



# An appetite for good.

2022 PILGRIM'S SUSTAINABILITY REPORT SUMMARY



## A Message from Our President and CEO



At Pilgrim's, our very clear vision—to become the best and most respected company in our industry, creating the opportunity of a better future for our team members—guides everything we do. It holds us accountable to delivering excellence in a responsible way for all of our stakeholders, including our employees, producer partners, customers, and shareholders, while also operating as a good global citizen.

It's my honor to share with you the 2022 Pilgrim's Sustainability Report. With this update, you'll see highlights of some of our proudest accomplishments from the year. As we continue to serve as a leading global producer of high-quality poultry, pork, retail-ready, and prepared-foods products, we're meeting needs in the local communities where we work and live, enhancing the ways we support our team members and their families, and making progress against sustainability targets we've set. Through innovations like Moy Park's Farm of the Future in the U.K. that can reduce scope 1 and scope 2 on-farm emissions by 100%, we are working across geographies to lead the industry.

Bringing strength and stability to the local communities where we operate is a top priority for us, and we know that's where we can make the most meaningful impact. In 2022, we saw ongoing community investment efforts through our Hometown Strong initiative, and we continued our focus on education for our team members and their children through the Better Futures program and the Pilgrim's Tomorrow Fund in the United States.

As always, our team members remain our greatest asset, which is why safety is a condition at Pilgrim's. This year, we achieved a nearly 54% improvement in our Global Safety Index performance as compared to our 2019–2020 average baseline.

We're also rising to the global challenge of feeding a growing population in an environmentally responsible way. As an industry leader in the fight against climate change, we're continuing to make strides to improve the efficiency of our operations and minimize our environmental footprint. In 2022, Pilgrim's UK and Pilgrim's Food Masters used 100% renewable electricity to power operations. Additionally, our European operations are zero-waste-to-landfill, and our team in Mexico launched workshops to engage with suppliers on sustainability strategies.

This report allows us to share the progress we've made, and we hope it also serves as a way to push forward the food and agriculture industry as a whole. As a large company and employer, we recognize that the role we play extends beyond our own walls, and we continue to work on delivering scalable solutions to the sustainability challenges that impact us all.

Sincerely,

Fabio Sandri  
President and CEO, Pilgrim's



About Pilgrim’s

Pilgrim’s is a leading global provider of high-quality food products, including well-recognized brands and value-added premium products. As one of the world’s largest poultry producers and a fully integrated pork producer, Pilgrim’s has provided wholesome, quality products to customers and consumers for more than seven decades.

But it’s one thing to know our high-quality food products reach millions of plates each day—it’s something else entirely to know it’s done the right way. It’s why we work every day to do right by our customers and the communities we call home.



“  
**PILGRIM’S HAS PROVIDED WHOLESOME, HIGH-QUALITY PRODUCTS TO CUSTOMERS & CONSUMERS FOR MORE THAN SEVEN DECADES.**

**59,600+**  
**team members**

  
**150 million+**  
MEALS PROVIDED DAILY

**84**  
PRODUCTION  
FACILITIES

**46**  
HATCHERIES

**35**  
FEED MILLS

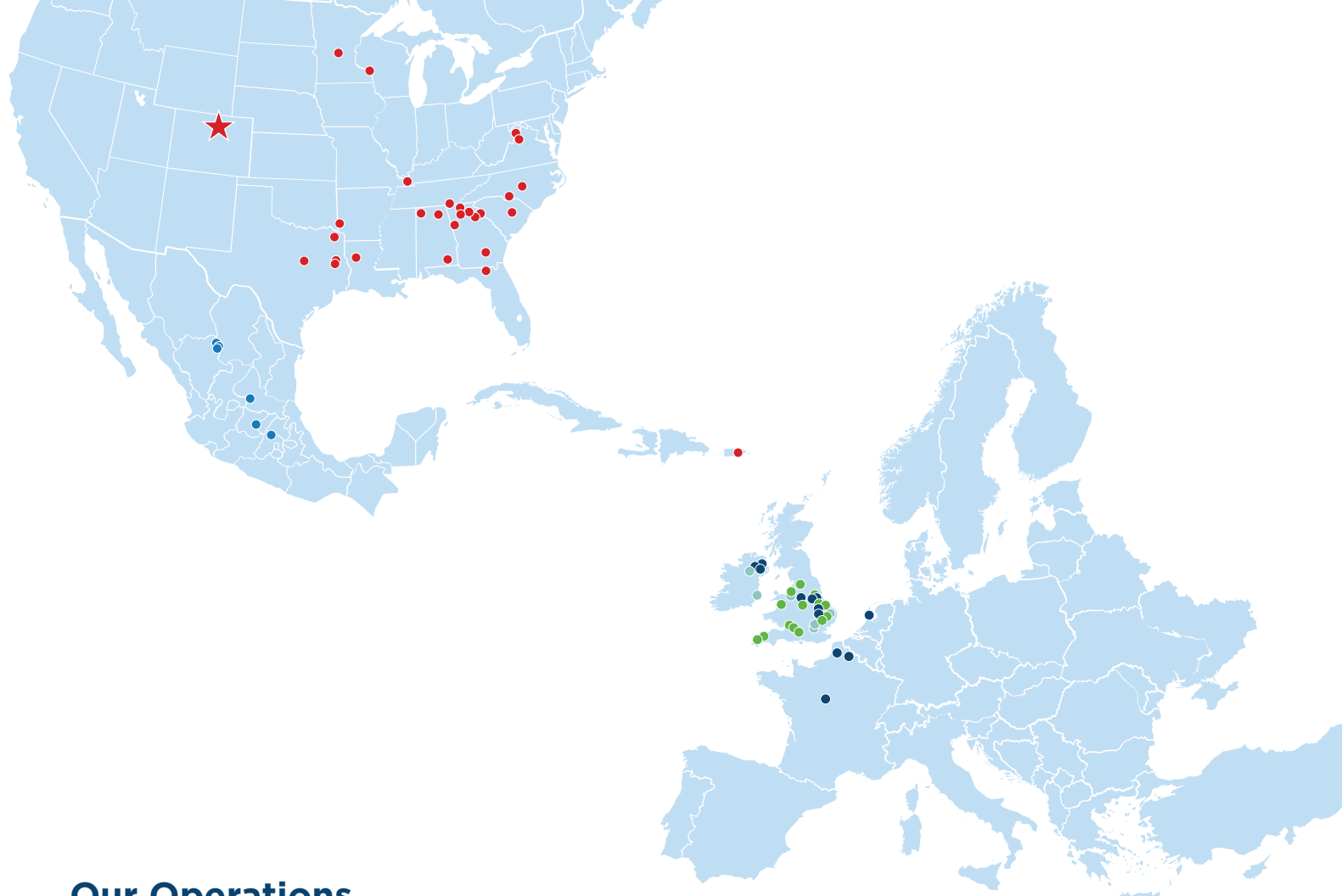
**2**  
HOG FARMS



**Our Why:** The Pilgrim’s vision, strategy, and methods detail what we hope to accomplish and how we can achieve those aspirations. Most important for our team, however, is our why. Why do we work so hard each day to relentlessly pursue our goals and become the best, most respected company in our industry? It’s simple: Our why is to create the opportunity of a better future for our team members.







# Our Operations

<p>★ <b>PILGRIM'S GLOBAL HEADQUARTERS</b></p> <p>Greeley, CO</p>	<p>● <b>PILGRIM'S U.S.</b></p> <p>Aibonito, PR Arcadia, WI Athens, GA Broadway, VA Canton, GA Carrollton, GA Chattanooga, TN Cold Spring, MN De Queen, AR Douglas, GA Elberton, GA Ellijay, GA Enterprise, AL Gainesville, GA Guntersville, AL</p>	<p>● <b>PILGRIM'S MEXICO</b></p> <p>Live Oak, FL Lufkin, TX Marshville, NC Mayfield, KY Moorefield, WV Mt. Pleasant, TX Nacogdoches, TX Natchitoches, LA Russellville, AL Sanford, NC Sumter, SC Waco, TX</p>	<p>● <b>PILGRIM'S MOY PARK</b></p> <p>Anwick, UK Ashbourne, UK Ballymena, UK Craigavon, UK Dungannon, UK Grantham, UK Hénin-Beaumont, FR Huntingdon, UK Marquise, FR Orleans, FR Peterborough, UK Schagen, NL</p>	<p>● <b>PILGRIM'S UK</b></p> <p>Andover, UK Ashton, UK Bodmin, UK Bury St. Edmonds, UK Bromborough, UK</p>	<p>● <b>PILGRIM'S FOOD MASTERS</b></p> <p>Coalville, UK Corsham, UK King's Lynn, UK Llanidloes, UK Linton, UK Redruth, UK Ruskington, UK Spalding, UK Westerleigh, UK</p>
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# OUR BRANDS



## NORTH AMERICA



## EUROPE





Our Sustainability Goals

At Pilgrim’s, we are continuously working to better our company and to stay on track, and we’ve set goals that push us to innovate. **That’s why we were the first major global protein company to pledge to achieve net-zero greenhouse gas emissions by 2040.**

We are leveraging our scale and influence to help agriculture be part of the climate solution. As a key player in the food system, we are working to lower our emissions and supporting producers and suppliers to continue improving their environmental footprint and preserving natural resources.

SUPPORTING THE U.N. SUSTAINABLE DEVELOPMENT GOALS



OUR GLOBAL GOALS		OUR PROGRESS		STATUS
Environment	Energy & Emissions	Achieve Net-Zero greenhouse gas (GHG) emissions by 2040	120+ scope 1 & 2 GHG emissions reduction projects approved for implementation in PPC facilities  Developed and implemented a behavior-based playbook within Pilgrim’s U.S. facilities to optimize operational procedures in effort to reduce GHG emissions  Individual Pilgrim’s businesses around the world are also actively engaged in research endeavors focused on animal welfare, animal nutrition, farm management, and other areas to help further our scope 3 GHG emissions reduction strategy through improved efficiencies	🔍 OPPORTUNITY AREA
		Reduce scope 1 & 2 GHG emission intensity by 30% by 2030 vs. 2019 baseline	20% reduction* from 2019 to 2022	🟡 ON TRACK
		Reach 60% renewable electricity by 2030 and 100% renewable electricity by 2040	15.5% of the total electricity used in our global operations was renewable in 2022  Pilgrim’s UK and Pilgrim’s Food Masters both used 100% renewable electricity in 2022	🟡 ON TRACK
		Tie senior executive compensation considerations to performance against environmental goals	ESG metrics are integrated into executive compensation	🟢 ACHIEVED
	Water	Reduce water use intensity by 15% by 2030 vs. 2019 baseline	12% increase from 2019 to 2022	🔍 OPPORTUNITY AREA
Social	People	30% improvement in Global Safety Index by 2030 vs. 2019–2020 average baseline	54% improvement in 2022 compared to a 2019–2020 average baseline	🟢 ACHIEVED
		Continue providing life-changing development and educational opportunities for team members and their families	Enrolled 350+ team members and/or their children in classes by the end of 2022 to pursue higher education tuition-free through our Better Futures program	🟡 ON TRACK
		Continue investing in the towns where we operate, boosting team member, family, and community well-being	Funded \$15MM+ in local community investments via 100+ Pilgrim’s Hometown Strong projects through the end of 2022	🟡 ON TRACK
	Animal Welfare & Product Integrity	Develop a globally aligned Animal Welfare scorecard and set 2030 targets	Continued to deploy our global Animal Welfare Scorecard across our businesses	🟡 ON TRACK
		Develop a globally aligned Food Safety and Quality Assurance (FSQA) scorecard and set 2030 targets	Increased data monitoring across our global FSQA Scorecard and saw year-over-year improvement in 8 out of 11 metrics tracked	🟡 ON TRACK
Governance	Ethics	Enhance use of the JBS Ethics Line and responses to cultivate a positive work environment	Launched our “Speak Up Campaign” to encourage and promote use of the JBS Ethics Line and other reporting avenues	🟡 ON TRACK
	Compliance	Ensure compliance with all legal and regulatory obligations of the company in all jurisdictions in which it does business, and define and promote a culture of ethical business conduct	Board of Directors approved a continuity plan to ensure continued resourcing and effectiveness of our global compliance program, including formal regular evaluations	🟡 ON TRACK

\*Please see [Energy & Emissions](#) for more information on what is included in this calculation.



# Moy Park Farm of the Future

**Pilgrim’s Moy Park has unveiled a state-of-the-art poultry farm** on its pathway to reach net-zero GHG emissions by 2040. Located in Lincolnshire, U.K., Beech Farm was built from the ground up with sustainability in mind to reduce scope 1 and scope 2 emissions by 100%, effectively taking the farm “off grid” when all systems operate at capacity.

Everything from the design and layout of the farm building to how it captures and recycles rainwater reflects Moy Park’s mantra of “reduce, reuse, renewable.” Technologies utilized on the farm to reach net-zero emissions include ground-source heat pumps to generate heating, heat exchanger systems to reduce overall heat usage, and solar technology capable of generating 1MW of electricity, which works in tandem with lithium battery storage.

The facility also practices the latest biosecurity measures to help ensure safety and welfare standards for its birds.

Through these innovations, Moy Park has created a 100% reduction in energy-related GHG emissions at Beech Farm, representing 900 metric tons of CO<sub>2</sub>e savings a year. With more than 700 farming partners across the U.K., Moy Park plans to use Beech Farm as a blueprint on its journey to reach net-zero emissions across its agricultural value chain. The project’s potential to be a game-changer for the industry is also particularly exciting when taken in partnership with Moy Park’s other scope 3 initiatives, such as its Farm Carbon Calculator, which will monitor and track GHG emissions in real time at the individual farm level, across its entire farming base.



**BEECH FARM  
IS A FIRST FOR  
THE POULTRY  
SECTOR AND IS A  
POTENTIAL GAME-  
CHANGER FOR  
THE INDUSTRY.**



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WE RECOGNIZE THAT THE ROLE WE PLAY EXTENDS BEYOND OUR OWN WALLS, AND WE CONTINUE TO WORK ON DELIVERING SCALABLE SOLUTIONS TO THE SUSTAINABILITY CHALLENGES THAT IMPACT US ALL.

— FABIO SANDRI, PILGRIM’S GLOBAL CEO

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# PEOPLE & PARTNERSHIPS

## Investing In Our People

**Our greatest asset is our people**, and we are motivated by a shared vision to become the best and most respected company in our industry, creating the opportunity of a better future for our team members. Put simply, the success of our business starts with the success of our people.

We are humbled by our dedicated workforce of more than 59,600 team members, and we strive every day to foster a culture of respect and team member success. Diversity remains one of our greatest strengths, and we know

that the success of our company depends on the collective skills, backgrounds, and experiences of our team members.

From job training to pursuing higher education, we are proud of the ways our team members further their knowledge. **Developing leaders at Pilgrim's helps not only our operations, but also our communities, to thrive.** In line with this goal, we established the Pilgrim's Tomorrow Fund and Better Futures programs to support the collegiate pursuits of our team members and their direct dependents.

**PROVIDING OUR TEAM MEMBERS AND THEIR CHILDREN THE OPPORTUNITY TO PURSUE HIGHER EDUCATION THROUGH BETTER FUTURES**

**\$1.9 million+**  
IN TOMORROW FUND SCHOLARSHIP PAYMENTS

**350+ students**  
**enrolled in**  
**Better Futures**







AT PILGRIM'S,  
SAFETY IS A  
CONDITION.

## Team Member Health & Safety

We believe that **safety is a condition to be the best and most respected company in our industry.** We remain committed to providing safe work environments for our team members across all Pilgrim's facilities.

The Pilgrim's Occupational Health and Safety Management System focuses on training and educating our team members and eliminating workplace hazards, meeting relevant government requirements in each country.

We are proud that in 2022, we improved our Safety Index scores across the U.S., Europe, and Mexico, including a 17% improvement in the U.S.

To continuously improve, we set company-wide and facility-specific safety goals each year and track leading safety indicators. Performance is reported daily, weekly, and monthly to management teams.

In Mexico, we have implemented an Accident Reduction Initiative throughout all of Pilgrim's Mexico with the objective of reaching Zero Accidents in our operations. A collection of programs, including Skills Management, Security Monitors, 5-Minute Talks, and Onboarding are provided through this initiative to ensure proper safety practices are upheld across all areas of operation.

## Safety Index Score

From 2021 to 2022, Safety Index scores improved by 16.8% in the U.S., 15% in Europe, and 9.4% in Mexico.





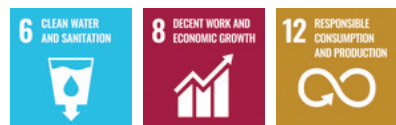


## A Commitment to Our Communities

**At Pilgrim's, we value the important role we play in the communities where our team members live and work.** We understand the responsibility that comes with being a major employer in rural communities, and we work hard to contribute to the well-being of these communities by volunteering our time, donating product, supporting nonprofit organizations, strengthening infrastructure, sponsoring local events and teams, and providing gainful employment opportunities.

To make sure our efforts have the most meaningful impact, we focus our support

on the causes most important to the local communities where we operate. Across the U.S., for example, we continue to identify and invest in a variety of meaningful initiatives through our Hometown Strong program. From donating books and computers to underserved children, constructing warehouses for food pantries, and funding high school agriculture programs, to developing land for playgrounds, community gardens, and more—we have invested over \$15 million in our communities through more than 100 projects to date.



**100+ HOMETOWN  
STRONG PROJECTS  
LAUNCHED ACROSS  
INFRASTRUCTURE,  
RECREATION, SOCIAL  
SERVICES, AND  
MORE IN OUR LOCAL  
COMMUNITIES**

**\$15 million+  
invested**

**100+**  
OTHER COMMUNITY  
PROJECTS SUPPORTED





# PRODUCT INTEGRITY

## Food Safety, Quality, Marketing & Innovation

Being a part of the family meal is a tremendous honor, and we strive for great taste and satisfaction in every Pilgrim's experience across over 100 countries. We deliver quality poultry and pork products thanks to our high standards for food safety, responsible marketing, and innovation.

There are many options available today, and we aim to meet customer demand by providing a diverse range of products and information to help make informed decisions. We offer transparent information about nutrition content and production processes like antibiotic-free, organic, reduced fat, no preservatives, and more.

From new packaging materials for our products to creative ways to reach consumers on the topic of food waste, our teams are focused on sustainable innovation. Pilgrim's collaborates with suppliers, vendors, and retailers to evaluate new technologies and ways of working that reduce packaging while still delivering quality products for the end-consumer.

In 2022, our Global FSQA (food safety and quality assurance) team held its second annual meeting in Cambridge, U.K., to share best practices, innovations, and technologies—while empowering FSQA leaders through education, collaboration, and team building.

# 100%

OF OUR FOOD PRODUCTS  
ADHERE TO FEDERAL  
LABELING REQUIREMENTS

# Zero

REGULATORY RECALLS  
DUE TO FOOD SAFETY AND  
QUALITY ISSUES IN 2022

# 97%

OF PILGRIM'S FRESH  
PROCESSING PLANTS ARE  
3RD-PARTY CERTIFIED TO  
GLOBAL FOOD SAFETY  
INITIATIVE STANDARDS







## Animal Health, Nutrition, Housing & Handling

At Pilgrim's, **we prioritize the health and well-being of our animals.** Across our operations, our approach to animal care is grounded in science, measurement, training, audits, and research. Our animal welfare programs detail the appropriate practices, controls, documentation, and training to promote our animals' comfort and well-being at every stage, beginning with our producer partners through our processing operations.

We also continue to partner with leading animal welfare experts across the globe to further enhance the well-being of our animals. Recent partnerships between Moy Park and Queens University Belfast as well as Pilgrim's UK and the National Farmers Union U.K. have evaluated the lived experiences of birds and bird behavior and the impact of environmental temperature conditions on pig welfare during transportation, respectively.

**100%** of team members who have contact with animals are trained according to our animal welfare programs

**99.9%**  
OF INTERNAL AND  
EXTERNAL ANIMAL  
WELFARE AUDITS PASSED  
ACROSS ALL REGIONS

## Supplier Relations

As a leader in the food system, Pilgrim's collaborates with our supplier partners to improve the overall sustainability of our supply chain. We evaluate all potential manufacturing suppliers based on criteria including compliance, risk management, quality, reliability, financial capability, and reputation. We prioritize companies in the communities where we operate, as those relationships help further support local economies, and we prefer to work with companies at their local offices whenever possible.

In collaboration with retail partners, our U.K. business conducted a human rights impact assessment (HRIA) in 2022 spanning Pilgrim's UK's outdoor-bred pig farms and lamb farms, as well as the business' processing and abattoir sites. Due to the assessment's scale and wide-ranging criteria, it was the first-of-its-kind for a livestock supply chain and resulted in a jointly published [Human Rights Action Plan](#) from the businesses.

**\$2 billion+**

PAID TO LIVESTOCK & POULTRY  
PRODUCER PARTNERS

**6,960+**

SERVICE PROVIDERS  
& VENDORS

**4,300+**

LIVESTOCK & POULTRY  
PRODUCER PARTNERS

**\$258 million+**

PAID TO MINORITY-OWNED  
BUSINESSES IN THE U.S.





# ENVIRONMENT

## Feeding a Growing Population

**We are dedicated to helping society meet the global challenge of feeding a growing population in an environmentally responsible manner.**

Pilgrim’s was the first major global protein company to set a target of net-zero GHG emissions by 2040, covering our scope 1, scope 2, and scope 3 emissions. We are investing in driving energy efficiency and GHG emissions reduction strategies across our operations, embracing our responsibility to both reduce water use in our operations and champion water stewardship, and aiming to reuse or recycle the maximum amount of materials with the goal of sending as little to landfill as possible.

Looking ahead, we will continue to deploy operational improvements to increase efficiencies and reduce GHG emissions in our

own operations while also expanding our efforts to reduce and remove scope 3 GHG emissions throughout our value chain.

Given the size and complexity of this shared footprint, Pilgrim’s will utilize a comprehensive and company-wide approach to working with our suppliers and customers and pursue several parallel measures to address our shared food system’s emissions.

In 2023, Moy Park and Pilgrim’s UK will refile their existing SBTi (Science Based Target initiative) approved GHG emissions reductions targets for revalidation according to the organization’s Forests, Land, and Agriculture (FLAG) Science-Based Targets Setting Guidance. In addition, Pilgrim’s Food Masters will also submit new SBTi targets for validation.



Engaging in research endeavors around the world to help further our scope 3 GHG emissions reduction strategy through improved efficiencies from animal welfare, animal nutrition, farm management, and other areas.

20% ↓

REDUCTION IN SCOPE 1 AND 2 GHG EMISSION INTENSITY FROM 2019-2022

15.5%

RENEWABLE ELECTRICITY; GROWING OUR PORTFOLIO TOWARD A GOAL OF 60%

## Implemented a behavior-based playbook to optimize operational procedures and reduce GHG emissions within Pilgrim’s U.S. facilities

120+

SCOPE 1 AND 2 GHG EMISSIONS REDUCTION PROJECTS APPROVED IN PILGRIM’S FACILITIES

19% ↓

REDUCTION IN ABSOLUTE SCOPE 1 AND 2 GHG EMISSIONS FROM 2019-2022







1770 Promontory Circle, Greeley, CO 80634  
(970) 506-8000

[Pilgrims.com](https://www.pilgrims.com)

For our full 2022 Pilgrim's Sustainability Report,  
please visit [sustainability.pilgrims.com](https://sustainability.pilgrims.com)

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