



# ADAPTING TO A CHANGING WORLD

2020

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## Letter from Bob

Welcome to the Martin Brower 2020 Corporate Social Responsibility Report. This report is a reflection of some key accomplishments in 2020 and an opportunity for Martin Brower to share the great work our teams are doing around the world.

In 2020, the pandemic changed our reality in many ways. Our teams adapted our operations quickly to ensure we protected the safety, health and wellbeing of each team member, their families, our customers and the communities we serve.

It has been inspiring to watch our teams in action and how they truly demonstrate the strong culture we have created by living our Martin Brower CARES Values every day. Our employee engagement is on the rise and our teams continued to make strides on many key strategic initiatives.

As we faced many unexpected challenges, I have been impressed with the collaboration of all our business partners and the willingness to come together to find solutions that improve our collective businesses.

I am incredibly proud of what our company has accomplished and even more excited about the positive impacts our actions will yield in the future. I hope you'll read on to learn more about how we are adapting our culture, reducing our carbon emissions through science-based targets, partnering within our communities, and so much more.



Bob McGonigle  
Chief Executive Officer  
Martin Brower

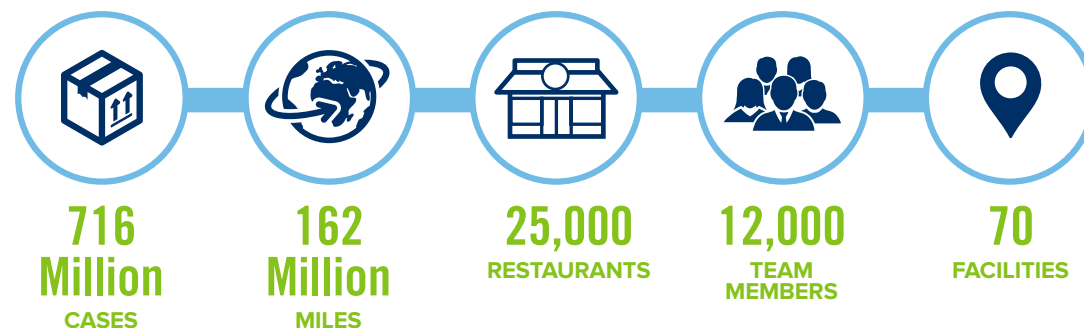




# OUR MISSION

The Martin-Brower Company, L.L.C.

Martin Brower is dedicated to being the leading supply chain solutions provider for restaurant chains around the world, creating an outstanding work environment for our employees and delivering unmatched value to our customers while protecting their brands.



Martin Brower is part of the Reyes Holdings family of businesses, alongside Reyes Beverage Group, Great Lakes Coca-Cola Bottling and Reyes Coca-Cola Bottling



# DOING THE RIGHT THING

Reputations are built over time: doing the right thing every day. Every Martin Brower team member recognizes their commitment to act ethically, guided by a strong sense of social responsibility toward customers, suppliers, the community and each other.



## Guiding Best Practices

Meeting the highest standards for ethical best practices is an exacting and ongoing process at Martin Brower. Every year, Guidelines for Business Conduct are communicated, reviewed and renewed with team members, which are integral to achieving our Company's Ethics Certification.



## Managing Reputations

We protect the reputations of our customers and supplier partners as scrupulously as we do our own. We depend on the vigilance and smart thinking of each and every one of our employees across the globe to protect our data! All Martin Brower Team Members are fully briefed on the Company's guidelines for safeguarding confidential information and provided with the knowledge needed to identify & avoid cybersecurity threats.



## Tackling Workplace Challenges

Martin Brower tackles the tough subjects – anti-corruption, anti-harassment, workplace violence – with impactful training designed to ensure a welcoming, professional environment for all.

## SPEAKING UP

Team members around the world have access to our Ethics Hotline, providing them with freedom to raise concerns without fear, completely protected by a global Non-Retaliation policy.



# STATS & FACTS

In a year of unprecedented challenges, our team members around the globe have worked tirelessly to surpass the expectations of our customers, our communities and ourselves.

We're honored to be recognized for performance excellence, leadership and service throughout the pandemic, as well as for our continued focus on creating an extraordinary workplace culture.

**79%** EMPLOYEE ENGAGEMENT

**79%** MANAGER EFFECTIVENESS

**80%** FELT SAFE AT WORK DURING COVID-19

**450** SAFETY IMPROVEMENTS

## Australia



## France



## Brazil





# ADAPTING SWIFTLY

As COVID-19 spread across the world, Martin Brower quickly implemented new programs and processes to protect the health and safety of our team members, customers and communities.

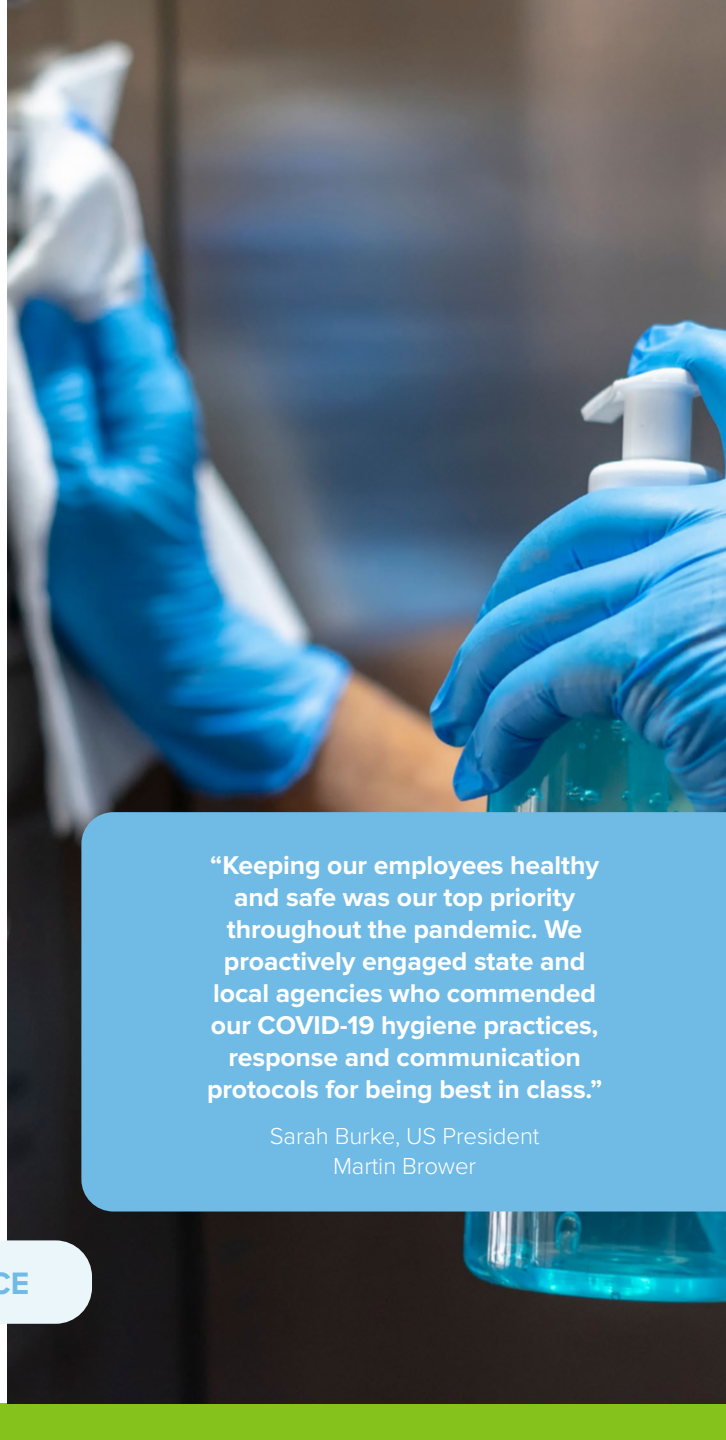
## We ensured safety at our facilities with:

- ◆ Increased cleaning and sanitation of all common areas, fleet and equipment
- ◆ Health screenings by on-site nurses of all employees prior to beginning of each shift
- ◆ Staggered break times and shift start times
- ◆ Safety screens in cubical areas
- ◆ One-way traffic flow requirements with designated entry and exit points
- ◆ Mandatory personal safety precautions: hand-washing, social distancing, face masks
- ◆ Provision of Personal Protective Equipment (PPE): face masks, gloves, hand sanitizer
- ◆ Touchless deliveries
- ◆ Restrictions on visitors and employee travel
- ◆ Working from home option for all appropriate positions

## We built trust through transparency:

- ◆ All processes and policies complied with WHO, CDC and local government requirements
- ◆ Collaborated with country and state public health departments for best practices
- ◆ Implemented tracking and social tracing of employees who tested positive for COVID-19, exhibited symptoms or reported potential exposure
- ◆ Notified all employees at a facility when positive cases were reported
- ◆ Provided additional sick and quarantine pay to encourage full disclosure during health screenings
- ◆ Communicated facility-specific, weekly COVID-19 updates

**80%** OF MARTIN BROWER EMPLOYEES SURVEYED FELT SAFE AT THEIR WORKPLACE



“Keeping our employees healthy and safe was our top priority throughout the pandemic. We proactively engaged state and local agencies who commended our COVID-19 hygiene practices, response and communication protocols for being best in class.”

Sarah Burke, US President  
Martin Brower



# ENGAGING IN NEW WAYS

Social distancing requirements and travel restrictions dramatically changed the way we communicate with employees in every part of the organization. We stayed nimble and open to new strategies and platforms as they continued to evolve, keeping employee engagement and satisfaction at the forefront of everything we do.

## Connecting with remote workers

Where circumstances required, our employees adjusted to the challenges and adapted to the new working from home norm. Implementing Microsoft Office 365 well ahead of our planned rollout proved key to keeping corporate and global team members connected via Microsoft Teams and video conferencing.

Our virtual connections included:

- ◆ Monthly town halls
- ◆ Virtual happy hours and team building events
- ◆ Global functional sessions

**“Video conferencing through Microsoft Teams has been a game-changer for us. The ability to interact and discuss issues in real time, and especially to see each other’s faces when we meet, has made us all feel much more connected.”**

Davat Chambers, Global HR Director  
Martin Brower

## Engaging essential workers

Our teams rallied behind the ‘We’re in this together’ message reinforced by an extensive campaign that included:

- ◆ CEO videos and letters to employees
- ◆ Texts & voicemails to mobile devices and home mailings
- ◆ Driver telematics and pay slip messaging
- ◆ Posters in common areas
- ◆ MBTV digital boards
- ◆ Intranet and internal newsletters
- ◆ Email hotline
- ◆ Q&A forums
- ◆ Links to secure social media sites and external websites

## Supporting employees’ mental and physical health

Recognizing the many disruptions to work and home life during the pandemic, Martin Brower helped ease the way for team members by offering:

- ◆ Employee Assistance Program (EAP), with engagement of social workers and partners
- ◆ Stress management and home exercise handouts
- ◆ Mental health and work/life balance online training and handbook
- ◆ Virtual physician visits
- ◆ Safety and ergonomics assessment for home workspace
- ◆ Activity booklets and coloring contest for children
- ◆ Employee gift boxes including water, disinfectant wipes, MB face masks and hand sanitizer
- ◆ Open discussion forums

**79% EMPLOYEE ENGAGEMENT\***

**79% MANAGER EFFECTIVENESS\***

\* 2020 MB Employee Engagement Survey Results

**“Our aim throughout the COVID-19 crisis was to help all team members navigate the uncertainty and constant change knowing that as a company, we would do everything possible to support their physical and emotional well-being.”**

Anne-Marie Blanke, UK & Ireland HR Director  
Martin Brower





# CONNECTING VIRTUALLY

Martin Brower's commitment to developing our people continued seamlessly and virtually throughout the year. Providing the right training and effective tools for leaders was more important than ever during the pandemic. In lieu of in-person sessions, we retooled our proprietary programs and introduced new ones in an online format to support our team members' continued growth in a challenging year.

Our most impactful programs to empower our leaders to motivate, communicate with and engage their teams went virtual:

- ◆ Frontline Leadership Development Training
- ◆ MB Operational Excellence (MBOpEx) Six Sigma and Kaizen Lean Training

**450** SAFETY IMPROVEMENTS

Our global businesses offered new, online training and programs:



**Data Literacy** – self-paced sessions to improve data knowledge and drive a data-based culture (Canada)

**Motivational Management training** (Canada)



**iLearn Academy** – to enhance team members' personal growth and development (UK & Ireland)



**Mentorship Programs** – to facilitate a powerful connection between experienced and newer team members (continuing to expand and develop around the world)





# DIVERSITY, EQUITY & INCLUSION

In 2020, we continued to build on our strong culture, rooted in our CARES values.

To build a sustainable and competitive business, we know we need to innovate which requires building the best possible teams in the most effective way. We believe that the best possible teams are made up of people with different and unique abilities, experiences and cultural backgrounds.

We also believe that we are most effective in our work when all people are valued, empowered to drive change and genuinely care about our shared future.

## Making strides with our Diversity, Equity & Inclusion (DEI) program

We have been investing in building a more inclusive Martin Brower for many years and in 2019 began the journey to putting diversity, equity and inclusion (DEI) at the very heart of our business.

In 2020, we made progress in these areas:

### STRATEGIC BLUEPRINT

We have amended our corporate CARES values to reflect our commitment to DEI, placing diversity, equity and inclusion at the very heart of how we do business. Diversity, equity and inclusion is also fully embedded within 'Imagine 2025' – our long term global vision and strategy.

### HAVING A VOICE

As part of our commitment to valuing the experiences and perspective of everyone on our team, we facilitated focus groups on DEI across our facilities to focus on implementing our global vision in ways that are appropriate to their local needs and opportunities.

### AWARENESS AND EDUCATION

We are putting the tools in place to create greater awareness and educate our workforce – unconscious bias training programs have been instituted and a DEI Leaders Guide has been published internally to assist our leaders in embedding our DEI culture.

**"When we embrace our differences, we all succeed. When we build together, we build stronger. Together we can grow, innovate, change and deliver a sustainable future for our business. We are stronger together."**

Bob McGonigle, Chief Executive Officer  
Martin Brower

**2020 DEI SURVEY**  
**76% FAVORABLE RESULT**



# STATS & FACTS

**49,000** TONS OF CARBON EMISSIONS AVOIDED SINCE 2015

**98%** DCS ISO 14001 CERTIFIED

**93%** OF WASTE DIVERTED FROM LANDFILL

**90%** OF FLEET IS ALTERNATIVE FUEL CAPABLE

**16%** REDUCTION IN CARBON EMISSIONS PER TON DELIVERED SINCE 2015

## Celebrating the planet, 2020-style

While COVID-19 restricted our traditional events for Sustainability Week, it did not dampen the enthusiasm of our team members and their families across the globe as they celebrated our planet with creative events including:

- ◆ 'Seeds for bees' initiatives
- ◆ Waste hunt challenges
- ◆ Children's artwork competitions
- ◆ World Land Trust donations to save our forests
- ◆ Online sustainability workshops to drive waste reduction at work and home
- ◆ Sustainability awareness campaigns

## Proud recipients of the Global McDonald's Scale for Good Award 2020

for our sustainability leadership in leveraging our scale and reach and driving transformational change, innovative solutions and improvements in sustainable sourcing.



## Recognition as a CDP Supplier Engagement Leader

for working with our partners across the supply chain to reduce emissions worldwide. We are proud to have earned a place on the CDP's 2020 Supplier Engagement Leader board, joining nearly 400 companies around the globe dedicated to climate action.

# OUR SCIENCE-BASED TARGETS JOURNEY

We are continuing our ambitious, long-term journey to achieving a 40% reduction in carbon emissions per ton delivered by 2030 in collaboration with the Science-Based Targets initiative. We will reach our goal using a planned global roadmap of fleet and facility improvements, alternative fuels, renewable energy and operational efficiencies.



## Fleet Improvements

Investing in new equipment with the most recent technology advancements



## Operational Efficiencies

Driving continuous improvement and operational excellence projects that enhance our sustainability



## Facility Improvements

Upgrading and maintaining our DCs with the most energy efficient technologies



## Alternative Fuels

Utilizing biofuel, renewable natural gas and electricity



## Sourcing Renewable Energy

Buying energy from solar, wind or hydro sources

**40% CARBON  
REDUCTION**  
per ton delivered by  
**2030**



# CARING FOR OUR ENVIRONMENT

Operating within the parameters of the ISO 14001 Environmental Management System, Martin Brower strives to conserve vital resources, prevent pollution, reduce waste and minimize risk for environmental liability.

All our facilities around the globe have a continuous improvement strategy in place to drive energy efficiency and sustainability at every point of service, from warehouse to restaurant.

## Company-wide focus

Minimizing our environmental footprint is every team member's responsibility, and we educate and reinforce sustainable best practices at all levels of the company – from new employees' induction to driver training on effective fuel consumption to global awareness campaigns on effective recycling and reduced energy utilization.



# STRIVING FOR ZERO WASTE TO LANDFILL

We have achieved our global goal of Zero Waste to Landfill. This means that, in accordance with international standards, at least 90% of our non-hazardous waste materials are recovered.

Our approach is to first eliminate waste, then reuse or recycle any waste generated, and finally, convert any remaining waste into energy based on local availability.

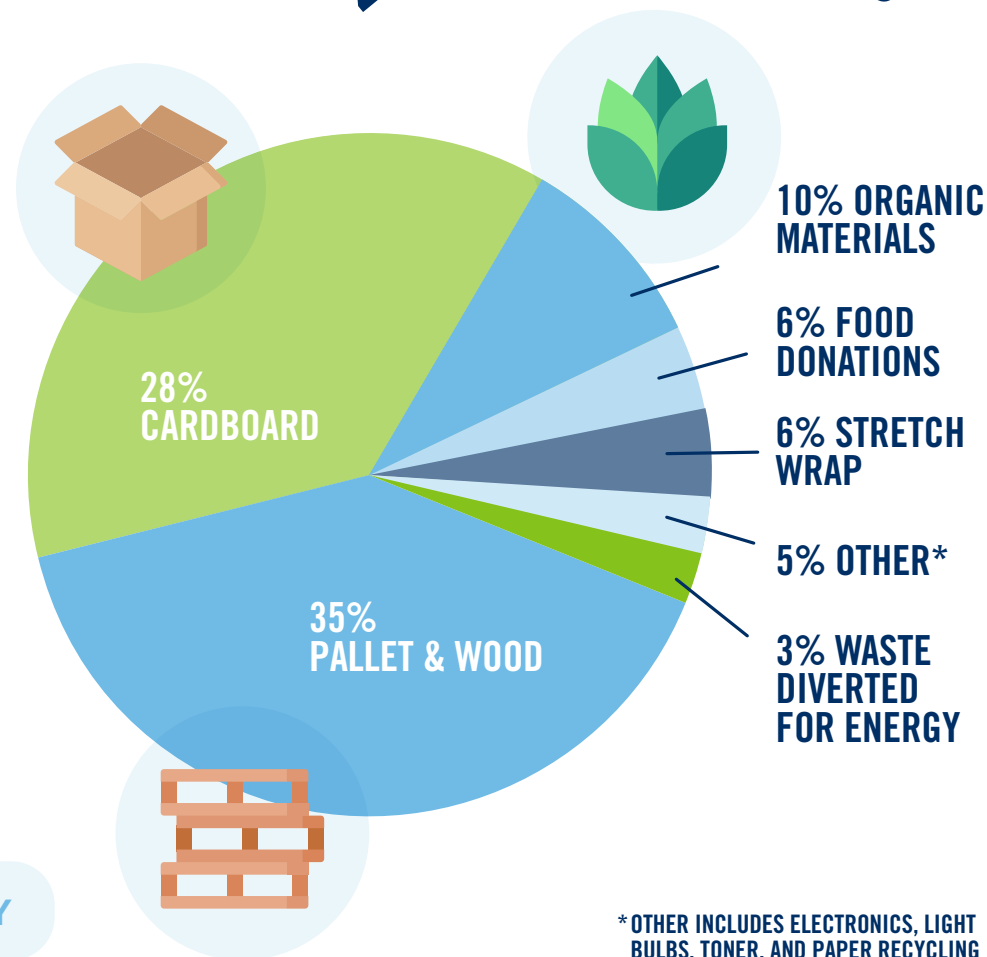
Our waste management methods include:

- ◆ Food donation/collaborations with food banks to divert organic waste
- ◆ Single stream recycling
- ◆ Organic recycling
- ◆ Mesophilic and anaerobic digestion plants
- ◆ Recycling of paper, cardboard and shrink wrap used in our operations
- ◆ Partnerships with energy providers to convert organic waste to animal feed, biofuel and energy



**ACHIEVED ZERO WASTE TO LANDFILL, GLOBALLY**

## 2020 WASTE STREAMS



# REDUCING OUR CARBON FOOTPRINT

## Alternative fuels to power our fleet

Minimizing our carbon footprint requires a diligent focus on the innovative use of alternative fuels. Our efforts from 2020 include:

- ◆ Proactively adapting to biodiesel: we powered our fleets in France, Ireland, the UK and the United Arab Emirates with over 264,000 gallons of biodiesel; and used a biodiesel mix in the US, Canada, Brazil and other countries.
- ◆ In the UK and Ireland, updating core fleet to 100% Euro VI vehicles offering increased efficiency and lower harmful emissions.
- ◆ In the US, investing in a diesel blend with a higher percentage of biofuel has reduced our pure diesel usage by over 700,000 gallons and saved over 7,000 tons of carbon annually.
- ◆ Reviewing the latest developments in zero or near-zero emission technologies such as electric heavy-duty trucks and renewable natural gas fuel.

**67%** OF OUR FLEET IS POWERED BY ALTERNATIVE FUEL

**26%** REDUCTION IN OUR GLOBAL ELECTRICITY CONSUMPTION SINCE 2015

**16%** REDUCTION OF OUR CARBON FOOTPRINT PER TON DELIVERED SINCE 2015

**12%** OF OUR GLOBAL DC ELECTRICITY CONSUMPTION IS FROM RENEWABLE SOURCES

## Renewable electricity to run our facilities

In 2020, we made significant progress in the use of renewable electricity at our facilities across the globe. Highlights include:

- ◆ 100% renewable energy used in all UK & Ireland distribution centers
- ◆ Sourcing renewable energy for several facilities in Brazil
- ◆ Using solar panels to produce renewable electricity onsite at facilities in France and Australia
- ◆ In process: a purchase agreement in North America supporting construction of a renewable electricity generating plant to supply the public electricity grid while offsetting our facilities' carbon footprint





# PROMOTING SUSTAINABLE PRACTICES AROUND THE GLOBE

## Developing technology for global compliance and reporting

### **Transparent, comprehensive and consistent:**

Martin Brower's new proprietary systems for reporting sustainability compliance enables insights from global, individual market and customer levels.

### **We used Coruson technology to develop our global compliance system for:**

- ◆ achieving and maintaining ISO 14001 accreditation
- ◆ enabling consistent standardized processes
- ◆ training and auditing across all our facilities

This is supported by an online depository which serves as a secure but accessible location for our businesses around the world to store reference-controlled policies and documents.

In addition, our newly designed data reporting system captures waste and carbon emissions data for dynamic macro and micro reporting.

## Supporting our customers' environmental goals



**Reverse Logistics:** A number of our markets around the globe convert used cooking oil collected from restaurants into biodiesel. We also work with our European customers to return their collection of cardboard, grease trough waste and food waste to our facilities, where they are combined with our own waste streams for onward recycling or conversion to energy.



**Sustainability pioneer in Australia:** We manage all waste streams for our customer's pioneering, fully sustainable flagship restaurant. Martin Brower's hub for front- and back-of-house waste streams provides our customers with an easy, single point of contact for waste management, while ensuring full traceability and legislative compliance.

## Fostering innovation



**Organic waste to fuel in France:** In trials now is a process to collect organic waste from customers' restaurants via a concentrator and cistern fitted to the outside of Martin Brower delivery vehicles. The waste is deposited in an anaerobic digester connected to the public gas distribution network, and used to fuel gas-powered vehicles, including our BioCNG trucks.



**Reusable pallet wraps in Canada and the Middle East:** Our teams are currently testing reusable pallet wraps with the aim of eliminating the use of plastic wrap within our operations.



# STATS & FACTS



100+

US TEAM MEMBERS DEPLOYED  
FOR CONTINGENCY

\$1.3 MILLION

DONATED TO RMHC

\$6.5 MILLION

DONATED TO CHARITY SINCE 2016

\$10.5 MILLION

POUNDS OF FOOD DONATED



GLOBAL  
THREE-LEGGED  
STOOL AWARD

“Martin Brower assured supply through challenging times while ensuring safety and remaining cost sensitive ... we appreciate your service and partnership.”

McDonald's Global Supply Chain Leadership

“The Martin Brower team continues to provide best in class service to our restaurants.”

McDonald's Owner Operator

“We are so fortunate to be working with Martin Brower and your amazing teams. I recognize our teams are working side by side 24/7. Thank you for everything!”

McDonald's Supply Chain Leadership

PROUD RECIPIENTS  
OF MCDONALD'S  
GLOBAL  
THREE-LEGGED  
STOOL  
AWARD 2020



# ASSURING SUPPLY THROUGH CHALLENGING TIMES

We harnessed the power of our supply chain expertise and logistics network to ensure the restaurants we serve received ample product supply and unstinting support in the face of relentless disruptions during 2020.

This was made possible through close collaboration with our customers and a mutual commitment to ensuring the protection of our people and delivering quality products while adhering to the highest levels of safety.

Our leaders worked around the clock to protect the health of our team members and restaurant crews in serving our communities.

## Implementing new safety precautions

- ◆ Increased cleaning and sanitation at our facilities and for fleet and equipment throughout the route
- ◆ Health screens and temperature checks for employees prior to shift start and route dispatch
- ◆ New hygiene practices and safety measures for drivers required to enter restaurants
- ◆ Touchless deliveries
- ◆ Contactless credits/claims process
- ◆ Virtual system training for restaurant managers
- ◆ Established points of entry for deliveries
- ◆ Required Martin Brower team members to follow best practices for personal safety and supplied PPE (face masks, gloves, hand sanitizer) to restaurant crews

## We kept our restaurants stocked and operational:

- ◆ Led procurement of critical PPE for restaurant management and crews
- ◆ Expedited product movements and frequent product transfers
- ◆ Increased stock holding levels for all products, including promotional items
- ◆ Ensured that no restaurant ran out of stock due to COVID-19 or natural disasters

“With the challenges faced in 2020, it was amazing to see the McDonald’s System rally together to ensure employee safety within our facilities and restaurants while continuing to deliver the products the restaurants needed to serve our communities with the food they love. We have a truly amazing system with dedicated people devoted to the success of our great customer.”

Jim Haley, Chief Operating Officer  
Martin Brower



# SUPPORTING OUR COMMUNITIES



**OUR DCs HAVE DONATED OVER 10.5 MILLION POUNDS OF FOOD in 2020 to local Ronald McDonald House Charities®, food banks and schools worldwide**

We were proud to partner with McDonald's to provide wholesome, high quality, safe food for community members most in need, throughout 2020 thereby providing an outlet for excess inventory.

## Charitable giving

Our team members contributed to worthy causes in their local communities including:

- ◆ School supplies for children
- ◆ Wash bags for medical staff
- ◆ Food shopping and medication collection for the elderly and vulnerable
- ◆ Supplies for senior citizens
- ◆ Holiday toy and clothing drives
- ◆ Resume and interview consultancy for women
- ◆ Assisting with a telethon supporting people with disabilities

**"I especially want to extend my thanks and gratitude to you and the Martin Brower distributors for your tireless efforts in coordinating the delivery and generous donation of foods ... distributed to assist hundreds of families."**

NYC Councilman – District 13, Bronx, USA

**"Thank you for your very kind donation. Your support has helped keep the spirits up of our incredibly hard working team. Knowing that people like you are going that extra mile to show your support means the world to us."**

NHS Bury & Rochdale Care Organization, UK

**"The true spirit of the 'Three Legged Stool' never stops ... The Martin Brower Harriman DC continues to help in every way possible. The food bank was so appreciative of your donation. Thanks for all you do!"**

McDonald's Owner in New York, USA



# WEATHERING THE STORM

Martin Brower supported restaurants through unprecedented disruptions in 2020 – a pandemic, earthquakes, hurricanes, floods, wildfires and major constraints on product supply, all while working around the clock to protect the health of every team member and every restaurant.

Our teams provided the essential resources to meet the needs within the communities we serve by:

- ◆ Transporting over 100 team members to support our operations across the US
- ◆ Donating pallets of food and water
- ◆ Assisting families displaced by natural disasters
- ◆ Providing storage trailers to restaurants and hospitals during power outages

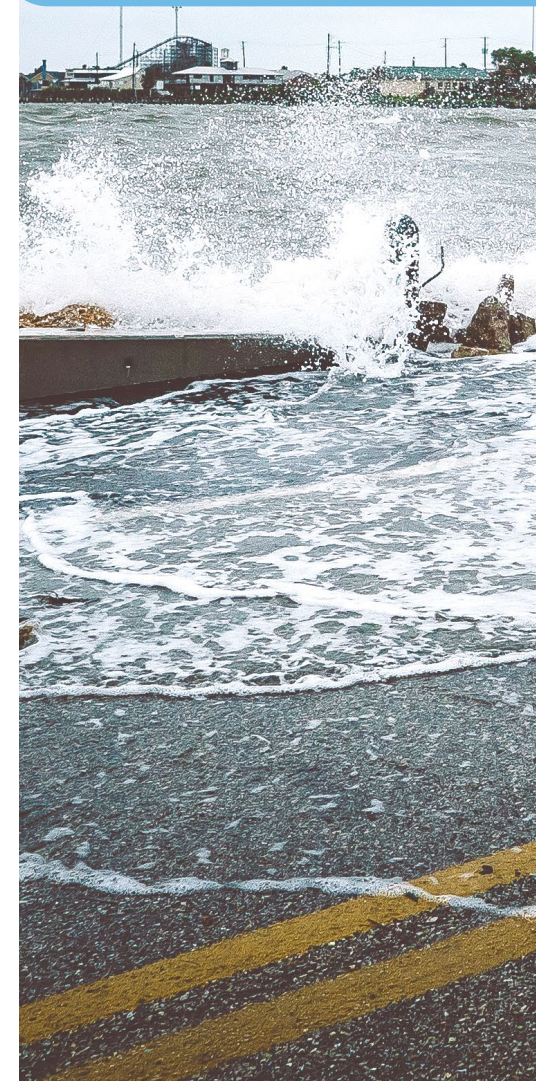
## Feeding thousands after Hurricane Laura

In Lake Charles, Louisiana, the devastation wrought by Hurricane Laura's 150 mph winds was overwhelming: shredded buildings, blown-out windows and no power or water in the days following, with a reported heat index well over 100 degrees. McDonald's response was immediate and amazing. Activating the McDonald's McRig enabled the restaurant – the only one in the area serving hot food – to give away more than 10,000 meals each day to the community's families, recovery workers and public officials. Behind the scenes, Martin Brower's Baton Rouge team partnered with the Patel organization to provide an onsite trailer and frequent replenishment deliveries to the McRig, ensuring the community was continually nourished in the storm's aftermath.

## Making safe passage through Australian wildfires

As wildfires blazed in Victoria, New South Wales and South Australia, closing major arterials, Martin Brower transportation experts established a series of alternative routes to ensure our drivers arrived quickly and safely, with product and supplies intact. And when wildfires caused rail closures between Australia's east and west coast, our supply chain team efficiently managed airfreight transport to assure restaurants uninterrupted delivery of needed products, especially those with a short shelf life.

**100+ TEAM MEMBERS**  
deployed for contingency  
across the US



# PROUDLY SUPPORTING RONALD MCDONALD HOUSE CHARITIES®

We are proud to be a signature supporter of Ronald McDonald House Charities® (RMHC) – an independent non-profit organization that provides a range of support to seriously ill children and their families when they need it most. The RMHC houses are located near major medical facilities and serve as a “home away from home” enabling families to stay together and remain close to where their sick child is receiving treatment. Each year, the work of RMHC impacts the lives of over 7 million children around the world.

## Getting creative for RMHC in 2020

As the pandemic halted traditional fundraising and volunteer activities, our teams innovated new, different and exceptionally successful ways to support Ronald McDonald House Charities, including:

- ◆ Virtual Gala events and donations
- ◆ Nationwide fundraising campaigns
- ◆ Employee payroll deductions
- ◆ Delivering meals to the houses instead of cooking onsite
- ◆ Donating face masks, food and supplies
- ◆ Family-friendly, socially distanced sporting competitions and fun runs for fundraising



Martin Brower Global  
**DONATED \$1.3 MILLION**  
to Ronald McDonald House Charities in 2020

# FOCUSING ON 2021 AND BEYOND

## People

- ◆ Zero injuries
- ◆ Maintain and enhance safety and hygiene excellence
- ◆ Embed equity & inclusion within our culture
- ◆ Employee engagement through digital enablement
- ◆ Support Ronald McDonald House Charities® worldwide
- ◆ Emergency preparedness: test contingency/crisis plans

## Planet

- ◆ 40% carbon footprint reduction target per ton by 2030
- ◆ Zero waste to landfill at all distribution centers
- ◆ Support zero waste to landfill at the restaurants through reverse logistics and “RE USE” programs
- ◆ Science-Based Targets (SBT) roadmap initiatives

## Partnerships

- ◆ Continuous supplier collaboration and capacity planning tools
- ◆ Advanced automation and technology solutions
- ◆ Expanded global inbound freight solution using standardized tools
- ◆ Advanced global data analytics dashboards for customers and suppliers
- ◆ Full utilization and expansion of automated Quality Management System

