



Creating Better Together™

Our Journey to a MultiCapital Scorecard

*“WE BLEND CARE AND
CREATIVITY TO
NOURISH THE WORLD”*



Griffith Sustainably Sourced

Albania Sage



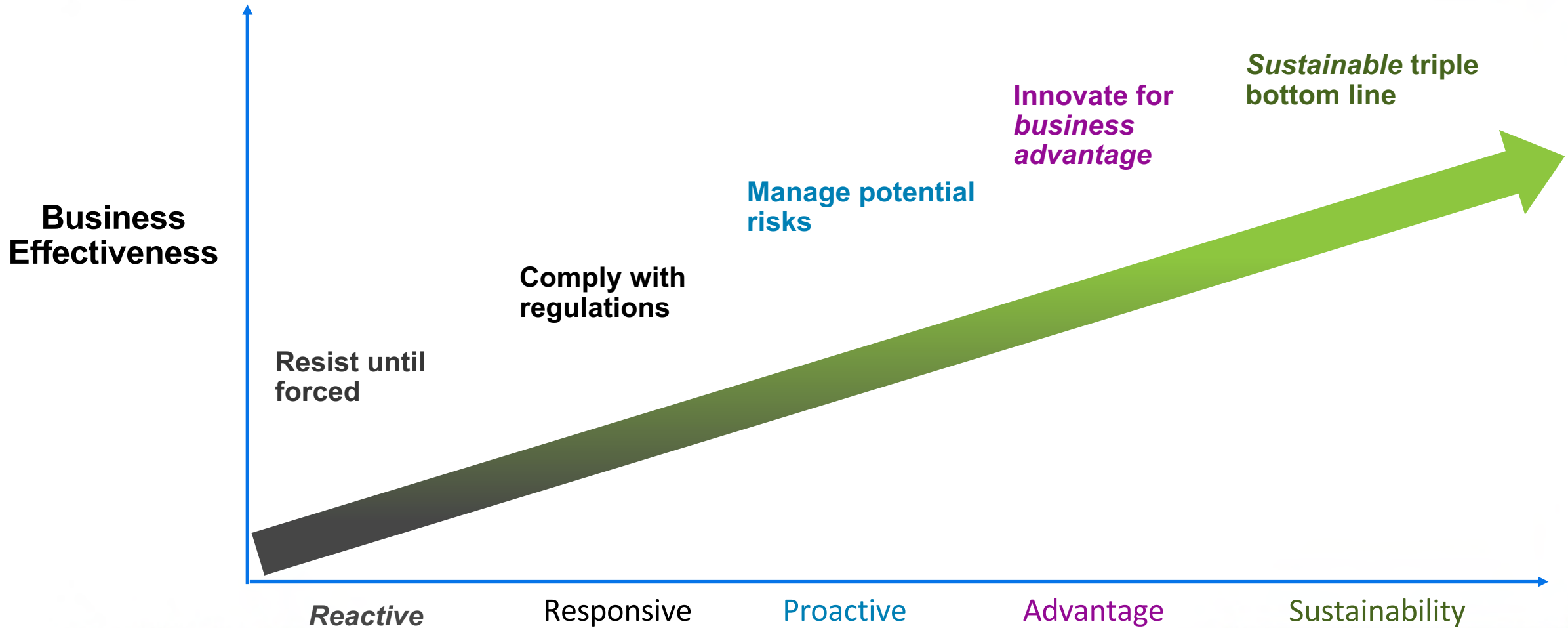
Griffith Sustainably Sourced

India

CHILI PEPPERS



Sustainability Drives Business Growth & Innovation



Creating Better Together™



PURPOSE

INITIATIVES

**EXTERNAL
MEASURES**

(SDG's)

STRATEGY

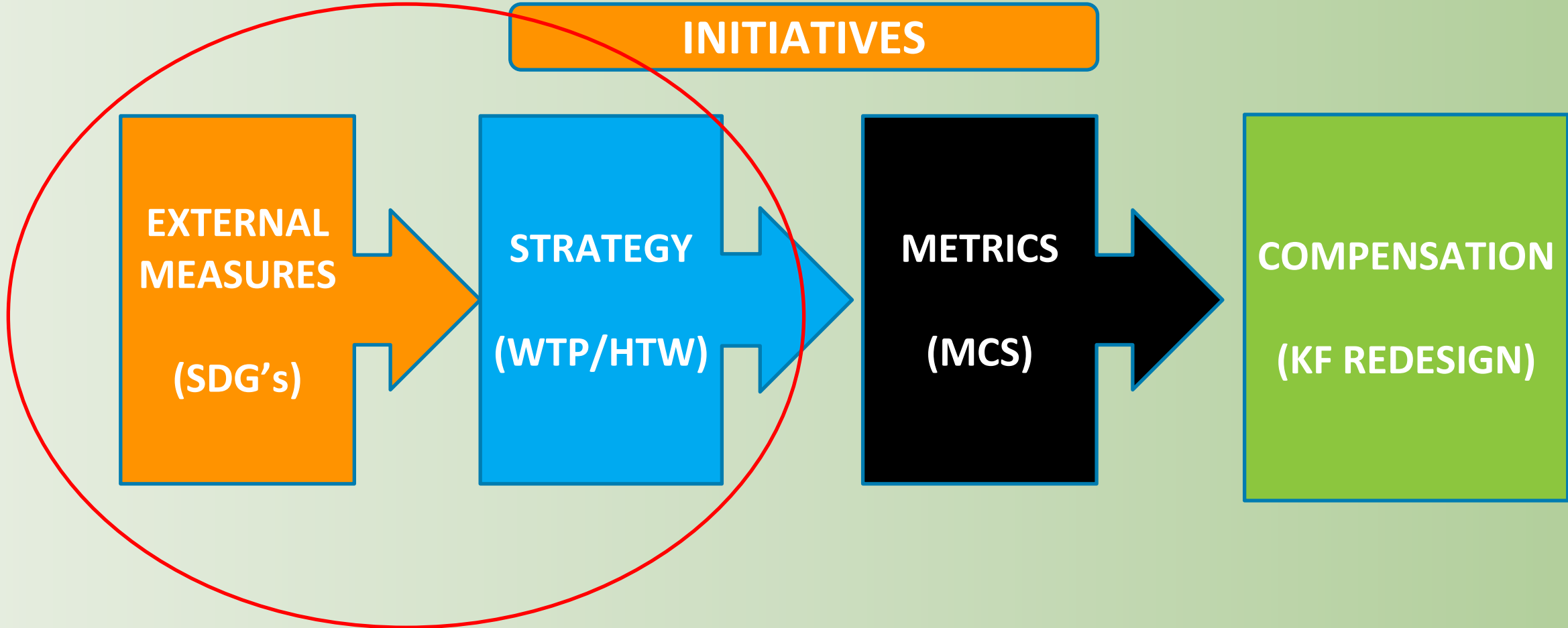
(WTP/HTW)

METRICS



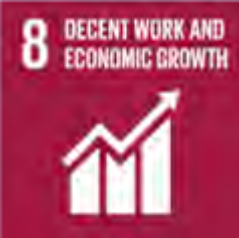

(MCS)

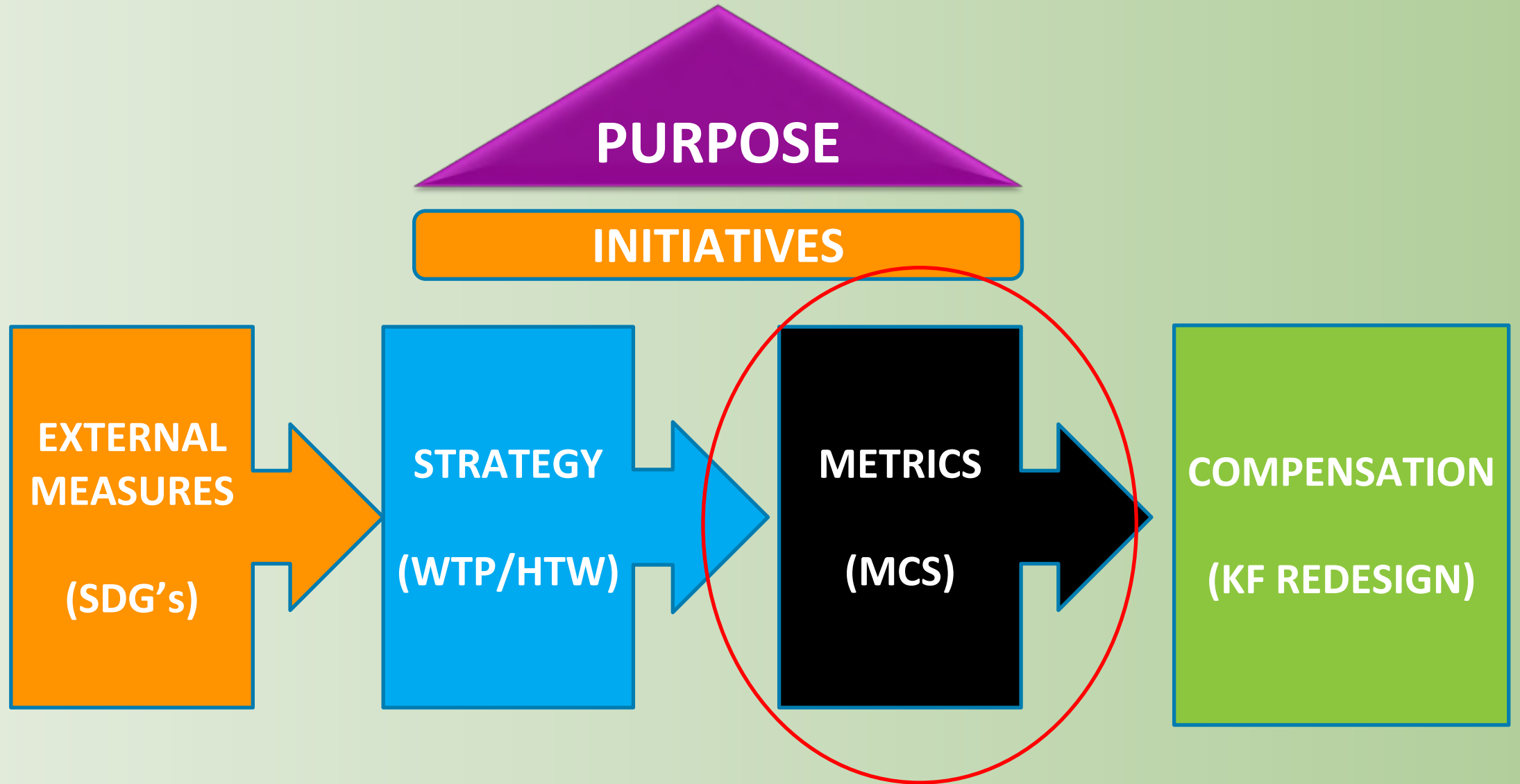
COMPENSATION

(KF REDESIGN)





SDG	Sub-goals		
	<p>2.1 End hunger/ensure access by all</p> <hr/> <p>2.2 End malnutrition</p> <hr/> <p>2.3 Productivity of small holders</p> <hr/> <p>2.4 Sustainable food production systems</p>	Strategic Griffith Capabilities	Specific Griffith Initiatives
	<p>12.2 Efficient use of natural resources</p> <hr/> <p>12.3 Reduce food waste and loss</p> <hr/> <p>12.5 Reduce waste generation</p>		
	<p>8.2 Economic productivity and technological innovation</p>		
	<p>Multi-stakeholder partnerships</p>		



Draft -- Griffith Foods MultiCapital Scorecard - Release 1.0



Vital Capitals Legend:*

- Constructed
- Human
- External Economic – Financial
- External Economic – Non-Financial
- Internal Economic – Financial
- Internal Economic – Non-Financial
- Natural
- Social & Relationship

*Intellectual capital is embedded in most of the others.

CURRENT REALITY	BOTTOM LINE DIMENSIONS OF PERFORMANCE	AREAS OF IMPACT (AOI) CLUSTERS	AOI #	INDIVIDUAL AOIs	INDIVIDUAL CONTEXT-BASED METRICS	FUTURE	CAPITALS IMPACTED
	People	Community Involvement	1.	Participation/Engagment	% OI Donated	Volunteer Hours/% particpate	■ ■ ■
		Employee Well-Being	2.	Employee Safety	Safety Performance Rating	Yes	■ ■ ■
			3.	Employee Fulfillment	Engagement score	Fulfillment score	■ ■
		Talent Management	4.	Talent Development	Development Plans in Place	All salaried - plans + tested	■ ■
	Planet	Climate System	5.	Climate System	Greenhouse Gas (GHG) Emissions	Same	■
		Solid Waste	6.	Solid Waste	Solid Waste Sent to Landfills	Same	■
		Water	7.	Water	Water Consumption	Same	■
		Sustainable Sourcing	8.	Raw Materials	% Raw Materials Certified	Same	■
			9.	Suppliers	% Suppliers at Silver Level	Global Industry Standard	■ ■
	Performance	Purpose-Driven Innovation	10.	Portfolio Transformation	% CM, \$CM , by Portfolio Targets	Same	■ ■
		Financial Performance	11.	Contribution Margin	% Contribution Margin	Same	■
					\$ Contribution Margin	Same	■
			12.	Return on Equity	EVA	Same	■
Enterprise Risk Management		13.	Food Safety	BRC Audit Score/ %GPSI	Key areas more proactive	■	
	14.	Business Continuity Plans (Compliance Requirements)	Plans Documented & Tested	Critical Future	■ ■		



Scorecard Drill Down – People

BOTTOM LINE DIMENSIONS OF PERFORMANCE	AREAS OF IMPACT (AOI) CLUSTERS	AOI #	INDIVIDUAL AOIs	INDIVIDUAL CONTEXT-BASED METRICS
People	Community Involvement	1.	Participation/Engagement	% Participation
	Employee Well-Being	2.	Employee Safety	Safety Performance Rating
		3.	Employee Fulfillment	Fulfillment score
	Talent Management	4.	Talent Development	Development Plans in Place



Scorecard Drill Down – Planet

BOTTOM LINE DIMENSIONS OF PERFORMANCE	AREAS OF IMPACT (AOI) CLUSTERS	AOI #	INDIVIDUAL AOIs	INDIVIDUAL CONTEXT-BASED METRICS
Planet	Climate System	5.	Climate System	Greenhouse Gas (GHG) Emissions
	Solid Waste	6.	Solid Waste	Solid Waste Sent to Landfills
	Water	7.	Water	Water Consumption
	Sustainable Sourcing	8.	Raw Materials	% Raw Materials Certified
		9.	Suppliers	% Suppliers at Silver Level



Scorecard Drill Down – Performance

BOTTOM LINE DIMENSIONS OF PERFORMANCE	AREAS OF IMPACT (AOI) CLUSTERS	AOI #	INDIVIDUAL AOIs	INDIVIDUAL CONTEXT-BASED METRICS
Performance	Purpose-Driven Innovation	10.	Portfolio Transformation	% CM, \$CM , by Portfolio Targets
	Financial Performance	11.	Contribution Margin	% Contribution Margin
		12.	Return on Equity	\$ Contribution Margin
		13.	Food Safety	EVA
	Enterprise Risk Management	13.	Food Safety	BRC Audit Score/ %GPSI
		14.	Business Continuity Plans (Compliance Requirements)	Plans Documented & Tested

Lessons Learned So Far....

- Elegance in Simplicity
- Language Must Fit Our Culture
- Clear Connections to Our **Purpose**
- Rigor Matters/Trust Experts
- Willing to Accept Criticism