



ESG

CORPORATE SUSTAINABILITY REPORT

2021

This Corporate Sustainability Report (CSR) covers the activities of Lancaster Colony for the fiscal year ending June 30, (FY20) unless otherwise noted. It responds to stakeholder interest in how material environmental, social, and governance factors affect our operations and how we, in response, develop sustainable business practices and mitigate risk.

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** The goals, targets, and projects described in this report are aspirational and forward-looking in some cases. As such, results may vary significantly and no guarantees are made that disclosed data is inerrant. Numbers and percentages in this report are estimates or approximations and may be based on assumptions.*

About this Report

This data is based on, and is subject to, assumptions and standards of measurement that may continue to be developed and refined in the future. This report is not a guarantee or promise of future results.

Forward Looking Statements

This report contains various “forward-looking statements” that involve substantial risks and uncertainties. Such statements can be identified by the use of the forward-looking words “anticipate,” “estimate,” “project,” “believe,” “intend,” “plan,” “expect,” “hope,” “indicated” or similar words. These statements discuss future expectations; contain projections regarding future developments, operations or financial conditions; or state other forward-looking information. Such statements are based upon assumptions and assessments made by us in light of our experience and perception of historical trends, current conditions, expected future developments; and other factors we believe to be appropriate. These forward-looking statements involve various important risks, uncertainties and other factors, many of which are beyond our control and could be amplified by the COVID-19 pandemic, which could cause our actual results to differ materially from those expressed in the forward-looking statements.

Some of the key factors that could cause actual results to differ materially from those expressed in the forward-looking statements include: significant shifts in consumer demand and disruptions to our employees, communities, customers, supply chains, operations, and production processes resulting from COVID-19 and other epidemics, pandemics or similar widespread public health concerns and disease outbreaks; fluctuations in the cost and availability of ingredients and packaging; dependence on contract manufacturers, distributors and freight transporters; adequate supply of labor for our manufacturing facilities; efficiencies in plant operations; cyber-security incidents, information technology disruptions, and data breaches; stability of labor relations; adverse changes in freight, energy or other costs of producing, distributing or transporting our products; changes in demand for our products, which may result from loss of brand reputation or customer goodwill; the success and cost of new product development efforts; the extent to which recent and future business acquisitions are completed and acceptably integrated; the impact of any regulatory matters affecting our food business, including any required labeling changes and their impact on consumer demand; the outcome of any litigation or arbitration; risks related to other factors described under “Risk Factors” in other reports and statements filed by us with the Securities and Exchange Commission, including without limitation our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q (available at www.sec.gov)

Forward-looking statements speak only as of the date they are made, and we undertake no obligation to update such forward-looking statements, except as required by law. Management believes these forward-looking statements to be reasonable; however, you should not place undue reliance on such statements that are based on current expectations.



Message from Dave Ciesinski, President and CEO

Dear Investors, Customers, Suppliers, Employees, and other Lancaster Colony Stakeholders:

While we at Lancaster Colony and T. Marzetti Company have long worked from the principles and practices of sustainability, I am honored and excited to provide our Company's first formal summary on Environmental, Social, and Governance (ESG) matters.

Our mission is to be **The Better Food Company**: Better people, who make better food products in a better corporate culture, and who work in unison to make the world a little bit better every day.

Better People

Our people are at the core of what drives our mission to be **The Better Food Company**. Their health, safety, and welfare have been our primary focus throughout the pandemic, and I have been continually impressed by their dignity, courage, and grace during this challenging time. We have a highly engaged workforce and place great importance on communication, training, and education as detailed in this report. I am also pleased to share with you in this CSR the diversity and inclusion advances we have made as we continue to promote dignity and respect for all.

Better Products

In support of our consumers' health, wellness, and changing dietary needs, we see healthy and nutritious products as an important part of our product offerings. Our commitment to be **The Better Food Company** inspires our offering of many **Better-for-You (BFY)** products. Those include our Marzetti Simply 60® line of preservative-free and gluten-free refrigerated dressings with 60 calories per serving made with simple ingredients, such as buttermilk and extra virgin olive oil; our Flatout® CarbDown® flatbread wraps with 60 calories and flavors that include Olive Oil & Sea Salt, 5-Grain Flax, Italian Herb and Spinach; and the Angelic Bakehouse® sprouted whole grain breads and Whole Grain Sweet Potato wraps/tortillas. In the coming months, we plan to add Marzetti® Simply Plant-Based salad dressings to our **BFY** portfolio. These new dressings are vegan, dairy-free, gluten-free, and made with oat milk and veggies for a creamy texture and, like all our Marzetti refrigerated dressings, are also preservative-free. In addition, plant-based dips are scheduled to launch in spring 2022.



“ Our mission is to be *The Better Food Company* - better people driven by purpose, making better food in a better more collaborative culture, working in unison to make the world around us a little bit better every day - while fulfilling our corporate purpose To Nourish Growth With All That We Do. ”

* Plant-Based dips are currently scheduled to launch in Spring 2022.

Message from Dave Ciesinski, President and CEO

Better World

Our quest to grow operationally and simultaneously better understand and mitigate environmental impacts is ongoing. We continue to identify and implement energy, water, waste, and other conservation measures to protect the environments where we do business, and recognize the continual need to operationalize internal systems and practices that increase accountability and transparency on environmental topics material to our industry. Our efforts to promote a **Better World** extend beyond the environment and directly into the hearts of the people who live in the communities where we operate. Deterring food insecurity, encouraging quality education for young people, and supporting those with cancer are examples of the actions we pursue in support of this goal. **We believe that the world is better only when we do the things for others that make it so.**

ACCELERATE
BASE
GROWTH

SIMPLIFY
SUPPLY
CHAIN

COMPLEMENT,
GROW
CORE

As part of our growth strategy, we have established three imperative strategies:

- Accelerating our base business growth
- Simplifying our supply chain to reduce costs and grow margins
- Identifying and executing complementary M&A to grow our core.

We believe that concern for people and our planet is intertwined with profitability, and maintaining an integrated approach is critical to achieving sustainable performance.

We also believe strongly in being a purpose-led organization, and our leadership team continually reinforces our Company's purpose: **To Nourish Growth With All that We Do.** This growth will result in better people, better products, and a better world.

From a financial and social perspective, we must all work to sustain and ensure lasting prosperity, as there is no greater investment we can make for our shared future. I humbly thank you for your trust in and support of Lancaster Colony.

Sincerely,



David Alan Ciesinski
President and Chief Executive Officer

December 17, 2021





COMPANY PROFILE

Business Segments
Production Facilities
Governance
Ethics
Stakeholders
Materiality
Sustainability Approach
Measurement
Precautionary Principle
Affiliations and Memberships
Data Privacy
Recognized External Protocols

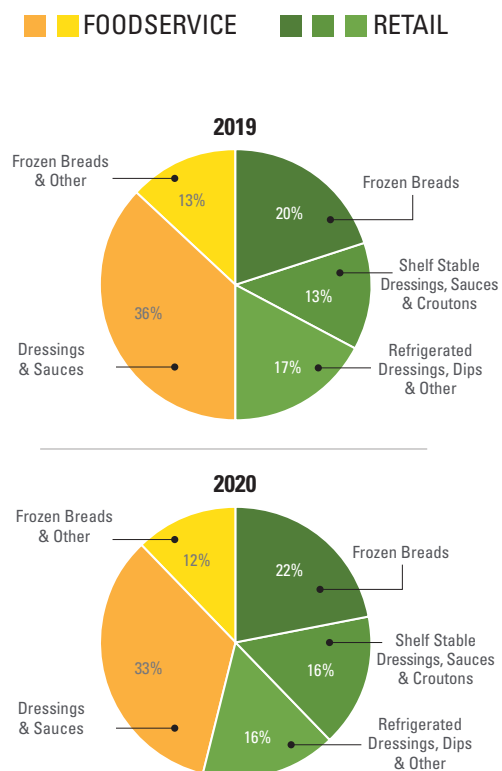


Company Profile

GENERAL

Lancaster Colony Corporation ("Lancaster Colony", "LANC", "Company" or "We") an Ohio corporation, is a manufacturer and marketer of specialty food products for the retail and foodservice channels. Our brands include Marzetti®, New York BRAND Bakery® and Sister Schubert's®. Our principal executive offices are located at 380 Polaris Parkway, Suite 400, Westerville, OH 43082, and our telephone number is 614-224-7141.

Percent of Net Sales by Segment and Class of Products



Business Segment Descriptions and Financial Information

Our financial results are presented as two reportable segments: **Retail** and **Foodservice**. Costs that are directly attributable to either are charged directly to the appropriate segment. Costs that are deemed to be indirect, excluding corporate expenses and other unusual significant transactions, are allocated to the two reportable segments using a reasonable methodology that is consistently applied. The financial information relating to our business segments for the three most recent years ended June 30 is included in Note 10 to the consolidated financial statements, located in Part II, Item 8, of our Annual Report on Form 10-K. Please refer to our Annual Report on Form 10-K, our quarterly Form 10-Q filings, and the Company's other SEC filings for additional information specific to the Company's financial results.

You may find this information at this link:

<https://www.lancastercolony.com/investors/sec-filings-and-annual-reports/sec-filings/default.aspx>



* Values may not sum to 100% due to rounding.

Retail Segment

The majority of the products we sell in the Retail segment are sold through U.S. sales personnel, food brokers, and distributors. Refrigerated salad dressings, vegetable dips, and fruit dips can be found in grocery produce departments; flatbread products and sprouted grain bakery products are generally placed in the grocery store's specialty bakery/deli section; and salad dressings, sauces, slaw dressing and croutons are typically marketed in the shelf-stable section of the grocery store. We also manufacture and sell other shelf-stable products pursuant to brand license agreements including, Olive Garden® dressings, Buffalo Wild Wings® sauces, and Chick-fil-A® sauces.

We continue to rely upon our strong retail brands, innovation expertise, geographic and channel expansion, and customer relationships for future growth. Our category-leading retail brands, our licensing program, and commitment to new product development help drive increased consumer demand. Strategic acquisitions are also part of our future growth plans with a focus on fit and value.

Our quarterly Retail sales are affected by seasonal fluctuations, primarily in the fiscal second quarter and the Easter holiday season when sales of certain frozen retail products tend to be most pronounced. Quarterly Retail sales can also be affected by the timing of seasonal shipments of certain fruit dips between the first and second quarters. The resulting effects on working capital are not significant. We do not utilize any franchises or concessions. In addition to the owned and licensed trademarked brands, we also own and operate under innumerable other intellectual property rights, including patents, copyrights, formulas, proprietary trade secrets, technologies, know-how processes, and other unregistered rights, all of which are essential to our Retail business.



RETAIL BRANDS



* Does not include brands sold under license.

Foodservice Segment

Most of our Foodservice sales are products sold under private label to national chain restaurants. Additionally, we manufacture and sell various branded Foodservice products to distributors.

The vast majority of our products in the Foodservice segment are sold through U.S. sales personnel, food brokers, and distributors. Most of the products we sell in the Foodservice segment are custom-formulated and include salad dressings, sandwich and dipping sauces, frozen breads, and yeast rolls.

This segment's operations are not significantly affected by seasonal fluctuations. We do not utilize any franchises or concessions. We own and operate under a multitude of intellectual property rights, including patents, copyrights, formulas, proprietary trade secrets, technologies, know-how processes, and other unregistered rights, all of which are essential to our Foodservice business.

FOODSERVICE PRODUCTS

DRESSINGS, SAUCES and CROUTONS



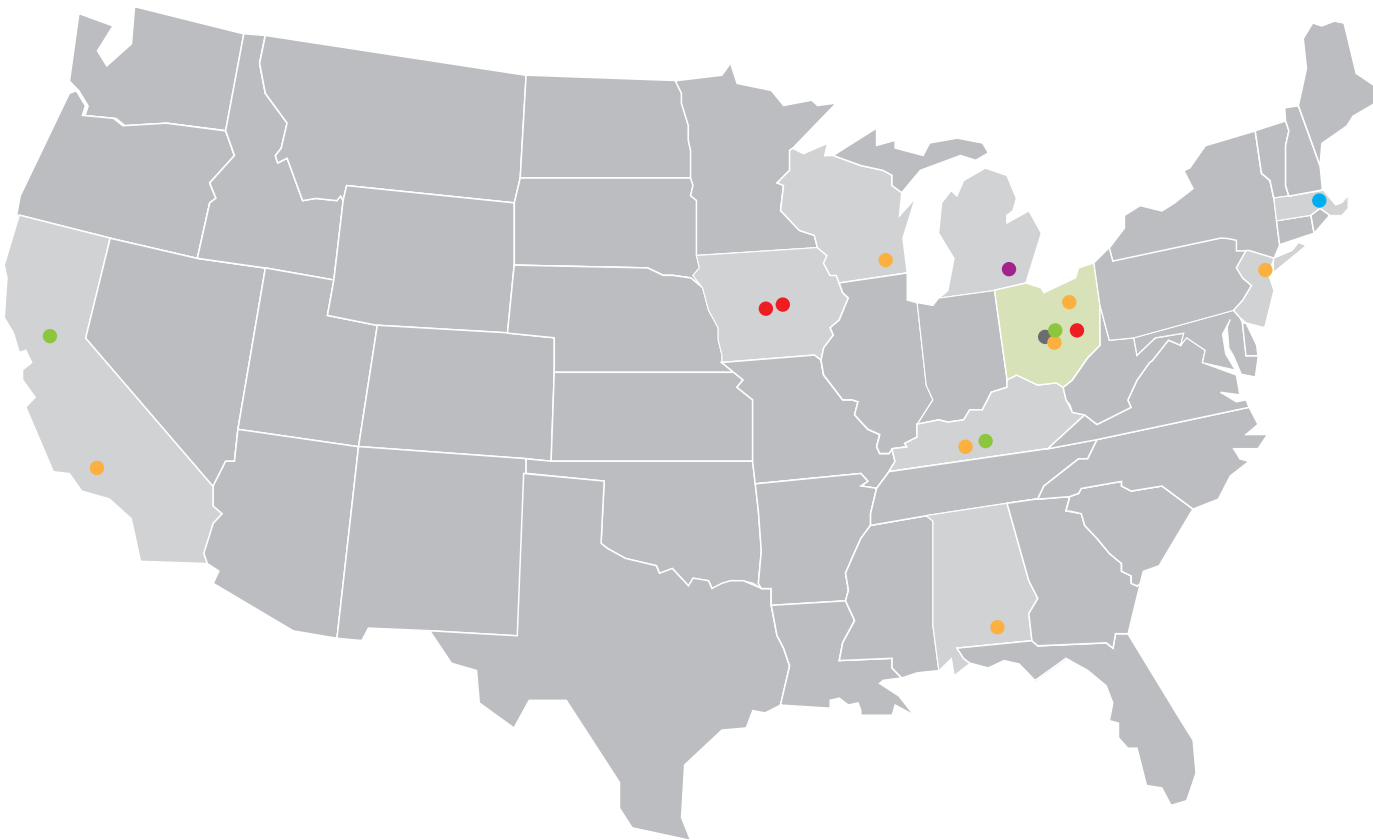
BREADS, ROLLS, FLATBREADS and WRAPS



FROZEN PRECOOKED PASTA



Production Facilities and Corporate Headquarters



PRODUCTS PRODUCED

- Dressings, Dips & Sauces
 - Breads & Rolls
 - Noodles & Pasta
 - Flatbreads
 - Croutons
 - Corporate Headquarters
-
- T. Marzetti Company Corporate Headquarters Westerville, OH
 - Marzetti Frozen Pasta Altoona, IA
 - Marzetti Frozen Pasta Clive, IA
 - Inn Maid Millersburg, OH
 - New York Frozen Foods Bedford Heights, OH
 - Angelic Bakehouse Milwaukee, WI
 - Sister Schubert's Horse Cave Horse Cave, KY
 - Sister Schubert's Luverne, AL
 - TQ Baking Vineland, NJ
 - Mamma Bella's Baldwin Park, CA
 - Chatham Village Wareham, MA
 - Flatout Flatbread Saline, MI
 - Marzetti Indianola Columbus, OH
 - Marzetti Allen Dairy Columbus, OH
 - Marzetti West Milpitas, CA
 - Marzetti Horse Cave Horse Cave, KY
 - Marzetti Quality Bakery Columbus, OH

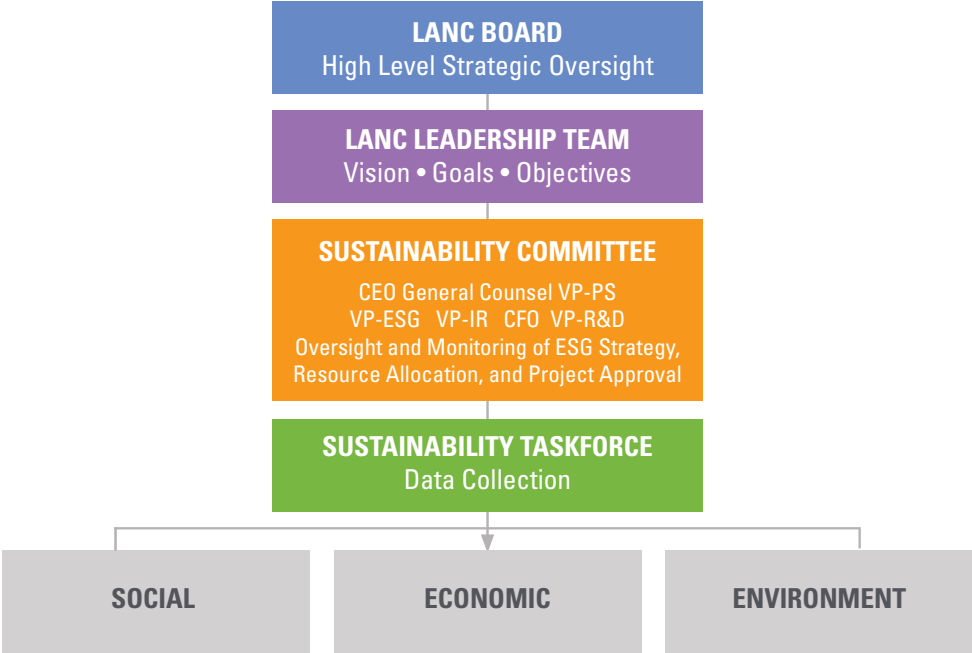


Governance

Lancaster Colony maintains a Board of Directors comprised of one (1) Chair, eight (8) independent Directors, and one (1) additional member. Board Committees include Audit, Compensation, and Nominating and Governance. Regarding diversity, Lancaster Colony's Board is comprised of eight (8) males and two (2) females. Additional information specific to Lancaster Colony's Board of Directors can be found in the Company's most recent SEC proxy filing. Currently, our Nominating and Governance Committee has oversight of ESG and Sustainability. During FY21, our Board of Directors met twice to receive updates on our ESG. These meetings included educational components and aligned with broader sustainability training provided to more than 75 of our associates. The Board continues to prioritize ESG with future meetings scheduled to support the Company's overall ESG strategy.

Our Executive Sustainability Committee is comprised of LANC senior leaders to include our company CEO, Vice President of People Services, General Counsel, Chief Financial Officer, Vice President of Investor Relations, Vice President of Research and Development, and the newly created FY21 role of ESG Vice President. The Executive Committee provides oversight and monitoring of our ESG/Sustainability strategy and approves projects emanating from three topical committees: Social, Economic, and Environmental. Atop all of these committees is the LANC Board of Directors, which provides high-level oversight of our sustainability initiatives and ESG.

LANC SUSTAINABILITY ORGANIZATION CHART





Sustainability Approach

Lancaster Colony is committed to maturing and growing our corporate sustainability performance. We understand that our Company’s future depends on enhancing our operations to account for environmental and social impacts material to our investors, customers, the communities where we operate, and our employees. Sustainable performance reflects a long-term strategic journey for our Company. At a high level, our strategy involves combining operational excellence with business strategies to yield better environmental stewardship, better benefits and care for our people, and value creation for our shareholders.

Our Commitment To Better Sustainable Performance Rests On Two Pillars:

**EXAMINE OUR OPERATIONS,
INCREASE DISCLOSURES,
and ENHANCE ACCOUNTABILITY**

- Examine our operations to understand the internal and external drivers of ESG risks and sustainable opportunities.
- Increase disclosure of ESG topics/metrics and engagement of stakeholders to understand preferred standards, frameworks, and other best practices.
- Enhance transparency to internal and external stakeholders to create accountability and continuous improvement on sustainability issues.

**MEASURE ENVIRONMENTAL IMPACTS,
CONTINUOUSLY IMPROVE HUMAN CAPITAL
PERFORMANCE, AND STRENGTHEN
GOVERNANCE PROCESSES**

- Utilize the systems and services that will allow continuous assessment of the current state of our environmental footprint for water, energy, and waste.
- Identify climate-related risks and trends, and implement mitigation strategies to include innovations across our supply chain.
- Utilize strategies and policies to enhance the safety and welfare of each employee, and create a more inclusive culture where respect, dignity, and equity are constant in peer-to-peer interactions and business decisions.

Ethics

Lancaster Colony Standards of Conduct

At Lancaster Colony, we believe that ethical and responsible actions are essential in all of our business activities. Our Standards of Conduct address challenges that affect our business, and are designed to provide employees with guidance and the resources to make ethical choices. Additional Company policies include, but are not limited to the following:

- Anti-Corruption
- Insider Trading Policy
- Code of Ethics
- Non-Harassment Policy
- Anti-Boycott Policy
- Gift Policy

The following link can be used to review additional policies and standards for conduct.

<https://www.lancastercolony.com/investors/corporate-governance/governance-documents/default.aspx>

Company employees must undergo periodic reviews of the company's policies and standards of conduct through online courses.

Stakeholders

Through discussions with investors, feedback from our customers and consumers, internal initiatives with our employees, and external assessments performed with our suppliers, Lancaster Colony utilizes a range of activities to collect and transform stakeholder input and feedback into improvement plans.

The Company routinely conducts a company-wide engagement survey of its employees to obtain valuable open feedback and a direct voice to the Company's management team. We also hold town hall meetings to keep employees informed of our progress and provide them a forum to ask questions and provide feedback.

At the heart of all strong companies are strong brands. Lancaster Colony's family of specialty food brands all take part in monthly brand tracking studies that measure the brands' health based upon feedback from nearly 600 customers. Key Performance Indicators (KPIs) such as brand awareness, brand trust, consideration, and value, are tracked not only for our brands but also for our competitors to help ensure we continue to meet and exceed consumers' expectations.



Materiality

Lancaster Colony seeks to identify critical risk and success factors through discussions with internal and external stakeholders, reviews of external protocols and benchmarks, and consultations with subject matter experts. Aspects deemed to be particularly important to sustainability goals are:

- Economic Prosperity: Profitability and innovation
- Environmental Stewardship: Water and energy
- Social Responsibility: Product offerings and supplier practices
- Governance: Executive team sponsorship and disclosure



Measurement

Lancaster Colony uses a range of key performance indicators to support its policy of setting Specific, Measurable, Attainable, Realistic, and Timely (SMART) objectives for critical sustainability aspects. Though not all-inclusive, the list below provides some examples with traceability and reference to GRI standards. The Reference Index at the end of this document contains a table that traces the aspects and indicators disclosed in this CSR to the GRI and SASB standards:



CORPORATE

- Profile: Location, Markets, Scale, etc.
- Governance: Composition, Compensation, Ethics, etc.
- Suppliers: Screenings



ECONOMIC

- Value: Profitability, Attribution to Sustainable Products
- Innovation: New Product Introductions
- Presence: Markets



ENVIRONMENTAL

- Water: Withdrawal, Sources, Intensity
- Energy: Consumption, Intensity, Reduction
- Emissions: GHG Emissions, Intensity
- Waste: Disposals, Recycling, Intensity



SOCIAL

- Product: Safety
- Communication: Labeling
- Occupational Safety: Injuries, Incident Rate
- Training: Investments, Programs, Reviews
- Diversity: Composition
- Retention: Turnover
- Human Rights: Grievances
- Anti-Corruption: Incidents

Precautionary Principle

To guide risk management, we have an Enterprise Risk Management (ERM) Committee composed of nine (9) representative leaders, including the CEO, CFO, CIO, CSCO, and General Counsel. The CFO chairs the Committee and meetings are facilitated by the Company's Internal Audit function. The Committee meets periodically throughout the year to discuss emerging risks and assess the organization's residual risk. Annually, management completes an enterprise risk assessment (ERA) survey to identify threats and critical risks to the organization's overall mission. The executive leadership evaluates the impact and reports to the Audit Committee on a quarterly basis to provide an update on key risks, mitigation strategies, and key performance indicators. Our risk management program is designed with specific risks in mind, which model our business operations and vision to be **The Better Food Company**. Examples of these risks include, but are not limited to:

- Business Transformation
- ESG
- Food Safety
- Cyber Security
- Supply Chain Disruption
- Environmental
- Regulatory Compliance
- Sourcing
- Customer Concentration
- Labor

The Committee's risk profile is subject to change at any time. As such, members monitor the economic, compliance, security, fraud, financial, reputational, operational, and competition risk environments and make adjustments accordingly.

Affiliations and Memberships

Lancaster Colony collaborates with many food manufacturing and related organizations to maintain a high degree of knowledge about local, state, and national events and issues affecting our Company.

- Ohio Manufacturers Association
- Association of Dressings and Sauces
- International Food and Beverage
- Association of National Advertisers
- American Society of Safety Professionals
- Society of Corporate Governance
- National Minority Supplier Development Council
- National Association of Corporate Directors



Data Privacy

Protecting the proliferation of data about each of us is critically important, especially as the world around us is more driven and interconnected by technology. Lancaster Colony has developed policies, notices, and training programs and maintains a Privacy Officer to ensure that the data we collect, use, and share in the course of our business is protected. You can access our Global Privacy Policy and Website Terms and Conditions at the following URL:

<https://www.lancastercolony.com/privacy-policy/default.aspx>

Recognized External Protocols

Lancaster Colony recognizes a range of sustainability standards, protocols, and initiatives, including but not necessarily limited to:



- Global Reporting Initiative (GRI)
- United Nations Global Compact / Sustainable Development Goals (UN GC/SDG)
- Sustainability Accounting Standards Board (SASB)
- Carbon Disclosure Project (CDP)
- ENERGY STAR®, WaterSense®, and other voluntary EPA initiatives
- Occupational Health and Safety Assessment Series (OHSAS) 18001
- Global Food Safety Initiative (GFSI)





REVENUE AND HEALTHY PRODUCTS

Core Performance
Sustainable Product Revenue
Innovation



Revenue and Healthy Products

Core Performance

For information regarding our core financial performance, please refer to our Annual Report on Form 10-K and other public SEC filings.

Sustainable Product Revenue

Lancaster Colony understands that ESG and financial success are often co-dependent, not mutually exclusive. With a growing world population, heightened consumer awareness, and expanding regulations, we believe that increased attention on our revenue streams’ social, environmental, and other sustainability-related attributes will better position us for continued growth and achievement.

We seek to support our consumers’ good health and well-being to promote long-lasting health and environmental benefits. We perform audits and tests throughout our supply chain to maintain and enrich product quality while also soliciting and acting upon consumer feedback about product quality — a top priority. Fostering healthier lifestyles by offering **Better-for-You (BFY)** food products with cleaner/simpler ingredients promotes sustainable health. We meet or surpass food safety and labeling standards and continue to grow our selection of **BFY** products. They include, but are not limited to, GMO-free sprouted grain breads, high-fiber flatbread wraps, and preservative-free reduced-calorie dressings. Reformulation is another approach we use to improve the nutritional value of our products. We recently reformulated our veggie dip products to reduce fat, calories, and sodium.

Revenue specifically attributed to **BFY** products represents about **13%** of our total Retail net sales. We are committed to continued innovation and offering more **BFY** products to meet consumer demand and promote health and well-being.

Innovation

Lancaster Colony reinforces its culture of innovation by maintaining a direct line of oversight to the Board’s Governance and Executive committees.

Our commitment to innovation in new product development helps position us for sustainable, long-term growth. Roughly **3%** of our total Retail sales in our most recent fiscal year were attributable to products introduced in the previous 24 months.



**Unless otherwise indicated, Company-specific data as presented above is for the fiscal year ending June 30, 2020.*



ENVIRONMENT

Policy

Water

Energy and GHG

Waste

Environment

Policy

Historically, Lancaster Colony's policy on environmental management was driven by regulatory compliance requirements. Similarly, the number and nature of incidents, violations, fees, fines, and related metrics were used as prominent indicators of environmental management performance. However, the Company's emerging sustainability policy, discussed under the Governance section, emphasizes accountability for environmental stewardship, social equity, financial prosperity, and measurement. This policy change reflects our commitment to enhanced disclosures about our environmental-related practices and performance.

Water

The conservation and sanitation of water are vital to the success and longevity of Lancaster Colony. With the momentum of the United Nations Sustainable Development Goal 6 to ensure access to clean water and sanitation, there is a recognized need to protect the world's fresh water supply. At Lancaster Colony, we believe that excessive and irresponsible water use is unacceptable and that access to clean fresh water is essential. Therefore, we perform testing, monitoring, and treatment of our wastewater discharge systems and established best management practices for all stormwater runoff from our properties. We have also proactively developed and employ procedures at our production plants to minimize water consumption and reduce wastewater generation and disposal. We aspire to practice and improve upon responsible water usage and treatment continually.

We are committed to reducing our impact on water resources and protecting the future of our water supply. We have undertaken efforts to support that objective, including:

- Ongoing testing/monitoring of our wastewater discharge and following of established procedures to reduce overall water consumption, including plant cleanup shifts.
- Elimination of non-stormwater discharges to storm sewers and implementation of industry best practices to prevent potential contamination of our stormwater discharge.

Lancaster Colony is also committed to reducing our wastewater discharge quantities and responsibly disposing of water, including discharges of processed water to local, and publicly-owned treatment works. We are not aware of any bodies of water significantly affected by our operations.

Water Withdrawal

For the fiscal year ending **June 30, 2020 (FY20)**, based on available data for our **16** manufacturing sites, the most material segment of our site portfolio, our total estimated water withdrawal from municipal sources was about **673,000** cubic meters.

Water Intensity

Our water intensity, a measure of our water withdrawal relative to our sales, was **504 cubic meters per million \$ in sales**. We are committed to responsible water use, and appreciate the need to evaluate reduction practices as part of a long-term consumption strategy.

Water Stress

In FY20, of Lancaster Colony's more than 20 manufacturing, warehousing, and office sites, one was in an area the World Resource Institute (WRI) defines as having extremely high Baseline Water Stress. More than half of the sites were in areas WRI defines as having medium-high baseline water stress, and the remaining sites were in areas WRI defines as having low baseline water stress. The chart below shows the distribution.

Baseline Water Stress	Name	State	% of Sites
1. Low (<10%)	Flatout, Inc. New York Frozen Foods T. Marzetti Company- West Sister Schubert's Homemade Rolls Marzetti Frozen Pasta (Altoona) Angelic Bakehouse	MI OH CA AL IA WI	36%
2. Medium to High (20%-40%)	T. Marzetti Company Headquarters Innovation Center Distribution Dry & Refrigerated Distribution Frozen Allen Dairy Marzetti Indianola Inn Maid Quality Bakery Chatham Village Marzetti Horse Cave Sister Schuberts - Horse Cave TQ Baking Marzetti Frozen Pasta (Clive)	OH OH OH OH OH OH OH OH MA KY KY NJ IA	59%
3. Extremely High (80%)	New York Frozen Foods - Mamma Bella	CA	5%

* We accessed four sites and obtained measurements for some but not all months defined in our boundary in calculating water data. The remaining data was derived by extrapolating the straight-line average of withdrawal from the months from which data was obtained. For one manufacturing site in which we could not access complete data, we derived withdrawal by multiplying the physical area of the site by the average withdrawal per unit area for the manufacturing sites for which we did.



Environment

Energy and GHG

Monitoring and reducing energy consumption is a growing priority. We continually replace inefficient equipment to look for opportunities to reduce energy demand. Collectively, these efforts decrease our company-wide energy consumption and reduce cost. We are committed to reducing our impact on energy resources and protecting our future energy supply. We have undertaken numerous efforts in support of this objective.

- Established ongoing programs to reduce energy consumption in all our plants by evaluating and replacing inefficient equipment (e.g., air compressors, pumps, etc.).
- Performed retrofits for fluorescent lighting in several of our production facilities and installed light sensors in many of our warehouse and storage areas to reduce energy consumption and improve working conditions.
- Installed monitoring devices to track and use driver operation/behavior data to optimize fuel economy for our small fleet of trucks. Furthermore, we have periodic meetings with our drivers to review their driving habits and incentivize them to maximize miles per gallon (MPG) and minimize fuel consumption.

Energy Consumption

For **FY20**, across our **16 manufacturing sites**, the most **material** segment of our site portfolio, our total energy consumption, defined as electricity and natural gas consumption, was **1.07 million gigajoules**, roughly **71%** of which was attributable to natural gas.

An estimated **80%** of our energy consumption was attributable to **44%** of our sites, with Horse Cave and New York Frozen Foods combining to account for approximately **45%** of consumption.

For 6 manufacturing sites for which we had ready access to high-quality data for some but not all months, we derived the remaining data by extrapolating the straight-line average of withdrawal in months for which we did.

Renewable Energy

We consumed all our electricity from various utility companies including, Mid-American Energy, American Electric Power, WE Energies, and others. In **FY20**, we began further research into developing renewable energy options, recognizing the need for enhanced understanding of our emission, and consumption related performance.

Energy Intensity

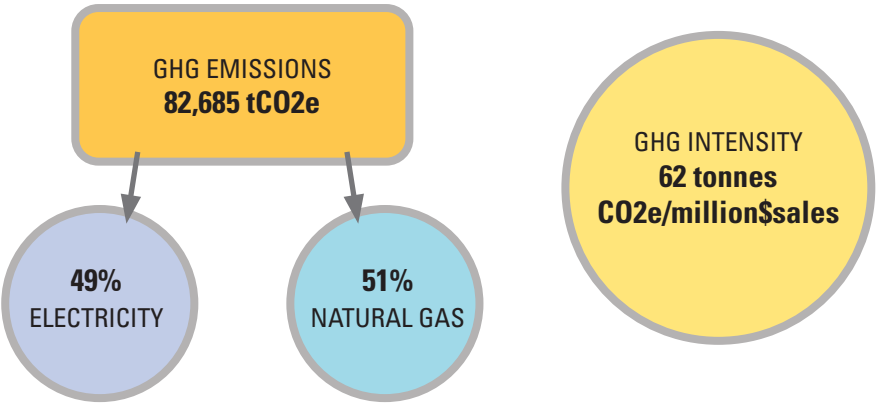
Our FY20 energy intensity, a measure of our energy consumption relative to our sales, was **799 gigajoules per million \$ sales**.

Greenhouse Gas (GHG) Emissions

For FY20, and considering the same boundary, our GHG emissions from energy consumption were **82,685 tonnes of CO2e**, roughly 49% of which was attributable to electricity. To convert energy consumption to GHG emissions, we used factors from US EPA's 2018 eGRID factor set.

GHG Intensity

Our FY20 GHG intensity, a measure of our GHG emissions relative to our sales, was **62 tonnes CO2e per million \$ sales**, again, 49% attributable to electricity.



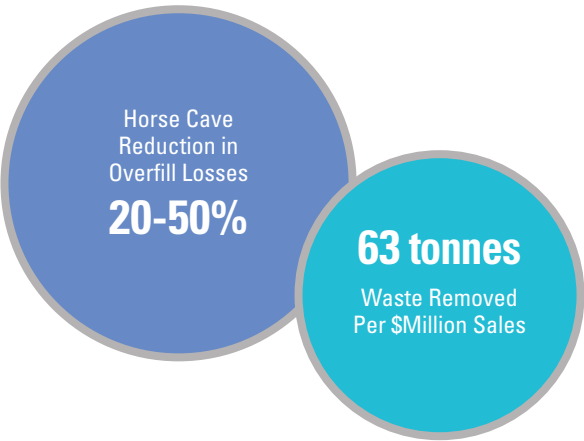


Environment

Waste

In the United Nations Development Goals, we strive to “do more and better with less” in order to reduce resource use and prevent food loss. This is accomplished by identifying and executing **Lean Six Sigma** projects and **Operational Excellence** initiatives throughout our operations. At our dressing plant in Horse Cave, KY, we reduced overfill losses **20-50%** from our baseline through investments in process controls resulting in yield improvements.

We are committed to minimizing waste and have undertaken numerous efforts to manage that objective, such as optimizing and reducing our energy consumption, water consumption and disposal, and the use of cleaning solutions by improving product sequencing and enhancing our Clean-In-Place (CIP) processes.



Waste Disposed

In **FY20**, across our referenced manufacturing sites, the most material segment of our site portfolio, our waste, defined as non-hazardous trash disposed of by landfill, was **83,909 tonnes**. Roughly 80% of this waste was attributable to roughly 33% of our sites, with Horse Cave and TQ Baking combining to account for more than 50%.

For 3 manufacturing sites for which we had ready access to high-quality trash data for some but not all months, we derived the remaining data by extrapolating the straight-line average of months for which we did. For 7 manufacturing sites for which we did not have ready access to high-quality trash data for any months, we derived data by multiplying the physical area of the site by the average trash per unit area for the manufacturing sites for which we did.

Waste Intensity

In **FY20**, our waste intensity, a measure of our trash to landfill removed relative to sales, was **63 tonnes per million \$ sales**.

Recycling

In **FY20**, a majority of our manufacturing sites engaged in substantial efforts to recycle waste for waste streams ranging from food scrap and cardboard to paper and electronic waste. Many of our warehouses, distribution centers, and commercial offices also participated in the recycling of wastes, ranging from batteries, aluminum, paper, cardboard, and glass to plastics, ink and toner cartridges, and coffee pods. In future years, we intend to disclose specific metrics on our recycled waste.



SOCIAL

Product Health and Safety
Food Safety
Product Labeling and Marketing
Occupational Health and Safety
Human Capital
Employee Engagement
Retention and Turnover
Community Engagement



Social



Product Health and Safety

In addition to recognition of the importance of health and wellness, Lancaster Colony also strives to protect consumers from harmful components. We start by conducting research when a raw material is first considered for use, which includes a focus on ingredients of emerging concern relative to emerging dietary preferences. All contents must then be reviewed and approved for use relative to both regulatory and internal quality standards.



Food Safety

While food safety is a priority when making food products, Lancaster Colony strives to go above and beyond to meet and exceed regulatory requirements. Throughout our supply chain, we perform audits and tests to ensure quality and food safety in all of the products we sell. In addition, Safety, Hazard Analysis and Risk-Based Preventive Controls, and Quality Assurance plans, along with our approach to plant and equipment design, formula reviews, are all examples of our commitment to food safety. We also utilize key performance indicators to manage food safety, including the number and extent of recalls and consumer feedback on food quality and safety.



Product Labeling and Marketing

Lancaster Colony appreciates the importance of responsibly marketing and labeling its products, both to comply with regulations and inform consumers. From our websites and media campaigns to our print advertising and product labeling, we actively engage with a variety of industry leaders in the development of our messaging. We collaborate with nationally-recognized marketing agencies, internal and outside legal counsel, as well as trade groups, such as the ANA and the Society of Consumer Affairs Professionals (SOCAP), to develop, execute and evaluate our consumer promotion activity. As digital channels evolve, we are continuously auditing these consumer touch points to ensure accuracy not only on our own properties, but on our customers' properties as well.



Social

Occupational Health and Safety

The health and safety of our employees are paramount, and we set goals to improve performance continuously. Three key elements of our approach to managing safety include:

- **Training** –We provide professional training and certification for staff and management with direct responsibility for safety functions.
- **Response** – We are committed to responding responsibly and quickly to all employee injuries and illnesses. We understand that sensitivity and speed can be critical to properly handling occurrences. Through our training and learning from past events, we are committed to responding to all future occurrences effectively and efficiently.
- **Tracking** – We continuously monitor and measure our safety performance using a variety of key performance indicators. We report results internally during monthly meetings with senior management, conduct annual health and safety program audits, and analyze data and cases for patterns, trends, and root causes to promote the ongoing improvement of our health and safety programs and performance.

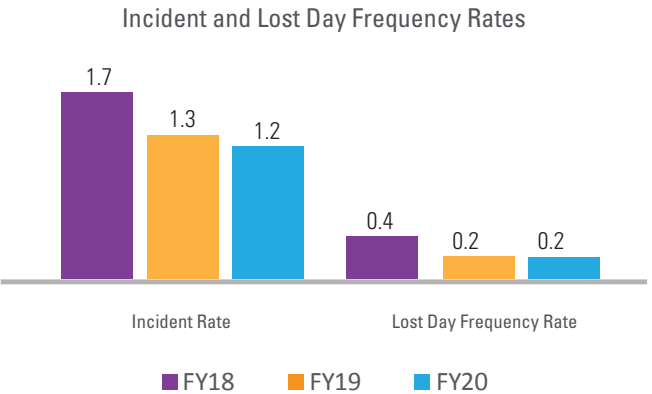


Fatalities, Incident Rate and Lost Day Frequency Rate

We experienced **no fatalities** in **FY20**. Other KPIs we rely on are incident rate and lost time frequency rate, which essentially measure the rate of occurrence and lost day impact of cases reportable to the Occupational Safety and Health Administration (OSHA). Both KPIs are normalized to 200,000 hours, reflecting the average amount of time 100 employees would work in a year, given the assumption of 2,000 hours per employee per year.

In **FY20**, our recordable case incident rate slightly decreased from **FY19** and remained below the **FY18** rate. This is mainly due to a continued strong compliance management program, ongoing rollout of the safety pillar structure in our company-specific operational excellence initiative, and expansion of our behavior-based safety (BBS) program. In **FY20**, our incident rate was **1.2**, down from **1.3** in **FY19**, continuing improvement from **1.7** in **FY18**. Our lost day frequency rate in **FY20** was **0.2**, holding to the same rate as **FY19**, which improved from **0.4** in **FY18**. Also notable, our **FY20** measures include an even broader workforce, adding the TQ Baking facility (acquired mid-year FY19) to the calculus.

The figure below displays Lancaster Colony’s incident and lost day frequency rate trends. When viewed over time, these are best-in-class numbers and reflect our continuing commitment to keeping our employees safe, healthy, and strong.





Social • Better People

Education and Training

People and food safety are two of our highest priorities. We invest in training and education relative to operational, work expectations, and leadership to ensure our ability to scale as our business continues to grow. From a functional perspective, we are committed to continuous improvement in our manufacturing plants and distribution centers. The safety of our operations team members is critical; we invest and are fully committed to **Behavior-Based Safety** at our locations.

Food safety is also paramount for our team members. We invest in ongoing annual training in multiple food safety modules as well as day-to-day behavior-based quality activities. Our black, brown, green, and white belt training programs help to ensure that our team members are trained and advancing to impact our continuous improvement processes.

We define work expectations education and training in the two categories of compliance (ethics, sexual harassment, code of conduct) and cyber security (a modular series of security topics). **Leadership development** is crucial to the growth of our business and to ensure high levels of engagement among our team members. We invest in leadership self-awareness tools, coaching, 360 feedback, and teaming for our leaders of others.

We annually conduct a **Great Place to Work** engagement survey and action plan throughout the year. We facilitate the professional well-being of our team members because our people are what drive our mission to be **The Better Food Company**. When we are all nourished, we all grow together.

LEAN SIX SIGMA BELT

12% of our operations, workforce achieved belts in 2020, roughly **doubling** the percentage from **FY19**

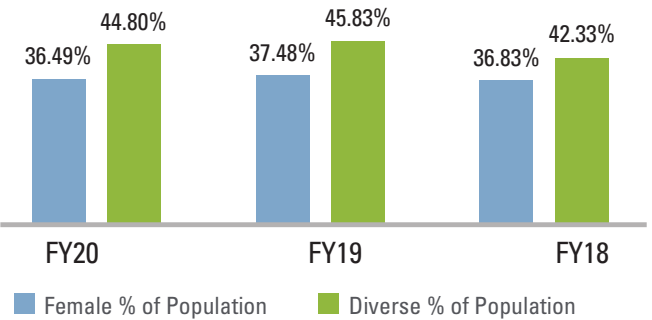
TRAINING & DEVELOPMENT

For the **2nd year** in a row, we invested more than **\$500k**, a **7%** increase over our investment in **FY18**, in the training of our entire workforce.

Diversity and Inclusion

In FY20, Lancaster Colony formally adopted a Diversity Hiring Statement, otherwise known as the Rooney Rule. This action reiterates our commitment to including highly qualified women, minorities, and other candidates with diverse backgrounds, skills, and experiences in the pool of candidates for new leadership positions. Among our many excellent hires throughout the calendar year, were two Vice Presidents from communities of color. We believe a diverse and inclusive workforce yields the possibility of better and more lasting results, and our Vice Presidents of People Services, ESG, and General Counsel double as our Diversity and Inclusion Champions, enhancing top-down accountability and results.

In **FY20**, our percentage of female employees was **36.49%**, and we will continue to strive to ensure a continuous trend toward equality. For **FY20**, the percentage of our employees who represented minority races and/or ethnicities was **44.80%**. Asian, African American, and Hispanic accounted for our largest minority groups.



LEAN SIX SIGMA BELT

12% of our operations, workforce achieved belts in 2020, roughly **doubling** the percentage from **FY19**

TRAINING & DEVELOPMENT

For the **2nd year** in a row, we invested more than **\$500k**, a **7%** increase over our investment in **FY18**, in the training of our entire workforce.



Employee Engagement

To meet our goals and continue increasing our value, we need ongoing input and feedback from our most important assets – our employees.

From town halls to announcements to surveys, Lancaster Colony relies on various forms of employee engagement to understand how to create the best place to work. In recent years, employee engagement has increased awareness of employee recognition programs, knowledge sharing, team building, promoting, and retaining talent.

In **FY20**, Lancaster Colony invited **3,083** personnel to respond to its annual employee survey, and **81%** responded, both increases from **FY19**.



75%
of respondents
think
**We are a Great
Place To Work!**

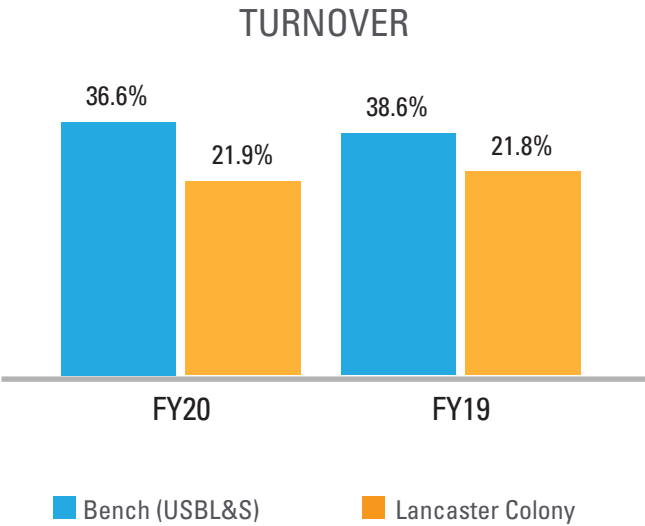
We found that **75%** of respondents think we are a great place to work and that **68%** felt positive about all questions we asked, both increases from **FY19**. The highest number of positive responses focused on workplace safety; the greatest improvement in positive responses was focused on profit sharing; and the highest number of negative responses focused on manager objectivity. All findings were vetted with the leadership team, including deep dives into the most **material** findings. The survey results were used as a springboard to conduct improvement action planning for **FY21** and beyond.



Social

Retention and Turnover

Historically, Lancaster Colony’s turnover rate has been below the external benchmark from the US Bureau of Labor Statistics: Manufacturing industry/non-durable. For **FY20**, our annual turnover rate for our hourly team members was **21.9%** versus the external bench of **36.6%**, outpacing the bench by **14.7%**. This trend is traceable to **FY19** when our turnover rate was **21.8%** compared with the external bench of **38.6%** or **16.8%** better than the external bench. Our retention rates for employees who started and ended **FY19 and FY20 with us were 82.85% and 82.27%**, respectively. This performance is driven by our commitment to do better for our employees through programs and incentives designed to enhance benefits, pay, worker safety, and overall work-life balance.





Social

Making the World a Better Place

The Lancaster Colony team recognizes we do not live in isolation. Rather, we believe in engaging with our communities to understand and support them beyond our business interests. Through organized philanthropy and employee-inspired engagement, we impact the environment around us and strive to reduce poverty and food insecurity while promoting good health and quality education for all.

Every Lancaster Colony location throughout the world is regularly donating funds and volunteering with local charitable organizations. Whether through Pelotonia, The Red Cross, or United Way, our employees are engaged and facilitate a more team-inspired approach to philanthropy and volunteerism.

Lancaster Colony also recognizes that its most valuable asset is its people. From time to time, our work colleagues fall on hard times due to illness, family, or natural disasters. We understand and support our people, whether it's through company-wide charitable activities or financial assistance.

Philanthropy

Lancaster Colony regularly contributes funds and volunteer time to many community organizations and foundations, such as the Children's Hunger Alliance, Susan G. Komen Race for the Cure, YMCA, Pelotonia and Cornerstone of Hope. Our giving is aligned with the United Nations Sustainable Development Goals. In **FY20**, We donated more than **\$428,000** in support of community causes. Because of growing pandemic-related community needs, we also donated more than **\$342,000** to local food banks and other organizations in FY20.

Employee Assistance Fund

In late 2020, we established an Employee Assistance Fund to help team members in need of financial assistance due to tragic life events, such as the death of a loved one, house fires, floods, domestic violence, or other hardships. Eligible employees can apply for a grant and potentially receive up to **\$1,500** from the Company to help with expenses related to their circumstances.

During personal hardships, we extend peer-to-peer support to each other to prevent any employee from feeling alone. Our mission to be **The Better Food Company** drives our commitment to help our family of employees in seasons of emotional and financial challenges.





REPORTING

Management Approach
Materiality
Stakeholder Engagement
Supply Chain



Reporting

Management Approach

Lancaster Colony believes in reporting broadly, deeply, transparently, and with forward-looking statements to the extent they are material, practical, and safe to disclose. The key to our approach is measurement, and we work to continually improve our data quality and stewardship.

Materiality

Material Entities/Boundaries

Of our 20+ locations, roughly **44% reflect 80%+, and 56% reflect 90%+** of our physical area and headcount. Therefore, unless otherwise specified, the disclosures in this CSR focus on the most material parts of our business, and are not considerate of co-packers and related service providers.

Defining Report Content

To prioritize the issues of most importance to our stakeholders, we hired a third-party consultant to assist us in assessing disclosure topics. Our assessment focused on identifying, prioritizing, and validating aspects from the following key sources:

- Investors
- Customers' views (e.g., client survey, etc.)
- Employees' views (e.g., employee survey, etc.)
- Lancaster Colony's sustainability strategy documents
- Feedback from key internal stakeholders
- Industry protocols (GRI, SASB, CDP, UN, etc.)
- Market research
- Regulatory drivers
- Authorities and surveys of U.S. environmental attitudes
- Findings from peer benchmarking studies
- Leadership alignment on decisions and timings of proposed pay changes

Finally, for each topic, we determined the boundary of applicability. For example, when considering [X], our boundary included [Y]

Material Aspects

The aspects Lancaster Colony has defined as material for this CSR, organized by disclosure categories and sub-categories, are as follows:

- Corporate/Reporting – Governance Structure, Privacy, Ethics, Brands/Products/Markets, Facilities/Countries, Workforce/Union, Supply Chain, Stakeholder Engagement, Privacy
- Economic – Performance, Innovation
- Environment – Energy, Water, Waste
- Social – Health and Safety, Human Capital (Training, Engagement, Diversity), Community
- Reporting – Materiality, Stakeholder Engagement

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ESG and Corporate Affairs
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Stakeholder Engagement

Groups

We have a broad swath of stakeholders, with our primary stakeholders as follows:

- Investors
- Customers
- End customers of our products
- Employees
- Suppliers
- Industry Associations
- Partners (channel sales partners, tech, content/data partners)
- Media/Press/Publishers
- Communities

Selection

From our investors and customers to our business partners and employees, we know our financial and corporate sustainability depends on establishing healthy relationships with those we serve and rely on, especially in the communities in which we work and live. We select our stakeholders through a number of processes, namely input directly from stakeholders, executives and employees, recognized industry organizations, and peer studies.

Approach

From presentations and surveys to meetings and audits, we engage our stakeholders in a myriad of ways.

Investors

Lancaster Colony engages with current and prospective investors through various platforms, including quarterly earnings releases and earnings calls, SEC filings, investor conferences, one-on-one meetings and conference calls, and our annual meeting of shareholders.

Customers

Our customer service strategy is designed for the specific needs of our distribution network. Our objective is the seamless flow of product between our production line and the customer's warehouse. After teams develop a formula, procure ingredients, produce the product within specifications and place finished goods in a distribution center, customer service takes over, in concert with transportation and distribution, to ensure that all proper steps are carefully completed.

A central part of our customer service strategy is understanding Lancaster Colony's performance across a robust set of factors and quickly addressing any potential issues. When customer service-related issues are identified, a cross-functional team of leaders works to increase the Company's responsiveness across account teams and vertical units, improve day-to-day operations and overall client satisfaction. We track our progress in key areas – people, data, technology and financial performance to measure our progress against challenges and towards better service.



Stakeholder Engagement

Employees

Lancaster Colony provides frequent written, on-line, and in-person communications to its employees, including regular e-mail blasts, an intranet site, monthly newsletters, and quarterly Town Hall meetings led by our CEO and other senior-level staff. The goal is to discuss large-scale corporate initiatives and financial information designed to keep employees informed about successes, challenges, and remedies. Staff meet with their managers and teams regularly to check-in on goals and the progress of projects.

Industry Associations

Lancaster Colony works closely with associations in the CPG, retail, and communication industries to provide additional knowledge to their members on how to improve their business results. We regularly participate in advisory roles and on committees, providing our data and commentary for association-generated reports and articles, and sponsoring and presenting at industry association events.

Partners

Lancaster Colony has developed a robust partner ecosystem with dozens of other companies in and adjacent to our industry. We meet in person, via telephone, and communicate digitally on an ongoing basis with our partners, work together on client business, and co-promote major joint initiatives through webinars, industry events, and other marketing initiatives. Partners are often included in meetings with clients and are regularly featured at the Lancaster Colony Growth Summits and other in-person and on-line events.

Media

On an ongoing basis, Lancaster Colony issues press releases and/or media alerts and works with editors and reporters on Company and executive profile stories. We also provide some of our data on an as-needed and complimentary basis to help support publications' various stories on the CPG and retail industry.

Suppliers

We initially tend to engage our suppliers during identification and screening, where we explore fit. For our larger and more strategic vendors, we continue to elicit feedback and collaborate on improvements via vendor account / relationship management. For our larger number of smaller vendors, we tend to engage more often through RFPs and/or ad-hoc question and answer platforms.

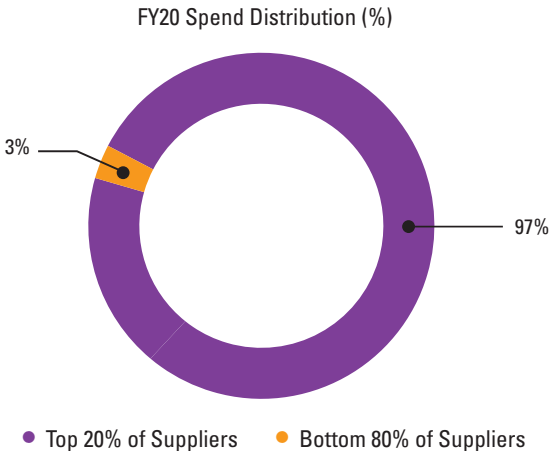




Supply Chain

Management Approach

We partner with a diverse supply base to provide us with the raw materials, components, sub-assemblies, manufacturing services, finished goods, indirect goods, and services necessary to manufacture and distribute products to our customers and channel partners. In FY20, we spent more than **\$1.07 billion** with more than **3300** suppliers. The top **20%** of our suppliers were roughly **670** in number and accounted for **97%** of our annual spend. About **99%** of all our suppliers are U.S.-based, while the other countries that a small fraction of our suppliers represent are Canada, Germany, Great Britain, Israel, and Italy. We recognize the potential for single points of failure across our supply chain and work carefully to engage and model redundancies where possible.



In pursuit of overall operational excellence, we are committed to managing supplier risk. Three key elements define our approach:

- 1. We consider risks specific to the industry and locations relative to our sourcing.
- 2. We expect suppliers to adhere to ethical business practices.
- 3. We conduct what-if modeling to optimize our logistical efficiency.

Supplier Risk by Industry and/or Location

When monitoring risks in our supply chain, we account for social and environmental risks by industry, location, and other ways that consider our operations. For instance, in monitoring exposure to price spikes, disruptions, and other risks related to water, we work to review what portion of the ingredients we source come from regions with high baseline water stress. Reliance on data to inform our perception of risks is a key aspect of our mitigation strategy.

Assessment, Audit, and/or Other Screening

We strive to have most of the suppliers that account for the top 80% of our annual spend agree to abide by principles and practices. Given the significant level of resources that would be required to perform comprehensive up-front and/or subsequent assessments or audits of sustainability across our entire supply base, we selectively target, spot check, and extrapolate a few key performance indicators using a representative portion of our supply base.

Supply Chain

Logistics

We continuously focus on improving and innovating the way we package, transport, and minimize risk and maximize efficiency in the flow of our goods and work in the physical environment. Below is a summary of supporting examples.

• Distribution Management

- We have established Operational Excellence Pillar teams.
- We leverage Warehouse Education and Resource Council (WERC) benchmarks to better understand and identify how to improve our performance and results.
- We conduct annual employee surveys for feedback and insight into our operations.
- We hold small group lunch discussions to connect and collaborate with employees.
- We offer a Market Fresh program to provide our employees an improved selection of fresh and shelf-stable food for the break room and their on-site lunch experience.

• Driver Behavior Management

- We installed on-board computers in tractors to monitor driver performance.
- We installed video surveillance in tractors to improve safety and coaching.
- We installed APU units in tractors to reduce idle time for sleeper tractors.
- We request federal EPS "Smartway" certifications for private fleet tractors.
- We installed skirting for tractors and trailers to improve fuel efficiency.
- We installed governors for tractors to control speed and improve safety.
- We established a performance pay program for driver fuel efficiency.
- We endorse EPA-certified cleaning chemicals for tractor and trailer washing.

• Technology Management

- We are implementing a centralized, enterprise-wide transportation management system to optimize carrier load and reduce out-of-route and overall miles.
- We are implementing a Macro Point command center to proactively manage equipment/personnel visibility during major weather events.

• Network/Resource Management

- We are configuring multi-temperature trailers that will enable us to place frozen, refrigerated, and ambient shipments on the same trucks.
- We support a reduced fuel cost initiative that compensates transportation partners for fuel they use at wholesale vs. retail pricing.
- We are opening regional distribution centers that will enable us to reduce overall transportation and final mile delivery costs and fuel consumption.



Reference Index - GRI Content and SASB Traceability

Statement of use: Lancaster Colony has reported the information cited in this content index for the fiscal year beginning July 1, 2019, and ending June 30, 2020 (FY20) with reference to the GRI Standards. Additionally, the content index traces disclosures to the Sustainability Accounting Standards Board (SASB) defines as potentially material to Lancaster Colony, along with corresponding examples of the metrics that can support them as key performance indicators. **(GRI 1 used: GRI 1: Foundation 2021)**

Report Section	GRI Standard	Disclosure	SASB	Page
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Energy and GHG	GRI 302: Energy 2016, GRI 305: Emissions 2016	302-1 Energy consumption, 302-3 Energy intensity, 305-1 Direct (scope 1) GHG emissions, 305-4 GHG emissions intensity	FB-PF-130a (1)	22
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Occupational Health and Safety	GRI 403: Occupational Health and Safety 2016	403-2 Hazard identification, risk assessment, and incident investigation, 403-5 Worker training on occupational health and safety, 403-9 Work-related injuries		26
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