

...OUR PEOPLE
Staying competitive in today’s ever-changing job market with fair pay and labor stability for our associates.

...OUR COMMUNITIES
Creating ripple effects of economic stability by supporting associates’ families and resource distribution to their broader communities.

...OUR WORLD
Contributing to safer and healthier global populations because economic opportunity directly alleviates poverty.

Competitive Wages
With more jobs available across all sectors, wages are rising and job seekers have options. We have and will continue to increase distribution center associate wages to differentiate UNFI from competitors, attract and retain a sustainable workforce, and strengthen our ability to win in the marketplace.

Early Access$ offered by UNFI
In 2021, we piloted a program that offers associates access to their pay before the payroll cycle and incentivizes them to invest in themselves through smart saving habits and consistent debt repayment, which we plan to extend to all associates in the next year.

Time Policy
We added 16 hours of paid time for associates* to engage in D&I activities and Better for All initiatives and encourage all associates to engage in our D&I learning opportunities, including our Diversity Council, BIGs, and Real Talk series.

Flex Shift
Work-life balance is one of the gap areas that our associates voiced in our annual Your Voice. Our Future. Survey, and we’re taking that to heart. We try to encourage work-life balance by allowing our associates to pick shifts that align better with their personal schedules. The program seems to be gaining traction and we are currently exploring ways to expand the program into other teams.

Associate Safety & Well-Being

Diversity & Inclusion

1. Early Access program.
2. This policy does not yet apply to retail associates.

Associate Safety & Well-Being

Diversity & Inclusion

OVERVIEW

GOVERNANCE

UPSTREAM

OPERATIONS

DOWNSTREAM

APPENDIX
In good hands: the safe food promise

It’s on us to deliver on our promise of food safety and to distribute safe, high-quality food and products that everyone can feel confident bringing home. Doing so means maintaining a best-in-class food safety program throughout our wholesale distribution, private brands, manufacturing and retail grocery business.

Our national team and Food Safety & Quality Assurance leaders in each region are responsible for managing food safety practices and making sure all the right checks and balances are in place. They perform internal risk assessments at least once per year to identify any concerns, so that we can quickly remedy any issues, and watch out for gaps in compliance with emerging regulations. Our associates, however, are at the frontlines of keeping products safe – receiving, storing, handling, and transporting those products in a manner that protects and maintains their safety and integrity. We continue to improve our food safety practices and have the certifications and audit scores to show for it. We pursue leading certifications, including Good Distribution Practices (GDP) and Safe Quality Food (SQF) at all distribution centers, which showcase our sites’ commitment to a culture of food safety and operational excellence in food safety management.

**OUR GOAL**

Achieve SQF certification at all distribution centers by 2025.

*Current Progress*

77% of distribution centers are SQF-certified.

Our scores continue to be outstanding at all certified distribution centers, with averages above 95%.

**Food Safety Beyond Our Reach**

While our big focus is on safety in our distribution centers, we work closely with our partners to make sure safety isn’t compromised along our value chain. We conduct on-site visits to assess food safety compliance at individual supplier locations – where possible – rely heavily on proper labeling and certifications, including Global Food Safety Initiative (GFSI) and Good Manufacturing Practices (GMP), and monitor regulatory requirements, product recalls, and issuance of warning letters to help suppliers stay up to speed.

**OUR GOAL**

Strive for “Green” Ecolab Retail audit rating at all of our retail stores.

We continue to improve our retail locations’ audit scores and connect with our downstream stakeholders to reflect their expectations around product quality and safety.

**CURRENT PROGRESS**

72% of audited stores received “Green” ratings.

**How is this better for...?**

**...Our People**

Training our associates and partners on our strict food safety standards means we’re creating more skilled jobs.

**...Our Communities**

Keeping food safe means less goes to waste and more is available to serve our communities – we believe safe, fresh food is a human right.

**...Our World**

Establishing systems that prioritize food safety is a must and contributes to the SDG goal of “zero hunger.”
moving products from A to Z, while cutting back on CO₂e

The heart of food distribution is, of course, distribution, meaning supplying goods to stores and communities. Over our history, we’ve efficiently connected growers and manufacturers with customers in every state. Our growing business, however, means more routes, more trucks on the road...and, if we don’t ultimately change our ways, more carbon emissions.

The transportation sector is the largest cause of GHG emissions in the United States and it’s the second largest contributor to our overall emissions – representing about half of our direct emissions. Fortunately, we’re well-equipped to leverage our scale and navigate toward sustained progress in this area, putting us well on our path to decarbonization.

Why? Because scale is more than simply being the biggest company or operating the most facilities. It includes having distribution centers located near customers, having capacity to move product efficiently, and being flexible to shift volume between distribution centers when needed.

Lowering our carbon footprint by researching new innovations and investing even more in transportation technology is a serious undertaking. We’re piloting cutting-edge, carbon-reduction technologies as soon as we can get them on the road. This is not only super cool, but it should also bring in long-term savings in fuel, reduction in emissions, and increase our climate resilience.

As a U.S. Environmental Protection Agency (EPA) SmartWay® Partner, our team stays current on fuel efficiency trends, indicators and statistics. Our strategy maximizes routes, consolidates stops, and uses behavioral best practices to minimize the amount of fuel required per delivery. As part of our ValuePath initiative, we are creating incentives for customers to consolidate orders, so we can optimize our deliveries, cut back on delivery frequency, and more efficiently map drop-off routes.

How is this better for...?

...OUR PEOPLE
Teaching our associates about the benefits of climate-smart technology because we need everyone on board to transition fully to a low-carbon economy.

...OUR COMMUNITIES
Improving the direct environment for the communities who live where we work and drive our trucks because more efficiency, means less combustion and fewer pollutants into the air.

...OUR WORLD
Mitigating the climate crisis involves decarbonization efforts in all forms, including transportation.
New to the Fleet: Solar-Powered Electric Trailers

This year, the team at the Riverside, CA distribution center was the first to experience our biggest investment yet in zero-emission transportation – adding 53 solar-powered electric trailers to the fleet. These new trailers significantly reduce transportation emissions by using roof-mounted solar panels, a wheel-momentum generator, and lithium-ion batteries that collectively eliminate the requirement for diesel fuel to power the refrigeration system. When we can operate these cutting-edge trailers, we anticipate saving approximately 135,000 gallons of diesel fuel per year, while also reducing particulate matter pollution and GHG emissions. We hope to pilot a zero-emission truck in the future.

Accelerating with our California Electric Vehicle Blueprint

After a competitive application process, we were awarded $200,000 from the California Energy Commission to develop a blueprint that will guide what infrastructure needs to be built to support medium and heavy-duty zero-emission vehicles in California, with a specific focus on California’s food distribution system and the cold (refrigerated or frozen) supply chain. This is humbling recognition of the important role we play in leading this transition. The blueprint will focus on California operations, but will be used as a model for our broader UNFI electrification efforts. We are well-positioned to lead the pack on electrification planning and deployment within the food supply chain’s broad ecosystem – and we will engage key partners to achieve this broader goal.

We joined the Ceres Corporate Electric Vehicle Alliance

The Corporate Electric Vehicle Alliance, led by Ceres, is a collaborative group of companies focused on accelerating the transition to electric vehicles (EVs). It supports companies in making and achieving bold commitments to fleet electrification. As an alliance member, we help identify challenges and potential solutions, and leverage aggregate corporate demand and market influence to expand the presence of EVs on the road.
This is what we’ll talk about in this section:

Customer Health & Safety
Waste Reduction
Community Development

Once a product leaves our trucks, the work isn’t done – we are acutely aware of the impact our partners have on local communities and the planet. From how we market the products we supply, to the local organizations our associates support with their volunteer hours, we always aim to be responsible community members. Our downstream presence reflects our company values as much as any other part of our value chain. It’s more than not doing harm – it’s about building better by investing in and supporting all people along our value chain.

WHAT DOES ‘LOCAL’ MEAN?

We consider local communities any group of people living or working in areas that are impacted, either positively or negatively, by our operations, associates, or customers.
Everyone should be able to make their own individual choices about the food they eat. Now, there are many systemic barriers that make that a challenge, but our scale means we have a responsibility to take action. As a starting point, this means not only providing our customers with access to the healthiest, freshest options out there, but also giving them the information they need to make informed decisions on the products they’re buying and selling.

From our food scientists to our category management experts, we help our customers get the right products on the shelf and give them the resources to make informed choices. We work with reputable partners in the industry to provide relevant information to our customers on product sustainability and nutritional value to support their preferences. Our UNFI Produce team sends tips to our retail partners for how to best display and sell responsibly-grown products. And, our Category Management team backs it all up with trend analysis and keen insights to help our customers be proud of the products they offer in their communities.

How is this better for...?

...OUR PEOPLE
Acknowledging moral, religious, and dietary preference shows people that we respect their choices and needs – that’s something all UNFI associates can be proud of.

...OUR COMMUNITIES
Helping our customers better meet the needs of their communities by providing clear, relevant information about our products and services.

...OUR WORLD
Opening the door to more empowered food choices and more resilient, sustainable cities and communities by marketing natural products to traditionally conventional customers.

Serving Today’s Consumer is a Win–Win

UNFI’s Brands+ is one of the most comprehensive private-label programs available today. We offer turn-key products that differentiate retailers and capture consumer attention – from national brand equivalents to opening price points to gourmet, specialty and organic offerings. But, that’s not all. We now have new, innovative ways for retailers and suppliers to connect, and for customers to gain greater access to an ever-expanding list of trending, emerging, and local brands beyond our private-label programs:

- an ecommerce solution connecting retailers with a growing universe of suppliers
- a way to directly service non-traditional customers, such as bakeries or yoga studios
- a platform for supporting emerging brands, many of which are either diverse-owned and/or focused on more responsible practices

Expanding the Presence of Natural Products

Thanks in large part to our acquisition of conventional distribution and retail a few years ago, we now serve natural and conventional stores across North America and can do more to make fresh, nutritious, and affordable food available to communities nationwide. We continue to educate our conventional customers on the health and environmental benefits of natural and organic products, and are pleased with the traction. Looking ahead, we want to increase access to natural foods through traditionally conventional stores in rural and low-income communities.

~90% of our conventional customers purchased at least one natural product from us*

WHAT DOES ‘NATURAL’ MEAN?
While consensus is still out about an official definition of the term ‘natural,’ we’re working on a more established internal definition to more consistently report on this expansion in future years. We currently determine whether a product is natural by assessing the relevant product certifications we discussed earlier.

*This figure excludes conventional customers that were already receiving natural products prior to this specific cross-selling effort.
How is this better for...?

Creating less waste has a direct benefit of preserving the planet's resources and doing our part to mitigate climate change. ...OUR WORLD

Creating less waste means even better, safer working conditions for our people. ...OUR PEOPLE

Being more thoughtful about our materials and how we use them will help us reduce pollution and plastic, and divert waste from the landfills that affect vulnerable communities. ...OUR COMMUNITIES

Creating less waste has a direct benefit of preserving the planet's resources and doing our part to mitigate climate change. ...OUR WORLD
time for an industry-wide clean plate club

In addition to our operational waste and packaging choices, food waste continues to be an industry-wide problem. Sending expired or damaged product to the landfill is no one’s idea of success – it hits our bottom line, contributes to climate change, and hinders our communities’ access to food. We’re setting reduction goals and working with stellar partners to reduce food waste along our value chain.

While we could not complete our intended food waste audits due to the ongoing pandemic, we accomplished a good deal in the past year:

- formalized a suite of waste reduction programs and policies,
- developed branded educational signage for our distribution centers,
- deployed BetterU trainings on best practices,
- stood up food waste diversion programs at more distribution centers,
- internally distributed ‘themes of success’ from our top performing distribution centers,
- formalized a relationship with Crisp, a programmatic commerce platform, to help suppliers use real-time data to run a more efficient, profitable businesses and reduce food waste, and
- prepared for a new salvage pilot program that will launch in FY2022.

We started this work in our distribution centers and are now also looking downstream to further amplify our efforts. As part of our Professional Services offerings, customers can take advantage of new food waste and shrink reduction technologies that precisely monitor metrics, such as storage temperature, serving sizes, and more. We also started a new partnership with Too Good to Go©, an app that cuts down on food waste by connecting grocery stores with people that can use it.

How is this better for...?

...OUR PEOPLE
Taking pride in our collective goals to reduce food waste is a personal priority for many of our associates.

...OUR COMMUNITIES
Keeping food waste out of landfills means there’s another meal to feed our communities, increasing food access and food security.

...OUR WORLD
Cutting food waste cuts our GHG emissions and gets us closer to reducing world hunger.

We are proud to be part of the Food Loss & Waste 2030 Champions, a group of organizations in the United States that have made similar public commitments to reduce food loss and waste in their own operations.
We have a responsibility to increase access to safe, nutritious, and sufficient food for people in low-income communities and vulnerable situations. Period.

The personal and nutritional needs of their communities. We hope to scale this program next year to increase access to more nutritious and quality products. Our Brands+ team, and Field Day brand specifically, is also working with PCC’s Shared Values Meal program to provide organic products at an affordable price point.

By the Numbers

- **$38,732,297** in-kind donations distributed to partners...
- **+$5.8M** worth of fresh, healthy food delivered...
- **10,446** access points created...
- **1,000+** brands+ product SKUs are WIC-eligible
- **+27M lbs** of food donated to Feeding America in 2021

Better for All Report  |  FY 2021

How is this better for...?

**...OUR PEOPLE**
Giving our people the opportunity to meaningfully contribute to increased food security is something of which we can all be proud.

**...OUR COMMUNITIES**
Directly addressing the barriers preventing underserved communities from having access to culturally appropriate, fresh, healthy food and essential items.

**...OUR WORLD**
Addressing these disparities is part of creating a more just and equitable planet. There are inequalities around the globe when it comes to food access.

When North Minneapolis neighborhoods were severely damaged in the racial justice uprisings following George Floyd’s murder, we opened two temporary food markets during the summer of 2020 and provided shuttle services for community members to full-scale CUB stores further away. On April 4th, 2021, CUB Northside held its grand opening and the Northside Community Center, which serves the local community as a nonprofit under the CUB Foundation, followed shortly after in June 2021. We couldn’t do this important work alone and partnered with a number of Minneapolis organizations, including A Mother’s Love, We Push for Peace, and a network of local food banks, just to name a few.

We’re honored to have received the 2021 Community Uplift Award from the Food Industry Association for the CUB Foods Northside Community Center and youth development program in North Minneapolis.
Better for All Report | FY 2021

supporting communities and families closest to home

Our UNFI Foundation and food access programs are two of the many ways we donate to our partners, which enable us to increase our community support in regions across North America. Whether it’s through associate volunteering, donating food, or providing financial support, we always think creatively about how to support communities in need and carefully select partners that align with our mission.

Helping Hands are our grassroots associate committees that drive philanthropic work and facilitate all of our community development opportunities on a local level. Associates can submit requests for donations to local nonprofits as part of the Helping Hands program. And, just like with our UNFI Foundation and financial donation recipients, we encourage associates to submit ideas for company-sponsored volunteer activities. COVID-19 added a new challenge to in-person events, but associates were still able to virtually organize and participate in several company-wide fundraising and volunteer events this year. We will continue to expand volunteering opportunities and are proud to see our associates show up and make lasting impacts in our broader communities.

$2,424,513 financial contributions made by UNFI across all partners

Company-wide volunteerism events through our Helping Hands program included a Thanksgiving Turkey Trot, Heart and Sole Fun Run, and Double Down for Hunger 5K — these virtual fundraisers for the UNFI Foundation helped promote engagement and associate well-being. We also hosted distribution center-specific events like the York DC Relay for Life and Brands+ Habitat for Humanity work.

We matched associates’ donations related to the following causes:

1. NATURAL DISASTER RELIEF
2. GIVING TUESDAY
3. RACIAL JUSTICE AND REFORM
4. BREAST CANCER AWARENESS
5. MENTAL HEALTH

How is this better for...?

...OUR PEOPLE
Engaging our associates in issues they care about generates pride in our work and furthers our collective Better for All efforts.

...OUR COMMUNITIES
Cultivating trust and building strong relationships by engaging meaningfully with the communities in which we live and work, allowing us to address the issues facing us collectively.

...OUR WORLD
Investing in communities through fund distribution, volunteerism, and in-kind contributions creates paths to global socioeconomic equity.

54% increase in volunteer hours

Did you know...?
Associates receive up to 16 hours of paid volunteer time off per fiscal year to put toward volunteering in company-organized projects, coordinated by Helping Hands. This is in addition to the allotted paid time for D&I activities and programs.

COVID-19 continues to make in-person volunteerism a challenge and much of our associates volunteer time still goes unreported. Nevertheless, this took a concerted effort by all of our associates, but is still short of where we want to be.

$2,424,513

How is this better for...?

$1M donated to key nonprofits addressing food insecurity worsened by the pandemic

$2,424,513 financial contributions made by UNFI across all partners

54% increase in volunteer hours

COVID-19 continues to make in-person volunteerism a challenge and much of our associates volunteer time still goes unreported. Nevertheless, this took a concerted effort by all of our associates, but is still short of where we want to be.

We matched associates’ donations related to the following causes:

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How is this better for...?

$2,424,513

How is this better for...?

$1M

How is this better for...?

$2,424,513

How is this better for...?

54%
Can businesses build something better for people, communities, and the world? We hope that, now, you think so, too.

**GOVERNANCE**

**OUR GOAL:** Complete 10,000 Missions by the end of FY2022.

**CURRENT PROGRESS:** 5,376 Missions

**DIVERSITY & INCLUSION**

**OUR GOAL:** Increase our annual diverse spend to 3% by the end of FY2023.

**CURRENT PROGRESS:** 1%

**OUR GOAL:** Fill 50% of management roles with associates from underrepresented groups by 2023.

**2020 BASELINE:** 47%

**CURRENT PROGRESS:** 49%

**RESPONSIBLE PROCUREMENT**

**OUR GOAL:** Promote soil health through regenerative and organic practices on 1 million acres by 2030.

**CURRENT PROGRESS:** 18,000 acres

**ENERGY EFFICIENCY**

**OUR GOAL:** Reduce energy intensity in our distribution centers by 30% by 2030.

**2020 BASELINE:** 12.25 MWh/§M

**CURRENT PROGRESS:** 28% reduction (8.95 MWh/§M)

**CUSTOMER HEALTH & SAFETY**

**OUR GOAL:** Achieve SQF certification at all distribution centers by 2025.

**CURRENT PROGRESS:** 77%

**OUR GOAL:** Strive for “Green” Ecolab Retail audit rating at all of our retail stores.

**CURRENT PROGRESS:** 72%

**WASTE REDUCTION**

**OUR GOAL:** Achieve zero waste to landfills from distribution centers by 2030.

**2020 BASELINE:** 58%

**CURRENT PROGRESS:** 48%

**OUR GOAL:** Reduce food waste from our distribution centers by 50% by 2025.

**2019 BASELINE:** 11,921 tons

**CURRENT PROGRESS:** 8,813 tons

**OUR GOAL:** Log 200,000 associate volunteer hours by 2030.

**CURRENT PROGRESS:** 8,771+ hours

**OUR GOAL:** Donate 250 million pounds of food (equivalent to approximately 208 million meals) by 2030.

**CURRENT PROGRESS:** 54,878,802 lbs

**COMMUNITY DEVELOPMENT**

**OUR GOAL:** Source 20% of our electricity from renewable sources by 2023.

**2020 BASELINE:** 2%

**CURRENT PROGRESS:** 1%

**OUR GOAL:** Source 20% of our electricity from renewable sources by 2023.

**OUR GOAL:** Reduce energy intensity in our distribution centers by 30% by 2030.
**SETTING THE TONE**

- Created an Executive Steering Committee to oversee the programs and practices that guide how we show up as a socially and environmentally responsible organization
- Added 2 new goals related to our enhanced Diversity & Inclusion Strategic Plan
- Launched a new ‘Missions’ platform to promote awareness of our goals and engage associates in issues that matter to them and to UNFI as a whole
- Held Board education sessions on sustainability trends and critical developments
- Surveyed associates on perceptions of Better for All
- 94% of associates who were assigned the Code of Conduct training completed it

**FROM FARM TO FORKLIFT**

**DIVERSITY & INCLUSION**
- Revamped our supplier diversity program and hired a new Manager of Supplier Diversity in April 2021

**RESPONSIBLE PROCUREMENT**
- Awarded $1.03M+ in grants through the UNFI Foundation to build better food systems
- Built a cross dock facility in McAllen, Texas to transport organic and conventional produce more efficiently

**CLIMATE ACTION**
- Received a score of “B” on our 2021 CDP Climate Change response
- Completed a robust analysis and submitted our Scope 1, 2 and 3 emissions strategy, initiatives, and targets to the Science Based Targets initiative

**OUR PLACES, PROCESSES, AND PEOPLE**

**ENERGY EFFICIENCY**
- Achieved LEED® Gold certification for our Riverside, CA building
- Reduced 1.6 million miles from our routes through our maximized routes and ValuePath initiative

**CLIMATE ACTION**
- Received $200,000 from the California Energy Commission to support zero-emission distribution
- Added 53 solar-powered electric trailers to our fleet in California

**DIVERSITY & INCLUSION**
- Launched our UCOUNT campaign, an initiative to refresh UNFI’s demographic data
- Launched four new associate-led Belonging & Innovation Groups (BIGs)
- Added 16 hours of paid time for associates to engage in D&I activities and Better for All initiatives

**ASSOCIATE SAFETY & WELL-BEING**
- Launched new ‘Every Moment Matters’ safety brand
- Recognized as a Gold winner in the 2020 Golden Bridge Business and Innovation Awards

**TO STORE SHELVES AND HUNGRY HOUSEHOLDS**

**CUSTOMER HEALTH & SAFETY**
- Created two new, innovative solutions to connect retailers and suppliers – Community Marketplace and EasyOptions

**WASTE REDUCTION**
- Formalized relationships with Crisp, a programmatic commerce platform, and Too Good to Go, an app for grocery stores, to reduce food waste
- Signed on as a Food Loss & Waste 2030 Champion

**COMMUNITY DEVELOPMENT**
- Piloted the Friends of UNFI Food Bank program in partnership with PCC Community Markets, the largest consumer-owned food cooperative in the United States
- Received the 2021 Community Uplift Award from the Food Industry Association for the CUB Foods Northside Community Center and youth development program in North Minneapolis
- Contributed $2,424,513 in financial donations across all partners
- Distributed $38,732,297 in in-kind donations to partners, including food and non-food items like personal care, cleaning products, and more
The Sustainability Accounting Standards Board (SASB) is an independent, private-sector standards-setting organization dedicated to enhancing the efficiency of the capital markets by fostering high-quality disclosure of material sustainability information that meets investor needs. This table references the issues which SASB has identified as financially and/or operationally material for Food Retailers and Distributors as of Version 2018-10.

This is UNFI's second year reporting against the SASB framework. While we cannot yet report on all activity metrics in this framework, we are using it as a roadmap for future disclosure. We continue our efforts to evolve and improve our disclosure. Whenever possible, we have indicated where these gaps are in the "Data/Response" column for context and transparency.

### TABLE 1 | ACCOUNTING METRICS

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>CODE</th>
<th>METRIC</th>
<th>CATEGORY</th>
<th>UNIT OF MEASURE</th>
<th>DATA/RESPONSE</th>
<th>RELATED REFERENCE(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLEET FUEL MANAGEMENT</td>
<td>FB-FR-110a.1</td>
<td>Fleet fuel consumed</td>
<td>Quantitative</td>
<td>Gigajoules (GJ)</td>
<td>2,957,939.01 GJ</td>
<td>Energy Efficiency, pg. 53-54</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>This amount does not include a small number of compressed natural gas (CNG) tractors operating out of Riverside, CA. In FY21, the company saw a 2% improvement in fuel efficiency. UNFI is incentivizing customers to consolidate orders, so it can further optimize deliveries, cut back on delivery frequency, and more efficiently map drop-off routes -- all of which will help minimize fuel consumption.</td>
<td></td>
</tr>
<tr>
<td>FLEET FUEL MANAGEMENT</td>
<td>FB-FR-110a.1</td>
<td>Percentage renewable</td>
<td>Quantitative</td>
<td>Percentage (%)</td>
<td>0%</td>
<td>Energy Efficiency, pg. 53-54</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The company does not currently track whether fuel is renewable, as defined by the U.S. Renewable Fuel Standard (U.S. 40 CFR 80.1401).</td>
<td></td>
</tr>
<tr>
<td>AIR EMISSIONS FROM REFRIGERATION</td>
<td>FB-FR-110b.1</td>
<td>Gross global Scope 1 emissions from refrigerants</td>
<td>Quantitative</td>
<td>Metric tons (t) CO2·e</td>
<td>42,683 (t)CO2·e</td>
<td>Climate Action, pg. 31-32</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>In FY21, Retail was the only segment of operations with a centralized system to track refrigerant emissions. We are working to expand our tracking systems to include our distribution centers and transportation fleet.</td>
<td></td>
</tr>
<tr>
<td>AIR EMISSIONS FROM REFRIGERATION</td>
<td>FB-FR-110b.2</td>
<td>Percentage of refrigerants consumed with zero ozone-depleting potential</td>
<td>Quantitative</td>
<td>Percentage (%)</td>
<td>75%</td>
<td>Climate Action, pg. 31-32</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td>The largest source of all ozone-depleting substances originates from HCFC-22 in some retail locations.</td>
<td></td>
</tr>
</tbody>
</table>
### SASB Reference Table

#### Table 1: Accounting Metrics

<table>
<thead>
<tr>
<th>Topic</th>
<th>Code</th>
<th>Metric</th>
<th>Category</th>
<th>Unit of Measure</th>
<th>Data/Response</th>
<th>Related Reference(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AIR EMISSIONS FROM REFRIGERATION</strong></td>
<td>FB-FR-110b.3</td>
<td>Average refrigerant emissions rate</td>
<td>Quantitative</td>
<td>Percentage (%)</td>
<td>4%</td>
<td>Climate Action, pg. 31-32</td>
</tr>
<tr>
<td><strong>ENERGY MANAGEMENT</strong></td>
<td>FB-FR-130a.1</td>
<td>(1) Operational energy consumed</td>
<td>Quantitative</td>
<td>Gigajoules (GJ)</td>
<td>2,725,516 GJ Please note that operational energy excludes energy from fleet vehicles. To better serve the needs of our stakeholders, we also report energy consumption in MWh.</td>
<td>Energy Efficiency, pg. 37-38</td>
</tr>
<tr>
<td><strong>ENERGY MANAGEMENT</strong></td>
<td>FB-FR-130a.1</td>
<td>(2) Percentage grid electricity</td>
<td>Quantitative</td>
<td>Percentage (%)</td>
<td>75%</td>
<td>Energy Efficiency, pg. 39-40</td>
</tr>
<tr>
<td><strong>ENERGY MANAGEMENT</strong></td>
<td>FB-FR-130a.1</td>
<td>(3) Percentage renewable</td>
<td>Quantitative</td>
<td>Percentage (%)</td>
<td>1%</td>
<td>Energy Efficiency, pg. 39-40</td>
</tr>
<tr>
<td><strong>FOOD WASTE MANAGEMENT</strong></td>
<td>FB-FT-110b.2</td>
<td>Amount of food waste generated</td>
<td>Quantitative</td>
<td>Metric tons</td>
<td>17,684 metric tons This amount reflects food waste generated in distribution centers only. During FY21, our internal waste audit team identified a number of issues that affected UNFI’s waste reporting, including that a) vendor agreements and receipts had classification errors and missing data, b) there were issues in how estimates were calculated, and c) there were inconsistencies in how distribution centers and haulers were tracking waste data. UNFI has since switched to new vendors, has a new method of spot checking data on a more regular basis, and now monitors data from haulers at the corporate level. These changes were in place for approximately the last six months of FY21.</td>
<td>Waste Reduction, pg. 63-64</td>
</tr>
<tr>
<td><strong>FOOD WASTE MANAGEMENT</strong></td>
<td>FB-FT-110b.2</td>
<td>Percentage diverted from the waste stream</td>
<td>Quantitative</td>
<td>Percentage (%) of total</td>
<td>50%</td>
<td>Waste Reduction, pg. 63-64</td>
</tr>
<tr>
<td>TOPIC</td>
<td>CODE</td>
<td>METRIC</td>
<td>CATEGORY</td>
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</tr>
<tr>
<td>DATA SECURITY</td>
<td>FB-FT-230a.1</td>
<td>(1) Number of data breaches</td>
<td>Quantitative</td>
<td>Number (#)</td>
<td>Unavailable</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Publicly disclosed separately, as required.</td>
<td></td>
</tr>
<tr>
<td>DATA SECURITY</td>
<td>FB-FT-230a.1</td>
<td>(2) Percentage involving personally identifiable information (PII)</td>
<td>Quantitative</td>
<td>Percentage (%)</td>
<td>Unavailable</td>
<td>N/A</td>
</tr>
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<td>Publicly disclosed separately, as required.</td>
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</table>
UNFI’s Cyber Security team is a standalone organization led by a Chief Information Security Officer (CISO) that reports under the direction of the Chief Operating Officer. The primary function is to manage risk to acceptable levels against the ongoing and growing threat of cyber-attacks and disruption. The program is based on the NIST framework utilizing developed policies and standards.

UNFI also utilizes a Cyber Security Executive Steering Committee that meets quarterly to review current strategy, emerging risks, and program direction. The Cyber Security team has developed a set of monthly dashboards that continuously mature to provide a quantitative view of the organization’s cyber risk posture.

The key functional areas under the direction of the CISO, include:

• Policy and Standards (provides the foundational guidance for the program based on NIST framework)
• Compliance (controls management with specific focus on PCI (Payment Card Industry) and SOX)
• Assessments (continuously monitors internal and external risk of significant areas)
• Reporting (provides actionable intelligence on areas of risk and remediation progress)
• Governance (oversees cyber security design for IT projects and initiatives, as well as third-party reviews and assessments)
• Cyber Response (provides 24/7 monitoring and response for organization cyber security posture)
• Engineering (supports selected areas with technical tools and capabilities requiring critical focus; examples include: email security, Identity and Access Management, Endpoint security, log/event management, and certificate/encryption)

More information can be found on pg. 16-17 of UNFI’s FY21 10-K.

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>CODE</th>
<th>METRIC</th>
<th>CATEGORY</th>
<th>UNIT OF MEASURE</th>
<th>DATA/RESPONSE</th>
<th>RELATED REFERENCE (S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>DATA SECURITY</td>
<td>FB-FR-230a.2</td>
<td>Description of approach to identifying and addressing data security risks</td>
<td>Discussion and Analysis</td>
<td>N/A</td>
<td>UNFI’s Cyber Security team is a standalone organization led by a Chief Information Security Officer (CISO) that reports under the direction of the Chief Operating Officer. The primary function is to manage risk to acceptable levels against the ongoing and growing threat of cyber-attacks and disruption. The program is based on the NIST framework utilizing developed policies and standards. UNFI also utilizes a Cyber Security Executive Steering Committee that meets quarterly to review current strategy, emerging risks, and program direction. The Cyber Security team has developed a set of monthly dashboards that continuously mature to provide a quantitative view of the organization’s cyber risk posture. The key functional areas under the direction of the CISO, include: • Policy and Standards (provides the foundational guidance for the program based on NIST framework) • Compliance (controls management with specific focus on PCI (Payment Card Industry) and SOX) • Assessments (continuously monitors internal and external risk of significant areas) • Reporting (provides actionable intelligence on areas of risk and remediation progress) • Governance (oversees cyber security design for IT projects and initiatives, as well as third-party reviews and assessments) • Cyber Response (provides 24/7 monitoring and response for organization cyber security posture) • Engineering (supports selected areas with technical tools and capabilities requiring critical focus; examples include: email security, Identity and Access Management, Endpoint security, log/event management, and certificate/encryption)</td>
<td>More information can be found on pg. 16-17 of UNFI’s FY21 10-K.</td>
</tr>
</tbody>
</table>
### Food Safety

**FB-FR-250a.1**  
High-risk food safety violation rate  
Quantitative  
Rate  
Unavailable  
UNFI does not publicly provide this information. UNFI's Food Safety & Quality Assurance leaders in each region are responsible for managing food safety practices and making sure all the right checks and balances are in place. Part of that includes performing internal risk assessments at least once per year to identify any concerns or gaps in compliance with emerging regulations, so that it can quickly remedy any issues.

**Customer Health & Safety, pg. 51-52**

**FB-FR-250a.2 (1)**  
Number of recalls  
Quantitative  
Number (#)  
Unavailable  
UNFI is unable to provide information on recalls at this time. The company continues to drive food safety culture within the organization and with its suppliers. The Internal Food Safety Dashboard is updated monthly.

**Customer Health & Safety, pg. 51-52**

**FB-FR-250a.2 (2)**  
Number of units recalled  
Quantitative  
Number (#)  
Unavailable  
UNFI is unable to provide information on the total number of units recalled at this time. The company continues to drive food safety culture within the organization and with its suppliers. The Internal Food Safety Dashboard is updated monthly.

**Customer Health & Safety, pg. 51-52**

**FB-FR-250a.2 (3)**  
Percentage of units recalled that are private-label products  
Quantitative  
Percentage (%)  
Unavailable  
UNFI is unable to provide information on private-label product recalls at this time. The company continues to drive food safety culture within the organization and with its suppliers. It conducts on-site visits to assess food safety compliance at individual supplier locations, where possible, relies heavily on proper labeling and certifications, including Global Food Safety Initiative (GFSI) and Good Manufacturing Practices (GMP), and monitors regulatory requirements to help suppliers stay up to speed, including regular reviews of product recalls and the issuance of warning letters.

**Customer Health & Safety, pg. 51-52**
<table>
<thead>
<tr>
<th>TOPIC</th>
<th>CODE</th>
<th>METRIC</th>
<th>CATEGORY</th>
<th>UNIT OF MEASURE</th>
<th>DATA/RESPONSE</th>
<th>RELATED REFERENCE(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRODUCT HEALTH &amp; NUTRITION</td>
<td>FB-FR-260a.1</td>
<td>Revenue from products labeled and/or marketed to promote health and nutrition attributes</td>
<td>Quantitative</td>
<td>Reporting currency (USD)</td>
<td>Unavailable&lt;br&gt;UNFI does not have a standardized way of reporting this activity at this time.</td>
<td>Customer Health &amp; Safety, pg. 59-60</td>
</tr>
<tr>
<td>PRODUCT HEALTH &amp; NUTRITION</td>
<td>FB-FR-260a.2</td>
<td>Discussion of the process to identify and management products and ingredients related to nutritional and health concerns among consumers</td>
<td>Discussion and Analysis</td>
<td>N/A</td>
<td>UNFI follows the standards of the Codex Alimentarius (CODEX), Federal Food, Drug &amp; Cosmetic Act (FFDCA), and other relevant agencies in the development of its products and labels. For its Wild Harvest brand, it has established a list of ingredients which are not allowed in the formulation of the product to improve their nutritional quality. This ingredient list is generated from industry groups, competitors, and consumer feedback. On a quarterly basis, UNFI reviews this listing with Marketing and Product Development to ensure it remains valid, relevant, and holistic. Legacy Conventional utilizes the Consumer Brands Association’s (formerly Grocery Manufacturer’s Association) Facts-Up-Front program which was developed to convey more meaningful nutritional information to consumers with the goal of impacting their dietary choices. Across its portfolio, suppliers are Global Food Safety Initiative (GFSI) certified and our packages bear several types of certifications: USDA Organic, Non-GMO Project Verified, Gluten Free Certified, National Celiac Association, and Kosher.</td>
<td>Responsible Procurement, pg. 23-24&lt;br&gt;Customer Health &amp; Safety, pg. 51-52, 59-60</td>
</tr>
<tr>
<td>TOPIC</td>
<td>CODE</td>
<td>METRIC</td>
<td>CATEGORY</td>
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<td>DATA/RESPONSE</td>
<td>RELATED REFERENCE (S)</td>
</tr>
<tr>
<td>-------------------------------</td>
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<td>-------------------------------------------------------------------------</td>
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<td>-----------------------</td>
</tr>
</tbody>
</table>
| PRODUCT LABELING & MARKETING  | FB-FR-270a.1 | Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes | Quantitative            | Number (#)          | Unavailable
UNFI does not publicly provide this information.                         | N/A                   |
| PRODUCT LABELING & MARKETING  | FB-FR-270a.2 | Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices | Quantitative            | Reporting currency (USD) | Unavailable
UNFI does not publicly provide this information.                         | N/A                   |
| PRODUCT LABELING & MARKETING  | FB-FR-270a.3 | Revenue from products labeled as (1) containing genetically modified organisms (GMOs) | Quantitative            | Reporting currency (USD) | Unavailable
UNFI does not have information on products labeled as GMO.                 | Responsible Procurement, pg. 23-24 |
<p>| PRODUCT LABELING &amp; MARKETING  | FB-FR-270a.3 | Revenue from products labeled as (2) non-GMO                             | Quantitative            | Reporting currency (USD) | $5,647,785,388.51                                                        | Responsible Procurement, pg. 23-24 |</p>
<table>
<thead>
<tr>
<th>LABOR PRACTICES</th>
<th>FB-FR-310a.1</th>
<th>(1) Average hourly wage</th>
<th>Quantitative</th>
<th>Reporting currency (USD)</th>
<th>UNFI does not publicly disclose this information. UNFI's median employee's total compensation was $54,114.</th>
<th>Associate Safety &amp; Well-Being, pg. 49-50</th>
</tr>
</thead>
<tbody>
<tr>
<td>LABOR PRACTICES</td>
<td>FB-FR-310a.1</td>
<td>(2) Percentage of in-store and distribution center employees earning minimum wage, by region</td>
<td>Quantitative</td>
<td>Percentage (%)</td>
<td>UNFI does not publicly disclose this information.</td>
<td>Associate Safety &amp; Well-Being, pg. 49-50</td>
</tr>
<tr>
<td>LABOR PRACTICES</td>
<td>FB-FT-310a.2</td>
<td>Percentage of active workforce covered under collective bargaining agreements</td>
<td>Quantitative</td>
<td>Percentage (%)</td>
<td>39% This is down from 42% in FY20.</td>
<td>Associate Safety &amp; Well-Being, pg. 41-42</td>
</tr>
<tr>
<td>LABOR PRACTICES</td>
<td>FB-FR-310a.3</td>
<td>(1) Number of work stoppages</td>
<td>Quantitative</td>
<td>Number (#)</td>
<td>0 This is down from 2 in FY20.</td>
<td>Associate Safety &amp; Well-Being, pg. 41-42, 49-50</td>
</tr>
<tr>
<td>LABOR PRACTICES</td>
<td>FB-FR-310a.3</td>
<td>(2) Total days idle</td>
<td>Quantitative</td>
<td>Number (#)</td>
<td>0</td>
<td>Associate Safety &amp; Well-Being, pg. 41-42, 49-50</td>
</tr>
<tr>
<td>LABOR PRACTICES</td>
<td>FB-FR-310a.4</td>
<td>Total amount of monetary losses as a result of legal proceedings associated with: (1) labor law violations and (2) employment discrimination</td>
<td>Quantitative</td>
<td>Reporting currency (USD)</td>
<td>UNFI monetary losses as a result of legal proceedings associated with labor law violations and employment discrimination were not material in FY21.</td>
<td>N/A</td>
</tr>
</tbody>
</table>
### MANAGEMENT OF ENVIRONMENTAL & SOCIAL IMPACTS IN THE SUPPLY CHAIN

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>CODE</th>
<th>METRIC</th>
<th>CATEGORY</th>
<th>UNIT OF MEASURE</th>
<th>DATA/RESPONSE</th>
<th>RELATED REFERENCE (S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANAGEMENT OF ENVIRONMENTAL &amp; SOCIAL IMPACTS IN THE SUPPLY CHAIN</td>
<td>FB-FR-430a.1</td>
<td>Revenue from products third-party certified to environmental or social sustainability sourcing standard</td>
<td>Quantitative</td>
<td>Reporting currency (USD)</td>
<td>Unavailable UNFI relies on 52 third-party certifications to evaluate its environmental and social sourcing standards. Since many products may contain one or more environmental or social sustainability certifications, total revenue cannot be provided at this time.</td>
<td>Responsible Procurement, pg. 23-24</td>
</tr>
<tr>
<td>MANAGEMENT OF ENVIRONMENTAL &amp; SOCIAL IMPACTS IN THE SUPPLY CHAIN</td>
<td>FB-FR-430a.2</td>
<td>Percentage of revenue from (1) eggs that originated from a cage-free environment</td>
<td>Quantitative</td>
<td>Percentage (%)</td>
<td>Unavailable UNFI does not publicly disclose this information.</td>
<td>Responsible Procurement, pg. 23-24</td>
</tr>
<tr>
<td>MANAGEMENT OF ENVIRONMENTAL &amp; SOCIAL IMPACTS IN THE SUPPLY CHAIN</td>
<td>FB-FR-430a.2</td>
<td>Percentage of revenue from (2) pork produced without the use of gestation crates</td>
<td>Quantitative</td>
<td>Percentage (%)</td>
<td>Unavailable UNFI does not publicly disclose this information.</td>
<td>Responsible Procurement, pg. 23-24</td>
</tr>
</tbody>
</table>
MANAGEMENT OF ENVIRONMENTAL & SOCIAL IMPACTS IN THE SUPPLY CHAIN

**FB-FR-430a.3** Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare

**Discussion and Analysis**

**N/A**

**ENVIRONMENTAL COMPLIANCE**

UNFI complies with local, state, and federal regulations regarding social and environmental protection. It meets set standards and invites independent audits of its systems, when appropriate. The company recognizes that if its systems are mismanaged, such as those for ammonia systems (part of refrigeration) and stormwater management, then it could pose significant risk to people and communities.

**SUPPLIER CODE OF CONDUCT**

UNFI distributes a Supplier and Vendor Code of Conduct to its suppliers. The company’s supplier standards include ethical and legal compliance, fair labor practices, workplace safety, and social and environmental responsibility. UNFI doesn’t yet require suppliers to verify compliance, but its legal team is working on adding a reference to the Code of Conduct into standard supplier agreements.

**ANIMAL WELFARE**

All living things on this planet deserve to be treated with dignity and respect. Over the course of the past year, UNFI engaged with non-governmental industry experts and customers with progressive animal welfare policies to shape what its stance will be on the topic. While the company figures out what these policies look like, it continues to stand behind the internationally-accepted “Five Freedoms” for animals, which include: freedom from hunger and thirst; freedom from discomfort; freedom from pain, injury, and disease; freedom to express normal and natural behavior (e.g. accommodating for a chicken’s instinct to roost); and freedom from fear and distress, as laid out by American Humane.

**WATER**

We are sensitive about our water consumption and the impact that usage in our distribution centers has on local communities and the environment. We will continue to utilize non-potable water for landscape irrigation when possible, and are on the lookout for investments in water reduction technology to retrofit our facilities.

UNFI has made traction in its overall waste reduction efforts, but is in the process of fully evaluating how its packaging contributes to its waste footprint holistically. The company is at the beginning of its journey towards more responsible use and disposal of packaging materials.

**Waste Reduction**, pg. 61-62
<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>CODE</th>
<th>METRIC</th>
<th>CATEGORY</th>
<th>UNIT OF MEASURE</th>
<th>DATA/RESPONSE</th>
<th>RELATED REFERENCE (S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTIVITY</td>
<td>FB-FR-000.A</td>
<td>Number of (1) retail locations</td>
<td>Quantitative</td>
<td>Number (#)</td>
<td>74 Retail locations</td>
<td>UNFI at a Glance, pg. 5-6</td>
</tr>
<tr>
<td>ACTIVITY</td>
<td>FB-FR-000.A</td>
<td>Number of (2) distribution centers</td>
<td>Quantitative</td>
<td>Number (#)</td>
<td>57 Distribution Centers</td>
<td>A full list of properties can be found on pg. 23 of UNFI’s FY21 10-K.</td>
</tr>
<tr>
<td>ACTIVITY</td>
<td>FB-FR-000.B</td>
<td>Total area of (1) retail space</td>
<td>Quantitative</td>
<td>Square meters (m²)</td>
<td>456,246 sq. meters</td>
<td>UNFI at a Glance, pg. 5-6</td>
</tr>
<tr>
<td>ACTIVITY</td>
<td>FB-FR-000.B</td>
<td>Total area of (2) distribution centers</td>
<td>Quantitative</td>
<td>Square meters (m²)</td>
<td>57 Distribution Centers</td>
<td>UNFI at a Glance, pg. 5-6</td>
</tr>
<tr>
<td>ACTIVITY</td>
<td>FB-FR-000.C</td>
<td>Number of vehicles in commercial fleet</td>
<td>Quantitative</td>
<td>Number (#)</td>
<td>~2,000</td>
<td>UNFI at a Glance, pg. 5-6</td>
</tr>
<tr>
<td>ACTIVITY</td>
<td>FB-FR-000.D</td>
<td>Ton miles traveled</td>
<td>Quantitative</td>
<td>Ton miles</td>
<td>Unavailable UNFI is not able to report on total ton-miles at this time.</td>
<td>Energy Efficiency, pg. 53-54</td>
</tr>
</tbody>
</table>
## GRI Standards content index

<table>
<thead>
<tr>
<th>DISCLOSURE</th>
<th>DESCRIPTION</th>
<th>CROSS-REFERENCE OR COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORGANIZATIONAL PROFILE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-1</td>
<td>Name of the organization</td>
<td>UNITED NATURAL FOODS, INC.</td>
</tr>
</tbody>
</table>
| 102-2 | Activities, brands, products, and services | About UNFI, pg. 5-6 FY21 Form 10-K, pg. 1
United Natural Foods, Inc. (UNFI) is the largest publicly-traded distributor of natural, organic, specialty, produce, conventional grocery, and non-food products, and a provider of professional services to retailers in the United States and Canada. We distribute natural and conventional products to thousands of customers every year— including natural product superstores, independent retailers, conventional supermarket chains, e-commerce retailers, and more—through our various divisions and strategic business units. |
| 102-3 | Location of headquarters | 313 Iron Horse Way, Providence, RI 02908 |
| 102-4 | Location of operations | About UNFI, pg. 5-6 FY21 Form 10-K, pg. 23-25
We are a coast-to-coast distributor with customers in all fifty states as well as all ten provinces in Canada, making us a desirable partner for retailers and consumer product manufacturers. |
| 102-5 | Ownership and legal form | FY21 Form 10-K, pg. 27
Our common stock is traded on the New York Stock Exchange ("NYSE") under the symbol "UNFI." Per FY21 filings, the following entities owned >5% of the Company’s shares: BlackRock, Inc. (8,621,444); The Vanguard Group (6,051,116); Dimensional Fund Advisors LP (4,095,293); Kiltearn Partners LLP (3,734,339). |
| 102-6 | Markets served | About UNFI, pg. 5-6
Customer Health & Safety, pg. 59-60 Community Development, pg. 65-66 FY21 Form 10-K, pg. 1 |
| 102-7 | Scale of the organization | About UNFI, pg. 5-6 FY21 Form 10-K, pg. 59 |
| 102-8 | Information on employees and other workers | About UNFI, pg. 5-6
Diversity & Inclusion, pg. 45-46 FY21 Form 10-K, pg. 10 |
| 102-9 | Supply chain | Value Chain, pg. 9-10
Responsible Procurement, pg. 23-26
UNFI links 12,000+ suppliers to 3,000+ customers, delivering natural and conventional products throughout North America using its extensive network of 57 distribution centers and ~2,000 trucks and trailers. |
| 102-10 | Significant changes to the organization and its supply chain | FY21 Form 10-K |
UNFI takes a precautionary approach to support business continuity and resilience, through which it does not postpone cost-effective measures to prevent threats of serious or irreversible damage or environmental degradation. UNFI’s Business Continuity team was formed in FY21 and focused its efforts on improving the organization’s business continuity function and management systems.

During FY21, the Business Continuity team:

- Implemented threat monitoring capabilities in light of the continuous and evolving pandemic, as well as heightened social consciousness in the U.S. The team monitored over 3,500 events and distilled over 18,000 alerts into actionable and relevant emails to a broad stakeholder group of 200+ executive and senior leaders in Operations, Transportation, Occupational Safety, Security & Loss Prevention, Regional Routing, and Sales.
- Updated hurricane response guidelines to include COVID-19 planning considerations.
- Updated civil unrest and transportation security planning guidance.
- Completed a Business Impact Analysis ("BIA"), which identifies the high-level business processes that each department and site performs, key process and systems dependencies, as well as the financial and non-financial impacts when those processes cannot be performed.

As part of the BIA, the Business Continuity team met with 285 associates across 61 corporate departments, 11 distribution centers, UNFI Canada, Woodstock Farms Manufacturing, and our Cub and Shoppers businesses. Participants contributed close to 600 hours of thoughtful engagement over a 5-month period. The results of the BIA, together with industry and peer benchmarking, will be used to align and prioritize critical business processes and operational capabilities and bring needed focus to our forward-looking business continuity planning efforts.

UNFI is part of Food Loss and Waste 2030 Champions, Ceres Corporate Electric Vehicle Alliance (CEVA), Climate Collaborative, and CEO Action for Diversity & Inclusion.

UNFI is a member of Business for Social Responsibility (BSR).
### GOVERNANCE

<table>
<thead>
<tr>
<th>Disclosure</th>
<th>Description</th>
<th>Cross-Reference or Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>102-18</td>
<td>Governance structure</td>
<td>Ethics &amp; Compliance, pg. 15-18 FY21 Form 10-K, pg. 112 FY21 Schedule 14A</td>
</tr>
<tr>
<td>102-19</td>
<td>Delegating authority</td>
<td>Ethics &amp; Compliance, pg. 15-16</td>
</tr>
<tr>
<td>102-20</td>
<td>Executive-level responsibility for economic, environmental, and social topics</td>
<td>Ethics &amp; Compliance, pg. 15-18 FY21 Form 10-K, pg. 112</td>
</tr>
<tr>
<td>102-22</td>
<td>Composition of the highest governance body and its committees</td>
<td>Ethics &amp; Compliance, pg. 15-16 Diversity &amp; Inclusion, pg. 45-46 FY21 Schedule 14A, pg. 11</td>
</tr>
<tr>
<td>102-29</td>
<td>Identifying and managing economic, environmental, and social impacts</td>
<td>Ethics &amp; Compliance, pg. 15-18</td>
</tr>
<tr>
<td>102-31</td>
<td>Review of economic, environmental, and social topics</td>
<td>Ethics &amp; Compliance, pg. 15-16 FY21 Schedule 14A, pg. 12-13 Forsight of our policies and strategies addressing environmental, social and governmental matters, including sustainability, corporate social responsibility and political contributions, and is responsible for reporting to the Board on such matters at least annually.</td>
</tr>
</tbody>
</table>

### STAKEHOLDER ENGAGEMENT

<table>
<thead>
<tr>
<th>Disclosure</th>
<th>Description</th>
<th>Cross-Reference or Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>102-40</td>
<td>List of stakeholder groups</td>
<td>Ethics &amp; Compliance, pg. 17-18 ESG Strategy, pg. 7-8 UNFI’s stakeholders include our investors, associates, customers, suppliers, vendors, and communities.</td>
</tr>
<tr>
<td>102-41</td>
<td>Collective bargaining agreements</td>
<td>Associate Safety &amp; Well-Being, pg. 41-42 FY21 Form 10-K, pg. 8 As of July 31, 2021, we had approximately 28,300 full and part-time employees within continuing operations, 11,000 of whom (approximately 39%) are covered by 48 collective bargaining agreements, including agreements under renegotiation.</td>
</tr>
<tr>
<td>102-42</td>
<td>Identifying and selecting stakeholders</td>
<td>Ethics &amp; Compliance, pg. 17-18 ESG Strategy, pg. 7-8 Form 10-K, pg. 1-7</td>
</tr>
</tbody>
</table>

UNFI’s Nominating and Governance Committee formally review our annual environmental, social, and governance reporting. 

Our CEO’s total compensation was $8,403,365, our median employee’s total compensation was $54,114, and the ratio of our CEO’s total compensation to the median employee’s total compensation was 155 to 1.
A major focus of our efforts in the last year has been to take a more holistic view of our value chain, accounting for all of our stakeholders – our suppliers, vendors, associates, customers, communities, investors, and beyond. We regularly engage with our stakeholders to learn from them about what matters most and we value the direct input we received this year from our associates and investors. We encourage our vendors and customers to weigh in, too, but we haven’t yet formalized an engagement process to inform our reporting.

Our material topics include: Associate Safety & Well-Being, Climate Action, Community Development, Customer Health & Safety, Diversity & Inclusion, Energy Efficiency, Governance, Responsible Procurement, and Waste Reduction.

From FY20 to FY21, we shifted our reporting strategy from using Better for All as organizing pillars to instead organizing disclosures to orient with our value chain. In FY20, we reported on material topics, including Climate Action, Waste Reduction, Food Safety, Food Access, Safety & Wellbeing and Diversity & Inclusion, upon which we expanded in FY21. We now report on how our material topics impact Our People, Our Communities, and Our World to more clearly articulate our impacts on all stakeholders.

As part of our effort to continue improving our GHG accounting and accordance with reporting principles of The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), March 2004, we have evolved our Scope 3 accounting methodology. In future years, we will delve into even more detail, which will continue to expand the boundaries of our reporting over time.

Unless we say otherwise, the information provided in this report covers the 2021 fiscal year, which ran from August 1, 2020 through July 31, 2021.
### GRI 102 | GENERAL DISCLOSURES 2016

<table>
<thead>
<tr>
<th>DISCLOSURE</th>
<th>DESCRIPTION</th>
<th>CROSS-REFERENCE OR COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>102-51</td>
<td>Date of most recent report</td>
<td>January, 11, 2020</td>
</tr>
<tr>
<td>102-52</td>
<td>Reporting cycle</td>
<td>Annual</td>
</tr>
<tr>
<td>102-53</td>
<td>Contact point for questions regarding the report</td>
<td><a href="mailto:ESG@unfi.com">ESG@unfi.com</a></td>
</tr>
<tr>
<td>102-54</td>
<td>Claims of reporting in accordance with the GRI Standards</td>
<td>This report has informed by the GRI Standards, and does not claim to be in accordance with either the Core or Comprehensive options.</td>
</tr>
<tr>
<td>102-55</td>
<td>GRI content index</td>
<td>Included herein.</td>
</tr>
<tr>
<td>DISCLOSURE</td>
<td>DESCRIPTION</td>
<td>CROSS-REFERENCE OR COMMENT</td>
</tr>
<tr>
<td>------------</td>
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<td>---------------------------</td>
</tr>
<tr>
<td><strong>ECONOMIC PERFORMANCE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GRI 103: MANAGEMENT APPROACH 2016</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>103-1</td>
<td>Explanation of the material topic and its boundary</td>
<td>Associate Safety &amp; Well-Being, pg. 43-44, 49-50 Community Development, pg. 65-68 FY21 Form 10-K</td>
</tr>
<tr>
<td>103-2</td>
<td>The management approach and its components</td>
<td>Associate Safety &amp; Well-Being, pg. 43-44, 49-50 Community Development, pg. 65-68 FY21 Form 10-K</td>
</tr>
<tr>
<td>103-3</td>
<td>Evaluation of the management approach</td>
<td>Associate Safety &amp; Well-Being, pg. 43-44, 49-50 Community Development, pg. 65-68 FY21 Form 10-K</td>
</tr>
<tr>
<td><strong>GRI 201: ECONOMIC PERFORMANCE 2016</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>201-1</td>
<td>Direct economic value generated and distributed</td>
<td>About UNFI, pg. 5-6 Associate Safety &amp; Well-Being, pg. 43-44, 49-50 Community Development, pg. 65-68 FY21 Form 10-K</td>
</tr>
<tr>
<td>201-2</td>
<td>Financial implications and other risks and opportunities due to climate change</td>
<td>FY21 Form 10-K, Risk Factors, pg. 15-16 CDP Climate Change Disclosure (July 2021) Our annual CDP disclosure provides us valuable, real-world information that will continue to inform our decision-making on the path toward a low-carbon, sustainable, and climate-safe future, aligned with recommendations from the Task Force on Climate-related Financial Disclosures (TCFD).</td>
</tr>
<tr>
<td><strong>PROCUREMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GRI 103: MANAGEMENT APPROACH 2016</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>103-1</td>
<td>Explanation of the material topic and its boundary</td>
<td>Responsible Procurement, pg. 23-28</td>
</tr>
<tr>
<td>103-2</td>
<td>The management approach and its components</td>
<td>Responsible Procurement, pg. 23-28 Third-party certifications help us maintain the kinds of standards we wish to hold, from upholding human rights to incentivizing sustainable land management. Over the course of the past year, we engaged with non-governmental industry experts and customers with progressive animal welfare policies to shape what our stance will be.</td>
</tr>
<tr>
<td>103-3</td>
<td>Evaluation of the management approach</td>
<td>Responsible Procurement, pg. 23-28</td>
</tr>
<tr>
<td><strong>G4 FOOD PROCESSING SECTOR DISCLOSURES: PROCUREMENT/SOURCING PRACTICES 2010</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-FP1</td>
<td>Percentage of purchased volume from suppliers compliant with company’s sourcing policy</td>
<td>Ethics &amp; Compliance, pg. 15-16 Responsible Procurement, pg. 23-24 We distribute a Supplier and Vendor Code of Conduct to our suppliers covering ethical and legal compliance, fair labor practices, workplace safety, and social and environmental responsibility, but don’t yet require our suppliers to verify compliance. Our Legal team is working on adding a reference to our Code of Conduct into our standard supplier agreements.</td>
</tr>
</tbody>
</table>
### G4-FP2 Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard

We use 142 different credible standards to vet suppliers, including 52 third-party certifications to verify our products’ environmental and social standards, including Non-GMO Project, USDA Organic, Fair Trade™, Roundtable on Sustainable Palm Oil™ (RSPO), Marine Stewardship Council, and more.

### G4-FP9 Percentage and total of animals raised and/or processed, by species and breed type

We have not yet undertaken the exercise of collecting this information from our suppliers.

### G4-FP10 Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic

We are in the process of revisiting our commitments and policies regarding and animal welfare in line with evolving regulations.
### EMISSIONS

#### GRI 103: MANAGEMENT APPROACH 2016

<table>
<thead>
<tr>
<th>103-1</th>
<th>Explanation of the material topic and its boundary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Procurement, pg. 27-28</td>
<td></td>
</tr>
<tr>
<td>Climate Action, pg. 31-34</td>
<td></td>
</tr>
</tbody>
</table>

We’re reporting FY2020 emissions due to the length of our third-party verification period this year. Scope 3 reflects Category 1 (Purchased Goods & Services) and CDP Climate Change data was used for all other categories.

<table>
<thead>
<tr>
<th>103-2</th>
<th>The management approach and its components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Procurement, pg. 27-28</td>
<td></td>
</tr>
<tr>
<td>Climate Action, pg. 31-34</td>
<td></td>
</tr>
<tr>
<td>Energy Efficiency &amp; Climate Action, pg. 37-40, 53-56</td>
<td></td>
</tr>
</tbody>
</table>

Over the past year, we completed a robust analysis of our emissions reduction targets, strategy, and initiatives in primary areas, such as energy efficiency, renewable energy, climate-friendly refrigerants, and emerging zero-emission technologies throughout our fleet and facilities. We submitted our targets and anticipate they will be reviewed and validated by Science-Based Targets initiative early in 2022, giving us the green light to accelerate our action.

<table>
<thead>
<tr>
<th>103-3</th>
<th>Evaluation of the management approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate Action, pg. 31-34</td>
<td></td>
</tr>
<tr>
<td>CDP Climate Change Disclosure (July 2021)</td>
<td></td>
</tr>
</tbody>
</table>

We have an independent third party review our methodology and results against the GHG Protocol Corporate Standard. Of Scope 3 emissions, less than 1% are third-party verified. See included verification statement for additional details.

#### GRI 305: EMISSIONS 2016

<table>
<thead>
<tr>
<th>305-1</th>
<th>Direct (Scope 1) GHG emissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate Action, pg. 31-32, 53-54</td>
<td></td>
</tr>
<tr>
<td>418,361 metric tons CO2e</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>305-2</th>
<th>Energy indirect (Scope 2) GHG emissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate Action, pg. 31-32, 53-54</td>
<td></td>
</tr>
<tr>
<td>257,110 metric tons CO2e</td>
<td></td>
</tr>
</tbody>
</table>

Scope 2 figures are “market-based” rather than “location-based.”

<table>
<thead>
<tr>
<th>305-4</th>
<th>Other indirect (Scope 3) GHG emissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate Action, pg. 31-34</td>
<td></td>
</tr>
<tr>
<td>21,006,058 metric tons CO2e</td>
<td></td>
</tr>
</tbody>
</table>

We estimate that ~97% of emissions are Scope 3 emissions, with 79% coming just from upstream agriculture. These emissions, however, are notoriously difficult to calculate and only a small amount is verified by our external third-party.

<table>
<thead>
<tr>
<th>305-5</th>
<th>Reduction of GHG emissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate Action, pg. 31-34</td>
<td></td>
</tr>
<tr>
<td>3% reduction in combined Scope 1 and 2 emissions against FY19 baseline.</td>
<td></td>
</tr>
</tbody>
</table>

Despite an increase in total emissions, we’re proud of this reduction, which resulted from concerted efficiency efforts and investments in our operations.
### Waste

**GRI 306: Waste 2020**

<table>
<thead>
<tr>
<th>Disclosure</th>
<th>Description</th>
<th>Cross-Reference or Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>306-3</td>
<td>Waste generated</td>
<td>49,020 metric tons of waste generated. 17,684 metric tons of food waste was created (~36%)</td>
</tr>
<tr>
<td>306-4</td>
<td>Waste diverted from disposal</td>
<td>23,693 metric tons of waste was diverted from landfill, for a total diversion rate of 48% 14,822 tons: of waste recycled 8,870 metric tons of food waste was diverted/rescued, inclusive of donations, animal feed, compost, industrial and rendering programs.</td>
</tr>
<tr>
<td>306-5</td>
<td>Waste directed to disposal</td>
<td>25,327 metric tons of waste was sent to landfill, including 8,813 tons of food waste.</td>
</tr>
</tbody>
</table>

**GRI 103: Management Approach 2016**

<table>
<thead>
<tr>
<th>103-1</th>
<th>Explanation of the material topic and its boundary</th>
<th>Waste Reduction, pg. 61-64</th>
</tr>
</thead>
<tbody>
<tr>
<td>103-2</td>
<td>The management approach and its components</td>
<td>Waste Reduction, pg. 61-64</td>
</tr>
<tr>
<td>103-3</td>
<td>Evaluation of the management approach</td>
<td>Waste Reduction, pg. 61-64</td>
</tr>
</tbody>
</table>

We could not complete our intended food waste audits during FY21 due to the ongoing pandemic.

During FY21, our internal waste audit team identified a number of issues that affected UNFI’s waste reporting, including that a) vendor agreements and receipts had classification errors and missing data, b) there were issues in how estimates were calculated, and c) there were inconsistencies in how distribution centers and haulers were tracking waste data. UNFI has since switched to new vendors, has a new method of spot checking data on a more regular basis, and now monitors data from haulers at the corporate level. These changes were in place for approximately the last six months of FY21.
We measure our safety performance through a series of both leading and lagging indicators, which provides us with a holistic look at our safety program and gives us the ability to make necessary adjustments more quickly to improve performance.

### Lagging Indicators:
- OSHA Recordable Incident Rate
- DART Rate (Injuries resulting in Days Away, Restricted or Transferred)
- Preventable Accidents per million miles
- DOT Hours of Service Compliance
- Worker’s compensation claims (quantity and incurred costs)

### Leading Indicators:
- RSME (Risk Safety Management Evaluation) audit scores (internal audits)
- Periodic Self-Audit completion rates and scores
- Safety Training completion rates
- Focused Safety Audit completion rate (current focuses include Powered Industrial Trucks and Ergonomics/Safe Lifting)
- CAM (safety observation) completion rate
- Near-Miss Incident reporting rate
- CAPA (Corrective Action/Preventive Action) completion rate
- Preventive Maintenance program compliance
- Safety surveys
### GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018

<table>
<thead>
<tr>
<th>Disclosure</th>
<th>Description</th>
<th>Cross-Reference or Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>403-1</td>
<td>Occupational health and safety management system</td>
<td></td>
</tr>
</tbody>
</table>

The success of our safety programs is built on the foundation of effective governance and management systems, thorough training, clear communications, and frequent audits – both internal and external. We are proud of our safety record, high safety ratings, and awards, but we will always strive to improve our protocols at every turn and continuously strive for zero accidents and injuries in our workplace – going well beyond what’s legally required of us.

<table>
<thead>
<tr>
<th>Disclosure</th>
<th>Description</th>
<th>Cross-Reference or Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>403-2</td>
<td>Hazard identification, risk assessment, and incident investigation</td>
<td></td>
</tr>
</tbody>
</table>

Associate Safety & Well-Being, pg. 41-42

<table>
<thead>
<tr>
<th>Disclosure</th>
<th>Description</th>
<th>Cross-Reference or Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>403-5</td>
<td>Worker training on occupational health and safety</td>
<td></td>
</tr>
</tbody>
</table>

Associate Safety & Well-Being, pg. 41-42

<table>
<thead>
<tr>
<th>Disclosure</th>
<th>Description</th>
<th>Cross-Reference or Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>403-8</td>
<td>Workers covered by an occupational health and safety management system</td>
<td></td>
</tr>
</tbody>
</table>

Associate Safety & Well-Being, pg. 41-42

<table>
<thead>
<tr>
<th>Disclosure</th>
<th>Description</th>
<th>Cross-Reference or Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>403-9</td>
<td>Work-related injuries</td>
<td></td>
</tr>
</tbody>
</table>

Associate Safety & Well-Being, pg. 41-42

### GRI 404: TRAINING AND EDUCATION 2016

<table>
<thead>
<tr>
<th>Disclosure</th>
<th>Description</th>
<th>Cross-Reference or Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>404-1</td>
<td>Average hours of training per year per employee</td>
<td></td>
</tr>
</tbody>
</table>

Associate Safety & Well-Being, pg. 49-50

<table>
<thead>
<tr>
<th>Disclosure</th>
<th>Description</th>
<th>Cross-Reference or Comment</th>
</tr>
</thead>
</table>
| 404-2 | Programs for upgrading employee skills and transition assistance programs | All associates have access to our dynamic BetterU career development platform, which leverages best practices in adult-learning science and the latest research to ensure our programs deliver timely and relevant tools and skills. The platform now houses our learning content on D&I, safety, harassment, and more, and facilitates quarterly performance check-ins with a place to document and review development goals.

Associate Safety & Well-Being, pg. 49-50
## DIVERSITY AND EQUAL OPPORTUNITY

### GRI 103: MANAGEMENT APPROACH 2016

**103-1** Explanation of the material topic and its boundary

Diversity & Inclusion, pg. 45-48

Diversity metrics and goals do not currently include retail associates.

**103-2** The management approach and its components

Diversity & Inclusion, pg. 45-48

**103-3** Evaluation of the management approach

Diversity & Inclusion, pg. 45-48

### GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016

**405-1** Diversity of governance bodies and employees

Diversity & Inclusion, pg. 45-46

## LOCAL COMMUNITIES

### GRI 103: MANAGEMENT APPROACH 2016

**103-1** Explanation of the material topic and its boundary

Community Development, pg. 29-30, 65-68

**103-2** The management approach and its components

Community Development, pg. 29-30, 65-68

Our UNFI Foundation and food access programs are two of the many ways we donate to our partners, which enable us to increase our community support in regions across North America.

## G4 FOOD PROCESSING SECTOR DISCLOSURES: HEALTHY & AFFORDABLE FOOD 2010

**G4-DMA** Healthy & affordable food

Community Development, pg. 29-30, 65-66

The UNFI Foundation supports nonprofits across the U.S. that are addressing pressing challenges in our food system. Our annual giving allows us to extend our reach beyond our direct business operations and support the people doing the best work in soil health, climate-smart agriculture, and innovations in food security.

We also view our expansion into conventional food stores as a major contribution to our food access efforts and ambition to make high-quality, nutritious food more available and affordable.

**413-1** Operations with local community engagement, impact assessments, and development programs

Helping Hands are our grassroots associate committees that drive philanthropic work and facilitate all of our community development opportunities on a local level.
## GRI 103: MANAGEMENT APPROACH 2016

<table>
<thead>
<tr>
<th>103-1</th>
<th>Explanation of the material topic and its boundary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><em>We expanded our operational control boundary for our food safety reporting to account for our franchisee stores, including our Cub locations. We set the food safety standard for these stores and they follow the same EcoLab audit program.</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>103-2</th>
<th>The management approach and its components</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><em>We continue to improve our food safety practices, and have the certifications and audit scores to show for it. We pursue leading certifications, including Good Distribution Practices (GDP) and Safe Quality Food (SQF) at all distribution centers, which showcase our sites’ commitment to a culture of food safety and operational excellence in food safety management.</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>103-3</th>
<th>Evaluation of the management approach</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><em>Customer Health &amp; Safety, pg. 51-52</em></td>
</tr>
</tbody>
</table>

## GRI 416: CUSTOMER HEALTH AND SAFETY 2016

<table>
<thead>
<tr>
<th>416-1</th>
<th>Assessment of the health and safety impacts of product and service categories</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><em>Customer Health &amp; Safety, pg. 51-52</em></td>
</tr>
</tbody>
</table>

### DISCLOSURE

**G4-FPS**

- Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards
- 77% of distribution centers are SQF-certified
- 72% of stores received “Green” EcoLab audit ratings

**Customer Health & Safety, pg. 51-52**

- We expanded our operational control boundary for our food safety reporting to account for our franchisee stores, including our Cub locations. We set the food safety standard for these stores and they follow the same EcoLab audit program.

- We continue to improve our food safety practices, and have the certifications and audit scores to show for it. We pursue leading certifications, including Good Distribution Practices (GDP) and Safe Quality Food (SQF) at all distribution centers, which showcase our sites’ commitment to a culture of food safety and operational excellence in food safety management.
Statement of Verification

Introduction
Stantec Consulting Ltd. (Stantec) was contracted by United Natural Foods Inc. (UNFI) to conduct an independent third-party verification of greenhouse gas (GHG) assertions for their facilities located in the USA and Canada.

In this work, UNFI was responsible for the collection of activity data used in the calculations, data management, and quality assurance and control. In addition, UNFI retained Schneider Electric to assist with activity data management, quality assurance and control, and completion of the GHG calculations. Stantec was responsible for completing the verification to a limited level of assurance and concluding as to whether the GHG data assertions are presented fairly and in accordance with the verification criteria. Stantec is accredited with the American National Standards Institute (ANSI), a member of the International Accreditation Forum (IAF), in accordance with ISO 14066 (Accreditation ID #0805 issued to Stantec Consulting Ltd. for greenhouse gas (GHG) verification and validation).

Intended User
The results of the verification will be used by UNFI for internal and external sustainability reporting and for reporting to CDP. The users of this statement are UNFI, shareholders, and the public.

Verification Objective
The objective of the verification was to assess whether the GHG assertions (as presented in Table 1) for UNFI’s fiscal year 2020 operations (August 1, 2019 through July 31, 2020) are accurately prepared in accordance with appropriate criteria.

Verification Boundaries
For the purpose of setting inventory organizational boundaries, UNFI is utilizing the Operational Control Approach. These boundaries include facilities where UNFI has, at least, a controlling interest from an operational perspective or, at best, the facility is owned entirely by UNFI. In cases where UNFI has operational control but does not wholly own facilities, those facilities are included in the inventory. Facilities included in UNFI’s boundary include:

- Distribution Centers
- Retail/Outlet Stores
- Food Processing/Manufacturing
- Offices

The GHG assertions are in three scopes:

- Scope 1 – direct emission sources
- Scope 2 – indirect heat and electricity emission sources
- Scope 3 – Upstream fuel and energy

The GHG species included in the verification are carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), HFCs and HCFCs.

Reporting Period
The verification was conducted for the 2020 fiscal year period of August 1, 2019 to July 31, 2020.
2020 VERIFICATION STATEMENT – UNITED NATURAL FOODS INC.

GHG Assertion
The GHG assertion is presented in Table 1.

Table 1. UNFI USA and Canada Operational Boundary - 2020 GHG Assertion

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Assertion Market-based</th>
<th>Assertion Location-based</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Scope 1 - GHG Emissions</td>
<td>418,361</td>
<td>418,361</td>
<td>tonnes CO₂e</td>
</tr>
<tr>
<td>Scope 1 GHG Emissions:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diesel</td>
<td>260,310</td>
<td>260,310</td>
<td>tonnes CO₂e</td>
</tr>
<tr>
<td>Scope 1 GHG Emissions:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diesel – Stationary</td>
<td>170</td>
<td>170</td>
<td>tonnes CO₂e</td>
</tr>
<tr>
<td>Scope 1 GHG Emissions:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compressed Natural Gas</td>
<td>8</td>
<td>8</td>
<td>tonnes CO₂e</td>
</tr>
<tr>
<td>Scope 1 GHG Emissions:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gasoline (Petrol)</td>
<td>129</td>
<td>129</td>
<td>tonnes CO₂e</td>
</tr>
<tr>
<td>Scope 1 GHG Emissions:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refrigerants</td>
<td>130,116</td>
<td>130,116</td>
<td>tonnes CO₂e</td>
</tr>
<tr>
<td>Scope 1 GHG Emissions:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Natural Gas</td>
<td>37,462</td>
<td>37,462</td>
<td>tonnes CO₂e</td>
</tr>
<tr>
<td>Scope 1 GHG Emissions:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Propane</td>
<td>157</td>
<td>157</td>
<td>tonnes CO₂e</td>
</tr>
<tr>
<td>Total Scope 2 - GHG Emissions</td>
<td>257,110</td>
<td>251,058</td>
<td>tonnes CO₂e</td>
</tr>
<tr>
<td>Scope 2 GHG Emissions:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electric Power</td>
<td>257,491</td>
<td>251,058</td>
<td>tonnes CO₂e</td>
</tr>
<tr>
<td>Scope 2 GHG Emissions:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Power</td>
<td>-130</td>
<td>-</td>
<td>tonnes CO₂e</td>
</tr>
<tr>
<td>Total Scope 3 - GHG Emissions</td>
<td>107,210</td>
<td>107,210</td>
<td>tonnes CO₂e</td>
</tr>
<tr>
<td>Scope 3 - Upstream fuel and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>energy</td>
<td>107,210</td>
<td>107,210</td>
<td>tonnes CO₂e</td>
</tr>
<tr>
<td>Total GHG Emissions</td>
<td>782,681</td>
<td>776,629</td>
<td>tonnes CO₂e</td>
</tr>
</tbody>
</table>

Verification Criteria
Stantec has conducted sufficient and appropriate procedures to express a limited level of assurance opinion as to whether the GHG assertions for 2020 as quantified by UNFI satisfy the requirements of the following criteria:

- ISO 14064 Greenhouses Gases – Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals, 2006;
- WRI/WBCSD, Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard;
- WRI/WBCSD, GHG Protocol Scope 2 Guidance: An Amendment to the GHG Corporate Standard, January 2015; and
- CDP Guidance for the 2020 reporting year (CDP Guidance).
some gratitude

Pulling together our annual Better for All reports is no easy feat. Over 40 people from across the organization helped out. They shared updates, participated in interviews, collected and verified data, crosschecked primary sources, gave us feedback, and so much more.

UNFI sends special thanks to our reporting partners.

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CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

Statements in this report that are not historical facts are “forward-looking statements” that involve risks and uncertainties and are based on current expectations and management estimates; actual results may differ materially. Examples of these statements include, but are not limited to, statements regarding our long-term ESG goals and plans for various ESG initiatives. In some cases, you can identify these statements by forward-looking words such as “anticipate,” “believe,” “could,” “estimate,” “expect,” “intend,” “may,” “plan,” “seek,” “should,” “will,” and “would,” or similar words. The risks and uncertainties which could impact these statements are described in the Company’s filings under the Securities Exchange Act of 1934, as amended, including its annual report on Form 10-K for the year ended July 31, 2021 filed with the Securities and Exchange Commission (the “SEC”) on September 28, 2021 and other filings the Company makes with the SEC, and include, but are not limited to, the impact and duration of the COVID-19 pandemic; labor and other workforce shortages and challenges; our dependence on principal customers; the addition or loss of significant customers or material changes to our relationships with these customers; our sensitivity to general economic conditions including changes in disposable income levels and consumer spending trends; the relatively low margins of our business, which are sensitive to inflationary and deflationary pressures; our ability to realize anticipated benefits of our acquisitions and strategic initiatives, including our acquisition of Supervalu; our ability to timely and successfully deploy our warehouse management system throughout our distribution centers and our transportation management system across the Company and to achieve efficiencies and cost savings from these efforts; our ability to continue to grow sales, including of our higher margin natural and organic foods and non-food products, and to manage that growth; increased competition in our industry, including as a result of continuing consolidation of retailers and the growth of chains; union-organizing activities that could cause labor relations difficulties and increased costs; our ability to operate, and rely on third parties to operate reliable and secure technology systems; moderated supplier promotional activity, including decreased forward buying opportunities; the potential for disruptions in our supply chain or our distribution capabilities by circumstances beyond our control, including a health epidemic; the potential for additional asset impairment charges; the risk of interruption of supplies due to lack of long-term contracts, severe weather, work stoppages or otherwise; our ability to maintain food quality and safety; volatility in fuel costs; volatility in foreign exchange rates; and our ability to identify and successfully complete asset or business acquisitions. Any forward-looking statements are made pursuant to the Private Securities Litigation Reform Act of 1995 and, as such, speak only as of the date made. You should not place undue reliance on any forward-looking statements.