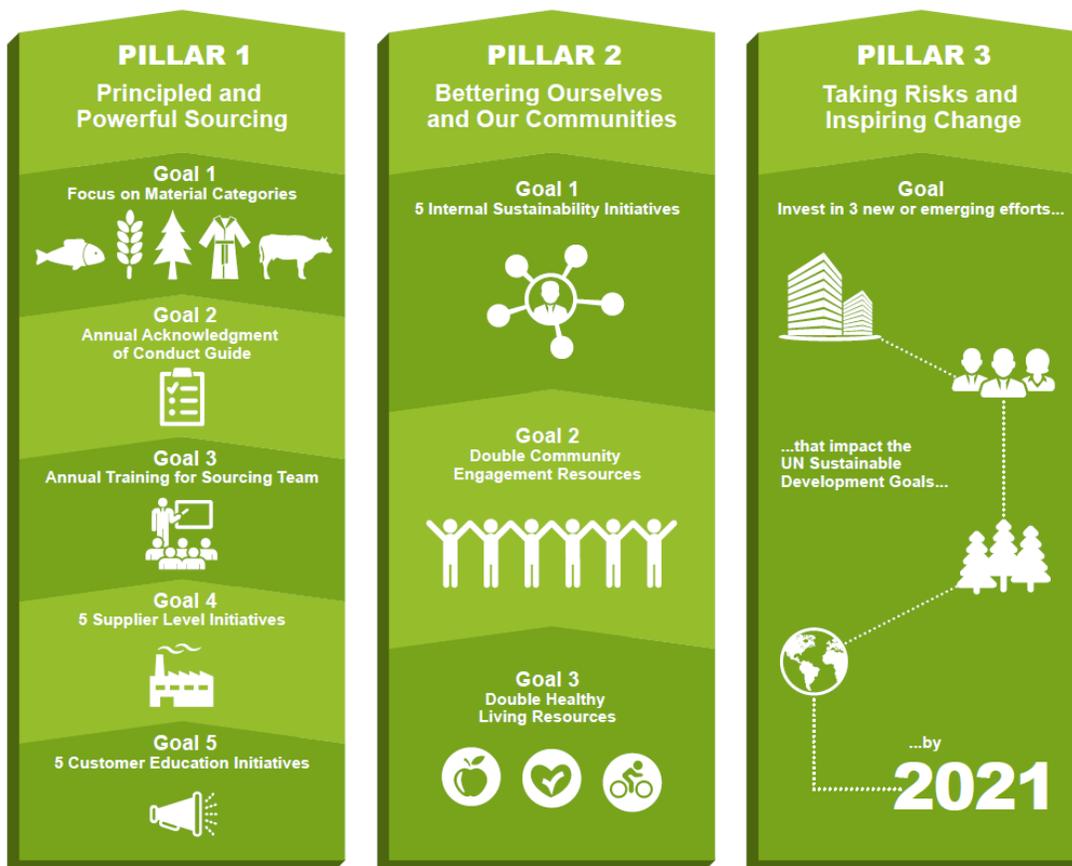


Announcing Our New Corporate Social Responsibility Strategy

Corporate social responsibility (CSR) has always been an integral part of Avendra's value system and our approach to CSR is a continuous journey. In the beginning our approach leveraged many of the values we had at the onset of Avendra's founding, like integrity and collaboration. Over time we built upon these important facets to create a more formalized and comprehensive approach. In 2012 we committed to a five year plan centered on two goals related to driving sustainability within our supply chain.

In 2017, as we announce our next multi-year plan, we embark on an even more aggressive strategy that engages more stakeholders and seeks to address more areas of challenge. It expands some work that we began in our first set of goals, but also introduces new ideas and concepts. With this strategy we feel we will be a more effective corporate citizen, while also staying true to our core focus of innovative supply chain management that meets a wide range of customer needs.

Corporate Social Responsibility Strategy | 2017–2021



Avendra's new 2017-2021 strategy focuses on three main areas, arranged under 3 pillars:

Pillar 1: Principled and Powerful Sourcing

As a services company focused on procurement and supply chain services, Avendra's most significant impact revolves around suppliers/supply chain and the priority products/services that we deliver to clients.

Goal 1: Focus on Material Categories*

To raise the sustainability of key commodities, Avendra will work to improve sustainability within five material and priority areas by 2021.

- 1. Agricultural Crops**
- 2. Textiles & Uniforms**
- 3. Seafood**
- 4. Animal Proteins**
- 5. Plastic and Paper Products**

* Categories were chosen based on results from a supply chain risk assessment measuring impacts on biodiversity, land conversion, GHG emissions, water, and social risks in areas where Avendra has large amounts of spend and contractual control.

Goal 2: Annual Acknowledgment of Conduct Guide

To ensure ethical business practices, 100% of Avendra Associates will be required to read and acknowledge compliance with Avendra's Business Conduct Guide on an annual basis.

Goal 3: Annual Training for Sourcing Team

To ensure sustainability remains a top priority in our contracting strategy, 100% of Avendra's Strategic Sourcing professionals will be trained annually on how to better integrate environmental and social elements into their decision-making processes.

Goal 4: Five Supplier Level Initiatives

To ensure all suppliers are engaged in the importance of sustainability in their business operations, Avendra will undertake 5 key initiatives to help move supplier sustainability forward by 2021.

Goal 5: Five Customer Education Initiatives

To further awareness and understanding about sustainability, Avendra will invest in 5 new customer-facing education/engagement/communication efforts by 2021.

Pillar 2: Bettering Ourselves & Our Communities

People are Avendra's most valuable asset. The communities where we live and do business are impacted by our decisions. Ensuring that our approach to people and community is appropriately prioritized, Avendra will put specific and ongoing focus in 3 key areas.

Goal 1: Five Internal Sustainability Initiatives

To effect meaningful change, Avendra will invest in five initiatives to improve sustainability in our own operations by 2021.

Goal 2: Double Community Engagement Resources

To positively impact the communities in which we work and live, Avendra will double the resources devoted to its community engagement initiatives by 2021.

Goal 3: Double Healthy Living Resources

To ensure that our associates live healthy and productive lives, Avendra will double the resources committed to our Healthy Living program by 2021.

Pillar 3: Taking Risks and Inspiring Change

Sustainability is an evolving field. Change often comes from bold ideas, untested concepts and dynamic collaborations among multiple companies, industries and even competitors. Carving out space for concepts that may not exist today is a priority for Avendra as we think about the future for our people and planet.

Goal: To play a bigger role in the global efforts, Avendra will invest in 3 new or emerging efforts that impact the UN Sustainable Development Goals by 2021