OUR STEWARDSHIP JOURNEY

EMBRACING RESPONSIBILITY

- **2008**: NearBuy local reporting program launched
- **2009**: Stewardship Statements of Direction established, Formalized Stewardship initiative
- **2012**: First U.S. and Canada Annual Stewardship Reports published
- **2013**: Home Office headquarters opened in Wyoming, MI, certified as LEED Silver (2015)
- **2015**: Wind farm with 14 wind turbines constructed, Supplier Code of Conduct and Animal Well-Being Statement established
- **2016**: Clear Choice product transparency program launched
- **2017**: First North American Annual Stewardship Report published
- **2018**: Sustainable Seafood Statement established
A MESSAGE FROM THE GORDON FAMILY

Caring for people and protecting the Earth’s resources have been part of our business for more than a century. Partnering with responsible suppliers, being proactive in reducing our operational footprint, taking care of our employees and contributing to the communities where we live and work continues to be integral to our business success.

As our reach has expanded across North America, our commitment to being a responsible corporate citizen has grown. We’re proud of our advances outlined in this report, but we’re not resting on past accomplishments. We’re looking ahead and engaging with customers and suppliers who are at the forefront of the foodservice industry. We’re piloting new technology, testing new ideas and deploying advanced solutions that are transforming our business. We continue to challenge ourselves to drive meaningful change and have a positive impact, anchoring our efforts in the broader context of today’s pressing social and environmental concerns.

We encourage our employees’ entrepreneurial spirit and invite them to challenge the way things have always been done as we develop new products and solutions. From our Battle of the Buildings energy-reduction competition to the launch of our Clear Choice product transparency program to our exclusive partnership with Thrive Farmers for farmer-direct coffee, our employees are stepping up to bring forward unique solutions for our customers and our operations. We are grateful to our customers, suppliers and dedicated employees who have helped us continue to grow our business. Sustained financial performance enables us to deliver superior service to our customers, provide jobs, support communities and continue pursuing the vital environmental and social programs and investments outlined in this report.

The Gordon Family
We’re committed to enhancing the sustainability of our operations. In pursuit of that goal, we work to minimize the environmental impact of our facilities and fleet, effectively utilize renewable resources and minimize operational waste throughout our business.

- **Facilities**
- **Transportation**
- **Waste Management**
FACILITIES

We strive for continuous improvement in energy management practices at all of our facilities and use renewable energy sources where available.

POWERED BY RENEWABLE ENERGY

Constructed in 2016, our wind farm represents a significant step forward in our commitment to renewable energy. In 2018, the wind farm generated more than 108 GWh of electricity, which was sent to the grid. This effectively offset the electricity required to run our 24 North American distribution centers by 58 percent.

Gordon Food Service is ahead of the U.S. Department of Energy’s goal for wind power to supply 20% of the nation’s electricity by 2030. As utility providers across North America offer more clean energy options, we are including carbon-free plans in our power purchase agreements and continue to look for new opportunities to integrate renewables into our energy plan.

AUDITS AND TRAINING YIELD RESULTS

Energy practices and performance are audited at each DC annually by our North American Engineering Management Team. Audits identify opportunities to improve performance and team members provide insights, assist with the implementation of best practices, and provide training.

In partnership with Cascade Energy, maintenance managers, engineers, and technicians from across our North American distribution center network came together for two days in January to share insights and receive training on how to optimize:

- Refrigeration compressors, condensers and evaporators
- Lighting
- Doors
- Battery chargers
- Compressed air

BATTLE OF THE BUILDINGS

Introduced in 2017, the Battle of the Buildings is an internal energy reduction competition where our distribution centers compete to see which locations can reduce their kWh by the greatest percentage over the previous year. In their crusade against kilowatts, distribution center energy management teams implemented changes such as open door alarms, defrost cycle and refrigeration adjustments, LED lighting conversions and motion sensor and timer additions to fans and internal/external lighting.

Through the contest, our U.S. distribution centers collectively reduced electricity use by more than 10 GWh or 6.8 percent. Our Canada distribution centers collectively reduced electricity use by 2.2 GWh or 4.5 percent. Across North America, that adds up to more than 12.2 GWh—enough to power 18 Gordon Food Service Store locations or more than 1,100 houses for 1 year. This was in addition to the kWh reductions achieved in the 2017 contest.

<table>
<thead>
<tr>
<th>U.S. DC kWh % Reduction</th>
<th>Canada DC kWh % Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 5.4%</td>
<td>2017 2.1%</td>
</tr>
<tr>
<td>2018 6.8%</td>
<td>2018 4.5%</td>
</tr>
</tbody>
</table>
SPOTLIGHT ON NOVA SCOTIA

Energy management team members in Amherst were committed to maximizing efficiency throughout the building and tackled the Canada Battle of the Buildings by replacing outdoor lighting with LED fixtures and adjusting the set point of the freezer. In addition to reducing kWh, the outdoor lighting changes improved night visibility, making the shipping yard a safer place to work. The team’s efforts yielded a 9.5 percent reduction in kWh over 2017.

9.5% reduction in kWh over 2017

SPOTLIGHT ON FLORIDA

It was a tight competition in the U.S. in 2018, with four distribution centers achieving double-digit percentage kWh reductions. The energy management team in Miami embraced the challenge to reduce kWh, implementing changes such as:

- Installing a perimeter vapor seal at the freezer building
- Replacing frozen and saturated roof insulation and roof membrane
- Raising suction pressure on the refrigeration system

Based on these changes, there was more capacity available in the refrigeration system meaning equipment did not run as often. The building was also able to run on one less compressor for most of the year. Their efforts yielded a 32 percent reduction in kWh for the freezer building in Miami, compared to 2017.

32% reduction in kWh over 2017
With more than half of our case sales on products that require refrigeration, it’s critical that we optimize our energy performance. The changes we’ve implemented in our distribution centers in 2018 will contribute to our financial sustainability and reduce our environmental impact now and in the future.

Mark Eriks
Chief Supply Chain Officer North America

One way we measure our energy efficiency is by tracking how much energy we use per case shipped. We’ve seen a significant improvement since we began tracking in 2016.

How much energy do our DCs use for each case shipped?

<table>
<thead>
<tr>
<th>Year</th>
<th>kWh/case</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>0.53</td>
</tr>
<tr>
<td>2017</td>
<td>0.48</td>
</tr>
<tr>
<td>2018</td>
<td>0.42</td>
</tr>
</tbody>
</table>

“With more than half of our case sales on products that require refrigeration, it’s critical that we optimize our energy performance. The changes we’ve implemented in our distribution centers in 2018 will contribute to our financial sustainability and reduce our environmental impact now and in the future.”

Mark Eriks
Chief Supply Chain Officer North America

Fresh Start Foods, a Gordon Food Service Specialty Company, is a processor of whole and value-added produce items for foodservice and retail customers. One of the biggest draws on electricity in their building is a series of large air compressors that supply air to the processing machines. To reduce kWh and expense, the Fresh Start team installed a compressor sequence panel, which allows only the right size air compressors to operate, versus having them all work at once. In addition to the kWh savings and reduction in their utility bill, they also received a grant from Milton Hydro in recognition of their contribution to environmental savings.
FACILITIES (CONTINUED)

GORDON FOOD SERVICE
STORE PILOTS CO₂ REFRIGERATION SYSTEM

As a natural refrigerant, CO₂ has many advantages, including nonflammability, low toxicity, neutral ozone layer depletion, and negligible global warming potential. Its excellent thermal properties make it an especially viable option to reduce hydrofluorocarbon (HFC) refrigerant use.

Opened in fall 2018 in Grand Rapids, MI, our newest Gordon Food Service Store is piloting a CO₂ refrigeration system. In addition to reducing HFC released into the atmosphere, the CO₂ refrigeration system is proving to be about 50 percent more energy efficient than conventional systems.

STORE LOCATIONS COMPLETE LED REFRIGERATOR DOOR LIGHTING TRANSITION

In 2017, the Gordon Food Service Store team began transitioning nearly 9,000 refrigerator doors from fluorescent tube lighting to LED lighting. The industry standard for door lighting, fluorescent T8-T12 tube lighting, has color loss, a short operating life and requires significant energy consumption. The new lighting offers a better shopping experience for customers, with brighter lighting throughout the refrigerated section making it easier to see through the glass doors. Energy-efficient LEDs also generate less heat and reduce cooling costs. In addition, LED lighting carries a five-year warranty, reducing the frequency of replacement and disposal of old bulbs. In 2018, refrigerator door lights at more than 80 stores were replaced, completing the transition from fluorescent to LED at all Gordon Food Service Store sites.

GROWTH ON THE HORIZON ACROSS CANADA

Gordon Food Service first established a presence in Canada in the early 1990s, and we have grown steadily to now operate coast to coast. We’re reaching capacity in our distribution centers and are excited about the expansion plans in several markets, including Quebec, Nova Scotia and Ontario.

QUÉBEC

Our Montréal distribution center was updated and expanded by 95,000 square feet in 2018. The expansion included a combination of dry, freezer and cooler space, and added features to optimize performance and reduce energy use. With the continued focus on energy reduction across our network, the overall kWh consumption was the same after the expansion was complete.
Maximizing our equipment and routes to reduce unnecessary miles, fuel and emissions is another way we’re working to reduce the environmental impact of our operations. With our drivers covering more than 120 million miles across North America every year, even small changes in how our equipment is utilized can make a big difference.

**REDUCING MILES**

Disciplined routing and load-building practices maximize the utilization of our equipment, reducing miles driven, fuel consumption and emissions. We use custom technology to identify the most economical and efficient routes for deliveries, enabling us to deliver more cases while driving fewer miles on fewer routes. We strive to fill every trailer whenever possible while still meeting customer-requested delivery windows.

In 2018, more than 250,000 delivery miles were eliminated in the U.S. through route consolidation and realignments. That’s more than 10 trips around the Earth!

**FLEET MAXIMIZATION THROUGH BACKHAULS**

Our freight management partner, Capstone Logistics Services, works with our suppliers and our transportation team to ensure we maximize equipment and reduce unnecessary miles, by consolidating loads and using our fleet in bringing products to distribution centers from suppliers that are near customer delivery points. Capstone also uses the latest technology to consolidate small loads on one truck, reducing the number of less-than-truckload shipments and partially filled trucks on the road. Backhauling and load consolidation limit overall supply-chain miles, maximize fleet utilization and lower overall product cost.

**U.S. BACKHAUL PURCHASE ORDERS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Orders</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>78,047</td>
</tr>
<tr>
<td>2018</td>
<td>84,833</td>
</tr>
</tbody>
</table>

**CANADA BACKHAUL PURCHASE ORDERS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Orders</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>86,060</td>
</tr>
<tr>
<td>2018</td>
<td>106,742</td>
</tr>
</tbody>
</table>

**NORTH AMERICA BACKHAUL POUNDS**

- **U.S.**
  - 860,046,880 pounds (430,023 tons)
  - Equivalent to circling the Earth more than 250,000 times
  - That’s more than the Empire State Building!

- **Canada**
  - 505,123,549 pounds (252,561 tons)
  - That’s more than the Willis (Sears) Tower!
TRANSPORTATION (CONTINUED)

FUEL ECONOMY IMPROVES
Fuel economy in our fleet continues to improve due to reductions in idle time, improved maintenance practices and new technology.

<table>
<thead>
<tr>
<th>Year</th>
<th>U.S. Average MPG</th>
<th>Canada Average KPL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>7.01</td>
<td>1.76</td>
</tr>
<tr>
<td>2016</td>
<td>7.09</td>
<td>1.73</td>
</tr>
<tr>
<td>2017</td>
<td>7.17</td>
<td>1.71</td>
</tr>
<tr>
<td>2018</td>
<td>7.24</td>
<td>1.71</td>
</tr>
</tbody>
</table>

FUEL USED PER CASE SHIPPED
While our fuel economy continues to improve, we’re continually expanding our reach and delivering more cases to customers farther away from our distribution centers. This increases the amount of fuel required to deliver each case. We continue to monitor our network for optimal placement of future distribution centers to reduce the need for increased miles.

<table>
<thead>
<tr>
<th>Year</th>
<th>U.S. Gallons/Case</th>
<th>Canada Litres/Case</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>0.045</td>
<td>0.166</td>
</tr>
<tr>
<td>2016</td>
<td>0.049</td>
<td>0.178</td>
</tr>
<tr>
<td>2017</td>
<td>0.049</td>
<td>0.181</td>
</tr>
<tr>
<td>2018</td>
<td>0.050</td>
<td>0.199</td>
</tr>
</tbody>
</table>

EMERGING TRANSPORTATION TECHNOLOGY
Our transportation leadership team is constantly evaluating our fleet needs and the latest transportation technology. With every new vehicle purchase, fuel efficiency, safety and emissions are important considerations. We are exploring alternative fuel technologies and are excited to see how this technology is evolving. As we evaluate emerging transportation technology, we are mindful of transportation requirements specific to foodservice, most notably route distance and refrigeration requirements.
TRANSPORTATION (CONTINUED)

MONITORING EMISSIONS

Fleet Maintenance Technicians ensure that Gordon Food Service tractors and trailers comply with all federal and state emissions standards. Our fleet is regularly maintained by our own and third-party technicians to minimize its impact on air quality. Our tractors use diesel particulate filters to trap particulate matter and remove it from the exhaust stream, resulting in near-zero emissions.

OIL CHANGE INTERVALS EXTENDED

Preventive Maintenance (PM) is critical in keeping our fleet of 2,600 tractors on the road. Improvements in engine design and onboard vehicle technology, along with improved oil quality, prompted us to evaluate an extension of the oil change interval on our tractors. Through discussions and testing with Volvo, our tractor provider, we determined we could double the miles between oil changes, effectively cutting in half the number of oil changes in the life of a vehicle with no measurable effect on engine performance or emissions. This means we’re consuming less oil, generating less waste that needs to be processed, and keeping PM costs lower.

SMARTWAY TRANSPORT PARTNERSHIP

The U.S. Environmental Protection Agency’s SmartWay Transport Partnership program recognizes companies who measure, benchmark and improve logistics operations with a focus on reducing the environmental impacts of trade and commerce. Gordon Food Service is certified as a SmartWay Transport Logistics Partner.

STANDARD FLEET SPECIFICATIONS

Our standard equipment specification, maintenance and replacement cycle applies to our fleet across North America. Taking a standard approach to managing our fleet streamlines the maintenance process, saving labor, time and parts, and keeps our equipment at its most efficient. Our common tractor specifications include:

- Automatic transmission
- Low-rolling resistance tires
- 3-minute idle timers

GORDON FOOD SERVICE
HOME OFFICE STEPS UP EFFORTS

Eliminating Foam Cups
A resounding 86 percent of respondents to a Home Office poll voted to eliminate foam cups from the campus in 2018. By making this change, we’re eliminating more than 330,000 disposable cups headed to the landfill each year.

Battery Recycling
Despite most batteries being recyclable, research suggests that only a small percent of batteries sold in North America are recycled. Through our partnership with Batteries Unlimited, we implemented a battery recycling program for employees where they can bring in batteries from home to be safely recycled.

SCALING BACK ON PAPER
Across North America, we are taking a “digital first” approach to document sharing and storage. In 2018, we continued the rollout of our Contract Lifecycle Management (CLM) solution, enabling contract creation, execution and compliance to be managed digitally. Through the implementation of CLM, thousands of contracts have been transitioned to digital, eliminating the need for printed documents and streamlining the contract management process.

FLEET SHOPS RECYCLE USED OIL AND TIRES
Used oil from our fleet shops is recycled and re-refined to its original state for reuse. In 2018 we recycled more than 37,000 gallons of oil from our fleet shops in the U.S. We also recycle 100 percent of the tires replaced in our fleet shops. In 2018 we recycled more than 400 tires, keeping them out of landfills. Used tires are shredded and reused in construction materials, asphalt, sidewalks, basketball courts and new shoes. Our fleet shops also work with local recyclers to collect and recycle scrap iron, steel, aluminum and copper from equipment parts and repairs.

37,000 gallons of oil recycled
400+ tires recycled

Eliminating 330,000+ disposable cups each year.
RECYCLING PALLET

Our distribution centers and stores use thousands of wood pallets each day to move, store and ship products. Wood pallets are incredibly sturdy, supporting the heaviest of loads and reducing damage to products. When pallets can no longer be refurbished for reuse in the supply chain, they are chipped up for garden mulch or pellets for wood stoves. In our U.S. pallet program, we recycled more than 2.7 million pallets in 2018—that’s about 337,500 trees!

We also use reusable, nestable pallets for outbound shipments to our customers in several distribution centers. These pallets have greater impact resistance and a lifespan of about five years—much longer than wood pallets. They’re made from a recyclable material that reduces waste and improves performance throughout the supply chain. When they are damaged or reach the end of their useful life, the pallets are ground up and reused to make new pallets or other products.

2.7 Million pallets were recycled
337,500 trees saved
65,000 tons of waste kept out of landfills

eWASTE RECYCLING

Our eWaste recycling partner, CompRenew, is a nonprofit electronics recycler that fosters job readiness and computer literacy among at-risk populations in our community. As the only nonprofit electronics recycler in the world, CompRenew also supports other nonprofits by offering discounted computer equipment to organizations that provide assistance and training to at-risk populations. In 2018, we recycled 18,000 pounds of eWaste from our Home Office, stores and participating divisions through CompRenew. During our third annual eWaste Recycling Day at the Home Office, an additional 6,000 pounds of tech trash was collected for recycling—that’s more than 12 tons kept out of landfills.

12 tons of eWaste was kept out of landfills
Equivalent to 6 average-size cars
RESPONSIBLE SOURCING

We take our role as a responsible member of the food supply chain seriously and recognize that our scale enables us to drive positive change throughout the foodservice industry. We are proud to partner with suppliers in providing products from sustainable sources and offer a wide range of products that meet our high quality and safety standards.

- Product Transparency
- Food Safety
- Supply Chain
- Spotlight on Thrive Farmers
PRODUCT TRANSPARENCY

Consumers want to know what is and is not in their food, where it comes from and how it was grown, processed or made. They want to feel good about their eating experience—from the food to the place settings and everything in between. We listen closely to customers’ requests and offer ways to find items with attributes they care about.

SATISFYING A GROWING APPETITE WITH CLEAR CHOICE

Introduced in 2018, our Clear Choice Program allows customers to find and select from thousands of products through our eCommerce systems across six categories of claims and third-party certifications to help them meet their consumers’ needs for cleaner ingredients, responsibly sourced and environmentally friendly products.

- Animal Care
- Cleaner Ingredients
- Environmentally Friendly
- Ethically Sourced
- Specialty Agriculture
- Sustainable Seafood

Suppliers are seeing the same demands and have been eager to partner with us in this program. Visit gfs.com/clearchoice for more information.
DIET AND LIFESTYLE PREFERENCES

Products that are prepared and produced in compliance with the requirements for specific dietary standards or preferences can be challenging to find. We’ve worked closely with our suppliers to identify thousands of products that meet these requirements so our customers can easily find the items that match their preferences. Products that meet the following requirements are now easily identifiable via filterable attributes in our eCommerce systems:

- Gluten-Free
- Halal
- Kosher
- Vegan
- Vegetarian

DOMESTICALLY GROWN OR PRODUCED

From a desire to support the national economy to wanting products that comply with strict national safety standards to the promise of better quality and value, consumers are looking for products that are domestically grown or produced. With operations across Canada and the U.S., we understand the desire to purchase domestically and support our customers’ efforts by working with suppliers to identify products that meet the criteria for these provisions:

- Buy American
- Product of Canada
- Made in Canada

A RESPONSIBLE APPROACH TO LOCAL

As a multi-generational family business, we know the importance of supporting local businesses. We understand that our customers are looking for products from local farms, butchers, dairies, manufacturers and suppliers. That’s why we developed NearBuy, a vendor-supplied product-source database that makes it easier to identify products that meet each customer’s unique definition of local. Each year we work with our U.S. suppliers to capture, catalog and validate comprehensive product data for our NearBuy database. This enables our customers to know exactly where their products come from. Visit gfs.com/nearbuy for more information.
PEPPER MILL
As part of our larger effort to offer more clean label and sustainably sourced products, Gordon Food Service has reformulated more than 50 of our private-label Pepper Mill dressings to remove unnecessary ingredients.

As we prepared for the change we wanted to ensure that none of the qualities our customers have come to expect—flavor, shelf life, cost—would be affected with the reformulation. After several iterations with the manufacturer, the final formulations were taken to a handful of chefs who were substantial users of Pepper Mill dressings for a side-by-side tasting. All agreed that the flavor was either comparable or improved!

EXPANDING OPTIONS
Our distribution centers are limited by four walls, but that doesn’t mean our supply chain is. Through new functionality in U.S. Online Ordering, we’ve added more than 25,000 unique products to our catalog so customers can get everything they want for their foodservice operation in a single order. Available exclusively through Online Ordering, these items ship right to customers’ doors from our trusted suppliers.

This capability gives customers access to specialty, unique and responsible products without requiring additional space in our distribution centers.

A few examples of environmentally friendly items:
- Bamboo Utensil Sets
- Paper Straws
- Wood Utensil Sets
- Biodegradable Palm Leaf Plates
- Compostable and Biodegradable Garbage Bags
FOOD SAFETY

We are responsible to our customers and their consumers for maintaining the highest standards of product safety, quality and consistency on the millions of cases we distribute annually.

With an emphasis on preventing problems rather than just reacting to them, our centralized approach to Quality Assurance and Food Safety ensures that best practices are universally applied at all distribution centers.

- The Gordon Food Service Food Safety and Quality Assurance (FSQA) Team is centrally managed at the Home Office, which enables standardized process management and food-safety programs across North America.
- We guarantee customer satisfaction on every product we offer. Each division has a process in place to address customer concerns. Our goal is that each incident is handled in a timely manner, investigated where necessary, and an appropriate resolution is implemented to minimize the impact on our customers and their business.
- Every recall, from bacterial or allergen contamination to product mislabeling, is critically important to consumer safety. That’s why the Gordon Food Service FSQA Team continuously monitors USDA, FDA and CFIA recall and alert information.
- We have a comprehensive recall process that ensures immediate quarantine of affected inventory and prompt notifications to minimize risk to operators and their customers. We have recall coordinators on call 24/7 to provide immediate response to any event.
- All private-brand suppliers are required to undergo annual audits by authorized third-party organizations. Audit results are reviewed internally to ensure compliance with company standards.
- Distribution centers are equipped with sophisticated cold-chain management technology that notifies personnel when refrigeration and freezer temperatures deviate from targets.

AIB DC AUDIT SCORES
Our distribution centers earned high marks in five-point inspections conducted by AIB International. The AIB audit is not mandatory, but one we enter voluntarily—a third-party analysis that assures customers of our food handling integrity. The AIB gives an overall grade based on our methods and practices, maintenance, cleaning, pest management and overall management. A perfect score is 1,000.

<table>
<thead>
<tr>
<th>U.S. Audit Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
</tr>
<tr>
<td>929</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Canada Audit Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
</tr>
<tr>
<td>947</td>
</tr>
</tbody>
</table>

PRIVATE BRAND SUPPLIER SITE AUDITS
Ensuring compliance with independent, third-party facility audit standards, more than 700 Gordon Food Service private-brand supplier sites were audited for compliance to Good Manufacturing Practices in 2018.

700+ private-brand supplier sites audited
We view our suppliers as partners in fulfilling our commitment to the highest level of integrity and ethics. We conduct business with suppliers who share our commitment to sourcing products from stable, responsible and sustainable supply chains.

SUPPLEMENT CODE OF CONDUCT

Established in 2015, our Supplier Code of Conduct sets forth the principles and standards we expect from all our suppliers in the areas of Legal Compliance, Labor and Human Rights, Health and Safety, Product Safety and Quality, Animal Well-Being, Environment and Sustainability, Confidentiality and Privacy, and Business Ethics.

The Supplier Code of Conduct was updated in 2018 with substantive edits addressing:

- **Animal Well-Being**, including our expectations around humane handling during transportation and the addition of the five freedoms of animal welfare as developed by the Farm Animal Welfare Committee of the UK
- **Labor and Human Rights**, including our expectations around controls against child labor, forced labor, and human trafficking
- **Confidentiality and Privacy**, including our expectations around handling of confidential information, expected data safeguards and data breach reporting

INTERNATIONAL SUPPLY CHAINS

Ensuring international supply chains meet our high standards for safety, quality and consistent availability requires specialized knowledge. Through our strategic alliance partners, North American Trading and Logistics and Limson Trading, we import a variety of products from more than 100 suppliers around the world. We work with our own and third-party auditors to ensure that each international site is audited on an annual basis with reports reviewed by our centralized team. Locations and commodities known for increased risk are handled by our own auditors. In addition to standard quality assurance topics, audits address ethics and social welfare topics such as:

- **Child labor**
- **Forced labor**
- **Discriminatory hiring**
- **Working hours**
- **Wages and benefits**
- **Safe work environment**
- **Environmental standards**

“Gordon Food Service has always been committed to building deep relationships with our growers, based on trust and the belief that the food we produce and sell is good for our bodies and good for the environment.”

Dan Gordon
Chairman of the Board

ROOTS THAT RUN DEEP

More than 30 years ago, Paul Gordon provided the foundation for Markon, a cooperative of North America’s most respected, independent, broadline foodservice distributors who saw the need for a full line of fresh fruits and vegetables packed exclusively for foodservice operators. Working together since the mid-1980s, they established a higher standard for foodservice produce solutions with an emphasis on food safety, quality control and better yield.

Markon has long-standing, trusted partnerships with more than 1,000 farmers across North America. These trusted partners consistently provide field-fresh produce for our customers’ menus.

Foodservice operators and consumers can rest assured that Markon fresh fruits and vegetables are grown for flavor and high quality—without scientific modification or intervention. All Markon products are free of any genetically modified organisms or biotech products.

“Gordon Food Service has always been committed to building deep relationships with our growers, based on trust and the belief that the food we produce and sell is good for our bodies and good for the environment.”

Dan Gordon
Chairman of the Board

GORDON FOOD SERVICE
SUPPLIER DIVERSITY
As we evaluate innovative, responsive and cost-effective business partners, we seek out opportunities to work with minority- and women-owned businesses. We track our annual spending with minority- and women-owned businesses, and we are working to make the program that supports these partnerships more robust. This includes working with our largest suppliers to encourage diversity within their own companies and supply chains.

RECOGNIZING EXCELLENCE IN DIVERSITY
Since 2015 we have recognized two suppliers at our annual Vendor Involvement Program (VIP) ceremony with our Excellence in Diversity award. One award goes to a minority- or women-owned enterprise that has gone above and beyond in their support of our business. The other is awarded to a business that is leading the industry in their efforts to develop a diverse workforce and an inclusive work environment. In 2018 we recognized:
- Bäckerhaus Veit
- General Mills Inc.

SUSTAINABLE SEAFOOD
Healthy oceans and abundant fish and shellfish populations are not simply the first step in our seafood supply chain—they are foundational to our long-term seafood program. We are committed to working with seafood suppliers who practice responsible, sustainable, science-based fishing practices. Our suppliers know where and how each species is caught, how their fisheries are managed and are committed to maintaining abundant fish stocks. They do this by closely monitoring the fish stocks and analyzing information about their catch, and will respond to scientific data by adjusting harvest levels quickly and effectively.

Gordon Food Service has earned Chain of Custody Certification from the Marine Stewardship Council (MSC) and the Aquaculture Stewardship Council (ASC). These organizations set environmental standards for seafood based on the sustainability of fish stocks, minimal impact on the ecosystem, and responsible fisheries management. The Chain of Custody Standard also ensures traceability of seafood back to a certified source.

ALBION FARMS & FISHERIES COMMITS TO OCEAN DISCLOSURE PROJECT
At Albion Farms & Fisheries, a Gordon Food Service Specialty Company, sustainability and the overall health of our oceans is critical to the future of business. As the founding supplier partner of the Ocean Wise program, a founding member of Sea-Pact, and the first Best Aquaculture Practice (BAP)-certified seafood distributor in Canada, Albion Farms & Fisheries is one of Canada’s most trusted distributors for meat and seafood.

In 2018, Albion Farms & Fisheries led the industry again by agreeing to become the first Canadian company to take part in the Ocean Disclosure Project (ODP). In joining the project, they published a list of all fisheries used to source wild seafood, along with information on management, catch method, and environmental impact. “As a company focused on transparency, integrity and sustainability, the ODP is a valuable tool to help us evaluate the seafood we procure,” said Guy Dean, Albion Farms & Fisheries’ Chief Sustainability Officer. “In fact, through the ODP we were humbled to learn of multiple species and areas where we can improve our sourcing and look forward to the improvements we can make. We are honored to participate in this enlightening project.”

Recognizing the hazard that polystyrene, plastic and other nonrecyclable materials pose to marine animals and ecosystems, the team also has worked to eliminate those materials from their packaging and have removed nearly 90 percent to date.
SPOTLIGHT ON THRIVE FARMERS

We continue to look for business partners whose values and vision for a responsible supply chain align with ours and we are pleased to now be the exclusive foodservice distribution partner for Thrive Farmers.

COFFEE WITH A GREATER PURPOSE: THRIVE FARMERS

Founded in 2011, Thrive Farmers’ mission is to ignite change in the coffee industry by putting farmers first. Thrive Farmers works directly with coffee and tea producers to ensure that everyone, from the farmer to the customer, can thrive. Its innovative revenue-sharing model brings farmers to market as partners with higher, more predictable and stable pricing. This keeps farmers invested as stakeholders throughout the process and empowers them to continually create even better coffee and tea products. The end result is that the farmers have a predictable income that benefits them, their families and their communities.

In 2018, Gordon Food Service and Thrive Farmers announced an exclusive partnership to bring Thrive’s distinctive, high quality, farmer-direct beverage products to the foodservice industry.

“We applaud Gordon Food Service for its innovative approach to sourcing products with purpose. This concept sets it apart in the distribution arena and perfectly aligns with its dedication to high-quality business built on strong relationships,” said Tom Matthesen, President of Thrive Farmers.

Thrive’s business model—to create sustainable income opportunities for farmer partners—is a goal shared by Gordon Food Service and consistent with our commitment to socially responsible and sustainable sourcing.

“Our new, exclusive partnership with Thrive Farmers embodies our passion and commitment to provide products that are not only high quality but good for their world. Through this innovative revenue-sharing business model, farmers have a direct market to the end consumer that provides them with predictable wages and stability. Today, through Thrive, these farmers are creating better futures for the families and their communities by building schools and medical clinics to serve their communities. At Gordon Food Service, we want to provide our customers products with purpose and impact, connecting them to the growers, so they can participate in something truly transformational.”

Rich Wolowski
Gordon Food Service President and CEO
EMPOWERING PEOPLE

We strive to foster a culture where all employees feel valued, respected and have an opportunity to contribute to the organization, while providing a safe environment that promotes healthy lifestyle choices and opportunities to learn and grow.

- Safety
- Employee Wellness
- Employee Engagement
- Diversity & Inclusion
- Learning & Development
New operations employees receive eight hours of training before setting foot on the distribution center floor. In addition, all distribution center employees are required to go through 30 hours of safety training each year, which includes:

- **Back Safety**
- **Fall Protection**
- **Lockout/Tagout**
- **Bloodborne Pathogens**
- **Powered Industrial Vehicles**
- **Arc Flash**

A safety professional at each distribution center works closely with employees, under the guidance of our North American Safety and Environment Management Team, to manage on-site safety processes and policies, administer training, provide reporting and respond to incidents.

**OUR SAFETY PERFORMANCE**

We work hard to mitigate work-related injuries and strive to meet or exceed all federal and local safety standards, as well as our own internal safety standards. Each safety incident is investigated, documented and communicated to the appropriate parties for follow-up.

In the U.S., Gordon Food Service has performed better than the Bureau of Labor Statistics average for industry peers for OSHA recordable injuries per 100 employees for the past five years.

**ANNUAL DISTRIBUTION CENTER SAFETY AUDITS**

All U.S. distribution centers are audited annually by our North American Safety and Environment Management Team to ensure compliance with our internal best practices and regulatory standards. The safety audit addresses topics like:

- Electrical Safety
- Environmental Safety
- Lockout Program
- Powered Industrial Vehicles
- Fall Protection

**THE FOUR PILLARS OF SAFETY**

The four pillars of safety are:

- **Injury Reduction**
- **Collision Reduction**
- **Wellness**
- **Safety Culture**

**U.S. DC Safety Audit Scores**

- **2016**: 65%
- **2017**: 75%
- **2018**: 92%
ENVIRONMENTAL SAFETY

Underground Fuel Tank Monitoring
Many of our U.S. distribution centers have their own fuel islands with underground tanks. In 2018, we introduced automatic tank gauges to continuously monitor product level and temperature in our underground tanks. This technology provides real-time alerts, so an issue such as a leak, overfill, equipment failure or other potential site issues can be identified and addressed quickly.

Refrigerant Management
Our Process Safety Management Program exceeds the U.S. OSHA and Canada OH&S requirements for the safe handling of ammonia, which is used as a refrigerant in our distribution centers. Our comprehensive program covers 14 elements including:

• Risk Management Plan
• Pre-Startup Safety Review
• Third-Party Compliance Audit
• Mechanical Integrity of Systems

EMPLOYEE POWERED ACTION TEAMS

Employees are encouraged to be part of the safety process through participation in action teams. Each location has the following teams:

▶ Emergency Response
▶ Process Safety Management
▶ Safety Action Team

REDUCING INJURIES THROUGH TECHNOLOGY

InfoLink
In 2018 we introduced InfoLink technology to our powered industrial vehicles. With card access specific to each employee, InfoLink will not allow an operator to use a piece of equipment without proper training. InfoLink sensors capture movement, battery and impact information, providing real-time data for timely follow-up to incidents.

Exoskeletons
Selectors in our distribution centers have a physically demanding job, moving thousands of cases each day. Currently used in several military applications, exoskeleton technology has been proven to provide better ergonomic support, curb repetitive stress injuries and decrease fatigue among workers. We’re piloting this technology in several distribution centers in Canada to determine whether it can provide on the job upper and lower back support for selectors.

MAKING SAFETY A HABIT

In 2018, multiple Gordon Food Service locations across Canada hosted events for North American Occupational Safety and Health (NAOSH) Week. NAOSH Week is an annual event focused on making safety a habit. Events provide educational opportunities for preventing injury and illness in the workplace, at home and in the community. Gordon Food Service events included:

▶ Tailgate Training
▶ Safe Lifting
▶ Office Chair Ergonomics
▶ CPR/AED Training
▶ Fire Drill Evacuation
▶ Fire Extinguisher Training

EMERGENCY PREPAREDNESS

Each distribution center across North America maintains plans for emergency situations that may impact our people or property. Plans are developed in coordination with operations and local leadership, and are reviewed and approved annually. In addition to our internal plans, Gordon Food Service distribution center representatives participate in the Local Emergency Planning Committee in their respective communities in the U.S.
With more than 4,500 drivers delivering products to our customers across North America, transportation safety is of vital importance.

- **New drivers receive 15 days of one-on-one driver training with a Transportation Manager or Assistant Transportation Manager**
- **Onboard computers in all our trucks track metrics such as speed, hard braking and idle time**
- **Drivers attend required quarterly safety meetings where safety topics and team safety statistics are reviewed**
- **Drivers are eligible to receive incentives to encourage safe driving behaviors**

**DRIVER COACHING TRIPS**

We aim for each driver to have a manager ride with them at least two times each year to provide coaching on safe driving behaviors and observe safety performance. We’ve found that personal coaching improves driver safety and reduces collisions, keeping our drivers and others safe. Based on observations during the trip and information from the onboard computer, the manager shares a detailed feedback report with the driver and they work together to develop an action plan.

Based on the success of the program in the U.S., we began rolling out Driver Coaching Trips in Canada in 2018. More than 150 transportation leaders from across North America received training on Positive Coaching Techniques. In addition, Canadian transportation leaders also received training on collision investigations and preventability assessments.
IMPROVING SAFETY WITH TECHNOLOGY

The newest trucks in our fleet have been equipped with collision avoidance features and automatic transmissions to protect our drivers and others on the road.

Collision Avoidance
The Forward Collision Warning System uses radar sensors mounted on the front bumper to detect the risk of a collision. Warnings are both auditory and visual and include:
- Forward Collision Warning with Auto Brake
- Adaptive Cruise Control
- Distance Alert
- Lane Departure Warning
- Driver Alert

I-SHIFT Automatic Transmissions
Shifting all day in a truck with a manual transmission can strain a driver’s shoulder and cause fatigue. I-SHIFT automatic transmissions remove the burden of shifting from the driver’s body and enable drivers to focus on safety, with both hands on the wheel and their eyes on the road.

TRUCKERS AGAINST TRAFFICKING

Human trafficking is when people are bought and sold for forced labor or commercial sex. It often occurs along the highways where our drivers travel, as well as the rest areas, truck stops and gas stations they frequent. Truckers Against Trafficking (TAT) is a nonprofit organization that exists to educate, equip, empower and mobilize the trucking industry to fight human trafficking. Since 2016, our North American drivers have participated in annual human trafficking training from TAT, learning how to recognize and safely respond to a suspected trafficking situation.
MANAGING DRIVER ELIGIBILITY
Ensuring safety on the road begins before our drivers get behind the wheel. In addition to safety training, coaching trips, and pre-/post-trip inspections, we also utilize an automated system to monitor driver eligibility, ensuring that all drivers have the appropriate qualifications to drive. The system monitors:

- Driver’s License
- Medical Exam Certificate
- Drug/Alcohol Testing
- Moving Violations

Drivers and managers receive automated alerts with plenty of lead time to ensure all documentation is current and there are no violations that require action. Safety management technology has been implemented in all U.S. divisions and has been rolled out in five Canadian divisions with plans to include the remaining three divisions in early 2019.

GORDON FOOD SERVICE STORE SAFETY
With more than 3,000 Store Associates at 175-plus Gordon Food Service Store locations serving thousands of customers in the U.S. every day, it’s critical that we maintain a safe work environment and appropriate safety and compliance training for all of our retail employees. Store Associates receive training on topics such as:

- Environmental Safety
- Equipment Handling
- Personal Safety

In addition, all Store Associates must sign our Food Employee Reporting Agreement which establishes their responsibility to notify the person in charge when they experience specific symptoms so appropriate action can be taken to prevent the transmission of illness.
EMPLOYEE WELLNESS
We encourage healthy living and support our employees by investing in comprehensive benefits and wellness programs.

BENEFITS
We offer our full-time employees a robust benefits program, including:
- Health insurance with medical, dental, vision and prescription coverage
- Life insurance for employees and dependents
- Retirement plan with company match
- Employee Assistance Program for employees and dependents

ENCOURAGING WELLNESS
We believe that employee well-being is about more than just physical health. We encourage employees and their families to maintain a healthy lifestyle by offering resources, programs and educational opportunities to inspire and motivate them on their journey to physical, financial and emotional well-being.

RETIREMENT CONTRIBUTION
Gordon Food Service is committed to helping employees save toward a financially secure retirement. In 2018, more than $84 million was contributed to retirement plans in the U.S. and Canada on behalf of our employees in the form of matching funds and profit sharing.

CARE PARTNERS
Caring for one another is a part of life at Gordon Food Service. After all, that’s what families do.

Whether it’s a family emergency or just a sensitive situation, Care Partner chaplains provide a supportive, confidential connection. Care Partners are available to employees in locations across the U.S. and are expanding their service area to reach locations across Canada. Care Partners provide counsel, perform funerals and can be on-call for family emergencies.
EMPLOYEE ENGAGEMENT

We believe in treating each other with respect and working as a team to get things done right.

EMPLOYEE OPINION SURVEY

Regular employee opinion surveys enable everyone in the company to share opinions on working conditions, compensation, benefits and more. More than 13,000 employees completed the 2018 Employee Opinion Survey (EOS), representing approximately 67 percent of our North American workforce.

“...the strong participation was clear evidence that our people truly care and are committed to the health of our organization. We are taking the feedback very seriously and looking at where and how we can continue to build upon our strengths and continuously improve the areas where our employees tell us they desire increased attention.”

Mary Beth Zick, Chief People Officer North America

Based on the 2018 EOS feedback, we’re focusing our improvement efforts on two areas:

Support and Resources
Follow-up focus groups were conducted to more clearly identify employee concerns. Action plans are being implemented at the local level to address employee concerns.

Involvement and Belonging
We revisited our leadership competency model and will be investing in training, as well as evaluating performance systems with a focus on servant leadership.

EMPOWERING PEOPLE / 2018 STEWARDSHIP REPORT // 29

DRIVER APPRECIATION

Our drivers brave the extremes of weather: from sleet and snow to tropical storms: while navigating the challenges of urban traffic, mountainous roads, and even traveling by boat to reach a few isolated customers. In celebration of National Truck Driver Appreciation Week in the U.S. and Canada, we recognized our drivers and thanked them for their service with appreciation events across North America.

KEEPING EMPLOYEES SAFE AND INFORMED

Timely communication can be critical in an emergency situation. In 2018 we rolled out a voluntary text alert service to communicate with U.S. employees about weather-related delays, closures, schedule changes and key workplace information such as benefit enrollment deadlines.

INTEGRITY HOTLINE

At Gordon Food Service, we hold ourselves to high standards when it comes to how we work and interact. We maintain an open-door policy to ensure employees can express their views to any level of leadership. Prompt reporting by concerned individuals can help identify problems and lead to early resolution before they become serious. An independent Integrity Hotline is available for employees who are not comfortable addressing their concerns directly with their leaders.

RETIREES STAY CONNECTED

Being part of the Gordon Food Service family extends beyond working years. In 2018, we launched a Facebook group to help our retirees stay connected and informed about what’s going on at Gordon Food Service. The community is off to a strong start with several hundred members posting frequently about local gatherings, new retirees, memorials and other events.

EMPLOYEE OPINION SURVEY HIGHLIGHTS

- 74% would recommend Gordon Food Service as a good place to work
- 78% believe the company shows commitment to ethical business decisions and conduct
- 81% are proud to work for this company
- 86% believe the company has an outstanding future
THE SEED
Employees in the U.S. have access to The Seed, a continuous learning environment available to all employees through our intranet. The Seed provides a self-paced social approach to education through blogging, discussion threads and access to career development resources.

LEAD FOUNDATIONS PROGRAM
LEAD (Leadership Enhanced And Developed) is a blended, on-demand learning program for aspiring leaders to learn practical skills in communication, coaching, building high-performance teams and leading through conflict. The program offers critical leadership development with a focus on servant leadership and practical application of leadership skills on a daily basis. More than 300 leaders have completed this training.

PEOPLE LEADER CURRICULUM
People Leader Curriculum (PLC) is a program that includes training courses, one-on-one coaching, peer networking, case studies and development planning that aligns with the Gordon Leadership Competency Model to support employees that become leaders with direct reports. In 2018, more than 400 employees graduated from the PLC.

CULTURE EXPERIENCE
Offered across North America, the Culture Experience was introduced in 2018 as a way to celebrate who we are and what makes Gordon Food Service unique; our culture, our people and the values we share. The facilitated discussion brings together diverse groups of employees to discuss the roles we have in bringing our culture to life and celebrating what makes our organization special.

EMERGING LEADERS
Emerging Leaders (EL) is a program designed for employees who are not in a formal leadership position but would like to be someday. EL enables individual contributors to gain exposure to leadership through connections with current leaders, peer-to-peer networking, book clubs and cross-departmental collaboration. Through the prestigious one-year development program, employees are challenged, stretched and encouraged to become the next leaders in our organization. Those who complete the program come away with a better understanding of what it takes to be a successful leader at Gordon Food Service, as well as a more in-depth understanding of our business as a whole. Now in its seventh year, the Emerging Leaders program has graduated more than 780 employees and more than 27 percent have been promoted.
DIVERSITY & INCLUSION

We embrace diversity because we believe it strengthens our workforce, maximizing our ability to serve our customers and be a leader in our industry. We use non-discriminatory employment practices and multiculturalism awareness training to assure our workforce reflects the diversity of the communities we serve.

BY THE NUMBERS

20,000+ North American Associates

76% male

24% female

435 Women in North American Leadership Roles

RELECTING OUR COMMUNITIES

91% of Gordon Food Service Store locations have the same or higher percentage of minority sales associates as the communities they serve.

INDUSTRY ASSOCIATIONS

We are ambassadors for diversity and inclusion in our industry through membership and participation in these industry organizations:

- Multicultural Foodservice & Hospitality Alliance (MFHA)
- Women In Trucking (WIT)
- Women's Foodservice Forum (WFF)

We encourage employee participation with these organizations through conference attendance, trade show participation and various educational opportunities.

TALENT ACQUISITION EARN D&I RECRUITE CERTIFCATES

Our Talent Acquisition team is responsible for recruiting and managing the hiring process for all new employees. The team plays a critical role in staffing for growth and building our diverse workforce. In 2018, each member of our centralized U.S. Talent Acquisition earned the Certified Diversity and Inclusion Recruiter certificate from AIRS, a leading global provider of recruitment training.

VALUING VETERANS

Gordon Food Service values the commitment and sacrifices military personnel have made. We also value the training and skills they have gained during their service and believe those skills are transferable to many roles on our team. In 2018, we conducted focus groups with current veteran employees to ensure we are aware of the challenges they face upon returning to civilian work. We are committed to improving how we support current and future veteran employees and their families. We also recognized employees who have served or are currently serving at Veterans Day (U.S.) and Remembrance Day (Canada) events across the country.

INDUSTRY RECOGNITION

At the 2018 Women’s Foodservice Forum (WFF), our North America President and CEO Rich Wolowski was recognized with a LEAD THE WAY Pioneer Award for being an early adopter in driving toward gender equity in the foodservice industry. LEAD THE WAY is the food industry’s gender equity movement, championed by WFF.
Giving back and supporting those in need is part of our culture. We encourage our people to be involved in their communities and show their heart to serve by giving generously and serving with organizations addressing hunger, housing and health-related community needs.

- Food Donations
- Spotlight on Detroit
- Developing Future Leaders
- Disaster Relief
- Heart to Serve
- Partnerships
- Gordon Family
FOOD DONATIONS

DISTRIBUTION CENTER DONATIONS
In 2018, our 24 North American distribution centers donated more than 6.2 million pounds of food to local food banks, providing an estimated 5 million meals to feed hungry people.

GORDON FOOD SERVICE STORE DONATIONS
Our 175-plus Gordon Food Service Store locations each partner with one or more local food banks and regularly donate wholesome but unsellable products to feed hungry people.

FRESH START FOODS PARTNERS WITH GREATER VANCOUVER FOOD BANK
Fresh Start Foods, a Gordon Food Service Specialty Company, prepares cut fruit and vegetables for wholesale customers. In 2018, they strengthened their partnership with the Greater Vancouver Food Bank by piloting a model to use vegetables considered “below seconds:” still safe and edible, but unacceptable to customers. Tomatoes that would otherwise go to compost are now being used to produce a nutritious Hearty Tomato Vegetable Soup under the new Goodly Foods label. During the pilot phase, the soup recipe was refined and 572 liters of soup was distributed to local organizations.

SHOW DONATIONS
Offered in cities across North America, Gordon Food Service Shows are all about sampling food, gathering new ideas and exploring culinary trends. After each show, our Events Team donates edible items that meet all food safety standards to local food banks. More than 130,000 pounds of food was donated from our shows in 2018, providing more than 100,000 meals to people in need.

UNITED STATES SHOWS
Florida: We Care Food Bank
Georgia: Atlanta Community Food Bank
Illinois: Greater Chicago Food Depository
Kentucky: Dare to Care
Michigan: Feeding America West Michigan and Salvation Army-Dearborn Heights Citadel
Ohio: Mid-Ohio Food Bank
Pennsylvania: Adam’s Rescue Mission and Greater Pittsburgh Community Food Bank
Rhode Island: Rhode Island Community Food Bank
Texas: Houston Food Bank

CANADIAN SHOWS
Alberta: Hope Mission and Jesus Loves You Society
British Columbia: Vancouver Food Bank and Union Gospel Mission
Manitoba: Winnipeg Harvest
Ontario: Daily Bread Food Bank
Québec: Les enfants d’amour, Louise Brissette and Accueil Jeunesse Basses-Laurentides

GORDON FOOD SERVICE
Overheard at a garden build day:
“Can we grow chicken wings?”
“Wow! That seed is going to grow that radish?”
“So, do grocery stores have gardens?”
“So, peas don’t just come from a can?”

DIGGING IN WITH BIG GREEN
Founded by restaurateur and philanthropist Kimbal Musk, Big Green builds learning gardens in low-income school districts across the U.S., bringing real food and a powerful educational tool to thousands of students every day. In 2017, we announced our commitment to support Big Green as they bring 100 learning gardens to students in Detroit schools by 2020. In 2018, the Big Green Detroit team worked alongside teachers, students and Gordon Food Service volunteers, planting 32 learning gardens and bringing the opportunity for hands-on learning in an outdoor classroom to more than 12,000 students. While the learning gardens are aimed at healthy lifestyle outcomes, there are many other benefits, such as increased academic engagement, problem-based experiential learning, increased physical activity, cooperation among peers and spontaneous play.

BRINGING FRESH FOOD TO DOWNTOWN DETROIT
Located on Jefferson Avenue, in the shadows of the Renaissance Center, Greektown, and the stadiums, one of the newest Gordon Food Service Store locations is meeting the needs of a growing Detroit neighborhood without good grocery options nearby. With 16 suburban store locations and thousands of commercial customers in the region, Gordon Food Service is no stranger to Southeast Michigan, but our new store in the Rivertown Warehouse District is our first in the City of Detroit. Featuring seasonal produce and fresh meats as well as grab-and-go options made fresh daily, the store is bringing produce, meat, rotisserie and broasted chicken, in-store baked goods and freshly squeezed orange juice to this historically underserved neighborhood.

“One neighborhood at a time
Life Remodeled, a Detroit-based nonprofit, invests cash, labor and materials into the revitalization of Detroit neighborhoods with a week-long community work project each year. Marking its fourth year in 2018, Life Remodeled is focusing its efforts on the neighborhood surrounding Durfee K-8 School, which is being renovated and repurposed into the Durfee Innovation Society. For the third year in a row, Gordon Food Service volunteers joined thousands of people from across the country to participate in the project, working alongside students and community residents to provide clean and safe community environments.

Alisha Cieslak, Chief Legal and Risk Officer North America

“The Gordon family, generation after generation, believes it’s our job, as stewards of the company and with the resources we have, to leave the world a little bit better than when we entered it. We believe very deeply it’s important to connect people with healthy and fresh food options, particularly in underserved, urban areas.”
DEVELOPING FUTURE LEADERS

We recognize that our continued growth is dependent on the investments we make for the future. One of the ways we’re investing is by supporting educational programs and encouraging our employees to be engaged with school-age students across the country.

RECIPE FOR SUCCESS
ProStart is a two-year program offered by the National Restaurant Association Education Foundation for U.S. high school students interested in culinary and restaurant management. The program gives students classroom and real-world experience to help them develop into tomorrow’s restaurant and foodservice leaders. Students are challenged to compete and present their work in regional, state and national competitions. We support local ProStart culinary and foodservice management educators by offering opportunities for collaboration and access to training tools and resources they can apply in the classroom. Our employees serve as mentors and judges for competitions, and our commercial kitchens are regularly used as venues for ProStart events.

MENTORS MATTER
Affinity Mentoring is a nonprofit organization connecting at-risk students with adult mentors. Mentors and students spend one hour a week together reading, playing games, working on homework, building social skills or simply talking. Meaningful mentoring relationships improve students’ school attendance, academic achievements, attitudes toward school, social skills and self-esteem. Gordon Food Service employees have been serving as mentors with Affinity Mentoring since 2014.

PROVIDING REAL-WORLD EXPERIENCE
Our employees support programs like Junior Achievement, Great American Teach-In, Young Explorers, Driver Ride-Alongs and Bring Your Daughters and Sons to Work Day, where students can connect with professionals to learn about careers and gain a greater understanding of how the skills they’re learning in school will be applied in their careers. More than just a career day, these programs provide a fun and engaging way to learn about the world of work. We like to think we’re inspiring the next generation of the workforce.
Our employees rally to support each other and the communities where we live and work during a natural disaster or emergency.

**HURRICANE FLORENCE AND HURRICANE MICHAEL**

The 2018 hurricane season hit the Southeastern U.S. hard. Hurricane Florence left record flooding in North Carolina, South Carolina and Virginia prompting the governor of North Carolina to declare Florence the worst disaster in the state’s history. With top wind speeds of 155 mph, Hurricane Michael was the worst hurricane to ever hit the Florida panhandle and the third most intense to ever slam into the continental United States. Employee donations for relief efforts were matched dollar for dollar by Gordon Food Service and through our partnership with Samaritan’s Purse, our donations were used at hurricane relief bases supporting people in communities throughout the Southeast.

**HURRICANE IRMA**

The rebuilding of homes, businesses and infrastructure after a hurricane takes time. While Hurricane Irma (2017) was relatively short-lived, the recovery efforts in the Florida Keys are still underway. Gordon Food Service Team Members from South Florida have continued to support the recovery efforts by picking up debris, doing yard work, spackling, painting, building shelves, and helping with general cleanup.

**WINNIPEG HEAT WAVE**

In August, Winnipeg was hit with a relentless heat wave that broke 30-year records and was worsened by smoke from forest fires blowing in from the prairies. Water was in high demand, especially for Winnipeg’s most vulnerable residents. Our Winnipeg team donated thousands of bottles of water to the Main Street Project, which provides services and programs for people who are homeless and struggle with health-related issues or addiction.

**BRITISH COLUMBIA FIRES**

2018 was the worst fire season on record in British Columbia (BC) with residents living in an extended state of emergency as fires covered more than 13,000 square kilometers and hot, dry weather with little rain continued for weeks. Our BC team came together to raise funds to support relief efforts being managed by the Canadian Red Cross.
HEART TO SERVE

Selected from a group of nearly 200 who applied, 21 Gordon Food Service employees from across the company spent 10 days serving at Living Hope Ministries in Cape Town, South Africa in October 2018. The team worked together to support Living Hope’s four areas of ministry: healthcare, substance abuse recovery, life skills and agricultural training.

One of the biggest projects the team took on was transforming a sandy, weed-covered area outside the Healthcare Center into a garden area complete with pavers, planters, benches and even a fountain. When they departed at the end of the week, the space had been converted into a welcoming sitting area where patients could enjoy the fresh air and sunshine. John Thomas, Executive Chairman of Living Hope, expressed his gratitude in an email to the team: “Patients and staff are thrilled with the new garden. People are sitting on the benches and loving it. It has turned out to be a dream. We are deeply moved by your wonderful generosity. Thanks again and again.”

When asked how this experience would impact their lives and what they would be bringing back, answers were different for each team member, but everyone mentioned a sense of renewed purpose and gratitude.

“Through our Heart to Serve mission trips, employees are able to extend their passion for service across international borders and serve people in areas of great need.”

In rural Zambia, pregnant girls may be cast out of their villages with no place to go. Many have no resources or skills of their own and end up in dire positions, facing danger and even death.

In 2017, Gordon Food Service sent a team of 20 employees to Villages of Hope in Zambia, where they helped construct a 10-room Crisis Pregnancy Center so these young mothers can receive medical attention, vocational and educational training, mothering assistance, prayer and unconditional love.

With their hearts still in Zambia, the team of 20 came together again in 2018 to raise funds, matched by Gordon Food Service, to build a Vocational Training Center at Villages of Hope. The center will enable children who age out of the system to receive education and training in skills like carpentry, welding, mechanics, food prep and agriculture. Villages of Hope is working with the education branch of the Zambian government to ensure the training center will be accredited so students can pursue jobs in the public and private sector.
Our employees have a passion for service, giving their time and resources generously, and serving thousands of hours with hundreds of local organizations across North America. As a company we also recognize and support national organizations that have an extended reach.

HABITAT FOR HUMANITY

Gordon Food Service has a long-standing partnership with Habitat for Humanity, supporting dozens of work projects across North America every year. In addition to swinging a hammer at local build days, divisions across the company host events to raise funds for Habitat through annual events like the H4H Charity Golf Tournament in Calgary, Walking for Walls in Edmonton, and the H4H Christmas Luncheon in Ontario.

Making a Difference in Montreal

While participating in the Habitat for Humanity Carter Work Project in 2017, Gordon Food Service divisions across Canada were also raising funds to sponsor another Habitat for Humanity in a yet to be determined location somewhere in Canada. Montreal was selected and with the funds raised across all the divisions in Canada, Gordon Food Service was able to be the title sponsor in the “Bourassa 2” project. Construction started in 2017 at a site in the St-Henri neighborhood in Montreal and wrapped up in October 2018 with two families fulfilling their dream of homeownership.

Plaza Roosevelt

In 2017, Gordon Food Service announced a new level of Habitat for Humanity partnership with a three-year commitment to support a first-of-its-kind project in Michigan. The neighborhood-driven project will expand affordable housing, health, education and economic opportunities for the Roosevelt Park Neighborhood in Grand Rapids, MI. In the summer of 2018, 475 Gordon Food Service employees showed their heart to serve and helped move the project forward by donating 3,500 hours of labor at 10 sites in the neighborhood. The effort enabled 14 families to move into a space of their own.

UNITED WAY

For more than 20 years, Gordon Food Service has partnered with United Way to support addressing the most significant community issues around the world: education, income and health. Again in 2018, employee donations were matched by Gordon Food Service for a total United Way campaign donation of more than $70,000.

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$70,000+ DONATED TO UNITED WAY
Charitable giving is one of the most important ways we demonstrate the principle of stewardship and, ultimately, it is one of the primary purposes of our business. The Gordon family maintains a legacy of charitable giving with international organizations such as:

**MERCY SHIPS**

Mercy Ships operates the largest non-governmental hospital ship in the world providing free surgeries, health care, community health education, mental health programs and palliative care for terminally ill patients. Mercy Ships has operated in more than 57 developing nations and 18 developed nations around the world, with a current focus in Africa. Mercy Ships leaves their host nations better equipped with the training, tools and infrastructure to care for their own people. Capacity-building programs identify local needs and work closely with local governments to establish initiatives that make a lasting impact.

**ENGLISH LANGUAGE INSTITUTE**

English Language Institute (ELIC) proudly recruits, trains, and sends hundreds of people each year to teach in long-term and short-term programs throughout Asia, the Middle East, and North Africa. Their long-standing partnerships with universities and governments around the globe open doors for deep and significant impact on students, colleagues, and neighbors. People come to ELIC from a variety of backgrounds including engineering, executive leadership, sales, medicine and education. The comprehensive training provided by ELIC prepares new teachers to be world-class educators and helps veteran teachers as they transition overseas. Ongoing professional development opportunities include yearly conferences, graduate certificate programs, master’s degrees and Ph.D. options.
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