



## IN THIS ISSUE:

- [Two Keystone facilities are making great strides in reducing water consumption](#)
- [Keystone facilities respond to Hurricanes Irma and Harvey and collect toys for the holiday](#)
- [New leaders step up to support growth](#)
- [Keystone facilities strengthen their food safety and quality culture](#)
- [Innovative suppliers help Keystone meet new goals and help their communities](#)

## Recognizing Sustainability Achievements— Our 8th Annual KEYSTAR Awards

Every one of us has an important role to play in the Keystone Foods sustainability journey. Only together, with everyone's commitment, can we meet our ambitious goals. Our most valuable sustainability asset is our people. So think of the KEYSTAR Awards this way: **You are the KEY to our current success, and with the KEYSTAR Awards, each year we honor those who are the STARS in sustainability efforts.**

We continually seek to find new ways to improve our sustainability impacts. With your help, each year we are doing more to reduce our greenhouse gas emissions, rethink waste, reduce our energy and water consumption, perform our work more safely, adhere to animal welfare and food safety protocols, and support volunteering and contributing to charitable causes. It's a big challenge, but one worth doing.

And each of us can take actions in our own lives. We can reward companies and products that uphold a sustainable business model by giving them our business. And every day we can think about how we can eat, work, travel, live and play more sustainably.

**To Keystone Foods employees and suppliers alike: We appreciate your sustainability efforts regardless of whether you received an award or the size or scale of your project or program. We acknowledge your efforts and applaud your successes. Thank you!**

## UPCOMING SUSTAINABILITY DAYS

- **World Fair Trade Day**  
May 13
- **World Hunger Day**  
May 28
- **World Oceans Day**  
June 8
- **World Day to Combat Desertification**  
June 17



## Sustaining the Planet Award

Recognizes achievements through energy conservation, waste reduction, water conservation, an environmental management system or responsible sourcing.

### **TIE 1<sup>ST</sup> PLACE WINNER:** Keystone–Alabama (Eufaula)

#### **Reduced water consumption for processing by 31% to 4.9 gallons per bird.**

In 2016, Keystone–Alabama (Eufaula) fresh processing poultry plant initiated projects to try to reduce the water used per bird from 7.12 gallons to 5 gallons. The conservation team included members from every department including employees who do the processing every day.

This diverse group developed a range of ideas for projects that would help them meet their goal. Projects included installing water-saver showerheads on sinks, adding a re-use system for the vacuum pumps with a mixer to reduce foam at evisceration station (turns foam into liquid thus eliminating the

need for additional water to flush the drains) and adding a re-use system that pumps the overflow into the main chiller.

After implementing these changes, the facility achieved a reduction of 2.75M gallons per

week and is currently using just 4.9 gallons per bird. By maintaining this level, the company will save approximately \$1 million per year. Eufaula is continuing to work towards achieving a new goal—4.5 gallons per bird.



Eufaula Water Conservation team leads receiving the 2018 KEYSTAR Award.

### **TIE 1<sup>ST</sup> PLACE WINNER:** Keystone–Ohio

#### **A 13.75% reduction in water consumption is helping Ohio offset the rising costs of water.**

While a \$0.03 per gallon increase doesn't sound like much, it makes a real impact to the bottom line when you use 60,000 to 80,000 gallons/production day—that is an increase of more than \$530,000 per year. This was motivation for Keystone–Ohio to work on significantly reducing their water consumption in 2017.

Changes and improvements were implemented in the processing and sanitation areas of the plant. In processing, they installed new equipment (condenser towers and an additional condenser tower water holding tank) and changed several processes—for example, setting the mister to shut off automatically when not needed. In the sanitation area, they made changes that included installing a new, more efficient hot-water heater and redesigning freezer tunnel practices.

The result: A reduction in water consumption of 13.75 percent, or 10,700 gallons/production day. Annualized, this will save the company approximately \$70,620.





## Sustaining the Planet Award

Recognizes achievements through energy conservation, waste reduction, water conservation, an environmental management system or responsible sourcing.

**2<sup>ND</sup> PLACE WINNER:** Keystone–North Carolina  
**Wastewater chemical program lowered chemical usage, sludge tonnage and costs to compost while improving employee safety.**

This further processing poultry plant sends DAF sludge material from its wastewater treatment process to the largest compost site in the state of Virginia. Using a number of strategies, the plant successfully reduced the moisture content of DAF sludge tonnage by 18%, reduced transport and its costs by 10%, and decreased their chemical usage and spend. By adding new technologies to monitor chemical usage, the facility adjusted chemical injection points and enhanced chemical efficiency. As a result, Keystone–North Carolina produces a drier, higher quality sludge for composting. And by switching to tanker deliveries for chemicals that are offloaded to bulk storage for all wet chemicals instead of stored in totes, they improved operator safety. This project achieved results with reduced environmental and social impacts, while also having a positive financial impact on the business.



**BEFORE (above):** Wastewater chemicals were stored in totes. This presented concerns with spills, storm water and safety.

**AFTER (left):** Chemicals are stored in new bulk storage tanks for improved operator safety.

# Global Safety Awareness Week May 14-18

Be part of Global Safety Awareness Week and learn how to work safer and smarter, enhance health and wellbeing and boost our “safety starts with you” culture. Look for the full schedule of events and training opportunities at your Keystone office or facility and get involved! Learn how YOU contribute to a safe and healthy work environment.

## KNOW Safety, NO Accidents



# Contributing to Communities Award

Recognizes achievements through strategic philanthropy, employee volunteerism, local community engagement and development, or employment opportunities.



“Teams from the plant were sent into storm-ravaged neighborhoods to assist with the clean-up.”

## 1<sup>ST</sup> PLACE WINNER: Keystone—Georgia

### Keystone—Georgia plant extends storm relief to 150 employees.

In January, many employees of the Keystone—Georgia facility were affected by extreme weather, including a tornado at EF-3 strength. Some employees were even rendered homeless.

Keystone—Georgia distributed donations and reached out to help. Affected employees received clothing, food, water and personal

items as well as approximately \$30,000 in gift cards. In addition, company leaders sent teams into storm-ravaged neighborhoods to assist with the clean-up of downed trees, failed structures and other debris.

Because Keystone—Georgia employees helped their co-workers and neighbors get back on

their feet and helped relieve their worries about meeting life's necessities, many impacted employees were able to continue to work and the plant was able to meet production commitments to our customers.

## 2<sup>ND</sup> PLACE WINNER: Keystone—Alabama (Gadsden)

### Gadsden is honored by the Marine Corps for “Toys for Tots” donations.

Toys for Tots is a charitable drive that provides toys for children who may not otherwise receive toys at Christmas. Through employee toy donations and funds raised through weekly bake sales, the Gadsden employees were able to maximize their donations—giving 368 toys in December 2016. The U.S. Marine Corps Reserve recognized the facility with the Commander's Award—the highest national award given by Toys for Tots.





# Supporting Our People Award

Recognizes achievements in the areas of workplace safety and health, diversity and inclusion, employee leadership development and employee engagement.



“Now we have enough leaders to take on the challenges of managing our growing business.”

## 1<sup>ST</sup> PLACE WINNER: Keystone–Thailand

### Working to develop the next generation of Keystone–Thailand’s leaders.

Keystone–Thailand needs a strong, new generation of leaders to sustain the fast growth of its business. In 2015, they established a leadership development program, “Leader Builds Leaders,” to strengthen the strong leadership culture at the top by successfully

expanding it to middle management and then embedding it at the supervisor level. To date, 157 people have participated.

The program included training on managerial topics such as Coaching & Delegation and Situational Leadership, as well as, technical

training. Now, as Keystone–Thailand builds a new plant in Chonburi Province, because of the development program there are enough leaders to manage both plants effectively.

## 2<sup>ND</sup> PLACE WINNER: Keystone–Alabama (Eufaula)

### New safety initiative instills a mindset of accountability.

To improve safety performance, Keystone–Alabama (Eufaula) implemented the “No Boundaries, No Excuses” initiative to reinforce a culture of accountability. Regardless of where a safety issue is identified (no boundaries), each employee is accountable to report or address it (no excuses). As a result of the initiative, the OSHA incident rate is now the best in the history of the facility. And there has been a significant reduction in the cost of worker compensation claims.



Eufaula employee Salina Brooks gets the keys to a new car at the plant’s four-million-hour safety milestone celebration event.

## **Creating Shared Value Award**

Recognizes achievements advancing food safety and quality, animal welfare, stakeholder engagement, transparency, accountability and communication, and supplier engagement and development outcomes.

### **TIE 1<sup>ST</sup> PLACE WINNER: Keystone–Malaysia** **Building a food safety and quality culture that keeps pace with growth.**

Growing fast, Keystone–Malaysia found it increasingly difficult to mentor and train employees. With a constant influx of new hires, a new strategy was needed.

Leadership developed a multi-point strategy to build a strong Food Safety and Quality (FSQ) culture. This included communications campaigns, contests, incentives, training, voice-of-the-customers awareness, and employee recognition. Since implementation, there has been a significant increase of FSQ awareness among employees.

One customer commented after a plant visit, “I saw a completely different facility. There is huge commitment and emotional connection to FSQ among the employees.” And recent external audits have also demonstrated the positive change.



### **TIE 1<sup>ST</sup> PLACE WINNER: Keystone–Thailand** **A five-month campaign works to build a strong food safety culture.**

Keystone–Thailand developed a comprehensive food safety communications and training campaign with activities every month to maintain momentum. Activities to engage employees included food safety games, competitions, the sharing of food safety experiences and celebrations such as a three-day Food Safety Awareness Celebration in October. Training and education was continuous throughout the campaign. Employees learned basic hygiene and gained microbiological knowledge through video, classroom training and display monitors at canteens.

In addition, Keystone–Thailand organized a conference on food safety and consumer quality expectations, “Partnering for Excellence.” In all, 110 ten people from supplier companies attended.

The campaign has resulted in top scores for food safety and quality in SQMS audits and a decline in customer complaints, and there have been no product recalls.



## **Creating Shared Value Award**

Recognizes achievements advancing food safety and quality, animal welfare, stakeholder engagement, transparency, accountability and communication, and supplier engagement and development outcomes.

**2<sup>ND</sup> PLACE WINNER: Keystone–China (Shenzhen)**

### **Seventy-five people from 20 suppliers convene to discuss antibiotic reduction in China.**

Because the reduction of antibiotic use in animals is critically important to human medicine, many of our customers, including McDonald's, have made responsible antibiotic use a global focus. Keystone–China (Shenzhen), working with McDonald's China and our suppliers, prepared a symposium on antibiotic reduction and bird health management. At the 2017 McDonald's China Chicken Day, key raw chicken meat suppliers presented their best practices and experiences in responsible

antibiotic use. In addition, experts provided updates on national laws and regulations and offered technical support. Everyone participated in discussions about how to

improve performance in the future. By taking on the topic proactively, Keystone–China (Shenzhen) built closer relationships with suppliers and a key customer.



## **Our KEYSTAR program is celebrating its 10<sup>th</sup> year in 2018!**

Since 2008, we have been *ENGAGED* in a sustainability journey. Your commitment and passion have *ENERGIZED* our progress. We are excited about the future and the opportunity to ensure you are *EMPOWERED* to continue to drive sustainable outcomes.



**SUPPLIER AWARDS:**  
**Sustaining the Planet Award**

Recognizes achievements through energy conservation, waste reduction, water conservation, an environmental management system or responsible sourcing.

**1<sup>ST</sup> PLACE WINNER:** Polytec, Inc.

**Helping to improve Keystone’s wastewater treatment system performance.**

Polytec provided technical assistance and new components (at no cost) to help Keystone–North Carolina improve their wastewater performance. They worked shoulder-to-shoulder with Keystone employees to implement new ideas that reduced chemical costs, improved chemical effectiveness, enhanced the value of waste solids going to compost, and improved effluent water quality and operator safety.

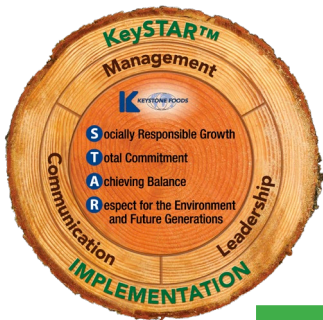
Operators were trained on the chemistry and the equipment that Polytec installed. In addition, the chemical control improvements and monitoring allowed Keystone to reduce operator schedules from 12-hour days to 8-hour days, thus enabling the plant to redeploy those resources to other tasks.



**Our sustainability journey:  
 We’ve come a long way.**

In the coming months, look for more details about celebrations and engagement activities. We will share details of our progress and plans for future success.

**You are  
 the future of  
 KEYSTAR**







SUPPLIER AWARDS:

# Contributing to Communities Award

Recognizes achievements through strategic philanthropy, employee volunteerism, local community engagement and development, or employment opportunities.

## 1<sup>ST</sup> PLACE WINNER: Aramark Corporation

**Aramark helps underserved communities by engaging 9,000+ volunteers for 450 service projects in 15 countries.**

Aramark's strong, local relationships with community centers help underserved communities and create meaningful volunteer opportunities for their employees. Some examples: Aramark's chefs and dietitians teach the relationship between diet and wellness through cooking demonstrations and nutrition workshops. Their human resources professionals link adults and teens with information and hands-on training to prepare them to find and keep good jobs. Aramark celebrated their year-round efforts during a global day of service, "Building Community Day." More than 9,000 employees volunteered in nearly 450 projects around the world on this one day alone.

Aramark also donates basic necessities like food and clothing for families in need, serves billions of meals, and hires thousands of people each year. In 2016, they contributed nearly \$15 million through the Aramark Charitable Fund, corporate contributions and its businesses.



## 2<sup>ND</sup> PLACE WINNER: Griffith Foods–US

**Employee volunteers packed more than 144,000 simple, nutritious meals to distribute to targeted charities.**

In 2017, Griffith Foods–US organized a 15-hour packing session at their Illinois facility. Two hundred employees from all three plant shifts and the office packed more than 9,600 meals per hour, preparing more than 24,000 meal packs (with six servings each) to distribute to food banks in Chicago, Atlanta and local organizations and churches. Meal packs were also sent to food banks in Houston, where Hurricane Harvey displaced thousands from their homes.





SUPPLIER AWARDS:  
**Supporting Our People Award**

Recognizes achievements in the areas of workplace safety and health, diversity and inclusion, employee leadership development, and employee engagement.

**1<sup>ST</sup> PLACE WINNER:** Kaman Corporation  
**Supporting the advancement of qualified women to leadership roles.**

The WALK (Woman Advocating Leadership at Kaman) program was designed to address the lack of women in leadership roles within Kaman. The program set out to hire, retain and promote more qualified women, change the culture to be more accepting of women in leadership roles, provide women equal access to development opportunities and create a life balance/family-friendly culture. To build awareness, the company developed a logo and a communications program. Since the WALK program was established in 2015, it has provided female employees opportunities to enhance their development and to have greater interaction with senior management.



**2<sup>ND</sup> PLACE WINNER:** PKT Logistics (M) Sdn Bhd  
**Providing flexible employment opportunities for mothers while their children are at school.**

In 2012, PKT needed to hire many new employees to support growth in warehousing activities. They realized that there were many housewives and mothers living in the communities who wanted to earn an income but could not commit to full-time employment. That was the inspiration for a program called "Mom Works While Children Study."

PKT created two work shifts that aligned with the schools' morning and afternoon sessions so that the women could work while their children were in school. Since March 2012, PKT has employed more than 89 women from the surrounding villages. Each household benefits from the extra income and the women are building work skills that will help them when their children have grown up and they are ready for full-time work.





SUPPLIER AWARDS:

## Creating Shared Value Award

Recognizes achievements advancing food safety and quality, animal welfare, stakeholder engagement, transparency, accountability and communication, and supplier engagement and development outcomes.

**1<sup>ST</sup> PLACE WINNER:** Griffith Foods–Mexico

### Feeding people in need with fortified vegetable soup made from unused wholesale vegetables.

In Monterrey, Mexico, as much as 100 tons of vegetables are wasted at the wholesale level. These vegetables are either physically damaged (bruised–considered ugly) and/or are not purchased (excess inventory).

Griffith Foods–Mexico conceived of the idea of taking these vegetables that would normally be disposed of and using them to create affordable, fortified nutritious soups. These soups could then be provided to food banks, the government and grocers for low-income people in Mexico.

The soup recipes were developed by a team of scientists and Griffith Foods–Mexico employees through ideation sessions. The resulting soups are easy to use (just add water and heat), are shelf-stable and can be fortified with Vitamin C, fiber, zinc, iron and protein.



To date, Griffith Foods–Mexico has produced several batches to send to a local food bank. And recently, 16,000 servings of soup were sent to food banks in the Mexico City area to support people who have been impacted by the recent earthquakes in the region. Volunteers from throughout the organization donated their time to support the manufacturing, packaging and distribution of the product.

SUPPLIER AWARDS:

## All-Around Supplier Award

American Seafoods Company

### Supplying seafood responsibly and sustainably with a multi-strategy approach and deep commitment.

An independent study showed that American Seafoods' products have the lowest carbon footprint of any protein, including tofu. And to reduce their carbon footprint further they completed a full transition from Freon-based refrigeration equipment to ammonia-based equipment.

They continually work with biologists to identify ways to reduce unintended catches of non-targeted species. These efforts that include new net designs, new technologies, processes and employee training have produced good results. For example, the management systems for Alaska pollock and Pacific hake have earned the highest Marine Stewardship Council scores of any whitefish fishery. In addition, the company has given approximately \$5 million to fund scientific research on the Bering Sea/Aleutian Islands ecosystem.



American Seafoods makes donations to community programs in rural Alaska, and provides scholarships to students and has donated more than \$1.5 million to worthwhile causes in those communities. In addition, American Seafoods has donated more than 15 million seafood meals to the nation's food banks.