

# Dole Sunshine Company Sunshine For All™

2020 Progress Review



# Our promise to the world

Dole Sunshine Company believes things have to change.

Today, 690 million<sup>1</sup> people around the world live without adequate nutrition. But a third<sup>2</sup> of all edible food is wasted. Another 650 million<sup>3</sup> people are obese and 463 million<sup>4</sup> have diabetes, yet so many of the foods we buy contain processed sugar. Everywhere we look, inequality is getting worse. The impact of climate change is being felt and our oceans are choking with the plastic that continues to be produced.

It starts by taking responsibility for our own actions. We believe that we have the potential to be a force for good. We can contribute to better nutrition for people. We can help protect the planet by eliminating waste and achieving carbon neutrality. We can create prosperity by delivering shared value for all stakeholders.

If we can do this, then we will be doing our part to create a little Sunshine for All™.

<sup>1</sup> [UN FAO: 2021 The state of food security and nutrition in the world](#)

<sup>2</sup> [UNEP: Promoting Sustainable Lifestyles](#)

<sup>3</sup> [WHO: Obesity and overweight](#)

<sup>4</sup> [IDF: Diabetes facts & figures](#)

We are not where we used to be. We are not where we want to be.

# Sunshine For All™

# About Dole Sunshine Company

## We are a world-leading food and beverage company on a bold mission

Dole Sunshine Company operates in over 70 countries and provides consumers with the goodness of the earth: fresh, frozen and dried fruit, juices and packaged fruit products.

The name Dole Sunshine Company<sup>1</sup> is used to represent the global interests and combined efforts of Dole Asia Holdings, Dole Worldwide Packaged Foods and Dole Asia Fresh.

Dole Asia Holdings was established in 2012 before ITOCHU acquired the Dole global packaged foods and Asian fresh produce businesses. Today, it has an annual revenue of US\$ 2.6 billion.

Our headquarters are located in Singapore. Our ingredients are sourced from Dole's directly managed farms in Asia, Latin America and Africa and from third-party growers. Our owned processing facilities are located in the Philippines, Sierra Leone, Thailand and the USA. In total, across our operations, we have 55,000 full-time and seasonal employees.

*Unless otherwise stated, data are reported as at March 31 2021. FY2020 refers to the time period April 1 2020 to March 31 2021.*

### Commitment to quality

As a leader in the food and beverages sector, we have established and continue to develop new environmental and social practices at our farms, processing and packing facilities and offices around the world. These are centered on our interrelated promises, such as moving to zero fruit loss, eliminating plastic packaging and achieving zero carbon emissions in our operations.

We have a vision to deliver Sunshine for All™. This means conducting business in a way that is good for people, the planet and the prosperity of all our stakeholders.

We run our company based on the belief that good, healthy, affordable food should be like sunshine: **everywhere and for all.**



### Supporting our growers

In South East Asia, agriculture is at the heart of the economy and is the lifeblood of the people. This is where we have pioneered its Independent Growers Program, a unique farming concept that allows local farmers to grow fruit while retaining full control over their land and operations.

Over the years, many thousands of growers have partnered with us, both directly and indirectly. By contracting with Dole, they benefit from our safety practices, Total Quality Management procedures and the benefits of increasing yields while protecting the environment. The program has promoted a spirit of entrepreneurship among the growers who now deploy the latest banana-growing technologies.

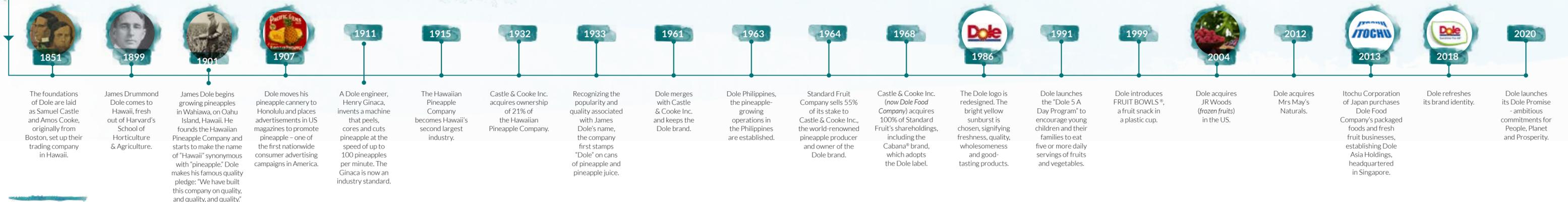
**70+**  
countries we operate in

**US\$2.6 billion**  
annual revenue

**55,000**  
full-time and seasonal employees

**534 million**  
consumers in the past 12 months  
*Data as of July 2021, source: IPSOS*

## Our History:



<sup>1</sup> The name Dole Sunshine Company is used to represent the global interests and combined efforts of Dole Asia Holdings, Dole Worldwide Packaged Foods and Dole Asia Fresh. Dole Sunshine Company does not operate as an actual business entity in any country or region.

# Welcome statement Yutaka Yamamura, Dole Asia Holdings President and CEO

Welcome to our first Sunshine For All™ Progress Review.



The first step on any journey is often the hardest. However, there have been plenty of early wins this year. We have done important work on establishing baselines and creating strategic partnerships, and we have invested heavily in R&D and consumer research. Of course, over the last 18 months, keeping our people safe amid the global pandemic has also been a top priority. This has meant that our work on the ground has had to slow down, but we will accelerate again once it is safe to do so.

It has become abundantly clear that people and the planet must stand alongside prosperity at the heart of our thinking. Coming from Japan myself, I was delighted when we rediscovered a long-standing Japanese philosophy – Sampo Yoshi, which does exactly that. I have been very encouraged by how quickly the concept has been embraced by the whole leadership team and pleased by the sense of focus and purpose that it has created when combined with our Dole Promise.

A key task facing us now is to instill the sense of urgency felt by the Dole leadership team in our employees – to have everyone in the Dole family fully understand the speed with which we intend to attack these sustainability issues, and the important role that they play in delivering against the Dole Promise.

We will also face technical challenges. For example, currently, no technologies exist at a scale that would allow us to remove plastic from our packaging without simultaneously increasing food waste. There are no easy answers to solving this or several other problems that stand in our way. However, the hard work and progress of the last 12 months gives us a platform to confidently and relentlessly pursue our goals going forward.

**This report marks the beginning of a highly ambitious journey for us, but this is the Dole way, and has always been.**

Thank you for joining us.

Yutaka Yamamura



Expert opinion

# Sir Jonathon Porritt, Founder Director, Forum for the Future



**Sir Jonathon Porritt**

Founder Director, Forum for the Future (1996–present)

Chancellor University of Keele (2012–present)

Chair Sustainable Development Commission (UK Government) (2000–2009)

Director, Friends of the Earth (1984–1990)

Chair of the UK Green Party (1979–1980 & 1982–1984)

“

**This is a very interesting moment for the food industry. The full extent of the global food system’s impact on the planet is becoming clear, and it does not make for comfortable reading for those in the industry.**

The scale of damage being done by the industry has long been obscured because we have tended to compartmentalize issues. We think about biodiversity, human rights, supply chains, water, waste and carbon footprints, but there has rarely been any effective holistic analysis of the industry’s overall impact. Consequently, we have only recently begun to understand that the global food system is quite simply – and perhaps quite surprisingly – the biggest driver of damage to the planet today.

In light of this, pressure has begun to mount on the industry to put itself on a more sustainable footing and to do so quickly.

Although just beginning in its sustainability journey, Dole is a company that has a huge natural advantage. Most of its raw materials are capable of being produced on a completely sustainable basis. Its core products are critical ingredients in helping to build nutritious, healthy diets. It does not face the same health or carbon challenges inherent in meat-based or highly processed products. Much of its logistics and supply chain is under its direct control. Moreover, there is nothing inherent in Dole’s business model or portfolio that would prevent the company from being sustainable and as a result, compared to many of its industry peers, Dole begins its journey with something of a head-start.

**Something we at the Forum talked about a lot with Dole in our early meetings was the importance of striking the right balance between ambition and achievability.**

Far too many companies set sustainability roadmaps against targets in 2040 or 2050. This timescale is of course entirely irrelevant – I would go so far as to say deluded.

**We have a decade at most to do what is needed, not just on climate change, but on a host of other issues as well. So, I applaud the fact that the company has subsequently set major goals on a very tight timeframe.**

Whilst these goals are achievable, no one should underestimate the challenge Dole will face in attaining them. It will require an accelerated transition to more sustainable behavior in what is a deeply ingrained corporate culture. The change will be uncomfortable and disruptive.

Yet, the early signs from the company seem positive. There has been some really good work done on the net-zero carbon goal, with some fantastic efforts being made on developments like biogas and biomass-powered manufacturing plants.

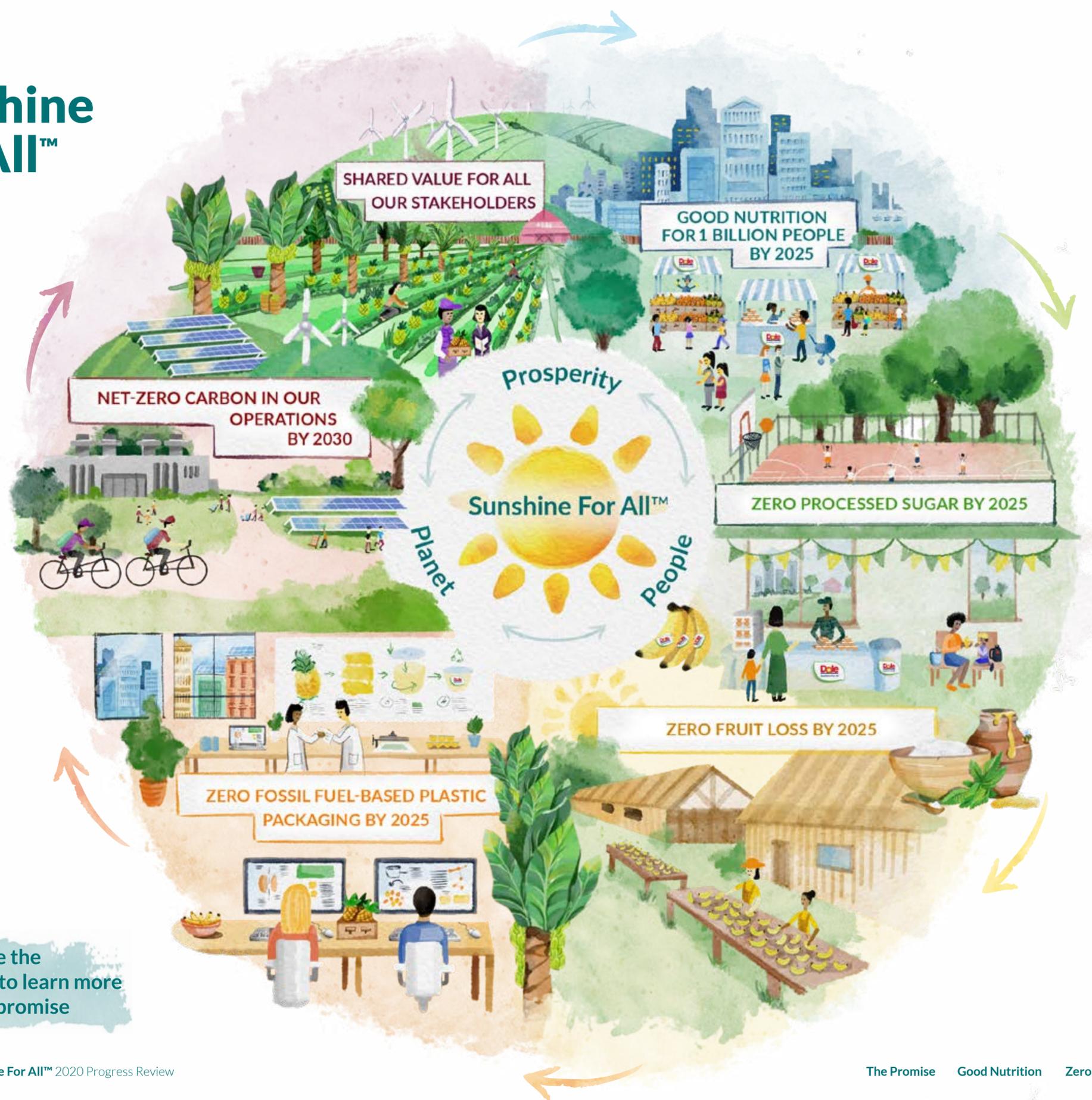
Looking forward, one area where I’m keen to see an improvement is to have more depth in the commitment around socio-economic issues such as food justice. I feel this is an area where Dole can make significant progress and have a major impact. I also hope that the Sunshine for All™ Fund, (which is an exciting development), will permit Dole to bring forward new, innovative processes and products to break through some difficult areas (see page 8).

Finally, I believe much of Dole’s ability to deliver on its promises will hinge on how well they are able to engage all employees with these new ambitions. In my experience, you can’t make these kinds of major cultural shifts work unless you have a very significant majority of people in the company engaged with them. I recommend that they prioritize that internal engagement over the coming year in order to gain maximum traction as quickly as possible.

I wish them the best of luck.

Sir Jonathon Porritt

# We create Sunshine For All™



Hover above the infographic to learn more about each promise

We aim to bring **good nutrition to one billion people**, increasing our presence in shops and online and working with organizations to get Dole's nutritious fresh produce and food and beverage products to the people who need them most. In the past year, just over half a billion people around the world ate our nutritious products\*...

...which are now healthier than ever. Thanks to reformulation and innovation, 47% of our food and beverage product portfolio now contains **zero processed sugar** as we strive to deliver the same taste from natural ingredients...

...and from these natural ingredients we are finding new ways to create value, through upcycling and innovating, to achieve our goal of **zero fruit loss by 2025**. Over the last year, we reduced fruit loss in our operations by 29% through better processes and the creation of new products...

...many of which rely on packaging to keep them fresh, but we must find solutions that protect our planet as well as our products, getting us from 23% towards **zero fossil fuel-based plastic packaging**...

...these solutions will also reduce emissions, complementing our efforts to purchase and generate renewable energy and achieve **net-zero carbon emissions in our operations by 2030**. In 2020 we reduced scope 1 & 2 emissions by 12%.

These interconnected promises are essential to creating **shared value for all** – improving outcomes for our employees, our customers, our shareholders and our planet.

\* Data as of July 2021, source: IPSOS

Presidents' letter

# Pier Luigi Sigismondi & Christian Wiegele



**Pier Luigi Sigismondi,**  
Food & Beverages Group President



**Christian Wiegele,**  
Fresh Produce Group President

“ **This year, Dole celebrates its 170<sup>th</sup> anniversary.**

While, of course, we can't claim to have been here all that time, we do know that we have inherited a strong legacy; a company built on the knowledge that it can only exist by nurturing the soil and delivering its goodness to the market.

From the perspective of a company as old as ours, the world is changing rapidly – but rightfully so. We face an ecological emergency of unprecedented scale. On several issues, including climate change, we are fast approaching a threshold beyond which we will no longer be able to reverse the effects. The challenge before us is daunting, but clearly, the first step in helping to tackle it must be to ensure our own house is in order.

<sup>1</sup> As at March 2021

The creation of the Dole Promise was an expression of our feeling as a leadership team that we needed to do just that. The Promise was born from our sense of frustration during the COVID-19 pandemic lockdown in 2020. We were acutely aware that we had 55,000<sup>1</sup> people out there working hard, struggling with serious daily challenges to ensure that the world had the food security it desperately needed. It gave us a profound sense of gratitude to them, their families and their communities. It made us reflect deeply and urgently on the broader sustainability challenges that we collectively face, and it tipped the balance towards a bias for taking action. Strangely enough, the adversity we have faced during the pandemic has built the momentum we needed to begin our sustainability journey and become the business we want to be.

A key question was how? How would we change mindsets and initiate change? Sampo Yoshi has always been intrinsic to the Dole business. Today, this philosophy forms the conceptual backbone of our sustainability approach. Eventually, we would like to see every decision, every action and every process considered in the light of this new framework – not just through the traditional financial one.

**We have both always believed in business as a force for good.**

On a personal level, this is our opportunity to demonstrate it. We are excited by the opportunity to turn Dole Sunshine Company into a purpose-driven company that adds value to society beyond just the financials. Ultimately, we want to build a legacy that will last for decades to come.

**This first report is an early but major milestone for us on the way to achieving that.**

It has taken courage at times to confront ourselves in the writing of it. But it has also sharpened our focus and caused us to double down on our commitment to the ambitious targets we have set ourselves. Thank you for your interest in our report, we hope you find it both useful and inspiring.

Pier Luigi Sigismondi  
Christian Wiegele

# Our belief

## Collaboration is the key to delivering on promises

### The Sunshine for All™ Fund underlines our commitment to finding the right partners and solutions

To fulfill our Promise, we humbly recognize that we cannot do it all alone. We need to grow: ideas, expertise, technology, processes and influence.

The Sunshine for All™ Fund is how we can accelerate growth. We intend to pursue strategic partnerships and investments that focus on the crucial areas of access and waste around the world.

The purpose of the US\$2 million Sunshine for All™ Fund is to develop collaborative pilot projects between Dole Sunshine Company and interested start-ups, scale-ups, social entrepreneurs, NGOs, experts, influencers, investors and venture capital funds.

We will start by focusing on a few areas that we can control and that will directly impact our business, people and planet:

- Crop nutrition, health and protection
- Food and waste
- Food safety and traceability
- Nutrition and ingredients
- Environmental impact and packaging
- Labor

We welcome, and will pursue, partnerships with organizations and individuals who can help us deliver on the Dole Promise. Seeking out ideas and solutions that can help Dole overcome specific challenges in the areas of access and waste, we will prioritize projects that can scale with our business and teams that can integrate seamlessly with our own.



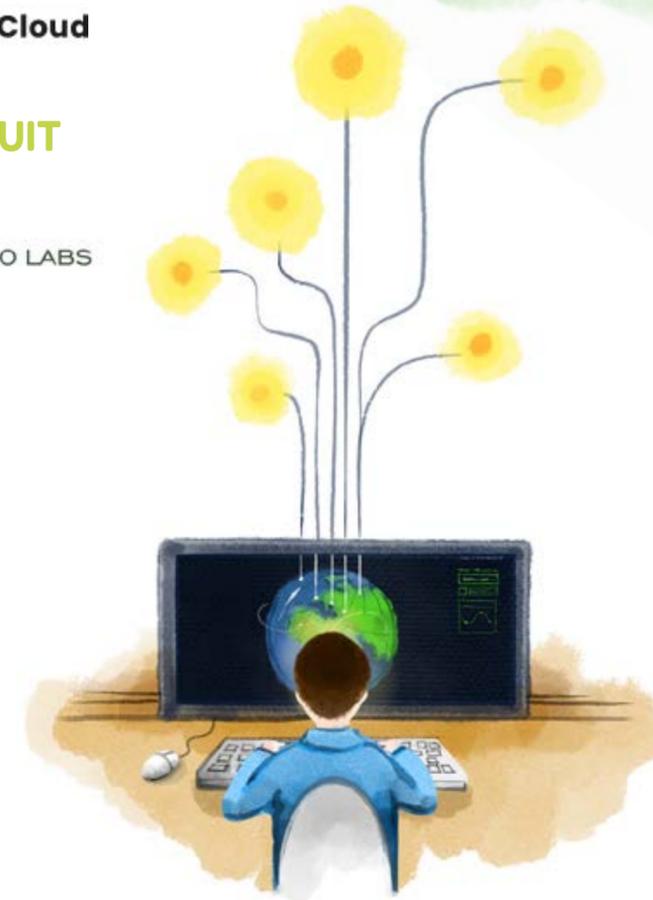
### Dole Ventures

Technology is driving our industry and will be key to delivering Sunshine for All™. Dole Ventures is how we access, develop and leverage that technology to create a more efficient, more sustainable and more affordable food system.

Our approach is somewhat unique, in that the investment from Dole comes in the form of access and expertise, rather than capital or equity. The Dole Ventures team builds a bridge to the outside world and makes alignment possible between technology start-ups and corporate.

The Sunshine for All™ Fund helps us reach out to the start-up community and to let them know we are open for business – that we have specific challenges that we need to overcome, and that we will work with the right partners who can help us achieve our goals. Dole Ventures also engages start-ups that are focused on areas outside of the Dole Promise. These projects are not funded through the Sunshine for All™ Fund.

Ideally, we start with a problem statement and we find a start-up whose technology offers a solution. We then help them to build and run the pilot, and to connect with the right people inside the organization. If the pilot is successful, we make a business case for the technology and then we discuss if we scale up the project. If this company or solution becomes business as usual, it marks the successful end of the process.



Our belief

# Collaboration is the key to delivering on promises



Bridge Builder: Barbara Guerpillon,  
Head of Dole Ventures

“

**For the first six months in my role, I focused on understanding the biggest challenges and priorities of the organization and figuring out how technology can help us bridge these gaps.**

Looking at the priorities of the Dole Promise, we will need technology to achieve them, whether it's about reducing our environmental footprint, reducing fossil fuel-based plastic in our packaging, or addressing food loss. When companies apply to the Sunshine for All™ Fund, I start by looking at the IP (*intellectual property*), to see what kind of technology the start-up is relying on. I want to know if the objective of the pilot is aligned with increasing access to good nutrition and the reduction of waste.

One of the biggest challenges corporates have today is how we build capacity and onboard these technologies. When we bring in external partners, we have different standards, different ways of working, and sometimes different ideas of what success looks like. It's not a straightforward relationship between technology start-ups and corporate, so you need to have that special team that can be the bridge and bring the outside in.

**It's our own model: an interplay between internal and external innovation... long-term, this kind of collaboration can grow to give everyone in the organization the opportunity to work with start-ups and technology.**

It's a holistic approach to start-up corporate collaboration. We are not only looking at one aspect of corporate venturing – the financing part – but at every single other element of corporate venturing, from discovery to piloting to education and mentoring. It's our own model: an interplay between internal and external innovation, and that requires an overall operating model that will give us the full overview of our innovation strategy.

Long term, this kind of collaboration can grow to give everyone in the organization the opportunity to work with start-ups and technology. There is an appetite for innovation and collaboration, and by creating the right platform and building the skills and culture to engage a wider internal group, we can embrace a culture where technology and innovation become part of our business.

”

Barbara Guerpillon

*The Dole Promise*

# GOOD NUTRITION FOR 1 BILLION PEOPLE

# The Dole Promise

## Good nutrition for 1 billion people

**We believe good nutrition is a human right and should be like sunshine: available and accessible to all.**

When Dole Sunshine Company thinks of good nutrition, we think of sunshine.

Sunshine is available to all and a basic human right: just as high-quality food packed with nutrients should be.

So, in June 2020, we made a promise: to give more people access to healthy nutrition across the globe – one billion people to be precise, by 2025.

We believe it's possible to put Dole's sunshine on every plate, and to ensure healthy food is within reach of everyone. In many cities and countries, and particularly in food deserts, this means fighting malnutrition. Revitalizing the desire to eat well. And making sure our nutritious products are affordable and well-stocked.

We are ready for the challenge. Since Dole's humble beginnings 170 years ago, sunshine has been at the heart of our products and our brand. Now we aim to deliver that Sunshine for All™.



**“We want to champion an equitable world where everyone – irrespective of age, income, location, race or gender – has access to healthy nutrition, but where this access does not come at the cost of the planet.”**

– Rupen Desai, CMO, Dole



The issue

# Access to good nutrition is not a given

## Food insecurity and malnutrition are real issues in middle-income countries

You may find it hard to picture malnutrition being a problem in a developed country or an urban community.

Yet the risk of malnutrition, caused by low-quality diets or food insecurity, is a real issue. Where you live and your age, ethnicity, wealth and gender can determine your access to affordable and nutritious food. And then there is the rise of fast-food culture and a lack of understanding of nutrition. This is why we are seeing undernourished populations in middle-income countries.

Millions of people aren't enjoying the affordable nutrition-rich goodness that Dole Sunshine Company can provide. It could be a tough choice, but in many cases it is because of inequality and a lack of access or availability.



## The quality of what you eat can be influenced by location, age, ethnicity, wealth and gender

Dole Sunshine Company knows this because we are working with partners to research malnutrition and nutrition gaps and how we can help address them. We now know that **access** to nutrition is based on **availability, acceptability** (*knowing about nutritious foods and finding them acceptable*) and **affordability**.

The Dole Promise is the starting point for tackling these inequalities in food and nutrition.

We know it is a tremendous challenge worldwide. And we may not have all the answers to the issues. We are, however, determined to do our bit, in partnership with governments, businesses and society.

# Nutrition Unpacked

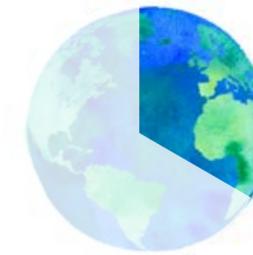
White Paper / 2021



## Our work with the Future Food Institute

Focused on building a more equitable world, the Future Food Institute (FFI) engages innovators and entrepreneurs to create more sustainable and inclusive food systems. The non-profit's understanding of how technology can be harnessed to close the gaps in our food system makes it a unique and invaluable partner.

In 2020, Dole Sunshine Company began investigating the under-researched topics of malnutrition and nutrition gaps in partnership with the FFI. The findings, published in July 2021, reveal that access to good food is one of the most critical factors to ensure nutrition for all. We are now open sourcing our research together with the FFI and we invite you to read the ['Nutrition Unpacked'](#) report.



1 in 3

people worldwide is affected by malnutrition



1 in 4

people globally is moderately or severely food insecure<sup>1</sup>

**“I think this is a very unique time in history. The pandemic has been showing all of us which are the biggest challenges that we are facing. All of humanity has been exposed to global health and climate change concerns, and if you combine those two topics, you understand that food is at the epicenter of the problem.**

**And finally we see that something is changing and that the changes that we need are huge. Only if we start to have a systemic approach can we tackle these issues. So working together and starting a multi-layer, multi-stakeholder approach is crucial.**

**Future Food is focused on three areas: knowledge creation, with our education and research initiatives; community development, so the wider public understands how to make the best food choices; and the acceleration of research and development processes and innovation in the food system.**

**Our work with Dole Sunshine Company illustrates what can be achieved through collaboration and the pooling of resources. The Nutrition Unpacked whitepaper, which used quantitative research and grassroots validation, has revealed important insights and gaps that can inform policy and truly impact society.”**

– Sara Roversi, Founder of the Future Food Institute

<sup>1</sup> fao.org – The State of Food Security and Nutrition in the World 2020

The Promise in detail

# Our approach to the problems of food insecurity and malnutrition

## We aim to provide good nutrition for one billion people by 2025

As one of the largest producers and marketers of high-quality nutrition in the world, Dole Sunshine Company has made a commitment to bring change to undernourished populations.

Our approach focuses on **nutritional access** in three crucial areas, which we believe will help us achieve our goal of putting healthy food into more hands – a process that is already underway.

1

### Availability:

supply where it is needed

We are increasing the availability of good nutrition, particularly in areas that we call food deserts – where there are a limited number of stores supplying a limited choice of healthy foods. We are also working to eliminate food that is lost along the supply chain, in order to boost what we can supply. And in the near future, we will also launch new great-tasting food and drink ranges.

[Read about our work in Jackson, USA](#)

2

### Affordability:

good nutrition must be well priced

Providing inexpensive nutritious food is essential to convert the low- and middle-income consumers who could be making healthier food choices. We are introducing new product and pricing innovations, which do not sacrifice the nutritious value of our food, or our commitment to sustainable production.

[Read about our new affordable fruit product launch: Seasons](#)

3

### Acceptability:

better understanding of healthy food

We are working to improve consumers' understanding of healthy eating through education. We want people to know that nutritious, high-quality and safe food choices are good for our health, and also benefit the planet. So, we are running campaigns to point out the health risks of food insecurity and nutritional gaps.

[Read about our Healthy Eating campaigns](#)

# 534 million

people consumed our products in the last 12 months<sup>1</sup>

<sup>1</sup> Data as of July 2021, source: IPSOS



The Promise in detail

# Our approach to the problems of food insecurity and malnutrition

## The road ahead

Our journey to provide good nutrition for one billion people by 2025 has begun. As we continue to make our nutritious food accessible to all by expanding into new markets and online, we will measure our reach and impact through consumer research and metrics on the number of consumers who eat our nutritious products.

### Defining and measuring access to nutrition

#### Our definition of nutrition or nutritious food:

*“Food that satisfies hunger while providing a balance of macronutrients and vitamins/minerals to nourish the body and maintain health and wellness.”*

#### How we will measure our success (key metric)

Number of consumers reached with Dole Sunshine Company’s nutritious products.

#### What we will include in our measurement

All the nutritious products we sell in our core markets. All the Dole brand and other branded products we distribute direct to consumers in our core markets.



## How we improve nutritional access with our produce

Nutritional access is essential to reach those suffering from food insecurity or malnutrition. Here is how we are making access to our fresh and packaged food and beverage ranges easier:

### Fresh produce

We have a number of initiatives to ensure we can get fresh produce into the hands of more people. The key to nutritional access is preserving the goodness of our produce and making access easier through different purchase [sizes](#). We are also working to increase acceptability of cosmetically imperfect fruits, which despite being aesthetically different are equally [tasty and nutritious](#). In fresh produce, it is also about realizing just how good our [nutrition](#) is, and we are reinforcing this message with consumers.

### Packaged food and beverages

We are working hard to challenge the misconception that packaged fruit has different nutritional value to fresh fruit. We are taking this message to consumers, particularly in [food deserts](#) where education on good nutrition is essential. We are also increasing the acceptability of the taste profiles of our packaged food and beverage products, to demonstrate to consumers that despite having no [added processed sugar](#) our products taste great.

# For people, planet and prosperity

## Our interconnected promises

To fulfill our promise of delivering better nutrition to one billion people, we are connecting other Dole Promises and commitments.

Together, these promises help us to play a part in reducing food insecurity and malnutrition, while meeting our goal of doing good for people and the planet.

### **Promise: zero fruit loss** [\[link\]](#)

Our goal is to achieve maximum nutrition and to provide maximum access to it. This means reducing fruit loss so there is more nutritious food available for all.

### **Promise: carbon neutrality in our operations** [\[link\]](#)

Regenerative agriculture practices reduce emissions in our operations and supply chain. They also improve farmers' yields, so we deliver more nutrition to consumers.

### **Promise: zero processed sugar** [\[link\]](#)

By focusing on natural ingredients that deliver the same flavor and taste profile that our customers expect, we are contributing to a healthier generation.

### **Promise: shared value for all our stakeholders** [\[link\]](#)

We are aiming to reduce food insecurity and malnutrition, and to help people lead healthy lives. This in turn will contribute to greater prosperity for companies and our society.

**Discover our interconnected Dole Promises in more detail on page 6** [\[link\]](#)



## Bringing nutrition to one billion:

Rupen Desai, Chief Marketing Officer



**Rarely do you come across a company or a product where the purpose is in the product.**

At Dole Sunshine Company, we can literally eat our purpose; our 170 years in business have been about purpose. Using that as a springboard, we want to use the Dole Promise to solve the inequality of nutrition in the world.

Today, we are dealing with different forms of malnutrition. There are the “have-nots” who are dealing with starvation, hunger and food insecurity. The “haves” are dealing with obesity and the effects of not eating well. Each group represents one billion people. To deliver on our Promise, we will try to find solutions for both groups. For the “haves”, we will improve access to better nutrition. This will allow us to do a lot more for the “have-nots”.

To get there, our promises have to be part of our business model: the interdependence between people, planet and prosperity. We will also need to challenge the narrative in which unhealthy food is encouraged, supported and celebrated.

We see healthy food as too expensive, and we believe that unhealthy food isn't really that unhealthy, and it's much easier to find. These are deep systemic barriers that we need to overcome to change that mindset.

You could say we need superpowers to overcome them and deliver Sunshine for All™. Fortunately, we partner with more than 60 organizations that all bring their own unique superpower and, when coupled with ours, the impact is exponential. We also want to engage others in our industry to address issues such as single-use plastic, because sustainability is not an area where we want to be competitive.

**An important step is that we stop seeing our sustainability work as a cost: we are making an investment in the future wellbeing of the planet and the lives of our children.**

We are providing nutrition for people who have been deprived. This is what Sunshine for All™ means to me. And it will make our work and our lives so much more than harvesting, preparing and selling fruit when we recognize and embrace this purpose and this promise.

Rupen Desai



# Supporting the Dole Sunshine for All™ Cities program

## How we are bringing nutritious food and education into food deserts

As part of Dole Sunshine Company's action to address the lack of access to nutritious foods, we have launched our Sunshine for All™ Cities program. The goal is to make healthy food accessible to all, by supporting local institutions in tackling the challenge of food insecurity and malnutrition in their own areas.

To kick-start the program, we chose one of America's largest food deserts: Jackson, Mississippi, where there is only one grocery store for every 10,000 residents.

Our partnership with the City of Jackson includes 10 public and private institutions, such as Up in Farms, Smoothie King and Foot Print Farms, and the Boys & Girls Clubs of Central Mississippi. We also have the full support of Jackson's Mayor, Chokwe Antar Lumumba.

Key program elements in Jackson include:

- We support Up in Farms' Farm-to-Table Training Center and distribution of 1,000 nutritious meals per day to those in need.
- We contribute to weekly pop-up farmers' markets at Boys & Girls Clubs, and to grab-and-go hot meals created by local people and Dole.

**"Jackson will serve as a blueprint for how we're going to tackle these challenges in other food deserts using a hyper-local model. Together with partners, we're building a foundation that will drive systemic change within individual communities and our society at large."**

– **Juan Carlos Dalto**,  
President & Managing Director,  
Americas

- We promote cooking lessons for children and adults, and classes on how to shop smart and eat healthily for less.
- We partner with Captain Planet Foundation to create learning gardens at elementary schools, and to inspire children to enjoy the goodness of the earth.



**90,000**

Dole FRUIT BOWLS® distributed in Jackson over 8 months

**18,000**

educational activity sheets distributed

**1.9 tons**

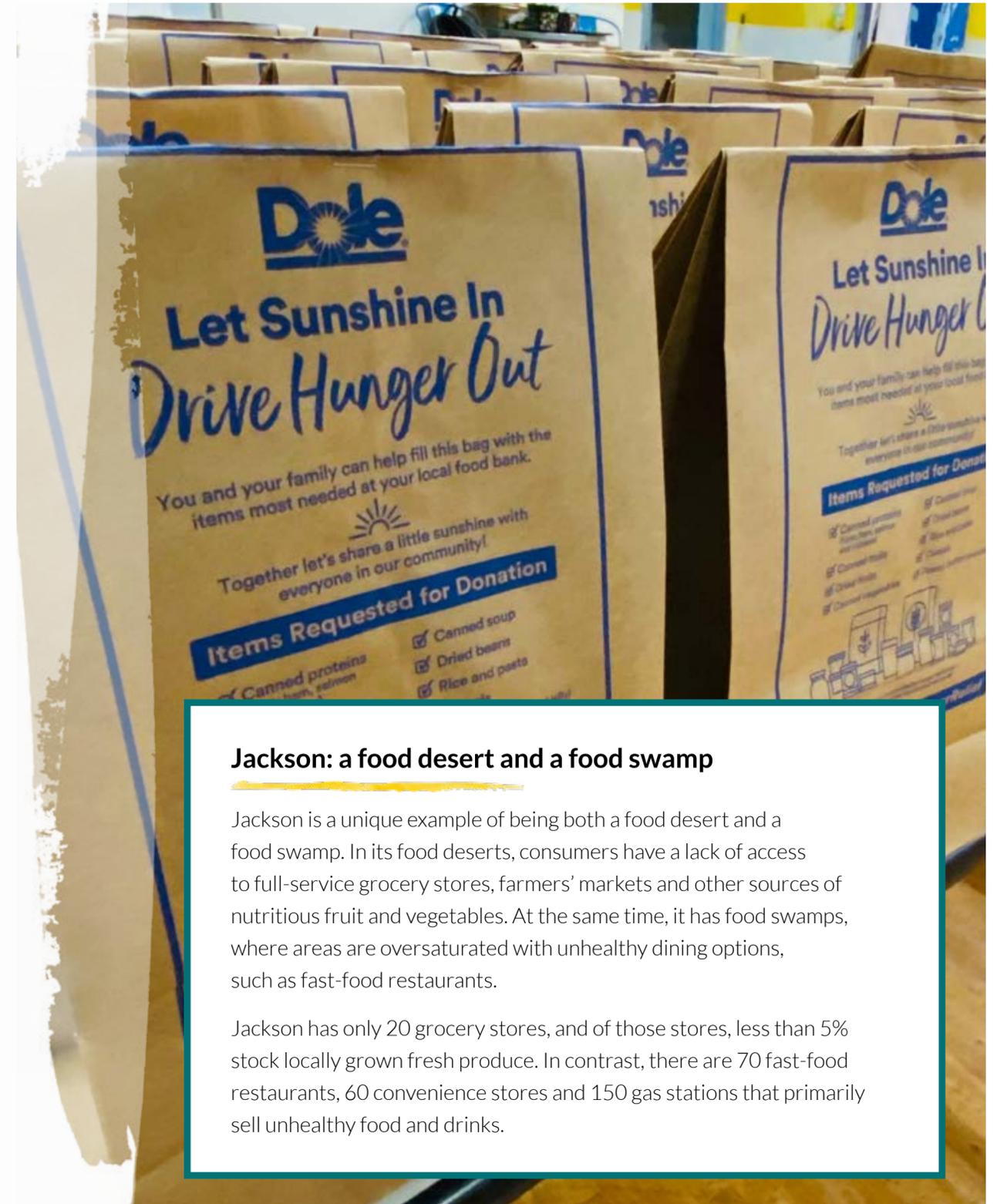
of nutritious products distributed through farmers' markets

**>15,000**

people impacted

**9,000**

grab-and-go meals served



### Jackson: a food desert and a food swamp

Jackson is a unique example of being both a food desert and a food swamp. In its food deserts, consumers have a lack of access to full-service grocery stores, farmers' markets and other sources of nutritious fruit and vegetables. At the same time, it has food swamps, where areas are oversaturated with unhealthy dining options, such as fast-food restaurants.

Jackson has only 20 grocery stores, and of those stores, less than 5% stock locally grown fresh produce. In contrast, there are 70 fast-food restaurants, 60 convenience stores and 150 gas stations that primarily sell unhealthy food and drinks.

# Supporting the Dole Sunshine for All™ Cities program

## Supporting local farm initiatives in Mississippi

### Foot Print Farms

Foot Print Farms was founded by Dr. Cindy Ayers and is the largest urban farm in the state of Mississippi. It helps to train farmers throughout the state to work with communities and to help address the issue of food deserts in Mississippi. Weekly pop-up farmers' markets at local Boys & Girls Club locations offer affordable, locally grown produce from Foot Print Farms, and Dole has been supporting its delivery.



**“For me, and other people in rural areas like Mississippi, there is always a crisis in terms of access to food.”**

– Dr. Cindy Ayers

### Up in Farms

Up in Farms was created in 2014 by entrepreneurs, restaurateurs and chefs to develop and support a resilient and sustainable local food system in Mississippi – which contributes to the health of all Mississippians.

The initiative now has a Farms Food Hub, which provides easier access to quality, Mississippi-grown food through local grocers, restaurants and schools. Dole supports the food hub through a US\$75,000 donation to the Up in Farms' Farm-to-Table Training Center, which teaches students, social work groups and other locals how to take food from field to table.

Our donation is also helping Up in Farms to provide 1,000 nutritious meals per day to those in need. Thanks to Up in Farms and Dole, Mississippians now have open access to local produce, and they are more aware of where nutritious food is coming from.



“This past year, we have been delighted to partner with the Boys & Girls Club of Central Mississippi and the Dole Sunshine for All™ Cities Program to assist with pop-up farmers' markets and the planting of the Sunshine Orchard at the Boys & Girls Club John I Hay Camp.

We've seen first-hand the impact that the Sunshine for All™ Kids Cooking Camp has had on the children served and the entire Jackson community. We've seen it in the eyes of the young people as they learn new skills and understand new opportunities; we've seen it in the gratitude of the parents as they come by to pick up healthy meals; and we've felt the sense of hope spreading in the community - like sunshine! But we believe the best is yet to come.

We want to pass the joy of making food to a new generation. And in particular, looking at the needs of our community, we want to help them learn to grow, prepare and serve food in healthy ways that will sustain them, their families and our community for a lifetime.

The team at the Boys & Girls Club of Central Mississippi has demonstrated that the inclusion of the robust Culinary Arts program developed by Dole Packaged Foods is a great addition to their after-school program, which is resonating with the kids.

We are proud and grateful that Dole Packaged Foods decided to launch this pilot program in Jackson, Mississippi. And through the Boys & Girls Club of Central Mississippi and Sunshine for All™, we hope to continue to expand the program together to build a better, brighter and healthier Jackson.”

– Jeff Good, Owner at Up in Farms and Mangia Bene Inc.  
Restaurant Management Group



Case study:

## Taking a bite out of hunger, in collaboration with artist David Datuna



Georgian-born American artist David Datuna once [ate a banana](#) used in an artwork by Maurizio Cattelan, which had already sold for \$120,000. It earned him the moniker of 'The Hungry Artist', which makes David the ideal collaboration partner for Dole as it seeks to make nutritious foods more accessible.

We joined forces with David to create a non-fungible token (NFT) collection inspired by our Sunshine for All™ rallying cry. The collection David has created, along with the physical artwork, tells the story of worldwide food insecurity and malnutrition through symbolic animations, sound and imagery.

The works were made available to purchase via the NFT auction platform Rarible.com. Proceeds from sales are being donated to Boys & Girls Clubs to provide funding for national nutrition-focused initiatives, and to expand our Sunshine for All™ Cities program to Baltimore and beyond later this year.

**“I admire Dole’s goals to support ending hunger, achieve food security, end food waste and promote sustainable agriculture.”**

– David Datuna

# Case study: Availability Increasing the availability of good nutrition

Dole Sunshine Company has a range of initiatives to make good nutrition available to more people, from helping people in urgent need to extending choice in key locations and reducing food waste.

Asia

## Making nutritious fruit available 24/7

To help make fruit more available in urban neighborhoods in Asia, where it isn't always easy to find on-the-go nutritious food, and choice can be limited, we launched our single-finger bananas initiative.

People can buy bunches of bananas in supermarkets, but this isn't convenient for everyone. Now, Dole single-finger bananas are available in convenience stores and coffee shops in all major cities across Asia. This means that people can pick up affordable nutrition-packed fruit-to-go at any time of the day.

The initiative is also reducing the number of bananas that are wasted, both in our supply chain, where bunches of bananas must have a specified number of fingers, and by consumers. In turn, this is cutting the related loss in nutrition that results from this fruit wastage. And by distributing single-finger bananas, we are reducing our packaging needs.

## 24/7 nutrition

Dole single-finger bananas are available in convenience stores at any time of the day

Asia

## Digital expands retail coverage

In 2020, we embarked on a journey to reach more customers in Asia. Harnessing digital technology we are aiming to reach hundreds of thousands of retailers around the region via digital distribution management systems and sales force automation tools.

We have also been growing our network of logistics partners, distributors, frontline sales teams and account managers to improve communication, access and coverage.

We have already added over 40,000 new stores and we plan to increase that to 80,000 new stores by the end of 2021. As we expand our e-commerce presence across major Asian platforms, we are helping to bring more of our nutritious products directly to even more consumers.

## +40,000

new retail stores added to date

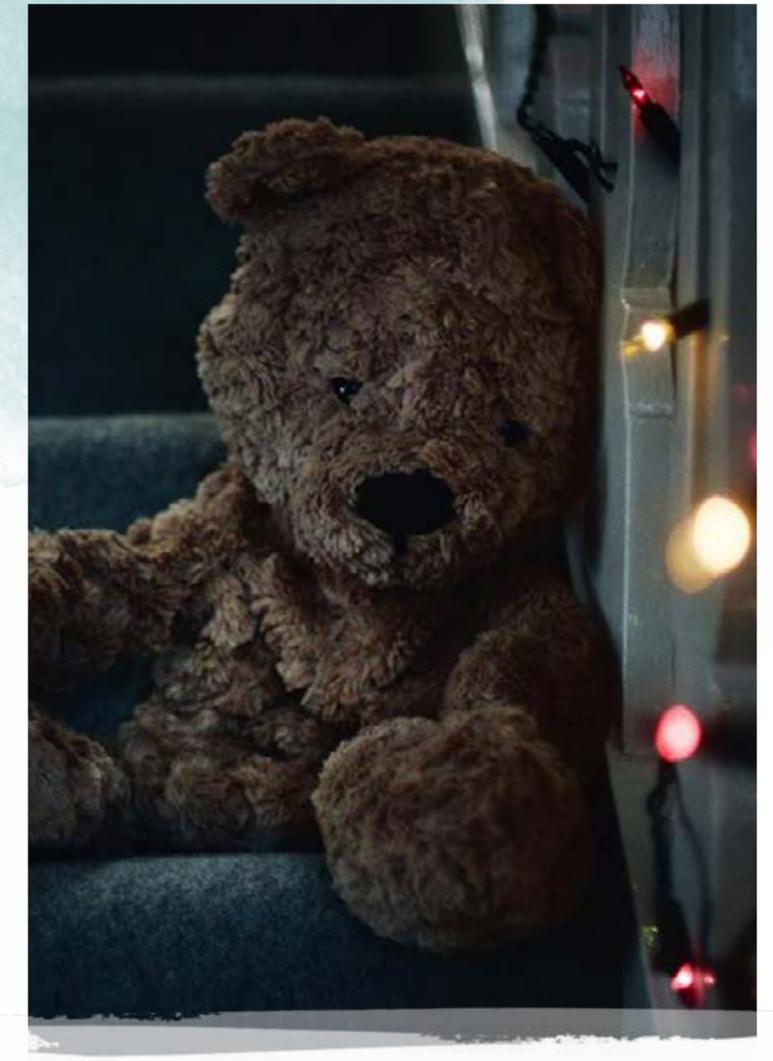
Asia, Europe and USA

## Combating child food poverty at Christmas

The **Unstuffed Bears campaign** was aimed at making sure no child goes hungry at Christmas. Through this initiative, launched for Christmas 2020, we raised awareness of the growing hunger gap, collected cash donations and provided nutritious food to children.

People could help fill the tummies of our Unstuffed Bears – and in turn hungry children – by making a donation at [DoleUnstuffedBears.com](https://DoleUnstuffedBears.com) or by buying certain Dole packaged foods online, profits from which went to food security charities. We gave, too. For every dollar donated, we contributed products of the same value, doubling the impact of the campaign.

Unstuffed Bears was launched in Asia, Europe and the United States, and backed by comprehensive media coverage. The campaign raised US\$20,000 in public donations to help feed hungry children nutritious food.



## 1 in 5

children worldwide go hungry at Christmas

## US\$20,000

raised and donated to charity partners

Case study: Affordability

## Affordability is key to delivering good nutrition to all

We are expanding our range and being innovative with our pricing to make our products more affordable for everyone. At the same time, we are maintaining our commitment to the nutritious value of our food and the sustainability and safety of our operations.

### The Philippines

#### **Making our products more affordable and reducing waste**

To help more people enjoy nutritious foods, we have launched the Dole All Natural Seasons™ line of fruit products, meeting a lower price point than our regular products. All Natural Seasons™ is about making use of fruit that doesn't meet strict cosmetic standards. Since 2020, All Natural Seasons™ bananas, avocados and papayas have been available to buy in stores and online in the Metro Manila area in the Philippines.

The new line of inexpensive products is making more nutrition-packed fruit available to people. It is also helping us reduce fruit waste. So far, we have shipped over 15,000 boxes of All Natural Seasons™ bananas, over 6,000 boxes of All Natural Seasons™ avocados and over 800 boxes of All Natural Seasons™ papayas.

In addition, in the Philippines, Dole's All Natural Seasons™ Tropical Fruit was created to provide an affordable and nutritious treat, using papaya that cannot be sold in stores because of its imperfections. The launch of the zero processed sugar product has helped reduce fruit loss and has made nutritious food more affordable and more accessible to more people ([see page 30](#)).



# Case study: Acceptability

## Making healthy food more acceptable

Knowing more about healthy eating is a big step towards making healthier choices. To help educate people about nutrition and how enriching their diets can help them to live healthier, we have launched a number of campaigns around the world.

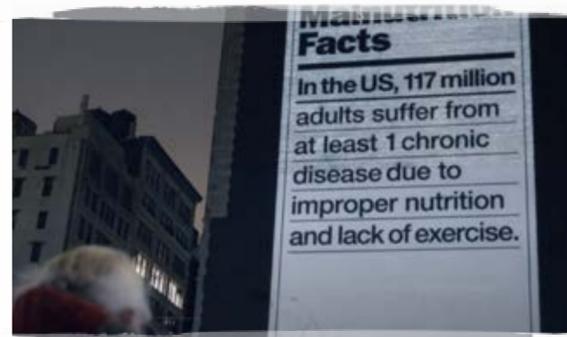
### USA

#### Shining a light on malnutrition and food insecurity

This campaign in the United States is designed to shine a light on malnutrition and food insecurity, and highlight food poverty in a country where an estimated 117 million adults suffer from at least one chronic disease related to improper nutrition and lack of exercise.

Our mission is to raise awareness of gaps in nutrition access, affordability and availability, and we created Malnutrition Labels to do just this. Our giant labels are projected onto buildings and showcase issues relating to food, including obesity, food insecurity and malnutrition, and how poor nutrition is impacting the lives of people in the United States.

Through this campaign and labels that no one can ignore, we generated 300 million impressions, putting these issues in the spotlight and promoting systemic change to address nutrition inequality.



## 117 MILLION

adults in the USA suffer from at least one chronic disease related to improper nutrition<sup>1,2</sup>

<sup>1</sup> [CDC: Data, Trends and Maps](#)

<sup>2</sup> [Dole: Packaged Foods Shines a Light on Nutrition Gaps with Malnutrition Labels](#)

### Canada

#### Promoting healthy eating with chef Cory Vitiello

To help raise awareness of healthy eating and inspire people in Canada to include nutritious foods in their diets, we partnered with chef Cory Vitiello to create easy-to-prepare nutritious recipes for families using our products.

Families can view the short video recipes via social media channels and the Dole Canada website. In addition to showing people fun ways to eat more healthily, in July and August 2020, each time someone shared one of these videos, Dole donated a dollar to Food Banks Canada.

By August 2020, these videos had been viewed more than 3.4 million times. And as a result of people sharing them, we donated over CAD10,000 to support families in need.



## 3.4 million

views of Dole nutritious recipes videos

### Japan

#### Championing bananas as a way to lower blood pressure

In Japan, we are using our banana packaging to inform consumers of the health benefits of eating bananas.

Bananas contain GABA, which is a type of amino acid that helps to lower blood pressure, in particular in people with high blood pressure. Consuming 12.3mg of GABA per day can significantly lower blood pressure, according to the World Journal of Hypertension, and people can get half of this amount by eating 120g of our bananas (*one to three bananas depending on size*).

Our banana packaging now contains information, verified by the Japanese government, on how much GABA the fruit contains. This is helping educate people about the nutrition in their food and make better choices about what they eat.

## 1-3

Dole bananas daily can help to reduce blood pressure

# Special feature Giving back: COVID-19 and nutrition

COVID-19 has had a devastating effect on food security and access. To help combat this food crisis and ensure frontline workers and families get nutritious food, we have launched various campaigns around the world.



## USA

### Getting nutrition to families

In the United States, we are running a national messaging campaign to help families access free food and meals.

In California, we have set up a community kitchen to help families in need to get access to nutritious food, providing them with a space for food preparation and donating more than 17,500 Dole FRUIT BOWLS® to date. We have also donated over 4,000 FRUIT BOWLS® to seniors in assisted care facilities and nursing homes in the state.

**+17,500**

FRUIT BOWLS® donated to families in California

**+4,000**

FRUIT BOWLS® donated to seniors in California

## Canada

### Supporting frontline workers and local communities

In major cities in Canada, including in Montreal, Toronto and Vancouver, we are donating FRUIT BOWLS® and Dole juice drinks to frontline workers in hospitals, retirement homes and food banks. So far, we have provided nutritious food to over 100,000 workers, donating products worth more than CAD80,000.

We have also partnered with food service companies to create a National Take-Out Day to support local restaurants and have donated more than CAD15,000 to food banks across the country.

**+100,000**

frontline workers given FRUIT BOWLS® and Dole juice drinks

## Middle East

### Thanking everyday heroes

Dole has donated nutritious food to frontline workers in Kuwait, Saudi Arabia and the United Arab Emirates. Between May and September 2020, more than 50,000 workers received our support. We have also collaborated with the UAE Food Bank in its Thank You Everyday Heroes campaign to support frontline workers.



**+50,000**

frontline workers in Kuwait, Saudi Arabia and the United Arab Emirates supported by Dole

## Europe

### Helping those in most need

Dole has supported health workers in hospitals in London, Paris and Barcelona. Products were sent to food banks across France, Italy, Benelux and the UK, supporting vulnerable homeless communities and those most in need. Our products have always been popular with charities, being highly nutritious and shelf-stable. Working with the largest UK food charity FareShare, we contributed towards 67,216 meals for people in need. The food has been gratefully received by 2,459 frontline charities and community groups.

**182,000**

fruit products donated during the pandemic, including Dole frozen fruit and fruit cups

## Asia

### Purposeful actions reach far and wide

Early in the pandemic, our Asia Pacific teams responded to the urgent crises facing communities and healthcare workers in the region.

Partnering with food banks and organizations in New Zealand, India, Singapore, the Philippines and Thailand, we were able to get much-needed nutrition to those on the front lines as well as the communities most affected by COVID-19. Throughout the region, we provided 300,000 meal kits to 300,000 frontline workers.

Approaching the Christmas holiday in the Philippines, we raised US\$500,000 to feed 400,000 needy Filipinos, while our Unstuffed Bears campaign to raise awareness about child hunger reached 70 million social media impressions and raised over US\$20,000.

**500,000**

US\$ raised to feed Filipinos at Christmas

*The Dole Promise*  
**ZERO PROCESSED  
SUGAR**

# The Dole Promise

## Zero processed sugar

“Together, let’s change the facts – great food doesn’t always need processed sugar. We’re promising zero processed sugar in all of our packaged food product lines.”

– Dr. Lara Ramdin, Chief Innovation Officer



We want our consumers to enjoy the goodness of the earth without any negative effects associated with processed sugar.

Our reformulated FRUIT BOWLS® contain only pure juice and fruit. No processed sugar or preservatives.

# The issue

## Reducing the risks associated with processed sugars



### Separating one sugar from another

Originally, manufacturers added sugar to unpalatable foods for taste, to provide bulk and texture to certain foods and as a preservative.

Our palates have become accustomed to sugary foods and now sweetness is a purchase and preference driver in many food categories. Globally, we consume over 181 million tons<sup>1</sup> of sugar per year, with the average American consuming 17 teaspoons of sugar per day.<sup>2</sup>

However, sugar comes in many forms. Refined sugars derived from sugar cane or beets are known as processed sugars, while natural sugars are found in whole foods such as fruits, vegetables, other plants and milk. These foods contain essential nutrients vital for maintaining overall health.



### The risks of processed sugar

Excessive consumption of processed sugar is linked to numerous health issues.

Worrying consumption trends around the world are a threat to public health, and are linked to increased rates of obesity, type 2 diabetes, fatty liver disease and tooth decay.

These conditions threaten all countries and people, rich or poor, and often go hand-in-hand with a lack of access to fresh food and food insecurity.<sup>3</sup>

<sup>1</sup> [Ragus: Global sugar market report 2020/2021](#)

<sup>2</sup> Free sugars are defined by WHO as monosaccharides and disaccharides added to foods and beverages by the manufacturer, as well as sugars naturally present in honey, syrups, fruit juices and fruit juice concentrates

<sup>3</sup> [ADA: Food Insecurity and Diabetes](#)



### Sugar reduction and the acceptability of alternatives

The challenge for Dole is to replace processed sugars with natural ingredients that deliver the right sensory profile for our consumers. We are investing in reformulating our products without compromising on quality or taste.

The Promise in detail

# Our approach to eliminating processed sugar in all our products

## Towards healthier tasting alternatives

We will achieve this promise in two ways: through innovation in production and product reformulation that creates healthy, tasty products; and by leveraging our position as a global food and beverage company to educate people on the benefits of reducing processed sugar for a healthier lifestyle.

### 1 Innovation:

removing processed sugar, not taste

Through product development and new launches, we will find creative ways to replace processed sugars with natural alternatives that people still find delicious. And we will measure the number of products produced with zero processed sugar as we progress towards our goal.

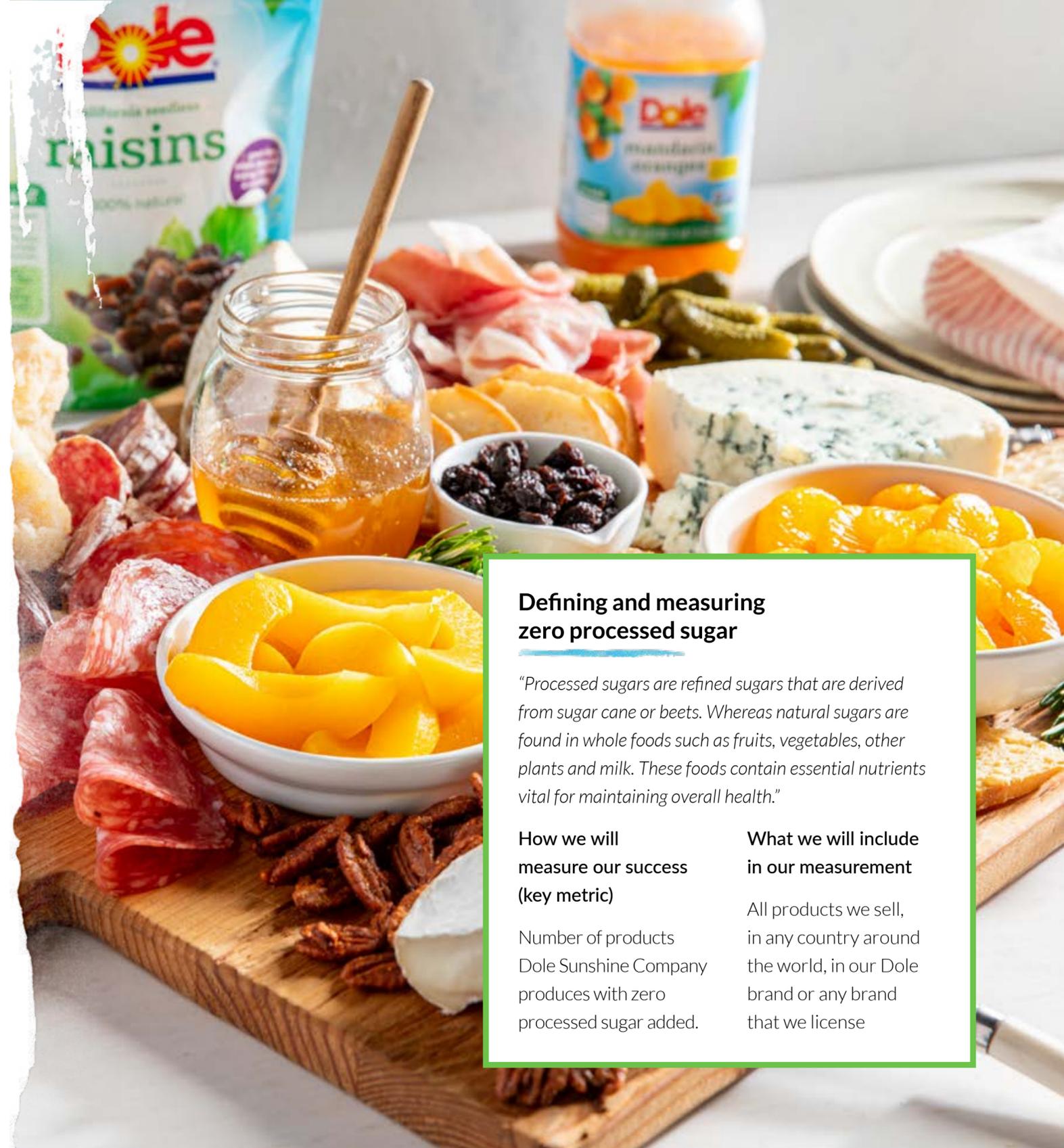
[Read about our zero processed sugar product innovations](#)

### 2 Education:

promoting healthy eating by reducing sugar intake

Helping people to build a lifestyle around healthy eating is essential to avoid excessive consumption of processed sugars. We will promote the benefits of good nutrition, as well as improving access to it.

[Read about how we are using Clean Labels to educate consumers](#)



### Defining and measuring zero processed sugar

“Processed sugars are refined sugars that are derived from sugar cane or beets. Whereas natural sugars are found in whole foods such as fruits, vegetables, other plants and milk. These foods contain essential nutrients vital for maintaining overall health.”

**How we will measure our success (key metric)**

Number of products Dole Sunshine Company produces with zero processed sugar added.

**What we will include in our measurement**

All products we sell, in any country around the world, in our Dole brand or any brand that we license

For people, planet and prosperity  
**Our interconnected promises**

Good nutrition is the connecting factor for every facet of our global operations, our ambitions and our promises. Reducing processed sugar intake is one more way we can achieve our goal of doing good.



**Promise: contribute to good nutrition for one billion people by 2025** [\[link\]](#)

By eliminating processed sugar in our products through the use of acceptable and natural alternatives, we can give our customers access to healthier and more nutritious products, which is an important goal for Dole.

**Promise: shared value for all our stakeholders** [\[link\]](#)

By focusing on producing healthier products and helping people to make better food choices, we can help to improve public health.

**Discover our interconnected Dole Promises in more detail on page 6** [\[link\]](#)

*Unlocking flavor naturally*  
**Dr. Lara Ramdin, Chief Innovation Officer**



**Our goal is to remove all processed sugar from our products by 2025.**

In new products, we're not adding ingredients that we don't think consumers need, and in older products where there was sugar, we're removing the sugar. It might sound straightforward, but if you've been selling something with added sugar for a long period of time, and then all of a sudden you take the sugar out, it's a significant change.

Sugar provides flavor as well as texture and a feeling of satiety; finding something to replace that flavor and mouthfeel requires a lot of product development work.

The Dole Promise, including the initiative to remove processed sugar from our products, acts as a North Star. It means we can really focus our energies on this ambitious goal and build a clear, purposeful innovation strategy. It's also an important step that will put accessible nutrition at the heart of everything that we do, everywhere Dole Sunshine Company has a presence.

You can see it in the high standards we set for our suppliers, the ingredients and sugar replacements we'll no longer allow and our commitment to clean labeling (no added processed sugar; plant-based ingredients only).

You can see it in how we're trying to unlock that flavor in a different way: working in the lab and engaging partners to explore sugar alternatives that can influence our core products – FRUIT BOWLS® and juices – as well as exciting future core products, like purees and smoothies.

**The pursuit of, and the shift towards, zero added sugar is also a cultural one.**

Innovation is extending beyond products and packaging to influence our relationships, how we deal with partners and how, internally, we embrace this mindset at every level of the company.





### Reformulation initiatives

We continually look for ways to alter the formulations and current recipes of our products to use more natural sugars. In 2020, **47% of our portfolio was without processed sugar**, up from 45% in 2019.

### Innovative sugar alternatives

Our sugar reduction projects are focused on eliminating the following processed sugars from our recipes: cane and beet sugar, brown rice, corn, high-fructose corn syrup and evaporated cane juice.

Instead, we aim to introduce natural replacements and sugars with better nutritional profiles, such as stevia, monk fruit, honey, agave, maple, sorghum, yacon syrup, coconut sugar and allulose. Many of these sugars contain nutrients such as calcium, zinc, iron, B vitamins and selenium.

## Working to reduce the use of processed sugars



### The Dole Nutrition Handbook

In 2020, we created the Dole Nutrition Handbook. All employees can access the Handbook, but it was developed for teams working on product development, innovation and marketing. This gives our teams guidance on how to innovate and create products with a high sensory profile and optimum nutritional value, how to generate and validate nutrition data, and how to communicate ingredients on our packaging.



The Handbook also specifies which sugars are natural – and therefore allowed in our products – and which sugars are considered processed and will be phased out by 2025. The book is therefore a go-to source of information for people working at Dole Sunshine Company on how we are innovating and contributing to good nutrition for one billion people by 2025.

# How we build knowledge We believe in clear communication

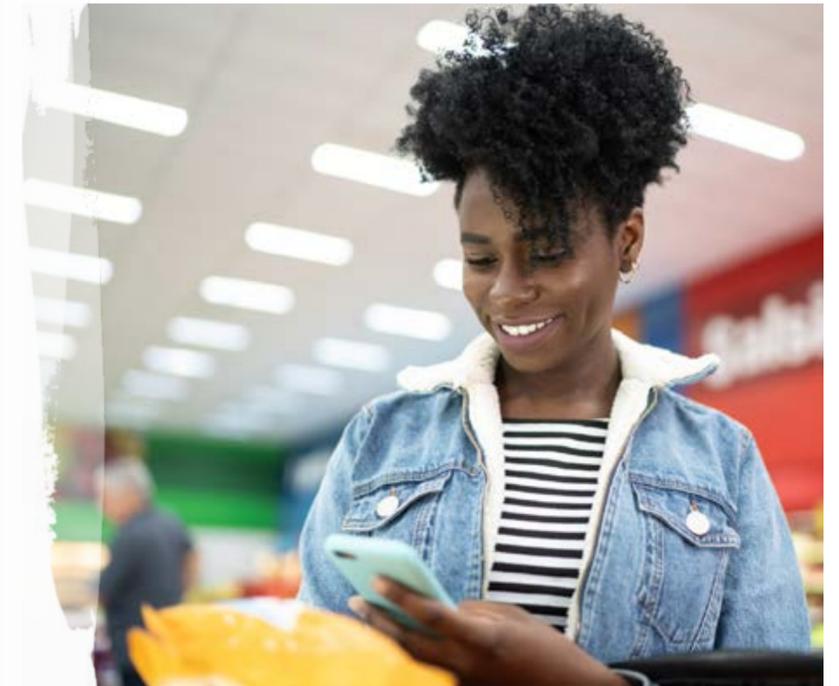
## Clean Labels to bring clarity and transparency for consumers

For Dole, a clean label is comprised of simple, easy to understand ingredients – without artificial or synthetic chemicals. It’s our way of bringing transparency to food and consumer product labeling. In addition to removing all processed sugar from our products by 2025, we are converting all our product labels to clean labels. So far, we have converted 10% of our current portfolio to clean labels, and every new Dole product has a clean label.

Clean labels also come to life in our Dole Nutrition Handbook, which specifies the ingredients that we allow and do not allow in our products. This important book helps to guide our innovation and food reformulation processes.

## Label artwork

- New pack design
- No added sugars
- Facts up front on primary display panel (PDP)
- Including voluntary micronutrients in nutrition facts panel
- Clean ingredient statement (*no acidulants*)



## When it comes to healthy eating, knowledge is the key

It is mandatory for food manufacturers to include nutrition information on all packaging. But this is not enough. Dole Sunshine Company aims to educate consumers on what good nutrition means. Our responsibility is to educate consumers so their choices are clear. Our Facts up Front and Nutrition Facts panels tell consumers what nutrition is in the product and what it means. We focus on the benefits (such as, “Excellent Source of Vitamin C”) to educate our consumers on how our ingredients are good for them.

# Case study: The Philippines

## Promoting healthier eating with Dole All Natural Seasons™ products

Since its relaunch in August 2020, All Natural Seasons™ Tropical Fruit is one of our best-selling products.

Removing processed sugar from our product range is an essential part of our zero processed sugar promise and relaunching Dole All Natural Seasons™ Tropical Fruit is a step towards fulfilling it.

Tropical fruit salads are a popular festive food in the Philippines but these dishes often contain processed sugars. As a healthier alternative, in 2020, we launched our sugar-free tropical fruit salad, to help people enjoy a Christmas favorite without consuming processed sugars.

All Natural Seasons™ Tropical Fruit is a nutrition-packed product that makes use of papaya that can't be sold in stores because of its cosmetic imperfections. This helps us to reduce fruit waste in our operations and offer the product at an affordable price, making it available to more people.

Sales in 2020 exceeded 19% growth over the previous fiscal year.

Since its relaunch in August 2020, sales of our All Natural Seasons™ Tropical Fruit is one of our best-selling products.

This initiative also highlights our commitments to having clean labels on all Dole Sunshine Company products – to provide truthful and [transparent food product labeling](#). In the Philippines, 75% of our products already carry clean labels, with a goal of 90% by the end of 2022.

We followed our All Natural Seasons™ Tropical Fruit launch with a further zero sugar new product: Dole All Natural Sparkling Fruit Drink. Delivering on the same promise, this affordably priced fruit drink is packed with vitamin C and contains no added sugar, no preservatives and no artificial ingredients.

# 75%

**of our products in the Philippines carry clean labels**



### The road ahead

Reducing processed sugars in our packaged products requires reformulation. This presents both technical and taste (*consumer acceptance*) challenges. Our aim is to create healthier products while ensuring that people actually want to purchase them.

**Within our range of manufactured fruit products, around 53% of the total 2020 range contains some processed sugar, down from 55% in 2019.**

*The Dole Promise*  
**ZERO FRUIT LOSS**

# The Dole Promise

## Zero fruit loss

**“If food waste were a country, it would come in third after the United States and China in terms of impact on global warming.”<sup>1</sup>**

– **Kimberly Galante**, Head of Product Development and Innovation for the Americas and Europe

Nearly one third of global food production – including 45% of all fruit and vegetables – is lost along the supply chain or wasted by consumers and retailers.<sup>2</sup>

Fruit loss diminishes our ability to provide good nutrition for one billion people by 2025. And it reduces consumer access to affordable, nutritious food, which exacerbates food insecurity.

We have set a goal to achieve zero fruit loss within our operations by 2025. Our aim is to identify ways to prevent our fruit from ending up in landfill.

One of the many ways we are reducing fruit loss is by repurposing fruit that would otherwise be wasted to create new product ranges. This supports our commitment to put more nutritious food in the hands of consumers.

**Fruits and vegetables, plus roots and tubers, have the highest wastage rates of any food<sup>3</sup>**

**Saving 1/4 of the food currently lost or wasted globally would feed 870 million hungry people<sup>3</sup>**

<sup>1</sup> Food and Agriculture Organization of the United Nations: Food wastage footprint & Climate Change

<sup>2</sup> World Economic Forum, 2018

<sup>3</sup> UN Environment Programme



The issue

# Fruit loss reduces the amount of nutrition available for everyone

Preventing fruit loss is a way to reduce the impact of food insecurity and malnutrition

40%

of food losses occur post-harvest and during processing in developing countries<sup>1</sup>

40%

of fruit waste occurs at the retail and consumer stages in industrialized countries<sup>1</sup>

According to the Food and Agriculture Organization of the United Nations, the world produces more than one and a half times the amount of food needed to feed everyone on the planet. However, one third of global food production is lost or wasted.

Dole Sunshine Company strongly believes in reducing fruit loss and waste as means to combat malnutrition and food insecurity. A key issue is the fruit that goes to waste because it is deemed to be imperfect by retailers and consumers.

Currently, this fruit is treated as waste and goes to landfill, but it could be repurposed as animal feed and compost, used for biogas production or turned into products.

**To extract nutrition and value from cosmetically imperfect fruits, we are upcycling edible fruits that cannot be sold because of their undesirable texture, color or shape.**

We believe that cosmetically imperfect fruit and leftover fruit material from the process of peeling, cutting, deseeding, dicing and other fruit preparation methods are prime foodstuff for upcycling.

## Edible and inedible fruit loss

**We are focusing our attention on two types of fruit loss: food grade (*edible*) and non-food grade (*inedible*).**

**Food-grade fruit loss** is from fruits (*not classified as class B, C, or as any fresh produce*) that have quality defects on the skin that do not reach the pulp, as well as leftover materials from processing. Both types of fruit loss are still fit for human consumption, and preventing this edible fruit from being lost is our main priority.

**Non-food-grade fruit loss** is from fruits that are not fit for human consumption in terms of food safety (*for example, fruits with defects on the pulp caused by insects or animals*). However, we are focusing on new technological processes to effectively retrieve or use what is still edible and nutritious from this non-food-grade fruit to increase the volume of good and safe food that we supply.



<sup>1</sup> UN Environment Programme

The Promise in detail

# Our approach to repurposing good fruit and achieving zero fruit loss

## We are working towards zero fruit loss in our operations by 2025

One of the ways we are fulfilling our promise to provide Sunshine for All™ is by improving access to affordable nutrition. Reducing fruit loss can help us do this without increasing production by limiting the organic material that goes to landfill and cutting the associated emissions. There are five ways we are tackling fruit loss:

### 1 **Upcycling:** creating new fruit-based products

Dole Sunshine Company is upcycling fruit that **cannot be sold whole** – turning it into snacks, drinks and other products in line with our mission to provide nutritious food to more consumers.

[Read about how we are upcycling banana waste](#)

### 2 **Repurposing:** getting value from organic waste

We are carefully redefining what is actually waste at certain stages of production. Instead of being discarded, organic materials are being collected and repurposed.

To support our upcycling and repurposing commitment, we have also established a new dedicated department with this aim as its goal.

[Read about Dole Specialty Ingredients](#)

### 3 **Reducing rejections:** using better technology

By improving our quality control processes and developing a more detailed understanding of the reasons for fruit rejections through the supply chain, we are hoping to prevent fruit loss.

[Read about our new quality control technology, developed by Clarifruit](#)

### 4 **Allowing imperfections:** avoiding unnecessary fruit waste

We know that, even if something looks imperfect, it does not lack taste or nutritional value.

Fruit may naturally be cosmetically imperfect in shape, texture and color, or the preparation of fruit for distribution (*processes such as shaking, sorting and soaking*) may lead to fruits being judged not suitable for sale.

On an everyday basis, we are encouraging a change in consumer perceptions. We see making imperfect fruit available at a more affordable price as one way to do this.

[Read about how we are preventing fruit and nutrition loss](#)

### 5 **Energy generation:** biogas for green energy

Our biogas plants use fruit waste from canneries and plantations to create and generate steam that then powers our operations.

These plants provide a sustainable source of renewable energy, an efficient waste management solution and they lower our greenhouse gas emissions by approximately 100,000 tons CO<sub>2</sub>e per year.

[Read more about how our biogas plants will help deliver carbon neutrality in our operations](#)

## Defining and measuring zero fruit loss

Our definition of fruit loss in our operations:

*“Fruit loss is the decrease in the quantity or quality of fruit available, based on decisions or actions taken in our fruit handling and processing operations.”*

How we will measure our success (key metric)

Reduction in volume (MT) and percentage of fruit loss (i.e. fruit sent to landfill).

What we will include in our measurement

Fruit loss will be evaluated across all Dole owned and managed facilities. It will cover all fruit and vegetables we grow and process.

# The Promise in detail

## Our approach to repurposing good fruit and achieving zero fruit loss

### The road ahead

We are putting in place better ways to measure annual fruit loss and processes to ensure that we only reject fruits in our operations when there is no alternative. In the coming year, we anticipate moving our work with [Clarifruit](#) in this area beyond the initial pilot so that by the end of 2022 our entire fresh produce range is inspected using the new technology.

In addition to our [biogas plants that are currently under construction](#), we are also researching how to turn inedible biodegradable waste into vermicompost and transform certain fruit waste.



### Dole Specialty Ingredients

In 2020, we launched Dole Specialty Ingredients, a new part of the Dole Sunshine Company that is focused on repurposing fruit waste into high-value natural ingredients, such as fruit enzymes, extracts, seed oil or plant fibers that can be used in food and beverages, nutraceuticals (*natural medicines with physiological benefits*), cosmeceuticals (*cosmetic products with bioactive ingredients*) and other industries.

### How we can prevent fruit loss across all our product ranges

Reducing fruit loss in the supply chain is essential to getting good nutrition to consumers. This is how we are preventing fruit loss in both our fresh and packaged food and beverage product ranges:

#### *Fresh produce*

We are repurposing imperfect fruits to avoid them being sent to landfill. We are also getting nutrition to consumers by creating products with fruit repurposing in mind, such as Fruit Chews and Fruitly in Thailand, and by upcycling bananas in the Philippines.

The ambition for the venture is to utilize all kinds of fruit and agri waste (including inedible waste) to build a sustainable nutrition business.

#### *Packaged food and beverages*

When we transform our fresh fruits into packaged products there is inevitably some parts of the fruits that are wasted. In 2018, we partnered with BOOT in the Philippines to build our initial solution to this challenge – biogas plants.

# For people, planet and prosperity Our interconnected promises

Waste in all its forms has a negative impact, so improving the efficiency of our operations to reduce fruit loss, change perceptions of imperfect fruit and vegetables, and untap the potential of fruit waste will contribute to other Dole promises:

## Contribute to good nutrition for one billion people by 2025 [\[link\]](#)

By reducing fruit loss, we increase the amount of fruit that can be brought to market for consumption.

## Promise: carbon neutrality in our operations [\[link\]](#)

Lost food doesn't disappear when it goes to landfill: it rots and contributes to greenhouse gases that have a negative impact on our planet.

## Promise: shared value for all our stakeholders [\[link\]](#)

Repurposing fruit waste creates nutritious new products, reduces loss and results in higher returns from the same volume of produce. In some cases, our repurposing efforts also support local communities and provide jobs.

## Discover our interconnected Dole Promises in more detail on page 6 [\[link\]](#)



## No fruit left behind

Kimberly Galante, Head of Product Development and Innovation for the Americas and Europe



**We've all been conditioned to think that if fruit doesn't look a certain way it's not good enough, or it's not going to taste good, or the nutrients aren't going to be in there.**

But that's not the case. The Zero Fruit Loss Promise is our way of challenging this way of thinking – of making nutrition more accessible and benefiting both people and planet. To do this, we need to create added value and deliver new products that are meaningful to consumers.

Before we get there, we need to understand the extent of the fruit loss in our operation. This information will feed into our ideation funnel for new product development. That's why we are focused on data collection as we begin our journey towards zero fruit loss.

In our operations, there are two different waste streams that I'm particularly interested in: the waste stream that's generated at the manufacturing level and the fruit at the farm that never makes it into a manufacturing facility. Manufacturing waste has been a focus for a long time and our teams do a great job of minimizing waste – finding ways to include it in the product or make something different with it instead of sending it to landfill or used as animal feed. Last year, for example, we only generated around 100 tons of fruit waste in total, which is extremely low compared to the millions of tons that go through our Atwater facility in the USA.

Addressing fruit loss at the farm level is certainly more challenging. As we gather more data on the magnitude of what's out there, we can start to make changes to better address the issue. For example, by looking at the current infrastructure and developing new processes to make sure that fruit and nutrition are not lost. So, do we need to train people to make sure that cosmetically challenged fruits are not left to rot or end up in animal feed or in landfill?

Understanding these streams is essential to our product development. So far, we have explored applications using waste from our manufacturing operations and the initial results are promising. The results, including rescued fruit certification from a third party, show that these products are consumer ready. If we can harness the potential of our waste streams and scale these applications, it could be a big deal, for the Promise, for the consumer and for the planet.



Kimberly Galante

# Case study: The Philippines

## Upcycling imperfect bananas to take care of our people and our planet

When we pack fruits in our farms, around 5% to 10% of bananas are regularly rejected because of cosmetic imperfections. Half of these are food grade, meaning the peel has blemishes and/or scars or the fruits don't meet our criteria in terms of size, but the pulp is unaffected and still safe for human consumption. Through our upcycling initiatives, the bananas that are food grade but do not meet the cosmetic specification are being repurposed and turned into other food products, such as frozen banana slices. We are even using them to make banana alcohol for hand sanitizer.

Together, in 2020, these projects helped cut local fruit loss by 23% in our banana plantation in the Philippines, while producing healthy food that provided almost nine billion calories, equal to a day's food for 3,750 people. They also helped us take care of our planet, saving an equivalent of 13,185 tCO<sub>2</sub>e that would have been generated if the bananas had gone to landfill.

### Supporting local banana puree manufacturers

Since 2017, we have been supplying our imperfect fruit from our packing plants in Mindanao to local banana puree manufacturers. The natural sweetness of the bananas from the highlands make them perfect for making puree and a delicious ingredient for lots of tasty foods.

In 2020, we used 236 tons of the fruit in this way. This collaboration is helping to reduce our fruit loss, to support local industry and to put more affordably priced nutritious food on shelves.

### Turning imperfect bananas into a Dole snack

In another project, we are upcycling imperfect bananas from our packing plant in Mindanao to make Dole Banana Dippers, a frozen banana snack. Over one third of our rejected bananas, equal to 9,918 tons of the fruit in 2020, are used to make these products, which are sold in the United States.

46%

reduction in food-grade fruit loss (banana production in the Philippines in 2020)

23%

reduction in overall fruit loss (food-grade plus non-food-grade) in the Philippines in 2020

9,918

tons of unsellable bananas turned into Dole Banana Dippers in the Philippines in 2020

236

tons of imperfect bananas sold to local banana puree manufacturers in the Philippines in 2020



“Reduce. Recover. Repurpose. Is our ‘fruitsome’ way of rescuing nutritious fruits that would otherwise have ended up as food waste. Today, we still have a lot of fruits that are too good to waste. We are taking action to match these with exciting products and ideas in our innovation pipeline. We’ll continue to rescue nutritious food, and turn it into tasty, healthy, functional products that will delight mankind and mama earth - we call it upcycling.”

– Gina T. Daypuyart, Business Innovation and Sustainability Manager



### Giving hope and employment to local communities

Since September 2020, through our project with the Agriculturist Office in Davao del Norte, we have been giving bananas that are food grade but do not meet cosmetic specification from our packing plants to local communities to upcycle into products that they can sell, such as banana flour and banana chips.

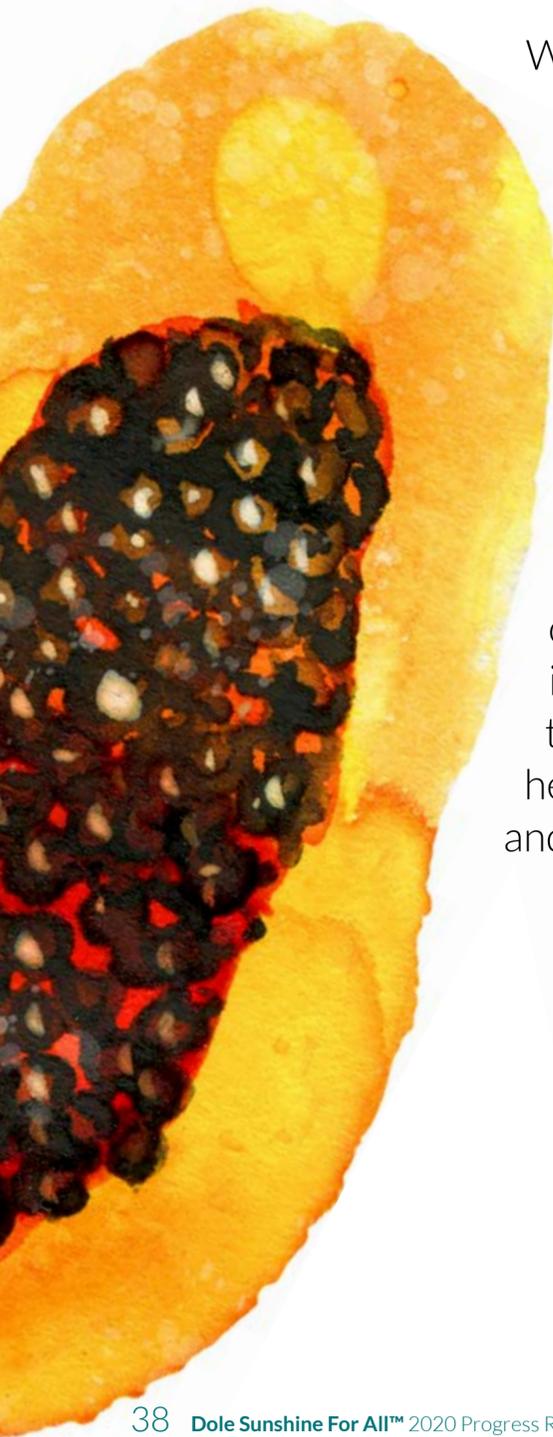
The banana industry in Davao del Norte has been hard hit by Panama disease, which is caused by a type of fungus that affects banana plants. Local banana farms have been badly affected, with many people from the community losing their jobs. Our project, which was launched on the International Day of Awareness of Food Loss and Waste, is giving them hope and an essential source of income.

This project is about creating long-term employment for these communities. We are introducing local people to partners that will buy what they make, teaching them the skills they need to make new relationships, showing them how to make new products and educating them on food safety.

Not only is the project helping us reduce our fruit loss and cut our methane emissions, it is also allowing us to bring sunshine to local communities, raising their standard of living and giving them tools to build a brighter future.

Case study: Thailand

# Upcycling imperfect fruit to reduce food loss

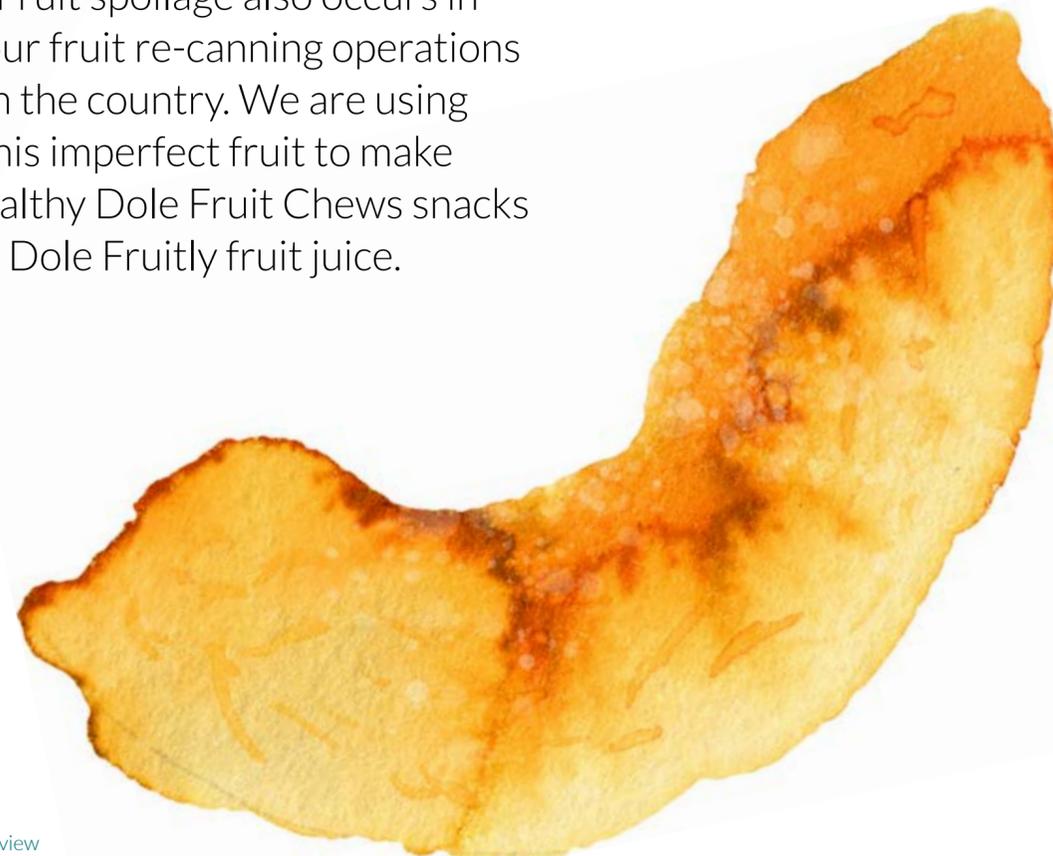


When we prepare our papaya and mango products in Thailand, fruits are rejected because of imperfections in their shape, texture and color. This fruit loss is small but significant – it amounts to around 5% of the papaya we process every year and around 7% of the mango. Fruit spoilage also occurs in our fruit re-canning operations in the country. We are using this imperfect fruit to make healthy Dole Fruit Chews snacks and Dole Fruitly fruit juice.



## 1 million kg

of unsellable fruit to be saved from landfill and upcycled into new products in 2021



The unsellable fruit is pureed and crushed, blended with other pureed fruit and turned into these delicious healthy new products. This upcycling helps us to reduce fruit loss and to increase access to affordable, nutritious food.

In 2021, we expect to upcycle 919,100 kilograms of fresh and re-canned fruit as part of our Dole Fruit Chew project and 100,000 kilograms of mangoes through our Dole Fruitly fruit juice initiative. Together, more than one million kilograms of fruit will be repurposed healthily and saved from landfill, helping us deliver on our zero fruit loss promise.



# Case study: Philippines

## Turning fruit waste into power

In the Philippines, we are taking a pioneering step in our efforts to deliver on our zero fruit loss promise and to make our operations kinder to the planet. We are building two large biogas plants that will be powered by the fruit waste from our local canneries.

We currently generate around 250,000MT of organic waste from our direct operations in the Philippines. The majority of this waste comes from our cannery operation (about 220,000MT), while non-food-grade fresh fruit from our farms accounts for the rest. The potential benefits of our biogas facilities include:

- Improved waste management
- Displacement of non-renewable energy
- Organic fertilizers for soil improvement
- Extra heat from CO<sub>2</sub> generation systems
- Extracted CO<sub>2</sub> for beverages, packaged food and cold storage
- Bio-compressed natural gas production for our fruit trucks

# 2

biogas plants to be powered by fruit waste under construction in the Philippines



Case study: Asia

# Targeting fruit loss through new quality control technology

Our collaboration with start-up Clarifruit, which has developed a pioneering fruit and vegetable quality control app, has the potential to fast forward our work to reduce fruit loss across our global operations.

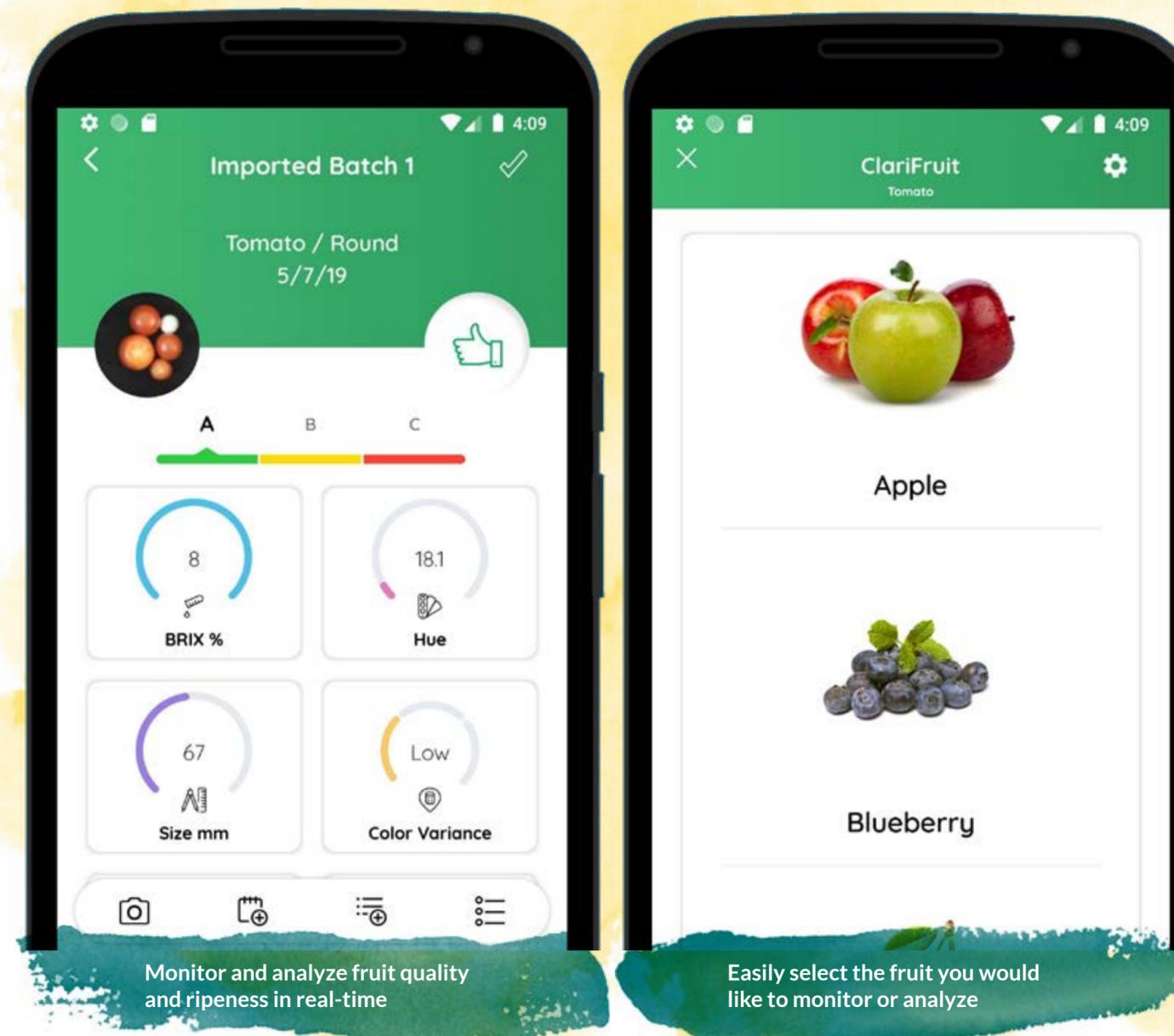
Using cloud-based technology, we are digitalizing our fresh produce supply chain. This means we can test fruit for color, size, ripeness and maturity, and collect and analyze these data. By integrating the app into our fresh produce quality control inspection system, we are able to carry out real-time quality inspections of fruits as they move from farms to markets.

The technology can bring greater uniformity and consistency to our quality inspection processes and can allow us to better analyze data on rejected fruit and to better understand reasons for rejection. This could help us reduce fruit loss, putting more nutritious foods in the hands of consumers as a result.

The Clarifruit app is now being used in the quality inspection of our pineapples in Japan, South Korea and China. We are planning to expand its use to all our fresh fruits and to all our markets in Asia by the end of 2022.

## 100%

All markets in Asia will use the Clarifruit app by the end of 2022



*The Dole Promise*  
**ZERO FOSSIL FUEL-  
BASED PACKAGING**

# The Dole Promise

## Zero fossil fuel-based packaging

**“The promise that we made to eliminate fossil fuel-based plastic packaging is audacious. It challenges us to go back to the drawing board; the whole supply chain needs to be revamped in many cases.”**

– Arijit Mukherjee, VP, Global Procurement

We have a bold ambition to completely eliminate the fossil fuel-based plastics used in our primary product packaging.

While plastic has many benefits for packaging fruit, such as protecting the fruit and reducing fruit loss or waste, we all know that it can have counter-effects for the environment if not handled appropriately.

Therefore, we are investing heavily in accelerating the research and development of fossil fuel-free packaging alternatives, such as paper, pulp and renewable plastics.

Currently, the world has no perfect alternative to plastic packaging that works at scale. It is a problem for our whole industry. We are partnering with industry and consortia to develop acceptable solutions. When we have viable solutions, we intend to share them with everyone.

In the meantime, we are helping consumers understand how to recycle our existing recyclable packaging (*both plastics and tin cans*) to ensure that we protect our planet.



The issue

# The unresolved challenges of plastic production and disposal to the environment

Plastic packaging may be cost-effective, readily available and light to transport, but it is made from fossil fuel-based resources, which contribute to carbon emissions and therefore to climate change.

The production of plastic contributes to greenhouse gas emissions, and since plastic has high durability and limited options for disposal, it sits in landfill sites for eternity. It can also find its way into rivers and oceans, causing destruction to our marine ecosystems.

Between 1950 and 2015, the world produced more than seven billion metric tons of plastic, equal to almost one metric ton of plastic for every person alive today.<sup>1</sup>

Packaging is the main use for plastics globally (accounting for 42% of yearly production in 2016<sup>2</sup>).



49%

of businesses have not examined the carbon impact of single-use plastic alternatives<sup>3</sup>

1.34 gigatons

by 2030<sup>4</sup>, emissions caused by plastic production could grow to 1.34 gigatons

15%

by 2050, plastics could represent 15% of the global carbon footprint<sup>5</sup>

<sup>1,2</sup> [Our World in Data: FAQs on Plastic](#)

<sup>3</sup> [edie: Businesses not examining carbon impact of plastics alternatives survey](#)

<sup>4</sup> [Center for International Environmental Law report \(2019\)](#)

<sup>5</sup> [Global Alliance for Incinerator Alternatives report \(2018\)](#)

The promise in detail

# Our approach to using responsible packaging and protecting the planet

## We aim to have zero fossil fuel-based plastic packaging by 2025

We use plastic packaging only where it plays a functional role in meeting consumers' requirements. We are finding alternative solutions that are as effective or more effective than those used currently.

### 1 Innovation: alternative packaging solutions

We are accelerating and investing in research and development on suitable substitutes that meet our packaging needs, to provide consumers and retailers with practical, aesthetic and recyclable packaging for our products, without the need for fossil fuel-based plastic.

### 2 Greater packaging efficiency: reducing plastic usage

While we reduce our consumer-facing fossil fuel-based plastic packaging use to zero, we are searching for innovative ways to reduce the volume of fossil fuel-based plastic we currently use in packaging applications. [Read how we are changing the way we package bananas.](#) As part of this initiative, we are also working to ensure that plastic used in our operations is recycled.

### Packaging categories that will be changed to alternatives to fossil fuel-based plastics

- Plastic bowls
- Plastic bowl snacks
- Frozen food pouches
- Food solutions pouches
- Dry snack pouches
- Cutlery
- Banana wraps
- Shrink wrap

### Defining and measuring zero fossil fuel-based plastic packaging

#### Our definition of non-fossil fuel-based packaging:

*"Packaging made from alternative sources to fossil fuel. This could be renewable plastics based on plant- or waste-based sources, or non-plastic materials such as paper, pulp, metal and glass."*

#### How we will measure our success (key metric)

Reduction in the volume (MT) of fossil fuel-based, consumer-facing plastic packaging used.

#### What we will include in our measurement

All consumer-facing packaging, including labels, lids and cutlery, for our own and co-packed products.

While we are also aiming to reduce the use of fossil fuel-based packaging in our agriculture, logistics and supply chain environments, this is in addition to the scope of our current commitment.

The Promise in detail

# Our approach to using responsible packaging and protecting the planet

## The road ahead

We will track and reduce the percentage of non-fossil fuel-based consumer-facing product packaging in our operations. At the same time, we are planning to replace our laminated fresh fruit stickers with polylactic acid based stickers, which are made from renewable resources.



## How we can eliminate fossil fuel-based packaging across our product ranges

### *Fresh produce*

We are continually looking for innovative ways to protect our fresh bananas. By working in partnership with our packaging suppliers, we are bringing new innovative materials to market, such as our packaging straps in South Korea and New Zealand.

[\[link to Dole Korea case study\]](#)

### *Packaged food and beverages*

While the majority of our packaged products are canned, moving away from fossil fuel-based plastic FRUIT BOWLS® is one of our biggest challenges and one that we aim to solve by 2025.

[\[link to road ahead\]](#)

# 77%

of our packaging portfolio already meets our commitment and converting the remaining 23% is our priority



# For people, planet and prosperity Our interconnected promises

The manufacturing of plastic relies heavily on the use of fossil fuels and causes greenhouse gas emissions. By using alternative responsible packaging solutions, we can reduce our reliance on fossil fuels and contribute to other Dole promises:

**Promise: carbon neutrality in our operations** [\[link\]](#)

By replacing fossil fuel-based plastic packaging we are also reducing our contribution to climate impacts in our operations, such as greenhouse gas emissions.

**Promise: shared value for all our stakeholders** [\[link\]](#)

The fact that the majority of our products are tinned is a commercial disadvantage: shoppers are shifting away from tin cans to other formats that are considered more modern. Ensuring that we have innovative, responsible and competitive packaging will be a preference driver for Dole and our brands, thereby unlocking value for our shareholders.

**Discover our interconnected Dole Promises in more detail on page 6** [\[link\]](#)



## The journey towards plastic-free packaging

Arijit Mukherjee, Vice President, Global Procurement



Our promise is about our primary, consumer-facing packaging footprint. 77% of that footprint is made up of sustainable materials, which are 100% recyclable. The promise we have made is about the other 23%: to reduce our fossil fuel-based plastic to zero by 2025. This is an audacious goal, and I don't think anyone else is attempting something like this so quickly.

Learning how to avoid fossil fuel-based plastic challenges us to go back to the drawing board and revamp the supply chain in many cases. We are working closely with partners to find alternative solutions for FRUIT BOWLS® via pulp-based technologies.

Even then, with paper or pulp-based material as an alternative for our FRUIT BOWLS®, there is a danger that the packaging will be deformed or will melt during the cooking process or in transit, because it doesn't have the right barrier properties.

The other challenge to consider is cost. Fossil fuel-based plastic packaging is more cost-effective than the pulp-based alternative. Another hurdle is the fact that the technology to create an alternative at scale is not yet available. Therefore, we will require a holistic revamp as well as a compelling story to inspire consumers and ensure that responsible packaging is a cause that people are willing to get behind.

Looking to the future, the emergence of new materials and applications gives us hope. For example, the skin of the pineapple can be made into a fiber that can potentially be used to produce the same type of cup that we are currently developing from pulp and paper. If we were to crack this, we wouldn't have to cut down trees to get paper and we could use our waste stream to produce these cups, making them truly circular. That would be fantastic.



*Arijit Mukherjee*



# Case study: South Korea & New Zealand

## Innovating to find better packaging materials

We are working closely with our packaging suppliers to create non-fossil fuel-based material that both reduce our plastic use and keep our fruit looking perfect, which is vital for our customers and our consumers.

Every fruit has different packaging needs and every market has different packaging standards, so there is a lot to do to achieve our goal, but this is a journey to which we are fully committed.

### Achieving more environmentally friendly banana packaging in South Korea and New Zealand

In South Korea, our bananas used to come in fossil fuel-based plastic bags and the stickers on the fruit were made from plastic too. Since March 2021, we have replaced the majority of our fossil fuel-based plastic packaging for bananas with paper-based straps. This means we are using a lot less plastic and doing more to protect our planet.

We are on the same packaging improvement journey in New Zealand and we are making good progress. Adapting the new banana packaging we are using in South Korea to meet local requirements, we have cut our plastic use by 85% and our greenhouse gas emissions by three tons of carbon dioxide equivalent (tCO<sub>2</sub>e) in the source country (the Philippines).

And this is not our only initiative in New Zealand. As part of our commitment to eliminating plastic packaging, we have also joined the Soft Plastics Recycling Scheme, a government initiative aimed at promoting packaging recycling of soft or flexible plastic, which has historically been difficult to bring into the recycling system at scale.

### Bananas and beyond: delivering our zero fossil fuel-based plastic packaging promise

We are making great strides in delivering the innovations that will help us achieve our zero fossil fuel-based plastic packaging goal, but our work is far from over. We won't stop until we have created even better packaging for our bananas and for all our other fresh fruit, in South Korea, New Zealand and around the world.



## 78%

of bananas in South Korea are now packaged using paper-based straps

## 85%

reduction in plastic use in banana packaging in New Zealand

## 3 tons

reduction in CO<sub>2</sub>e during production in the source country (the Philippines)

**“We’re using the new strap for 78% of bananas in South Korea now. It took about a year and a half to develop. We worked with our packaging supplier and ran a series of trials to move away from clear plastic bags for our bananas to these plastic-free straps. This is only the first generation of new packaging. There are challenges to overcome. Bruises and scars on bananas become more visible switching from plastic bags to plastic-free straps. The appearance is important for our retailers and consumer and not everyone sees the straps as the best solution. So we are continuing to look for new materials and to work with new ideas. This is how we’ll deliver on our plastic packaging promise. I’m excited about the next generation of packaging we have in the pipeline.”**

– Peter Choi, Purchasing Coordinator, Dole Korea



*The Dole Promise*

# ZERO CARBON EMISSIONS IN OUR OPERATIONS

# The Dole Promise

## Zero carbon emissions in our operations

**“We plan to source 100% of the energy for our processing facilities from renewable sources and we are promising net-zero carbon emissions from our operations.”**

– Hans-Friedrich Zeh, Vice President Manufacturing

Dole Sunshine Company has an obligation to contribute to a better world by reducing the negative impact that our operations have on the environment.

Our focus is on carbon neutrality, which means achieving net-zero carbon dioxide equivalent (CO<sub>2</sub>e) emissions, and balancing CO<sub>2</sub>e emissions that cannot be eliminated using only carbon offsetting.

We are moving to 100% renewable energy such as wind and solar energy in our global operations.

And our climate change mitigation work will include regenerative agriculture processes to build healthy and resilient soils that boost farm yields while sequestering carbon.



The issue

# Climate change endangers people, planet and crops

CO<sub>2</sub> emissions have created an energy imbalance that is causing the world's temperature to rise. Food production accounts for around one-quarter of the world's emissions and, of those, one-quarter comes from food that is never eaten.<sup>1</sup> Add to that the emissions from the extraction, production and making of plastics and 300 million tons of plastic waste produced every year.<sup>2</sup>

This carbon footprint contributes to climate change, including rising temperatures and extreme weather events. It threatens water availability and makes growing conditions unpredictable, which directly affects our farms and the farmers who supply us, which affects the whole planet. The World Health Organization estimates that global warming could cause 250,000 additional deaths per year between 2030 and 2050.<sup>3</sup>

We must address these issues to protect our people and planet, and to ensure our survival as a global food and beverage company. We have a responsibility to look at the way we do business, such as the use of fossil fuel-based packaging or moving to 100% renewable energy, and make the necessary changes that will positively impact the environment. Many opportunities exist and we must make the most of them.

Today, we are working on drought mitigation through initiatives such as improvements in irrigation, soil coversheets, fruit caps and water recycling systems. We are also targeting flood mitigation through the creation of aqueducts in our growing areas.

Reducing food loss in our operations is one area where we can make a positive impact while becoming more efficient as a company – a win-win for the planet, people and prosperity. And by moving to 100% renewable energy use, we will play our part in helping to slow the pace of climate change.

6%

total global greenhouse gas emissions from food waste<sup>1</sup>

13%

the estimated share of plastics of the total carbon budget by 2050<sup>4</sup>

<sup>1</sup> [Our World in Data: Food waste is responsible for 6% of global greenhouse gas emissions](#)

<sup>2</sup> [UNEP: Our planet is drowning in plastic pollution—it's time for change!](#)

<sup>3</sup> [WHO: Climate change and health](#)

<sup>4</sup> [The Guardian: Single-use plastics a serious climate change hazard, study warns](#)

The Promise in detail

# Our approach to eliminating carbon emissions from our operations

## We aim to be carbon neutral in our own operations by 2030

We will achieve this throughout our agricultural plantations and processing facilities by reducing our reliance on traditional energy sources such as fossil fuels. As part of our carbon neutrality goal, we are aiming for a 50% reduction in greenhouse gas emissions by 2030.

- 1 **Switch to renewable energy**
- 2 **Emissions reductions**
- 3 **Regenerative agriculture**

We are committed to buying electricity from renewable sources where we can. Targeting first how we power our operations, we are moving towards 100% renewable energy sources such as solar power [\[link\]](#) across all our processing facilities by 2030. This includes building renewable energy generation plants that repurpose our fruit waste. [\[link\]](#)

Beyond energy production, we need to tackle the other sources of greenhouse gas emissions. We are investing in biogas not only to power and heat our factories but to reduce emissions from our waste. For everything, from the fuel in our vehicles, the refrigerant for our storage to the fertilizer we use on our farms, we must find carbon-efficient solutions to lower our emissions.

We are investigating and piloting regenerative practices that we can introduce to prevent the degradation of our critical farmland. Improving soil organic matter and soil biodiversity is central to growing good, nutritious produce, and our work will positively impact farmers, communities and our consumers. Our aim is to positively impact the planet through carbon sequestration and the restoration of soil biodiversity and soil health in and around our farmland. [\[link\]](#)

**34%**

energy (electricity & fuel) purchased and generated in 2020 from renewable sources



**12%**

reduction in our tCO<sub>2</sub>e emissions from our 2019 baseline, for scope 1 & 2 greenhouse gas emissions



## The road ahead

Today our focus is on our direct and indirect (*scope 1 and 2*) operational greenhouse gas emissions. We believe we are on track to achieve our target of reducing greenhouse gas emissions by 50% and for our operations to be carbon neutral by 2030. But we recognize that we are just at the beginning of our journey.

To achieve our promise, we have to innovate and find even smarter ways to repurpose our fruit waste to create the heat and fuel we need to operate. At the same time, we have to identify and introduce cutting-edge technologies that reduce or eliminate the need for refrigerants, and we have to improve our water management. [\[link\]](#)

Beyond our own operations, we also recognize the importance of reducing carbon throughout our entire supply chain. As a first step, we are adapting our business to reduce overland transport, both by relocating our facilities and by reducing part-filled delivery vehicle journeys, thereby reducing the CO<sub>2</sub>e produced. [\[link\]](#)

# The Promise in detail

## How we are reducing the carbon footprint of our produce

### Packaged food and beverages

When we process and package our fruit, we need energy, heat and refrigeration – all of which contribute to our greenhouse gas emissions. While switching to renewable energy sources is our immediate goal [\[link\]](#), we are looking at reducing our carbon footprint more broadly. Our aim is to take steps to reduce the heat and fuel we need at our processing and agricultural sites, and to use more environmentally friendly refrigerants. At the same time, we want to minimize our use of all types of refrigerants going forward.

### Fresh produce

Our business relies on the land. This is why regenerative agriculture, in the form of improved farm practices and optimized use of agricultural inputs, is critical to fulfilling our carbon neutrality promise. [\[link\]](#)



## Defining and measuring carbon neutrality in our operations

### Our definition of carbon neutral:

“The extent to which carbon emissions are reduced to achieve zero, including offsets as a last-resort option for remaining emissions.”

### Our definition of our operational emissions:

“These include all direct greenhouse gas emissions (*scope 1*) from the fuel we use, our fertilizers and other agricultural inputs, our use of refrigerants and our wastewater, as well as all indirect greenhouse gas emissions (*scope 2*) from the electricity, heat or steam we source from third parties.”

How we will measure our success (key metrics)	What we will include in our measurement
1. Percentage of renewable energy (electricity and fuel) purchased in tCO <sub>2</sub> e	All our owned or controlled facilities globally (agricultural and processing)
2. Reduction in direct greenhouse gas emissions from our operations (scope 1)	
3. Reduction in indirect greenhouse gas emissions from our operations (scope 2)	

For people, planet and prosperity  
**Our interconnected promises**

The impact of climate change is huge for a fruit growing company, so our promise to achieve carbon neutrality is linked to other important goals.

**Promise: shared value for our stakeholders** [\[link\]](#)

By doing all we can to mitigate climate change, we are taking action to protect the livelihoods of all our stakeholders while minimizing the impact on our farming communities.

**Promise: contribute to good nutrition for one billion people by 2025** [\[link\]](#)

By reducing our CO<sub>2</sub> emissions and practicing regenerative agriculture, we can mitigate the effects of climate change while ensuring the health and productivity of our soil. These efforts strengthen our ability to make nutritious products available for more people around the world.

**Promise: zero fruit loss** [\[link\]](#)

Climate change brings unpredictability in water supply and temperatures, and it may mean more cosmetically imperfect fruits are grown. Our commitment to upcycling edible fruit and waste that cannot be sold will reduce food waste and with it, harmful emissions.

**Promise: zero fossil fuel-based plastic packaging** [\[link\]](#)

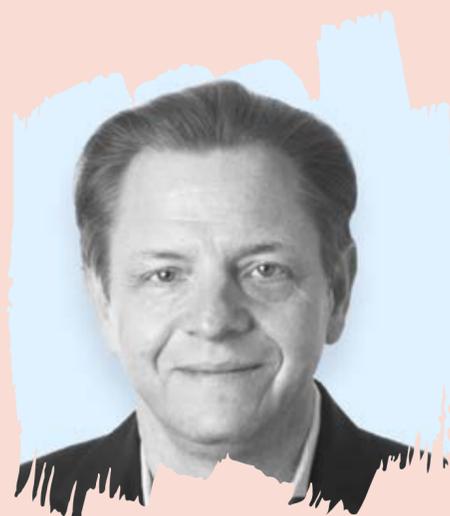
Finding a scalable alternative to plastic packaging will be revolutionary not only for our products, but the whole industry. By significantly reducing our reliance on fossil-based materials, we can make major progress towards our environmental and climate goals.

**Discover our interconnected Dole Promises in more detail on page 6** [\[link\]](#)



*Incremental steps to carbon neutral operations*

**Hans-Friedrich Zeh**, Vice President Manufacturing



**The main carbon footprint for our operations comes from our factories, but we also have an agricultural footprint, mainly from fuel and fertilizers.**

We are building our full scope 1 emissions program at the moment, but in the meantime we have started with a number of projects.

Reaching carbon neutrality in our operations starts with our electricity purchases and power consumption.

Here, we are making changes so that we are buying electricity from renewable sources. We have already made good progress in the Philippines.

However, Thailand has proven to be more difficult because, as yet, there is no market for renewable energy. So, we have to tackle carbon differently. Here, we have been focusing on solar power: the majority of our roofs are already covered with solar panels.

To reduce our power consumption, we have invested in a number of plants to create biogas from the leftovers of our pineapple processing. We are using these plants for power generation, but in the future we would also like to produce heat for our factories in this way. And our ambition is to create liquid gas for use in farm vehicles.

This is the first part of getting to carbon neutral in our agricultural operations: we need to replace the diesel we are using in our vehicles today.

The other solution we need to find is for fertilizer. This is an industry-wide challenge and the solutions are very much at a very early stage. It is clear that the more you move into organic production the fewer emissions you produce, but there is a compromise to be made in terms of output.

At the same time, we are looking at what we can do at the farm level to make a positive impact, by bringing carbon back into the ground and by using the buffer zones around our pineapple plantations to plant trees and to build natural forest areas.



# How we can source 100% renewables

## Boosting renewable energy access through global partnerships

### Working together as an alliance for a carbon neutral future

We are identifying the most suitable renewable energy sources for our processing facilities and introducing the ones that we can use on a long-term basis.

But the solutions are not always simple to find. We have operations in many countries and in each one there are challenges to overcome relating to accessing renewable energy or to establishing our own renewable energy generation. Each processing facility has to be considered separately and the right solution for the location and the building has to be identified.

As part of this process, we are looking to work with partners to increase our access to renewable energy, while at the same time supporting local community development. To realize this, we have launched a collaborative alliance: our Berkeley Energy Commercial Industrial Solutions partnership program. This is an initiative for sharing renewable resources and creating value for stakeholders and local communities. We are currently discussing opportunities for collaboration with global business partners that share our values.



**“We are very pleased to receive the trust of Dole as the first partner in the alliance and to be supporting them in their journey of Dole Promise, Net Zero Carbon as well as local community developments.”**

– Kunal Mehta, CEO, BECIS

# Case study: Philippines and Thailand

## Powering Dole Sunshine Company with 100% renewable energy

We are making great strides towards achieving our renewable energy and decarbonization goals with our biogas, solar and biomass initiatives in the Philippines.

### Transforming our energy use in the Philippines

In the Philippines, we are building two large biogas plants that will be powered by the waste fruit from our local canneries and main plantation. When these plants come online, which is due to take place by the end of 2021, they will generate 7.9 MWp of renewable energy and, at maximum capacity, can reduce greenhouse gas emissions by 100,000 tCO<sub>2</sub>e every year.

And this is not all. We are already working to expand our biogas plants so that they can use the wastewater from our canneries. When this happens, we will make more renewable energy and be able to do more to protect local freshwater ecosystems and further reduce our carbon emissions.

### Using solar power to deliver Sunshine for All™

Another project in the Philippines that is helping us deliver on our net-zero carbon promise is our partnership with Symbior Solar. Together, we are installing solar panels that will generate 4.0 GWh of renewable energy for our canneries and box plants every year, reducing our annual greenhouse gas emissions by 24,272 tCO<sub>2</sub>e by 2030.

We are also working with Symbior Solar in Thailand, where our solar power has produced 4.0 GWh of renewable energy annually since 2020. We are installing more solar panels in Thailand in 2021, which will increase the annual power generation capacity to 5 MWp.

### Turning farm waste into biomass energy

Biomass is a source of energy that we are using to achieve our net-zero carbon goals. In the Philippines, our biomass boiler facility uses rice hulls, which would otherwise go to landfill, to produce around 72% of the steam we need for our cannery.

Since opening our biomass facility in 2012, we have used 290,791 metric tons of farm waste\*, generating renewable energy equivalent to 77 million liters of fossil fuel. This has meant we have been able to reduce our local greenhouse gas emissions by 240,000 tCO<sub>2</sub>e.



**“We have several projects to help us achieve our 2030 carbon neutral goal, including biogas, biomass and solar energy, in Thailand.**

**In addition to these projects, education is important too. We are really working hard to educate everyone at Dole about what we can do to achieve our goal and to promote our initiatives. It’s a long journey but it’s an inspiring one.”**

– **Krungsri Muanthong**, Head of Engineering and Speed to Market team, Dole Thailand

**4**

GWh of renewable energy produced by our solar power facilities in Thailand in 2020

**290,791**

tons of farm waste turned into green energy by our biomass facility in the Philippines since 2012

**240,000**

tons of CO<sub>2</sub>e greenhouse gas emissions cut by our biomass facility in the Philippines since 2012

**77**

million liters fossil fuel saved by our biomass facility in the Philippines since 2012

Case study: USA

## Reducing emissions beyond our operations



Our retail customers use trucks to ship our products around the country and by working with them to ensure that these shipments aren't unnecessarily light, we can reduce greenhouse gas emissions and make progress towards achieving our decarbonization goal.

To make this initiative work, for us and our retail customers, we have increased the weight capacity for trucks to 42,000 pounds. We estimate that these changes can reduce truck journeys by 400,000 miles per year, cutting greenhouse gas emissions by 462 tCO<sub>2</sub>e over the same period.

**400,000**

miles cut per year from truck journeys in our supply chain in the USA

**462**

tCO<sub>2</sub>e of greenhouse gas emissions per year cut from our supply chain in the USA

Regeneration

# Building a stronger agricultural foundation

## Investigating how to create regenerative banana and pineapple farms

As an agricultural company, putting regenerative agriculture practices into place is an essential part of achieving our carbon neutral promise.

But it is early days. Before we can have a clearly defined plan, we first have to understand the best approach. We are currently working with partners to research and develop an understanding of the regenerative agriculture practices that work best in banana and pineapple farms, and those that are appropriate to trial in our locations.

While implementing regenerative agriculture practices at scale is still a way off, we have already initiated some smaller projects that have the potential to reduce our carbon emissions, to increase biodiversity and soil quality, and to encourage the development and maintenance of natural habitats.

We have also started practicing minimum tillage, planting vetiver grass and using cover crops such as mucuna during fallow periods to control soil erosion and improve soil health.



## Sourcing from sustainable, certified fruit farms

We are working closely with certifying bodies such as the Rainforest Alliance and Global GAP ([see page 63](#)) to help make sure that how we farm our land is sustainable and that we are taking care of our forests, local communities and the planet. Most of our managed fruit farms are certified by the Rainforest Alliance and Global GAP and also comply with Sustainable Agriculture Network standards on ecosystem conservation, wildlife protection and good working conditions for workers. In addition, we follow the Rainforest Alliance Chain of Custody Standard, which means that the journey of our products from farm to shelf is completely transparent.

Case study: Philippines

# Rehabilitating and protecting forest land

The National Greening Program is a government initiative in the Philippines that is aimed at reclaiming forest land and tackling climate change, and we are supporting this project as part of our carbon neutrality promise.

Our connection with the land is deep and the desire to protect it is natural for us. It takes 2,800 mature trees a year to clean up 460 tons of CO<sub>2</sub>e, so we know how important it is to take care of our forests.

By adopting rivers, creeks and forests, we are helping to rehabilitate and protect them, bringing stability and security to the land that we rely on and that is a critical source of healthy eating for people locally and around the world.

In 2020, we contributed in various ways to achieving the program's goals, by planting 181,666 trees (including 60,949 bamboo plants) and by adopting rivers, creeks and forests close to our farms and packing plants across the country.

	2020		
	Bamboo	Fruit/Forest trees	Mangrove
Stanfilco	6,719	51,500	-
Dolefil	54,230	66,217	3,000
<b>TOTAL</b>	<b>60,949</b>	<b>117,717</b>	<b>3,000</b>

**181,666**

trees planted by Dole in the Philippines in 2020

**60,949**

bamboo plants planted by Dole in the Philippines in 2020



# Case study: Sri Lanka

## Going natural with our weed control

Our Regenerative Agriculture program has introduced different methods to improve soil health and vitality. Cover crops or ‘green manure’ and minimum tillage help to prevent soil erosion and increase the organic matter content of farm soil, which can improve the quality and yields of our fruit.



**“Unlearning conventional agriculture, relearning regenerative agriculture and challenging the status quo are essential to becoming sustainable in our operations.”**

– Tarindu Haputhantri, Senior Manager Research & Sustainability

In Sri Lanka, as part of our regenerative agriculture journey, we have removed herbicides from our weed control thanks to a collaborative project with our workers in the country.

When it became clear that a switch to manual weed control wasn’t commercially viable for our large-scale farming, we had to come up with an alternative that was economically and environmentally sustainable, and socially responsible. And that’s what we did.

We created a project where groups of two workers choose to maintain 10 hectares of land, treating it as their own, and receive training on how to control weeds using manual and natural methods. In return for doing so, the workers receive a supplement to their monthly salary.

The project has been a success. Herbicides are no longer used in any of our weed control, which is reducing soil erosion and increasing soil biodiversity, and helping us deliver on our carbon neutrality promise.

The new way of weeding has also led to larger harvests, thanks to an increase in moisture retention and organic residues, which means more nutritious food in hands and on plates.



Weeding team at work



Treating banana plants naturally



Dole DLK Team, Sri Lanka



Improving irrigation

*The Dole Promise*  
**SHARED  
VALUE**

# The Dole Promise

## Shared value for all our stakeholders

**“We want to contribute to the health and happiness of as many consumers as possible. The Dole Promise has established the route, but following through will require the hard work of all our employees – to produce and supply our products at a reasonable cost. By spreading the word of our purpose, our vision and our commitment to sustainability, I believe we can grow the number of Dole fans and truly deliver Sunshine for All™.”**

– Masazumi Nishikage, Senior Executive Vice President & Chief Operating Officer



The success of our business depends on many thousands of people. Farmers, communities and suppliers must all see the value of working with Dole Sunshine Company. And our shareholders must see the ongoing corporate value in our business.

By 2025, we aim to increase the value of our business by 50%, for the benefit of all our stakeholders. To get there, we will continue to follow and respect internationally recognized principles on human rights, environmental management, business integrity and anti-corruption. We will ensure that employees are treated ethically and with respect, and we will pursue the highest standards in our dealings with

consumers, vendors and customers. This is how we want to grow – creating shared value across our value chain – through our commitment to equal opportunity, living wages and an ever-increasing level of safety, nutrition and wellbeing.

For a business rooted in agriculture, these promises go hand in hand with and reflect our ambition to deliver Sunshine for All™.



The issue

# Balancing the interests of stakeholders and shareholders

**The way we conduct business must ensure that people and the planet thrive.**

We have a responsibility to protect and build a planet that future generations deserve – one that is better and brighter. However, we face multiple, interrelated challenges.

It is estimated that between 71 million and 100 million people were pushed into extreme poverty in 2020.<sup>1</sup> Food inequality has been exacerbated by the COVID-19 pandemic; global food prices have risen by 38% since January 2020.<sup>2</sup> At the same time, the case for renewable energy has been weakened as a result of a dramatic fall in the price of fossil fuels.

These challenges require companies to be accountable for more than shareholder returns alone.

**At Dole Sunshine Company, we want to provide benefits to stakeholders and shareholders through shared and sustained value creation.**

As a company, we consider all stakeholders in our operations: not just shareholders, but also employees, communities, workers, suppliers and customers – together with the wellbeing of our planet.

The pandemic has given us the opportunity to build back better. We will achieve this by remaining steadfast in our commitment to our promises for the next decade.



**<\$5.50**

almost half of humanity is living on less than \$5.50 a day<sup>3</sup>

**80%**

at least 80% of people living in poverty are in rural areas, yet these rural areas account for only 45% of the world's population<sup>4</sup>

<sup>1</sup> [World Bank: Projected poverty impacts of COVID-19](#)

<sup>2</sup> [World Bank: Food Security and COVID-19](#)

<sup>3</sup> [Oxfam: 5 shocking facts about extreme global inequality and how to even it up](#)

<sup>4</sup> [World Bank: Poverty](#)

# Special feature

## Our partnership with Solidaridad

### Creating more sustainable and resilient farming communities

Solidaridad is a civil society organization with a mission to build a global economy that works for everyone through the development of socially responsible, ecologically sound and profitable supply chains. We are working with them to support our farmers in a way that improves their lives, creating more sustainable and resilient communities, and that helps us give more people access to nutritious food.



## Solidaridad

Beginning in early 2020, our partnership is focused on our 4,000 smallholder farmers in Thailand. Our work together has three main goals: to give these farmers the skills and tools to grow more and earn more, to put farming practices in place that help protect the land and soil fertility, and to help us source more high-quality fruit.

While COVID-19 has interrupted some of our planning, we are finding ways to support farmers in the development of sustainable growing methods that will empower them to grow more and better quality fruits that can secure them a better price. With the help of Solidaridad, we are connecting physically and digitally, including through our growing network of Farmer Field Schools, where farmers can come together and receive training on new techniques and technology and learn from each other.

Our partnership is also educating farmers about the ecological aspects of farming. Because smallholder farmers in Thailand rarely own the land that they farm on, they work their fields very hard, which can impact the fertility of the soil. So, we are working with farmers to raise awareness about the consequences of environmental degradation, how it can affect the yield and the quality of fruits, and how they can avoid damage and produce bigger harvests.

Better access to finance is another way in which we are supporting our farmers. Farming is a precarious livelihood, with seasons often being boom or bust, so by providing farmers with the ability to get the loans and credit that they need when they need it, we can help them work the land in a more sustainable and productive way, and bring them and their families greater security.

With this partnership, we are planting a seed of effective cooperation with regard to sustainable agriculture and development in Thailand, and it is one that we want to see grow. By strengthening our relationship with our farmers and creating a fairer, more economically stable supply chain, and by giving them the ability to make a better living and to grow more high-quality fruit, through regenerative farming practices, we are aiming to make farming and harvests more predictable. This will tighten our community bonds and empower our farmers, helping us deliver on our shared value promise, and enable us to provide more people with high-quality healthy food.

# 4,000

**Dole smallholder farmers in Thailand targeted by our partnership with Solidaridad**

# 40

**Farmer Field Schools set up under the Solidaridad partnership**

“Our work with Dole has been affected by COVID-19, but it’s a journey and a very interesting partnership, to create stronger links with farmers and to bring better nutrition at the base of the pyramid.

Our partnership has three goals. The consumers should have an opportunity to enjoy a nutritious product in a transparent way, and this is both kinds of consumers: the consumers who can pay and the consumers who cannot pay a very high price. Farmers should be able to improve their income by increasing their productivity in an ecologically correct way, and with more quality assurance. And, of course, this all needs to be profitable for Dole, because only then will it be sustainable. This is the combination we are aiming for, to achieve long-standing food predictability.”

– **Shatadru Chattopadhyay,**  
Managing Director, Solidaridad Asia

### Global Good Agricultural Practices

We believe that by supporting our farmers to be the best they can be, we are supporting their livelihoods and ongoing success. One way we do this is by ensuring that our managed farms and facilities comply with Global Good Agricultural Practices (GAP). By ensuring our farming communities are implementing the best farming practices, we are helping them to protect and nourish the land, while continuing to boost their yields and providing Dole with high-quality fresh produce.

The Promise in detail

# Our approach to growing our business through shared prosperity

## We are committed to creating shared value for all our stakeholders

Without the skills and efforts of our farmers, Dole would not have a business. Therefore, we are determined to ensure that our role in agriculture has a positive impact on people, communities and the planet.

Reducing our impact on the environment and helping to improve the lives of everyone across our value chain builds a stronger business, which benefits our shareholders. The stronger our business, the greater our positive impact can be. So, by 2025, we are aiming to increase the market value of our operations by 50%.

**“Sustainability is at the core of our business. As a food and beverage company, we are united in how we want to impact the planet, its people and communities. Today, sustainability is no longer the responsibility of a single department; every Dole employee gets involved and is committed to doing the right thing.”**

– **Shinya Watanabe**, Senior Vice President & Chief Administrative Officer



## 1 Caring for employees: we respect human rights

We create inclusive work environments that are rewarding for all our employees, and we do not tolerate child, forced or compulsory labor. This is why many hundreds of families have chosen to work for Dole across multiple generations.

[Read about how we care for employees](#)

## 2 Supporting farmers and communities: everyone should prosper

We provide extensive support to our farmers, including regenerative agriculture, which enables them to increase yields and thrive. Our support is also developing and enriching local communities.

[Read about our support for our farming communities in Thailand](#)

## 3 Protecting resources: responsible consumption

We act responsibly in our consumption of resources and we embark on activities that offer sustainable, long-term benefits to fruit farmers who may be affected by climate change and extreme weather events.

[Read about our water and land management](#)

## 4 Value for shareholders: delivering corporate value

Our business should always benefit shareholders. We track value creation for our shareholders through fully audited percentage increases in the corporate value of our divisions. Value creation is at the heart of our business decision-making.

[Read about how we define shared value for all our stakeholders](#)

## The road ahead

We care about our farmers, communities and employees, and continually developing our business to better support all of our stakeholders is a journey to which we are wholeheartedly committed. We recognize our business activities can have human rights impacts. In 2021, we will put in place a company-wide human rights policy that will enable us to address salient human rights risks across our operations, and to advance a human rights due diligence process that will include reviewing our current grievance mechanisms. Furthermore, we are encouraging our suppliers to develop sustainable sourcing strategies and, therefore, to do business in line with internationally recognized principles on human rights, environmental management, business integrity and anti-corruption.

Our approach is being informed by the United Nations Guiding Principles on Business and Human Rights and is being led by a working group of internal and external experts, including human rights specialists from Forum for the Future, Pillar Two and BSR.

The Promise in detail

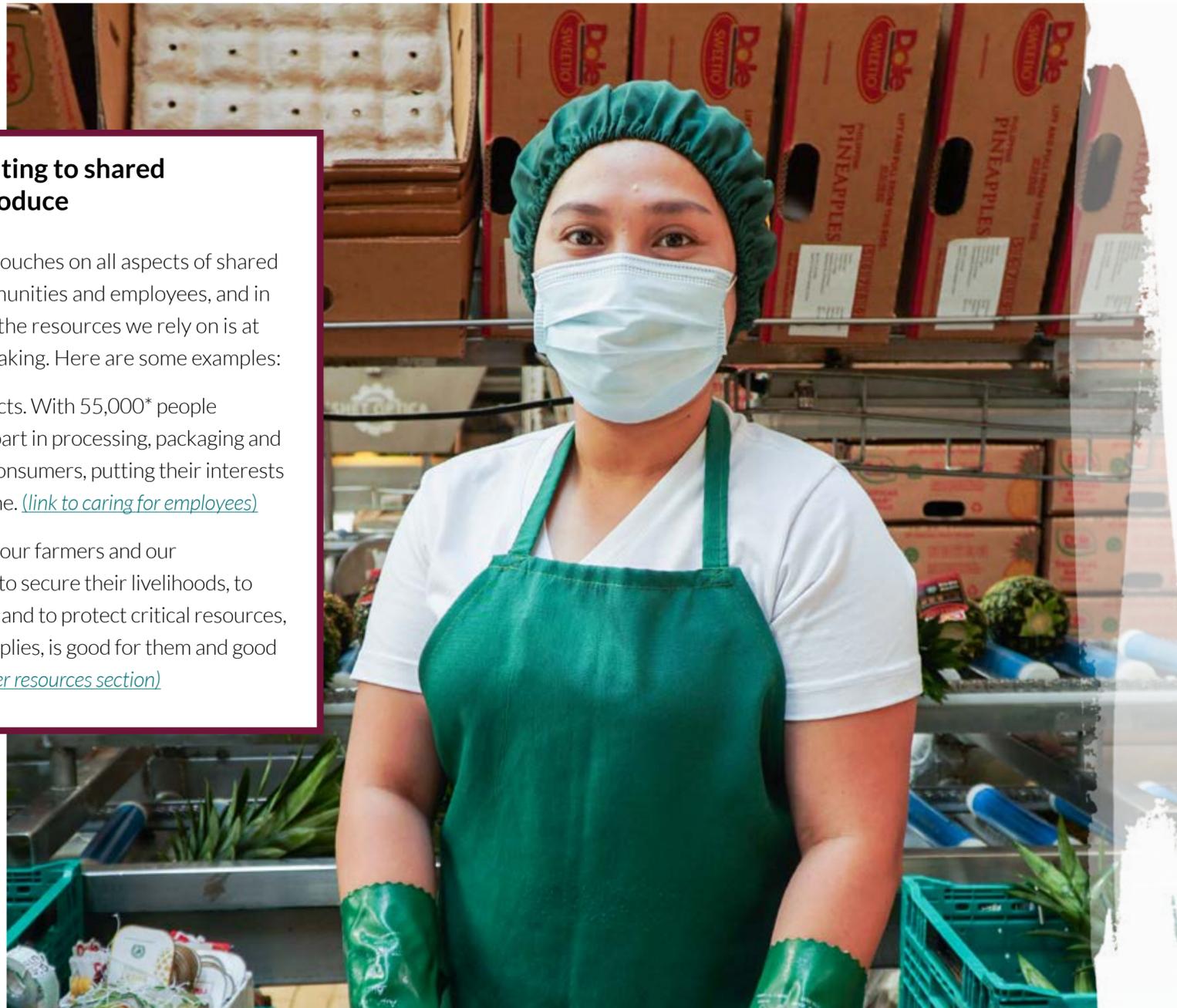
# Our approach to growing our business through shared prosperity

## How we are contributing to shared value through our produce

Every part of our business touches on all aspects of shared value for our farmers, communities and employees, and in all our activities protecting the resources we rely on is at the heart of our decision-making. Here are some examples:

Our people make our products. With 55,000\* people around the world playing a part in processing, packaging and delivering our products to consumers, putting their interests first builds value for everyone. [\(link to caring for employees\)](#)

Our fresh produce relies on our farmers and our communities. Helping them to secure their livelihoods, to raise their standard of living and to protect critical resources, such as their local water supplies, is good for them and good for our business. [\(link to water resources section\)](#)



\*As of 31 March 2021

## Measuring shared value for all stakeholders

### How we see shared value:

For us, the idea of shared value is best captured by our core philosophy of Sampo Yoshi: good for sellers, good for customers and good for society.

The market value of our business is an important part of this, but entirely dependent on delivering value for all our stakeholders.

How we will measure our success (key metrics)	What we will include in our measurement
Percentage increase in corporate value from 2019	Developing an integrated Shared Value Dashboard for our employees within the next year, including key performance indicators on equal opportunities, living wages, health and safety, human rights, nutrition and wellbeing

For people, planet and prosperity  
**Our interconnected promises**

Ultimately, all of the Dole Promises relate to shared value for all of our stakeholders, including our shareholders, and contribute towards a world where we all prosper, together.

By achieving our goal of sustainably providing **good nutrition for one billion people by 2025**, we will benefit farmers, consumers and society. Through our promises of **zero fruit loss** and **zero processed sugar**, we will improve access to tasty, healthy nutritious food without increasing production. And by promising **zero carbon emissions** in our operations and eliminating fossil fuel-based packaging, we will reduce our reliance and expenditure on fossil fuels.

Dole believes these promises are the most effective way to build long-term value in our company, to the benefit of all.

**Discover our interconnected Dole Promises in more detail on page 6** [\[link\]](#)



*Continuing a long tradition of shared value*  
**Jenny Wiegleb**, Senior Vice President of Human Resources



**People have always been at the center of Dole. The vast majority of our employees are in the farm and in the factory and without them, we wouldn't exist.**

We have a long history of doing right by our employees and you can see this in the communities where we operate – for example, by introducing jobs into places that didn't have jobs before, people's lives are improved and the communities thrive.

The Dole Promise really articulates and refines that value, which has always been an integral part of the company. This is how we work towards creating one sustainable Dole, creating a sustainable company from a financial perspective as well as a growth perspective.

We have always been very conscious of our relationship with the communities surrounding our operations. In response to COVID-19, we have been investing in making sure our people and the local communities are safe. In Polomolok in the Philippines, we invested US\$1.9 million in the local hospital to enable them to handle COVID-19 cases, because we were concerned they didn't have the medical facilities and equipment needed.

In the Bo district of Sierra Leone, we are working with the local government, providing logistics, transportation and the use of our facility as vaccination center so that the local community, as well as our employees, can be protected against COVID-19. It is our way of being a good neighbor.

For me, the best part of Dole can be seen when you are on the ground at our facilities, because you can really feel how you have impacted people's lives in a way that is meaningful. We are providing people with income and that income enables them to have choices – choices on what they can buy, where they live and what their children's futures can look like.



*Jenny Wiegleb*



# Employees and communities

## Great talent is at the core of our business

### Looking after our employees and our communities

Our people are everything to our business. Their engagement is a vital part of our life force. So, we work hard to provide them with a work environment that is safe, inclusive and rewarding, and in which communication is always open and respectful.

Our work environment is diverse, in terms of the functions and roles across our business, and our teams, and how we build, retain and develop them reflect this. Inclusiveness and equal opportunities are integral to who we are and how we function and grow as a company.

We expect our people to share our values and behave according to them. Our code of conduct outlines both what is expected of us, as an employer, and of our employees. In addition, we operate a global ethics hotline that employees can use to ask questions or raise concerns confidentially and anonymously.



### Prioritizing the health and safety of our people

As a business that operates farms and facilities around the world, and relies on the people who work at them, health and safety is always a priority. We are scrupulous in our work to ensure that we comply fully with all relevant national and international environmental, occupational and health and safety laws.

Across our operations, we have safety managers whose job it is to make sure that we fulfill these obligations and that our workplaces are safe and healthy. As part of this health and safety promise, we actively encourage our employees to report concerns about hazardous conditions and behaviors.

The provision of the appropriate protective equipment has long been a fundamental policy at Dole and the impact of COVID-19 has only increased this focus, as well as that on proper safety and sanitation. Our people are our family, our sunshine comes from them, so we are dedicated to caring for them and protecting them at every turn.

### Taking an inclusive approach in the Philippines

As part of our commitment to equal opportunity and inclusiveness, we have worked to give indigenous communities in Bukidnon a voice in how our banana farms are run. These farms include an Indigenous People Workers' Representative, who is included in quarterly Labor Management Council meetings where ideas can be shared and concerns can be raised. In addition, 90% of the employees at our avocado operations in Kablon, South Cotabato come from the B'laan indigenous community.

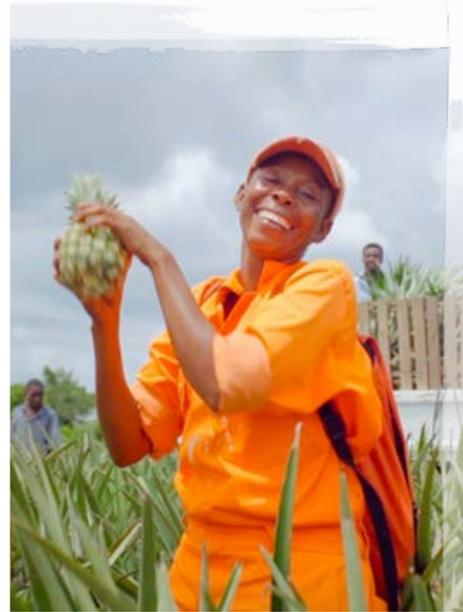
# 90%

of the employees at our avocado operations in Kablon, South Cotabato come from the B'laan indigenous community



# Case study: Sierra Leone

## Employment creation where it is needed most



### Creating employment in Sierra Leone

In Sierra Leone, poverty and high unemployment rates stand in the way of economic development, particularly in rural areas. Despite favorable geography and climate and abundant natural resources, and the fact that agriculture is the main source of people's livelihoods, the country remains a net food importer.

Investment by Dole Sunshine Company will see the establishment of the region's first major fruit and canned juice venture. The project, which is supported by the World Bank Group's Multilateral Investment Guarantee Agency, will help to boost the country's agriculture sector and its economy, which will have a positive impact on food security and rural income generation.

The project involves the development of a greenfield agro-industrial facility in the south of the country that will cultivate, harvest and process pineapples and other tropical fruit. To date, 1,250 jobs have been created and this number could rise to 3,500. The vast majority of these jobs will be done by local people, who will earn salaries well above the local minimum wage.

With 60% of the country workforce in agriculture (*made up of 60% women*), the benefits and shared value for all are clear: employment, income and wealth generation, improved livelihoods and industrial development.

# 1,250

jobs created to date

# Case study: Asia

## Farming in our cities

### Helping employees to grow their own nutritious food

By promoting urban farming, we are helping people in cities around the world to discover the joy of growing and to make sure that they have access to nutritious fresh vegetables.

In Singapore, we teamed up with Rooted, an online urban farming platform that supplies everything from grow kits to seeds, to get our employees growing their own mushrooms and lettuce. The partnership has been such a hit that we have extended it to include employees in China and South Korea.

Elsewhere, in August 2020, we took part in a government initiative in the Philippines aimed at using urban farming to ensure accessibility to and the availability of nutrition-packed fresh vegetables during the COVID-19 pandemic.

We were the first private sector business to get our hands dirty, with Dole employees tending over 300-square-meters of vegetable patch. We also created a rooftop garden on the top of one of our offices. With help from the Department of Agriculture-Bureau of Plant Industry (DA-BPI), this 500-square-meter garden produced enough fresh vegetables to help feed warehouse workers.



# Case study: Philippines

## Recycling banana water

**“Packing bananas is water intensive. In 2019, we used 3.3 million cubic meters of water on our bananas. That’s huge. So, we believe that there should be a way to do things differently. But recycling the water used for washing bananas is very difficult, because of the latex and impurities in this water. This is the challenge.**

**So, we’re looking for solutions, using innovation as a pathway to water sustainability. By leveraging what we know and partnering with other experts, we are making progress. This is our approach, our journey. We are creating cost benefits, sustainability benefits, benefits for the soil and community benefits.”**

– Cleofe Onas, Farm and Industrial Facilities Engineer

Our work to recycle water and to protect and preserve shared water resources is focused on our banana packing plants in the Philippines. This is where we are putting our innovation to the test.

It’s not easy to recycle the water we use for washing our bananas because this water contains latex from the fruit and dirt and insects, and to use the water again, these impurities have to be removed. But we are rising to the challenge, because we know every drop counts.

Collaborating with a range of partners, we have explored a number of solutions to recycle our banana water and we are developing the two that are most efficient. We are using a water purification system to separate the latex, dirt and other impurities in five packing plants and a water filtration system that does the same job in another five.

This innovation has made us the first company in the banana industry in the Philippines to achieve a water recycling rate of 500% in its fruit packing.

Almost 20% of our packing plants are recycling banana water at this rate and our goal for 2021 is to have all our plants using this new technology and to raise the recycling rate to 1000%.

This water recycling has great value, for us, our local communities and the land that we all rely on. By recycling our banana water, we are reducing the amount of water we need to haul by truck to our packing plants, cutting our greenhouse gas emissions and operating costs as a result.



We are also doing more to protect the soil we farm by not having to dispose of large volumes of water so often. And our water recycling means that we are reducing demand on key water sources, which are vital resources for local people.

And we are not stopping here. We are continuing to develop our water recycling technology, aiming to increase the amount of water we can reuse and looking at how we can use these solutions in other parts of our business.

### Improving access to safe drinking water for local indigenous communities

We are working with indigenous communities in a number of areas in the Philippines to rehabilitate water systems and to make sure that people have access to the safe drinking water that is essential for healthy living.

We are replacing water storage systems, expanding water services and collaborating with local groups to make sure they can manage these systems and services. We have also planted over 3,000 trees in areas that are critical to the local water supply. These trees will provide the forest cover and increased biodiversity that is vital to sustainable water supply.

**+3,000**

trees planted in the Mount Matutum Protected Landscape and the Silway Klian River Watershed

**+165**

families from indigenous communities have benefitted from our rehabilitation of local water systems

**3.3 million**

cubic meters of water used post-harvest in 2019

**20%**

of our fruit packing plants use our new water recycling technology

**500%**

water recycling rate in our fruit packing plants in the Philippines, an industry-leading standard

**100%**

of our fruit packing plants to use our water recycling technology by the end of 2021

# Case study: Philippines

## Protecting mountain-to-coast ecosystems

Marine habitats and coastal wetlands are some of the most biodiverse environments on the planet. Through the Ridge to Reef initiative, we are protecting them.

The Ridge to Reef approach is a holistic intervention that addresses the multiple ecosystems that are at risk. In the Philippines, the established program targets environmental degradation in the uplands: the Ridge, where we find the Silway Klinan River Watershed, and its effect on coastal ecosystems: the Reef, where we find the Sarangani Bay Protected Seascape.

Rarely do organizations undertake this kind of integrated approach that aims to protect multiple ecosystems. However, when protecting marine ecosystems, it is essential to start by addressing the uplands, where most degradation occurs due to greater human interference.

In partnership with Mahintana Foundation, we are bringing together local communities, industries and other civil society organizations to demonstrate sustainable approaches to using the land, to provide a better economic understanding of the links between salt and freshwater ecosystems, and to show them how sustainable agro-biodiversity and environmental programs can have shared benefits.

In addition, since 2003, our synergy with various stakeholders and funding donors has resulted in the planting of more than 3.6 million forest and fruit trees, 914,000 bamboo trees and 15,000 mangroves. ([see full 2020 numbers on page 58](#)) The Ridge to Reef project has identified biodiversity strips and created three hectares of marine sanctuary and a protective bio-fence that spans 466 hectares of forest, and has used earth-matting indigenous bamboo and stone dike technology to protect gullies.

Our Ridge to Reef project has been rolled out in 53 barangays in Region 12, including in T'boli, Tupi and Polomolok in South Cotabato, in General Santos City and in Maasim in Sarangani Province.



### Achievements of the Ridge to Reef initiative

**+ 3.6 million**

forest and fruit trees planted

**914,000**

bamboo trees planted

**15,000**

mangroves planted

**466**

hectares of forest delineated as bio-fence in the Philippines

**53**

barangays have benefitted from the project

# Special feature: Giving back to our communities

Through the Dole Promise, we are working to make the world a better place, by giving more people access to healthy nutrition and by helping to provide them with the safety and wellbeing they need to eat well. Giving back is a big part of this work.

## 13,897

school children have been helped by the Dole-supported School-Based Feeding Program

## 99

schools have benefited from the Dole-supported School-Based Feeding Program

### Spreading sunshine by serving up nutritious food in schools

The School-Based Feeding Program in the Philippines is aimed at making sure that school children can enjoy a healthy, nutritious diet when they are learning. In partnership with the Mahintana Foundation and the Department of Education, we are helping supply schools with nutrition-packed food, including fruit and bread, made by local communities and from local farms. Since 2014, the program has provided healthy food to 13,897 school children in 99 schools in the country, with no dropouts since the program was started.

This success has led to the scaling up of the project, now known as Nutripan. Bakeshops are now established in partnership with local governments through the Build, Operate and Transfer financing scheme. Nutripan produces nutritious vegetable-filled breads and other bread products as an alternative to junk food. The bakeshops are located in key areas and bread products are distributed in schools and in other places in the communities. Through partnerships with local governments, Nutripan will support existing efforts in communities to combat malnutrition.

### Improving living conditions and preventing diseases through better sanitation

The Zero Open Defecation program is a Department of Health-led campaign in the Philippines to encourage people to buy and use hygienic toilets to improve living conditions and prevent the spread of diseases. These diseases often lead to malnutrition, in particular in children. Dole is supporting the roll-out of this campaign in partnership with the Mahintana Foundation.

Since its launch in the Philippines in 2014, the campaign has helped install hygienic toilets in 1,810 homes, raising living standards for thousands of families throughout the country. The program is making good progress and we are committed to making sure that it achieves its goal of eliminating open defecation and the health, social and economic problems it causes.

## 1,810

homes in the Philippines have a hygienic toilet thanks to the Dole-backed Zero Open Defecation program

### Employees in the Philippines volunteer to build COVID-19 testing capacity

When the COVID-19 pandemic struck, Dole employees in the Philippines took immediate action to strengthen the country's ability to diagnose the virus. Supporting the efforts of the Philippine Genomic Center (PGC), Dole provided donations as well as the use of our own PCR machine to PGC Mindanao. Employees also offered support through training and capacity building to ensure that local personnel could carry out COVID-19 PCR testing.



## 250

people helped by the Dole-funded COVID-19 isolation facility in the Philippines

### Engineering and Sustainability team turns metal drums into touch-free handwashing stations

In the Philippines, our talented female employees from the Engineering and Sustainability team transformed metal drums into colorful sinks to be used as touch-free handwashing stations. These sinks are now placed in various strategic areas to promote handwashing as an effective way of fighting COVID-19. The team also gave out soaps and demonstrated the proper handwashing procedures to fight and help prevent the spread of COVID-19.



### Supporting employees and communities during COVID-19

In August 2020, we opened a state-of-the-art COVID-19 isolation facility in the Philippines in partnership with Howard Hubbard Memorial Hospital. The 537-square-meter, 16-bed unit has the latest equipment and adheres to Department of Health and World Health Organization standards. To date, this world-class facility has provided critical help to over 250 people.



*The Dole Promise*  
**OUR VISION FOR  
THE FUTURE**

# The road ahead

## The future is bright

Since our foundation in 1851, Dole has worked hard to do good, provide good nutrition and do no harm to our planet. The launch of the Dole Promise and the steps we have taken in the past year demonstrate our strong commitment to reducing the impact of our operations.

Going forward, we will endeavor to make huge progress toward our goals every year. As we champion an equitable world, we will make our nutritious products more widely available, both geographically and online. We will also expand our Dole Sunshine for All™ Cities initiative, getting good nutrition to those who need it most.

As we increase access to our products, it is also crucial that they are not just nutritious, but healthy too. Any products with processed sugar will be reformulated and in 2021, we will be working extensively to adapt more of our products to be healthy, nutritious and sugar free. We will communicate our commitment to healthy ingredients through easy-to-read clean labels.

Achieving our zero fruit loss goal is an area that we will be focusing on in the coming year, as we define the details of our approach across both our fresh and packaged food and beverage product ranges. In 2021, we will introduce a Food Waste and Loss Protocol, which will guide the Dole business in finding the right solutions to fruit loss in our farms and throughout our production and distribution.

In 2021, we will also continue to research innovative packaging solutions that allow us to move our products from fossil fuel-based plastics to non-fossil-fuel alternatives. It is important that as we evolve our packaging, we do not just move away from fossil fuel-based plastics, but that we find solutions that can be recycled, while at the same time protecting our products and appealing to retailers and consumers.

As we work towards carbon neutrality and reducing our greenhouse gas emissions by 50%, we will also make a science-based emissions reduction pledge. This will align our commitments with the Paris Agreement 1.5°C target and ensure that we play our role in limiting the impact of climate change.

We are committed to advancing the human rights of our employees and those within our supply chains. Our 2021 human rights policy will address the risks across our operations and will include a review of our current grievance mechanism, among other updates. Through stronger engagement with our suppliers, we aim to design and adopt sustainable sourcing strategies that align with internationally recognized principles on human rights, anti-corruption, environmental practices and business integrity.

Creating shared value is an intrinsic part of what we do and how we do it. Our employees are our lifeforce and we see them as integral to delivering the Dole Promise. With this in mind, we are committed to educating and training our employees on all our goals. Employee engagement will be a key focus in the year ahead as we ensure that everyone is excited about our promises.

We also recognize that as a business our responsibility to our stakeholders includes educating consumers. Our products are part of the lives of millions of people around the world every day. This gives us the opportunity to raise awareness of the environmental impact of the food choices that they make daily and to encourage them to change personal behaviors that contribute to climate change.

We aspire to be a credible game-changer in the industry, so we will continuously strive to build a foundation of trust with our stakeholders to ensure no harm is done, and to inspire our employees, farmers, partners, suppliers and consumers to embark on this meaningful journey with us – and create Sunshine for All™.



### **We are guided by the next generation**

To ensure that we are living up to our promises, we have partnered with Youthopia, a youth organization for active changemakers. With the help of young activists, we plan to transform our leadership by further raising awareness of the sustainable development challenges that our society is facing and the changes that are needed to overcome them.

We will also empower and inspire our future leaders, and the children of our Dole employees, by sharing information on the Sustainable Development Goals. We will be launching both programs later this year.

# A steady hand points the way forward: Q&A with Keisuke Oba, VP, Global Head of Sustainability



Keisuke Oba

As Global Head of Sustainability, Keisuke Oba is a self-proclaimed positivist, focused on how and where he can effect practical change. He shares his reflections on his work to date and his outlook for the future of sustainability at Dole Sunshine Company.

## Q. What have been your career milestones at Dole?

My first involvement with Dole was in 2013, following the acquisition by ITOCHU. I was the “person in charge” of finding synergies between the two companies. Since 2017, I have been part of the Dole team, working in packaged food and since 2019, my focus has been on sustainability.

## Q. What does your current role as VP, Global Head of Sustainability involve?

I have to be comfortable wearing many hats – thinking from a corporate viewpoint but acting from a local one. We are trying to establish a sustainability foundation that supports every aspect of our business – corporate, organization, systems, policy, culture and throughout the value chains. To do so, I have a responsibility to choose “positivism” over “optimism,” and never falling for an unrealistic vision. I have to take into account our shareholders and our employees and make sure any initiatives will be creating value for them and our business.

## Q. How has your team approached the Dole Promise?

Our team’s objective is to activate the new systems, to connect the dots between the old and the new, and to lead the organization towards a sustainable future. Engagement is key to our success. Regular communication with senior management and shareholders helps us keep sustainability part of the conversation when it comes to business decisions. We champion the sustainability cause throughout our operation with the help of our 12 Sustainability Center of Excellence members and at the local level, we have appointed a Dole Promise Point-person in 25 markets, farms and factories.

## Q. How has sustainability at Dole changed since you started at the company?

I have seen a big change, especially over the last two years and since the arrival of Pier Luigi Sigismondi. He was instrumental in making sustainability a core part of the Dole management strategy. From there, the sustainability footprint extended to the Food and Beverage Group and later to the Fresh Produce Group.

Our job now is to communicate the value of these strategies, to embed sustainability as part of our culture. This is the biggest change: shifting the mindset of our management, our employees and our shareholders to embrace sustainability as part of the business.

## Q. What sustainability achievement in FY2020 are you most proud of and what are your hopes for FY 2021?

I am particularly proud of the work the team has achieved. While we have spent much time identifying the opportunities and challenges ahead, we must remember that a journey of a thousand miles starts with a single step.

This year, I hope to launch our Practical Roadmap alongside our local entities to handle the ongoing challenges brought by COVID-19. We are also in the process of establishing a new Human Rights and Environmental policy.

## Q. What is your vision for Dole as a sustainable company?

This year marks the 170<sup>th</sup> anniversary of Dole. Such longevity has been possible thanks to the wisdom and judgment of many managers, as well as the continued demand from our stakeholders throughout the supply chain – including customers, employees and local communities.

We have built a position as a top brand based on quality and we are recognized for prioritizing safe and secure products for our customers. This is backed up by the “customer-first” philosophy inherited from founder James Dole.

Now we can plan for sustainable growth over the next 100 years, guided by the Sampo Yoshi corporate philosophy and the Dole Promise. This framework unites our social and environmental requirements for stakeholders and reaffirms our corporate responsibilities and mission.

We believe that these new corporate values will create alignment throughout the organization. Only when all the staff working in the field are aligned and act accordingly will we reap the benefits of these values.

Therefore, we must continue to engage the entire organization to truly realize change.

We must act, not wait and see. We must speak out, not stay silent. We must choose empathy, not persuasion.

We must be altruistic, not selfish.



# Sunshine For All™

