BETTER FOR ALL REPORT 2021

A summary of our social, environmental, & governance impacts during fiscal year 2021.



UNFI™

BETTER FOOD. BETTER FUTURE.















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We are humbled to share our 2021 Better for All Report, our 11th annual disclosure on UNFI's progress toward our environmental, social and governance (ESG) commitments. Unless we say otherwise, the information provided in this report covers the 2021 fiscal year, which ran from August 1, 2020 through July 31, 2021.

For more information about our business performance in the fiscal year, please see our 2021 Annual Report on Form 10-K, filed with the Securities and Exchange Commission on September 28, 2021.

For questions, please contact ESG@UNFI.com.

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a letter from our leadership



our CEO, Sandy Douglas

As a company, UNFI has faced the same challenges this year that most industries have – supply chain issues, labor shortages, physical and emotional turmoil from a reckoning on racial justice, a growing number of natural disasters intensified by global warming, and a pandemic that continues to exacerbate all of the above. When it comes to addressing these environmental and social challenges, business as usual is no longer an option.

We view this as a critical opportunity to innovate and leverage our scale to address the impact our company has on our people, our communities, and our world. Our collective mission to make our customers stronger, our supply chain better and our food solutions more inspired has never been more crucial.

Now in our 11th year of social and environmental reporting, you'll see that our approach has evolved to demonstrate the power of our partnerships and increase transparency around our direct and indirect impacts. A major focus of our efforts in the last year has been to take a more holistic view of our value chain, accounting for all of our stakeholders – our suppliers, vendors, associates, investors, customers, communities, and beyond. We know that the ripple effects of our associates' decisions, our suppliers' practices, and our customers' choices can help influence broader systems that are Better for All.

In the past year, we've elevated our diversity and inclusion efforts through intentional hiring practices, training, and associate-led resource groups, as well as a revamped supplier diversity program. We made one of our largest investments in climate-smart technology to date with the roll-out of our solar-powered refrigerated trailers. We've also learned a great deal about some of our biggest opportunities – both from the "B" score we received on our CDP Climate Change response and from our waste diversion rate, which was lower than we hoped, but stemmed from better tracking systems that brought clarity to our waste streams. The more we undertake, the more we recognize that this work is an ongoing pursuit.

The good news is that, because of our scale, UNFI is in a unique position to drive change across the food industry. Our expansion into conventional markets has allowed us to reach more customers, deliver food choices to even more households, and step up as a responsible leader in the food industry. We are proud of the progress we've made and the outcomes for which we're striving, and are determined to take deliberate and inclusive steps to accomplish our ambitions.

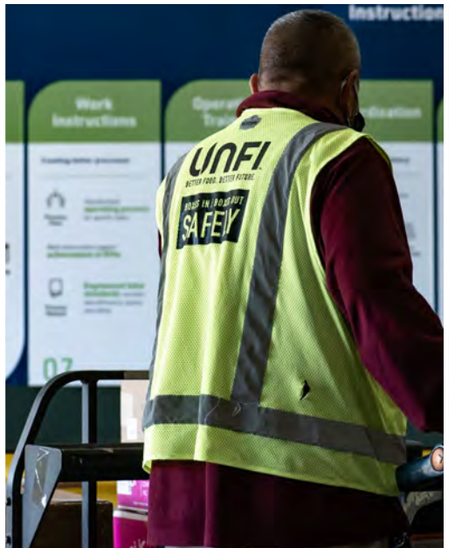
As UNFI's CEO, I am most inspired by the team's commitment to doing things the right way, even when what's "right" isn't the easiest or most straightforward course. We hope to prove that business can create collective value by working closely with all of the stakeholders along our value chain.

We're building a future that is Better for All and it will take all of us to address the challenges that lie ahead. Join us.

Sandy Douglas
CHIEF EXECUTIVE OFFICER

Jack Stahl
CHAIRMAN OF THE BOARD







> **"When it comes to addressing these environmental and social challenges, business as usual is no longer an option."**

powering households without being a household name

United Natural Foods, Inc. (UNFI) is the largest publicly-traded distributor of natural, organic, specialty, produce, conventional grocery, and non-food products, and provider of professional services to retailers in the United States and Canada. We work behind-the-scenes in the food industry to help to distribute many of the foods and essential items you'll find on the shelf or in the fridge.

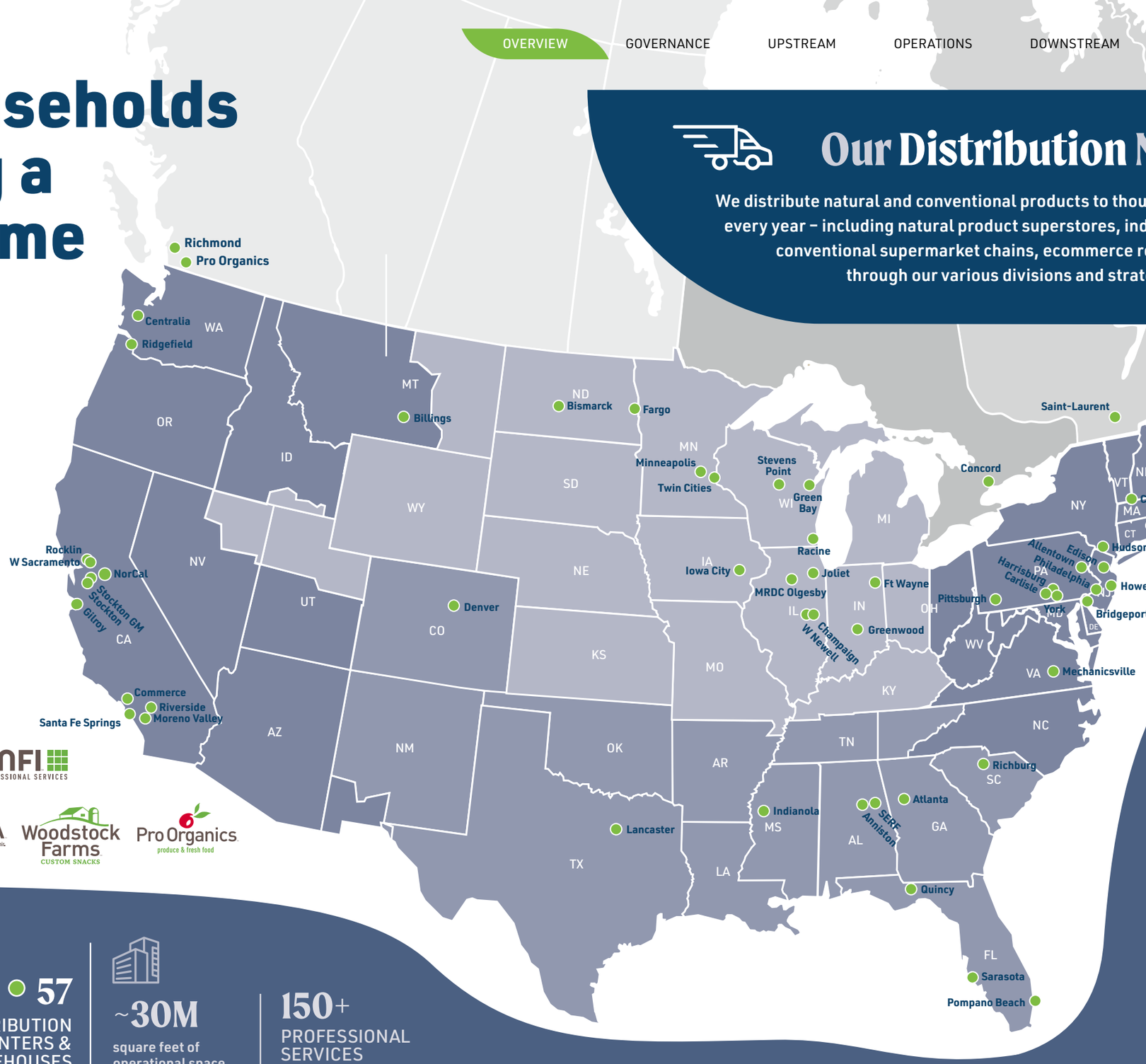
We've been around since 1976 – the year we first got into the grocery game – but that doesn't mean we don't embrace change. Our experienced team of associates works hard to continuously improve our distribution centers, make our delivery systems more efficient, and be the best possible partner to our customers and suppliers.

UNFI BRANDS+ INSPIRED. QUALITY. SOLUTIONS. · UNFI up next inspiring possibilities · UNFI WELLNESS · UNFI HONEST GREEN DROPSHIP & LTL · UNFI PROFESSIONAL SERVICES

UNFI fresh BETTER FOOD, BETTER FUTURE. · UNFI produce BETTER FOOD, BETTER FUTURE. · UNFI CANADA Better food. Better future. | Meilleurs aliments. Meilleur avenir. · Woodstock Farms CUSTOM SNACKS · Pro Organics produce & fresh food

Our Distribution Network

We distribute natural and conventional products to thousands of customers every year – including natural product superstores, independent retailers, conventional supermarket chains, ecommerce retailers, and more – through our various divisions and strategic business units.



2021 By The Numbers

$26.95B | ANNUAL NET SALES

57 DISTRIBUTION CENTERS & WAREHOUSES

~30M square feet of operational space

150+ PROFESSIONAL SERVICES provided to customers

~28,300 ASSOCIATES | full-time & part-time

~12,000 SUPPLIERS

~300,000 UNIQUE PRODUCT SKUS

18 PRIVATE-LABEL BRANDS

2,000 TRUCKS x **5,000** DELIVERIES every day = **1.37M** DELIVERY STOPS this year + **1.2B** LBS OF FRESH PRODUCE DELIVERED this year

74 RETAIL STORES (owned locations)

~30,000 CUSTOMERS (unique locations in North America)

8.6M HOUSEHOLDS SERVED this year

can businesses build something better for people and the planet?

we think so.

Everything we do as a business impacts the broader food system, for better or worse.

We unveiled our *Better for All* strategy in our 2020 social and environmental report to stay laser-focused on the issues where we can move the needle the most over the next decade. While our core ambition hasn't changed, the last year has taught us a lot. We now understand the depth of interconnectivity between our world, our communities, and our people. So, rather than align our strategy to three pillars, we've evolved our perspective to show how our business affects all of our stakeholders in different ways.

With this new framing, we are constantly reminded to zoom in and zoom out and hold every aspect of our business accountable to do, well, better. We now have even more clarity on where we've made progress and where, quite frankly, we haven't yet. While it may not always be easy to quantify, we know our business decisions influence the systems we're part of – and we have a responsibility to use our influence to stand up for a healthy planet and shared future.

*this is how we introduced Better for All last year.

WHERE DO **BETTER FOR ALL** AND **FUEL THE FUTURE** INTERSECT?

Think about it this way: On one hand, *Fuel the Future* guides our business strategy with a focus on optimization, growth, and success. On the other hand, *Better for All* guides us to accomplish those things in a more responsible, equitable way. Both are needed to catalyze long-lasting change in the food industry. Every strategic decision we make as a business should fit within our *Fuel the Future* pillars and contribute to progress toward our *Better for All* ambitions.

let's shake on it.



UNFI fuel the FUTURE

Better for All™

We know we have to take care of our people before we can benefit the world as a whole.



...Our People

Our associates are at the center of everything we do.

...Our Communities

Our actions have ripple effects from our suppliers and customers, to the communities in which we all live and work.

...Our World

Our decisions can help influence broader systems change and safeguard natural resources.

We're building a food system that is better for...

the fruits of our labor

We rely on thousands of suppliers and brands to provide the best possible products to our customers and communities, who deliver food to millions of households every year. We need to engage all of these partners to make tangible progress and achieve our goals. We can't overhaul a system alone.

While we'd like to tackle all of the impacts we have as a business, there are some environmental, social, and governance issues that we prioritize over others because they are of greater importance to our business and our stakeholders – and because they are where we can effect the greatest change. Over the past decade, we've set a strong foundation for managing the operations where we have the most direct control, but that's just the first piece of the pie.

*this is what 'ESG' stands for.

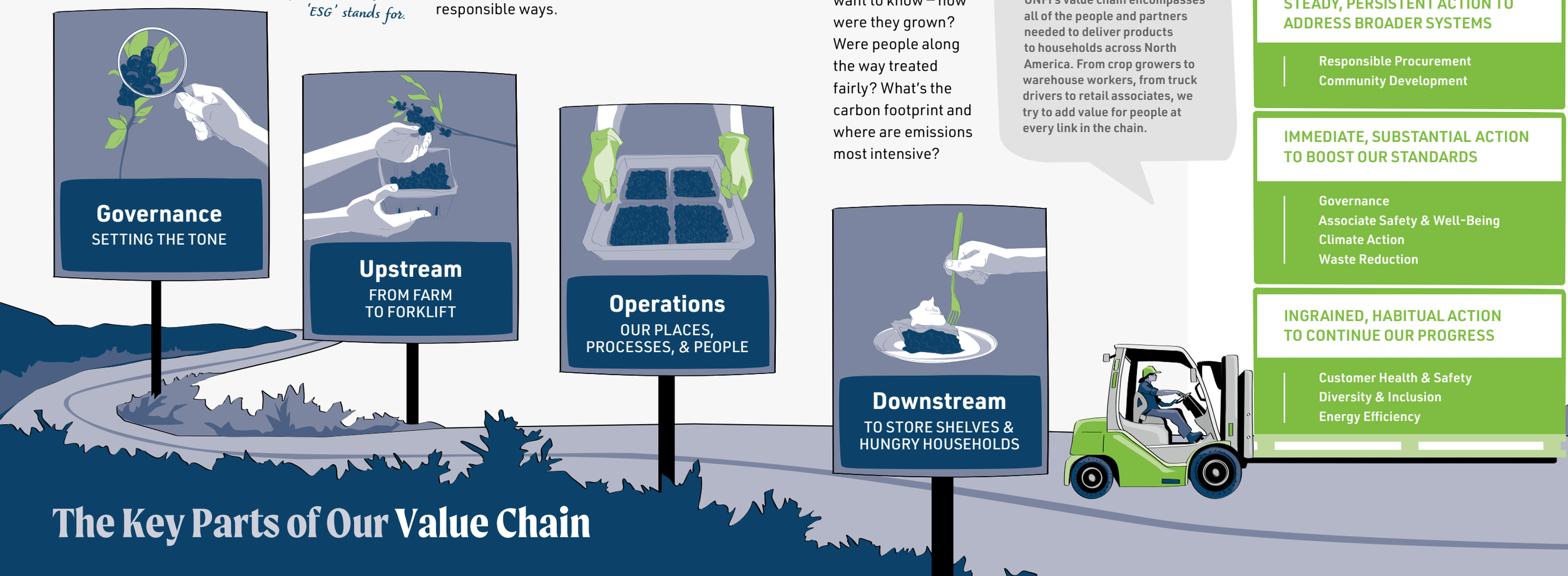
We are now expanding our influence along the value chain and learning from partners with more experience to accelerate our progress. You'll see just how we do that throughout this report – in fact, we now take a value chain approach to our impact reporting because it helps clarify how our business manages impact at every step.

The expansion of the global food chain and rapid speed of delivery we're used to is incredible, but we need to make sure we are growing in responsible ways.

Think about it this way – how can we eat fresh blueberries in the middle of a New England winter? It took a whole ecosystem of people, plants, and animals to grow and harvest those berries, put them on a truck, get them all the way up the coast, pass them through our distribution center, and put them on a shelf nearby. We want to know – how were they grown? Were people along the way treated fairly? What's the carbon footprint and where are emissions most intensive?

WHAT'S A VALUE CHAIN?

UNFI's value chain encompasses all of the people and partners needed to deliver products to households across North America. From crop growers to warehouse workers, from truck drivers to retail associates, we try to add value for people at every link in the chain.



The Key Parts of Our Value Chain

Our Better for All Focus Areas

We interact with these topics at multiple points along our value chain – both directly and indirectly – and addressing the ones further out of our control gets tricky. We have a strong foundation in these areas and action in each contributes to our progress as a whole. Step one is taking responsibility for what we can control.

STEADY, PERSISTENT ACTION TO ADDRESS BROADER SYSTEMS

- Responsible Procurement
- Community Development

IMMEDIATE, SUBSTANTIAL ACTION TO BOOST OUR STANDARDS

- Governance
- Associate Safety & Well-Being
- Climate Action
- Waste Reduction

INGRAINED, HABITUAL ACTION TO CONTINUE OUR PROGRESS

- Customer Health & Safety
- Diversity & Inclusion
- Energy Efficiency

This is what we'll talk about in this section:

Mission & Values
Business Ethics & Compliance
Associate Involvement

SETTING THE TONE

governance



Effective management of our environmental and social impacts requires establishing strong systems that push us to improve continuously. From the policies that keep us on track day-to-day, to the mechanisms that maintain proper oversight of our practices, to the goals we set to keep us accountable long-term, we believe governance is critical to the credibility of our impact strategy and our ability to drive progress in our industry. Our leadership team and Board help put these strong policies and governance structures in place, but our associates are key to leading the charge.

These principles guide our decisions:

1 **Accountability**
Monitoring performance against goals

2 **Transparency**
Being authentic and a model in our story

3 **Leadership**
Collaborating for greater impact

staying true to our core

We have a strong heritage of helping our customers unlock their full potential and transform their businesses for the better. Our governance systems help to remind us of who we are and what we stand for when faced with difficult choices.

At UNFI, we are committed to putting people first, making informed decisions, and investing intentionally in our communities and planet. This internal compass guides us to live our values and establish policies and procedures that promote integrity. We seek to lead by example on social and environmental issues of critical importance to society and strive to be a force for positive change in the food system and beyond. As we continuously adapt to a changing world, we will always come back to our mission and stay true to the core values we've had for nearly half a century.

this is the core commitment within our social and environmental policy.



OUR MISSION

We strive to make our customers stronger, our supply chain better, and our food solutions more inspired.

OUR VALUES

We do the right thing.

We courageously embrace what's next.

We deliver better together.

We believe in Better for All.

walking the walk... every day

A lot of companies *say* they're trying to do better. We're proud to have the mechanisms in place to *prove* we're doing what we're saying and making intentional progress toward our ambitious targets.

Governance comes in a lot of forms – from our Code of Conduct, to our Board and governing committees, to our public reporting. Our internal and external processes are in place to hold us accountable from top to bottom. These governance structures aren't about just checking the box on legal compliance, they're about establishing credibility, reflecting on where we can do even better, and making sure we're integrating our mission and values into the decisions we make every day. We find ways to strengthen these structures every year.

internal mechanisms

Our Goals & Commitments Demonstrate How We Can Make Progress

A core part of our Better for All strategy is setting targets for improvement based on our ongoing evaluation of our operations and the gaps we identify as a result. At the end of the day, we're only as good as our follow-through on these commitments, so transparency on even our most ambitious goals – including the ones that we're not sure about how to tackle yet – is critical to safeguarding our strategy. We set a lot of new goals recently and, so far, we're on track. Most importantly, we're dedicated to measuring and sharing our progress, and will continue to include updates even if and when it gets more challenging to meet our targets.

✳ *look for this shape to easily spot all of our goals as you read on.*

★ **2 NEW GOALS** set in 2021 related to D&I as part of...

12 TOTAL GOALS across our *Better for All* strategy

Our Board of Directors Oversees our Impact Work

The Nominating and Governance Committee develops and recommends adjustments to our corporate governance practices and has ultimate oversight of our ESG strategy. We work with this committee to annually review and enhance our charters and policies, including our Code of Conduct (more on that later). In the past year, our Board received a third-party education session on sustainability trends and critical developments, and helped to frame our Better for All strategy, as well as our Social and Environmental Policy. Our Social and Environmental Policy summarizes the responsibilities we have, the actions we aim to achieve, and the outcomes for which we are striving.

Our Leaders Are Accountable to Take Action

This year, we also created an Executive Steering Committee to oversee the programs and practices that guide how we show up as a socially and environmentally responsible organization. The members of the committee help us align our impact strategy with our business objectives, mission, and values – and serve as ambassadors to proactively promote our impact strategy.

9 MEMBERS | of our leadership team sit on our ESG Executive Steering Committee

Our Supply Chain is Given Clear Standards of Integrity

We distribute a Supplier and Vendor Code of Conduct to our suppliers because we want to work with business partners that meet – and exceed – our expectations around integrity. Our supplier standards include ethical and legal compliance, fair labor practices, workplace safety, and social and environmental responsibility. We don't yet require our suppliers to verify compliance, but our Legal team is working on adding a reference to our Code of Conduct into our standard supplier agreements.

external mechanisms

Our Strategy is Informed by Input from Our Stakeholders

We regularly engage with our stakeholders to learn from them about what matters most. We value the direct input we received this year from our associates and investors. We encourage our vendors and customers to weigh in, too, but we haven't yet formalized an engagement process to inform our reporting – that's something we hope to do soon.

In 2021, we engaged associates through focus groups, one-on-one interviews, and surveys, including our annual Your Voice. Our Future. survey and a new *Better for All* survey. We learned a lot about how engaged our associates are, how well they understand our *Better for All* strategy, and where we can do more to make life better for them. We hope more associates will weigh in on our impact work next year.

57%
OF ASSOCIATES THAT RESPONDED

are moderately or very familiar with *Better for All*

Our associates told us they are proud of our strategy, but that it's not yet clear how their day-to-day work contributes to it. We don't have all the answers and can't tackle these challenges alone, so engaging our associates on these issues is a big priority for us looking ahead.

72
COMPANY-WIDE ENGAGEMENT SCORE

This is a four-point increase from the last all-associate survey conducted in March 2020, and a new baseline for our Fuel the Future goal to improve engagement by 5 points.

Our environmental, social, and governance (ESG) work was discussed in nearly all conversations with our investors during our governance outreach efforts in the last year. Those conversations reiterate the complementary nature of our *Better for All* ambitions and our *Fuel the Future* strategy. Having their support will help us to build a food system that's better for all and better for business.

Our Reporting Seeks to Align with Internationally Recognized Frameworks

We align with best practices to substantiate our reports, guide our decision-making, and make sure our reporting continues to be meaningful and relevant to our stakeholders.

Like our own strategy, these frameworks continue to evolve, so we're setting up the necessary management systems to fully align with the expectations set out in them.

The Evolution of Our Reporting

2010
Published our first Corporate Social Responsibility (CSR) report

2017
Referenced GRI in our report for the first time

2019
Referenced SASB in our report for the first time

2020
Referenced TCFD in our report for the first time and started calling it an 'ESG' report
Used the UN SDGs to inform the *Better for All* strategy

2021
Continued integration of GRI, SASB, and TCFD recommended metrics

We've been looking to these standards for years, and fully integrating them will be an ongoing and dynamic process.

WHAT ARE GRI, SASB, TCFD, AND SDG?

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)
This task force was created to help companies provide more accurate climate-related financial disclosures and support informed capital allocation recommendations.

GRI

GLOBAL REPORTING INITIATIVE (GRI)
This international independent standards organization helps businesses, governments, and other organizations understand and communicate their impacts on issues such as climate change, human rights, and corruption.

SASB

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)
This investor-focused organization guides more consistent disclosures of financially-material sustainability information by identifying the issues most relevant to financial performance in 77 industries.

SUSTAINABLE DEVELOPMENT GOALS

SUSTAINABLE DEVELOPMENT GOALS (SDGs) | **Created by the United Nations, this comprehensive list of 17 goals provides a roadmap to reach a more inclusive and sustainable future by 2030 and a framework for us to be part of the Decade of Action, a global, multi-sector movement. The goals cover the climate crisis, economic inequity, and pressing social problems.** You'll see these SDGs on different pages throughout the report. When you see an SDG, it's a sign that our strategy is intentionally aligned with this collective movement.

addressing these impacts is a team sport

***Better for All* takes considerable effort, collaboration, trust, and commitment from all UNFI associates, so we need to get everyone on board.**

Each of us has a part to play in making the future a little better. It starts with creating tools, systems, and programs to show how our associates can contribute to *Better for All* every day, and we're investing more and more in cultivating this culture of action and respect. In 2021, we launched a new 'Missions' platform to promote awareness of our goals and engage associates in issues that matter to them and to UNFI as a whole. We're on a mission.

Our associates can take action in their daily lives to contribute to positive social and environmental change in key areas, including environmental stewardship, racial justice, equity, and civic engagement. Ongoing discovery is part of who we are and our Missions platform is an exciting opportunity to show the collective impact of our individual actions.

✳ get it? it's a mission to do more 'Missions' aligned with our mission.

OUR GOAL

Complete 10,000 Missions by the end of FY2022.

CURRENT PROGRESS
5,376 Missions

Less than 1% of our associates have participated in our Missions program since it debuted during Earth Month in April 2021. As we expand the programs reach, we're excited to see how our team of associates will make a collective impact.

WHAT'S A 'MISSION'?

Missions are easy-to-do activities that, when completed, allow associates to earn points, build new habits, and spread awareness of socially conscious behavior.

✳ here's an example



estimated impact from our associates completing this 'Better Bagger' mission

Better Bagger

Use an alternative to plastic sandwich bags.

Instead of reaching for that zip top baggie, consider using a reusable bag or container.

Why? The United Nations estimates that 10% of all plastic ends up in the ocean, the large majority of which drops to the ocean floor where it will never degrade.







A Culture of Integrity

Each of our associates is also responsible for cultivating and upholding a culture of compliance and integrity in everything we do, and that's non-negotiable. UNFI's Code of Conduct articulates the values and behaviors we expect of all associates and provides a central guide to support associates in their day-to-day decision making. We put this into action by training our associates on these policies and procedures and by providing resources to explain what's most important to drive our mission.

94%
OF ASSOCIATES WHO WERE ASSIGNED THE CODE OF CONDUCT TRAINING COMPLETED IT

Starting in November 2021, associates with UNFI International sales, development, or accounting responsibilities also receive refreshed training on the organization's anti-corruption policies and procedures.

This is what we'll talk about in this section:

Responsible Procurement
Diversity & Inclusion
Community Development
Climate Action

FROM FARM TO FORKLIFT

upstream



As a wholesale food *distributor*, it's clear how our *distribution* centers and our *distribution* routes could have direct impacts on our people, communities, and the world. The reality is that our business's impacts begin well before products reach our distribution centers and include the choices made by our manufacturing partners and suppliers.

We take our responsibility for those impacts very seriously, even if we don't directly control where they are coming from. As we improve our measuring and tracking systems and gain clarity on the needs of our stakeholders, we can do more to hold our partners accountable to our standards.

WHAT DOES 'UPSTREAM' MEAN?

When we say 'upstream', we're referring to all of the activities that happen before products get to our distribution centers. This includes the people involved in growing, making, and moving food, including our manufacturers and suppliers.

Responsible Procurement

creating a chain reaction of transparency

Supply chains are notoriously obscure and complex, and traceability continues to be a major hurdle in the food system as a whole. We are proud of our network of partners and believe in purchasing from suppliers that source and manufacture their products responsibly.

We trust in verified information from our suppliers, and rely heavily on third-party certifiers to be our eyes and ears. Third-party certifications help us maintain the kinds of standards we wish to hold, from upholding human rights to incentivizing sustainable land management. When a supplier puts in the work and earns a certification, we have more information about where raw ingredients are coming from, how they were made, and who was impacted along the way. We will continue to work with our partners to improve transparency and performance along the value chain. The private-label brands within our Brands+ portfolio promote these standards, too.

142
STANDARDS
used to evaluate suppliers, including...

52
CERTIFICATIONS
used to verify our products' environmental and social standards, including:

RSPO · FAIRTRADE · NON GMO Project VERIFIED · USDA ORGANIC

and more!

~9% are Non-GMO Project Verified

20% are certified as USDA Organic

In fact, around 70% of the products sold under our Wild Harvest, Field Day, and Woodstock brands are Certified Organic.

UNFI BRANDS+ INSPIRED. QUALITY. SOLUTIONS.

How is this better for...?

...OUR PEOPLE

Setting standards for our suppliers' employment policies underscores our stance on fair labor practices.

...OUR COMMUNITIES

Sourcing from diverse suppliers empowers vulnerable, historically marginalized communities along our supply chain.

...OUR WORLD

Working with suppliers with verified environmental standards helps safeguard natural resources.

15 LIFE ON LAND

14 LIFE BELOW WATER

Our UNFI Produce team highlights a different grower every month to increase awareness about our partners' various practices.

Meet the Grower
Rainier Fruit
SELAH, WASHINGTON



Our ability to serve our customers with the natural and conventional products they seek, however, also requires us to think beyond suppliers' practices and consider our supplier relationships more holistically. To that end, our UNFI Produce team is building closer, direct relationships with suppliers to reduce costs in our supply chain, speed up the time it takes to get produce to the customer, and reduce the miles we have to travel. This past year, we set up a cross dock facility in McAllen, Texas to enable us to aggregate organic and conventional produce harvested in Mexico and transport it more efficiently. Not only does this provide the highest level of supplier transparency since we deal directly with farmers, but it also helps us get more affordable, fresh food to communities nationwide.

In Development: An Updated Policy on Animal Welfare

All living things on this planet deserve to be treated with dignity and respect. Animal welfare is close to the hearts of our associates and customers, is an extension of our mission and values, and is one of the top priorities within our responsible procurement philosophy. We also recognize the link between healthy animals and food quality and safety. We are in the process of revisiting our commitments and policies regarding animal welfare.

This is not a new consideration for us, but we have an opportunity to think through ways to establish clearer standards for both natural and conventional products in line with evolving regulations. Over the course of the past year, we engaged with non-governmental industry experts and customers with progressive animal welfare policies to shape what our stance will be. While we figure out what these policies look like, we continue to stand behind the internationally-accepted "Five Freedoms" for animals.

a more inclusive approach to supplier selection

We are challenging ourselves to view procurement as broader than just product standards. In addition to sourcing from suppliers with certified social and environmental practices, we will use our buying power to support a more diverse set of suppliers.

Because of the many systemic inequities in the modern food system, we can't expect our pool of suppliers to suddenly diversify overnight. We have to intentionally promote diversely-owned businesses and advocate for more equitable systems. We revamped our supplier diversity program to reflect our evolving commitment to diversity, equity, and inclusion and will continue to find ways to invest in equity initiatives along our value chain. Doing so can provide opportunities for historically underrepresented business owners and their communities and contribute to economic inclusion along our supply chain. In April 2021, we hired a new Manager of Supplier Diversity to help us align with these ambitions and improve our practices.



$1 million in procurement spending toward diverse suppliers can create 10 new jobs.

OUR GOAL

Increase our annual diverse spend to 3% by the end of FY2023.

CURRENT PROGRESS
1%

WHAT IS A DIVERSE SUPPLIER?

We define diverse suppliers as small businesses or those that are at least 51% owned by Black, Indigenous, People of Color (BIPOC), women, LGBTQ+ people, people with disabilities, veterans, and/or other historically marginalized groups.









UNFI SUPPLIER DIVERSITY

MISSION

To value and promote diverse-owned businesses and, by utilizing their perspectives and capabilities, build a more inclusive, vibrant, and competitive supply chain. We strive to strengthen communities, increase market share, and create wealth for historically underrepresented business owners.

influencing the agricultural practices of tomorrow

Even though we're mainly a distribution company, we can support our suppliers in improving agricultural practices and use our influence to help transform the food system at its roots. We support farmers who take good care of their land and their workers using two main levers – supplier relations and grantmaking through the UNFI Foundation.

Today and always, we believe everyone deserves access to healthy, fresh food. There is a direct link between the resilience of the agricultural systems we rely on to grow food and our ability to provide that food to communities across the country.



OUR GOAL

Promote soil health through regenerative and organic practices on 1 million acres by 2030.

CURRENT PROGRESS

18,000 acres of organic farmland

We first started tracking against this cumulative target in 2019 and supported 6,000 new acres this past year.

How is this better for...?

...OUR PEOPLE

Creating safer jobs through climate-smart agriculture minimizes pesticide use and other human-health hazards.

...OUR COMMUNITIES

Using restorative practices to grow fresh, nutritious food helps strengthen economic livelihoods in farmer communities.

...OUR WORLD

Moving toward climate-smart practices protects natural resources and works to preserve land because healthy soil sequesters carbon and increases biodiversity.

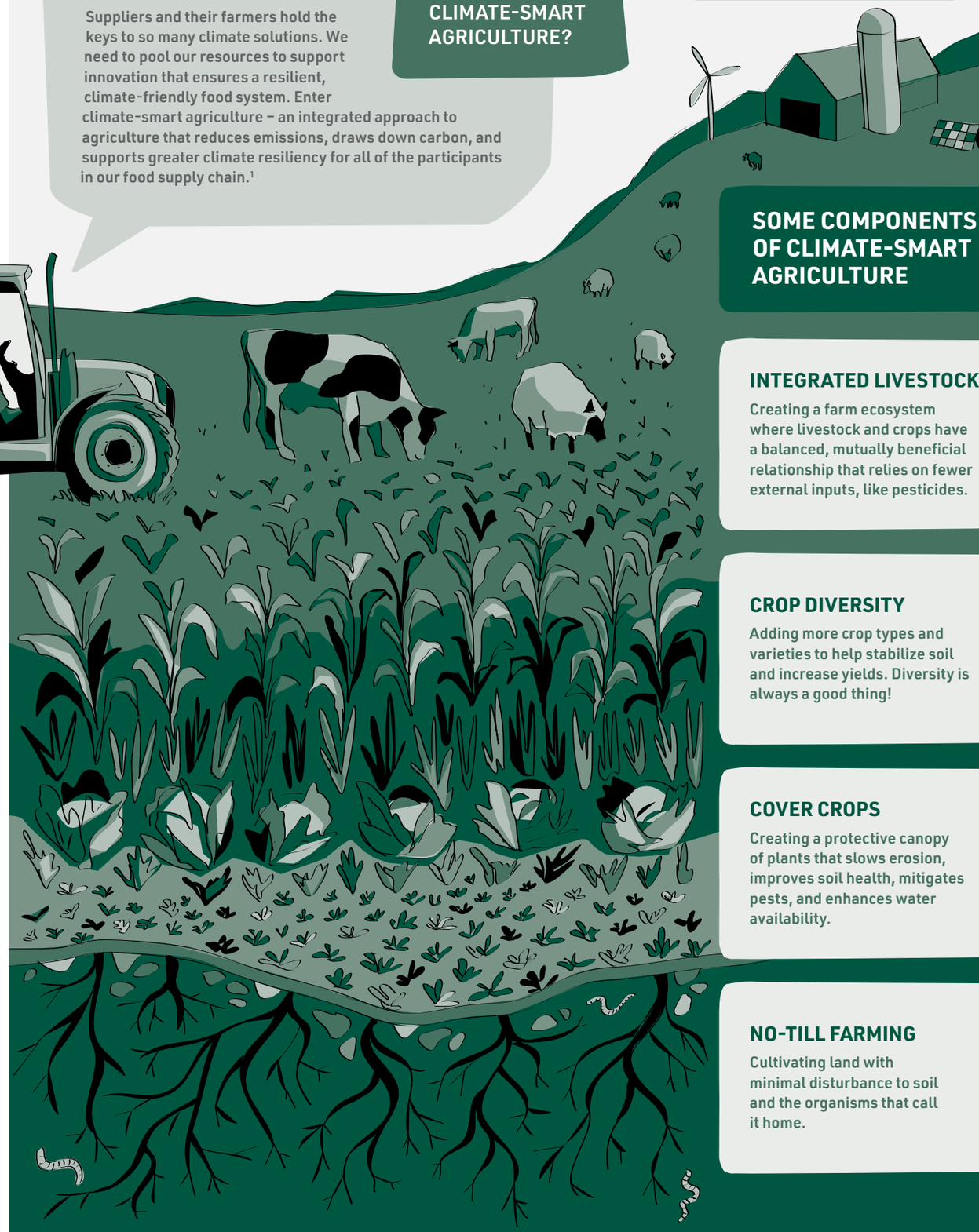


Responsible Procurement

Community Development

WHAT IS CLIMATE-SMART AGRICULTURE?

Suppliers and their farmers hold the keys to so many climate solutions. We need to pool our resources to support innovation that ensures a resilient, climate-friendly food system. Enter climate-smart agriculture – an integrated approach to agriculture that reduces emissions, draws down carbon, and supports greater climate resiliency for all of the participants in our food supply chain.[1]



SOME COMPONENTS OF CLIMATE-SMART AGRICULTURE

INTEGRATED LIVESTOCK

Creating a farm ecosystem where livestock and crops have a balanced, mutually beneficial relationship that relies on fewer external inputs, like pesticides.

CROP DIVERSITY

Adding more crop types and varieties to help stabilize soil and increase yields. Diversity is always a good thing!

COVER CROPS

Creating a protective canopy of plants that slows erosion, improves soil health, mitigates pests, and enhances water availability.

NO-TILL FARMING

Cultivating land with minimal disturbance to soil and the organisms that call it home.

INFLUENCING THE AGRICULTURAL PRACTICES OF TOMORROW

Extending Our Reach Through the UNFI Foundation

The UNFI Foundation supports nonprofits across the U.S. that are addressing pressing challenges in our food system. Our annual giving allows us to extend our reach beyond our direct business operations and support the people doing the best work in soil health, climate-smart agriculture, and innovations in food security.

Many of the grantees we support through the UNFI Foundation also have a common goal of food justice, which is especially important with the rising rate of food insecurity as a result of the COVID-19 pandemic. Working toward food justice means our UNFI Foundation grantees recognize the overlap between food insecurity, social inequity, environmental justice and sustainability.

Community Development

UNFI FOUNDATION

MISSION

Inspiring better food systems and nurturing everyday health.

+$1.03M awarded to | **89** GRANTEES across the country

31 SCHOOL VEGGIE GARDENS created

200,000+ KIDS taught about healthy eating at **767** SCHOOLS

39 ASSOCIATES helped allocate funding

Associates help review incoming applications and determine where to allocate funding as members of the review team and UNFI Foundation board of directors.

15 GRANTS awarded to nonprofits promoting soil health, climate-smart agriculture and organic practices

HERE ARE SOME OF OUR 2021 GRANTEES FOCUSED ON FOOD JUSTICE

FOODWHAT?! | SANTA CRUZ, CA
Supports youth well-being and empowerment by inviting them to directly participate in their local food system through organic farming. The FW crew grows, cooks, eats and distributes healthy food while addressing local food justice issues.

ECO-JUSTICE CENTER | RACINE, WI
Provides opportunities for youth to participate in hands-on garden-based food and nutrition lessons on its 15-acre farm that connects them to the earth, their environment, and how their food is grown and distributed.

MANDELA PARTNERS | OAKLAND, CA
Works in partnership with local residents, family farmers, and community-based businesses to improve health, create wealth, and build assets through local food enterprises in low-income communities.

DAILY TABLE | DORCHESTER, MA
Provides fresh, convenient, and nutritious food to communities most in need at truly affordable prices through its nonprofit grocery store, increasing access to delicious and wholesome food in disadvantaged communities lacking affordable healthy options.

WHAT IS FOOD JUSTICE?

Food justice is a movement that works to "ensure universal access to nutritious, affordable, and culturally-appropriate food for all, while advocating for the well-being and safety of those involved in the food production process.[2] The movement aims to address disparities in food access, particularly for communities of color and low-income communities, by examining the structural roots of our food system."

We give grants in four main focus areas:

1. **Advance childhood nutrition education**
2. **Improve access to fresh, healthy food**
3. **Increase the supply of organic food**
4. **Provide hunger relief for vulnerable populations**

facing our role in climate change...

Scientists unequivocally agree that human activity has been the dominant cause of climate change. The food system is a major contributor – from the land used to grow food, to the way it's packaged and transported.[3] Given our scale, we know we can't waste any time in helping our industry build a better system. We are jumping feet first into this transition as we prepare to pursue rapid science-based emissions reductions.

Before we go any further, let's have a serious talk about climate change.

The Intergovernmental Panel on Climate Change's latest report emphasizes the gravity of the situation – despite statements that we are running out of time and that the planet will continue to warm "under all emissions scenarios considered," we are determined to step up and take action with modest optimism. With that in mind, "change" feels like an understatement. **This is a full-fledged crisis.**

~1/3 OF GLOBAL GHG EMISSIONS | can be attributed to the food system

Measuring our emissions is the critical first step in our management strategy and our ultimate ambition to reduce our emissions. Aligned with best practice accounting principles, we measure our emissions based on where they are generated along our value chain. This allows us to organize, understand, and more accurately report on our activities, and pinpoint where we need to improve.

Once we measure our emissions, we have an independent third party review our methodology and results against the GHG Protocol Corporate Standard to provide a verification statement. That review took a while this past year, which is why we're reporting fiscal year 2020 emissions.

How is this better for...?

...OUR PEOPLE

Addressing climate change minimizes risk in our supply chain and protects jobs.

...OUR COMMUNITIES

Supporting already vulnerable populations that are disproportionately affected by climate change and resulting extreme weather events and human health implications.[4]

...OUR WORLD

Measuring and reducing our emissions is key to mitigating some of climate change's scary symptoms, from prolonged droughts to melting glaciers.



13 CLIMATE ACTION

Climate Action

On the count of 3, let's talk scopes...1,2,3!

OUR EMISSIONS ARE CALCULATED IN THREE CATEGORIES, KNOWN AS "SCOPES."

	FY2019 metric tons CO_2e	FY2020 metric tons CO_2e
Scope 1 — **Emissions that occur from sources that we control and/or own.** Think: those associated with fuel combustion in our buildings and vehicles.	367,481	418,361
Scope 2* — **Emissions associated with our purchase of energy.** Think: those associated with electricity generated off-site, but purchased by us to power our facilities.	328,689	257,110
Scope 3 — **Emissions that happen along our value chain from the activities and assets we do not directly own or control.** Think: those associated with the cows our suppliers care for and the refrigeration our customers use to keep food fresh.	17,744,444	21,006,058
TOTAL GHG EMISSIONS **Scopes 1, 2, and 3 added together.**	18,440,614	20,689,036

these emissions are notoriously difficult to calculate. less than 1% of our Scope 3 emissions are third-party verified.

↓3% REDUCTION in our combined scope 1 and 2 emissions

Despite an increase in total emissions, we're proud of this reduction, which resulted from concerted efficiency efforts and investments in our operations, as well as decarbonization of electricity grids.

WHAT IS A 'GHG'?

When we talk about our contribution to climate change, we measure that impact in greenhouse gases, or GHGs. GHGs trap heat in the atmosphere, which is what warms the planet. The most potent and common of these gases are carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_20), and fluorinated gases. When these gases are measured together, companies use CO_2e (or carbon dioxide equivalent).

*Scope 2 was calculated using the market-based method, aligned with guidance from the GHG Protocol.

...and taking responsibility and swift action

We know we have work to do and that we can influence the broader industry and inspire others to take action. That said, it would be considerably more difficult to meet our emissions reduction ambitions without collaborating with our partners along the value chain.

Every year, we disclose our strategy and performance to CDP, a not-for-profit that collects and assesses companies' climate change data, and are scored based on our progress. After receiving a Leadership score of "A-" in 2020 (which indicates implementation of current best practices), CDP raised the bar on its ambitions – as it does each year – and we received a Management score of "B" for our 2021 response (which indicates coordinated action on climate issues).

Our drop from the Leadership band to the Management band is evidence – and a reminder – of how much work we still must do to manage both our owned operations and our upstream emissions-intensive activities. We took immediate action on several initiatives, including appointing a dedicated Climate Program Manager, pursuing science-based targets, strengthening our management methods, and engaging with our value chain partners, and we continue to make progress.

Because CDP's disclosure platform is in line with recommendations from the Task Force on Climate-related Financial Disclosures (TCFD), our annual disclosure provides us valuable, real-world information that will continue to inform our decision making on the path toward a low-carbon, sustainable, and climate-safe future.[5]

B
CDP SCORE
CDP



Strong Partnerships are Key to Urgent Action

Getting all of this done can be overwhelming for businesses of all sizes. That's why we're working on a Climate Action Guide for Business, in partnership with the Climate Collaborative. Soon, suppliers will be able to visit an online hub for guidance on how to measure and disclose impact, commit to ambitious reduction targets, and identify opportunities for action. While we developed this tool specifically for UNFI suppliers, any business will be able to use it for free.

~97%
OF EMISSIONS
are Scope 3 emissions, with 79% coming just from upstream agriculture

WHAT IS THE CLIMATE COLLABORATIVE?

The Climate Collaborative is made up of manufacturers, retailers, distributors, brokers, suppliers, and other concerned businesses from the natural foods industry who are all working together to take bold action on climate change. Over 700 companies have joined, with 2,700+ total actionable commitments made across nine action areas. The most exciting part is that 200 of our suppliers have signed on with a total of 740 commitments.

CLIMATE COLLABORATIVE
COMMITTED COMPANY 2022

Setting Ambitious Targets to Stay Accountable

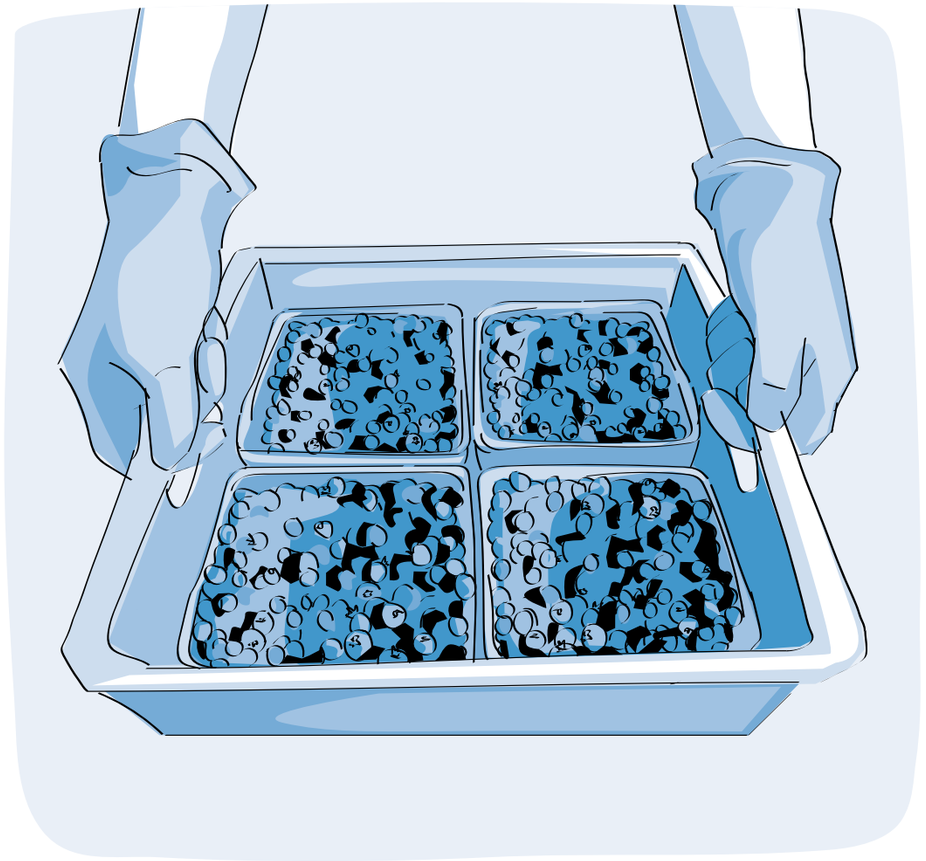
The Science Based Targets initiative (SBTi) provides companies with tools, resources, and expertise to determine how much and how quickly to reduce emissions aligned with what science tells us we have to do to prevent the most detrimental effects of climate change. Over 2,000 businesses around the world have made science-based target commitments – we hope to be the first North American wholesale grocery distributor to adopt these targets. Over the past year, we completed a robust analysis of our emissions reduction targets, strategy, and initiatives in primary areas, such as energy efficiency, renewable energy, climate-friendly refrigerants, and emerging zero-emission technologies throughout our fleet and facilities. After our leadership and Board demonstrated their support, we submitted our targets and anticipate they will be reviewed and validated by SBTi early in 2022, giving us the green light to accelerate our action and lead by example. As we finalize our policies, we will also continue to engage in public policy to advocate for climate-smart legislation.

This is what we'll talk about in this section:

Energy Efficiency
Associate Safety & Well-Being
Diversity & Inclusion
Customer Health & Safety

OUR PLACES, PROCESSES, & PEOPLE

operations



We know we have to walk before we can run, so we're starting with managing our more direct social and environmental impacts – from becoming more energy efficient to ensuring good working conditions for our associates. We've already developed solid programs and measurement systems for most of these impacts, which means we have a baseline to refer back to and can pinpoint how effective our strategies are. While our window of direct control may be limited compared to the food system as a whole, this is where we can effect change the quickest. This is no small feat – and those changes have massive ripple effects that extend in multiple directions throughout the food system.

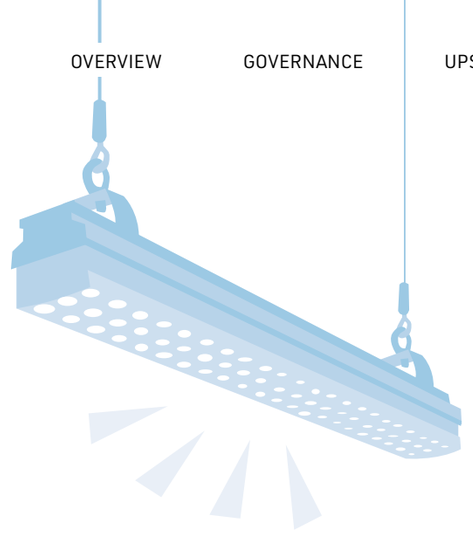
WHAT 'OPERATIONS' ARE WE REFERRING TO?

We took a page out of the GHG Protocol playbook to identify what's included in this stage of our value chain. Consistent with the "operational control" approach, which sets a boundary around the assets and activities where a company has the authority to introduce and implement its operating policies, we're talking about when people and products are within the four walls of our buildings and riding along in our fleet.[6]

the footprint within the four walls of our facilities

It's time to talk about how we manage the footprint of our distribution centers and facilities. We are driving resource efficiency for all of our distribution centers and offices through a multi-faceted approach, including how we design buildings, use energy, and manage waste.

Energy Efficiency
Climate Action



↓2%
REDUCTION
in energy consumption year-over-year

757,088 MWh
OF ENERGY CONSUMED ACROSS ALL OPERATIONS
UNFI in total uses the same amount of power as an average power plant annually.

Our Energy Footprint: Lights, Camera, Action!

One of the most logical places to begin was implementing energy efficient practices within our facilities. Over the past year, our Energy and Environmental team completed an audit of all lighting in our U.S. distribution centers and retrofitted over 30% of them with the latest, state-of-the-art LED lighting. We are also well-underway with independent energy audits and tune-ups at nine of our distribution centers.

Since we started these energy audits in 2020, we have found we can save up to 15% of each facility's total annual energy use through a combination of lighting upgrades and operational improvements. Many of these projects can even save our company money! Most importantly, maintaining a culture of energy excellence helps us achieve our energy efficiency and carbon reduction ambitions.

✳ did you know that LEDs are 90% more efficient than incandescent bulbs?



OUR GOAL

Reduce energy intensity* in our distribution centers by 30% by 2030.

2020 BASELINE
12.25 MWh/$M

CURRENT PROGRESS
28% reduction (8.95 MWh/$M)

Energy intensity is the amount of energy it takes per unit output or activity (i.e. per product sold or dollar of revenue generated).

If we use energy more efficiently, we're reducing the intensity per unit – this helps us better understand progress on an apples-to-apples basis as our business grows, but having absolute reductions is critical, too.

How is this better for...?

...OUR PEOPLE

Creating safer work environments for our associates by using materials that are far less likely to contain chemicals and pollutants that can be harmful to human health.

...OUR COMMUNITIES

Lessening our demand on local natural resources and being more mindful of pollution because we believe that communities have a fundamental right to clean air and water.

...OUR WORLD

Mitigating climate change and contributing to global resource conservation by using energy more efficiently and using precious natural resources more responsibly.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

*Energy intensity in distribution centers is calculated as MWh per $1 million of sales.

THE FOOTPRINT WITHIN THE FOUR WALLS OF OUR FACILITIES

Renewables Both Onsite and Offsite

As we continue our energy efficiency work, we are also honing in on our renewable energy strategy. We want to increase the overall portion of renewable electricity we consume and are evaluating new renewable energy projects, including power purchase agreements, utility green tariffs, and onsite installations to achieve our ambitions. We are currently preparing to install a roof-mounted solar project at one of our distribution centers, which will be our largest to date with the potential to add over 3,785 MWh of solar production to support that distribution center.

OUR GOAL

Source 20% of our electricity from renewable sources by 2023.

2020 BASELINE
2%

CURRENT PROGRESS
1%

Transitioning to renewable energy is a way to meaningfully reduce the emissions associated with powering our buildings.

Investing in Green Building from the Ground Up

Retrofitting our existing operations is an important step, but when we have to construct new distribution centers to accommodate our growth, we're building them better. We implement LEED® green building program practices to help save energy and water, reduce climate warming emissions, and provide a healthier indoor working environment for our associates. This is a long-term investment – from design, through build, to maintenance – and the benefits are palpable.

WHAT IS LEED?

LEED® – an acronym for Leadership in Energy and Environmental Design™ – is the preeminent program for the design, construction, maintenance and operations of high-performance green buildings. A project can achieve one of four certification levels: LEED Certified®, LEED Silver®, LEED Gold®, or LEED Platinum®.

9 LEED GOLD® Distribution Centers

1 LEED SILVER® Headquarters

We completed construction on two new distribution centers referencing LEED® guidelines for New Construction and Major Renovations in 2020 with the intent of earning LEED® certification for the projects once completed.

Our new Riverside, California distribution center has been certified as a LEED Gold® facility!

SOME KEY METRICS FROM OUR RIVERSIDE, CALIFORNIA LEED® SCORECARD

89% of construction waste diverted from landfill

49% of materials used in manufacturing were recycled materials

↓59% in energy cost savings

*this is our Riverside, CA distribution center



zero accidents, zero injuries

Safety will always be one of our core values – and our goal is for every associate to arrive home safely at the end of every day. With 78% of our associates working in our distribution centers, it is critical that we not only have clear facility protocols, but also that everyone is empowered to be a leader in safety, both inside and outside of the workplace.

The success of our safety programs is built on the foundation of effective governance and management systems, thorough training, clear communications, and frequent audits – both internal and external. We are proud of our safety record, high safety ratings, and awards, but we will always strive to improve our protocols at every turn and continuously strive for zero accidents and injuries in our workplace – going well beyond what's legally required of us.

That's why we launched a new safety brand in June, during National Safety Month, to foster a caring culture – Every Moment Matters.

EVERY MOMENT MATTERS

This year, we also enhanced safety programs, added ergonomic experts at distribution centers, and implemented more interactive training programs, including having associates do group stretching at the start of every shift.

We measure our safety performance through a series of both leading and lagging indicators, which provides us with a holistic look at our safety program and gives us the ability to make necessary adjustments more quickly to improve performance.

stretching is a great way to prevent injury on the job.

How is this better for...?

...OUR PEOPLE

Caring about our associates because they should be kept safe. It's as simple as that.

...OUR COMMUNITIES

Supporting families and communities well beyond our reach through the good health of our associates.

...OUR WORLD

Demonstrating the interconnectedness of safety, human rights, and societal well-being by effectively instituting best practice safety standards.



3 GOOD HEALTH AND WELL-BEING

25 SAFETY POLICIES have cleared Union reviews and are ready to be adopted across our distribution centers

This is important because 39% of our associates are covered by collective bargaining agreements.

A SELECTION OF SAFETY ACTIVITIES AND TRAININGS

1 Safety Blitz

Focused on peers supporting peers, this training program involves "blitzing" a different distribution center on a regular basis. We send a team of safety professionals from one distribution center to another to host a multi-day event, focusing on all aspects of its safety program and performance. At the end, the teams work collaboratively to develop an action plan for improvement.

2 Safety Observations

Critical Activities Management (CAM) is a behavioral-based safety observation program designed to improve safety performance through positively reinforcing safe behaviors, and coaching and correcting unsafe ones. All operations supervisors, managers, General Managers and Risk Safety Teams are trained on conducting these observations, which are performed daily across our distribution center network.

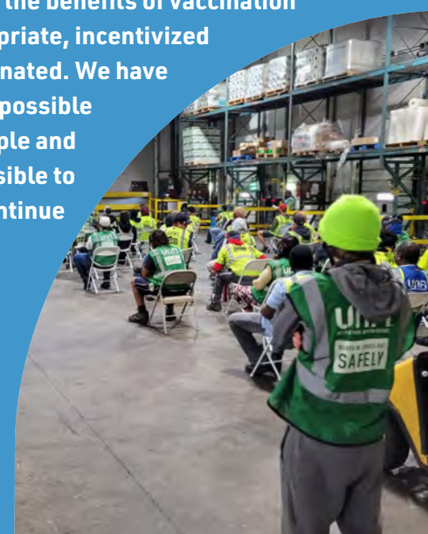
3 Incident Investigations

We revamped our Incident Investigation program and trained all leadership, from the supervisor level and above, on how to conduct proper incident investigations. The goal is for every leader to be able to identify the root causes of accidents and injuries and implement effective corrective or preventive actions that will eliminate those root causes and, ultimately, prevent the incident from reoccurring.

Adapting to Life Amidst COVID-19

Despite the added challenges and uncertainty posed by the pandemic, we're very proud of the way our associates keep rising to the occasion on behalf of the communities we serve. Our risk and safety, human resources and operations teams have seamlessly collaborated to implement swift, meaningful and wide-ranging actions to safeguard the health and safety of our warehouse associates and keep the food supply hain moving throughout the pandemic. As deserved recognition for their tireless efforts, in October 2020, our Risk and Safety Team was recognized as a Gold winner in the 2020 Golden Bridge Business and Innovation Awards.

We maintain strong COVID-19 safety protocols, including enhanced sanitation protocols, on-site vaccine clinics, and strict social distancing enforcement throughout our entire fulfillment network. When vaccines became available, we successfully advocated for our associates to have early access given their critical role in national infrastructure and the on-site nature of their employment. We have continuously educated our associates about the benefits of vaccination and, when appropriate, incentivized them to get vaccinated. We have done everything possible to make it as simple and seamless as possible to do so and will continue to evaluate and introduce new risk and safety initiatives as the pandemic evolves.



an apple a day and a holistic approach to well-being

We prioritize the physical, emotional, financial, and social needs of associates and their families. We believe these are baseline essentials that our associates deserve as human beings.

We aspire to be a great place to work at all career and life stages, and are investing to create a culture of well-being where associates are supported to thrive inside and outside of the workplace. While we know that achieving wellness looks different for everyone, we're constantly upgrading our policies and programs to make happiness and health a little bit easier for associates to attain. In 2021, we made great expansions to our wellness programming and introduced the new position of Senior Well-being Manager.

67% OF ELIGIBLE ASSOCIATES participated in our wellness programs

+45% used the program at least once each month

1 Healthcare Benefits

We believe generous and comprehensive health, dental, and vision benefits are the baseline for taking care of associates and their families. We also have programs available to help associates make educated decisions when choosing a provider, resulting in savings for them on medical, surgical and prescription costs.

2 Caregiver and Family Resources

Sometimes, the best resource we can give is time. Our parental leave policy, which we updated in 2020, provides for paid time off for associates to care for and bond with their newborn or newly adopted child. We now offer a back-up care program through Bright Horizons, which includes five days of childcare or eldercare per year, as well as virtual and live tutoring and virtual summer camps. We also offer premium discounts and preferred enrollment for Sittercity, an online tool for finding and connecting with babysitters, caregivers, pet sitters, housekeepers, and more.

3 Emotional Balance

A big part of our strategy is prioritizing the emotional well-being of our associates by offering free, confidential, and professional counseling services (up to five sessions) for associates and members of their household. We're extending these programs to all non-union, non-retail associates starting in 2022, which will be an increase in coverage for approximately 5,200 associates.

4 Building Better Habits

Health is personal. Our Healthy Pursuits Wellness Program is offered on a voluntary basis to associates and their spouses who are actively enrolled in a company-sponsored health plan. Using the program's app, associates choose, based on their interest, programs and activities that build healthy habits, decrease the likelihood of developing risk factors that may lead to chronic conditions and disease, and help members to navigate and better use their health benefits. When associates participate in the Healthy Pursuits Wellness Program, they can earn savings toward their healthcare premiums.

HEALTHY PURSUITS

DID YOU KNOW...?

WE REIMBURSE... ...adoption fees up to $5,000 (or $10,000 for a sibling or group adoption).

WE PROVIDE ... ...virtual "mental health first aid" sessions to teach associates how to identify, understand, and respond to a person who may be developing or experiencing a mental health concern or crisis.

WE OFFER ... ...temporary hardship grants through the UNFI Assist relief fund to associates facing a personal emergency, natural disaster, or other unexpected situation. The generous gifts of UNFI associates have sustained the UNFI Assist relief fund for many years.

UNFI ASSIST RELIEF FUND

How is this better for...?

...OUR PEOPLE

Retaining the best people by providing benefits that support the mental and physical health of our associates.

...OUR COMMUNITIES

Contributing to the long-term well-being and livelihood of their communities with holistic care for our associates that also benefits their families and loved ones.

...OUR WORLD

Empowering people to be well, so that they show up as strong members of their communities, workplaces, and as agents of change.

3 GOOD HEALTH AND WELL-BEING

a culture of belonging from the bottom up

Diversity and Inclusion (D&I) is important for so many reasons. It's the cornerstone to a strong company culture, encourages engagement and collaboration, and, most importantly, it makes people feel seen and safe at work. We invite participation from everyone in our communities to cultivate a sense of belonging for all – from the suppliers we discussed earlier, to our associates at all levels of our organization, to our customers and the communities we serve.

We can't create a genuinely inclusive work environment without first having a foundation of diversity – from diversity of identity to diversity of thought. In November 2020, we launched our UCount campaign, an initiative to refresh UNFI's demographic data, in which we invited our associates to voluntarily self-identify by race, ethnicity, nationality, language, sex, gender, veteran status, and disability status. This campaign is closing data gaps and helps us to better understand our associate population. We are proud to publish this high-level data to be transparent about where we've made progress and where we're still working to include historically underrepresented voices in our company's growth. This is especially true for our management roles and our Board of Directors because we know leadership diversity creates a waterfall effect throughout the company.

CEO ACT!ON FOR DIVERSITY & INCLUSION

We are an ongoing member of the CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to advance diversity and inclusion in the workplace.

100% OF OUR MANAGERS have participated in D&I training

We're providing leadership with the tools to steer associates with safety and respect – participation is not optional.

Helping Leaders Take Thoughtful Action

After hiring a Vice President of Diversity & Inclusion and launching our Diversity Council, we developed a new D&I Strategic Plan for how we will strengthen our cultural competence throughout UNFI and our communities. As part of its development, the Council has taken an active role in advocating for and celebrating D&I by encouraging equal access to opportunities for growth and providing leadership with important insights into how to approach sensitive topics so that everyone feels safe. Implementation of the plan is well-underway and we have taken important steps to build accountability into our leadership hiring practices, including implementing a policy to present a diverse candidate slate for all Director and above roles. We are also evaluating options to hold leaders accountable by linking compensation to D&I and Better for All commitments.

Diversity & Inclusion

WHAT ARE WE TALKING ABOUT WHEN WE SAY D&I?

DIVERSITY...

...is the unique combination of human characteristics, including both our similarities and differences.

INCLUSION...

...is the set of behaviors that make space for all associates to be seen, welcomed, recognized, valued, and respected, with an ability to contribute to their fullest extent.

Attaining diversity by the numbers is not enough – without inclusion, we can't cultivate the sense of belonging we strive for.

20,101 ASSOCIATES*	**46%** identify as BIPOC**	**23%** identify as women
3,013 LEADERS IN MANAGEMENT ROLES***	**25%** identify as BIPOC**	**31%** identify as women
10 BOARD MEMBERS	**20%** identify as Black	**40%** identify as women

OUR GOAL

Fill 50% of management roles with associates from underrepresented groups by 2023.

2020 BASELINE 47%

CURRENT PROGRESS 49%

How is this better for...?



...OUR PEOPLE

Creating equal opportunity for everyone, regardless of background or identity, with more professional opportunities across the board.

...OUR COMMUNITIES

Supporting communities as a whole by addressing systemic inequities and creating a sense of belonging which helps people to focus on developing other spheres of their lives.

...OUR WORLD

Promoting the inherent value in social equity and gender equality by working on D&I initiatives internally and pushing closer toward these global collective goals.

5 GENDER EQUALITY

10 REDUCED INEQUALITIES

* Data currently exclude retail associates.
** 'BIPOC' is defined as Black, Indigenous, People of Color.
*** 'Leaders in Management Roles' is defined as associates in Supervisor roles and above.

A CULTURE OF BELONGING FROM THE BOTTOM UP

Cultivating Open Spaces for Emotional Safety

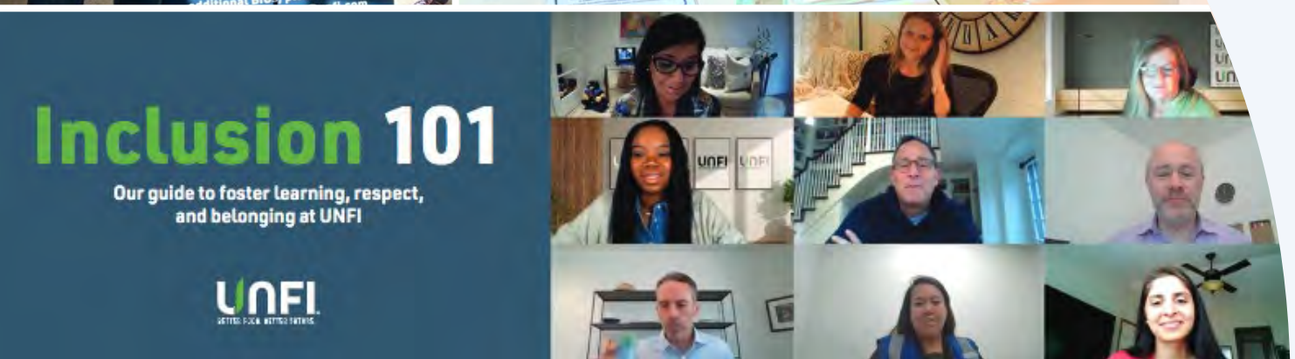
When we feel a sense of belonging and have pride in ourselves and our work, we can meaningfully grow ourselves and our business. UNFI's Belonging & Innovation Groups (BIGs) are associate-led resource groups that work with executive sponsors to provide an open and safe environment to help cultivate this culture of sharing, learning, and ultimately, innovation.

800+ ASSOCIATES are involved in at least one BIG

Associates are encouraged to start their own BIGs to get involved in this journey.







WHAT'S THE DIFFERENCE BETWEEN EQUALITY AND EQUITY?

Equity and *equality* are not interchangeable. Equality seeks to achieve fairness through treating everyone the same regardless of need, while equity achieves fairness by treating people differently depending on need.

This year, we created four new BIGs, including:

UNFI B.I.G. **VIP** VETERANS INITIATIVE PROGRAM

UNFI B.I.G. **PRIDE** LGBTQ+ NETWORK

UNFI B.I.G. **BUILT** BLACK UNFI LEADERS OF TODAY

UNFI B.I.G. **WIN** WOMEN'S INTEGRATED NETWORK

We acknowledge that much of the land of Indigenous communities in the United States is unceded, stolen, and occupied and acknowledge that our corporate office is built on Narragansett and Wampanoag (Wôpanâak) land. We're learning more about our impact on Indigenous communities and will be weaving these learnings into our broader D&I strategy.

Learning How to Reflect Inclusion in our Daily Choices

Belonging is a two-way street: a desire to belong is not enough; others also need to welcome you. This is a choice we all make, so we've created educational resources and hosted workshops to help people step up with empathy. The Real Talk speaker series, which is part of the Fresh Perspectives learning series, spoke to issues of sexism, ageism, sizeism, and discrimination based on sexual orientation and disability.

In early 2021, we also launched a guide to foster learning, respect, and belonging at UNFI, and Diversity Council members will work with associates on educational videos and podcasts to accompany the topics covered in the guide. We know that language changes over time, and we will do our best to keep up with best practices. Inclusive language allows us to embrace diversity and the intersection of various identities and helps us avoid making assumptions that could unintentionally harm others.

50+ UNIQUE FRESH PERSPECTIVES COURSES COMPLETED, OF WHICH REAL TALK WAS THE MOST POPULAR

showing up for our associates vs. putting on a show

Our mission of delivering healthy food to more people has brought us an exceptional team of dedicated and like-minded associates – and we don't take them for granted. To hold onto the best of the best in this competitive market, it's essential that we support a culture that reflects diverse backgrounds and meets the personal and professional needs of each and every one of our associates.

Staying Competitive During The Great Resignation

We are facing similar labor shortages and supply shortages to those being felt throughout the US supply chain. According to the U.S. Bureau of Labor Statistics, resignation rates are at an all-time high, 4 million Americans quit their jobs in July 2021, and job openings outweigh unemployed workers.[7] We haven't been exempt from the repercussions, especially when it comes to open roles, turnover, and retention of our warehouse and driver associates.

We're trying to keep a pulse on what's happening and why it's happening to address these gaps as best we can, but we know we must improve our associates' experience both in the short and long term. Given what we've heard from associates, we believe the best place to start is with building a safe and inclusive work environment, creating supportive work-life policies, and providing competitive wages.

How is this better for...?

...OUR PEOPLE

Staying competitive in today's ever-changing job market with fair pay and labor stability for our associates.

...OUR COMMUNITIES

Creating ripple effects of economic stability by supporting associates' families and resource distribution to their broader communities.

...OUR WORLD

Contributing to safer and healthier global populations because economic opportunity directly alleviates poverty.



Intentional Practices from Day One

To build a diverse, high-performing, and agile workforce, we're taking many proactive and innovative steps, including the implementation of new incentives, daily pay, enhanced health benefits, and select time programs, all of which more deeply integrates our D&I strategy into our culture.

1 Competitive Wages

With more jobs available across all sectors, wages are rising and job seekers have options. We have and will continue to increase distribution center associate wages to differentiate UNFI from competitors, attract and retain a sustainable workforce, and strengthen our ability to win in the marketplace.

2 BETTER U

Retaining talent also means equipping and preparing our associates to lead through tomorrow's challenges. Associates* have access to our dynamic BetterU career development platform, which leverages best practices in adult-learning science and the latest research to ensure our programs deliver timely and relevant tools and skills. The platform now houses our learning content on D&I, safety, harassment, and more, and facilitates quarterly performance check-ins with a place to document and review development goals.

* *associates can nominate their peers for excellent performance and alignment with our values through our ThankU program!*

3 Early Access

powered by EVEN

In 2021, we piloted a program that offers associates access to their pay before the payroll cycle and incentivizes them to invest in themselves through smart saving habits and consistent debt repayment, which we plan to extend to all associates in the next year.

4 Time Policy

We added 16 hours of paid time for associates* to engage in D&I activities and *Better for All* initiatives and encourage all associates to engage in our D&I learning opportunities, including our Diversity Council, BIGs, and *Real Talk* series.

5 Flex Shift

Work-life balance is one of the gap areas that our associates voiced in our annual Your Voice. Our Future. Survey, and we're taking that to heart. We try to encourage work-life balance by allowing our associates to pick shifts that align better with their personal schedules. The program seems to be gaining traction and we are currently exploring ways to expand the program into other teams.

* This policy does not yet apply to retail associates.



in good hands: the safe food promise

It's on us to deliver on our promise of food safety and to distribute safe, high-quality food and products that everyone can feel confident bringing home. Doing so means maintaining a best-in-class food safety program throughout our wholesale distribution, private brands, manufacturing and retail grocery business.

Our national team and Food Safety & Quality Assurance leaders in each region are responsible for managing food safety practices and making sure all the right checks and balances are in place. They perform internal risk assessments at least once per year to identify any concerns, so that we can quickly remedy any issues, and watch out for gaps in compliance with emerging regulations. Our associates, however, are at the frontlines of keeping products safe – receiving, storing, handling, and transporting those products in a manner that protects and maintains their safety and integrity. We continue to improve our food safety practices and have the certifications and audit scores to show for it. We pursue leading certifications, including Good Distribution Practices (GDP) and Safe Quality Food (SQF) at all distribution centers, which showcase our sites' commitment to a culture of food safety and operational excellence in food safety management.

OUR GOAL

Achieve SQF certification at all distribution centers by 2025.

Our scores continue to be outstanding at all certified distribution centers, with averages above 95%.

CURRENT PROGRESS

77% of distribution centers are SQF-certified



Food Safety Beyond Our Reach

While our big focus is on safety in our distribution centers, we work closely with our partners to make sure safety isn't compromised along our value chain. We conduct on-site visits to assess food safety compliance at individual supplier locations – where possible – rely heavily on proper labeling and certifications, including Global Food Safety Initiative (GFSI) and Good Manufacturing Practices (GMP), and monitor regulatory requirements, product recalls, and issuance of warning letters to help suppliers stay up to speed.

OUR GOAL

Strive for "Green" Ecolab Retail audit rating at all of our retail stores.

We continue to improve our retail locations' audit scores and connect with our downstream stakeholders to reflect their expectations around product quality and safety.

CURRENT PROGRESS

72% of audited stores received "Green" ratings

How is this better for...?

...OUR PEOPLE

Training our associates and partners on our strict food safety standards means we're creating more skilled jobs.

...OUR COMMUNITIES

Keeping food safe means less goes to waste and more is available to serve our communities – we believe safe, fresh food is a human right.

...OUR WORLD

Establishing systems that prioritize food safety is a must and contributes to the SDG goal of "zero hunger."

2 ZERO HUNGER

moving products from A to Z, while cutting back on CO_2e

The heart of food distribution is, of course, distribution, meaning supplying goods to stores and communities. Over our history, we've efficiently connected growers and manufacturers with customers in every state. Our growing business, however, means more routes, more trucks on the road...and, if we don't ultimately change our ways, more carbon emissions.

The transportation sector is the largest cause of GHG emissions in the United States and it's the second largest contributor to our overall emissions – representing about half of our direct emissions.[8] Fortunately, we're well-equipped to leverage our scale and navigate toward sustained progress in this area, putting us well on our path to decarbonization. Why? Because scale is more than simply being the biggest company or operating the most facilities. It includes having distribution centers located near customers, having capacity to move product efficiently, and being flexible to shift volume between distribution centers when needed.

Lowering our carbon footprint by researching new innovations and investing even more in transportation technology is a serious undertaking. We're piloting cutting-edge, carbon-reduction technologies as soon as we can get them on the road. This is not only super cool, but it should also bring in long-term savings in fuel, reduction in emissions, and increase our climate resilience.

How is this better for...?

...OUR PEOPLE

Teaching our associates about the benefits of climate-smart technology because we need everyone on board to transition fully to a low-carbon economy.

...OUR COMMUNITIES

Improving the direct environment for the communities who live where we work and drive our trucks because more efficiency, means less combustion and fewer pollutants into the air.

...OUR WORLD

Mitigating the climate crisis involves decarbonization efforts in all forms, including transportation.



Energy Efficiency

Climate Action

WHAT IS DECARBONIZATION?

Sounds like a delicious pasta, right? Decarbonization is the process of moving away from a system dominated by emissions-intensive fossil fuels to zero-carbon power sources.

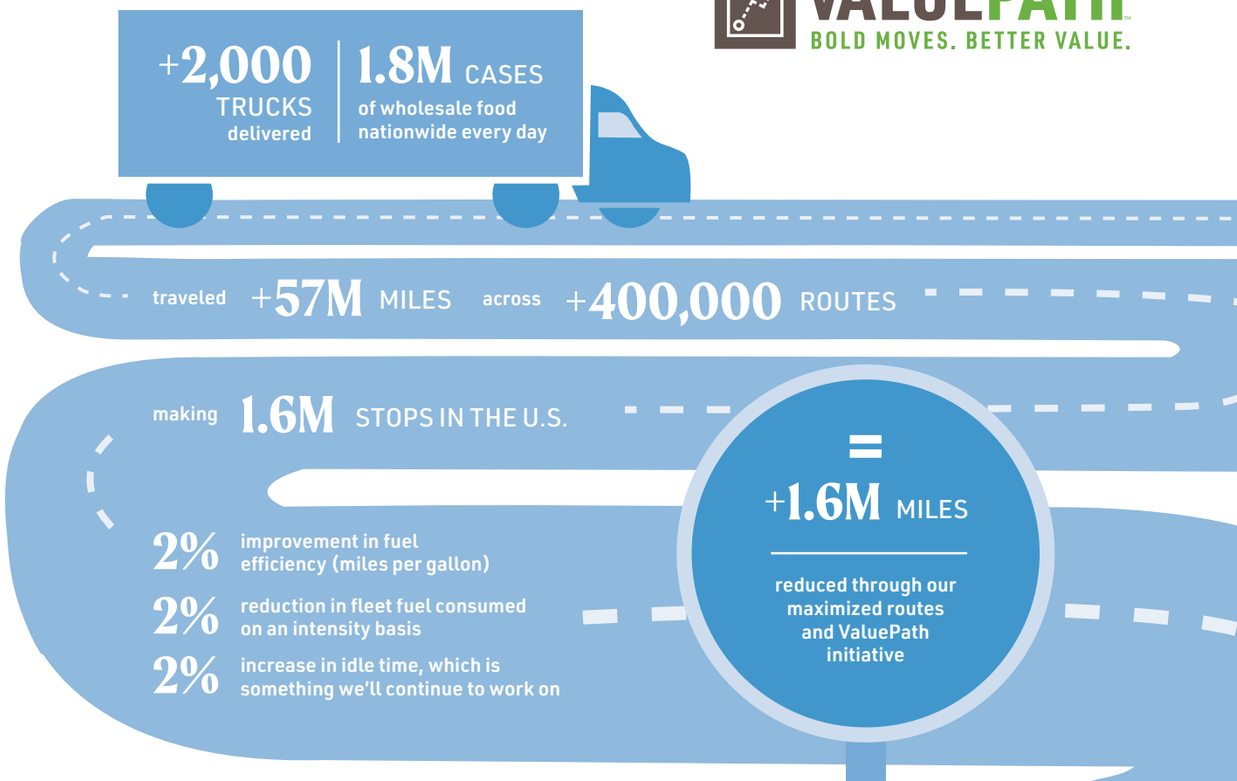
45% OF OUR DIRECT GHG EMISSIONS (i.e. Scope 1 and 2) come from our fleet of trucks and trailers

While this is an important focus area for us, the magnitude is still small when compared to our full value chain emissions.

Maximizing Efficiency to Minimize our Transportation Footprint

As a U.S. Environmental Protection Agency (EPA) SmartWay® Partner, our team stays current on fuel efficiency trends, indicators and statistics. Our strategy maximizes routes, consolidates stops, and uses behavioral best practices to minimize the amount of fuel required per delivery. As part of our ValuePath initiative, we are creating incentives for customers to consolidate orders, so we can optimize our deliveries, cut back on delivery frequency, and more efficiently map drop-off routes.

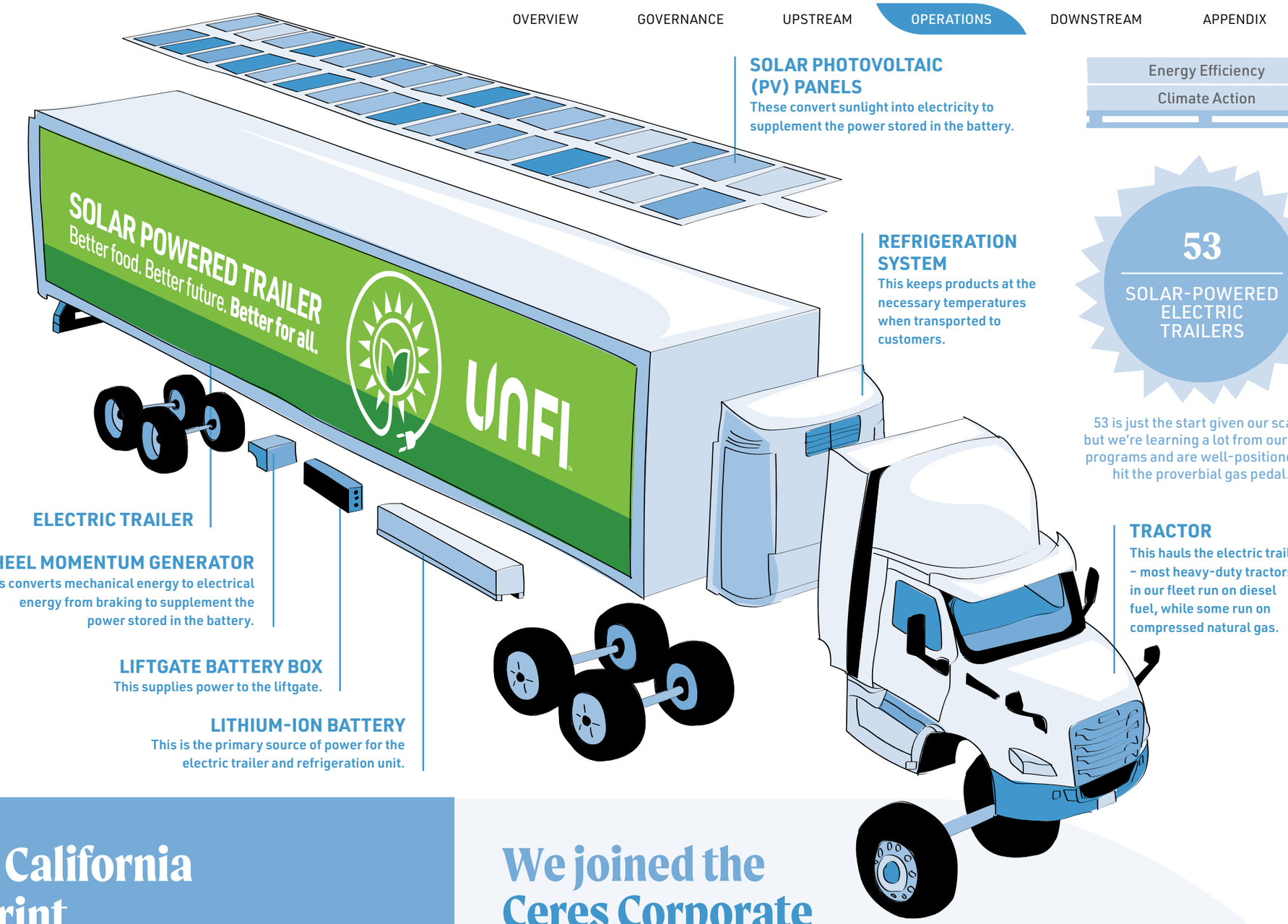
VALUEPATH BOLD MOVES. BETTER VALUE.



MOVING PRODUCTS FROM A TO Z, WHILE CUTTING BACK ON CO_2E

New to the Fleet: Solar-Powered Electric Trailers

This year, the team at the Riverside, CA distribution center was the first to experience our biggest investment yet in zero-emission transportation – adding 53 solar-powered electric trailers to the fleet. These new trailers significantly reduce transportation emissions by using roof-mounted solar panels, a wheel-momentum generator, and lithium-ion batteries that collectively eliminate the requirement for diesel fuel to power the refrigeration system. When we can operate these cutting-edge trailers, we anticipate saving approximately 135,000 gallons of diesel fuel per year, while also reducing particulate matter pollution and GHG emissions. We hope to pilot a zero-emission truck in the future.



SOLAR PHOTOVOLTAIC (PV) PANELS
These convert sunlight into electricity to supplement the power stored in the battery.

REFRIGERATION SYSTEM
This keeps products at the necessary temperatures when transported to customers.

ELECTRIC TRAILER

WHEEL MOMENTUM GENERATOR
This converts mechanical energy to electrical energy from braking to supplement the power stored in the battery.

LIFTGATE BATTERY BOX
This supplies power to the liftgate.

LITHIUM-ION BATTERY
This is the primary source of power for the electric trailer and refrigeration unit.

TRACTOR
This hauls the electric trailer – most heavy-duty tractors in our fleet run on diesel fuel, while some run on compressed natural gas.

Energy Efficiency
Climate Action

53
SOLAR-POWERED ELECTRIC TRAILERS

53 is just the start given our scale, but we're learning a lot from our pilot programs and are well-positioned to hit the proverbial gas pedal.

Accelerating with our California Electric Vehicle Blueprint

After a competitive application process, we were awarded $200,000 from the California Energy Commission to develop a blueprint that will guide what infrastructure needs to be built to support medium and heavy-duty zero-emission vehicles in California, with a specific focus on California's food distribution system and the cold (refrigerated or frozen) supply chain. This is humbling recognition of the important role we play in leading this transition. The blueprint will focus on California operations, but will be used as a model for our broader UNFI electrification efforts. We are well-positioned to lead the pack on electrification planning and deployment within the food supply chain's broad ecosystem – and we will engage key partners to achieve this broader goal.

We joined the Ceres Corporate Electric Vehicle Alliance

The Corporate Electric Vehicle Alliance, led by Ceres, is a collaborative group of companies focused on accelerating the transition to electric vehicles (EVs). It supports companies in making and achieving bold commitments to fleet electrification. As an alliance member, we help identify challenges and potential solutions, and leverage aggregate corporate demand and market influence to expand the presence of EVs on the road.

Ceres
Sustainability is the bottom line.

This is what we'll talk about in this section:

Customer Health & Safety
Waste Reduction
Community Development

TO STORE SHELVES & HUNGRY HOUSEHOLDS

downstream

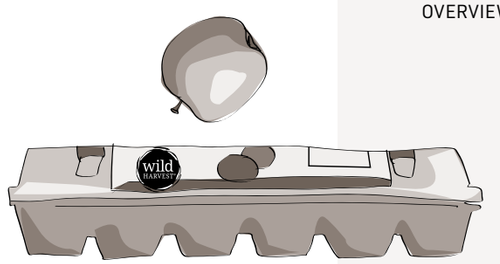


Once a product leaves our trucks, the work isn't done – we are acutely aware of the impact our partners have on local communities and the planet. From how we market the products we supply, to the local organizations our associates support with their volunteer hours, we always aim to be responsible community members. Our *downstream* presence reflects our company values as much as any other part of our value chain. It's more than not doing harm – it's about building better by investing in and supporting all people along our value chain.

WHAT DOES 'LOCAL' MEAN?

We consider local communities any group of people living or working in areas that are impacted, either positively or negatively, by our operations, associates, or customers.

transparency means telling it like it is



Everyone should be able to make their own individual choices about the food they eat. Now, there are many systemic barriers that make that a challenge, but our scale means we have a responsibility to take action. As a starting point, this means not only providing our customers with access to the healthiest, freshest options out there, but also giving them the information they need to make informed decisions on the products they're buying and selling.

From our food scientists to our category management experts, we help our customers get the right products on the shelf and give them the resources to make informed choices. We work with reputable partners in the industry to provide relevant information to our customers on product sustainability and nutritional value to support their preferences. Our UNFI Produce team sends tips to our retail partners for how to best display and sell responsibly-grown products. And, our Category Management team backs it all up with trend analysis and keen insights to help our customers be proud of the products they offer in their communities.







How is this better for...?

...OUR PEOPLE

Acknowledging moral, religious, and dietary preference shows people that we respect their choices and needs – that's something all UNFI associates can be proud of.

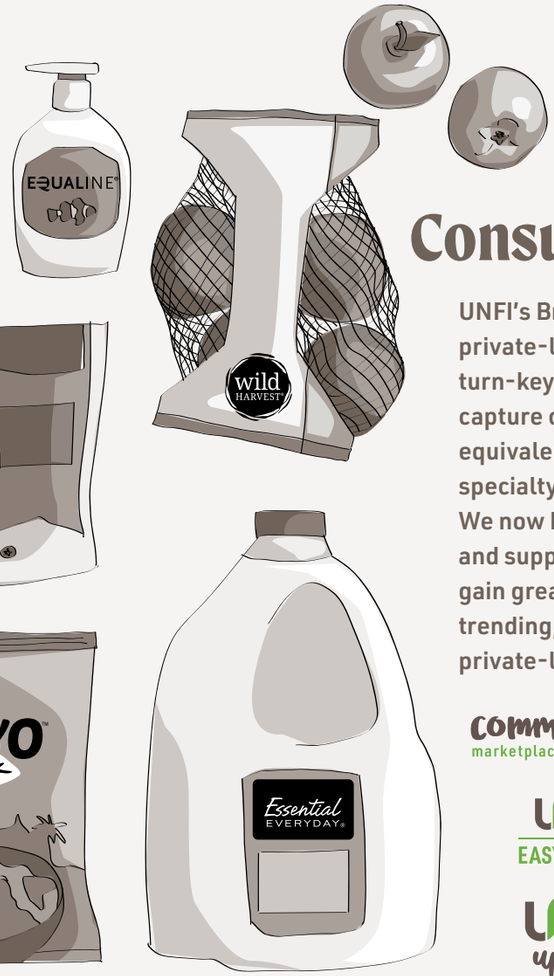
...OUR COMMUNITIES

Helping our customers better meet the needs of their communities by providing clear, relevant information about our products and services.

...OUR WORLD

Opening the door to more empowered food choices and more resilient, sustainable cities and communities by marketing natural products to traditionally conventional customers.





Serving Today's Consumer is a Win-Win

UNFI's Brands+ is one of the most comprehensive private-label programs available today. We offer turn-key products that differentiate retailers and capture consumer attention – from national brand equivalents to opening price points to gourmet, specialty and organic offerings. But, that's not all. We now have new, innovative ways for retailers and suppliers to connect, and for customers to gain greater access to an ever-expanding list of trending, emerging, and local brands beyond our private-label programs:

community marketplace by UNFI — an ecommerce solution connecting retailers with a growing universe of suppliers

UNFI EASY OPTIONS — a way to directly service non-traditional customers, such as bakeries or yoga studios

UNFI up next inspiring possibilities — a platform for supporting emerging brands, many of which are either diverse-owned and/or focused on more responsible practices

Expanding the Presence of Natural Products

Thanks in large part to our acquisition of conventional distribution and retail a few years ago, we now serve natural and conventional stores across North America and can do more to make fresh, nutritious, and affordable food available to communities nationwide. We continue to educate our conventional customers on the health and environmental benefits of natural and organic products, and are pleased with the traction. Looking ahead, we want to increase access to natural foods through traditionally conventional stores in rural and low-income communities.

~90% OF OUR CONVENTIONAL CUSTOMERS purchased at least one natural product from us*

WHAT DOES 'NATURAL' MEAN?

While consensus is still out about an official definition of the term 'natural,' we're working on a more established internal definition to more consistently report on this expansion in future years. We currently determine whether a product is natural by assessing the relevant product certifications we discussed earlier.

*This figure excludes conventional customers that were already receiving natural products prior to this specific cross-selling effort.

talking trash

The amount of waste that can be created at all stages in the food value chain cannot be underestimated. We're doing some deep self-reflection to find ways to reduce waste and maintain the longevity and economic value of the materials we use. After all, excessive waste is a sign of inefficiencies in our system.

You may also be wondering why our operational waste strategy is being discussed in our "downstream" section. It's a valid question. The truth is, even though much of our waste is generated in our operations, the choices we make can have a significant impact in the communities we serve.

We have made traction in our overall waste reduction efforts, but we are still evaluating how our packaging contributes to our holistic waste footprint. We are at the beginning of our journey, but need to remember that not all packaging is *inherently* bad.

We rely on it for food safety, quality assurance, and ease of transport, so we are starting with an audit of a sampling of our distribution centers to figure out the exact materials that make up the packaging we use in everyday operations – looking at everything from pallets to protective coverings. With the results of the audit in hand, we can work on improving year-over-year by mitigating virgin cardboard and plastic, reducing and reusing materials, recycling and composting, and finally treating and disposing of waste as a last resort.

In addition to our operational packaging audit, we will begin a comprehensive audit of our Brands+ packaging in the next fiscal year. We will then set targets for Brands+ packaging across the portfolio and help households nationwide properly dispose of our packaging.

* *this means materials that are made of new natural resources vs. ones that are reused or recycled.*

Did you know...?

We use reusable plastic totes for the distribution of unit pick orders throughout our conventional distribution centers. When making around 5,000 deliveries a day, these simple swaps can really add up to meaningful packaging reductions.

Empty & Replace Cap
PLASTIC BOTTLE
how2recycle.info

How2Recycle is a standardized labeling system that clearly communicates recycling instructions to consumers. How2Recycle's Consumer Survey Report shows that 61% of people may be changing their recycling behavior as a direct result of How2Recycle, which is why we plan to empower our customers through these smart packaging labels.

We are working with How2Recycle and our Brands+ suppliers to add these helpful instructions to as much of our Brands+ product packaging as we can by 2023. It's taking a bit longer to make this transition because of challenges impacting our suppliers, but we are still committed to making significant progress in the next year.

Waste Reduction

49,020 TONS of waste generated

14,822 TONS of waste recycled

23,693 TONS of waste diverted from landfill

WHAT DOES 'ZERO WASTE TO LANDFILL' MEAN?

'Zero Waste to Landfill' means "the conservation of all resources by means of responsible production, consumption, reuse, and recovery of products, packaging, and materials without burning and with no discharges to land, water, or air that threaten the environment or human health."[9] The goal is to eliminate the idea of waste, but in operational terms, achieving it requires a diversion rate of 90% or better.[10]

2,758 TONS of waste was diverted from landfill by our top ten best-performing distribution centers between January and May 2021

↓~$414,000 in trash expenses saved

OUR GOAL

Achieve zero waste to landfills from distribution centers by 2030.

Our diversion rate is lower than we hoped, but we know it went down because we implemented much better tracking systems – bett er tracking means we're getting clearer about where waste is occurring. That said, it also means we have more waste to divert, treat, and eliminate altogether, which is the real goal.

2020 BASELINE
58% of waste diverted from landfill

CURRENT PROGRESS
48% of waste diverted from landfill

How is this better for...?



...OUR PEOPLE

Creating less waste means even better, safer working conditions for our people.

...OUR COMMUNITIES

Being more thoughtful about our materials and how we use them will help us reduce pollution and plastic, and divert waste from the landfills that affect vulnerable communities.

...OUR WORLD

Creating less waste has a direct benefit of preserving the planet's resources and doing our part to mitigate climate change.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

time for an industry-wide clean plate club

In addition to our operational waste and packaging choices, food waste continues to be an industry-wide problem. Sending expired or damaged product to the landfill is no one's idea of success – it hits our bottom line, contributes to climate change, and hinders our communities' access to food. We're setting reduction goals and working with stellar partners to reduce food waste along our value chain.

While we could not complete our intended food waste audits due to the ongoing pandemic, we accomplished a good deal in the past year:

- formalized a suite of waste reduction programs and policies,
- developed branded educational signage for our distribution centers,
- deployed BetterU trainings on best practices,
- stood up food waste diversion programs at more distribution centers,
- internally distributed 'themes of success' from our top performing distribution centers,
- formalized a relationship with Crisp, a programmatic commerce platform, to help suppliers use real-time data to run a more efficient, profitable businesses and reduce food waste, and
- prepared for a new salvage pilot program that will launch in FY2022.

We started this work in our distribution centers and are now also looking downstream to further amplify our efforts. As part of our Professional Services offerings, customers can take advantage of new food waste and shrink reduction technologies that precisely monitor metrics, such as storage temperature, serving sizes, and more. We also started a new partnership with Too Good to Go©, an app that cuts down on food waste by connecting grocery stores with people that can use it.

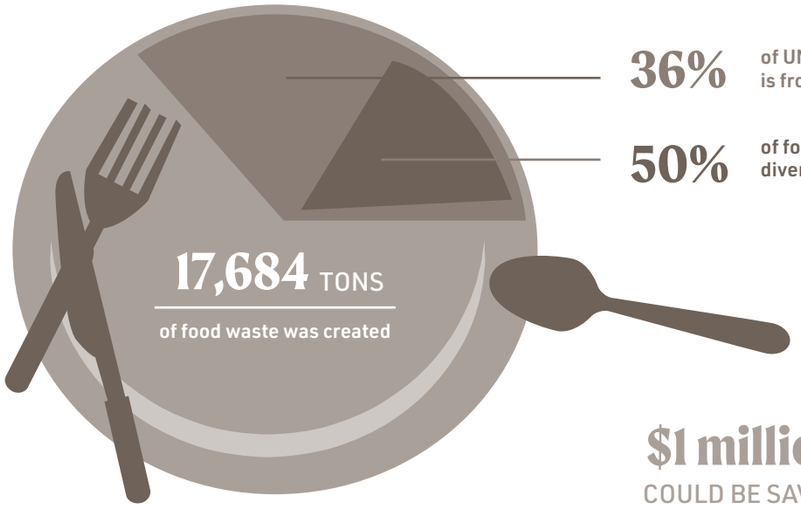
Too Good To Go

crisp.

We are proud to be part of the Food Loss & Waste 2030 Champions, a group of organizations in the United States that have made similar public commitments to reduce food loss and waste in their own operations.



Waste Reduction



36% of UNFI's total waste is from food waste

50% of food waste was diverted/rescued

$1 million COULD BE SAVED ANNUALLY by a 50% reduction in food waste

OUR GOAL

Reduce food waste from our distribution centers by 50% by 2025.

2019 BASELINE	CURRENT PROGRESS	
11,921 tons of food waste sent to landfill/incineration	8,813 tons of food waste sent to landfill/incineration	We will continue diverting waste from landfill, and reducing waste before it even happens, to meet our goal.

How is this better for...?

...OUR PEOPLE

Taking pride in our collective goals to reduce food waste is a personal priority for many of our associates.

...OUR COMMUNITIES

Keeping food waste out of landfills means there's another meal to feed our communities, increasing food access and food security.

...OUR WORLD

Cutting food waste cuts our GHG emissions and gets us closer to reducing world hunger.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

it's time for food insecurity to be a thing of the past

We have a responsibility to increase access to safe, nutritious, and sufficient food for people in low-income communities and vulnerable situations. Period.

We're working to make this a reality by intentionally and strategically expanding our presence in low-income communities and partnering with organizations already leading the charge. We view our expansion into conventional food stores as a major contribution to our food access efforts and ambition to make high-quality, nutritious food more available and affordable.

We also take great pride in our food donation programs, including our new Friends of UNFI Food Bank pilot program with PCC Community Markets, the largest consumer-owned food cooperative in the United States. Through the program, 17 of the food banks in the Seattle area that work with PCC can order food directly from UNFI's catalog, allowing them to access our wide assortment of products at discounted prices to better serve the personal and nutritional needs of their communities. We hope to scale this program next year to increase access to more nutritious and quality products. Our Brands+ team, and Field Day brand specifically, is also working with PCC's Shared Values Meal program to provide organic products at an affordable price point.

✳ this program was an associate's idea!

WHAT IS FOOD INSECURITY?

Food insecurity means that the availability, quality, and/or access to nutritious, healthy food is limited or unreliable. It's an unfortunate reality that 1 in 4 families in North America experiences food insecurity.

How is this better for...?

...OUR PEOPLE

Giving our people the opportunity to meaningfully contribute to increased food security is something of which we can all be proud.

...OUR COMMUNITIES

Directly addressing the barriers preventing underserved communities from having access to culturally appropriate, fresh, healthy food and essential items.

...OUR WORLD

Addressing these disparities is part of creating a more just and equitable planet. There are inequalities around the globe when it comes to food access.



2 ZERO HUNGER

OUR GOAL

Donate 250 million pounds of food by 2030 (equivalent to approximately 208 million meals).

CURRENT PROGRESS
54,878,802 lbs of food donated

CUB Community Markets in Minneapolis

When North Minneapolis neighborhoods were severely damaged in the racial justice uprisings following George Floyd's murder, we opened two temporary food markets during the summer of 2020 and provided shuttle services for community members to full-scale CUB stores further away. On April 4th, 2021, CUB Northside held its grand opening and the Northside Community Center, which serves the local community as a nonprofit under the CUB Foundation, followed shortly after in June 2021. We couldn't do this important work alone and partnered with a number of Minneapolis organizations, including A Mother's Love, We Push for Peace, and a network of local food banks, just to name a few.

We're honored to have received the 2021 Community Uplift Award from the Food Industry Association for the CUB Foods Northside Community Center and youth development program in North Minneapolis.

Cub

By the Numbers

CONTRIBUTING TO HEALTHY COMMUNITIES

$38,732,297 IN-KIND DONATIONS distributed to partners...

...including food and non-food items like personal care, cleaning products, and more

+$5.8M WORTH of fresh, healthy food delivered...

...to at-risk community members by the UNFI Foundation

10,446 ACCESS POINTS created...

...including farmers market, mobile markets, and pantries, totaling 12,015 thus far

1,000+ BRANDS+ PRODUCT SKUS are WIC-eligible

WIC stands for Special Supplemental Nutrition Program for Women, Infants, and Children

+27M LBS OF FOOD donated to Feeding America in 2021

FEEDING AMERICA

We're recognized as a Feeding America Leadership Partner!

supporting communities and families closest to home

Our UNFI Foundation and food access programs are two of the many ways we donate to our partners, which enable us to increase our community support in regions across North America. Whether it's through associate volunteering, donating food, or providing financial support, we always think creatively about how to support communities in need and carefully select partners that align with our mission.

Helping Hands are our grassroots associate committees that drive philanthropic work and facilitate all of our community development opportunities on a local level. Associates can submit requests for donations to local nonprofits as part of the Helping Hands program. And, just like with our UNFI Foundation and financial donation recipients, we encourage associates to submit ideas for company-sponsored volunteer activities. COVID-19 added a new challenge to in-person events, but associates were still able to virtually organize and participate in several company-wide fundraising and volunteer events this year. We will continue to expand volunteering opportunities and are proud to see our associates show up and make lasting impacts in our broader communities.

$2,424,513 | financial contributions made by UNFI across all partners

$1M | donated to key nonprofits addressing food insecurity worsened by the pandemic

How is this better for...?

...OUR PEOPLE

Engaging our associates in issues they care about generates pride in our work and furthers our collective *Better for All* efforts.

...OUR COMMUNITIES

Cultivating trust and building strong relationships by engaging meaningfully with the communities in which we live and work, allowing us to address the issues facing us collectively.

...OUR WORLD

Investing in communities through fund distribution, volunteerism, and in-kind contributions creates paths to global socioeconomic equity.

2 ZERO HUNGER

UNFI HELPING HANDS
ASSOCIATES GIVING BACK

Company-wide volunteerism events through our Helping Hands program included a Thanksgiving Turkey Trot, Heart and Sole Fun Run, and Double Down for Hunger 5K – these virtual fundraisers for the UNFI Foundation helped promote engagement and associate well-being. We also hosted distribution center-specific events like the York DC Relay for Life and Brands+ Habitat for Humanity work.

This was an associate's idea, too!

We matched associates' donations related to the following causes:

1. NATURAL DISASTER RELIEF
2. GIVING TUESDAY
3. RACIAL JUSTICE AND REFORM
4. BREAST CANCER AWARENESS
5. MENTAL HEALTH

OUR GOAL
Log 200,000 associate volunteer hours by 2030.

CURRENT PROGRESS
8,771+ hours volunteered by associates

COVID-19 continues to make in-person volunteerism a challenge and much of our associates volunteer time still goes unreported. Nevertheless, this took a concerted effort by all of our associates, but is still short of where we want to be.

54% | increase in volunteer hours

Did you know...?

Associates receive up to 16 hours of paid volunteer time off per fiscal year to put toward volunteering in company-organized projects, coordinated by Helping Hands. This is in addition to the allotted paid time for D&I activities and programs.





key highlights

Can businesses build something better for people, communities, and the world? We hope that, now, you think so, too.

better for all goals

NEW! ★
AHEAD OF SHEDULE
ON TRACK
A BIT BEHIND

GOVERNANCE

OUR GOAL: Complete 10,000 Missions by the end of FY2022.

CURRENT PROGRESS: 5,376 Missions

DIVERSITY & INCLUSION

OUR GOAL: Increase our annual diverse spend to 3% by the end of FY2023.

CURRENT PROGRESS: 1%

OUR GOAL: Fill 50% of management roles with associates from underrepresented groups by 2023.

2020 BASELINE: 47%
CURRENT PROGRESS: 49%

RESPONSIBLE PROCUREMENT

OUR GOAL: Promote soil health through regenerative and organic practices on 1 million acres by 2030.

CURRENT PROGRESS: 18,000 acres

ENERGY EFFICIENCY

OUR GOAL: Reduce energy intensity in our distribution centers by 30% by 2030.

2020 BASELINE: 12.25 MWh/$M
CURRENT PROGRESS: 28% reduction (8.95 MWh/$M)

CLIMATE ACTION

OUR GOAL: Source 20% of our electricity from renewable sources by 2023.

2020 BASELINE: 2%
CURRENT PROGRESS: 1%

CUSTOMER HEALTH & SAFETY

OUR GOAL: Achieve SQF certification at all distribution centers by 2025.

CURRENT PROGRSS: 77%

OUR GOAL: Strive for "Green" Ecolab Retail audit rating at all of our retail stores.

CURRENT PROGRSS: 72%

WASTE REDUCTION

OUR GOAL: Achieve zero waste to landfills from distribution centers by 2030.

2020 BASELINE: 58%
CURRENT PROGRESS: 48%

OUR GOAL: Reduce food waste from our distribution centers by 50% by 2025.

2019 BASELINE: 11,921 tons
CURRENT PROGRESS: 8,813 tons

COMMUNITY DEVELOPMENT

OUR GOAL: Donate 250 million pounds of food (equivalent to approximately 208 million meals) by 2030.

CURRENT PROGRESS: 54,878,802 lbs

OUR GOAL: Log 200,000 associate volunteer hours by 2030.

CURRENT PROGRESS: 8,771+ hours

FY2021 KEY HIGHLIGHTS

governance upstream operations downstream



SETTING THE TONE

- Created an Executive Steering Committee to oversee the programs and practices that guide how we show up as a socially and environmentally responsible organization
- Added 2 new goals related to our enhanced Diversity & Inclusion Strategic Plan
- Launched a new 'Missions' platform to promote awareness of our goals and engage associates in issues that matter to them and to UNFI as a whole
- Held Board education sessions on sustainability trends and critical developments
- Surveyed associates on perceptions of Better for All
- 94% of associates who were assigned the Code of Conduct training completed it



FROM FARM TO FORKLIFT

DIVERSITY & INCLUSION

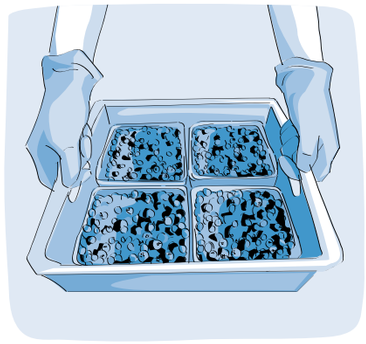
- Revamped our supplier diversity program and hired a new Manager of Supplier Diversity in April 2021

RESPONSIBLE PROCUREMENT

- Awarded $1.03M+ in grants through the UNFI Foundation to build better food systems
- Built a cross dock facility in McAllen, Texas to transport organic and conventional produce more efficiently

CLIMATE ACTION

- Received a score of "B" on our 2021 CDP Climate Change response
- Completed a robust analysis and submitted our Scope 1, 2 and 3 emissions strategy, initiatives, and targets to the Science Based Targets initiative



OUR PLACES, PROCESSES, AND PEOPLE

ENERGY EFFICIENCY

- Achieved LEED® Gold certification for our Riverside, CA building
- Reduced 1.6 million miles from our routes through our maximized routes and ValuePath initiative

CLIMATE ACTION

- Received $200,000 from the California Energy Commission to support zero-emission distribution
- Added 53 solar-powered electric trailers to our fleet in California

DIVERSITY & INCLUSION

- Launched our UCount campaign, an initiative to refresh UNFI's demographic data
- Launched four new associate-led Belonging & Innovation Groups (BIGs)
- Added 16 hours of paid time for associates to engage in D&I activities and Better for All initiatives

ASSOCIATE SAFETY & WELL-BEING

- Launched new 'Every Moment Matters' safety brand
- Recognized as a Gold winner in the 2020 Golden Bridge Business and Innovation Awards



TO STORE SHELVES AND HUNGRY HOUSEHOLDS

CUSTOMER HEALTH & SAFETY

- Created two new, innovative solutions to connect retailers and suppliers – Community Marketplace and EasyOptions

WASTE REDUCTION

- Formalized relationships with Crisp, a programmatic commerce platform, and Too Good to Go, an app for grocery stores, to reduce food waste
- Signed on as a Food Loss & Waste 2030 Champion

COMMUNITY DEVELOPMENT

- Piloted the Friends of UNFI Food Bank program in partnership with PCC Community Markets, the largest consumer-owned food cooperative in the United States
- Received the 2021 Community Uplift Award from the Food Industry Association for the CUB Foods Northside Community Center and youth development program in North Minneapolis
- Contributed $2,424,513 in financial donations across all partners
- Distributed $38,732,297 in in-kind donations to partners, including food and non-food items like personal care, cleaning products, and more

SASB reference table

The Sustainability Accounting Standards Board (SASB) is an independent, private-sector standards-setting organization dedicated to enhancing the efficiency of the capital markets by fostering high-quality disclosure of material sustainability information that meets investor needs. This table references the issues which SASB has identified as financially and/or operationally material for Food Retailers and Distributors as of Version 2018-10.

This is UNFI's second year reporting against the SASB framework. While we cannot yet report on all activity metrics in this framework, we are using it as a roadmap for future disclosure. We continue our efforts to evolve and improve our disclosure.

Whenever possible, we have indicated where these gaps are in the "Data/Response" column for context and transparency.

TABLE 1 | ACCOUNTING METRICS

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
FLEET FUEL MANAGEMENT						
FLEET FUEL MANAGEMENT	FB-FR-110a.1	Fleet fuel consumed	Quantitative	Gigajoules (GJ)	2,957,939.01 GJ This amount does not include a small number of compressed natural gas (CNG) tractors operating out of Riverside, CA. In FY21, the company saw a 2% improvement in fuel efficiency. UNFI is incentivizing customers to consolidate orders, so it can further optimize deliveries, cut back on delivery frequency, and more efficiently map drop-off routes -- all of which will help minimize fuel consumption.	Energy Efficiency, pg. 53-54
FLEET FUEL MANAGEMENT	FB-FR-110a.1	Percentage renewable	Quantitative	Percentage (%)	0% The company does not currently track whether fuel is renewable, as defined by the U.S. Renewable Fuel Standard (U.S. 40 CFR 80.1401).	Energy Efficiency, pg. 53-54
AIR EMISSIONS FROM REFRIGERATION						
AIR EMISSIONS FROM REFRIGERATION	FB-FR-110b.1	Gross global Scope 1 emissions from refrigerants	Quantitative	Metric tons (t) CO2-e	42,683 (t) CO2-e In FY21, Retail was the only segment of operations with a centralized system to track refigerant emissions. We are working to expand our tracking systems to include our distribution centers and transportation fleet.	Climate Action, pg. 31-32
AIR EMISSIONS FROM REFRIGERATION	FB-FR-110b.2	Percentage of refrigerants consumed with zero ozone-depleting potential	Quantitative	Percentage (%)	75% The largest source of all ozone-depleting substances originates from HCFC-22 in some retail locations.	Climate Action, pg. 31-32

SASB REFERENCE TABLE

TABLE 1 | ACCOUNTING METRICS

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
AIR EMISSIONS FROM REFRIGERATION	FB-FR-110b.3	Average refrigerant emissions rate	Quantitative	Percentage (%)	4%	Climate Action, pg. 31-32
ENERGY MANAGEMENT						
ENERGY MANAGEMENT	FB-FR-130a.1	(1) Operational energy consumed	Quantitative	Gigajoules (GJ)	2,725,516 GJ Please note that operational energy excludes energy from fleet vehicles. To better serve the needs of our stakeholders, we also report energy consumption in MWh.	Energy Efficiency, pg. 37-38
ENERGY MANAGEMENT	FB-FR-130a.1	(2) Percentage grid electricity	Quantitative	Percentage (%)	75%	Energy Efficiency, pg. 39-40
ENERGY MANAGEMENT	FB-FR-130a.1	(3) Percentage renewable	Quantitative	Percentage (%)	1%	Energy Efficiency, pg. 39-40
FOOD WASTE MANAGEMENT						
FOOD WASTE MANAGEMENT	FB-FT-110b.2	Amount of food waste generated	Quantitative	Metric tons	17,684 metric tons This amount reflects food waste generated in distribution centers only. During FY21, our internal waste audit team identified a number of issues that affected UNFI's waste reporting, including that a) vendor agreements and receipts had classification errors and missing data, b) there were issues in how estimates were calculated, and c) there were inconsistencies in how distribution centers and haulers were tracking waste data. UNFI has since switched to new vendors, has a new method of spot checking data on a more regular basis, and now monitors data from haulers at the corporate level. These changes were in place for approximately the last six months of FY21.	Waste Reduction, pg. 63-64
FOOD WASTE MANAGEMENT	FB-FT-110b.2	Percentage diverted from the waste stream	Quantitative	Percentage (% of total)	50%	Waste Reduction, pg. 63-64

SASB REFERENCE TABLE

TABLE 1 | ACCOUNTING METRICS

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
DATA SECURITY						
DATA SECURITY	FB-FT-230a.1	(1) Number of data breaches	Quantitative	Number (#)	Unavailable Publicly disclosed separately, as required.	N/A
DATA SECURITY	FB-FT-230a.1	(2) Percentage involving personally identifiable information (PII)	Quantitative	Percentage (%)	Unavailable Publicly disclosed separately, as required.	N/A
DATA SECURITY	FB-FT-230a.1	(1) Number of data breaches	Quantitative	Number (#)	Unavailable Publicly disclosed separately, as required.	N/A

SASB REFERENCE TABLE

TABLE 1 | ACCOUNTING METRICS

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
DATA SECURITY	FB-FR-230a.2	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	UNFI's Cyber Security team is a standalone organization led by a Chief Information Security Officer (CISO) that reports under the direction of the Chief Operating Officer. The primary function is to manage risk to acceptable levels against the ongoing and growing threat of cyber-attacks and disruption. The program is based on the NIST framework utilizing developed policies and standards. UNFI also utilizes a Cyber Security Executive Steering Committee that meets quarterly to review current strategy, emerging risks, and program direction. The Cyber Security team has developed a set of monthly dashboards that continuously mature to provide a quantitative view of the organization's cyber risk posture. The key functional areas under the direction of the CISO, include: • Policy and Standards (provides the foundational guidance for the program based on NIST framework) • Compliance (controls management with specific focus on PCI (Payment Card Industry) and SOX) • Assessments (continuously monitors internal and external risk of significant areas) • Reporting (provides actionable intelligence on areas of risk and remediation progress) • Governance (oversees cyber security design for IT projects and initiatives, as well as third-party reviews and assessments) • Cyber Response (provides 24-7 monitoring and response for organization cyber security posture) • Engineering (supports selected areas with technical tools and capabilities requiring critical focus; examples incllude: email security, Identity and Access Management, Endpoint security, log/event management, and certificate/encryption)	More information can be found on pg. 16-17 of UNFI's FY21 10-K.

SASB REFERENCE TABLE

TABLE 1 | ACCOUNTING METRICS

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
FOOD SAFETY						
FOOD SAFETY	FB-FR-250a.1	High-risk food safety violation rate	Quantitative	Rate	Unavailable UNFI does not publicly provide this information. UNFI's Food Safety & Quality Assurance leaders in each region are responsible for managing food safety practices and making sure all the right checks and balances are in place. Part of that includes performing internal risk assessments at least once per year to identify any concerns or gaps in compliance with emerging regulations, so that it can quickly remedy any issues.	Customer Health & Safety, pg. 51-52
FOOD SAFETY	FB-FR-250a.2	(1) Number of recalls	Quantitative	Number (#)	Unavailable UNFI is unable to provide information on recalls at this time. The company continues to drive food safety culture within the organization and with its suppliers. The Internal Food Safety Dashboard is updated monthly.	Customer Health & Safety, pg. 51-52
FOOD SAFETY	FB-FR-250a.2	(2) Number of units recalled	Quantitative	Number (#)	Unavailable UNFI is unable to provide information on the total number of units recalled at this time. The company continues to drive food safety culture within the organization and with its suppliers. The Internal Food Safety Dashboard is updated monthly.	Customer Health & Safety, pg. 51-52
FOOD SAFETY	FB-FR-250a.2	(3) Percentage of units recalled that are private-label products	Quantitative	Percentage (%)	Unavailable UNFI is unable to provide information on private-label product recalls at this time. The company continues to drive food safety culture within the organization and with its suppliers. It conducts on-site visits to assess food safety compliance at individual supplier locations, where possible, relies heavily on proper labeling and certifications, including Global Food Safety Initiative (GFSI) and Good Manufacturing Practices (GMP), and monitors regulatory requirements to help suppliers stay up to speed, including regular reviews of product recalls and the issuance of warning letters.	Customer Health & Safety, pg. 51-52

SASB REFERENCE TABLE

TABLE 1 | ACCOUNTING METRICS

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
PRODUCT HEALTH & NUTRITION						
PRODUCT HEALTH & NUTRITION	FB-FR-260a.1	Revenue from products labeled and/or marketed to promote health and nutrition attributes	Quantitative	Reporting currency (USD)	Unavailable UNFI does not have a standardized way of reporting this activity at this time.	Customer Health & Safety, pg. 59-60
PRODUCT HEALTH & NUTRITION	FB-FR-260a.2	Discussion of the process to identify and management products and ingredients related to nutritional and health concerns among consumers	Discussion and Analysis	N/A	UNFI follows the standards of the Codex Alimentarius (CODEX), Federal Food, Drug & Cosmetic Act (FFDCA), and other relevant agencies in the development of its products and labels. For its Wild Harvest brand, it has established a list of ingredients which are not allowed in the formulation of the product to improve their nutritional quality. This ingredient list is generated from industry groups, competitors, and consumer feedback. On a quarterly basis, UNFI reviews this listing with Marketing and Product Development to ensure it remains valid, relevant, and holistic. Legacy Conventional utilizes the Consumer Brands Association's (formerly Grocery Manufacturer's Association) Facts-Up-Front program which was developed to convey more meaningful nutritional information to consumers with the goal of impacting their dietary choices. Across its portfolio, suppliers are Global Food Safety Initiative (GFSI) certified and our packages bear several types of certifications: USDA Organic, Non-GMO Project Verified, Gluten Free Certified, National Celiac Association, and Kosher.	Responsible Procurement, pg. 23-24 Customer Health & Safety, pg. 51-52, 59-60

SASB REFERENCE TABLE

TABLE 1 | ACCOUNTING METRICS

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
PRODUCT LABELING & MARKETING						
PRODUCT LABELING & MARKETING	FB-FR-270a.1	Number of incidents of non-compliance with industry or regulatory labeling and/ or marketing codes	Quantitative	Number (#)	Unavailable UNFI does not publicly provide this information.	N/A
PRODUCT LABELING & MARKETING	FB-FR-270a.2	Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices	Quantitative	Reporting currency (USD)	Unavailable UNFI does not publicly provide this information.	N/A
PRODUCT LABELING & MARKETING	FB-FR-270a.3	Revenue from products labeled as (1) containing genetically modified organisms (GMOs)	Quantitative	Reporting currency (USD)	Unavailable UNFI does not have information on products labeled as GMO.	Responsible Procurement, pg. 23-24
PRODUCT LABELING & MARKETING	FB-FR-270a.3	Revenue from products labeled as (2) non-GMO	Quantitative	Reporting currency (USD)	$5,647,785,388.51	Responsible Procurement, pg. 23-24

SASB REFERENCE TABLE

TABLE 1 | ACCOUNTING METRICS

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
LABOR PRACTICES						
LABOR PRACTICES	FB-FR-310a.1	(1) Average hourly wage	Quantitative	Reporting currency (USD)	UNFI does not publicly disclose this information. UNFI's median employee's total compensation was $54,114.	Associate Safety & Well-Being, pg. 49-50
LABOR PRACTICES	FB-FR-310a.1	(2) Percentage of in-store and distribution center employees earning minimum wage, by region	Quantitative	Percentage (%)	UNFI does not publicly disclose this information.	Associate Safety & Well-Being, pg. 49-50
LABOR PRACTICES	FB-FT-310a.2	Percentage of active workforce covered under collective bargaining agreements	Quantitative	Percentage (%)	39% This is down from 42% in FY20.	Associate Safety & Well-Being, pg. 41-42
LABOR PRACTICES	FB-FR-310a.3	(1) Number of work stoppages	Quantitative	Number (#)	0 This is down from 2 in FY20.	Associate Safety & Well-Being, pg. 41-42, 49-50
LABOR PRACTICES	FB-FR-310a.3	(2) Total days idle	Quantitative	Number (#)	0	Associate Safety & Well-Being, pg. 41-42, 49-50
LABOR PRACTICES	FB-FR-310a.4	Total amount of monetary losses as a result of legal proceedings associated with: (1) labor law violations and (2) employment discrimination	Quantitative	Reporting currency (USD)	UNFI monetary losses as a result of legal proceedings associated with labor law violations and employment discrimination were not material in FY21.	N/A

SASB REFERENCE TABLE

TABLE 1 | ACCOUNTING METRICS

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
MANAGEMENT OF ENVIRONMENTAL & SOCIAL IMPACTS IN THE SUPPLY CHAIN						
MANAGEMENT OF ENVIRONMENTAL & SOCIAL IMPACTS IN THE SUPPLY CHAIN	FB-FR-430a.1	Revenue from products third-party certified to environmental or social sustainability sourcing standard	Quantitative	Reporting currency (USD)	Unavailable UNFI relies on 52 third-party certifications to evaluate its environmental and social sourcing standards. Since many products may contain one or more environmental or social sustainability certifications, total revenue cannot be provided at this time.	Responsible Procurement, pg. 23-24
MANAGEMENT OF ENVIRONMENTAL & SOCIAL IMPACTS IN THE SUPPLY CHAIN	FB-FR-430a.2	Percentage of revenue from (1) eggs that originated from a cage-free environment	Quantitative	Percentage (%)	Unavailable UNFI does not publicly disclose this information.	Responsible Procurement, pg. 23-24
MANAGEMENT OF ENVIRONMENTAL & SOCIAL IMPACTS IN THE SUPPLY CHAIN	FB-FR-430a.2	Percentage of revenue from (2) pork produced without the use of gestation crates	Quantitative	Percentage (%)	Unavailable UNFI does not publicly disclose this information.	Responsible Procurement, pg. 23-24

SASB REFERENCE TABLE

TABLE 1 | ACCOUNTING METRICS

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
MANAGEMENT OF ENVIRONMENTAL & SOCIAL IMPACTS IN THE SUPPLY CHAIN	FB-FR-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Discussion and Analysis	N/A	ENVIRONMENTAL COMPLIANCE UNFI complies with local, state, and federal regulations regarding social and environmental protection. It meets set standards and invites independent audits of its systems, when approprirate. The company recognizes that if its systems are mismanaged, such as those for ammonia systems (part of refrigeration) and stormwater management, then it could pose significant risk to people and communities. SUPPLIER CODE OF CONDUCT UNFI distributes a Supplier and Vendor Code of Conduct to its suppliers. The company's supplier standards include ethical and legal compliance, fair labor practices, workplace safety, and social and environmental responsibility. UNFI doesn't yet require suppliers to verify compliance, but its legal team is working on adding a reference to the Code of Conduct into standard supplier agreements. ANIMAL WELFARE All living things on this planet deserve to be treated with dignity and respect. Over the course of the past year, UNFI engaged with non-governmental industry experts and customers with progressive animal welfare policies to shape what its stance will be on the topic. While the company figures out what these policies look like, it continues to stand behind the internationally-accepted "Five Freedoms" for animals, which include: freedom from hunger and thirst; freedom from discomfort; freedom from pain, injury, and disease; freedom to express normal and natural behavior (e.g. accommodating for a chicken's instinct to roost); and freedom from fear and distress, as laid out by American Humane. WATER We are sensitive about our water consumption and the impact that usage in our distribution centers has on local communities and the environment. We will continue to utilize non-potable water for landscape irrigation when possible, and are on the lookout for investments in water reduction technology to retrofit our facilities.	Responsible Procurement, pg. 23-24, 25-26 Ethics & Compliance, pg. 15-16 Associate Safety & Well-Being, pg. 49-50 Climate Action, pg. 31-34
MANAGEMENT OF ENVIRONMENTAL & SOCIAL IMPACTS IN THE SUPPLY CHAIN	FB-FR-430a.4	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	N/A	UNFI has made traction in its overall waste reduction efforts, but is in the process of fully evaluating how its packaging contributes to its waste footprint holistically. The company is at the beginning of its journey towards more responsible use and disposal of packaging materials.	Waste Reduction, pg. 61-62

SASB REFERENCE TABLE

TABLE 2 | ACTIVITY METRICS

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
ACTIVITY						
ACTIVITY	FB-FR-000.A	Number of (1) retail locations	Quantitative	Number (#)	74 Retail locations	UNFI at a Glance, pg. 5-6
ACTIVITY	FB-FR-000.A	Number of (2) distribution centers	Quantitative	Number (#)	57 Distribution Centers	A full list of properties can be found on pg. 23 of UNFI's FY21 10-K.
ACTIVITY	FB-FR-000.B	Total area of (1) retail space	Quantitative	Square meters (m2)	456,246 sq. meters	UNFI at a Glance, pg. 5-6
ACTIVITY	FB-FR-000.B	Total area of (2) distribution centers	Quantitative	Square meters (m2)	57 Distribution Centers	UNFI at a Glance, pg. 5-6
ACTIVITY	FB-FR-000.C	Number of vehicles in commercial fleet	Quantitative	Number (#)	~2,000	UNFI at a Glance, pg. 5-6
ACTIVITY	FB-FR-000.D	Ton miles traveled	Quantitative	Ton miles	Unavailable UNFI is not able to report on total ton-miles at this time.	Energy Efficiency, pg. 53-54

GRI Standards content index

GRI 102 | GENERAL DISCLOSURES 2016

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
ORGANIZATIONAL PROFILE		
102-1	Name of the organization	**UNITED NATURAL FOODS, INC.**
102-2	Activities, brands, products, and services	About UNFI, pg. 5-6 FY21 Form 10-K, pg. 1 **United Natural Foods, Inc. (UNFI) is the largest publicly-traded distributor of natural, organic, specialty, produce, conventional grocery, and non-food products, and a provider of professional services to retailers in the United States and Canada. We distribute natural and conventional products to thousands of customers every year – including natural product superstores, independent retailers, conventional supermarket chains, e-commerce retailers, and more – through our various divisions and strategic business units.**
102-3	Location of headquarters	**313 Iron Horse Way, Providence, RI 02908**
102-4	Location of operations	About UNFI, pg. 5-6 FY21 Form 10-K, pg. 23-25 **We are a coast-to-coast distributor with customers in all fifty states as well as all ten provinces in Canada, making us a desirable partner for retailers and consumer product manufacturers.**
102-5	Ownership and legal form	FY21 Form 10-K, pg. 27 **Our common stock is traded on the New York Stock Exchange ("NYSE") under the symbol "UNFI."** **Per FY21 filings, the following entities owned >5% of the Company's shares: BlackRock, Inc. (8,621,444); The Vanguard Group (6,051,116); Dimensional Fund Advisors LP (4,095,293); Kiltearn Partners LLP (3,734,339).**
102-6	Markets served	About UNFI, pg. 5-6 Customer Health & Safetey, pg. 59-60 Community Development, pg. 65-66 FY21 Form 10-K, pg. 1
102-7	Scale of the organization	About UNFI, pg. 5-6 FY21 Form 10-K, pg. 59
102-8	Information on employees and other workers	About UNFI, pg. 5-6 Diversity & Inclusion, pg. 45-46 FY21 Form 10-K, pg. 10
102-9	Supply chain	Value Chain, pg. 9-10 Responsible Procurement, pg. 23-26 **UNFI links 12,000+ suppliers to 3,000+ customers, delivering natural and conventional products throughout North America using its extensive network of 57 distribution centers and ~2,000 trucks and trailers.**
102-10	Significant changes to the organization and its supply chain	FY21 Form 10-K

GRI STANDARDS CONTENT INDEX

GRI 102 | GENERAL DISCLOSURES 2016

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
102-11	Precautionary Principle or approach	**UNFI takes a precautionary approach to support business continuity and resilience, through which it does not postpone cost-effective measures to prevent threats of serious or irreversible damage or environmental degradation. UNFI's Business Continuity team was formed in FY21 and focused its efforts on improving the organization's business continuity function and management systems.** **During FY21, the Business Continuity team:** • **Implemented threat monitoring capabilities in light of the continuous and evolving pandemic, as well as heightened social consciousness in the U.S. The team monitored over 3,500 events and distilled over 18,000 alerts into actionable and relevant emails to a broad stakeholder group of 200+ executive and senior leaders in Operations, Transportation, Occupational Safety, Security & Loss Prevention, Regional Routing, and Sales.** • **Updated hurricane response guidelines to include COVID-19 planning considerations.** • **Updated civil unrest and transportation security planning guidance.** • **Completed a Business Impact Analysis ("BIA"), which identifies the high-level business processes that each department and site performs, key process and systems dependencies, as well as the financial and non-financial impacts when those processes cannot be performed.** **As part of the BIA, the Business Continuity team met with 285 associates across 61 corporate departments, 11 distribution centers, UNFI Canada, Woodstock Farms Manufacturing, and our Cub and Shoppers businesses. Participants contributed close to 600 hours of thoughtful engagement over a 5-month period. The results of the BIA, together with industry and peer benchmarking, will be used to align and prioritize critical business processes and operational capabilities and bring needed focus to our forward-looking business continuity planning efforts.**
102-12	External initiatives	Energy Efficiency, pg. 55-56 Waste Reduction, pg. 63-64 Diversity & Inclusion, pg. 45-46 **UNFI is part of Food Loss and Waste 2030 Champions, Ceres Corporate Electric Vehicle Alliance (CEVA), Climate Collaborative, and CEO Action for Diversity & Inclusion.**
102-13	Membership of associations	Climate Action, pg. 33-34 **UNFI is a member of Business for Social Responsibility (BSR).**
STRATEGY		
102-14	Statement from senior decision-maker	A Letter from Our Leadership, pg. 3-4
102-15	Key impacts, risks, and opportunities	Key Focus Areas, pg. 9-10 FY21 Form 10-K, pg. 21
ETHICS & INTEGRITY		
102-16	Values, principles, standards, and norms of behavior	Mission & Values, pg. 13-14 Ethics & Compliance, pg. 15-16 Associate Involvement, pg. 19-10 **Our Code of Conduct includes additional guidance related to conflicts of interest, anti-harassment and retaliation, and more.**
102-17	Mechanisms for advice and concerns about ethics	Ethics & Compliance, pg. 15-18 Diversity & Inclusion, pg. 45-46 **Our mechanisms for reporting concerns, seeking advice, and maintaining organizational integrity include established codes of conduct, governing bodies, and public reporting.**

GRI STANDARDS CONTENT INDEX

GRI 102 | GENERAL DISCLOSURES 2016

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
GOVERNANCE		
102-18	Governance structure	Ethics & Compliance, pg. 15-18 FY21 Form 10-K, pg. 112 FY21 Schedule 14A
102-19	Delegating authority	Ethics & Compliance, pg. 15-16
102-20	Executive-level responsibility for economic, environmental, and social topics	Ethics & Compliance, pg. 15-18 FY21 Form 10-K, pg. 112
102-22	Composition of the highest governance body and its committees	Ethics & Compliance, pg. 15-16 Diverstiy & Inclusion, pg. 45-46 FY21 Schedule 14A, pg. 11
102-29	Identifying and managing economic, environmental, and social impacts	Ethics & Compliance, pg. 15-18
102-31	Review of economic, environmental, and social topics	Ethics & Compliance, pg. 15-16 FY21 Schedule 14A, pg. 12-13 **Our Nominating and Governance Committee has direct oversight of our policies and strategies addressing environmental, social and governmental matters, including sustainability, corporate social responsibility and political contributions, and is responsible for reporting to the Board on such matters at least annually.**
102-32	Highest governance body's role in sustainability reporting	Ethics & Compliance, pg. 15-16 **UNFI's Nominating and Governance Committee and Executive Steering Committee formally review our annual environmental, social, and governance reporting.**
102-38	Annual total compensation ratio	FY21 Schedule 14A, pg. 51 **Our CEO's total compensation was $8,403,365, our median employee's total compensation was $54,114, and the ratio of our CEO's total compensation to the median employee's total compensation was 155 to 1.**
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	Ethics & Compliance, pg. 17-18 ESG Strategy, pg. 7-8 **UNFI's stakeholders include our investors, associates, customers, suppliers, vendors, and communities.**
102-41	Collective bargaining agreements	Associate Safety & Well-Being, pg. 41-42 FY21 Form 10-K, pg. 8 **As of July 31, 2021, we had approximately 28,300 full and part-time employees within continuing operations, 11,000 of whom (approximately 39%) are covered by 48 collective bargaining agreements, including agreements under renegotiation.**
102-42	Identifying and selecting stakeholders	Ethics & Compliance, pg. 17-18 ESG Strategy, pg. 7-8 Form 10-K, pg. 1-7

GRI STANDARDS CONTENT INDEX

GRI 102 | GENERAL DISCLOSURES 2016

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
102-43	Approach to stakeholder engagement	Ethics & Compliance, pg. 17-18 FY21 Schedule 14A **A major focus of our efforts in the last year has been to take a more holistic view of our value chain, accounting for all of our stakeholders – our suppliers, vendors, associates, customers, communities, investors, and beyond.** **We regularly engage with our stakeholders to learn from them about what matters most and we value the direct input we received this year from our associates and investors. We encourage our vendors and customers to weigh in, too, but we haven't yet formalized an engagement process to inform our reporting.**
102-44	Key topics and concerns raised	Ethics & Compliance, pg. 17-18 Associate Safety & Well-Being, pg. 49-50 FY21 Schedule 14A, pg. 31 **Our proxy contains a list of investor concerns, aggregated into key topic areas.**
REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	FY21 Form 10-K
102-46	Defining report content and topic boundaries	ESG Strategy, pg. 7-8 Value Chain, pg. 9-10 **We evaluate impacts along our value chain, including the upstream, operational, and downstream impacts in order to present a complete, balanced portrayal. Our material topics were determined based on our 2020 materiality assessment, which we plan to review and adjust as we learn more. Unless stated otherwise, data accounts for UNFI's total owned/leased operations. Our method of defining report content and report quality was informed by GRI's ten Reporting Principles.**
102-47	List of material topics	Value Chain, pg. 9-10 **Our material topics include: Associate Safety & Well-Being, Climate Action, Community Development, Customer Health & Safety, Diversity & Inclusion, Energy Efficiency, Governance, Responsible Procurement, and Waste Reduction.**
102-48	Restatements of information	**Because of a shift in the unit of measurement to reflect stakeholder preferences, UNFI now reports energy intensity as MWh consumed at its distribution centers per $1 million of sales generated. The 2020 baseline has been restated from 0.4 MJ/USD to 12.25 MWh/million USD.** **See additional information regarding changes to waste reporting.**
102-49	Changes in reporting	ESG Strategy, pg. 7-8 Value Chain and Key Focus Areas, pg. 9-10 **From FY20 to FY21, we shifted our reporting strategy from using Better for All as organizing pillars to instead organizing disclosures to orient with our value chain. In FY20, we reported on material topics, including Climate Action, Waste Reduction, Food Safety, Food Access, Safety & Wellbeing and Diversity & Inclusion, upon which we expanded in FY21. We now report on how our material topics impact Our People, Our Communities, and Our World to more clearly articulate our impacts on all stakeholders.** **As part of our effort to continue improving our GHG accounting and accordance with reporting principles of The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), March 2004, we have evolved our Scope 3 accounting methodology. In future years, we will delve into even more detail, which will continue to expand the boundaries of our reporting over time.**
102-50	Reporting period	**Unless we say otherwise, the information provided in this report covers the 2021 fiscal year, which ran from August 1, 2020 through July 31, 2021.**

GRI STANDARDS CONTENT INDEX

GRI 102 | GENERAL DISCLOSURES 2016

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
102-51	Date of most recent report	**January, 11, 2020**
102-52	Reporting cycle	**Annual**
102-53	Contact point for questions regarding the report	**ESG@unfi.com**
102-54	Claims of reporting in accordance with the GRI Standards	**This report has informed by the GRI Standards, and does not claim to be in accordance with either the Core or Comprehensive options.**
102-55	GRI content index	**Included herein.**

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GRI STANDARDS CONTENT INDEX

KEY TOPICS

ECONOMIC

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
ECONOMIC PERFORMANCE		
GRI 103: MANAGEMENT APPROACH 2016		
103-1	Explanation of the material topic and its boundary	Associate Safety & Well-Being, pg. 43-44, 49-50 Community Development, pg. 65-68 FY21 Form 10-K
103-2	The management approach and its components	Associate Safety & Well-Being, pg. 43-44, 49-50 Community Development, pg. 65-68 FY21 Form 10-K
103-3	Evaluation of the management approach	Associate Safety & Well-Being, pg. 43-44, 49-50 Community Development, pg. 65-68 FY21 Form 10-K
GRI 201: ECONOMIC PERFORMANCE 2016		
201-1	Direct economic value generated and distributed	About UNFI, pg. 5-6 Associate Safety & Well-Being, pg. 43-44, 49-50 Community Development, pg. 65-68 FY21 Form 10-K
201-2	Financial implications and other risks and opportunities due to climate change	FY21 Form 10-K, Risk Factors, pg. 15-16 CDP Climate Change Disclosure (July 2021) **Our annual CDP disclosure provides us valuable, real-world information that will continue to inform our decision-making on the path toward a low-carbon, sustainable, and climate-safe future, aligned with recommendations from the Task Force on Climate-related Financial Disclosures (TCFD).**

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
PROCUREMENT		
GRI 103: MANAGEMENT APPROACH 2016		
103-1	Explanation of the material topic and its boundary	Responsible Procurement, pg. 23-28
103-2	The management approach and its components	Responsible Procurement, pg. 23-28 **Third-party certifications help us maintain the kinds of standards we wish to hold, from upholding human rights to incentivizing sustainable land management. Over the course of the past year, we engaged with non-governmental industry experts and customers with progressive animal welfare policies to shape what our stance will be.**
103-3	Evaluation of the management approach	Responsible Procurement, pg. 23-28
G4 FOOD PROCESSING SECTOR DISCLOSURES: PROCUREMENT/SOURCING PRACTICES 2010		
G4-FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	Ethics & Compliance, pg. 15-16 Responsible Procurement, pg. 23-24 **We distribute a Supplier and Vendor Code of Conduct to our suppliers covering ethical and legal compliance, fair labor practices, workplace safety, and social and environmental responsibility, but don't yet require our suppliers to verify compliance. Our Legal team is working on adding a reference to our Code of Conduct into our standard supplier agreements.**

GRI STANDARDS CONTENT INDEX

KEY TOPICS | ECONOMIC | ENVIRONMENTAL

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
G4-FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	Responsible Procurement, pg. 23-24 **We use 142 different credible standards to vet suppliers, including 52 third-party certifications to verify our products' environmental and social standards, including Non-GMO Project, USDA Organic, Fair Trade™, Roundtable on Sustainable Palm Oil™ (RSPO), Marine Stewardship Council, and more.**
G4 FOOD PROCESSING SECTOR DISCLOSURES: ANIMAL WELFARE 2010		
G4-FP9	Percentage and total of animals raised and/or processed, by species and breed type	**We have not yet undertaken the exercise of collecting this information from our suppliers.**
G4-FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic	**We are in the process of revisiting our commitments and policies regarding and animal welfare in line with evolving regulations.**

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
ENERGY		
GRI 103: MANAGEMENT APPROACH 2016		
103-1	Explanation of the material topic and its boundary	Energy Efficiency, pg. 37-40, 53-56 **Energy intensity is reported for distribution centers only, while energy consumed is measured using the operational control approach.**
103-2	The management approach and its components	Energy Efficiency, pg. 37-40, 53-56
103-3	Evaluation of the management approach	Energy Efficiency, pg. 37-40, 53-56
GRI 302: ENERGY 2016		
302-1	Energy consumption within the organization	Energy Efficiency, pg. 37-38, 39-40 **757,087.95 MWh of energy consumed** **1% of electricity is sourced from renewable sources.**
302-3	Energy intensity	Energy Efficiency, pg. 37-38 **8.95 MWh/million USD** **Energy intensity is tracked for distribution centers only, consistent with UNFI's stated goal.**
302-4	Reduction of energy consumption	Energy Efficiency, pg. 37-38 **Energy intensity decreased 28% from 2020 baseline of 12.25 MWh/million USD.**

GRI STANDARDS CONTENT INDEX

KEY TOPICS

ENVIRONMENTAL

EMISSIONS

GRI 103: MANAGEMENT APPROACH 2016

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
103-1	Explanation of the material topic and its boundary	Responsible Procurement, pg. 27-28 Climate Action, pg. 31-34 **We're reporting FY2020 emissions due to the length of our third-party verification period this year. Scope 3 reflects Category 1 (Purchased Goods & Services) and CDP Climate Change data was used for all other categories.**
103-2	The management approach and its components	Responsible Procurement, pg. 27-28 Climate Action, pg. 31-34 Energy Efficiency & Climate Action, pg. 37-40, 53-56 **Over the past year, we completed a robust analysis of our emissions reduction targets, strategy, and initiatives in primary areas, such as energy efficiency, renewable energy, climate-friendly refrigerants, and emerging zero-emission technologies throughout our fleet and facilities. We submitted our targets and anticipate they will be reviewed and validated by Science-Based Targets initiative early in 2022, giving us the green light to accelerate our action.**
103-3	Evaluation of the management approach	Climate Action, pg. 31-34 CDP Climate Change Disclosure (July 2021) **We have an independent third party review our methodology and results against the GHG Protocol Corporate Standard. Of Scope 3 emissions, less than 1% are third-party verified. See included verification statement for additional details.**

GRI 305: EMISSIONS 2016

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
305-1	Direct (Scope 1) GHG emissions	Climate Action, pg. 31-32, 53-54 **418,361 metric tons CO2e**
305-2	Energy indirect (Scope 2) GHG emissions	Climate Action, pg. 31-32, 53-54 **257,110 metric tons CO2e** **Scope 2 figures are "market-based" rather than "location-based."**
305-4	Other indirect (Scope 3) GHG emissions	Climate Action, pg. 31-34 **21,006,058 metric tons CO2e** **We estimate that ~97% of emissions are Scope 3 emissions, with 79% coming just from upstream agriculture. These emissions, however, are notoriously difficult to calculate and only a small amount is verified by our external third-party.**
305-5	Reduction of GHG emissions	Climate Action, pg. 31-34 **3% reduction in combined Scope 1 and 2 emissions against FY19 baseline.** **Despite an increase in total emissions, we're proud of this reduction, which resulted from concerted efficiency efforts and investments in our operations.**

GRI STANDARDS CONTENT INDEX

KEY TOPICS | ENVIRONMENTAL | SOCIAL

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
WASTE		
GRI 103: MANAGEMENT APPROACH 2016		
103-1	Explanation of the material topic and its boundary	Waste Reduction, pg. 61-64 **UNFI is evolving its tracking system for waste and currently reports waste generation and diversion rates for distribution centers only. Total waste excludes construction-related waste.**
103-2	The management approach and its components	Waste Reduction, pg. 61-64
103-3	Evaluation of the management approach	Waste Reduction, pg. 61-64
GRI 306: WASTE 2020		
306-1	Waste generation and significant waste-related impacts	**We could not complete our intended food waste audits during FY21 due to the ongoing pandemic.**
306-2	Management of significant waste-related impacts	**During FY21, our internal waste audit team identified a number of issues that affected UNFI's waste reporting, including that a) vendor agreements and receipts had classification errors and missing data, b) there were issues in how estimates were calculated, and c) there were inconsistencies in how distribution centers and haulers were tracking waste data. UNFI has since switched to new vendors, has a new method of spot checking data on a more regular basis, and now monitors data from haulers at the corporate level. These changes were in place for approximately the last six months of FY21.**
306-3	Waste generated	Waste Reduction, pg. 61-64 **49,020 metric tons of waste generated** **17,684 metric tons of food waste was created (~36%)**
306-4	Waste diverted from disposal	Waste Reduction, pg. 61-64 **23,693 metric tons of waste was diverted from landfill, for a total diversion rate of 48%** **14,822 tons: of waste recycled** **8,870 metric tons of food waste was diverted/rescued, inclusive of donations, animal feed, compost, industrial and rendering programs.**
306-5	Waste directed to disposal	Waste Reduction, pg. 61-64 **25,327 metric tons of waste was sent to landfill, including 8,813 tons of food waste.**
EMPLOYMENT		
GRI 103: MANAGEMENT APPROACH 2016		
103-1	Explanation of the material topic and its boundary	Associate Involvement, pg. 19-20 Associate Safety & Well-Being, pg. 43-44, pg. 49-50
103-2	The management approach and its components	Associate Involvement, pg. 19-20 Associate Safety & Well-Being, pg. 43-44, pg. 49-50
103-3	Evaluation of the management approach	Associate Involvement, pg. 19-20 Associate Safety & Well-Being, pg. 43-44, pg. 49-50

GRI STANDARDS CONTENT INDEX

KEY TOPICS

SOCIAL

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
GRI 401: EMPLOYMENT 2016		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Associate Safety & Well-Being, pg. 43-44, pg. 49-50
OCCUPATIONAL HEALTH & SAFETY		
GRI 103: MANAGEMENT APPROACH 2016		
103-1	Explanation of the material topic and its boundary	Associate Safety & Well-Being, pg. 41-42
103-2	The management approach and its components	Associate Safety & Well-Being, pg. 41-42
103-3	Evaluation of the management approach	Associate Safety & Well-Being, pg. 41-42 **We measure our safety performance through a series of both leading and lagging indicators, which provides us with a holistic look at our safety program and gives us the ability to make necessary adjustments more quickly to improve performance.** **Lagging Indicators:** • **OSHA Recordable Incident Rate** • **DART Rate (injuries resulting in Days Away, Restricted or Transferred)** • **Preventable Accidents per million miles** • **DOT Hours of Service Compliance** • **Worker's compensation claims (quantity and incurred costs)** **Leading Indicators:** • **RSME (Risk Safety Management Evaluation) audit scores (internal audits)** • **Periodic Self-Audit completion rates and scores** • **Safety Training completion rates** • **Focused Safety Audit completion rate (current focuses include Powered Industrial Trucks and Ergonomics/Safe Lifting)** • **CAM (safety observation) completion rate** • **Near-Miss Incident reporting rate** • **CAPA (Corrective Action/Preventive Action) completion rate** • **Preventive Maintenance program compliance** • **Safety surveys**

GRI STANDARDS CONTENT INDEX

KEY TOPICS

SOCIAL

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018		
403-1	Occupational health and safety management system	Associate Safety & Well-Being, pg. 41-42 **The success of our safety programs is built on the foundation of effective governance and management systems, thorough training, clear communications, and frequent audits – both internal and external. We are proud of our safety record, high safety ratings, and awards, but we will always strive to improve our protocols at every turn and continuously strive for zero accidents and injuries in our workplace – going well beyond what's legally required of us.**
403-2	Hazard identification, risk assessment, and incident investigation	Associate Safety & Well-Being, pg. 41-42
403-5	Worker training on occupational health and safety	Associate Safety & Well-Being, pg. 41-42
403-8	Workers covered by an occupational health and safety management system	Associate Safety & Well-Being, pg. 41-42
403-9	Work-related injuries	Associate Safety & Well-Being, pg. 41-42 **The most common work-related injuries are sprains and strains. To mitigate these injuries, we enhanced safety programs, added ergonomic experts at every distribution center, and implemented more interactive training programs, including having associates do group stretching at the start of every shift.**

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
TRAINING AND EDUCATION		
GRI 103: MANAGEMENT APPROACH 2016		
103-1	Explanation of the material topic and its boundary	Associate Involvement, pg. 19-20 Associate Safety & Well-Being, pg. 41-42 Diversity & Inclusion, pg. 45-46, 47-48 Associate Safety & Well-Being, pg. 49-50
103-2	The management approach and its components	Associate Involvement, pg. 19-20 Associate Safety & Well-Being, pg. 41-42 Diversity & Inclusion, pg. 45-46, 47-48 Associate Safety & Well-Being, pg. 49-50
103-3	Evaluation of the management approach	Associate Involvement, pg. 19-20 Associate Safety & Well-Being, pg. 41-42 Diversity & Inclusion, pg. 45-46, 47-48 Associate Safety & Well-Being, pg. 49-50
GRI 404: TRAINING AND EDUCATION 2016		
404-1	Average hours of training per year per employee	Associate Safety & Well-Being, pg. 49-50
404-2	Programs for upgrading employee skills and transition assistance programs	Associate Safety & Well-Being, pg. 49-50 **All associates have access to our dynamic BetterU career development platform, which leverages best practices in adult-learning science and the latest research to ensure our programs deliver timely and relevant tools and skills. The platform now houses our learning content on D&I, safety, harassment, and more, and facilitates quarterly performance check-ins with a place to document and review development goals.**

GRI STANDARDS CONTENT INDEX

KEY TOPICS

SOCIAL

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
DIVERSITY AND EQUAL OPPORTUNITY		
GRI 103: MANAGEMENT APPROACH 2016		
103-1	Explanation of the material topic and its boundary	Diversity & Inclusion, pg. 45-48 **Diversity metrics and goals do not currently include retail associates.**
103-2	The management approach and its components	Diversity & Inclusion, pg. 45-48
103-3	Evaluation of the management approach	Diversity & Inclusion, pg. 45-48
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016		
405-1	Diversity of governance bodies and employees	Diversity & Inclusion, pg. 45-46
LOCAL COMMUNITIES		
GRI 103: MANAGEMENT APPROACH 2016		
103-1	Explanation of the material topic and its boundary	Community Development, pg. 29-30, 65-68
103-2	The management approach and its components	Community Development, pg. 29-30, 65-68 **Our UNFI Foundation and food access programs are two of the many ways we donate to our partners, which enable us to increase our community support in regions across North America.**
103-3	Evaluation of the management approach	Community Development, pg. 29-30, 65-68
GRI 413: LOCAL COMMUNITIES 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Community Development, pg. 29-30, 65-68 **Helping Hands are our grassroots associate committees that drive philanthropic work and facilitate all of our community development opportunities on a local level.**
G4 FOOD PROCESSING SECTOR DISCLOSURES: HEALTHY & AFFORDABLE FOOD 2010		
G4-DMA	Healthy & affordable food	Community Development, pg. 29-30, 65-66 **The UNFI Foundation supports nonprofits across the U.S. that are addressing pressing challenges in our food system. Our annual giving allows us to extend our reach beyond our direct business operations and support the people doing the best work in soil health, climate-smart agriculture, and innovations in food security.** **We also view our expansion into conventional food stores as a major contribution to our food access efforts and ambition to make high-quality, nutritious food more available and affordable.**

GRI STANDARDS CONTENT INDEX

KEY TOPICS

SOCIAL

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
CUSTOMER HEALTH & SAFETY		
GRI 103: MANAGEMENT APPROACH 2016		
103-1	Explanation of the material topic and its boundary	Customer Health & Safety, pg. 51-52 **We expanded our operational control boundary for our food safety reporting to account for our franchisee stores, including our Cub locations. We set the food safety standard for these stores and they follow the same EcoLab audit program.**
103-2	The management approach and its components	Customer Health & Safety, pg. 51-52 **We continue to improve our food safety practices, and have the certifications and audit scores to show for it. We pursue leading certifications, including Good Distribution Practices (GDP) and Safe Quality Food (SQF) at all distribution centers, which showcase our sites' commitment to a culture of food safety and operational excellence in food safety management.**
103-3	Evaluation of the management approach	Customer Health & Safety, pg. 51-52
GRI 416: CUSTOMER HEALTH AND SAFETY 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Customer Health & Safety, pg. 51-52

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR COMMENT
G4 FOOD PROCESSING SECTOR DISCLOSURES: FOOD SAFETY 2010		
G4-FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	Customer Health & Safety, pg. 51-52 **77% of distribution centers are SQF-certified** **72% of stores received "Green" Ecolab audit ratings**

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2020 VERIFICATION STATEMENT – UNITED NATURAL FOODS INC.

Stantec

Statement of Verification

Introduction

Stantec Consulting Ltd. (Stantec) was contracted by United Natural Foods Inc. (UNFI) to conduct an independent third-party verification of greenhouse gas (GHG) assertion for their facilities located in the USA and Canada.

In this work, UNFI was responsible for the collection of activity data used in the calculations, data management, and quality assurance and control. In addition, UNFI retained Schneider Electric to assist with activity data management, quality assurance and control, and completion of the GHG calculations. Stantec was responsible for completing the verification to a limited level of assurance and concluding as to whether the GHG data assertions are presented fairly and in accordance with the verification criteria. Stantec is accredited with the American National Standards Institute (ANSI), a member of the International Accreditation Forum (IAF), in accordance with ISO 14065 (Accreditation ID #0805 issued to Stantec Consulting Ltd. for greenhouse gas (GHG) verification and validation).

Intended User

The results of the verification will be used by UNFI for internal and external sustainability reporting and for reporting to CDP. The users of this statement are UNFI, shareholders, and the public.

Verification Objective

The objective of the verification was to assess whether the GHG assertions (as presented in Table 1) for UNFI's fiscal year 2020 operations (August 1, 2019 through July 31, 2020) are accurately prepared in accordance with appropriate criteria.

Verification Boundaries

For the purpose of setting inventory organizational boundaries, UNFI is utilizing the Operational Control Approach. These boundaries include facilities where UNFI has, at least, a controlling interest from an operational perspective or, at best, the facility is owned entirely by UNFI. In cases where UNFI has operational control but does not wholly own facilities, those facilities are included in the inventory. Facilities included in UNFI's boundary include:

- Distribution Centers
- Retail/Outlet Stores
- Food Processing/Manufacturing
- Offices

The GHG assertions are in three scopes:

- Scope 1 – direct emission sources
- Scope 2 – indirect heat and electricity emission sources
- Scope 3 – Upstream fuel and energy

The GHG species included in the verification are carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), HFCs and HCFCs.

Reporting Period

The verification was conducted for the 2020 fiscal year period of August 1, 2019 to July 31, 2020.

2020 VERIFICATION STATEMENT – UNITED NATURAL FOODS INC.

Stantec

GHG Assertion

The GHG assertion is presented in Table 1.

Table 1. UNFI USA and Canada Operational Boundary - 2020 GHG Assertion

Parameter	Assertion Market-based	Assertion Location-based	Metric
Total Scope 1 - GHG Emissions	**418,361**	**418,361**	**tonnes CO_2e**
Scope 1 GHG Emissions: Diesel	250,310	250,310	tonnes CO_2e
Scope 1 GHG Emissions: Diesel – Stationary	178	178	tonnes CO_2e
Scope 1- Compressed Natural Gas	8	8	tonnes CO_2e
Scope 1 GHG Emissions: Gasoline (Petrol)	129	129	tonnes CO_2e
Scope 1 GHG Emissions: Refrigerants	130,116	130,116	tonnes CO_2e
Scope 1 GHG Emissions: Natural Gas	37,462	37,462	tonnes CO_2e
Scope 1 GHG Emissions: Propane	157	157	tonnes CO_2e
Total Scope 2 - GHG Emissions	**257,110**	**251,058**	**tonnes CO_2e**
Scope 2 GHG Emissions: Electric Power	257,491	251,058	tonnes CO_2e
Scope 2 GHG Emissions: Green Power	-380	-	tonnes CO_2e
Total Scope 3 - GHG Emissions	**107,210**	**107,210**	**tonnes CO_2e**
Scope 3 - Upstream fuel and energy	107,210	107,210	tonnes CO_2e
Total GHG Emissions Assertion	**782,681**	**776,629**	**tonnes CO_2e**

Verification Criteria

Stantec has conducted sufficient and appropriate procedures to express a ***limited level of assurance*** opinion as to whether the GHG assertions for 2020 as quantified by UNFI satisfy the requirements of the following criteria:

- ISO 14064 Greenhouses Gases – Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals, 2006;
- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD), The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), March 2004;
- WRI/WBCSD, Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard;
- WRI/WBCSD, GHG Protocol Scope 2 Guidance: An Amendment to the GHG Corporate Standard, January 2015; and
- CDP Guidance for the 2020 reporting year (CDP Guidance).

2020 VERIFICATION STATEMENT – UNITED NATURAL FOODS INC.

Stantec

Verification Standards

The verification is being conducted in accordance with ISO14064:3 and Stantec's Standard Operating Procedures developed for accreditation to ISO 14065.

Verification Opinion

Based on the verification procedures completed, there is no evidence that UNFI's stated GHG Assertion for the 2020 fiscal year are not, in all material respects, fairly stated in accordance with the criteria noted herein.

Verifier's Independence, Impartiality, and Competence

Stantec provides this conclusion as an independent verifier. Prior to entering into an assurance agreement Stantec assesses for any real, potential, or perceived conflict. Stantec continues to monitor for compromised impartiality throughout the engagement.

Stantec provides this statement to UNFI in accordance with our terms of agreement. We consent to its public release. Because of the inherent limitations in any verification, Stantec accepts no responsibility by use of a third party. Stantec has undertaken all assignments in its role as an environmental engineering consulting firm using professional effort consistent with ISO 14064:3. Stantec has assessed the 2020 GHG assertion for UNFI's USA and Canada facilities using reasonably ascertainable information. The assessment represents the conditions in the subject area at the time of the assessment. Stantec did not conduct direct GHG emissions monitoring or other environmental sampling and analysis in conjunction with this verification statement.

STANTEC CONSULTING LTD.

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some gratitude

Pulling together our annual Better for All reports is no easy feat. Over 40 people from across the organization helped out. They shared updates, participated in interviews, collected and verified data, crosschecked primary sources, gave us feedback, and so much more.

HAVE QUESTIONS?

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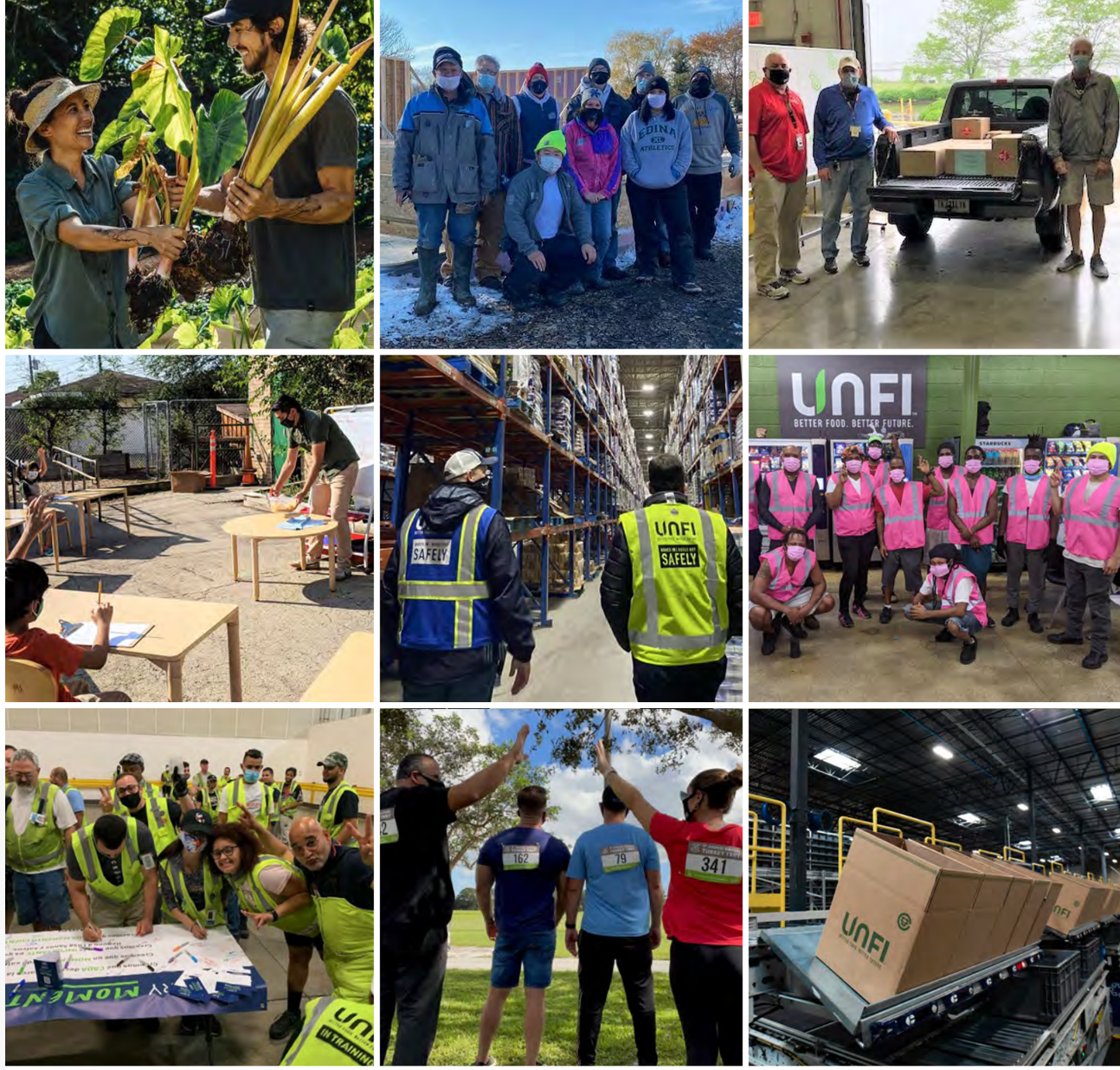
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CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

Statements in this report that are not historical facts are "forward-looking statements" that involve risks and uncertainties and are based on current expectations and management estimates; actual results may differ materially. Examples of these statements include, but are not limited to, statements regarding our long-term ESG goals and plans for various ESG initiatives. In some cases, you can identify these statements by forward-looking words such as "anticipate," "believe," "could," "estimate," "expect," "intend," "may," "plan," "seek," "should," "will," and "would," or similar words. The risks and uncertainties which could impact these statements are described in the Company's filings under the Securities Exchange Act of 1934, as amended, including its annual report on Form 10-K for the year ended July 31, 2021 filed with the Securities and Exchange Commission (the "SEC") on September 28, 2021 and other filings the Company makes with the SEC, and include, but are not limited to, the impact and duration of the COVID-19 pandemic; labor and other workforce shortages and challenges; our dependence on principal customers; the addition or loss of significant customers or material changes to our relationships with these customers; our sensitivity to general economic conditions including changes in disposable income levels and consumer spending trends; the relatively low margins of our business, which are sensitive to inflationary and deflationary pressures; our ability to realize anticipated benefits of our acquisitions and strategic initiatives, including our acquisition of Supervalu; our ability to timely and successfully deploy our warehouse management system throughout our distribution centers and our transportation management system across the Company and to achieve efficiencies and cost savings from these efforts; our ability to continue to grow sales, including of our higher margin natural and organic foods and non-food products, and to manage that growth; increased competition in our industry as a result of increased distribution of natural, organic and specialty products and direct distribution of those products by large retailers and online distributors; increased competition in our industry, including as a result of continuing consolidation of retailers and the growth of chains; union-organizing activities that could cause labor relations difficulties and increased costs; our ability to operate, and rely on third parties to operate reliable and secure technology systems; moderated supplier promotional activity, including decreased forward buying opportunities; the potential for disruptions in our supply chain or our distribution capabilities by circumstances beyond our control, including a health epidemic; the potential for additional asset impairment charges; the risk of interruption of supplies due to lack of long-term contracts, severe weather, work stoppages or otherwise; our ability to maintain food quality and safety; volatility in fuel costs; volatility in foreign exchange rates; and our ability to identify and successfully complete asset or business acquisitions. Any forward-looking statements are made pursuant to the Private Securities Litigation Reform Act of 1995 and, as such, speak only as of the date made. You should not place undue reliance on any forward-looking statements.







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