

**2021**  
CORPORATE  
SOCIAL  
RESPONSIBILITY  
REPORT

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**WEST LIBERTY  
FOODS™**  
EST. 1996



**SIGNATURE PROTEINS**



## A LETTER FROM OUR LEADERSHIP

West Liberty Foods is proud to share its FY2020 sustainability report. The past year was a difficult one for all of us. 2020 brought challenges none of us could have foreseen. Despite the onset of COVID-19, West Liberty Foods lived true to its motto—our team is our best asset. By acting quickly as a family, we were able to ensure the health of our people and the success of our business. As we look back one year later, we are proud of the resilience we exhibited as a company.

With roots in the guiding principles of the Iowa Turkey Growers Cooperative, West Liberty Foods continues to lead in animal health and welfare, food safety, employee well-being, community impact, and environmental stewardship. Over the last four years, we have:

- Scaled a company-wide sustainability dashboarding system to benchmark improvements over time
- Gathered and analyzed four years of sustainability data that is rooted in leading industry frameworks, such as the Global Reporting Initiative
- Joined the U.S. Roundtable for Sustainable Poultry & Eggs to drive industry-level innovation, transparency, and change
- Continued to reduce both our waste and Scope 3 greenhouse gas emissions footprints through our Landfill-Free verification
- Begun the planning process for committing to and setting a Science-Based Target and other goals for our operations, our membership, and our supply chain.

Since 1996, our family of grower-owners and team members has grown not just our business, but our commitment to improved stewardship and sustainability. The pandemic only underscored the importance of our efforts. As we move forward, our family remains dedicated to doing the right thing in our facilities and on our farms. We are excited to share our progress.

Sincerely,

A handwritten signature in black ink that reads "Ed Garrett". The signature is written in a cursive, flowing style.

Ed Garrett, CEO

## Our Business

West Liberty Foods takes pride in our commitment to innovation going back to 1996 when 47 Iowa turkey growers formed the Iowa Turkey Growers Cooperative (ITGC). Nearly 25 years later, we remain rooted in Iowa's rich agricultural traditions and grounded in the responsible production of superior-quality poultry—a philosophy that has helped our family farms grow and thrive for generations in a competitive marketplace.

As a top-50 protein processor, our business proudly produces exceptional meat and poultry products across four facilities in Iowa, Illinois, and Utah. Although our roots are in turkey, we offer diverse processing, slicing, and packaging options for both food service and retail channels across beef, pork, and chicken as well.

In FY2020 alone, we produced over 234 million lbs. of products while maintaining the highest accreditations in food safety, environmental stewardship, and waste management. Among others, we adhere to the following standards:

### **BRC GLOBAL STANDARD FOR FOOD SAFETY**

An international Food Safety Management Systems standard and one of the Global Food Safety Initiative's recognized certification schemes. It outlines requirements for food manufacturers to build and execute top-notch food safety management systems

### **SOCIAL ACCOUNTABILITY INTERNATIONAL'S SA8000 CERTIFICATION**

The leading social standard for organizations to use in demonstrating their commitment to the fair treatment of workers

### **ISO 14001 STANDARDS FOR ENVIRONMENTAL MANAGEMENT SYSTEMS**

A standard that outlines criteria for an effective environmental management system

### **LANDFILL-FREE VERIFICATION**

3rd party assurance of the fact that our waste management practices divert over 99% of our waste from landfills

## Our Mission and Values

West Liberty Foods operates with a mission and vision that began when our first turkeys were processed in 1997—to be a leading food manufacturer that converts the ideas of our team members and the expertise of our cooperative into value for our members, our supply chain partners, our customers, and consumers. Our work is guided by nine core values:

- Family-Oriented**
- Entrepreneurship**
- Relationship-Based**
- Leadership**
- Tenacity**
- Social Responsibility**
- Results-Driven**
- Innovation**
- Integrity**



**As leaders, we are honored to have been recognized in the following ways over the last few years:**

West Liberty Foods received a Platinum metal distinction from EcoVadis, which puts the quality of the company's sustainability management system for 2020 in the top 1% of all participants.



West Liberty Foods was named a "Processor of the Year" by Refrigerated & Frozen Foods Magazine.



West Liberty Foods won the "Manufacturing Leader Award"

from Frost & Sullivan for the Leading2Lean Initiative, a standard for lean manufacturing execution featuring members of the West Liberty Foods family.



West Liberty Foods received a 2020 Supply Chain Award from Supply and Demand Chain Executive.



Our Liberty Cold facility was included in Food Logistics' "Top Green Provider" list for 2019 and 2020.

## Our Leadership



Our leadership in sustainability dates back to 2014, when West Liberty Foods became a founding member of the Iowa Sustainable Business Forum (ISBF), a regional association that helps Iowa businesses non-competitively connect, share success stories, and exchange best practices that positively impact people, planet, and profits. As an active member, West Liberty Foods regularly provides thought leadership via webinars, roundtables, and surveys.

In 2017, we made history as one of the first turkey cooperatives to establish a robust sustainability program. Encompassing both our facilities and our growers, our program captures data tied to environmental stewardship, product safety and quality, animal health and welfare, community impact, employee safety, and workforce development. In 2019, West Liberty Foods expanded its leadership to the national level and became a founding member of the U.S. Roundtable for Sustainable Poultry & Eggs (US-RSPE), a multi-stakeholder initiative that is working to measure, drive, and share continuous improvement across environmental, social, and economic focus areas. This year, we began working with the Roundtable to test their preliminary metrics at some of our sites. We are excited to leverage our pioneering program to gauge the usability of the Roundtable's metrics for sustainability reporting, benchmarking, and change-making throughout the industry.

We also continue to serve as an Executive Committee Member of the National Turkey Federation, and we remain members of the National Chicken Council, the U.S. Poultry and Egg Association, and the North American Meat Institute. Each of these organizations is committed to responsible, safe, and sustainable production, and our participation allows us to engage with the entire industry to further these mutual goals.

## Our Covid-19 Response

Our top priority throughout the last year has been to ensure the health and safety of our greatest asset – our people.

We credit our resilience in 2020 with a series of timely and comprehensive action plans. Nearly a month before our first known COVID-19 case, West Liberty Foods acted early and aggressively to plan out a number of rigorous standard operating procedures (SOPs), trainings, and protective measures to safeguard our employees. Within days of this meeting, our safety managers began implementing the following measures, among many others:

- Instituted a company-wide pandemic cleaning program
- Created an SOP local response protocol
- Began visual wellness checks across facilities
- Started training all facilities on the SOP local response protocol and scenarios for local outbreak responses
- Created close contact tracking sheets
- Authored and trained staff on SOPs for OHS medical alert procedures and team member fever detection
- Ordered face masks across sites.

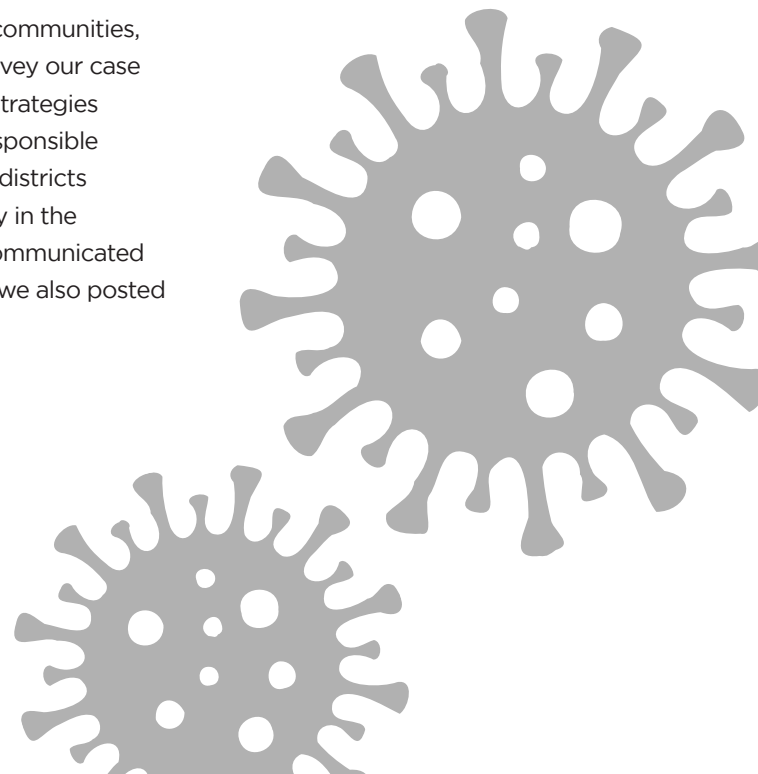
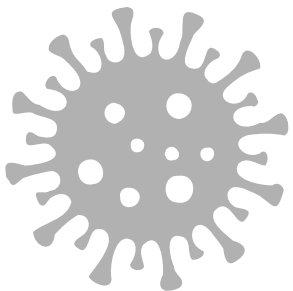
Since then, we have also instituted a number of key safety strategies that include, but are not limited to:

- Conducting close contact tracing
- Requiring regular testing, masks / face shields, and temperature checks
- Providing site-wide COVID-19 testing
- Installing thermal cameras and plexiglass dividers at all facilities
- Setting up plastic barriers for social distancing on both production and office floors
- Performing regular sanitation of workstations
- Providing paid leave to sick team members
- Developing and performing internal risk assessments specific to COVID-19 and global pandemics.

As vital members of our communities, we also made sure to convey our case numbers and mitigation strategies as often as possible to responsible authorities in each of the districts in which we operate. Early in the pandemic, we not only communicated with community leaders; we also posted

announcements in local newspapers as well as in social media to share our current situation and remain transparent to our neighbors and team members. We were upfront and open about our current number of cases and what protective measures we implemented at production sites. During a time of insecurity and unseen risk, we felt absolute transparency was the only option.

We continue to monitor and execute the latest mandates, protocols, and best practices issued by the Centers for Disease Control & Prevention (CDC), our state health officials, and outside experts to create safe workplaces for our employees. We have also conducted vaccine clinics at our facilities to offer our team members peace of mind through vaccination. We owe this to our employees, their families, and our communities and never lose sight of the fact that we are all in this together.



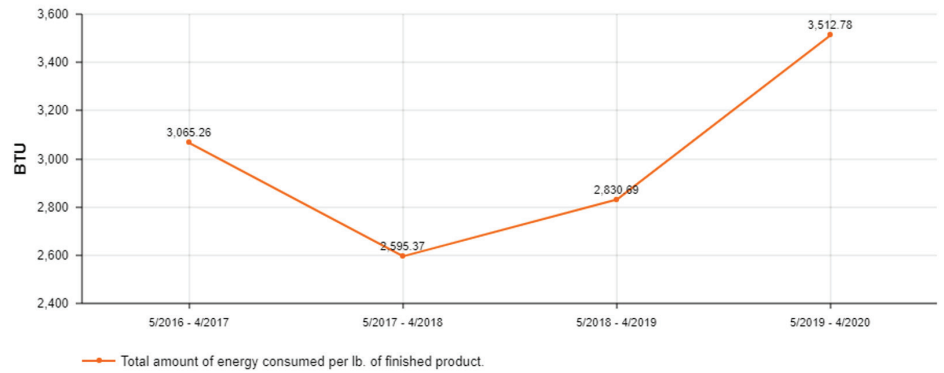
# Our Environment

West Liberty Foods remains dedicated to preserving the natural resources on which we all depend. Conserving the environment and protecting the resources we share is more than a special interest: It is part of everyday best practices for our teams.

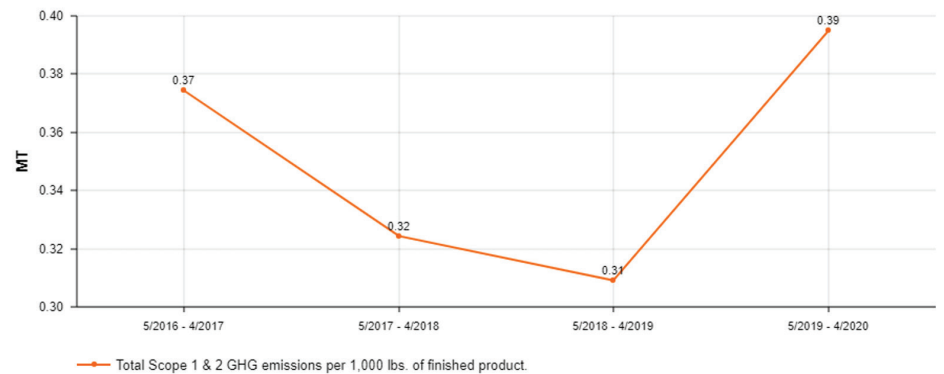
**MANAGEMENT.** Our locations maintain ISO 14001 certifications as a commitment to continuously improving the systems and procedures we employ to safeguard the environment and reduce pollution. This past year, we also scaled a sustainability data management system across our business. Equipped with dashboards and automated reports, it will allow us to track and benchmark our progress over time, particularly as we begin to plan commitments for a Science-Based Target and other goals.

**REPORTING.** For the first time ever, we submitted greenhouse gas emissions data in 2020 to CDP, the world's largest and most comprehensive dataset of emissions disclosures. The data we capture for CDP will help us to transparently identify and address climate risks, track progress over time, and pinpoint opportunities to drive continuous improvement in our operations. We look forward to contributing data to CDP moving forward.

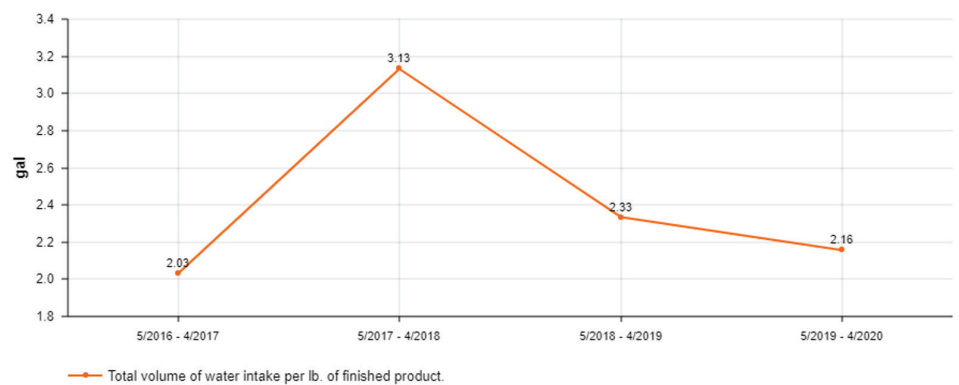
Company-Wide Energy Use Intensity Over Time



Company-Wide GHG Emissions Intensity Over Time



Company-Wide Water Withdrawal Intensity Over Time



<sup>1</sup> Our Scope 1 and 2 greenhouse gas (GHG) inventory includes emissions from stationary combustion, mobile combustion, refrigeration, and electricity purchases (location-based estimate).

<sup>2</sup> We have updated our FY2017 performance to reflect a more accurate measure of production tied to pounds sold by final production site.

**PERFORMANCE.** We manage our environmental impact closely throughout the year while operating our business.

- **Energy Consumption:** We used **3,513 BTU** of fuel and electricity per lb. of finished product, only 15% more than in FY2017. As we look to the future, West Liberty Foods has begun investigating the potential for on-site digesters that can produce energy for our plants and reduce our consumption.
- **Scope 1 & 2 Greenhouse Gas (GHG) Emissions:** We emitted **0.39 metric tons<sup>1</sup>** of CO<sub>2</sub>e per 1,000 lbs. of finished product, only 5% more than in FY2017<sup>2</sup>. Among other strategies, we are currently working with our

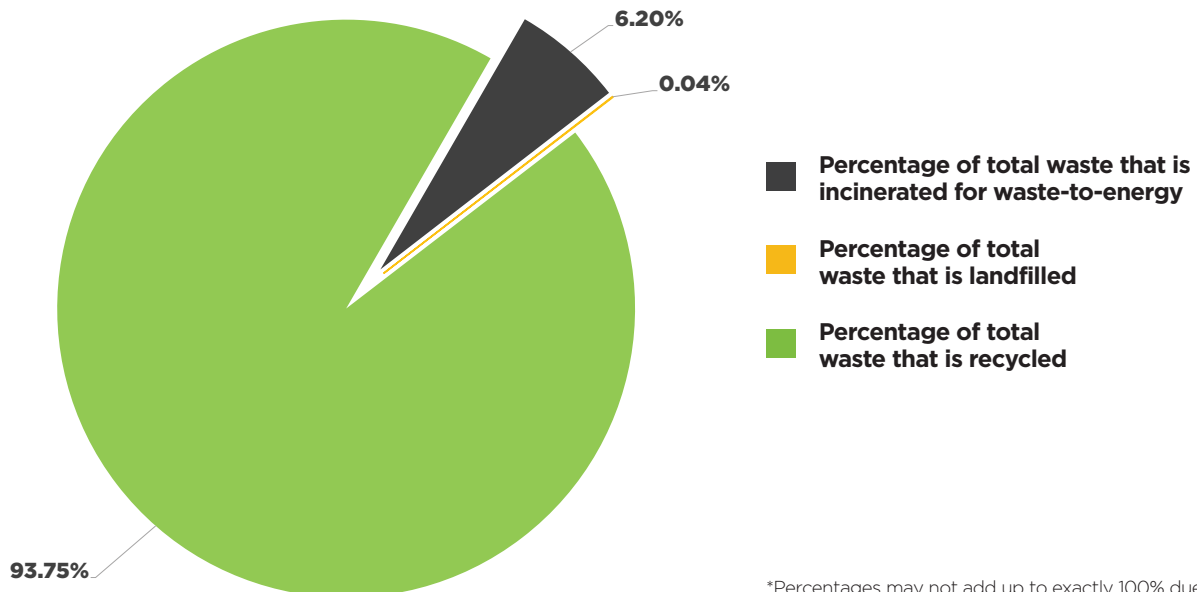
regional electricity cooperative to increase the level of renewable energy available in our grid mix.

- **Water Withdrawal:** We withdrew **2.16 gallons** of water per lb. of finished product, only 6% more than in FY2017. To manage intake, we recycled nearly **39 million gallons** of water - enough to fill 59 Olympic-sized swimming pools!

Our enduring goal is to improve our energy, GHG, and water footprints in the course of our business. We look forward to leveraging this information to set baselines and create a Science-Based Target and other commitments in the near future.

**CERTIFICATIONS.** In 2012, West Liberty Foods worked with NSF International to pioneer their Landfill-Free verification program. By December 2012, we became one of the first companies to be verified as landfill-free across all our locations by demonstrating to an independent 3rd party auditor that we divert over 99% of our waste from landfills. We do this by redirecting our waste to recycling, composting, and waste-to-energy incineration opportunities. This year, **less than 0.05%** of our waste was sent to a landfill. Since FY2017, we've diverted more than **286,000 tons** of waste and reduced our Scope 3 emissions in the process - equivalent to the weight of over 2,860,000 washing machines!

## WASTE DIVERSION IN FY2020



\*Percentages may not add up to exactly 100% due to rounding.

## *Our Supply Chain*



The past year put a spotlight on the value of resilient supply chains that are nimble enough to act swiftly when unforeseen events transpire. We credit our success in 2020 to the strength of our family of members, suppliers, and customers. These relationships have allowed us to implement and drive continuous improvement through four key levers:

- **LOGISTICS & DATA.** We are currently in the process of scaling out the TraceGains system across our supplier base. This will allow us to collect and share data tied to product development, procurement, food safety and quality, and regulatory affairs efficiently and effectively.
- **GROWER STEWARDSHIP.** We have begun to investigate ways to measure the great work our growers do every day. We are proud of the work they are doing to protect our natural resources, and we are excited to leverage this information to drive innovation with a Science-Based Target in the next few years.
- **DEFORESTATION.** Last year, we executed West Liberty Foods' Zero Deforestation Policy. Given the geographic locations of the ingredients our facilities and our growers source, we are committed to exploring the potential to eliminate deforestation in our supply chains.
- **RESPONSIBLE SOURCING.** We continue to guide our ingredient purchasing with a company-wide Sustainable Procurement Policy. We have trained our procurement team to implement the policy with suppliers and gather data from them in the areas of animal welfare, environment, communities, team members, and food safety.



## Health & Nutrition

Consumers are more deliberate about the food they consume than ever before. They demand transparency. Our purpose is to provide consumers with safe, healthy, and nutritious sources of protein. According to the National Academy of Medicine, adults should consume a minimum of 7 grams of protein each day for every 20 pounds of body weight<sup>3</sup>. Turkey, chicken, beef, and pork continue to serve as major sources of protein in the United States, and we are honored to work with our customers to create well-balanced diets for consumers.

As a producer of animal protein, West Liberty Foods understands that antibiotic use is an important part of ensuring a safer food supply and is key in keeping our animals healthy. We focus on reducing antibiotic use to limit the threats of antibiotic resistance or reduced effectiveness. Our antibiotic processes have been verified to the Certified Responsible Antibiotic Use (CRAU) standard, the first responsible antibiotic use standard certified by the U.S. Department of Agriculture that allows for minimal use of medically important antibiotics.

Our desire to contribute to the health of consumers also extends to product labeling. West Liberty Foods believes that truthful, comprehensive labeling allows us to share the safety of West Liberty Foods products with our customers. Our products are included in the Clean Label Project, which aims to address consumer concerns about industrial and environmental contamination by requiring specifications that go above and beyond the minimum regulations set by the U.S. Food and Drug Administration (FDA).

## Diversity, Equity, and Inclusion

West Liberty Foods is steadfastly committed to creating and preserving a culture of support, inclusion, and respect. Our corporate Diversity and Inclusion Policy guides our efforts to foster equity and inclusion across people of all races, ethnicities, ages, gender identities, national origins, cultures, languages, religious beliefs, political beliefs, education levels, socioeconomic backgrounds, relationship statuses, sexual orientations, or abilities.

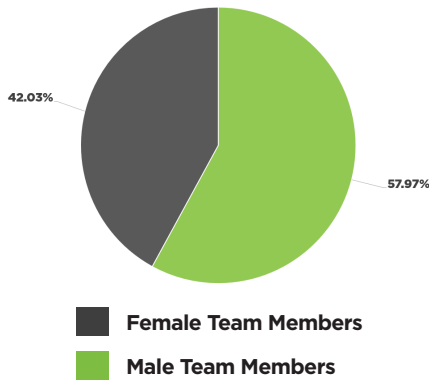
## Social Responsibility

Our locations became certified under SA8000 in 2018. Developed by Social Accountability International, SA8000 is the world's leading social certification program. Founded on principles outlined in International Labour Organization conventions, the United Nations Convention on the Rights of the Child, and the Universal Declaration of Human Rights, it allows us to demonstrate our commitment to the fair treatment of workers through a management-systems approach to social performance. For certification, our sites must comply with performance criteria across the following categories:

**CHILD LABOR**  
**FORCED OR COMPULSORY LABOR**  
**HEALTH AND SAFETY**  
**FREEDOM OF ASSOCIATION & RIGHT TO COLLECTIVE BARGAINING**  
**DISCRIMINATION**  
**DISCIPLINARY PRACTICES**  
**WORKING HOURS**  
**REMUNERATION**  
**MANAGEMENT SYSTEMS**

<sup>3</sup> National Academies of Medicine. Dietary Reference Intakes for Energy, Carbohydrate, Fiber, Fat, Fatty Acids, Cholesterol, Protein, and Amino Acids (Macronutrients)

**% of Team Members by Gender FY2020**

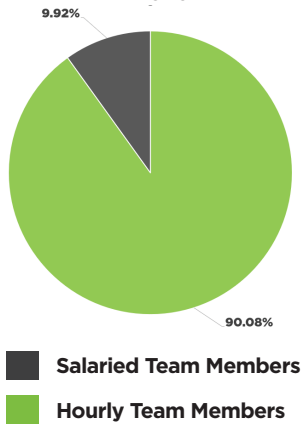


## Our Team

West Liberty Foods offers an extensive set of benefits that includes life insurance, medical, dental, vision, and 401(k) retirement plans. We also continue to offer a completely free Employee Assistance Program to provide team members and their families with counseling and other wellness services.

access to company-wide initiatives. Team members are asked to dedicate 68 hours to this program to develop their skills and propel the company forward. West Liberty Foods also offers a mentoring program to participants to give them the confidence needed to seize advancement opportunities.

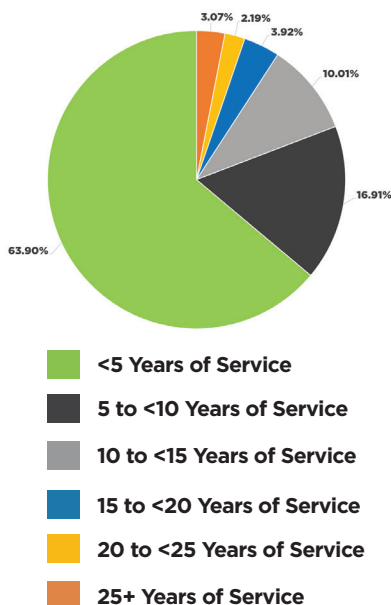
**% of Team Members by Wage FY2020**



We believe that good work is worthy of recognition. We take pride in our programs to honor our team members. These include annual service awards for milestone years, a quarterly “UROCK Award”, and an annual Presidential Excellence Award. Overall, we honored our valued team members with numerous awards this fiscal year and are continually seeking ways to show our appreciation of a team member’s dedication.

We continue to offer a Performance Management program, which currently incorporates development tools such as goal-setting, quarterly reviews, and year-end reviews. We also offer cutting-edge technical knowledge training and enhancement programs for our team members, who collectively completed over 20,000 hours of training in FY2020. These programs also cover a wide variety of specialized topics, ranging from education on food-borne illness and bacteria to pest control, animal welfare and handling, ergonomics, and accident prevention. Performance Management activities are carried out in a sophisticated and easy to use system that provides extensive usage guidance to users. Systems offer customized reference tools and instruction, walk through videos, Live Q & As, and customized one-pagers to ensure that all users can successfully set goals for themselves and their teams.

**Team Member Tenure FY2020**



We have also initiated “social accountability” teams in our facilities that are tasked with managing issues and concerns that may be impacting our employees. These teams help identify, review, and facilitate action steps to ensure that our employees feel heard and their concerns are addressed.

### TRAINING AND LEADERSHIP DEVELOPMENT

We believe people never stop learning and that supporting life-long learners is vital to our continued success. We cultivate our team members’ talents through ongoing development and training programs that prioritize technical expertise and leadership skills. Our philosophy, the “West Liberty Foods Way”, guides the LeaderTrac training program, so everyone has

### SAFETY IN THE WORKPLACE

We measure our success against three principal measures of safety: Total Recordable Incidents (TRI), Days Away, Restrictions, and Transfers (DART), and Days Away from Work Injury and Illness (DAFWII). We take team member health and safety seriously and it shows in our results: our company-wide TRI and DART rates have decreased by 23% and

32%, respectively, since FY2017; and our DAFWII rate has only increased by 0.37 incidents. All our team members complete mandatory health and safety training applicable to their role in our company. We offer it in English, Spanish, French, and Polish to ensure no team members are excluded. We use a “lighter touch” to integrate safety in our company culture in innovative ways as well, such as monthly safety challenges. These events include fun activities to enhance participation and concept retention.

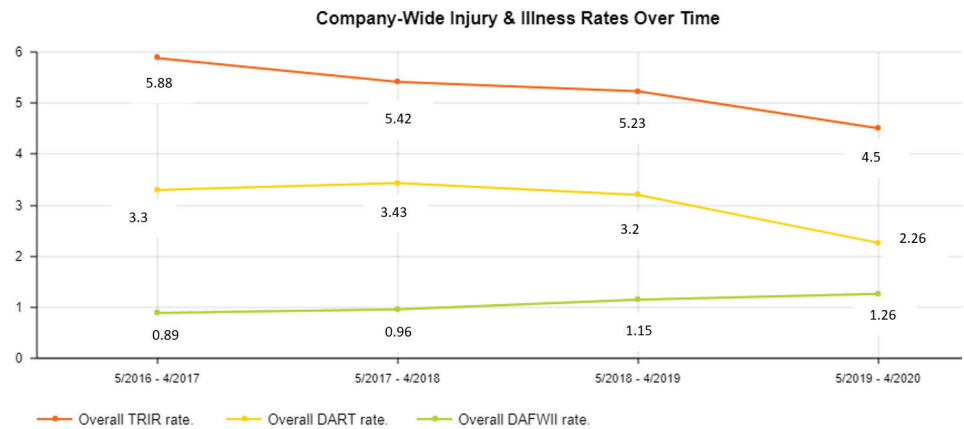
## OUR ANIMALS

West Liberty Foods never forgets that our business relies on healthy, well cared for animals. We prioritize animal health and welfare across our entire value chain – farms, transportation systems, plant locations, and suppliers included – because it’s the right thing to do.

In our own operations, we promote best management practices through a company-wide animal welfare program that is rooted in leading industry standards:

- National Turkey Federation’s (NTF) Guidelines for Animal Care
- Certified Responsible Antibiotic Use (CRAU)
- National Poultry Improvement Plan’s Biosecurity Principles
- Professional Animal Auditor Certification Organization (PAACO).

As part of this program, we conduct regular internal animal welfare audits at each of our plants and on our members’ farms with the help of an internal Professional Animal Auditor Certification Organization (PAACO) certified auditor; and we engage in annual 3rd party



animal welfare audits at each of our harvest facilities. West Liberty Foods also closely tracks welfare indicators such as footpad scores and our dead on arrival (DOA) percentage, and we require all protein suppliers to have an animal welfare program that involves engagement with a 3rd party auditor in their harvesting facilities. We look forward to sharing more of this data in the form of a baseline in the near future.

## FOOD SAFETY & QUALITY

We consider ourselves both leaders and innovators in food safety and quality. We are dedicated to incorporating the most rigorous processes, procedures, and standards into all aspects of our operations to ensure that the food we produce is safe, from farm to delivery. Due to our focused attention to operation, we have had zero recalls in the last four years and only one major non-conformance in FY2020 across four GFSI food safety audits.

Our success rests within our people. We require all new hires, vendors, auditors, and visitors to complete food safety training prior to entering any production sites as well as monthly refresher training. Our Food Safety & Quality

(FSQ) team implements all food safety policies, procedures, and practices in line with the latest USDA, state, and Global Food Safety Initiative (GFSI) protocols, requirements, and best practices.

As a company, our commitment to food safety rests on a desire to innovate. The following innovations demonstrate our dedication:

- **Using Clean Room Processing Systems.** Pioneered and patented by West Liberty Foods, its use of separate rooms with their own processing lines, air handling systems, supplies, and tools reduces the risk of contamination.
- **Adding High Pressure Pasteurization (HPP).** This method allows us to destroy food-borne pathogens, reduce our dependence on preservatives, and preserve flavor, nutrients, and shelf life of our products simultaneously.
- **Scaling Salmonella Control Interventions.** These new interventions help us continue to reduce microbial loads where necessary to ensure the safety of our products.



## Our Community

We feel it is important to be a positive force in our community. As critical components of our local industries, we remain active participants in organizations such as:

**West Liberty Chamber of Commerce**  
**Mount Pleasant Chamber of Commerce**  
**West Liberty Economic Area Development non-profit**  
**Recycling Coalition of Utah**

We want our communities to thrive. In 2019, West Liberty Foods joined Sack Hunger from Iowa State University, and since joining we have donated nearly 27,000 pounds of food. We also joined forces with the Feeding Iowans Task Force and committed to delivering 170,000 pounds of product to Iowans who are at risk of food insecurity. Through our ongoing relationship with the Food Bank of Iowa, we have made regular donations totaling about 30,000 pounds annually. West Liberty Foods also participates in the USDA's Farmers to Families food box program, which provides food directly to families in need. To date, we have provided approximately 4.1 million pounds of meat products to the food box program.

Since 2012, we have operated Community Bridge, a nonprofit organization that provides support to all members of the West Liberty Foods family. Over the last eight years, the foundation has played an active role in supporting the communities that West Liberty Foods team members call home through special projects and participation in over 80 organizations in our local communities, including:

**Boys and Girls Club**  
**Utah State University**  
**West Liberty Rotary Club**  
**Mount Pleasant Community School District**  
**World Relief in Bolingbrook**  
**Tremont Fire Department**  
**West Liberty Booster Club**  
**Iowa 4H Foundation**  
**Muscatine County Fair**

## Looking Ahead

2020 was a challenging year, but we are proud of our resilience. As a family of growers, team members, suppliers, and customers, we demonstrated a unique ability to quickly address and overcome challenges that no one could have foreseen. Our task now is to take what we have learned from the pandemic, incorporate these lessons into our planning, and create even stronger systems and processes. As a member of the U.S. Roundtable for Sustainable Poultry & Eggs, we look forward to continuing to drive innovation across the industry's economic, social, and environmental priority areas.

As we look ahead, we will work to develop a baseline and identify opportunities for continuous improvement across our operations and supply chain. As an outcome of this process, we plan to commit to and set a Science-Based Target and other goals in the areas of environmental stewardship, animal welfare, employee safety, and supply chain management within the next two years. West Liberty Foods is honored to be a part of the solution, and we are excited to continue to positively impact the goals of our customers, stakeholders, and the industry at large.



## ABOUT THIS REPORT

This report contains performance data for facilities and operations that fall within West Liberty Foods' operational control for fiscal years 2017 - 2020 (May - April). The content of our report is guided by the material issues to our business and customers. We use the Global Reporting Initiative Standards as a general reference and include a number of GRI metrics. We follow the GHG Protocol Corporate and Accounting Standard for our greenhouse gas (GHG) emissions calculations. West Liberty Foods has made every effort to ensure the accuracy of the information in this report, but it has not been audited and is not guaranteed. This report is not intended to be a solicitation or advertisement for the sale of West Liberty Foods products and does not use specifications, characteristics, uses or benefits, or warranties of any kind, and cannot be relied upon for such purposes. Forward looking statements, opinions, valuations, and estimates provided in this report are based on assumptions and contingencies, which are subject to change without notice.

This report was prepared with the support of K-Coe Isom, a third-party food and agriculture business advisory firm with expertise in sustainability assessment, reporting, and verification.



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SIGNATURE PROTEINS