

# BETTER FOR ALL

2024 SUSTAINABILITY REPORT



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# ABOUT THIS REPORT

The 2024 Sustainability Report for Performance Food Group Company (“we,” “our,” “us,” “the Company,” or “PFG”) serves as the principal annual sustainability disclosure. It reflects our commitment and continuous progress toward achieving our environmental, social, and governance management and performance goals. The data and insights in this report span PFG’s fiscal year 2024 — July 2, 2023, to June 29, 2024 — unless otherwise specified.

This report incorporates disclosures in alignment with recommendations from the Sustainable Accounting Standards Board (SASB) and the International Sustainability Standards Board (ISSB) International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards. In compiling this report, we collaborated with PFG’s business units and third-party entities to ensure rigorous data collection, analysis, and calculation. PFG didn’t obtain external assurance of the information and data within this report.

PFG’s 2024 Sustainability Report contains forward-looking statements based on what the Company believes to be attainable and is informed by current data and managerial insights. Actual results may vary due to various business risks, uncertainties, or assumptions that might not materialize as anticipated. PFG doesn’t undertake any obligation to update or revise any forward-looking statements in this report.

Terms such as “material” issues or “materiality” may be used throughout this report to denote topics deemed pertinent to PFG and our stakeholders, in alignment with sustainability reporting guidelines and frameworks. Issues considered material in the context of this report or about the Company’s sustainability strategies shouldn’t be construed as a characterization regarding the materiality or potential financial impact of that information for SEC reporting purposes and aren’t about the terms “material” and “materiality,” as delineated by securities laws. For additional information regarding PFG, please see the reports we file with the U.S. Securities and Exchange Commission (SEC), including our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q.



# MESSAGE FROM THE CEO



*I'm incredibly proud of our organization's progress toward fulfilling our sustainability commitments and building a better tomorrow."*

At Performance Food Group, we understand that sustainability is a journey shared by all. Our **Better for All** approach is at the core of everything we do and defines our sustainability strategy across three pillars:

- **Better for the Planet:** We're committed to responsible sourcing, sustainable practices, and the protection of natural resources.
- **Better for Our People:** We prioritize the safety, well-being, and development of our associates.
- **Better for You:** We believe in providing healthy food and ensuring equal opportunities for everyone to pursue their aspirations.

This year's Sustainability Report highlights our continued commitment to these focus areas, demonstrating how our business practices contribute to creating a better world for our customers, communities, and the planet. Our 2024 sustainability milestones reflect significant achievements across environmental sustainability and social responsibility.

Over the past four years, we've embedded sustainability into our business practices. As part of our **Better for the Planet** efforts, we've reduced power consumption intensity by almost 7%—nearly halfway to our goal—and increased our renewable energy sourcing. In addition to advancing sustainability within sourcing, we've made substantial investments in transportation technologies. Our fleet now includes six Class 8 Volvo electric trucks, one zero-emission yard tractor, and 30 solar-electric transportation refrigeration units (TRUs), underscoring our commitment to reducing emissions.

**Better for Our People** will always remain a core focus. Over the past year, we've improved safety standards, making substantial strides at critical locations. This effort led to a 12% reduction in our Recordable Case Rate (RCR), furthering our dedication to associate health and safety.

**Better for You** also drives our community efforts. Addressing food insecurity is central to our social responsibility efforts. This year, we partnered with Fit4Kids, donating more than 1,000 pounds of fresh produce to benefit more than 4,000 students across seven schools near our headquarters in Richmond, Va. Our volunteers helped students plant gardens and distribute the produce, furthering our commitment to community well-being. We plan to expand this program to 20 schools by fiscal year 2025.

It's gratifying to see our investments in technology, people, and communities yield tangible results. I'm incredibly proud of our organization's progress toward fulfilling our sustainability commitments and building **a better tomorrow**.

As we move forward, PFG remains focused on continuing to achieve our sustainability targets, leaving a lasting legacy of positive impact for our associates, customers, suppliers, and the communities we serve.

George Holm  
Chairman & CEO

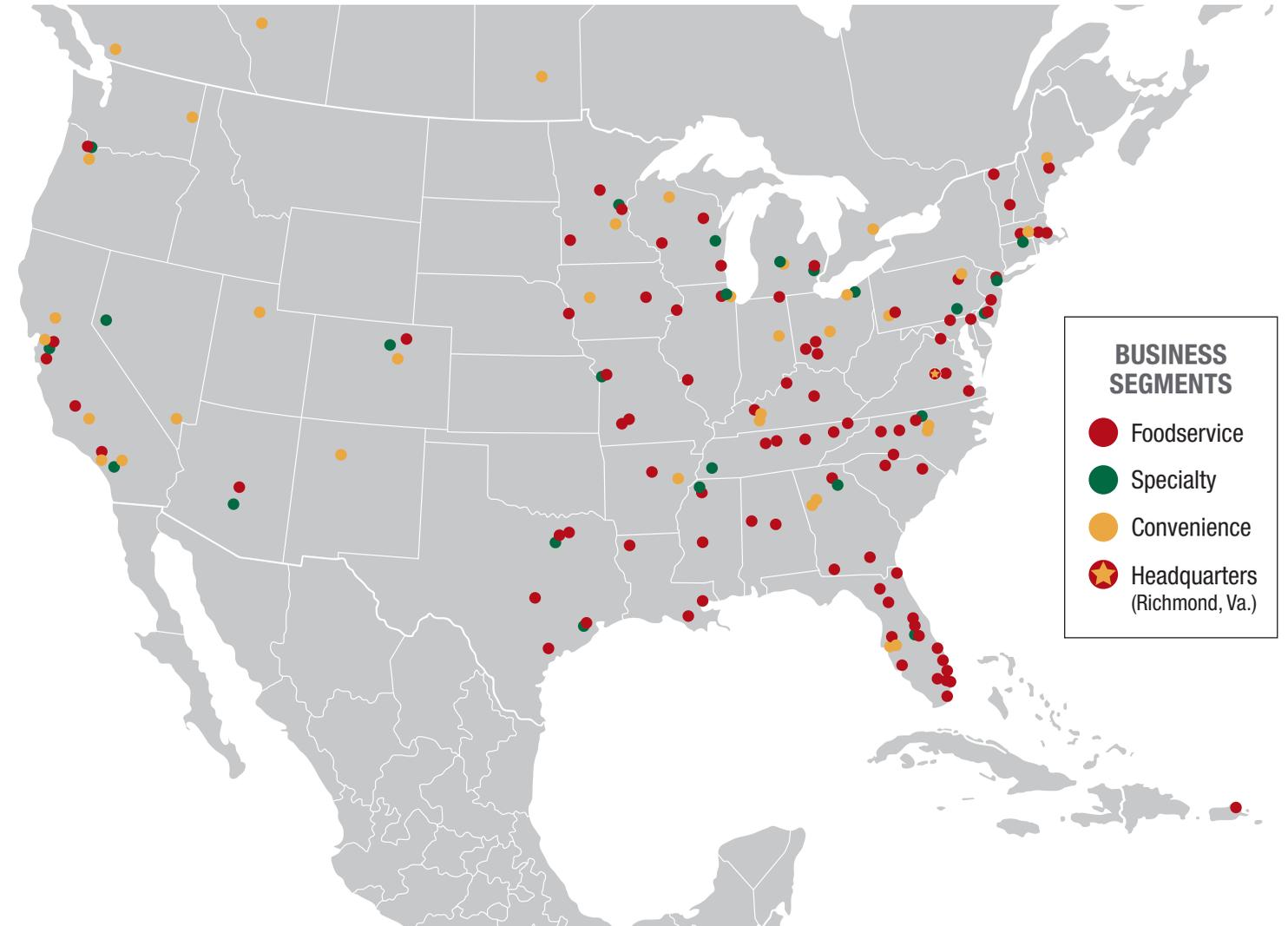
# PFG COMPANY OVERVIEW

At PFG, we strive to ensure that our communities have access to nutritious, sustainable, and high-quality products. We source our products from a variety of suppliers and serve as a vital partner by connecting them to our extensive and expanding customer network. In addition to the products we offer, we deliver value-added services that leverage our industry expertise, scale, and knowledge in areas such as product selection, procurement, menu development, and operational strategy.

PFG operates through three distinct segments:

- Foodservice:** Dedicated to providing high-quality food and food-related products, the Foodservice segment offers a diverse selection of custom-cut items, including beef, pork, poultry, and seafood, tailored to our customers' menu needs. In addition, we provide frozen foods, refrigerated products, and cleaning and kitchen supplies. This segment distributes food and food-related products to independent and chain restaurants, as well as various institutional "food-away-from-home" locations, serving both regional and national businesses and catering to many well-known family and casual dining restaurant chains.
- Specialty (formerly known as Vistar, with the name change effective as of March 2025):** As a leading national distributor, our Specialty segment provides a wide range of products, including candy, snacks, beverages, coffee, and other nonfood essentials, to vending distributors, major retailers, cinemas, and hospitality venues. Specialty also expands its national platform to serve additional channels such as concessionaires, airport gift shops, college bookstores, correctional facilities, and impulse purchase locations within various big-box retailers nationwide. Our "pick and pack" capability uses third-party carriers and Specialty's diverse SKU offerings to meet the needs of customers with smaller order sizes that our standard delivery network can't efficiently serve.
- Convenience:** As a premier wholesale distributor in the convenience retail sector, this segment provides a wide array of foodservice and consumer products, along with marketing and technology solutions, to approximately 50,000 customer locations in the U.S. and Canada. Our customers include traditional convenience stores, drugstores, mass merchants, grocery stores, and other specialty and small-format retailers that offer convenience products.

Our product sourcing is diverse, and we adopt an innovative approach to our operations. From procurement and warehousing to supply chain management, customer service, and delivery, we continually explore new ways to enhance sustainability within our systems.



 **\$58B+**  
Total Sales

 **144**  
Distribution Centers

 **5,500+**  
Suppliers

 **37,000+**  
Associates

 **250,000+**  
Products

 **300,000+**  
Customer Locations

 **7,300+**  
Vehicles

 **372M+**  
Miles Driven

# OUR BETTER FOR ALL STRATEGY

As a leading foodservice distribution company, PFG is committed to advancing sustainability, creating a positive social impact, and upholding strong governance. Our **Better for All** strategy is built around three core pillars that guide our actions across the Company:




## BETTER FOR THE PLANET

We're dedicated to being responsible stewards of the environment. This means reducing our environmental footprint by using natural resources efficiently and implementing sustainable practices across our supply chain. Our efforts include responsible sourcing and adopting innovative technologies to drive meaningful environmental outcomes.




## BETTER FOR OUR PEOPLE

Our associates are the foundation of our success. We're committed to their safety, well-being, and ongoing development. Our initiatives prioritize health, safety, and career growth, and they foster a positive work environment where our associates can thrive. Ensuring the well-being of our people is central to how we operate.




## BETTER FOR YOU

We believe that everyone deserves access to healthy, nutritious food and the opportunity to pursue their dreams. Through our focus on food quality and nutrition, we help ensure that individuals and communities are supported in leading healthier lives. We're also committed to giving back to the communities we serve, contributing to local efforts that enhance well-being and create equitable opportunities for all.

## GOVERNANCE

PFG's strong governance framework is built on integrity and ethical business practices. Governance is essential to reinforcing and enabling progress across our "Better for All" strategy. The trust and success we maintain with customers, suppliers, and communities rely on our high standards of legal compliance, accountability, and transparency. We integrate environmental, social, and governance considerations into our risk management practices to ensure our business decisions align with our sustainability commitments.

To guide our sustainability efforts, the Nominating and Corporate Governance Committee, composed entirely of independent directors, oversees PFG's sustainability strategies and programs and receives progress reports every quarter. Our C-Suite Sustainability Executive Committee, which includes our Chief Financial Officer and General Counsel, works closely with our leaders to set strategic direction and ensure alignment with our corporate vision. This committee reports directly to the Nominating and Corporate Governance Committee, ensuring that our sustainability initiatives are embedded throughout the Company.

Additionally, we have cross-functional support groups from key areas such as Operations, Supply Chain, Reporting, and Community Relations. These groups meet regularly to assess progress and refine action plans, ensuring that we stay on course to meet our objectives.

# OUR 2024 PERFORMANCE

## ENVIRONMENTAL STEWARDSHIP

GOALS	FY2024 PROGRESS
<b>BETTER FOR THE PLANET</b>	
<p><b>Greenhouse Gas (GHG) Emissions</b></p> <ul style="list-style-type: none"> <li>Reduce Scope 1 and Scope 2 GHG emissions by 30% (using a per-case metric basis) by 2034 from a 2021 base year.<sup>[1]</sup></li> <li>Evaluate and disclose Scope 3 emissions in the fiscal year 2024 Sustainability Report.</li> <li>(NEW) PFG will engage with our suppliers representing 40% of our spend (Purchased Goods Sold and Distributed to our customers) to set Scope 1 &amp; 2 emissions targets by 2034 that are in line with the Paris Agreement's 1.5 °C emissions reduction goal.</li> </ul>	<p> <b>On Track:</b> We have a 10.4% reduction in Scope 1 and 2 emissions versus our 2021 base year.</p> <p> <b>Achieved:</b> Our Scope 3 emissions are evaluated and disclosed for the first time in this report.</p> <p> <b>In Progress:</b> We'll report on progress in the fiscal year 2025 report.</p>
<p><b>Energy Efficiency</b></p> <p>Reduce power consumption intensity by 20% by 2030 against our fiscal year 2021 baseline.<sup>[2]</sup></p>	<p> <b>In Progress:</b> We have a 6.9% reduction in power consumption intensity.</p>
<p><b>Renewable Energy</b></p> <p>Secure 10% of purchased electricity from renewable sources by 2030.</p>	<p> <b>In Progress:</b> Less than 1% of purchased electricity is from renewable sources.</p>
<p><b>Responsible Sourcing</b></p> <p>Ensure at least 90% of PFG-branded beef, pork, poultry, seafood, coffee, and tea are produced with verified environmentally sustainable and socially responsible practices by 2025.</p>	<p> <b>Achieved:</b> A total of 94.5% of vendors in scope meet our criteria.</p>
<p><b>Waste Management</b></p> <p>Achieve an 80% diversion rate for operational waste by 2030.</p>	<p> <b>On Track:</b> We have a 75% diversion rate.</p>
<p><b>Sustainable Nonfood Packaging</b></p> <p>Ensure 75% of nonfood-branded products by 2025 include sustainable options in the following categories:</p> <ul style="list-style-type: none"> <li>Foil – Recyclable (pans, rolls, lids)</li> <li>Paper, including fiber – Recyclable and/or compostable (more than 10 product categories to target)</li> <li>Plastics – Compostable and/or recyclable (five product categories and counting to target)</li> </ul>	<p> <b>Achieved:</b> A total of 75% of branded nonfood products in designated categories have sustainable options.</p>

<sup>[1]</sup> PFG recalculated the fiscal year 2021 baseline to include material acquisitions and revised our target to reduce Scope 1 and 2 emissions in line with the Paris Agreement.

<sup>[2]</sup> PFG adjusted our baseline year from fiscal year 2020 to fiscal year 2021 to align with the per-case metric used when calculating our GHG emissions intensity.

## SOCIAL RESPONSIBILITY

GOALS	FY2024 PROGRESS
<b>BETTER FOR YOU</b>	
<p><b>Food Attribute Transparency</b></p> <p>Provide attribute transparency on 85% of PFG-branded food items by 2030.<sup>[3]</sup></p>	<p> <b>Achieved:</b> A total of 91% of PFG-branded food products meet requirements.</p>
<p><b>Community Relations &amp; Engagement</b></p> <ul style="list-style-type: none"> <li>Expand advocacy, volunteerism, and charitable contributions with organizations committed to fighting food insecurity, combating human trafficking, supporting healthier communities, and providing disaster relief.</li> <li>Ensure a community relations plan is in place during fiscal year 2024.</li> </ul>	<p> <b>Achieved:</b> In fiscal year 2024, PFG supported Truckers Against Trafficking (TAT), the American Red Cross, and local Richmond area nonprofits by providing company donations and sponsorships, facilitating associate contributions, and promoting volunteer efforts. All PFG operating companies remain dedicated to supporting charities important to their communities and businesses.</p> <p> <b>Achieved:</b> PFG's community relations strategy builds on the foundation of PFG's traditional giving history and focuses on (1) fighting food insecurity, (2) combating human trafficking, (3) supporting disaster relief efforts, and (4) promoting associate well-being.</p>

<sup>[3]</sup> The list includes Reduced Fat, Low Sodium, Organic, Lactose Free, Biodegradable, Vegan, Trans Fat-Free, Gluten Free, Kosher, Halal, Fair Trade, Reduced Sodium, Genetically Modified, Shade Grown, MSC Certified, Humanely Raised, RBST Free, Probiotic, Wild, Free Range, and Plant Based.



# BETTER FOR THE PLANET

At PFG, as we embrace the principle of “Better for All,” we’re dedicated to protecting the environment for future generations. This commitment includes increasing our energy efficiency, lowering our GHG emissions, and investing in innovative technologies that promote sustainable practices throughout our organization.

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- 13 Responsible Sourcing
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# GHG EMISSIONS: OUR FOOTPRINT

## GHG EMISSIONS GOALS

- Reduce Scope 1 and Scope 2 GHG emissions by 30% (using a per-case metric basis) by 2034 from a 2021 base year.
- Evaluate and disclose Scope 3 emissions in the fiscal year 2024 Sustainability Report.
- (NEW) PFG will engage with our suppliers representing 40% of our spend (Purchased Goods Sold and Distributed to our customers) to set Scope 1 & 2 emissions targets by 2034 that are in line with the Paris Agreement’s 1.5 °C emissions reduction goal.

## PROGRESS

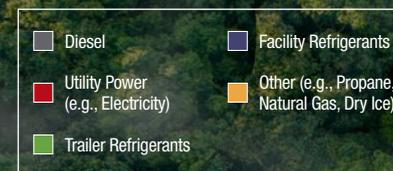
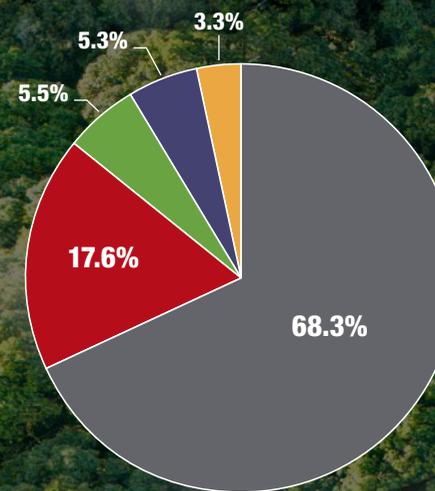
In fiscal year 2024, our Scope 1 and 2 emissions intensity was 10.4% lower compared to our fiscal year 2021 base year. This is in part due to resource investments in renewable energy infrastructure, zero-emission vehicles (ZEVs), and improving our internal data collection and accuracy processes. Fiscal year 2024 was also the first year that PFG evaluated and disclosed our Scope 3 emissions, with actions and goal oriented activity to be disclosed in FY25.



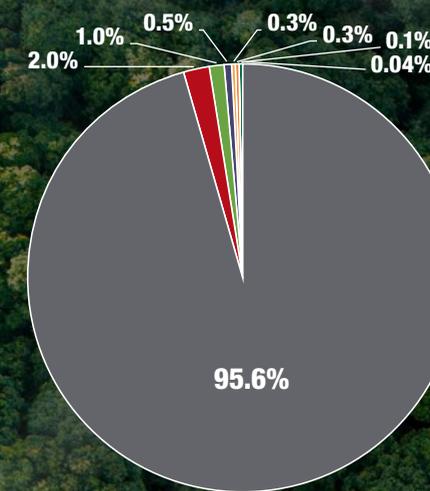
At PFG, we’re committed to reducing our GHG emissions and minimizing our carbon footprint across our operations. As one of the largest distributors of food and nonfood products in the U.S., we understand that our greatest impact comes from the transportation of goods and the energy usage at our distribution centers. Transportation is critical to our business, ensuring communities nationwide have access to essential products, but it also presents a significant source of our Scope 1 and Scope 2 GHG emissions. This reality has driven us to invest in innovative technologies and strategies aimed at reducing fuel consumption, optimizing delivery routes, and adopting energy-efficient practices across our distribution centers.

Our focus extends beyond transportation to our network of distribution centers, where energy usage represents another key area of opportunity for emissions reduction. Through enhanced refrigeration technology, lighting upgrades, a shift to renewable energy sources, and other initiatives outlined in our [Environmental Policy](#) and [Climate Change Policy](#), we aim to reduce emissions while maintaining peak operational efficiency. These efforts are central to PFG’s broader sustainability commitment, as we actively work toward decreasing the overall intensity of our Scope 1 and 2 emissions.

SCOPE 1 AND 2 GHG EMISSIONS BY SOURCE



SCOPE 3 GHG EMISSIONS BY CATEGORY



GHG EMISSIONS INVENTORY		
	BASELINE FY2021 <sup>[1]</sup>	FY2024
<b>SCOPE 1</b> (METRIC TONS)	<b>873,529</b>	<b>870,498</b>
<b>SCOPE 2: LOCATION BASED</b> (METRIC TONS)	<b>193,143</b>	<b>185,634</b>
<b>SCOPE 2: MARKET BASED</b> (METRIC TONS)	<b>191,188</b>	<b>186,496</b>
<b>SCOPE 3 <sup>[2]</sup></b> (METRIC TONS)	<b>-</b>	<b>40,595,075</b>
<b>SCOPE 1 &amp; 2 INTENSITY</b>	<b>1.25</b>	<b>1.12</b>

<sup>[1]</sup> Baseline year data has been revised to include PFG’s recent acquisitions (e.g., Core-Mark).  
<sup>[2]</sup> PFG evaluated and disclosed Scope 3 emissions starting in fiscal year 2024.

# TRANSPORTATION

As a nationwide distributor, transportation plays a critical role in our operations, representing a significant portion of PFG’s GHG emissions. Reducing emissions across our transportation network is a key priority as we strive to become a more sustainable company. Our efforts are focused on advancing fleet technology, optimizing fuel efficiency, and reducing the carbon intensity of every mile traveled. Through strategic investments and innovation, we’re working to minimize our environmental impact while maintaining reliable service for our customers.

## FLEET FUEL MANAGEMENT

As of the end of fiscal year 2024, PFG has approximately 80 ZEVs in service. We continue to expand our ZEV fleet with electric and hydrogen-powered tractors, yard trucks, and refrigeration on trailers (eTRUs). Infrastructure enhancements to enable our growing electric fleet, such as charging networks and transmission lines, continue across several locations.

Looking forward to fiscal year 2025, PFG will continue to evaluate the opportunities and risks associated with our current fleet technologies and explore other innovative technologies to expand our fleet and power our distribution vehicles.



## DISTRIBUTION CENTERS

PFG's distribution centers are critical hubs in our operations, requiring substantial energy to power refrigeration, heating, ventilating, air-conditioning (HVAC) systems, and lighting. We recognize the opportunity to reduce emissions at these facilities and have dedicated efforts toward both renewable energy adoption and energy efficiency improvements.

### ENERGY EFFICIENCY

We continue to conduct energy efficiency studies that we originally piloted in fiscal year 2021, serving to explore efficiency opportunities for reducing energy use, electricity costs, and emissions within the lighting, refrigeration, and battery charging systems in our distribution centers. In fiscal year 2024, we completed five additional studies, bringing our total of completed studies to eleven. As a result, we implemented several new protocols, including a demand response program to reduce energy use during peak demand hours through management practices and training for associates. Several separate utility-funded "Find and Fix" efforts were also conducted. Operating companies that implemented improvements identified by the studies experienced on average a 15%+ improvement in energy intensity.

Moving forward, we intend to share the best practices learned from the energy efficiency studies to help other facilities implement low/no-cost power usage reduction recommendations in future years.

We also surveyed all facilities to identify LED conversion opportunities. This year, two of our distribution facilities have received approval for LED lighting conversions because of this survey, and we continue to assess additional facilities for similar conversions, with more underway expected to complete in fiscal year 2025.

### RENEWABLE ENERGY

The distribution and warehousing of food products rely on electric power for refrigeration, heating, ventilation, HVAC systems, and lighting across various segments. In fiscal year 2024, PFG consumed 503,624,457 kilowatt hours (kWh) of electricity across our locations, with less than 1% coming from renewable sources.

In fiscal year 2024, PFG started our first roof-mounted solar project at our distribution center in Gilroy, Calif., with completion anticipated in the second half of fiscal year 2025. Additional solar projects will begin in fiscal year 2025, with completion anticipated over the next two fiscal years. We anticipate that by the end of fiscal year 2026 we will have seven or more solar projects operational and as a result will offset more than 1,000 MTCO<sub>2e</sub>. We have a robust pipeline of additional solar projects that we will evaluate for future periods.

In addition to these on-site solar infrastructure projects, PFG has signed two utility contracts to source 100% renewable energy, both taking effect in fiscal year 2025. These contracts support 11 of our facilities, reducing our energy-related emissions by more than five metric tons in fiscal year 2025 and more than 14 metric tons in fiscal year 2026.

PFG is dedicated to exploring alternative energy technologies to enhance our operational protocols. This includes integrating strategic renewable energy initiatives, such as pursuing additional agreements for renewable energy procurement. We will also continue investigating the potential for solar infrastructure installations across various new construction projects nationwide and across multiple business segments.

### ENERGY EFFICIENCY GOAL

Reduce power consumption intensity by 20% by 2030 against our fiscal year 2021 baseline.

### PROGRESS

PFG conducted five more energy efficiency studies at our distribution centers in fiscal year 2024, which led to the development of new protocols. As a result, operating companies that implemented these protocols saw an improvement of more than 15% in energy intensity. Overall, we've reduced power consumption intensity by 6.9% compared with our fiscal year 2021 baseline.



### RENEWABLE ENERGY GOAL

Secure 10% of purchased electricity from renewable sources by 2030.

### PROGRESS

Currently, less than 1% of PFG's purchased energy is from renewable sources. Solar projects are underway at several of our distribution centers, with additional projects currently under negotiation. We're also assessing solar energy options for several new construction initiatives nationwide across multiple business segments.



## SPOTLIGHT: SUSTAINABLE DISTRIBUTION MODEL (GILROY, CA)

Our state-of-the-art Gilroy, Calif. facility serves as PFG’s flagship distribution center for sustainability and innovation initiatives. Our strategic investments in ZEV technology, advanced charging systems, and renewable energy infrastructure have set a benchmark for sustainability in the food distribution industry.

### ZEVS AND ADVANCED CHARGING SYSTEMS

The Gilroy facility operates six Class 8 Volvo VNR Electric trucks and one zero-emission yard tractor, demonstrating our commitment to zero-tailpipe emissions. Also in use are 30 solar eTRUs that eliminate approximately 20 tons of carbon dioxide (CO2) annually per unit — equivalent to removing 120 passenger cars off the road.

In partnership with FreeWire Technologies, we’ve installed an innovative charging island capable of powering up to 30 tractors simultaneously. Each charger features an internal battery that stores energy during off-peak hours, allowing it to supply electricity to the trucks upon arrival without overloading the grid. By utilizing chargers equipped with internal batteries, we’ve avoided costly grid upgrades that could take years to implement.

### SOLAR ENERGY INVESTMENTS

Additionally, we’re powering our Gilroy facility sustainably through the installation of a rooftop solar power system, developed in collaboration with our partners at GridMarket, Enerlogics, and MBL Energy. This comprehensive rooftop solar array and connected battery storage represent an investment of approximately \$3 million, directly powering Gilroy’s 189,000-square-foot warehouse and storing energy for the FreeWire vehicle chargers and other electric equipment. The solar array will also help offset the anticipated increase in energy demand as our electric fleet continues to expand.

This initiative underscores our dedication to clean energy and reduces our reliance on traditional grid sources. Once fully operational, we’re excited about the positive impact it will have on our energy efficiency and environmental footprint.

### A COMMITMENT TO FUTURE INNOVATION

With zero-emission trucks, advanced charging stations, and on-site solar power, we are embracing and investing in new technology to help reduce our carbon footprint. To date, the Gilroy facility has reduced carbon emissions by approximately 500 metric tons over the last three years, the equivalent of removing 436 gasoline-powered passenger vehicles driven for one year. We’re proud to be at the forefront of our industry’s evolution and excited to continue showcasing our dedication to a sustainable future.



*The Gilroy facility is really a postcard from the future. You are leading the innovation economy, as well as decarbonizing our state.”*

– David Hochschild, Chair of the California Energy Commission



### EARTH DAY INNOVATION SHOWCASE

This past Earth Day, we held an open house event at the Gilroy facility to showcase our sustainable distribution model. Attendees at the Earth Day event experienced our commitment to sustainability firsthand by taking short rides in one of our electric trucks and enjoying ice cream kept fresh in our solar-powered refrigeration trailers — affectionately dubbed “ice cream cooled by the sun.”

[CLICK HERE TO READ MORE →](#)



# RESPONSIBLE SOURCING

As part of our **Better for the Planet** commitment, responsible sourcing is essential to minimizing environmental impacts while maximizing value for our stakeholders. To meet our goal of producing 95% of PFG-branded beef, pork, poultry, seafood, coffee, and tea with verified environmentally sustainable and socially responsible practices by 2025, we've implemented a multifaceted approach across our supply chain.

Our responsible sourcing approach is built on collaboration with our suppliers, rigorous monitoring, and third-party certifications. We work directly with our vendor partners to ensure they meet the high environmental and social standards defined in our [Environmental Policy](#) and [Business Partner Code of Conduct](#). We support these efforts by regularly assessing supplier performance and providing guidance to help them achieve certification and meet our stringent requirements.

In addition to working with third-party certifiers, we've developed a Preferred Purchasing Policy to prioritize sourcing from vendors committed to sustainability. As a result, 95% of PFG-branded beef, pork, poultry, seafood, coffee, and tea now meet verified environmentally sustainable and socially responsible standards, with these outcomes reviewed quarterly.

In 2024, we became a member of the [Roundtable on Sustainable Palm Oil \(RSPO\)](#) and introduced our [Palm Oil Policy](#), emphasizing our commitment to minimizing the environmental impacts of palm oil production. We regularly collaborate with our vendors to determine whether palm oil is used in their products and, if so, ensure they have the necessary certification to confirm that it's sustainably sourced. This approach is intended to drive ongoing progress in sustainable sourcing and support our suppliers in meeting our goal.



## SUPPLIER RISK MANAGEMENT

Aligned with our responsible sourcing efforts, in fiscal year 2024, we completed the third phase of our Supplier Survey to gain insights into how our suppliers address sustainability issues and to identify areas for collaboration and improvement. The survey targeted suppliers within our Convenience, Foodservice, and Specialty segments and covered topics such as environmental management, human rights, animal welfare, health and wellness, ingredient transparency, and supply chain management.

We received and analyzed responses from 344 unique respondents across 18 different product categories, representing more than \$4.7 billion in annual spending. This data allows us to assess suppliers' sustainability performance, identify collaboration opportunities, and address potential supply chain risks. These insights will be used to ensure our suppliers continue to align with PFG's sustainability goals and meet our responsible sourcing standards.



# WASTE & PACKAGING

## WASTE MANAGEMENT

PFG monitors our operational and food waste to maximize diversion from landfills. We employ a third-party waste management company to assist in tracking our operational waste and recycling efforts, actively monitoring the recycling of pallets, stretch wrap, organic waste, and corrugated materials from our distribution centers. We also safely dispose of used oil from our vehicles through a third-party used oil recycling and re-refining partner. PFG is committed to exploring additional recycling and reuse programs, including disposing of hazardous and nonhazardous chemicals.

	FY2023 <sup>[1]</sup>	FY2024 <sup>[2]</sup>
<b>TOTAL POUNDS RECYCLED</b> (STRETCH, CORRUGATED, AND PALLETES)	459,166,688	403,281,525
<b>TOTAL WASTE POUNDS</b> (INCLUDING RECYCLED)	531,489,510	539,936,798
<b>TOTAL DIVERTED FROM LANDFILL</b>	86%	75%

<sup>[1]</sup> Data excludes small acquisitions.

<sup>[2]</sup> This lower diversion percentage is due to a change in waste management providers, improved data collection processes, and an increase in our data accuracy (using actual weights to landfill versus estimates).



### WASTE MANAGEMENT GOAL

Achieve an 80% diversion rate for operational waste by 2030.

### PROGRESS

In fiscal year 2024, PFG partnered with a new third-party waste management company. This collaboration will enhance our data collection, improving both accuracy and granularity like never before. We anticipate that this partnership will help improve our 75% waste diversion rate by identifying new opportunities for diversion.





## SUSTAINABLE NONFOOD PACKAGING

PFG is focused on reducing the environmental impact of nonfood packaging within our value chain. To achieve this, we're expanding our sustainable product offerings in key categories like paper, plastic, and foil. Our strategy involves collaborating with select suppliers that provide recyclable, biodegradable, and compostable foodservice products.

As part of PFG's fiscal year 2023 Sustainability Report, we established a goal to ensure that 75% of nonfood-branded products in our foil, paper, and plastics categories included sustainable options. In fiscal year 2024, we launched more than 60 new sustainable products in these categories, increasing our sustainable offerings from 67% to 75% and achieving our goal a year ahead of schedule.

Looking ahead, in fiscal year 2025, we're preparing to launch approximately 50 new sustainable product alternatives, including deli paper, pizza boxes, and catering items, focusing on our foil, paper, and plastics categories. PFG is committed to identifying additional opportunities to partner with suppliers to provide recyclable, biodegradable, and compostable packaging solutions.

### GREEN RABBIT

Late last year, we acquired Green Rabbit, a cold storage logistics company specializing in the fulfillment and delivery of temperature-sensitive and perishable goods for the e-commerce industry.

Green Rabbit is a pioneer in sustainable packaging, ensuring that all components of its cold storage packaging — such as the box exterior, thermal liners, and gel pack film — are fully curbside recyclable. This addresses a significant recycling challenge, as not all items labeled “recyclable” are suitable for curbside recycling. Additionally, Green Rabbit's gel packs are 100% nontoxic, environmentally friendly, and reusable.

We're thrilled to welcome Green Rabbit to the PFG family of companies, providing our customers with a sustainable packaging solution for their cold chain needs and reinforcing our commitment to partnering with organizations that align with our environmentally focused goals.



### SUSTAINABLE NONFOOD PACKAGING GOAL

Ensure 75% of nonfood-branded products by 2025 include sustainable options in the following categories:

- Foil – Recyclable (pans, rolls, lids)
- Paper, including fiber – Recyclable and/or compostable (more than 10 product categories to target)
- Plastics – Compostable and/or recyclable (five product categories and counting to target)

### PROGRESS

PFG achieved this goal by adding 60 new sustainable product options, increasing our rate in exclusive brands from 67% in fiscal year 2023 to 75% in fiscal year 2024.





# BETTER FOR OUR PEOPLE

At PFG, we're committed to the safety, well-being, and continuous development of our associates, as detailed in our [Enterprise Human Rights Policy](#). Through initiatives in training and development and occupational health and safety, we create an environment where everyone can thrive. These efforts are essential to fostering a culture of growth, inclusion, and safety, ensuring that our associates are supported as they contribute to the success of our business and our sustainability goals.

## IN THIS SECTION:

- 17 Associate Development & Well-Being
- 24 Workplace Culture
- 26 Occupational Health & Safety



# ASSOCIATE DEVELOPMENT & WELL-BEING

At PFG, we're committed to the success and overall quality of life of our associates. By focusing on the moments that matter most in their experience, we take a comprehensive approach to equipping them with the tools, resources, and support they need to thrive — both professionally and personally.

Our commitment goes beyond training and skill-building. We strive to foster a culture of associate well-being, where everyone feels valued and supported. Whether it's through opportunities for development, initiatives that encourage teamwork, and programs that promote mental and physical health, we aim to create an environment where everyone can reach their full potential.

We believe that when our associates thrive, our business thrives too. This belief drives us to continually invest in their development and well-being as part of our mission to build a stronger, more resilient workforce.



## PFG'S APPROACH TO TRAINING

Our training and development philosophy emphasizes the strong partnership between our associates, management, and the Company. We encourage associates to pursue advancement in ways that align with their goals, skills, and career growth while contributing to the overall success of the organization. By reviewing strategic needs, compliance training requirements, and associate engagement survey data, we create and implement comprehensive training programs. This approach ensures we deliver the right broad-based learning and development opportunities at the right time to support both organizational and associate growth.

Additionally, we offer an enhanced onboarding experience that equips associates to succeed from their first day at PFG. Our offerings include 30- and 90-day onboarding surveys for new associates, allowing them to share feedback on their onboarding experience; professional and leadership development opportunities; a sales training academy; and training modules on sustainability, safety, and policy compliance.

In fiscal year 2024, we launched an in-house-developed sexual harassment prevention course and a training module on workplace violence prevention. Unlike typical training modules that tend to be generic, we developed modules tailored specifically to our industry and workforce.

### LEARNING & DEVELOPMENT: INCREASING & REWARDING OUR TALENTED WORKFORCE

As our company expands, so do the promotional and employment opportunities for current and future associates. Our talent acquisition strategy is focused on attracting, hiring, developing, and retaining the best, most qualified talent who reflect the various communities we serve.

Our career development philosophy emphasizes collaboration among associates, management, and the Company. We encourage associates to grow in ways that align with their talents and aspirations. We also offer development opportunities to help associates enhance their skills and competencies, enabling them to excel in their current roles while preparing for future opportunities. Our goal is to provide the tools, resources, and support needed for all associates who aspire to grow their careers with PFG.



## FY2024 TRAINING & DEVELOPMENT PROGRESS

**1,260,636**

Courses Completed

**436,156**

Training Hours Completed

**9.8**

Average Hours of Training  
Completed Per Associate

**97%**

Code of Conduct Training  
Completion Rate

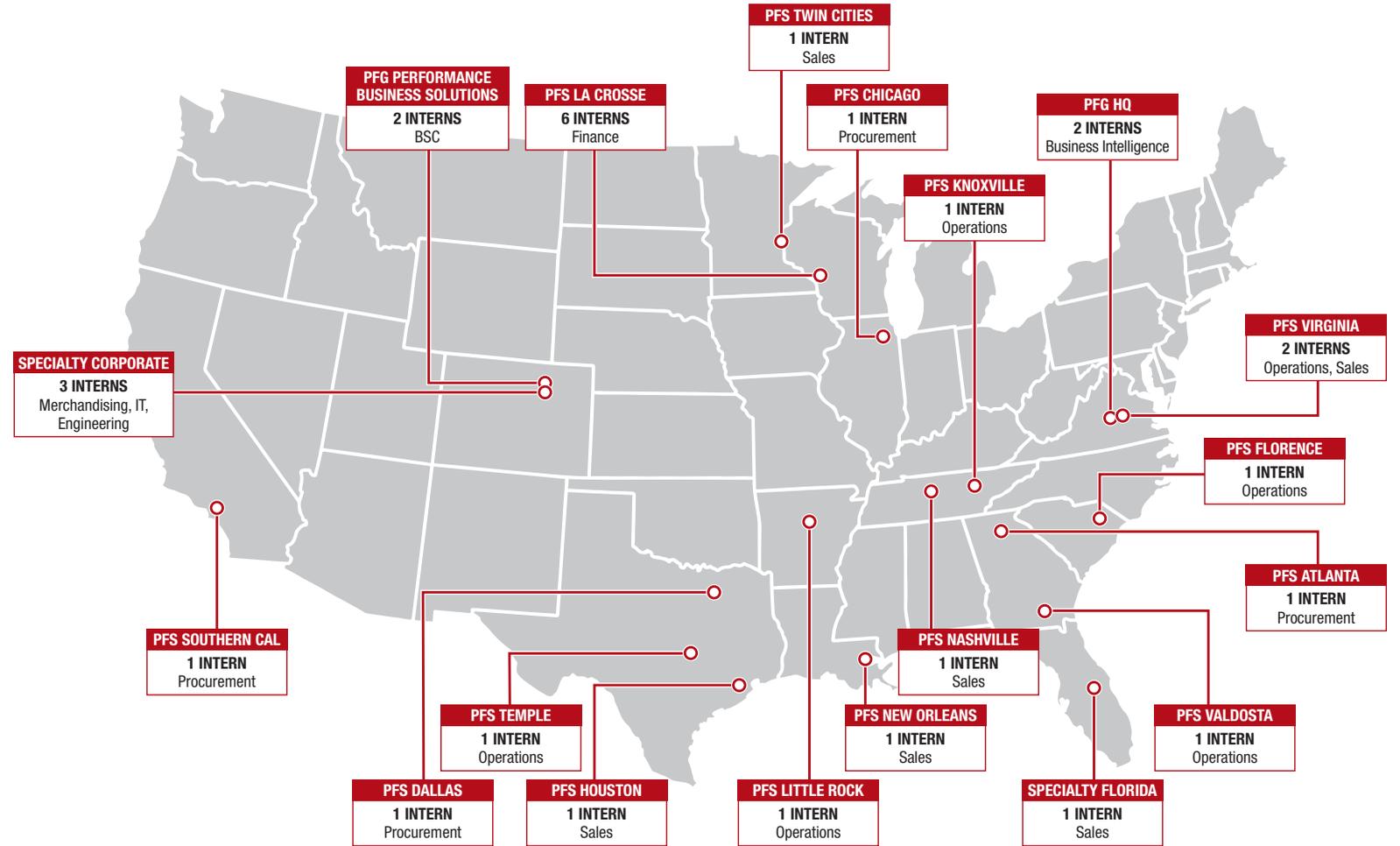
# PFG'S APPROACH TO TRAINING (CONT.)

## INTERNSHIP PROGRAM AT PFG

For PFG, part of developing our workforce means investing in the next generation. While PFG's internship program isn't new, it's seen significant growth over the past three years. From 2021 to 2024, the program has almost tripled in size from 10 to 29 participants thanks to increased campus recruiting efforts at universities across the U.S.



A PFG intern's journey begins at our headquarters in Richmond, Va., with a week full of meeting executives, listening to guest speakers, and participating in community volunteer events. In fiscal year 2024, interns networked and participated in a volunteer event with our community partner, Fit4Kids, building community gardens at local elementary schools while helping to improve education about fresh food, health, and well-being. From there, interns went to their respective operating companies or remained at headquarters to complete their 11-week program in their functions of operations, procurement, sales, or finance. The program consisted of job shadowing the day-to-day responsibilities of PFG associates and, in some cases, working directly with our vendors. The program concluded with another week at our headquarters, where interns showcased the outcomes of their summer-long, function-specific group projects and then participated in a volunteer event with Shalom Farms to help fight food insecurity in our communities and get food to those in need.



**55%** Historically, PFG's internship program has seen 55% of interns convert into full-time associates after graduation.





## PFG'S APPROACH TO TRAINING (CONT.)

### WOMEN'S FOODSERVICE FORUM (WFF)

We're proud champion-level sponsors of the WFF, an organization dedicated to advancing women leaders in the food industry. In line with our commitment to fostering an engaged workforce, PFG sponsored more than 140 associates, both women and men, to attend the WFF Leadership Conference.

Reflecting our commitment to building community among our associates, PFG introduced a more engagement-driven process for selecting this year's WFF Change Maker recipient. The approach encouraged associates to nominate individuals who:

- Delivered exceptional business results
- Showed dedication to their own and others' professional development
- Demonstrated a strong commitment to advancing PFG's culture

We received more than 300 nominations, recognizing more than 225 women. This new process not only highlighted the incredible contributions of outstanding PFG women but also empowered associates to participate and take pride in celebrating our Change Maker recipient.

By investing in our people, we cultivate an active and engaged workforce. Through strategic partnerships like WFF, we create opportunities for leadership development while helping our associates build strong relationships with fellow PFG team members—both women and men—and others across the foodservice industry.



**140+ ASSOCIATES**  
were sponsored to participate in  
the WFF Leadership Conference

## ASSOCIATE ENGAGEMENT

At PFG, we prioritize fostering an engaging workplace where every associate can thrive. Through initiatives such as Associate Resource Groups (ARGs), specialized engagement for front line associates, and recognition programs like Bravo, we ensure all our associates feel valued, connected, and supported. These programs not only promote professional development but also enhance our sense of community and shared success.

### ASSOCIATE RESOURCE GROUPS

ARGs are strategic, associate-led networks that align with business objectives to drive engagement and innovation. Open to all associates across PFG's business segments, ARGs provide personal and professional development opportunities and act as a vital conduit for leadership to understand various perspectives, enhance talent retention, and foster community within the organization. By leveraging the insights and influence of ARGs, we enhance associate engagement, strengthen organizational culture, and drive business outcomes.



### FRONT LINE ASSOCIATE ENGAGEMENT

PFG ensures that our crucial front line associates have the same learning opportunities as other associates since approximately 60% of our workforce is considered front line.

We utilize various communication methods to reach all associates effectively. Many warehouses are equipped with multiple TV monitors connected through App Space, displaying communication slides, important company information, and updates. We also send mailings directly to associates' homes, including information about new health benefits and the Bravo recognition program.

Additionally, we publish Total Rewards statements that are well-designed and clearly explain overall associate compensation and benefits, including medical, dental, vision, and access to other programs. These statements are mailed to associates and are also available online, tailored specifically to each individual. While the layout is consistent for everyone, the content is unique to each associate.

Moreover, guest speaker events and lunch and learns are recorded and published on our intranet site, ensuring that associates feel connected to the Company and have access to these valuable resources.



## ASSOCIATE ENGAGEMENT (CONT.)

### BRAVO RECOGNITION PROGRAM

For the past two years, our Bravo recognition program has been part of our continuing effort to reinforce positive behaviors and thank our many talented associates for all the great work that they do. The program combines our past service award program with three distinct ways to offer recognition:

- Service anniversaries (e.g., five years, 10 years)
- Automated (e.g., birthdays, holidays)
- Discretionary (e.g., leader and peer recognition)

Discretionary recognitions are divided into two categories: On-the-Spot Leader Recognition and Peer-to-Peer Recognition. Each quarter, PFG provides leaders with an online budget of points for On-the-Spot Leader Recognition, allowing them to acknowledge associates who exemplify our values in their work. In addition, everyone at PFG can give a Peer-to-Peer Recognition through our online portal. This is a great tool to reinforce our values, say thank you, and create a culture of appreciation. No points are associated with this recognition, but a monthly sweepstakes with winners who've given, and received, a Peer-to-Peer Recognition that month will receive points.

Through the Bravo recognition program, PFG associates can accumulate points for recognition, similar to frequent flyer miles, which they can redeem for various rewards, including merchandise, apparel, and retail gift cards.



# 295K RECOGNITIONS

In fiscal year 2024, there were more than 295,000 associate recognitions, averaging eight per associate. This represents a 16% increase in recognition activity compared to fiscal year 2023.

## ASSOCIATE BENEFITS

Providing a workplace where our associates can thrive and feel supported, both personally and professionally, is one of our top priorities. Our inclusive health and wellness programs are designed to meet the unique needs of our associates, offering a variety of tailored options to choose from.

Each year, we assess and improve our PFG health and wellness programs to address the evolving needs of our workforce. Our current and recently implemented initiatives include:

- Extending parental leave by an additional two weeks
- Moving associate eligibility for PFG benefits to the first day of employment
- Offering Livongo, a diabetes management program, to enhance support and provide cost savings
- Providing Hinge Health, a complimentary rehabilitation resource for back, hip, knee, neck, or shoulder injuries
- Implementing PrudentRx, a no-cost discount program for specialty drugs
- Allowing 10 no-cost counseling visits per year for all associates and their dependents through our Employee Assistance Plan (EAP)
- Introducing AccordantCare, a one-on-one nurse care management program for complex health needs
- Offering 2nd MD, a second opinion program for surgical procedures
- Providing Carrum travel benefits to improve access to high-performing surgeons
- Increasing maximums, eligibility, and coverage for the tuition reimbursement program and GED testing
- Implementing a backup childcare and eldercare program with minimal co-pays for associates
- Establishing the PFG Scholarship Program, which offers \$5,000 undergraduate scholarships for children of associates
- Giving access to the Calm app, focusing on stress and anxiety relief

### SCHOLARSHIP PROGRAM

For the 2024-2025 school year, the PFG Scholarship Program, managed through Scholarship America, awarded \$5,000 undergraduate scholarships to 42 dependents of PFG associates.

These students were selected based on academic record, leadership, and participation in school and community activities, work experience, financial need, and recommendations.



***My father has worked for Performance Food Group for many years, and I am so grateful for everything PFG has done for my family. I appreciate that this scholarship exists for students like me, and I hope that this program continues to help impact the lives of many more PFG families.”***



***This reward is greatly appreciated and will immensely help my family and me afford college. Attending college has always been a dream of mine, and thanks to your help, I will be the first in my family not only to attend but complete college as well.”***

## PFG'S PILLARS OF HEALTH & WELLNESS



### PHYSICAL

Programs focused on exercise, nutrition, and sleep that offer flexibility to meet individual needs, including wellness incentives within our medical plans, no-cost coaching programs covering nutrition, and additional initiatives aimed at supporting overall well-being



### EMOTIONAL

Tools and programs aimed at emotional well-being such as no-cost stress management programs for medical plan participants and our EAP, which offers both in-person and virtual counseling options for associates



### SOCIAL

Resources that foster connections both inside and outside of work, including our Bravo recognition program, a backup childcare and eldercare program, an extensive vacation policy, and personal and sick time benefits



### FINANCIAL

Programs, benefits, and tools that offer pay, savings, and investment options for associates, including the PFG Employee Savings Plan 401(k) with company match, an Employee Stock Purchase Program with discounts, incentive and bonus programs, competitive base pay, and financial education resources through Fidelity

# WORKPLACE CULTURE

At PFG, our people come first. We believe that cultivating a workplace where all associates feel valued provides a competitive edge, resulting in a stronger, more engaged, and higher-performing workforce. PFG is committed to building the most talented and connected workforce to serve the broad range of customers and communities we support.

Our values are the foundation of everything we do — from how we serve our customers to how we support one another. These values are brought to life through our [Code of Business Conduct](#), which provides clear guidance on ethical behavior, accountability, and respect in the workplace. By aligning our day-to-day actions with these principles, we create a strong culture where associates feel empowered, supported, and proud to contribute. It's this shared commitment to integrity and excellence that helps make PFG a better place to work and a company people are proud to be part of.



## WE DO THE RIGHT THING

- We act with integrity and communicate openly, even when it's difficult.
- We are considerate, treat others with dignity and respect, and act safely.
- We are accountable for our decisions and actions.



## WE DELIVER FOR OUR CUSTOMERS

- We are committed to our customers' success.
- We respond to our customers' needs by listening and questioning with curiosity.
- We are action and solution-oriented, determined to deliver on our customers' expectations.



## WE WIN AS A TEAM

- We respect and care for each other.
- We foster a culture of trust, opportunity, and inclusion through our decisions and actions.
- We embrace individuality while working as one team, having fun and cheering on each other.



## WE EMBRACE CHANGE WITH COURAGE

- We encourage and support those that speak up and rally around solutions together.
- We seek out and embrace new and different perspectives to make us better.
- We are agile, good-natured, and adapt to challenges with optimism and creativity.



## WE BELIEVE IN BETTER FOR ALL

- We are committed to the safety and well-being of our associates and their continued development.
- We are committed to sustainability, responsible sourcing, and being good stewards of natural resources.
- We believe everyone deserves healthy food and an equal opportunity to pursue their dreams.

## OUR WORKPLACE CULTURE

**At the core of PFG's mission are our five corporate culture values.**

## A BETTER PLACE TO WORK — FOR ALL

As one of the nation’s leading foodservice distributors, we’re committed to creating a workplace where our associates feel valued and can thrive. That dedication is what earned us a Top Workplace award from the Richmond Times-Dispatch for the third year in a row — a reflection of the positive culture we’ve built together.

As part of this commitment, we embrace three key workplace culture strategies:

- Promote a sense of community and connection to engage our workforce.
- Invest in attracting, hiring, developing, and retaining the best talent to reflect the communities we serve.
- Support a broad network of suppliers to strengthen our supply chain and drive economic development in our communities.

We recognize that our associates’ sense of connection, safety, and community are essential for fostering strong engagement, overall well-being, and long-term success. To consistently strive for a workplace culture that represents this, we conduct a biannual Associate Engagement Survey designed to help us identify ways to enhance our efforts in retaining and supporting our talented workforce.

At PFG, we actively engage our associates throughout the year to strengthen and enhance our company culture. We achieve this through various initiatives, including quarterly town hall meetings, themed brand awareness luncheons, health and wellness messaging and activities, and events that support charitable causes.

We actively participate in and celebrate key industry initiatives, including the WFF and the IFDA’s Truck Driving Championship and Truck Driver Hall of Fame. This year, PFG proudly honored 28 drivers inducted into the 2024 IFDA Truck Driver Hall of Fame — recognized for their outstanding service and commitment to safety. With an average of 29 years of service, these drivers exemplify dedication and inspire us all. We also make it a priority to highlight and share the incredible accomplishments of our associates across the organization and beyond.

### Voted a Top Workplace 3 Years in a Row



## EMPOWERED TO LEAD, INSPIRED TO LEARN

Our leaders should be prepared to engage with a workforce that reflects a wide range of backgrounds and experiences. To support and prepare our associates to be effective leaders, we invest in raising awareness and educating our teams about the many cultures and communities that make up our associate population. These learning experiences are optional and open to all associates who want to participate. In fiscal year 2024, our programming highlighted and raised awareness of:

- Black History Month
- Asian American, Native Hawaiian, and Pacific Islander Heritage Month
- Juneteenth
- Pride Month
- Veterans Day
- Hispanic Heritage Month
- Women’s History Month
- Disability Awareness Month



# OCCUPATIONAL HEALTH & SAFETY

The safety and well-being of our associates are top priorities and integral to our sustainability strategic efforts. Through our ongoing Safer Together initiative, we've successfully integrated the best safety practices from across our family of companies.

Safer Together reflects PFG's commitment to teamwork and doing the right thing regarding the health and safety of our associates and the communities we serve. From the operations at our PFG facilities to ensuring that our drivers practice safe and responsible driving habits, associates across the enterprise play a crucial role in maintaining smooth, efficient, and safe processes.

To enhance engagement and support for our Safer Together initiative, we're continuing our Caught Being Safe recognition program, which was launched in fiscal year 2023. This optional program, fully managed and funded by each participating PFG location, enables associates to be acknowledged for their safe behaviors. When a safety leader observes or learns of an associate following PFG's safety protocols — such as safe work practices or safe driving — they can recognize that associate through our Bravo recognition program.



## ANTI-COLLISION CAMPAIGN

Auto liability persists as a challenge we readily tackle. In fiscal year 2024, our Accidents per Million Miles driven (AMM) rate increased by 6.1% to 6.92 compared to the previous year. As a result, PFG has launched our Plan, Analyze, Communicate, and Execute (PACE) Defensive Driver training program, which all drivers must complete before going on the road alone, as well as PFG's Anti-Collision campaign.

Our Anti-Collision campaign was launched with a focus on creating a strong safety culture throughout all PFG. Developed by cross-segment subcommittees, the campaign targets opportunities to reduce claims frequency and enhance safe driving behaviors. It introduced changes and consistency to driver orientation, training qualifications, and standardization, along with effective coaching using third-party, artificial intelligence (AI)-enabled onboard camera technology.

**PFG PACE**  
DEFENSIVE DRIVING

**Anti-Collision  
Action Taskforce**



## FIT FOR WORK

In fiscal year 2024, PFG's overall injury Recordable Case Rate (RCR) was 6.77, a 12.2% improvement from the prior year. Driving this improvement was the attention we paid to our bottom 30 performing operating companies. These locations saw a year-over-year improvement rate of 19%, resulting from specified facility assessments and prescriptive action plans. The focus on associate injuries is paramount, and our Behavioral-Based Safety (BBS) program continues to gain momentum throughout all business segments with 73,500 BBS observations occurring in fiscal year 2024, a 53% increase over the previous year.

During fiscal year 2022, PFG began a beta with Fit for Work, an ergonomic program resource that provided on-site training and health management by a certified practitioner. This program not only focused on reducing musculoskeletal-type injuries specifically in the lower back area where claims are most prevalent but also offered a positive health engagement experience for our associates, helping retention efforts.

This program has since exited the beta phase and has been rolled out across 17 operating companies. Its success has translated into a 17% year-over-year reduction in ergonomic claims and a 23% year-over-year reduction in total RCR at participating operating companies.

We've renewed our contract with Fit for Work for fiscal year 2025 and will be rolling out the program to an additional six locations by the end of the year.

SAFETY KEY PERFORMANCE INDICATORS	FY2023 <sup>[2]</sup>	FY2024 <sup>[2]</sup>
<b>INCIDENT RATE (IR) <sup>[1]</sup></b>	<b>7.71</b>	<b>6.77</b>
<i>IR Formula = (No. of OSHA Recordable Cases X 200,000) / No. of Employee Labor Hours Worked</i>		
<b>LOST-TIME CASE RATE (LTC) <sup>[1]</sup></b>	<b>2.83</b>	<b>2.50</b>
<i>LTC Formula = (No. of Lost Time Cases X 200,000) / No. of Employee Labor Hours Worked</i>		
<b>ACCIDENTS/MILLION MILES (AMM)</b>	<b>6.52</b>	<b>6.92</b>
<i>AMM Formula = (No. of Transportation Accidents) / (Transportation Miles/1,000,000)</i>		
<b>AMM SEVERITY <sup>[3]</sup></b>	<b>2.11</b>	<b>2.27</b>
<i>AMM Formula = (No. of Transportation Accidents Preventable + DOT &amp; or Roadway &amp; or Other Car Occupied) / (Transportation Miles/1,000,000)</i>		

<sup>[1]</sup> IRs and LTCs for both fiscal year 2023 and fiscal year 2024 no longer include paid time off (PTO) hours, which have been historically added. Corrections are reflected.

<sup>[2]</sup> Reporting for both fiscal year 2023 and fiscal year 2024 has been changed to a fiscal-year format instead of a calendar-year format for all metrics.

<sup>[3]</sup> AMM Severity is a new primary metric being tracked.



# BETTER FOR YOU

At PFG, we believe that everyone deserves access to healthy, nutritious food and the resources needed to lead a fulfilling life. Our focus on delivering high-quality, better-for-you products ensures that our customers and communities can make choices that support their well-being. Beyond product offerings, we're dedicated to giving back through initiatives that foster equitable opportunities and enhance the health and vitality of the communities we serve.

## IN THIS SECTION:

- 29 Delivering Better Products
- 31 Giving Back: Community Engagement



# DELIVERING BETTER PRODUCTS

At PFG, we're committed to providing products that meet the highest standards of quality, safety, and transparency. By partnering with trusted suppliers and continuously enhancing our food safety protocols, we ensure that our customers can trust the products they purchase. From conducting rigorous audits to offering greater transparency in product attributes, we strive to deliver nutritious and reliable food options that support better health and well-being for all.

## FOOD SAFETY & ATTRIBUTE TRANSPARENCY

Ensuring food safety is part of our commitment to providing healthy and nutritious options for our customers. All PFG production facilities undergo an independent third-party food safety audit each year, maintaining a minimum acceptable score. This audit program includes product-specific hazard analyses to identify potential chemical hazards and establish control points within our production processes to mitigate risks. Additionally, our produce suppliers adhere to the U.S. Department of Agriculture (USDA) and U.S. Food and Drug Administration (FDA) agriculture and food safety standards.

PFG's Quality Assurance (QA) team conducts comprehensive annual internal food safety audits to prepare for or follow up on the third-party audits. Furthermore, twice a year, the QA team reviews Standard Operating Procedures and updates our Hazard Analysis and Critical Control Points (HACCP) Plan annually.

In response to rising consumer demand for better nutrition and health transparency in the food industry, PFG is also dedicated to enhancing the attribute transparency of our branded products. We work closely with suppliers to meet PFG's transparency goals and the Master Data Management (MDM) team conducts informational sessions to educate suppliers on the requirements for them to be compliant with our data accuracy expectations. For PFG-branded and nonbranded products across our portfolio, we utilize the Global Data Synchronization Network (GDSN) and Syndigo data management solutions to capture as much information on product attributes as possible. Among the attributes we track are those aligned with dietary trends, reduced ingredients (e.g., less sugar), or health-conscious additives like protein or probiotics. PFG intends to continue expanding our selection of nonconventional and better-for-you snacks as we progress toward our stated goal of providing the most transparent data for our customers.

Additionally, many of our brands offer product lines that hold sustainability certifications, including Fair Trade Certified and USDA Certified Organic. We're also committed to pursuing these and other certifications for both our existing and upcoming products.



### FOOD ATTRIBUTE TRANSPARENCY GOAL

Provide attribute transparency on 85% of PFG-branded food items by 2030.

### PROGRESS

A total of 91% of PFG-branded food items now meet our nutrition attribute transparency standards, surpassing our goal of achieving 85% attribute transparency on food items six years in advance.



# SUPPLIER SPOTLIGHT: CAVENDISH FARMS



We have high expectations of our suppliers, demonstrated by our responsible sourcing policies and practices, and engage with them to identify shared values, especially those rooted in sustainability. PFG is proud to partner with stakeholder-focused organizations like Cavendish Farms, which is committed to advancing its industry through sustainable innovations, responsible practices, and community investment.

At Cavendish Farms, quality is more than a promise; it's a way of life. Founded on the principles of family, farm, and food, the company blends generations of agricultural expertise with a deep commitment to sustainability and community — a commitment also shared by PFG.

## LEADING THE WAY IN SUSTAINABILITY

Cavendish Farms stands out for its innovative and environmentally conscious practices. In 2009, the company launched a cutting-edge biogas plant in New Annan, Prince Edward Island (PEI), which converts thousands of tonnes of potato waste into renewable energy. This initiative helps reduce GHG emissions while providing a clean energy supply to the company's processing plants. In 2023, 37% of Cavendish Farms' fuel energy in PEI came from biogas, further solidifying its dedication to sustainable practices.

Beyond waste reduction, Cavendish Farms collaborates with cattle ranchers in North Dakota and Alberta, turning potato by-products into valuable feed. This partnership promotes the upcycling of agricultural waste, ensuring that everything gets used.

## GROUNDBREAKING RESEARCH & INNOVATION

Innovation is at the core of Cavendish Farms' operations. The company invested in the Cavendish Farms Research Centre in 2020 to develop superior potato varieties. With more than 100,000 potato lines tested each year, this center aims to produce crops that require fewer resources like water, fertilizer, and pesticides, supporting both sustainable farming and high-quality production.

In 2018, Cavendish Farms introduced Pulsed Electric Field (PEF) technology, which revolutionized its potato processing. This innovative technique uses short electric pulses to create tiny holes in potato cells, making them easier to cut and reducing the need for water and energy in the process.

## SUPPORTING FARMERS & COMMUNITIES

The company's commitment to environmental leadership extends beyond its operations. Cavendish Farms created the Growing Green Awards in 2018 to recognize its farmers who excel in sustainable practices. In partnership with a local environmental organization, Cavendish Farms also launched The Bee Project to help pollinators by planting supportive habitats. This initiative underscores the company's broader commitment to both biodiversity and community well-being.

Cavendish Farms also invests in local communities through charitable donations, sponsorships, and employee volunteering. With a focus on education, sports, infrastructure, and wellness, the company actively supports a variety of initiatives each year, ensuring that the benefits of its work extend far beyond the farm.

## A FUTURE FOCUSED ON SUSTAINABILITY

Looking forward, Cavendish Farms continues to prioritize sustainability and food safety, aligning with industry partners like the North American Potato Sustainability Alliance (PSA) to advance sustainable practices in potato farming. Its Prospect potato variety, developed to require less water and fertilizer, is a testament to the company's ongoing commitment to innovation and environmental responsibility.

By embracing renewable energy, advanced technology, and a strong ethical framework, Cavendish Farms isn't just feeding people — it's feeding the future, with an eye on environmental stewardship, community involvement, and continuous innovation. Its dedication to sustainability is a model for the industry, proving that success can go hand in hand with responsibility, and for all the above reasons, we're proud to have Cavendish Farms as a valuable partner to PFG.



CAVENDISH FARMS' BIOGAS PLANT IN NEW ANNAN, PEI

# GIVING BACK: COMMUNITY ENGAGEMENT

PFG’s commitment to community engagement is driven by our desire to partner with organizations that reflect our core values. When looking for community partners and nonprofits with which we can engage, finding partners that share our values of fighting food insecurity, improving health and well-being, combating human trafficking, and responding to disasters is paramount to PFG.

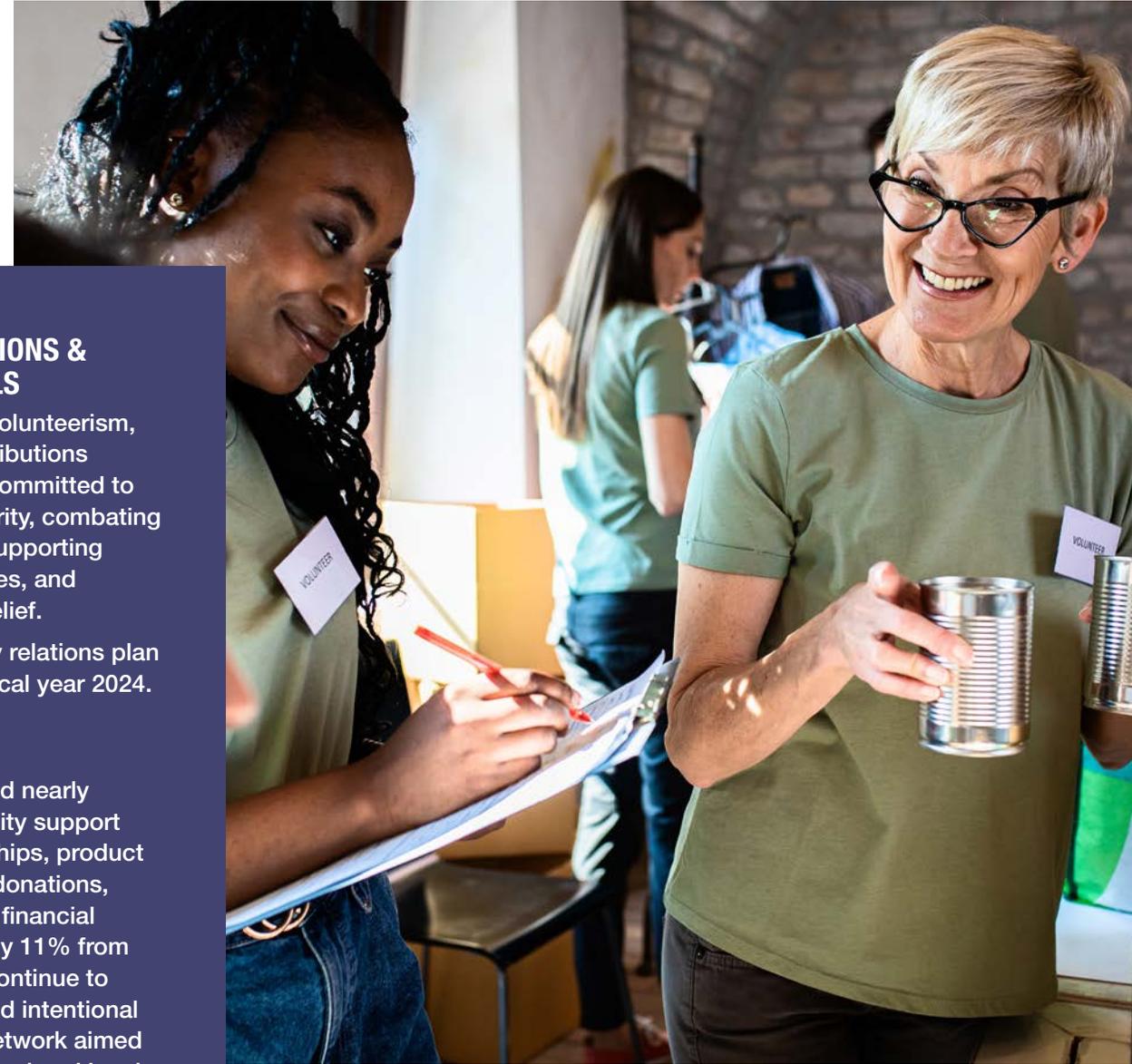
We continue to partner with Feeding America to help combat food insecurity and address the increasing problem of food deserts. By offering financial and food donations to support Feeding America, we’re working to ensure that everyone has access to healthy and nutritious food.

Our drivers cover millions of miles each year and through our collaboration with Truckers Against Trafficking (TAT), they receive training to identify and report human trafficking situations, understand the impact of human trafficking on our communities, and learn how to work together to combat it.

Additionally, when a natural disaster strikes, our customers and associates are often affected. We actively support disaster relief efforts through our partnership with the American Red Cross.

In addition to our corporate philanthropic initiatives, our operating companies take pride in supporting various charitable causes that resonate with their business, local communities, and associates. Last year, PFG and our associates supported more than 200 organizations nationwide, increasing our financial donations by 11% from the prior year. We continue to develop a strategic and intentional community support network aimed at fostering both national and local community impact.

As we look toward fiscal year 2025, PFG is excited to continue building our deliberate, strategic, and purposeful community support network that connects and drives national- and local-level community impact.



## COMMUNITY RELATIONS & ENGAGEMENT GOALS

- Expand advocacy, volunteerism, and charitable contributions with organizations committed to fighting food insecurity, combating human trafficking, supporting healthier communities, and providing disaster relief.
- Ensure a community relations plan is in place during fiscal year 2024.

## PROGRESS

Last year, PFG donated nearly \$4 million for community support efforts (e.g., sponsorships, product donations, associate donations, etc.). As a result, total financial donations increased by 11% from fiscal year 2023. We continue to develop a strategic and intentional community support network aimed at fostering both national and local community impact.



# COMMUNITY ENGAGEMENT IN ACTION

## TRUCKERS AGAINST TRAFFICKING

PFG is proud to continue our partnership with TAT, whose mission is to educate, equip, empower, and mobilize individuals in the trucking, bus, and energy industries to help combat human trafficking.

In fiscal year 2024, we resumed our TAT-sponsored educational training by offering a live webinar for all PFG associates as part of PFG's Human Trafficking Awareness programming. This training provided valuable insights into the increasing issue of human trafficking in the U.S. and highlighted how TAT's efforts are making a positive difference through partnerships like ours. We're encouraged by the strengthening of our relationship with TAT and the high level of engagement from our associates and drivers with this program.

PFG is committed to continuing the fight against human trafficking by serving as a Platinum Sponsor once again in 2024 and donating \$25,000 to support TAT's efforts.

## Freedom Drivers Project (FDP)

The FDP is a pioneering mobile exhibit designed to educate both trucking industry members and the general public about the realities of domestic sex trafficking and how the trucking industry is fighting against it. The exhibit features a theater station, items from trafficking cases that illustrate the stories of those who become enslaved in our country, and portraits of real TAT, showcasing their efforts to combat human trafficking. The trailer offers many their first look at human trafficking and provides simple action steps that anyone can take right after visiting.



FREEDOM DRIVERS PROJECT (FDP)



SHALOM FARMS

## AMERICAN RED CROSS

PFG associates recognize the importance of supporting our communities and prioritizing people. In fiscal year 2024, they demonstrated this commitment by donating nearly \$20,000 to the American Red Cross Disaster Relief Fund, for which the Company made a matching donation of \$25,000. This resulted in one of our most successful campaigns yet, raising close to \$45,000 for the vital work of the American Red Cross.

With more than 300,000 customer locations and approximately 150 PFG facilities across North America, many of our associates and customers are likely to be impacted by natural disasters. We witness the devastating effects of hurricanes, floods, tornadoes, and wildfires on communities. Our contributions reflect PFG's commitment to supporting the essential efforts of the American Red Cross, particularly in the communities where our associates, customers, suppliers, and partners reside. We're dedicated to investing in our communities and providing support during times of need throughout the year.

## SHALOM FARMS

Another partner we're highlighting this year is Shalom Farms. In our search for local organizations to collaborate with, Shalom Farms stood out due to its strong connections to the Richmond, Va., community, where our headquarters is located. As a nonprofit farm and food justice organization, Shalom Farms is dedicated to creating an equitable food system in Richmond. With two production farms and innovative food access programs, it grows and distributes more than 600,000 servings of Certified Naturally Grown produce each year.

This past Earth Day, PFG donated volunteer hours and more than 700 kitchen utensil kits to the organization. These kits contained spatulas, vegetable peelers, measuring cups, serving spoons, and other kitchen utensils. Delivered alongside Shalom Farms' food through its food access programs, the kits helped further Shalom Farms' and PFG's shared values of fighting food insecurity and improving the health and well-being of our communities.

## FIT4KIDS

In fiscal year 2024, PFG proudly sponsored Fit4Kids' Fruit & Veggie Week with Richmond Public Schools. Fit4Kids, a local nonprofit, is dedicated to improving children's health and wellness through the promotion of healthy eating habits. To educate kids on the health and wellness benefits of eating healthy fruits and vegetables, PFG donated more than 1,000 pounds of fresh produce, feeding and educating more than 4,000 students across seven schools in the Richmond area. PFG's interns volunteered and worked with kids to plant new gardens, distribute fruits and vegetables, and further our value of improving the health and well-being of our community. We plan to expand this program to 20 schools in fiscal year 2025.



# APPENDIX

## IN THIS SECTION:

- 34 Sustainability Accounting Standards Board (SASB) Disclosure
- 36 Task Force On Climate-Related Financial Disclosures (TCFD)
- 37 PFG Policies



# SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) DISCLOSURE

## SASB FOOD RETAILER & DISTRIBUTOR INDUSTRY STANDARDS

TOPIC	CODE	ACCOUNTING METRIC	FY24 PERFORMANCE
Fleet Fuel Management	FB-FR-110a.1	Fleet fuel consumed, percentage renewable	71,128,870 gallons (9,371,940 gigajoules [GJ]) fleet fuel consumed, <1% renewable
Air Emissions from Refrigeration	FB-FR-110b.1	Gross global Scope 1 emissions from refrigerants	114,304 metric tons of carbon dioxide equivalent (MTCO2e)
	FB-FR-110b.2	Percentage of refrigerants consumed with zero ozone-depleting potential (ODP)	99.99%
	FB-FR-110b.3	Average refrigerant emissions rate	Not calculated. PFG doesn't have a breakdown between what's leaked and what's been recovered.
Energy Management	FB-FR-110b.3	(1) Operational energy consumed; (2) grid electricity; (3) renewable	(1) 503,624,457 kilowatt-hours (kWh) (1,813,047 GJ); (2) >99% grid electricity; (3) <1% renewable
Food Waste Management	FB-FR-150a.1	Amount of food waste generated; percentage diverted from the waste stream	25,971 metric tons, 32%
Data Security	FB-FR-230a.1	(1) Number of data breaches; (2) percentage involving personally identifiable information (PII); (3) number of customers affected; (4) description of corrective actions implemented in response to data breaches	(1) 0; (2) N/A; (3) N/A; (4) N/A
	FB-FR-230a.2	Description of approach to identifying and addressing data security risks	<p>PFG adopts a layered "defense-in-depth," risk-based approach to identifying and addressing data security. PFG's Information Security Program proactively assesses security trends, current gaps, and our business strategy to manage a three-year rolling cybersecurity strategy. This strategy considers existing risks or those that are likely to change based on our industry, company profile, and business objectives. The strategy also considers shifting technology trends that could have a material impact on our security infrastructure (e.g., third-party hosted/dependent and a mobile workforce).</p> <p>PFG maintains several administrative and technical controls and capabilities to both prevent and detect associated security risks. Our security capabilities and controls include a combination of internally defined policies and standards, technical solutions, operational processes, and staff training to address potential operational, reputational, financial, and regulatory risks. PFG's control environment and strategy are aligned with the National Institute of Standards and Technology (NIST) Framework for Improving Critical Infrastructure Security. Preventive and detective controls are augmented by both technical and administrative capabilities to identify gaps in existing controls or vulnerabilities in information systems.</p> <p>PFG uses independent service providers at least annually to test PFG's network and select applications for vulnerabilities. PFG also maintains an internally managed vulnerability program, which regularly assesses PFG systems and reports to our IT team and business leadership for awareness, action, and/or acknowledgment/acceptance of associated risks.</p> <p>Additionally, PFG maintains a Risk Management program to identify and track information risks from many different sources and adjudicates them based on severity, including third parties, technology projects, acquisitions, ad hoc risk assessments, and external audits.</p>
Food Safety	FB-FR-250a.1	High-risk food safety violation rate	Rate: 1% calendar year 2024 One of 283; all significant violations have been addressed, including follow-up audits.
	FB-FR-250a.2	(1) Number of recalls; (2) number of units recalled; (3) percentage of units recalled that are private-label products; (4) description of the notable recalls such as those that affected a significant number of customers or those related to serious illness, injury, or fatality	No recalls were initiated by PFG.

## SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) DISCLOSURE (CONT.)

TOPIC	CODE	ACCOUNTING METRIC	FY24 PERFORMANCE
Product Health & Nutrition	FB-FR-260a.1	Revenue from products labeled and/or marketed to promote health and nutrition attributes <sup>(1)</sup>	\$4,706,625,763
	FB-FR-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	<a href="#">See Delivering Better Products, page 29.</a>
Product Labeling & Marketing	FB-FR-270a.1	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	PFG only labels products within our food production operations, in which there have been zero nonconformances, which keeps us at a level of full compliance with regulatory, industry, and marketing codes.
	FB-FR-270a.2	(1) Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices; (2) description of the nature, context, and any corrective actions taken as a result of the monetary losses	(1) PFG has had zero monetary losses due to nonconforming labeling practices at our production facilities; (2) N/A
	FB-FR-270a.3	Revenue from products labeled as (1) containing genetically modified organisms (GMOs); (2) non-GMO	(1) \$921,388,700; (2) \$47,149,974
Labor Practices	FB-FR-310a.1	(1) Average hourly wage; (2) percentage of in-store and distribution center employees earning minimum wage, by region	(1) \$24.00; (2) 100% of associates in the U.S. receive above the state minimum wage.
	FB-FR-310a.2	Percentage of active workforce covered under collective bargaining agreements	5.92%
	FB-FR-310a.3	(1) Number of work stoppages; (2) total days idle; (3) description of the reason for each work stoppage, the impact on operations, and any corrective actions taken	(1) zero stoppages; (2) zero days; (3) N/A
	FB-FR-310a.4	Total amount of monetary losses as a result of legal proceedings associated with: (1) labor law violations and (2) employment discrimination; (3) description of fines and settlements and corrective actions implemented in response to legal proceedings	(1) PFG won't be disclosing this topic and associated metrics this year; (2) PFG won't be disclosing this topic and associated metrics this year; (3) PFG won't be disclosing this topic and associated metrics this year.
Management of Environmental & Social Impacts in the Supply Chain	FB-FR-430a.1	Revenue from products third-party certified to environmental or social sustainability sourcing standard	\$2,013,115,843
	FB-FR-430a.2	Percentage of revenue from (1) eggs that originated from a cage-free environment; (2) pork produced without the use of gestation crates	(1) 8.6%; (2) <1%
	FB-FR-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	<a href="#">See Supplier Risk Management, page 13.</a>
	FB-FR-430a.4	Discussion of strategies to reduce the environmental impact of packaging	<a href="#">See Waste &amp; Packaging, page 14.</a>

<sup>(1)</sup> List includes Reduced Fat, Low Sodium, Organic, Lactose Free, Biodegradable, Vegan, Trans Fat Free, Gluten Free, Kosher, Halal, Fair Trade, Reduced Sodium, Genetically Modified, Shade Grown, MSC Certified, Humanely Raised, RBST Free, Probiotic, Wild, Free Range, and Plant Based.

### ACTIVITY METRICS

ACTIVITY METRIC	PFG RESPONSE
Number of (1) retail locations; (2) distribution centers	(1) four retail locations; (2) 144 distribution centers
Total area of (1) retail space; (2) distribution centers	(1) 8,063 square meters (m <sup>2</sup> ); (2) 2,750,202 m <sup>2</sup>
Number of vehicles in commercial fleet	17,620
Ton miles travelled	2,672,285,945 average shipped ton miles

# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

## GOVERNANCE

### Board’s Oversight

PFG’s Board actively incorporates climate-related issues into corporate governance. The Nominating and Corporate Governance Committee oversees sustainability initiatives, providing strategic guidance to senior executives and ensuring effective risk mitigation. Meanwhile, the Audit and Finance Committee manages enterprise risk, assessing and prioritizing specific risks, including climate-related ones. These committees play a critical role in shaping PFG’s strategic direction, budgeting, and performance metrics, reinforcing our commitment to advancing climate-related goals.

### Management’s Role

To maintain a strong focus on climate-related risks and opportunities, PFG has a dedicated senior-level executive who oversees sustainability initiatives daily. This leader coordinates multiple cross-functional sustainability committees — Operations, Supply Chain, Communications, and Community Engagement — each dedicated to specific sustainability priorities. These committees meet regularly to assess progress and refine action plans aimed at achieving PFG’s sustainability objectives. Through this structured approach, management continuously evaluates and advances the Company’s climate-related strategies, ensuring alignment with broader organizational goals. For more, [see Governance, page 6](#).

## STRATEGY

### Climate-Related Risks and Opportunities

PFG aligns its approach to climate-related issues with the time frames established in our corporate strategy:

- Short term: Zero to three years
- Medium term: Three to five years
- Long term: Five to 10+ years

We are actively assessing our climate risks, including the significance of their effect on PFG and their probability of occurrence. We’re excited to share the results of this work in our fiscal year 2025 Sustainability Report.

## RISK MANAGEMENT

Each year, PFG identifies and prioritizes 10 key risks based on CEO and Board feedback for the upcoming year. This report is compiled and shared with senior leaders, including those who report directly to the CEO, allowing them to suggest additional risks. The finalized list is then presented during our annual Audit Committee meeting in August, ensuring a comprehensive and strategic approach to risk management.

We are actively revising our approach to risk management. We’re excited to share the results of this work in our fiscal year 2025 Sustainability Report.

## METRICS & TARGETS

PFG evaluates GHG emissions using both absolute and intensity-based metrics for Scope 1 and 2 while also assessing absolute energy intensity. For Scope 2 emissions, we also differentiate between market-based and location-based methodologies to ensure a comprehensive analysis.

To drive progress, PFG has established a Scope 1 and 2 target with the aim to:

- Reduce Scope 1 and Scope 2 GHG emissions by 30% (using a per-case metric basis) by 2034 from a 2021 base year.

For more, [see GHG Emissions: Our Footprint, page 9](#).

GHG EMISSIONS INVENTORY		
	BASELINE FY2021 <sup>[1]</sup>	FY2024
<b>SCOPE 1</b> (METRIC TONS)	873,529	870,498
<b>SCOPE 2: LOCATION BASED</b> (METRIC TONS)	193,143	185,634
<b>SCOPE 2: MARKET BASED</b> (METRIC TONS)	191,188	186,496
<b>SCOPE 3 <sup>[2]</sup></b> (METRIC TONS)	-	40,595,075
<b>SCOPE 1 &amp; 2 INTENSITY</b>	1.25	1.12

<sup>[1]</sup> Baseline year data has been revised to include PFG’s recent acquisitions (e.g., Core-Mark).

<sup>[2]</sup> PFG evaluated and disclosed Scope 3 emissions starting in fiscal year 2024.

# PFG POLICIES

## PFG'S CODE OF BUSINESS CONDUCT

PFG's [Code of Business Conduct](#) is our commitment to upholding the highest ethical benchmarks. This Code delineates our expectations regarding interactions with our associates, shareholders, suppliers, customers, and the communities we serve.

## BUSINESS PARTNER CODE OF CONDUCT

PFG's [Business Partner Code of Conduct](#) outlines the behavioral standards we expect from our supply chain partners. We monitor and enforce this Code through various audits if deemed necessary by PFG's risk management processes, including third-party verification, access to facilities and relevant records, and any additional monitoring and enforcement measures PFG deems necessary on a case-by-case basis.

## PALM OIL POLICY

As a leading distributor of foodservice products, we recognize that many of these items contain palm oil and its derivatives. For this reason, our [Palm Oil Policy](#) showcases our commitment to responsibly sourcing palm oil, palm kernel oil, and their derivatives for use in our exclusive products that feature Performance marks.

## ENVIRONMENTAL POLICY

PFG's [Environmental Policy](#) guides our endeavors to minimize our impact on the environment while maximizing value to all our stakeholders and applying the same standards to suppliers or vendors.

## CLIMATE CHANGE POLICY

PFG's [Climate Change Policy](#) is our commitment to positively impacting the stability and sustainability of the agricultural and food systems within the U.S.

## HUMAN RIGHTS POLICY

Our [Enterprise Human Rights Policy](#) sets clear expectations for our associates and business partners of our commitment to upholding human rights that are outlined in our policy.



## 2024 SUSTAINABILITY REPORT