



YOU TALK  
*Corporate Responsibility.*

WE LISTEN.

TOGETHER, WE MAKE CHICKEN AMAZING.



## LETTER FROM THE CEO



CLINT RIVERS  
PRESIDENT & CEO

Responsibility. Stewardship. Transparency. When we talk about our goals as a company, these are just a few of the words that come to mind — but what do they mean to us?

Our culture of continuous improvement means we're always finding new ways to be more responsible stewards of not only our natural, human and animal resources, but our customers' trust as well. I'm proud of all we've done over the past year at Wayne Farms to put those words into action.

Inside the company, we're offering leadership training programs and improving our facilities to create a better working environment for our employees. Beyond our walls, we're committed to giving back to others — whether it's donating food to those in need throughout our local communities or helping students prepare for the school year ahead.

We've been busy working together toward our goals this year: improving our animal welfare practices, reducing emissions and enhancing safety. We're pleased by our progress — and we're more determined than ever to keep it up.

*Clint Rivers*



## INSIDE THE REPORT

Executive Summary	4
Core Values	6
A True Champion of Sustainability	8
Animal Welfare	10
People & Community Welfare	14
Environmental Welfare	20
Consumer & Product Welfare	28





## EXECUTIVE SUMMARY

Ever since we defined our pillars of sustainability in 2014, we've worked to align our goals within these four key areas — focusing our efforts on providing a safe product, maintaining a great workplace and promoting sustainable processes.

Over the past year, we've made important progress toward achieving many of our most critical goals as a company — but there's always more work to be done. Here's a closer look at the steps we've taken.



1

### ANIMAL WELFARE



- Updated and rewrote our Animal Welfare Program with the help of our Animal Care Advisory Committee, a group made up of industry leaders, educators, poultry science professionals and Wayne Farms' key internal stakeholders who meet biannually to discuss improving animal welfare
- Audited by Where Food Comes From, a third-party firm, at our 32 GAP-rated and certified facilities
- Began to eliminate the routine use of antibiotics medically important to human medicine in our feed and at our hatcheries

2

### PEOPLE & COMMUNITY WELFARE



- Added wellness centers for employees (and families included on company insurance) at several facilities, including Pendergrass, GA, and Enterprise, Decatur and Dothan, AL
- Updated employee break rooms at different facilities to include free Wi-Fi, healthier vending machine options, refurbished bathrooms and more
- Donated more than \$500,000 and 1,600+ volunteer hours to various charitable organizations and causes during FY19

3

### ENVIRONMENTAL WELFARE



- Recycled 23% of all waste generated at our facilities with the goal of identifying new alternative waste streams and increasing landfill avoidance in the coming years
- Reduced our water impact by pretreating wastewater at seven of our facilities before sending it to sewers
- Utilized recommendations for improvement from Sustainable Solutions Corporation (SSC), a third-party organization that identifies opportunities to reduce our energy, water and waste impact

4

### CONSUMER & PRODUCT WELFARE



- Launched a new X-ray and bone reduction program with the goal of achieving a 10% reduction in bone incidences each year
- Condensed packaging materials and standardized pallet patterns to reduce waste
- Implemented a continuous assessment of antimicrobial interventions to reduce and/or eliminate the presence of *Salmonella spp.* in finished product



## CORE VALUES

At Wayne Farms, we're proud to be one of the largest poultry producers in the U.S. — but we're also proud to offer high-quality products that reflect our values on a personal level. These eight guiding principles inform our actions in the present and shape our goals for the future.



### **INTEGRITY**

We must do more than simply do things right — we must also do the right thing. We will demonstrate open, honest and ethical behavior in every contact and aspect of our business.



### **INNOVATION**

Innovation is the key to improving and sustaining growth and profitability. We support well-conceived risk-taking, embrace creativity and consistently pursue new opportunities.



### **RESPECT FOR PEOPLE**

We value our diversity as a source of strength. We listen and respond to the ideas of our associates, seeking a business environment that fosters personal and professional growth and achievement. We expect the highest level of personal accountability and a willingness for people to hold each other accountable in a professional and caring way.



### **CUSTOMER SERVICE**

We seek long-term relationships based on our understanding of our customers' needs and on the value we provide through superior products and services.



### **TEAMWORK**

We believe teamwork improves the quality of decisions and sustains a spirit of excitement, fulfillment and passion for our business.



### **LEADERSHIP**

We provide an environment for leaders to impart a clarity of purpose, shared goals and joint commitment to excellence.



### **PERFORMANCE**

We will compete aggressively, establishing challenging but achievable targets and rewarding performance against those targets. Continuous improvement is a way of life.



### **STEWARDSHIP**

As a Company and as individuals, we give of ourselves to serve the needs of our communities and people in need. We will also be good stewards of the environment and the animals we raise.



## A TRUE CHAMPION OF SUSTAINABILITY



**BETH WHITE,**  
**PURCHASING MANAGER**  
ALBERTVILLE, AL

For Beth White, sustainability is a personal passion.

**"I HAVE A GRANDSON — AND SO EVERY DAY I WONDER  
WHAT THE WORLD WILL BE LIKE FOR HIM IN 20 YEARS?  
I WANT TO MAKE A BETTER WORLD FOR HIM."**

When Beth first started working at Wayne Farms in Oakwood, GA, she was part of "Keep Jefferson Beautiful" and met once a month with other local participants to discuss sustainability. One of her earliest projects was working with schools in Pendergrass to come up with sustainable solutions like recycling crayons.

Beth brought the same spirit to her work when she was transferred to Albertville, AL, six years ago as Purchasing Manager. Her efforts started out small, on her own, recycling cardboard and copy paper. Eventually, she was recognized for her ongoing sustainability initiatives and encouraged to continue expanding her many projects around the facility.

From there, a sustainability team grew and focused on recycling first. The result has been less landfill waste, fewer trash containers on site and reduced pickup costs.

Today, Beth's team includes 26 people across all the facilities in Albertville, as well as 12 people in Decatur, AL. Because of their hard work and the accountability they bring to the facility's sustainability efforts, the numbers speak for themselves:

- Landfill waste from the Albertville processing plant, hatchery and feed mill was reduced by 62% in three years
- All three facilities at Albertville are Styrofoam free (except sample coolers)
- Amount of recycled items doubled in FY19 compared to landfill-bound items

"We have to come up with steps that, little by little, get us to our goals. If what we're doing isn't working, we have to fix it and measure it again. If we're succeeding, we repeat the process and evolve with the growth."

In the end, Beth is grateful for her team's contributions and believes all the progress and success so far could not have been achieved without everyone working together.



As of FY19, the Albertville hatchery is  
**99% LANDFILL FREE.**





# ANIMAL WELFARE

As the seventh largest poultry producer in the United States, Wayne Farms has an ethical and moral obligation to offer the best possible care to every animal. Whether it's the safe, comfortable environments provided during grow-out, or the humane harvesting procedures we've put in place, we believe every animal deserves respect. In the end, we're providing more choices to our customers — from conventionally raised to GAP Step 2-rated birds with no antibiotics and an all-vegetarian diet.

## *TAKING IMPORTANT STEPS TO ENSURE ANIMAL WELFARE.*

Any employee that comes in contact with our live birds is trained at hiring, then trained again on an annual basis regarding our policies and procedures. From hatcheries to processing plants, all of our facilities — both conventional and GAP-rated — are audited twice a year by a third-party animal welfare firm. Each facility is also internally audited twice a year by our Quality Assurance Managers, who are PACCO-certified auditors.

For the past two years, we've convened an Animal Care Advisory Committee made up of key internal stakeholders and external animal welfare experts. The goal of this group is to identify and implement best practices related to how our birds are raised and treated. Backed by the recommendations of the committee, we've released a newly updated Animal Welfare Program with additional training and metrics and are also transitioning to everyday feeding at all of our pullet houses, as well as single-stage setters in our hatcheries in the same timeframe.

## *CLARIFYING OUR ANTIBIOTIC USAGE POLICY.*

Wayne Farms fully supports the use of FDA-approved antimicrobial compounds when necessary to prevent animal suffering and mortality, and all antibiotic usage is supported by an evaluation of poultry health conditions, including the use of diagnostic tests.

100% of our processed chicken products are free of residual antibiotics through extensive oversight and adherence to FDA-approved withdrawal times — and beginning in 2019, Wayne Farms no longer routinely uses shared-class antibiotics that are considered important to human medicine.





TAKING A CLOSER LOOK AT FEEDING.

When it comes to feeding, we’re challenging the status quo by examining the benefits of everyday feeding for our breeder flocks. Over time, we hope to gather more information about livability, intestinal health and egg production as a result of this regimen.

CONTROLLED ATMOSPHERE STUNNING.

As of May 2019, Wayne Farms has introduced Controlled Atmosphere Stunning (CAS) at our facility in Enterprise, AL — one of many animal welfare enhancements designed to reduce animal stress.

We believe that CAS provides a calmer environment for both birds and line employees since the birds are rendered unconscious before being handled by employees at the facility. And with the Marel Atlas Smooth Flow CAS system in place, we are able to eliminate dumping because the birds remain in the stacked/destacked baskets in which they were transported to the facility as they go through the conveyor at the plant.



Our average external FACTA audit scores across all Wayne Farms conventional facilities were 96.4%, 97.23% and 97.4% in the last three years respectively



RAISING THE FLOCK IS A FAMILY AFFAIR: SCOTT SHELLEY

Beaver Creek Farm, AL  
GAP Step 2-rated Farm

To hear Scott Shelley tell it, farming has always been part of who he is.

“IT’S ALWAYS BEEN IN MY BLOOD, I RECKON, AND IT’S SOMETHING I’VE ALWAYS WANTED TO DO. JUST KNOWING THAT WE’RE DOING OUR PART AND THAT WE’RE DOING WHAT WE CAN TO HELP FEED EVERYBODY IS VERY REWARDING,” Scott said.

Scott has been farming on his own nearly a decade, but it’s definitely a family affair. Together with his wife and four children, there’s always plenty of work to be done around the farm.

“My daughter loves working with me on the farm, especially in the chicken house with the chicks. My son can’t get enough of it. He’ll go with me to the chicken house and work right beside me.”

Scott has raised both conventional flocks as well as GAP-rated flocks, with four houses and as many as 40,000 birds each at the start.

“The biggest misconception with consumers is the way chickens are treated. Our grow-out houses have a lot of room inside. There’s plenty of room when we walk through for them to roam around. When we turn them out into the whole house, we’ll set the huts up. They really flock to them because it’s something new. We also have a good grasp on the climate, so we can make the birds as comfortable as possible inside and keep it to 80 degrees when it’s 110 outside. They have feed and water at their disposal — as much as they want — so I think it’s important to stress that we’re treating the birds very well.”



STANDING BEHIND OUR PRODUCTS

Our LADYBIRD™ Premium Chicken is 100% farm raised under a strict, independently verified program (Where Food Comes From) to ensure antibiotics are only used as needed — never including those considered important to human medicine. Our products are all natural, meaning they contain no artificial ingredients and are minimally processed.



# PEOPLE AND COMMUNITY WELFARE

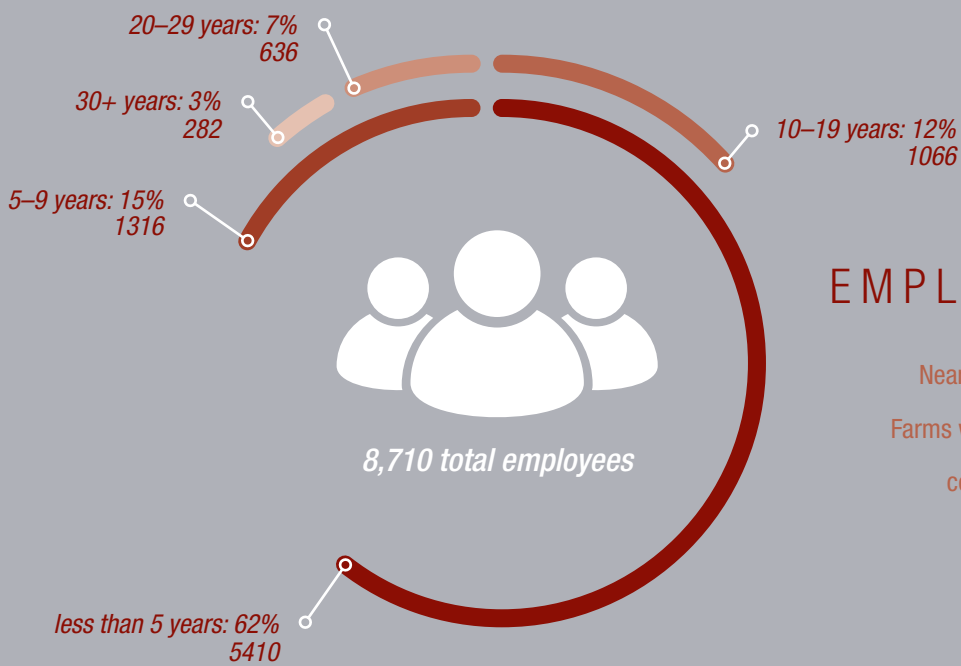
We believe it's critical to provide a safe, stable workplace for our employees — a place where we can learn, grow and advance. The same is true of the communities in which we operate. At Wayne Farms, we strive to be good stewards of our financial resources and give back to the communities that support us.

## A CLOSER LOOK AT THE WAYNE FARMS TEAM

GENDER	COUNT	PERCENTAGE
Female	3742	43%
Male	4968	57%
Grand Total	8710	100%

PROUD TO EMPLOY  
A DIVERSE TEAM.  
41% African-American  
25% Hispanic/Latino  
43% Female

RACE	COUNT	PERCENTAGE
American Indian or Alaska Native (Not Hispanic or Latino)	43	0%
Asian (Not Hispanic or Latino)	317	4%
Black or African American (Not Hispanic or Latino)	3602	41%
Hispanic or Latino	2157	25%
Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)	24	0%
Not Specified	15	0%
Two or More Races (Not Hispanic or Latino)	79	1%
White (Not Hispanic or Latino)	2473	28%
Grand Total	8710	100%



8,710 total employees

## EMPLOYEE TENURE

Nearly a quarter of the Wayne Farms workforce has been with the company for 10+ years.



PROMOTING A BETTER LEADERSHIP CULTURE: **LiFT**

The Leadership Focused Team (LiFT) is a leadership development group at Wayne Farms — making a difference through networking/mentoring opportunities, service to the community and continuous development and growth. Formed in 2017, LiFT works to improve the leadership culture at Wayne Farms every day. Here’s a closer look at the work of each committee in the LiFT program:

Community Service

LiFT members raised thousands of dollars and doubled participation from the previous year in the Gainesville-Hall Dragon Boat Challenge. Other community service projects included:

- Writing thank-you notes to deployed troops
- Donating boxes of essentials to mission groups in Atlanta
- Helping Boys & Girls Club pack backpacks for Hall County students
- Giving more than 95 hours to Gateway to oversee a toiletries drive and meal service
- Providing dozens of children with gifts through Hope & Healing Giving Tree at Christmas

Programming

Program activity sponsored by LiFT included informative lunch-and-learns featuring leaders from the poultry industry, as well as monthly meetings focused on process improvements, leadership and planning.

CELEBRATING



WITH WAYNE FARMS

Wayne Farms employee Mary Sue Davis reached a special milestone in 2018 — marking 50 years with the company in June. Her team was there to honor her with an anniversary celebration in Danville.

Outreach

The LiFT Outreach team worked to offer support at all 11 Wayne Farms facilities and further develop a leadership culture. Groups engaged with plant leaders and others who had previously attended leadership conferences in order to better understand how the information they gained was being leveraged.

Education

Going forward, LiFT will increasingly focus on education — providing courses and other opportunities for collaboration and learning. The goal of this initiative is to help aspiring leaders in the company achieve their personal and professional goals through stronger career development.



STAYING SAFE. DAY AFTER DAY.

WorkSAFE is built into everything we do at Wayne Farms. It's more than a program — it's a state of mind, and it's helping employees stay safe on the job while fostering a “zero accident culture.”

Wayne Farms takes a zero-tolerance approach to all safety breaches. Employees are both empowered and expected to identify and report unsafe behaviors and potentially dangerous situations — because together, we own this company-wide commitment as a team.

DART  
RATING = 1.65

Well below the industry standard

Industry Standard	=	2.90
Company Target	=	1.86
Company Rating 2017	=	1.60
Company Rating 2018	=	1.55

SAFETY, RECOGNIZED  
BY THE INDUSTRY.



Wayne Farms recently garnered the following eight awards for safety at the National Safety Conference for the Poultry Industry:

AWARDS OF DISTINCTION:

- Ozark, AL – Feed Mill
- Samson, AL – Hatchery
- Jack, AL (Enterprise Complex) – Processing
- Union Springs, AL – Processing
- Decatur, AL (East) – Processing
- Decatur, AL (West) – Processing

AWARDS OF HONOR:

- Danville, AR – Processing
- Danville, AR – Hatchery

GIVING BACK TO OUR COMMUNITIES.

Our communities sustain us. That's why it's our privilege to give back and help grow those special places we call home. In FY19, Wayne Farms employees served as volunteers and fundraisers for many local and national organizations, including:

- American Cancer Society
- Boys & Girls Clubs
- Local Food Banks
- Local Fire Departments
- Local Schools
- Relay for Life
- American Red Cross
- Future Farmers of America
- Scholarships
- Hurricane Relief
- American Heart Association



Across our facilities, we more than doubled our monetary donations and increased our volunteer hours by 67% since 2017.

FY19: BY THE NUMBERS



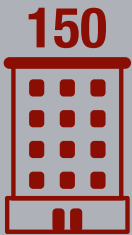
Volunteer Hours



Dollars Donated



Pounds of Food Donated



Number of Organizations Helped



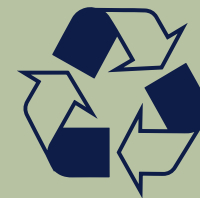


# ENVIRONMENTAL WELFARE

At Wayne Farms, we're always looking for ways to improve within our facilities — but that mindset extends far beyond our walls. Our teams are committed to diverting waste, reducing emissions and cutting water usage whenever possible.

## OUR 2025 SUSTAINABILITY GOALS

We take our impact on the environment seriously. That's why we've set rigorous goals to reduce our waste, emissions and water usage compared with our 2017 baseline year:



### WASTE

*Achieve 50% diversion from  
landfill at all facilities*

#### OUR PROGRESS SO FAR

We've reduced total waste by 18% while expanding recycling initiatives in our fresh and prepared foods facilities.



### EMISSIONS

*Reduce greenhouse gas intensity  
by 10% at all facilities*

#### OUR PROGRESS SO FAR

We've reduced emissions in our fresh and prepared foods facilities over the past year as we continue to monitor Scope 1 and Scope 2 emissions from all facilities.



### WATER

*Reuse 15% of our water  
at all facilities*

#### OUR PROGRESS SO FAR

We've increased our total water reuse to 5.7% over our baseline year, with fresh plant water reuse up 35.76% over the same period.

REPORTING ACCURACY.

We’ve continued our monthly metrics tracking in partnership with Sustainable Solutions Corporation (SSC) as we strengthen our sustainability program. Beginning with FY19, we identified several additional metrics for reporting, including production for each individual hatchery and feed mill, as well as packaging and supplemental material usages to ensure we are tracking and minimizing all waste materials.

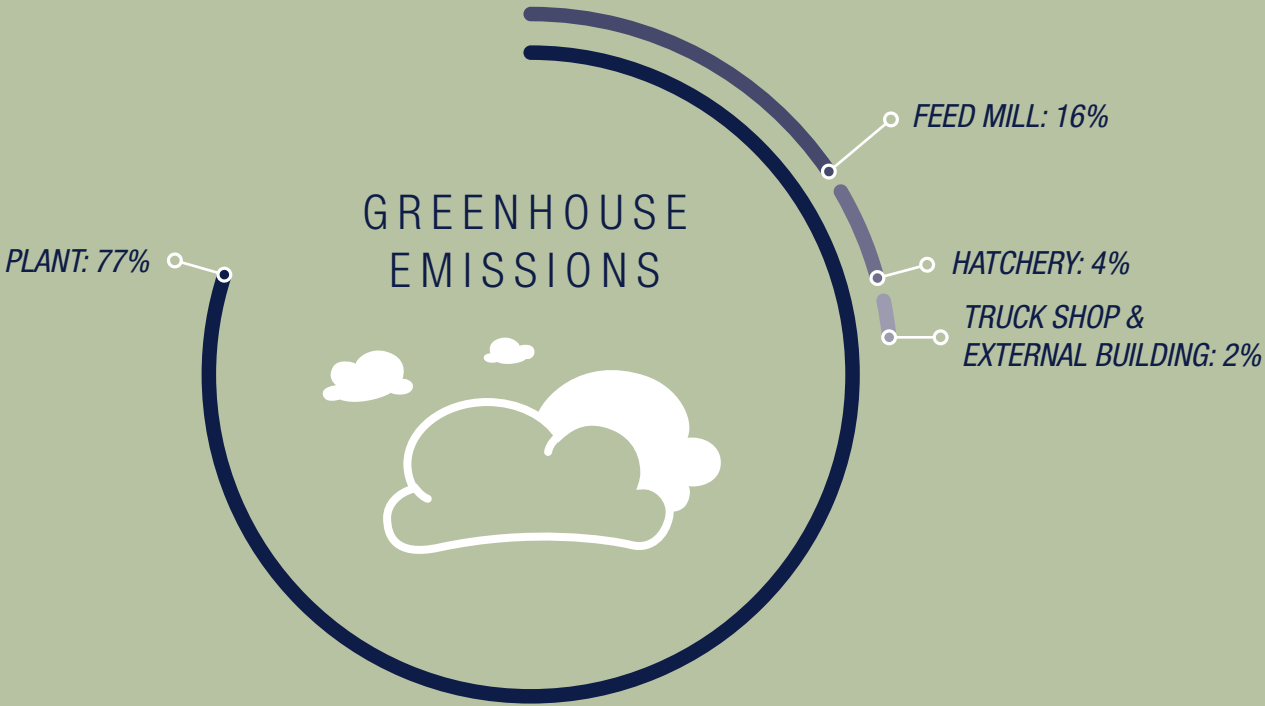
WASTE DISTRIBUTION.

Wayne Farms currently recycles 23% of all the waste generated at our facilities. This is no simple task, as many recyclers will not handle material that has been in contact with raw meat. We currently have recycling and/or reuse programs set up for waste metals, woods, plastics, cardboard, and even chicken by-products. Wayne Farms continually strives to identify alternative waste streams, and we aim to increase our landfill avoidance in the coming years.



REDUCING GREENHOUSE GAS EMISSIONS  
FOR THE GOOD OF US ALL.

In FY19, Scope 1 and Scope 2 emissions contributed similarly to our total greenhouse gas emissions. We continuously monitor and evaluate all sources of greenhouse gases to identify potential opportunities for increased efficiency and reduced emissions.



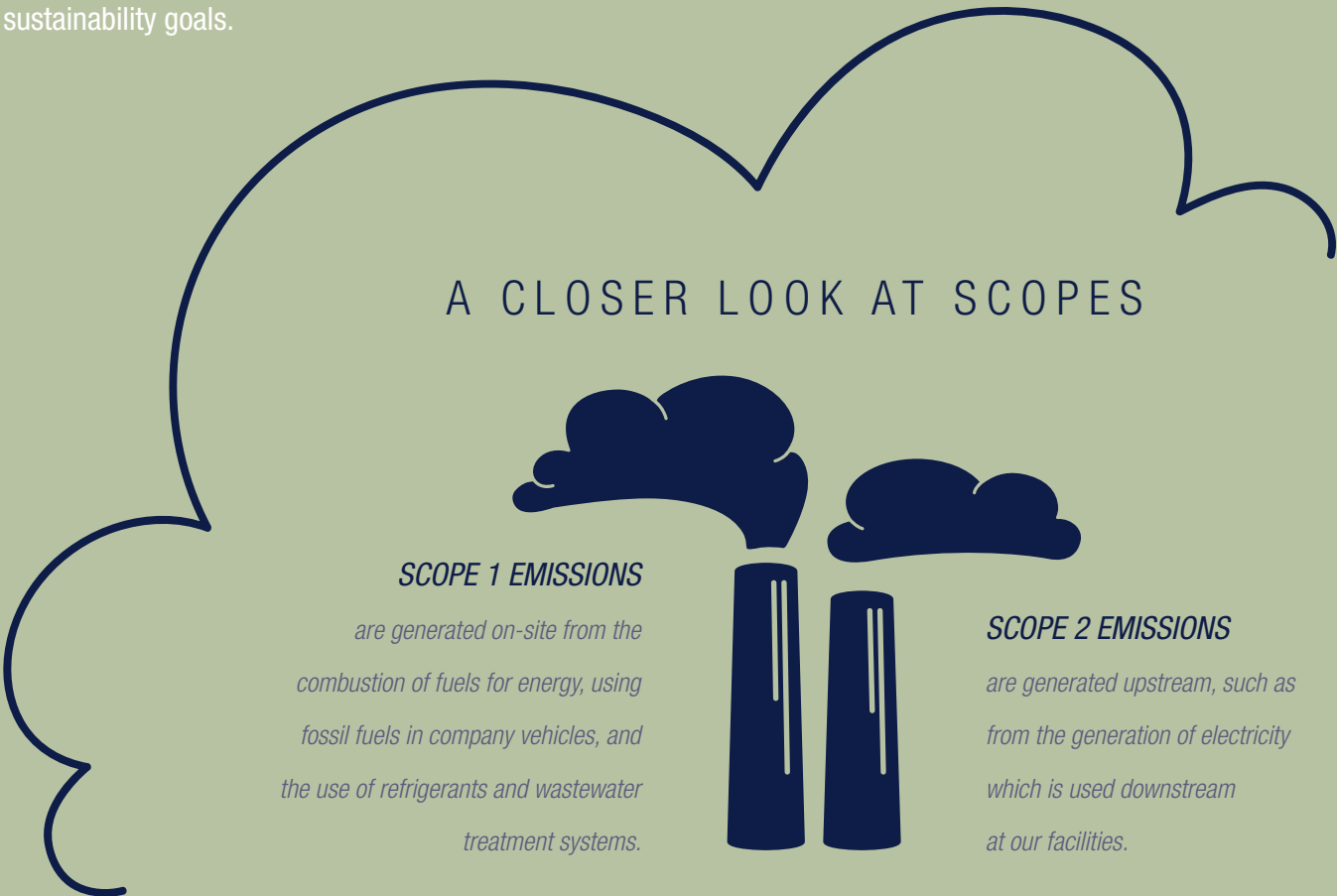
	INTENSITY (Metric Tons CO2e/ Million lbs product)
Scope 1 Emissions	74
Scope 2 Emissions	80
Total Emissions	154



A BIG FIRST FOR SUSTAINABILITY.

Sustainable Solutions Corporation (SSC), a third-party organization, conducted a Sustainable Operations Assessment of some of our North Alabama facilities in 2018, including the Decatur prepared foods facility, the Albertville fresh facility and hatcheries, and the Guntersville feed mill — representing the four types of facilities typically found at each location. The goal of these assessments was to utilize SSC’s experience to identify opportunities to reduce our impacts in energy, water, and waste.

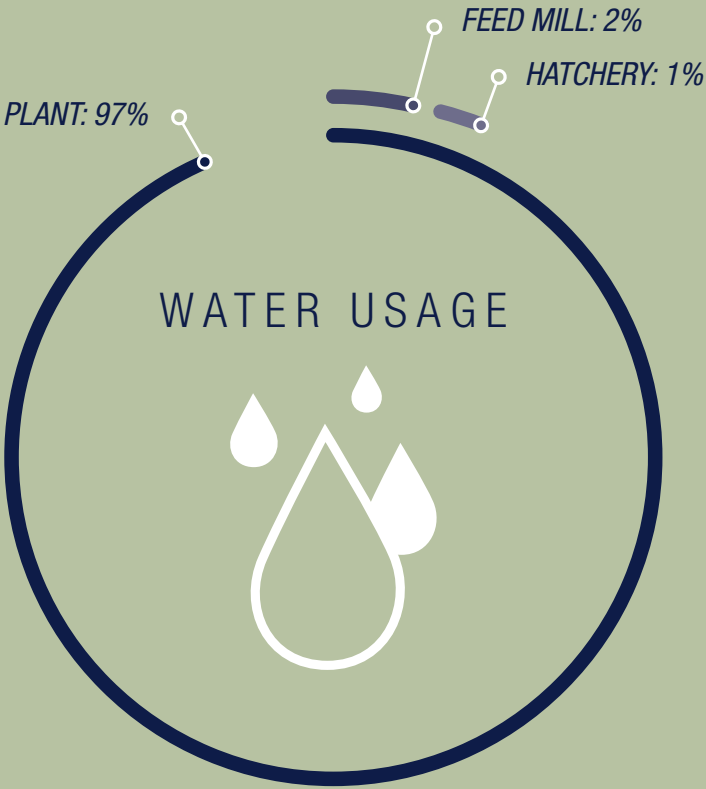
After a week on site, the team provided recommendations for areas of improvement in environmental and sustainability practices. Wayne Farms has utilized these recommendations to make improvements at the sites, implement similar strategies at additional facilities, and guide improvements across our entire network of facilities in order to achieve our sustainability goals.



REDUCING OUR WATER IMPACT.

In the poultry industry, our plants drive the demand for water. From washing and cooking to cleaning and more, Wayne Farms is always aware of our water usage. Water is a precious resource, and that’s why we implemented reuse programs at five of our facilities in 2017 and added two more since then.

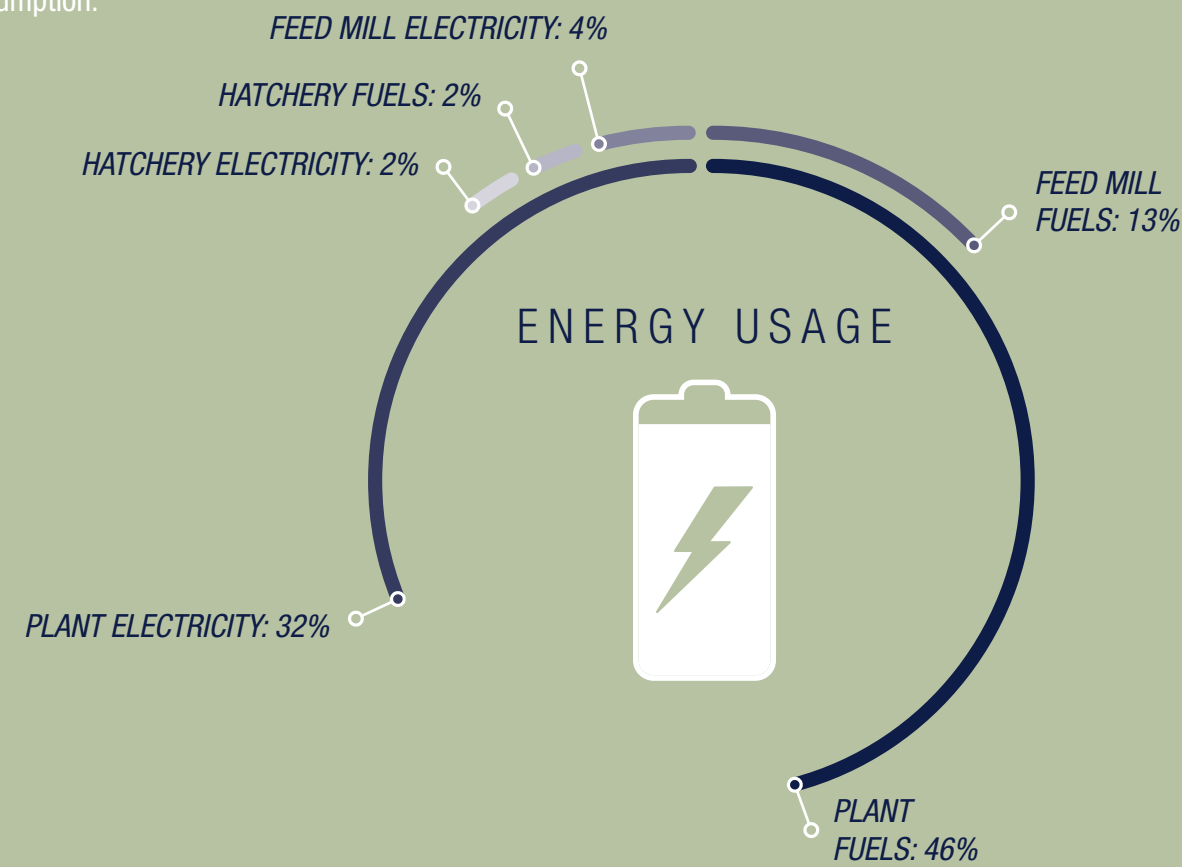
Recycling water decreases the amount taken from sensitive ecosystems, reducing our impact on the environment. As we move toward our goals for water use intensity reduction, we also continue to identify areas where we can reuse our water in order to decrease our impact. While our water usage intensity for FY19 was up slightly from 2017, we’re recycling more water overall than ever before.



	ANNUAL AMOUNT (Gal)	INTENSITY (Gal/lb product)
Water Used	2,764,330,002	1.3
Water Reused	158,894,119	0.073

CONSERVING ENERGY.

Over the past year, our plant and feed mill operations consumed the majority of our energy at Wayne Farms. We’re always striving to lower our impact on the environment by using energy-efficient equipment and employing manufacturing practices that cut consumption.



	AMOUNT (MMBtu)	INTENSITY (MMBtu/ton product)
Electricity	1,088,097	1.00
Fuels	1,708,837	1.57
Total	2,796,934	3



USING LESS FEED.

Thanks to improved feed conversion over the past three years, Wayne Farms has reduced the amount of feed required by 169,000 tons — even with a 2% increase in production. This reduction in feed tonnage is the equivalent of 37,000 combined acres of corn and soybeans. We’ve been able to achieve this level of reduction as a result of better animal husbandry, improved grow-out barns and advances in genetics.

FEED REDUCED BY 37,000 ACRES  
with a 2% increase in production







# CONSUMER AND PRODUCT WELFARE

The safety and satisfaction of our customers is always at the forefront of everything we do at Wayne Farms. It all starts with providing the best possible environment for our animals, then delivering the very best products to our customers.

## *COMMUNICATING CLEARLY WITH OUR CUSTOMERS.*

We work diligently with all of our brands to ensure that we list important claims about our products. For example, our “no antibiotics ever” designation is USDA Process Verified, denoting Wayne Farms’ animal welfare standards for assuring the highest level of commitment and integrity to the well-being of our chickens. Our facilities at Dobson, Union Springs, Dothan and Enterprise are all currently USDA Process Verified for no antibiotics ever.

In the end, it’s about trust, transparency and offering more choices to our customers.



## *BETTER FOOD SAFETY MANAGEMENT.*

Wayne Farms’ integrated structure allows us the unique opportunity to monitor the quality of our products from hatch to harvest. Our food safety management program has been certified with the Global Food Safety Initiative (GFSI) Safe Quality Foods (SQF) 2000 Level 2 standard for the past eight consecutive years, and Wayne Farms facilities complete an annual third-party audit based on these standards. At this time, all harvesting facilities except one have converted to the New Poultry Inspection System (NPIS), allowing Wayne Farms to perform bird-by-bird inspections more efficiently with fully trained individuals.



REDUCING SALMONELLA SPP.

At Wayne Farms, we employ a multi-hurdle approach to *Salmonella spp.* reduction and elimination. The process starts on the farm and follows the bird through the various processes all the way to the fork. On the farm, we have an autogenous vaccination program. We monitor our hatcheries, farms, and plants for *Salmonella spp.* The isolates gathered from this monitoring are characterized and the most appropriate are used to create our own vaccines. In addition, we use water source additives in the last 48 hours in the chicken house to reduce the level of *Salmonella spp.* in the chickens.

This multi-stage approach goes beyond just the bird to other processes and equipment as well. For example, we utilize temperature control and coordinate water rinses to keep equipment clean and prevent microbial buildup over the course of a production day.

SPOTLIGHT:  
INTERNAL/EXTERNAL SQF AUDITS



In order to prepare more effectively for external audits at our facilities, we conduct yearly internal audits to measure progress and identify areas for improvement. Each year for the last five years, Wayne Farms has reduced the number of nonconformities found in these audits.

BRYAN MILLER, VP, QUALITY ASSURANCE, FOOD SAFETY AND REGULATORY AFFAIRS

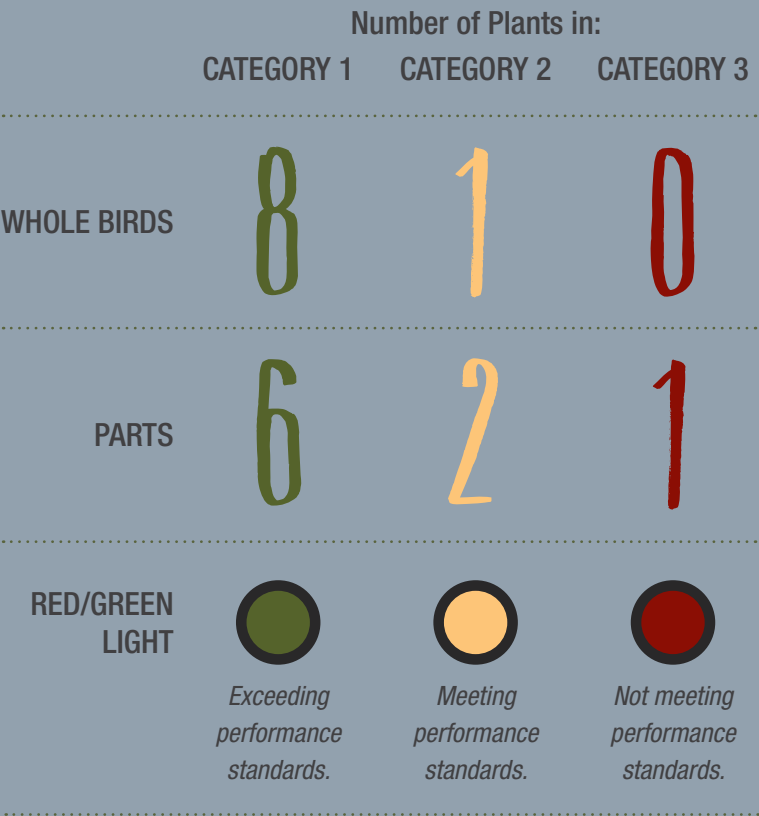
With more than 10 years at Wayne Farms and more than three decades in the industry, Bryan Miller is focused on helping the company stay focused on its sustainability goals — measuring progress and implementing new practices to ensure it’s always part of the conversation at every level.

“When we think about sustainability, it’s not just environmental — it’s about the safety of our employees, the welfare of our animals and the health of the greater community.”



USDA Performance Standards

The USDA FSIS assigns category performance for *Salmonella spp.* based on a percentage of whole birds and parts samples that are positive for *Salmonella spp.* The goal is to reduce human foodborne illness due to Salmonellosis. FSIS utilizes a three-category classification or category system, not a pass/fail. Our goal is to achieve Category 1 status for both whole birds and parts for all of our plants.



Because these categories fluctuate over time, this graphic is intended to represent a snapshot of our facilities on a specific date. This data was collected on March 31, 2019.

PREVENTING FOOD TAMPERING

We continue to strengthen our food defense efforts as we strive to prevent food tampering. All of our facilities feature cameras in vulnerable areas, as well as restricted areas, with each plant subject to a yearly Food Defense audit by the Agriculture Marketing Service (AMS).



X-RAY AND BONE REDUCTION

Our facilities now conduct annual internal bone reduction audits as part of our overall effort to monitor our lines for any potential bone occurrences. We utilize X-ray technology to check for bones at fresh plants as well as materials like metal and glass at prepared foods facilities to improve the safety of the product for consumers. Our team has also developed new procedures to calibrate the X-ray machines to help ensure they work properly every time.

CUSTOMER INNOVATION CENTER



Our new 15,000 square-foot Customer Innovation Center is a showcase of food and culinary technology, including ready-to-eat and ready-to-cook pilot plants, an ultra-modern, fully operational kitchen, and conference facilities to connect with customers around the world.

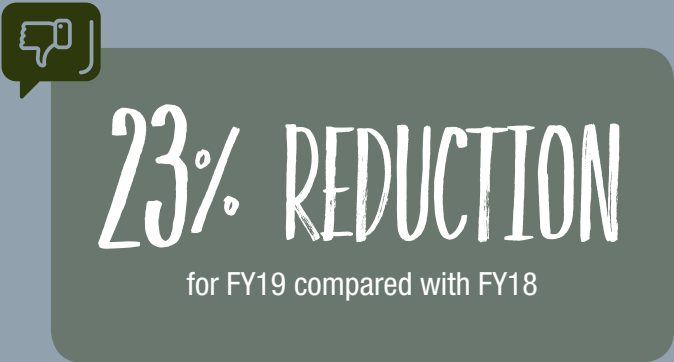


Key Performance Indicators (KPIs)

We track four key KPIs on a monthly basis at all of our facilities. Our overall goal is to improve each metric by 10% year over year.

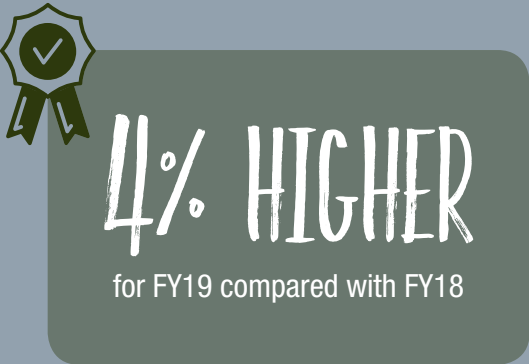
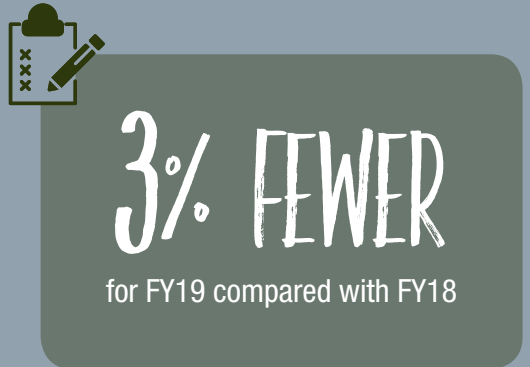
Quality Claims

Our quality claims are measured in dollars returned to customers for any instance of inferior quality, including bones, temperature abuse, damage, foreign materials, spoilage, etc.



Customer Complaints  
We track customer complaints versus each unit of 1 million pounds sold.

Noncompliance Reports  
USDA Noncompliance Reports are completed whenever inspection program personnel determine that an establishment has failed to meet one or more regulatory requirements.



Quality Matrix  
We've identified 11 different quality elements which we measure at each facility. A score of 50 indicates a certain facility is meeting its quality goals for the month.

## FSIS REQUIREMENTS

- ✓ Develop and implement Hazard Analysis and Critical Control Points (HACCP)
- ✓ Implement written standard operating procedures for sanitation (SSOP)
- ✓ Conduct microbial testing to verify the prevention of fecal contamination and the adequacy of process controls
- ✓ Utilize a three-category system for assessing various microbiological interventions within all production facilities, then implement a process to reduce the incidence of food pathogens such as *Salmonella* spp. and *Campylobacter* spp.

## TAKING A CLOSER LOOK WITH BIOMAPPING

Our biomapping process covers everything from receiving the live bird to packaging finished products, with sampling at different points from throughout the process. Biomapping is completed on a continuously rolling basis and weekly graphs are created as a way to continuously evaluate our intervention process.

Our rolling schedule allows us to be more current and accurate with our samples, giving our team a better understanding of any changes that need to be made.

## A NEW WAY TO INSPECT

The New Poultry Inspection System (NPIS) transfers sorting responsibility for quality defects to plant personnel, while one USDA inspector moves to the end of the line to verify compliance and others are free to focus primarily on food safety.

While we have achieved a line speed increase in some plants, we have also invested more in enhanced training for our employees. With the newly created sorter position, making changes to sorting machinery and consolidating testing stations, we

have greatly improved our line efficiency while minimizing downtime and energy usage — all while maintaining strict food safety standards.

## SAFE FEED/SAFE FOOD

With an eye on food safety, each of our feed mills is currently undergoing a Safe Feed/Safe Food assessment, a third-party audit that yields an SQF-type certification for the feed mill. It's just one more way that Wayne Farms is focusing more than ever on providing food safe feed for our animals. Our last two annual audits resulted in 100% scores.



## KIMBERLY FLEMING, CORPORATE FOOD SAFETY MANAGER



Kimberly Fleming is solely dedicated to food safety — and it's a job she takes very seriously. Working with production, research and development, veterinarians and nutritionists, she values her opportunity to interact and collaborate with several teams.

"While Quality Assurance managers look at both quality and food safety, my role is different. I get to focus on microbiology, foreign material, product trials and so much more. There's a lot of cross-functional work, because when it comes to sustainability, none of us works in a vacuum."





Wayne Farms LLC is the seventh-largest vertically integrated poultry producer in the U.S. with annual sales exceeding \$2 billion. A subsidiary of Continental Grain Company, Wayne Farms owns and operates 11 fresh and prepared foods facilities throughout the Southeast, produces more than 2.6 billion pounds of poultry products each year, and employs nearly 9,000 individuals.

Producing products under the brand names of WAYNE FARMS® fresh and prepared chicken; PLATINUM HARVEST® premium fresh chicken; LADYBIRD™ premium chicken; CHEF'S CRAFT® gourmet chicken; and NAKED TRUTH® premium chicken, Wayne Farms has a well-known history of delivering exceptional poultry products to some of the largest industrial, institutional, and foodservice companies across America.