Flowers Foods is committed to building a sustainable future for our company and the communities we serve.
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I’m proud to present Flowers Foods’ 2022 Corporate Responsibility report, which is the culmination of a multi-year process to assess and reimagine our sustainability program companywide.

Our enhanced report provides greater detail on how we view and approach our responsibility to those we serve, including the results of our first materiality assessment, newly covered topics, case studies that demonstrate the impact of our programs, and the governance structure that oversees our efforts.

We’ve also reviewed and updated our environmental goals, building upon our successes and challenging ourselves anew in areas where we expect to make further progress. As part of this, we’ve increased our previous greenhouse gas reduction (GHG) goal, which we achieved in 2021, four years ahead of the horizon date.

I’m incredibly proud of all we have accomplished. Highlights from 2022 include:

- **Environment**: We continued to exceed our GHG goal, with a 21% reduction per metric ton of product compared to a 2015 baseline.

- **Team**: We rolled out a comprehensive, data-driven Safety Management System that focuses on accountability, prevention, and continuous improvement to make Flowers bakeries an even safer place to work. Additionally, to foster a greater culture of belonging, Flowers implemented inclusion training companywide, supplementing our existing annual anti-harassment and anti-discrimination training.

- **Consumers**: We continued to innovate, launching five new products to meet a variety of consumer tastes and dietary preferences, in addition to expanding our business into a new category with our Dave’s Killer Bread Organic Snack Bars.

- **Communities**: Our Wonder and Tastykake brands proudly fulfilled their multi-year commitment to donate $1.8 million to the USO by year-end 2022. Since 2018, these brands have partnered with the USO on the “Deploy the Joy” campaign to provide a variety of programs that keep service members and their families connected throughout the military journey.

These accomplishments are especially impressive when considered alongside other business efficiency projects simultaneously underway, including our Bakery of the Future initiative, enterprise resource planning (ERP) upgrade, and other digital transformation efforts. Our hard work is paying off and creating an even more efficient, responsible, and sustainable Flowers business.

It’s an exciting time for Flowers and I want to extend my sincerest appreciation to every single member of our team. Thank you for all that you do to drive our company forward. Together, we are Fresh. Forward. Flowers.

RYALS MCMULLIAN
Chairman and Chief Executive Officer
Flowers Foods, Inc.
ABOUT FLOWERS FOODS

Flowers Foods (NYSE: FLO), founded in Thomasville, Georgia, in 1919 and headquartered there, is a leading producer of packaged bakery foods in the United States with sales of $4.8 billion in 2022. The company operates 46 bakery subsidiaries in 19 states and employs approximately 9,200 people.
OUR VALUES

The values we have held dear for more than 100 years are the foundation for all our actions.

HONESTY & INTEGRITY
Always doing what’s right and maintaining high standards of ethical conduct

RESPECT & INCLUSION
Creating an inclusive, diverse, and respectful culture

SUSTAINABILITY
Building a sustainable future for our team, our company, and our communities

PASSION
Achieving our goals with energy and enthusiasm

HUMILITY
Striving to serve and learn from others as we pursue common goals

We are committed to upholding these values, and strive to make a positive difference for our environment, team members, consumers, and the communities we serve.
# CORPORATE RESPONSIBILITY FRAMEWORK

<table>
<thead>
<tr>
<th>ENVIRONMENT</th>
<th>TEAM</th>
<th>CONSUMERS</th>
<th>COMMUNITIES</th>
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<tbody>
<tr>
<td><strong>Climate/Energy, Logistics, Packaging, Water &amp; Waste</strong>&lt;br&gt; We believe sustainability makes us stronger. We are committed to applying sustainability processes to all aspects of our business and to exploring ways to prevent waste of water, packaging, energy, and other resources.</td>
<td><strong>Worker Health &amp; Safety</strong>&lt;br&gt; Our team is our top priority. We strive to provide a safe working environment and have policies, procedures, and training programs to ensure team members understand and meet safety guidelines.&lt;br&gt; <strong>Talent Acquisition &amp; Management</strong>&lt;br&gt; We provide competitive pay and benefits and reward eligible employees with bonuses when the company succeeds. We support and develop our employees through training and development programs designed to build and strengthen leadership and professional skills.&lt;br&gt; <strong>Diversity, Equity &amp; Inclusion</strong>&lt;br&gt; We believe in the power of people from diverse backgrounds and experiences coming together under a common set of values to achieve uncommon results.&lt;br&gt; We aspire to be an inclusive workplace — where all perspectives are valued, all contributions are celebrated, and everyone has equal opportunity to learn, grow, and succeed.</td>
<td><strong>Food Safety &amp; Quality</strong>&lt;br&gt; The safety and quality of our bakery foods are responsibilities we take very seriously. We provide regular food safety training for our team members and strive to operate clean and efficient bakeries that are regularly inspected by local, state, and industry agencies.&lt;br&gt; <strong>Health &amp; Wellness</strong>&lt;br&gt; We aim to offer a selection of bakery foods to accommodate various dietary needs, preferences, and lifestyles.</td>
<td><strong>Charitable Giving &amp; Volunteerism</strong>&lt;br&gt; We serve our communities more than just delicious baked goods through our philanthropic efforts that focus on feeding families, helping children, and supporting active duty service members and veterans.</td>
</tr>
</tbody>
</table>

## GOVERNANCE

Our commitment to uphold the company’s founding values - working ethically, responsibly, and with integrity – guides our efforts and is the foundation for all that we do.
In 2022, Flowers undertook our inaugural materiality assessment to identify and prioritize material Corporate Responsibility topics. This process entailed a comprehensive review of a variety of topics that impact the company and its stakeholders. Through a series of surveys and interviews, we solicited feedback from key stakeholders, including employees, customers, and investors. The result of that process is a list of 19 topics compiled in the hierarchy below, which we use to inform strategic initiatives, long-range planning, and risk management processes, as well as to drive our Corporate Responsibility program by ensuring we are reporting on the most relevant topics and guiding future areas of focus.

### PRIORITY TOPICS
- Corporate Ethics & Transparency
- Employee Health & Safety
- Environmental Compliance
- Food Safety & Quality
- Health, Nutrition & Wellness
- Strategy & Risk Oversight

### SIGNIFICANT TOPICS
- Climate Impact
- Data Security
- Diversity, Equity & Inclusion
- Labor Practices & Talent Development
- Responsible Sourcing
- Waste Management
- Water Stewardship

### IMPORTANT TOPICS
- Animal Welfare
- Community Outreach
- Lobbying & Public Policy Engagement
- Product Labeling & Marketing
- Sustainable Packaging
- Technology & Innovation
Our Responsibility to

THE ENVIRONMENT
OUR APPROACH

We are committed to sustainability in all aspects of our business.
As one of the largest producers of packaged bakery foods in the United States, we go beyond environmental compliance, implementing more-sustainable practices across our operations to minimize or prevent waste of water, packaging, energy, fuel, and other resources — because it’s the right thing to do for all our stakeholders.

As part of our recent comprehensive review and refresh of our Corporate Responsibility program, in 2022, we reevaluated and updated our existing environmental sustainability goals to build upon our successes and further challenge ourselves in areas where we expect to make additional progress. We will begin reporting on progress toward these updated goals in our 2023 Corporate Responsibility Report.

2030 ENVIRONMENTAL GOALS

- Reduce greenhouse gas emissions (scopes 1 and 2) 20% per metric ton of product off a 2020 baseline
- Reduce water use 10% per metric ton of product off a 2020 baseline
- Achieve zero waste to landfill (98% or greater diversion) company-wide
- Source 100% Roundtable on Sustainable Palm Oil (RSPO)-certified palm oil for all cake products
- Maintain RSPO Supply Chain Certification for all cake bakeries
- Maintain at least 90% of packaging as recyclable, reusable, or compostable
- Maintain at least 30% of recycled materials in packaging
CLIMATE & ENERGY

In Our Bakeries
We seek to reduce emissions through a combination of energy awareness and efficiency upgrades at all our bakeries. Our comprehensive energy strategy, and its three main components – Track, Integrate, Share – guide our efforts.

1. **Track**: We use an online energy management program to track energy use and emissions at all our facilities – bakeries, distribution centers, and warehouses. Any unusual change in energy consumption triggers an alert, notifying the facility’s management.

2. **Integrate**: We improve energy efficiency by incorporating energy-saving measures when upgrading equipment, installing new production lines, or designing new projects.

3. **Share**: We want our team to be energy smart. We regularly communicate best practices from around the company and celebrate energy successes with the entire Flowers team.

As a result of our efforts, in 2021 and 2022, we met and exceeded our previous GHG reduction goal to reduce emissions by 20% off a 2015 baseline. We have since increased our goal to reduce GHG emissions 20% per metric ton of product by 2030 off a 2020 baseline.

### MANUFACTURING EMISSIONS INTENSITY (mt CO2e/mt product)

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<tr>
<th>Year</th>
<th>'18</th>
<th>'19</th>
<th>'20</th>
<th>'21</th>
<th>'22</th>
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<td>0.237</td>
<td>0.238</td>
<td>0.221</td>
<td>0.225</td>
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</table>
ENERGY INITIATIVES

As we invest in our operations – whether it’s new bakeries, production lines, or upgrades to existing equipment – sustainability is integral to the design process. Three major areas of focus are compressed air systems, lighting, and heat recovery.

This focus is making a difference. Our bakery in Batesville, Arkansas, was recognized in 2022 by the U.S. Department of Energy (DOE) Better Plants program for its energy efficiency projects, which have reduced annual energy use by more 13,000 MMBtu – the equivalent of powering nearly 250 homes per year. The success at this bakery has made it a model for others in our network.

Compressed Air Systems
Compressed air is vital to many phases of bakery production processes, and we continue to upgrade our compressed air systems to reduce energy use. Based on energy assessments conducted in partnership with the DOE and its Industrial Assessment Centers, we made air compressor upgrades in 2022 at three bakeries. Upgrades involved installing systems with variable frequency drives, redesigning piping and air nozzles, and repairing air leaks. Additionally, approximately three-quarters of our bakeries now have their own air leak detection tools to facilitate efficient ongoing performance.

Since 2019, Flowers has been a member of the DOE’s Better Plants Program. This voluntary public-private partnership helps manufacturers set long-term efficiency goals, by providing technical assistance, tools, and networking opportunities to help companies meet energy goals.

In 2022, our Miami bakery joined other Flowers facilities in taking advantage of the DOE Better Plants Diagnostic Equipment Program (DEP) to identify and analyze energy leaks and improve equipment performance. Borrowing an ultrasonic leak detector, the bakery identified and repaired almost 30 leaks in its compressed air system. The process highlighted our ability to benefit our shareholders and the environment simultaneously, saving more than $5,500 in annual energy costs, while eliminating more than 62,000 kilowatt hours of annual energy consumption and approximately 44 metric tons of greenhouse gas (GHG) emissions.
ENERGY INITIATIVES

Lighting
A large part of reducing our energy footprint is upgrading lighting in our facilities. In 2022, we continued to transition to LED lighting at various locations across our bakery and warehouse network. The new LED fixtures reduce energy use and offer the added benefits of improving lighting levels and reducing heat emission.

Heat Recovery
By capturing waste heat from our ovens instead of releasing it into the air, we can reuse it to heat ingredient tanks, pipe jackets, proof boxes, and the water that washes baskets used in the production process. Currently, 20 percent of our bakery network employs heat recovery systems. For example, our bakery in Lewiston, Maine, uses heat generated by ovens and oxidizers to heat water and warm the building during the winter, saving approximately 217 metric tons of CO2e annually.

In 2022, our bakery in Mesa installed a new proof box that uses waste heat, and we implemented additional heat recovery projects in Henderson, Nevada, and El Paso, Texas.

Flowers is committed to incorporating sustainability initiatives into planned capital projects. In 2022, to better serve the West Coast market, we completed a new production line at our Henderson, Nevada, bakery to increase capacity for our Dave’s Killer Bread products. Sustainability was top of mind during the planning and execution of the project, resulting in the following key features:

**Heat recovery:** Henderson boasts the most advanced heat recovery system in our network. Recovered heat keeps ingredients like honey warm, eliminating the need for traditional electric warming systems, and heats water for the tray washer.

**Compressed air:** We installed efficient variable frequency drive (VFD) air compressors.

**Water:** Henderson is in a high-stress water location so we attempt to minimize water use in our production and sanitation processes wherever possible. The tray washer recirculates water to minimize use, and the refrigeration system and air compressor are air-cooled instead of water-cooled.

**Lighting:** We installed nearly 200 LED lights, which reduce energy usage by about 50% compared to standard bulbs and generate much less heat. Each LED is governed by a sensor that automatically turns the bulb on and off based on movement.
ENERGY STAR CERTIFICATIONS

Thirteen Flowers bakeries were recognized by the U.S. Environmental Protection Agency (EPA) in 2022 as ENERGY STAR-certified facilities. To receive ENERGY STAR certification, bakeries must score in the top 25 percent of all U.S. commercial bread and roll bakeries for energy efficiency and meet strict energy efficiency performance levels set by the EPA.

More than half of the facilities honored have achieved this recognition at least six times.

Seven-time honorees
- Holsum Bakery of Tolleson (AZ)
- Flowers Baking Co. of El Paso (TX)*
- Flowers Baking Co. of Norfolk (VA)*

Four-time honorees
- Mesa Organic Baking Co. (AZ)*
- Flowers Baking Co. of Henderson (NV)*

Six-time honorees
- Dave’s Killer Bread (OR)*
- Flowers Baking Co. of New Orleans (LA)*
- Flowers Baking Co. of Tyler (TX)
- Lynchburg Organic Baking Co. (VA)*

Five-time honorees
- Flowers Baking Co. of Batesville (AR)
- Tuscaloosa Organic Baking Co. (AL)

Two-time honoree
- Lepage Bakeries – Park Street (ME)

Three-time honoree
- Flowers Baking Co. of Houston (TX)

* Scored in the top 10% of U.S. commercial bread and roll bakeries.

We are a proud participant in Walmart’s Project Gigaton, which aims to reduce or avoid emissions in the global value chain by 1 billion metric tons — a gigaton — by 2030.
LOGISTICS

Through our direct-store delivery (DSD) network, Flowers ships fresh goods from bakeries to warehouses where they are picked up by independent distributor partners for delivery to retail and food service customers. Our sustainability and logistics teams look for ways to reduce the carbon footprint where possible.

In 2021, we consolidated our delivering days from 5-day to 4-day distribution at nearly 100 Flowers warehouses, eliminating trucks on the road one day per week.

In 2022, we implemented a new procurement system that gives us greater insight into transportation costs and efficiencies. With this data, we will seek additional opportunities to reduce the environmental impact of our operations by consolidating routes, reducing mileage, and consuming less fuel.

**Backhauls**
Flowers continues to capitalize on existing backhauls to reduce mileage. Backhauls are the return trips of trucks to the bakeries after a delivery. For example, when we deliver products to the West Coast, we use the return trip to transport ingredients back to our bakeries on the East Coast. We also use backhauls to transport sales displays, pallets, and trays.

Using backhauls to transport additional materials avoids fuel waste and improves operational efficiency. By maximizing our existing transport, we reduce costs and environmental impact.
WATER STEWARDSHIP

Water stewardship is not only important to our business, it’s a responsibility to our communities that we take very seriously.

Water is essential to our baking processes as an ingredient and for sanitation. The majority of the water our bakeries use is consumed in production and not discharged as wastewater. Our water strategy employs internal and external resources and expertise to facilitate improvements in water stewardship within the company’s operations and supply chain.

While we always strive to use water responsibly, usage levels have increased the last two years due to more stringent sanitation standards and water leaks. To help identify leaks more quickly in the future, we are investing in on-site metering (see next page), and to reduce the amount of water used in our cleaning practices, we are adding steam cleaners that use 99% less water than a traditional hose.

<table>
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<tr>
<th>MANUFACTURING WATER USE</th>
<th>(m³/mt product)</th>
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<td>'18</td>
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<tr>
<td>'19</td>
<td>1.28</td>
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<td>'20</td>
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<tr>
<td>'21</td>
<td>1.25</td>
</tr>
<tr>
<td>'22</td>
<td>1.28</td>
</tr>
</tbody>
</table>
WATER INITIATIVES

Availability & Usage
Flowers has identified bakeries in areas with high water risks and takes action to mitigate those risks. We evaluate current and potential water availability at bakery locations using the World Business Council for Sustainable Development’s Global Water Tool (WBSCD), the World Resources Institute (WRI) Aqueduct, and a third-party consultant. In 2021, Flowers updated its risk assessment using GIS software and WRI Aqueduct’s latest data set. Manufacturing facilities in areas of high water stress had 1) a WRI risk score of 2 or higher for “Overall External Risk Rating” for both current and projected risks and 2) accounted for 2% or more of company-wide production.

Some bakeries take on-site meter readings to monitor water use more frequently and verify utility invoices. In 2022, we added water meters throughout the production process to monitor usage at our bakery in San Antonio, which is in one of the higher risk water areas in our network. This initiative will expand to additional locations in 2023.

Reuse
There are limited opportunities to reuse water in baking processes while maintaining our high standard for food safety. When possible, however, we reuse water for equipment that does not come into direct contact with food products, such as cooling towers.

Flowers is also exploring ways to use our expanded water metering capabilities to improve tracking and help quantify water reuse.

HIGH WATER RISK LOCATIONS

In 2022, Flowers identified 2 bakeries with high water risk: Flowers Baking Co. of Denton (Tx.) and Holsum Bakery of Tolleson (Az.)

These two manufacturing locations comprised 7% of Flowers total water withdrawals in 2022.
WATER INITIATIVES

Training & Recognition
Increased production volumes naturally lead to greater water use, but it’s our priority to use it wisely and conserve it wherever possible. (See “Sustainability Key in Henderson Bakery Expansion,” page 12.) Flowers shares best practices through multiple internal communications platforms. We believe communicating successes across our network is key to maximizing conservation.

ANNUAL CDP WATER PROGRAM

Since 2016, Flowers has participated in the annual CDP Water Program, a public disclosure of the company’s water use that provides insight for investors, customers, non-governmental organizations, and others interested in how we manage water risks. CDP is a global environmental impact non-profit, providing a platform for all companies to report information on their climate, water, and deforestation impacts.

As a CDP Supply Chain member, we asked our ingredient suppliers to respond to the CDP Water Program in 2022. These suppliers represent more than 75% of Flowers’ annual ingredient spend. We are using this information to better understand potential water risks in our supply chain. For example, wheat and sugar are two key commodities required for the manufacture of most Flowers products, so we analyze water risks across the majority of our wheat- and sugar-growing regions.
WASTE & RECYCLING

While many companies outsource waste and recycling management to third parties, Flowers has our own in-house waste services team, which manages all services and invoices and oversees data tracking and project improvement. This provides greater internal collaboration and transparency within our waste and recycling program. Since establishing our Waste Services team in 2018, we have gained insight into waste at our bakeries, warehouses, and thrift stores, improving our diversion rate.

Flowers’ Waste Services team provides the following waste/recycling support to our bakeries:

- Virtual dumpster surveys
- Site-specific best practices and solutions
- On-demand training on material handling
- Equipment technical support
- Reporting of waste streams and costs

### COMPANY-WIDE DIVERSION RATE

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<thead>
<tr>
<th>Year</th>
<th>Diversion Rate</th>
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<tbody>
<tr>
<td>'18</td>
<td>91.1%</td>
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<tr>
<td>'19</td>
<td>91.4%</td>
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<tr>
<td>'20</td>
<td>92.8%</td>
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<tr>
<td>'21</td>
<td>93.3%</td>
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<tr>
<td>'22</td>
<td>93.9%</td>
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2022 CORPORATE RESPONSIBILITY REPORT
Our bakeries and warehouses are moving on many fronts to reduce food waste in the manufacturing process and divert it from landfills, including donating to food banks and repurposing scrap as animal feed. Additionally, food grade oil is recycled for biodiesel.

**Scrap Awareness and Reduction**
Production line scrap is one of the greatest areas of opportunity in our bakeries. Examples include discarded dough and product that falls off the line. All our bakeries have scrap reduction goals, which are regularly reported and communicated within the bakery and to operations leadership. Reducing scrap was a major focus in 2022 and is continuing into 2023 and beyond. Our bakery in Jamestown, North Carolina, for example, reduced its scrap by 30% in 2022 compared to the prior year.

Capabilities offered by our Bakery of the Future program allow bakeries to more effectively monitor and reduce scrap through new digital tools that ensure production lines are running properly.

**Scrap for Animal Feed**
While we focus on reducing scrap throughout the production process, we also seek ways to ensure scrap material is repurposed whenever possible. All of our bakeries coordinate with food recovery recycling partners to integrate food waste by-product into grain for animal feed.

In December 2022, our San Antonio bakery became the 13th in the Flowers network to go live as a Bakery of the Future (BOF), capping an eventful year in the digital transformation of our supply chain.

At the beginning of the year, only two pilot bakeries in the Flowers network were live with BOF, which provides real-time reporting of conditions from bakery production lines. Data is displayed in dashboards on bakery monitors and accessible to managers through individual workstations.
FOOD WASTE INITIATIVES

10x20x30 Food Waste Reduction Initiative
Since September 2020, Flowers has been a supplier in the 10x20x30 Food Waste Reduction Initiative, which brings together 10+ of the world’s largest food retailers and providers, each engaging at least 20 suppliers to halve food loss and waste by 2030. The program offers training and technical assistance to help suppliers reduce food loss and waste in their operations.

Charitable Donations
At our warehouses and thrift stores, viable packaged product nearing or at its shelf-life is collected and donated to local hunger-relief organizations. Learn more about our efforts on page 53.

Waste Reduction Network
Flowers is a partner in the Waste Reduction Network, a program under the U.S. Department of Energy’s Better Plants Program to help companies set, track, and meet waste reduction goals. We joined the pilot program in 2020, and in 2022, the network continued its work toward measuring and reducing food waste that goes to landfills.
RECYCLING INITIATIVES

Expanding what and how we recycle is central to our overall waste reduction strategy. Flowers conducts site assessments in our bakeries to identify potential recycling savings and improvements. As a result, in 2022 we invested in more equipment, such as balers and compactors, to improve waste reduction efforts at several bakeries. Compactors make hauling waste material more efficient and balers are critical in ensuring recyclable material is appropriately segregated for recycling.

Compactor Monitors
At more than half of our bakeries, we operate compactor monitors, which automatically notify waste haulers when a pickup is needed. These monitors provide actionable data and maximize container capacity to reduce the number of hauls.

Special Recycling
Recycling of batteries and printer cartridges has been expanded to all of our locations. These initiatives provide containers with pre-paid shipping labels. Once containers are filled and properly packaged, they are mailed to the vendor for recycling. Additionally, every bakery has designated containers for recycling confidential documents that have been shredded.

Backhauls
In addition to using backhauls to reduce miles driven, some Flowers warehouses and distribution centers utilize existing relays to return cardboard and stale product to central locations for collection and baling. At high-volume warehouses and distribution centers, we have bulk collection systems for both cardboard and stale product retrieved from the market.

Waste-to-Energy
Since 2019, Flowers has explored options to reduce waste sent to landfill by partnering with energy producers to convert waste that remains after recycling into energy. Six of our bakeries participate in waste-to-energy projects. Two Florida-based bakeries work with a manufacturer of clean alternative fuels to convert waste into energy cubes that fuel incineration for concrete manufacturers. Our California bakery and three others in the Northeast work with third parties who convert the waste into electricity for homes and businesses.

Over 90% of our total product packaging is recyclable. Today, many packaging items, such as bread polyethylene bread bags, paperboard and corrugated packaging, are made of 100% recyclable materials. Over the years, we have right-sized and down-gauged product bags in an effort to use less material, and we continue to explore other avenues to reduce material consumption.

To manage obsolete packaging at bakeries, our Waste Services team works with regional recyclers to schedule bulk pickups. Where recycling is not available nearby, we leverage relationships near other Flowers locations and use backhauls to transport the material to areas with access to recycling services. For example, in 2022, federal regulations necessitated updated ingredient labeling to align with new allergen guidelines. Our Waste Services team supported our bakery network by recycling more than 200 tons of packaging, keeping it out of local landfills.
RESPONSIBLY SOURCED PALM OIL

Since 2018, Flowers’ bakeries have maintained Roundtable on Sustainable Palm Oil (RSPO) Supply Chain Certification, building upon our pledge to source 100% RSPO-certified palm oil. Our cake bakeries are audited every five years to ensure ongoing compliance. Learn more about our commitment to Responsible Sourcing on page 46.
## 2022 ENVIRONMENTAL SCORECARD

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<td>3,907,907</td>
<td>3,860,093</td>
<td>3,860,430</td>
<td>3,748,667</td>
<td>3,739,322</td>
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<td>Scope 1 Emissions</td>
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<td></td>
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<td></td>
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<td>Manufacturing (mt CO2e/mt product)</td>
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<td>Scope 2 Emissions</td>
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<tr>
<td>Manufacturing (mt CO2e/mt product)</td>
<td>0.139</td>
<td>0.128</td>
<td>0.115</td>
<td>0.114</td>
<td>0.103</td>
<td>0.103</td>
</tr>
<tr>
<td>Company-wide (mt CO2e)</td>
<td>221,556</td>
<td>199,031</td>
<td>176,769</td>
<td>174,189</td>
<td>149,829</td>
<td>146,563</td>
</tr>
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</thead>
<tbody>
<tr>
<td>Manufacturing (m³)</td>
<td>1,758,687</td>
<td>1,797,848</td>
<td>1,762,030</td>
<td>1,684,802</td>
<td>1,653,881</td>
<td>1,656,520</td>
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<tr>
<td>Manufacturing (m³/mt product)</td>
<td>1.23</td>
<td>1.29</td>
<td>1.28</td>
<td>1.23</td>
<td>1.25</td>
<td>1.28</td>
</tr>
<tr>
<td>Company-wide (m³)</td>
<td>2,312,843</td>
<td>2,001,360</td>
<td>1,995,548</td>
<td>1,894,380</td>
<td>1,841,390</td>
<td>1,834,856</td>
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<tbody>
<tr>
<td>Total Waste Generated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing Waste (mt)</td>
<td>8,327</td>
<td>8,684</td>
<td>7,140</td>
<td>9,780</td>
<td>8,109</td>
<td>8,179</td>
</tr>
<tr>
<td>Company-wide Waste (mt)</td>
<td>18,200</td>
<td>18,217</td>
<td>18,219</td>
<td>16,718</td>
<td>15,073</td>
<td>14,726</td>
</tr>
<tr>
<td>Manufacturing Diversion Rate (%)</td>
<td>95.1%</td>
<td>95.2%</td>
<td>96.1%</td>
<td>95.2%</td>
<td>95.6%</td>
<td>96.1%</td>
</tr>
<tr>
<td>Company-Wide Diversion Rate (%)</td>
<td>90.1 %</td>
<td>91.1%</td>
<td>91.4%</td>
<td>92.8%</td>
<td>93.3%</td>
<td>93.9%</td>
</tr>
</tbody>
</table>

Manufacturing values include all locations that manufacture products. Company-wide values include warehouses, thrift stores, and corporate and sales offices, in addition to all manufacturing locations. MMBtu = One million British thermal units  mt = metric tons  m³ = cubic meters
Our Responsibility to

OUR TEAM
WORKER HEALTH & SAFETY

OUR APPROACH

The safety of our team is our top priority. We are on a journey to safety excellence with the objective of meeting or exceeding industry standards for worker incident rates.

We strive to provide a safe working environment. Policies, procedures, and training programs are designed to ensure team members understand and observe safe practices.

We focus on continuous improvement. A few of our best practices include:

- Bakery safety training
- Safety management system (SMS)
- Job hazard analysis and training
- Occupational Safety and Health Administration (OSHA) training for new and existing team members
- Safety focus during shift meetings
WORKER HEALTH & SAFETY

Safety Scorecard

Our Safety Scorecard tracks injuries and injury rates to highlight our progress and to ensure a shared understanding of safety performance across the company.

In 2022, we made significant strides in reducing our recordable and lost time injuries, achieving a 12% reduction in the recordable injury rate (RIR) and a 16% reduction in lost-time injuries (LTI) compared to the prior year.

With our increased focus on safety performance, eight bakeries had a 50% or greater reduction in their recordable injuries year-over-year:

- Bailey Street Bakery (GA)
- Dave's Killer Bread (OR)
- Flowers Baking Co. of Henderson (NV)
- Flowers Baking Co. of Lafayette (LA)
- Flowers Baking Co. of San Antonio (TX)
- Flowers Baking Co. of Tyler (TX)
- Mesa Organic Baking Co. (AZ)
- Tasty Baking Co. (PA)

In 2022, we began holding quarterly Safety Summits that bring together leadership teams from our bakeries and key leased labor providers to share our goals and objectives, review safety performance, and engage in discussions around safety-related topics.

HOUSTON, WE DON'T HAVE A PROBLEM: 5 YEARS WITHOUT A LOST-TIME INCIDENT

Flowers Baking Co. of Houston didn’t report a single lost-time incident in 2022. In fact, as of April 2023, it hadn’t reported one in 1,825 days – five years!

Julian Hernandez, environmental safety and sustainability manager, credits the bakery’s behavior-based safety program for making safety “a core value” for every team member.

“We work on these steps every day,” he says. “Our goal is to create a workplace where employees know that we care about their safety and we work together to avoid any injuries.”

Margaret Ann Marsh, SVP of safety, sustainability & environmental, applauds the Houston team. “Houston’s leadership team has built a culture of trust and accountability that keeps employees personally engaged and committed to their safety journey,” she says.
WORKER HEALTH & SAFETY

Safety Management System
We rolled out a data-driven and comprehensive Safety Management System (SMS) in 2022. While the Safety Scorecard is a lagging indicator of performance, the SMS is intended to be a leading indicator – in other words, to help prevent safety incidents before they happen.

The SMS is a comprehensive approach to safety that actively engages our leadership team and employees as we strive for safety excellence.

The framework of the Safety Management System includes seven elements:

1. Leadership accountability and management engagement
2. Employee ownership and expectations
3. Hazard recognition and risk assessment
4. Hazard mitigation and risk management
5. Communication and training
6. Monitoring, measuring, and documenting
7. Change management and continuous improvement

In 2022, baseline assessments of all our bakeries were completed for the seven elements, and we set the stage for an exciting 2023. We believe our approach will provide the roadmap to becoming the industry leader in safety performance.

EHS Data Management System
The Environmental Health and Safety (EHS) Data Management System is the key infrastructure that supports the SMS at our bakeries. Supervisors and employees record accidents, incidents, inspections, and “Great Catches” to provide the data that powers the SMS.

In 2022, we logged thousands of Safety Observations, in which leaders reviewed how our employees were conducting their work from a safety standpoint. We reported 34 “Near Misses,” where we were able to take action before an injury or safety incident occurred.

Great Catch Program
In October 2022, we introduced the Great Catch Program, which helps keep safety top-of-mind for team members every day. The program has been implemented across our bakery network and encourages employees to identify and submit best safety practices, potential hazards, red flags, and suggestions for improvement through our EHS Data Management System. By regularly recognizing and discussing safety issues, we can set our teams up for safety success.

The program got off to a strong start. Employees submitted 221 Great Catches in the first three months, enriching our EHS Data Management System and improving our safety

Learning and Development
Flowers provides ongoing safety-related training for frontline employees in our bakeries. In 2022, we expanded this robust training program to team members in our warehouses and retail locations.

Between August and December, those team members completed 11 essential courses focusing on important topics like fire prevention and protection, electrical safety, emergency preparedness, and more.
WORKER HEALTH & SAFETY

ABA Safety Awards

Flowers’ dedication to safety was recognized by the American Bakers Association (ABA). The company was one of 19 member companies to receive a Safety Recognition Award in 2022. Created in 2016, the award honors member facilities’ safety performance and implementation of effective safety and health management systems.

The ABA also recognizes individual facilities. These Flowers facilities each outperformed the OSHA Bread and Bakery Industry Average for Total Reportable Injuries and Reportable Lost Time Incidents:

- Flowers Bakery of Cleveland (TN)
- Flowers Bakery of London (KY)
- Flowers Bakery of Texarkana (AR)
- Flowers Baking Co. of Bardstown (KY)
- Flowers Baking Co. of Baton Rouge (LA)
- Flowers Baking Co. of Birmingham (AL)
- Flowers Baking Co. of El Paso (TX)
- Flowers Baking Co. of Henderson (NV)
- Flowers Baking Co. of Houston (TX)
- Flowers Baking Co. of Jamestown (NC)
- Flowers Baking Co. of Miami (FL)
- Flowers Baking Co. of Ohio (OH)
- Flowers Baking Co. of Portland (OR)
- Flowers Baking Co. of Tyler (TX)
- Franklin Baking Company (NC)
- Tuscaloosa Organic Baking Co. (AL)

A Cooler Place to Work

With ovens and proofing equipment running regularly throughout the day, our bakeries can become uncomfortably hot, especially in the summer, so we take steps to mitigate the effects of heat on our employees.

In addition to ongoing ventilation projects to improve fresh air flow, we focus on heat health tips in our regular safety communications, and always make plenty of water available. To keep our team cool, Flowers bakeries have even been known to bring in ice cream and frozen electrolyte pops for employees to enjoy.

Our “Cooler Uniform” program, which was introduced in 2021, was expanded in 2022. These uniforms use material that helps wick away moisture and allows better air flow. Each team member eligible to participate received three sets of T-shirts and shorts, free of charge.

“

Awards like this are achieved through a strong safety culture, which requires teamwork and cross-functional collaboration.

PAULA KESSLER
Director of Safety and Security

2022 CORPORATE RESPONSIBILITY REPORT
TALENT ACQUISITION & MANAGEMENT

OUR APPROACH

Flowers aims to attract a qualified workforce through an inclusive and accessible recruiting process.

We want all our employees to enjoy the same benefits. No matter where they work or live, whenever possible, we strive to supply the same plans, access, and quality of care to every eligible team member.

We dedicate significant resources to learning and development. We believe it’s the company’s responsibility to give our team members every opportunity to grow as Flowers employees and as people.

We value our employees’ opinions and perspectives. And we turn to them to help us make Flowers a better place to work.

We believe in the power of recognition. Team and individual achievements are celebrated through our intranet, FLOconnect, and we annually honor employees who go above and beyond.
TALENT ACQUISITION & MANAGEMENT

Recruiting & Onboarding
Our hiring efforts utilize a variety of channels, including online platforms, digital tools, campus outreach, apprenticeships, internships, and job fairs.

In 2022, we onboarded corporate recruiters for critical hire areas – a first for Flowers. Each is focused on a particular area: corporate and transformation positions, bakery management positions, and early-career recruitment programs.

To ensure new hires on our corporate and bakery teams are set up for success, we reevaluated and revamped our onboarding process in 2022. At our bakeries, this more comprehensive and standardized program was successfully piloted in 2022 and will be rolled out companywide in 2023.

Second Chance Employment: All Flowers bakeries comply with Equal Employment Opportunity Commission (EEOC) guidance related to hiring employees with criminal histories. Additionally, a number of our bakeries actively champion second chance employment by recruiting formerly incarcerated individuals who are ready to re-enter the job market. These second chance bakeries engage with judicial systems, correctional institutions, parole officers, and other community partners to identify and hire qualified candidates, providing an opportunity for them to achieve economic advancement and avoid recidivism.

Our flagship Dave’s Killer Bread bakery in Milwaukie, Oregon, is one of our biggest advocates for second chance employment – with nearly 40% of team members hired through the bakery’s second chance initiatives.

MEET RAHSAAN SLOAN

When Rahsaan Sloan joined the Dave’s Killer Bread bakery team in 2016 as part of DKB’s Second Chance Employment program, he remembers being overwhelmed during the transition to a “real” job with career opportunities.

Two years after starting as a production helper, Rahsaan had earned several promotions and received the L.S. Flowers Spirit Award, the highest employee honor given by Flowers Foods.

Today, he is superintendent of the bun/flex line at our Canyon Bakehouse bakery.

I come in to work every day like it’s my first, with the same hunger and drive, and it makes every day just that much better. I love that everything is performance-based. I’ve put in the hours and perfected my craft, and I’m proud of how far my accomplishments have taken me.
Veterans: We champion current and former military and their families through veteran employment and career development programs, such as the USO Pathfinder Transition Program, which helps service members transition into the private sector. We employed more than 530 veterans as of year-end 2022.

MEET VICTOR ALDANA

When Victor Aldana came across a maintenance job posting at Flowers Baking Co. of Henderson (NV), he applied, but he didn’t think he was going to get it.

A transitioning veteran, he had seven years of civil engineering experience in the U.S. Air Force, but he didn’t know anything about manufacturing or bread.

“I could say I was ‘mechanically inclined’ during my interview and that was about it,” he laughs. Nine years later, he’s worked his way up from an entry-level maintenance technician to plant manager of Mesa Organic Baking Co. in Arizona.

Victor hopes to serve as an example of what employees can accomplish at Flowers if they work hard and keep trying.

MEET SELENA TODD

A veteran of 11 years in the U.S. Army, Selena Todd, controller at Flowers Warehouse Sales, Inc., looks back on her time in the military as “a great opportunity and an amazing place to grow.” Her mom and three uncles had served before her, so joining the Army after high school seemed like a natural next step for Selena, “to see the world and learn more about where I wanted to go in life.”

Selena credits the military for preparing her to transition into civilian life: “The military is ingrained in you as a veteran... Your work ethic, how you work – it carries over. That background gives you an amazing foundation in how to lead, how to work independently, and how to intertwine different personalities and backgrounds into one team.”
Internships and Apprenticeships: In 2022, four cybersecurity apprentices worked 20 hours a week supporting the Information Security team by applying their education to real-world cybersecurity issues. We also have an apprenticeship program in our maintenance engineering department which recruits students from technical schools and community colleges to learn how to perform preventive maintenance on our equipment.

During the summer of 2022, Flowers also hosted interns within its sales, strategy, sensory science, and R&D departments. By providing young, career-minded individuals the opportunity to gain hands-on experience and learn about our industry, we hope to build a pipeline of qualified new hires.

MEET LUIS BARTOLON-ORTIZ AND MATT CORBETT

At Franklin Baking Company in Goldsboro, N.C., two members of our maintenance engineering team are busy building their skills on the job and in the classroom through the bakery’s apprenticeship program. Luis Bartolon-Ortiz, engineering supervisor, and Matt Corbett, engineering supervisor, have seen their careers at Flowers take off as a result of their participation in Franklin’s program, which is made possible through coordination with Wayne Community College and Apprenticeship Wayne.

Luis credits the program with teaching him skills in the classroom that he can apply in his day-to-day job, and his hands-on time at the bakery with making him a better student. And, as he has progressed through the program, he has also taken on an unofficial role as teacher: “Whenever there are new apprentices at school and they haven’t had any experience working with anything hands-on, it feels good to have the knowledge to be able to explain to them how to do it,” he says.

And the real-life applications are clear: “One of our lines in tray wash broke down one night,” Matt recalls. “It was an electrical problem. Before I came here, I didn’t even know the difference between AC and DC voltage – I was a welder – but my electrical knowledge has expanded greatly.” Matt was able to help repair the issue on the tray wash line using what he had learned through the apprenticeship program. “It was awesome knowing I had the knowledge from school that I was able to apply to the field.”
Total Rewards
In addition to competitive pay and career advancement and development opportunities, we invest in our team by providing valuable health and financial benefits and a broad array of voluntary benefits and free resources. In 2022, Flowers contributed 82 cents of every dollar paid toward employee health benefits.

OUR TOTAL REWARDS BENEFITS PROGRAM* INCLUDES:

- Comprehensive health insurance coverage for employees working 30 hours or more each week and their families
- Parental leave for birth, adoption, or foster placement
- Short-term disability to provide wage protection for up to six months
- A 401(k) plan with generous 3% company contribution, plus a 50% match of employee contributions up to 6%

*Some benefits may vary for employees who are covered under collective bargaining agreements.
TALENT ACQUISITION & MANAGEMENT

Focusing on Families: We support our team in all aspects of their lives. We believe that focusing on families and rewarding healthy behaviors strengthens employees’ commitment to the company. In 2022, we introduced a benefit for fertility treatments with a lifetime maximum of $5,000 and we are expanding that benefit in 2023. In addition, recognizing the time and expense involved in caring for a child with Autism Spectrum Disorder (ASD), we introduced a benefit to cover Applied Behavior Analysis (ABA) therapy, which has been shown to improve outcomes for many children with autism. ABA therapy may last one to three years for up to 40 hours a week and there is no cap on these benefits, giving parents peace of mind.

Rewarding Healthy Behaviors: Employees can check their benefits and coverages, find in-network providers, and manage their healthcare spending 24/7 using the Engage Wellbeing App, which is available through our partnership with Anthem, our medical plan administrator. They can also record healthy behaviors and activities to earn points toward $500 Amazon and Visa gift cards. We award 20 gift cards each quarter through a company-wide drawing.

Supporting the Whole Employee: FLOcoach, our Employee Assistance Program (EAP), provides free, confidential assistance to help with life’s challenges, including personal, legal, financial, and dependent care needs. Through FLOcoach, team members and their dependents receive dedicated, no cost, 24/7 access to an extensive network of licensed professionals. Employees do not need to be enrolled in our medical benefits to be eligible; this program is open to all employees and their family members.

MEET ALEJANDRA GOMEZ, 2022 SCHOLARSHIP RECIPIENT

Alejandra is the daughter of Cruz Gomez-Olague, a production technician at Flowers Baking Co. of Denton, Texas. Alejandra is studying nursing at Texas Woman’s University in Denton.

Sons & Daughters Scholarship Program: Our Sons & Daughters Scholarship Program has been in place since 1996. Over the past 15 years, the program has awarded an average of $25,000 each year to students who are dependents of full-time and retired Flowers team members. Ten members of the Class of 2022 received scholarships to pursue degrees, including nursing, mechanical engineering, accounting, and kinesiology.

Applications for the $1,000 scholarship are available each spring. Students are selected based on academic performance, leadership qualities, and participation in extracurricular activities. After the initial award, the scholarship is renewable up to three times if the student remains eligible.
Flowers Disaster Relief Fund
Since 2004, the Flowers Disaster Relief Fund (DRF) has stood ready to assist Flowers employees, contract and leased labor, independent distributor partners, and recent retirees if their primary homes are damaged by large-scale natural disasters. Funds donated by team members throughout the year are matched by the company when disaster strikes.

DRF was there to help in the wake of two natural disasters in 2022, when historic flooding occurred in central Kentucky in July and in the aftermath of Hurricane Ian on Florida’s Gulf Coast in September. More than two dozen team members received assistance, 25 percent of whom suffered catastrophic damage to their primary homes.

Jackie Hall, a retail salesclerk, had been working at a Bradenton, Fla.-area Flowers bakery outlet store for about six months prior to the hurricane. When she received a check from DRF for the catastrophic damage her home suffered following Hurricane Ian, she was shocked.

“I knew it was a good company to work for,” Jackie said, “but the support from the Disaster Relief Fund was beyond any expectations. It really helped us move forward with making our home livable again.”

George Leonard, a Florida-based area sales director who has been with the company for 14 years, agreed. “I was very grateful for the money I received from the Disaster Relief Fund. It is such a blessing for the employees and company to go above and beyond to help other teammates in this way.”
TALENT ACQUISITION & MANAGEMENT

Learning & Development
We support and develop our employees through training and development programs designed to build and strengthen leadership and professional skills.

In April 2022, we instituted a new learning management system (LMS) with mandatory introductory training for all employees. It is home to our educational courses, training programs, and more. By the end of the year, Flowers employees had completed nearly 5,000 hours of training in the new system. We also offer ongoing tactical training in areas like worker safety and food safety through a platform more conducive to team members on the bakery floor.

Our Leadership development programs include the “Flowers Front-Line Leadership Program,” “Lead Now” for leaders at all levels, and “Leading the Flowers Way” for our high potential leaders. Additionally, we offer Career Conversations training for supervisory employees to discuss career pathing and employee development.

Frontline Leadership Development Program: In 2022, we celebrated 188 Flowers team members across 13 bakeries who completed this program. The intensive curriculum, which was launched in 2018, is designed to train our future leaders on the skills and knowledge they need to excel in the next phase of their careers.

Lead Now: Three cohorts of employees completed this leadership development program in 2022. It’s geared toward new and seasoned managers looking to broaden their leadership skills. Employees complete a self-assessment and create individualized development plans aligned with their job responsibilities.

Mentor Up Program: Flowers also expanded its bakery-focused mentorship program in 2022, rolling it out across all 46 bakeries. First established in 2021, the program, which helps improve retention, pairs new employees with seasoned mentors who help them acclimate to company culture.

The Mentor Up Program at Mesa Organic Bakery launched in March of 2022 with eight mentors, and it quickly grew. “Our mentors are engaged and promote a great culture and environment,” says Sarah Vidales, human resources business partner for the facility. She notes that the bakery’s retention rate for new hires has improved by 10%, and Mentor Up played a key role.
Employee Engagement & Recognition

Whether it's producing our beloved products or cooking up new innovations, our team is the essential ingredient to our success. We believe the talent and dedication of the Flowers team is second to none in the baking industry. Nearly 20% of our current team has been with our company for more than 20 years. For our existing team members, we are focused on ongoing training and highlighting career path opportunities. To identify opportunities to improve the overall employee experience, we conduct anonymous surveys and act on the results.

Employee Opinion Surveys: Anonymous surveys give employees a venue for open feedback on how we can make Flowers a better place to work.

Our surveys capture feedback from our team members on a variety of topics, including confidence in company leadership, competitiveness of our compensation and benefits package, career growth opportunities, and how we can make our company an employer of choice. The results are shared with team members and reviewed by senior leaders, who seek to analyze areas of opportunity and prioritize actions and activities to drive meaningful change in our overall employee experience. As a follow-up, feedback sessions in each location focus on identifying pain points and, where possible, implementing immediate fixes.

Historically, these surveys have been conducted manually, but in 2022, we transitioned to an electronic format and focused only on our corporate and office-based bakery staff. In 2023, the electronic survey includes team members on the bakery floor.

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<tr>
<th>PERCENT OF SURVEYED EMPLOYEES SAY THEY ARE TREATED WITH RESPECT AT WORK.</th>
<th>PERCENT OF SURVEYED EMPLOYEES SAY THEY ARE PROUD TO WORK FOR FLOWERS.</th>
</tr>
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<tr>
<td>87%</td>
<td>88%</td>
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<tr>
<td>2022 Employee Survey</td>
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2022 Flowers Spirit Awards
For 20 years, the Flowers Spirit Awards have celebrated employees throughout the company who live the Flowers Spirit. These individuals, chosen by coworkers, are honored with a Spirit Award because of their exemplary work performance, their positive attitude, their encouragement of others, and the time and energy they give to their community. In keeping with the spirit of the program, Flowers makes a charitable donation in honor of each Spirit Award recipient.

The program’s highest honor, the **L.S. Flowers Spirit Award**, is named after Langdon S. Flowers, Sr., former chairman of the company, whose kindness, generosity, and encouragement touched the lives of many within our company and our communities.

**IN 2022, WE HONORED TWO FLOWERS TEAM MEMBERS WITH THE L.S. FLOWERS SPIRIT AWARD:**

**JASON FRYE**
Senior Vice President, Supply Chain Planning and Performance

[Watch Video](#)

**BETTY WALRAVEN**
Breakperson, Flowers Baking Co. of Batesville

[Watch Video](#)
DIVERSITY, EQUITY, AND INCLUSION (DEI)

OUR APPROACH

Diversity enriches our perspective. We believe in the power of people from diverse backgrounds and experiences coming together under a common set of values to achieve uncommon results.

We aspire to be an inclusive workplace – where all perspectives are valued, all contributions are celebrated, and everyone has equal opportunity to learn, grow, and succeed.

We empower our people. Our culture of appreciation and belonging means Flowers is a place where all employees can learn, grow, and thrive. We offer mentoring opportunities, apprenticeships, and learning and development programs across our organization.

We seek out employees with diverse backgrounds and skillsets. Flowers aims to attract new employees through an inclusive recruiting process.

We want to make Flowers even better. We are committed to understanding more about each other and the value of each person’s contributions. And we are turning to our employees to help us chart what’s next on our DEI journey—through intentional conversations and anonymous surveys. Additionally, we are continuously monitoring our progress on diversity, equity, and inclusion efforts and we are investing to advance diversity and inclusion to move our company and the baking industry forward.
Hiring Efforts
In 2022, we hired the company’s first Director of Diversity, Equity, and Inclusion. Additionally, we laid the groundwork for new relationships with historically black colleges and universities (HBCUs) to expand our reach and broaden the talent pool from which we recruit.

This was additive to existing recruitment efforts that include second chance employment opportunities, internship/apprenticeship programs, and veteran-focused outreach through our partnership with the USO. Learn more about our talent acquisition efforts on page 30.

MEET CONNIE DEVER

Connie joined Flowers in October 2022 as its first Director of Diversity, Equity & Inclusion. She approaches DEI not as single initiative, but as an effort to build a more inclusive community that values diverse perspectives and offers every employee an equal opportunity to learn and grow.

“For me, success in DEI is a culture of belonging,” she says. “We know when people are happy at work, they’re more productive. Every employee should feel like the sky is the limit; when you put in the work and the effort – that’s what matters.”

Her responsibilities revolve around recruitment, hiring, and retention. Data also plays an important role. “We want to look at employee retention and see that number increasing,” she says. “We want to analyze our survey results and hear that our team members feel a sense of belonging.”

OUR WORKFORCE

Gender, race, and ethnicity categories are reported consistent with EEO-1 reporting requirements.
DIVERSITY, EQUITY, AND INCLUSION (DEI)

Training and Communication
To foster a greater culture of belonging, Flowers invested in inclusion training company-wide in 2022, supplementing our existing annual anti-harassment and anti-discrimination training. By year’s end, more than 95 percent of employees had completed the training, and it is now part of the expanded onboarding process for new corporate and bakery employees. We also continued to roll out additional voluntary training, education, and resources, such as training on building an inclusive culture.

We also ramped up DEI communications on our company intranet, recognizing holidays and other observances, and educating our team about their significance.

Employee Resource Groups
In 2022, we laid the groundwork for Employee Resource Groups (ERGs). These are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace; increase networking opportunities; and grow high-potential leaders. Our ERGs are open to everyone and designed to cultivate connections for employees with shared identities or interests. The first two ERGs, which kicked off in early 2023, prioritize women’s and intergenerational issues.

- Women in Search of Excellence (WISE) aims to empower female employees by creating a space for its members to connect, share, and learn together.

- Common Ingredients is designed to facilitate intergenerational collaboration and communication across the company.
Our Responsibility to OUR CONSUMERS
OUR APPROACH

Our consumers are at the core of everything we do. From school lunches to weekend cookouts, we offer quality products that meet a variety of dietary needs and preferences. We care about how our food is made ... because we eat it, too.

We have a culture of food safety. Flowers Foods and its subsidiaries are committed to producing bakery foods that comply with all applicable regulatory requirements and standards, and meeting customer and consumer expectations for consistency, quality, and authenticity.

We take a systematic approach. Our 46 bakeries across the United States employ comprehensive food safety plans, rigorous training programs, and robust auditing practices.

We go above and beyond. In addition to regular inspections by local, state, and industry agencies, we conduct our own internal auditing.
Food Safety Management Program

Our comprehensive food safety management program is designed to protect our consumers from harmful food handling practices and prevent potential foodborne illness outbreaks. This program is governed by a science-based risk assessment and preventive control system for potential food safety hazards in our operations.

Some of our best practices include ongoing monitoring and verification procedures, corrective actions, a risk-based supply-chain program for receiving facilities, and robust recordkeeping and documentation.

Training

Our FSQ team members receive the required training to achieve and maintain appropriate certifications. A quarterly training process to facilitate these certifications is also open to other interested Flowers employees as space allows. In addition, Flowers has developed a twelve-month Quality and Food Safety training plan for all bakery team members, the results of which are tracked and regularly reported to leadership.

In 2022, we observed National Food Safety Education Month companywide by hosting a series of eight food safety and quality webinars for computer-based team members that covered such topics as the difference between food safety and quality; food safety culture; understanding labels; and supplier quality. For our bakery teams, educational topics were displayed on break-room video screens and quizzes challenged employees to test their food safety knowledge.

INSPECTIONS AND CERTIFICATIONS

All Flowers bakeries are Global Food Safety Initiative (GFSI) certified, which requires a full third-party review of our food safety plans and quality systems annually.

We conduct comprehensive evaluations of product safety and quality parameters throughout the production process, including finished product evaluations and shelf-life tests. In addition, internal audits conducted by a third party specifically search for opportunities to improve food safety and quality.
**Product Labeling**
Mislabling is the leading cause of food recalls, so it’s important to us that our labels are clear, transparent, and accurate, and that consumers understand what is contained in our products. We adhere to all federal requirements for labeling, and we regularly revise our labels to stay up to date with the most current guidelines.

In 2022, we began proactively adding additional *allergen statements* to our packaging to make it even easier for consumers to identify certain ingredients that may cause sensitivities or intolerances. This labeling update is ongoing in 2023.

**OPEN SESAME: A NEW ALLERGEN TO IDENTIFY**

It is estimated that more than one million Americans are allergic to sesame, and in 2021, the Food Allergy Safety, Treatment, Education, and Research (FASTER) Act named sesame as the ninth major food allergen recognized in the United States.

For the better part of 2022, a large cross-functional team of Flowers employees – including research and development, regulatory, quality assurance, supply chain, packaging procurement, ingredient procurement, bakeries, sales, marketing, legal, consumer relations, and communications – undertook the massive, yet necessary, effort to ensure every product baked by Flowers is compliant with the new law.

155 formulas with 622 different packaging components were impacted by this change and required an updated ingredient legend and revised packaging.
Responsible Sourcing

Flowers Foods upholds quality and food safety requirements for suppliers as part of our Supplier Code of Conduct. Our bakeries maintain audit records for the quality and safety of suppliers’ raw materials and packaging as part of their GFSI certification.

In addition, we uphold commitments to sustainable palm oil and animal welfare, which are overseen by our Chief Procurement Officer.

Palm oil commitment: Since 2018, Flowers’ bakeries have maintained Roundtable on Sustainable Palm Oil (RSPO) Supply Chain Certification, building upon our pledge to source 100% RSPO-certified palm oil for all cake products. Our cake bakeries are audited every five years to ensure ongoing compliance.

Animal welfare commitment: Flowers Foods values the humane treatment of animals. The majority of our ingredients are plant-based. A limited number of Flowers products contain eggs. We seek to source shell egg supply that is certified and compliant with United Egg Producers’ Animal Husbandry Guidelines (or an equivalent standard for conventional housing), and consistent with the Five Freedoms of animal welfare: 1) freedom from hunger and thirst; 2) freedom from discomfort; 3) freedom from pain, injury or disease; 4) freedom to express normal behaviors; and 5) freedom from fear and distress.
HEALTH, NUTRITION & WELLNESS

OUR APPROACH

Flowers stays up-to-date on consumers’ dietary requirements and preferences and continually seeks new formulas and products to meet their needs.

Our products include “better-for-you” selections and sweet treats for consumers who like to balance healthy and indulgent options.
HEALTH, NUTRITION & WELLNESS

An Array of Options
For more than 100 years, Flowers Foods has offered consumers a wide selection of delicious breads, buns, bars, and snack cakes that meet various dietary needs, preferences, and lifestyles.

All our number one selling national brands – Dave’s Killer Bread®, Nature’s Own®, and Canyon Bakehouse® – are made with no artificial preservatives, colors, or flavors, and no high fructose corn syrup.

Additionally, many of our products offer one or more of the following characteristics:

- Certified gluten free
- Keto/low carb
- Kosher
- Non-GMO Project Verified
- Sugar free
- USDA Organic
- 100% whole grain

We offer a variety of product sizes – single-serve snacks, thin-sliced bread, and smaller-sized loaves, in addition to family-sized packaging – to offer flexibility in serving size and consumption.
HEALTH, NUTRITION & WELLNESS

Genetically modified foods: Wheat, the main ingredient in our bakery foods, comes from non-GMO crops.

Our Dave’s Killer Bread and Nature’s Own Perfectly Crafted® products are Non-GMO Project Verified. Our Henderson, Nevada, bakery was updated in 2022 to add a new non-GMO, certified organic line that produces DKB. Non-GMO bakery foods carry the Non-GMO Project butterfly logo on the package.

We produce other bakery foods that do contain minor ingredients derived from genetically modified crops, such as soy, corn, sugar beets, and cottonseed. These products are labeled in compliance with USDA bioengineered (BE) disclosure requirements.

Base Culture Investment
In 2022, Flowers Foods invested in Base Culture, a brand offering better-for-you, gluten-free and grain-free sliced breads and baked goods.

Base Culture founder and CEO Jordann Windschauer created the company after struggling to find all-natural, delicious snacks that aligned with a Paleo lifestyle. In 2012, she started making her own products at home and, just five years later, opened Base Culture’s own manufacturing facility in Clearwater, Florida. Today, Base Culture products are available in roughly 7,000 retail locations nationwide as well as online.

Base Culture offers products that are 100% paleo-certified, gluten-free, grain-free, kosher-certified, dairy-free, soy-free, and non-GMO verified.
HEALTH, NUTRITION & WELLNESS

Continuous Innovation Increases Consumer Choice
In 2021, Flowers established its Agile Innovation Team to develop and commercialize unique products in new categories. The first creation from this team was DKB Organic Snack Bars, which hit the market in 2022. By the end of 2023, they will be available at more than 13,000 stores from coast to coast.

These efforts complement the ongoing work from Flowers’ R&D team, based out of our Innovation Center in Thomasville, Ga., which is consistently cooking up new flavors and testing new ingredients for our core product categories.

Also in 2022, the team launched a website, creationsbyflowersfoods.com, to conduct real-world consumer research on our newest creations.

ADDITIONAL PRODUCT LAUNCHES FROM FLOWERS IN 2022 INCLUDE:

- **Dave’s Killer Bread Epic Everything Organic Breakfast Bread** was added to the DKB portfolio. More than 150 testers named it the best bread in People magazine’s 2022 Food Awards.

- **Nature’s Own Perfectly Crafted Sourdough**, made from sourdough starter with an unmistakable soft texture, became available in the West Coast, South Central and mid-Atlantic regions.

- **Canyon Bakehouse Brioche-Style Sweet Rolls** joined the Flowers family in May and **Hawaiian Rolls** followed later in 2022. Free from gluten, dairy, soy, and nuts, and made with 100% whole grain, they are a great addition to any meal.

- **Nature’s Own Hawaiian** is a soft-baked, fruit-forward loaf that became available nationwide.
Our Responsibility to
OUR COMMUNITIES
OUR RESPONSIBILITY TO OUR COMMUNITIES

OUR APPROACH

We strive to make a positive difference. Flowers’ charitable giving and volunteer efforts focus on feeding families, helping children, and supporting U.S. service members and veterans.

We encourage our bakeries to support their local communities. We’re proud of their contributions in 2022.
OUR RESPONSIBILITY TO OUR COMMUNITIES

Hunger Relief
In 2022, our bakeries donated more than $7.3 million* in fresh and recovery bakery food products to Feeding America, independent food banks, soup kitchens, and other groups providing meals and food to those in need. Recovery donations are an integral part of our food waste prevention and are comprised of warehouse inventory nearing the end of its life cycle.

*Wholesale value

Flowers is a Guiding Partner of Feeding America. Guiding Partners make aggregate annual contributions or commitments of $250,000 or more, donations of 2.5 million pounds or more of food and grocery products, or combined gifts of $150,000 or more and 1.5 million pounds or more of food and grocery products.

Serving Loaves and Kindness in the Wake of Hurricane Ian
Immediately after Hurricane Ian lashed southwest Florida, we stood ready to help our communities.

Flowers teams joined forces to provide as much product as possible to support recovery efforts throughout the region. Upon resuming normal operations, bakeries in Florida and Thomasville, Georgia, began producing extra product to support the non-profit organizations, volunteers, customers, and others conducting search and rescue, recovery, and clean-up operations in the hardest hit communities.

Flowers also partnered with Smucker’s to make and donate peanut butter and jelly sandwiches outside a Publix grocery store in Fort Myers to local residents, first responders, Publix employees, and workers who were rebuilding the community.

As part of the Wonder® brand’s participation in the 96th Macy’s Thanksgiving Day Parade, the brand collaborated with Feeding America to donate 10,000 loaves of its Classic White Bread to City Harvest, New York’s first and largest food rescue organization, for the 2022 holiday season. On Thanksgiving morning, Wonder debuted “The Wondership,” a whimsical, one-of-a-kind airship float that pays homage to the hot air balloon race that originally inspired the iconic Wonder branding.

A ‘WONDER’-FUL THANKSGIVING FOR NEW YORK’S CITY HARVEST FOOD BANK
Helping Children

One of the primary pillars of our community support is charitable activities and donations focused on improving the lives of children.

Individual Flowers locations fund charities that are important to their local communities through company and/or employee donations. In total, Flowers employees allocated more than $65,000 via payroll deduction in 2022 to be donated to various charities – the majority of which were charities that support children.

At multiple Flowers locations, United Way provides a natural partnership to aid those in need. For instance, Flowers Baking Company of San Antonio and its team donated nearly $17,000 to United Way of San Antonio and Bexar County in 2022. The bakery incorporated United Way fundraising activities in many of its employee engagement events throughout the year, including a Christmas tree decorating contest during its annual holiday meal and the sale of branded dry-fit t-shirts.

In 2022, our corporate offices made donations to the local Boys & Girls Club in Thomasville, Georgia, to support experiential, after-school activities in Science, Technology, Engineering, and Mathematics (STEM). Additionally, we provided funding for every eighth-grade student in the Thomasville and Thomas County school systems to visit the Challenger Learning Center in Tallahassee, Florida. Students had the opportunity to become scientists and engineers for the day, conducting space missions on state-of-the-art simulators with a Mission Control room similar to that found at the NASA Johnson Space Center and an orbiting space station modeled after the International Space Station.

Through its “Rise Together” promotion that asked social media followers to vote for a deserving charity, Canyon Bakehouse donated $10,000 to Celiac Strong, a summer camp in Hunt, New York, for kids ages 7 to 16 with gluten intolerance or celiac disease. The camp provides summer activities and a gluten-free environment so kids can have worry-free fun.

Across multiple social media platforms, nearly 80,000 fan votes were cast for the winner and two other gluten-free nonprofits, Mend Hunger and the Food Equality Initiative.
Supporting U.S. Service Members and Veterans
Together, our Wonder and Tastykake brands proudly fulfilled their multi-year commitment to donate $1.8 million to the United Service Organizations (USO) by year-end 2022 and subsequently increased their pledge up to $2.7 million through 2024. Since 2018, they have partnered with the USO on the “Deploy the Joy” campaign to help provide a variety of programs that keep service members and their families connected throughout the military journey.

Our corporate office also completed a three-year commitment to Thomas University’s Veteran Transition Program. The program provides military veterans with an education and transition assistance as well as an opportunity to play collegiate football. A $75,000 donation from Flowers is helping launch the school’s inaugural football team in 2023 with seven military veterans and more than two dozen Georgia National Guard members or reservists on the roster.
GOVERNANCE

We believe that good corporate governance is essential to ensure that the company is effectively managed for the long-term benefit of our shareholders. We routinely review our corporate governance policies and practices in light of the legal and regulatory environment, the policies and practices of other publicly-held companies, and input from investors, governance advisors, and other stakeholders.

More detail regarding our corporate governance and Board of Directors can be found in our 2023 Proxy Statement and on our website. Copies of our corporate governance documents, including the charter for each committee of our Board of Directors and our Corporate Governance Guidelines, are also available on our website.
GOVERNANCE

Corporate Responsibility Oversight
In 2022, our Board of Directors implemented a new environmental, social, and governance (ESG) oversight structure. Under this structure, the Board of Directors retains ultimate oversight of the company’s ESG and Corporate Responsibility-related risks and priorities and delegates to its committees oversight of various ESG-related topics, as reflected in the committee charters.

In connection with our strong founding values, management – at the direction and subject to the oversight of our board of directors and its committees – oversees the prioritization of ESG topics that impact our business and stakeholders and the focus of our Corporate Responsibility strategy and reporting. Our ESG governance framework includes an ESG Executive Committee and ESG Steering Committee as illustrated to the right.

Risk Management Oversight
Our Board of Directors is actively involved in oversight of risks that could affect the company. Specifically, the Board of Directors is responsible for overseeing, reviewing and monitoring the company’s overall risks, and each Board committee is responsible for the oversight of specific risk areas relevant to its purpose as provided in the committee charters. More detail regarding our risk management oversight can be found in our 2023 Proxy Statement.

Ethics and Compliance
The trust the public has in Flowers Foods is based on our long-held reputation for honesty and integrity. We believe our high ethical standards are the foundation of our success, and that this strong foundation has enabled us to serve our consumers and trade customers for almost a century. Our director of compliance is responsible for the direction and administration of our ethics and compliance program, and our audit committee receives regular reports on compliance activity.

CORPORATE RESPONSIBILITY GOVERNANCE

<table>
<thead>
<tr>
<th>BOARD OF DIRECTORS</th>
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<tbody>
<tr>
<td>Oversees ESG and corporate responsibility-related risks, priorities, and goals</td>
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<tr>
<th>Audit Committee</th>
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<tbody>
<tr>
<td>Oversees environmental and sustainability initiatives in related disclosures, including risks related to material environmental disclosures and published targets</td>
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<thead>
<tr>
<th>Compensation In Human Capital Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oversees human capital management, activities, policies, targets, objectives, and the disclosure thereof</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nominating/Corporate Governance Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oversees activities, programs, and public disclosure related to governance matters, framework and processes for shareholder engagement on ESG initiatives; and social matters and community engagement unrelated to human capital management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ESG Executive Committee</th>
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</thead>
<tbody>
<tr>
<td>Senior executives provide direction regarding ESG strategy, goals, and policies</td>
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</table>

<table>
<thead>
<tr>
<th>ESG Steering Committee</th>
</tr>
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<tbody>
<tr>
<td>Senior leaders throughout the company, including accounting, sustainability, environmental, procurement, ERM, investor, relations, legal, communications, human resources, food, quality, and sales, manage ESG initiatives and meet regularly to discuss and make recommendations regarding ESG-related risks, policies, and processes</td>
</tr>
</tbody>
</table>
GOVERNANCE

Code of Conduct
Every May, Flowers hosts Ethics and Compliance Month, a company-wide effort to educate employees about the moral and legal rules that must be upheld at work.

The cornerstone of Compliance Month is our required annual Code of Conduct training and acknowledgement process. Our Code of Conduct guides us to work in the most ethical and responsible manner, and addresses every aspect of our business — topics include antitrust and fair business practices, political contributions, and equal opportunity employment, among others. When employees abide by the Code of Conduct, it elevates the entire workplace—bringing our values of Honesty & Integrity to the forefront of everything we do.

In addition, our Board of Directors has adopted a Code of Business Conduct and Ethics applicable to all directors and executive officers of the company. This Code is intended to focus each director and executive officer on areas of ethical risk, provide guidance to help them recognize and deal with ethical issues, provide mechanisms to report unethical conduct, and help foster a culture of honesty and accountability.

Flowers Ethics & Compliance Hotline
Flowers offers a confidential Ethics Hotline for employees to ask questions or raise concerns. The hotline is available 24 hours a day, seven days week, and an interpreter can be made available upon request.

Employees can access the hotline online anonymously at SpeakUp.FlowersFoods.com or via phone at 1-888-337-7524. No retaliation is permitted against employees who raise a good faith concern or complaint.

Political Contribution and Activity Policy
The company’s Political Contribution and Activity Policy governs corporate political contributions, trade association activities, and Flowers’ political action committee.

Supplier Code of Conduct
Recognizing that our supply partners play an important role in ensuring that we maintain our high ethical standards, the Flowers Foods Supplier Code of Conduct outlines the principles we expect our supply partners to follow. This code supplements, but does not supersede, any rights or obligations established in any agreement we may have with any supply partner.
GOVERNANCE

Data Security and Privacy
Ensuring the security of our information systems and the privacy of our consumers’ and customers’ data is of primary importance at Flowers. We follow policies, protocols, and practices that address both cybersecurity and data privacy.

Cybersecurity: Our IT Security professionals ensure our systems are compliant with applicable industry standards. An example of the standards we use are the U.S. National Institute for Standards and Technology (NIST).

Our program includes a cyber incident response plan that provides controls and procedures for timely and accurate reporting of any material cybersecurity incident. For example, we provide our employees with easy-to-use tools to report potential phishing emails. Employees also receive regular security training, and we conduct periodic phishing testing to ensure our employees remain vigilant and compliant with our expectations.

Flowers’ IT systems are overseen by our chief information officer (CIO), who has responsibility for information technology strategy and operations. This position reports to the chief financial officer (CFO). The Flowers Board of Directors’ Audit Committee, which has oversight of risk management, receives regular reports from the company’s management regarding policies and processes for assessing and managing risk associated with information technology and cybersecurity.

We maintain insurance covering certain costs that may be incurred in connection with cybersecurity incidents, should they occur.

Data Privacy: Internal data privacy policies are designed to prevent unauthorized access to, and disclosure of, personal information using a range of operational and technological safeguards. Our employees also receive training on data privacy to prevent any misuse of personal information.

Our privacy policy outlines our practices for collection, use, and disclosure of information provided to us while visiting our web sites. We closely monitor evolving data privacy and data protection legislation around the world and update our policies and procedures to comply with current regulations.
SASB INDEX

SASB (Sustainability Accounting Standards Board) Standards identify the sustainability-related issues most relevant to investor decision-making.

<table>
<thead>
<tr>
<th>ACCOUNTING METRIC</th>
<th>CODE</th>
<th>DISCLOSURE</th>
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</thead>
<tbody>
<tr>
<td><strong>Energy Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) Total energy consumed</td>
<td>FB-PF-130a.1</td>
<td>(1) 4,023,902 MMBtu</td>
</tr>
<tr>
<td><strong>Water Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) Total water withdrawn</td>
<td>FB-PF-140a.1</td>
<td>(1) 1,834,856 cubic meters</td>
</tr>
<tr>
<td>Description of water management risks and discussion of strategies and practices to mitigate those risks</td>
<td>FB-PF-140a.3</td>
<td>For details, see Water Stewardship and Water Risks</td>
</tr>
<tr>
<td><strong>Food Safety</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances</td>
<td>FB-PF-250a.1</td>
<td>(1) 1.9% (2a) 100% (2b) 100%</td>
</tr>
<tr>
<td>Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program</td>
<td>FB-PF-250a.2</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Health &amp; Nutrition</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue from products labeled and/or marketed to promote health and nutrition attributes</td>
<td>FB-PF-260a.1</td>
<td>For details, see Health &amp; Wellness</td>
</tr>
<tr>
<td><strong>Product Labeling &amp; Marketing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes</td>
<td>FB-PF-270a.3</td>
<td>See FB-PF-250a.4. Flowers takes compliance seriously and has internal teams who evaluate the company’s labels and marketing for compliance with all relevant legal and regulatory requirements. To the extent the company learns of a situation of non-compliance, it is addressed promptly.</td>
</tr>
</tbody>
</table>
## SASB INDEX

<table>
<thead>
<tr>
<th>ACCOUNTING METRIC</th>
<th>CODE</th>
<th>DISCLOSURE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Product Labeling &amp; Marketing</strong></td>
<td></td>
<td><strong>Flowers is and has been a party to a number of legal proceedings challenging various product claims made in the Company’s product labeling. To the extent loss contingencies related to any of these matters could be deemed material to the company’s financial statements, they would be disclosed in Flowers Foods’ annual report on Form 10-K and/or quarterly reports on Form 10-Q filed with the SEC.</strong></td>
</tr>
<tr>
<td>Total amount of monetary losses as a result of legal proceedings associated with labeling and/or marketing practices</td>
<td>FB-PF-270a.4</td>
<td></td>
</tr>
<tr>
<td><strong>Packaging Lifecycle Management</strong></td>
<td></td>
<td><strong>For details, see Recycling Initiatives</strong></td>
</tr>
<tr>
<td>Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle</td>
<td>FB-PF-410a.2</td>
<td></td>
</tr>
<tr>
<td><strong>Environmental &amp; Social Impacts of Ingredient Supply Chain</strong></td>
<td></td>
<td><strong>We source 100% RSPO-certified palm oil for all cake products and maintained RSPO Supply Chain Certification for all cake bakeries. For details, see: Environment</strong></td>
</tr>
<tr>
<td>Percentage of food ingredients sourced that are certified to third-party environmental and/or social standards, and percentages by standard</td>
<td>FB-PF-430a.1</td>
<td></td>
</tr>
<tr>
<td><strong>Ingredient Sourcing</strong></td>
<td></td>
<td><strong>For details, see Water Risks</strong></td>
</tr>
<tr>
<td>List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations</td>
<td>FB-PF-440a.2</td>
<td></td>
</tr>
<tr>
<td><strong>Activity Metrics</strong></td>
<td></td>
<td>46 bakery subsidiaries</td>
</tr>
<tr>
<td>Number of production facilities</td>
<td>FB-PF-000.B</td>
<td></td>
</tr>
</tbody>
</table>
Flowers Foods’ approach to our disclosure of climate-related risks and opportunities is aligned with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. The TCFD provides a framework of recommended disclosures for companies across four dimensions: governance, strategy, risk management, and metrics and targets.

TCFD

GOVERNANCE

a) Describe the board’s oversight of climate-related risks and opportunities.

The Board of Directors holds ultimate oversight of the company’s ESG and Corporate Responsibility-related risks, priorities and goals, with an enterprise-wide approach to ESG. ESG risks, including those related to climate and environmental performance, are a priority of the Board and are reviewed by the Board collectively. The Audit Committee of the Board of Directors oversees environmental and sustainability initiatives, risks and related disclosures, including risks related to material environmental disclosures and published targets.

b) Describe management’s role in assessing and managing climate-related risks and opportunities.

In connection with our strong founding values, management – at the direction of and subject to the oversight of our Board of Directors and its committees – oversees the prioritization of ESG topics that impact our business and stakeholders and the focus of our Corporate Responsibility strategy and reporting. Recently, we formalized our ESG governance framework to include a ESG Executive Committee and ESG Steering Committee. The ESG Executive Committee, which includes our chairman and CEO, CFO, president and COO, and Chief Legal Counsel, among other senior executives, provides direction regarding ESG strategy, goals, and policies, and receives periodic progress updates. The ESG Steering Committee, composed of senior leaders through the company, manages ESG initiatives and meets regularly to discuss and make recommendations regarding ESG-related risks, policies, and processes.

STRATEGY

a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

Flowers Foods considers potential climate-related risks across its operational strategy and planning. The nature of these risks depends on the physical aspects of climate change, market regulations, investor and societal pressure to reduce our carbon footprint and our ability to understand and respond to rapidly evolving developments. Our identified risks include the following:

Physical Risks – We believe natural disasters and extreme weather conditions may disrupt the productivity of our facilities or the operation of our supply chain. There is growing concern that carbon dioxide and other greenhouse gases in the atmosphere may have an adverse impact on global temperatures, weather patterns, and the frequency and severity of extreme weather and natural disasters. In the event that such climate change has a negative effect on agricultural productivity, we may be subject to decreased availability or...
less favorable pricing for certain commodities that are necessary for our products, such as corn and wheat. We may also be subjected to decreased availability or less favorable pricing for water as a result of climate change, which could impact our production and distribution operations. Adverse weather conditions and natural disasters can reduce crop size and crop quality, which in turn could reduce our supplies of raw materials, lower recoveries of usable raw materials, increase the prices of our raw materials, increase our cost of transporting and storing raw materials, or disrupt our production schedules.

Legal and Regulatory Risks - Changes in applicable laws or regulations or evolving interpretations thereof, including increased government regulations to limit carbon dioxide and other greenhouse gas emissions as a result of concern over climate change, may result in increased compliance costs, capital expenditures, and other financial obligations for us, which could affect our profitability or impede the production or distribution of our products, and affect our sales. The increasing concern over climate change also may result in more regional, federal, and/or global legal and regulatory requirements to reduce or mitigate the effects of greenhouse gases. In the event that such regulation is enacted and is more aggressive than the sustainability measures that we are currently undertaking to monitor our emissions and improve our energy efficiency, we may experience significant increases in our costs of operation and delivery. In particular, increasing regulation of fuel emissions could substantially increase the distribution and supply chain costs associated with our products. As a result, climate change could negatively affect our business and operations.

b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

To manage our climate-related risks, our executive leadership and our Board monitor changing customer demand, regulatory requirements and other impacts to our business. We are focused on addressing our identified climate change-related risks.

c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Our strategy has been influenced by climate-related risks and opportunities, and the key drivers of our emissions.

RISK MANAGEMENT

a) Describe the organization's processes for identifying and assessing climate-related risks.

We take a multi-pronged approach to identifying, assessing, and managing climate-related risks, including oversight from our Board of Directors and senior leadership.

The Board of Directors is actively involved in oversight of climate-related risks that could affect the company. This oversight is conducted primarily through the Audit Committee, but the full Board of Directors has retained responsibility for general oversight of risks. Specifically, the Board of Directors is responsible for overseeing, reviewing and monitoring the company’s overall risks, and each Board committee is responsible for the oversight of specific risk areas relevant to its purpose as provided in the committee charters. The
overall responsibility of the Board of Directors and its committees is enabled by an enterprise risk management (“ERM”) model and process implemented by management that is designed to identify, assess, manage, and mitigate risks. The Board of Directors satisfies this responsibility through full reports by each committee chair regarding the committee’s considerations and actions, as well as through regular reports to the Board of Directors directly from management responsible for oversight of particular risks within the company. The company believes that the Board’s committee structure, discussed in detail above, supports the risk oversight function of the Board of Directors. Strong independent directors chair the various Board committees involved with risk oversight, there is open communication between management and directors regarding material risks, and all directors are actively involved in the risk oversight function.

At the management level, the SVP of Safety, Sustainability & Environmental monitors and reports climate-related issues, including climate risks, to the Chief Supply Chain Officer (CSO) and the ESG Steering Committee. Based on these reports, the ESG Steering Committee evaluates and recommends to the ESG Executive Committee actions intended to mitigate such risks and further our progress toward meeting our climate related goals.

b) Describe the organization’s processes for managing climate-related risks.

The SVP of Safety, Sustainability & Environmental monitors and reports climate-related issues, including climate risks, to the Chief Supply Chain Officer (CSO) and the ESG Steering Committee. Based on these reports, the ESG Steering Committee evaluates and recommends to the ESG Executive Committee actions intended to mitigate such risks and further our progress toward meeting our climate related goals.

c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.

Processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management program via our enterprise risk management (ERM) director, who manages our corporate-wide risk program. The ERM director is a member of our ESG Steering Committee and reports quarterly to the Audit Committee.

METRICS AND TARGETS

a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

We monitor our energy use and efficiency. Additionally, we monitor our scope 1 and 2 emissions and seek to reduce emissions.

b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.

We disclose our scope 1 and 2 GHG emissions in our Corporate Responsibility Report. By reducing our dependance on products and processes that increase GHG emissions, we endeavor to limit risks associated with any potential impact from changes in climate.
There is growing concern that carbon dioxide and other greenhouse gases in the atmosphere may have an adverse impact on global temperatures, weather patterns, and the frequency and severity of extreme weather and natural disasters. In the event that such climate change has a negative effect on agricultural productivity, we may be subject to decreased availability or less favorable pricing for certain commodities that are necessary for our products, such as corn and wheat. Adverse weather conditions and natural disasters can reduce crop size and crop quality, which in turn could reduce our supplies of raw materials, lower recoveries of usable raw materials, increase the prices of our raw materials, increase our cost of transporting and storing raw materials, or disrupt our production schedules.

We may also be subjected to decreased availability or less favorable pricing for water as a result of climate change, which could impact our production and distribution operations. In addition, natural disasters and extreme weather conditions may disrupt the productivity of our facilities or the operation of our supply chain. The increasing concern over climate change also may result in more regional, federal, and/or global legal and regulatory requirements to reduce or mitigate the effects of greenhouse gases. In the event that such regulation is enacted and is more aggressive than the sustainability measures that we are currently undertaking to monitor our emissions and improve our energy efficiency, we may experience significant increases in our costs of operation and delivery. In particular, increasing regulation of fuel emissions could substantially increase the distribution and supply chain costs associated with our products. As a result, climate change could negatively affect our business and operations.

c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

**GHG emissions**
Reduce emissions (scopes 1 and 2) 20% per metric ton of product off 2020 baseline

**Water**
Reduce water use 10% per metric ton of product off 2020 baseline

**Waste**
98% waste diversion from landfill company-wide

**Palm Oil**
• Continue to source 100% of palm oil certified by the Roundtable on Sustainable Palm Oil (RSPO)
• Maintain RSPO Supply Chain Certification for all cake bakeries

**Packaging**
• Maintain at least 90% of packaging as recyclable, reusable, or compostable
• Maintain at least 30% of recycled materials in packaging
Information in this report was analyzed by internal departments but was not independently verified. Data was collected using external energy management programs, SAP, and manual data entry. Proxy data was used rarely, and only when results were skewed due to individual meter failures.
This report contains information that may constitute forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements relate to current expectations regarding our business and our future financial condition and results of operations and are often identified by the use of words and phrases such as “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “intend,” “may,” “plan,” “predict,” “project,” “should,” “will,” “would,” “is likely to,” “is expected to” or “will continue,” or the negative of these terms or other comparable terminology. These forward-looking statements are based upon assumptions we believe are reasonable. Forward-looking statements are based on current information and are subject to risks and uncertainties that could cause our actual results to differ materially from those projected. Certain factors that may cause actual results, performance, liquidity, and achievements to differ materially from those projected are discussed in our Annual Report on Form 10-K (the “Form 10-K”) and Quarterly Reports on Form 10-Q filed with the Securities and Exchange Commission (“SEC”) and may include, but are not limited to, (a) unexpected changes in any of the following: (1) general economic and business conditions; (2) the competitive setting in which we operate, including advertising or promotional strategies by us or our competitors, as well as changes in consumer demand; (3) interest rates and other terms available to us on our borrowings; (4) supply chain conditions and any related impact on energy and raw materials costs and availability and hedging counter-party risks; (5) relationships with or increased costs related to our employees and third-party service providers; (6) laws and regulations (including environmental and health-related issues); and (7) accounting standards or tax rates in the markets in which we operate, (b) the loss or financial instability of any significant customer(s), including as a result of product recalls or safety concerns related to our products, (c) changes in consumer behavior, trends and preferences, including health and whole grain trends, and the movement toward less expensive store branded products, (d) the level of success we achieve in developing and introducing new products and entering new markets, (e) our ability to implement new technology and customer requirements as required, (f) our ability to operate existing, and any new, manufacturing lines according to schedule, (g) our ability to implement and achieve our environmental, social, and governance goals in accordance with regulatory requirements and expectations of stakeholders, suppliers, and customers; (h) our ability to execute our business strategies which may involve, among other things, (1) the ability to realize the intended benefits of completed, planned or contemplated acquisitions, dispositions or joint ventures, (2) the deployment of new systems (e.g., our enterprise resource planning (“ERP”) system), distribution channels and technology, and (3) an enhanced organizational structure (e.g., our sales and supply chain reorganization), (i) consolidation within the baking industry and related industries, (j) changes in pricing, customer and consumer reaction to pricing actions (including decreased volumes), and the pricing environment among competitors within the industry, (k) our ability to adjust pricing to offset, or partially offset, inflationary pressure on the cost of our products, including ingredient and packaging costs; (l) disruptions in our direct-store-delivery distribution model, including litigation or an adverse ruling by a court or regulatory or governmental body that could affect the independent contractor classifications of the independent distributor partners, and changes to our direct-store-delivery distribution model in California, (m) increasing legal complexity and legal proceedings that we are or may become subject to, (n) labor shortages and turnover or increases in employee and employee-related costs, (o) the credit, business, and legal risks associated with independent distributor partners and customers, which operate in the highly competitive retail food and foodservice industries, (p) any business disruptions due to political instability, pandemics, armed hostilities (including the ongoing conflict between Russia and Ukraine and the conflict in Israel and Gaza), incidents of terrorism, natural disasters, labor strikes or work stoppages, technological breakdowns, product contamination, product recalls or safety concerns related to our products, or the responses to or repercussions from any of these or similar events or conditions and our ability to insure against such events, (q) the failure of our information technology systems to perform adequately, including any interruptions, intrusions, cyber-attacks or security breaches of such systems or risks associated with the implementation of the upgrade of our ERP system; and (r) the potential impact of climate change on the company, including physical and transition risks, availability or restriction of resources, higher regulatory and compliance costs, reputational risks, and availability of capital on attractive terms. The foregoing list of important factors does not include all such factors, nor does it necessarily present them in order of importance. In addition, you should consult other disclosures made by the company (such as in our other filings with the SEC or in company press releases) for other factors that may cause actual results to differ materially from those projected by the company. Refer to Part I, Item 1A., Risk Factors, of the Form 10-K, Part II, Item 1A., Risk Factors, of the Form 10-Q for the quarter ended October 7, 2023 and subsequent filings with the SEC for additional information regarding factors that could affect the company’s results of operations, financial condition and liquidity. We caution you not to place undue reliance on forward-looking statements, as they speak only as of the date made and are inherently uncertain. The company undertakes no obligation to publicly revise or update such statements, except as required by law. You are advised, however, to consult any further public disclosures by the company (such as in our filings with the SEC or in company press releases) on related subjects.

Learn more about Flowers Foods at flowersfoods.com.