

# 2021 IMPACT REPORT

Be Well. Do Well.®



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**John Zillmer**  
Chief Executive Officer

Fiscal 2021 was a year that asked a lot of us, and a year that showed who we are. Though we continued to feel the impacts of the global pandemic, we also acquired new business, retained established clients, served high-profile global events, and heard much positive feedback from our clients.

Despite the challenges our business faced as we continue to recover from the COVID-19 pandemic, the past year only underscored our continued focus on what's really important: making a positive impact on people and our planet. More than ever, this work is critical—not just because it's the right thing to do, but because addressing Environmental, Social, and Governance (ESG) topics like climate change and diversity, equity, and inclusion (DEI), among others—helps us identify opportunities for business growth, respond to stakeholders, and manage risks to our business.

In fact, the tumultuous times of the past year provided us with an opportunity to step back and refocus. Recently, we unveiled a new Vision, Mission, and Values that bring our passion for service and hospitality to the forefront while embracing and advancing sustainability. Our mission to “do great things for our people, our partners, our communities, and our planet” comes to life through our Be Well. Do Well. sustainability plan, which is focused on reducing inequity, supporting and growing our communities, and protecting our planet.

I'm proud of the progress our team has made toward our existing commitments as well as our recent commitment to set enterprise-wide science-based targets to reduce greenhouse gas (GHG) emissions in line with the [Science Based Targets initiative's \(SBTi\)](#) new Net-Zero Standard.

We've also built a strong internal model to embed sustainability into our business. We took steps to strengthen our governance, to resource teams for success, and to significantly increase our transparency by providing more information and data than ever before.

DEI remains central to our commitments at all levels of the company. We're proactively pursuing a DEI strategy that will continue to expand opportunities for everyone.

As we look to 2022, we see recovery, growth, and renewal for our company, supported by our steadfast commitment to operate with integrity as we continue to make progress on every one of our sustainability goals.

A handwritten signature in black ink, appearing to read 'John Zillmer', with a long horizontal line extending to the right.

John Zillmer  
Chief Executive Officer



**Ash Hanson**

*Chief Diversity and  
Sustainability Officer*

Be Well. Do Well., our enterprise sustainability plan, launched three years ago, and I'm so very proud of the significant actions Aramark has taken to make a positive impact on people and planet by enabling equity and well-being and reducing greenhouse gas (GHG) emissions. When it comes to operating as a sustainable company, the expectations of our stakeholders are growing, and we're rising to the challenge.

This report highlights the processes we have in place to manage key ESG issues and drive progress toward meeting our sustainability targets. To enhance our reporting and disclosures, we've also added several components to our report, including our materiality analysis, our approach to stakeholder engagement, additional details on compliance and governance, and data aligned with the Sustainability Accounting Standards Board (SASB), the Global Reporting Initiative (GRI), and the Task Force on Climate-Related Financial Disclosures (TCFD).

I am particularly proud of the progress we've made on diversity, equity, and inclusion. Following the establishment of an Executive Diversity Council last year, we conducted a thorough assessment of our current state and created teams to help attract and recruit diverse talent, grow and develop our people, and ensure a culture of accountability. We're proud that membership in our Employee Resource Groups (ERGs) has increased more than 25% in the

past six months, and more than 122 events or engagement activities have taken place in the past year.

Reducing GHG emissions is also critical to our success. We evaluated and strengthened the targets and key performance indicators (KPIs) driving our goal of reducing GHG emissions 15% by 2025. We've determined that a significant portion of our emissions comes from purchased goods and services, so we're taking a close look at our sourcing practices and menu offerings to further reduce emissions related to these areas. I'm also thrilled that we have raised our ambition level on climate impact by committing to set enterprise-wide science-based targets.

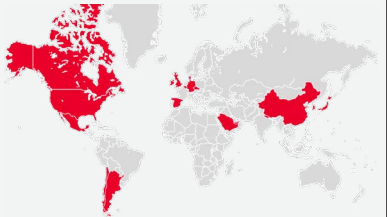
We built a strong foundation this year, adding to our sustainability teams, creating more rigor around processes, and increasing transparency in every area of reporting. I am excited to continue the progress and impact of our work in 2022 and beyond.

A handwritten signature in black ink, appearing to read 'Ash Hanson'.

Ash Hanson  
Chief Diversity and Sustainability Officer

# ARAMARK COMPANY OVERVIEW

A FORTUNE 500



GLOBAL LEADER

HEADQUARTERS IN PHILADELPHIA, PA

**248,300**  
EMPLOYEES  
WORLDWIDE



145,000 US BASED

OPERATING IN  
19 COUNTRIES

ON FOUR CONTINENTS

## FOOD SERVICES

WE ENABLE GREAT FOOD EXPERIENCES  
THAT GO BEYOND WHAT'S EXPECTED.

## FACILITIES SERVICES

FROM TECHNICAL CHALLENGES TO OPERATIONAL  
SUPPORT, WE HELP YOU MEET YOUR BUSINESS GOALS.

## UNIFORM SERVICES

FIND UNIFORMS AND SUPPLIES SERVICES THAT  
ENSURE YOUR BUSINESS RUNS SMOOTHLY.

## REVENUE

\$6.8 Billion FSS United States

\$2.9 Billion FSS International

\$2.4 Billion Uniforms

## KEY STATISTICS

SERVE NEARLY  
**2 BILLION**  
MEALS EACH YEAR\*

MANAGE  
**1 BILLION**  
GROSS SQUARE FEET  
OF CLIENT FACILITIES\*

PROVIDE  
UNIFORM AND WORKPLACE  
SUPPLIES TO OVER  
**400,000**  
CUSTOMERS ACROSS  
NORTH AMERICA

\*Globally

# ABOUT BE WELL. DO WELL.

**Be Well. Do Well.** is our sustainability plan and directly connects to our mission: *Because we're rooted in service, we do great things for our people, our partners, our communities, and our planet.*



By addressing environmental, social, ethical, and economic dimensions, we strive to create a better world that enables people to prosper on a healthy planet for generations to come, while also contributing to our long-term business growth.

Throughout our history, we've worked hard to make a positive impact and also reduce any negative impact on people and the planet. We're focused on supporting equity and well-being through our programs and practices. Likewise, we believe our commitment to minimizing our environmental impact has been demonstrated over the years throughout our operations.

Be Well. Do Well. helps us focus and strengthen these existing practices so that we can create even more meaningful impact for both our business and society.

**Be Well.  
Do Well.®**



## OUR GOALS AND PRIORITIES

Be Well. Do Well. starts with people. **Our first goal is to enable equity and well-being for millions of people by 2025, including our employees, consumers, communities, and people in our supply chain.**

**Our second goal is focused on the planet and our climate impact: to reduce our GHG emissions in the U.S. 15% from our 2019 baseline by 2025 by sourcing responsibly, operating efficiently, minimizing waste, and reducing packaging.**

In November 2021, Aramark committed to set enterprise-wide science-based targets to reduce GHG emissions, in line with the Science Based Targets initiative's new Net-Zero Standard.

## REPORTING AND DISCLOSURE

Our Be Well. Do Well. goals are supported by Key Performance Indicators (KPIs) to measure our progress and guide transparent public reporting on ESG (Environmental, Social, Governance) issues. They align with multiple reporting frameworks and standards, including the Sustainability Accounting Standards Board (SASB), the Global Reporting Initiative (GRI), and the Task Force on Climate-Related Financial Disclosures (TCFD). They are also informed by the United Nations Sustainable Development Goals (UN SDGs).

Through our strategic planning, materiality assessment, operational execution, and impact measurement, and with our work to improve and evolve our reporting and disclosures, we're striving to do our part to create a better world.

We're  
striving  
to do our  
part to  
create  
a better  
world.

## OUR IMPACT ON PEOPLE

People are the cornerstone of everything we do. By supporting equity and well-being for employees, consumers, communities, and suppliers, we are helping to set our company up for success and drive change on a range of social issues. We help people develop careers and livelihoods; access, choose, and prepare healthy food; and grow communities, businesses, and local economies.

Recruiting and retaining an engaged, diverse, happy, and productive workforce is critical. Our commitment to building an inclusive workplace where that workforce, supported by Employee Resource Groups (ERGs), can thrive is foundational to that objective. Learning and development

opportunities, performance management, and employee benefits are designed to help team members grow and feel supported throughout their career. The health and safety of our people is of the utmost importance, and we are committed to our Target Zero vision of no harm to people or the planet.

To positively impact the people outside of our company, we are innovating our menus and collaborating with organizations like the American Heart Association to help our consumers and community members access and learn more about healthy food choices. Our Aramark Building Community (ABC) program mobilizes employee volunteers and funds to address critical issues in the communities where we live and work. Our sustainable sourcing program and policies contribute to

economic opportunities for small, diverse, and local suppliers, and they include protections for workers' rights.

All of our work to support people is underpinned by our values and our commitment to human rights as set out in the Universal Declaration of Human Rights and in line with the UN Guiding Principles on Business and Human Rights.

Our commitment to addressing key human rights areas includes robust policies supporting equal opportunity, anti-harassment, anti-discrimination, and wage and hour. We address important human rights topics through our [Business Conduct Policy](#) (BCP) and other policies. We plan to build on our existing policy commitments as we undertake work to develop a Human Rights Statement in 2022.

**As of October 1, 2021, our active United States employee base reflected the following gender, racial, and ethnic demographic information:**

UNITED STATES EMPLOYEE POPULATION	MALE	FEMALE	WHITE	MINORITY	BLACK	HISPANIC	ASIAN	AMERICAN INDIAN	PACIFIC ISLANDER	2 OR MORE RACES
TOTAL	41.11%	58.89%	46.21%	53.79%	29.64%	16.22%	4.65%	0.69%	0.25%	2.34%
HOURLY EMPLOYEES	39.65%	60.35%	43.10%	56.90%	31.51%	17.10%	4.91%	0.71%	0.26%	2.41%
SALARIED EMPLOYEES	51.22%	48.78%	67.70%	32.30%	16.81%	10.09%	2.88%	0.53%	0.16%	1.83%



## OUR IMPACT ON PLANET

Given the wide and diverse nature of our business—from the food we serve, to the vehicles we drive, to the facilities we maintain—we have a responsibility and an opportunity to reduce GHG emissions. Early last year we announced our commitment to reduce GHG emissions in the U.S. 15% from our 2019 baseline (see ESG Performance Data table, in Appendix) by the end of 2025 across Scope 1, 2, and 3.

Now, we have raised our ambition level on climate impact by committing to set enterprise-wide science-based targets to reduce GHG emissions in line with the Science Based Targets initiative's (SBTi) new Net-Zero Standard. Science-based targets tell companies how much and how quickly they need to reduce their GHG emissions in line with the latest climate science.

Over the next 24 months, Aramark will develop and then announce its science-based targets using the SBTi Net-Zero Standard. This commitment—to set a near-term science-based target to significantly reduce GHG emissions within 5-10 years and a long-term science-based target to reach net-zero value chain GHG emissions by no later than 2050—strengthens our climate strategy.

Our climate strategy is informed by our annual GHG inventory, which allows us to measure progress toward our climate



goal and focus on reducing emissions in the areas where we can have the largest impact.

Our fiscal 2021 inventory shows that we have reduced absolute GHG emissions from our fiscal 2019 baseline (see ESG Performance Data table, in Appendix). However, as with other companies, the COVID-19 pandemic disrupted many aspects of our business throughout the fiscal year. While we have made operational improvements that have driven emissions reductions, reduced business activity also contributed, in part, to the overall reduction in emissions. Going forward, we are focused

on ensuring that we continue to see an absolute reduction in emissions as business activity normalizes in order to meet our 15% GHG reduction goal by 2025.

We have raised  
our ambition level  
on climate impact.

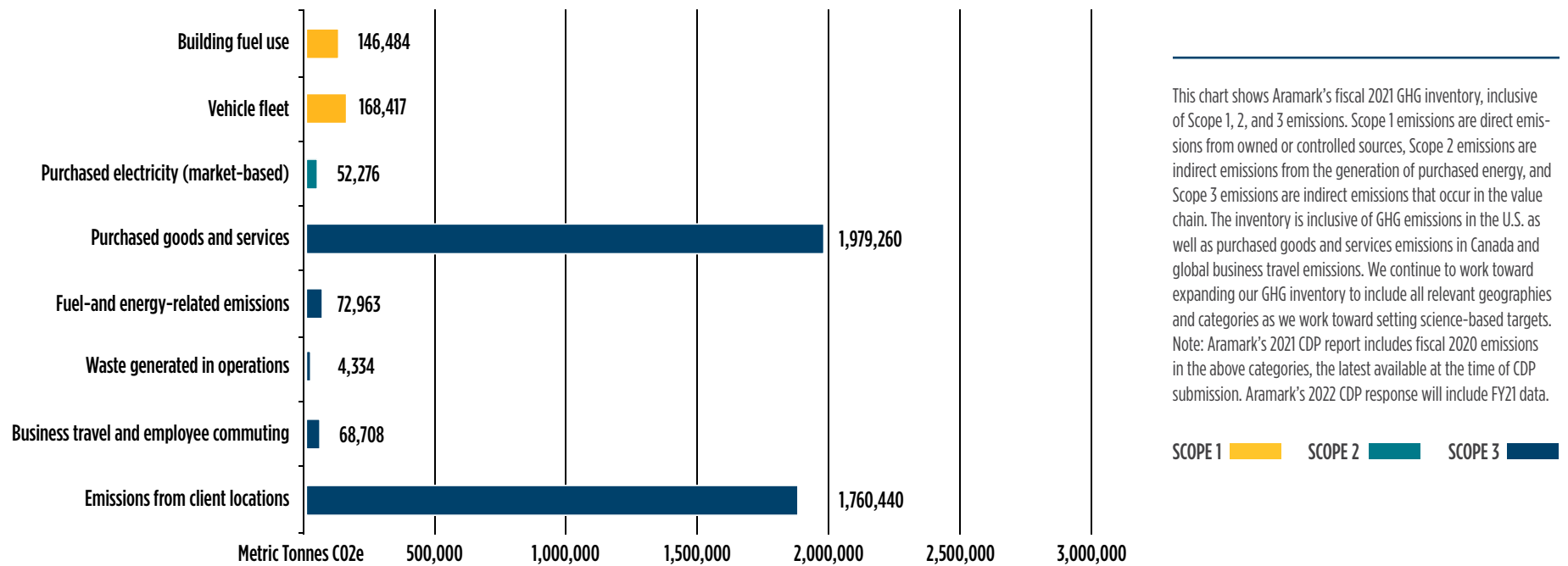
Our GHG inventory also helps us focus on areas where we can have an impact, showing that 9% of our emissions come from the buildings and vehicles Aramark owns and operates (known as Scope 1 and 2 emissions), while 91% of our emissions come from indirect sources influenced by Aramark such as purchased goods, business travel, client locations, and waste (Scope 3). To reduce GHG emissions, we are accelerating strategies and building on current practices to reduce emissions by sourcing responsibly, operating efficiently, minimizing food waste, and reducing packaging.

Our Climate Working Group, composed of functional leaders across the organization, plays a critical role in developing and implementing our climate strategy. We report progress to our Board Nominating Governance and Corporate Responsibility Committee and our full Board of Directors, which has ultimate oversight.

We will continue to report progress toward our climate goal in our annual response to [CDP](#), a global nonprofit that runs the world's leading environmental disclosure platform. For the first time, this year we are also reporting against the Task Force

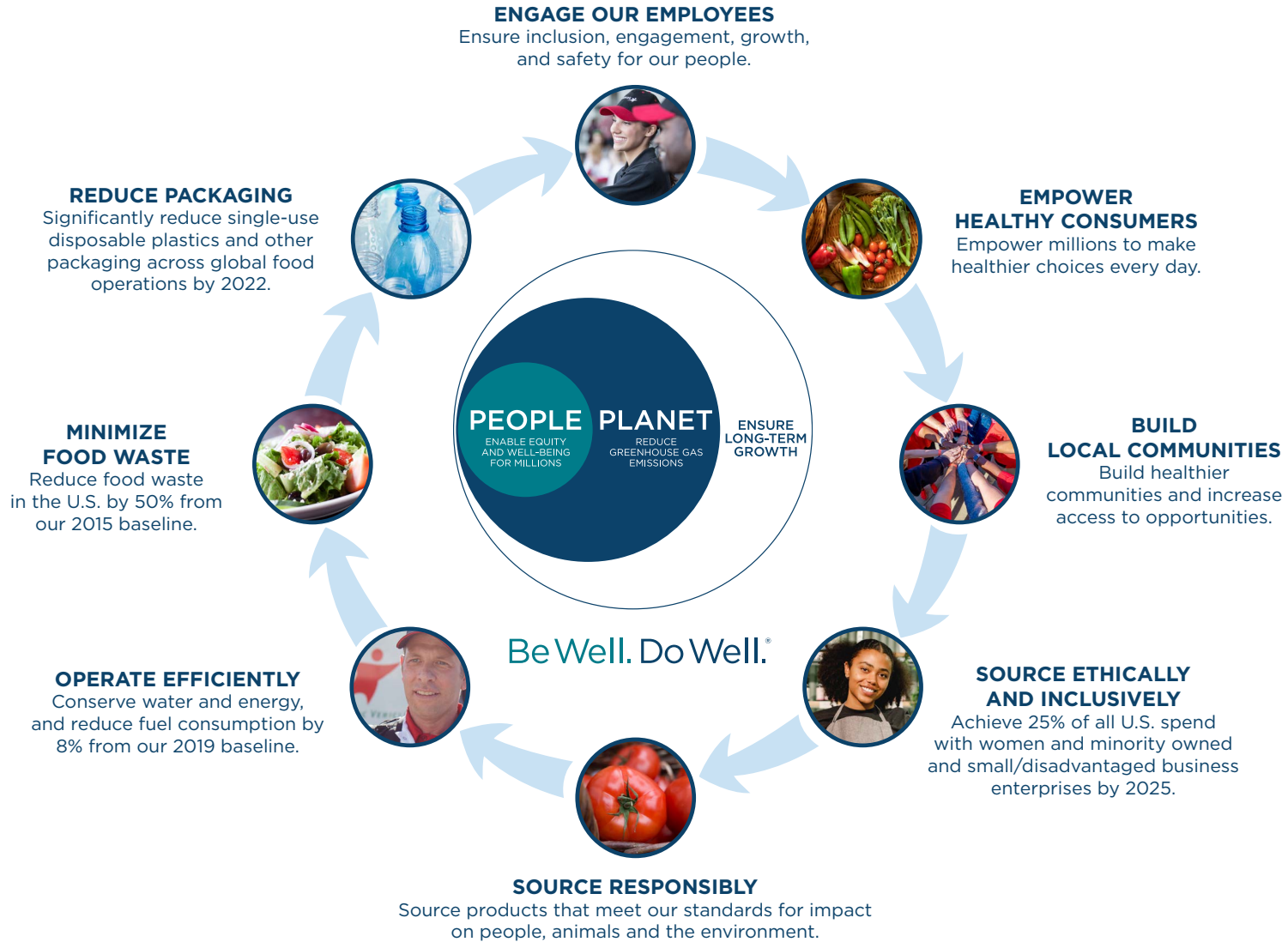
on Climate-related Financial Disclosures (TCFD) in the Appendix to this report. Aligning with TCFD's recommended framework for climate disclosures is the beginning of a journey to better identify, quantify, and communicate the risks and opportunities that climate change poses to our business, and how we'll meet our goals. Looking ahead, we are also taking steps to embed climate change in our risk processes and will undertake a climate risk assessment in fiscal 2022 to better understand climate-related risks and opportunities.

## Aramark GHG Emissions



This chart shows Aramark's fiscal 2021 GHG inventory, inclusive of Scope 1, 2, and 3 emissions. Scope 1 emissions are direct emissions from owned or controlled sources, Scope 2 emissions are indirect emissions from the generation of purchased energy, and Scope 3 emissions are indirect emissions that occur in the value chain. The inventory is inclusive of GHG emissions in the U.S. as well as purchased goods and services emissions in Canada and global business travel emissions. We continue to work toward expanding our GHG inventory to include all relevant geographies and categories as we work toward setting science-based targets. Note: Aramark's 2021 CDP report includes fiscal 2020 emissions in the above categories, the latest available at the time of CDP submission. Aramark's 2022 CDP response will include FY21 data.

# ENABLING THE EQUITY AND WELL-BEING OF MILLIONS



## REDUCING GREENHOUSE GAS EMISSIONS 15% BY 2025

# Be Well. Do Well.®

## Priorities and Progress | 2021

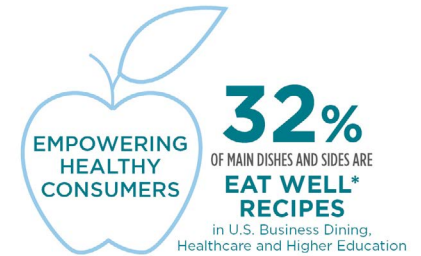
Our vision for the future focuses on positively impacting people and the planet, as we serve our client partners, employees, shareholders, and other stakeholders. For each of our priority areas, we track a variety of metrics, and strive for continuous improvement.



Engaging safe and productive employees.



Building healthier communities and increasing access to opportunities.



Empowering people to make healthier choices every day.



Partnering with small, diverse suppliers to drive customer satisfaction and local economic impact.



Minimizing the impact to people, animals and the environment.



Conserving water, energy and fuel.



Reducing food loss and waste 50% by 2030 across operations.



Reducing single-use plastics globally by end of 2022.

\*All data as of fiscal 2021. Eat Well Recipes contain a full serving of nutritionally dense whole foods and are lower in calories, saturated fat and sodium. Data covers US Business Dining, Healthcare and Higher Education.

# MATERIALITY ANALYSIS

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## In fiscal 2021,

Aramark collaborated with Business for Social Responsibility ([BSR](#)) on a materiality assessment to better understand the ESG topics most important to our business success and to our stakeholders. Nearly 30 stakeholders from key groups—employees, clients, investors, suppliers, NGOs, and industry groups—were interviewed, and we worked with BSR on a methodology to combine stakeholder input with accepted best practice and industry expectations in order to plot the issues on the matrix that follows.

The matrix is in line with the focus areas of Be Well. Do Well. and the UN SDGs we prioritize. The insights and findings from this assessment will inform our strategy as it continues to evolve going forward.

It is important to note that this materiality assessment is one element of our approach to stakeholder engagement and how it informs strategy. For each Be Well. Do Well. focus area, we are also engaging key stakeholders to understand expectations and prioritize our work. See our stakeholder engagement section in the Appendix.



# MATERIALITY ANALYSIS



- Category Key:
- Environment
  - Governance
  - People
  - Product and Services
  - Community
  - Supply Chain

# SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Be Well. Do Well. drives progress on complex, global social and environmental challenges. During our strategy development process and materiality assessment, we considered how Aramark can best contribute to the United Nations Sustainable Development Goals (UN SDGs). We prioritized eight goals, inclusive of specific targets, that we are best positioned to advance—working alongside other companies, policymakers, and civil society organizations around the world.



We provide access to healthy food and nutrition education, donate food, build partnerships, build local community, support building job skills and source from small, diverse and sustainable food suppliers.



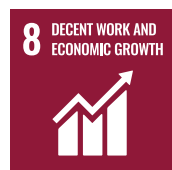
We sustainably manage natural resources through our climate strategy, focus on efficient operations, sustainable sourcing, halving food waste, single-use plastics reduction, and transparent reporting.



We support employee mental health and well-being through a variety of programs, enable community nutrition education and offer consumers healthy food choices.



Our climate strategy outlines our approach to reduce GHG emissions including our targets and activities around mitigation, adaptation and impact reduction.



We are committed to supporting human rights, offering equal opportunities to people of all backgrounds, ensuring safe work environments, and creating economic opportunities for small suppliers.



We protect oceans by purchasing seafood from sources that maintain healthy marine ecosystems, respect workers and preserve communities; and by reducing single-use plastics in our operations.



Our DEI strategy addresses the workplace, workforce and marketplace; we offer educational opportunities to frontline workers and partner with local, small and diverse suppliers to create economic opportunities.



Our climate-healthy menus, sustainable sourcing strategy and non-deforestation policy contribute to conservation, restoration and sustainable use of land and sustainable forest management.

# ENGAGING EMPLOYEES

The success of our business is directly tied to the skills and efforts of our 248,000-plus employees. As a company focused on hospitality, we rely heavily on our front-line and hourly workforce, and engaging not only our managers, but our hourly employees as well, is critical to our success.

The hospitality and service industries have recently faced unprecedented labor challenges, and it's important that we attract, develop, and retain the best talent. We're working to enhance our employee programs to demonstrate how much we value our employees and to ensure we maintain our status as an employer of choice.

We are committed to treating our people fairly, honestly, and respectfully, and we offer a variety of benefits programs, help employees advance their skills, and create a welcoming and inclusive culture.

## LISTENING TO OUR EMPLOYEES

We believe that strong manager-employee relationships and an overall positive employee experience are key to retention. Both of those elements are founded in effective listening, which is why in fiscal 2021 we established a talent experience function, responsible for talent



engagement from candidacy to hire and through to retirement, while launching a new employee insights program.

In October 2021, we administered an updated voluntary and anonymous U.S. salaried employee survey. While this survey was focused on the U.S. salaried population, our U.S. hourly and international employees and respective leaders will also benefit in fiscal 2022 as our scope and program strategically expand. The three areas rated most highly by those surveyed were safety of the workplace, being treated with respect, and having a clear understanding of expectations.

The teams also reported feeling comfortable sharing feedback with managers, being empowered to make decisions in the service of our customers, and confidence in the company's integrity and ethical standards.

In fiscal 2022, we will add automated life-cycle surveys for employees who are onboarding and exiting the company. Listening for feedback at these two key moments will allow us to understand key motivators and areas of opportunity to strengthen the impact and retention of new hires while uncovering and addressing common reasons for exit from the organization.



# ENGAGING EMPLOYEES

## DIVERSITY, EQUITY, AND INCLUSION (DEI)

Our Be Well. Do Well. sustainability plan starts with people. Our goal is to enable equity and well-being for millions, including our employees, consumers, communities, and people in our supply chain. Concerning equity, our focus is on acknowledging and addressing the fact that advantages and barriers exist and that our lives are impacted by long-standing societal divides that can affect our success and overall well-being.



From a governance perspective, our Executive Diversity Council (EDC) is chaired by our CEO with active participation by members of our executive leadership team and broader Executive Leadership Council. Our Chief Diversity and Sustainability Officer and our Vice President of DEI provide quarterly reports to our Board of Directors, including the Compensation and Human Resources Committee, concerning our progress in executing our strategy. Measurement of the work of the EDC is periodically reviewed by our Board of Directors.

Specific to our DEI strategy, we have three pillars: workforce, workplace, and marketplace:

Our **workforce** goal is to hire, retain, and develop a workforce that reflects the communities we serve.

Our **workplace** goal is to create a culture of community and inclusion through the work of our Employee Resource Groups (ERGs) and allyship network, capability building, and meaningful management engagement with employees.

Our **marketplace** goal is to create value by partnering with diverse suppliers, engaging with the communities we serve, and delivering culturally relevant products and services.

## IMPACT IN ACTION

### Diversity and Inclusion Programs in Chile

Throughout 2021, our team in Chile developed a complete training program focused on diversity and inclusion, aimed at creating awareness, respect, and nondiscrimination. The program reached more than 1,000 participants, and content included:

- **Gender Diversity:** Teams studied the importance of gender parity in the different industries of our company.
- **Gender Violence:** Working through the Chilean Ministry of Women, participants learned about forms of violence prevention and support for potential victims.
- **Sexual Diversity:** Employees gained insights on LGBTQ+ culture in Latin America.
- **Disability:** Participants discussed how to create an inclusive culture for people with disabilities.

In addition, at one client location, our team in Chile supported an employee through the gender transition process. Aligning with the client, the team instituted a step-by-step process that included training for leadership, co-workers, and the client.

# ENGAGING EMPLOYEES



## We've reached a number of milestones in the execution of our goals:

**WORKFORCE:** The majority of our enterprise workforce identifies as diverse. In the U.S., 60% of our hourly employees and 48% of our salaried employees consist of women. Our CEO's team of direct reports consists of 55% women. We are enhancing our recruitment efforts concerning lesser represented communities such as veterans, people with disabilities, and LGBTQ+ individuals.

**WORKPLACE:** During last year's global outcry for social justice and racial equity,

as well as the ongoing global pandemic, our CEO launched a series of town hall discussions that led to the establishment of our Allyship Employee Network. Through this network, approximately 1,600 employees engage with their peers and communities concerning issues of societal divides and community marginalization. We have established a host of materials, including trainings and a resource guide to drive this evolving work. Along with our 11 active ERGs, we're building a culture of community at Aramark as well as confronting directly crucial conversations needed on topics of race and social injustice. We're proud that membership in these organizations has increased more than 25% in the past six months, and more than 122 events or engagement activities have taken place in the past 12 months.

**MARKETPLACE:** We have received top employer rankings from entities such as DiversityInc, Diversity Best Practices, Black Enterprise Magazine, the Human Rights Campaign, and the Disability Equality Index. In North America, Aramark's annual percentage with small businesses and diverse suppliers across our supply chain exceeded 16% in fiscal 2021. Our goal is to achieve 25% of all U.S. spend with women and minority owned and small/disadvantaged business enterprises by 2025.

## IMPACT IN ACTION

### Chef Spotlight

Aramark's Chef Spotlight program has worked in concert with our ERGs to find recipes and stories told by our chefs that reflect our culinary diversity and highlight the talent we have in our kitchens.

One of these Chef Spotlight recipes—Higher Education Chef Alahya McKelvey's Soul Bowl—was recently presented to the Ninth Annual Menus of Change Leadership Summit, the theme of which was The Business of Healthy, Sustainable, Delicious Food Choices. Launched by The Culinary Institute of America and Harvard's T.H. Chan School of Public Health, Menus of Change aims to address the most pressing nutrition and public health issues that face the food service industry.

During Hispanic Heritage Month, Chef Spotlight partnered with Impacto, the ERG supporting Aramark's Hispanic associates, to highlight our Hispanic culinarians and the stories they tell about, and with, the foods they love. We also collaborated with ERGs during Black History Month and Pride Month.

# ENGAGING EMPLOYEES

## LEARNING AND DEVELOPMENT

We believe in the value of education to help our employees grow and develop as people and as Aramark employees. Learning and development not only helps employees advance in the organization, but it also promotes economic advancement for our hourly employees. We offer programs for both salaried and hourly employees.

We leverage a cloud-based Learning Management System (LMS) that helps Aramark employees improve their job skills and understand and comply with policies. Around the world, our managers also conduct daily huddles with their teams to review important training topics.

We continue to invest in the Front-line Education Program, which started in 2019 and offers eligible hourly associates full tuition coverage for a bachelor's degree earned through Arizona State University. During fiscal year 2021, more than 250 employees participated in this program and earned college credit, and the program saw its first two graduates. In the upcoming year, we'll build on this success by surveying participants to determine the program satisfaction rate and make improvements when necessary.



We also continue to recruit for our Accelerate to Leadership program for college graduates and our Step Up to Leadership program for college interns. While we have had to reduce placement at accounts due to the ongoing COVID-19 pandemic, we have focused on a virtual program model to help support participants with one-on-one and

group coaching focused on leadership development.

We also launched several new initiatives for our experienced leaders across the enterprise that include personal leadership assessments along with post-class commitments and coaching resources to meet their daily challenges.

# ENGAGING EMPLOYEES

## PERFORMANCE

We encourage our employees to grow, learn, and advance their careers at Aramark, regularly evaluate employees on their performance, and offer incentives for performance.

For salaried employees, the process begins with goal planning to set clear priorities for the upcoming year. Employees check in with managers midyear to obtain feedback on goals, and year-end performance appraisals recognize accomplishments, offer coaching, and set goals for the following year. Employees are rewarded for their results with merit increases and, in some instances, bonuses and equity awards.

## BENEFITS

At Aramark, we've designed our benefits to promote a culture of health and well-being. We provide our employees with the necessary tools to help take care of their health, family, finances, and future. In addition to health benefits, disability insurance, and life insurance, we provide a full suite of well-being benefits, including those for new parents or parents of children with developmental disabilities. Most of these benefits are available to full-time employees in the U.S.

In 2021, we introduced an Employee Stock Purchase Program through which eligible\* employees can voluntarily purchase shares of Aramark stock at a 15% discount. It's an opportunity for our employees to save for their future and to grow an ownership share in the company they work so hard to make successful.

Because all financial situations are different, we are partnering with DailyPay to implement early wage access for certain employees in 2022. By simply downloading an app and submitting a request, employees can receive a portion of their earned wages instantly rather than waiting until their next paycheck.

In 2022, we'll introduce MyQHealth by Quantum Health, a healthcare advocacy and navigation resource, as the new portal for our employees to access health benefits.

## IMPACT IN ACTION

### CreeQuest Corporation Partnership in Canada

We're proud to have renewed our eight-year partnership agreement with CreeQuest this year. Owned by Greg Sutherland, Virginia Forsythe, and Tina Sheridan, who are members of Moose Cree, Wahgoshig, and Taykwa Tagamou First Nations respectively, CreeQuest is a registered Aboriginal Business providing services to mining companies.

The scope of the agreement, which includes our camp management, catering, janitorial, and laundry services, as well as exploration drilling, employs 120 people. Of these employees, 40% are Indigenous, and 51% are women.

We provide our employees with the necessary tools to help **take care of their health, family, finances, and future.**

\*U.S. and Canada employees are eligible with unions required to opt in.

# ENGAGING EMPLOYEES

## LABOR RIGHTS

We're committed to addressing key human rights areas, including the right to no forced or child labor, decent working conditions, no discrimination, and fair wages, and we respect the right of our employees to choose whether or not they wish to be represented. We address human rights through our [Business Conduct Policy](#) and other policies.

While maintaining direct, engaged relationships with our employees is a core value, we currently have approximately 42,000 employees who are also represented by a labor union. We strive to establish and maintain sound working relationships with the unions that represent

our employees, without compromising the best interests of our clients, customers, and business operations. To that end, while we have disputes from time to time, we have maintained positive working relationships with the unions that represent our employees.

Though we strive to retain employees, in instances in which layoffs are unavoidable, we provide as much advance notice as we can and follow the WARN (Worker Adjustment and Retraining Notification) law and state versions for advance notice at large sites.

**We're committed**  
to addressing key  
**human rights** areas.



# ENGAGING EMPLOYEES

## OCCUPATIONAL SAFETY

Our people are our most valuable asset, and we owe it to them to provide a safe workplace. Moreover, safety is top of mind for our clients, and a price of entry for new business. It's one more way we can align our clients' values and strategic objectives with our own.

## OUR SAFETY VISION: TARGET ZERO

Our global vision for safety is Target Zero. For us, that means no harm to people or the planet. We strive to create a culture of care that manifests itself in how we educate, train, motivate, and empower our associates around the world.

Our approach begins with Aramark's [SAFE \(Safety Assurance in Food and Environments\)](#) policy and management system, our common framework for operating safely, managing risk, and achieving not only our occupational and environmental safety goals, but also our food safety goals.

The SAFE principles call for creating a culture of safety, engaging and educating

employees, continuous learning, doing the right thing, taking time to stop and speak up regarding safety, and sourcing safely and responsibly.

The SAFE policy also meets the requirements of our ISO management systems in place in many of our global operations. Our ISO 14001 certification and management plan outlines specific measures that ensure safety, and site-specific compliance and managerial requirements are developed and monitored by our Safety and Risk teams. The SAFE Brief process takes place during each work shift and includes topics such as stormwater, medical waste, oil management, air permitting, waste management and reduction, and refrigerant management. We monitor NOV (Notices of Violation) received and audit our practices both internally and through a third party. Our Business Conduct Policy also guides our safety approach and addresses all aspects of safety in our operations.

We've found that safety best practices are even more likely to be implemented if our associates understand the "why." From the moment they are hired, employees engage in a rigorous pattern of training that ladders up to the overall safety picture. We also seek their input as our safety culture evolves.



# ENGAGING EMPLOYEES

## Our program includes:

- A Safety Leader Program/Network, which provides a direct line to operations to understand challenges and work together on solutions. Slips and falls in our kitchen operations, as an example, led to the Shoes for Crews program to put slip-resistant shoes on all our front-line associates. The free or discounted footwear is safe, comfortable, and fashionable—and makes all the difference in preventing slip injuries. In fiscal 2021, we distributed pairs to about 80,000 U.S. employees through Shoes for Crews and are planning to next expand to Canada.
- Ongoing occupational health and safety training, beginning when an employee is hired and introduced to our SAFE Handbook, and reinforced daily through the SAFE Brief process, which integrates safety topics into daily briefings, plus weekly safety observations, and employee recognition.
- Employee engagement via the World Safety and Health Day, which employees celebrate with photos and videos of themselves demonstrating safe practices.
- Special technology, such as the multi-language Marko app, that managers can use to conduct and record safety engagement activities via a mobile device.

Rigorous tracking and metrics are part of our approach. We report and investigate all incidents—however minor—to understand the root cause and share best practices across our company.

We measure the Occupational Safety and Health Administration (OSHA) rate of incident frequency. Despite the challenges we faced due to the COVID-19 pandemic over the past two years, we have not lost focus on our core goal of safety: Our most recent safety incident rate, from 2020, across the enterprise has seen a year-over-year improvement over the past several years. In our international operations, more than 80% of our accounts are currently at Target Zero—no work-related injuries in the past year.

## IMPACT IN ACTION

### Good Saves For Safety

Our ability to engage employees in a meaningful way is critical to our success. Our team in Northern Europe, with support from U.S. peers, rolled out the Good Save program to encourage employees to recognize exemplary safety-focused behavior, using a QR code to record and recognize the Good Save in real time. To date, more than 8,000 Good Saves have been recorded and this program is reaping some early benefits since we are seeing an improvement in our overall safety performance in Northern Europe.



# EMPOWERING HEALTHY CONSUMERS

## AN INTEGRATED APPROACH

Our health and wellness strategy is driven by the belief that cultivating an environment filled with an abundance of wholesome, fresh, nutritious foods that taste great is the single most important thing we can do to create a culture of health and well-being.

Health and nutrition are client and consumer priorities, particularly in locations where people dine frequently, like colleges and universities, workplaces, and schools. Large-scale nutrition-based public health challenges caused by diet and related health behaviors, such as obesity, heart disease, and diabetes, translate to ongoing regulatory, stakeholder, and media focus.

Our strategy brings an integrated approach that is focused on healthy food, nutrition education, consumer marketing, and wellness programs:

- We **ENABLE** a healthy food environment by providing a broad selection of great-tasting, healthy food and beverages and by clearly communicating relevant nutritional information.



- We **EDUCATE** to support an informed and empowered consumer by providing actionable, evidence-based nutrition and wellness information.
- We **ENCOURAGE** to heighten interest and appeal of healthy choices, through marketing programs.

- We **ENGAGE** to build active participation in our wellness programs and provide information on digital and social media platforms via our Feed Your Potential 365 consumer engagement campaign.



# EMPOWERING HEALTHY CONSUMERS

## PLANT-FORWARD MENU INNOVATION

To elevate the role of healthy ingredients and achieve our goal of increasing fruits, vegetables, and whole grains, as well as beans, lentils, nuts, seeds, herbs, spices, and other plant-based ingredients, Aramark launched a major plant-forward menu innovation initiative. As a result, more than 400 new plant-based recipes have been created, the average amount of red meat in our recipes was reduced by 12% between 2015 and 2020, and a plant-forward marketing program was introduced.

Our plant-forward initiative is central to our healthy menu innovation work—developing recipes that contain less calories, saturated fat, and sodium. Plant-forward recipes are also climate-friendly, benefiting the health of our consumers and our planet. In fiscal 2021, of our menus in U.S. workplaces, hospital cafés, and college and university dining halls:

- Over 30% of main dishes and sides are Eat Well recipes, which means they contain a full serving of nutritionally dense whole foods (fruits, vegetables, leafy greens, whole grains, beans, legumes, and lean proteins) and are lower in calories, saturated fat, and sodium.

- More than 13% of main dishes and sides have whole grains as one of the leading ingredients.
- More than 35% of main dishes are either vegan, vegetarian or plant-forward.

## PARTNERING FOR IMPACT

Aramark and the American Heart Association's Healthy for Life® initiative encourages consumers to discover and choose healthy food and provides extensive community nutrition education resources accessed by hundreds of community-based organizations across the country.



## IMPACT IN ACTION

### Cool Food Meals

Food systems account for 25% of annual global GHG emissions, and 88% of consumers want brands to help them live more climate-friendly lifestyles, according to the World Resources Institute (WRI). This year, we are partnering with WRI to help students and faculty make climate-friendly choices by rolling out Cool Food Meals on dining hall menus at 10 U.S.-based universities.

The Cool Food Meals label identifies dishes with a lower carbon footprint. Using a dish's ingredients, WRI calculates the carbon footprint for a meal, from farm to fork. Meals that fall below WRI's threshold and meet nutritional safeguards are approved as Cool Food Meals. The Cool Food Meals initiative builds on Aramark's plant-forward menu innovation initiative.

# EMPOWERING HEALTHY CONSUMERS

## FOOD SAFETY

Food safety is an important part of Aramark's Target Zero vision—no harm to people or to the environment—and is guided by our SAFE™ policy and the Aramark SAFE™ Management System, our common framework for operating safely, managing risk, and achieving our food, occupational, and environmental safety goals.

Our food safety quality assurance program covers associate health and hygiene, cleaning and sanitation, pest management, equipment, receiving and storage, food handling, and food service and delivery as well as allergens management and hazard control and management. All food service associates are required to follow specific standards and procedures when handling foods, and associates are

regularly trained with engaging, field-focused tools and visual aids. Associates are also required to track important food safety information throughout their shifts, such as temperatures.

Our Global Safety Steering Committee, composed of safety leads from each country where we operate, meets routinely to share best practices and align programs globally.



All food service associates are **required to follow specific standards and procedures** when handling foods.

# EMPOWERING HEALTHY CONSUMERS

## FOOD SAFETY COMPLIANCE AND AUDIT APPROACH

As part of Aramark's enterprise risk management framework, Safety and Risk leadership presents program enhancements, risk reduction strategies, and continuous improvement efforts to the Aramark Compliance Council quarterly; and our Chief Compliance Officer shares this information with the Audit Committee of the board semi-annually. To measure our effectiveness, we track key performance indicators that are also presented to the Compliance Council quarterly.

We also maintain a Food Safety Risk Register that manages/monitors the greatest food safety risk and mitigation strategies by country.

In the U.S. and Canada, we conduct nearly 2,000 audits of food operations annually (pre-pandemic) in partnership with [Steritech](#), which ensures compliance with the U.S. Food and Drug Administration's (FDA) Model Food Code, and state, municipal, and regulatory standards by country. These specialists coach and educate on the Aramark standards and provide feedback on strengths and areas for improvement at the end of each audit.

In addition, every country where we operate has similar robust food safety audit programs, utilizing both internal and/or external resources.

We also audit suppliers with a program rooted in the principles of Global Food Safety Initiative (GFSI) initiative, track results and ensure continuous improvement.



# EMPOWERING HEALTHY CONSUMERS



Overall, our approach to food safety and quality is to use the FDA Food Code and globally recognized ISO 22000 principles as a foundational benchmark for our standards and processes. We also use a Hazard Analysis Critical Control Point (HACCP) approach to identify specialized food safety risks in the different environments in which we operate.

Aramark has an intake process for reporting of alleged food safety incidents, such as potential foodborne illness, allergen-related or foreign object-related events. All reported alleged incidents are tracked and monitored by food safety and/or supply chain subject matter experts. Investigations are initiated and corrective action implemented, when appropriate.

## IMPACT IN ACTION

### Food Safety Training

Food safety education takes place on a daily basis, engaging both managers and front-line employees. Among the food safety training tools we offer:

- Food Safety Manager Training, an online course assigned to more than 6,000 food service managers and leaders annually in the U.S. and Canada. Similar training is provided to managers across the globe, aligned with country-specific requirements.
- AllerTrain™ is an ANSI-accredited food allergen training and certification, available to all employees. Currently, more than 1,000 Aramark employees have completed the training and over 600 have obtained AllerTrain™ certification.
- The global weekly SAFE Brief process provides routine food safety topics and related micro-learnings to managers for discussion and engagement during daily huddles. All global food safety leads have access to the content to localize and translate for their use.
- SAFE Brief content, including [micro-learning videos](#), is now available to managers on the Aramark Marko app to easily share content at team huddles.

# BUILDING LOCAL COMMUNITIES

At Aramark, we work every day to enable a healthy and equitable society. We're committed to three areas that support this goal:

- **Empowering Workforce Success:**  
Offering skill development and opportunities to drive economic independence
- **Inspiring Healthy Lives:** Increasing access to healthy food and nutrition education
- **Building Vibrant Communities:**  
Enhancing community environments

We engage our employees in volunteer events—including a global day of service—and support community-based organizations (CBOs) whose work aligns with our mission. We collaborate with community leaders to develop solutions that address widespread challenges. Together we build stronger communities, giving back where our teams live and work.

We define our strategic approach to building community with three pillars: how we care through our community relations programs, what we give through our strategic investments, and what our employee volunteers do to support these efforts.



## WE CARE: Community Relations

By establishing mutually beneficial relationships with leading nonprofit organizations, we create sustainable solutions. From Healthy For Life®, an innovative, award-winning approach to inspiring Americans to lead healthier lives developed in conjunction with the American Heart Association, to Out4Good, a second-chance employment training program executed by the Urban League of Philadelphia, we are driving change in our communities.

## WE GIVE: Strategic Investment

Every year we invest millions of dollars in direct, in-kind, and matching contributions to organizations that create measurable social and environmental impact. Through Aramark Building Community (ABC), our signature volunteer and community impact initiative, we provide grants to CBOs, such as City Year, Boys and Girls Clubs of America, American Red Cross, and Urban League, to fund programs that improve the health, wellness, and employment success of individuals and families.

# BUILDING LOCAL COMMUNITIES

## WE DO: Employee Volunteerism

Since 2008, we have created volunteer activities and encouraged employees to give back to our local communities. We foster relationships between Aramark and CBOs through transformational volunteer experiences that leverage Aramark's expertise to address social, economic, and environmental inequities.



## IMPACT IN ACTION

### We Do: Volunteers In Germany Support Flood-Devastated Communities

In July 2021, massive floods due to torrential rains devastated several communities in the western and southern parts of Germany. More than 100 people lost their lives and 3,000 homes were damaged or destroyed.

Our teams quickly activated to assist in the massive recovery effort. Almost immediately, the first relief supplies were on their way from our Refreshment Services business, providing supplies to Red Cross aid workers and divers. The recovery efforts by our team continued for several months.

When the call came in shortly afterward asking if we could completely feed two more affected communities for at least a week, the decision was quickly made to serve breakfast, lunch, and dinner.

"Of course we helped and there was no question for the operational colleagues about whether to support the impacted

areas over the weekends as well," explains Arnd Rune Thomas, Vice President, Operations. "It makes me proud to experience what we were able to do in such a short timeframe."

### Aramark Building Community Day

ABC Day is a global day of service, celebrating our year-round engagement with communities around the world. Over nearly a decade of service, we have created hundreds of volunteer activities and encouraged thousands of employees to give their time and talents to local communities. By fostering relationships between our employees and community-based organizations we are able to address social, economic, and environmental inequities.

In fiscal 2021, we invested almost half a million dollars, engaged nearly 2,000 employee volunteers, and generated positive impact for more than 50,000 individuals. Additionally, we planted 50 trees and distributed another 200 seedlings, served 15,300 meals and created 10 community gardens on that day.

# 2021 COMMUNITY IMPACT

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DONATED ALMOST  
**\$11 MILLION**

THROUGH DIRECT, IN-KIND, AND MATCHING CONTRIBUTIONS

DISTRIBUTED  
**101 GRANTS**

TO ARAMARK BUILDING COMMUNITY PARTNERS

IMPACTED OVER  
**600**  
NONPROFITS

**HOSTED 138**  
VOLUNTEER EVENTS

**ENGAGED**  
**2,400**  
VOLUNTEERS

SERVED  
82,030 MEALS

HELPED  
**164,500**  
STUDENTS

**AIDED 316 COMMUNITIES**  
**IN 176 CITIES IN 6 COUNTRIES**

SUPPORTED OVER  
**250,000 PEOPLE**

# SOURCING ETHICALLY, INCLUSIVELY, AND RESPONSIBLY

## IMPACT THROUGH RESPONSIBLE SOURCING

We have a long-standing commitment to advance sustainable sourcing practices that minimize impacts on people, animals, and the environment, which has a direct impact on our local and global economies, our health and wellness, and the planet.

The majority of Aramark's purchases are in our food and facilities businesses through categories including bakery, dairy, grocery, disposables, meat, poultry, and produce. We continuously monitor, assess, and prioritize categories based on our spend, our ability to influence contracts, and our relationships with suppliers, as well as environmental and social impacts and risks. We combine various sources of input from NGOs, consultants, market research, investors, and clients with specific supply chain analyses to prioritize and drive progress in the most material and impactful areas.

Our Sustainable Sourcing Framework details Aramark's end-to-end management



of the environmental and social impacts in our food and facilities services supply chain. It begins with monitoring issues and stakeholder engagement to inform and

shape our approach, through development of our strategy and commitments, implementation of plans, and tracking and reporting against our goals.



# SOURCING ETHICALLY, INCLUSIVELY, AND RESPONSIBLY

Our GHG inventory shows that the most significant source of GHG emissions at our company is purchased goods and services, making up 47% of total fiscal 2021 emissions, and animal products account for the majority of emissions purchased goods. As a result, we know that sourcing less beef and our non-deforestation work (see p. 34) will be critical to achieving our targets, and this strategy goes hand in hand with our work on plant-forward menus (see p. 25).



We consider social and environmental impacts within our procurement policies and practices, and we have a number of standards and requirements that apply to authorized suppliers of goods and services in support of our food and facilities businesses in North America. Our contracts set the expectation for suppliers to follow our [FSS Supplier Code of Conduct](#), which establishes baseline expectations around social and environmental responsibility.

Our standard enterprise supply chain management contracting process for suppliers in support of our North America food and facilities businesses requires suppliers to comply with all applicable laws, including environmental laws. Moreover, we encourage our suppliers to surpass mandatory requirements in order to reduce the environmental impact of their operations. In line with the process above, we require those suppliers to deliver and maintain a written sustainability policy applicable to their operations as well as report on the success of their sustainability efforts.

Similarly, our standard enterprise supply chain management RFP process includes sustainability questions as part of our supplier decision-making. We enhanced our focus in this area in

2020 with the inclusion of additional sustainability questions in the RFP process for higher priority categories as well as engagement of EcoVadis® as a third-party service provider to assist us in supplier sustainability assessment and benchmarking. Focusing initially on higher priority categories, working with EcoVadis® will further enable us to evaluate how our suppliers are performing and how we can support them in furthering sustainability efforts.

We consider **social and environmental impacts** within our procurement policies and practices.

[Aramark's Sustainable Sourcing Policy](#) addresses our priorities, including animal welfare, antibiotics stewardship, no-deforestation, sustainable seafood, and single-use plastics. For each priority, our actions are guided by a set of principles that serve as the foundation for what we expect from our suppliers and inform time-bound commitments across the countries where we operate.

# SOURCING ETHICALLY, INCLUSIVELY, AND RESPONSIBLY

## NO DEFORESTATION

Our [No-Deforestation Policy \(part of our Sustainable Sourcing Policy\)](#) contributes to our strategy to reduce GHG emissions. Converting tropical forests for agricultural products such as palm oil, soy, beef, and paper (timber) is a leading cause of deforestation, and a major contributor to climate change.

In 2021, we ensured that the soy used in all our contracted soy oils, as well as soy used in our contracted margarines and shortenings, is sourced from regions with no deforestation risk. We ensure that the palm oil in all our contracted margarines and shortenings is responsibly sourced. In fiscal 2021, 85% of beef that was purchased under a contract agreement was sourced from areas with no deforestation risk. We also increased supplier engagement around beef sourcing, soy as feed for beef, pork, poultry, and aquaculture, as well as general climate and forestry policies and procedures.

See our [CDP Forestry response](#) for additional context on this topic.



## ANIMAL WELFARE

Our [Animal Welfare Policy \(part of our Sustainable Sourcing Policy\)](#) addresses the treatment of animals for egg, meat, and dairy products, incorporating guidance from leading animal welfare organizations.

While supply chain disruptions related to the ongoing COVID-19 pandemic have affected the status of our cage-free egg progress, we continue to drive toward cage-free shell eggs, liquid, and processed egg products. In 2021, we put particular focus on our global operations and purchases, with each region setting a plan toward our global cage-free egg goal by the end of 2025. We continue to report publicly through [Global Coalition for Animal Welfare](#) and [Egg Track](#).

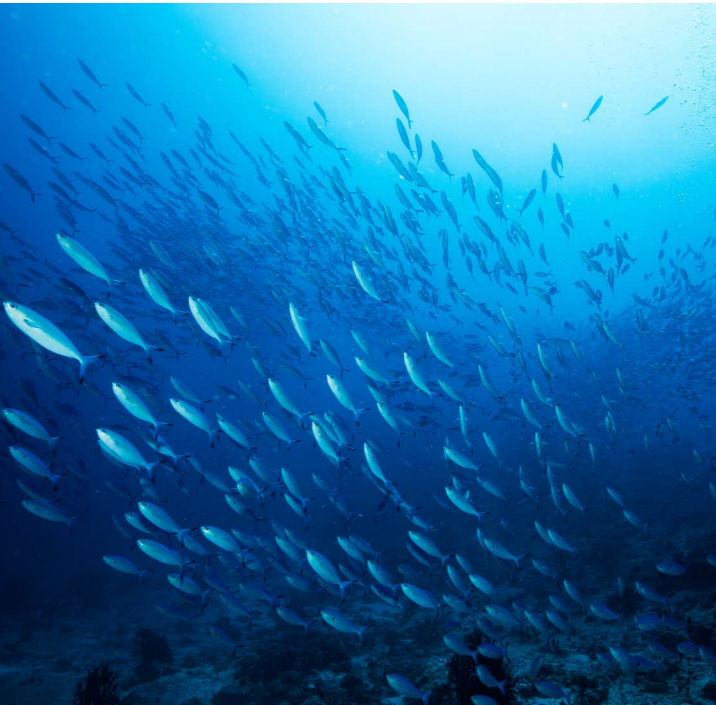
We plan to transition 100% of our U.S. contracted pork to group-housed by the end of 2022. Aramark maintains our commitment to eliminate gestation crates from our supply chain and we continue to work with suppliers towards this goal. As of October 2021, we were at 71% reduced-crated pork and we're on track to be at nearly 100% reduced-crated pork by the fall of 2022.

We are continuing our efforts toward transitioning to more humanely raised broiler chickens in the U.S., Canada, and Europe, including engaging our suppliers and the general market as well as participating in cross-industry working groups.

# SOURCING ETHICALLY, INCLUSIVELY, AND RESPONSIBLY

## SUSTAINABLE SEAFOOD

Guided by our [Sustainable Seafood Policy \(part of our Sustainable Sourcing Policy\)](#), and our Supplier Code of Conduct, we buy seafood from sources that maintain healthy marine life and ecosystems and



respect seafood workers and communities throughout the supply chain. In addition to its applicability in the U.S., sustainable seafood programs are also underway in Canada, Germany, and the United Kingdom. In fiscal 2020 (our most recent available data), 98% of our contracted frozen finfish purchases in the U.S. met Monterey Bay Aquarium Seafood Watch recommendations.

In 2021, we committed to prioritize New England seafood purchases of whitefish species that are local Gulf of Maine Research Institute (GMRI) Responsible Harvest-designated species across our Education, Healthcare, and Business Dining sectors. [Learn more here.](#)

## SOCIAL COMPLIANCE IN UNIFORM SERVICES

In our Uniforms segment, policies and procedures are in place to address the issues unique to that business, including a Corporate Social Compliance Policy and a Code of Conduct with required certification. These policies address humane working conditions, and every vendor is required to re-sign the

certification annually. Third-party auditors are used to perform comprehensive social compliance audits of factories from which we purchase goods. In addition, Aramark employees personally visit factories to confirm compliance.

Our Monclova and San Pedro factories in Mexico have been awarded numerous certifications. Through Worldwide Responsible Accredited Production (WRAP), Monclova has been Gold certified since 2019 with San Pedro following in 2020. The WRAP program is a widely accepted independent certification for the apparel, textile, footwear, and sewn products industry for lawful, humane, and ethical production. Both factories are Gold certified through global safety certification company UL's Zero Waste to Landfill program as diverting as much as 98% of waste from landfills. In November 2021, our Monclova facility earned STeP by OEKO-TEX® certification. This program certifies that our facility manufactures textiles under sustainable production conditions in six different areas: chemicals, environmental performance, environmental management, social responsibility, quality management, and safety.

# SOURCING ETHICALLY, INCLUSIVELY, AND RESPONSIBLY

## LOCAL, SMALL, AND DIVERSE SUPPLIERS

Aramark is committed to working with small businesses and businesses owned and operated by minorities, women,

and other diverse populations. This commitment is a key ingredient to the formation of strategic relationships that provide more culturally authentic products, provide value to our clients, and foster local economic impact. It is an essential supply chain strategy that drives economic

impact, and it also further optimizes our sustainability, community relations, and diversity and inclusion goals.

We understand that each client is different, and that flexibility is key. That is why we take a customized approach to our supplier diversity efforts for each client, adjusting to meet the needs of the numerous business categories, certification agency requirements, and geographic areas in which we serve.

Our goal is to increase our small and diverse spend to 25% of total spend in the U.S. throughout our supply chain by 2025. We've also made our supplier certification campaign a priority to ensure our small and diverse supplier base is aware of network and business resources available to them. At present, 52% of our diverse suppliers are certified by a third-party diversity agency. Our partner in this endeavor, Certify My Company, a certified women-owned business enterprise (WBE) and a disabled-owned business enterprise (DOBE), is assisting our remaining self-classified diverse suppliers to obtain third-party diversity certifications.



# SOURCING ETHICALLY, INCLUSIVELY, AND RESPONSIBLY

We define locally sourced as grown, raised or caught within 250 miles (400 km) of the Aramark client location. Whenever possible, we strive to purchase products from small-scale community-based producers that are independently or cooperatively owned enterprises. Sourcing products responsibly in a way that minimizes impacts to people, animals,

and the environment has a direct effect on our local economies, our health and wellness, and the environment. Working with our suppliers, we've taken important steps on responsible sourcing to drive measurable change to local communities. In fiscal 2021, we worked with 470 farms and sourced \$7.6 million in local products in the U.S.

## IMPACT IN ACTION

### Helping Our Diverse Suppliers

For the last two years, Aramark has expanded supplier diversity efforts to include comprehensive supplier development programming. In 2020, Aramark partnered with the Chicago Minority Supplier Development Council on the Progress, Insight & Performance Education (PIPE) Program for diverse-owned businesses. This year, similar programs and mentoring initiatives have been activated with the Eastern Minority Supplier Development Council, Southern California Development Council, and the Greater Philadelphia Hispanic Chamber of Commerce. By expanding opportunities for capacity building, coaching, and business development among these businesses, we enhance our supplier diversity efforts to make a greater impact on local economic recovery within the communities we serve.

Calenthia Torrence-Harper, founder and CEO of City Wide Jani, a commercial cleaning services company in Chicago, says the strategies she learned and incorporated have made a big difference in her business. Revenue is up and her staff is more engaged.



# OPERATING EFFICIENTLY

Improving operational efficiency is good for business, makes sense for our clients, and helps us achieve our climate goal.

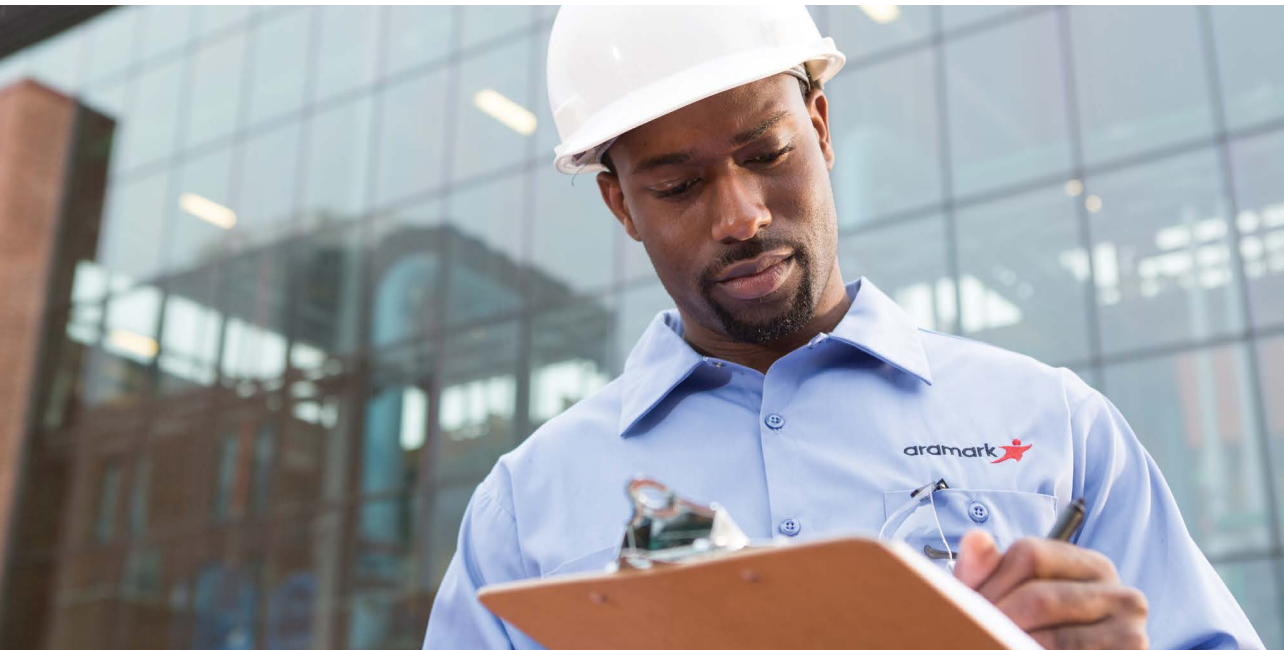
Of Aramark's total GHG emissions, 9% come from the buildings and vehicles Aramark owns and operates. We're tackling this part of our carbon footprint by improving the energy efficiency of our buildings and optimizing fleet routes for efficiency.

## FACILITIES MANAGEMENT

From cleaning and grounds management to building maintenance and engineering solutions, we manage client facilities covering about 1 billion square feet of space worldwide. We develop tailored solutions to support clients, including energy management solutions that minimize energy consumption and improve operational efficiencies.

In addition to the buildings and vehicles we own and operate, a significant portion of our emissions come from Aramark energy consumed on site at client locations, making up 41% of our total footprint. We're partnering with clients to reduce emissions through improved operational practices, energy management solutions, and enhanced data collection.

We develop tailored solutions to support clients, including energy management solutions that **minimize energy consumption and improve operational efficiencies.**



# OPERATING EFFICIENTLY

## WATER AND ENERGY

In our Uniforms segment, enhancing our wash chemistry saves both water and energy in the process.

Because industrial laundries use less power and water per garment than laundering at home, they are, by design, more efficient. We're committed to cleaning garments with environmentally friendly phosphate-free and NPE-free (nonylphenol ethoxylates) detergents from the laundering process. We also leverage water reuse and heat reclamation systems in many laundry facilities to increase efficiency.

Enhancing our wash chemistry allows us to significantly conserve electricity, natural gas, and water. Our most recent chemical upgrade has provided substantial utility resource reductions with shorter washing machine run times (electricity), reduced water temperatures (natural gas), and fewer rinse cycles (water).

Most of our plants obtain their water from local municipal systems, with fewer than 10 locations supplementing their process water from an on-site well. Our improved wash chemistry saves approximately 100 million gallons of water a year. This water savings translates to a reduction



in our wastewater discharge of more than 90 million gallons. Our processing plants are connected to local municipal publicly owned treatment works (POTW) and discharge under the local POTW regulations. Our goal is to achieve 100% compliance, so we conduct operator training on wastewater management and

maintain a strong working relationship with our wastewater chemical supplier.

In the year ahead, we're looking at opportunities for renewable energy at Aramark's buildings and making plans to collect better data to drive our reduction strategies at client locations through efforts such as submetering.

# OPERATING EFFICIENTLY

## FLEET

As previously mentioned, an estimated 9% of our company's total emissions comes from the buildings and vehicles Aramark owns and operates. Our businesses use vehicles to deliver food, refreshments, supplies, and uniforms. With thousands of vehicles in our fleet and millions of miles traveled annually, it's essential for us to minimize our use of fossil fuels and the emissions that result.

By 2022, our target is to reduce fuel consumption by 8% from our 2019 baseline\*, or about 12,000 metric tons of carbon dioxide (CO<sub>2</sub>), through telematics technology, route optimization, and fleet modernization.

We are on track to meet this goal. In fiscal 2021, fuel consumption across the company was lower than the prior year by 5%, or about 850,000 gallons, even as business started to return to pre-pandemic levels.

It's essential for us to **minimize our use of fossil fuels and the emissions** that result.

To accomplish this goal, we optimize routes with technology and processes that reduce travel time and fuel consumption. Telematics technology in our Uniforms and Refreshments businesses, for example, allows us to proactively reduce our fuel usage by limiting idling through real-time in-cab driver alerts. We have installed telematics on 96% of our Uniforms and Refreshments medium and heavy-duty fleet. This system provides information on maintenance diagnostics while helping drivers improve their driving behavior to deliver fuel reductions.

\*20.15M Gallons



## IMPACT IN ACTION

### Building Our Electric Fleet

As we continue to explore the viability of an even larger-scale electric fleet, our Uniforms segment received California HVIP (Hybrid And Zero-Emission Truck And Bus Voucher Incentive Project) grant vouchers, which will allow us to add up to 30 electric vehicles between April 2022 and April 2023, following testing of the technical and operational feasibility of these vehicles. Through the California HVIP, more than 7,000 vehicles have been purchased at a reduced price, encouraging cleaner fleets in companies throughout the state.



# MINIMIZING FOOD WASTE

Food waste generated by our operations contributes to GHG emissions and represents an important opportunity to partner with clients to reduce our environmental impact and cut costs.

We drive waste minimization by focusing on reducing, reusing, and recycling food waste wherever possible. Our approach is aligned to the Environmental Protection Agency (EPA) food recovery hierarchy.

We work to continuously minimize our footprint through our waste reduction efforts. Reducing waste is a core commitment for Aramark and as a U.S. Department of Agriculture Food Loss and Waste 2030 Champion, we are committed to reducing food waste in the U.S. by 50% by 2030 from our 2015 baseline\*.

## PROGRESS TOWARDS OUR TARGET

For fiscal 2021, pre-consumer food waste in our U.S. food operations segment operations was 74% lower than our 2015 baseline. However, throughout the last two

years, the ongoing COVID-19 pandemic forced most of our client locations to close for an extended period, significantly reducing the amount of reported waste.

Client locations started reopening throughout fiscal 2021, and as more open in the early months of fiscal 2022, we expect food waste to normalize by the end of the year. We believe we are well positioned to meet our 50% reduction goal by 2030.

## FOOD MANAGEMENT PROCESS

Our enterprise-wide food management production process includes five modules that all support food waste minimization during planning, purchasing, production, service and post-event. We use the results from production and service to make better-educated decisions in the future planning and forecasting process. Each module contains a complete set of standard operating activities, to support operators in making decisions that will help reduce food waste.

## IMPACT IN ACTION

### Food Donations

Although our goal is to eliminate food waste before it's generated, there still may be instances when our operations have excess safe, unserved food. Our food donation program provides this food to hunger relief and community agencies. Donating surplus food helps feed people in need and reduce the environmental and financial impact of food waste by keeping surplus prepared food out of landfills.

While we track waste manually in some locations, we also employ technology-based solutions, with a suite of front-line tools that guide operators through their day from prep through service—saving time and effort. The waste tracking functionality allows operators to record food waste directly within the applications, eliminating the need to print and fill out food waste logs.

We have more than 450 locations using a mobile app, improving waste compliance scores and providing managers with more insight into where their waste is coming from and how they can reduce it.

**We drive waste minimization** by focusing on reducing, reusing, and recycling food waste

\*61.4M Pounds

# REDUCING PACKAGING

Since 2018, we have been reducing single-use plastics in our operations. These efforts reduce waste, create cost savings, and align with client, supplier, and NGO expectations.

Consumer packaging makes up more than 30% of landfill waste, according to the EPA, and the bulk of that is food packaging. Reducing packaging cuts emissions from sourcing raw materials like plastic and aluminum, transporting products, and disposing of waste.

In particular, plastic packaging contributes to GHG emissions throughout its entire life cycle, from extraction to disposal, and also negatively affects marine life.



Our process to reduce packaging is twofold: in some cases, we work with our clients to remove disposable products completely, and we also manage our packaging reduction through our supply chain, reducing and sourcing more sustainable alternatives whenever possible.

Our commitment to significantly reduce single-use disposable plastics, such as plastic straws, stirrers, bags, cutlery, and other packaging across global food operations by 2022 drives our strategy. We started by reducing plastic straws and stirrers and offering eco-friendly items instead. We continue our efforts toward transitioning to more environmentally friendly straws and stirrers, reaching over 95% wood stirrers by the end of fiscal 2021 in the U.S. We are currently identifying other categories of plastics that can be reduced or eliminated.

We're also partnering with suppliers and national brands to expand reusable products, such as tumblers, sports bottles, cutlery sets, straws, and take-out containers, and to reduce packaging through design and innovation, such as compostable snack food bags.

In our Education sector, we are deploying a prompt in our mobile ordering app that will encourage customers to skip disposable cutlery in their orders.

## IMPACT IN ACTION

### Pledging To Prevent Plastic Waste

In Northern Europe, we've made a commitment to achieve 100% recyclable and reusable packaging in our client locations by 2025. In 2021, we removed all polystyrene, equating to 200,000 items, which accounted for 3% of our single-use packaging volume in 2019.

In July 2021, Aramark Northern Europe signed Repak's Plastic Pledge, which commits to making the prevention of plastic packaging waste a priority, minimizing avoidable single-use packaging, and promoting packaging reuse.

These principles and commitments are encouraged across our operations and aligned with our goals and objectives across Northern Europe.

This functionality will be available in other lines of business in 2022.

We provide our operators with detailed resources to help them implement programs to reduce, reuse, and recycle materials at their client locations. Operator guides, marketing materials, and client information is provided for recycling, reducing disposables, reusing containers, and implementing alternatives to disposable bottled beverages.

# INTEGRITY AND COMPLIANCE

Doing everything with integrity is a core value at Aramark. Acting ethically is not only the right thing to do, but also the right thing to do for our business. The trust that our employees, clients, and customers place in us is fundamental to protecting the reputation and long-term success of our business.

Aramark's [Business Conduct Policy \(BCP\)](#) provides the rules that define all we do and who we are. Supporting the BCP is a robust policy framework, including policies on anticorruption, gifts and entertainment, conflicts of interest, political contributions, and data privacy. The BCP is available in 10 languages.

We require employees at all levels of the company to **be aware of and abide by the Business Conduct Policy (BCP).**

## ETHICS & COMPLIANCE PROGRAMS

Aramark's global ethics and compliance team, led by our Chief Compliance Officer, has primary responsibility for promoting, monitoring and enforcing ethics and compliance at Aramark, including the BCP. The team accomplishes this through training, policies, and processes designed to foster an ethical culture and protect against the risk of noncompliance.

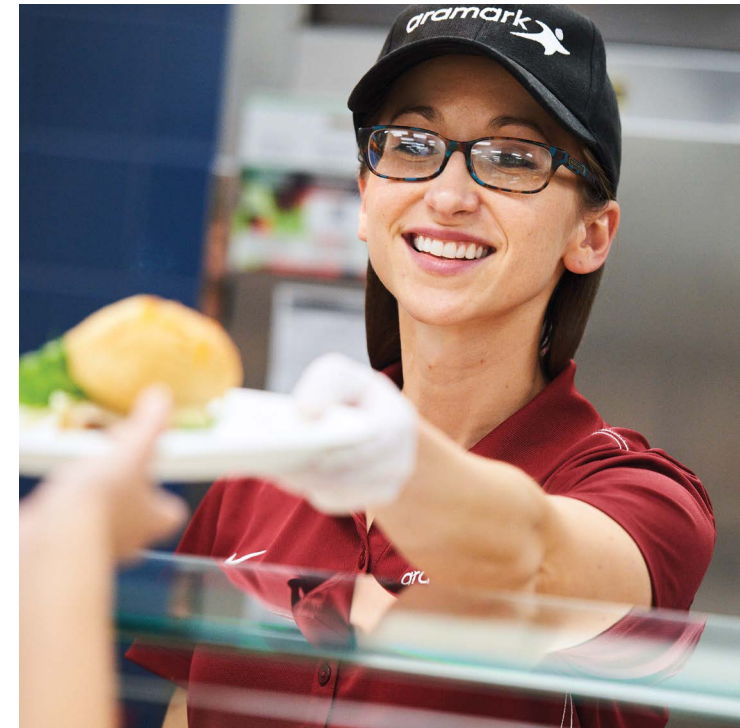
The Compliance Council, consisting of stakeholders across the company, meets quarterly to conduct risk assessments and track progress on key compliance risk areas. Audits of compliance with the BCP and local law are conducted on a regular basis in all country regions.

## COMPLIANCE TRAINING AND AWARENESS

We require employees at all levels of the company to be aware of and abide by the BCP. Salaried employees are required to take annual online BCP training. For our front-line associates, BCP posters combine key principles and [Aramark Employee](#)

[Hotline](#) information into a simplified format, available in 10 languages.

In addition to our annual training, the BCP is reinforced throughout the year with internal articles, newsletters, digital signage, and leadership messaging. Subject matter compliance training on key risks is conducted on a global and targeted basis.



# INTEGRITY AND COMPLIANCE

## REPORTING MECHANISMS AND INVESTIGATIONS

Employees can raise concerns and report BCP violations through any of the following channels:

- Their manager
- Another manager
- Human Resources
- Email to Legal or Audit
- Letter to the Audit Committee of the Board of Directors
- The Aramark Hotline

The Aramark Hotline is operated by a third-party company, allowing employees, suppliers, and any member of the community to raise any concerns. Reports can be made anonymously, either online or by phone. The hotline is available 24/7 and translation services are available.

Each case is assigned to an investigator, and when a concern is validated, appropriate action is taken. The Audit Committee receives updates on trends and significant matters.

## WHISTLEBLOWER PROTECTION

Retaliation is expressly prohibited by the BCP. Aramark is committed to protecting the rights of those individuals who report issues in good faith.

## ANTICORRUPTION POLICY AND THIRD-PARTY DUE DILIGENCE

Aramark's Anticorruption Policy prohibits bribery, corruption, and fraud of any kind and requires anticorruption due diligence processes to be conducted on third parties. All employees whose role poses a potential corruption risk must complete our anticorruption training course. We conduct annual anticorruption audits in all the country regions in which we operate.

## BOARD OVERSIGHT

Our Board of Directors is focused on advancing openness, honesty, fairness, and integrity in the boardroom and across the company, including:

- Overseeing compliance with Aramark's Business Conduct Policy, including Audit



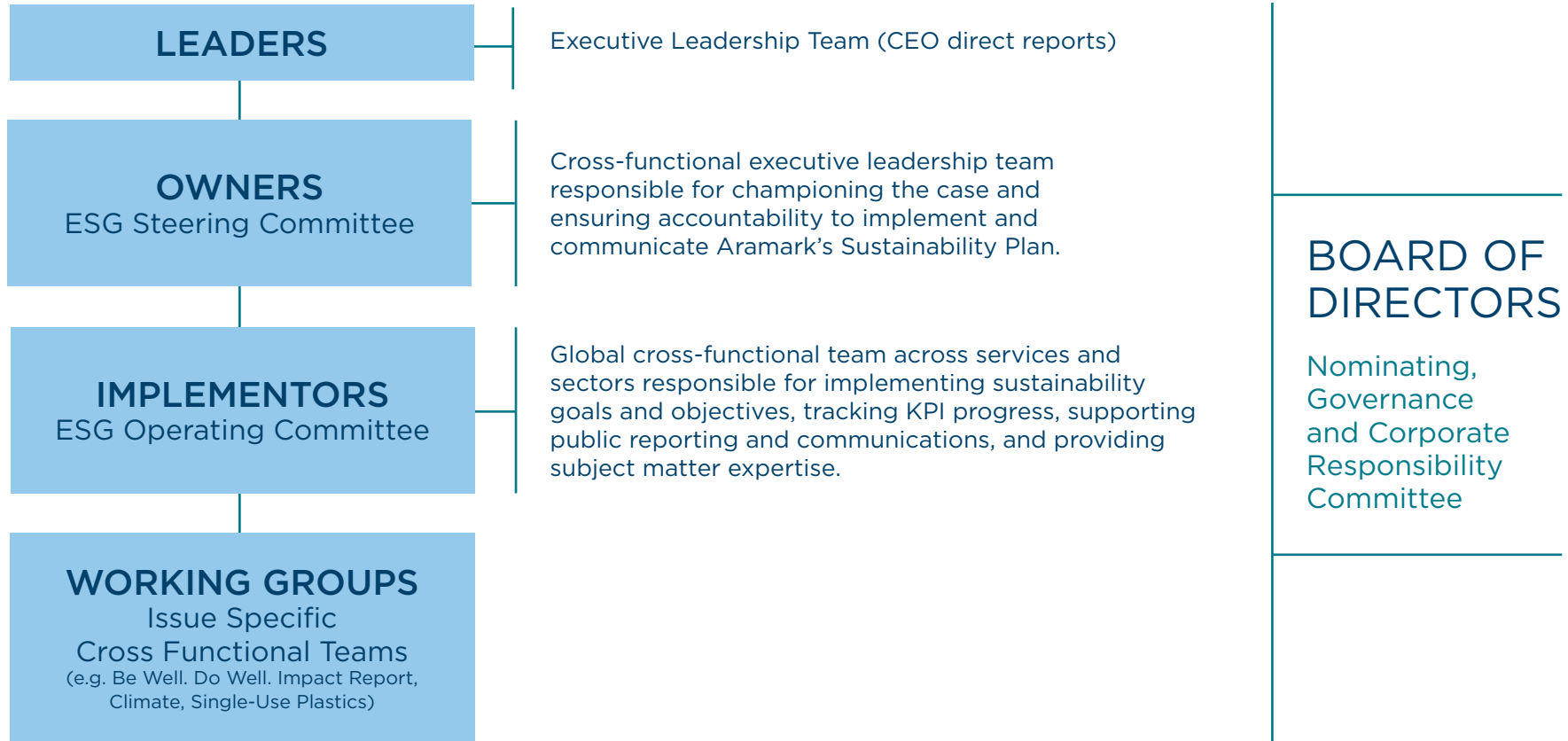
Committee review of compliance program updates, hotline trends, and significant BCP matters;

- Fostering a culture of integrity and risk awareness through the Board's oversight of Aramark's enterprise risk management framework, which includes review of specific high-priority risks on a regular basis throughout the year; and
- Establishing a means for employees to raise issues to the Board.

To access our Business Conduct Policy and supporting policies, please visit [www.aramark.com/policy](http://www.aramark.com/policy).

# OVERSIGHT OF ESG

Our structures to govern oversight of our ESG strategy are designed to facilitate executive leadership, drive implementation accountability, and foster cross-functional coordination. With oversight from the Board of Directors Nominating, Governance and Corporate Responsibility Committee, our executive leadership team is accountable for our sustainability strategy. ESG metrics are tied to executive performance scorecards for fiscal 2022 and are likely to be included in the annual incentive plan for fiscal 2023. Our strategy is guided by an ESG Steering Committee and executed through an ESG Operating Committee and issue-specific teams like the Climate Working Group.



A woman with long brown hair, wearing a blue plaid dress with a white floral pattern, is walking away from the camera through a field of tall, golden-brown grass. The scene is backlit by a bright sun, creating a warm, golden glow and long shadows. The woman's hair is blowing in the wind, and she is holding a small red object in her right hand. The background shows a line of trees under a clear sky.

# ESG REPORTING APPENDIX

- Stakeholder Engagement
- ESG Performance Data
- Global Reporting Initiative (GRI)
- Sustainability Accounting Standards Board (SASB)
- Task Force on Climate-Related Financial Disclosures (TCFD)

## STAKEHOLDER ENGAGEMENT

At Aramark, we know that our success relies on how we understand and respond to our stakeholders' needs. When it comes to ESG, we know that expectations are increasing, and in collaboration with experts and stakeholders, we constantly evaluate our progress and move toward meaningful objectives. One example of this is through our recent materiality assessment (p. 13).

As we learn from our experiences in the U.S., we are applying our knowledge to advance responsible sourcing practices in the other countries in which we operate. Ultimately, our goal is to support global progress, and we are prioritizing change based on materiality and scale and where we can make the greatest impact.

Who	Why We Engage	How We Engage
<b>Clients</b>	Client partners, along with employees, are core to our business. We provide food, facilities, or uniforms service offerings to support our clients. We have thousands of diverse clients globally, including in education, healthcare, sports and entertainment, business, and government.	Presidents, Regional Vice Presidents, and District Managers across our sectors are engaging clients each day to understand priorities and opportunities. Our Client Advisory Council is a formal structure by which we seek to better understand client needs to inform our work.
<b>Consumers</b>	At Aramark, customer service is at the center of what we do. We're always looking for new ways to ensure we're offering the best possible products and services that meet the needs of our consumers and clients. In order to understand those needs, we need to proactively listen using a variety of insight approaches.	We undertake proprietary research and third-party consumer insights relevant to overall interests and sometimes conduct issue-specific monitoring. We also monitor social media to understand consumer sentiment.  We created Your Voice Counts™, an enterprise-wide consumer feedback tool. This program enables our consumers to quickly and easily provide us with real-time, ongoing feedback either online or from their mobile device.

## STAKEHOLDER ENGAGEMENT

Who	Why We Engage	How We Engage
<b>Non-governmental organizations (NGOs)</b>	<p>NGOs offer insights and expertise on a range of environmental and social issues. Engaging and partnering with NGOs enables us to keep our finger on the pulse of issues important to many stakeholders. External input also informs our sustainability strategy, programs, and practices.</p>	<p>We have regular engagement through quarterly or annual check-in conference calls, as well as formal partnerships, like our Cool Foods collaboration with WRI (p. 25).</p> <p>We have also participated in pre-competitive corporate roundtables over the years managed by NGOs – such as the Humane Society of the U.S. and Monterey Bay Aquarium Seafood Watch – following Chatham House Rules and respecting all confidentiality rules and regulations.</p>
<b>Employees</b>	<p>The success of our business is directly tied to the skills and efforts of our 248,000-plus employees. As a service company focused on hospitality, we rely heavily on our front-line and part-time workforce, and engaging not only our managers, but also our hourly employees is critical.</p>	<p>We support equity and wellbeing for employees by helping people develop their careers, providing robust employee benefits, and protecting their health and safety (p. 16).</p>
<b>Investors</b>	<p>Our investors have an interest in company strategy and performance, and issues of importance to the immediate and long-term health of Aramark such as the company’s ESG strategy, risks, and performance.</p>	<p>Our Investor Relations team meets regularly with current and prospective investors, with engagement from the C-suite team and functional subject matter experts. We also respond to email and phone inquiries related to ESG, and we regularly review ESG ratings and rankings to understand how our performance and disclosure is evaluated.</p>



## STAKEHOLDER ENGAGEMENT

Who	Why We Engage	How We Engage
<b>Suppliers</b>	Aramark's suppliers and distributors play a critical role in the successful delivery of our services. By engaging with suppliers on ESG/sustainability issues, we're better positioned to proactively address current and emerging issues.	We have regular engagement with suppliers, especially around key topics, through quarterly or annual check-in conference calls, emails, and surveys managed by the supply chain team and involving the enterprise sustainability team. We also use EcoVadis as an engagement and assessment tool. Engagement is a core component of Aramark's Sustainable Sourcing Framework, and cross-functional teams monitor ESG impacts in our supply chain and engaging external stakeholders to inform and shape our approach (p. 32).
<b>Communities</b>	We support community centers and other community-based human services organizations whose work aligns with Aramark's areas of focus. We work together to develop solutions that address challenges caused by lack of access to healthy food and proper nutrition, financial insecurity, and inequitable environments. These collaborations build stronger communities, create employee volunteer opportunities, and encourage employees to give back to the communities where they live, work, and play.	We provide strategic investment to generate a measurable, beneficial social or environmental impact; foster mutually beneficial relationships with organizations working to address well-being and equity in the communities in which we operate; and offer employee volunteer opportunities, micro-grants, and matching gifts.
<b>Industry</b>	Engaging with other companies across our supply chain and industry – and even outside of our industry – helps to inform and strengthen our strategy and drive progress. Oftentimes, our companies are facing similar system-wide challenges.	We are part of pre-competitive roundtables such as <a href="#">BSR Restaurant Roundtable for Sustainability</a> , <a href="#">Food Waste Reduction Alliance</a> , <a href="#">Global Coalition for Animal Welfare</a> , <a href="#">Ocean Plastics Leadership Network</a> .

## ESG PERFORMANCE DATA TABLE

ENGAGING OUR EMPLOYEES				
EMPLOYEE INFORMATION		2021	2020	2019
Total number of employees (approximately)		248,300	247,900	283,500
	FSS United States	129,750	119,300	147,050
	FSS International	101,000	108,300	118,600
	Uniforms	17,100	19,750	17,200
	Corporate	450	550	650
	Management/Salaried	27,600		
	Front-line/Hourly	220,700		
DIVERSITY, EQUITY, AND INCLUSION				
Female Representation – Board of Directors		33%		
Female Representation – CEO Direct Reports		55%		
U.S. Employee Demographics				
Male	Total	41.11%		
	Hourly	39.65%		
	Salaried	51.22%		
Female	Total	58.89%	60%	
	Hourly	60.35%		
	Salaried	48.78%		
White	Total	46.21%		
	Hourly	43.10%		
	Salaried	67.70%		
People of Color	Total	53.79%	58%	
	Hourly	56.90%		
	Salaried	32.30%		
Black	Total	29.64%		
	Hourly	31.51%		
	Salaried	16.81%		
Hispanic	Total	16.22%		
	Hourly	17.10%		
	Salaried	10.09%		

## ESG PERFORMANCE DATA TABLE

<b>DIVERSITY, EQUITY, AND INCLUSION (continued)</b>		<b>2021</b>	<b>2020</b>	<b>2019</b>
Asian	Total	4.65%		
	Hourly	4.91%		
	Salaried	2.88%		
American Indian	Total	0.69%		
	Hourly	0.71%		
	Salaried	0.53%		
Pacific Islander	Total	0.25%		
	Hourly	0.26%		
	Salaried	0.16%		
Two or More Races	Total	2.34%		
	Hourly	2.41%		
	Salaried	1.83%		
<b>LEARNING AND DEVELOPMENT</b>				
Average hours of training per salaried employee <sup>1</sup>		1.44		
<b>RECRUITMENT AND RETENTION</b>				
New Hires (U.S. and Canada)	Total	49.2%	42.7%	56.8%
Turnover (U.S. and Canada)	Total	47.3%	64.3%	58.6%
	Voluntary	83.8%	77.1%	83.7%
	Involuntary	16.2%	22.9%	16.3%
	Hourly	95.0%	94.5%	95.6%
	Salaried	5.0%	5.5%	4.4%
Employees covered by collective bargaining agreements (U.S. and Canada)		42,000	42,650	
<b>OCCUPATIONAL SAFETY</b>				
Global total recordable incident rate		2.17	2.21	3.16
Global lost time frequency rate		1.25	0.96	1.24
Global total number of recordable incidents		3,302	3,669	6,205
Global number of lost time incidents		1,905	1,590	2,442

<sup>1</sup> While we support employee learning in many ways (see Engage Employees on p.19), this data only captures activity in our online Learning Management System (LMS). We report salaried employees because most hourly employees do not have active accounts in our LMS.

## ESG PERFORMANCE DATA TABLE

EMPOWERING HEALTHY CONSUMERS				
FOOD SAFETY		2021	2020	2019
Aramark Initiated Recalls (#)		0	0	0
Manufacturer/Supplier/CDC Recalls (#)		16	22 <sup>2</sup>	NA
Confirmed Foodborne Illness Outbreaks (#)		0	0	0
HEALTH & WELLNESS <sup>3</sup>				
Eat Well main dishes and sides (full serving of nutritionally dense whole foods, lower in calories, saturated fat and sodium)		32%		
Wholegrain-led main dishes and sides		13%		
Vegan and vegetarian main dishes		36%	34%	
BUILDING LOCAL COMMUNITIES				
Donated through direct, in-kind and matching contributions		\$11m		
Volunteers engaged		2,400		
Aramark Building Community grants distributed		101		
Nonprofits impacted		600		
Communities aided		215		
Meals served		19,250		
Community residents supported		204,000		
Students supported (part of community residents)		118,000		
Volunteer events hosted		138		

<sup>2</sup> Please note that the FY20 data does not include Q1 (not available)

<sup>3</sup> Data for U.S. business dining, healthcare and education business.

## ESG PERFORMANCE DATA TABLE

SOURCING ETHCALLY, INCLUSIVELY AND RESPONSIBLY				
		2021	2020	2019
Soy in contracted soy oils, margarines and shortenings in the U.S. from areas with no deforestation risk		100%	100%	100%
Contracted beef from areas with no deforestation risk in the U.S.		85%	80%	60%
Contracted frozen finfish meeting Monterey Bay Aquarium Seafood Watch recommendations in the U.S.		Not available at time of publication.	98%	98%
Contracted canned skipjack, albacore tuna sustainably sourced from Marine Stewardship Council-certified fisheries in the U.S.		100%	100%	100%
Reduced-crate pork in the U.S. (%)		71% <sup>4</sup>	54%	58%
Diverse suppliers certified by a third-party diversity agency		52%	48%	
Local farm suppliers count		470	407	
Spend with local suppliers		\$7.6 million	\$16 million	
REDUCE GHG EMISSIONS 15% IN THE U.S. BY 2025 (from 2019 baseline)				
Scope 1 Emissions	Metric tonnes CO <sub>2</sub> e	314,901	329,942	367,443
Scope 2 Emissions	Metric tonnes CO <sub>2</sub> e	52,276	57,423	73,698
Scope 3 Emissions	Metric tonnes CO <sub>2</sub> e	3,885,704	4,311,065	5,110,039
Total Emissions	Metric tonnes CO <sub>2</sub> e	4,252,881	4,698,430	5,551,181
Reduction from FY19 Baseline (market-based electricity for scope 2 emissions)		-23%	-15%	n/a

<sup>4</sup> As of October 2021

## ESG PERFORMANCE DATA TABLE

OPERATING EFFICIENTLY				
		2021	2020	2019
Energy	Total MWh energy use within the organization (U.S.)	836,684.66	868,070.16	1,010,058.02
Fleet Fuel (U.S. and Canada)	Fuel consumption reduction year-over-year (%)	5%		
	Fuel consumption reduction year-over-year (gallons)	850,000		
Water	Uniforms segment water (gallons/pounds of merchandise processed)	1.38	1.40	1.41
MINIMIZING FOOD WASTE				
	Food waste reduced from 2015 baseline	74%	61%	31%
	Total Aramark profit centers tracking food waste using technology	452	442	394
	Total amount of U.S. food waste (pounds)	16,262,188	23,710,943	42,298,220
	Food waste as a percentage of total U.S. food cost minus disposables	1.01%	1.44%	1.79%
	Total lbs. of waste avoided by GHG emissions factor (metric tons of carbon dioxide, MTCO2)	12,318	10,292	4,089
REDUCING PACKAGING				
	Non-plastic straws and stirrers by spend in the U.S.	24%		

<b>GENERAL DISCLOSURES: GRI 109882</b>		
<b>ORGANIZATIONAL PROFILE</b>		
<b>STANDARD</b>	<b>DISCLOSURE</b>	<b>REFERENCE OR OMISSION</b>
<b>102-1</b>	102-1 Name of the Organization	Aramark
<b>102-2</b>	102-2 Activities, brands, products, and services	About Aramark (p. 5) <a href="#">Aramark fiscal 2021 Form 10-K, Part I, Item 1 - Business</a>
<b>102-3</b>	102-3 Location of Headquarters	Philadelphia, PA
<b>102-4</b>	102-4 Location of operations	About Aramark (p. 5) Aramark fiscal 2021 Form 10-K, Part I, Item 1 - Business
<b>102-5</b>	102-5 Ownership and legal form	Aramark fiscal 2021 Form 10-K, Part I, Item 1 - Business
<b>102-6</b>	102-6 Market served	About Aramark (p. 5) Aramark fiscal 2021 Form 10-K, Part I, Item 1 - Business
<b>102-7</b>	102-7 Scale of organization	About Aramark (p. 5) ESG Performance Data Table (p. 50) Aramark fiscal 2021 Form 10-K, Part I, Item 1 – Business
<b>102-8</b>	102-8 Information on employees and other workers	Engaging Employees (p. 16) ESG Performance Data Table (p. 50) Aramark fiscal 2021 Form 10-K, Part I, Item 1 - Human Capital Disclosure
<b>102-9</b>	102-9 Supply chain	Sourcing Ethically, Inclusively, and Responsibly (p. 32)
<b>102-10</b>	102-10 Significant changes to the organization and supply chain	N/A
<b>102-11</b>	102-11 Precautionary Principle or approach	Planet Overview (p. 9)
<b>102-12</b>	102-12 External initiatives	Stakeholder Engagement (p. 47)
<b>102-13</b>	102-13 Membership associations	Stakeholder Engagement (p. 47)
<b>STRATEGY</b>		
<b>102-14</b>	102-14 Statement from senior decision-maker	CEO Letter (p. 3)
<b>ETHICS AND INTEGRITY</b>		
<b>102-16</b>	102-16 Values, principles, standards, and norms	<a href="#">Our Difference</a>

# GRI

GOVERNANCE		
102-18	102-18 Governance structure	<a href="#">Proxy Statement, Corporate Governance</a> ESG Governance (p. 45)
STAKEHOLDER ENGAGEMENT		
102-40	102-19 List of stakeholder groups	Stakeholder Engagement (p. 47)
102-41	102-41 Collective bargaining agreements	Engaging Employees (p. 16) ESG Performance Data Table (p. 50) Aramark fiscal 2021 Form 10-K, Part I, Item 1 - Human Capital Disclosure
102-42	102-42 Identifying and selecting stakeholders	Materiality Assessment (p. 13) Stakeholder Engagement (p. 47)
102-43	102-43 Approach to stakeholder engagement	Stakeholder Engagement (p. 47)
102-44	102-44 Key topics and concerns raised	Materiality Assessment (p. 13)
REPORTING PRACTICES		
102-45	102-45 Entities included in the consolidated financial statements	Aramark fiscal 2021 Form 10-K, Part I, Item 1 – Business
102-46	102-46 Defining report content and topic boundaries	Be Well. Do Well. Overview (p. 6); Materiality Assessment (p. 13)
102-47	102-47 List of material topics	Materiality Assessment (p. 13)
102-48	102-48 Restatements of information	N/A
102-49	102-49 Changes in reporting	No significant change
102-50	102-50 Reporting period	October 3, 2020-October 1, 2021
102-51	102-51 Date of most recent report	January 2022 (for Fiscal 2021)
102-52	102-52 Reporting cycle	Annual
102-53	102-53 Contact point for questions regarding the report	<a href="mailto:sustainability@aramark.com">sustainability@aramark.com</a>
102-54	102-54 Reporting in accordance with the GRI Standards	This report is prepared in accordance with GRI Standards: Core option.
102-55	102-55 GRI content index	This document
102-56	102-56 External assurance	We do not undertake external assurance of data in the Be Well. Do Well. Impact Report at this time.



<b>MATERIAL ISSUES</b>		
<b>ECONOMIC</b>		
<b>STANDARD</b>	<b>DISCLOSURE</b>	<b>REFERENCE OR OMISSION</b>
<b>ECONOMIC PERFORMANCE 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Aramark fiscal 2021 Form 10-K, Part I, Item 1 – Business
<b>GRI 201: Economic Performance</b>	201-1 Direct economic value generated and distributed	Aramark fiscal 2021 Form 10-K, Part I, Item 1 - Business About Aramark (p. 5)
<b>INDIRECT ECONOMIC IMPACT 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Building Local Communities (p. 29)
<b>GRI 203: Indirect Economic Impacts</b>	203-2 Significant indirect economic impacts	Building Local Communities (p. 29)
<b>PROCUREMENT PRACTICES 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Sourcing Ethically, Inclusively, and Responsibly (p. 32)
<b>GRI 204: Procurement Practices</b>	204-1 Proportion of spending on local suppliers	Sourcing Ethically, Inclusively, and Responsibly (p. 32) ESG Performance Data Table (p. 50)
<b>ANTI-CORRUPTION 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Integrity and Compliance (p. 43)
<b>GRI 205: Anticorruption</b>	205-1 Operations assessed for risks related to corruption	Integrity and Compliance (p. 43)
	205-2 Communication and training about anticorruption policies and procedures	Integrity and Compliance (p. 43)

# GRI

ENVIRONMENTAL		
STANDARD	DISCLOSURE	REFERENCE OR OMISSION
<b>ENERGY 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Operating Efficiently (p. 38)
<b>GRI 302: Energy</b>	302-1 Energy consumption within the organization	ESG Performance Data Table (p. 50)
<b>WATER AND EFFLUENTS 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Operating Efficiently (p. 38)
<b>GRI 303: Water and Effluents</b>	303-1 Interactions with water as a shared resource	Operating Efficiently (p. 38)
	303-5 Water consumption	ESG Performance Data Table (p. 50)
<b>EMISSIONS 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Planet Overview (p. 9)
<b>GRI 305: Emission</b>	305-1 Direct (Scope 1) GHG emissions	Planet Overview (p. 9) ESG Performance Data (p. 50)
	305-2 Energy indirect (Scope 2) GHG emissions	Planet Overview (p. 9) ESG Performance Data (p. 50)
	305-3 Other indirect (Scope 3) GHG emissions	Planet Overview (p. 9) ESG Performance Data (p. 50)
	305-4 GHG emissions intensity	Planet Overview (p. 9) ESG Performance Data (p. 50)
	305-5 Reduction of GHG emissions	Planet Overview (p. 9) ESG Performance Data (p. 50)

# GRI

STANDARD	DISCLOSURE	REFERENCE OR OMISSION
<b>WASTE 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Minimizing Food Waste (p. 41) Reducing Packaging (p. 42)
<b>GRI 306: Waste</b>	306-1 (2020) Waste generation and significant waste-related impacts	Minimizing Food Waste (p. 41) Reducing Packaging (p. 42)
	306-2 Management of significant waste-related impacts	Minimizing Food Waste (p. 41) Reducing Packaging (p. 42)
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Sourcing Ethically, Inclusively, and Responsibly (p. 32)
<b>GRI 308: Supplier Environmental Assessment</b>	308-1 New suppliers that were screened using environmental criteria	Sourcing Ethically, Inclusively, and Responsibly (p. 32)
<b>SOCIAL</b>		
<b>EMPLOYMENT 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Engage Employees (p. 16) Aramark FY2021 10-K, Part I, Item 1 - Human Capital Disclosure
<b>GRI 401: Employment</b>	401-1 New employee hires and employee turnover	ESG Performance Data Table (p. 50)
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Engage Employees (p. 16)
<b>LABOR/MANAGEMENT RELATIONS 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Engage Employees (p. 16) Aramark fiscal 2021 Form 10-K, Part I, Item 1 - Human Capital Disclosure
<b>GRI 402: Labor/Management Relations</b>	402-1 Minimum notice periods regarding operational changes	Engage Employees (p. 16)

# GRI

STANDARD	DISCLOSURE	REFERENCE OR OMISSION
<b>OCCUPATIONAL HEALTH &amp; SAFETY 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Occupational Safety (p. 22)
<b>GRI 403: Occupational Health &amp; Safety</b>	403-1 (2018) Occupational health and safety management system	Occupational Safety (p. 22)
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Safety (p. 22)
	403-5 Worker training on occupational health and safety	Occupational Safety (p. 22)
	403-6 Promotion of worker health	Occupational Safety (p. 22)
	403-9 Work related injuries	Occupational Safety (p. 22) ESG Performance Data Table (p. 50)
<b>TRAINING AND EDUCATION 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Engaging Employees (p. 16)
<b>GRI 404: Training and Education</b>	404-1 Average hours of training per year per employee	ESG Performance Data Table (p. 50)
	404-2 Programs for upgrading employee skills and transition assistance programs	Engaging Employees (p. 16)
<b>TRAINING AND EDUCATION 2016</b>		
	404-3 Percentage of employees receiving regular performance and career development reviews	Engaging Employees (p. 16)
<b>DIVERSITY AND EQUAL OPPORTUNITY 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	People Overview (p. 8) Engaging Employees (p. 16) Aramark fiscal 2021 Form 10-K, Part I, Item 1 - Human Capital Disclosure
<b>GRI 406: Diversity and Equal Opportunity</b>	405-1 Diversity of governance bodies and employees	People Overview (p. 8); Engaging Employees (p. 16); Aramark fiscal 2021 Form 10-K, Part I, Item 1 - Human Capital Disclosure

# GRI

STANDARD	DISCLOSURE	REFERENCE OR OMISSION
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	People Overview (p. 8) Engaging Employees (p. 16) Sourcing Ethically, Inclusively, and Responsibly (p. 32)
<b>GRI 407: Freedom of Association and Collective Bargaining</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	People Overview (p. 8) Engaging Employees (p. 16) Sourcing Ethically, Inclusively, and Responsibly (p. 32)
<b>CHILD LABOR 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	People Overview (p. 8) Sourcing Ethically, Inclusively, and Responsibly (p. 32)
<b>GRI 408: Child Labor</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	People Overview (p. 8) Sourcing Ethically, Inclusively, and Responsibly (p. 32)
<b>FORCED OR COMPULSORY LABOR 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	People Overview (p. 8) Sourcing Ethically, Inclusively, and Responsibly (p. 32)
<b>FORCED OR COMPULSORY LABOR 2016</b>		
<b>GRI 409: Forced or Compulsory Labor</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	People Overview (p. 8) Sourcing Ethically, Inclusively, and Responsibly (p. 32)
<b>HUMAN RIGHTS ASSESSMENT 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	People Overview (p. 8) Engaging Employees (p. 16) Integrity and Compliance (p. 43)
<b>GRI 412: Human Rights Assessment</b>	412-2 Employee training on human rights policies or procedures	People Overview (p. 8) Engaging Employees (p. 16) Integrity and Compliance (p. 43)

# GRI

STANDARD	DISCLOSURE	REFERENCE OR OMISSION
<b>LOCAL COMMUNITIES 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Building Local Communities (p. 29)
<b>GRI 413: Local Communities</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Building Local Communities (p. 29)
<b>SUPPLIER SOCIAL ASSESSMENT 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Sourcing Ethically, Inclusively, and Responsibly (p. 32)
<b>GRI 414: Supplier Social Assessment</b>	414-1 New suppliers that were screened using social criteria	Sourcing Ethically, Inclusively, and Responsibly (p. 32)
<b>CUSTOMER HEALTH AND SAFETY 2016</b>		
<b>GRI 103: Management Approach</b>	103-1 Explanation of the material topic and boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Empowering Healthy Consumers (p. 24) Food Safety (p. 26)
<b>GRI 416: Customer Health and Safety</b>	416-1 Assessment of the health and safety impacts of product and service categories	Empowering Healthy Consumers (p. 24) Food Safety (p. 26)

# SASB

TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REFERENCE
ENERGY MANAGEMENT	(1) Total energy consumed (2) percentage grid electricity (3) percentage renewable	Gigajoules (GJ), Percentage (%)	FB-RN-130a.1	See ESG Performance Data Table (p.50).
WATER MANAGEMENT	(1) Total water withdrawn (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	FB-RN-140a.1	Water usage for Aramark's Uniforms segment is reported in the ESG Performance Data Table (p. 50).
FOOD AND PACKAGING WASTE MANAGEMENT	(1) Total amount of waste (2) percentage food waste (3) percentage diverted	Metric tonnes (t), Percentage (%)	FB-RN-150a.1	We discuss our approach in Minimizing Food Waste (p. 41), and Reducing Packaging (p. 42), and total food waste and other metrics in ESG Performance Data Table (p. 50). Because we do not have accurate visibility into total waste and total weight of packaging, we are unable to provide percentages at this time and are working toward capturing this data more efficiently in the future.
FOOD AND PACKAGING WASTE MANAGEMENT	(1) Total weight of packaging (2) percentage made from recycled and/or renewable materials (3) percentage that is recyclable, reusable, and/or compostable	Metric tonnes (t), Percentage (%)	FB-RN-150a.2	We discuss our approach in Minimizing Food Waste (p. 41), and Reducing Packaging (p. 42), and total food waste and other metrics in ESG Performance Data Table (p. 50). Because we do not have accurate visibility into total waste and total weight of packaging, we are unable to provide percentages at this time and are working toward capturing this data more efficiently in the future.
FOOD SAFETY	(1) Percentage of restaurants inspected by a food safety oversight body (2) percentage receiving critical violations	Percentage (%)	FB-RN-250a.1	Aramark has partnered with a third-party to obtain available Health Department (HD) inspection reports all food service locations. We expect to capture HD information on approximately one-third of our locations by the end of fiscal 2022 and will continue to expand coverage in the future. In addition to HD inspection, we have a robust third-party auditing process (p. 27).

# SASB

TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REFERENCE
FOOD SAFETY	(1) Number of recalls issued (2) total amount of food product recalled	Number, Metric tonnes (t)	FB-RN-250a.2	ESG Performance Data Table (p. 50).
	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	Number, Percentage (%)	FB-RN-250a.3	ESG Performance Data Table (p. 50).
NUTRITIONAL CONTENT	(1) Percentage of meal options consistent with national dietary guidelines (2) revenue from these options	Percentage (%), Reporting currency	FB-RN-260a.1	32% of all main dishes and sides on our menus in U.S. Business Dining, Healthcare and Higher Education are Aramark Eat Well recipes, which contain a full serving of nutritionally dense whole foods and are lower in calories, saturated fat and sodium. See ESG Performance Data Table, (p. 50), for additional metrics. We do not disclose revenue from these options at this time.
NUTRITIONAL CONTENT	(1) Percentage of children's meal options consistent with national dietary guidelines for children (2) revenue from these options	Percentage (%), Reporting currency	FB-RN-260a.2	A portion of our business is dedicated to serving students in the K-12 school systems in the U.S. Our menus served to children in K-12 schools meet all nutritional regulatory requirements. Our other lines of business generally do not designate meals specifically for children.
	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	Number, Percentage (%)	FB-RN-260a.3	This is not applicable for Aramark.
LABOR PRACTICES	(1) Voluntary turnover rate for restaurant employees (2) involuntary turnover rate for restaurant employees	Rate	FB-RN-310a.1	ESG Performance Data Table on (p. 50).  Also see our Human Capital Disclosure in our Form 10-K and Engage Employees (p. 16) for more on our approach to employee retention.



# SASB

TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REFERENCE
LABOR PRACTICES	(1) Average hourly wage, by region (2) percentage of restaurant employees earning minimum wage, by region	Reporting currency, Percentage (%)	FB-RN-310a.2	We comply with all legal requirements around wages. We consider this information to be commercially sensitive.
	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	Reporting currency	FB-RN-310a.3	We discuss our commitment to labor rights and nondiscrimination in Engage Employees (p. 21).
SUPPLY CHAIN MANAGEMENT AND FOOD SOURCING	Percentage of food purchased that (1) meets environmental and social sourcing standards (2) is certified to third-party environmental and/or social standards	Percentage (%) by cost	FB-RN-430a.1	Sourcing Ethically, Inclusively, and Responsibly (p. 32) and <a href="#">Sustainable Sourcing Policy</a> outline the environmental and social sourcing standards that suppliers are subject to. We manage third-party certifications on a category-by-category basis, and both of these sources outline relevant certifications.
SUPPLY CHAIN MANAGEMENT AND FOOD SOURCING	Percentage of (1) eggs that originated from a cage-free environment	Percentage (%) by number	FB-RN-430a.2	Sourcing Ethically, Inclusively, and Responsibly (p. 32) and <a href="#">Sustainable Sourcing Policy</a> . We are also reporting on this publicly through the <a href="#">Global Coalition for Animal Welfare</a> and <a href="#">Egg Track</a> .
	(2) Pork that was produced without the use of gestation crates	Percentage (%) by weight	FB-RN-430a.2	Sourcing Ethically, Inclusively, and Responsibly (p. 32) discusses our approach to pork.
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Discussion and Analysis	FB-RN-430a.3	Sourcing Ethically, Inclusively, and Responsibly, (p. 32) and <a href="#">Sustainable Sourcing Policies</a> .

## SASB

ACTIVITY METRICS				
	Number of (1) company-owned restaurants and (2) franchise restaurants	Quantitative	FB-RN-000.A	This metric is not applicable for Aramark.
	Number of employees at (1) company-owned locations and (2) franchise locations	Quantitative	FB-RN-000.B	This metric is not applicable for Aramark.

# TCFD

CORE ELEMENT	RECOMMENDED DISCLOSURES	ARAMARK REFERENCES
<b>GOVERNANCE</b>	1a. Describe the board's oversight of climate related risks and opportunities.	<a href="#">CDP 2021 Climate Questionnaire</a> - Sections C1.1a, C1.1b 2021 BWDW Impact Report - Governance Section (p. 45)
	1b. Describe management's role in assessing and managing climate-related risks and opportunities.	CDP 2021 Climate Questionnaire- Sections C1.2, C1.2a, C2.2, 2.2a 2.2b
<b>STRATEGY</b>	2a. Describe the climate- related risks and opportunities the organization has identified over the short, medium, and long term.	CDP 2021 Climate Questionnaire- Sections C2.1a, C2.1b, C2.1, C2.3a, C2.4a 2021 BWDW Impact Report - Planet Overview (p. 9) <a href="#">Aramark fiscal 2021 Form 10-K</a> , Part I, Item 1A
	2b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	CDP 2021 Climate Questionnaire - Sections C2.1, C2.2, C3.1, C3.1b, C3.3, C3.4
	2c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	CDP 2021 Climate Questionnaire - Sections C2.1, C2.2, C2.2a, C3.2, C3.2b
<b>RISK MANAGEMENT</b>	3a. Describe the organization's processes for identifying and assessing climate related risks.	CDP 2021 Climate Questionnaire - Sections C2.1a, C2.1b, C2.2, C5.1, C5.2 2021 BWDW Impact Report - Governance Section (p. 45)
	3b. Describe the organization's processes for managing climate-related risks.	CDP 2021 Climate Questionnaire - Sections C2.1, C2.2, C2.3a, C3.1, C3.1b, C3.2, C3.2b, C3.3, C3.4, C4.3, 4.3a 2021 BWDW Impact Report - Governance Section (p. 45) 2021 BWDW Impact Report – Planet Overview (p. 9)
	3c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	CDP 2021 Climate Questionnaire - Sections C3.2 2021 BWDW Impact Report - Planet Overview (p. 9) <a href="#">Aramark 2021 Annual Report</a> (p. 11) & 10-K
<b>METRICS AND TARGETS</b>	4a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	CDP 2021 Climate Questionnaire - Sections C4.1a, C4.2, C4.2b, C9.1
	4b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	CDP 2021 Climate Questionnaire - Sections C6.1, C6.2, C6.3, C6.4, C6.4a, C6.5 2021 BWDW Impact Report - Planet Overview (p. 9) 2021 BWDW Impact Report - ESG Performance Data Table (p. 50)
	4c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	CDP 2021 Climate Questionnaire - Sections C4.1, C4.1a, C4.2, C4.2b 2021 BWDW Impact Report - Planet Overview (p. 9)



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