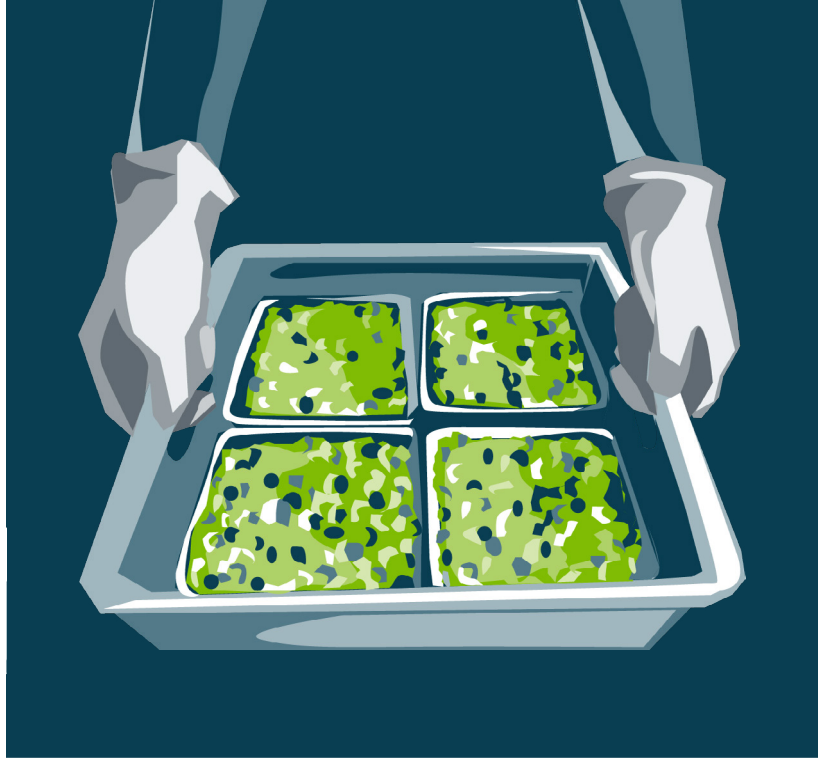








UNFI™

BETTER FOOD. BETTER FUTURE.

BETTER FOR ALL

2023 REPORT

A summary of our social, environmental, and governance impacts along UNFI's value chain during fiscal year 2023.

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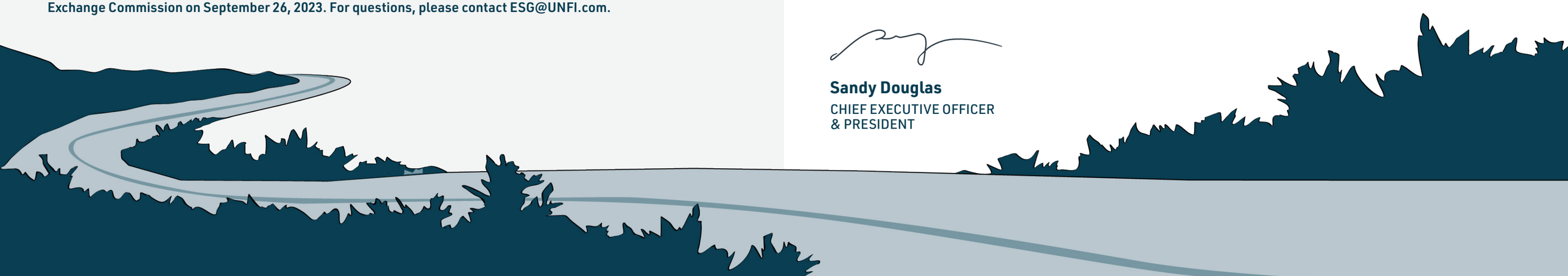
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We are pleased to share our 2023 *Better for All* Report, our 13th annual disclosure on UNFI's progress toward our environmental, social, and governance (ESG) commitments. Unless we say otherwise, the information provided in this report covers the 2023 fiscal year (FY2023), which ran from July 31, 2022 through July 29, 2023. For more information about our business performance in the fiscal year, please see our 2023 Annual Report on Form 10-K, filed with the Securities and Exchange Commission on September 26, 2023. For questions, please contact ESG@UNFI.com.



a letter from our leadership



Our CEO & President, Sandy Douglas

UNFI is proud to serve as a connector in the food system, creating linkages between and among growers, suppliers, manufacturers, retail customers, and consumers. This role requires us to maintain flexibility and responsiveness in an ever-changing landscape. Inflation pressure, supply chain disruption, and climate change-induced natural disasters demonstrate the importance and urgency of effective, collaborative action across our value chain.

We've started a multi-year transformation plan designed to optimize and automate our supply chain and distribution center network, create commercial value by streamlining our go-to-market strategy for our customers and suppliers, strengthen our digital offerings, and provide deeper consumer insights, while unifying and modernizing our technology infrastructure. Through the enhancement of our systems and purposeful integration of our *Better for All* strategy into everyday business, we're creating 'One UNFI' – a unified and technology-enabled service experience across our value chain. In doing so, we're not only reinforcing our value proposition, but also strengthening our ability to drive systemic change in the food industry.

In recognition of the inherent interconnections between our *Better for All* focus areas, we are driving accountability throughout our business with a focus on our most pressing impact areas – safety, well-being & belonging, waste, climate, sourcing, and community – all of which are grounded by the cross-functional governance mechanisms we have in place. In FY2023, we published a formal deforestation policy, launched the Climate Action Partnership, and advocated for continued federal financial incentives for farmers adopting climate-smart agricultural practices. We completed the installation of our largest solar array to date at our Howell, NJ distribution center, and aligned the reporting structures and strategies of our Associate Well-Being and Diversity, Equity, & Inclusion teams. We also launched an inventory management system that allows for greater visibility and timely decision making around waste diversion, and solidified a new UNFI Foundation strategic plan focused on creating a more sustainable and equitable food system.

While we have much more work to do, we hope these measures, and the many others demonstrated within this *Better for All* report, more broadly reinforce our accountability to UNFI's stakeholders and our industry as a whole. As our approach becomes more advanced each year, I value the way our associates and partners continue to offer their unique and innovative perspectives, each one bringing us closer toward a world that is **better for all**.

Sandy Douglas
CHIEF EXECUTIVE OFFICER
& PRESIDENT

a natural evolution

As a premier grocery wholesaler and value-added food retail services provider in North America, we have a responsibility to drive positive change in the food system.

Focus Areas

Now in the fourth year of our *Better for All* strategy, we continue to press forward where ready, re-evaluate where needed, and strengthen engagement across the value chain. As our transformation progresses, we plan to continue prioritizing the areas most relevant to our business in which we can effect the greatest change. Here's how we summarized progress in our nine focus areas by the end of FY2023.



SOLIDIFYING POLICIES & MAINTAINING HABITS

- Governance
- Diversity, Equity, & Inclusion
- Energy Efficiency

COLLECTING INSIGHTS & BUILDING PARTNERSHIPS

- Customer Health & Safety
- Responsible Procurement
- Community Development

ENHANCING SYSTEMS & DRIVING PROGRESS

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

This year, we embarked upon a new period of change with the start of our multi-year transformation plan, primarily focused on associates, customers, suppliers, and investors. Just like the ambitions stated in our *Better for All* strategy, transformation work is challenging, and it will take time. Importantly, we expect this multi-year plan to enhance our ability to carry out UNFI's mission and to shift systemic behavior in the food industry. The contents of this report reflect progress against UNFI's *Better for All* strategy for fiscal year 2023.*

FY2023 By The Numbers

nearly **11,000** SUPPLIERS**

provide goods or services to UNFI
including goods for resale and for UNFI's own use, through our owned brands and professional services

~250,000 UNIQUE PRODUCT SKUS

13 OWNED BRANDS

150+ PROFESSIONAL SERVICES
provided to customers

29,500+
full-time & part-time ASSOCIATES

work in our offices, retail locations, distribution centers, fleet, and remotely, across North America

55 DISTRIBUTION CENTERS & WAREHOUSES

~30M SQUARE FEET
of warehouse space***

2,197 TRUCKS
(tractors in UNFI's commercial fleet)

1.8M+ DELIVERY STOPS
this year****

To better align with customer needs, we consolidated our sales and operational structure from four regions to three – East, Central, and West.

110 RETAIL STORES
company-owned and franchised locations

775.2M TOTAL CASES
planned for delivery this year****

30,000+ CUSTOMER LOCATIONS
(unique locations in North America)
including natural product superstores, independent retailers, conventional supermarket chains, ecommerce providers, and food service customers

$30,272M ANNUAL NET SALES

*Where needed, we have specified which region or segment of the business is reflected in these updates.

**A more precise number cannot be given as the process to calculate total unique suppliers can only be approximated based on various region reports/unique identifiers.

***In FY2023, UNFI changed the methodology for calculating the floor area of its distribution centers/warehouses (sq ft) as the methodology previously differed from that used for the 10-K.

****Current tracking of these metrics excludes Canada and represents nationwide deliveries.



Governance

For all associates – from our hourly team members to executive leaders – we believe the most effective governance structures are ones that naturally embed impact into everyday workflows. We also look to influence broader systems by contributing to industry conversations on both a national and regional scale. In FY2023, we systematized cross-functional collaboration around *Better for All*, published an enhanced Supplier & Vendor Code of Conduct, and pivoted our approach to associate engagement.

What we'll talk about in this section:

- Associate Engagement
- Ethics & Compliance

SETTING THE TONE

laying the groundwork for impact

Better for All **is more than an independent initiative – it's core to our mission and identity. That's why we aim to put this strategy into action throughout our business.**

Cross-Functional Collaboration

In FY2023, efforts were made across UNFI to increase cross-functional collaboration and add new perspectives to the decision-making process around key priorities, including impact. Consistent with the rigorous goal setting and alignment activities happening across our business leading into FY2024, we adjusted our cross-functional *Better for All* meetings from a bi-monthly to a quarterly cadence and invited a broader set of teams to the table to facilitate greater knowledge sharing. We added more leaders to these sessions to increase accountability and make our impact-related decision making more efficient. With these changes, we've been able to further increase collaboration and collective problem solving, reduce data collection hurdles and reporting fatigue, increase visibility and accountability around challenges, more deeply integrate impact into cross-functional business goals, and think big-picture about how *Better for All* enables connection points between suppliers and customers.

11 | LEADERS

now sit on the ESG Executive Steering Committee

13 GOALS across our *Better for All* strategy

We achieved two of three milestones with FY2023 completion timelines – importantly, our work in these critical areas, including Diversity, Equity, & Inclusion and Renewable Energy, is far from over. Over the course of the coming year, we plan to recalibrate our slate of official targets and set a clear roadmap with both near-and long-term milestones, which we may roll out as part of the continuous evolution of the *Better for All* strategy.

Supply Chain Standards

To more closely align with the strategic direction of *Better for All*, we published a revised Supplier & Vendor Code of Conduct. As a first step, we reflected valuable feedback we received directly from suppliers during a 2022 roundtable discussion to ensure comprehension and ease of adoption. We also reviewed all existing supplier-focused *Better for All* policies and conducted a benchmarking exercise against more than a dozen industry peers to understand our gaps and opportunities and set clear expectations for our suppliers. Moving forward, we are exploring platforms to help aggregate and automate supply chain compliance across the business, which would make it even easier for suppliers to share progress.

Thought Leadership in the Capital and Beyond

Our unique position in the market means we have a credible and valuable perspective on food and agriculture policy. Our newly formed Government Affairs team will support UNFI in addressing our industry's pressing issues with a unified voice and position. In partnership with industry trade associations, various UNFI teams visited Capitol Hill in FY2023 to advocate for public policy issues related to farmer resources for climate-smart agriculture, the maintenance of land conservation programs, food safety and food traceability, and access to fresh produce for those supported by the Supplemental Nutrition Access Program (SNAP). We also met with both state and federal lawmakers to discuss how we're effecting systemic change outside of our direct value chain through our *Better for All* strategy.

We also work closely with national and state trade associations and our supply chain partners. In fact, UNFI leadership serves on the Board of Directors for many national and state industry associations that support grocers, food councils, and more. We are proud to have a voice in these important conversations.



Rhode Island-based associates volunteered at a plant sale at Southside Community Land Trust (SCLT), which was the UNFI Foundation's FY2022 Food Equity Grant recipient.



Associates gathered during volunteering activities in one of our Canada distribution centers.



UNFI worked with a supplier on our supply chain joint business plan in our Allentown, PA distribution center.



At the 2022 National Grocers Conference, our CEO Sandy Douglas spoke about sustainability for independent grocers and our Senior Vice President of Produce held a panel on how indoor farming is changing the produce landscape.

striving for continuous improvement

We continue to invest in programming that more closely aligns our impact strategy with stakeholders' needs.

By creating an environment where everyone at UNFI can feel comfortable to express their beliefs, confident that they will be heard, and empowered to challenge the status quo, we are better able to maintain natural strides in engagement and align everyday action with impact.

Built For Your Growth

The best way to serve our stakeholders and better understand their goals is to listen. In FY2023, we formalized our methods of stakeholder engagement and systematized how those inputs help inform our plans.

In addition to our annual associate, customer, and supplier experience surveys, we launched customer- and supplier-facing councils designed to collect ongoing feedback from these stakeholder groups.

HERE'S SOME OF WHAT WE HEARD FROM OUR STAKEHOLDERS THIS YEAR:

Our **SUPPLIER** experience survey showed that suppliers view UNFI's access to a wide network of customers as a key differentiator. Our biggest areas of opportunity, particularly for smaller suppliers, include promotional and merchandising programs, demand planning, and clearer communications.

The **ASSOCIATE** experience is a critical measure of how effectively we are delivering on our plans. In our latest engagement pulse survey, we were pleased to see a four-point increase in work/life balance, though we saw declines in the communication and collaboration categories. Where we've fallen short, leaders are reviewing feedback and collaborating with their teams to integrate improvement plans.

We believe that creating value for our stakeholders will result in shared value for our investors, too. For the sixth consecutive year, we have engaged our investors to align on actions that are responsive to their feedback and help contribute to the long-term growth of our business and impact strategy.

Our **CUSTOMER** experience survey indicated that customers want more consistent communication on item availability, issue resolution, and order accuracy. In response, we rolled out an enhanced version of 'myUNFI' to offer more product images and descriptions, out of stock badges, and an online claims submission process. We also launched technology to automate the order filling process and support on-time departure from our distribution centers.



Associate Activation

We continuously seek out feedback from associates on the types of engagement opportunities that feel the best for them. Overall, we've seen increased engagement in volunteerism opportunities, cross-functional working groups, and participation in our Belonging and Innovation Groups. That said, we still have work to do to make impact feel more actionable on a daily basis – not just as an extracurricular.

We also recognize that it can be difficult to stay focused on impact and engagement amidst ongoing transformation. So, in FY2023, we created the Strategic Change Enablement Office to increase support for associates, minimize the uncertainty inherent in organizational change, and prioritize well-being.

73 | COMPANY-WIDE ENGAGEMENT SCORE

In February 2023, we conducted an engagement pulse survey, to which 90% of associates responded. Given that the majority of our associates work away from computers, this response demonstrates our team's desire to be heard and commitment to continuous improvement. Our overall engagement score remained unchanged from the June 2022 *Your Voice. Our Future.* score, but we saw positive shifts in work-life balance and care. We plan to distribute another engagement survey in FY2024.

nearly 93% | OF ASSOCIATES **completed their assigned training on the Code of Conduct***

We use our Code of Conduct and targeted ethics communications to guide associates in their everyday decision making and encourage behavior that fosters a safe and comfortable workplace. In FY2023, we also issued an Anti-Corruption and Anti-Bribery training module to new hires involved in our international business operations.

***In FY2023, this online training module was only assigned to new hires with active email addresses, from which distribution center (DC) and retail associates were excluded. UNFI has a separate onboarding process for DC associates that includes guidance around the Code of Conduct and how it applies to associates. In addition, some associates that were assigned this training, but did not complete the course were determined to be DC associates that should not have been assigned it in the first place. They were therefore removed from the training completion report.**



Upstream

We have a unique opportunity to partner with upstream growers, suppliers, and industry leaders to create more shared value within the food system. In FY2023, we expanded our supplier diversity programming, issued new responsible sourcing policies and position statements, enhanced resources to help suppliers reduce greenhouse gas (GHG) emissions, and held key conversations with legislators to discuss systemic barriers for historically marginalized farmers.

What we'll talk about in this section:

- Climate Action
- Diversity, Equity, & Inclusion
- Responsible Procurement

FROM FARM TO FORKLIFT

bringing more suppliers to the table

We see ourselves as connectors and conduits for shared value. We're able to leverage our expertise to create efficiencies for suppliers, make space for diverse-owned brands, partner with growers to support their long-term growth, and more.

A Launch Pad for Emerging, Diverse, & Sustainable Brands

The complex and competitive realities of the food distribution industry make it difficult for suppliers without the right funding or platform to make it onto the shelf. UNFI's UpNext Program continues to offer customized one-on-one mentorship, marketing support, and partnership agreements for emerging brands, diverse suppliers, and partners invested in sustainability. To ensure we're supporting suppliers that need it most, in FY2023, the UpNext and Supplier Diversity teams standardized program enrollment criteria and reduced barriers of entry by enrolling suppliers into the UpNext program during their onboarding as a supplier to UNFI.

We showcase suppliers at the UNFI charity golf tournament and at all of our natural and conventional tradeshows.

327
SUPPLIERS
engaged in the UpNext program in FY2023...

...of which
22
SUPPLIERS
participated in Pitch Slam events – a chance to give a direct pitch to prospective customers

These are opportunities for diverse suppliers to directly connect with customers.

New Policies in Practice

UNFI is adding more resources related to equitable supplier participation in our goods for resale and indirect procurement processes. This work also positions our product and service offerings to better reflect the needs of our customers. In FY2023, UNFI developed a policy that guides our internal buyers through how to select and onboard a more diverse slate of innovative suppliers that might otherwise have reduced visibility because of limited resources. We plan to publish the policy in early FY2024, accompanied by a training module for our Sales and Procurement teams.

$578.4M
SPENT WITH

797
DIVERSE SUPPLIERS*

We're working with certifying agencies to help validate supplier certifications and empowering our associates to monitor the certification status of diverse suppliers that support their efforts. To further reduce manual entry of supplier data, we also piloted a diverse brand sales-tracking system in our East region.

***Diverse suppliers include business entities that are at least 51% owned and operated by women or minority groups (WBE/MBE), including Black/African-American, Asian-Indian American, Hispanic American, Asian-Pacific Islander, Native American, Veterans, small business owners, the differently-abled, or individuals who identify as Lesbian, Gay, Bisexual, Transgender, or Queer.**

In FY2023, UNFI collaborated with Cargill and Walmart to support the "Acres: Cultivating Equity in Black Agriculture" program, launched by The National Minority Supplier Development Council (NMSDC). Our $80,000 grant reflects our intention to foster greater equity in the U.S. food system and will enable NMSDC to provide strategic business support to future cohorts of Black agricultural professionals.**

Jump to our UNFI Foundation section to learn more.

****This figure represents the total amount given by the UNFI Foundation and the Supplier Diversity team, collectively.**

We work with nearly 11,000 supplier partners and see firsthand how longstanding inequities in the food system inhibit historically underrepresented suppliers from having a seat at the proverbial table. By expanding our supplier diversity program, we're able to reach a broader audience of suppliers and address the needs of our expansive and diverse customer base. Through efficient and accessible programming and resources, we hope to make it easier for suppliers to partner with UNFI and to remove the barriers that stand in the way of their success. This work is also critical to our support of food retailers and manufacturers, as it increases supplier bases and consumer choice, reduces risk, and strengthens the agricultural sector by reversing the disparity faced by Black farmers, as one example.

OUR GOAL

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

MISSED THE MARK

2021	CURRENT PROGRESS	2022
1%	2.2% of our annual spend went to diverse suppliers	2.5%

This work helps UNFI deliver a better, broader product assortment. FY2023 marks the official end of this goal, though our supplier diversity efforts are just getting started. The past few years have highlighted where our main challenges lie, and we're continuously looking for ways to create opportunities for our suppliers. In fact, in FY2023, we increased our diverse suppliers from 615 to 797, and began expanding our supplier diversity program into Canada, which involved completing a robust registration process and partnering with suppliers to ensure up-to-date and accurate profile data. We expect to complete a full rollout of the new program by the end of FY2024 and look forward to including Canada in our supplier diversity metrics in the future.

Here are some examples of our diverse suppliers!









setting our standards

We know advancement of our *Better for All* strategy requires clear communication and proactive collaboration with our partners. In FY2023, we prioritized crucial conversations with our suppliers, customers, and industry peers to shape our policies, formalized our stance on key issues, and created free resources that drive action.

Our Position on Animal Welfare

In FY2023, we published a position statement and action plan for animal welfare standards in our supply chain. The first steps in our action plan include educating internal and external audiences on credible third-party certifications, engaging with the industry on species-specific efforts, and giving preferred placements in our publications and ordering systems to higher welfare products. After much research and consideration, including a review of legacy SuperValu and UNFI commitments, we determined that the governance of a formal animal welfare policy was too unpredictable at this time. As a distributor, we don't directly control animal agriculture practices, and current market conditions inhibit our ability to further execute on these ambitions. Instead, we're working closely with our suppliers to adapt to changing regulations and collaborate on initiatives to promote higher animal welfare standards.

>80% OF BRANDS+ SKUS* | are certified to MSC or BAP animal welfare standards

>70% OF BRANDS+ SKUS** | contain RSPO-certified palm oil

To date, 57 seafood SKUs are Marine Stewardship Council (MSC) or Best Aquaculture Practices (BAP) certified, 163 SKUs already contain RSPO-certified palm oil, 20 coffee and tea SKUs are Fair Trade certified, and 11 paper SKUs are Forest Stewardship Council certified, with ongoing progress expected through FY2024 and FY2025.

*This metric is a percentage of total Brands+ seafood SKUs.

**This metric is a percentage of Brands+ items that contain any palm oil.



BEEF

UNFI will no longer purchase beef originating from Central or South America from a source engaged in illegal or legal deforestation. We will require our beef suppliers to provide an affidavit certifying that beef sold to UNFI does not originate from companies engaged in deforestation of any kind, and we will encourage our suppliers to pursue third-party verification.

WHAT IS DEFORESTATION?

UNFI uses the Accountability Framework's definition of deforestation as the loss of natural forest, legally or illegally, as a result of conversion to agriculture or other non-forest land use; conversion to a plantation; or severe and sustained degradation.[1] The ambition behind UNFI's new policy is to work with suppliers who do not contribute to deforestation or the degradation of land.

WHAT DOES THIS POLICY MEAN IN PRACTICE FOR HIGH-RISK COMMODITIES?

UNFI's Brands+ team, which oversees our owned brands, is critical to our ability to advance zero deforestation efforts – and animal welfare standards – through brand-specific activation. Although our policy is initially focused on beef and palm, we know there are several other commodities in our supply chain that contribute to deforestation. That's why we are leaning in through our owned brands to mitigate risk in other commodities like coffee, tea, cocoa, paper, and more.



PALM

100% of all products in our portfolio of owned brands that contain palm oil must use RSPO-certified palm oil by the end of FY2025. For SKUs we cannot transition, our Brands+ team will assess suitable supply alternatives and/or discontinue items moving forward.

Our Policy for Mitigating Deforestation

This policy is overseen by our Board's Nominating and Governance Committee.

In FY2023, we published a formal policy designed to support the goal of zero deforestation across our primary deforestation-linked commodities by 2025. To establish our internal baselines and account for land sector emissions, we plan to collaborate with third-party organizations to increase traceability and improve data quality, and connect with suppliers to help them address barriers. UNFI also prepared its first-ever disclosure to CDP Forests, which further demonstrated how important it is for us to improve our processes for tracking palm and other high-risk commodities in our value chain.

DID YOU KNOW...?

To assist suppliers in their own zero-deforestation journey, we continue to partner with the Climate Collaborative to share resources, tactics, and connections to reputable third-party certifiers.

In FY2023, we:

- **published three case studies focused on how leading suppliers are addressing deforestation;**
- **hosted a webinar focused on deforestation (the recording is now available to all suppliers on the Climate Action Hub); and**
- **hosted a supplier roundtable to discuss how we can collaborate on deforestation goals.**

We encourage our suppliers to share what else we can do to support their adoption of this policy.

In FY2023, UNFI officially became an affiliate member of the Roundtable on Sustainable Palm Oil (RSPO) and has developed a number of educational webinars for suppliers.

**This policy applies to UNFI's owned brands and purchased goods.

activating our decarbonization vision

Climate action is inextricably linked with all of our *Better for All* efforts – from implementing responsible procurement practices to supporting more inclusive, safe communities along our value chain.

There's no question that our value chain currently contributes to climate change. In fact, more than 90% of total emissions come from our indirect – aka outside of our own operations – value chain. Taking accountability for this contribution, and having meaningful, actionable conversations with our suppliers, makes it possible to work toward decarbonization. We are focused on reducing GHG emissions through more sustainable operations, transportation, and collaboration with suppliers.

25,673,555
METRIC TONS CO_2E
Total FY2022 GHG emissions*

↑35%
INCREASE
from FY2021

Check out our appendix for a breakdown of Scope 1, 2, and 3, and total emissions over the past few years.

OUR GOAL | VALUE CHAIN

Reduce absolute Scope 3 GHG emissions from purchased goods and services by 25% by the end of FY2030.

A BIT BEHIND

2020 BASELINE
18,348,254 metric tons CO_2e

2021
18,531,736 metric tons CO_2e

2022 PROGRESS
24,970,000 metric tons CO_2e
(36% increase from baseline)

This work helps UNFI support a resilient supply chain for the long term. We've made significant improvements in our GHG accounting methodology, which now captures two major categories – packaging- and processing-related emissions – which were not included in our baseline year assessment. While this enhancement has helped lay actionable groundwork for additional supplier engagement, it also ultimately led to an increase in reportable Scope 3 emissions. Moreover, because this is not currently an apples-to-apples comparison against previous years' data, we will need to re-baseline this goal.

WHAT IS FLAG?

The SBTi FLAG Guidance accounts for forest, land, and agriculture-related emissions, and will ultimately follow the GHG Protocol's Land Sector and Removals Guidance. As a member of the food and agriculture industry, we're focused on enhancing our Scope 3 accounting to set a FLAG target in FY2024 in order to track progress more accurately going forward. UNFI's zero-deforestation commitment, which precedes an upcoming requirement from the FLAG Guidance, will also inherently help support our adherence to new and evolving standards.

Forest, land, and agriculture (FLAG) GHG emissions represent
~70%
OF TOTAL PURCHASED GOODS AND SERVICES GHG EMISSIONS

One of the main updates to our emissions accounting process involved establishing a relationship with a new vendor to support more robust Scope 3 accounting, with the ultimate goal of being able to understand the impact of FLAG emissions, which is required ahead of updating our Science Based Targets initiative (SBTi) scope 3 target, according to the FLAG Guidance. This work will also help us define the interventions that will enable us to meet future targets.

*We are still trying to improve and expedite our emissions reporting and verification process, but unfortunately, we're only reporting FY2022 emissions data at this time.

Climate Action

A Collaborative Approach to Climate Action

The Climate Action Hub, a resource available to UNFI suppliers through our Climate Collaborative partnership, was always meant to be a launch pad for more meaningful collaboration with our value chain partners. In FY2023, we launched the Climate Action Partnership to encourage our suppliers to make credible climate commitments and provide innovative and scalable resources specific to the food system. More than 40 participants committed before the program was publicly launched, further demonstrating the appetite for and commitment to more collective efforts.

✳ *Jump to our Operations section for more content on our climate action efforts in our buildings, trucks, and more.*

119
OF OUR SUPPLIERS
have committed to the Climate Collaborative

80
OF OUR SUPPLIERS
have their own SBTi emissions targets

Suppliers are eligible for the Partnership if they are part of the Climate Action Hub, have signed the Climate Pledge, are certified Climate Neutral, or have a science-based target.

A PARTNER IN REGENERATIVE REVOLUTION

In FY2023, we began a formal partnership with Mad Agriculture (Mad Ag) to develop a pilot program designed to catalyze a transition to organic land in the U.S. The program will launch in FY2024 on an invite-only basis. Our work with Mad Ag aims to help farmers transition to regenerative agriculture by alleviating many operational and business development concerns. To that end, the initiative will help to create three-year organic transition contracts for suppliers, guarantee transitional organic ingredient supply through MAD's grower network, and generate off-take commitments through UNFI's distribution network. In FY2023, we also started a new cross-functional Sustainable Agriculture Working Group, in which different teams within UNFI will be coming together, with support from MAD, to build resources, programs, and processes that advance regenerative and organic practices.

✳ *Farmer education on regenerative practices is another reason we support the NMSDC Acres program.*

OUR GOAL

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

A BIT BEHIND

2021
18,000 acres

CURRENT PROGRESS
21,542 total acres** of organic farmland since 2021 (with 1,929 acres estimated in FY2023)

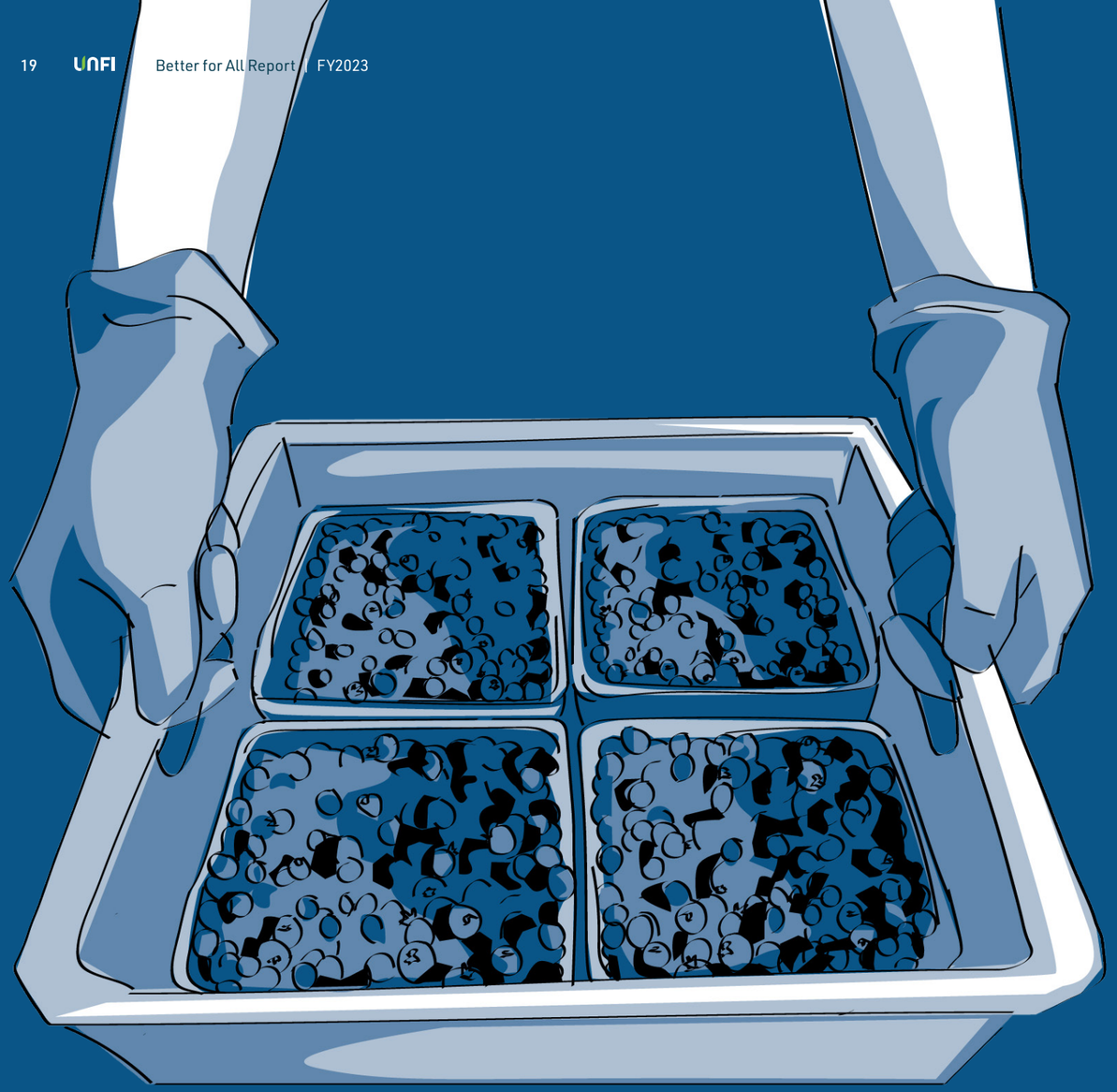
2022
19,613 acres

This work also helps UNFI support a resilient supply chain for the long term. We recognize our suppliers are already doing critical work that is underreported in our data, and we're identifying a methodology to better track and amplify their efforts.

11
UNFI FOUNDATION GRANTS
were awarded to promote soil health and climate-smart agriculture, through which 78 organic farmers were supported



**These acreage tallies currently reflect activation by our UNFI Foundation grantees.



Operations

Our operations, and our operational boundaries, will continue to change as we pursue our transformation strategy. We must continuously consider where our impact strategy needs to shift to stay relevant and prioritize adaptability in our programs and policies. In FY2023, we launched a seventh Belonging & Innovation Group (BIG), invested in the electrification of our fleet, and increased support for our distribution center associates through improved communications.

What we'll talk about in this section:

- Associate Safety & Well-Being
- Climate Action
- Customer Health & Safety
- Diversity, Equity, & Inclusion
- Energy Efficiency

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.

OUR PLACES, PROCESSES, & PEOPLE

getting to the source

Responsibly using and reducing energy means looking for opportunities to optimize existing building systems, leverage alternative energy sources, and improve old systems through upgrades or replacements.

We continue to work with a consultant to help us identify energy savings projects big and small. In FY2023, we completed system updates for motors, fans, and lights, and made updates to our protocols, which collectively result in meaningful annual energy savings. The past fiscal year also marks the completion of our LED lighting conversion across our entire distribution center portfolio, and we're planning to complete a second phase of energy efficiency projects involving a three-year rollout with UNFI's Facilities and Operations teams.

100% OF DISTRIBUTION CENTERS
have completed LED retrofits, of which 22 were upgraded in FY2023

721,161 MWh
of energy consumed across all operations

↓1.5% REDUCTION
in energy consumption year-over-year

13.9 MWh/$M*

↓4% REDUCTION
in distribution center energy intensity compared to last year

Though we've had an official energy intensity target since 2020, it was phased out this year in favor of our approved facilities-focused science-based target (below). That said, this is an important measure of our energy consumption, and we intend to continue monitoring energy intensity with either revenue as an intensity marker or a better alternative once identified.

OUR GOAL | FACILITIES

Reduce absolute Scope 1 and 2 GHG emissions from all other emission sources by 50% by the end of FY2030.**

ON TRACK

2020 BASELINE
405,481 metric tons CO_2e

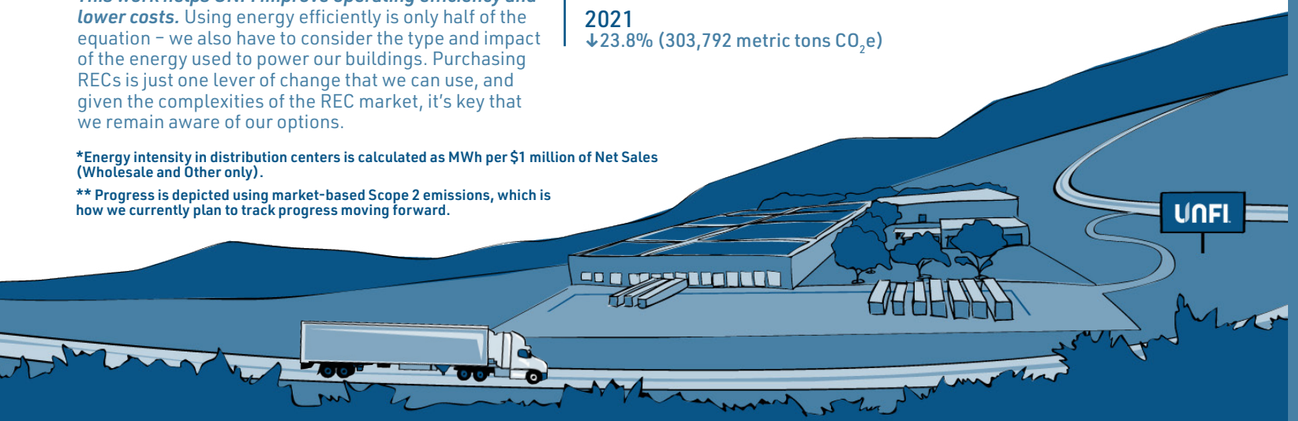
2021
↓23.8% (303,792 metric tons CO_2e)

2022 PROGRESS
↓27% (296,424 metric tons CO_2e)

This work helps UNFI improve operating efficiency and lower costs. Using energy efficiently is only half of the equation – we also have to consider the type and impact of the energy used to power our buildings. Purchasing RECs is just one lever of change that we can use, and given the complexities of the REC market, it's key that we remain aware of our options.

*Energy intensity in distribution centers is calculated as MWh per $1 million of Net Sales (Wholesale and Other only).

** Progress is depicted using market-based Scope 2 emissions, which is how we currently plan to track progress moving forward.



WHAT IS A 'REC'?

Renewable energy certificates (RECs) represent the environmental, social and non-power attributes of one megawatt hour of electricity generated by a renewable energy resource.[2] While purchasing RECs does not reduce our energy consumption, they are a cost effective way to reduce the emissions resulting from our purchased electricity.

Advancing Renewables

In order to achieve a renewable energy transition at scale, we know we can't simply rely on the development of individual, on-site renewable energy projects. In the last quarter of FY2023, UNFI made the largest purchase of RECs in company history to account for the remaining gaps in our own accredited renewable energy generation. We are proud to have worked with Greenlight Energy Group, a certified minority- and woman-owned REC trader on the voluntary market, and will continue to vet available renewable energy programs to meet our developing needs.

Importantly, purchasing RECs hasn't slowed down our development of new solar projects. The work we began last year to build a solar array at our distribution center in Howell, NJ has officially been completed, and the array is up and running. UNFI anticipates starting another, bigger array at our distribution center in Riverside, CA and we expect construction to begin in FY2024. Given the strong environmental and financial return of these projects, we're exploring opportunities to develop on-site solar in other locations, as well.

OUR GOAL

Source 20% of our electricity from renewable sources by the end of FY2023.

MILESTONE ACHIEVED

2020 BASELINE
2%

2021
1%

2022
0.5%

This work also helps UNFI improve operating efficiency and lower costs. This year's purchase of RECs was critical to our ability to achieve this milestone – we will also continue to evaluate, install, and maintain roof-mounted solar at viable distribution centers, including Howell, NJ and Riverside, CA, though on-site solar generation currently represents less than 1% of renewable electricity.

CURRENT PROGRESS
27% of electricity sourced from renewable sources

8 SOLAR POWER ARRAYS
have been installed on-site at our distribution centers to date

Building From the Ground Up

When evaluating real estate remodels and new builds, we make decisions to improve efficiency and associate well-being. Our new 1.3 million square-foot temperature-controlled distribution center being built in Manchester, PA features designated recycling areas, as well as a modern lifestyle center, similar to the one in Allentown, PA. We also broke ground on a one million square-foot facility in Sarasota, FL that has features to reduce demand on the building's systems, including natural and dimmable lighting, a full-building water filtration system, automation capabilities, and repack technology that is designed to improve order fulfillment and customer service.

We've also standardized building layouts and reverse logistics flows for new distribution centers to better support how waste is managed and moved.

That said, meeting the U.S. Green Building Council's (USGBC) Leadership in Energy and Environmental Design™ (LEED®) standard for these new facilities would require installing fresh air units in our refrigerated spaces – something that would conflict with our energy efficiency efforts. Because our Allentown distribution center is technically split into two facilities, we were able to achieve LEED Gold® certification for the building without refrigerated space.

fostering a culture of empowerment

Strategies based in 'equity' offer needs-based support and resources. To provide resources that empower and uplift our associates, we must first acknowledge their unique experiences.

Since more closely aligning our well-being and Diversity, Equity, & Inclusion (DEI) efforts in FY2022, we have been focused on how to expand awareness of and access to well-being programs as we evolve. In FY2023, we created four working groups consisting of members of the Well-Being Steering Committee and the associate-led Well-Being Champions Network (launched last year) to create connection points to UNFI's transformation initiatives through FY2024 and beyond. This should help all associates feel supported as we transform and ensure that well-being is a consistent part of associate conversations and performance reviews. Additionally, our head of DEI now oversees our associate well-being program to address the intersectional needs of our associates.

14 LOCATIONS
were in the Well-Being Champions Network in FY2023
(up from 10 locations in FY2022)

... with **37** ASSOCIATES
serving as Well-Being Champions



~40% of eligible associates participated in our wellness programs

We are working with the third-party partner that manages our Healthy Pursuits program to create custom, actionable enrollment reports and improve year-over-year tracking to drive further engagement.

~47% used the program at least once each month

Supporting our Distribution Centers

We plan to roll this out to every DC in FY2024.

Knowing that the vast majority of our associates in distribution centers (DCs) are frontline, deskless workers, and many others are often away from a workspace where digital communications are received, we sought out ways to improve outreach, increase engagement in our programming, and better understand the associate experience so we're ready to provide tailored and adequate support.

In FY2023, we...

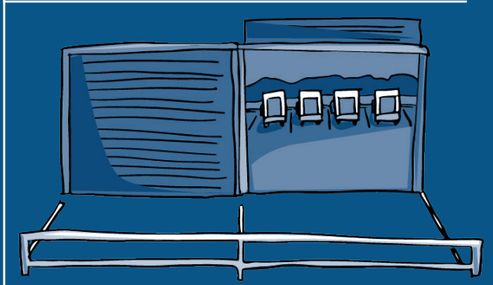
- launched a well-being "DC tour" and leveraged focus groups to educate associates on available resources and collect feedback on the accessibility of our programs.
- created a new 'Regional Communications Manager' role, who started to use strategies to support improved DC communications, and in turn, more inclusive communications overall.
- began implementing digital communication screen technology, which enables targeted, efficient exchanges between the regional Communications team and DCs, emphasizes visual communication, reduces the need for paper, shares important content, and allows associates to interact with topics that interest them.
- deployed white boards to capture associate comments and track follow-through on suggested ideas based on associate input from the engagement pulse survey.
- continued to offer a mobile app to help deskless associates access information on benefits enrollment and important company news.
- placed digital QR codes around our DCs to provide greater access to well-being resources. Diversity Council members and leaders from our Belonging & Innovation Groups (BIGs) created a series of recruitment videos that were circulated on DC screens with QR codes for easy sign-up.

54%
OF ASSOCIATES
work in distribution centers









What's In Our Well-Being Toolkit?

UNFI incorporates five pillars of well-being to foster a caring culture with comprehensive resources to support associates and their families.

CAREER

- We launched a Change Academy site to support associates through UNFI's transformation efforts and build an organizational capacity for change. This resource includes courses and workshops, upskilling resources, access to Change Enablement team members, and information on how transformation is being driven at UNFI.
- We issued a Fresh Perspectives course related to change, registered leaders for Change Leadership modules, and graduated associates through a Leading Transformational Change program.
- We offered 20 well-being webinars, including vendor and monthly program reviews.

42 UNIQUE FRESH PERSPECTIVE COURSES
were offered, excluding retail locations

FINANCIAL

- Through our Early Acces$ program, associates can access earnings quicker using the InstaPay feature.
- We adjusted our 401(k) enrollment process to make it easier for associates to save for retirement.

COMMUNITY

Flip ahead to learn more!

- Our associates started one new BIG in FY2023.
- The pulse engagement survey indicated that associates in BIGs had higher engagement scores (+2) and rated the company significantly higher in 'communication' (+7) and 'care' (+6).

PHYSICAL

We translate our benefits package into Spanish – and into French for our Canadian associates.

- UNFI held associate healthcare contributions flat for 2023 and reduced contribution requirements for the EPO medical option and vision benefits compared to 2022. Our EPO medical option is also now available in more geographic areas.
- We expanded benefits to more associates by lowering the eligibility hours threshold for the full benefits package from 35+ hours per week in 2022 to 30+ hours in 2023.
- To offer more choices for filling long-term medication prescriptions, we've added additional pharmacies to our network as part of the Smart90-Anywhere platform.
- We've grown enrollment in Healthy Pursuits – a web and mobile app available to non-union associates who are ineligible for medical benefits or those who are not already enrolled in a UNFI medical plan – by 16% in FY2023.

EMOTIONAL

- The Calm Sleep & Meditation mobile app is now being used by 2,132 associates through our mental health awareness programming.
- 83% of people leaders and 32% of associates completed Mental Health Awareness training in May.
- Our WIN BIG hosted a Meditation and Movement seminar focused on breath work and remaining mentally present.

over **75%**
OF DISTRIBUTION CENTERS
administered DEI trainings in FY2023

88%
OF PEOPLE LEADERS
completed DEI training this year

Currently, well-being training is only available to associates with a UNFI email address. Although this is a common hurdle for many organizations, this is another equity issue for which we're working to find solutions, such as building resources into associate onboarding and orientation and recording live trainings for wider distribution.

centering the needs of our diverse workforce

Given the diversity of our workforce and the varied requirements of our roles, focusing on equity allows us to address imbalances that may prevent some associates from feeling the full value of our ever-more inclusive community and Diversity, Equity, & Inclusion (DEI) practice.

Our Associate-Led Groups Are A BIG Deal

BIGs have become a supportive environment for associates to cultivate a culture of sharing, learning, and ultimately, innovation and impact. In FY2023, BIGs:

UNFI ADELANTE HISPANIC NETWORK

- Participated in 'Celebrandonos' – a Hispanic Heritage campaign showcasing the rich diversity within UNFI's Hispanic population.
- Hosted Summer Meals for Kids – a fundraiser supporting three U.S. food banks.

UNFI BUILT BLACK UNFI LEADERS OF TODAY

- Hosted the first live BUILT meeting from the Hopkins DC, creating a replicable hybrid model for other BIGs to use.
- Launched a 'Trailblazers from Yesterday and Today' campaign during Black History Month, recognizing Black leaders from the past and present.
- Completed a National Black Farmers Association giving campaign that raised funds during Black History Month.

UNFI WIN WOMEN'S INTEGRATED NETWORK

- Continued growing its Circle Mentoring flagship program.
- Completed its Leadership Case Study Program – a twice-per-year initiative that encourages associates to drive organizational change. In FY2023, participants were mentored by senior female leaders and presented ideas to UNFI's Senior Leadership Team.
- Selected five WIN members to attend a pilot of The Leadership Consortium at Harvard University in early 2024 where they will be coached by Harvard Business School faculty.

UNFI DREAM DISABILITY RESOURCES, EQUITY, ALLEYSHIP AND MENTORSHIP

- Recorded two podcast episodes and hosted workshops on parenting children with special needs.

7 associate-led BELONGING & INNOVATION GROUPS (BIGS) have been launched since 2020

1,175 ASSOCIATES are involved in at least one BIG

This is an increase from 748 in FY2022, and now represents just under 4% of all associates.

UNFI PRIDE LGBTQ+ NETWORK

- Hosted a 'Letter to My Younger Self' campaign on National Coming Out Day that shed light on the nuances of coming out as LGBTQ+.
- Sponsored a Youth Pride Inc. event.
- Completed volunteering hours at Rhode Island and Twin Cities Pride events.

UNFI VIP VETERANS INITIATIVE PROGRAM

- Completed a Military Appreciation Month campaign to honor service members and their families.
- Collaborated with DREAM to sponsor a Wounded Warrior 5K, which involved over 80 participants from multiple distribution centers.

UNFI ACE ASIAN COALITION FOR ENGAGEMENT

✳ New in FY2023!

- Founded the seventh UNFI BIG to celebrate Asian Pacific Islander heritage and developed a group mission statement.
- Our WIN, ACE, and BUILT BIGs helped sponsor discussions related to inclusive procurement in which diverse-owned suppliers shared their origin stories and experiences working with UNFI.

*'Management' roles are defined as Supervisors and above for this target. As of now, the demographic identities measured as part of 'underrepresented groups' are limited to women and Black, Indigenous, People of Color (BIPOC). This is in contrast to UNFI's Diverse Candidate Slate policy, which includes women, BIPOC, veterans, people with disabilities, and LGBTQ+ people.

We not only view DEI as a mechanism that provides a safe and inclusive environment for our associates, but also as an essential aspect of our *Better for All* strategy, and the future of the food industry. Despite recent and ongoing criticism aimed at DEI efforts within U.S. corporations, we've proudly reaffirmed our investment by adding new DEI team members, further integrating oversight of our DEI and associate well-being resources, and delivering even more programming to associates aligned with our 'ABCDs of DEI'.

✳ We introduced these pillars in FY2022: Accountability, Belonging, Challenging the Status Quo, and Doing the Right Thing.

To consider the different needs of our associates, UNFI's Diversity Council took an equity-based approach to policy review in FY2023 and formalized updates that will make need-based benefits accessible to a wider audience. For example:

- The bereavement policy now includes approved leave for miscarriages and stillbirths; and
- 401(k) enrollment shifted from self-enrollment to automatic enrollment for new hires.

We also plan to build on this momentum in FY2024 and support continued investment in our DEI practice by setting up the infrastructure and partnerships to support continued progress.

OUR GOAL

Close the representation gap among management roles* by achieving 50% diverse representation of underrepresented groups by the end of FY2023.

MILESTONE ACHIEVED

This work helps UNFI build a diverse, high-performing, and agile workforce. The language of this goal has changed, but the ambition remains the same. In FY2023, the representation of women at UNFI grew 2% in the Director and above bracket and 5% in the Vice President and above bracket. Representation of BIPOC (Black, Indigenous, People of Color) associates also grew by 2% in the Director and above bracket and 4% in the Vice President and above bracket.

✳ Check out our appendix for a breakdown of demographic information across all associates, Supervisors, Directors, and our Board of Directors, as well as for our scores from the Human Rights Campaign Foundation related to LGBTQ+ workplace equality and disability equality.

2020 BASELINE 47%
2021 49%
2022 50%
CURRENT PROGRESS 52%*

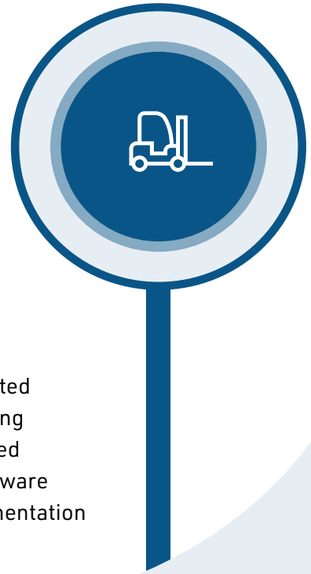


Associates gathering in our Pompano Beach, FL distribution center during Hurricane Nicole.



Associates volunteering during Providence, RI Pride events, which were coordinated with the help of the UNFI PRIDE BIG.

strengthening systematic safety



Keeping associates and customers safe and maintaining the quality of our products begins with reliable supplier relationships and continues with our own due diligence mechanisms in our operations and distribution network.

FY2023 marks the second year of our newly structured safety program, encompassing Environmental, Health and Safety (EHS), Food Safety and Quality Assurance (FSQA), and Fleet Safety. We continue to strengthen these pillars through standardized programs, increased efficiencies, and deeper data tracking.

Most notably, we completed root cause analysis training and finalized an automated Safety Management Software platform with full implementation scheduled for FY2024.



FLEET SAFETY

We implemented solutions that reduce human-related risk and keep our associates informed and prepared.

Legacy Operating Authorities

We consolidatd legacy UNFI and SuperValu operating authorities to allow for improved compliance monitoring and performance tracking, and reduce administrative burden.

DOT Drug and Alcohol Policy

We've added a draft policy to our Department of Transportation (DOT) policies – a project that will continue into FY2024 as we work to standardize all Fleet Safety policies across all UNFI sites.

Accident Mapping

We partnered with our internal Data & Analytics team to develop a "hotspot" map that tracks locations that have a higher frequency of vehicle accidents, which operational leadership can use to detect where risk is highest, identify underlying factors, and then develop a plan to reduce the likelihood of future incidents.

Fleet Audit Standardization

In FY2023, we finished the first of three phases of standardization (1. Development, 2. Implementation, and 3. Refinement) with a new fleet safety audit template that was field tested at a UNFI site, ahead of full implementation in FY2024.

Driver Appreciation

We celebrate our drivers for their dedication to safety, efficiency, and follow-through with our customers. In FY2023, we recognized 1,099 'Elite Drivers' for top safety performance in all four quarters – an increase from last year. Our Centralia, Denver, Fargo, and Chesterfield locations had the highest percentage of Elite Drivers and each location received a fully-loaded premium tractor for use by Elite Driver teams.

Driver Telematics

We hope to implement this new technology, which monitors and identifies risky driving behavior, into our fleet during FY2024 to provide real-time coaching and additional training for our drivers.

DID YOU KNOW...?

- After installing a carport canopy over an open dumpster, our Gilroy, CA facility met 'no exposure' criteria, which means no site activities have the potential to negatively impact stormwater quality.
- Improvements in waste classification led to a 50% reduction in hazardous waste in Centralia, WA.
- We worked with our recycling vendors to responsibly divert a surplus of expired alcohol-based sanitizers from landfill.

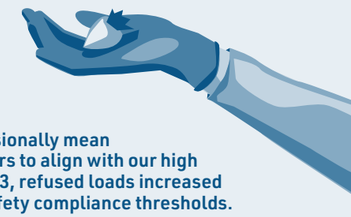
Associate Safety & Well-Being

Customer Health & Safety

FOOD SAFETY & QUALITY ASSURANCE (FSQA)

We continue to strengthen our sanitation, pest, temperature control, and recall programs for a better, and safer, customer experience.





HelloTherma

All refrigerated distribution centers now receive actionable alerts through automated temperature monitoring to maintain the cold chain, protect refrigerated assets, and prevent food waste. In FY2023, two distribution centers were able to avoid product loss due to immediate intervention following a HelloTherma alert.

Pest Control, Sanitation, and Recall

We awarded contracts to new third-party pest and sanitation providers after completing pilots in high-volume distribution centers. We are also finalizing an external platform to standardize recall processes across our facilities.

Refused Loads

Our due diligence systems occasionally mean we refuse deliveries from vendors to align with our high food quality standards. In FY2023, refused loads increased as a result of not meeting our safety compliance thresholds.

Preparation for FDA's Traceability Rule

The quality assurance mechanisms embedded in our food safety program help prepare us for upcoming traceability regulations and more robust record-keeping requirements from the Food and Drug Administration (FDA). We proudly hosted federal regulators at our distribution centers to show our food safety standards and practices in action, and plan to continue to collaborate with our partners to support adherence to the ruling and improve the customer experience.

OUR GOAL

Achieve SQF certification at all applicable distribution centers by the end of FY2025.

ON TRACK

This work helps UNFI to ensure the highest standards of food safety and protect consumer confidence. To continue these efforts, we entered into a new agreement to improve our external audit program. The full rollout will be completed in FY2024.

2021	2022	CURRENT PROGRESS
77%	87%	92% of distribution centers are SQF-certified

OUR GOAL

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

ON TRACK

This work helps UNFI to ensure the highest standards of food safety and protect consumer confidence.

2021	2022	CURRENT PROGRESS*
72%	87%	>87% of audited stores received "Green" ratings

ENVIRONMENTAL, HEALTH & SAFETY (EHS)

We standardized compliance, responded and adapted to hurdles, and proactively mitigated risk.



Slotting Standards and Evacuation Setpoints

Slotting standards maximize efficiency and safety while people and machinery are moving around the warehouse floor. We also established a standard ammonia evacuation setpoint for all applicable sites to align with industry best practice.

Floor Etching

Using learnings on laser burnout from our laser light pilot last year, we're piloting the use of floor etching to delineate safe walkways in our Atlanta and Mechanicsville distribution centers.

Compliance Audits

In lieu of the Risk Safety Management Evaluations done in FY2022, we've engaged an external vendor to audit all of our locations over the next two years for compliance with applicable federal, state and local regulations, while internal audits will focus on adherence to our own corporate standards. As a result of this more comprehensive EHS review process, new metrics will be introduced in FY2025.

*Progress reflects a rolling average of "Green" ratings resulting from monthly food safety audits at applicable retail locations. Locations selling liquor, wine, and/or spirits do not receive a food safety audit and are therefore not currently covered by this food safety rating.

optimizing trucks, trailers, and more

The food we distribute travels many miles to arrive on store shelves. To make this more efficient and less emissions-intensive, we continue to optimize our logistics, refine our decarbonization strategy, and expand our electrification efforts.

As a distribution company, efficiency is an important characteristic to keep top of mind. The more efficient we are, the fewer miles drivers have to travel, the fresher the produce we deliver, the less diesel used to fuel up, and the smaller our fleet emissions footprint. We evaluate efficiency through two main lenses: 1) the density of an outgoing shipment, and 2) the distance that shipment must travel. There are inherent constraints we account for when planning, and have found that instituting efficiency parameters, such as minimum order sizes, and using vehicles that are already on the road to complete multiple deliveries are important levers in our strategy. We hope to collaborate more closely with customers to evaluate these levers and evolve our strategy to be mutually beneficial.

Last year, we delivered an average of **2.1M** CASES PER DAY

...and moved **~40,989K** POUNDS* of food daily

...using our fleet of **2,197** TRUCKS

Our transportation strategy is relatively mature, so we don't expect major fluctuations in our measurement of key efficiency drivers. It's important to note, however, that the leveling out of volume following the pandemic-related surge in grocery orders doesn't always or necessarily equate to greater efficiency. In fact, smaller orders can mean more unused space in trailers that we work to fill and optimize.

↓.53% REDUCTION IN MILES TRAVELED

↑.57% IMPROVEMENT IN FUEL EFFICIENCY

*UNFI calculates food moved daily as the aggregation of controlled freight moved from a vendor to a UNFI distribution center, freight moved between distribution centers, and the delivery of orders from UNFI distribution centers to customer locations.

Driving the Blueprint

We continue to invest in decarbonization technology – from adding solar-powered trailers to our existing fleet, to using all-electric yard trucks to move trailers in California, to integrating emission reduction technology. That said, we know we have to act with urgency and, in FY2023, we stepped on the metaphorical gas. UNFI has been working on an electric vehicle (EV) blueprint that outlines how we will equip our fleet with heavy-duty zero-emission vehicles. This year, we became one of only a few companies to have successfully completed this process with funding from California and have our first electric Class 8 trucks hitting the streets. With that now completed, we're evaluating the expansion of EVs beyond California, where 18% of distribution centers are located.

OUR GOAL | FLEET

Reduce Scope 1 and 3 heavy freight well-to-wheel GHG emissions from transportation by 38% per tonne kilometer by the end of FY2030.

A BIT BEHIND

2022 PROGRESS**	2020 BASELINE
↑44% (288.60 gCO_2e/tonne-kilometer)	200.12 gCO_2e/tonne-kilometer

This work helps UNFI improve logistics efficiency and lower delivery costs. This goal tracks an intensity metric based on tonne-kilometers as the denominator, which is a measure of payload-distance. When we established this goal***, we projected that tonne-kilometers**** would increase over time. We've actually seen a meaningful decrease over the past few years, which works against progress of this intensity-based metric. Absolute fleet fuel emissions have remained nearly flat – at this stage in our strategy, this is expected because infrastructure and the rollout of new zero-emission fleet technologies is still maturing.

**FY2021 data did not include Scope 3 well-to-tank emissions from fleet fuels in calculated Scope 1 and 3 heavy freight well-to-wheel GHG emissions from transportation. We anticipate that a revision will be made to account for this error once the anticipated target recalculation mandated by SBTi has occurred.

***We plan to recalculate this goal ahead of the mandatory target recalculation that SBTi requires within 5 years of target-setting to ensure relevance and consistency is maintained.

****This is a measurement unit corresponding to the transport of one metric ton over one kilometer.

77% OF DIRECT EMISSIONS | **result from our fleet of trucks and trailers**

By assessing our logistics-related emissions, we are able to increase route density, decrease miles traveled, accelerate adoption of diesel alternatives, and better serve our customers.

46 | SOLAR-POWERED TRAILERS, **representing <2% of our trailer fleet**

This is an average count of trailers that were actively deployed in the commercial fleet over the course of FY2023.

10 | ELECTRIC YARD TRUCKS **were actively deployed, up from 2 in FY2022**

We currently have electric yard trucks in California, Washington, and Wisconsin, and received a grant from Texas to support the delivery of one yard truck in the state, which should take place in FY2024.



Associates participating in a training on UNFI's latest transportation technology in one of our California distribution centers.



Downstream

Showing up for our customers and communities means providing people with product information they can trust, minimizing food loss, and contributing to the well-being of our communities across North America. That's why, in FY2023, we expanded the alignment of our owned brands with third-party certifications, improved our tracking of waste, and finalized the UNFI Foundation's renewed strategic plan.

What we'll talk about in this section:

- Community Development
- Customer Health & Safety
- Waste Reduction

TO STORE SHELVES & HUNGRY HOUSEHOLDS

helping customers navigate complex food systems

In an industry full of complexities, we work to clearly understand customers' needs, address their concerns, and provide insights for how to navigate an evolving marketplace. Our goal is to help customers build sustainable growth, retain a competitive edge with loyal shoppers, and – through our professional services and merchandising expertise – remain a differentiated partner.

Paving the Way for More Informed Choices

We're providing more than just products through our owned brands. Our Brands+ team offers data-driven marketing, merchandising, and selling strategies to help our customers compete in the market and follow food trends. To develop products that resonate with today's consumers, we also seek out certifications that can help validate the standard of environmental and social integrity employed by the products – and brands – we source. This helps guide our decision making around how to deliver continuously higher quality food year after year, which we hope will also lead to more informed food choices for consumers.

As part of these efforts, we developed a new brand strategy for our Certified Organic Wild Harvest produce line. The primary intent behind our rebrand was to make it easier for people to find organic produce, which serves the needs of both grocers and consumers. In FY2023, we piloted the educational impact of packaging with the application of a large, consistently applied USDA Organic logo and a cohesive, highly differentiated, and easily-identifiable look and feel – in purple. These efforts, and other research-backed marketing approaches, enable UNFI to sell more than 2.5 times the amount of organic produce compared to the national average.[3]

8.5% of products from owned brands are Non-GMO Project Verified

19.7% of products from owned brands are certified as USDA Organic



New Certified Organic Wild Harvest produce packaging in store, designed to make it easier for people to find organic produce.



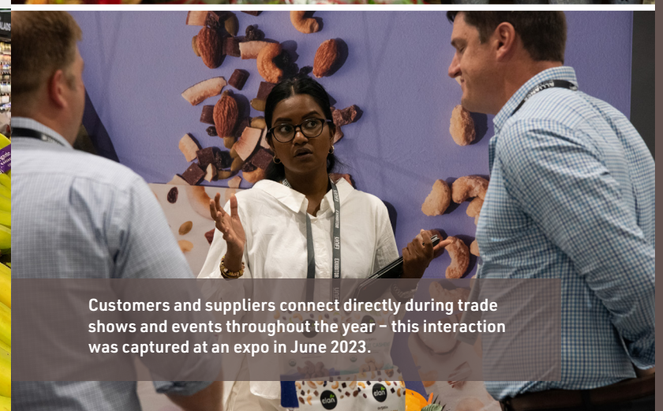




New and existing customers learning about the products we distribute on the Winter Convention show floor.



A display by the UNFI Produce team at the Winter Convention.



Customers and suppliers connect directly during trade shows and events throughout the year – this interaction was captured at an expo in June 2023.

Providing Cross-Functional Support for Retailers

Our Professional Services, External Communications, and Supplier Diversity teams continue to work with retailers, offering value-add, sustainability-focused solutions whenever possible. In FY2023, we both expanded and refined our suite of solutions to better serve our customers.

- **Impact Best Practices**
  We share information via industry publications to support customers that are eager to improve the impact of their stores and facilities. In FY2023, for example, we provided a barcode within 'Destination Fresh' for retailers to learn more about energy efficiency.
- **Tailored Displays**
  After a successful pilot last year displaying custom end caps in Stop & Shop stores during Pride Month, we formalized this service and developed additional custom end caps in support of Hispanic Heritage month.
- **Show Seminars**
  We run show seminars, workshops, main stage events, and quarterly virtual webinars with select UNFI leadership to share resources and updates on our service offerings.
- **Published Guides**
  We supported the publication of the second volume of the Independent Grocers Guide focused on efficient store operations, and published region-specific UNFI value guides that help retailers drive sustainable growth, build loyal shoppers, and build a competitive edge.
- **Recognition Programs**
  We have laid the foundation for a new customer and supplier award program – called Circle of Excellence – that we plan to launch in FY2024.

97% OF CUSTOMERS

purchased at least one 'Free From' product, as defined by Nielsen's Clean Rating System

While using this system is a start to increasing product knowledge among customers, there are limitations in how we can use it consistently. More specifically, we are struggling to apply the Nielsen ratings to the produce aisle, so its use-case today focuses on center store items only.

taking out the trash

There's no shortage of challenges, both internally and externally, that we have to navigate in order to maintain an effective waste management program at our distribution centers. We're improving the systems that help us track waste and select the highest value end-of-life solutions.



A Day in the Life of a Waste Auditor

One of our most extensive advancements in FY2023 was the full rollout of a Reverse Logistics Disposition Reporting (RLDR) system that allows for greater inventory visibility. Distribution centers can now monitor, track, and create reports that reflect where product ends up when it hasn't been sold through a regular purchase order for a customer. This clarity helps our teams to select the highest-value disposal option for every inventory product on site.

This RLDR system offers the necessary foundation for us to think holistically about waste and helps us to:

- mitigate waste at the source and identify sourcing efficiencies. In FY2023, we launched a sourcing RFP to evaluate alternatives for cardboard packaging that utilize more circular economy principles with existing and potential new suppliers.
- review current buying behaviors and help our Procurement and Merchandising teams to make better buying decisions based on enhanced transparency of available end-of-life solutions for unsellable products.
- assess possible sources of inventory-based food waste, from supplier packaging and integrity issues to damages and refused loads. Since refused loads never hit our inventory shelves, this product has not historically counted toward our waste totals.
- determine which products have challenging end-of-life options in the current market, and flag if there is a market-ready solution – like a composter, digester, de-packing facility, or animal feed farm – near our facilities.



OUR GOAL

Achieve zero waste to landfills from distribution centers by 2030.

ON TRACK

2021 48%

2020 BASELINE 58%

2022 61%

CURRENT PROGRESS
62% of waste was diverted from landfill

This work helps UNFI improve operating efficiency and minimize waste disposal costs. The new RLDR system is live and available at all UNFI distribution centers, including our Tony's Fine Foods and UNFI Produce sites, and all sites have been trained on how to best use it. As a result, we expect further refined waste reporting to roll out in early FY2024.

Packaging Audit

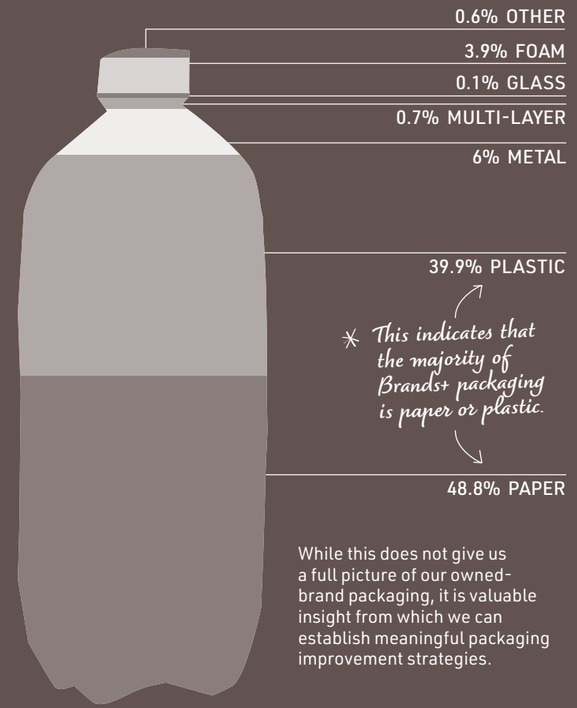
This year, our Brands+ team completed a multi-year audit of our owned-brand packaging. We focused the audit to collect data on a representative sample of products that will help us make informed decisions and avoid unintended consequences. We now have an actionable packaging baseline from which to establish new strategies and goals. While we initially hoped to leverage the audit findings to support our previously-stated How2Recycle ambition that we revealed in FY2021, we learned just how difficult that ambition is and are no longer seeking to put the How2Recycle label on our packaging. Instead, our Brands+ portfolio will establish brand-specific packaging strategies that best support customers' needs.

84
SUPPLIERS
of 104 invited completed the packaging audit survey

1,524
SKUS
of 4,700 total were included in the Brands+ packaging audit

Our main hurdles during the packaging audit stemmed from our suppliers' readiness to measure packaging data and the complexity of verifying packaging attributes and weights. Looking ahead, we're focused on collaborating with our suppliers to increase data availability and will be integrating all packaging data into a centralized platform for more effective resource use and waste management.

The audit findings indicate that owned-brand packaging components* include:



While this does not give us a full picture of our owned-brand packaging, it is valuable insight from which we can establish meaningful packaging improvement strategies.

WHAT IS 'ZERO WASTE'?

One of the most reputable sources on "zero waste to landfill" defines the concept as "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."[4] UNFI has aligned on a 90% diversion rate threshold for zero waste and we are continuously improving our tracking systems to achieve that ambition.

*These figures are based on total counts of components, not actual weights of packaging material.

**Total owned-brand SKUs excludes multiple suppliers that provide the same UPCs.



UNFI associates amidst one of the hands-on waste audits conducted at our distribution centers.

TAKING OUT THE TRASH

~77% OF FOOD WASTE | that went to landfill could have been salvaged or donated

** Salvaged food is still edible food.*

Food Waste

Our waste audits continue to highlight the need for even more effective mitigation of food waste. In fact, recent audits indicated that an estimated 17% of our landfill-bound material was food waste resulting from damage that occurred while in our warehouses and distribution centers – a learning that demonstrates the continued importance of food safety and damage reduction.

While improvements in tracking mean we can now more efficiently capture any damaged – aka edible, but unsellable – product that was diverted from landfill, there are still a number of issues that we, and the food industry at large, need to address. Damaged goods, particularly when they are contained in glass or metal packaging, can present safety risks to those who are trying to recover potentially donatable and salvageable items that are still intact. Since we won't jeopardize the safety of our associates or partners, and must abide by the regulations that manage the quality of food waste used as animal feed, we currently still have limitations in mitigating all food waste from our distribution centers.

OUR GOAL

Reduce food waste from our distribution centers by 50% by the end of FY2025.

AHEAD OF SCHEDULE

2022 BASELINE
16,701 metric tons

** This is a new baseline to make sure we're comparing data based on consistent methodologies moving forward.*

CURRENT PROGRESS
8,699 metric tons of food waste sent to landfill/incineration (↓~48%)

This work helps UNFI maximize inventory and reduce supply chain inefficiencies. We are eager to work with others in our industry to identify a viable path forward that combats food waste, develops new and improved packaging, and protects the safety of our people.

UNFI INSIGHTS

** Improving data access helps reduce avoidable food waste.*

In FY2023, we built upon our relationship with Crisp to deliver actionable insights that help reduce food loss and financial waste. In early FY2024, a new 'UNFI Insights' portal will be unveiled to help suppliers manage inventory levels and monitor expiration dates through a spoilage dashboard. Through early testing of UNFI Insights, we already have stories of customers saving more than 300 cases of near-expiration product from becoming waste due to data provided through the portal.



UNFI partners with organizations like the Rhode Island Food Bank to donate edible, yet unsellable food.

66% | of UNFI's total waste was FOOD WASTE

53,110 | METRIC TONS of food waste were generated

84% | of food waste was DIVERTED/ RESCUED*

The RLDR system has helped fill gaps in our data related to salvage and donations. That's why we've seen a significant increase in these metrics for FY2023 – and we expect this trend to continue in FY2024 reporting. In the coming year, we are going to focus on gaining an additional level of granularity in our data to differentiate between product and packaging weights, and further clarify food donations and non-food product donations.

***Food waste is currently diverted through compost, digestor, animal feed, industrial and rendering programs, donations, and salvage.**

Building on our continued partnership with USDA's Food Waste 2030 Champions, in FY2023, UNFI met with USDA's Food Loss and Waste Liaison to discuss USDA's food waste reduction strategy and initiatives to create a shared understanding of the national landscape of waste and the ways in which our waste efforts help move this ambition forward.



Donating Food

We're also proactive about monitoring and salvaging food waste, seeking out opportunities for donation wherever possible. We partner with Feeding America – the largest hunger-relief organization in the United States – to execute donations with regional food banks throughout the country. When sites don't have a local Feeding America-affiliated food bank, our distribution centers establish partnerships and issue donations to other local banks and pantries working to address hunger. Our ability to capture and donate food for human consumption is one example of how we seek the highest eligible value outlet for our outgoing material that is no longer sellable.

OUR GOAL

Donate 250 million pounds of food (equivalent to approximately 208 million meals[5]) by 2030.**

ON TRACK

2021
54,878,802 lbs

2022***
97,657,579 lbs

CURRENT PROGRESS
150,149,473 lbs of food donated (52,491,894 lbs equivalent to ~43,743,245 meals in FY2023)

This work helps UNFI maximize the useful life of inventory and support underserved communities. UNFI distributes food via, but not exclusively through, our Feeding America partnership.

** Please note that food donated is defined using the federally-defined tax methodology of "wholesome food", in which consumable vitamins are included. A current limitation of our system is the inability to separate out packaging weight, which may result in an overstatement. We are working to improve our internal methodology to account for this inaccuracy.

***An error was found regarding FY2022 data that shorted the total pounds reported by 3,458,076. This metric was corrected in FY2023 to address the accounting errors not found prior to issuing the FY2022 report.

empowering changemakers

Through the UNFI Foundation, we're pursuing more innovative opportunities that address the root cause of hunger and drive systems-level change, with a focus on sustainable food production and bridging the gap between food waste and food insecure populations.

We're incredibly proud of the way the UNFI Foundation grants have helped make farming and food access initiatives possible, and we know there's always more we can do to elevate and innovate our approach. In FY2023, the UNFI Foundation embarked on a strategic planning process with the aim of clarifying our mission, enhancing our influence, and expanding our reach to make a more profound impact on the communities we serve. We've now solidified a UNFI Foundation Strategic Plan, which centers a collaborative philanthropy model, outlines our funding priorities, and clarifies our strategic direction for the next five years. Our six strategic directions include:

1. Align Foundation giving with UNFI's *Better for All* goals
2. Allocate capital efficiently for more optimal impact
3. Leverage UNFI expertise to provide technical assistance and skills-based volunteering
4. Leverage UNFI's value chain to connect grantees to other supporting UNFI programs
5. Grow financial resources through creative fundraising and company contributions
6. Develop the Foundation's operations in a way that enhances collaboration

Implementation of the plan will strengthen alignment to our *Better for All* strategy, maximize resources, deepen partnerships, and leverage our expertise to help create a food system that is better for all.

UNFI FOUNDATION

Mission

Empowering changemakers to create a more sustainable and equitable food system.

Vision

We envision a future where food is a catalyst for healthy communities and healthy environments, and is equally accessible to all.

*The collection process for this metric currently fails to take into account discontinued access points. We are working to add this nuance into future reporting.

OUR GO-FORWARD FUNDING PRIORITIES:



Climate-Smart Agriculture

Promoting regenerative practices for land and communities



Local Food Economies

Investing in local and regional food systems



Food Equity

Improving inclusivity and representation in the food system



Food Access Innovations

Driving innovative solutions to food insecurity

**This grant augmented a $30,000 contribution from UNFI's Supplier Diversity team, for a total of $80,000 to NMSDC.

Granting Resources for Community Transformation

In FY2023, the UNFI Foundation received a record-breaking number of nomination forms for the grant program. Looking ahead, we will maintain two grant programs: 1) a continuation of our open-call grants, which average $10,000, and 2) an invite-only grant for strategic partners who we believe can drive measurable impact within the UNFI Foundation's refreshed funding priorities. As the efficiency and impact of our grantmaking evolves, we're thinking about how we can build longer-term relationships with grantees and explore alternative grantmaking models.

FY2023 FOUNDATION REACH

$1,030,000 AWARDED TO | **66** GRANTEES — **61 of which are diverse-led**

55 ASSOCIATES — **were involved in the allocation of UNFI Foundation funds**

520 applicants applied for UNFI Foundation grants – a record number for a single year!

UNFI Foundation grantees created

378

NEW ACCESS POINTS IN FY2023

bringing the total number of access points up to 21,705 since FY2021*

Last year, UNFI launched its Food Equity Project Grant, which awarded $100,000 to accelerate the efforts of an organization focused on creating equitable access to healthy food. For FY2023, we focused exclusively on projects supporting equitable food business development and expanded the grant's scope beyond Rhode Island. The FY2023 recipients – each awarded $50,000 from the Foundation – include:**

FOOD EQUITY PROJECT GRANT

THE NOURISH AND BLOOM FOUNDATION, one of the South's few Black-owned grocery stores, plans to build an autonomous container store in Atlanta, GA's west side neighborhood that brings healthy food options to an otherwise underserved area of the city.

THE NATIONAL MINORITY SUPPLIER DEVELOPMENT COUNCIL (NMSDC)'s Acres program aims to achieve parity for Black farmers, support generational wealth, and close the wealth gap by providing resources and connections to corporate entities and government agencies.



The grant will help Nourish and Bloom provide 24/7 access to fresh, organic produce and nutritious food items using the latest technology, and serve as a community hub, offering educational events and workshops on healthy eating and nutrition.



NMSDC seeks to use the grant to expand and scale their program to offer learning solutions, certification, lending, networking, and new contracts to mid-size Black farmers.

showing up for communities

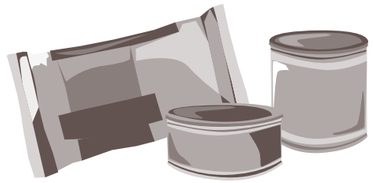
In light of the UNFI Foundation's strategic plan, the way our associates mobilize to act in support of our communities will also be evolving to better reflect the plan's priorities and its alignment to *Better for All*.

Investing in Associate Action

To drive progress in FY2023, we launched a volunteer champion campaign to drive associate volunteerism and adoption of the Associate Action Hub platform. We engaged with our Human Resources and Communications teams to increase awareness of these opportunities, offered incentives for taking action, and even worked with our Senior Leadership Team to help identify volunteer champions to drive the campaign forward.

That said, while our remote work policy offers associates greater flexibility and allows us to seek talent on a national scale, it also means that teams may not be located near one another, which has had a notable impact on the way associates organize to volunteer. We're currently piloting and evaluating skills-based volunteerism opportunities so that more UNFI associates can volunteer virtually, which we hope to formalize in FY2024.

We also know that many associates volunteer on their own time, which we don't currently capture fully. As we explore associate opportunities that feel more instinctive to engage in, we're keeping track of key learnings to apply in the future. For example, we saw that BIG-led service events contributed over 360 hours of volunteering toward our company-wide goal. This shows us that associate engagement in BIGs can make volunteerism feel more natural.



*This effort has replaced what was previously known through FY2022 as Helping Hands.

OUR GOAL

Log 200,000 associate volunteer hours by 2030.

A BIT BEHIND

2022
16,635 hours

2021
8,771+ hours

CURRENT PROGRESS
31,522 volunteer hours (14,646 hours volunteered by associates in FY2023)

*Associates who logged volunteer hours also received redeemable rewards points.

This work helps UNFI foster an engaged, purpose-driven workforce. Due to the efforts over the course of the first half of the year, the number of associate-reported volunteer hours in Q4 more than doubled that of Q3, resulting in an increase of more than 86% for the full year, compared to FY2022. Despite this progress and our improvements from last year, less than 900 associates reported volunteerism. We're assessing the feasibility of this goal based on the realities of our workforce, the difficulties in tracking volunteer hours, and our associates' capacity moving forward.

Distributing Funds

In FY2023, the company deployed one of our most successful cause-specific, associate-giving campaigns through the Associate Action Hub. UNFI raised more than $12,000 for the National Black Farmers Association during Black History Month, through which UNFI matched $6,000 raised by associates.

~750
WIC-ELIGIBLE* ITEMS
are available across the United States through our owned brands

$148,799
DONATED BY ASSOCIATES**
to support over 480 organizations through UNFI's platform

...of which,
UNFI MATCHED
$61,853

$1,230,807
FINANCIAL CONTRIBUTIONS
made by UNFI across all partners***

This year, we began review of our Corporate Donations policy with plans to republish it in FY2024. Updates will likely reflect changes to our application and donation processes and enhanced tracking capabilities.

*This metric only reflects products within the Brands+ portfolio that are recognized by WIC at the national level.

**While this number is reported in USD, it is comprehensive of Canadian donations.

***This metric excludes donations made by retail locations and grant funds issued through the UNFI Foundation.





Associates volunteer in many ways to support UNFI Foundation grantees and non-profit organizations throughout North America.





As part of our Capitol Hill visit in March 2023, UNFI team members toured the facility of DC Central Kitchen – a UNFI Foundation grant recipient that works to combat hunger and poverty.



REFERENCES

1 Accountability Framework initiative. (2023). Definitions. *Accountability Framework initiative* https://accountability-framework.org/use-the-accountability-framework/definitions/

2 United States Environmental Protection Agency. (2023, February). *Renewable Energy Certificates (RECs)* https://www.epa.gov/green-power-markets/renewable-energy-certificates-recs

3 Organic Produce Network and Category Partners. (2023, January). *2022 Organic Produce Performance Report* https://www.organicproducenetwork.com/article/1874/opn-exclusive-us-organic-produce-sales-top-94-billion-in-2022dollar-growth-up-3-volume-down-37

4 Zero Waste International Alliance. (2018, December). Zero Waste Definition. *Zero Waste International Alliance* https://zwia.org/zero-waste-definition/

5 Feeding America. (2022). How Feeding America turns $1 into at least 10 Meals. *Feeding America* https://www.feedingamerica.org/ways-to-give/faq/about-our-claims

Appendix

What we'll talk about in this section:

- *Better for All* Goals
- Executive Summary
- Key Metrics
- Guidance on Climate-Related Risk Management & Integration
- GRI Content Index
- SASB Reference Table
- Gratitude

EVEN MORE INFORMATION

better for all goals

FY2023

CLIMATE ACTION

OUR GOAL: Source 20% of our electricity from renewable sources by the end of FY2023.

2020 BASELINE: 2%
2021: 1%
2022: 0.5%
CURRENT PROGRESS: 27% of electricity sourced from renewable sources

OUR GOAL: Reduce Scope 1 and 3 heavy freight well-to-wheel GHG emissions from transportation by 38% per tonne kilometer by the end of FY2030.

2022 PROGRESS*: ↑44% (288.60 gCO_2e/tonne-kilometer)
2020 BASELINE: 200.12 gCO_2e/tonne-kilometer

OUR GOAL: Reduce absolute Scope 1 and 2* GHG emissions from all other emission sources by 50% by the end of FY2030.

2020 BASELINE: 405,481 metric tons CO_2e
2021: ↓23.8% (303,792 metric tons CO_2e)
2022 PROGRESS: ↓27% (296,424 metric tons CO_2e)

OUR GOAL: Reduce absolute Scope 3 GHG emissions from purchased goods and services by 25% by the end of FY2030.

2020 BASELINE: 18,348,254 metric tons CO_2e
2021: 18,531,736 metric tons CO_2e
2022 PROGRESS: 24,970,000 metric tons CO_2e (36% increase from baseline)

COMMUNITY DEVELOPMENT

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

2021: 54,878,802 lbs
2022: 97,657,579 lbs*
CURRENT PROGRESS: 150,149,473 lbs of food donated (52,491,894 lbs equivalent to ~43,743,245 meals in FY2023)

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

2021: 8,771+ hours
2022: 16,635 hours
CURRENT PROGRESS: 31,522 volunteer hours (14,646 hours volunteered by associates in FY2023)

AHEAD OF SCHEDULE | ON TRACK | A BIT BEHIND | MILESTONE ACHIEVED | MISSED THE MARK

CUSTOMER HEALTH & SAFETY

OUR GOAL: Achieve SQF certification at all applicable distribution centers by the end of FY2025.

2021: 77%
2022: 87%
CURRENT PROGRESS: 92% of distribution centers are SQF-certified

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

2021: 72%
2022: 87%
CURRENT PROGRESS: >87% of audited stores received "Green" ratings*

DIVERSITY, EQUITY, & INCLUSION

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

2021: 1%
CURRENT PROGRESS: 2.2% of our annual spend went to diverse suppliers
2022: 2.5%

OUR GOAL: Close the representation gap among management roles* by achieving 50% diverse representation of underrepresented groups by the end of FY2023.

2020 BASELINE: 47%
2021: 49%
2022: 50%
CURRENT PROGRESS: 52%*

RESPONSIBLE PROCUREMENT

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

2021: 18,000 acres
CURRENT PROGRESS: 21,542 total acres* of organic farmland since 2021 (with 1,929 acres estimated in FY2023)
2022: 19,613 acres

WASTE REDUCTION

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

2020 BASELINE: 58%
2021: 48%
CURRENT PROGRESS: 62% of waste diverted from landfill
2022: 61%

OUR GOAL: Reduce food waste from our distribution centers by 50% by the end of FY2025.

2022 BASELINE: 16,701 metric tons
CURRENT PROGRESS: 8,699 metric tons of food waste sent to landfill/incineration (↓~48%)

***Please see earlier report copy for relevant footnotes.**

FY2023 EXECUTIVE SUMMARY

governance



SETTING THE TONE

- Enhanced cross-functional collaboration around *Better for All* by adjusting our quarterly meeting structure, adding leadership to increase accountability and make our impact-related decision making more efficient, and inviting a broader set of teams to the table to facitilate greater knowledge sharing.
- Achieved our Renewable Energy and one of two Diversity, Equity, & Inclusion (DEI) FY2023 milestones on-time – though our work in these critical areas is far from over.
- Reviewed all existing supplier-focused *Better for All* policies and published a revised Supplier & Vendor Code of Conduct.
- Created the Strategic Change Enablement Office to increase support for associates, prioritize well-being, and minimize the uncertainty inherent in organizational change.
- Formalized our methods of stakeholder engagement, including the launch of supplier- and customer-facing councils designed to collect ongoing feedback from stakeholder groups.
- Visited Capitol Hill to advocate for public policy focused on farmer resources for climate-smart agriculture, the maintenance of land conservation programs, food safety and food traceability, and access to fresh produce for those supported by the Supplemental Nutrition Access Program (SNAP), in partnership with industry trade associations.

upstream



FROM FARM TO FORKLIFT

Climate Action

- Launched the Climate Action Partnership to encourage our suppliers to make credible climate commitments and provide innovative and scalable resources specific to the food system.

Diversity, Equity, & Inclusion

- Developed a policy that guides our internal buyers through the selection and onboarding of a more diverse slate of innovative suppliers.
- Supported the "Acres: Cultivating Equity in Black Agriculture" program, launched by The National Minority Supplier Development Council (NMSDC).

Responsible Procurement

- Published a position statement and action plan for animal welfare standards in our supply chain.
- Published a formal policy designed to support the goal of zero deforestation across our primary deforestation-linked commodities by 2025.
- Became an affiliate member of the Roundtable on Sustainable Palm Oil (RSPO) and already collaborated on a number of educational webinars for suppliers.
- Began a formal partnership with Mad Agriculture (Mad Ag) to develop a pilot program designed to catalyze a transition in the U.S. to organic land. The program is expected to launch in FY2024 on an invite-only basis.
- Started a new cross-functional Sustainable Agriculture Working Group.

operations



OUR PLACES, PROCESSES, AND PEOPLE

Associate Safety & Well-Being

- Created four working groups consisting of members of the Well-Being Steering Committee and the associate-led Well-Being Champions Network to connect well-being and transformation initiatives.
- Began implementing new methods for tailored and adequate support to distribution center associates that increase engagement and improve experience.

Customer Health & Safety

- Strengthened our newly structured safety program by completing a root cause analysis training and finalized an automated Safety Management Software platform.

Climate Action

- Completed the installation of a roof-mounted solar project at our Howell, New Jersey distribution center, which is our largest array to date, and anticipate starting another array in Riverside, CA.
- Completed the blueprint that outlines how we will equip our fleet with heavy-duty zero-emission vehicles with funding from California.

Diversity, Equity, & Inclusion (DEI)

- Reaffirmed our commitment to DEI by delivering more DEI programming to associates, using an equity-based approach to review policies and make need-based benefits accessible to a wider audience, and more.
- Expanded our associate-led Belonging & Innovation Groups (BIGs) to include a new BIG focused on celebrating Asian Pacific Islander heritage.

Energy Efficiency

- Completed LED lighting conversion across 100% of UNFI's distribution center network.

downstream



TO STORE SHELVES AND HUNGRY HOUSEHOLDS

Customer Health & Safety

- Developed a new brand strategy for our Certified Organic Wild Harvest produce line to make it easier for people to find and consume organic produce.

Waste Reduction

- Rolled out a Reverse Logistics Disposition Reporting (RLDR) system at all UNFI distribution centers that allows for greater inventory visibility, improves operating efficiency, and minimizes waste disposal costs.
- Completed a multi-year audit of our owned-brand packaging to collect data on a representative sample of products that will help us make informed decisions and avoid unintended consequences.

Community Development

- Solidified a UNFI Foundation Strategic Plan, which centers a collaborative philanthropy model, outlines our funding priorities, and clarifies our strategic direction for the next five years.
- Shifted the Food Equity Project Grant program to focus exclusively on projects supporting equitable food business development, and expanded the scope of the grant beyond Rhode Island.
- Launched a volunteer champion campaign to drive associate volunteerism and adoption of the Associate Action Hub platform, engaged cross-functional teams to increase awareness, offered incentives for taking action, and worked with the Senior Leadership Team to identify volunteer champions.

FY2023 KEY METRICS

As part of our efforts to continuously improve our levels of disclosure and make our *Better for All* reporting accessible for all of our stakeholders, we are continuing to offer year-over-year comparability on key *Better for All* metrics, starting with our greenhouse gas (GHG) emissions, workforce diversity, and waste generation and diversion. We hope to expand this metric slate in future years.

GREENHOUSE GAS (GHG) EMISSIONS

METHODOLOGY

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, which is available through UNFI's *Better for All* website. We invested significantly in FY2023 to improve our methodology, increase transparency, and select a new external partner to refresh our Scope 3 GHG inventory.

(METRIC TONS CO_2E)	FY2022	FY2021	FY2020
Scope 1	368,909	356,689	398,258
Scope 2 (Market-Based)*	194,679	199,577	257,541
Scope 2 (Location-Based)	211,837	218,084	251,004
Scope 3 **,*	25,109,967	20,221,415	19,999,423
Total Emissions (including Market-Based Scope 2)	25,673,555	20,777,681	20,655,222
Total Emissions (including Location-Based Scope 2)	25,690,713	20,796,188	20,648,685

*Progress toward our climate action target related to facilities is currently depicted using market-based Scope 2 emissions.

**FY2021 reported Scope 3 categories included Categories 1-7, 9, and 11-15, as referenced in the Greenhouse Gas Protocol's Corporate Value Chain (Scope 3) Reporting Standard. Third-party verified categories, which have a limited level of assurance, currently only include: Category 3 (Upstream fuel- and energy-related activities), Category 5 (Waste generated in operations), and Category 6 (Business travel).

***FY2022 reported Scope 3 categories now include Category 1 (Purchased Goods & Services) and Category 3 (Upstream Fuel & Energy-Related Activities – Not Included in Scope 1 and 2), as referenced in the Greenhouse Gas Protocol's Corporate Value Chain (Scope 3) Reporting Standard. In order to focus resources on the categories that are most strategically relevant for UNFI's official climate targets, UNFI only included these two categories in FY2022 emissions reporting. Enhanced methodology used to calculate Category 1 demonstrated the size and criticality of climate action along UNFI's value chain.

HOW WE MEASURE UP

Due to timing, our 2023 CDP score**** (which covers FY2022 emissions data) did not reflect our newly active science-based climate targets and the quality of our disclosure did not keep up with CDP's increasingly rigorous questionnaire and scoring. In addition, we joined CDP's Supply Chain program to bolster our supplier engagement and collect information to inform our collective climate action.

	FY2022 SCORE	FY2021 SCORE	FY2020 SCORE
Climate Change	?	C	B
Supplier Engagement	?	C	C

****CDP submissions are due one year after the end of the current fiscal year. Due to the misalignment between CDP scoring and our reporting timeline, we didn't yet receive our score for FY2022 performance.

WORKFORCE DIVERSITY

METHODOLOGY

We currently track demographic data, including race, gender veterans, and disability, through our Human Resources systems.* By collecting and reporting more accurate demographic data, we can provide spaces and resources that best accommodate our diverse population of associates. We continue to create more inclusive processes, but no longer plan to run the UCount campaign on a bi-annual basis.

	FY2023	FY2022	FY2021	FY2020
Board of Directors				
Total Directors	11	11	10	10
Identify as Disabled* **	0%			
Identify as Veterans* **	18%			
Identify as Women	36%	36%	40%	30%
Identify as BIPOC**	27%	27%	20%	10%
Directors and Above				
Total Directors+	480	463	445	422
Identify as Disabled* **	1.7%			
Identify as Veterans* **	0.8%			
Identify as Women	32%	29%	27%	27%
Identify as BIPOC**	19%	16%	13%	11%
Supervisors and Above				
Total Supervisors+	3,276	3,209	3,013	2,883
Identify as Disabled* **	1.1%			
Identify as Veterans* **	1.6%			
Identify as Women	33%	31%	31%	30%
Identify as BIPOC**	27%	26%	25%	23%
Underrepresented Groups***	52%	50%	49%	47%

	FY2023	FY2022	FY2021	FY2020
Associates				
Total Associates*	21,613	22,402	20,101	19,488
Identify as Disabled* **	1.7%			
Identify as Veterans* **	16%			
Identify as Women	24%	23%	23%	22%
Identify as BIPOC**	48%	47%	46%	46%

HOW WE MEASURE UP

For the second year in a row, UNFI scored:

100% | **on the Human Rights Campaign Foundation's Corporate Equality Index 2023 survey for LGBTQ+ workplace equality.**

100% | **on the Disability Equality Index application. UNFI remains the only North American grocery wholesaler to achieve this score and recognition in 2023.**

*Data excludes retail associates. We are aware that these numbers may represent an undercount as they rely on individuals self-identifying.

**'BIPOC' is defined as Black, Indigenous, People of Color.

***In FY2023, UNFI began tracking associates that identify as veterans or disabled to better understand the impact of its Diverse Candidate Slate Policy and overall progress of UNFI's DEI practice.

****While our Diverse Candidate Slate policy includes women, BIPOC, veterans, people with disabilities, and LGBTQ+ people, our official diversity target is currently limited to BIPOC and women (which we reflect collectively as "underrepresented groups").

WASTE GENERATION & DIVERSION

METHODOLOGY

One of our most extensive advancements related to waste reduction in FY2023 was the full rollout of a system that allows for greater inventory visibility. All data is collected through monthly vendor reporting and feeds into an internally managed database from which these metrics are manually extracted. Distribution centers can now monitor, track, and create reports to reflect where product ends up when it hasn't been sold through a regular purchase order to our customers and select the highest-value disposal option for every inventory product on site. The following waste metrics reflect waste generation and diversion rates for UNFI's distribution centers only.

(METRIC TONS)	FY2023	FY2022
Total Waste Generation		
total non-hazardous waste generated*	80,807	81,763
food waste generated**	53,110	46,058
hazardous waste generated***	43	24
Total Diversion of Non-Hazardous Waste		
waste diverted from landfill******	50,488	49,869
food waste diverted from landfill*******	44,411	29,187
food waste diverted through donations	23,810	19,404
non-food waste diverted through recycling	6,077	20,682
Total Non-Hazardous Waste Sent to Landfill		
waste sent to landfill	30,320	32,198
food waste sent to landfill	8,699	16,701
food waste that could have been salvaged or donated	6,665	11,099

***Total waste generated sums metric tons of waste based on data provided by UNFI's monthly vendor reporting. Total waste at distribution centers excludes construction-related waste.**

****The FY2022 food waste metrics reflect an adjustment in previously reported data, which resulted from clarifications made in the accounting of food waste diversions through the implementation of RLDR. UNFI generated 46,058 metric tons of food waste in FY2022, which was previously reported as 40,286 metric tons.**

*****Hazardous waste excludes returns to vendors.**

******Our waste diversion efforts are informed by the Zero Waste International Alliance (ZWIA) and an industry-aligned 90% diversion rate threshold for "zero waste".**

*******Food waste is currently diverted through compost, digestor, animal feed, industrial and rendering programs, donations, and salvage.**

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GUIDANCE ON CLIMATE-RELATED RISK MANAGEMENT & INTEGRATION

As part of our ongoing path to increased transparency, more robust environmental stewardship, and deeper integration of both financial and climate-related risk, we seek to more closely apply the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This is our second year of reporting more explicitly with TCFD recommendations. We recognize the ongoing importance of providing a clear portrayal of our climate-related financial information and plan to expand our disclosures as our emissions reduction strategy and initiatives progress. This disclosure reflects information that can be found in our 2023 CDP Climate Change questionnaire response, which includes FY2022 emissions data.

FOCUS AREA	METRIC	DISCLOSURE	LOCATION
Governance: Disclose the organization's governance around climate-related risks and opportunities.			
	a) Describe the board's oversight of climate-related risks and opportunities.	Nominating and Governance Committee – Oversight, Objective, and Annual Review Social and Environmental Responsibility Policy – Organizational Commitment	FY23 Form 10-K, pg. 105 FY23 Schedule 14A, pg. 5 2023 CDP Climate Change Response, C1.1b FY23 Better for All Report – Governance, pg. 7-8 FY21 Social and Environmental Policy
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	CEO – Highest Level of Oversight and Accountability ESG Executive Steering Committee – Role and Responsibility ESG Reporting Structure – Assessment, Strategy, and Increased Line of Sight	2023 CDP Climate Change Response, C1.2 FY23 Schedule 14A, pg. 3 FY23 Better for All Report – Governance, pg. 7-8, 9-10
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.			
	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Definition of Time Horizons Sustainability Risks Portfolio Evaluation Climate Change Overview Legal and Regulatory Risks – Environmental, Health & Safety	2023 CDP Climate Change Response, C2.1a, C2.3, C2.3a, C2.4, C2.4a FY23 Better for All Report – Materiality, pg. 3-4 FY23 Better for All Report – Climate Action, pg. 17-18 FY23 Form 10-K, pg. 20
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Operational Risks, Chronic and Acute Climate Risks Capital Expenditure Allocation Supplier Partnerships, Product Shortages, and Food Prices	2023 CDP Climate Change Response, C2.3a, C2.4a, C3.1, C3.3, C3.4 FY23 Form 10-K, pg. 11-12, 20-21 FY23 Better for All Report – Climate Action, pg. 15-16, 17-18
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Business Continuity Operational Assessment – Facilities and Fleet Emissions Reduction Strategy	2023 CDP Climate Change Response, C3.2 FY23 Better for All Report – Climate Action, pg. 17-18, 21-22, 29-30

GUIDANCE ON CLIMATE-RELATED RISK MANAGEMENT & INTEGRATION

FOCUS AREA	METRIC	DISCLOSURE	LOCATION
Risk Management: Disclose how the organization identifies, assesses, and manages climate-related risks.			
	a) Describe the organization's processes for identifying and assessing climate-related risks	Materiality Assessment Science Based Targets initiative Emerging Regulation	FY23 Better for All Report – Materiality, pg. 3-4 FY23 Better for All Report – Climate Action, pg. 17-18 2023 CDP Climate Change Response, C2.1, C2.2, C2.2a
	b) Describe the organization's processes for managing climate-related risks.	Reporting Structure – Dedicated Climate Program Manager Better for All Strategy Third-Party Vendor Supporting Enhanced Scope 3 Measurement	FY23 Better for All Report – Climate Action, pg. 17-18 2023 CDP Climate Change Response, C2.1, C2.2
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Transformation Plan Science-Based Targets Business Unit Risk Champions Enterprise Risk Management System	FY23 Form 10-K, pg. 1 2023 CDP Climate Change Response, C2.1, C2.2 FY23 Better for All Report – Climate Action, pg. 17-18 FY23 Schedule 14A, pg. 4
Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.			
	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Operational Energy – Facilities Energy Intensity – Distribution Centers Fleet Fuel – Upstream and Operational Fuel Efficiency – Owned/Operated Fleet Purchased Goods and Services & Additional Scope 3 Categories FLAG-Sector Emissions	FY23 Better for All Report – Climate Action, pg. 17-18 FY23 Key Metrics, pg. 49-50 2023 CDP Climate Change Response, C4.2, C4.2a, C4.2b
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	GHG Emissions Disclosure – FY22 Data (Scope 1, 2, and 3) GHG Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)	FY23 Better for All Report – Climate Action, pg. 17-18 FY23 Key Metrics, pg. 49-50 2023 CDP Climate Change Response, C6.1, C6.3, C6.5
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Science-Based Targets – Fleet, Facilities, Value Chain Pending FLAG Guidance-Aligned Target Third-Party Verification	2023 CDP Climate Change Response, C4.1, C4.1a, C4.1b, C4.2, C4.2a, C4.2b FY23 Better for All Report – Climate Action, pg. 17-18 2023 Verification Statement

GRI CONTENT INDEX

STATEMENT OF USE
UNFI has reported the information cited in this GRI content index for the 2023 fiscal year, which ran from July 31, 2022 through July 29, 2023, with reference to the GRI Standards.

GRI 1 USED
GRI 1: Foundation 2021

DISCLOSURE	LOCATION / COMMENT
GRI 2: General Disclosures 2021	
2-1 Organizational details	UNITED NATURAL FOODS, INC. 313 Iron Horse Way, Providence, RI 02908 At a Glance, pg. 3-4 FY23 Form 10-K – Business, pg. 1 FY23 Form 10-K – Market Information, Holders and Dividends, pg. 26 UNFI mentions the Atlantic operational region in the FY2022 *Better For All* report. In FY2023, UNFI consolidated its sales and operational structure in FY2023 from four regions to three – East, Central, and West.
2-2 Entities included in the organization's sustainability reporting	UNFI's *Better for All* reporting and disclosures account for UNFI's total owned/leased operations, including distribution centers, retail locations, and fleet, as well as customer services and supplier agreements. Relevant boundaries herein are explicitly stated where relevant. FY23 Form 10-K – Properties, pg. 24
2-3 Reporting period, frequency and contact point	Unless we say otherwise, the information provided in this annual report published December 20, 2023 covers the 2023 fiscal year, which ran from July 31, 2022 through July 29, 2023. Because of the timeline associated with our third-party verification process for emissions data, all climate-related disclosures cover fiscal year 2022 data. For additional information, contact ESG@unfi.com.
2-4 Restatements of information	Waste Reduction UNFI has adjusted the baseline for its official target to reduce food waste from our distribution centers by 50% by the end of FY2025 to reflect a FY2022 baseline. The adjusted FY2022 baseline is 16,701 metric tons – UNFI reduced food waste by 48% from FY2022 to FY2023. This new baseline was set to enhance comparability of data based on consistent methodologies now that the Reverse Logistics Disposition Reporting (RLDR) system has been fully rolled out to distribution centers. In addition, because of these methodology improvements, as well as an error that was identified in the amount of food donations distributed in FY2022, UNFI restated total food waste generated and food waste diverted for FY2022. The aforementioned baseline reflects these restatements. Well-to-Wheel Emissions The FY2021 progress for UNFI's Climate Action – Fleet official target erroneously excluded Scope 3 well-to-tank emissions from fleet fuels within Scope 1 and 3 heavy freight well-to-wheel GHG emissions from transportation. UNFI does not have evidence that this error affected total emissions reporting. Revisions will be made to account for this error during or after UNFI's anticipated SBTi target updates, and are therefore not yet restated in the FY2023 *Better for All* report.
2-5 External assurance	Key Metrics, pg. 49-50 UNFI does not yet seek external assurance for the vast majority of its *Better for All* reporting. That said, the Company continues to proactively enhance its internal verification processes in coordination with UNFI's Internal Audit team.
2-6 Activities, value chain and other business relationships	At a Glance, pg. 3-4 Upstream, pg. 11-12 Responsible Procurement, pg. 13-14 FY23 Form 10-K – Business, pg. 1-6
2-7 Employees	At a Glance, pg. 3-4 Key Metrics, pg. 51-52 FY23 Form 10-K – Human Capital Management, pg. 8 FY23 Schedule 14A – Human Capital Management, pg. 14
2-9 Governance structure and composition	Ethics & Compliance, pg. 7-8 Key Metrics, pg. 51-52 FY23 Schedule 14A – Board Leadership Structure, pg. 7 FY23 Schedule 14A – Committees of the Board of Directors, pg. 8

GRI CONTENT INDEX

DISCLOSURE	LOCATION / COMMENT
2-10 Nomination and selection of the highest governance body	Ethics & Compliance, pg. 7-8 FY23 Schedule 14A – Board Refreshment Policy, pg. 11 FY23 Schedule 14A – Nomination of Directors, pg. 22
2-11 Chair of the highest governance body	Ethics & Compliance, pg. 7-8 FY23 Schedule 14A – Independent Chair, pg. 7
2-12 Role of the highest governance body in overseeing the management of impacts	Ethics & Compliance, pg. 7-8 FY23 Schedule 14A – Governance Highlights, pg. 5 FY23 Schedule 14A – Risk Oversight, pg. 8 FY23 Schedule 14A – Environmental, Social and Governance Practices, pg. 13
2-13 Delegation of responsibility for managing impacts	Ethics & Compliance, pg. 7-8 Associate Engagement, pg. 9-10 FY23 Schedule 14A – Environmental, Social and Governance Practices, pg. 13
2-14 Role of the highest governance body in sustainability reporting	Ethics & Compliance, pg. 7-8 FY23 Schedule 14A – Governance Highlights, pg. 5 FY23 Schedule 14A – Environmental, Social and Governance Practices, pg. 13
2-15 Conflicts of interest	Associate Engagement, pg. 9-10 FY23 Schedule 14A – Good Governance Practices, pg. 5 Business Code of Conduct
2-17 Collective knowledge of the highest governance body	Ethics & Compliance, pg. 7-8 FY23 Schedule 14A – Director Skills, pg. 13
2-19 Remuneration policies	FY23 Schedule 14A – Director Compensation, pg. 24 FY23 Schedule 14A – CEO Pay Ratio, pg. 50 FY23 Schedule 14A – Compensation Discussion and Analysis, pg. 28
2-20 Process to determine remuneration	FY23 Schedule 14A – Director Compensation, pg. 24 FY23 Schedule 14A – Other Actions Responsive to Stockholder Feedback in Recent Years, pg. 30 FY23 Schedule 14A – CEO Pay Ratio, pg. 50 FY23 Schedule 14A – How We Make Decisions Regarding Executive Pay, pg. 32
2-21 Annual total compensation ratio	FY23 Schedule 14A – CEO Pay Ratio, pg. 50

DISCLOSURE	LOCATION / COMMENT
2-22 Statement on sustainable development strategy	A Letter from Leadership, pg. 2
2-23 Policy commitments	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, injury or illness to associates, customers, or community members, and more. UNFI's Business Continuity team continues to focus its efforts on improving the organization's business continuity function and management systems. At a Glance, pg. 3-4 Governance, pg. 5-6 Ethics & Compliance, pg. 7-8 Associate Engagement, pg. 9-10 FY23 Form 10-K – Human Capital Management, pg. 8-9 Social and Environmental Responsibility Policy Business Code of Conduct Supplier & Vendor Code of Conduct
2-24 Embedding policy commitments	A Letter from Leadership, pg. 1-2 Ethics & Compliance, pg. 7-8 Responsible Procurement, pg. 13-14, 15-16 Diversity, Equity, & Inclusion, pg. 25-26 Associate Safety & Well-Being, pg. 27-28 Community Development, pg. 39-40, 41-42
2-25 Processes to remediate negative impacts	Ethics & Compliance, pg. 9-10 Associate Safety & Well-Being, pg. 23-24 Customer Health & Safety, pg. 33-34
2-26 Mechanisms for seeking advice and raising concerns	Stakeholder Engagement, pg. 9-10 Associate Safety & Well-Being, pg. 23-24 Diversity, Equity, & Inclusion, pg. 25-26
2-27 Compliance with laws and regulations	FY23 Form 10-K – Government Regulation, pg. 7-8
2-29 Approach to stakeholder engagement	Ethics & Compliance, pg. 7-8, 9-10 FY23 Form 10-K – Our Strategic Priorities, pg. 1 FY23 Schedule 14A – Stakeholder Engagement, pg. 10

GRI CONTENT INDEX

DISCLOSURE	LOCATION / COMMENT
2-30 Collective bargaining agreements	36% of associates are covered by collective bargaining agreements Associate Safety & Well-Being, pg. 27-28 FY23 Form 10-K – Human Capital Management, pg. 8
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	At a Glance, pg. 3-4 Ethics & Compliance, pg. 7-8 UNFI evaluates impacts along its value chain, including upstream, operational, and downstream impacts, in order to present a complete, balanced portrayal. Our material topics were determined based on a FY2020 materiality assessment, which we plan to review and adjust in the coming years. Our method of defining report content and report quality was informed by GRI's Reporting Principles.
3-2 List of material topics	At a Glance, pg. 3-4 While UNFI's list of material topics did not change in FY2023, UNFI is aware that the creation and evolution of its four-part transformation plan, which intends to drive operational efficiency and enhanced value for shareholders will require it to undertake a review of its strategy on an ongoing basis. UNFI has grouped its list of material topics on pg. 3-4 in the *Better for All* report to help summarize progress and the organization's focus within FY2023.
ASSOCIATE SAFETY & WELL-BEING	
3-3 Management of material topics	Associate Safety & Well-Being, pg. 23-24, 27-28 Diversity, Equity, & Inclusion, pg. 25-26 www.betterforall.unfi.com
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. 23-24 FY23 Form 10-K – Compensation and Benefits, pg. 8
GRI 403: Occupational Health and Safety 2018	
403-1 Occupational health and safety management system	Associate Safety & Well-Being, pg. 27 – 28
403-2 Hazard identification, risk assessment, and incident investigation	Associate Safety & Well-Being, pg. 27-28
403-5 Worker training on occupational health and safety	Associate Safety & Well-Being, pg. 27-28
403-8 Workers covered by an occupational health and safety management system	Associate Safety & Well-Being, pg. 27-28 UNFI is not currently able to report on the exact number of workers covered by these systems, though they are in place in all distribution centers.
GRI 404: Training and Education 2016	
404-1 Average hours of training per year per employee	Associate Safety & Well-Being, pg. 23-24, 27-28 ~11 average hours per employee in FY2023 UNFI currently tracks training hours for associates that are able to access the company's training platforms with a UNFI email address, which excludes most distribution center associates and retail associates. Because of this limitation to online training for other employee categories, UNFI also administers live trainings in distribution centers, records trainings for wider distribution, and offers other development resources for associates without email addresses. By way of example, in FY2023, over 75% of distribution centers administered DEI training; and UNFI also implemented a new Driver Telematics platform which leverages technology to provide real-time coaching and training to drivers in UNFI's fleet.

GRI CONTENT INDEX

DISCLOSURE	LOCATION / COMMENT
404-2 Programs for upgrading employee skills and transition assistance programs	Associate Safety & Well-Being, pg. 23-24, 27-28 Diversity, Equity, & Inclusion, pg. 25-26 FY23 Schedule 14A – Human Capital Management, pg. 14-15 Eligible 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 houses our learning content on DEI, safety, harassment, and more, and facilitates quarterly performance check-ins with a place to document and review development goals. We also launched a Change Academy SharePoint site to support associates through UNFI's transformation efforts and build an organizational capability for change, completed a Fresh Perspectives course related to change, created a custom Change Enablement & Leadership workshop, registered leaders for Change Leadership modules, and graduated associates through a Leading Transformational Change program. Eligible associates include employees with a UNFI email address, which excludes most distribution center associates and retail associates. We acknowledge that more difficult access for those without UNFI email addresses due to where these trainings are housed is a limitation, and we are working to find solutions to this hurdle.
CLIMATE ACTION	
3-3 Management of material topics	Climate Action, pg. 17-18, 21-22, 29-30 Key Metrics, pg. 49-50 www.betterforall.unfi.com UNFI continues to report emissions data one fiscal year behind the current reporting period – all reported emissions cover FY2022 activities. As part of the continuous improvement of its emissions measurement, UNFI has pursued external verification of Scopes 1 and 2 (both market-based and location-based), as well as Scope 3 Category 3 (Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2) to a limited level of assurance. See betterforall.unfi.com for UNFI's verification statements. Methodological changes occur year-over-year as described in UNFI's 2023 CDP Climate Change disclosure C5.1b.
GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	Key Metrics, pg. 49-50
305-2 Energy indirect (Scope 2) GHG emissions	Key Metrics, pg. 49-50
305-3 Other indirect (Scope 3) GHG emissions	Key Metrics, pg. 49-50 Significant growth in Category 1 is due to business growth and methodological changes. The updated methodology included enhanced accounting of emissions from forest, land, and agriculture activities (FLAG), as will be required for our eventual SBTi FLAG target update. Emissions related to extraction and production of goods and services purchased or acquired by UNFI in the reporting year were also considered. This includes production of commodities, ingredients, and packaging.
305-5 Reduction of GHG emissions	Climate Action, pg. 17-18
COMMUNITY DEVELOPMENT	
3-3 Management of material topics	Associate Safety & Well-Being, pg. 23-24 Community Development, pg. 37-38, 39-40 www.betterforall.unfi.com
GRI 201: Economic Performance 2016	
201-1 Direct economic value generated and distributed	At a Glance, pg. 3-4 Associate Safety & Well-Being, pg. 23-24 Community Development, pg. 39-40, 41-42 UNFI does not currently publicly report total economic value generated and distributed, though we do report on community investments, which are related to this value.
201-2 Financial implications and other risks and opportunities due to climate change	Ethics & Compliance, pg. 7-8 Climate Action, pg. 17-18 2023 CDP Climate Change Response FY23 TCFD Guidance FY23 Form 10-K – Risk Factors, pg. 9
GRI 413: Local Communities 2016	
413-1 Operations with local community engagement, impact assessments, and development programs	Waste Reduction, pg. 37-38 Community Development, pg. 39-40, 41-42

GRI CONTENT INDEX

DISCLOSURE	LOCATION / COMMENT
G4 FOOD PROCESSING SECTOR DISCLOSURES: HEALTHY & AFFORDABLE FOOD 2010	
G4-DMA Healthy & affordable food	Waste Reduction, pg. 37-38 Community Development, pg. 39-40, 41-42
CUSTOMER HEALTH & SAFETY	
3-3 Management of material topics	Customer Health & Safety, pg. 27-28, 33-34 www.betterforall.unfi.com UNFI's reporting of retail locations with "Green" Ecolab ratings reflects both owned and franchised locations, but excludes liquor stores, which do not currently receive food safety audits.
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. 27-28, 33-34 UNFI does not currently report its assessment of the health and safety impacts of produce and service categories, though its comprehensive safety program encompasses Environmental, Health and Safety (EHS), Food Safety and Quality Assurance (FSQA), and Fleet Safety.
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. 27-28
DIVERSITY, EQUITY, & INCLUSION	
3-3 Management of material topics	Diversity, Equity, & Inclusion, pg. 9-10, 13-14, 23-24, 25-26, 39-40, 41-42 www.betterforall.unfi.com Diversity metrics and goals do not include retail associates. In FY2023, reporting was expanded to reflect additional dimensions of diversity beyond race and gender.

DISCLOSURE	LOCATION / COMMENT
GRI 405: Diversity and Equal Opportunity 2016	
405-1 Diversity of governance bodies and employees	Diversity, Equity, & Inclusion, pg. 25-26 Key Metrics, pg. 51-52
ENERGY EFFICIENCY	
3-3 Management of material topics	Energy Efficiency, pg. 21-22, 29-30 www.betterforall.unfi.com In FY2020, UNFI consolidated its utility bill payment processes. All data from FY2021 onward represent electricity and natural gas usage tracked through this improved process.
GRI 302: Energy 2016	
302-1 Energy consumption within the organization	Energy Efficiency, pg. 21-22 UNFI's operational energy disclosures currently reflect purchased electricity and natural gas. Additional energy sources, including diesel-stationary, Number 2 Fuel Oil, Propane, Renewable Energy-Solar, and Green Power, are currently excluded while the Company assesses its ability to consistently measure the consumption of those sources.
302-3 Energy intensity	Energy Efficiency, pg. 21-22 Energy intensity is tracked for distribution centers only. In FY2023, UNFI phased out its official energy intensity target that was in place since 2020 in favor of our approved facilities-focused science-based target. We will still continue to monitor energy intensity either using revenue as an intensity marker or a better alternative once identified.
302-4 Reduction of energy consumption	Energy Efficiency, pg. 21-22
RESPONSIBLE PROCUREMENT	
3-3 Management of material topics	Ethics & Compliance, pg. 7-8 Responsible Procurement, pg. 13-16 www.betterforall.unfi.com

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DISCLOSURE	LOCATION / COMMENT
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. 7-8 Responsible Procurement, pg. 13-14 UNFI does not currently directly report on percentage of purchased volume from suppliers compliant with the company's sourcing policy. However, clear expectations are set with suppliers through the newly updated Supplier & Vendor Code of Conduct, and has developed a policy to guide internal buyers through the onboarding of a more diverse slate of suppliers.
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, p. 15-16 Customer Health & Safety, pg. 33-34
G4 FOOD PROCESSING SECTOR DISCLOSURES: ANIMAL WELFARE 2010	
G4-FP9 Percentage and total of animals raised and/or processed, by species and breed type	Responsible Procurement, pg. 15-16 We have not yet undertaken the exercise of collecting this information from our suppliers. The FY2022 *Better For All* report states that UNFI is finalizing its formal policy related to animal welfare. Instead, UNFI published an official position statement and is working closely with suppliers to adapt to changing regulations and higher animal welfare expectations.
G4-FP10 Policies and practices, by species and breed type, related to physical alterations and the use of anesthetic	Responsible Procurement, pg. 15-16 We have not yet undertaken the exercise of collecting this information from our suppliers.
WASTE REDUCTION	
3-3 Management of material topics	Waste Reduction, pg. 35-36, 37-38 UNFI currently reports waste generation and diversion rates for distribution centers only. Total waste at distribution centers excludes construction-related waste. In FY2023, the company enhanced its waste tracking through a reverse logistics disposition reporting system that extracts items that are no longer sellable to our UNFI customers from inventory levels and allows for distribution centers to create itemized manifests related to the various disposal paths to ensure compliance and traceability.

DISCLOSURE	LOCATION / COMMENT
GRI 306: Waste 2020	
306-1 Waste generation and significant waste-related impacts	Waste Reduction, pg. 35-36, 37-38
306-2 Management of significant waste-related impacts	Waste Reduction, pg. 35-36, 37-38
306-3 Waste generated	Waste Reduction, pg. 35-36, 37-38 Key Metrics, pg. 53-54
306-4 Waste diverted from disposal	Waste Reduction, pg. 35-36, 37-38 Key Metrics, pg. 53-54
306-5 Waste directed to disposal	Waste Reduction, pg. 35-36, 37-38 Key Metrics, pg. 53-54

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 fourth year reporting against the SASB framework. While we cannot yet report on all accounting and activity metrics in this framework, we are using it as a roadmap for future disclosure and 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. SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

TOPIC	CODE	ACCOUNTING/ ACTIVITY 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)	3,070,225 GJ In FY2023, the company saw a 0.6% improvement in fuel efficiency from FY2022. UNFI seeks to achieve greater fuel efficiency through the analysis of a shipment's density, as well as the distance it travels. To reduce the overall fleet fuel consumed in FY2023 and drive transportation efficiency, UNFI contined to phase out older trucks, upgrade equipment, deploy route and stop optimization, consolidate deliveries into full truckloads whenever possible, and train drivers on UNFI's No-Idle policy. UNFI tracks expenses for relevant fuel types, including diesel (clear and dyed), compressed natural gas, and electricity, for fleet vehicles owned or operated by UNFI (or those used for certain dedicated third-party logistics).	Energy Efficiency, pg. 29-30
Fleet Fuel Management	FB-FR-110a.1	Percentage renewable	Quantitative	Percentage (%)	Unavailable 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. 29-30
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	62,079 metric tons CO_2e Consistent with UNFI's broader greenhouse gas (GHG) emissions accounting, the above represents FY2022 data, which is undergoing third-party verification to a limited level of assurance – FY2023 emissions data is not yet available for reporting. Certain refrigerants, such as HCFC-22/R-22, are not currently counted in our GHG inventory.	Energy Efficiency, pg. 21-22

SASB REFERENCE TABLE

TOPIC	CODE	ACCOUNTING/ ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
Air Emissions from Refrigeration	FB-FT-110b.2	Percentage of refrigerants consumed with zero ozone-depleting potential	Quantitative	Percentage (%)	Unavailable UNFI is unable to provide this information at this time. To improve data visibility on refrigerant emissions, the company will consider consolidated refrigeration management in the future beyond retail location refrigerant stocks, which were UNFI's sole proxy in years' past.	Energy Efficiency, pg. 21-22
Air Emissions from Refrigeration	FB-FT-110b.3	Average refrigerant emissions rate	Quantitative	Percentage (%)	Unavailable UNFI is unable to provide this information at this time. UNFI recognizes the risk and volatility of refrigerant stocks, including but not limited to the high global warming potential of certain refrigerants and the risk that poses to UNFI's emission reduction strategy. UNFI plans to improve data visibility into refrigerant emissions as a key risk mitigation strategy.	Energy Efficiency, pg. 21-22
Energy Efficiency						
Energy Management	FB-FR-130a.1	(1) Operational energy consumed	Quantitative	Gigajoules (GJ)	2,596,173 GJ UNFI's total energy consumption decreased by 1.5% from FY2022. Please note that operational energy includes retail and distribution center locations, and excludes energy sources from diesel-stationary, number 2 fuel oil, propane, solar generation, and other green power. The greatest reduction in energy consumption in the future will come from facility tune-ups and on-site renewable generation, and electrification, including electric vehicles, electric refrigerated trailers, and electric material handling equipment. The company is evaluating opportunities to reduce energy consumed by these sources. To better serve the needs of our stakeholders, we also report energy consumption in MWh.	Energy Efficiency, pg. 21-22

SASB REFERENCE TABLE

TOPIC	CODE	ACCOUNTING/ ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
Energy Management	FB-FR-130a.1	(2) percentage grid electricity	Quantitative	Percentage (%)	74%	Energy Efficiency, pg. 21-22
Energy Management	FB-FR-130a.1	(3) percentage renewable	Quantitative	Percentage (%)	27% This metric reflects U.S. retail and distribution center electricity usage only, not full operational energy. In FY2023, UNFI completed the installation of a roof-mounted solar array on a New Jersey distribution center, the largest solar array UNFI has completed to date. UNFI anticipates starting another solar project on a California distribution center in FY2024. The company also executed the purchase of renewable energy certificates (RECs) to account for the remaining gaps in its own in-house production as it explores additional plans for solar development. This purchase of RECs helped UNFI achieve its stated renewable electricity target.	Energy Efficiency, pg. 21-22
Food Waste Management						
Food Waste Management	FB-FR-150a.1	Amount of food waste generated	Quantitative	Metric tons	53,110.16 metric tons This amount reflects food waste generated in distribution centers only. Some of the most impactful efforts to reduce the generation of food waste in FY2023 included completing the rollout of a temperature monitoring system across all distribution centers and instituting a reverse logistics disposition reporting (RLDR) system that classifies the flow of material streams and provides actionable end-of-life insights. Additionally, UNFI continues to seek to donate unsellable, edible food to local food banks or for use as animal feed. The RLDR system also led to significant enhancements in UNFI's waste tracking in FY2023, resulting in more consistent and comparable data on food waste and reuse across facilities. To accurately reflect these updates, the company adjusted the baseline year of its food waste reduction target from FY2020 to FY2022. The FY2022 baseline also reflects an adjustment in previously reported data, which resulted from clarifications made in the accounting of food waste diversions through the implementation of RLDR. UNFI generated 46,058.08 metric tons of food waste in FY2022, which was previously reported as 40,285.96 metric tons.	Waste Reduction, pg. 37-38

SASB REFERENCE TABLE

TOPIC	CODE	ACCOUNTING/ ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
Food Waste Management	FB-FR-150a.1	Percentage diverted from the waste stream	Quantitative	Percentage (% of total)	84% This amount reflects food waste diverted at the distribution centers level through compost, digester, animal feed, rendering, donations, and salvage. Due to improved waste reduction strategies, the percentage of FY2023 food waste diverted from landfill has increased from FY2022. The company's approach to food waste diversion starts with source reduction to mitigate the generation of waste, followed by salvage programs through which products can be distributed at discounted rates, donation programs for unsellable yet usable product, and as a last resort, food waste recycling through composting, animal feed, rendering, or anaerobic digestors before sending it to landfill. Now that the RLDR system has been rolled out to all distribution centers, we have a much clearer picture of waste generated and diverted.	Waste Reduction, pg. 35-36
Data Security						
Data Security	FB-FR-230a.1	(1) Number of data breaches	Quantitative	Number (#)	Unavailable Publicly disclosed separately, as required.	n/a
Data Security	FB-FR-230a.1	(2) percentage involving personally identifiable information (PII)	Quantitative	Percentage (%)	Unavailable Publicly disclosed separately, as required.	n/a
Data Security	FB-FR-230a.1	(3) number of customers affected	Quantitative	Number (#)	Unavailable Publicly disclosed separately, as required.	n/a

SASB REFERENCE TABLE

TOPIC	CODE	ACCOUNTING/ ACTIVITY 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	The Cybersecurity team is led by a Chief Information Security Officer (CISO), who reports to the General Counsel. 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. Cybersecurity program management utilizes an 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 risk-based 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) • Threat Intelligence (monitors actionable techniques, tactics, and procedures of global cyber threats in real-time)	More information can be found on pg. 16-17 of UNFI's FY23 Form 10-K.
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 completing internal risk assessments at least once per year to identify and remedy any gaps in compliance. In FY2023, the company standardized its visibility of refrigerated assets through automated systems, standardized its recall process across all businesses, and piloted updated pest and sanitation programs.	Customer Health & Safety, pg. 27-28
Food Safety	FB-FR-250a.2	(1) number of recalls	Quantitative	Number (#)	Unavailable The company continues to drive a food safety culture within the organization and with its suppliers.	Customer Health & Safety, pg. 27-28

SASB REFERENCE TABLE

TOPIC	CODE	ACCOUNTING/ ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
Food Safety	FB-FR-250a.2	(2) number of units recalled	Quantitative	Number (#)	Unavailable The company continues to drive a food safety culture within the organization and with its suppliers.	Customer Health & Safety, pg. 27-28
Food Safety	FB-FR-250a.2	(3) percentage of units recalled that are private-label products	Quantitative	Percentage (%)	Unavailable The company continues to drive a food safety culture within the organization and with its suppliers.	Customer Health & Safety, pg. 27-28
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. 33-34
Product Health & Nutrition	FB-FR-260a.2	Discussion of the process to identify and manage 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. In FY2023, UNFI continued its alignment with and use of the Nielsen 'Clean Label' definition and attributes, which are measured across five levels: Conventional, Free From, Clean, Simple, and Sustainable. This alignment helps UNFI discuss and market its offerings more accurately to increase customer education on products' health and nutritional value. Across its Brands+ portfolio, suppliers are Global Food Safety Initiative (GFSI) certified and its packages bear several types of certifications, including: USDA Organic, Non-GMO Project Verified, Gluten Free Certified, Certified Vegan, and Kosher.	Customer Health & Safety, pg. 33-34
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

SASB REFERENCE TABLE

TOPIC	CODE	ACCOUNTING/ ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
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.	Customer Health & Safety, pg. 33-34
Product Labeling & Marketing	FB-FR-270a.3	Revenue from products labeled as (2) non-GMO	Quantitative	Reporting currency (USD)	$4,782,679,420	Customer Health & Safety, pg. 33-34
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 associate total compensation was $56,223.	Associate Safety & Well-Being, pg. 23-24
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. 23-24
Labor Practices	FB-FT-310a.2	Percentage of active workforce covered under collective bargaining agreements	Quantitative	Percentage (%)	36% of associates are covered by collective bargaining agreements	Associate Safety & Well-Being, pg. 27-28
Labor Practices	FB-FR-310.3	(1) Number of work stoppages	Quantitative	Number (#)	0	Associate Safety & Well-Being, pg. 27-28
Labor Practices	FB-FR-310.3	(2) total days idle	Quantitative	Number (#)	0	Associate Safety & Well-Being, pg. 27-28
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 FY2023.	n/a

SASB REFERENCE TABLE

TOPIC	CODE	ACCOUNTING/ ACTIVITY 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 in aggregate. UNFI relies on supplier-provided information and third-party certifications to evaluate its environmental and social sourcing standards. As many products may contain one or more environmental or social sustainability certifications, total revenue of certified products with at least one standard cannot be provided at this time.	Customer Health & Safety, pg. 33-34
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 (%)	>18% of revenue from the sale of eggs was generated from eggs that originated from a cage-free environment or better UNFI included sales of eggs originating from cage-free, free range, and pasture raised environments in the above calculation. Aligned with UNFI's formalized animal welfare position statement, the company is in the process of enhancing its tracking of products sold in accordance with higher welfare standards.	Responsible Procurement, pg. 15-16
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 (%)	<4% of revenue from the sale of pork was generated from pork produced without the use of gestation crates The above figure was derived based on sales (USD) not weight (lbs). Aligned with UNFI's formalized animal welfare position statement, the company is in the process of enhancing its tracking of products sold in accordance with higher welfare standards.	Responsible Procurement, pg. 15-16

SASB REFERENCE TABLE

TOPIC	CODE	ACCOUNTING/ ACTIVITY 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 appropriate. UNFI recognizes that if its systems are mismanaged, such as those for safe labor, waste and stormwater management, and food quality standards then it could pose significant risk to people and communities. Supplier & Vendor Code of Conduct UNFI distributes a Supplier & Vendor Code of Conduct to its supply chain partners that encompasses conducting business with integrity, labor and worker rights, safety and security, and environmental protection. In FY2023, UNFI's Ethics & Compliance team published an updated Supplier & Vendor Code of Conduct to more closely align with its corporate impact strategy, leverage its partnerships to help facilitate supplier action, and reflect updated position statements and policies. The updated Code is integrated into standard supplier agreements. Animal Welfare All living things on this planet deserve to be treated with dignity and respect. In FY2023, UNFI developed and formalized a position statement and action plan for animal welfare standards in its supply chain. The company's action plan supports supplier education on credible third-party standards and increased visibility for products with higher welfare standards. The position statement is now part of the company's Supplier & Vendor Code of Conduct. Deforestation UNFI has committed to zero deforestation across high-risk commodities such as beef and palm by 2025. In FY2023, the company published a deforestation policy that issues guidance for procuring at-risk commodities and has issued a number of resources through the UNFI Climate Action Hub to support suppliers in their own deforestation commitments. The deforestation policy is now part of the company's Supplier & Vendor Code of Conduct. Additionally in FY2023, UNFI became an affiliate member of the Roundtable on Sustainable Palm Oil (RSPO) and started prepartion for its first CDP Forests disclosure.	Ethics & Compliance, pg. 7-8 Responsible Procurement, pg. 15-16

SASB REFERENCE TABLE

TABLE 2. ACTIVITY METRICS

TOPIC	CODE	ACCOUNTING/ ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	DATA/RESPONSE	RELATED REFERENCE(S)
Activity	FB-FR-000.A	NUMBER OF (1) RETAIL LOCATIONS	Quantitative	Number (#)	110 Corporate and Franchised Retail Locations	At a Glance, pg. 3-4
Activity	FB-FR-000.A	NUMBER OF (2) DISTRIBUTION CENTERS	Quantitative	Number (#)	55 Distribution Centers	At a Glance, pg. 3-4; A full list of properties can be found on pg. 23 of UNFI's FY23 10-K.
Activity	FB-FR-000.B	TOTAL AREA OF (1) RETAIL SPACE	Quantitative	Square meters (m2)	~470,675 sq. meters	At a Glance, pg. 3-4
Activity	FB-FR-000.B	TOTAL AREA OF (2) DISTRIBUTION CENTERS	Quantitative	Square meters (m2)	~2,796,010 sq. meters In FY2023, UNFI adjusted its methodology for calculating the floor area of its distribution centers/warehouses to account for immaterial differences from the methodology used for other public reporting.	At a Glance, pg. 3-4
Activity	FB-FR-000.C	NUMBER OF VEHICLES IN COMMERCIAL FLEET	Quantitative	Number (#)	2,197	At a Glance, pg. 3-4
Activity	FB-FR-000.D	TON MILES TRAVELLED	Quantitative	Ton miles	678,564,128 ton miles To better serve the needs of our stakeholders, UNFI also reports tonne kilometers as the intensity metric for its fleet Climate Action goal and validated science-based target.	Energy Efficiency, pg. 29-30

some gratitude

Pulling together our annual *Better for All* reports is no easy feat. Over 130 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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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 29, 2023 filed with the Securities and Exchange Commission (the "SEC") on September 26, 2023 and other filings the Company makes with the SEC, and include, but are not limited to, our dependence on principal customers; the relatively low margins of our business, which are sensitive to inflationary and deflationary pressures and intense competition, including as a result of the continuing consolidation of retailers and the growth of consumer choices for grocery and consumable purchases; our ability to realize the anticipated benefits of our transformation initiatives; changes in relationships with our suppliers; our ability to operate, and rely on third parties to operate, reliable and secure technology systems; labor and other workforce shortages and challenges; the addition or loss of significant customers or material changes to our relationships with these customers; our ability to realize anticipated benefits of our acquisitions; 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; our ability to maintain sufficient volume in our wholesale segment to support our operating infrastructure; the impact and duration of any pandemics or disease outbreaks; our ability to access additional capital; increases in healthcare, pension and other costs under our and multiemployer benefit plans; the potential for additional asset impairment charges; our sensitivity to general economic conditions including inflation, changes in disposable income levels and consumer purchasing habits; 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; the potential for disruptions in our supply chain or our distribution capabilities from circumstances beyond our control, including due to lack of long-term contracts, severe weather, labor shortages or work stoppages or otherwise; moderated supplier promotional activity, including decreased forward buying opportunities; union-organizing activities that could cause labor relations difficulties and increased costs; our ability to maintain food quality and safety; and volatility in fuel costs. 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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