

F0. Introduction

---

F0.1

---

**(F0.1) Give a general description of and introduction to your organization.**

Aramark (NYSE: ARMK) proudly serves Fortune 500 companies. Companies and industries include 5,400+ business dining locations, 37 sports teams, 2,000 healthcare providers, 1,500 educational institutions, 500,000 uniform customers, 1,000+ facilities, and 17 national and state parks in 19 countries around the world. Our 280,000 team members deliver experiences that enrich and nourish millions of lives every day through innovative services in food, facilities management and uniforms.

Our purpose revolves around our mission to enrich and nourish lives: We strive to create a better world by considering the company’s environmental, economic, social and ethical dimensions. Be Well. Do Well. is Aramark’s sustainability plan. It sums up our goal to make a positive impact on people and planet over the next five years.

Be Well. Do Well. accelerates our sustainability efforts and aligns with our vision for our future: improving the wellbeing of people, and reducing our greenhouse gas emissions by 2025. These goals convey our priorities and ambitions, focusing our efforts and inspiring our organization.

Our sustainability plan starts with people. People are at the center of everything we do and so we’re focused on the wellbeing of our employees and consumers, the people in the communities where we live and work, as well as the people in our supply chain. We also focus on the wellbeing of our planet by minimizing environmental impact across all of our operations, from the foods we serve and facilities we operate to the vehicles we drive.

Each goal is supported by four priorities, which align with the [United Nations Sustainable Development Goals](#):

- Our **People** priorities are to engage employees, empower healthy consumers, build local communities and source ethically and inclusively.
- Our **Planet** priorities are to source responsibly, operate efficiently, minimize food waste and reduce packaging.

We have identified key performance indicators and internal targets tied to our business objectives to drive outcomes against those priorities. On our journey of continuous improvement, we are committed to expanding public reporting on our sustainability plan, building greater awareness among our employees, consumers, clients, partners and investors. We’re proud of our efforts and are excited about implementing our five-year plan.

Our commitment to sustainability, to doing the right thing always, begins with integrity. We are committed to conducting business according to the highest ethical standards and in compliance with the law. Our [Business Conduct Policy \(BCP\)](#) details our commitment to operating ethically and transparently. It explains the basic rules and principles that apply to every Aramark team member. Annual training addresses anti-corruption, human rights and the workplace environment, accurate books and records, privacy and confidentiality, and safety, as well as how to report potential BCP violations. There are numerous ways to report a possible violation of the Business Conduct Policy. The [Aramark Hotline](#) is operated by a third-party company, and translation services are available. Reports can be made anonymously, and Aramark also prohibits retaliation against persons who report a suspected violation in good faith.

Aramark is recognized as one of the World’s Most Admired Companies by FORTUNE, as well as an employer of choice by the Human Rights Campaign and DiversityInc. Learn more at [www.aramark.com](http://www.aramark.com) or connect with us on Facebook and Twitter.

F0.2

---

**(F0.2) State the start and end date of the year for which you are reporting data.**

	Start Date	End Date
Reporting year	October 1 2018	September 30 2019

F0.3

---

**(F0.3) Select the currency used for all financial information disclosed throughout your response.**

USD

F0.4

(F0.4) Select the forest risk commodity(ies) that you are, or are not, disclosing on. For each forest risk commodity selected, identify the stages of the supply chain which best represents your organization's area of operation.

	Commodity disclosure	Stage of the value chain	Explanation if not disclosing
Timber products	Disclosing	Retailing	<Not Applicable>
Palm oil	Disclosing	Retailing	<Not Applicable>
Cattle products	Disclosing	Retailing	<Not Applicable>
Soy	Disclosing	Retailing	<Not Applicable>
Other - Rubber	This commodity is not produced, sourced or used by our organization	<Not Applicable >	<Not Applicable>
Other - Cocoa	Not disclosing	Retailing	Aramark is prioritizing the reporting of commodities for which specific, published guidance is available.
Other - Coffee	Not disclosing	Retailing	Aramark is prioritizing the reporting of commodities for which specific, published guidance is available. As coffee has been identified as a potential higher risk commodity, we are considering our response strategy to address sourcing impacts concurrently with those related to the four commodities disclosed in this questionnaire.

F0.5

(F0.5) Are there any parts of your direct operations or supply chain that are not included in your disclosure?

Yes

F0.5a

(F0.5a) Identify the parts of your direct operations or supply chain that are not included in your disclosure.

Value chain stage	Exclusion	Description of exclusion	Potential for forests-related risk	Please explain
Direct operations	Other, please specify (Exclusions relate to limited availability of data)	Our scope for this CDP disclosure is US Foodservice operations. The response does not include Aramark facilities services, Uniform Services, Aramark owned GPOs (group purchasing organizations) and non-US operations.	Potential for forests-related risk but not evaluated	US Foodservice is the largest proportion of our business and is the only portion assessed this reporting year.
Supply chain	Specific supplier(s)	Our CDP disclosure covers centrally available data equaling approximately 75-80% of our supply chain.	Potential for forests-related risk but not evaluated	Our current focus is on the parts of our supply chain we can directly influence.

F1. Current state

F1.1

(F1.1) How does your organization produce, use or sell your disclosed commodity(ies)?

Timber products

Activity

Buying manufactured products

Form of commodity

Goods not for resale (GNFR)

Source

Contracted suppliers (manufacturers)

Other, please specify (Contracted distributors)

Country/Area of origin

Unknown origin

% of procurement spend

1-5%

Comment

We have worked to enhance the accuracy of our analysis. In FY18, our scope addressed the following for which volume was estimated: paper personal products (e.g toilet paper), paper/wood based foodservice disposables (e.g. stir sticks, paper cups, etc.). For FY19 as reflected in this report, we have further identified the majority of our office paper products and enhanced our procurement tagging strategy for disposables and personal paper, which has allowed for more specificity in the metrics disclosed.

## **Palm oil**

### **Activity**

Buying manufactured products

### **Form of commodity**

Palm oil derivatives  
Palm kernel oil derivatives

### **Source**

Contracted suppliers (manufacturers)

### **Country/Area of origin**

Indonesia  
Malaysia

### **% of procurement spend**

<1%

### **Comment**

We have worked to enhance the accuracy and scope of our analysis. In FY18, our scope addressed the following for which volume was used as a proxy: palm oil in contracted margarines. For FY19 as reflected in this report, we have added shortenings and margarines that contain palm to our scope, while ensuring any soy-based shortenings and margarines are addressed under the soy category.

## **Cattle products**

### **Activity**

Retailing/onward sale of commodity or product containing commodity

### **Form of commodity**

Beef

### **Source**

Contracted suppliers (manufacturers)  
Other, please specify (Contracted distributors)

### **Country/Area of origin**

Australia  
Canada  
Costa Rica  
Mexico  
New Zealand  
Nicaragua  
United States of America  
Uruguay

### **% of procurement spend**

1-5%

### **Comment**

We have worked to enhance the accuracy of our analysis. For this commodity, our data collection and reporting strategy focused on identification of the largest suppliers with contracted spend representing at least 53% of the total within the beef category.

## **Soy**

### **Activity**

Buying manufactured products

### **Form of commodity**

Whole soy beans  
Soy bean oil  
Soy derivatives

### **Source**

Contracted suppliers (manufacturers)  
Other, please specify (Contracted distributors)

### **Country/Area of origin**

Unknown origin

### **% of procurement spend**

<1%

### **Comment**

We have worked to enhance the accuracy and scope of our analysis. In FY18, our scope addressed the following range of categories for which soy is an ingredient: soybeans, soy milk, soy oil, soy sauce. For FY19 as reflected in this report, we have identified which margarines, shortenings and oils (around 60% of the overall identified soy category) have soy from regions without deforestation risk, as well as begun partial analysis of soy procured for our poultry, pork, and beef supplier feed.

---

## **F1.2**

**(F1.2) Indicate the percentage of your organization's revenue that was dependent on your disclosed forest risk commodity(ies) in the reporting year.**

	% of revenue dependent on commodity	Comment
Timber products	<1%	Aramark does not consider any portion of our revenues to be wholly dependent on this commodity as timber is not used in products and services as an independent revenue generator.
Palm oil	<1%	Aramark does not consider any portion of our revenues to be wholly dependent on this commodity as palm oil is not used in products and services as an independent revenue generator.
Cattle products	<1%	To calculate % revenue dependent on commodity we calculated spend on cattle products as a percentage of our US Food and Support Services (FSS) annual revenue resulting in approximately 1%.
Soy	<1%	Aramark does not consider any portion of our revenues to be wholly dependent on this commodity as soy is not used in products and services as an independent revenue generator.
Other - Rubber	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>

**F1.5**

**(F1.5) Does your organization collect production and/or consumption data for your disclosed commodity(ies)?**

	Data availability/Disclosure
Timber products	Consumption data available, disclosing
Palm oil	Consumption data available, disclosing
Cattle products	Consumption data available, disclosing
Soy	Consumption data available, disclosing
Other - Rubber	<Not Applicable>
Other - Cocoa	<Not Applicable>
Other - Coffee	<Not Applicable>

**F1.5a**

**(F1.5a) Disclose your production and/or consumption data.**

**Forest risk commodity**

Cattle products

**Data type**

Consumption data

**Volume**

1669655

**Metric**

Other, please specify (pounds)

**Data coverage**

Partial commodity production/consumption

**Please explain**

We have worked to enhance the accuracy of our analysis. For this commodity, our data collection and reporting strategy focused on identification of the largest suppliers with contracted spend representing 60% of the total within the beef category. The total pounds reported is as available through our central reporting system, and includes some further processed products which contain ingredients in addition to beef. Note that our % coverage decreased due to expanding our scope of analysis. Additionally, not all items are reported in pounds and so total volume is a "best available" calculation. Volume reflects 100% of the commodity, % reflects the scope of supplier engagement.

**Forest risk commodity**

Palm oil

**Data type**

Consumption data

**Volume**

7812014

**Metric**

Other, please specify (pounds)

**Data coverage**

Partial commodity production/consumption

**Please explain**

We have worked to enhance the accuracy and scope of our analysis. In FY18, our scope addressed the following as available through our central reporting system for which volume was used as a proxy: palm oil in contracted margarines. For FY19 as reflected in this report, we have added shortenings and margarines to our scope. This portion represents 96% of our palm oil purchases (within the disclosed scope). Note we are currently not tracking palm oil within CPG, bakery or other products. The reported

volume represents the weight of the final product purchased and may not represent the specific volume of palm oil in those products. Volume reflects 100% of the commodity, % reflects the scope of supplier engagement

---

**Forest risk commodity**

Soy

**Data type**

Consumption data

**Volume**

14467149

**Metric**

Other, please specify (pounds)

**Data coverage**

Partial commodity production/consumption

**Please explain**

We have worked to enhance the accuracy and scope of our analysis. In FY18, our scope addressed the following range of categories for which soy is an ingredient: oils/margarines/shortenings, soybeans, soy milk, soy oil, soy sauce, and other soy products such as tofu and tempeh. For FY19 as reflected in this report, we have identified which margarines, shortenings and oils have soy from regions without deforestation risk, as well as begun partial analysis of soy procured for our poultry supplier feed. Note that weight is estimated based on available data through our central reporting system, and represents volume of product purchased and not specifically the soy content. Products with beef and soy are double counted.

---

**Forest risk commodity**

Timber products

**Data type**

Consumption data

**Volume**

69321244

**Metric**

Other, please specify (pounds)

**Data coverage**

Partial commodity production/consumption

**Please explain**

We have worked to enhance the accuracy and scope of our analysis. In FY18, our scope addressed the following for which volume was estimated: paper personal products (e.g toilet paper), paper/wood based foodservice disposables (e.g. stir sticks, paper cups, etc.). For FY19 as reflected in this report, we have further identified the majority of our office paper products and enhanced our procurement tagging strategy for disposables and personal paper, which has allowed for more specificity in the metrics disclosed. Note that weight is estimated based on available data, and represents volume of product purchased and not specifically the timber byproduct content.

---

**F1.5b**

---

**(F1.5b) For your disclosed commodity(ies), indicate the percentage of the production/consumption volume sourced by national and/or sub-national jurisdiction of origin.**

**Forest risk commodity**

Palm oil

**Country/Area of origin**

Unknown origin

**State or equivalent jurisdiction**

<Not Applicable>

**% of total production/consumption volume**

100

**Please explain**

Our contracted manufacturer suppliers have reported that 78% of our current volumes are sourced from Malaysia, Indonesia, Ecuador, Guatemala, and the USA, however we do not have granularity into the proportion associated with each country. The countries of origin for the remaining 22% are currently unknown.

---

**Forest risk commodity**

Cattle products

**Country/Area of origin**

Unknown origin

**State or equivalent jurisdiction**

<Not Applicable>

**% of total production/consumption volume**

100

**Please explain**

Our top suppliers representing 31% of volume have confirmed that the beef is sourced from the US or Canada. Additionally, 22% of various other contracted suppliers have disclosed that 95% of their beef purchases are sourced from the US and Canada. We do not have granularity into the proportion associated with each country. The countries of origin for the remaining 47% are currently unknown.

---

**Forest risk commodity**

Timber products

**Country/Area of origin**

Unknown origin

**State or equivalent jurisdiction**

<Not Applicable>

**% of total production/consumption volume**

100

**Please explain**

Our top category suppliers representing 41% of volume are currently engaged to understand countries of origin for purchased pulp and paper products; they have indicated a significant portion is from the US and Canada and/or made from recycled content. We do not have granularity into the proportion associated with each country. The countries of origin for the remaining 59% are currently unknown.

---

**Forest risk commodity**

Soy

**Country/Area of origin**

Any other countries/areas

**State or equivalent jurisdiction**

<Not Applicable>

**% of total production/consumption volume**

60

**Please explain**

All contracted soy oil suppliers and some suppliers who use soy as an ingredient representing 60% of volume have confirmed that the soy is sourced from the US.

---

**Forest risk commodity**

Soy

**Country/Area of origin**

Unknown origin

**State or equivalent jurisdiction**

<Not Applicable>

**% of total production/consumption volume**

40

**Please explain**

The countries of origin for the remaining 40% of our soy supply are currently unknown.

---

**(F1.6) Has your organization experienced any detrimental forests-related impacts?**

No

**F2. Procedures**

---

**F2.1**

---

**(F2.1) Does your organization undertake a forests-related risk assessment?**

Yes, forests-related risks are assessed

**F2.1a**

---

**(F2.1a) Select the options that best describe your procedures for identifying and assessing forests-related risks.**

**Timber products**

**Value chain stage**

Supply chain

**Coverage**

Partial

**Risk assessment procedure**

Assessed as part of other company-wide risk assessment system

**Frequency of assessment**

More than once a year

**How far into the future are risks considered?**

3 to 6 years

**Tools and methods used**

Internal company methods

External consultants

**Please explain**

i. How tools were used to assess risk: Our internal Sustainable Sourcing Framework guides Aramark's end-to-end management of environmental and social impacts in our Food and Facilities supply chain, including assessment of risks related to deforestation, aligned with enterprise business objectives. The framework outlines cross-functional responsibilities by business function, aligning the efforts of our sourcing team and Enterprise Sustainability to assess stakeholder insights from NGOs, investors, customers/clients, and integrate the findings into our sustainable sourcing approach. On a monthly basis, the teams review our No-Deforestation commitments and actions; on a quarterly basis the teams also conduct data analysis to determine current state, which also informs risk management decisions related to the commodities. Our internal framework is supplemented by external consulting support on an as-needed basis; for example, in 2019 we engaged BSR (Business for Social Responsibility) to assess stakeholder expectations related to our overall sustainability efforts, which helped to underscore risks related to deforestation as a cross-cutting issue. ii. Explanation of why tools or methods were chosen and effectiveness in assessing risks: As we are a purchaser of final goods, our sourcing teams are closest to the suppliers with more direct oversight of risks; we believe that our Sustainable Sourcing Framework combines their insight as well as the monitoring of other stakeholders to provide a more holistic view of risks. iii. Case study of how these tools were used to assess risk: In 2019, the work performed by BSR was integrated into our Sustainable Sourcing Framework process whereby stakeholder recommendations were used to inform our goal setting process. For example, BSR's recommendation to monitor the broader category of disposables led to the internal team to also integrate paper-based disposables into our approach. We also requested external stakeholders to review our No-Deforestation Policy to help ensure risks are addressed. Additionally, we are considering the impact of other deforestation-related commodities in addition to those reported within CDP and how to integrate into our RFP and supplier engagement processes.

## **Palm oil**

### **Value chain stage**

Supply chain

### **Coverage**

Partial

### **Risk assessment procedure**

Assessed as part of other company-wide risk assessment system

### **Frequency of assessment**

More than once a year

### **How far into the future are risks considered?**

3 to 6 years

### **Tools and methods used**

Internal company methods

External consultants

### **Please explain**

i. How tools were used to assess risk: Our internal Sustainable Sourcing Framework guides Aramark's end-to-end management of environmental and social impacts in our Food and Facilities supply chain, including assessment of risks related to deforestation, aligned with enterprise business objectives. The framework outlines cross-functional responsibilities by business function, aligning the efforts of our sourcing team and Enterprise Sustainability to assess stakeholder insights from NGOs, investors, customers/clients, and integrate the findings into our sustainable sourcing approach. On a monthly basis, the teams review our No-Deforestation commitments and actions; on a quarterly basis the teams also conduct data analysis to determine current state, which also informs risk management decisions related to the commodities. Our internal framework is supplemented by external consulting support on an as-needed basis; for example, in 2019 we engaged BSR (Business for Social Responsibility) to assess stakeholder expectations related to our overall sustainability efforts, which helped to underscore risks related to deforestation as a cross-cutting issue. ii. Explanation of why tools or methods were chosen and effectiveness in assessing risks: As we are a purchaser of final goods, our sourcing teams are closest to the suppliers with more direct oversight of risks; we believe that our Sustainable Sourcing Framework combines their insight as well as the monitoring of other stakeholders to provide a more holistic view of risks. iii. Case study of how these tools were used to assess risk: In 2019, the work performed by BSR was integrated into our Sustainable Sourcing Framework process whereby stakeholder recommendations were used to inform our goal setting process. We also requested external stakeholders to review our No-Deforestation Policy to help ensure risks are addressed. Additionally, we are considering the impact of other deforestation-related commodities in addition to those reported within CDP and how to integrate into our RFP and supplier engagement processes.

## **Cattle products**

### **Value chain stage**

Supply chain

### **Coverage**

Partial

### **Risk assessment procedure**

Assessed as part of other company-wide risk assessment system

### **Frequency of assessment**

More than once a year

### **How far into the future are risks considered?**

3 to 6 years

### **Tools and methods used**

Internal company methods

External consultants

### **Please explain**

i. How tools were used to assess risk: Our internal Sustainable Sourcing Framework guides Aramark's end-to-end management of environmental and social impacts in our Food and Facilities supply chain, including assessment of risks related to deforestation, aligned with enterprise business objectives. The framework outlines cross-functional responsibilities by business function, aligning the efforts of our sourcing team and Enterprise Sustainability to assess stakeholder insights from NGOs, investors, customers/clients, and integrate the findings into our sustainable sourcing approach. On a monthly basis, the teams review our No-Deforestation commitments and actions; on a quarterly basis the teams also conduct data analysis to determine current state, which also informs risk management decisions related to the commodities. Our internal framework is supplemented by external consulting support on an as-needed basis; for example, in 2019 we engaged BSR (Business for Social Responsibility) to assess stakeholder expectations related to our overall sustainability efforts, which helped to underscore risks related to deforestation as a cross-cutting issue. ii. Explanation of why tools or methods were chosen and effectiveness in assessing risks: As we are a purchaser of final goods, our sourcing teams are closest to the suppliers with more direct oversight of risks; we believe that our Sustainable Sourcing Framework combines their insight as well as the monitoring of other stakeholders to provide a more holistic view of risks. iii. Case study of how these tools were used to assess risk: In 2019, the work performed by BSR was integrated into our Sustainable Sourcing Framework process whereby stakeholder recommendations were used to inform our goal setting process. We also requested external stakeholders to review our No-Deforestation Policy to help ensure risks are addressed. Additionally, we are considering the impact of other deforestation-related commodities in addition to those reported within CDP and how to integrate into our RFP and supplier engagement processes.

## Soy

### Value chain stage

Supply chain

### Coverage

Partial

### Risk assessment procedure

Assessed as part of other company-wide risk assessment system

### Frequency of assessment

More than once a year

### How far into the future are risks considered?

3 to 6 years

### Tools and methods used

Internal company methods

External consultants

### Please explain

i. How tools were used to assess risk: Our internal Sustainable Sourcing Framework guides Aramark's end-to-end management of environmental and social impacts in our Food and Facilities supply chain, including assessment of risks related to deforestation, aligned with enterprise business objectives. The framework outlines cross-functional responsibilities by business function, aligning the efforts of our sourcing team and Enterprise Sustainability to assess stakeholder insights from NGOs, investors, customers/clients, and integrate the findings into our sustainable sourcing approach. On a monthly basis, the teams review our No-Deforestation commitments and actions; on a quarterly basis the teams also conduct data analysis to determine current state, which also informs risk management decisions related to the commodities. Our internal framework is supplemented by external consulting support on an as-needed basis; for example, in 2019 we engaged BSR (Business for Social Responsibility) to assess stakeholder expectations related to our overall sustainability efforts, which helped to underscore risks related to deforestation as a cross-cutting issue. ii. Explanation of why tools or methods were chosen and effectiveness in assessing risks: As we are a purchaser of final goods, our sourcing teams are closest to the suppliers with more direct oversight of risks; we believe that our Sustainable Sourcing Framework combines their insight as well as the monitoring of other stakeholders to provide a more holistic view of risks. iii. Case study of how these tools were used to assess risk: In 2019, the work performed by BSR was integrated into our Sustainable Sourcing Framework process whereby stakeholder recommendations were used to inform our goal setting process. We also requested external stakeholders to review our No-Deforestation Policy to help ensure risks are addressed. Additionally, we are considering the impact of other deforestation-related commodities in addition to those reported within CDP and how to integrate into our RFP and supplier engagement processes.

## F2.1b

---

### (F2.1b) Which of the following issues are considered in your organization's forests-related risk assessment(s)?

#### Availability of forest risk commodities

##### Relevance & inclusion

Relevant, sometimes included

##### Please explain

Description of assessment: The ensured availability of forest risk commodities is vital to the success of our business. Sourcing teams are continually responsible for monitoring and maintaining the needed supply; as part of the Situation Assessment within our Sustainable Sourcing Framework, the sustainability and responsible sourcing teams are tasked with evaluating the respective commodities with category managers and reporting on related risks to help inform and shape our sustainable sourcing approach.

#### Quality of forest risk commodities

##### Relevance & inclusion

Relevant, sometimes included

##### Please explain

Description of assessment: The ensured quality of forest risk commodities is vital to the success of our business. Sourcing teams are continually responsible for monitoring and maintaining the quality of supply; as part of the Situation Assessment within our Sustainable Sourcing Framework, the sustainability and responsible sourcing teams are tasked with evaluating the respective commodities with category managers and reporting on related risks to help inform and shape our sustainable sourcing approach.

#### Impact of activity on the status of ecosystems and habitats

##### Relevance & inclusion

Relevant, sometimes included

##### Please explain

Description of assessment: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as advocacy and activist NGOs, investors, and customers/clients. As well, we review benchmarking and other available materials such as articles, reports, social media, etc. to evaluate risks. This engagement and research responsibility helps to assess the impact of activity on the status of ecosystems and habitats to inform and shape our approach.

#### Regulation

##### Relevance & inclusion

Relevant, sometimes included

##### Please explain

Description of assessment: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as advocacy and activist NGOs, investors, and customers/clients. As well, our procurement and supply chain teams assess international, domestic, and local regulations to determine potential impact to our company and processes. This work is underpinned by benchmarking and other available materials such as articles, reports, social media, etc. to evaluate risks. This engagement and research responsibility helps to monitor developments in regulations to inform and shape our approach.

## Climate change

### Relevance & inclusion

Relevant, sometimes included

### Please explain

Description of assessment: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts, such as those related to climate change, in our supply chain. This involves engaging external stakeholders including advocacy and activist NGOs, investors, and customers/clients. As well, our procurement and supply chain teams assess international, domestic, and local regulations to determine potential impact to our company and processes, which may include climate change-related developments. This work is underpinned by benchmarking and other available materials such as articles, reports, social media, etc. to evaluate risks. This engagement and research responsibility helps to monitor climate change to inform and shape our approach.

## Impact on water security

### Relevance & inclusion

Relevant, sometimes included

### Please explain

Description of assessment: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as advocacy and activist NGOs, investors, and customers/clients. As well, our procurement and supply chain teams assess international, domestic, and local regulations to determine potential impact to our company and processes. This work is underpinned by benchmarking and other available materials such as articles, reports, social media, etc. to evaluate risks. This engagement and research responsibility helps to monitor developments in regulations to inform and shape our approach.

## Tariffs or price increases

### Relevance & inclusion

Relevant, sometimes included

### Please explain

Description of assessment: The predictability of forest risk commodity pricing is vital to the success of our business. Sourcing teams are continually responsible for monitoring and maintaining the availability of supply; as part of the Situation Assessment within our Sustainable Sourcing Framework, the sustainability and responsible sourcing teams are tasked with evaluating the respective commodities with category managers and reporting on related risks to help inform and shape our sustainable sourcing approach.

## Loss of markets

### Relevance & inclusion

Relevant, sometimes included

### Please explain

Description of assessment: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as advocacy and activist NGOs, investors, and customers/clients. This work is underpinned by benchmarking and other available materials such as articles, reports, social media, etc. to evaluate risks. This engagement and research responsibility helps to uncover issues related to loss of markets to inform and shape our approach.

## Brand damage related to forest risk commodities

### Relevance & inclusion

Relevant, sometimes included

### Please explain

Description of assessment: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as advocacy and activist NGOs, investors, and customers/clients. This work is underpinned by benchmarking and other available materials such as articles, reports, social media, etc. to evaluate risks. This engagement and research responsibility helps to monitor potential brand damage related to forest risk commodities to inform and shape our approach.

## Corruption

### Relevance & inclusion

Relevant, sometimes included

### Please explain

Description of assessment: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as advocacy and activist NGOs, investors, and customers/clients. This work is underpinned by benchmarking and other available materials such as articles, reports, social media, etc. to evaluate risks. This engagement and research responsibility helps to monitor corruption to inform and shape our approach.

## Social impacts

### Relevance & inclusion

Relevant, sometimes included

### Please explain

Description of assessment: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as advocacy and activist NGOs, investors, and customers/clients. This work is underpinned by benchmarking and other available materials such as articles, reports, social media, etc. to evaluate risks. This engagement and research responsibility helps to monitor social impacts to inform and shape our sourcing approach.

## Other, please specify

### Relevance & inclusion

Not considered

### Please explain

---

**(F2.1c) Which of the following stakeholders are considered in your organization's forests-related risk assessments?**

**Customers**

**Relevance & inclusion**

Relevant, sometimes included

**Please explain**

Why stakeholders are included: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as customers/clients, who may be experiencing reputational and/or investor pressure to address forests-related risks; as we are an important part of their supply chain, gaining their perspectives helps to ensure we are partnering in these efforts. As well, we review benchmarking and other available materials such as articles, reports, social media, etc. to evaluate how customers are considering forests-related risks.

**Employees**

**Relevance & inclusion**

Relevant, sometimes included

**Please explain**

Why stakeholders are included: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. We believe this approach is appropriate as it allows for several employees within the company to contribute their knowledge and perspectives toward our forests-related risk assessments. These employees develop an understanding of the risks involved by engaging external stakeholders such as advocacy and activist NGOs, investors, and customers/clients, as well as consideration of benchmarking and other available materials such as articles, reports, social media, etc.

**Investors**

**Relevance & inclusion**

Relevant, sometimes included

**Please explain**

Why stakeholders are included: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as investors, many of whom are consistently advocating for responsible management and disclosure of forests-related risks; gaining their perspectives helps to ensure we are responding to their concerns. As well, we review benchmarking and other available materials such as articles, reports, social media, etc. to evaluate how investors are considering forests-related risks.

**Local communities**

**Relevance & inclusion**

Relevant, sometimes included

**Please explain**

Why stakeholders are included: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as customers/clients, who may be experiencing reputational and/or investor pressure to address forests-related risks in the local communities from which they directly source commodities. As well, we review benchmarking and other available materials such as articles, reports, social media, etc. to evaluate how local communities are being impacted by forests-related risks.

**NGOs**

**Relevance & inclusion**

Relevant, sometimes included

**Please explain**

Why stakeholders are included: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as NGOs, who are often advocating for responsible management and disclosure of forests-related risks and spearheading valuable research on the topic; gaining their perspectives helps to ensure we are responding to their concerns. As well, we review benchmarking and other available materials such as articles, reports, social media, etc. to evaluate how NGOs are considering forests-related risks.

**Other forest risk commodity users/producers at a local level**

**Relevance & inclusion**

Relevant, sometimes included

**Please explain**

Why stakeholders are included: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as customers/clients, who may be experiencing reputational and/or investor pressure to address forests-related risks; as we are an important part of their supply chain, gaining their perspectives helps to ensure we are partnering in these efforts. As well, we review benchmarking and other available materials such as articles, reports, social media, etc. to evaluate risks and how customers are considering forests-related risks.

**Regulators**

**Relevance & inclusion**

Relevant, sometimes included

**Please explain**

Why stakeholders are included: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as customers/clients, who may be experiencing regulatory pressure to address forests-related risks; as we are an important part of their supply chain, gaining their perspectives helps to ensure we are aware of these efforts. As well, we review benchmarking and other available materials such as articles, reports, social media, etc. to evaluate how regulators are considering forests-related risks.

## Suppliers

### Relevance & inclusion

Relevant, sometimes included

### Please explain

Why stakeholders are included: As part of our Sustainable Sourcing Framework, cross-functional teams are responsible for monitoring environmental and social impacts in our supply chain. This involves engaging external stakeholders such as suppliers, who may be experiencing reputational, market, investor pressure etc. to address forests-related risks; as we are an important customer, gaining their perspectives helps to ensure we are partnering in these efforts and that we can make progress on our own deforestation commitments with their support. As well, we review benchmarking and other available materials such as articles, reports, social media, etc. to evaluate how suppliers are considering forests-related risks.

### Other stakeholders, please specify

### Relevance & inclusion

Not considered

### Please explain

## F3. Risks and opportunities

---

### F3.1

---

**(F3.1) Have you identified any inherent forests-related risks with the potential to have a substantive financial or strategic impact on your business?**

	Risk identified?
Timber products	No
Palm oil	No
Cattle products	No
Soy	No
Other - Rubber	<Not Applicable>
Other - Cocoa	<Not Applicable>
Other - Coffee	<Not Applicable>

### F3.1a

---

**(F3.1a) How does your organization define substantive financial or strategic impact on your business?**

### F3.1c

---

**(F3.1c) Why does your organization not consider itself to be exposed to forests-related risks with the potential to have a substantive financial or strategic impact?**

	Primary reason	Please explain
Timber products	Risks exist, but no substantive impact anticipated	As part of an overall supply chain mapping initiated at the end of 2018, climate and forest related risks are considered with other environmental, social and business risks to determine high impact categories and strategies to address them. We worked with an external consulting agency to review all available purchasing data and carry out exercises to identify the top procurement categories by spend and impact. The assessment also considered an issues approach, with deforestation being one of them. No substantive impacts were identified through this analysis. Since then, we have developed a Sustainable Sourcing Framework to continually monitor environmental and social impacts in our supply chain. These ongoing assessments help determine appropriate actions we can take to manage forests-related risks, however specific substantive impacts have not yet been identified. For example, we have a flexible sourcing strategy, e.g. contracts and supplier relationships, that provides us with sufficient resiliency should circumstances around a commodity change, and additionally none of these commodities are considered critical in our current business environment. As we continually evolve our knowledge of the specific categories and products associated with forest-related risks, we will also improve our ability to assess and evaluate if and what financial or strategic impacts exist for our business.
Palm oil	Risks exist, but no substantive impact anticipated	As part of an overall supply chain mapping initiated at the end of 2018, climate and forest related risks are considered with other environmental, social and business risks to determine high impact categories and strategies to address them. We worked with an external consulting agency to review all available purchasing data and carry out exercises to identify the top procurement categories by spend and impact. The assessment also considered an issues approach, with deforestation being one of them. No substantive impacts were identified through this analysis. Since then, we have developed a Sustainable Sourcing Framework to continually monitor environmental and social impacts in our supply chain. These ongoing assessments help determine appropriate actions we can take to manage forests-related risks, however specific substantive impacts have not yet been identified. For example, we have a flexible sourcing strategy, e.g. contracts and supplier relationships, that provides us with sufficient resiliency should circumstances around a commodity change, and additionally none of these commodities are considered critical in our current business environment. As we continually evolve our knowledge of the specific categories and products associated with forest-related risks, we will also improve our ability to assess and evaluate if and what financial or strategic impacts exist for our business.
Cattle products	Risks exist, but no substantive impact anticipated	As part of an overall supply chain mapping initiated at the end of 2018, climate and forest related risks are considered with other environmental, social and business risks to determine high impact categories and strategies to address them. We worked with an external consulting agency to review all available purchasing data and carry out exercises to identify the top procurement categories by spend and impact. The assessment also considered an issues approach, with deforestation being one of them. No substantive impacts were identified through this analysis. Since then, we have developed a Sustainable Sourcing Framework to continually monitor environmental and social impacts in our supply chain. These ongoing assessments help determine appropriate actions we can take to manage forests-related risks, however specific substantive impacts have not yet been identified. For example, we have a flexible sourcing strategy, e.g. contracts and supplier relationships, that provides us with sufficient resiliency should circumstances around a commodity change, and additionally none of these commodities are considered critical in our current business environment. As we continually evolve our knowledge of the specific categories and products associated with forest-related risks, we will also improve our ability to assess and evaluate if and what financial or strategic impacts exist for our business.
Soy	Risks exist, but no substantive impact anticipated	As part of an overall supply chain mapping initiated at the end of 2018, climate and forest related risks are considered with other environmental, social and business risks to determine high impact categories and strategies to address them. We worked with an external consulting agency to review all available purchasing data and carry out exercises to identify the top procurement categories by spend and impact. The assessment also considered an issues approach, with deforestation being one of them. No substantive impacts were identified through this analysis. Since then, we have developed a Sustainable Sourcing Framework to continually monitor environmental and social impacts in our supply chain. These ongoing assessments help determine appropriate actions we can take to manage forests-related risks, however specific substantive impacts have not yet been identified. For example, we have a flexible sourcing strategy, e.g. contracts and supplier relationships, that provides us with sufficient resiliency should circumstances around a commodity change, and additionally none of these commodities are considered critical in our current business environment. As we continually evolve our knowledge of the specific categories and products associated with forest-related risks, we will also improve our ability to assess and evaluate if and what financial or strategic impacts exist for our business.
Other - Rubber	<Not Applicable >	<Not Applicable>
Other - Cocoa	<Not Applicable >	<Not Applicable>
Other - Coffee	<Not Applicable >	<Not Applicable>

**F3.2**

**(F3.2) Have you identified any forests-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

	Have you identified opportunities?
Timber products	No
Palm oil	No
Cattle products	No
Soy	No
Other - Rubber	<Not Applicable>
Other - Cocoa	<Not Applicable>
Other - Coffee	<Not Applicable>

**F3.2b**

### (F3.2b) Why does your organization not consider itself to have forests-related opportunities?

#### Timber products

##### Primary reason

Evaluation in progress

##### Please explain

As part of an overall supply chain mapping initiated end of 2018, climate and forest related risks are considered with other environmental, social and business risks to determine high impact categories and strategies to address them. We worked with an external consulting agency to review all available purchasing data and carry out exercises to identify the top procurement categories by spend and impact. The assessment also considered an issues approach, with deforestation being one of them. Since then, we have developed a Sustainable Sourcing Framework to continually monitor environmental and social impacts in our supply chain. These ongoing assessments help determine appropriate actions we can take to manage forests-related risks, however specific substantive opportunities have not yet been identified. Meanwhile, we are strengthening our supplier and customer engagement efforts to understand the role we can play to support no-deforestation efforts. As we continually evolve our knowledge of the specific categories and products associated with forest-related risks, we will also improve our ability to assess and evaluate if and what financial or strategic opportunities exist for our business.

#### Palm oil

##### Primary reason

Evaluation in progress

##### Please explain

As part of an overall supply chain mapping initiated end of 2018, climate and forest related risks are considered with other environmental, social and business risks to determine high impact categories and strategies to address them. We worked with an external consulting agency to review all available purchasing data and carry out exercises to identify the top procurement categories by spend and impact. The assessment also considered an issues approach, with deforestation being one of them. Since then, we have developed a Sustainable Sourcing Framework to continually monitor environmental and social impacts in our supply chain. These ongoing assessments help determine appropriate actions we can take to manage forests-related risks, however specific substantive opportunities have not yet been identified. Meanwhile, we are strengthening our supplier and customer engagement efforts to understand the role we can play to support no-deforestation efforts. As we continually evolve our knowledge of the specific categories and products associated with forest-related risks, we will also improve our ability to assess and evaluate if and what financial or strategic opportunities exist for our business.

#### Cattle products

##### Primary reason

Evaluation in progress

##### Please explain

As part of an overall supply chain mapping initiated end of 2018, climate and forest related risks are considered with other environmental, social and business risks to determine high impact categories and strategies to address them. We worked with an external consulting agency to review all available purchasing data and carry out exercises to identify the top procurement categories by spend and impact. The assessment also considered an issues approach, with deforestation being one of them. Since then, we have developed a Sustainable Sourcing Framework to continually monitor environmental and social impacts in our supply chain. These ongoing assessments help determine appropriate actions we can take to manage forests-related risks, however specific substantive opportunities have not yet been identified. Meanwhile, we are strengthening our supplier and customer engagement efforts to understand the role we can play to support no-deforestation efforts. As we continually evolve our knowledge of the specific categories and products associated with forest-related risks, we will also improve our ability to assess and evaluate if and what financial or strategic opportunities exist for our business.

#### Soy

##### Primary reason

Evaluation in progress

##### Please explain

As part of an overall supply chain mapping initiated end of 2018, climate and forest related risks are considered with other environmental, social and business risks to determine high impact categories and strategies to address them. We worked with an external consulting agency to review all available purchasing data and carry out exercises to identify the top procurement categories by spend and impact. The assessment also considered an issues approach, with deforestation being one of them. Since then, we have developed a Sustainable Sourcing Framework to continually monitor environmental and social impacts in our supply chain. These ongoing assessments help determine appropriate actions we can take to manage forests-related risks, however specific substantive opportunities have not yet been identified. Meanwhile, we are strengthening our supplier and customer engagement efforts to understand the role we can play to support no-deforestation efforts. As we continually evolve our knowledge of the specific categories and products associated with forest-related risks, we will also improve our ability to assess and evaluate if and what financial or strategic opportunities exist for our business.

## F4. Governance

---

### F4.1

---

#### (F4.1) Is there board-level oversight of forests-related issues within your organization?

Yes

#### F4.1a

---

**(F4.1a) Identify the position(s) of the individual(s) (do not include any names) on the board with responsibility for forests-related issues.**

Position of individual	Please explain
Chief Executive Officer (CEO)	i. How responsibility is related to climate change issues: The CEO oversees climate-related decisions at the highest level. The Sustainability Steering Committee (SteerCo) includes/reports to the CEO to ensure integration and implementation of our sustainability commitments across the business, including those related to climate change. ii. Example of forests-related decision: During FY19, Aramark's CEO provided input to help shape Aramark's Sustainability Plan, Be Well. Do Well., including the development of our No-Deforestation Policy. The CEO has also underscored the importance of our commitment to expanding public reporting on our sustainability plan, building greater awareness among our employees, consumers, clients, partners and investors.
Other, please specify (Board of Directors)	i. How responsibility is related to climate change issues: All board members are responsible for the financial, environmental, social, governance objectives relating to climate. The Sustainability Steering Committee (SteerCo) ensures integration and implementation of our sustainability commitments across the business, including those related to climate change, and reports to the Board of Directors at least two times per year to keep them apprised of key recommendations and outcomes. ii. Example of forests-related decision: During FY19, Aramark Board of Directors provided input to help shape Aramark's Sustainability Plan, Be Well. Do Well., including the development of our No-Deforestation Policy. The Board has also underscored the importance of our commitment to expanding public reporting on our sustainability plan, building greater awareness among our employees, consumers, clients, partners and investors.

**F4.1b**

**(F4.1b) Provide further details on the board's oversight of forests-related issues.**

	Frequency that forests-related issues are a scheduled agenda item	Governance mechanisms into which forests-related issues are integrated	Please explain
Row 1	Scheduled - some meetings	Monitoring implementation and performance Overseeing acquisitions and divestiture Overseeing major capital expenditures Reviewing and guiding corporate responsibility strategy Reviewing and guiding major plans of action Reviewing and guiding strategy	A description of how the governance mechanisms selected contribute to the board's oversight of forest issues: 2x year

**F4.2**

**(F4.2) Provide the highest management-level position(s) or committee(s) with responsibility for forests-related issues (do not include the names of individuals).**

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on forests-related issues	Please explain
Chief Executive Officer (CEO)	Other, please specify (Provides initiative oversight)	Half-yearly	As presented by the Vice President, Enterprise Sustainability, checks off on forest-related issues
Other, please specify (Vice President, Enterprise Sustainability)	Both assessing and managing forests-related risks and opportunities	More frequently than quarterly	Oversees company-wide sustainability, including forest-related issues
Other, please specify (Procurement Managers and Directors)	Both assessing and managing forests-related risks and opportunities	More frequently than quarterly	Liaise with suppliers and work to ensure compliance with forest-related policies
Other, please specify (Sustainability Steering Committee)	Both assessing and managing forests-related risks and opportunities	Quarterly	Provide input on environmental and social (incl. forest-related issues) strategy via ~quarterly meetings with the Vice President, Enterprise Sustainability
Chief Financial Officer (CFO)	Other, please specify (Provides initiative oversight)	Quarterly	Vice President, Enterprise Sustainability reports to Vice President of Investor Relations, up to Chief Financial Officer (CFO).

**F4.3**

**(F4.3) Do you provide incentives to C-suite employees or board members for the management of forests-related issues?**

	Provide incentives for management of forests-related issues	Comment
Row 1	Yes	Our CEO and Board of Directors maintain oversight for Aramark's sustainability strategy including climate-related issues.

**F4.3a**

**(F4.3a) What incentives are provided to C-Suite employees or board members for the management of forests-related issues (do not include the names of individuals)?**

	Role(s) entitled to incentive?	Performance indicator	Please explain
Monetary reward	Chief Executive Officer (CEO)	Achievement of commitments and targets	10% of the CEO's bonus depends upon non-financial objectives including developing, pursuing and executing a strategic plan enabling long-long term value creation. During FY19, the Aramark CEO oversaw the development of Aramark's enterprise sustainability plan, Be Well. Do Well., which focuses on addressing key social, environmental and economic issues of importance to Aramark's clients, customers, employees, investors and other stakeholders with the stated goal of enabling people to prosper on a healthy planet, while ensuring long-term business growth.
Non-monetary reward	No one is entitled to these incentives	No indicator for incentivized performance	

F4.4

**(F4.4) Did your organization include information about its response to forests-related risks in its most recent mainstream financial report?**

No, but we plan to do so in the next two years

F4.5

**(F4.5) Does your organization have a policy that includes forests-related issues?**

Yes, we have a documented forests policy that is publicly available

F4.5a

**(F4.5a) Select the options to describe the scope and content of your policy.**

	Scope	Content	Please explain
Row 1	Selected facilities, businesses or geographies only	Commitment to no deforestation, to no planting on peatlands and to no exploitation (NDPE) Commitment to transparency Commitment to stakeholder awareness and engagement Recognition of the overall importance of forests and other natural ecosystems List of timebound milestones and targets Description of forests-related standards for procurement	Explanation of exclusions: Our policy's intent is company-wide, however as most of our commodity-relevant purchasing occurs in US Foodservice which also has the strongest data available, we are currently focusing on implementing actions within scope. We look forward to expanding our activities and coverage based on these learnings. i. How regularly the policy is reviewed and updated: Through the Sustainable Sourcing Framework, we have established an ongoing process to review our No-Deforestation Policy and progress on a quarterly basis; updates to our commitment will be considered as appropriate based on evaluation of changing strategic imperatives and increasing knowledge about our potential for addressing deforestation risk. ii. Why this content is included in the policy: Aramark conducted a stakeholder engagement process to identify appropriate content and commitments, including requesting feedback from key investors, suppliers and NGOs. iii. How the policy informs internal decision-making: Our No-Deforestation Policy provides a written framework for informing our due diligence related to new suppliers, existing supplier engagement strategies, and decision-making regarding product selection and shifting to address deforestation risks.

F4.5b

**(F4.5b) Do you have commodity specific sustainability policy(ies)? If yes, select the options that best describe their scope and content.**

	Do you have a commodity specific sustainability policy?	Scope	Content	Please explain

	Do you have a commodity specific sustainability policy?	Scope	Content	Please explain
Timber products	Yes	Selected facilities, businesses, or geographies only	Commitment to no deforestation, or planting on peatlands and to no exploitation (NDPE) Commitment to protect rights and livelihoods of local communities Commitment to transparency Commitment to stakeholder awareness and engagement Recognition of the overall importance of forests and other natural ecosystems List of timebound commitments and targets Description of forests-related standards for procurement	Explanation of exclusions: Our policy's intent is company-wide, however as most of our commodity-relevant purchasing occurs in US Foodservice which also has the strongest data available, we are currently focusing on implementing actions within this scope. We look forward to expanding our activities and coverage based on these learnings. i. How regularly the policy is reviewed and updated: Through the Sustainable Sourcing Framework, we have established an ongoing process to review our No-Deforestation Policy and progress on a quarterly basis; updates to our commitment will be considered as appropriate based on evaluation of changing strategic imperatives and increasing knowledge about our potential for addressing deforestation risk. ii. Why this content is included in the policy: Aramark conducted a stakeholder engagement process to identify appropriate content and commitments, including requesting feedback from key investors, suppliers and NGOs. The overarching policy includes commodity-specific commitments to reinforce the coverage of our efforts. iii. How the policy informs internal decision-making: Our No-Deforestation Policy provides a written framework for informing our due diligence related to new suppliers, existing supplier engagement strategies, and decision-making regarding product selection and shifting to address deforestation risks.
Palm oil	Yes	Selected facilities, businesses, or geographies only	Commitment to no deforestation, or planting on peatlands and to no exploitation (NDPE) Commitment to protect rights and livelihoods of local communities Commitment to transparency Commitment to stakeholder awareness and engagement Recognition of the overall importance of forests and other natural ecosystems List of timebound commitments and targets Description of forests-related standards for procurement	Explanation of exclusions: Our policy's intent is company-wide, however as most of our commodity-relevant purchasing occurs in US Foodservice which also has the strongest data available, we are currently focusing on implementing actions within this scope. We look forward to expanding our activities and coverage based on these learnings. i. How regularly the policy is reviewed and updated: Through the Sustainable Sourcing Framework, we have established an ongoing process to review our No-Deforestation Policy and progress on a quarterly basis; updates to our commitment will be considered as appropriate based on evaluation of changing strategic imperatives and increasing knowledge about our potential for addressing deforestation risk. ii. Why this content is included in the policy: Aramark conducted a stakeholder engagement process to identify appropriate content and commitments, including requesting feedback from key investors, suppliers and NGOs. The overarching policy includes commodity-specific commitments to reinforce the coverage of our efforts. iii. How the policy informs internal decision-making: Our No-Deforestation Policy provides a written framework for informing our due diligence related to new suppliers, existing supplier engagement strategies, and decision-making regarding product selection and shifting to address deforestation risks.

	Do you have a commodity specific sustainability policy?	Scope	Content	Please explain
Cattle products	Yes	Selected facilities, businesses or geographies only	Commitment to no deforestation, or planting on peatlands and to no exploitation (NDPE) Commitment to protect rights and livelihoods of local communities Commitment to transparency Commitment to stakeholder awareness and engagement Recognition of the overall importance of forests and other natural ecosystems List of timebound commitments and targets Description of forests-related standards for procurement	Explanation of exclusions: Our policy's intent is company-wide, however as most of our commodity-relevant purchasing occurs in US Foodservice which also has the strongest data available, we are currently focusing on implementing actions within this scope. We look forward to expanding our activities and coverage based on these learnings. i. How regularly the policy is reviewed and updated: Through the Sustainable Sourcing Framework, we have established an ongoing process to review our No-Deforestation Policy and progress on a quarterly basis; updates to our commitment will be considered as appropriate based on evaluation of changing strategic imperatives and increasing knowledge about our potential for addressing deforestation risk. ii. Why this content is included in the policy: Aramark conducted a stakeholder engagement process to identify appropriate content and commitments, including requesting feedback from key investors, suppliers and NGOs. The overarching policy includes commodity-specific commitments to reinforce the coverage of our efforts. iii. How the policy informs internal decision-making: Our No-Deforestation Policy provides a written framework for informing our due diligence related to new suppliers, existing supplier engagement strategies, and decision-making regarding product selection and shifting to address deforestation risks.
Soy	Yes	Selected facilities, businesses or geographies only	Commitment to no deforestation, or planting on peatlands and to no exploitation (NDPE) Commitment to protect rights and livelihoods of local communities Commitment to transparency Commitment to stakeholder awareness and engagement Recognition of the overall importance of forests and other natural ecosystems List of timebound commitments and targets Description of forests-related standards for procurement	Explanation of exclusions: Our policy's intent is company-wide, however as most of our commodity-relevant purchasing occurs in US Foodservice which also has the strongest data available, we are currently focusing on implementing actions within this scope. We look forward to expanding our activities and coverage based on these learnings. i. How regularly the policy is reviewed and updated: Through the Sustainable Sourcing Framework, we have established an ongoing process to review our No-Deforestation Policy and progress on a quarterly basis; updates to our commitment will be considered as appropriate based on evaluation of changing strategic imperatives and increasing knowledge about our potential for addressing deforestation risk. ii. Why this content is included in the policy: Aramark conducted a stakeholder engagement process to identify appropriate content and commitments, including requesting feedback from key investors, suppliers and NGOs. The overarching policy includes commodity-specific commitments to reinforce the coverage of our efforts. iii. How the policy informs internal decision-making: Our No-Deforestation Policy provides a written framework for informing our due diligence related to new suppliers, existing supplier engagement strategies, and decision-making regarding product selection and shifting to address deforestation risks.
Other - Rubber	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>

**(F4.6) Has your organization made a public commitment to reduce or remove deforestation and/or forest degradation from its direct operations and/or supply chain?**

Yes

#### F4.6a

---

**(F4.6a) Has your organization endorsed any of the following initiatives as part of its public commitment to reduce or remove deforestation and/or forest degradation?**

Please select

#### F4.6b

---

**(F4.6b) Provide details on your public commitment(s), including the description of specific criteria, coverage, and actions.**

**Forest risk commodity**

Timber products

**Criteria**

Zero gross deforestation/ no deforestation  
No new development on peat regardless of depth  
No conversion of High Conservation Value areas  
No conversion of High Carbon Stock forests  
Secure Free, Prior and Informed Consent (FPIC) of indigenous people and local communities  
No sourcing of illegally produced and/or traded forest risk commodities

**Operational coverage**

Direct operations and supply chain

**% of total production/ consumption covered by commitment**

100%

**Cutoff date**

No cutoff date

**Commitment target date**

2021-25

**Please explain**

---

**Forest risk commodity**

Palm oil

**Criteria**

Zero gross deforestation/ no deforestation  
No new development on peat regardless of depth  
No conversion of High Conservation Value areas  
No conversion of High Carbon Stock forests  
Secure Free, Prior and Informed Consent (FPIC) of indigenous people and local communities  
No sourcing of illegally produced and/or traded forest risk commodities

**Operational coverage**

Direct operations and supply chain

**% of total production/ consumption covered by commitment**

100%

**Cutoff date**

No cutoff date

**Commitment target date**

2021-25

**Please explain**

Starting in 2019, and as part of the overall supply chain and deforestation work, we have started specifying RSPO for some products high in palm oil and are continuing to investigate additional products in which to drive change. Sourcing RSPO certified palm is a first step in demonstrating progress against our commitments.

---

**Forest risk commodity**

Cattle products

**Criteria**

Zero gross deforestation/ no deforestation  
No new development on peat regardless of depth  
No conversion of High Conservation Value areas  
No conversion of High Carbon Stock forests  
Secure Free, Prior and Informed Consent (FPIC) of indigenous people and local communities  
No sourcing of illegally produced and/or traded forest risk commodities

**Operational coverage**

Direct operations and supply chain

**% of total production/ consumption covered by commitment**

---

100%

**Cutoff date**

No cutoff date

**Commitment target date**

2021-25

**Please explain**

**Forest risk commodity**

Soy

**Criteria**

- Zero gross deforestation/ no deforestation
- No new development on peat regardless of depth
- No conversion of High Conservation Value areas
- No conversion of High Carbon Stock forests
- Secure Free, Prior and Informed Consent (FPIC) of indigenous people and local communities
- No sourcing of illegally produced and/or traded forest risk commodities

**Operational coverage**

Direct operations and supply chain

**% of total production/ consumption covered by commitment**

100%

**Cutoff date**

No cutoff date

**Commitment target date**

2021-25

**Please explain**

**F5. Business strategy**

**F5.1**

**(F5.1) Are forests-related issues integrated into any aspects of your long-term strategic business plan, and if so how?**

	Are forests-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Yes, forests-related issues are integrated	5-10	Aramark's mission to enrich and nourish lives means that providing safe, nutritious, quality food is core to who we are. Our commitment to health, wellness and sustainability is central to these tenets. Our focus on responsible sourcing includes our commitment to "No Deforestation, No Peat, No Exploitation" (NDPE). As part of an overall supply chain mapping initiated at the end of 2018, climate and forest related risks were considered with other environmental, social and business risks to determine high impact categories and strategies to address them. We worked with an external consulting agency to review all available purchasing data and carry out exercises to identify the top procurement categories by spend and impact. The assessment also considered an issues approach, with deforestation being one of them. Since then, we published our No-Deforestation Policy, containing NDPE purchasing commitments that serve as the foundation for what we expect from our suppliers, as well as sourcing commitments specific to the countries in which we operate. To support progress, we have developed a Sustainable Sourcing Framework to continually monitor environmental and social impacts in our supply chain. These ongoing assessments help determine appropriate actions we can take to manage forests-related risks. Meanwhile, we are strengthening our supplier and customer engagement to understand the role we can play to support no-deforestation efforts and continuing developing our long-term business objectives.
Strategy for long-term objectives	Yes, forests-related issues are integrated	5-10	Aramark's mission to enrich and nourish lives means that providing safe, nutritious, quality food is core to who we are. Our commitment to health, wellness and sustainability is central to these tenets. Our focus on responsible sourcing includes our commitment to "No Deforestation, No Peat, No Exploitation" (NDPE). As part of an overall supply chain mapping initiated at the end of 2018, climate and forest related risks were considered with other environmental, social and business risks to determine high impact categories and strategies to address them. We worked with an external consulting agency to review all available purchasing data and carry out exercises to identify the top procurement categories by spend and impact. The assessment also considered an issues approach, with deforestation being one of them. Since then, we published our No-Deforestation Policy, containing NDPE purchasing commitments that serve as the foundation for what we expect from our suppliers, as well as sourcing commitments specific to the countries in which we operate. To support progress, we have developed a Sustainable Sourcing Framework and an employee resourcing approach to continually monitor environmental and social impacts in our supply chain. These ongoing assessments help determine appropriate actions we can take to manage forests-related risks. Meanwhile, we are strengthening our supplier and customer engagement to understand the role we can play to support no-deforestation efforts and continuing developing our strategy to achieve long-term business objectives.
Financial planning	Yes, forests-related issues are integrated	5-10	Aramark's mission to enrich and nourish lives means that providing safe, nutritious, quality food is core to who we are. Our commitment to health, wellness and sustainability is central to these tenets. Our focus on responsible sourcing includes our commitment to "No Deforestation, No Peat, No Exploitation" (NDPE). We published our No-Deforestation Policy, containing NDPE purchasing commitments that serve as the foundation for what we expect from our suppliers, as well as sourcing commitments specific to the countries in which we operate. To support progress, we have developed a Sustainable Sourcing Framework and an employee resourcing approach to continually monitor environmental and social impacts in our supply chain. This approach to managing deforestation risk requires resources to make progress, therefore we are continually assessing the financial planning needs to ensure we are adequately staffed and funded.

**F6. Implementation**

**F6.1**

(F6.1) Did you have any timebound and quantifiable targets for increasing sustainable production and/or consumption of your disclosed commodity(ies) that were active during the reporting year?

Yes

## F6.1a

---

(F6.1a) Provide details of your timebound and quantifiable target(s) for increasing sustainable production and/or consumption of the disclosed commodity(ies), and progress made.

**Target reference number**

Target 1

**Forest risk commodity**

Timber products

**Type of target**

Traceability

**Description of target**

Require our contracted paper suppliers (starting with foodservice disposables and office paper) to submit details on the percentage of products sold to Aramark traced back to their source (farm, ranch, plantation, forest), and the percentage verified by credible third parties as meeting Aramark's No-Deforestation Policy.

**Linked commitment**

Zero net/gross deforestation

**Traceability point**

Country

**Third-party certification scheme**

<Not Applicable>

**Start year**

2019

**Target year**

2025

**Quantitative metric**

<Not Applicable>

**Target (number)**

<Not Applicable>

**Target (%)**

100

**% of target achieved**

**Please explain**

Monitoring is an ongoing process. We are currently not able to provide an accurate % of target achieved.

---

**Target reference number**

Target 2

**Forest risk commodity**

Cattle products

**Type of target**

Traceability

**Description of target**

Require our contracted beef suppliers to submit details on the percentage of products sold to Aramark traced back to their source (farm, ranch, plantation, forest), and the percentage verified by credible third parties as meeting Aramark's No-Deforestation Policy. Ensure all contracted beef products are sourced from regions with no-deforestation risk.

**Linked commitment**

No conversion of natural ecosystems

**Traceability point**

Country

**Third-party certification scheme**

<Not Applicable>

**Start year**

2019

**Target year**

2025

**Quantitative metric**

<Not Applicable>

**Target (number)**

<Not Applicable>

**Target (%)**

**% of target achieved****Please explain**

Monitoring is an ongoing process. While our current efforts concentrate initially on country-level traceability to help socialize our commitments with suppliers, we will move toward more granular traceability in the future. We are currently not able to provide an accurate % of target achieved.

**Target reference number**

Target 3

**Forest risk commodity**

Palm oil

**Type of target**

Third-party certification

**Description of target**

Require our contracted palm oil suppliers to submit details on the percentage of products sold to Aramark traced back to their source (farm, ranch, plantation, forest), and the percentage verified by credible third parties as meeting Aramark's No-Deforestation Policy. Ensure all palm oil in contracted margarines and shortenings is RSPO certified.

**Linked commitment**

Zero net/gross deforestation

**Traceability point**

<Not Applicable>

**Third-party certification scheme**

RSPO (any type)

**Start year**

2019

**Target year**

2025

**Quantitative metric**

<Not Applicable>

**Target (number)**

<Not Applicable>

**Target (%)**

100

**% of target achieved**

94

**Please explain**

Monitoring is an ongoing process. We are currently engaging with contracted manufacturers to transition all palm oil utilized in margarines and shortenings to RSPO.

**Target reference number**

Target 4

**Forest risk commodity**

Soy

**Type of target**

Traceability

**Description of target**

Require our contracted soy suppliers to submit details on the percentage of products sold to Aramark traced back to their source (farm, ranch, plantation, forest), and the percentage verified by credible third parties as meeting Aramark's No-Deforestation Policy. Require our contracted beef and poultry suppliers to submit details on soy utilized for feed including where it is sourced from and what is in place to ensure it is not grown on deforested land (i.e. deforestation-free soy) and other important ecosystems (e.g. natural habitat conversion-free soy).

**Linked commitment**

Zero net/gross deforestation

**Traceability point**

Country

**Third-party certification scheme**

<Not Applicable>

**Start year**

2019

**Target year**

2025

**Quantitative metric**

<Not Applicable>

**Target (number)**

<Not Applicable>

**Target (%)**

100

**% of target achieved**

**Please explain**

Monitoring is an ongoing process. While our current efforts concentrate initially on country-level traceability to help socialize our commitments with suppliers, we will move toward more granular traceability in the future. We are currently not able to provide an accurate % of target achieved.

**F6.2**

**(F6.2) Do you have traceability system(s) in place to track and monitor the origin of your disclosed commodity(ies)?**

	Do you have system(s) in place?	Description of traceability system	Exclusions	Description of exclusion
Timber products	Yes	As part of our overall supply chain analysis and deforestation policy work, we are developing methods to track and monitor forest risk commodities starting with requests for sourcing information from our suppliers. 27% of spend is associated with one supplier who sources from North America.	Specific supplier(s)	As we strengthen our data collection and analysis strategy, our current focus is on contracted manufacturers first - direct relationship + higher spend
Palm oil	Yes	As part of our overall supply chain analysis and deforestation policy work, we are developing methods to track and monitor forest risk commodities starting with requests for sourcing information from our suppliers.	Specific supplier(s)	As we strengthen our data collection and analysis strategy, our current focus is on contracted manufacturers first - direct relationship + higher spend
Cattle products	Yes	As part of our overall supply chain analysis and deforestation policy work, we are developing methods to track and monitor forest risk commodities starting with requests for sourcing information from our suppliers.	Specific supplier(s)	As we strengthen our data collection and analysis strategy, our current focus is on contracted manufacturers first - direct relationship + higher spend
Soy	Yes	As part of our overall supply chain analysis and deforestation policy work, we are developing methods to track and monitor forest risk commodities starting with requests for sourcing information from our suppliers.	Specific supplier(s)	As we strengthen our data collection and analysis strategy, our current focus is on contracted manufacturers first - direct relationship + higher spend
Other - Rubber	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>

**F6.2a**

**(F6.2a) Provide details on the level of traceability your organization has for its disclosed commodity(ies).**

Forest risk commodity	Point to which commodity is traceable	% of total production/consumption volume traceable
Timber products	Country	27
Palm oil	Country	100
Cattle products	Country	53
Soy	Country	100

**F6.3**

**(F6.3) Have you adopted any third-party certification scheme(s) for your disclosed commodity(ies)? Indicate the volume and percentage of your certified production and/or consumption.**

**Forest risk commodity**

Timber products

**Third-party certification scheme**

No certified production/consumption for this commodity

**Certification coverage**

<Not Applicable>

**% of total production/consumption volume certified**

<Not Applicable>

**Form of commodity**

<Not Applicable>

**Volume of production/ consumption certified**

<Not Applicable>

**Metric**

<Not Applicable>

**Please explain**

Although we prioritize and contract for some FSC (Forest Stewardship Council) certified paper products, it is not a requirement. Additionally we are not currently able to accurately track the related % and volumes. We are looking into this option as part of our overall supply chain analysis and deforestation work. Our current research has shown that a significant portion of our paper-based packaging/disposables from our top suppliers are primarily sourced from the US and Canada and/or made of recycled inputs, which reduces our risk exposure and may inform our next steps in terms of requiring certified material.

**Forest risk commodity**

Palm oil

**Third-party certification scheme**

RSPO (any type)

**Certification coverage**

Consumption volume

**% of total production/consumption volume certified**

94

**Form of commodity**

Palm oil derivatives

**Volume of production/ consumption certified**

7499533

**Metric**

Other, please specify (lbs)

**Please explain**

Starting in 2019, and as part of the overall supply chain and deforestation work, we have started specifying RSPO for some products high in palm oil and are continuing to investigate additional products in which to drive change. The volume reflects the % of products that contain RSPO certified palm oil.

---

**Forest risk commodity**

Cattle products

**Third-party certification scheme**

No certified production/consumption for this commodity

**Certification coverage**

<Not Applicable>

**% of total production/consumption volume certified**

<Not Applicable>

**Form of commodity**

<Not Applicable>

**Volume of production/ consumption certified**

<Not Applicable>

**Metric**

<Not Applicable>

**Please explain**

This is being investigated and addressed as part of an overall supply chain assessment and effort. Our current research has shown that beef products from our top suppliers are primarily sourced from the US and Canada, which reduces our risk exposure and may inform our next steps in terms of requiring certified material.

---

**Forest risk commodity**

Soy

**Third-party certification scheme**

No certified production/consumption for this commodity

**Certification coverage**

<Not Applicable>

**% of total production/consumption volume certified**

<Not Applicable>

**Form of commodity**

<Not Applicable>

**Volume of production/ consumption certified**

<Not Applicable>

**Metric**

<Not Applicable>

**Please explain**

This is being investigated and addressed as part of an overall supply chain assessment and effort, as previously stated. Our current research has shown that meat products from our top suppliers primarily use soy as feed sourced from the US, which reduces our risk exposure and may inform our next steps in terms of requiring certified material.

---

**F6.4**

---

**(F6.4) For your disclosed commodity(ies), do you have a system to control, monitor, or verify compliance with no conversion and/or no deforestation commitments?**

	A system to control, monitor or verify compliance	Comment
Timber products	No, but we plan to develop one within the next two years	
Palm oil	No, but we plan to develop one within the next two years	
Cattle products	No, but we plan to develop one within the next two years	
Soy	No, but we plan to develop one within the next two years	
Other - Rubber	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>

**F6.6**

**(F6.6) For your disclosed commodity(ies), indicate if you assess your own compliance and/or the compliance of your suppliers with forest regulations and/or mandatory standards.**

	Assess legal compliance with forest regulations	Please explain
Timber products	<Not Applicable>	<Not Applicable>
Palm oil	Yes, from suppliers	<Not Applicable>
Cattle products	No, we do not assess legal compliance	
Soy	<Not Applicable>	<Not Applicable>
Other - Rubber	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>

**F6.6a**

**(F6.6a) For you disclosed commodity(ies), indicate how you ensure legal compliance with forest regulations and/or mandatory standards.**

**Palm oil**

**Procedure to ensure legal compliance**

In lieu of more robust mechanisms as we explore opportunities to monitor adherence to regulatory standards, our current proxy for assessing legal compliance is the sourcing of RSPO certified material.

**Country/Area of origin**

Indonesia  
Malaysia

**Law and/or mandatory standard(s)**

Other, please specify (RSPO)

**Comment**

**F6.7**

**(F6.7) Are you working with smallholders to support good agricultural practices and reduce deforestation and/or conversion of natural ecosystems?**

	Are you working with smallholders?	Type of smallholder engagement approach	Smallholder engagement approach	Number of smallholders engaged	Please explain
Timber products	No, not working with smallholders	<Not Applicable>	<Not Applicable>	<Not Applicable>	As Aramark is a purchaser of finished timber products, our relationship to smallholders would be far down the supply chain. In order to assess whether sourcing from smallholders is relevant to our supply chain, we must first engage our direct suppliers on rigorous data collection efforts. As our No-Deforestation Principles and Policy was publicly formalized in December of 2019, our initial steps to understand how we can progress against our commodity-specific commitments have been to engage our direct suppliers, strengthen our data collection processes, and continue analyzing the sustainability attributes of the products we purchase. For example, preliminary research has shown that much of our primary disposables are sourced in the United States and Canada, where the smallholder farming structures for timber are not as prevalent. We recognize that engaging smallholders, if relevant to our business, may provide an important opportunity for learning about deforestation, both to improve our ability to assess risks as well as to understand potential incentives for action, and will assess this in our longer-term planning.
Palm oil	No, not working with smallholders	<Not Applicable>	<Not Applicable>	<Not Applicable>	As Aramark is a purchaser of finished food products that contain palm oil, our relationship to smallholders would be far down the supply chain. In order to assess whether sourcing from smallholders is relevant to our supply chain, we must first engage our direct suppliers on rigorous data collection efforts. As our No-Deforestation Principles and Policy was publicly formalized in December of 2019, our initial steps to understand how we can progress against our commodity-specific commitments have been to engage our direct suppliers, strengthen our data collection processes, and continue analyzing the sustainability attributes of the products we purchase. As smallholders are highly prevalent in terms of palm oil, it is the case that our direct suppliers are most likely sourcing from them. We recognize that engaging smallholders may provide an important opportunity for learning about deforestation, both to improve our ability to assess risks as well as to understand potential incentives for action, and will assess this in our longer-term planning.
Cattle products	No, not working with smallholders	<Not Applicable>	<Not Applicable>	<Not Applicable>	As Aramark is a purchaser of finished beef products, our relationship to smallholders would be far down the supply chain. In order to assess whether sourcing from smallholders is relevant to our beef supply chain, we must first engage our direct suppliers on rigorous data collection efforts. As our No-Deforestation Principles and Policy was publicly formalized in December of 2019, our initial steps to understand how we can progress against our commodity-specific commitments have been to engage our direct suppliers, strengthen our data collection processes, and continue analyzing the sustainability attributes of the products we purchase. For example, preliminary research has shown that much of the beef we purchase is sourced in the United States, where smallholder farming structures for cattle products are not as prevalent. We recognize that engaging smallholders, if relevant to our business, may provide an important opportunity for learning about deforestation, both to improve our ability to assess risks as well as to understand potential incentives for action, and will assess this in our longer-term planning.
Soy	No, not working with smallholders	<Not Applicable>	<Not Applicable>	<Not Applicable>	As Aramark is a purchaser of finished food products and oils that contain soy, our relationship to smallholders would be far down the supply chain. In order to assess whether sourcing from smallholders is relevant to our supply chain, we must first engage our direct suppliers on rigorous data collection efforts. As our No-Deforestation Principles and Policy was publicly formalized in December of 2019, our initial steps to understand how we can progress against our commodity-specific commitments have been to engage our direct suppliers, strengthen our data collection processes, and continue analyzing the sustainability attributes of the products we purchase. As smallholders are more prevalent in terms of soy, it is likely the case that our direct suppliers are sourcing from them. We recognize that engaging smallholders may provide an important opportunity for learning about deforestation, both to improve our ability to assess risks as well as to understand potential incentives for action, and will assess this in our longer-term planning.
Other - Rubber	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>

**F6.8**

**(F6.8) Are you working with your direct suppliers to support and improve their capacity to comply with your forests-related policies, commitments, and other requirements?**

	Are you working with direct suppliers?	Type of direct supplier engagement approach	Direct supplier engagement approach	% of suppliers engaged	Please explain
Timber products	No, not working with direct suppliers	<Not Applicable>	<Not Applicable>	<Not Applicable>	Our No-Deforestation Principles and Policy was publicly formalized in December, 2019. As part of our policy development process in 2019, we engaged key direct suppliers to review and provide feedback on our approach. We also began socializing the implementation of our policy with specific key suppliers. Since then, an initial step to understand how we can progress against our commodity-specific commitments is to continue engagement with our direct suppliers, particularly to strengthen our data collection processes in terms of traceability and sustainability attributes of the products we purchase. However, we have not yet initiated mechanisms to improve these suppliers' capacity to achieve compliance during this data collection phase; this is a step for which we are considering appropriate mechanisms to ensure they are strategically relevant to make progress on our commitments.
Palm oil	No, not working with direct suppliers	<Not Applicable>	<Not Applicable>	<Not Applicable>	Our No-Deforestation Principles and Policy was publicly formalized in December, 2019. As part of our policy development process in 2019, we engaged key direct suppliers to review and provide feedback on our approach. We also began socializing the implementation of our policy with specific key suppliers. Since then, an initial step to understand how we can progress against our commodity-specific commitments is to continue engagement with our direct suppliers, particularly to strengthen our data collection processes in terms of traceability and sustainability attributes of the products we purchase. However, we have not yet initiated mechanisms to improve these suppliers' capacity to achieve compliance during this data collection phase; this is a step for which we are considering appropriate mechanisms to ensure they are strategically relevant to make progress on our commitments.
Cattle products	No, not working with direct suppliers	<Not Applicable>	<Not Applicable>	<Not Applicable>	Our No-Deforestation Principles and Policy was publicly formalized in December, 2019. As part of our policy development process in 2019, we engaged key direct suppliers to review and provide feedback on our approach. We also began socializing the implementation of our policy with specific key suppliers. Since then, an initial step to understand how we can progress against our commodity-specific commitments is to continue engagement with our direct suppliers, particularly to strengthen our data collection processes in terms of traceability and sustainability attributes of the products we purchase. However, we have not yet initiated mechanisms to improve these suppliers' capacity to achieve compliance during this data collection phase; this is a step for which we are considering appropriate mechanisms to ensure they are strategically relevant to make progress on our commitments.
Soy	No, not working with direct suppliers	<Not Applicable>	<Not Applicable>	<Not Applicable>	Our No-Deforestation Principles and Policy was publicly formalized in December, 2019. As part of our policy development process in 2019, we engaged key direct suppliers to review and provide feedback on our approach. We also began socializing the implementation of our policy with specific key suppliers. Since then, an initial step to understand how we can progress against our commodity-specific commitments is to continue engagement with our direct suppliers, particularly to strengthen our data collection processes in terms of traceability and sustainability attributes of the products we purchase. However, we have not yet initiated mechanisms to improve these suppliers' capacity to achieve compliance during this data collection phase; this is a step for which we are considering appropriate mechanisms to ensure they are strategically relevant to make progress on our commitments.
Other - Rubber	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>

**F6.9**

**(F6.9) Are you working beyond your first-tier supplier(s) to manage and mitigate deforestation risks?**

	Are you working beyond first tier?	Type of engagement approach with indirect suppliers	Indirect supplier engagement approach	Please explain
Timber products	No, not working beyond the first tier	<Not Applicable>	<Not Applicable>	Our No-Deforestation Principles and Policy was publicly formalized in December, 2019. Our initial steps to understand how we can progress against our commodity-specific commitments are to engage our direct suppliers, strengthen our data collection processes, and continue analyzing the sustainability attributes of the products we purchase. We recognize that engaging beyond our first-tier suppliers will provide an important opportunity for learning about deforestation, both to improve our ability to assess risks as well as to understand potential incentives for action. We are currently in the phase of determining the appropriate avenues for indirect supplier engagement to ensure any actions are strategically relevant to make progress on our commitments.
Palm oil	No, not working beyond the first tier	<Not Applicable>	<Not Applicable>	Our No-Deforestation Principles and Policy was publicly formalized in December, 2019. Our initial steps to understand how we can progress against our commodity-specific commitments are to engage our direct suppliers, strengthen our data collection processes, and continue analyzing the sustainability attributes of the products we purchase. We recognize that engaging beyond our first-tier suppliers will provide an important opportunity for learning about deforestation, both to improve our ability to assess risks as well as to understand potential incentives for action. We are currently in the phase of determining the appropriate avenues for indirect supplier engagement to ensure any actions are strategically relevant to make progress on our commitments.
Cattle products	No, not working beyond the first tier	<Not Applicable>	<Not Applicable>	Our No-Deforestation Principles and Policy was publicly formalized in December, 2019. Our initial steps to understand how we can progress against our commodity-specific commitments are to engage our direct suppliers, strengthen our data collection processes, and continue analyzing the sustainability attributes of the products we purchase. We recognize that engaging beyond our first-tier suppliers will provide an important opportunity for learning about deforestation, both to improve our ability to assess risks as well as to understand potential incentives for action. We are currently in the phase of determining the appropriate avenues for indirect supplier engagement to ensure any actions are strategically relevant to make progress on our commitments.
Soy	No, not working beyond the first tier	<Not Applicable>	<Not Applicable>	Our No-Deforestation Principles and Policy was publicly formalized in December, 2019. Our initial steps to understand how we can progress against our commodity-specific commitments are to engage our direct suppliers, strengthen our data collection processes, and continue analyzing the sustainability attributes of the products we purchase. We recognize that engaging beyond our first-tier suppliers will provide an important opportunity for learning about deforestation, both to improve our ability to assess risks as well as to understand potential incentives for action. We are currently in the phase of determining the appropriate avenues for indirect supplier engagement to ensure any actions are strategically relevant to make progress on our commitments.
Other - Rubber	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Cocoa	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Other - Coffee	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>

**(F6.10) Do you participate in external activities and/or initiatives to promote the implementation of your forests-related policies and commitments?****Forest risk commodity**

Timber products

**Do you participate in activities/initiatives?**

No

**Activities**

&lt;Not Applicable&gt;

**Initiatives**

&lt;Not Applicable&gt;

**Jurisdictional approaches**

&lt;Not Applicable&gt;

**Please explain**

Our No-Deforestation Principles and Policy was publicly formalized in December, 2019. Our initial steps to understand how we can progress against our commodity-specific commitments are to engage our direct suppliers, strengthen our data collection processes, and continue analyzing the sustainability attributes of the products we purchase. We recognize that participating in external activities/initiatives will provide an important opportunity for learning about deforestation, both to improve our ability to assess risks as well as to understand potential actions by engaging peers and other actors on the topic. We are currently in the phase of collecting the necessary information to prioritize which activities and initiatives would be strategically relevant to our work.

**Forest risk commodity**

Palm oil

**Do you participate in activities/initiatives?**

No

**Activities**

&lt;Not Applicable&gt;

**Initiatives**

&lt;Not Applicable&gt;

**Jurisdictional approaches**

&lt;Not Applicable&gt;

**Please explain**

Our No-Deforestation Principles and Policy was publicly formalized in December, 2019. Our initial steps to understand how we can progress against our commodity-specific commitments are to engage our direct suppliers, strengthen our data collection processes, and continue analyzing the sustainability attributes of the products we purchase. We recognize that participating in external activities/initiatives will provide an important opportunity for learning about deforestation, both to improve our ability to assess risks as well as to understand potential actions by engaging peers and other actors on the topic. We are currently in the phase of collecting the necessary information to prioritize which activities and initiatives would be strategically relevant to our work.

**Forest risk commodity**

Cattle products

**Do you participate in activities/initiatives?**

No

**Activities**

&lt;Not Applicable&gt;

**Initiatives**

&lt;Not Applicable&gt;

**Jurisdictional approaches**

&lt;Not Applicable&gt;

**Please explain**

Our No-Deforestation Principles and Policy was publicly formalized in December, 2019. Our initial steps to understand how we can progress against our commodity-specific commitments are to engage our direct suppliers, strengthen our data collection processes, and continue analyzing the sustainability attributes of the products we purchase. We recognize that participating in external activities/initiatives will provide an important opportunity for learning about deforestation, both to improve our ability to assess risks as well as to understand potential actions by engaging peers and other actors on the topic. We are currently in the phase of collecting the necessary information to prioritize which activities and initiatives would be strategically relevant to our work.

**Forest risk commodity**

Soy

**Do you participate in activities/initiatives?**

No

**Activities**

&lt;Not Applicable&gt;

**Initiatives**

&lt;Not Applicable&gt;

**Jurisdictional approaches**

&lt;Not Applicable&gt;

**Please explain**

Our No-Deforestation Principles and Policy was publicly formalized in December, 2019. Our initial steps to understand how we can progress against our commodity-specific commitments are to engage our direct suppliers, strengthen our data collection processes, and continue analyzing the sustainability attributes of the products we purchase. We recognize that participating in external activities/initiatives will provide an important opportunity for learning about deforestation, both to improve our ability to assess risks as well as to understand potential actions by engaging peers and other actors on the topic. We are currently in the phase of collecting the necessary information to prioritize which activities and initiatives would be strategically relevant to our work.

---

## F6.11

---

### **(F6.11) Is your organization supporting or implementing project(s) focused on ecosystem restoration and protection?**

No, but we plan to implement a project(s) in two years

## F7. Verification

---

### F7.1

---

#### **(F7.1) Do you verify any forests information reported in your CDP disclosure?**

No, but we are actively considering verifying in the next two years

## F8. Barriers and challenges

---

### F8.1

---

**(F8.1) Describe the key barriers or challenges to eliminating deforestation and/or conversion of other natural ecosystems from your direct operations or from other parts of your value chain.**

**Forest risk commodity**

Timber products

**Coverage**

Supply chain

**Primary barrier/challenge type**

Cost of sustainably produced/certified products

**Comment**

We are constantly evaluating moving towards certified responsible timber (paper) products. Specifically, we are focusing on increasing recycled content and/or FSC certified products, but costs and availability of these products have proven challenging, thus the conversion towards such products is slow.

---

**Forest risk commodity**

Palm oil

**Coverage**

Supply chain

**Primary barrier/challenge type**

Supply chain complexity

**Comment**

Aside from products that we know contain palm oil for sure and, thus, can control directly (mainly margarines), palm oil is in tiny amounts in a very large number of CPG and baked products we purchase. This causes complexity as it is very difficult to capture this portion of palm oil usage. Thus, it has proven difficult to gather information from suppliers and try to affect this percentage of palm oil. We look to investigate this further in coming years.

---

**Forest risk commodity**

Cattle products

**Coverage**

Supply chain

**Primary barrier/challenge type**

Supply chain complexity

**Comment**

Our main beef purchases have proven easy to manage from a forestry perspective - mainly ensuring the beef comes from North America. Smaller beef purchases and/or beef that is within other products (small amounts of beef in pre-made foods, etc) are more difficult to capture and control.

---

**Forest risk commodity**

Soy

**Coverage**

Supply chain

**Primary barrier/challenge type**

Inexistent or immature certification standards

**Comment**

Aside from ensuring soy is coming from North America (and/or other regions where deforestation is not a risk), it is difficult to ensure soy production is responsible because certifications in this space are not widely used and available.

---

**F8.2**

---

**(F8.2) Describe the main measures that would improve your organization's ability to manage its exposure to deforestation and/or conversion of other natural ecosystems.**

**Forest risk commodity**

Timber products

**Coverage**

Supply chain

**Main measure**

Improved data collection and quality

**Comment**

Collecting more complete data regarding what we purchase and details from suppliers (i.e., what products are made from, is the product/commodity certified, traceability characteristics, etc.) would be the main measure that could help us manage forest related risks. We are aware of this need and have begun improving our data collection processes and working with suppliers to begin understanding and addressing the gaps. This may include shifting to more certified and/or alternative fibers that minimize our exposure to deforestation risk related to timber.

---

**Forest risk commodity**

Palm oil

**Coverage**

Supply chain

**Main measure**

Improved data collection and quality

**Comment**

Collecting more complete data regarding what we purchase and details from suppliers (i.e., what products are made from, is the product/commodity certified, traceability characteristics, etc.) would be the main measure that could help us manage forest related risks. We are aware of this need and have begun improving our data collection processes and working with suppliers to begin understanding and addressing the gaps.

---

**Forest risk commodity**

Cattle products

**Coverage**

Supply chain

**Main measure**

Improved data collection and quality

**Comment**

Collecting more complete data regarding what we purchase and details from suppliers (i.e., what products are made from, is the product/commodity certified, traceability characteristics, etc.) would be the main measure that could help us manage forest related risks. We are aware of this need and have begun improving our data collection processes and working with suppliers to begin understanding and addressing the gaps.

---

**Forest risk commodity**

Soy

**Coverage**

Supply chain

**Main measure**

Improved data collection and quality

**Comment**

Collecting more complete data regarding what we purchase and details from suppliers (i.e., what products are made from, is the product/commodity certified, traceability characteristics, etc.) would be the main measure that could help us manage forest related risks. We are aware of this need and have begun improving our data collection processes and working with suppliers to begin understanding and addressing the gaps.

---

**F17 Signoff**

---

**F-FI**

---

**(F-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.**

**F17.1**

---

**(F17.1) Provide the following information for the person that has signed off (approved) your CDP forests response.**

	Job Title	Corresponding job category
Row 1	Chief Diversity and Sustainability Officer	Chief Sustainability Officer (CSO)

Submit your response

---

**In which language are you submitting your response?**

English

**Please confirm how your response should be handled by CDP**

	I am submitting to	Public or Non-Public Submission
I am submitting my response	Investors	Public

**Please confirm below**

I have read and accept the applicable Terms