

2020 SUSTAINABILITY REPORT

# A BRIGHTER WORLD TOMORROW™



## ABOUT THIS REPORT

This is our second report that reviews progress made on sustainability issues. This report is informed by the Global Reporting Initiative (GRI) Standards and covers the 2020 calendar year.

We have not sought any external assurance for this report, our GRI Index or any of the reports or policies mentioned here. There have been no changes to the organization's size, structure or ownership during the reporting period.

The terms "Fresh Del Monte Produce", "we", "our" and "us", refer to Fresh Del Monte companies, in general, when no useful purpose is served by identifying any Fresh Del Monte entity, each of which has its own separate entity.

To supplement this report, we publish additional information online at [FRESHDELMONTECSR.COM](https://www.freshdelmontecsr.com)

We welcome any feedback you have on how we report and how we performed. Please direct inquiries to [contact-us-executive-office@freshdelmonte.com](mailto:contact-us-executive-office@freshdelmonte.com)

Cover Photo: ©George Steinmetz



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# A MESSAGE FROM OUR CHAIRMAN

At Fresh Del Monte, our values of Excellence, Care, Trust, Creativity and Passion are not just buzzwords, they are our guiding principles. They chart our corporate social responsibility goals. While there is always progress to be made, we are proud of our achievements over the last 25 years and incredibly proud of the focus and resiliency we maintained in 2020.

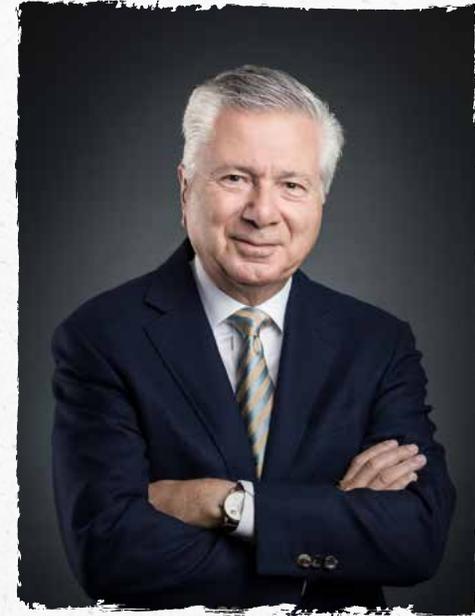
When the pandemic hit in March 2020, we were able to continue supplying millions of people with nutritious foods, while protecting our Fresh Del Monte communities and team members. We quickly responded by activating supply chain contingency plans that ensured we could continue serving our customers without disruptions, while implementing social distancing and other practices to protect the health and safety of all those who work with us. We heeded the call to action—to support the world we live in through our nourishing, wholesome products. Millions of pounds of fresh produce were donated, health initiatives were activated and various team member support initiatives—from financial to emotional—were implemented, all while further advancing our environmental and sustainability efforts. In fact, in 2020, we proudly became the first global marketer of fruits and vegetables

to join the Science Based Targets Initiative, an organization that provides companies with a clearly defined path to reduce greenhouse gas emissions as determined by the Paris Agreement – in an effort to limit global warming to well below 2 degrees Celsius.

This Sustainability Report dives deeper into our 2020 efforts and beyond, but if there is one thing you take away from the report, let it be this: protecting our planet, its natural resources and all those who call it home is at the foundation of what we do at Fresh Del Monte.

I am delighted to introduce this report and share with you the progress we made since our last sustainability update. I ask that you join us in our journey toward a more sustainable and inclusive world. Together we are stronger. May our efforts compound to truly build A Brighter World Tomorrow™.

**MOHAMMAD ABU-GHAZALEH**  
**CHAIRMAN AND CEO**



# Q&A WITH OUR PRESIDENT & COO

## YOUSSEF ZAKHARIA

### What is Fresh Del Monte's approach to achieving its vision for A Brighter World for Tomorrow?

For us, A Brighter World Tomorrow™ means we work tirelessly to supply high-quality, healthy, nutritious food to nourish millions of people around the world in a responsible way, while also ensuring the well-being of our team members and their communities. As this past year demonstrated, nothing gets in our way when it comes to meeting these objectives. Our ability to adapt and pivot despite the volatile, uncertain world we experienced in 2020, coupled with our can-do attitude allowed us to meet the needs of our customers and the team members who depend on us.

We are unwavering in our quest to foster an innovative, passionate, and caring environment for our team members and the communities around them. We invest in programs to support communities where we operate. We are also laser-focused on our environmental efforts. We recently announced a three-year partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) to teach our communities and suppliers

how to protect our environment, which in turn magnifies our efforts and truly builds A Brighter World Tomorrow™ for all.

### What are some of Fresh Del Monte's key achievements and where are you headed?

We have surpassed two of the ambitious 2025 sustainability goals we set in 2019, and we have made good progress on the others.

In fact, to be even more impactful with our investments, we began assessing sustainability benefits through our Capital Acquisition Request process this year. We know that 77 percent of all capital we invested in 2020 had at least one sustainability benefit. I'm proud of many of our achievements:

- Being the first global marketer of fruits and vegetables to announce a partnership with the Science Based Targets Initiative to drive ambitious climate change action and our deployment of six new fuel-efficient vessels to lower our carbon emissions.
- Our partnership with GIZ exemplifies how serious we are about protecting biodiversity.
- Our multimillion-dollar partnership with Queensland University of Technology in Australia to develop TR4 disease-resistant bananas to address a serious global disease.



- Our support for 300 local sustainability programs in access to healthcare, education, infrastructure and disaster relief to create measurable and lasting change.

We're always looking forward. We've set new 2030 sustainability goals which you'll find in this report. Our ambition is to keep innovating and leading our industry to create a more sustainable agriculture system for all.

# COMPANY OVERVIEW

We are one of the world's leading vertically integrated producers, distributors and marketers of fresh and fresh-cut fruits and vegetables. Our products include prepared fruit and vegetables, juices, beverages, snacks and desserts, and are sold in more than 90 countries around the world. In addition to our own production, we source products through joint venture arrangements and through supply contracts with independent producers. In 2020, 45 percent of the fresh produce we sold was grown on company-controlled farms, and the remaining 55 percent was acquired primarily through supply contracts with third-party growers. In 2020, there were no significant changes to our organization's size, structure, ownership or supply chain.

## OUR BRANDS



# OUR VALUE CHAIN

As a vertically integrated consumer foods company, we have a unique ability to impact many parts of the value chain and integrate sustainability practices into what we do, from farm to store.



## AGRICULTURAL OPERATIONS (OWNED + 3RD PARTY):

GROWING AND HARVESTING



## PACKAGING HOUSE:

QUALITY CONTROL, PACKAGING FOR SHIPPING



## TRANSPORTATION TO PORT



## VESSELS:

OWNED AND 3RD PARTY FLEET



## TRANSPORTATION FROM PORT TO MARKET DISTRIBUTION CENTERS AND FRESH CUT FACILITIES



## DISTRIBUTION CENTER AND FRESH CUT FACILITY:

PROCESSING AND RIPENING



## TRANSPORTATION TO CUSTOMER



# 2020 BY THE NUMBERS

**\$4,202**

MILLION  
in global sales

**28%**

Owned land set aside to  
preserve biodiversity and  
protect wildlife

**90+**

Products available in  
90+ countries

**6,700+**

Farms worldwide

**37,600**

Full-time employees

**103,000**

Acres under production

**111**

Owned farms

**46**

Worldwide  
Distribution  
Centers

**25**

Fresh Cut  
Operations

**61,427**

Owned acres

**6,616**

Third-party  
growers

**21**

Operations in  
21 countries

**18**

Food & Beverage  
Stores

**42,097**

Leased acres

## AWARDS AND RECOGNITIONS

### FOR OUR RESPONSE TO COVID-19

- **Honors from the government of Guatemala** for our support of communities affected by Hurricane Eta, our creation of a hospital for COVID-19 patients, and for our strategic approach to support the communities and workers during the COVID-19 crisis
- **Certificate of Recognition** for our support to the community and COVID-19 Response in the Municipality of Datu Abdullah Sangki in the Philippines
- **COVID Seal recognition by the Chilean Security Association** for outstanding performance in fighting the pandemic and caring for workers

### FOR OUR EFFORTS IN DRIVING INNOVATION, SUPPORTING CONSERVATION AND ADDRESSING CLIMATE CHANGE

- **PR Daily Green and Environmental Stewardship Award** for our work conserving forests and achieving carbon-neutral certification in banana and pineapple farms in Costa Rica
- **GIZ From Farm to Fork Idea Award** for innovation in promoting biodiversity in Costa Rica
- **CADEXCO (Costa Rican Chamber of Exporters) Innovation Award** for our innovation and launch of PINKGLOW® Pineapple
- **Flavor of the Year Award** for the outstanding taste experience of our Honeyglow® Pineapple in Italy, Spain, Portugal
- **Letter of Recognition from the Guatemala Ministry of Culture** for our work safeguarding and restoring the Quiriguá archaeological park, a UNESCO World Heritage Site, from the impacts of hurricane Eta and Iota
- **Neutral Fuels Biofuel Certificate** for contributing to the transition to a Net Zero future in the fight against climate change in our facility in Dubai, UAE

## OUR VISION

Our vision is to inspire healthy lifestyles through wholesome and convenient products. Our strategy is founded on six business goals:



**PROTECT AND GROW OUR CORE BUSINESS**



**DRIVE INNOVATION AND EXPANSION GROWTH ON VALUE-ADDED CATEGORIES**



**EVOLVE OUR CULTURE TO INCREASE EMPLOYEE ENGAGEMENT AND PRODUCTIVITY**



**BECOME A TECHNOLOGY-DRIVEN COMPANY TO DRIVE EFFICIENCIES**



**BECOME A CONSUMER-DRIVEN COMPANY**



**LEAD THROUGH SUSTAINABILITY FOR A BRIGHTER WORLD TOMORROW**

# OUR GEOGRAPHIC FOOTPRINT

## U.S. AND CANADA

### SALES

- Fresh & Fresh-cut fruit and vegetables
- Prepared food
- Protein salads & snacks

## MEXICO

### SOURCING

- Avocados
- Vegetables

## CENTRAL AMERICA

### SOURCING

- Bananas
- Pineapples
- Melons
- Mangos
- Plantains
- Pineapple: Frozen, Pulp and Juice

### GREENHOUSE

- Tomatoes
- Cucumbers
- Other vegetables
- Coconuts

## AFRICA

### SOURCING

- Bananas
- Pineapples
- Prepared food

## SOUTH AMERICA

### SOURCING

- Avocados
- Non-tropical
- Berries
- Grapes

## EUROPE

### SALES

- Fresh & Fresh-cut fruit and vegetables
- Prepared food

## ASIA

### SALES

- Bananas
- Pineapples
- Fresh-cut fruit
- Non-tropicals

## MIDDLE EAST

### SALES

- Fresh & Fresh-cut fruit and vegetables
- Prepared food

### COUNTRY BY NET SALES



● Global headquarters in the Cayman Islands ● U.S. executive office in Coral Gables, Florida



# BUILDING A RESILIENT BUSINESS

## CORPORATE GOVERNANCE

Strong corporate governance is a critical factor in achieving business success. This starts with an independent board. Our board follows our [Corporate Governance Guidelines](#), which stipulate that the board must have a majority of independent directors. Each year, the board undertakes a review of director independence. Currently, five of our board directors are independent, including our lead independent director. This facilitates and strengthens the board's oversight of our company and supports effective governance standards. Our CEO, Mohammad Abu-Ghazaleh, is the chairman of our board. More information on his role and pay ratio is provided in our [Proxy Statement 2021](#).

We are committed to promoting diversity and inclusion at all levels of our company, including our board of directors. In 2021, we appointed two new female independent board members, which now means that **38 percent of our board of directors are women** in contrast to 29 percent in 2020. This puts Fresh Del Monte ahead of the average of 23 percent for female board members for companies in the Russell 3000 Index.<sup>1</sup> Further information on our current board of directors can be found in our Annual Report 2020 and on our website.

The board has three standing committees—Audit, Compensation and Governance, and has adopted a written charter for each committee. Committee charters are available on our website and are reviewed annually. Further details on each committee's members, meetings in 2020 and primary responsibilities, are available in our [Proxy Statement 2021](#).

## SUSTAINABILITY GOVERNANCE

Our Board of Directors and Global Leadership Team drive our deep commitment to sustainability, and work to embed sustainability principles and values across our operations. The Governance Committee of the board oversees our policies and programs related to all aspects of sustainability.

Our Chief Sustainability Officer (CSO), who also serves as the Senior Vice President of Agricultural Services and Research & Development, is responsible for assessing and managing sustainability-related risks and opportunities and directing our regional teams' response. The CSO reports key issues to the Governance Committee with support from our **Sustainability Steering Committee**, a cross-departmental group of company leaders who guide our long-term objectives in each area of impact. The committee meets four times a year and includes senior managers from across the organization, including Legal, Human Resources, Finance, Investor Relations, Marketing, and Corporate Communications.



In 2021, we established six working groups based on our critical sustainability issues, to create goals, targets and action plans. These groups include a cross-section of staff from operational and regional units and are supported by Fresh Del Monte’s global sustainability and finance teams. They will play a formal role in driving the strategy and implementation of our next generation of sustainability initiatives, as well as identifying issues to bring to the board.

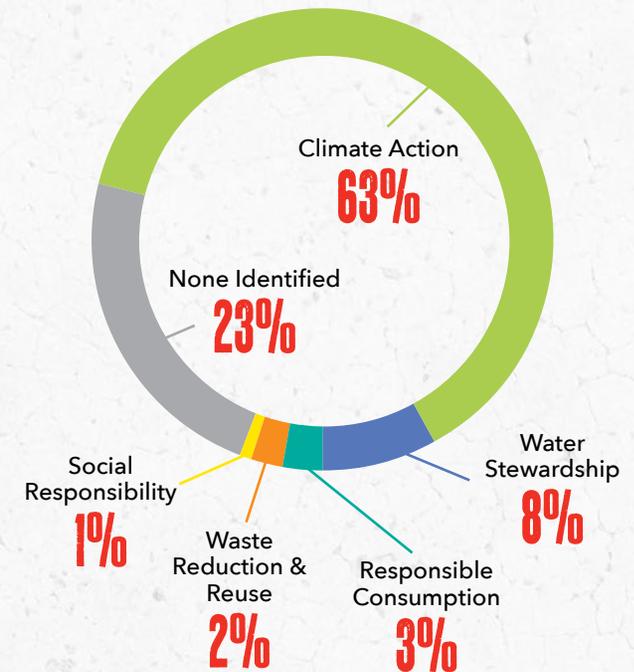
We drive ownership of sustainability across the business; all executives are required to set an annual sustainability goal tied to compensation, and team members in every operating facility are responsible for relevant programs and activities. In our larger agricultural operations, we have formal sustainability leaders dedicated to tackling climate change mitigation and adaptation, among other topics. While many sustainability issues require us to develop a global approach, there are others that are specific to a local context and require a unique response. Our sustainability leaders work with key internal and external stakeholders in their operating regions, to build the most appropriate solutions that can have lasting positive impact.

To further embed sustainability and ensure it is considered in all our business decisions, in 2020, we added an assessment of sustainability-related benefits to our capital acquisition request process. This means that all new projects must include the

sustainability impact of the project, and it will be taken into consideration when making decisions.

As a result, 77 percent of all capital we invested in 2020 had at least one sustainability benefit. For example, our distribution center in Denver, Colorado, had several dock door seals with significant gaps along the door frames, preventing doors from properly protecting against outside temperatures. By replacing the seals, we were able to increase the energy use efficiency of heating and cooling, while also preventing release of refrigerants to the atmosphere—resulting in less greenhouse gas (GHG) emissions from the facility. At our farm in Kenya, we installed a more efficient drip irrigation system, which both increased water use efficiency and mitigated our water risk by decreasing dependence on the water-scarce Thika river.

## 2020 CAPITAL EXPENDITURES (%) BY SUSTAINABILITY BENEFIT



## BUSINESS ETHICS

At Fresh Del Monte, our corporate culture is built on the principle of **Integrity First**, which means that we expect our team members to make decisions by asking not only what is lawful, but also “What is right?” Our approach goes well beyond compliance to create a culture where our behaviors live up to our company values and our core principle of “We do the right thing, every time.” We believe this is the only way to build lasting trust within our own team and among our customers, business partners, shareholders, regulators and society.

We strive to continually improve and enhance our **Integrity First Global Ethics and Compliance Program** by monitoring our evolving risks and benchmarking best practices in our organization, our industry and the global business community. During 2020, we launched an internal campaign to raise awareness and help make integrity front of mind. We have dedicated resources for our Global Ethics and Compliance Program to support focus on this area and embed ethics and compliance into all global operations. We have also instituted a communication campaign to promote our Integrity First program and use of our Speak-Up reporting line, with emails, online videos and posters at every facility.

# OUR CORPORATE VALUES



Our expectation of team members is embodied in our [Code of Conduct and Business Ethics Policy](#), which is communicated to all employees with email addresses and a dedicated computer, and is supported by our Company Policies. Our Company Policies provide a framework of simple musts and must nots, which support business decisions that deliver results that are consistent with our Company Values. The Code of Conduct includes compliance with applicable laws and regulations of the countries where we do business. We respect and promote these fundamental human rights: freedom from any discrimination based on race, creed, color, nationality, ethnic origin, age, religion, gender, sexual orientation, marital status, connections with a national minority, disability or other status. We will not use child or forced labor, nor will we tolerate working conditions or treatment of employees that are in conflict with applicable international laws. We prohibit corruption for all our team members and representatives, including key suppliers.

If misconduct is suspected to have occurred, we expect those who are aware of the matter to report it. We provide several reporting channels, so that each individual may choose the channel with which they are most comfortable. In 2020, we took steps to replace our previous reporting hotline with a new **Speak-Up Line**, available 24/7 by telephone and online. The Speak-Up Line is managed by an independent third party and

is accessible globally in around 200 languages through local toll-free numbers, and online in around 40 languages. We provide the option of reporting anonymously unless local laws in a particular country prohibit this, and are committed to maintaining the confidentiality of reports, subject to the requirements of applicable laws and our ability to conduct a thorough investigation.

Our **Non-Retaliation Policy** prohibits retaliation against any team member who makes a good faith report. Any allegations of potential violations of law, our Code of Conduct or our policies are promptly and appropriately investigated. If violations are found to have occurred, we take

corrective action, which may include termination. We also use the findings to make any necessary changes to strengthen the Integrity First Global Ethics and Compliance Program, thereby creating a closed-loop program ecosystem. During 2020, no legal proceedings regarding corrupt practices or anti-competitive behavior were identified. To support the highest standards of integrity and transparency, we have a **Related Person Transactions Policy**. The Audit Committee evaluates each related person transaction and recommends to the board whether those transactions should be approved.

## OUR STANCE ON ANTI-CORRUPTION

**At Fresh Del Monte Produce, we do not tolerate corrupt practices. Our Anti-Corruption Policy states that our team members and representatives do not and will not act with any intent of, or in connection to, corruption, accept bribery or kickbacks, contribute to, accept or offer anything of value in connection with securing business, goods or services for Fresh Del Monte Produce.**

## SUPPLY CHAIN MANAGEMENT

At Fresh Del Monte, responsible sourcing is a critical way we strengthen our supply chain, mitigate risk and build trust with our consumers, customers and communities. We are committed to diversity and inclusion, dignity for all workers along our entire supply chain, protection of the environment, and the well-being and resiliency of the communities we live and operate in. We expect our suppliers to share our commitment.

All our key third-party growers, harvesters, suppliers and sales intermediaries (e.g., resellers, distributors, etc.) of our products whether fresh, canned or in any other form, are required to adhere to our [Vendor Code of Business Ethics and Conduct](#). This policy includes a set of mandatory requirements for doing business and represents our vision for a more ethical and sustainable agricultural industry. Our core requirements encoded in this policy allow us to ensure the highest ethical standards for our products.

### Supporting our growers

We work with our associate growers<sup>2</sup> on continuous improvement in agricultural practices, food safety, and social and environmental conditions. We have long-term relationships with most of our associate growers. For example, around 95 percent of our pineapple growers have

been with us for more than 25 years. Engagement with our associate growers is important to facilitate uptake of safe and sustainable agricultural practices.

Over the years, we have provided technical support and guidance to enable growers to produce top-quality product, using cutting-edge technology and in harmony with nature. An important aspect of our engagement is providing technical support to our associate growers, in order to increase their capacity to obtain key certifications in sustainable production, including using good agricultural practices, preserving biodiversity, conserving natural resources and supporting local communities. At a minimum, all our associate growers are required to meet the Global Good Agricultural Practices (GLOBALG.A.P.) Standard. We also encourage associate growers to meet the GLOBALG.A.P. Risk Assessment on Social Practice (GRASP) to assess workers' health, safety and welfare, as well as standards set by Rainforest Alliance and SCS Global Services. Learn more about how we work with our growers to encourage uptake of safe and sustainable agricultural practices in [Protecting Our Planet](#).

To ensure our associate growers comply with our internal standards, we have stationed a Fresh Del Monte Quality Assurance (QA) team member in the operations of each of our associate growers—growers with contracts longer than one year. This

QA professional ensures the grower is operating in line with our standard operating procedures and will report any non-compliance. We train our QA team on our culture of ethical, environmental and social standards, and they bring that expertise into their position in our associate growers' operations. This allows us to have continuous oversight of the operating standards of our associate growers, and work with them to develop a system of continuous improvement.

Lastly, we are actively involved with industry associations in our operating regions, to support the expansion of sustainable and ethical agricultural practices across our industry.



## RISK & CRISIS MANAGEMENT

Our decades of experience in the agriculture industry, has given us deep insight into the many issues that can impact our ability to deliver high-quality food to our customers, from extreme climate events, to crop loss due to disease, to the socio-political context in a country. Our board and its committees take a proactive approach to overall responsibility for risk oversight. The Governance Committee regularly reviews our major risk exposures, guidelines, policies, processes and management practices. Each committee chair provides a full report regarding the committee's risk considerations and actions, and the board receives regular reports directly from officers responsible for oversight of risks, including our Chief Sustainability Officer for risks relating to climate change and the environment, as well as from independent auditors and advisors. The board also has regular executive sessions with the head of internal audit, independent accountants and other advisors, without any other management present. As part of our risk management process, we conduct an annual review of our compensation programs and policies.

Further details on risk management responsibilities are outlined in our [Proxy Statement 2021](#), and more detail on our approach to managing environmental risks is given in [Protecting our Planet](#).



Photo: ©George Steinmetz

# RESPONSE TO COVID-19

COVID-19 caused uncertainty and challenges across the globe. As a food producer and distributor, ensuring continuity of supply while protecting the health and safety of our team members and workers throughout our supply chain was our priority. From the start of the pandemic, we activated our **Global Executive Crisis Management** team and regional response teams to stay abreast of the situation, and proactively monitor and adjust business processes and procedures as necessary.

## HEALTH & SAFETY

For those who could, we implemented work-from-home measures, eliminated non-required travel, and reduced the number of employees in farm locations, packing houses, port operations and production facilities, while ensuring business continuity. At our sites, we required social distancing practices and put in measures such as staggered lunch breaks and re-arranged seating and office space to facilitate this. All our facilities already enforced very strict **Current Good Manufacturing Processes (CGMP)**, ensuring a high frequency of cleaning and sanitation cycles, and mandatory hand washing. We implemented additional procedures including increased

cleaning cycles, hand washing and sanitation areas throughout our facilities, and mandatory mask wearing.

All employees and visitors to our sites are required to take a temperature test before entry. Any employee failing the test is sent home with pay for the rest of the day and is required to stay home until their symptoms are gone. We've also maintained **flexible sick leave policies** that permit employees to stay home to care for sick family members or take care of children due to school and childcare closures. We supported team members who were unable to work during this time in various ways. For example, in the Philippines we delivered food subsidies to help 77 employees who were affected by lockdowns.

## EMPLOYEE ENGAGEMENT

Ensuring our employees were informed and aware of our requirements and the health implications of COVID-19 was a key part of our approach. We communicated with videos, FAQs and educational posters about the virus; identifying symptoms, our procedures and the vaccine to fully inform all our team members in their local language. We conducted regular global **Well-being Pulse Surveys** so we could gather feedback about COVID-19 related issues, including health, safety and well-being. We used this feedback to inform our approach and provide solutions to improve well-being.

To help all our team members perform at their best and continue to feel engaged with our company culture, we provided guidance for managers on how to manage remote working teams. This included advice on adapting to their teams' needs, with a focus on establishing clear expectations of roles, responsibilities and team norms, emphasizing performance outcomes through ongoing performance conversations, and building transparent, accessible and proactive lines of communication.



## ENSURING CONTINUITY OF SUPPLY

During the early stages of COVID-19, with consumers limiting the number of trips they made to the grocery store and elsewhere, we saw a slight decrease in demand for fresh, perishable goods, and an increase for shelf stable goods. We responded by activating supply chain contingency plans to avoid disruptions and focused on fulfilling our pipeline of seasonal supplies to make our fruits and vegetables available more quickly. To better prepare for future pandemics, we've joined an advisory board for a joint USDA/Cornell grant, which will review the impact of the pandemic on productivity and

how to effectively mitigate the effects of future pandemics in a manufacturing environment.

## SUPPORTING OUR COMMUNITIES

To help address food insecurity caused by the pandemic, we significantly increased our usual efforts to donate food and provide grants to communities in need. In 2020, we **donated 16 million lbs.** of Fresh Del Monte products to support families in North America, compared with just under 2.8 million in 2019. We also donated more than **two million lbs. of produce** to families in Central America, and 80,000 bags of fresh produce to hospital workers in the UK.

In many of our regions, we partnered with local officials and organizations to assist with food donation and sanitation efforts. In the Philippines, we delivered fresh fruit to frontline and health workers at local hospitals and checkpoints, donated disinfectant and plastic gloves, contributed to 1,200 health kits for local residents, and supplied water from our deep wells to local communities. At three of our farms in the Philippines, we conducted blood drives to help the Red Cross during a time of short supply, and we partnered with a local women's group to sew face masks for our field workers, providing additional employment opportunities.

## CASE STUDY

### COMMUNITY SUPPORT LEADERS IN NORTH AMERICA

To help coordinate donations and reach more organizations, food banks and schools that could use our products, we nominated community support leaders (CSLs) at each of our North American ports to lead our donation efforts. Each CSL was selected by our leadership for their deep commitment to our mission to provide healthy choices to our communities. CSLs are encouraged to work with their

communities, set up donation pickups, and meet with those distributing and receiving the product.

Thanks to the efforts of these CSLs, we were able to donate to nearly 40 different groups, almost doubling the number of organizations we worked with previously. We're grateful for their tireless work to help others—and we're not the only ones: our [Port Hueneme team in Oxnard](#), California, received four separate accolades for their efforts this year from local organizations. Beyond connecting produce to entities in need, once a month the Port Hueneme team volunteer at Ventura County Food Share, a local food bank, to pack and hand out emergency food boxes and bags for thousands of individuals at drive-through food pantries.



Photo courtesy of Elizabeth Aquino from Stage 7 Photography.

# OUR APPROACH TO SUSTAINABILITY



# A BRIGHTER WORLD TOMORROW

At Fresh Del Monte, we are reimagining the future of the agriculture industry. Our vision for a Brighter World Tomorrow™ underpins our commitment to build a sustainable food system to meet humanity's most basic need. We know that we cannot do this alone, and we are proud of our efforts to work in partnership with others to build a future in which we can ensure consistent access to healthy and nutritious fresh and fresh-cut fruits and vegetables.

It is estimated Earth's population will reach 10 billion by 2050.<sup>3</sup> Feeding this future population sustainably requires a global effort to confront critical challenges in agriculture. At Fresh Del Monte, we understand these challenges, and the importance of equitable access to healthy foods. Food needs to be produced and distributed in a way that supports global food security. This includes adapting to and mitigating the effects of climate change and other environmental impacts that threaten our ability to grow and deliver enough food for the global population. An important part of that mitigation is to reduce our dependency on animal-based foods, which has a high impact on climate change and pressurizes natural resources and drives change towards healthy food options.

For more than 130 years, we have been working to supply fresh, healthy, quality produce to consumers. Today, and for a Brighter World Tomorrow, our role in helping to address the challenges of the global food system is more important than ever. To do so, we engage and inspire consumers to choose plant-based foods by offering convenient, affordable and high-quality options. We embrace innovation throughout our value chain, using cutting-edge technologies in our farms to help us be as efficient as possible in our use of resources and finding novel ways to repurpose waste—in particular, food waste. We work in partnership with many stakeholders to protect the interconnected natural system and ensure landscape and watershed level conservation, not only reducing our own impact on the climate and environment, but also supporting

the development of strong and healthy communities of which we are a part.

In these communities, we provide employment and opportunities for thousands of people, but more than that, we help them thrive by increasing their resiliency, developing infrastructure such as building roads, improving access to healthcare and education, providing economic opportunities and contributing to reducing food insecurity. We're focused on putting into place today, programs that will lead to A Brighter World Tomorrow—for our communities, our customers and consumers, our business, and for the whole world.



## OUR APPROACH

Our business relies on the health of our planet and the well-being of our people for its continued success. Given our interconnectedness and dependency on the land—the health of its soil, the presence of pollinators, the cleanliness and availability of its waters, and the well-being of its people—sustainability is of necessity integrated into our business strategy. Each of our corporate goals requires us to take into account our role in contributing to the sustainability of the food system—from the accessibility of healthy, affordable fresh foods for consumers throughout the world, to the resiliency of the land and the communities where we produce them. Each element within our value chain supports the sustainability of our business and our world.

We're building on our long history of quality in all that we do, to continue our sustainability journey and find more ways to embed it into all our activities. We are setting ambitious targets considering our stakeholders' priorities, the areas where we can have a transformative impact, and the ways we can best contribute to the UN's Sustainable Development Goals.

## FRESH DEL MONTE'S APPROACH TO SUSTAINABILITY IS GROUNDED IN OUR BUSINESS STRATEGY

- Protect & Grow the Core
- Drive Innovation & Expansion Growth on Value-Added Categories
- Evolve Our Culture to Increase Employee Engagement & Productivity
- Become a Consumer Driven Company
- Become a Technology Driven Company to Drive Efficiencies
- Integrate Sustainability Into All We Do

## SUSTAINABILITY PILLARS



### PROTECTING OUR PLANET

Protect and promote the health of our planet, its wildlife and its natural resources.



### LIVING OUR VALUES

Drive integrity, fairness, equity and well-being across our operations and our supply chain to deliver on our mission.



### PROVIDING HEALTHY CHOICES

Encourage healthy lifestyles by providing fresh and wholesome food to our consumers.



### GROWING WITH OUR COMMUNITIES

Ensure the well-being of our communities and foster growth within each of them.

## CRITICAL THEMATIC MATERIAL TOPICS

- Climate Change
- Sustainable Farming
- Water Stewardship
- Circular Economy & Waste
- Worker Wellbeing
- Human Rights
- Diversity & Inclusion
- Supply Chain Management
- Food Safety & Quality

## OUR SUSTAINABILITY GOALS & PROGRESS

Contributing to the health and well-being of our communities and the environment is both a responsibility and a benefit for our business. To further our commitment to sustainability across our company, we set new goals in 2021 in several areas. These build on our earlier goals from 2019. We depend on healthy workers living in thriving communities, as well as clean water, nourishing soil, and robust biodiversity for the success of our operations. As a result, we've enacted programs that support many of the United Nation's Sustainable Development Goals (SDGs) for many years, including responsible land use, clean water, health and education.

	Goal	Achieve by 2025	Achieve by 2030	Progress (As of 2020)	SDGs Linkage
 <b>Providing Healthy Choices</b>	<b>Responsible Sourcing</b>				
	Achieve 100% of global product volume certified as sustainably grown by a third party	✓		77%	 
 <b>Growing With Our Communities</b>	<b>Community Investment</b>				
	Support 300 local sustainability programs that create measurable and lasting change	✓		122%*	  
	Provide educational opportunities to 20,000 students and adult learners	✓		115%*	 
	Contribute to a green economic recovery to COVID-19** in our neighboring communities by implementing an activity to improve local sustainable economic development in at least one of the communities affected by COVID-19 in Latin America	✓		New Goal	  
 <b>Living Our Values</b>	<b>Wellbeing of Workers &amp; Employees</b>				
	Improve employee satisfaction scores to ensure all team members feel cared for, respected, inspired, motivated, empowered, valued, and rewarded for their contributions compared to a 2020 baseline			✓	New Goal

\*Goal Achieved

\*\*[Green economic recovery](#) is an economic recovery to the impacts of COVID-19 that is aligned with achieving long-term sustainability and climate action objectives to achieve a more resilient, inclusive and equitable future for the planet.



Goal	Achieve by 2025	Achieve by 2030	Progress (As of 2020)	SDGs Linkage
<b>Climate Action</b>				
Reduce our Greenhouse Gas Emissions in alignment with the Science Based Targets initiative*: <ul style="list-style-type: none"> <li>Reduce our Scope 1 + 2 emissions by 27.5% compared to 2019 levels</li> <li>Reduce our Scope 3 Emissions by 12.3% compared to 2020 levels</li> </ul>		✓	New Goal	
Reduce our absolute Scope 1 CO <sub>2</sub> e emissions from vessel shipping by 10% compared to 2019 levels	✓		32% (exceeded target) **	
Plant and/or donate 2,500,000 trees	✓		41%	
<b>Responsible and Regenerative Farming</b>				
Implement <u>regenerative</u> and soil health management practices in 100% of owned and associate <sup>2</sup> growers' farms		✓	New Goal	
Monitor 100% of protected areas annually by conducting an inventory of species in each of our reserves	✓		41%	
<b>Water Stewardship</b>				
Achieve at least 10% improvement in Water Use Efficiency (kg of product / hectare grown / mm of water) in our owned farming operations compared to 2020 baseline		✓	New Goal	
Achieve at least 80% of associate growers implementing water use efficiency practices in their operations		✓	New Goal	
<b>Sustainable Packaging</b>				
Reduce the environmental impact of our packaging materials by increasing the use of recycled content, increasing the use of reusable containers, and continued optimization of design to eliminate or replace unnecessary and problematic packaging materials	✓	✓	New Goal	
Double the amount of recycled content in our most highly consumed secondary packaging by 2026***		2026	New Goal	
Reduce virgin plastic usage by 25% on consumer packaging we purchase by 2025***	✓		New Goal	
Double the amount of Returnable Plastic Crates (RPCs) used by the company by 2027***		2027	New Goal	
In addition to currently sourcing responsibly sourced paper, we will ensure that at least 65% of the boxes we source worldwide are certified for responsible sourcing (FSC, PEFC, or SFI) by 2023	2023		New Goal	
<b>Food Waste</b>				
Reduce our food loss and organic waste sent to landfill by 50% compared to our 2020 baseline		✓	New Goal	

\*Pending validation from SBTi

\*\*We've achieved a 32 percent reduction in Scope 1 CO<sub>2</sub>e emissions from vessel shipping in 2020, compared to our 2019 baseline. This reduction is due to both bringing our new, fuel-efficient vessels into operation, and impacts from COVID-19. We are now expanding our commitment to climate action beyond this target by setting a Science-Based Target for our company.

\*\*\*From 2020 Baseline



# MATERIALITY

## MATERIALITY ASSESSMENT AND STAKEHOLDER ENGAGEMENT

We conduct materiality assessments to focus our efforts on topics of most importance to our stakeholders and most relevant to our business. In early 2021, we conducted a materiality update to further drill into our priorities, refine our focus, and identify areas to push ourselves further as we think ahead to the future of the food industry, the changing needs of our customers, and the impact we want to achieve by 2030 and beyond. Stakeholder engagement

is one of the most critical components of our materiality assessment and our sustainability strategy more generally. We actively engage our key stakeholders—employees, customers, investors, consumers, NGOs, community groups and suppliers—on an ongoing basis. For our materiality assessment, we interviewed and surveyed internal leaders, board members, and employees and strategically chosen external stakeholders.

Beyond our materiality process, we engage with stakeholders such as employees through engagement surveys, consumers through social media, investors through reporting,

and ongoing dialogue with local communities to build long-lasting partnerships. Where needed, we engage with governments in ways that promote our vision for A Brighter World Tomorrow™. For example, in 2020, we worked with the government in Guatemala to bring to market loans for banana growers to respond to the threat of the banana disease TR4. We also worked with health authorities to maintain the safety of our team members, customers and consumers in the face of the COVID-19 pandemic. Learn more about how we engage with [employees](#), [customers](#), [suppliers](#) and [communities](#).

## OUR MATERIALITY MATRIX





# PROTECTING OUR PLANET

## **PROTECT AND PROMOTE THE HEALTH OF OUR PLANET, ITS WILDLIFE AND ITS NATURAL RESOURCES.**

We strive to create a new system where agricultural production and biodiversity are both working together and thriving together.

We know that agriculture is a significant contributor of greenhouse gas (GHG) emissions and other environmental impacts, and simultaneously we see the impacts of climate change on the ground as extreme weather events become more common, water becomes increasingly scarce and biodiversity more threatened. From plants and animals, to fungi and microorganisms, we understand that biodiversity fuels everything around us and supports our communities, providing oxygen, clean air and water. We are deeply committed to reducing our GHG emissions, facilitating widespread adoption of sustainable farming practices, conserving vital ecosystems to sustain plant and animal life, responsibly stewarding water resources, and minimizing food and packaging waste.

## OUR APPROACH

Effective environmental management is at the heart of our ability to sustainably grow and deliver fruits and vegetables to meet the needs of our customers today and in the future. As a vertically integrated consumer goods company, we have the ability and the opportunity to impact many parts of our value chain. Our commitment to the environment starts with how we source materials for our farming and processing activities and carries through to how we deliver end products to our customers. We continue to refine our practices and are innovating to shape the future of our industry.

We deliver on our environmental commitments and goals by ensuring strong governance. Our Chief Sustainability Officer has responsibility for sustainability, agricultural services, and research and development, and he works with teams to take a cross-cutting approach to managing environmental risks and opportunities across the business. Our policies, processes and systems allow us to implement a harmonized approach to all our owned global locations. Our many partnerships with academic research institutions, suppliers, industry associations, community organizations and governments, provide the space to develop holistic solutions to tough problems that we can't solve alone.

During 2020, we updated our global [Environment Policy](#) and [Land and Water Suitability Analysis Policy](#) to include new commitments to mitigate the effects of climate change, continuous improvement in water stewardship, waste reduction and conserving vital ecosystems. We also introduced a framework for how team members should address environmental concerns during the establishment, design and operation of all our facilities worldwide. In addition to complying with applicable local and international

laws and regulations, we work ahead of regulation where necessary, by setting stringent internal requirements that all our local operations must meet.

We made good progress on our commitments during 2020, as reflected in our [CDP performance scorecard](#). However, we know that we have much further to go on our journey and are determined to continue with transformative change that will see us lead across all our material environmental sustainability issues.

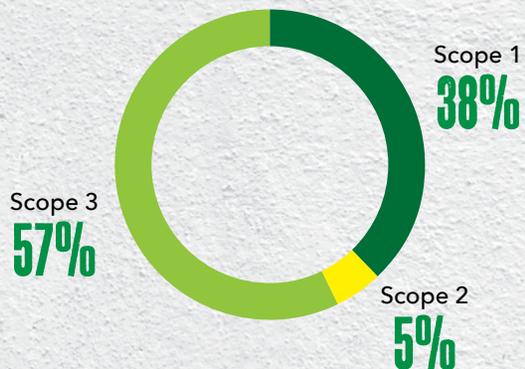
## OUR KEY ENVIRONMENTAL MANAGEMENT POLICIES AND SYSTEMS

**[Global Environmental Policy](#)**: Guides our approach to address greenhouse gas emissions, water withdrawal and discharge, and waste generation as part of our companywide Environmental Management System. It also addresses how we protect local ecosystems and farm responsibly. It commits us to engaging with key stakeholders including local communities, NGOs, industry peers and trade associations, and to train and educate our employees, and summarizes our expectations of suppliers.

**[Land and Water Sustainability Policy](#)**: Guides our climate and water risk management and decision-making on environmental considerations, before selecting land for new agricultural development. We conduct a pre-feasibility analysis of land and water resources, which considers multiple factors such as climate and water-related risks.

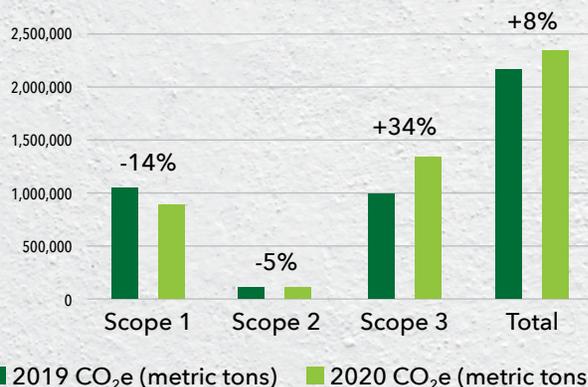
## KEY 2020 DATA

### 2020 GREENHOUSE GAS EMISSIONS<sup>4</sup> (GHG)



### GHG EMISSIONS

2019 vs 2020



Note: Increase in Scope 3 emissions is mainly due to enhancements in capabilities for collecting data

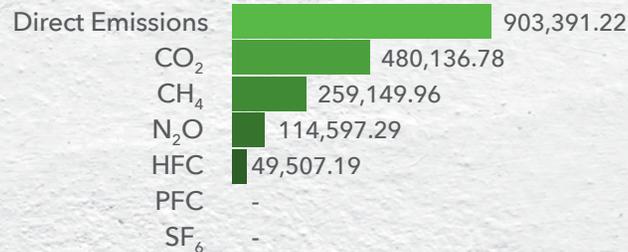
### CARBON INTENSITY<sup>5</sup>

	2019 (Metric tons of CO <sub>2</sub> e per metric ton of product)	2020 (Metric tons of CO <sub>2</sub> e per metric ton of product)	Change from 2019 to 2020
Scope 1 & 2	0.37	0.33	-10%
Scope 3	0.32	0.44	+39%
<b>TOTAL</b>	<b>0.68</b>	<b>0.77</b>	<b>+12%</b>

### 2020 GHG EMISSIONS BY POLLUTANT

(metric tons CO<sub>2</sub>e)

#### SCOPE 1



#### SCOPE 2

Indirect Emissions 114,316.42  
(according to the location-based method)

#### SCOPE 3

Emissions in the Value Chain 1,347,655.48

#### TOTAL EMISSIONS

Scope 1, 2 and 3 2,365,363.11

## OUR COMMITMENT TO SCIENCE-BASED TARGETS

We recognize that we have an important role to play in reducing greenhouse gas (GHG) emissions to protect the health of our planet today and for the benefit of future generations. Agriculture is a key contributor to climate change and is directly impacted by shifting climate patterns and increasingly extreme weather events. As our produce requires specific climate conditions to grow, changes in temperature and water availability endanger our crops. This, in turn, impacts food security. Therefore, we need to both mitigate and adapt to climate change. To expand our efforts and work with others in the fight against climate change, we've decided to join the Science-Based Targets Initiative (SBTi), which aims to drive ambitious action by enabling companies to set science-based, GHG emissions reduction targets to assist with limiting global warming. As the first global marketer of fruits and vegetables to announce our partnership with the initiative in 2020, this is a significant milestone for us.

To help us manage our emissions, as well as water and waste, we created a proprietary new environmental action tool and database that allows us to track data facility by facility, covering 100 percent of our global operations. This tool, created in accordance with rigorous

emissions calculation methodologies, allows us to calculate our company-wide scope 1, 2 and 3 GHG emissions, and gives us the data we need to set GHG emissions baselines and develop our [science-based targets](#).<sup>6</sup>

We believe that limiting global warming to well-below 2°C above pre-industrial levels as outlined in the Paris Agreement requires the cooperation of governments, NGOs and corporations. By setting GHG emissions targets in alignment with the Science Based Targets initiative, we aspire to lead by example and hope others in our industry will do the same.

## OUR GREENHOUSE GAS EMISSIONS

Scope	Definition	Examples of Fresh Del Monte Activities
Scope 1	Direct Emissions	Vessel Fuel, Mobile Fuel, Refrigeration, Owned Farms, Poultry Operation, Crop Management
Scope 2	Indirect Emissions, Upstream	Purchased Electricity
Scope 3	Indirect Emissions, Upstream and Downstream	Agricultural Produce from Third-Party Growers, Other Purchased Goods & Services, Third-Party Transportation, Packaging, Waste Generation, Employee Commuting, Business Travel

**“In recent years, we’ve seen first-hand the impact climate change has on our lives. As an agricultural company, we have the responsibility and opportunity to address climate change with urgency, ambition and innovation. Climate action is extremely important to my generation, and I am proud to work for a company that is challenging the status quo and is unafraid to make such bold commitments.”**



Maeve Anderson, Program Leader, Global Sustainability, Fresh Del Monte



## CREATING AND USING RENEWABLE ENERGY

To reduce our energy use and related emissions that contribute to climate change, we look for ways to decrease our reliance on fossil fuels and increase our use of renewable energy. Over the past few years, we have invested in various renewable energy projects. Some of our projects and results in 2020 include:

### WIND ENERGY

- Our wind turbine at our fresh vegetable facility in Gonzales, California, generated more than 3.1 million kWh. We send the energy generated to Pacific Gas & Electric's (PG&E) grid. The turbine has zero emissions, and we receive a credit from PG&E for the excess wind energy produced.

### SOLAR ENERGY

- In our banana operation in Costa Rica, solar panels have enabled us to reduce monthly kWh consumption by 30 percent in four administrative offices and farms and generate more than 50,000 kWh of solar power.
- In Jordan, we reduced our electricity consumption by 1.5 percent at our poultry operation's distribution center by replacing regular lights with photovoltaic solar cells, among other solutions.

- We launched a large-scale partnership in Dubai with Total, a global solar solutions company for commercial and industrial customers, to install solar panels on our facilities there.

### BIOFUELS

- In the UK, we've [partnered with Adapt Biogas](#), a biogas program that turns our food waste into renewable energy. The by-product, digestate, is supplied back to farmers to use as fertilizer.
- Our delivery vehicles in the United Arab Emirates (UAE) run on a carbon-neutral biodiesel, which means they emit no CO<sub>2</sub> emissions. Our UAE operations reduced carbon emissions by almost 246,918 lbs. of CO<sub>2</sub> by using biofuel instead of fossil fuel for delivery vehicles.

14%

MORE THAN 14% OF OUR GLOBAL ENERGY IS FROM RENEWABLE SOURCES



## CASE STUDY

# MAKING AVOCADO PROCESSING MORE ENERGY-EFFICIENT

Our avocados come principally from Mexico, where we grow, sort and pack the produce ourselves, ensuring a consistent supply of high-quality avocados year-round. We have built a state-of-the-art avocado packing house, equipped with energy-efficient technologies and other features that reduce electricity use and GHG emissions, including:

### ENERGY-EFFICIENT LIGHTING

- All packing house lighting is LED, using 80 percent less energy compared with conventional lighting
- LED lights are equipped with voltage regulator technology to minimize energy use when natural light is detected
- All of our cooling rooms and halls have automated motion detectors and timers to reduce energy consumption while not in use

### ADJUSTABLE EQUIPMENT

- State-of-the-art biodegradable, non-hazardous glycol-water refrigeration with a variable capacity system that uses less energy when less cooling is required
- Zoned air conditioning systems, allowing us to control use by area and use only what is necessary

### DESIGN ELEMENTS

- Building windows are oriented North-South to avoid direct entrance of sun radiation, keeping the building naturally cooler
- Strategically located interior yards to increase natural lighting

The facility also has a very successful [waste reduction program](#), and additional systems to reduce our water intensity by collecting and using both rainwater and condensation water from the refrigeration units.



## ACHIEVING CARBON NEUTRALITY

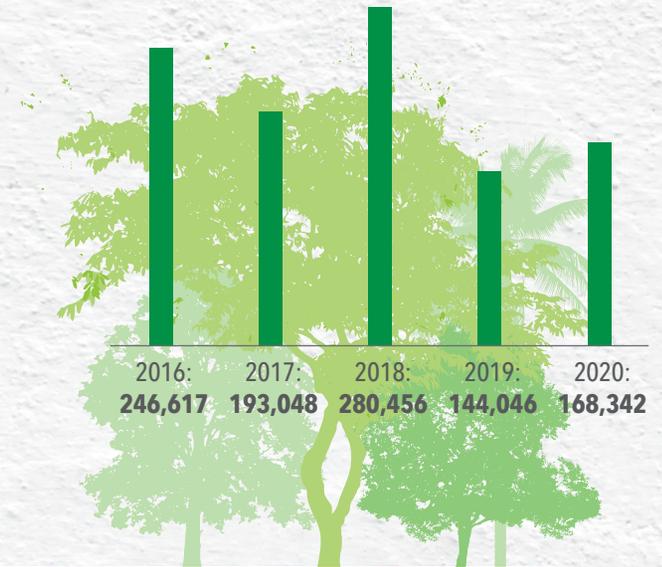
The forests in and around our operations are vibrant and critical areas for wildlife habitat, water quality, buffering against runoff and soil erosion, and sequestering CO<sub>2</sub> from the atmosphere. We work to harness the innate ability of our forests to achieve carbon neutrality in three main ways: **protecting forest ecosystems, reforesting new areas in our lands with native tree species, and involving and empowering our local communities** through education and tree planting activities. As a result of this strategy, two of our largest operations—our pineapple and banana farms in Costa Rica—are now certified Carbon Neutral.<sup>7</sup> This means that the operation is contributing no net gain of greenhouse gases into Earth's atmosphere.

After careful analysis of agricultural land suitability, we identify areas appropriate for reforestation on our properties. We prioritize planting native species since they are adapted to local

growing conditions and better suited to support biodiversity. We collect seeds in protected areas and propagate them in our nursery. In 2020, we planted more than **168,342 trees** in our operating regions.

Since reforestation is most effective when the community is involved, we donate native trees to local institutions, NGOs, ministries and landowners, and we work with each of our communities to plant more trees. Every year, we host tree planting programs, during which we educate the community on the importance of our natural world, how to care for it, and work together to plant trees that are native to the region.

### TREES PLANTED



**“We see ourselves as stewards of natural landscapes. We have a responsibility to understand and manage how our farms and processing facilities impact ecosystems. That’s why we are looking beyond our work on farms to landscapes as we build the next generation of our programs to protect our planet. This holistic approach involves partnerships with community, government entities and NGOs to understand and address the challenges being faced by our watersheds. In the face of climate change, building more resilient landscapes is not only essential for the future of our business, but for the communities we live and work in.”**



Hans Sauter, Chief Sustainability Officer, Fresh Del Monte

**74%**

**OF PINEAPPLES GROWN BY US AND SOLD IN NORTH AMERICA AND EUROPE COME FROM CARBON-NEUTRAL FARMS**



## REDUCING EMISSIONS IN TRANSPORTATION

Our products are transported from the countries in which they are grown to the many markets in which they are sold worldwide, through a complex global logistics operation that optimizes product quality and freshness and minimizes emissions. Since nearly 40 percent of our overall Scope 1 GHG emissions come from vessel shipping, we have invested in **six new fuel-efficient vessels**—meeting the most stringent emission control regulations—to replace our current North American fleet. Two of these ships were launched in 2020, and the remaining four will be launched in 2021.

These updates have already significantly reduced fuel consumption and associated CO<sub>2</sub>e emissions from shipping vessels.

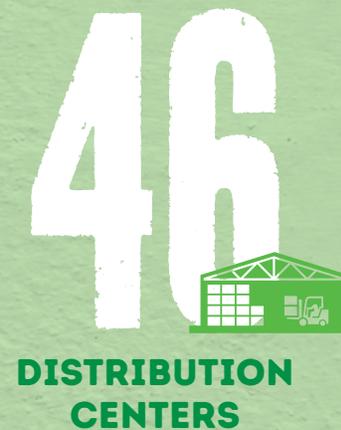
To reduce the fuel needed for our scheduled voyages, we regularly plan and review the optimum ship routes using official guidelines and mandated equipment. In addition, we use a Just-In-Time strategy for our owned vessels, adjusting the speed of our ships so that they arrive “just in time” to meet the required port arrival times to load and discharge. This enables us to both reduce the time spent idling at the port and undertake voyages at an adjusted or economical speed, resulting in lower fuel consumption and, therefore,

emissions. Exceptions are made only when we must speed up to adjust our expected time of arrival at ports based on weather-related delays, port strikes or civilian unrest in sourcing locations.

**32%**

**REDUCTION IN SCOPE 1  
CO<sub>2</sub>e VESSEL SHIPPING  
GHG EMISSIONS IN 2020  
COMPARED TO 2019**

## OUR INTEGRATED LOGISTICS NETWORK



# SUSTAINABLE FARMING

Our goal is to elevate our sustainable agriculture programs beyond our own operations, to create resilient and multifunctional landscapes throughout our entire watersheds. **We take a scientific approach to developing regenerative practices** to agricultural production at scale. For us, regenerative agriculture<sup>9</sup> is a holistic approach that includes increasing soil health, carbon sequestration, biodiversity, ecosystem health, water availability and quality throughout our operations.

We view our agricultural landscapes as functional ecosystems and aim to secure healthy food choices for consumers around the world while conserving biodiversity. **We recognized the importance of conservation and nature-based solutions to climate change early on**, making it part of our policy to set aside significant tracts of land to increase biodiversity. We work to

maximize ecosystem services, including carbon sequestration, pollination, erosion reduction and improvements in water quality. We are farmers at heart, with a deep respect and admiration for the land and Earth's natural resources.

We actively work with third parties, such as GLOBALG.A.P., SCS Global Services and the Rainforest Alliance, to develop sustainability practices and guidelines for our own farms and operations. **Nearly 100 percent of our product volume sold in North America and Europe is now certified as sustainable** by one of those third parties. The GLOBALG.A.P. certification ensures each of our farms is practicing safe and sustainable agricultural practices, and covers all stages of production, from pre-harvest activities such as soil management and plant protection product application, to post-harvest produce handling, packing and storing.



**"We use resources efficiently and apply best practices throughout the production process to comply with the strictest environmental regulations and to conserve soil health. This is critical as operating sustainably ensures we can satisfy the current and future needs of our workers, environment and communities."**

Marjolaine Ducaud, National Coordinator, Quality Management (Chile), Fresh Del Monte

**77%**

**OF OUR GLOBAL PRODUCT VOLUME IS CERTIFIED AS GROWN SUSTAINABLY<sup>8</sup> BY A THIRD PARTY**

**28%**

**OF OWNED LAND PRESERVED FOR BIODIVERSITY**



## R&D TO ADVANCE AGRICULTURAL INNOVATION

Our Research and Development (R&D) team plays a vital role in our agricultural programs, by using the latest scientific research to make and manage the implementation of recommendations on pest and disease control, plant nutrition and soil management. We actively search for ideas to drive agricultural innovation across our operations, and remain on the cutting edge, raising the bar for the industry. Smart farming to optimize agricultural production while reducing environmental impacts is a strategic priority for us. For example, we use precision agriculture to address the innate variability in farmland and make the best use of resources. We also aim to improve our efficiency by using drones and multispectral imagery to detect areas under high stress, so we can take timely action.



## OUR RESPONSIBLE FARMING PROGRAM IS BASED ON FIVE REGENERATIVE AGRICULTURE PRIORITIES.

- 1) Preserving the production potential of our lands:** We work to preserve the production potential of our lands for generations to come. To have healthy soil you need to prevent erosion, maintain the balance of nutrients and preserve the organic matter within the soil, and protect the soil structure.
- 2) Protecting pollinators and on-farm biodiversity:** We **recognize** the critical role that insect pollinators play in major agricultural crops and in the survival of many plant species. In a high proportion of our farms, we maintain buffer areas of natural vegetation around the crops that are not treated with pesticides, which provide food sources for wild pollinators. We use the best available science in order to minimize the use of pesticides and reduce impacts to pollinators to the greatest extent possible.
- 3) Preventing the global spread of diseases:** We have policies and implement specific measures in all our operations to prevent the entrance of major pests and diseases that can have a dramatic impact on our business, such as Fusarium Tropical Race 4 (TR4) of bananas and the pineapple Fusariosis disease. We invest in the development of varieties with resistance to these major diseases.
- 4) Preparing for droughts and floods:** We continuously work with regulatory bodies to make sure that our drought and flood plans meet and exceed standards. We keep our irrigation systems up to date to make sure our water usage is efficient and effective, and maintain our water management infrastructure to mitigate pressure from floods and droughts.
- 5) Conserving ecosystems and creating resilient and multifunctional landscapes:** We conserve vibrant forest areas and **reforest** new areas with native trees. This increases **biodiversity** and harnesses the power of ecosystem services such as reduction of erosion and improvements in water quality. We do not develop any farms on lands covered with mature forest or in areas with a high risk of directly impacting wetlands.



## **PRESERVING THE PRODUCTION POTENTIAL OF OUR LANDS**

The health of our soils is crucial for farm productivity and the long-term sustainability of our operations. We take a holistic approach to soil health, viewing it as a living and dynamic interface between our crops and the environment. We proactively address key components of soil health that impact our soil's functional capacity to operate as a vital living ecosystem sustaining plants, animals and humans.<sup>10</sup> Our research teams are constantly evaluating the fertility of our soils and nutritional status of our crops. Our scientists are working in the field to explore, validate and implement best practices to address soil fertility, organic matter, soil structure, biodiversity of beneficial organisms, and soil erosion.

Healthy soil allows us to retain and cycle important nutrients critical to obtaining optimum levels of crop growth, quality and yield into the future. It also allows us to enhance our resilience to the increasingly severe impacts of climate change, particularly droughts and flooding events. Finally, our soil serves as one of our nature-based solutions to climate change, by sequestering carbon from the atmosphere.

We implement best practices in soil health management at our own farms, but also share our knowledge through one-to-one informational sessions with our associate growers. When evaluating a new agricultural project, or renovating a current one, we carefully analyze the soil for suitability to the intended project, following our [Land and Water Suitability Analysis Policy](#).

### **SOIL MANAGEMENT PRACTICES**

We monitor and manage soil humidity, pH levels, nutritional composition and biodiversity of beneficial microbes, for example:

- The soil humidity range is evaluated before land preparation can proceed, to avoid soil compaction, which is detrimental to plant roots.
- Soil pH is checked annually and managed using different types and quantities of soil remedial minerals to balance the pH and prevent soil acidification or salinization. Balanced pH is a key factor in maintaining healthy microbial activity in the soil.
- To maintain soil fertility, we monitor and manage the nutrient composition of the soils, so that there is a sufficient, but not excess, supply of nutrients to maintain a balanced cycling of nutrients within our agricultural system.

### **ADDRESSING SOIL EROSION**

Soil erosion is a major environmental threat that can impact productivity, climate resiliency and food security. Our farms have implemented strict soil and land management practices to mitigate factors that increase the severity of erosion for many years. Key actions include developing farms on low slopes to reduce runoff and soil loss, planting on contour terraces, using cover crops to improve soil structure and water retention, and building sediment catchments pits. Our reforestation program also supports reducing soil erosion. We work with academic experts and students from local universities on research into erosion, to help us develop and adopt new, more efficient practices and technologies.





## PROTECTING POLLINATORS AND ON-FARM BIODIVERSITY

Insect pollinators<sup>11</sup> play a critical role in the success of agricultural crops and the survival of many plant species. That's why we exercise tight controls over the use of insecticides on our farms, guided by Integrated Pest Management (IPM) principles described in our [Responsible Farming Policy](#) and our [Pollinator Protection Approach](#). At a high proportion of our farms, we maintain buffer areas of natural vegetation that are not treated with pesticides around our crops, to provide food sources for wild pollinators.

In 2020, we set the goal to phase out all neonicotinoid and chlorpyrifos insecticides throughout our owned pineapple operations. All our owned pineapple production in Latin America and Kenya are now free of neonicotinoid, and our owned banana farms in Latin America are free of chlorpyrifos. We are aiming to fully reach our goal throughout our owned pineapple operations globally by the end of 2021, and in all our owned banana operations by June 2022. For other commodities, there are more challenges to overcome in the replacement of neonicotinoids—while we continue to search for alternatives, we limit the number of applications of insecticides that may affect bees and apply only at night or after flowering has passed.

## PESTICIDE USE

As a key pillar of our Responsible Farming Practices, IPM provides a broad-based approach to effectively deal with insect, disease and weed problems, while minimizing risks to people and the environment. Through this, we can decrease our reliance on agrichemicals by conducting research and implementing smart farming technologies to support pest control—including the use of multispectral imagery and GPS-guided technology to improve surveying capabilities and to ensure the application of plant protection products is more precise.

Our Pesticide Policy guides our approach to pesticide use throughout our operations. A key element of our IPM system is our corporate Pesticide Management Manual, which is applied across all owned operations as well as our suppliers, and overseen by our Assistant Vice President of Pesticide Control. This manual, along with a Prohibited Pesticide Reference List, guides our pesticide use. Beyond these guidelines, we regularly evaluate alternatives to current pesticides and approaches, to decrease our reliance on agrichemicals and adopt those that are more environmentally friendly and cost-effective.

In our agricultural supply chain, we have tight controls over the allowable pesticide applications

for both our owned and third-party operations. Each operation must follow the local regulations in the producing country. All plant protection products used in our operations have to be approved for use in the crop of interest by the local regulatory agency of the country of production. Our third-party growers are contractually bound to use only pesticides from our list of approved pesticides to safeguard their workers, our consumers, communities and environment. We adhere strictly to the maximum residue levels<sup>12</sup> established in the countries where the product will be distributed and sold. In the absence of country of destination tolerances, we use tolerance levels set by specific bodies including the Environmental Protection Agency in the United States, the European Food Safety Authority, the Food and Agriculture Organization and the World Health Organization.



# SMART FARMING TECHNOLOGIES

New technologies have the potential to help us greatly reduce our environmental impact, by applying pesticides more efficiently, and identifying and controlling diseases and stress areas more quickly. Since 2018, we have been piloting programs using smart technologies with great success. As a result, we are expanding these programs and continuing to invest in smart technology research. We create digital yield maps of every field, which help us better understand the interactions between soil, pests and diseases, and agricultural practices. Some examples of smart technologies helping us reduce pesticide and herbicide use include:

- **Detection of crop diseases.** Traditional methods involve labor-intensive manual checking, which typically allows detection only when the infection is already advanced. By using multi-spectral imagery taken by drones, we can detect disease in the very early stage, allowing us to prevent further spread, resulting in fewer losses and reduced pesticide use.
- **Using drones to apply herbicides.** Drones can apply herbicide more precisely than a traditional spray method, which means less herbicide is needed to produce the same result. We have been actively researching use of drones and made great progress towards the implementation of such technology in our pineapple farms.
- **GPS technology and flow control systems for pesticide sprays.** These technologies improve sprayer accuracy by reducing skips, overlaps and resprays, and have resulted in an 8 percent reduction in pesticide use in our melon farms in Guatemala melon farms and 4 percent in our pineapple farms in Costa Rica.



By creating heat maps that highlight field areas suffering from stress, our team prioritize action to address pest and weed pressure and crop nutritional deficiencies. This classification system allows us to intervene early before crop stress issues have spread, allowing us to reduce our overall agrichemical usage.



## PREVENTING THE GLOBAL SPREAD OF DISEASES

Pests and diseases could have a dramatic impact on our business. In recent years, for example, the banana industry globally has been impacted by a serious plant disease, Fusarium Tropical Race 4 (commonly known as TR4), which is caused by a soil-borne fungus. TR4 is affecting Cavendish bananas, the world's most popularly consumed bananas, and is a considerable current and future threat. We take these disease threats seriously and are taking steps to mitigate risks in our operations, while working collaboratively to bring solutions to the market that could have an industry-wide impact. Our approach includes:

**Process & Policies:** We have a number of protocols in place to reduce the likelihood of disease in our owned farms. For example, in Latin America, we've developed strong exclusion and prevention protocols to avoid the spread of TR4 to our farms, including access restrictions and establishing a single point of entrance and disinfection for visitors to our farms, all of which are free from the disease. We also have detailed protocols to follow if the disease is identified on our farms. Part of this effort is our enhanced commitment to training our team on the issue—each farm conducts two training sessions per year

for workers in the identification of symptoms of TR4 and best practices for communicating the presence of any suspect plant.

### **Industry & Government Collaborations:**

We actively collaborate with local banana organizations and regional plant quarantine institutions, to establish general policies to prevent the spread of the disease and to develop contingency plans. We have played a leading role in unifying the banana industry in Central America around this topic, working with other members of the industry and qualified organizations to identify additional solutions. For

example, in Guatemala, our lead scientist—a world expert in banana diseases—Dr. Ronald Romero, hosted sessions for growers and industry peers, including our competitors, on protocols to address TR4, and worked directly with them to provide support in implementing these protocols. We also successfully approached the Guatemalan government to secure a loan for growers to address and eradicate the disease in the country. In Costa Rica, we worked closely with the industry association, Corbana, to address the issue. Those efforts were timely, and have kept the region free of this pathogen, while TR4 continues to spread in South America.

**“We are working with Fresh Del Monte, a global leader in production and distribution of bananas to drive innovation in agricultural products using state-of-the-art technology. Collaborating to bring to market the next generation of disease-resistant Cavendish bananas is essential to address a fast-spreading serious disease impacting banana supply globally, while supporting the future development of new varieties.”**



Dr. James Dale AO FTSE, Queensland University of Technology

## RESEARCH PARTNERSHIPS

Just like the current pandemic's impact on several industries, diseases like TR4 have the potential to cause decimation of banana crops throughout the industry globally. If this were to occur, it could take anywhere from 10-30 years to rebuild the banana industry once it is impacted by TR4 at scale. At Fresh Del Monte, we know that bananas are a staple fruit in many countries and important for food security. For this reason, we are investing in cutting-edge research to ensure that bananas will continue to be available for consumers in the future. In 2020, we launched two partnerships with leading universities for the development of disease-resistant bananas:

### **Queensland University of Technology, Australia:**

By drawing on the vast experience of the research team of distinguished professor Dr. James Dale, this multimillion-dollar partnership will help identify genes that play a key role in making bananas less susceptible to TR4. Using novel gene editing technology, the five-year project aims at delivering a resistant Cavendish variety that can be sustainably grown by banana farmers in the future. We believe that strengthening the genetic makeup of produce such as bananas is an important part of our ability to deliver more resilient crops that address the needs of society.

**University of Florida, United States:** To ensure a steady supply of TR4-resistant banana saplings, this partnership is enabling the development of a "transit center" to certify free of disease planting material and to propagate promising disease-resistant lines in a controlled environment prior to exportation to farms in Latin America. As countries that are free of TR4 do not accept saplings from countries where TR4 is present, transit labs are a crucial part of the supply pipeline for growers to secure disease-resistant planting materials they need to grow the next generation of bananas. Testing and certification of saplings by transit labs offers quarantine officials the opportunity to "green light" such materials prior to importation, without putting the country at risk for TR4, or any other banana disease not yet present in Latin America.

In addition to these partnerships, our staff at our banana Research Experimental Station in Costa Rica and Guatemala systematically search for new ways of improving sustained production, mainly focused on the control of banana pests and diseases. The same research processes are also carried out in the Philippines, where our teams are gaining first-hand experience of working with TR4.

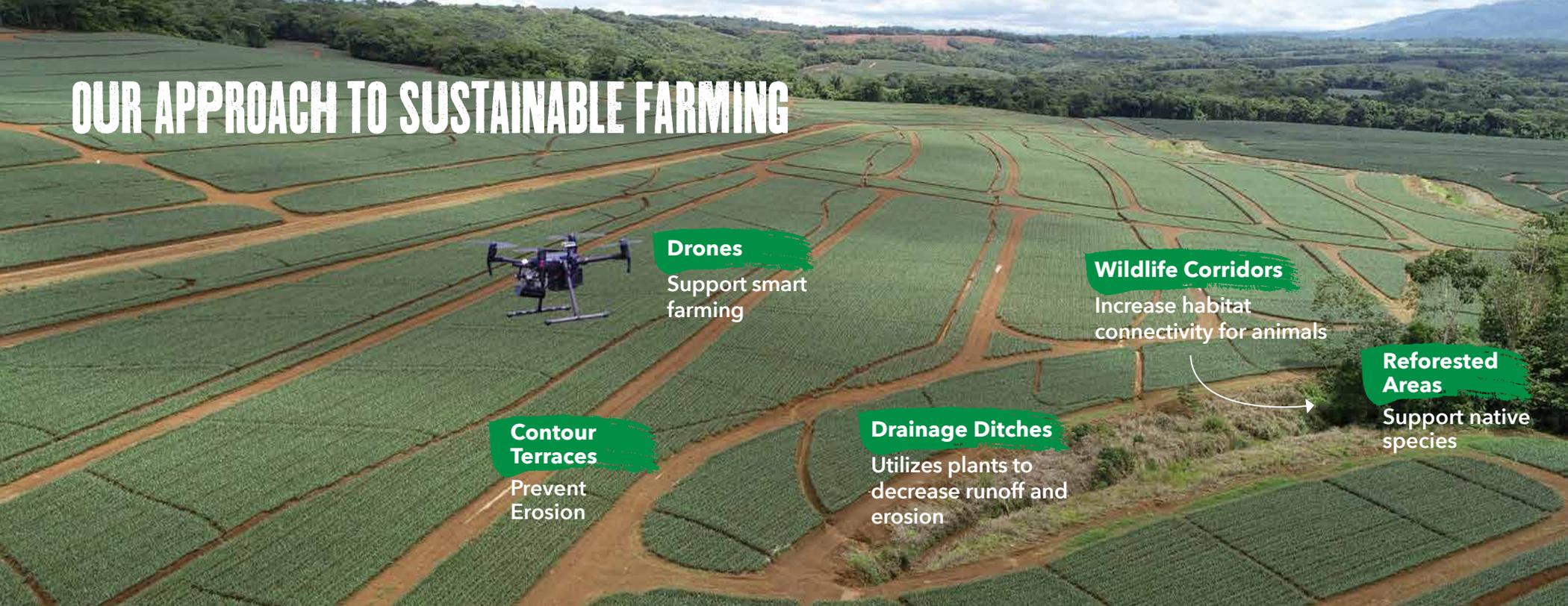


## PREPARING FOR DROUGHTS AND FLOODS

Natural disasters are a serious risk to our operations and are increasing due to climate change. We avoid developing new operations in areas of high risk for flooding and natural disasters by conducting a thorough evaluation of the hydrology of the proposed water basin. Our efforts to safeguard soil health and reforest land in and around our waterways and marginal land with high slopes, also increase our resiliency to extreme weather events. Where necessary, we invest in flood protection infrastructure to mitigate risk for our operations and communities.

In Guatemala, we built and reinforced levees along the Motagua river, which runs through many farms, to address the high probability of flooding during the rainy season and avoid potential damage from the increase in natural disasters. In the Philippines, we worked with the local government to adopt Cogon Creek, close to our pineapple farm, which was originally filled with debris and caused many waterways to be clogged. We cleaned up the creek and took preventative measures to prevent flooding and future pollution near the creek. Every three months, we test the water quality to ensure that it, and the surrounding environment, are maintained or improved.

# OUR APPROACH TO SUSTAINABLE FARMING



## Drones

Support smart farming

## Wildlife Corridors

Increase habitat connectivity for animals

## Reforested Areas

Support native species

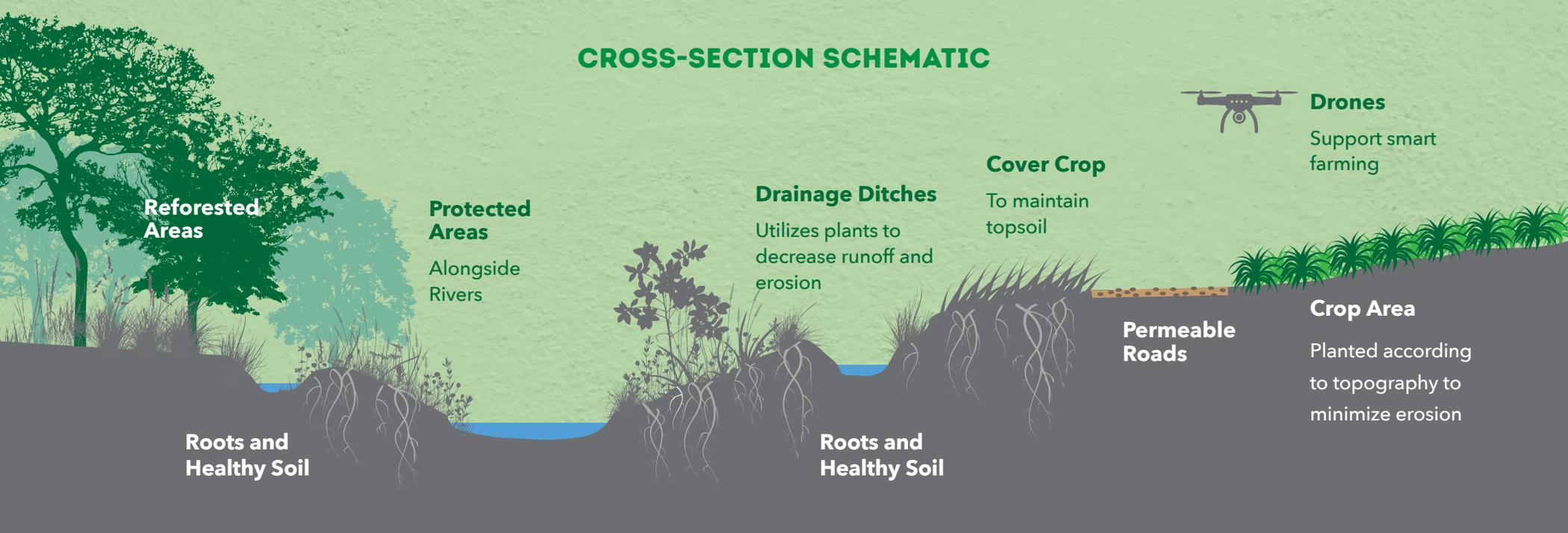
## Contour Terraces

Prevent Erosion

## Drainage Ditches

Utilizes plants to decrease runoff and erosion

## CROSS-SECTION SCHEMATIC



## Reforested Areas

Roots and Healthy Soil

## Protected Areas

Alongside Rivers

## Drainage Ditches

Utilizes plants to decrease runoff and erosion

Roots and Healthy Soil

## Cover Crop

To maintain topsoil

## Permeable Roads

## Crop Area

Planted according to topography to minimize erosion

## Drones

Support smart farming

## SPOTLIGHT

# PROTECTING BIODIVERSITY

Biodiversity, the biological variety and variability of life in a given area, increases the overall health and resiliency of a landscape by supplying oxygen, clean air and water, sequestering carbon from the atmosphere, supporting the pollination of plants and more. More than a quarter of our owned land—nearly 10,000 hectares—is designated as protected forests throughout our farms, benefiting biodiversity and the health of our soil and ecosystems.

We know that habitat fragmentation is one of today's biggest threats to biodiversity, so we work to preserve forests and increase habitat connectivity in our operations. For wildlife to move freely beyond our conserved and reforested areas into multifunctional agricultural ecosystems, we maintain biological corridors along streams, rivers and creeks on our properties. These small tracts of forested land allow species to move safely to neighboring natural areas beyond our farms. To extend the impact of our corridors, we are working with NGO partners to help us with landscape-scale conservation.

Some of our protected areas have been designated as wildlife refuges by the local government. Our three wildlife refuges in Costa Rica—La Danta, El Tigre and El General—are home to a rich and diverse set of plants and animals, including vulnerable and endangered species such as ocelot (a spotted wild cat), Baird's tapir and jaguarundi (a small wild cat). By 2025, our goal is to have 100 percent of our protected areas globally monitored on an annual basis through species inventories. These are a critical element of our conservation strategy, allowing us to evaluate the current health of our ecosystem and develop conservation strategies for the future. Our

team works to identify species within categories including nationally and internationally protected species, those indicative of ecosystem health, and keystone species.

As part of this effort, in 2020, we underwent a species inventory of the tree varieties in our protected area, El Tigre. We identified a total of 248 tree species, including several of particular significance. For example, we recorded six trees protected by legislation in Costa Rica and on the International Union for Conservation of Nature (IUCN) red list and 29 trees that carry important spiritual significance to indigenous cultures.

**“Partnerships with the private sector are critical to ensure the sustainability and resilience of landscapes and biodiversity. There are many players in a corporate value chain who both impact and depend on biodiversity. Companies can help build awareness among these players about sustainable development, while contributing financial resources and technical know-how to promote the conservation of ecosystems and watersheds.”**



Svenja Paulino, Director of the Biodiversity and Business Program in Central America and the Dominican Republic, GIZ.

## CASE STUDY

# BIODIVERSITY FROM FARM TO FORK

In and around our operations, prevailing agricultural and livestock activities have resulted in deforestation, which can pose a significant challenge to our business, ecosystem and community. However, we can't tackle the problem of environmental degradation alone.

Through our partnership with GIZ under the [From Farm to Fork program](#), we have demonstrated how companies can work with other stakeholders along their value chain to protect biodiversity. This program began in Costa Rica in 2020, and following the success of this initial phase, extended to Guatemala in 2021. In September 2020, we were awarded a **GIZ From Farm to Fork Idea Award** for our role in monitoring fauna in our wildlife refuge Montaña El Tigre, which is an important contribution to the national efforts to conserve wildlife in the Río Cañas biological corridor. To engage local communities and increase awareness of the importance of maintaining biodiversity, we developed an [interactive virtual tour](#) of the reserve.

## A LANDSCAPE APPROACH TO CONSERVATION

Building on this work, in 2021, we launched a three-year multi-stakeholder program with GIZ called "Resilient agricultural production through multi-stakeholder partnerships for sustainable landscapes." This program aims to protect biodiversity and ecosystems within the value chains of conventional bananas and pineapples, using multi-stakeholder partnership with local organizations, government agencies, communities and others in order to achieve three key purposes:

- Restoration of productive landscapes and economic development of communities
- Conservation of water resources in watersheds
- Education for sustainable development in communities near our operations

We plan to actively engage external stakeholders in landscape-level conservation in Costa Rica and Guatemala, including owners of neighboring lands, other agricultural companies, water users, local community organizations and local inhabitants. We will establish participatory landscape management programs that enhance [ecosystem services](#) to benefit our local communities, ensure the sustainability of critical water resources for our agricultural operations and enhance the resiliency of the local landscape to climate change.

In doing so, we will also support the economic recovery of local communities affected by the COVID-19 crisis through sustainable use of the natural ecosystem. We will also work directly with multi-stakeholder groups to identify productive opportunities to diversify income and employment for local people, such as through landscape restoration and biological connectivity.

To ensure communities have the tools to continue our efforts beyond our farms and into our entire watersheds, and ensure the long-term success of the program, we will develop targeted education programs adapted for each region. This includes partnering with local NGOs and schools to develop a program for primary and secondary school children, engaging local entrepreneurs and our own employees.



# WATER STEWARDSHIP

At Fresh Del Monte, we understand the importance of maintaining a balance between water demand and supply, especially as demand is expected to exceed supply in the next decade. We consider how water scarcity affects our operations, as well as the impact we have on the water resources we share with the communities in which we operate worldwide.

Water risk is one of the most critical issues our world faces today, and as the impacts of climate change become increasingly severe, water risk is likely to increase. With agriculture accounting for 70 percent<sup>13</sup> of all water consumption globally, we have an opportunity to make a major impact.

Our farms, communities, team members and local communities all depend on safe and clean water to thrive; our growers rely on clean water to produce healthy crops; and our facilities need clean water to prepare our produce for consumption.

Our approach to water stewardship is grounded in a deep understanding of the local watersheds we operate in. We leverage innovative technologies to drive water use efficiency, and work proactively to prevent negative potential impacts on community water resources.



**\$11 MILLION**

**USD INVESTED IN UPGRADES TO WATER INFRASTRUCTURE TO INCREASE EFFICIENCY AND RESILIENCY TO CLIMATE CHANGE**

**18%**

**REDUCTION IN TOTAL WATER USAGE IN HIGH WATER RISK AREAS IN 2020 COMPARED WITH 2011-2014 BASELINE**

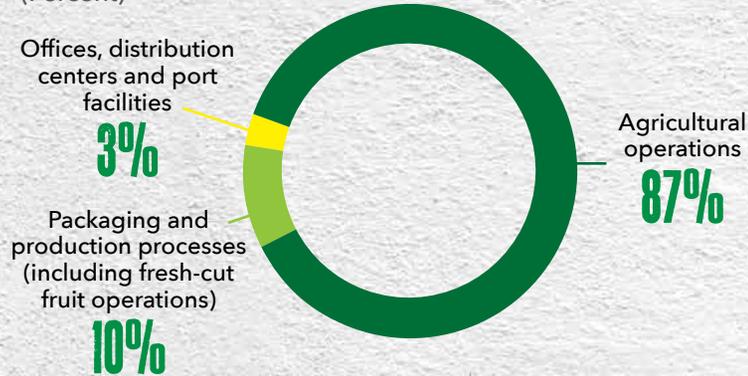
**6%**

**REDUCTION IN WATER USE INTENSITY IN HIGH WATER RISK AREAS COMPARED WITH 2011-2014 BASELINE**

# KEY DATA 2020

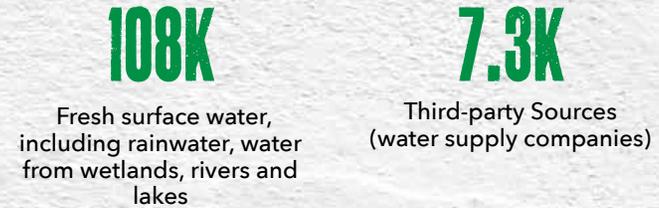
## 2020 WATER USE BY ACTIVITY

(Percent)



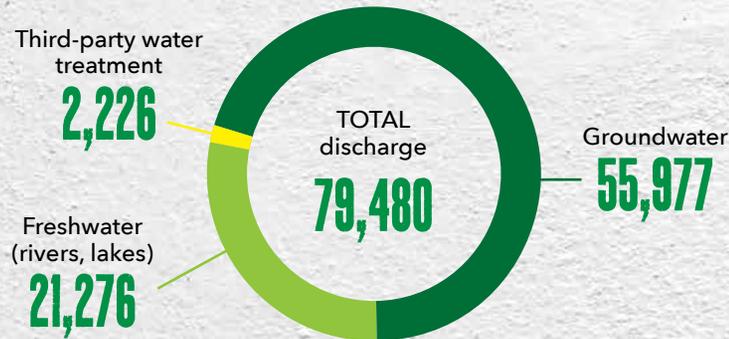
## TOTAL WATER WITHDRAWAL BY SOURCE

(Megaliters)



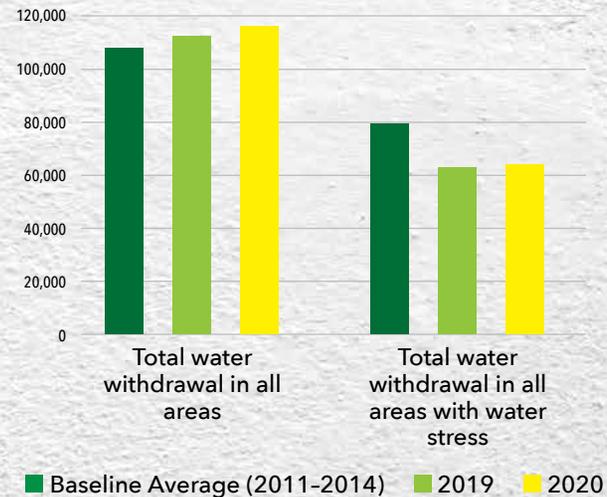
## TOTAL WATER DISCHARGED BY DESTINATION

(Megaliters)



## WATER WITHDRAWAL IN ALL REGIONS

(Megaliters)



Note: Overall increase in water usage in 2020 is due to our first full year of operations at a new farm in Panama, and increased agricultural production in Brazil and the Philippines. At the same time, we decreased our water use in high water stress areas through advancements in water use optimization technologies, such as drip irrigation and low-volume sprinkler systems and water recirculation systems.

## UNDERSTANDING AND ADDRESSING WATER RISK

To achieve water risk resilience, we need to understand areas of high water risk. Our regular risk assessments shed light on key issues, providing us with data to prioritize locations where we need to make investments. We utilize the [WRI aqueduct tool](#), in conjunction with our agricultural services team's internal process for mapping and understanding environmental risk, to understand the percentage of our operations are in areas of water stress. These assessments also help us identify where we need to partner with others.

### EFFICIENT WATER USE

One of the main challenges we face in reducing water use is also one of the main reasons we need to do so: climate change. We continue to work to improve our water monitoring capabilities and to reduce our water footprint, focusing on our operating areas of highest water risk. When weather patterns change and there is less rainfall, we must increase how much we irrigate our crops.

To mitigate water risk, we have invested heavily in upgrading existing infrastructure to more efficient drip irrigation systems in areas we operate with high water risk, including Kenya and Guatemala, in maintenance programs that allow equipment and pipes to operate as efficiently as possible, and in systems to recycle and reuse water. We have made significant advancements in water use reduction

with these programs. These actions also help us mitigate pressures from floods or droughts, and we work with regulatory bodies to make sure that our drought and flood plans exceed standards.

We also undertake frequent assessments of water risk for our third-party growers and provide technical support to increase their resiliency. In Guatemala, for example, many of our growers are operating in areas of increasingly high-water risk. Our teams have had great success innovating with these growers to increase their water conservation efforts. Of our 45 major banana suppliers in Guatemala, 16 have now made advancements in their irrigation systems like our own. With our support, our suppliers made changes to the irrigation system to maximize water resources, by implementing the latest-generation sprinklers and

mechanical wells. We plan to continue to work with our largest suppliers to find ways to promote water use efficiency in our supply chain.

### WASTEWATER MANAGEMENT

To comply with all regulations for wastewater treatment across our operations and facilities, including building wastewater treatment plants where necessary, wastewater is managed at a local level, in conjunction with local governments and organizations. During 2020, we received a fine of \$26,000 for one instance of environmental non-compliance, in which fruit juice had entered our wastewater stream due to storms. We have conducted a thorough review through an independent third party of how this incident occurred, so that we can avoid this ever happening again.

### PRIORITY WATERSHEDS

A watershed is an area of land where all water flows to a single stream, river, lake or ocean. Conceptualizing water resiliency beyond the boundaries of our own operations is critical, as climate risk and stakeholder actions throughout our watershed will have an impact on our water availability. When considering water stewardship actions within a given catchment, we need to both build our own capacity to analyze and respond to watershed risk and encourage key local stakeholders to improve their water conservation, quality monitoring, wastewater treatment and recycling practices.

The map on the following page indicates our priority watershed areas, and the main actions we are taking.

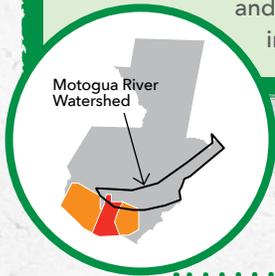
# ADDRESSING WATERSHED RISK

## MOTOGUA RIVER WATERSHED, GUATEMALA

**Water Risk:** Medium High

**Key Risk Driver:** Riverine Flooding

**Primary Response:** Flood Protection Infrastructure: We are investing in updating infrastructure to increase resilience to floods. We are building levies to protect the farms from river upsurges reaching the farm and damaging our assets and the communities' infrastructure.



## PIRANHAS - AÇU WATERSHED, BRAZIL

**Water Risk:** Medium High

**Key Risk Driver:** Increased Water Scarcity

**Primary Response:** Engagement with Policy Makers: Our farms located in the Chapada do Apodi will benefit from the imminent arrival of water from the São Francisco River Integration Project.



## CAGAYAN DE ORO RIVER WATERSHED, MANUPALI RIVER WATERSHED, THE PHILIPPINES

**Water Risk:** Medium High - High

**Key Risk Driver:** Interannual Variability of Water Scarcity

**Primary Response:** Adopt Sustainable Irrigation Practices: We are working to increase resiliency by improving our irrigation abilities in our farms with highest water risk.

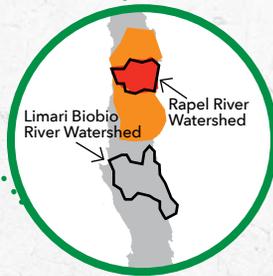


## LIMARI BIOBIO AND RAPEL WATERSHEDS, CHILE

**Water Risk:** High

**Key Risk Driver:** Water Stress and Water Depletion

**Primary Response:** Adopt Sustainable Irrigation Practices: We utilize drip irrigation in our operations in Chile with high water risk to optimize our water usage and increase resiliency to water scarcity.

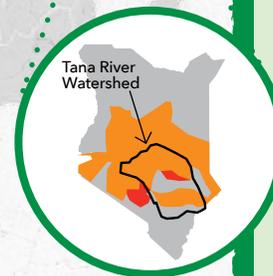


## TANA RIVER WATERSHED, KENYA

**Water Risk:** High

**Key Risk Driver:** Drought

**Primary Response:** Adopt Sustainable Irrigation Practices: We have invested heavily to update infrastructure and irrigation systems. Through partnerships in the Thika and Athi rivers, we work with other water users, landowners, and other stakeholders to share, manage and conserve our water resources.



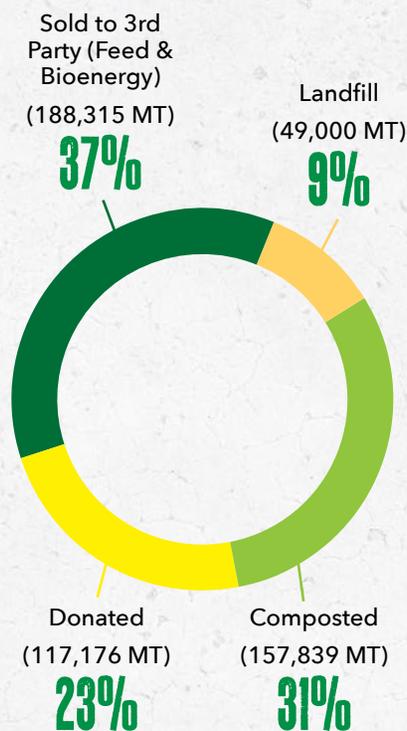
# CIRCULAR ECONOMY & WASTE

As a vertically integrated company, we have an opportunity to address waste while keeping products and materials at their highest value,<sup>15</sup> in many ways from farm to table. Reducing waste is one of our corporate goals, and we have processes in place to address waste throughout our production cycle and across our operations and facilities. We are constantly challenging ourselves to find innovative solutions to minimize waste of all types. Our main waste product is food waste, followed by packaging waste, so we are focusing our efforts on these two areas initially.

## KEY DATA 2020

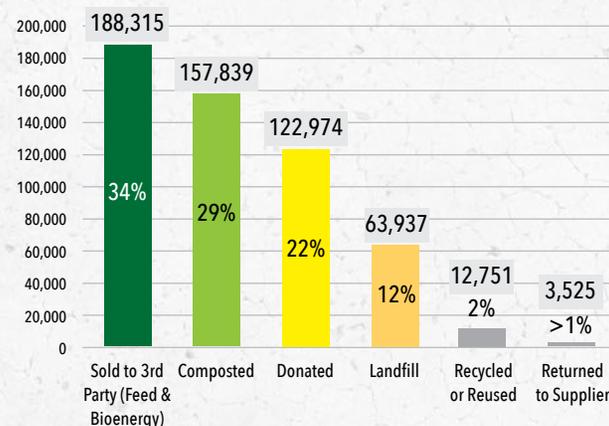
### FOOD LOSS AND ORGANIC WASTE

Volume by Destination, Metric Tons (MT)



### TOTAL WASTE

Volume by Destination, Metric Tons (MT)



### TOTAL WASTE (Type)

Type	Metric Tons
Metal & Steel	821
Plastic	1,151
Drums & Containers	3,926
Wood	4,053
Paper & Cardboard	12,321
Non-Organic Waste	14,739
Food Loss and Organic Waste <sup>14</sup>	512,330
<b>Total Waste</b>	<b>549,341</b>

## FOOD WASTE

Nearly a third of all food produced for consumption is lost or wasted throughout the global food value chain.<sup>16</sup> We take a comprehensive approach to reducing food waste at all stages—from the farm to the marketplace. Our approach not only reduces the environmental impacts of food waste going to landfill and releasing toxins and greenhouse gases, but also helps communities access healthy fruits and vegetables. We use the EPA Food Recovery Hierarchy to prioritize our actions for addressing food waste, with the preferred option being reducing the amount of waste generated, followed by finding alternative, value-added uses for produce that can still go toward feeding people. For example, produce that does not meet the cosmetic requirements (e.g., incorrect size pineapple for retail specifications) of customers can still be converted into frozen chunks, pulp or juices.

**90%**

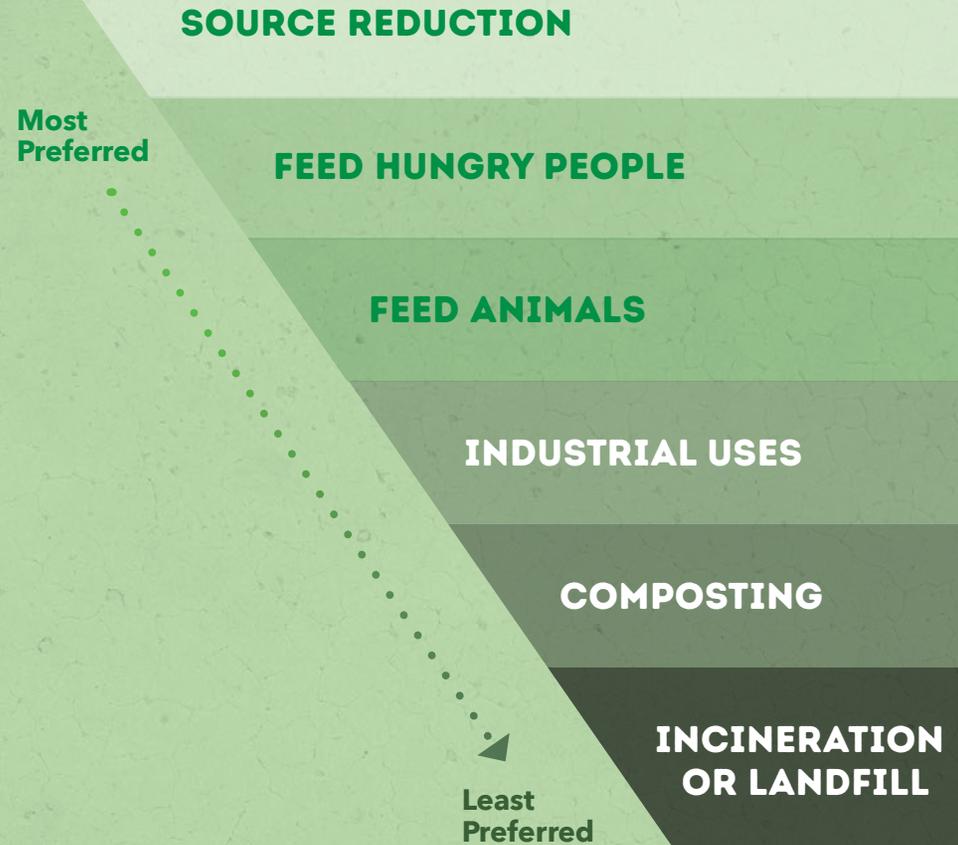
OF GLOBAL FOOD WASTE  
DIVERTED FROM LANDFILL  
IN 2020

**16 MILLION**

LBS OF FRESH  
PRODUCE DONATED TO  
ORGANIZATIONS IN NORTH  
AMERICA PROVIDING FOOD  
TO THOSE IN NEED

## PRIORITIZED ACTION ON FOOD WASTE

Based on EPA Food Recovery Hierarchy



## CASE STUDIES

### ZERO AVOCADO WASTE TO LANDFILL IN MEXICO

Our avocado facility in Mexico is particularly advanced at handling waste - in fact, we make sure that no food waste goes to landfill. Any avocados that cannot be sold are sent to local oil producers to make avocado oil, and any residual waste such as small branches and leaves from the avocado are sent to compost.



### CREATING ADDED VALUE FROM PINEAPPLE WASTE

Our pineapple production area in Costa Rica is our largest and generates around 90,000 metric tons (MT) of fruit annually that cannot be exported. To avoid waste and provide an alternative income source, we convert the fruit to juice, concentrate and frozen product. Originally, we used a packer located around 200 km away from the farms, which meant unnecessary fuel use and emissions. Carrying the fruit long distances also deteriorates the freshness and quality of the fruit, and therefore the yield obtained. To address this, we created our own processing plant next to our farms. This allows us to capture additional value from our product, while reducing food waste to landfill and emissions from transport. Our team further partners with local farmers, to ensure that all organic waste remaining from processing is sent to farms to be used as cattle feed. Through our proactive efforts there, no food waste was sent to landfill from our main pineapple operation in Costa Rica in 2020.

### CONVERTING FOOD WASTE INTO ANIMAL FEED AND BIOFUEL

At our Wisbech FCO fresh-cut food processing facility in the United Kingdom (UK), all organic waste is either sent to local farms to be used as animal feed, or the organic waste that is not fit for animal feed is sent to an Adapt Biogas, an anaerobic digestion plant just 10 miles from the factory. At this plant, enzymes break down the fruit waste to generate methane, which is then used to turn turbines that produce electricity. The resulting by-product, digestate, is used on local farms in place of chemical fertilizers, resulting in zero waste. Additionally, the process generates electricity for the local grid—130 megawatts of energy in 2020—enough to power 60,000 homes in the UK for a day. In 2020, Wisbech sent **18,785 metric tons** of organic waste for conversion to animal feed and **716 metric tons** of waste to Adapt Biogas.

A large portion of potential food waste occurs in the marketplace—especially in our North American ports—where customers may not accept deliveries as expected. During the early stages of the pandemic, this was especially true with the closure of many restaurants and businesses. We work with strategic partners to find ways to donate this product to food banks and other organizations helping to feed those in need. This year, we expanded our donation capacity to provide more fresh and healthy produce to communities impacted by COVID-19, as described in [Response to COVID-19](#). Thanks to the creativity and dedicated efforts of our team members, **90 percent** of our global food waste (including unsold product) was diverted from landfill in 2020, with a quarter of that amount going to feed hungry people. Some food waste such as scraps from skins or pineapple crowns, or produce that is no longer optimally fresh, cannot be donated to people. In these cases, we will try first to divert the waste to provide animal feed, and secondly to other alternative uses such as biofuel and compost.

We do all that we can to maintain the shelf-life of our produce for as long as possible. For example, we take great care during transportation and carefully manage the cold chain and packaging to maintain the fresh, high-quality condition of produce, as well as minimizing handling which increases the chances of spoiling. We also invest in innovations to help extend produce shelf life,

which contributes to reducing spoilage both within the value chain and for the end consumer.

To address food waste in our value chain, in 2020 we accepted an invitation by Walmart to join the [10x20x30 initiative](#), which brings together the world's biggest food retailers, providers and their priority suppliers to reduce food loss and waste. This program allows us to comprehensively track our global food waste to identify areas for improvement, donate more of our unsold products to food banks and charitable organizations, and reduce waste sent to landfill. Based on this tracking, we have set a target to cut our company-wide food loss and organic waste in half by 2030, compared with our 2020 baseline.

## CASE STUDY

### CONVERTING FRESH-CUT WASTE INTO ANIMAL FEED

Processing fresh-cut produce leads to some waste that cannot be repurposed for human consumption. At our fresh-cut facilities in Denver, Houston and Jessup in the U.S., we've partnered with [Organix Recycling](#) to repurpose our food waste as cattle feed. In 2020, our partnership with Organix allowed for **34.5 million lbs of organic waste** to be diverted from landfill.

## CASE STUDY

### EXTENDING THE SHELF LIFE OF AVOCADOS

We know that product waste can occur after it's been purchased by our customers and left our operations. In order to extend the shelf life of our fruits, Fresh Del Monte's farm research teams are continuously exploring new postharvest treatments while fine-tuning those in place. During 2020, we launched our first project to help extend avocado's shelf life and reduce waste up the value chain. Our exciting new partnership with [Apeel](#) uses materials that already exist in the peels, seeds and pulp of all fruits and vegetables to create a tasteless, odorless extra layer of protection on the surface of our avocados. This helps slow down the rate of water loss and oxidation—the main factors that lead to spoilage in this crop—allowing our avocados to maintain their just-harvested quality, flavor and freshness.

## PACKAGING

As a company that relies on Earth's natural resources, we appreciate the importance of managing our use of limited resources in our packaging materials and minimizing our waste footprint. Our goal is to eliminate unnecessary packaging materials, increase recycled content and develop reusable and recyclable packaging. We take a value chain approach to understand opportunities to reduce waste while considering how regulations, the maturity of the recycling industry and other factors can support our goals. Our mission is to design and source packaging materials responsibly, minimizing the impact to the environment while ensuring the optimal protection of our products, so that there is neither food waste due to insufficient packaging, nor unnecessary landfill waste due to over-packaging. We are also working toward implementing circular economy principles, by setting up dedicated facilities to recycle plastic and repurposing it into new packaging materials.

Over the years, we've had great successes, by empowering regional teams to look for packaging solutions that meets their local needs and resources. We plan to further increase and centralize our efforts to reduce packaging waste in the next few years, and to this end we will be recruiting a manager of Packaging Sustainability and Innovation in 2021.



## MINIMIZING PACKAGING WASTE THROUGHOUT OUR VALUE CHAIN

	Farms	Processing facilities	Logistics	End products
<b>Where packaging waste occurs</b>	Agricultural plastics, such as banana bags, twine or plastic covers. By acting as a barrier to pests, these plastics can reduce our reliance on pesticides and ensure the growth and health of our crops.	Secondary packaging used to transport our products in bulk from farms to processing facilities, such as corrugated boxes, pallets corner posts and protective liners.	Secondary packaging used to transport our products in bulk to the marketplace, such as corrugated boxes, pallets corner posts and protective liners.	Primary packaging used for individual products purchased by consumers
<b>Our approach</b>	<p>Collect and recycle agricultural plastics through partnerships with recycling companies.</p> <p>Example: In Costa Rica operation, Fresh Del Monte is part of a joint venture, Recyplast, where agricultural plastic waste is converted into corner posts for shipping products.</p>	<p>Recycle and reuse packaging waste in our processing areas, and partnerships to collect and recycle our paper, plastic and wood waste.</p>	<p>Reduce materials used in secondary packaging by sharing transportation resources.</p> <p>Examples:</p> <p>Where possible, repair broken pallets rather than disposing of the entire damaged pallet, and look for creative ways to recycle waste from wood pallets.</p> <p>Engage in industry-wide collaboration to share pallets with other companies in order to reduce waste.</p>	<p>Reduce materials used in primary packaging, for example, replacing banana bags with self-adhesive bands.</p>
			Source sustainable content for packaging materials such as certified sustainable fibers and higher recycled content.	

**86%**

OF PLASTIC CORNER POSTS USED IN SHIPPING PALLETS CONTAIN 96% OR MORE RECYCLED PLASTIC

**90%**

OF PACKAGING WASTE IN OUR PROCESSING FACILITIES IS CURRENTLY RECYCLED

**100%**

OF CONTAINERBOARD WE SOURCE TO MANUFACTURE OUR CORRUGATED BOXES FROM FORESTS CERTIFIED AS RESPONSIBLY MANAGED

**19%**

CORRUGATED BOX PAPER FOR FRESH PRODUCE EXPORT MADE FROM RECYCLED CONTENT

**DOUBLED**

THE PERCENTAGE OF RECYCLED CONTENT IN OUR PET CONTAINERS USED WORLDWIDE

## PAPER-BASED PACKAGING REDUCTION

Our vertical integration extends to our packaging, as we manufacture a significant portion of our primary and secondary packaging. The main way we use paper in our packaging is in the containerboard of our corrugated boxes. All the containerboard sourced for the manufacture of the boxes is sourced from suppliers who can certify that the fibers used come from responsibly managed forests. Over the years, we've worked to reduce the amount of paper required to manufacture these boxes and increase the recycled content. We avoid the need to procure and use paper corner posts in shipping pallets by recycling our plastic waste instead, as described below.

## PLASTIC REDUCTION AND RECYCLING

When navigating the world of sustainable packaging, there are many tradeoffs to consider. Packaging is essential to transport and to protect our products. Therefore, we work to design packaging that will minimize both food waste and impact on the environment. We aim to reduce the amount of plastic we use as much as possible, make it easier to recycle, and find ways to repurpose waste plastic so that it doesn't end up in landfills, or the ocean.

### CASE STUDY

## REPURPOSING PLASTIC WASTE AND ELIMINATING PAPER USE IN CORNER POSTS

We collect used plastic from our operations and repurpose it into plastic corner posts that support and reinforce the structure of our shipping pallets. This allows us to both recycle all our plastic waste and eliminate the use of virgin cardboard for corner posts. Globally, over 85 percent of the protective corner posts we sourced in 2020 contained **more than 96 percent recycled content**.



Collaboration is a key element of our circular economy efforts. In Costa Rica, we partnered with the Standard Fruit Company of Costa Rica and Yanber, a plastics manufacturer, to create Recyplast. This facility is a critical component of our successful plastic recycling program in Costa Rica. This program started in 1993, and since then all our banana bags, plastic twine and other materials are sent to Recyplast, which processes the waste into pellets. These pellets are then made into plastic corner posts that support and reinforce the structure of shipping pallets. Since 2010, we have recycled **more than 43,000 metric tons of plastic farm waste including 2,674 metric tons in 2020**.

## POST-CONSUMER PLASTIC IN FRESH-CUT FRUIT PACKAGING

Eating healthily should not be difficult. We want to show our on-the-go consumers that fresh snacks and wholesome meals can be convenient and within reach. Freshly cut and ready-to-eat fruits are an excellent way to make eating healthy convenient; however, it also results in additional plastic utilization.

In order to address this challenge, we are actively working to increase the percentage of post-consumer plastic such as rPET (recycled polyethylene terephthalate) in our plastic clamshells for fresh-cut product. These rPET rigid containers are widely recycled; however, we believe there is opportunity to contribute to the circular economy by increasing our use of rPET.<sup>17</sup>

We also encourage our regional teams to search for innovative solutions that we can replicate globally. For example, in Italy, we've developed a range of fresh-cut fruit products with innovative packaging made of 83 percent FSC (Forest Stewardship Council) certified paper and replaced the plastic fork with a bamboo skewer. Depending on the size of the container, this reduces the amount of plastic used by 78-90 percent. If the project is successful, we hope to roll it out to other

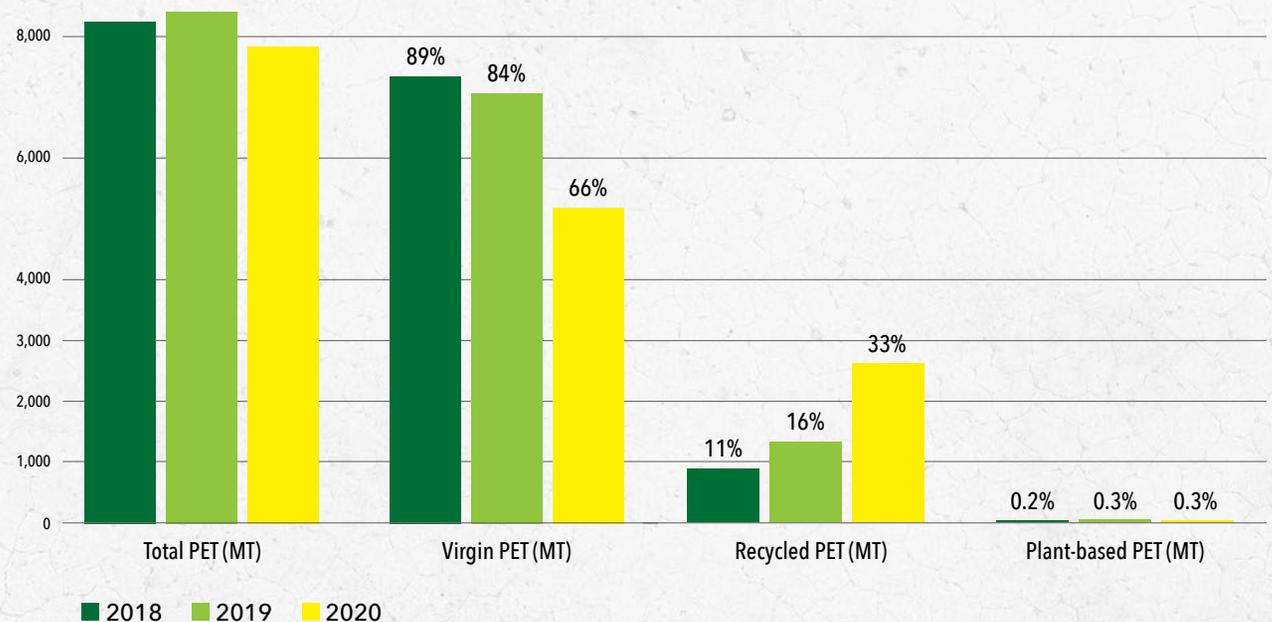
regions. In our European operations, we have achieved **100 percent post-consumer recycled content in our fresh-cut containers**, and we are continuing to expand these learnings to our other regions. Worldwide, in 2020 we doubled the amount of post-consumer recycled content in our fresh-cut containers.

Percentage of rPET in Global Fresh-Cut Containers		
2018	2019	2020
11%	16%	33%

Black plastic is particularly difficult to recycle. The dark, consistent pigment used in most black packaging is undetectable by most waste sorting machines, so it oftentimes remains unsorted and destined for landfill. Because of this, in 2020 we eliminated the use of all black PET containers in our Canada fresh-cut operation. In other consumer packaging, we've replaced plastic banana bags with self-adhesive bands where possible, reducing the amount of plastic that the consumer takes home by around 85 to 90 percent.

## PET CONSUMPTION

(Metric Tons)



## CASE STUDY

# COMMUNITY WATERWAY STEWARDSHIP IN GUATEMALA

Beyond our own direct impacts, we look at how we can address sustainability issues in interconnected lands and waterways. In Guatemala, we work in partnership with the local government to remove and recycle waste from eight nearby rivers. To do this, our teams created Biobards, long floating nets that rest on the river surface and collect waste as it moves down current. This innovative solution has allowed us to remove and recycle almost 2866 lbs of waste directly from local waterways since the end of 2019. Trash is collected and weighed once a week, then an external supplier removes the trash to its recycling processing plants.

## STRATEGIC PARTNERSHIPS

In early 2021, we joined the [Sustainable Packaging Coalition](#) to broaden collaboration in increasing sustainable packaging across our industry and are committed to working with suppliers who share our focus. For example, we partner with container and pallet pooling company CHEP to use its pallets, which are shared with other companies in order to reduce waste, as well as providing transport efficiencies that save fuel and reduce emissions. CHEP's pallets use timber from certified sustainable sources, made

from 100 percent recyclable content and reused as many times as possible. In 2020, over 60 percent of the pallets sourced by our operations were part of a circular, multi-use solution such as CHEP, saving more than 1.1 million lbs of solid waste, and avoiding more than 386 MTCO<sub>2</sub>e. We also used over 14 million reusable plastic containers in 2020, by partnering with suppliers and customers. In North America, where more than a quarter of these were used, the initiative contributed to over 726 MTCO<sub>2</sub>e of avoided GHG emissions.





# LIVING OUR VALUES

## **DRIVE INTEGRITY, FAIRNESS, EQUITY AND WELL-BEING ACROSS OUR OPERATIONS AND OUR SUPPLY CHAIN TO DELIVER ON OUR MISSION.**

Strong ethical business practices are the foundation of our business, extending to all our team members and throughout our supply chain. We are committed to being champions of human rights. We promote just and favorable work conditions, as well as the right to earn an adequate standard of living, the right to enjoy physical and mental well-being, the right to freedom of association, and cultural freedoms.

To support the well-being of our team members, we focus on five core elements: a culture of empowerment, care and respect, equitable rewards, safety at work and freedom to be oneself. We provide opportunities for growth regardless of gender, ethnicity, race or religion.

# HUMAN RIGHTS

We are committed to upholding all human rights, as stated in our [Code of Conduct](#). We do not tolerate child or forced labor, or working conditions or treatment of workers that conflict with international laws. We expect all our suppliers and contractors to adhere to the same standards, including any subcontractors providing products, materials or services to our company.

In our own operations, we do not have significant risk of human rights violations including child, forced or compulsory labor, as our policies prohibit these and our recruitment processes, including age verification, strictly follow these policies. We will not work with suppliers who are at significant risk for incidents of child, forced or compulsory labor. To verify compliance, we conduct **human rights impact assessments**

**(HRIAs)** in our own operations and randomized checks of third-party suppliers every quarter. In 2020, we conducted 65 HRIAs, and included human rights clauses in 444 significant investment agreements. We have not had any incidents of human rights violations of any kind during the reporting period.

We share our expectations on upholding human rights with all employees joining our company and through our Code of Conduct training, during discussions on our company's values and as part of our Integrity First communications including our Speak-Up Line. We support our workers' right to collective bargaining. Across all our farms and operations worldwide, 40 percent of our workers are involved with labor organizations.



33,223

HOURS OF TRAINING ON HUMAN RIGHTS POLICIES AND PROCEDURES IN 2020

65

GLOBAL OPERATIONS' LOCATIONS HAVE BEEN SUBJECT TO A HUMAN RIGHTS REVIEW

444

SIGNIFICANT INVESTMENT AGREEMENTS AND CONTRACTS INCLUDE HUMAN RIGHTS CLAUSES

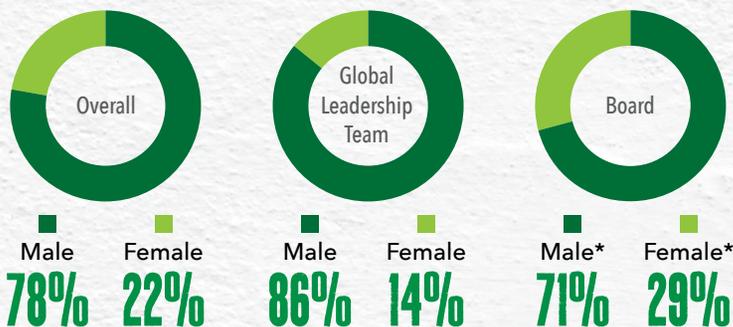
# DIVERSITY & INCLUSION

Our team members come from many different backgrounds—their varying perspectives foster growth, creativity and innovation in our everyday actions and allow our teams to learn from and mentor each other. We strive to foster a culture of diversity and inclusion (D&I). We respect, promote and value the fundamental human right of freedom from any discrimination based on race, creed, color, nationality, ethnic origin, age, religion, gender, sexual orientation, marital status, connections with a national minority, disability or other status. During 2020, we received 10 anonymous complaints of discrimination. We are currently investigating these complaints.

To better understand D&I within our organization, we conduct an annual diversity audit. As a result of feedback in our 2020 survey, we added two new female board of director members in 2021. We continue to raise awareness and understanding through global diversity days, develop our strategy further and implement a detailed roadmap and track our progress.

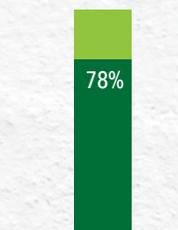
## KEY DATA 2020

### GENDER DIVERSITY

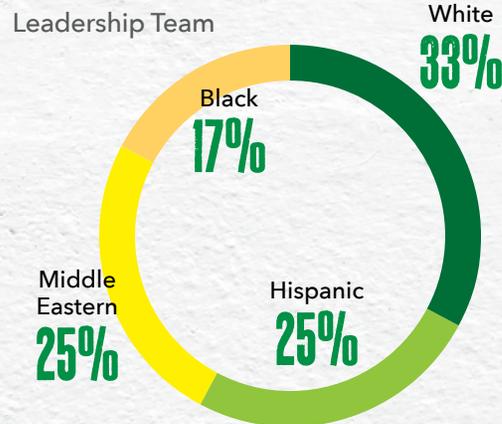


### PAY RATIO

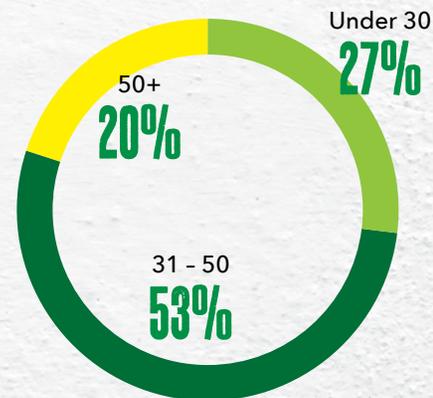
Pay ratio of women to men:



### ETHNIC DIVERSITY



### GENERATIONAL DIVERSITY OVERALL



\*2021 Board Composition: 38% Female, 62% Male



100%

OF EMPLOYEES COVERED BY OCCUPATIONAL HEALTH & SAFETY (OHS) MANAGEMENT SYSTEM

100%

OF THIRD-PARTY EMPLOYEES COVERED BY SIMILAR OHS MANAGEMENT SYSTEM

\$63 MILLION

SPENT ON BENEFITS GLOBALLY

## HEALTH AND SAFETY

Providing a safe workplace is our utmost priority. We work every day to keep our workers healthy and safe and prioritize both physical and mental health in our worker well-being programs. The pandemic has highlighted the importance of these programs, and we are now taking steps to improve communication on the many health and safety protocols and programs we have in place.

We are committed to zero injuries in our operations, as outlined in our **Occupational Health & Safety Policy**. Our Safety Management System (SMS) and processes are designed to prevent accidents and to ensure compliance with applicable regulations, including the Occupation Safety and Health Act (OSHA), and are aligned with ISO 45001. In addition, our **Injury and Illness Prevention Program (IIPP)** outlines the policies

and procedures for identifying and eliminating hazards, and minimizing risks relating to injury and illness. Managers and supervisors at each location are responsible for implementing the IIPP in their work areas including conducting risk assessments. Thorough work site inspections are carried out at least once a month, and whenever there are changes to the worksite or incidents that warrant inspection. The IIPP is reviewed annually to ensure continual improvement.



**“Our vision for the well-being of our workers focuses on three core elements: we respect and protect the human rights of all employees and the communities we serve; we ensure our working environment has a positive impact on the wellbeing and health of our employees; and we are committed to creating an inclusive, sustainable and empowering workplace where all employees can be themselves every day and reach their full potential.”**



Tarek Betti, Chief Human Resources Officer, Fresh Del Monte

## BUILDING A SAFETY CULTURE

We recognize that injuries occur at workplaces and are working to realize our commitment of zero injuries by making safety front and center for all our employees. We ensure that our team members have the proper safety training, knowledge and skills for their roles, and communicate regularly through emails and on-site informational posters in multiple languages. We provide safety training during orientation and for new work assignments as necessary, as well as when new substances, processes, procedures, equipment or risks are introduced, and role-specific training. Training topics include basic health and safety, fire safety, first aid, cleaning and sanitizing, and use of personal protective equipment.

Each region takes a localized approach to health and safety based on applicable laws while considering international standards and best practices. We are now building a global approach to safety while allowing for regional differences in implementation where necessary. We empower workers to take control of their safety, including by encouraging them to participate in monthly safety committees. Through the safety committees, we involve our employees in safety management, which allows us more insight into hazards and safety issues, involvement in prevention methods, and input into procedures and policies. Safety committees are also responsible for reviewing

worksite inspections and incident investigations and disseminating safety training.

All workers are responsible for complying with safe and healthy work practices and are required to report any work-related hazards without fear of reprisals. A formal incident investigation is conducted for any reported accident as required by law, to establish the root cause and implement corrective actions. We perform regular internal audits of our SMS throughout all our facilities, as well as periodic external audits. We also require our third-party staffing agencies to conduct internal and external audits of their SMS.

Sadly, in 2020, two Fresh Del Monte employees lost their lives outside of work hours. These fatalities did not occur due to operational activities at our facilities. Regardless, we consider these tragedies to be critical reminders of the role we can play in helping employees understand how to put safety first both inside and outside of the workplace. In order to ensure events like these never happen again, we are working diligently to perform trainings on company policies and procedures, and proper utilization of preventative safety measures. Additionally, we have introduced more safety equipment and developed new safety plans with our local management teams for our facilities to keep workers safe before, during and after work hours.

## OUR FOCUS AREAS TO ACHIEVE ZERO INJURIES

- Management and leadership commitment
- Employee involvement
- Motivation, behavior, and attitude
- Training and orientation
- Hazard recognition, evaluation, and control
- Organizational communication and system documentation
- Facility design and engineering
- Assessments, audits, evaluations, and continuous improvement
- Operational Safety Programs



## BENEFITS

In each of our regions, we work with local officials to calculate fair wages for our team members, and we are always competitive with local practices. Additionally, we are committed to gender pay equity and are working to improve our current pay ratio of women to men of 78 percent.

We provide benefits to support our team members' quality of life and provide access to health and retirement benefits for eligible full-time employees. All full-time employees are eligible for benefits, while all employees receive the minimum benefits required by local labor law. The benefits we offer vary by location, and our packages are crafted to provide for the well-being of our team members. Some include healthcare, housing, transportation and access to education for our team members' dependents. Benefits are overseen by our Compensation Committee, with advice from our human resources officer.

Our strategy is to provide a balanced total rewards package, with benefits that help promote a healthy and balanced life to our employees at Fresh Del Monte.



## CASE STUDY

# ADVANCING HEALTH AND WELL-BEING IN KENYA

In some of the regions that we operate in, there are few doctors, clinics or any other local health and wellness facilities. In these situations, we provide access to clinics, nurses and doctors, as described in [Growing with Our Communities](#). In total, we fund 38 clinics and medical centers globally.

Six of these medical centers are in Kenya and are managed by a trained team of wellness champions. In addition to curative treatments, the clinics also offers preventive services, such as typhoid vaccinations and cancer screenings, and provide referrals to government health facilities or private providers. We also run an award-winning integrated comprehensive HIV/AIDS-TB workplace program, with a focus on preventive measures through a Peer Educators team and continuous health talks.

In 2020, we launched a [new partnership](#) with the **World Benchmarking Alliance (WBA)**, the **Universal Access Project of the UN Foundation (UNF)** and **five other global companies** to advance the health and well-

being of women workers. By adopting this framework, we are positioning women's health as central to empowerment, economic development and decent work, and have committed to reaching 10,000 women employees and community members with reproductive health information and services on family planning, cancer awareness, menstrual health and STDs by 2024.

To achieve this, we will expand our on-site health services in our existing health clinics and provide new health services and training to prevent sexual harassment and gender-based violence in and out of the workplace. Additionally, we will engage our male employees as gender advocates—to speak out to transform social norms, behaviors and gender stereotypes that perpetuate discrimination and inequality.



As part of this program, we launched our first-ever breastfeeding center in support of nursing mothers. The facility is equipped with hand-washing stations, cooling facilities, electrical outlets for breast pumps, tables and comfortable seats. The new breastfeeding room will benefit the 2,000+ women working at our facility. We also plan to establish a nursery where lactating mothers can take care of their children as they work.

# 34,000

TREATMENTS ADMINISTERED AT OUR CLINICS IN KENYA

# 3,500

TEAM MEMBERS AND THEIR FAMILIES RECEIVED CANCER SCREENINGS

# TALENT MANAGEMENT & CULTURE

## EMPLOYEE ENGAGEMENT AND PRODUCTIVITY

As a global organization with thousands of employees of different backgrounds and experiences, working in different specialized roles worldwide, it's important that we are united in the way we approach our work. Our global people strategy, One Team. One Plan. One Outcome. aims to increase collaboration throughout our regions and operations, develop more opportunities for training and development, and create fluid lines of communications. We use a centralized employee intranet to reach out to all employees and allow them to stay connected, remain informed and communicate their thoughts and values with us. In addition to the intranet, our leaders cascade information to employees in the field, and we use additional communication tools to share important and urgent messages, including displays on communication billboards and WhatsApp messages.

As part of our People strategy, we are working on a system that will allow us to better track our people data on a global scale and share progress on our goals. In 2020, we launched a new **Fresh Team Employee Engagement Program**, which includes a dedicated committee with oversight for four areas of focus: employee engagement, communications, mentoring and community



outreach. The mentorship program is aimed at fostering personal and professional development, continuous learning, networking, fostering full leadership potential, and creating and reinforcing a positive organizational culture. The community outreach initiative is focused on advancing our sustainability initiatives by developing, supporting, inspiring and celebrating sustainability programs and activities to support local communities.

## KEY DATA 2020

37,600

GLOBAL TEAM MEMBERS

6,230

NEW EMPLOYEES

8,365

FULL-TIME, SALARIED  
EMPLOYEES AND 29,235  
FULL-TIME, HOURLY  
EMPLOYEES

10,300

MORE THAN 10,300  
SEASONAL, HOURLY  
EMPLOYEES WHO ENABLE  
US TO PACK OUR IN-  
SEASON FRUITS AND  
VEGETABLES

## LEARNING AND DEVELOPMENT

Ensuring that our team members have the tools they need to succeed in their roles is a priority for us. We measure this through company-wide polls. We engage regularly with our employees to solicit their feedback on professional development and support their career growth in various ways, including through annual performance reviews. We plan to grow this number by increasing training programs, improving our communication around these programs, and promoting team member engagement. All full-time employees receive regular performance and career development reviews and feedback.

We believe in lifelong learning, and we are committed to providing opportunities for our team members to further their education and skillsets. In 2021, we launched the **Fresh Del Monte Academy** to provide team members with learning and development programs at a global, regional and local level through online tools, presentations, guides, e-courses and functional training. Full-time employees received an average of six hours of training in 2020. In North America, we also offer an Educational Assistance Program. Through this program, eligible team members can receive financial assistance to continue their education at an accredited college or university.





# PROVIDING HEALTHY CHOICES

## **ENCOURAGE HEALTHY LIFESTYLES BY PROVIDING FRESH, WHOLESOME AND SAFE FOOD TO CONSUMERS.**

We are a consumer-driven company. The well-being of consumers is at the core of everything we do as a business. The safety and quality of our products are our foremost priority. We continually innovate to meet our customers' evolving needs and wants, offer healthy and convenient options, and encourage them to live healthy lifestyles.

Diets rich in fruits and vegetables are not only vital for human health, they're also better for our planet.<sup>18</sup> We believe we have an important role to play in helping consumers access fresh, wholesome foods and make it easy for them to make healthy choices. That means providing affordable, staple options such as bananas, offering convenient prepared items such as fruit salads, prepared vegetables, grab-and-go snacks, and fresh juices for the modern time-pressured consumer, and finally engaging and inspiring consumers with fun and innovative options.

## INNOVATION

Driving innovation is part of our corporate goals, and we do so throughout our business—from our processes to the products we offer. We challenge ourselves to constantly improve and innovate, while satisfying consumers' changing tastes and preferences.

Innovation in produce is not something that happens overnight, as plant breeding is always a work of patience. We believe that bringing consumers' attention to fresh fruit and vegetables is all about making them fun and enjoyable. In 2020, following more than 16 years of development and testing to create the perfect taste and aroma, we launched the PINKGLOW® pineapple. PINKGLOW contains higher levels of lycopene, an antioxidant that has been associated with numerous health benefits and is an attractive pink alternative to a yellow pineapple, that is

proving successful with consumers. We also launched a smaller version, the Petit PINKGLOW. These products demonstrate our passion and commitment to innovate to bring added value to consumers, encouraging them to try a new healthy, fresh product that contributes to a healthy lifestyle and a plant-based diet.

We have also been working with bioengineering to make bananas, one of our core products, more resilient to the very challenging conditions this crop is facing today. Our scientists partnered with [Queensland University of Technology](#) to develop a Fusarium/TR4-resistant Cavendish variety, that can offer our industry a long-term solution to this destructive disease. Such involvement with cutting-edge technology positions us uniquely to continue bringing innovation to crops that naturally do not produce seeds, and therefore have benefited very little from genetic improvements in the past.



Photo: ©George Steinmetz

**"Our innovation on flavor and color brought by the PINKGLOW pineapple is of paramount importance to us because it excites our customers and further establishes our leadership in the industry. Our emphasis on training our team on new techniques was a critical component of our success."**



Dr. Helga Rodriguez, Superintendent of Biotechnology, Fresh Del Monte

## ENGAGING OUR CONSUMERS

To inspire healthy and balanced lifestyles and educate consumers about the journey of their food, on social media pages we share wholesome and delicious recipes featuring fresh produce and easy, fun ideas to incorporate more fresh food into everyday diets, information about our sustainability efforts, farms, environmentally friendly practices, and the journey of food items throughout the supply chain.

We also use product labels to provide information to consumers about sustainability certifications and programs, and recently launched our **Bunch of Good campaign** with a communication program highlighting our commitment to communities, education, ecosystems, healthcare and wildlife preservation.



**“Innovation is critical for our future growth as it plays a key role to differentiate us, de-commoditize the category and increase our profitability. Our goal is to become the most innovative company in the fresh produce industry. To achieve this, we focus on understanding our consumers’ needs to develop new products based on real insights and rely on strong leaders to execute innovation programs.”**



Pablo Rivero, Vice President of Marketing, North America, Fresh Del Monte



We conduct market research and work with our retail and other customers to identify and address consumer needs, and find innovative ways to increase the convenience and accessibility of wholesome options. Insights are used to develop new products for our innovation pipeline. In North America, for example, we are working with our customers to offer healthy options such as apple slices for kids' meals and pre-made sandwiches that feature fresh ingredients from our farms. In the Middle East, we operate **Food and Beverage (F&B) Stores**, which feature wholesome food options such as fresh salads, made-to-order sandwiches, smoothies, coffee and fresh pastries that are prepared in a health-conscious way. We recently opened our first North America **FRSHst café** in Coral Gables, Florida, and plan to expand this concept in the United States. We have also expanded our fresh-cut fruit production in North America to include organic fruit as well as conventional, as we know this is an area of increasing consumer demand. This is just the beginning for us, as we strive to support consumers on their journey to increase consumption of wholesome food.

Our Global Marketing Council oversees our approach to market research, marketing and social media communications. We strive to be inspiring, honest and transparent in our consumer communication, and have a robust process in place involving approval from multiple departments for all labeling, trademarking and marketing activities, to ensure that each component meets these criteria. In 2020, we did not have any incidents of non-compliance concerning marketing, communications, products and services information, or labeling.<sup>19</sup>



We understand that our customers rely on us to provide safe, high-quality food. We are committed to maintaining the highest food safety and quality standards through the implementation of effective, efficient processes at every level of our supply chain, from farm to table. To support this commitment, our [Food Safety Policy](#) covers all our employees, as well as organizations that handle, process and/or sell our products. All our processing facilities and distribution centers are certified by internationally recognized food and safety standards organizations that inspect and audit facilities to ensure compliance.

## A CULTURE OF FOOD SAFETY

We strive to cultivate a food safety culture, so that every team member is empowered to take responsibility for food safety. We do this by providing training on food safety principles and policies through our online academy, an annual company-wide global food safety conference and workshop, and during our annual food safety month. Periodic pulse surveys with food safety team members also allow us to gauge sentiment and progress on food safety.

We monitor the effectiveness of our programs and processes, by communicating and tracking key global food safety KPIs at 100 percent of facilities, and routinely conducting announced and unannounced on-site audits of our global facilities and key suppliers to verify and validate reporting. If any concerns are identified, we take immediate action. Our global food safety audit committee oversees this process. Globally, all our facilities comply with essential **Global Food Safety Initiative (GFSI)** approved audit schemes, as well as food and beverage industry standards.



**“We know that well-trained and motivated people are critical at every step in the process. Our teams understand their individual impact on the consumers we serve. They work together to ensure that our information systems, materials and equipment are all operating correctly to drive excellence in food safety and quality.”**



Dr. Miho Yamaki, Senior Quality Assurance Manager, Fresh Del Monte

## TRACEABILITY

Traceability is an important aspect of managing food safety and quality, and positions us well if a product recall must be initiated, to track our products both forward and backward with clarity, speed and accuracy. We have worked closely with our partners in each market, and in North America were one of the early implementers of the **Produce Traceability Initiative (PTI)**, where over 95 percent of our volume carries barcode identification for each case of produce. By having visibility into our supply chain, tracking where our food came from, when it was produced and how it got to the stores, we can quickly identify the source of an issue and respond accordingly. We comply with all regional regulatory requirements for traceability, and implement new technologies, processes and programs to enhance our

approach. To help our team be ready to respond and effectively carry out the traceability process, if necessary, we conduct routine mock recalls and periodic audits by a well-recognized third party.

In 2019, we had a recall with no illness out of our Mann Packing operation in California—as a result, we conducted a thorough review and enhanced our food safety programs to minimize future food safety risks, including moving to a new, state-of-the-art facility, establishing new food safety KPIs, provided additional training to team members, and implemented higher evaluation. We've also expanded our corporate food safety department since this recall. As a result of this focus, we believe we are one of the safest food organizations in the industry, and we had no food-borne illness outbreaks or recalls associated with our products in 2020.



### AN EMPHASIS ON INNOVATION FOR CONTINUOUS IMPROVEMENT

We actively engage with industry organizations, research institutes and universities, and governments, to identify and implement science and risk-based preventative programs and processes to continuously evolve our approach to food safety. To that end, we have developed a pipeline of innovation, including new technologies that act as a barrier to entry of pathogens, as well as faster and more accurate detection of those pathogens.

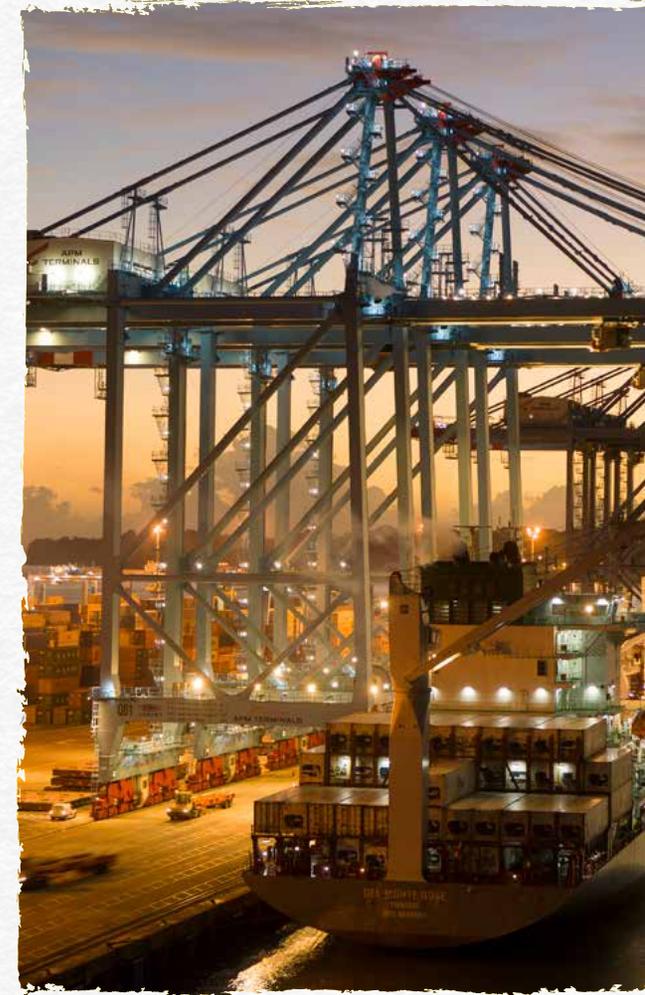


Photo: ©George Steinmetz

## MANAGING QUALITY

Quality has been a part of our brand and label for over 100 years. We maintain and enforce detailed quality specifications for all our products, so that they meet or exceed our high-quality standards and any applicable regulatory requirements. The quality assurance process begins on the farms and continues as harvested products enter our packing facilities. For example, we require extensive sampling of our fresh produce at each stage of the production and distribution process.

We maintain the high quality of our products, by growing a substantial portion of our own produce and working closely with our associate growers. We expect that all produce supplied by our associate growers meets the same stringent quality requirements as the produce grown on our farms. Accordingly, we monitor our associate growers, offer technical assistance and, in some cases, manage the farms. Our new **Product Quality System** links data from our global supply chain to track KPIs and conduct analyses that allow us to be both responsive and predictive in our approach to quality management. All our core products at North American and European ports currently use this system; in 2021, we will expand to North American distribution centers and banana divisions in Costa Rica and Guatemala.

## ANIMAL WELFARE

In our Middle East operations, our National Poultry Company (NPC) is a vertically integrated company that produces breeder chicks and feed supply all the way up to the distribution of poultry meat. NPC follows stringent rules of Good Manufacturing Practices (GMP), ISO 9002 and HACCP in all its manufacturing facilities. We believe animals are entitled to humane treatment and to have their basic needs met. We make efforts to prevent, minimize and relieve pain, injury and stress in animals, as mandated by our Animal Welfare

Policy. Our operations have a team of veterinarians on site and provide adequate feed, water, light, space and sanitation, to promote good health and welfare for poultry. We strive to create sustainable practices using the most humane animal treatment practices, which we believe will deliver greater business success by aligning with consumer expectations. These measures create optimal conditions to protect poultry from disease, injuries and predation, which is critical for food safety.

### USING TECHNOLOGY TO MAINTAIN QUALITY THROUGHOUT OUR VALUE CHAIN

This year, we began using cloud-based technology to track the quality of our Mexican avocados. By linking quality data, transportation and storage conditions, and shipping information from our packing facility in Mexico, to border storage facilities, and finally to our distribution center in Dallas, United States, we have real-time visibility and KPI monitoring of our products throughout the supply chain. This allows us to see and solve problems before they happen.





# GROWING WITH OUR COMMUNITIES

**SUPPORT THE WELL-BEING OF OUR COMMUNITIES AND FOSTER GROWTH AND DEVELOPMENT WITHIN EACH OF THEM.**

In our communities around the world, we create more than just jobs; we increase access to healthcare and education, help develop infrastructure, contribute to reducing food insecurity and supporting resiliency and recovery when natural disasters occur. We invest in the livelihood of our communities, because when our communities succeed, we succeed.



## GROWING WITH OUR COMMUNITIES

We recognize that each community we do business in has unique needs, challenges and cultures, so we work with these communities individually through local organizations and governments, to help develop initiatives that address some of their biggest challenges. Our goal for all these programs is to support and foster lasting change.

Although we prioritize a “bottom up” approach that gives our operating regions the responsibility for responding to the specific issues of local concern, we do have overarching themes to our support:

- Access to healthcare
- Education
- Infrastructure development and clean water
- Disaster relief

## KEY DATA 2020

159

NEW COMMUNITY PROGRAMS STARTED ACROSS THE GLOBE

50,000

PATIENTS ATTENDED TO AT OUR CLINICS

60,000

MEDICAL OR HEALTH TREATMENTS PROVIDED TO EMPLOYEES, DEPENDENTS AND LOCAL COMMUNITY MEMBERS

23,000

STUDENTS AND ADULT LEARNERS REACHED WITH EDUCATIONAL OPPORTUNITIES SINCE 2018 INCLUDING 8,800 STUDENTS IN 2020

1,332

MILES OF ROADS BUILT AND MAINTAINED

12

CRITICAL REPAIR AND DEVELOPMENT PERFORMED ON 12 AQUEDUCTS AND WATER TANKS IN ORDER TO PROVIDE CLEAN WATER

## ACCESS TO HEALTHCARE

Access to good healthcare systems is a cornerstone of resilient communities, and a resilient business. We take a proactive approach to the health and well-being of our communities, by providing health services and contributing to the development of health services and infrastructure. We also aim to raise awareness of the importance of good health. In total, we fund 45 clinics and medical centers globally, where we provide medical and health treatments including vaccines, check-up appointments and more. We also support many local organizations and initiatives that promote healthy and active lifestyles, and sponsor local sports teams and organizations throughout our regions. Learn more about our work to support healthcare in Kenya in [Living Our Values](#).

## EDUCATION AND LIFELONG LEARNING

Education can help pull families out of poverty and increase their quality of life. That's why we ensure that our operations have a school nearby; even if this means we build them ourselves. Over the years, we've built schools, hired teachers, funded scholarships, stocked libraries, and provided school supplies to tens of thousands of students, often working closely with local government. In total, we support and maintain over 50 schools in our regions worldwide.

## HELPING LOCAL COMMUNITIES AROUND OUR BANANA FARMS IN COSTA RICA

We support local schools and education centers around our farms with donations that support their individual needs. For example, in collaboration with our suppliers, we supported the schools near our banana farms in Costa Rica in 2020 by donating:

- Technological equipment and surplus food to the San José de Río Sucio School Educational Center
- Food storage equipment to the Monteverde School Educational Center
- Smart screens and printers to Londres School
- Painting materials to El Limbo School
- Equipment for a recycling program at Santa María School Educational Center
- Children's Christmas packages for students at Las Lomas Educational Center
- Financial donations towards children's Christmas packages at Catalina school



## INFRASTRUCTURE DEVELOPMENT AND CLEAN WATER

We support the growth and well-being of our communities by building schools, hospitals, libraries, places of worship and other public spaces, and often work with local governments to ensure that our communities' needs are met. A priority in terms of local infrastructure is the maintenance of roads, as they ensure that our communities have the mobility and access they need to support their livelihood. We perform regular maintenance and move quickly to support the local government clear roads from severe weather events such as storms and landslides. In 2020, we worked with local coffee growers in Costa Rica to improve roads near their operations that had been damaged by storms. With our support, these growers were able to transport their product to market and save their production for the year. We also work with local organizations to protect, preserve and clean natural water sources, and help our communities have access to safe and reliable water, for example our [Biobards project](#) in Guatemala.

## DISASTER RELIEF

When a disaster strikes our local communities, we always try to help. This year, in addition to support we gave globally to help combat food insecurity due to COVID-19, we also supported relief efforts in Guatemala when it was tragically hit by two hurricanes. Our team members on the ground in Guatemala worked quickly to arrange evacuations, medical attention and emergency shelters for workers and their families. Thanks to their actions, not a single life was lost on our farms within the Motagua district, however many families lost their homes and all their belongings in the flooding that resulted from the storms. Our team members and suppliers stepped in to offer support, and in total we were able to donate nearly 4,000

sleeping mats and around 3,000 food bags and cleaning kits. We also made financial donations to help support the development of a field hospital. Additionally, team members from across the globe donated more than \$27,000 to those affected, which we matched 100 percent, and Fresh Del Monte North America donated another \$10,000 to the relief efforts.

In addition to the destruction faced by the community, our banana farms also faced severe flooding, impacting our production and infrastructure. Our teams are working hard to repair the area and infrastructure, thus allowing us to continue to offer good jobs to team members as the community recovers.

**“Collaborating with community organizations allows us to connect with those in need in our surrounding areas. Fruit donations have always been a part of what we do at Fresh Del Monte, but over the last year and a half, with many businesses closing and many losing their jobs, it has become increasingly important that we do what we can to get our products to those who need them most.”**



Todd Jetter, Port Manager, Gloucester Port Operations, & Community Support Leader, Fresh Del Monte

## LOOKING AHEAD: A MESSAGE FROM OUR CSO

### HANS SAUTER, CHIEF SUSTAINABILITY OFFICER



Agriculture is the foundation of modern society: it has enabled humans to thrive for thousands of years. With our planet's health threatened by both climate change and environmental degradation, we are now at a critical juncture where we must carefully consider how we farm as we work to reinvent our food systems to sustain life on Earth. We know the size of the challenge ahead will require both scientific innovation and cross-industry collaboration. At Fresh Del Monte, we aspire to be at the cutting edge of a new sustainable agricultural revolution, and to lead the way with our peers in achieving our vision for a Brighter World Tomorrow™. Integrating our regenerative agriculture principles—as we have defined in this report—into the way we operate is at the heart of this revolution.

Building on decades of experience in using cutting-edge technologies, we know that our continued responsible and transparent use of new technology-based tools and science-based applications will be an important element in the future of farming. This spans

research and development in bioengineering crops for resilience and nutrition, reducing the environmental impact of crop protection and integrating smart farming into our operations. We are particularly excited about the digital transformation of agriculture using drones, spectral imagery, GPS-aided equipment, and Artificial Intelligence.

We believe a transition to a less carbon-intensive, plant-based diet is a critical way for humanity to fight climate change. We actively support this transition by making healthy, diverse fruits and vegetables accessible to our consumers. Recognizing that climate change is the crisis of our time, over the coming year, we will set Science-Based Targets so that we can take bold action on this issue. We will continue to work towards other ambitious 2025 goals, and are committed to monitoring and sharing our performance against

these goals. And we will provide the resources necessary for continuous and robust progress across our operations and the communities in which we operate and serve.

We aspire to create resilient landscapes, where farms, communities and nature coexist in harmony. And we would like to invite others to join us in leading the way to a future in which farming sustainably to meet the needs of humanity is possible, while preserving biodiversity. We recognize the task ahead is not simple and cannot be achieved overnight, but we are committed to realizing our goals through thoughtful and credible action. This means we must actively engage with our stakeholders, including our employees and partner with communities, associate growers and international organizations to expand the positive impact of our efforts beyond the boundaries of our operations. We are passionate about motivating every employee across our organization to engage deeply in making our company more sustainable. As we look to the future, we will continue to advance these key relationships so that we can amplify our impacts together.

Thank you for joining us on our journey to a Brighter World Tomorrow.

# APPENDIX

## REPORT BOUNDARY

This report covers our global operations for the calendar year ending on December 31, 2020. It contains data for wholly owned companies and subsidiaries, but excludes joint ventures unless specifically stated. In some cases, this report includes information and data pertaining to our suppliers including associate growers. This report is focused on progress to date against our commitments and goals on our most material sustainability topics. These topics were updated during our most recent materiality assessment in 2021. The process reviewed economic, social and environmental issues that are of most concern to our external stakeholders against those that pose risk or present opportunities to Fresh Del Monte. Our report has been developed based on the GRI Reporting Principles, Content Principles (Stakeholder Inclusiveness, Sustainability Context, Materiality and Completeness), and the GRI Quality Principles (Accuracy, Balance, Clarity, Comparability, Reliability and Timeliness).



# GRI INDEX

Standard	Disclosure Number	Disclosure Description	Reference
Organizational Profile	102-1	Name of the organization	Fresh Del Monte
	102-2	Activities, brands, products, and services	<a href="#">Fresh Del Monte 2020 Annual Report: Page 1</a>
	102-3	Location of headquarters	Coral Gables, Florida, United States
	102-4	Location of operations	<a href="#">Fresh Del Monte Annual Report: Page 4</a>
	102-5	Ownership and legal form	<a href="#">Fresh Del Monte Annual Report: Page 15</a>
	102-6	Markets served	<a href="#">Fresh Del Monte Annual Report: Page 4</a>
	102-7	Scale of the organization	<a href="#">Fresh Del Monte Annual Report: Pages 4, 13, 40 and 50</a>
	102-8	Information on employees and other workers	2020 Sustainability Report, Talent Management & Culture, <a href="#">Page 61</a>
	102-9	Supply chain	Supply Chain Management, Page 12 <a href="#">Fresh Del Monte Annual Report: Page 7</a>
	102-10	Significant changes to the organization and its supply chain	No major acquisitions occurred in 2020. However, in 2020, we commenced operations at a new production facility on owned land in Gonzales, California. Additionally, in Panama, we are developing a banana operation on leased land that will eventually include approximately 10,000 acres. At the end of 2020, approximately 1,900 acres of this leased land were under production. Source: Fresh Del Monte Annual Report
	102-11	Precautionary Principle or approach	Fresh Del Monte does not explicitly refer to the precautionary principle or approach in its risk management principles. Please see our approach to materiality under Materiality Assessment.
	102-12	External initiatives	<a href="#">Fresh Del Monte 2020 Annual Report: Page 17</a>
	102-13	Membership of associations	<a href="#">Fresh Del Monte Annual Report 2020: Page 21</a>
Strategy	102-14	Statement from senior decision-maker	2020 Sustainability Report: A Message from Our Chairman
	102-15	Key impacts, risks, and opportunities	Fresh Del Monte Proxy Statement 2021, <a href="#">Page 8</a> 2020 Sustainability Report: Risk & Crisis Management, <a href="#">Page 13</a>
Ethics & Integrity	102-16	Values, principles, standards, and norms of behavior	2020 Sustainability Report, Business Ethics, <a href="#">Page 10</a> <a href="#">Fresh Del Monte 2020 Annual Report: Page 1</a>
	102-17	Mechanisms for advice and concerns about ethics	2020 Sustainability Report: Business Ethics, <a href="#">Page 10</a>

Standard	Disclosure Number	Disclosure Description	Reference
Governance	102-18	Governance structure	2020 Sustainability Report, Corporate Governance & Sustainability Governance, <a href="#">Page 8</a>
	102-19	Delegating authority	2020 Sustainability Report: Corporate Governance & Sustainability Governance: <a href="#">Page 8</a>
	102-20	Executive-level responsibility for economic, environmental, and social topics	2020 Sustainability Report: Business Ethics, <a href="#">Page 10</a>
Stakeholder Engagement	102-40	List of stakeholder groups	2020 Sustainability Report, Materiality Assessment, <a href="#">Page 21</a>
	102-41	Collective bargaining agreements	2020 Sustainability Report, Human Rights, <a href="#">Page 55</a>
	102-42	Identifying and selecting stakeholders	2020 Sustainability Report, Materiality Assessment and Stakeholder Engagement, <a href="#">Page 21</a>
	102-43	Approach to stakeholder engagement	
	102-44	Key topics and concerns raised	
Reporting Practice	102-45	Entities included in the consolidated financial statements	Fresh Del Monte 2020 Annual Report
	102-46	Defining report content and topic boundaries	2020 Sustainability Report, Appendix, <a href="#">Page 74</a>
	102-47	List of material topics	2020 Sustainability Report, Materiality Assessment and Stakeholder Engagement, <a href="#">Page 21</a>
	102-48	Restatements of information	There are no restatements in this report.
	102-49	Changes in reporting	There are no significant changes from the previous reporting period. Please refer to our 2021 Materiality Assessment in "Our Approach to Sustainability"
	102-50	Reporting period	This report covers the calendar year 2020.
	102-51	Date of most recent report	22-Oct-19
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	<a href="mailto:contact-us-executive-office@freshdelmonte.com">contact-us-executive-office@freshdelmonte.com</a>
	102-54	Claims of reporting in accordance with the GRI Standards	The content in this report has been informed by the GRI Standards
	102-55	GRI Content index	GRI Content Index



Standard	Disclosure Number	Disclosure Description	Reference
	<b>Supply Chain</b>		
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Supply Chain Management, <a href="#">Page 12</a> Vendor Code of Business Ethics and Conduct
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
	<b>Risk and Crisis Management</b>		
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Risk & Crisis Management, <a href="#">Page 13</a>
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
	<b>Climate Change</b>		
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Climate Action, <a href="#">Page 25</a>
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	Fresh Del Monte is committed to address climate change through annual calculation of our Scope 1, 2 and 3 emissions. We evaluate the effectiveness of our climate action programs by benchmarking our emissions reductions between regions and operations through rigorous internal analysis. We undergo monthly training sessions from December to April of each year with our team members in each facility to address emissions calculations methodologies to ensure consistent, accurate and reliable data from 100% of our global owned operating facilities. We distribute training materials in both English and Spanish. After each emissions reporting cycle, we undergo a feedback process in order to improve our data collection processes and training programs for the following year. We also annually perform updates to our emissions calculation tool to align with any GHG calculation methodology updates from the GHG Protocol or IPCC.
<b>Emissions</b>	305-1	Direct (Scope 1) GHG emissions	2020 Sustainability Report: Climate Action, <a href="#">Page 25</a>
	305-2	Energy indirect (Scope 2) GHG emissions	
	305-3	Other indirect (Scope 3) GHG emissions	
	305-4	GHG emissions intensity	

Standard	Disclosure Number	Disclosure Description	Reference
	<b>Sustainable Farming</b>		
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Sustainable Farming, <a href="#">Page 31</a>
	103-2	The management approach and its components	<a href="#">Responsible Farming Program</a> 2020 Sustainability Report: Sustainable Farming, <a href="#">Page 31</a>
	103-3	Evaluation of the management approach	All our major operations have a R&D team supporting our business by directly managing the recommendations of key agricultural programs, such as pest and disease control, plant nutrition and soil management. Additionally, this technical unit keeps an active search of innovative ideas in all the agricultural practices, raising the bar in terms on agricultural innovation and how operations stay on the cutting-edge. We prioritize sustainable farming in our strategic approach in order to optimize agricultural production while reducing environmental impact, which includes use of precision agriculture to address the innate variability in the fields we operate to optimize our resource usage. The implementation of drones and multispectral imagery allow us to improve our efficiency to detect stressed areas and act upon them on a timely manner with specific actions. Additionally, we partner with the German Cooperation for Development (GIZ) to continue engage stakeholders in landscape conservation and preserving biodiversity in and around our agricultural landscapes.
<b>Biodiversity</b>	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	2020 Sustainability Report: Protecting Biodiversity, <a href="#">Page 38</a>
	304-2	Significant impacts of activities, products and services on biodiversity	
	304-3	Habitats protected or restored	



Standard	Disclosure Number	Disclosure Description	Reference
<b>Water Stewardship</b>			
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Water Stewardship, <a href="#">Page 41</a>
	103-2	The management approach and its components	
<b>Management Approach</b>	103-3	Evaluation of the management approach	Fresh Del Monte is committed to address water stewardship through annual assessment of our water risk, consumption and discharge in all global operating facilities. We evaluate the effectiveness of our water stewardship programs by benchmarking our water risk and consumption between regions and operations through rigorous internal analysis. We undergo monthly training sessions from December to April of each year with our team members in each facility to address water-related calculations methodologies to ensure consistent, accurate and reliable data from 100% of our global owned operating facilities. We distribute training materials in both English and Spanish. After each reporting cycle, we undergo a feedback process in order to improve our data collection processes and training programs for the following year. We also annually perform updates to our calculation tool to align with any GRI calculation methodology updates.
<b>Water &amp; Effluents</b>	303-3	Water Withdrawal	2020 Sustainability Report, Water Stewardship, <a href="#">Page 41</a>
	303-4	Water Discharge	
<b>Circular Economy and Waste</b>			
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Circular Economy & Waste, <a href="#">Page 45</a>
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	Fresh Del Monte is committed to address waste management through annual assessment of our waste generation in all global operating facilities. We evaluate the effectiveness of our waste reduction programs by benchmarking our waste generation by categories (plastics, organic waste, etc.) between regions and operations through rigorous internal analysis. We undergo monthly training sessions from December to April of each year with our team members in each facility to address waste-related calculations methodologies to ensure consistent, accurate and reliable data from 100% of our global owned operating facilities. We distribute training materials in both English and Spanish. After each reporting cycle, we undergo a feedback process in order to improve our data collection processes and training programs for the following year. We also annually perform updates to our calculation tool to align with any GRI calculation methodology updates.

Standard	Disclosure Number	Disclosure Description	Reference
<b>Waste</b>	306-1	Waste generation and significant waste-related impacts	2020 Sustainability Report: Circular Economy & Waste, <a href="#">Page 45</a>
	306-2	Management of significant waste-related impacts	
	306-3	Waste generated	
	306-4	Waste diverted from disposal	
	306-5	Waste directed to disposal	
<b>Environmental Compliance</b>			
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Business Ethics, <a href="#">Page 10</a>
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	Environment Policy, Land and Water Suitability Analysis Policy 2020 Sustainability Report: Protecting Our Planet, <a href="#">Page 23</a>
<b>Environmental Compliance</b>	307-1	Non-compliance with environmental laws and regulations	<p>Fresh Del Monte had one occurrence of a fine during the reporting period: Massachusetts Department of Environmental Protection, issued a notification letter for regulation violation of waste water. Fruit juice mixed with storm water</p> <ul style="list-style-type: none"> <li>· Fine issued: Yes (2020)</li> <li>· Financial impact: \$26,407.50 fine + budgeted \$400,000 for building modifications and study</li> <li>· Resolution and action plan: Study was conducted with a contractor to provide a reliable solution to MassDEP, currently under their review.</li> </ul> <p>There were no other monetary fines or non-monetary sanctions in any other global regions in 2020.</p>



Standard	Disclosure Number	Disclosure Description	Reference
<b>Human Rights</b>			
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Human Rights, <a href="#">Page 55</a>
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	We address our commitment to Human Rights in our Vendor Code of Business Ethics and our Code of Conduct and Business Ethics Policy. More detail on our evaluation of our management approach to human rights can be found in section 11 of our code of conduct: Implementation of the code of conduct and business ethics policy; reporting violations.
<b>Human Rights</b>	412-1	Operations that have been subject to human rights reviews or impact assessments	2020 Sustainability Report: Human Rights, <a href="#">Page 55</a>
	412-2	Employee training on human rights policies or procedures	
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	
<b>Diversity &amp; Inclusion</b>			
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Diversity and Inclusion, <a href="#">Page 56</a>
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
<b>Diversity &amp; Equal Opportunity</b>	405-1	Diversity of governance bodies and employees	
	405-2	Ratio of basic salary and remuneration of women to men	

Standard	Disclosure Number	Disclosure Description	Reference
<b>Wellbeing of Workers and Employees</b>			
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Health and Safety, <a href="#">Page 37</a>
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
<b>Occupational Health &amp; Safety</b>	403-1	Occupational health and safety management system	2020 Sustainability Report: Health and Safety, <a href="#">Page 37</a>
	403-2	Hazard identification, risk assessment, and incident investigation	
	403-3	Occupational health services	
	403-4	Worker participation, consultation, and communication on occupational health and safety	
	403-5	Worker training on occupational health and safety	2020 Sustainability Report: Benefits, <a href="#">Page 59</a>
403-6	Promotion of worker health		
<b>Talent Management</b>			
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Talent Management & Culture, <a href="#">Page 61</a>
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
<b>Employment</b>	401-1	New employee hires and employee turnover	2020 Sustainability Report: Benefits, <a href="#">Page 59</a>
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
<b>Training &amp; Education</b>	404-1	Average hours of training per year per employee	2020 Sustainability Report: Learning and Development, <a href="#">Page 62</a>
	404-2	Programs for upgrading employee skills and transition assistance programs	2020 Sustainability Report: Employee Engagement and Productivity, <a href="#">Page 61</a>
	404-3	Percentage of employees receiving regular performance and career development reviews	2020 Sustainability Report: Learning and Development, <a href="#">Page 62</a>

Standard	Disclosure Number	Disclosure Description	Reference
<b>Consumer Engagement</b>			
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Health and Nutrition, <a href="#">Page 64</a>
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	Fresh Del Monte is committed to evaluating our approach to consumer engagement. We have established and employed the use of a new software program - Proof HQ - to manage our approach to consumer engagement as it relates to product labelling. This electronic approval system allows the team to cross-functionally approve labels with input from multiple departments including R&D, packaging, legal, marketing and regulatory to ensure alignment. It simplifies the process by keeping track of comments and edits for any labels or collateral being produced, helping to cut down project delivery time and streamline workflow.
<b>Marketing &amp; Labeling</b>	417-1	Requirements for product and service information and labeling	2020 Sustainability Report: Health and Nutrition, <a href="#">Page 64</a>
	417-2	Incidents of non-compliance concerning product and service information labeling	
	417-3	Incidents of non-compliance concerning marketing communications	
<b>Health and Nutrition</b>			
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Health and Nutrition, <a href="#">Page 64</a>
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	Fresh Del Monte is dedicated to continuing to improve our approach to health and nutrition. We believe we have an important role to play in helping consumers to access fresh, wholesome foods and make it easy for them to make healthy choices.
<b>Customer Health and Safety</b>	416-1	Assessment of the health and safety impacts of product and services category	We monitor the effectiveness of our programs and processes by communicating and tracking key global food safety KPIs at 100% of facilities and routinely conducting announced and unannounced on-site audits of our global facilities and key suppliers to verify and validate reporting.

Standard	Disclosure Number	Disclosure Description	Reference
<b>Food Quality and Safety</b>			
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report, Food Safety and Quality, <a href="#">Page 66</a> Food Safety Policy
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
<b>Community Engagement</b>			
<b>Management Approach</b>	103-1	Explanation of the material topic and its boundary	2020 Sustainability Report: Growing with Our Communities, <a href="#">Page 70</a>
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	Fresh Del Monte is dedicated to our work within the local communities in where we work. We will continue to work with our community partners to better the world around us.
<b>Indirect Economic Impacts</b>	203-1	Infrastructure investments and services supported	2020 Sustainability Report: Growing with Our Communities, <a href="#">Page 70</a>
	203-2	Significant indirect economic impacts	



# ENDNOTES

- Stephanie Sonnabend, Malli Gero, Betsy Berkhemer-Credaire, "2020 Women on Boards: Gender Diversity Index". <https://5050wob.com/wp-content/uploads/2021/02/2020-Gender-Diversity-Index-Report-FI-NAL.pdf>
  - Associate growers are those who have worked with Fresh Del Monte for more than one year.
  - Zachary Dowdy, "UN Projects World Population in 2050". Newsday, updated June 17, 2019. <https://www.newsday.com/news/world/un-population-report-1.32540101>
  - Scope 1 emissions: all direct GHG emissions from the activities of an organization or under its control including stationary combustion, mobile combustion, fugitive emissions and process emissions.  
  
Scope 2 emissions: indirect GHG emissions from electricity purchased and used by the organization. Scope 2 emissions are all GHG emissions from the consumption of purchased electricity, steam, heat and cooling.  
  
Scope 3 emissions: all other indirect GHG emissions from activities of the organization, occurring from sources that it does not own or control. These are usually the greatest share of the carbon footprint, covering emissions associated with business travel, procurement, waste and water.  
  
[What are Scopes 1, 2 and 3 of Carbon Emissions? Plan A Academy. August 12, 2020](#)
  - Carbon intensity is defined as the amount of carbon by weight emitted per unit of economic activity—most commonly gross domestic product (GDP) (CO<sub>2</sub>/GDP). The carbon intensity of the economy is the product of the energy intensity of the economy and the carbon intensity of the energy supply. Note: this value is currently expressed as the full weight of the carbon dioxide emitted. U.S. Energy-Related Carbon Dioxide Emissions, 2019. [U.S. Energy Information Administration \(EIA\) - Ap](#)
  - We consolidate our emissions using operational control approach. Our base year is 2019, as this was the first year we underwent a full emissions analysis for our global operations.  
  
Our environmental action tool is created in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Addition) and the Greenhouse Gas Protocol Agricultural Guidance: Interpreting the Corporate Accounting and Reporting Standard for the Agricultural Sector. We used the best available scientific studies to inform our emissions factors for each of our operating regions in regards to biogenic emissions factors. If a rigorous study was not available for an operating region, we used the IPCC factors. Our source of each Global Warming Potential for Greenhouse Gas Types was the IPCC 5th Assessment Report (AR5 - 100 Year).  
  
For emissions intensity, we utilized metric tons of product sent to market, and considered Scope 1, 2 and 3 emissions as separate intensity indicators. All GHG pollutants are utilized in this calculation.
  - Certified Carbon Neutral by SCS Global Services.
  - SCS' Sustainably Grown Certification Program provides a detailed framework for environmental stewardship, as well as extensive responsible sourcing and social responsibility provisions. The standard is consistently ranked among the top responsible sourcing standards in independent surveys. Sustainably Grown is accredited by ANSI National Accreditation Board (ANAB), aligned with the Global Social Compliance Programme (GSCP), recognized by the Sustainable Trade Initiative (IDH) and utilized by major brands as part of their sustainable sourcing policies. More information can be found through the [SGS sustainably grown website](#).
  - What is Regenerative Agriculture? February 16, 2017. [Re-gen-Ag Definition 2.23.17.pdf \(regenerationinternational.org\)](#)
  - Comprehensive Assessment of Soil Health. Cornell University. June 2017. [manual.pdf \(cornell.edu\)](#)
  - Insect pollinators are insects (including bees, butterflies and more) that carry pollen from the male part of the flower (stamen) to the female part of the same or another flower (stigma), fertilizing the plant as it does. Details and specific examples of insect pollinators can be found through the [Xerces Society for Invertebrate Conservation](#).
  - According to the Food and Agriculture Organization of the United Nations, a maximum residue limit (MRL) is the maximum concentration of a pesticide residue (expressed as mg/kg), to be legally permitted in or on food commodities. MRLs are based on Good Agricultural Practice (GAP) data, and foods derived from commodities that comply with the respective MRLs are intended to be toxicologically acceptable. More information can be found through the [FAO website](#).
  - "Water in Agriculture". The World Bank, updated May 08, 2020. <https://www.worldbank.org/en/topic/water-in-agriculture>
  - While there are many definitions for organic waste, food loss and food waste, we are currently working with the [Food Loss + Waste Protocol](#) to capture and manage our impact in a more detailed way. Currently, our organic waste includes inventory loss as well as byproducts from processing, such as the inedible parts of our fruits that are removed when our products are prepared for packing. Examples of inventory loss include fruits that are no longer within Fresh Del Monte quality standards, while byproducts include fruit skins, cores, leaves, crowns and peels.
  - Ellen MacArthur Foundation. Circular Economy. [Circular Economy System Diagram \(ellenmacarthurfoundation.org\)](#)
  - World Resources Institute. "What's Food Loss and Waste Got to Do with Climate Change? A Lot, Actually." Craig Hanson, Brian Lipinski, Johannes Friedrich and Clementine O'Connor. December 11th, 2015. [What's Food Loss and Waste Got to Do with Climate Change? A Lot, Actually. | World Resources Institute \(wri.org\)](#)
  - rPET analysis 2018, 2019, 2020. Fresh Del Monte internal analysis.
  - Vegetables and Fruits. Harvard School of Public Health. [Veg- etables and Fruits | The Nutrition Source | Harvard T.H. Chan School of Public Health](#)
  - Our team has developed a clear and conservative process for labeling. To ensure ease and accuracy throughout our entire labeling process, we have established and employed the use of a new software program. This electronic approval system allows the team to cross-functionally approve labels with input from multiple departments including R&D, packaging, legal, marketing and regulatory affairs to ensure alignment. It simplifies the process by keeping track of comments and edits for any labels or collateral being produced, helping to cut down project delivery" time and streamline workflow.
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