



2020 CORPORATE RESPONSIBILITY REPORT

ROOTED IN REAL FOOD

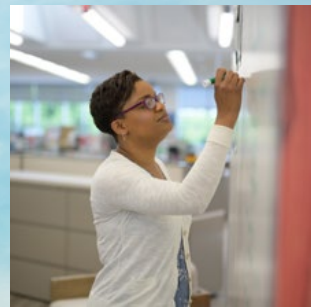
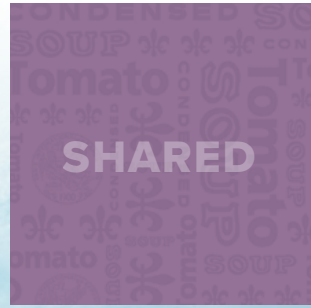


TABLE OF CONTENTS



CORPORATE
RESPONSIBILITY

pg. **6**

SHARED:
EMPLOYEES

pg. **40**

GROWN

pg. **19**

SHARED:
CONSUMERS

pg. **46**

SOURCED

pg. **26**

SHARED:
COMMUNITIES

pg. **52**

PRODUCED

pg. **33**





ROOTED IN REAL FOOD

In 1869, a fruit merchant had a simple idea: to make the most delicious food with the best ingredients affordable to all. Rooted in natural ingredients, sourced responsibly, and delivering the same delicious taste, every time. 150 years later, we're still staying true to those ideals while striving to fulfill our purpose, *Real food that matters for life's moments*. This report demonstrates the progress we made in fiscal 2019 across our Corporate Responsibility priorities, focusing on the family of brands that now make up Campbell Soup Company.



CAMPBELL AT A GLANCE

OUR PURPOSE: *Real food that matters for life's moments.*

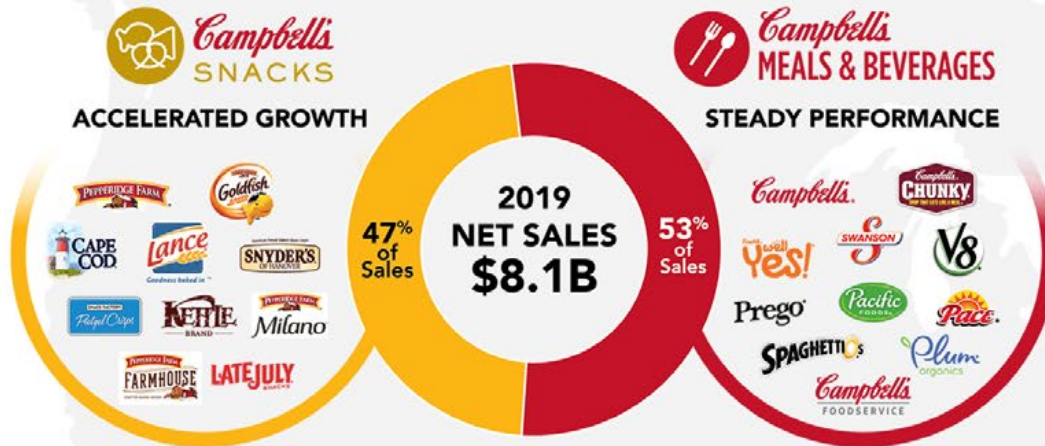
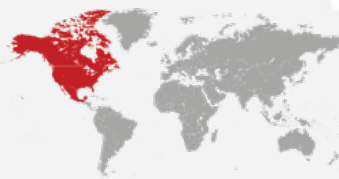
REAL FOOD PHILOSOPHY



THE NEW CAMPBELL SOUP COMPANY

1 STRATEGY | 1 GEOGRAPHY | 2 DIVISIONS

- 1** CREATE A PROFITABLE GROWTH MODEL
- 2** FUEL INVESTMENTS WITH TARGETED COST SAVINGS
- 3** BUILD A WINNING TEAM AND CULTURE
- 4** DELIVER ON THE PROMISE OF OUR PURPOSE



ONE GEOGRAPHY: NORTH AMERICA

» **World Headquarters**
Camden, New Jersey

» **Administrative Offices**
• Charlotte, North Carolina
• Norwalk, Connecticut

• Toronto, Canada

» **Manufacturing Facilities**

- Arizona: Goodyear (S)
- California: Dixon (MB), Stockton (MB)
- Connecticut: Bloomfield (S)
- Florida: Lakeland (S)
- Georgia: Columbus (S)
- Illinois: Downers Grove (S)

- Indiana: Jeffersonville (S)
- Massachusetts: Hyannis (S)
- North Carolina: Charlotte (S), Maxton (MB)
- Ohio: Ashland (S), Napoleon (MB), Willard (S)
- Oregon: Salem (S), Tualatin (MB)

- Pennsylvania: Denver (S), Downingtown (S), Hanover (S)
- Texas: Paris (MB)
- Utah: Richmond (S)
- Wisconsin: Beloit (S), Franklin (S), Milwaukee (MB)

MB- Meals and Beverages, S- Snacks

VALUES LEAD US FORWARD



WE ARE DELIVERING ON THE PROMISE OF OUR PURPOSE BY ADVANCING OUR COMMITMENT TO REAL FOOD, TRANSPARENCY AND SUSTAINABILITY, AND BY FOSTERING DEEP COMMUNITY CONNECTIONS WHERE WE HAVE OPERATIONS.

Mark Clouse
President and CEO

DEAR **CAMPBELL STAKEHOLDERS,**

In January 2019, I was named Campbell's President and CEO. Having spent my entire career in the food business, I was very familiar with Campbell and its brands when I joined. Since then, my respect for the company and confidence in our employees has only grown. This is based not only on the company's rich history; but also on the progress we have made to strengthen Campbell's foundation in support of our growth plans.

In 2019, Campbell celebrated its 150th anniversary, a significant milestone. Not many companies have endured such a test of time, particularly given the rapidly changing business environment. But Campbell Soup Company has staying power. This is a testament to our heritage and the iconic brands that Campbell employees – past and present – have created and continue to nurture and grow. It is also a testament to our efforts to improve the communities where we live and work and act as good stewards of our natural resources.



As we celebrated our history, we took the opportunity to look ahead to define our future. This past year, we introduced a new strategic plan that we are confident will create value for all of our stakeholders.

Campbell's Strategic Objectives

- 1** **CREATE A PROFITABLE GROWTH MODEL**
- 2** **FUEL INVESTMENTS WITH TARGETED COST SAVINGS**
- 3** **BUILD A WINNING TEAM AND CULTURE**
- 4** **DELIVER ON THE PROMISE OF OUR PURPOSE**

One of the key pillars of our new strategy is to “Deliver on the promise of our purpose.” To do this, we are advancing our commitment to real food, transparency and sustainability, and to fostering deep community connections where we have operations.

With this new strategy in place, Campbell is now a focused brand powerhouse centered in North America with two divisions: Snacks and Meals & Beverages. These two core businesses are comprised of iconic brands and united by our values and our purpose, *Real food that matters for life's moments*. These words ring truer today than they ever have, and we are delivering our purpose through the brands that consumers know, trust and love.

I am pleased with how we have advanced our corporate responsibility goals and priorities. We have started to demonstrate that we can deliver improved financial performance while also meeting our sustainability commitments.

This year's report provides details on these advancements, but I would like to highlight several that I find particularly meaningful.

Driving Sustainable Change

Our commitment to sustainability can be traced back to our founding, when we began canning products. Steel cans are the most recycled packaging in the United States, and we have trusted them to protect and preserve our food for 150 years. Our consumers expect us to do what is right, from responsibly sourcing our ingredients to making our food with care. We continue to put practices in place that will help build a more resilient and sustainable food system.

One such example is our partnership with Land O'Lakes SUSTAIN™ to engage wheat growers in more sustainable growing practices through farmer engagement and training. Wheat is an important ingredient in our portfolio and enables us to deliver more than a billion servings of whole grains annually into the marketplace through products like our *Pepperidge Farm* Whole Grain breads and *Goldfish* crackers. We have successfully enrolled 10,000 acres of wheat from a Pepperidge Farm sourcing region into the SUSTAIN™ program and recently expanded the initiative to an additional 60,000 acres.

Not surprisingly, tomatoes are Campbell's largest crop. These tomatoes make their way into 60 million U.S. homes every year through products such as *Campbell's* tomato soup (each can of which contains six tomatoes), *Prego* pasta sauces and *Pace* Mexican sauces. Since 2012, in partnership with our tomato farmers, we have reduced the amount of water used to grow this important crop by 25 percent and cut greenhouse gas emissions by 26 percent.

We also continued to drive sustainability through initiatives to improve our packaging. In 2018, Campbell acquired the Kettle Brand. Recently, we redesigned our *Kettle Brand* chip bags, resulting in a 43 percent reduction in plastic. With this change, we will keep 2 million pounds of plastic out of landfills every year. In fiscal 2020, we plan to build upon this by introducing new packaging sustainability commitments to further reduce our environmental impact.

Fostering a Sense of Community

Campbell believes that real food should be accessible to everyone – and that starts in our hometowns, where our employees live and work.

This belief demands that we give back to our local communities. To build on this legacy, Campbell formalized five community goals to improve the quality of life in our hometowns. By fiscal 2025 we will:

1. Increase food access for 100,000 residents in Campbell communities
2. Provide nutrition education to 50,000 people to encourage healthy living in Campbell communities
3. Invest \$5 million to improve the school food environment for children
4. Engage 70 percent of Campbell employees in community-based activities
5. Contribute 75,000 traditional and skills-based employee volunteer hours across Campbell's footprint to increase the capacity of our community partners



As one of America's leading food companies, we will make a difference in the availability and quality of food for school children, particularly in Campbell communities where the need is the greatest. We know that one in seven children live in hunger and one in three low-income families report not having enough food over the summer. For the past year, the Campbell Soup Foundation has been working with nonprofit organizations, school districts and national thought leaders to design a program that will improve food offerings in schools in Camden, New Jersey, and four other communities. It is the first step in Campbell's long-term commitment to support school food programs and improve access to nutritious food.

Building a Winning Team and Culture

None of this work is possible without our employees. As I wrote last year, culture is a serious part of our agenda at Campbell. That is why a key element of our strategic plan is to "Build a winning team and culture" by leveraging our values and the unique family spirit we have developed over 150 years.

When we implemented a new operating model designed to bring our strategy to life, we also invested in change management capabilities to ensure the smart changes we have made will stick. We have made the conscious decision to refocus on our people and invest in them. Through our talent management team, we introduced three new programs to support our efforts. They include a program to improve our operating discipline, execution and accountability; a program to enhance inclusivity in the workplace; and a leadership program that provides our people with development opportunities to advance their careers.

In closing, I am proud of the progress we have made in 2019 against our corporate responsibility and sustainability commitments, especially as we established a new direction for the company. I would like to thank our employees who bring our purpose to life every day by driving programs. As you read about them, I hope you share my enthusiasm for what we have accomplished, both in 2019 and throughout our 150-year history, and my optimism and excitement for what comes next.

A handwritten signature in black ink, appearing to read "Mark Clouse".

Mark Clouse
President and Chief Executive Officer
Campbell Soup Company

CELEBRATING 150 YEARS



We proudly celebrated 2019 as Campbell's 150th anniversary. This anniversary is much more than a number for us. It's a testament to Campbell's heritage and to the iconic brands that Campbell employees – past and

present – have created and continue to nurture and grow. Not many companies have endured such a test of time, particularly given today's rapidly changing trends. Campbell has demonstrated staying power, being guided by a clear purpose and a strong corporate responsibility and sustainability strategy. Take a look at some key milestones along our journey.



1876

Our original packaging – tin cans and glass jars – is inherently sustainable, meant to be reused over and over again. At this time, the company name is stamped into the glass so the jars can easily be sent back to Campbell to be sanitized and used again.



1897

Dr. John T. Dorrance invents condensed soup. By condensing soup and letting consumers add the water at home, the cans are smaller and lighter, which in turn means using less steel and less fuel when shipping to customers.



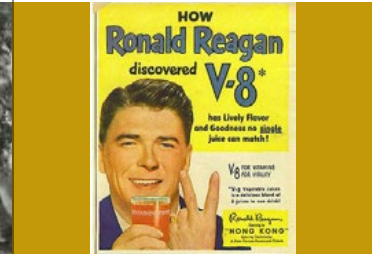
1914

Dr. John T. Dorrance becomes President of Campbell, and his approach to procurement becomes the company standard: don't buy anything you wouldn't put in front of your own family. This is where our Real Food Philosophy originates.



1920s

Throughout the 1910s and 1920s, John Dorrance and his wife, Ethel, host annual meetings for farmers at their home on Campbell's research farm in New Jersey. Campbell's in-house agricultural experts discuss new growing techniques and methods, educating our farmers on crop rotation, water savings, seed selection and how to maximize yields.



1948

Campbell acquires V8 and with it, the Napoleon, Ohio, plant. With this plant, we can now procure vegetables from local farmers in Ohio and Michigan. Many vegetables going to the Napoleon plant continue to be sourced from those same regions today. Later, this plant becomes the first in the legacy Campbell family to have solar installed on site.



1961

Campbell acquires Pepperidge Farm, founded by Margaret Rudkin in 1937. Margaret Rudkin becomes the first woman to sit on Campbell's Board of Directors the same year.



1980s

Snyder's of Hanover consolidates its operations in Hanover, Pennsylvania, beside a wheat field owned by the brand's founder. The wheat from that field is used to make *Snyder's of Hanover* pretzels, and continues to supply us today. Later, the site builds a LEED Gold certified Research Center and a 26-acre solar field.



2014

Campbell declares its intention to be a purpose-driven company and launches our purpose, *Real food that matters for life's moments*. The Real Food Philosophy, rooted in the values of Campbell's founders is launched in 2016.

CORPORATE RESPONSIBILITY STRATEGY

As a food company, we continually evolve our business to meet market conditions, best practices, and social and environmental demands. We take the same approach with our corporate responsibility strategy. After a series of key acquisitions and divestitures over the last two years, we took a step back in 2019 and reevaluated our focus areas and targets against a renewed Campbell. We asked ourselves where we could have the greatest impact with our new family of brands and have evolved to reflect that new focus. And while we remain committed to our strategy, we have made some changes to our public goals.

WE ADDED FIVE NEW MEASURABLE GOALS TO GAUGE OUR PERFORMANCE IN THE COMMUNITY

We have made considerable progress in our work with nonprofits on tackling hunger and expanding nutrition education for our communities, especially for children – a commitment enthusiastically shared by our new family of brands at Pacific Foods and those we acquired from Snyder’s-Lance. So, in FY2019, we formalized five new FY2025 community goals to help guide our work across brands:

GOAL #2

Provide nutrition education to **50,000 people** to encourage healthy living in Campbell communities.

GOAL #4

Engage **70 percent** of Campbell employees in community-based activities.



GOAL #1

Increase food access for **100,000 residents** in Campbell communities.

GOAL #3

Invest **\$5 million** to improve the school food environment for children.

GOAL #5

Contribute **75,000** traditional and skills-based employee **volunteer hours** across Campbell's footprint to increase the capacity of our community partners.

We also eliminated two goals and deprioritized one raw material

Given that we are now primarily a North American company, our supplier base changed significantly in 2019, and our owned and leased manufacturing facilities are now all in North America. While we remain committed to supplier diversity and human rights in our operations, we have moved away from public commitments in these two areas, as there are more material corporate responsibility risks for the company to focus on. However, we will continue to include information on supplier diversity and human rights in our operations in our report.

And with the divestiture of Bolthouse Farms, we no longer use the volume of carrots that we used to, eliminating the material focus for us as a priority raw material. On the other hand, through our acquisition of Snyder's-Lance and the formation of the Campbell Snacks division, we are now one of the largest purchasers of chipping potatoes in the country, making our family of potato farmers close allies in sustainability.

We continued to make progress in expanding partnerships with tomato, potato and wheat farmers, retrofitted our facilities and plants with energy-saving technologies, and celebrated major wins on the packaging front with Kettle Brand, V8 and other brands. All of these showcase the intended impact of our strategy.



Our strategy is always built with major food industry trends in mind. From water scarcity, climate change and animal welfare to affordability, nutrition and transparency, we are driving impact and will continue to do so with our scale, household presence and consumer love. And as we work together now to lay the foundation for Campbell's next 150 years, we remain resolute in our belief that while the world continues to change around us, some things must remain constant: our commitment to real food and our commitment to transparency.

OUR VISION



We strive to build a more resilient food system, making real food that improves the world we all share, for generations to come.


















OUR MISSION

To deliver on the promise of our purpose through food that is ethically and sustainably grown, sourced, produced and shared.



CORPORATE RESPONSIBILITY GOALS

CATEGORY	TARGET	SCOPE	PROGRESS
GROWN			
 Agriculture	Reduce GHGs per short ton of tomatoes by 20% by the end of 2020, as compared to 2012	U.S. tomatoes	Goal achieved, 26% reduction ●
	Reduce water use per pound of tomatoes by 20% by the end of 2020, as compared to 2012	U.S. tomatoes	Goal achieved, 25% reduction ●
	Reduce nitrogen applied per short ton of tomatoes by 10% by the end of 2020, as compared to 2012	U.S. tomatoes	Reduced 6% ●
	Enroll 70,000 acres of wheat in a fertilizer optimization plan by the end of 2020	U.S.	30,000 acres ●
	Source 50% (by volume) of each plant-based priority ingredient from suppliers engaged in an approved sustainable agriculture program by FY2025 ¹	Global	
	Jalapeños		0% ○
	Potatoes		0% ○
	Soy		0% ○
	Tomatoes		90% of volume ●
	Wheat		8% of volume ○
SOURCED^{2,3}			
 Responsible Sourcing	Source 100% cage-free eggs by the end of 2025 ⁴	Global	11% ○
	Source 100% "No Antibiotics Ever" (NAE) chicken for diced and canned chicken products by the end of 2017	U.S. and Canada	100% ●
	Source 100% gestation crate-free pork by the end of 2022 ⁵	Global	18% ○
	Source 100% U.S. chicken meat that complies with higher broiler chicken welfare standards by the end of 2024	U.S.	0% ○
	Purchase 100% Roundtable on Sustainable Palm Oil (RSPO) certified palm oil by the end of FY2021	Global	Campbell legacy brands: 100% ● Snyder's-Lance brands: <1%, will convert to RSPO by FY2021 ○
	By FY2025, responsibly source 100% of priority raw materials	Global	83% ●
	By FY2025, 100% of priority raw materials are traceable to country of origin	Global	89% ●

CATEGORY	TARGET	SCOPE	PROGRESS
PRODUCED			
 Climate	Reduce Scope 1 and 2 greenhouse gas (GHG) emissions by 25% on an absolute basis by FY2025, as compared to FY2017	North America	Reduced 6% 
	Source 40% of our electricity from renewable or alternative energy sources by FY2020	North America	10% renewable electricity 
 Water	Reduce water use by 20% on an absolute basis by FY2025, as compared to FY2017	North America	Reduced 9% 
	Reduce the amount of waste sent to landfills by 25% on an absolute basis by FY2025, as compared to FY2017	North America	Reduced 2% 
 Waste	Cut food waste in half by FY2030, as compared to FY2017 ⁶	North America plants	Reduced 36% 
	SHARED		
 Community	Increase food access for 100,000 residents in Campbell communities	Campbell communities	Just launched 
	Provide nutrition education to 50,000 people to encourage healthy living in Campbell communities	Campbell communities	Just launched 
	Invest \$5 million to improve the school food environment for children	Campbell communities	Just launched 
	Engage 70 percent of Campbell employees in community-based activities	Campbell communities	Just launched 
	Contribute 75,000 traditional and skills-based employee volunteer hours across Campbell's footprint to increase the capacity of our community partners	Campbell communities	Just launched 
 Safety	Achieve 3% decrease in reportable and lost time incidents per year with long-term goal of 0 incidents	North America	
	Reportable incidents		Goal achieved, 14% reduction 
	Lost time incidents		Goal achieved, 31% reduction 

- Due to the sale of the Bolthouse Farms business, carrots are no longer a priority ingredient for Campbell and have been removed from our list of priority raw materials. In FY2020, we plan to reassess raw material risks to confirm that this is the appropriate list of priority raw materials, given our new family of brands.
- We removed two goals from our commitments in 2019, reflecting the change in our portfolio with our recent divestitures and acquisitions and our focus as a North American company:
 - By FY2020, measurably advance Campbell's Supplier Diversity Program
 - By FY2020, proactively assess 100% of Campbell-owned facilities for compliance with Campbell's Human Rights Principles
- We have removed our commitment to transition steel cans to non-BPA linings in the U.S. and Canada because we reached the commitment in 2017.
- With the divestiture of Kelsen and Arnott's, 11 percent of Campbell's portfolio now meets our cage-free egg commitment.
- We have integrated Snyder's-Lance and Pacific Foods into our gestation crate-free commitment. After integrating these acquisitions, the total volume of pork in our portfolio has increased and most of this acquired pork volume does not yet meet our animal welfare standards. As a result, our progress will show as 18 percent, but our goal has become more robust, and we remain committed to converting this new volume by 2022.
- Campbell defines its food waste commitment in accordance with Sustainable Development Goal 12.3. As such, we exclude animal feed and biomaterial processing from the scope of our goal.

PERFORMANCE SCORECARD

BUSINESS OVERVIEW (USD in millions)	FY2015	FY2016	FY2017	FY2018	FY2019
Net Sales	\$8,082	\$7,961	\$7,890	\$8,685	
Net Sales from Continuing Operations	\$5,945	\$5,868	\$5,837	\$6,615	\$8,107
R&D	\$109	\$105	\$111	\$110	
R&D from Continuing Operations			\$93	\$91	\$91
EBIT	\$1,054	\$960	\$1,400	\$469	
EBIT from Continuing Operations	\$812	\$865	\$1,431	\$1,010	\$979
Taxes on Earnings	\$283	\$286	\$406	\$11	
Taxes on Earnings from Continuing Operations	\$214	\$242	\$392	\$106	\$151
Capital Expenditures	\$380	\$341	\$338	\$407	\$384
Dividends Paid	\$394	\$390	\$420	\$426	\$423
GROWN ¹	FY2015	FY2016	FY2017	FY2018	FY2019
GHG Emissions (tonnes CO ₂ e/short ton of tomato) ²	0.0067	0.0060	0.0057	0.0060	0.0054
Water Use (gallons/pound of tomato)	9.04	8.48	7.53	8.16	7.20
Nitrogen Use (pounds nitrogen/short ton of tomato) ³	4.22	4.04	4.12	4.33	4.01
% of Acres with Drip Irrigation	52%	64%	69%	72%	78%
Acres Enrolled in Fertilizer Optimization Plan		0	0	10,000	30,000
% by Volume Engaged in Sustainable Ag Program					
Jalapeños				0%	0%
Potatoes				0%	0%
Soy				0%	0%
Tomatoes				87%	90%
Wheat				3% ⁴	8%
SOURCED	FY2015	FY2016	FY2017	FY2018	FY2019
Cage-Free Eggs	N/A	N/A	12%	26%	11% ⁵
“No Antibiotics Ever” Chicken	N/A	N/A	97%	98%	100%
Gestation Crate-Free Pork	34%	34%	21%	57%	18%
Roundtable on Sustainable Palm Oil (RSPO) Certified Palm Oil	N/A	100%	100%	100% for Campbell, still integrating Snyder's-Lance	100% for Campbell legacy brands; <1% for Snyder's-Lance brands
Higher Broiler Chicken Welfare					0%
PRODUCED ⁶	FY2015	FY2016	FY2017	FY2018	FY2019
Energy Use					
Electricity Use (mmbtu)	2,401,815	2,337,129	1,994,463	1,942,019	1,929,600
Fuel Use (mmbtu)	7,691,784	7,249,795	8,046,984	8,340,258	8,189,545
Total Energy Use (mmbtu)	10,093,599	9,586,924	10,041,447	10,282,277	10,119,145
Energy Intensity (mmbtu/tonne of food produced)	2.54	2.58	3.03	3.05	3.14
Renewable Energy Generated (kWh) for the Grid	20,903,897	22,116,941	31,873,837	34,722,775	54,650,697 ⁷
Percent of Total Electricity Use	3%	3%	6%	6%	10%

1. FY2015 and FY2016 data in this section have been slightly adjusted to reflect a change in how we report that occurred in FY2017 when we shifted from calendar year to fiscal year reporting. At that time, this change was not carried back to our historical data, so we have done so in this Report.

2. In prior reports, these numbers were mislabeled as kg CO₂e/tonne of tomato. They have consistently been measured in metric tons (tonnes) CO₂e/U.S. short ton of tomato and the units have now been labeled appropriately.

3. In prior reports, these numbers were mislabeled as pounds Nitrogen/tonne of tomato. They have consistently been measured in pounds Nitrogen/U.S. short ton of tomato and the units have now been labeled appropriately.

4. FY2018 wheat data has been restated in order to include Snyder's-Lance volumes and to correct a discrepancy in how wheat volumes were reported for this sustainable agriculture commitment (percent of goal vs. percent of total volume). We will consistently report percent of total volume for this commitment moving forward.

5. Declined due to divestiture of Kelsen and Arnott's.

6. We have integrated data from our recent acquisitions, Pacific Foods and Snyder's-Lance, and removed data from our recent divestitures, Bolthouse Farms, Garden Fresh Gourmet, Kelsen, Arnott's and Campbell's International. We have made these changes back to our FY2017 baseline and have restated FY2017 and FY2018 data.

7. In FY2019, we generated renewable energy, and in prior years we sold it to others.

PRODUCED (Continued)	FY2015	FY2016	FY2017	FY2018	FY2019
Greenhouse Gas Emissions					
GHG Emissions (tonnes CO ₂ e)	751,924	724,996	687,420	693,876	649,134
GHG Intensity (tonnes CO ₂ e/tonne of food produced)	0.19	0.19	0.21	0.21	0.20
Direct (Scope 1) Emissions (tonnes CO ₂ e)	427,731	403,057	427,564	443,186	434,869
Indirect (Scope 2) Emissions (tonnes CO ₂ e)	324,193	321,939	259,856	250,690	214,265
Indirect (Scope 3) Emissions (tonnes CO ₂ e)	7,366	8,443	9,742	7,262	4,110,382 ¹
Carbon Offsets Purchased (tonnes CO ₂ e)	33	51	77	6	421 ²
Water Use					
Water Use (m3)	32,033,574	31,858,298	22,800,911	21,835,395	20,772,388
Water Intensity (m3/tonne of food produced)	8.07	8.56	6.87	6.47	6.45
Waste Generation					
Waste Generated (tonnes)	479,408	450,814	183,436	174,824	173,340
Waste to Landfill (tonnes)	48,900	44,161	33,184	30,573	32,584
Waste to Incineration/Controlled Combustion (tonnes)	1,587	2,231	1,500	1,457	1,849
Waste Recycled (tonnes)	47,255	43,343	37,974	39,686	30,530
Other Diverted Waste (tonnes) ³	381,666	361,079	110,778	103,108	108,377
Total Waste Diverted from Landfill (tonnes) ³	430,508	406,653	150,252	144,251	140,756
Landfill Diversion Rate (%) ³	90%	90%	82%	83%	81%
Total Waste Intensity (tonnes/tonne of food produced)	0.12	0.12	0.06	0.05	0.05
Hazardous Waste Generated (tonnes)	38	50	15	34	41
SHARED					
Occupational Health and Safety					
Total Reportable Incident Rate (TRIR)/200,000 hours ⁴	1.99	1.96	1.37	1.67	1.43
Lost Time Incident Rate (LTIR)/200,000 hours ⁴	0.29	0.23	0.20	0.39	0.27
Employee Fatalities	0	0	0	1	0
Environmental Notice of Violations (NOVs)	1	1	5	4	5
Environmental Fines (USD)	\$500	\$1,500	\$7,100	\$4,450	\$2,600
Workplace Diversity					
Women in Global Workforce (%)	44%	43%	43%	42%	42%
Women in Management (%)	38%	41%	43%	43%	41%
Women on the Board of Directors (%)	31%	31%	33%	33%	33%
Community					
Charitable Giving, including In-Kind (USD in millions)	\$59.2	\$65.1	\$61.9	\$54.4	\$64.2
Employee Volunteer Hours	14,100	12,000	12,200	10,350	10,500
Employee Benefits (USD in millions)					
Tuition Assistance Paid	\$0.81	\$0.79	\$0.80	\$0.89	\$0.96
U.S. Health Care Expense	\$100	\$115	\$123	\$121	\$125
Pension Income/Expense	\$96	\$279	\$(230)	\$(150)	\$109
Postretirement Medical & Life Expense	\$29	\$38	\$(28)	\$(35)	\$(6)
401 (k) Retirement & Supplemental Plan Contributions	\$31	\$33	\$34	\$45	
401 (k) Retirement & Supplemental Plan Contributions After Divestitures			\$31	\$42	\$52

1. In prior years, Scope 3 emissions included only employee business travel by car, plane and train. In FY2019, Campbell estimated additional emissions categories, including Purchased Goods and Services, Capital Goods, Fuel and Energy Related Activities, Waste Generated in Operations, Business Travel, Employee Commuting, Upstream Leased Assets, Downstream Transportation and Distribution, and End of Life Treatment of Sold Products. We have also corrected a unit error from kg to metric tons, removed divestitures and included acquisitions.

2. The Plum Organics brand purchases carbon offsets to cover the GHG emissions associated with its office footprint. In FY2019, these offsets represented the portion of the office space that Plum employees occupied at our Camden, New Jersey, headquarters. In previous years, they represented Plum's Emeryville, California, office. This office closed in FY2019.

3. FY2017, FY2018 and FY2019 have been updated due to a data error discovered post-publication.

4. Safety data for Pacific Foods and the Snyder's-Lance brands began to be included in FY2018. This contributed to the increase in TRIR and LTIR over FY2017.

SHARED (Continued)	FY2015	FY2016	FY2017	FY2018	FY2019
Nutrition					
Total Products with Reduced Negative Nutrients (revenue in millions)	\$5,372	\$5,691	\$6,115	\$6,096	\$7,102
M&B Products with Reduced Negative Nutrients (revenue in millions)	N/A	N/A	N/A	N/A	\$2,909
Snacks Products with Reduced Negative Nutrients (revenue in millions)	N/A	N/A	N/A	N/A	\$4,193
Total Products with Reduced Negative Nutrients (revenue/total revenue)	53%	55%	59%	59%	68%
M&B Products with Reduced Negative Nutrients (revenue/total revenue)	N/A	N/A	N/A	N/A	49%
Snacks Products with Reduced Negative Nutrients (revenue/total revenue)	N/A	N/A	N/A	N/A	92%
Total Products with Increased Positive Nutrients (revenue in millions)	\$3,200	\$3,297	\$3,344	\$3,238	\$2,900
M&B Products with Increased Positive Nutrients (revenue in millions)	N/A	N/A	N/A	N/A	\$1,973
Snacks Products with Increased Positive Nutrients (revenue in millions)	N/A	N/A	N/A	N/A	\$927
Total Products with Increased Positive Nutrients (revenue/total revenue)	32%	32%	32%	31%	28%
M&B Products with Increased Positive Nutrients (revenue/total revenue)	N/A	N/A	N/A	N/A	33%
Snacks Products with Increased Positive Nutrients (revenue/total revenue)	N/A	N/A	N/A	N/A	20%
Total Healthy Products (revenue in millions)	\$2,929	\$2,898	\$2,998	\$2,566	\$1,864
M&B Healthy Products (revenue in millions)	N/A	N/A	N/A	N/A	\$1,366
Snacks Healthy Products (revenue in millions)	N/A	N/A	N/A	N/A	\$498
Total Healthy Products (revenue/total revenue)	29%	28%	29%	24%	18%
M&B Healthy Products (revenue/total revenue)	N/A	N/A	N/A	N/A	23%
Snacks Healthy Products (revenue/total revenue)	N/A	N/A	N/A	N/A	11%
Servings of Vegetables Delivered to Global Marketplace	11 billion	14.98 billion	15.7 billion	16 billion	10.1 billion¹
Servings of Vegetables Delivered from M&B Portfolio Alone	N/A	N/A	N/A	10.2 billion	10.1 billion
Servings of Whole Grains Delivered to Global Marketplace	N/A	150 million (Vita-Wheat only)	Not reported	Not reported	1.5 billion² servings from Pepperidge Farm and Campbell brands

1. This excludes Campbell's divested Fresh and International businesses and recently acquired Pacific Foods.

2. This does not include our newly acquired Snyder's-Lance brands. As a result, the number of servings of whole grains is underreported. We are working to integrate our acquisitions into our data tracking systems to improve our data accuracy in the future.

ALIGNING WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

While Campbell's material corporate responsibility initiatives and commitments map to all 17 of the United Nations Sustainable Development Goals (see page 79), we have prioritized the following six goals for our business. You can learn more about our commitments on page 8 of this Report.

UN SDGs

Our Commitments

<p>2 ZERO HUNGER</p> 		<p>Campbell is improving food security and nutrition by:</p> <ul style="list-style-type: none"> • investing in food innovations that enable consumer health and well-being • crafting food that is accessible to all as part of our Real Food Philosophy • increasing access to affordable, healthy food through several strategies, including Healthy Corner Stores, school and community gardens, farmer's markets, food prescription programs and school food programs
<p>3 GOOD HEALTH AND WELL-BEING</p> 		<p>Campbell is promoting good health and well-being by:</p> <ul style="list-style-type: none"> • providing options that offer positive ingredients, like vegetables and whole grains • providing options that have fewer negative nutrients, like sodium, sugar and saturated fat • increasing nutrition education in our schools and communities through culinary arts trainings for families and students, taste tests in the cafeteria and nutrition education lessons in corner stores
<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 		<p>Campbell is promoting decent work for all by:</p> <ul style="list-style-type: none"> • ensuring all Campbell-owned facilities comply with our Human Rights Principles • continuing to build a safety-focused culture with a long-term goal of zero incidents • enforcing our Responsible Sourcing Supplier Code to identify and eliminate labor violations in our supply chain, if any • strengthening farmer livelihoods, by supporting innovations that enhance soil health, yields and resiliency
<p>10 REDUCED INEQUALITIES</p> 		<p>Campbell is reducing inequality by:</p> <ul style="list-style-type: none"> • crafting food that is accessible to all as part of our Real Food Philosophy • enforcing our Code of Business Conduct and Ethics and Responsible Sourcing Supplier Code to identify and eliminate labor violations, if any, and ensure equal opportunities for all • procuring from certified diverse suppliers, and ensuring that such suppliers have equal access to procurement opportunities • ensuring that our grantmaking approach incorporates the voice of those being served in the community
<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 		<p>Campbell is promoting sustainable consumption and production by:</p> <ul style="list-style-type: none"> • committing to responsibly source and trace 15 priority raw materials • reducing water use by 20%, waste sent to landfills by 25% and food waste by 50% • ethically sourcing ingredients through commitments to certified palm oil, cage-free eggs and gestation crate-free pork
<p>13 CLIMATE ACTION</p> 		<p>Campbell is combatting climate change and its impacts by:</p> <ul style="list-style-type: none"> • reducing greenhouse gas emissions in our operations • sourcing electricity from renewable sources and advocating for responsible climate policy • employing sustainable agriculture programs to improve fertilizer efficiency and develop more climate-resilient agriculture

RECOGNITIONS



50 Best ESG Companies

Ranked #22

Investor's Business Daily



100 Best Corporate Citizens

Ranked #4

Corporate Responsibility Magazine

10th consecutive year



Bloomberg Gender Equality Index

Included on the Index for demonstrating commitment to transparency in gender reporting and advancing women's equality



Corporate Knights: 100 Most Sustainable Companies in the World

Ranked #93

one of only two U.S. food companies included
2nd consecutive year



Executive Women of New Jersey "A Seat at the Table" Honor Roll

One of 26 companies to make the list



Forum of Executive Women "Champion of Board Diversity"

Awarded for having a board of directors comprised of at least **30%** women



FTSE4Good

FTSE4Good Index

5th consecutive year



“AT CAMPBELL, WE ARE COMMITTED TO BUILDING A WINNING CULTURE THAT ENHANCES INCLUSIVITY IN THE WORKPLACE BY LISTENING TO, LEARNING FROM AND UNDERSTANDING ONE ANOTHER IN EVERY INTERACTION.”

Mark Clouse
President and CEO, Campbell Soup Company



Human Rights Campaign Corporate Equality Index
100% Score
for the **10th** time



MSCI Index Series
Score of **AA** and included as a constituent of the MSCI Global ESG and SRI Indices



Produce for Better Health Foundation
Fruits & Veggies
More Matters® Role Model
6th consecutive year



The Reputation Institute
Included on America’s Most Reputable Companies list and World’s Most Reputable Companies list



Women’s Forum of New York 2019 Breakfast of Corporate Champions
Recognized for leading the way on gender diversity with at least **30% of board seats held by women**



ISS-oekom
Achieved “Prime” status for strong ESG performance in the Food & Beverages sector

MATERIALITY

Corporate responsibility topics are considered material for us if they influence the judgment and decisions of our external and internal stakeholders, as well as having an impact on them and our business. In FY2019, we conducted a robust assessment with internal and external stakeholders to understand where to focus as our company evolves and identified and prioritized our material corporate responsibility topics through a four-step assessment process.

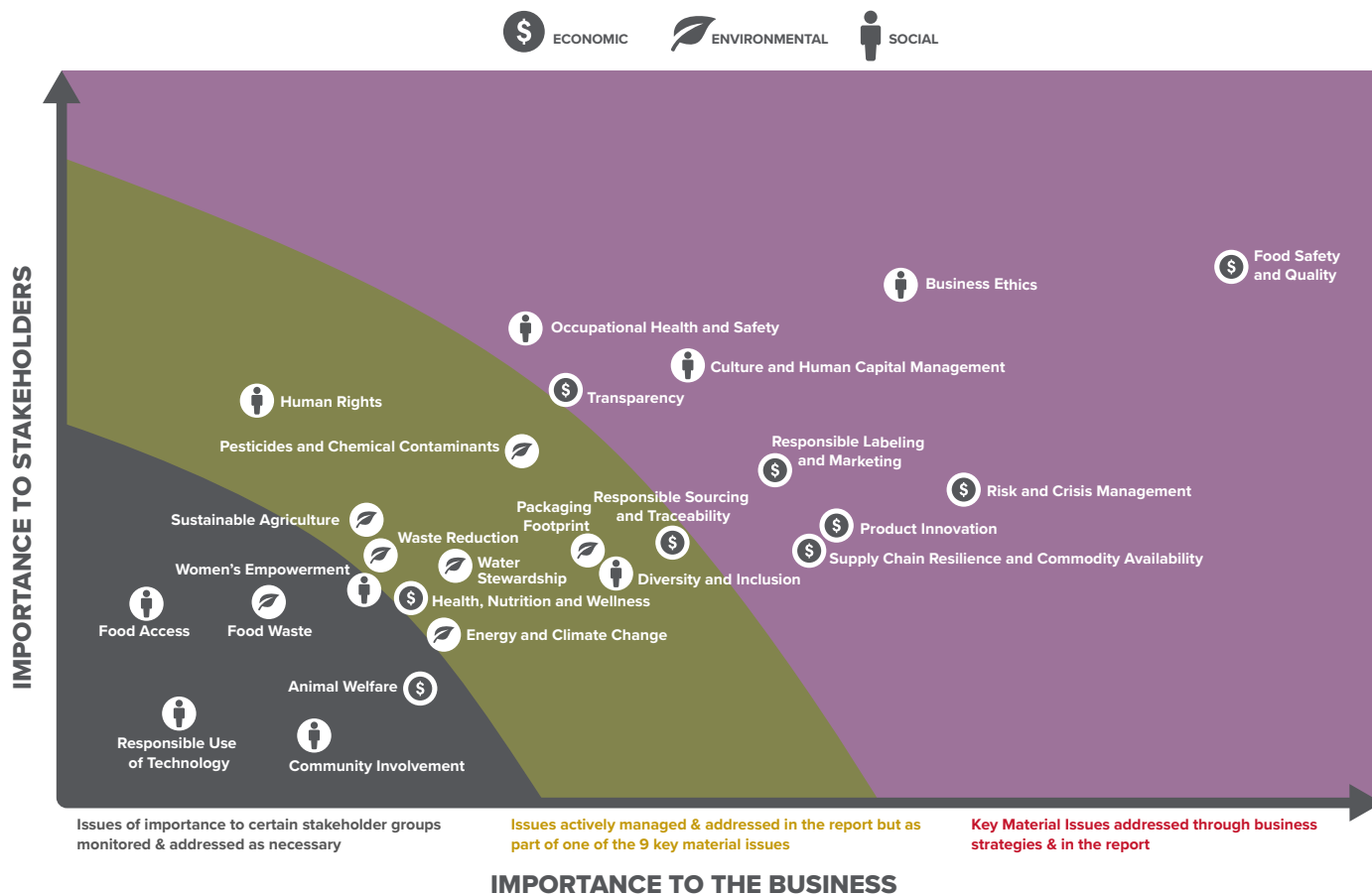
Step 1: Identify Issues – We reviewed the material corporate responsibility topics reported publicly by our peers and assessed issues that are trending in the media and with Campbell’s investors, customers, suppliers and NGO partners. From this research, we added a few new topics to our list, including Risk and Crisis Management, Product Innovation, Supply Chain Resilience and Commodity Availability, Pesticides and Chemical Contaminants, Women’s Empowerment and Responsible Use of Technology.

Step 2: Survey Stakeholders – We surveyed internal and external stakeholders, including employees, suppliers, retail customers, NGOs, trade associations, etc. We also posted the survey on Twitter for consumer feedback, which we received. The survey asked stakeholders to rate the importance of 25 topics in four broad categories: Responsible Business Practices, Societal Impact

and Labor Practices, Product Responsibility and Environmental Responsibility. Stakeholders were also asked, of the 17 United Nations Sustainable Development Goals, where Campbell could have the most impact. The responses reaffirmed our previous alignment with Goals 2, 3, 8, 10, 12 and 13. We received nearly 1,500 responses in total with employees accounting for 88 percent of responses.

Step 3: Survey Leadership – We surveyed Campbell leadership to understand how the 25 topics might impact the business over the next five years. Leaders from across the business were asked to rate our ability to control potential impacts, the likelihood of such impacts and how these might impact our reputation, strategic plan, purpose and/or values.

Step 4: Validate – The results of the assessment were shared with leaders across the business who provide feedback on the topics. These results were validated against the results of the research along with the feedback of our Campbell leaders. The results are shared below and are reevaluated throughout the year, as topics can shift in priority. We did see significant shifts in the rating of select topics compared to our last assessment in FY2016, including the ranking of Transparency along with Health, Nutrition and Wellness, among others.



For material issue definitions, please refer to the Appendix.

STAKEHOLDER ENGAGEMENT

Proactive and consistent engagement with both internal and external stakeholders is critical to effectively executing our corporate responsibility strategy.

- Establishment of processes for meaningful and effective engagement
- Benchmarking for leadership performance within and outside our sector

Our approach to stakeholder engagement includes:

- Identification of issues that are most important to stakeholders

The following table summarizes our engagement with major stakeholder groups:

STAKEHOLDERS	TYPES OF ENGAGEMENT	ISSUES
Advocacy Groups/Non-Governmental Organizations (NGOs)	<ul style="list-style-type: none"> • Organizational Memberships • Direct Engagement • Strategic Issue Partnerships • Professional Conferences • Roundtable Events • Social Media • Website and Corporate Responsibility Report 	<ul style="list-style-type: none"> • Health, Nutrition & Wellness • Nutrition & Labeling Standards • Animal Welfare • Deforestation • Climate Change • Human Rights • Sustainable Agriculture • Packaging
Communities	<ul style="list-style-type: none"> • Direct, On-the-Ground Relationships • Corporate & Employee Giving • Networking Events • Surveys • Signature Partnerships • Regional Priority Plans • Employee Volunteerism 	<ul style="list-style-type: none"> • Critical Local Needs (such as food access and nutrition education) • Disaster Relief • Environmental Initiatives • Health, Nutrition & Wellness • Strategic Partnership Priorities (such as health and well-being)
Consumers	<ul style="list-style-type: none"> • Dedicated 24-Hour Toll-Free Hotline • Consumer Insights • Branded Websites • Campbell's Kitchen Website • Campbell's Nutrition Website • What's in My Food Website • Social Media • Brand PR 	<ul style="list-style-type: none"> • Food Safety & Quality • Transparency • Packaging Information • Health, Nutrition & Wellness • Affordability • Food Waste • GMOs • Environmental Practices
Customers	<ul style="list-style-type: none"> • Dedicated Customer Teams • Customer Meetings and Presentations • Customer Surveys • Customer Letters and Responses to Inquiries • Sales Materials • Industry Trade Groups (such as FMI) 	<ul style="list-style-type: none"> • Product Innovation • Trade Practices • Social Accountability • Environmental Practices • Transparency • Sales Support & Service • Health, Nutrition & Wellness
Employees	<ul style="list-style-type: none"> • Quarterly Employee Forums • Town Hall Meetings • Leadership Teams • Focus Groups • Employee Resource Groups • Workplace by Facebook Site • Email Communications • Surveys • Digital Signage • Anonymous Hotline 	<ul style="list-style-type: none"> • Inclusion & Diversity • Occupational Health & Safety • Recognition • Equitable Compensation & Benefits • Talent Management • Business Trends • Health, Nutrition & Wellness • Real Food • Transparency • Sustainability • Community Engagement

STAKEHOLDER	TYPES OF ENGAGEMENT	ISSUES
Investors	<ul style="list-style-type: none"> • Meetings with Institutional and Socially Responsible Investors • Direct Engagement on Specific Topics of Interest • Ratings/Rankings & Indices • Quarterly Earnings Releases • Annual Report • Annual Shareholder Meetings • Investor Calls and Forums • Conferences • Non-Deal Roadshows (NDRs) 	<ul style="list-style-type: none"> • Business Performance • Governance Practices • Sustainability Strategies • Health & Well-Being Strategies • Ethical Business Practices • Human Rights • Nutrition
Regulators & Policymakers	<ul style="list-style-type: none"> • Campbell Political Action Committee • In-Person Meetings and Plant Tours • Direct Engagement on Issues Important to Campbell • Advocacy • Significant Monitoring and Communication of Regulatory Activities • Industry Trade Associations 	<ul style="list-style-type: none"> • Food Safety & Quality • Product Labeling • Trade Policy Implications • Health, Nutrition & Wellness Policy • Environmental Policy • Sustainable Agriculture
Suppliers	<ul style="list-style-type: none"> • Collaborative Partnerships • Responsible Sourcing Supplier Code • Sourcing Events • Strategic Relationship Management Program • Face-to-Face Meetings • Supplier Diversity Program • Surveys • Assessments & Audits 	<ul style="list-style-type: none"> • Product Safety & Quality • Human Rights • Ethical Sourcing • Sustainable Packaging • Ingredient Traceability • Cost-Savings Opportunities • Supply Chain Risk Mitigation • Sustainable Agriculture



GROWN

OUR APPROACH

Real food has roots. Roots in natural ingredients, delicious taste and sustainable agriculture. Real food has roots in quality and heritage. And our focus on integrating sustainability principles into how we grow our food and nurture our land continues in partnership with farmers across the country.

Campbell's priority ingredients for sustainable agriculture are tomatoes, wheat, potatoes, soy and jalapeños – ingredients important to our brands and our stakeholders. In fact, with the acquisition of Snyder's-Lance and the formation of the Campbell Snacks division, we are now one of the largest purchasers of chipping potatoes in America.

WE BUY **OVER 600 MILLION POUNDS** OF CHIPPING POTATOES EVERY YEAR – MAKING US ONE OF THE LARGEST PURCHASERS OF CHIPPING POTATOES IN AMERICA.

We recognize our impact can be significant. That's why we have been working on projects that conserve natural resources, improve livelihoods on farms and connect farmers with the latest innovations and data analytics. These efforts empower farmers to make better-informed decisions. They also help us be transparent with our customers and consumers on the progress we make and on challenges that are too complex to be solved with short-term solutions. After all, real food must also be rooted in respect for nature – and we continue to learn from nature about how to best nurture it while growing enough food sustainably and responsibly to feed an ever-growing world.

Partnerships are a core component of our approach. In 2019, we partnered with The Sustainability Consortium (TSC) to help launch a task force on Responsible Pest Management. We assisted in recruiting a broader set of members for the task force and helped inform its guidelines and objectives. The task force is up and running and currently working to collect and analyze available data on pest management. The goal: to develop metrics and tools which can be used by farmers and companies to measure and report responsible pest management, and identify opportunities to reduce risk on farms.



GOALS & PROGRESS HIGHLIGHTS



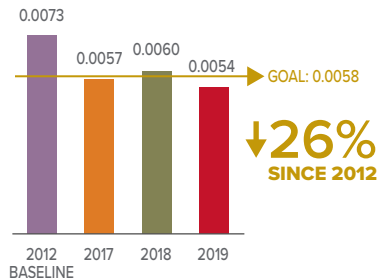
GOAL:

Source 50% (by volume) of each plant-based priority ingredient from suppliers engaged in an approved **sustainable agriculture** program by FY2025

PRIORITY INGREDIENT	% BY VOLUME ENGAGED IN SUSTAINABLE AG PROGRAM
Jalapeños	0%
Potatoes	0%
Soy	0%
Tomatoes	90%
Wheat	8%

GHG EMISSIONS

(tonnes CO₂e/short ton of tomato)¹



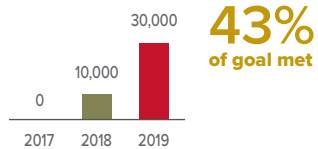
GOAL:

Reduce GHGs per short ton of tomatoes by **20%** by the end of 2020, as compared to 2012

ACRES ENROLLED IN FERTILIZER OPTIMIZATION PLAN

(percent)

→ GOAL: 70,000

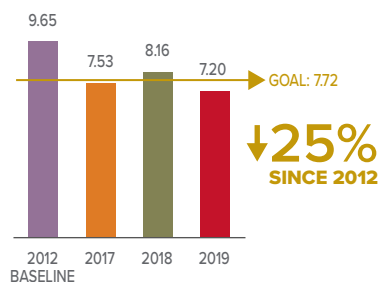


GOAL:

Enroll **70,000 acres** of wheat in a **fertilizer optimization plan** by the end of 2020

WATER USE

(gallons/pound of tomato)

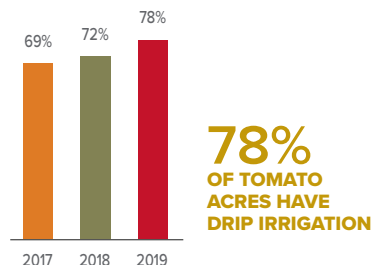


GOAL:

Reduce water use per pound of tomatoes by **20%** by the end of 2020, as compared to 2012

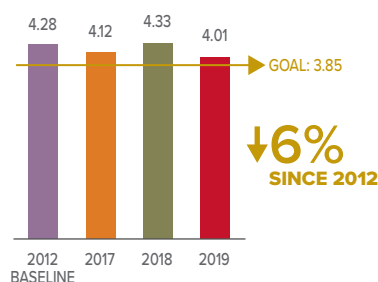
ACRES WITH DRIP IRRIGATION

(percent)



NITROGEN USE

(pounds Nitrogen/short ton of tomato)²



GOAL:

Reduce nitrogen applied per short ton of tomatoes by **10%** by the end of 2020, as compared to 2012

1. In prior reports, these numbers were mislabeled as kg CO₂e/tonne of tomato. They have consistently been measured in metric tons (tonnes) CO₂e/U.S. short ton of tomato and the units have now been labeled appropriately.

2. In prior reports, these numbers were mislabeled as pounds Nitrogen/tonne of tomato. They have consistently been measured in pounds Nitrogen/U.S. short ton of tomato and the units have now been labeled appropriately.



NEW DATA ANALYTICS TOOL HELPS ADVANCE WHEAT FARMERS' SUSTAINABILITY EFFORTS

In 2015, we set a goal to enroll 70,000 acres of wheat in a fertilizer optimization plan by 2020. In 2018, we expanded our commitment by setting a target to sustainably source 50 percent of our wheat by 2025.

To accomplish these goals, we collaborated with Land O'Lakes SUSTAIN™ and the Environmental Defense Fund (EDF) as they developed a data analytics tool called the Truterra™ Insights Engine. This data platform helps farmers advance their environmental stewardship acre-by-acre and see the financial return on their sustainability investments. It also creates a framework for continuous improvement while benchmarking against yield and profitability to ensure specific and scalable on-farm solutions that benefit both natural resources and the farmer.

Additionally, the SUSTAIN™ partnership leverages the nationwide network of Land O'Lakes' agricultural retailers. As trusted advisors to farmers, these retailers are ideally positioned to deploy the Truterra™ Insights Engine, deliver expert advice on each field, and facilitate flows of information between farmers and other partners in the wheat value chain.

In 2017, we launched the first phase of our wheat sustainability program in the Chesapeake Bay watershed area of Maryland and Pennsylvania. Here, SUSTAIN™ began working with local agricultural retailer, The Mill, to advance stewardship efforts with farmers across 10,000 acres of wheat. Activities included direct farmer engagement; conservation trainings for both The Mill and their farmers; and deployment of the Truterra™ Insights Engine to collect an array of data, generate a baseline of results for each field, and identify areas of improvement for each farmer.

From this baseline assessment, we learned that many farmers in Maryland and Pennsylvania have already adopted several growing practices that mitigate nutrient loss and runoff while building healthy soil. Early baseline results included that, among the acres assessed:

- 55 percent have cover crops,
- 89 percent benefit from a nitrogen management plan; and
- 75 percent receive split application of fertilizer.

Once we had an in-depth snapshot of the farmland acre-by-acre, we began working to build on this progress to further enhance farm stewardship, productivity and resiliency. The ultimate goal: to equip wheat farmers with new tools to help protect the air, land and water – and the economic health of their farm – while supporting sustainability across the supply chain.

In 2019, we began collaborating with Heritage Cooperative to launch a similar effort in Ohio, another important wheat sourcing region for Campbell. By the end of FY2019, Heritage had engaged about 20,000 acres of wheat in the SUSTAIN™ program and was moving quickly toward our 2020 target.



WHEN IT COMES TO TOMATOES, WE'RE FAMILY

The most notable strengths of our tomato supply chain relate to our partnership with our tomato farmers. Two key aspects are the proximity of the family-owned farms we work with – many within just five miles of our processing plants – and the close and long-term relationships we enjoy with our tomato farmers, some of them working with us since the 1940s.

WE WORK WITH APPROXIMATELY 50 TOMATO GROWERS TODAY, MOST OF WHOM HAVE BEEN PARTNERS OF CAMPBELL FOR MORE THAN 25 YEARS.

Working closely with these farmers and seed companies each year, we select tomato varieties that have higher initial “tomato solids” content (sugars, minerals, proteins, etc.). This helps to reduce the amount of energy required to evaporate the water out of them to create tomato paste. In the fields, farmers increasingly adopt drip irrigation, which

helps save water, and regularly test soil samples to optimize fertilizer use. For years, we have worked with growers individually to embed sustainability into field management, while using data to inform best practices.

Sustainability doesn't just stop at the edge of the tomato field. It is also embedded throughout our plant operations. Over 90 percent of the tomatoes that go into Campbell products come from our two tomato processing plants in California at Dixon and Stockton. Acquired in 1976, these two plants serve as an important step in our tomatoes' journey as they ultimately make their way into over 60 million households across the United States every year. And there is not a single part of the tomato that is wasted in the process. The tomato ingredients are crafted via Campbell's proprietary methods specifically for use in our high-quality product recipes.

The people at our plants have their own personal stories, rich with appreciation for Campbell, their work and the familial bonds they have established over decades. The average length of employment at our tomato plants is 20 years, but some workers have been working at the plants for over 40 years. Three Dixon, California, plant employees – Rosalio, Eugenia and Sara – have been there since 1975, when the plant opened. Our operations manager started at the plant when he was 18 years old as a mechanic, and one of our top mechanics began his career years ago as a sorter on the line. And it goes on. These are the stories that make us proud – and help us live up to our Real Food Philosophy, one tomato at a time.

Campbell tomatoes are processed within eight hours of being harvested, helping lock in nutrients and ensuring the tomatoes are preserved at peak ripeness.



SUSTAINING OUR PRIORITY INGREDIENTS: BUILDING RELATIONSHIPS, INVESTING IN THE LONG TERM

Our plant-based priority ingredients are tomatoes, wheat, potatoes, soy and jalapeños. Here's a snapshot of how we continued to work toward our sustainable agriculture goals in FY2019:

Tomatoes

Given how critical tomatoes are as the largest ingredient category for our Meals & Beverages division, we continue to prioritize working with farmers on embedding sustainable agricultural practices. In FY2019, drip irrigation adoption increased to cover 78 percent of tomato acres. Because of this, water used to irrigate Campbell tomatoes has been reduced by 25 percent per pound of tomato since 2012. CO₂ emissions from fertilizer use also dropped 26 percent in the same period, helping farmers become more resource efficient while also increasing yields.

Over the years, we have worked with farmers in other ways as well, helping them write grant proposals for state funds to incorporate sustainability efforts that meet the state of California's requirements for GHG reductions from business and agriculture. And, on an individual basis throughout the year, we provide them with know-how and best practices on things such as irrigation scheduling technologies. Finally, we've started working more closely with our brand teams to spotlight our family farmers and partners in the field through ongoing social media engagement, including advertorials, a #TomatoTuesday Twitter series (held during the harvesting season to connect consumers to the origins of their beloved tomato products through sustainability messages), as well as a [YouTube video partnership with Prego Farmers Market](#) featuring one of our family farmers.

Wheat

In 2019 we began to work with Heritage Cooperative in Ohio to launch a SUSTAIN™ partnership with wheat growers in our Ohio sourcing region. The cooperative is owned by farmers and also provides agriculture inputs and farm management advice. We have a goal of enrolling 60,000 acres of wheat into this sustainable management program in Ohio by the end of 2020. And by the end of FY2019, our new partner had already enrolled 20,000 acres and was moving quickly toward achieving the full goal.

Potatoes

In 2018, Campbell greatly increased its sourcing of potatoes with the acquisition of *Kettle Brand*, *Cape Cod*, *Jays* and *Tom's* chip brands. We have been laying the groundwork to launch a 2020 potato sustainability program, by baselining how our farmers have been managing environmental and social issues to identify

A FARMER ONLY GETS 40 CHANCES



Prego Farmers Market partnered with YouTube channel True Food TV for “[How Does it Grow](#),” the story of processing tomatoes. The show features Campbell farmer Dustin Timothy and his now-retired father Ron –

capturing the harvest through their eyes. Dustin is the fifth-generation operator of his family's farm and is familiar with the many complications and complexities of bringing a crop to harvest. His father reflects, “As a farmer you only get maybe 40 to 45 chances, because you got 40 or 45 years in your career. You can't make too many mistakes.” Building on Ron's experience and technological advancements, Dustin employs a whole suite of tools to maintain his farm's health, including crop rotation between tomatoes and sunflowers, and drip irrigation for water savings. In 2019, he was able to reduce water use by 30 percent per acre – as the next season approaches, the work continues.

opportunities for improvement. Kettle Brand's longstanding commitment to sustainability and its tradition of transparently telling farmer stories already gives us a fantastic foundation to build on!

Soy

Soybeans are legumes that use little fertilizer, while adding organic matter to the soil, making it a good crop for rotating with grains and other row crops. We source all of our soy domestically in the United States and in 2019, began building relationships with the soybean industry to learn about sustainability efforts in our supply chain. The United Soybean Board invited our then Manager of Sustainable Agriculture to be featured in a [video on soybean sustainability efforts](#) which furthered these relationships.

Jalapeños

In 2019, we initiated Sustainability and Responsible Sourcing self-assessments with some of the suppliers of the jalapeños used in our *Pace* salsas. We anticipate using the baseline data for expanded assessments in FY2020.



CELEBRATING 12 YEARS OF RESEARCH WITH UC DAVIS

In 2007, we established the Campbell Soup Company Fund for Research in Sustainable Agriculture in Vegetables at the University of California, Davis (UC Davis) College of Agricultural and Environmental Sciences to support education and public outreach about sustainable agriculture and research. The endowment has helped fund over a decade of critical research in natural pest management, soil health, crop rotation, cover crops, nitrogen uptake, and water and drought management. The research has helped uncover new sustainable practices and opportunities for us, including work in 2011 on the reduction of CO₂ emissions through drip irrigation, which has been a cornerstone of our tomato sustainability program. And in 2017, UC Davis students worked in the field and labs to better understand the long-term impact on soil health from improved farm management practices over a 20-year period.



SOURCED



OUR APPROACH

One of the key principles of our Real Food Philosophy is that **Transparency Builds Trust** – and as we celebrated our 150th year in 2019, this holds true today more than ever. Our consumers expect us to do what’s right and be transparent with them – from the farm to their kitchen counter.

Whether that’s growing our food sustainably, sourcing our key ingredients responsibly or reducing our overall impact on the environment. In 2019, we took the opportunity to review our 15 key ingredients – 14 food ingredients and paper packaging – and began creating a plan to ultimately ensure that everything we source is done so responsibly. The way to get there will require diverse solutions, partnerships and focus – and we are committed to working closely with suppliers, farmers and others on making that happen. We’ve already engaged more than 250 suppliers from all of our 15 priority categories, including our top six paper packaging suppliers, to gain transparency into where our raw materials come from.

In 2019, Campbell became a member of Sedex (Supplier Ethical Data Exchange), bolstering the company’s commitment to responsible sourcing and transparency. Sedex enables Campbell to better understand how our suppliers conduct business and hold them accountable to environmental, labor, health and safety, and business ethics standards. Supplier auditing will begin in 2020.



Similarly, our approach to packaging is based on research, consumer trends and where we can have the greatest impact. Operating as a responsible business requires that we focus our efforts on what will ultimately change consumer behavior, not piecemeal short-term solutions. This has led us to set three key priorities for packaging sustainability:

- Reducing the amount of packaging sent to landfill;
- Increasing the use of post-consumer recycled materials in our packages; and
- Increasing recycling rates through education and infrastructure.

Together, these multipronged solutions will allow us to more systemically eliminate the environmental impact of our packaging for the long term and ensure we are working toward building a clean, sustainable future.

GOALS & PROGRESS HIGHLIGHTS



83%
(volume weighted average)

GOAL:
By FY2025, responsibly source **100%** of priority raw materials.¹

100%
NAE chicken

GOAL:
Source **100% “No Antibiotics Ever”** (NAE) chicken for diced and canned chicken products by the end of 2017

89%
(volume weighted average)

GOAL:
By FY2025, **100%** of priority raw materials are **traceable to country of origin.**²

18%
gestation crate-free pork

GOAL:
Source **100% gestation crate-free pork** by the end of 2022

11%
cage-free eggs

GOAL:
Source **100% cage-free eggs** by the end of 2025

100%
Campbell legacy brands <1% Snyder’s-Lance brands

GOAL:
Purchase **100% Roundtable on Sustainable Palm Oil (RSPO) certified palm oil** by the end of FY2021

PRIORITY RAW MATERIAL	RESPONSIBLY SOURCED	TRACEABLE TO COUNTRY OF ORIGIN
Beef	86%	88%
Chicken	55%	72%
Chocolate	0%	78%
Dairy	41%	45%
Eggs	99%	100%
Jalapeños	28%	83%
Palm Oil	20%	90%
Pork	40%	43%
Potatoes	86%	88%
Tomatoes	92%	98%
Seafood	99%	100%
Soy	94%	95%
Sweeteners	9%	9%
Wheat	92%	92%
Paper Packaging	Establishing baseline	Establishing baseline

1. Responsibly sourced means the supplier has:
 • Acknowledged compliance to and signed Campbell’s Responsible Sourcing Code.
 • Disclosed country of origin and has undergone a SMETA audit if the country of origin is high risk according to the World Bank and/or the supplier is deemed high risk.
 (High risk may be defined as supplier facing negative public attention, a third-party investigation and/or Campbell organizational focus.)

2. Country of origin means the country of the farm and/or plantation the raw material came from.

REFRESHING WHAT RESPONSIBLE SOURCING CAN DELIVER

Following our acquisitions of Snyder's-Lance and Pacific Foods, we spent much of 2019 reorganizing how we approach and implement our responsible sourcing function. This included evaluating and mapping our key ingredients, revisiting our commitments to make sure they continue to reflect our product portfolio and consumer expectations, building a foundation of data to help identify hot spots and opportunities for remediation, and engaging with key suppliers to conduct due diligence and ensure compliance with our responsible sourcing code.

One key result of the work was the further integration of responsible sourcing into the procurement function. Now, every new ingredient review includes a member of the responsible sourcing team to ensure additional social and environmental oversight and that, right from the start, every approved ingredient is being traced through an ingredient



database all the way to its country of origin. This will ensure we are building consistent and systematic traceability beyond country of manufacturing.

ENSURING THE HUMANE TREATMENT OF ANIMALS

Campbell uses animal-derived ingredients in products ranging from soup and broth to cookies and crackers. We remain dedicated to and continue to partner with our suppliers to advance the humane treatment of animals, including a commitment to transition exclusively to cage-free eggs in our supply chain by 2025. Currently, our *Pepperidge Farm Farmhouse* cookies and *Chunk* cookies are baked only with cage-free eggs.

Through a whole-bird model, which allows us full transparency into the life cycle of the chicken, we ensure that all the chicken meat we use is raised with No Antibiotics Ever (NAE). In addition, we have aligned with peers in our industry to move toward higher broiler chicken welfare standards by 2024, which would include:

- Providing more space for chickens by reducing stocking density to a maximum of six pounds per square foot
- Offering improved environments including litter, lighting and enrichment
- Processing chickens in a manner that avoids pre-stun handling and instead uses multistep, controlled atmospheric stunning
- Transitioning to breeds of birds approved by Royal Society for the Prevention of Cruelty to Animals (RSPCA) or the Global Animal Partnership (GAP) and, which are scientifically recognized as having higher welfare outcomes (deadline: 2026)
- Using third-party auditing to ensure compliance

With the acquisition of Pacific Foods, 13 percent of our chicken supply is certified GAP 2 by the Global Animal Partnership, which includes three of the five criteria for higher broiler chicken welfare.

In 2012, we committed to eliminating gestation crates from our pork supply chain and have been making steady progress. Over the past year, we learned that while pigs are spending less time in gestation crates, the crates were still used at certain times. We've worked with our suppliers and the University of Pennsylvania to better understand housing systems for pigs and their social behaviors. As a result, we are using the Ohio Livestock Care Standards to define our commitment. While we remain committed to ultimately eliminating the use of gestation crates and are partnering with suppliers to limit the amount of time spent by pigs in crates, there may be occasions when keeping pigs out of group housing may be beneficial for the well-being of all pigs by reducing unwanted aggression.





REESTABLISHING THE SCOPE OF CERTIFICATIONS



We also spent time in FY2019 to refresh how we approach supplier diversity and what it should and could include, as well as reestablishing how these certifications are tracked and updated. Based on what we heard from our suppliers and farmers, we are working to make the definition of “diverse supplier” in 2020 more inclusive, expanding the types of certifications we accept and recognizing small business. This allows more of our suppliers to be recognized as diverse, without having to worry about the costliness of certain certifications. This would especially benefit our diverse farmers who may be able to get a different type of accreditation/certification from their local municipalities at a much lower cost.

OUR RSPO JOURNEY

When we acquired the Snyder’s-Lance portfolio in 2019, we worked hard to map the brands that joined the Campbell family against our existing 100 percent certified RSPO palm oil commitment. We are excited to be integrating these brands into our commitment and are on target to achieve 100 percent certification by the end of FY2021. Transparency and collaboration will remain key priorities for us as we continue to formalize our commitments and work across the areas of animal welfare, human rights, climate change and unsustainable resource consumption.





V8 V-FUSION AND BLENDS BOTTLES, NOW FULLY RECYCLABLE

Working in close partnership, our packaging and operations teams made a seemingly simple change to our V8 labels in 2019 to make the containers easier to recycle. While the V8 bottles have always been easily recyclable, the shrink sleeve labels around them were not. This is a common challenge because rigid plastics, like bottles, are easier to recycle than flexible plastics, like labels.

This becomes even more challenging when a shrink sleeve label covers the full bottle. Current recycling technology cannot always sort bottles that use full-coverage shrink sleeve labels. This meant that prior to this label change, consumers needed to remove the outer label before they put the plastic bottle in their recycling bins.

To overcome this challenge, we changed our labels on V8 V-Fusion and V8 Blends multiserve bottles, from shrink sleeve labels to wrap labels that cover only part of the bottle. Recycling technology can now easily sort the bottles and remove the wrap label in the municipal recycling process. Now our consumers no longer need to remove the labels before placing V8 bottles into their recycling bins. The result: tens of millions of bottles can now be fully recycled with ease. The newly designed packaging hit store shelves in July 2019 and showcases how we continue to make our packaging more sustainable.



LOVING THE CAN SINCE 1869



While we continuously strive to improve our packaging, our soups have used steel cans for more than a century. Campbell has trusted the can to protect and preserve our food for millions of families. This infinitely recyclable packaging is part of our heritage and plays

an important role in our portfolio today. Steel cans are the most recycled packaging material in the United States, with a recycling rate of over 70 percent. That means that the steel used in cans produced by Campbell 100 years ago could very well make up our cans today!

KETTLE BRAND'S NATURAL PROMISE EXTENDS TO ITS BAG

One of our newly acquired brands is Kettle Brand. Sustainability has been a part of Kettle Brand's Natural Promise for decades. When you open a bag of *Kettle Brand* chips, you expect real ingredients made by real people, sustainably. The brand team applied that same principle to the snack's environmental footprint in 2019 when they redesigned the bag, resulting in a 43 percent reduction in plastic. What's more, the associated GHG emissions from packaging are down by half and will help keep 2 million pounds of plastic from going to the landfill each year.

The efforts have paid off in another big way: the previous bag design was historically difficult to open without using scissors. Now with less packaging, the bag is easy to open without sacrificing quality.



INSPIRING BETTER RECYCLING WITH HOW2RECYCLE



Packaging is a critical piece of our environmental footprint – and one we have made a priority to reduce. What makes it complicated is that often the impact is directly reliant on consumers' product use and disposal. In order to make more and more of our packaging from recycled content, we need to advance two parallel efforts: keep packaging out of landfills as much as possible and ensure that there is a steady stream of clean recycled

material. In 2008, the Sustainable Packaging Coalition (SPC) launched a project to look into how consumers engage with on-pack labeling and whether there could be a standardized way of helping make recycling easy and guess-free. The result was the first consumer-facing How2Recycle label, launched publicly in 2012.

Three years later, the results are in – and responses indicate that the label inspires better behavior and cleaner recycling streams, also affirmed by our Plum Organics brand team, an early adopter of the label in 2017. So, in 2019, we expanded How2Recycle labels to six additional brands:

- Campbell's
- Prego
- SpaghettiOs
- Swanson
- V8
- Well Yes!
- Goldfish

For 2020, we are reviewing all pack formats across Meals & Beverages and Snacks for additional opportunities to implement the label. Many of these will require label redesign, resizing and/or other adjustments to make the label work, but we are optimistic and look forward to rolling them out soon.

WE ARE PROUD PARTNERS OF:



Association of Plastic Recyclers (APR)



One Step Closer to an Organic and Sustainable Community (OSC2)



How2Recycle



Sustainable Packaging Coalition (SPC)



Materials Recovery for the Future (MRFF)



TerraCycle (for our Late July brand)



PRODUCED

OUR APPROACH

Real food is rooted in care – care for our natural resources, for quality and safety, and for our planet. As the world’s population rises, so does the urgency of continuing to produce enough food to feed everyone amid a changing climate.

In FY2019, we focused on learning how our new brands approach sustainability, reexamining our commitments and roadmaps, and developing a comprehensive approach to continue making progress against our goals. We have much to be proud of and on which to build. Our operational sustainability program started in earnest in 2010 when we set our first series of commitments to reduce water and energy usage, as well as improve our recycle rates.

In FY2017, we set new environmental commitments to reflect who we were at that time. Now looking forward, our newly acquired brands will reshape Campbell’s sustainability program once again. In 2019, we integrated our acquired businesses into our data systems and goals and removed our divested businesses. We have reset our FY2017 baseline for our public commitments to reflect these changes and continue to strive to manage our impacts on the environment.

WITH OUR NEW FAMILY OF BRANDS, WE HAVE INCREASED OUR ON-SITE RENEWABLE IMPACT TO A TOTAL OF FIVE SOLAR INSTALLATIONS AND TWO FUEL CELLS.

And with our new family of brands, we have increased our on-site renewable impact to a total of five solar installations and two fuel cells that generate renewable electricity for Campbell, contributing to our renewable energy commitment.

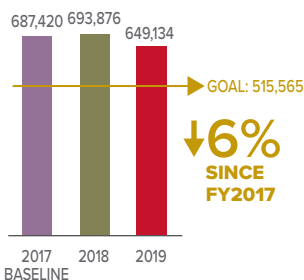


We completed a water risk assessment in FY2019 to better understand our regional water risks, continued to improve energy efficiency at our plants, made progress against our food waste and waste-to-landfill goals, and consolidated our Global Food Safety Initiative (GFSI) certification under NSF International, known for their rigorous food safety standards. Producing our food with care is of utmost importance to us – whether it’s the energy or water used to make it or our approach to eliminating waste from our system – and one that we will continue to prioritize.

GOALS & PROGRESS HIGHLIGHTS



GREENHOUSE GAS EMISSIONS (tonnes CO₂e)



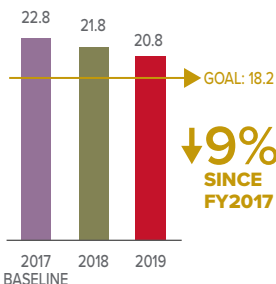
GOAL:
Reduce Scope 1 and 2 Greenhouse Gas (GHG) emissions by **25%** on an absolute basis by FY2025, as compared to FY2017

RENEWABLE ELECTRICITY USE

10%
renewable electricity

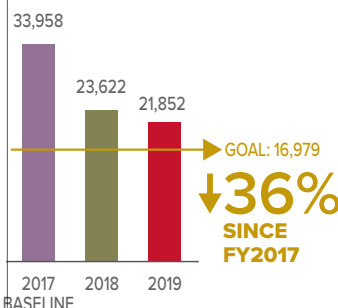
GOAL:
Source **40%** of our electricity from **renewable or alternative energy sources** by FY2020

WATER USE (cubic meters, in millions)



GOAL:
Reduce water use by **20%** on an absolute basis by FY2025, as compared to FY2017

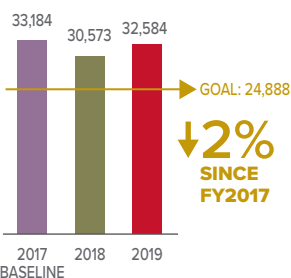
FOOD WASTE GENERATED¹ (tonnes)



GOAL:
Cut food waste in half by FY2030, as compared to FY2017

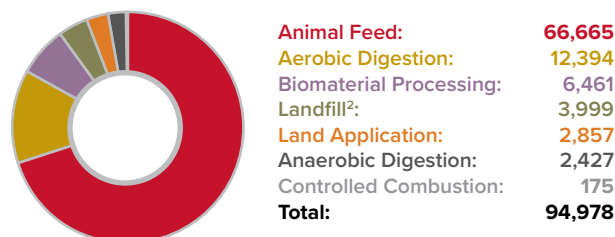
¹ Campbell defines its food waste commitment in accordance with SDG 12. As such, we exclude animal feed and biomaterial processing.

WASTE TO LANDFILL (tonnes)



GOAL:
Reduce the amount of waste sent to landfills by **25%** on an absolute basis by FY2025, as compared to FY2017

FOOD WASTE BY DESTINATION (FY2019 tonnes)



² Food waste to landfill only represents a portion of Campbell's portfolio. It does not include Snyder's-Lance because of a lack of sufficient data. We will work to include this data in our next report.

KETTLE BRAND CHIPS, POWERED BY NATURE

For Kettle Brand, sustainability comes first – and supporting renewable energy was a natural choice back in 2003 when 600 solar panels were installed on the roof of the Salem, Oregon, plant – then the largest solar array of its kind in the Pacific Northwest. The panels generate 120,000 kWh per year, enough electricity to produce 272,000 bags of chips and avoid 85 tonnes of CO₂ emissions annually.

Additionally, the Salem, Oregon, site offsets 100 percent of its electricity use by purchasing wind credits, eliminating 14,850 tonnes of CO₂ emissions annually as a result. That's equal to taking 3,153 cars off the road every year.



ASSESSING OUR WATER STEWARDSHIP AND RISKS

In FY2019, we conducted a comprehensive water risk assessment encompassing all of our plants. In partnership with a third-party firm, we looked at water from three risk categories:

- Local basin-level water risk
- Assessment of future water risk
- Financial or strategic water risk impacts on the business

NONE OF CAMPBELL'S FACILITIES ARE CURRENTLY AT HIGH RISK FOR WATER QUALITY AND/OR QUANTITY IMPACTS.

The assessment included benchmarking against peers, evaluating facility-level water risk using a variety of screening-level tools, analyzing a preliminary set of most-at-risk facilities with additional data, including value at risk, as well as on-site interviews to validate and refine model

findings and document best practices. The process and results were then reviewed with internal stakeholders.

Ultimately, after applying multiple risk models and conducting plant interviews, it was determined that none of Campbell's facilities are currently at high risk for water quality and/or quantity impacts. The assessment found that our programs and management approaches were leading or near leading among our peers and sector leaders. It also highlighted an opportunity to better connect our stewardship with setting risk-informed goals and incorporating water as a material risk into our governance. In FY2020, we plan to incorporate the key findings of the assessment into an action plan.

High on our list will be replicating the risk assessment process every year, establishing a stakeholder group of cross-functional leaders, reporting back findings and beginning to assess supply chain risks. Additionally, we completed third-party assurance of our water data for the very first time.



STRENGTHENING FOOD SAFETY THROUGH SUPPLY CHAIN ENGAGEMENT

Making real food is the foundation of our purpose. Real food is prepared with care, and providing safe, high-quality food is a key part of the culture at Campbell and essential to maintaining trust with our customers and consumers.

We continue to improve the consumer experience. Over the last five years, overall consumer complaints have been reduced by 16.4 percent, driven by our cross-functional focus on continuous improvement, food safety and consumer satisfaction. In FY2019, we also reorganized our Customer Care team under the Quality team to bring the two functions closer together and improve collaboration and data analysis. This change increased our focus on consumer engagement across all channels, including social media, chat, web inquiries and phone calls. As part of the same team, it will be easier to share information, increase visibility and examine root causes to improve our ability to respond to consumer concerns.

In our operations, we continue to focus on integration, standardization and continuous improvement. Our internal subject matter experts in sanitation, process safety, microbiology, toxicology and chemistry are constantly working to improve our programs. In FY2019, we continued to integrate our new acquisitions into our food safety and quality standards and processes. To further elevate our food safety performance, we consolidated our Global Food Safety Initiative (GFSI) certification for all internal manufacturing facilities under NSF International, which is known for its rigorous standards. This move further raises the bar on our commitment to food safety and quality compliance.

We also rely heavily on our ingredient and packaging suppliers to fulfill our commitment to food safety and quality, as well as to deliver on the promise of our purpose, *Real food that matters*



for life's moments. To accomplish this, it is important that our suppliers share our same objective: to ensure consistently safe, quality products that meet or exceed our customer and consumer expectations. In order to ensure our suppliers are meeting these expectations, we have a robust supplier auditing program and, in FY2019, increased the number of audits conducted by nearly 6 percent over FY2018.

Campbell's supplier requirements have been developed from internal and external food safety and quality standards, regulatory requirements, benchmarking with other food company programs, reviews of supplier performance, and critical issues for the food industry. Taking steps to support these programs ultimately helps prevent product recalls and consumer complaints, as well as driving continuous improvement throughout the supply chain for us and our suppliers.

ENGAGED EMPLOYEES DRIVE WATER SAVINGS IN NAPOLEON, OHIO

Small improvements can add up if done right. For our Napoleon, Ohio, plant, which makes *Campbell's* soups, *V8* beverages and *Prego* sauces, several small initiatives identified by the team led to a 13 percent reduction in water use in FY2019, compared to a baseline of FY2017. The annual savings: \$158,000. The team's efforts included:

- Identifying and systematically optimizing all water lines going to the cookers

- Closing an automatic valve in the chiller room, which was not sealed properly and was allowing water to pass through
- Using tracers to identify problems, allowing for quicker and better identification of leaks and other issues

A combination of system improvements, behavior change and engaged employees play a key role in achieving these savings at Napoleon and other plants.

SMART INNOVATIONS LEAD TO SAVINGS ACROSS CAMPBELL FACILITIES



MAXTON, NORTH CAROLINA
Heat Recovery Process



annual savings of
\$350,000



**MAXTON, NORTH CAROLINA
AND NAPOLEON, OHIO**
LED Lighting Update



reduced GHG Emissions by
7,500 tonnes
with annual savings of
\$950,000



**CHARLOTTE,
NORTH CAROLINA**

Combustion Fan Updates
at Lance Cracker Facility



annual savings of
\$250,000

Maxton, North Carolina and Napoleon, Ohio

Our Maxton plant team focused on reducing their energy use by innovating on how they could use waste heat produced during food processing instead of expelling it into the air through cooling towers. The team introduced a heat recovery process to capture the heat and return it to the boiler house for reuse. The heat is now captured at the front end and used in the plant's hot water system, resulting in annual savings of \$350,000. We also cut our lighting electricity use in half by converting both the Maxton, North Carolina, and Napoleon, Ohio, plants to LED lighting. This update will reduce GHG emissions by 7,500 tonnes and save us \$950,000 annually.

Charlotte, North Carolina

Innovation can come in the smallest of ways – and when the energy management program is owned and led by employees, it can have tremendous results. For instance, an employee in our *Lance* crackers facility in Charlotte noticed that uncovered belts were running, even when the cracker product wasn't. The problem was quickly fixed, extending the life of the belts and reducing the costs and energy needed to run the belts. Similarly, upgrading the combustion fan on one of our saltine cracker ovens led to unexpected savings. An old combustion fan was requiring the team to run heavier crackers to prevent breakage. The new combustion fan allows better control of heat during the baking process and helps prevent breakage, thereby allowing for a lighter-weight cracker. The result: a reduction in the amount of dough needed to make the crackers, a lighter cracker and \$250,000 in annual savings.

Stockton, California

We continued to focus on water efficiency at our tomato processing plant in Stockton, California. The tomatoes processed here are used to make *V8* beverages, *Campbell's* soups, *Pace* salsas, and *Prego* sauces. In FY2019, we accomplished significant water savings, reducing consumption by 29 percent through several innovative methods, including:

- Recycling the water evaporated out of the tomatoes when we make paste to offset freshwater use in cleaning various equipment in the plant;
- Using recirculated water instead of fresh water, to move tomatoes throughout the plant; and
- Raising general awareness and daily feedback to and from employees on how to limit wasteful uses of water.

Pepperidge Farm Bakeries

We completed converting all remaining heating and cooling systems across our Pepperidge Farm facilities from R22 to natural refrigerants ahead of the Environmental Protection Agency's (EPA) 2020 deadline. R22 has been declared an ozone-depleting substance in the Montreal Protocol, and the switch to ammonia and CO₂, which are natural refrigerants, will result in reduced energy consumption and GHG emissions.

The Charlotte, North Carolina, plant completed an LED retrofit in 2019, converting 150 T8 light fixtures and 98 percent of its parking lot lights to LEDs. The project cost just over \$7,000 to implement and is expected to return annual energy cost savings of \$43,500.



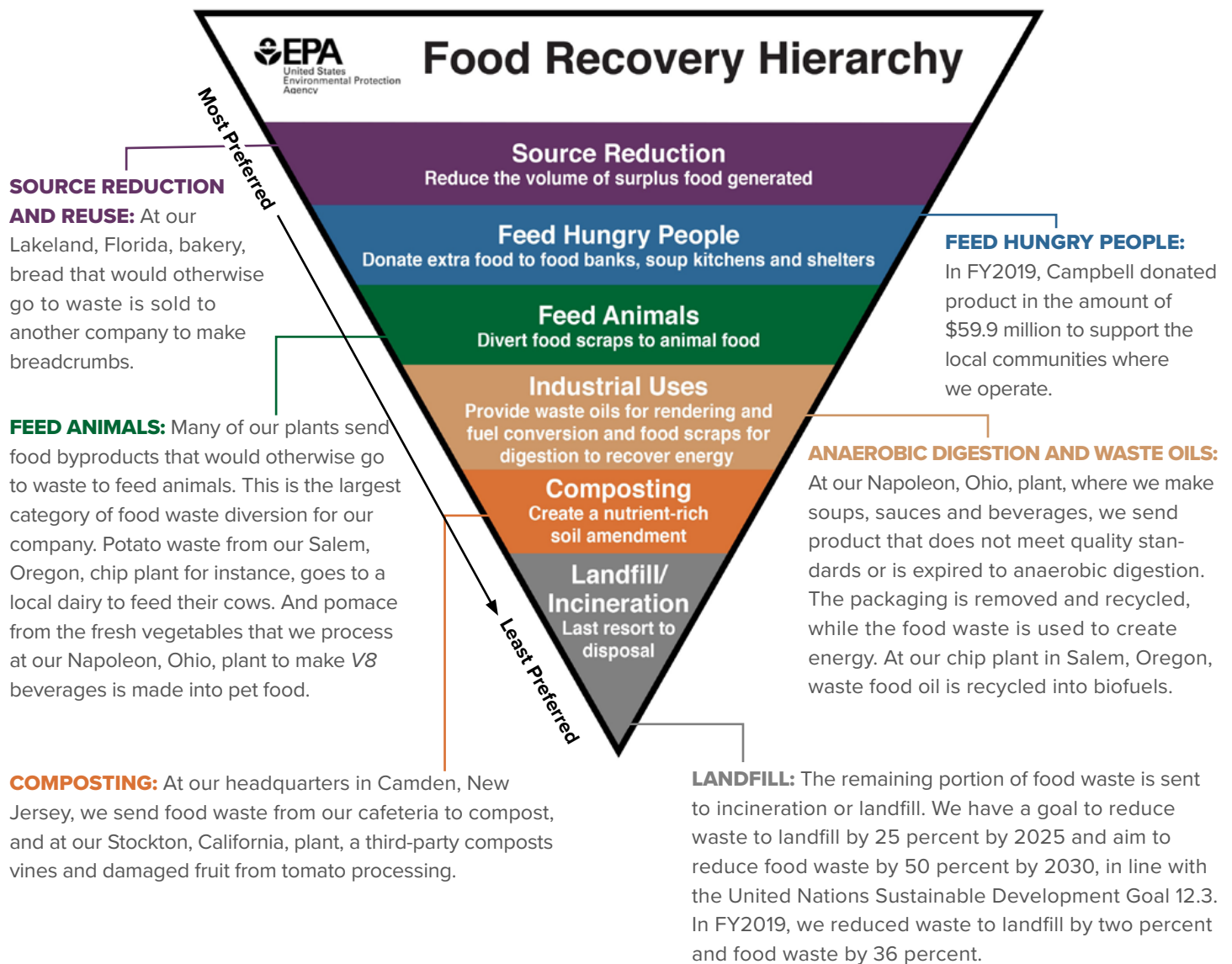
TACKLING FOOD WASTE IN OUR OPERATIONS



OUR GOAL:

TO REDUCE WASTE TO LANDFILL BY **25 PERCENT** BY 2025 AND REDUCE FOOD WASTE BY **50 PERCENT** BY 2030, IN LINE WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOAL 12.3.

The United States generates roughly 60 million tons of food waste annually, and nearly 40 million tons of that goes to landfill. About 25 to 40 percent of the food that is grown, processed and transported in the United States will never be consumed, making eliminating food waste a core priority for us. Here's how we're doing it:





SHARED

EMPLOYEES

OUR APPROACH

At Campbell, our purpose extends to how we maintain a culture of transparency, integrity, innovation and care. Our people are our most important resources and join the Campbell team because they see their values reciprocated and respected. Our rich legacy is a keen attraction for talent and one that we take immense pride in celebrating and encouraging.

As we've welcomed new brands into our family over the last few years, we've also spent time reevaluating our approach to employee engagement, inclusion and diversity, training and development, and continuous improvement.

Our new CEO Mark Clouse signed the CEO Action for Diversity & Inclusion and is committed to enabling more inclusive workplaces. In the last year, we began embedding inclusion and diversity professionals within our operating divisions – Snacks and Meals & Beverages – to ensure more focused objectives, programming and engagement. We are in the process of evaluating our recruitment process for areas where we can change the minimum requirements for positions, which will encourage more diverse candidates to apply. We also adjusted the types of questions we ask in interviews to make sure we are bringing people in who reflect our values.

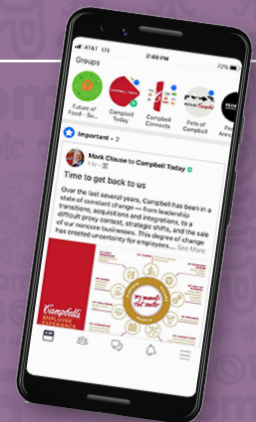
Our Human Resources team launched three new training and development programs this past year to support our efforts to build a winning team and culture: *perform to WIN*, *manage to WIN* and *include to WIN* to equip current employees with the tools they need to thrive at Campbell. And we remained focused on employee safety with training and development across our facilities, achieving a 14 percent decrease in incident rates as a result in FY2019.

We continued to advance our digital efforts, recognizing our employees' preference for digital communications. Workplace by Facebook, which was launched in 2017, continues to grow in popularity, supported by employee-led resource groups, work chats, polls, events and shared photos. These not only have led to more engaged employees across our network, but also to a renewed sense of togetherness and pride.

Finally, we conducted a number of celebrations across our facilities to engage our employees in the celebration of our 150th anniversary. [Take a look at some of the fun we had at these events that honored our heritage and recognized our employees who have been instrumental in our legacy!](#)

**WORKPLACE BY
FACEBOOK @ CAMPBELL**
IN 2019, CAMPBELL EMPLOYEES
GENERATED:

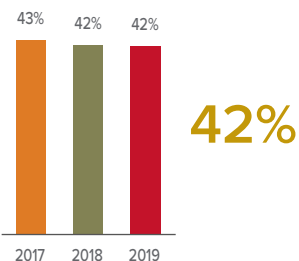
- **73,971 COMMENTS THROUGH
41,414 INDIVIDUAL POSTS**
- **72 POLLS**
- **178 EVENTS**
- **12,187 WORK CHATS**



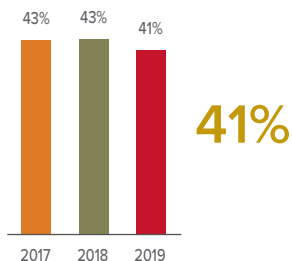
GOALS & PROGRESS HIGHLIGHTS



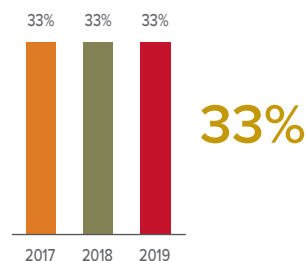
WOMEN IN GLOBAL WORKFORCE
(percent)



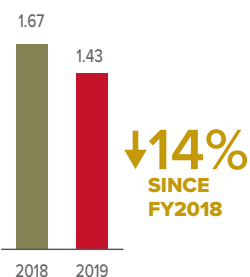
WOMEN IN MANAGEMENT
(percent)



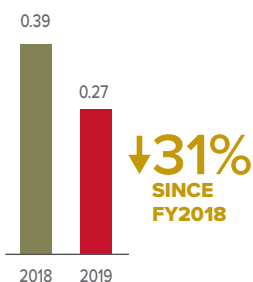
WOMEN ON BOARD OF DIRECTORS
(percent)



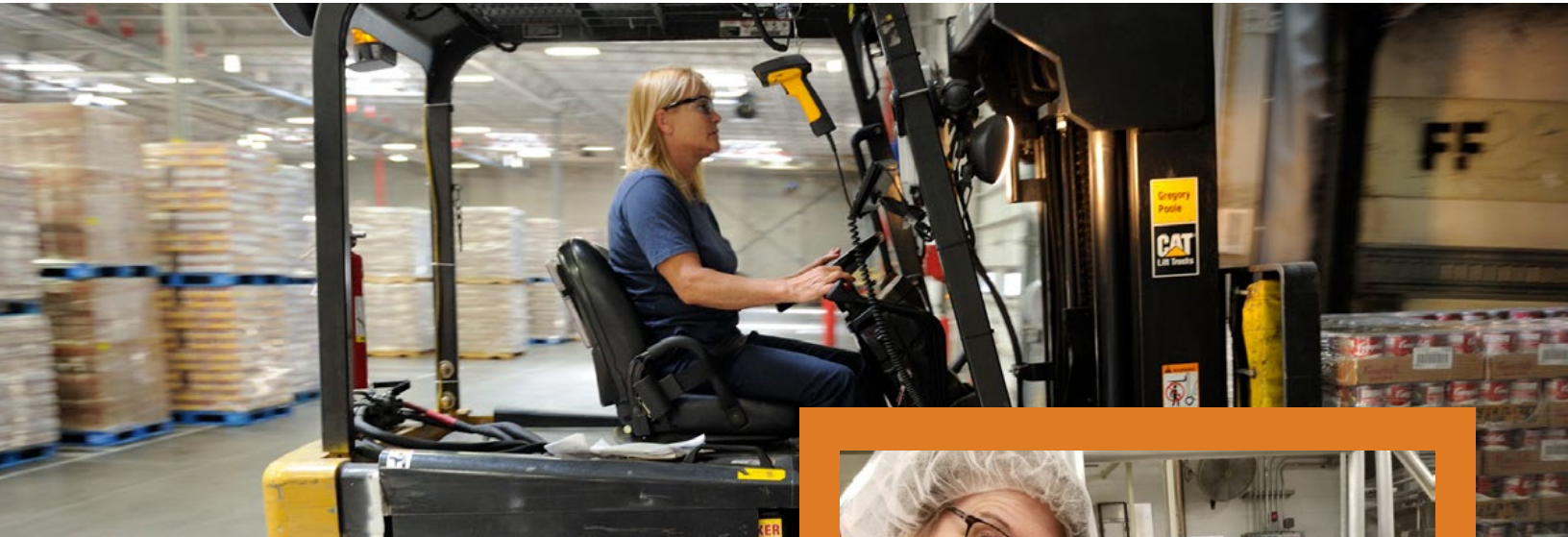
TOTAL REPORTABLE INCIDENT RATE (TRIR)
(per 200,000 hours)



LOST TIME INCIDENT RATE (LTIR)
(per 200,000 hours)



GOAL: Achieve **3% decrease** in reportable and lost time incidents per year with long-term goal of 0 incidents



A NEW PATH FORWARD FOR SAFETY

“Safety first.” It’s a common refrain, and for good reason. Safety at our facilities is paramount and is a foundational expectation of doing business. We’re continually looking for ways to reduce incidents, and over the past year, elevated our safety focus even further. Knowing that times of change can sometimes bring increased injury rates, we’re taking the opportunity to create standardized, proactive processes across Campbell that will help everyone stay safe every day.

We partnered with CorpU, a provider of learning and development programs, to roll out our new standards to approximately 500 facility employees, including emerging leaders, middle-level managers, and senior leaders. The program includes the following elements:

- New Leadership and Associate Expectations – We’re setting new expectations for leaders to have daily conversations with their teams about safety. A set of critical safety rules can be used to focus these conversations.
- Change Management – We can’t make change without alignment. As we adopt new standards, we’re partnering with other business units and corporate functions to ensure all parties are aligned from safety, quality and environmental perspectives.
- Risk Management – Supported by senior leadership, we’re putting more guidance around how we manage risk. We’ll deliver this guidance to facility leaders through a combination of trainings and virtual touchpoints.
- Safety Observations and Behavior – Our goal is to transform our safety culture to one where peers look out for one another and safe behaviors become second nature. At the beginning of each meeting at our facilities, team members share any safety items that need to be addressed, and these are added to a short-term action board. Leaders follow up on short-term actions until all are completed.



RAISING SAFETY TAGS

Our Campbell Snacks facility in Richmond, Utah, came up with a “safety tag” system to draw attention to potential safety risks. When an employee sees an issue that needs to be addressed, they grab a safety tag, write down the problem and hang it up for all to see. They also give a copy of the report to their supervisors. The tags remain out in the plant until they are addressed, serving as a visual reminder of actions that need to be taken to keep everyone safe.

- Accident Investigation and Root Cause Analysis – While we continue to strive for zero incidents, we use any incidents that do occur as opportunities to learn and improve. We’ve improved our data management so that we can better see patterns and respond quickly when incidents arise.

As a result of these changes, Campbell achieved a 14 percent reduction in our Total Reportable Incident Rate and a 31 percent reduction in our Lost Time Incident Rate. Our Lakeland, Florida, facility went 365 days without a reportable incident.



BUILDING THE SKILLS WE NEED TO WIN

As we transform our company, it's more important than ever for us to help employees grow their skills and chart their career paths at Campbell. Our Talent Management team's vision is to create real talent with the right capabilities to ignite our company's growth. We're doing this with several new programs designed for employees at varying levels of the company. These include:

perform to WIN

perform to WIN uses an objective and key result (OKR) model through which employees set clear objectives aligned to our companies' strategic priorities for the year. It's designed to drive greater focus and alignment, improve our operating discipline, and increase accountability. In 2019, 98 percent of salaried employees logged their FY2020 OKRs in Campbell's tracking system. In addition, three times per year, employees and managers meet for a check-in to help them see where they are succeeding and where they have room to improve, and at the end of the year, employees are recognized and rewarded for performance. We also launched an e-learning module, titled "Home Truths," which provided guidance on how to navigate these manager check-ins, and more than 900 employees registered.

manage to WIN

Managers need support to continually build their capabilities, too. *manage* to WIN is a program providing development opportunities for managers. The program includes a two-day in-person summit combined with virtual learning on performance coaching, delegation, inclusion and other topics, and provides a forum for managers across the enterprise to come together as a learning community and strengthen their capabilities together.

include to WIN

include to WIN is a subset of our overall inclusion and diversity programs. It comprises online inclusion training that is available to all salaried employees and is mandatory for all managers. In FY2020, we will be launching two new trainings, "The In Crowd" and "Micro-messages."



MAKING DIVERSITY PART OF HOW WE OPERATE

Inclusion and diversity are crucial to building a winning culture – one that commits to listening to, learning from and understanding one another in every interaction. In 2019, we advanced our efforts to foster this winning culture by creating an Inclusion and Diversity Advisory Board. This board, which consists of 11 employees from across Campbell divisions and locations, will collaborate with the Talent Management team and advise our Campbell Leadership Team on what it believes is most important to our employees and where it thinks we should focus our inclusion and diversity efforts.

As a result of our business transformation, we reinforced our commitment to inclusion and diversity by embedding inclusion and diversity resources into Campbell's two business divisions, as well as the enterprise function. This structure allows our business units to develop objectives and action items that align with their business needs. For example, after our Meals & Beverages Sales division began collaborating with the Network of Executive Women (NEW), our Campbell Snacks Sales division committed to support 70 sales professionals in joining NEW to participate in webinars and other NEW-hosted events. We also sent several sales professionals, including our Sales Senior Vice President, to NEW's annual business conference. Because of the broad appeal of this network and the value of its programming, we are positioning our affiliation with NEW to align with the other work of our Women of Campbell Employee Resource Group in Snacks.

Employee resource groups continue to provide a way for employees to connect, develop and discuss important issues – and they've been active for years. For example, the Maxton, North Carolina, location of the Black Resource Group reached its 10-year anniversary in 2019 and celebrated this milestone with a gala. We have 10 employee resource groups at Campbell:

- Asian Network of Campbell (ANC)
- Black Resource Group (BRG)
- Bridge Network
- Campbell Administrative Professionals (CAPs)
- Latino Network
- Maxton American Indian Network (MAIN)
- Our Pride Employee Network (OPEN)

WOMEN ON BOARD

We've long been committed to having women represented on Campbell's Board of Directors. When Campbell acquired Pepperidge Farm in 1961, founder Margaret Rudkin became the first woman to serve on Campbell's Board. In 2019, three leading organizations – the Executive Women of New Jersey, the Forum of Executive Women and the Women's Forum of New York – honored Campbell for having four directors who are women, representing 33 percent of Board members.

- Roots
- Veterans Connection
- Women of Campbell (WoC)

Among other engagement activities, some of our employee resource groups host professional development workshops and in 2019, the focus was on *perform to WIN* and writing strong objectives and key results (OKRs). Others, like the Asian Network, have worked with brands such as Kettle Brand and Swanson on refining their Asian-inspired product flavors, packaging design executions and marketing messages.

Empowering Young Women

In January 2019, Campbell hosted a career development event for the Women of Tomorrow Mentor and Scholarship Program of Greater Philadelphia. The organization's mission is to "inspire, motivate and empower at-risk young women to live up to their full potential through a unique mentoring program with highly accomplished professional women and scholarship opportunities."

The event was sponsored by our Black Resource Group (BRG) at our headquarters in Camden, New Jersey, and featured a diversity awareness icebreaker and a career-pathing panel discussion, as well as presentations by BRG leaders and members. Approximately 50 students and program managers attended. The event happened to coincide with the first day at work of our then new CEO Mark Clouse, who graciously treated the participants to a visit and photo op. Finally, the company recognized the volunteer hours our employees spent organizing this event through our Dollars for Doers program and made a corresponding donation to the organization.



SHARED

CONSUMERS

OUR APPROACH

From our humble beginnings canning whole, fresh tomatoes for use throughout the winter, to the multitude of products we make today, Campbell has spent the last 150 years providing multiple generations of American families with hearty and healthy food options. Our purpose – *Real food that matters for life's moments* – holds true despite the many changes we've seen across diets, lifestyles and expectations from consumers over those years.

Our Real Food Philosophy, which emphasizes transparency, consumer sentiments and expectations, as well as food prepared sustainably and with care, guides our work to develop new products and innovate existing ones. This Philosophy ensures we are giving people real food that they can enjoy, trust and afford, and that meet their health and well-being goals. As consumers continue to show more interest in plant-based options, more natural ingredients and clean labels, we work hard to keep our research and development efforts in line with our Philosophy and these changing consumer demands.

For instance, with the *Well Yes!* line of sipping soups, we are changing how millennials view and consume soup. They want convenience, great taste and purposefully chosen, nutritious and recognizable ingredients. And it has been a success for us because we've married doing the right thing with what consumers want. This has required agility, a keen sense of what's ahead, building close relationships with our suppliers and always ensuring that our Real Food Philosophy is a driving factor in our decision-making.

We also worked with our panel of scientific advisors, made up of respected food and nutrition scientists from leading universities and private organizations, to build more transparency around our stance on sensitive issues. We know that transparency is important to our consumers and other stakeholders, and in FY2019, we finalized and published our first [corporate position paper](#) on sodium.

As tastes and diets continue to evolve, we will continue to keep our eyes set on what our consumers want and what we believe is the right way forward for accessible and nutritious food. Just as we led the food industry in our commitment to voluntarily label genetically modified organisms (GMOs) in our food, we remain committed to stakeholder transparency into the future so that our consumers can make the best decisions for themselves and their families.

FRUITS & VEGGIES –

MORE MATTERS® ROLE MODEL

WE WERE PROUD TO RECEIVE THIS RECOGNITION FROM THE PRODUCE FOR BETTER HEALTH FOUNDATION FOR THE SIXTH CONSECUTIVE YEAR IN 2019 FOR OUR WORK TO PROMOTE FRUITS AND VEGETABLES IN ALL FORMS – FRESH, FROZEN, CANNED, DRIED AND 100 PERCENT JUICE.

PROGRESS HIGHLIGHTS



METRIC	MEALS AND BEVERAGES		SNACKS		TOTAL PORTFOLIO	
	SALES	%	SALES	%	SALES	%
Sales from products with reduced negative nutrients	\$2,908,949,054	48.75%	\$4,193,483,857	92.49%	\$7,102,432,911	67.64%
Sales from products with increased positive nutrients	\$1,973,152,534	33.07%	\$ 927,192,235	20.45%	\$2,900,344,769	27.62%
Sales from Healthy Products	\$1,365,930,874	22.89%	\$ 497,790,982	10.98%	\$1,863,721,857	17.75%

Reduced in Negative Nutrients: Products that (1) are reduced in at least one negative nutrient of public health concern such as saturated fat, trans fat, sodium, sugar or calories AND (2) for which total fat, saturated fat, cholesterol and sodium are all below established thresholds.

Positive Nutrients: Products that (1) supply a meaningful amount of at least one positive nutrient, fiber, and/or vegetables AND (2) for which total fat, saturated fat, cholesterol and sodium are all below established thresholds.

Healthy Products: Meet regional definitions for healthy which include strict limits for total fat, saturated fat, cholesterol and sodium AND have a requirement for a good source of at least one beneficial nutrient.

Data reported for nutrition-related metrics are based on gross sales.

➔ DELIVERED



> **10 Billion** Servings of Vegetables to the Global Marketplace in FY2019

➔ DELIVERED



> **1.5 Billion** Servings of Whole Grains to the Global Marketplace in FY2019



THE LATEST IN REAL FOOD INNOVATION

Campbell is committed to meeting consumers' needs. We're responding to demands for convenient foods that fit into a variety of lifestyles, from a desire for more plant-based ingredients to a preference for on-the-go options. Check out some of our recent innovations:

Pepperidge Farm Farmhouse Hearty White

We developed a new recipe and packaging for our top-selling Farmhouse bread. Hearty White has thick slices and fresh-from-the-oven taste, plus no colors or flavors from artificial sources and no high fructose corn syrup.



Pacific Foods Barista Series Plant-Based Beverages

The first branded line of plant-based beverages specially crafted to pair with coffee, *Barista Series* oat, almond, coconut, rice and soy beverages use the highest-quality ingredients to deliver great texture and taste.



V8 +HYDRATE

One of Campbell's nutrition scientists discovered that a blend of sweet potato juice and water is an ideal mixture for quick rehydration and from this, the idea for *V8 +Hydrate* was born. We paired sweet potato juice with hints of fruit in four delicious flavors: Strawberry Cucumber, Coconut Watermelon, Orange Grapefruit and Blueberry Acai for a refreshing way to rehydrate.



Prego Sensitive Recipe

This traditional tomato sauce makes delicious Italian meals possible even for those who are avoiding onions and garlic. It's also suitable for those following a low-FODMAP diet. Best of all, it's priced right in line with the rest of our *Prego* portfolio.



Well Yes! Sipping Soups

Soups are a great way to get your veggies – but they're not always easy to eat on the go. Our sipping soups provide 20 percent or more of a person's daily vegetable needs in a microwaveable cup that can be sipped anywhere.

Plum Organics Mighty Protein & Fiber Pouches

This line of toddler pouches delivers plant-based protein from veggies, seeds and fruit. Each pouch provides at least 2 grams of fiber per serving, 200 mg of omega-3 ALA from chia seeds and is certified organic with no genetically modified ingredients.



Pacific Foods Bone Broths

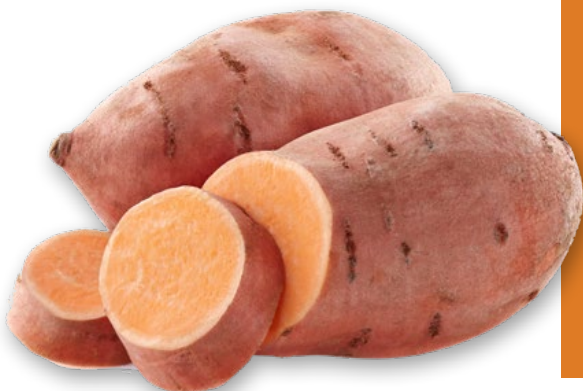
Simple, clean ingredients like organic chicken, turkey or beef bones are slow simmered with vegetables, herbs and just a touch of apple cider vinegar. The result is a hearty bone broth full of naturally occurring collagen protein, which can be sipped by the cup or added to your favorite recipe.





PLANT-POWERED HYDRATION: V8 +HYDRATE

The V8 brand introduced its newest plant-powered beverage, V8 +Hydrate. Our new plant-based hydration beverage uses the goodness of sweet potato juice to provide consumers with naturally occurring electrolytes and glucose that aid in hydration and replenishment. With only 45 calories in each 8-oz can, V8 +Hydrate has one full serving of vegetables, no artificial sweeteners, is non-GMO, gluten free and vegan friendly. V8 +Hydrate brings consumers what they want: great taste, natural electrolytes and functionality – all at an accessible price point. We partnered with actor Dr. Ken Jeong at the “Center for Hangover Research” to show the rehydrating power of V8 +Hydrate. Check out Dr. Ken’s research [here](#).



INDUSTRY COLLABORATIONS



Food Marketing Institute (FMI): As a member of the Food Marketing Institute, we connect and collaborate with our customers on major industry initiatives, including health and wellness. As one example, our nutrition team sits on FMI’s Health & Well-being Council with other consumer products goods companies and customer members to promote retail health and wellness programs. One important initiative that this group leads is Family Meals Month from the FMI Foundation. This month-long celebration and awareness campaign encourages families to commit to eating more meals together. We support this initiative through customer partnerships, health professional communications, social and digital campaigns, and more.



Produce for Better Health Foundation: Last year, we sponsored a session at the Produce for Better Health Foundation’s annual Consumer Connection Conference with our Director of Sustainable Agriculture leading the session and educating attendees about the overlap between nutrition and sustainability. We also discussed what they can do to promote healthy and sustainable eating patterns and shared what the industry is doing to address sustainability issues. This session provided continuing education for the health professionals and helped to better inform their communications about sustainability and nutrition.

GRAIN OPTIONS THAT FIT CONSUMERS' NEEDS

Campbell is a proud partner of the Whole Grains Council, which is committed to increasing consumption of whole grains for better health. The Council does this through consumer education resources, media engagement and their Whole Grain Stamp program. To receive a stamp, each product goes through third-party validation from the Whole Grains Council to confirm that each serving of the product is at least 50 percent whole grain. Over 75 of our products currently carry this stamp, including our *Late July* chips, *Pepperidge Farm* Whole Grain breads, *Lance* sandwich crackers and more. In FY2019, we delivered over 1.5 billion servings¹ of whole grains through *Pepperidge Farm* and *Campbell* brands.

At the same time, we also offer products that meet the needs of people adhering to a gluten-free diet. Our *Kettle Brand* chips and *Emerald* nuts are 100-percent-certified gluten-free, and brands like *Snyder's of Hanover* and *Late July* provide gluten-free versions of their products. For several years, *Snyder's of*

Hanover and *Lance* have made donations to support the Celiac Disease Foundation's mission. Our Meals & Beverages portfolio also provides gluten-free options for select products from *Pace*, *Prego*, *Swanson* and *V8*. In FY2019 alone, we sold over \$2.5 billion in gluten-free snacks, beverages, broths and sauces.

¹This data does not include our newly-acquired *Snyder's-Lance* brands. As a result, the number of servings of whole grains is underreported here. We are working to integrate our acquisitions into our data tracking systems to improve our data accuracy in the future.

**WE SOLD OVER
\$2.5 BILLION IN
GLUTEN-FREE
SNACKS, BEVERAGES,
BROTHS AND SAUCES
IN FY2019 ALONE.**



PRODUCT TRANSPARENCY THAT INFORMS AND EDUCATES

We believe in telling our consumers what is in our products so they can make informed choices about the foods they enjoy. This is why we are committed to transparency – providing information about our products on packaging and online to help consumers make food choices that meet their needs and the needs of their family. And we ensure that 100 percent of our products provide nutrition information on packaging globally.

Our multidisciplinary team of experts follows a rigorous multistep review process to ensure any claims we make for our products are truthful and not misleading to consumers. In addition to an extensive internal review process, regulatory agencies enforce compliance in our operating markets. At a minimum, we label

for energy (calories), total fat, saturated fat, sodium, carbohydrates and protein. Most products also include a percentage of recommended daily intakes for nutrients per serving.

We participate in front-of-pack labeling systems mandated by regulations throughout Central and South American markets. We also participate in voluntary front-of-pack labeling programs throughout other regions as determined by individual businesses.

For consumers who want more information about our food, beyond what we can fit on product packaging, additional information about ingredients, nutrition and claims is available online on individual brand websites.

SHARING INSIGHTS ACROSS OUR BRANDS

In 2018, we identified the opportunity to share best practices across Campbell's brands that are marketing natural and organic products. As a result, we created a cross-functional task force that allowed brands to share learnings on topics including labeling, nutrition, supply chain transparency and more. The Organic-Natural Task Force (ONTF) functioned across brands to enhance awareness around the organic-natural consumer base and the unique marketing, innovation and supply chain opportunities that they provide. Through the ONTF, we fueled our collective growth through collaboration and in 2019, we also created a governance council to ensure ongoing engagement between Task Force members. This council enables content development for shareability, the championing of initiatives as identified and acts as liaisons between the Task Force and various functions.





SHARED COMMUNITIES

OUR APPROACH

Supporting and engaging with our communities is core to who we are at Campbell. It has been a part of our DNA from the beginning – starting with our founders – and has continued to drive our philanthropy today. Throughout our 150-year history, this legacy of giving has remained one of the critical ways in which we deliver on the promise of our purpose.

Our Giving That Matters community affairs programming is built around our mission to strengthen and empower healthy communities in our hometowns and enhance employees' connections to both company and personal purpose. Through our direct grantmaking, including the Campbell Soup Foundation and signature Campbell's Healthy Communities program, employee engagement initiatives, in-kind giving, disaster relief and more, we work to achieve this mission by focusing our philanthropy on three focus areas:

- Increasing healthy food access
- Encouraging healthy living
- Nurturing Campbell neighborhoods

We work to increase healthy food access by concentrating on driving long-term solutions and changes to food systems that result in better accessibility to fresh, healthy foods. We also understand that in order to change the food people eat, we need to encourage healthy living by providing access to nutrition education and active lifestyle programs. Finally, nurturing Campbell neighborhoods, by transforming the physical spaces where people live, learn and play, is a necessary foundation for building healthy communities wherever we are.

We believe that in order to build solutions to meet our communities' most pressing social needs, we must engage in initiatives that are informed and championed by local residents to ensure their sustainability. This, coupled with the passion and skills of our employees, our expertise as a food company and learnings from our signature Campbell's Healthy Communities program, are helping inform what's next for Campbell and our philanthropy.

We are excited to share five new FY2025 community goals to build on our strong foundation of giving and further expand our impact in a few key areas.

1. Increase food access for 100,000 residents in Campbell communities.
2. Provide nutrition education to 50,000 people to encourage healthy living in Campbell communities.
3. Invest \$5 million to improve the school food environment for children.
4. Engage 70 percent of Campbell employees in community-based activities.
5. Contribute 75,000 traditional and skills-based employee volunteer hours across Campbell's footprint to increase the capacity of our community partners.



GOALS & PROGRESS HIGHLIGHTS

Campbell formalized five new community goals in 2019 to improve the quality of life in our hometowns:

➔ GOAL:

Increase food access for **100,000 residents** in Campbell communities.

➔ GOAL:

Provide nutrition education to **50,000 people** to encourage healthy living in Campbell communities.



➔ GOAL:

Invest **\$5 million** to improve the school food environment for children.

➔ GOAL:






Engage **70 percent** of Campbell employees in community-based activities.



➔ GOAL:

Contribute **75,000** traditional and skills-based employee **volunteer hours** across Campbell's footprint to increase the capacity of our community partners.



PROGRAM	FY2018	FY2019	
 CHARITABLE GIVING <ul style="list-style-type: none"> • Foundation • Corporate contributions • In-kind donations 	\$2.1 M	\$1.9 M ¹	
	\$1.8 M	\$2.4 M	
	\$49.5 M	\$59.9 M	
Total Giving	\$54.4 M	\$64.2 M	
Total employee volunteer hours	10,350	10,500	
 HEART SMARTS			
	Number of participants	1,640	2,093
% of participants who understand how to choose healthy foods	87%	91%	
 HEART BUCKS			
	% Heart Bucks redeemed	99%	99%
\$ spend on heart-healthy food	\$6,268	\$7,073	
 GO NOODLE			
	# of Go Noodle sessions administered	40,000	26,305
# of minutes of physical activity	1,500,000	1,282,785	
 HEALTHY CORNER STORES			
	# of corner stores participating	48	44
	% of corner stores participating out of total in Camden	40%	40%
% of stores reporting increased healthy product sales	59%	83%	

1. FY2019 Foundation giving is only inclusive of the Campbell Soup Foundation. FY2018 Foundation giving includes the Campbell Soup Foundation and the Arnott's Foundation.



DIRECT GRANTMAKING: INVESTING IN OUR HOMETOWN COMMUNITIES

We consider our grants a success when they lead to sustainable change in our communities. Therefore, the core criteria we use to inform our grant decisions include:

- How the organization's work leads to behavior change that can be sustained by beneficiaries even when they are no longer directly participating in a program
- How the organization leverages other dollars and partnerships to sustain their work
- How well they take advantage of the skills of our employees to multiply their impact
- How effectively they engage residents in their work and use resident input to inform programming
- Whether or not they partner across sectors to create systemic change

While our grant programs take different forms and have different levels of geographic reach, breadth and depth, and different processes – these criteria apply across them and help us gauge whether we are having the impact that we seek.





Campbell's Healthy Communities

Our signature community affairs program, Campbell's Healthy Communities, is a 10-year, \$10 million commitment to measurably improve the health of young people in our hometown communities. Launched in 2011, Campbell's Healthy Communities brings together an ecosystem of partners that work together and conduct mutually reinforcing activities, primarily in our headquarters of Camden, New Jersey. The work focuses on four areas that we believe make communities healthier: food access, nutrition education, physical activity and public will. Activities take place across a variety of settings, including schools, health care sites and food retailers.

HIGHLIGHT:



Working Collaboratively in the School Environment

Our grantees' collective work at our partner schools was a key highlight in FY2019. All our Campbell's Healthy Communities organizations have worked collaboratively at KIPP Cooper Norcross Academy in Camden

over the past five years, building school gardens, teaching nutrition education lessons, offering after-school physical activity programs, assisting with taste tests and food distributions, and transforming the food in the cafeteria. Big wins in 2019 include the launch and subsequent expansion of the salad bar in the cafeteria, an 80 percent increase in student engagement in cafeteria taste tests, and nutrition education in the classroom to complement the USDA Fresh Fruit and Vegetable Program. These programs are succeeding because students have both access to healthy food *and* education about healthy food.

HIGHLIGHT:



Incorporating Student Voice with the Camden Youth Advisory Council

Another exciting component of our Campbell's Healthy Communities program is our Camden Youth Advisory Council, a group of high school students who serve as advisors and

thought partners to our work. For the past several years, the Council chose to focus its efforts on school food and the changes they want to see in their school cafeterias. The Council surveyed 120 classmates across five schools and compiled a comprehensive report outlining the areas of need, which they then presented to the head of food service and nutrition for the school district. This is a great example of young people using their voice to spur change and to make their schools into healthier communities.



Campbell Soup Foundation

FY2019 marked the launch of two new Foundation programs: the Healthy School Food program, which builds off the success of our work in schools through our signature program, Campbell's Healthy Communities, and the Community Impact Grants program.



Improving School Food

With our signature program, Campbell's Healthy Communities, having just finished year eight of the 10-year initiative, we are beginning to look to the future, taking what we have learned from this program to launch our next initiative. In FY2019, the Campbell Soup Foundation allocated strategic funds toward

our long-term priority of improving food offerings in schools. Building from the success at our KIPP schools in Camden, we are planning to take this work to the next level. Through a combination of larger grants to national partners and smaller grants in support of local organizations working on the ground in districts, we are helping to create a school food environment in which all students have access to real, healthy food.

In year one, we supported:

- FoodCorps service members who are placed in schools across several districts focusing on hands-on learning about healthy food, healthy school meals and creating a school-wide culture of health
- Wellness in the Schools' efforts to rewrite school menus and train cafeteria staff to prepare fresh and healthy meals for kids
- Mini grants to improve equipment in cafeterias to make them conducive to healthy cooking and eating



HEALTHY CORNER STORE INITIATIVE

The Healthy Corner Store Initiative remains a highlight of the Campbell's Healthy Communities program. Corner stores are a significant source of food, particularly in underserved communities, but these stores do not always stock fresh, healthy food choices. With Campbell's support, local nonprofit The Food Trust provides store owners with technical assistance and support to stock and market healthy foods. Starting with two stores in 2011, the initiative has grown to 44 stores (40 percent of all corner stores in Camden) that promote and sell healthy food, serving 13 low-income neighborhoods.

Beyond making fresh food more readily available, the Campbell's Healthy Communities program makes it more affordable with "Heart Bucks," coupons redeemable in participating corner stores for heart-healthy foods after participating in in-store nutrition lessons. For the past several years, 99 percent of distributed Heart Bucks have been redeemed. Additionally, this year, 83 percent of participating store owners who were surveyed reported an increase in sales of healthy food items.



Community Impact Grants

Our Community Impact Grants Program was created to expand the geographic reach of our funding and to engage more employees in our grantmaking process. Through this program, we rely on select employee nominators from across our Campbell locations to nominate nonprofit organizations operating in their communities to apply for a grant. Nominators are trained to identify organizations whose work aligns with our community affairs mission and focus areas and who meet the other criteria Campbell considers when making grants. During FY2019, the first year of the program, we received 68 nominations, which our Foundation executive committee and Board of Trustees ultimately narrowed down to 31 recipients across 15 Campbell locations. The grants ranged between \$15,000 and \$25,000 and were unrestricted, allowing organizations to use funds to build capacity and support their organizations as they see fit.

Examples of FY2019 Community Impact grantees include:

- *Marion Polk Foodshare*, whose mission is to end hunger in Salem, Oregon, and the surrounding county by addressing food insecurity through not only traditional food distribution programs, but also through a prescription veggie program, Meals on Wheels and nutrition education;
- *Victory Garden Initiative*, whose focus is on helping people in Milwaukee, Wisconsin, grow their own food, thereby creating a community-based, equitable, sustainable and nutritious food system; and
- *The Northeast Texas Trail Coalition*, who is working to “re-cycle” a rail banked corridor in Paris, Texas, into pedestrian, bicycle and equestrian trails to allow for safe exercise and transportation, including safe bike routes to school.



RALLYING MORE FUNDING FOR CAMDEN

The BUILD Health Challenge, supported by Campbell, aims to help communities address the root causes of health disparities. Campbell funded workshops for community partners to attend which prepared them for the BUILD grant application process and taught them principles around upstream solutions and cross-sector collaboration. The result was a winning application for Camden! The Roots to Prevention collaborative (spearheaded by Camden organization Parkside Business and Community in Partnership) will receive a \$250,000 grant award from the BUILD Health Challenge (with a \$250,000 match from local health care partner Virtua Hospital) to address upstream causes to chronic disease in families linked to a lack of healthy food access in Camden.



EMPOWERING EMPLOYEE GIVING THROUGH CHOICE

SINCE THE CHANGES TO OUR EMPLOYEE GIVING PROGRAMS, PARTICIPATION IN MATCHING GIFTS HAS MORE THAN DOUBLED.

We continued to evolve our Giving That Matters employee giving programs this past year. We recognize that employees want to support causes and charities that matter to them. That's why our new programs are designed with choice at their core. Employees have \$1,500 in matching available to them from day one of employment

at Campbell and they can choose where to give. In addition to open giving, employees are empowered to create specialized “funds” – groupings of nonprofits by focus area – on our giving platform where they can invite others to support causes they care about. Employees can also give their time, and recipient nonprofits will benefit from \$10 per eligible volunteer hour. In FY2019, Campbell employees donated more than 10,500 service hours across the United States.



DONATIONS THAT NOURISH EVERY KID



For Pacific Foods, nourishment dictates everything: from products that are made from simple, carefully sourced ingredients to the team’s efforts to nourish the environment and communities. In 2019, Pacific Foods formalized its community work under their Nourish Every Kid program with clear guidelines, partnership parameters and an outreach plan to ensure they were reaching the most people with the most needs.

For years, Pacific has run multiple donation initiatives,

including its flagship effort: donating over 100,000 meals to local children every year in partnership with local food banks, elementary schools and donation centers. Nourish Every Kid builds on the insight that thousands of children in the brand’s very backyard – the Pacific Northwest – continue to dread weekends and school breaks because of the anxiety associated with where their meals might come from. In 2019, the team took their work a step further and developed a protein-rich food box

OVER A **20-YEAR PARTNERSHIP** WITH THE OREGON FOOD BANK, PACIFIC FOODS HAS PROVIDED MORE THAN **9 MILLION MEALS** TO FOOD-INSECURE FAMILIES AROUND THE STATE.



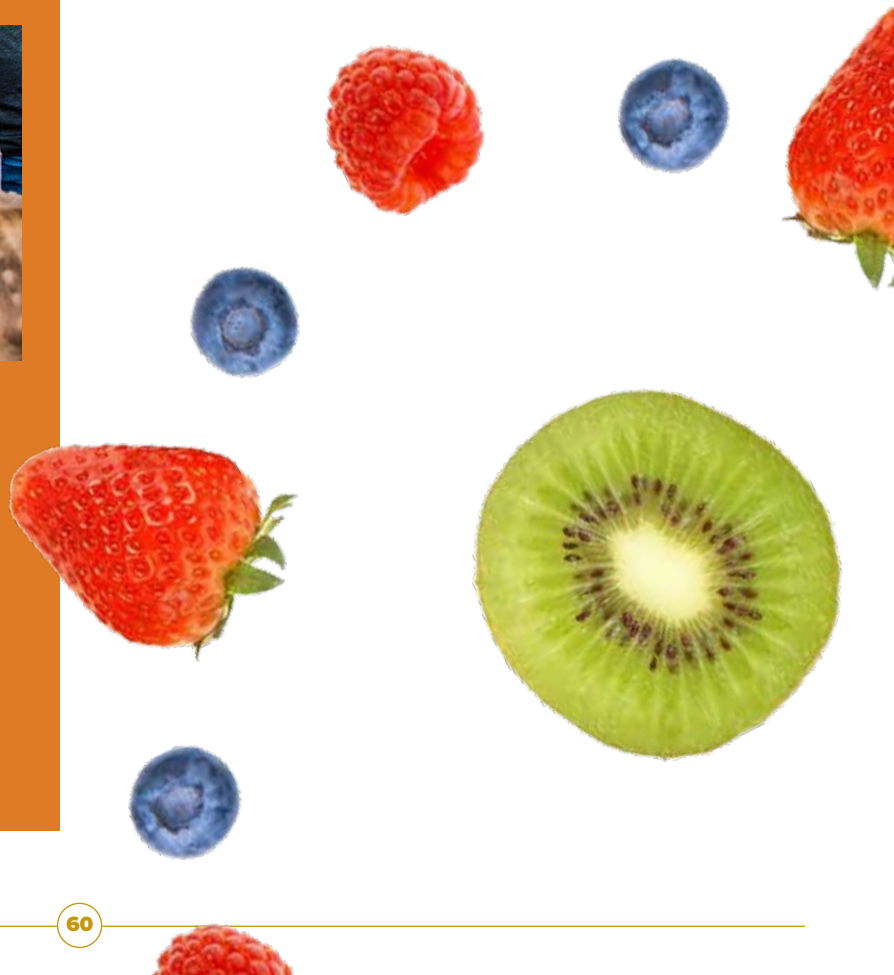
containing enough food for about three days. They partnered with their paper supplier, International Paper, who donated the materials and designed a box in a size a child could carry or fit in a backpack. Pacific Foods employees continue to be involved in the initiative by participating in regularly held team building events to make the boxes and using paid time off to volunteer.

Nourish Every Kid supports 23 schools and other organizations, and the team is taking steps to formalize the program even more in coming years.



PLANT-POWERED FUEL FROM PLUM ORGANICS

Plum Organics is also providing nutritious food to underserved children. In collaboration with Conscious Alliance, Plum Organics donates *Super Smoothie* product and supports product distribution costs to preschools across Colorado and on the South Dakota Pine Ridge Indian Reservation. Once delivered, the smoothies are placed in children’s backpacks to take home, providing a reliable source of nutrition that can help boost health and readiness to learn.





CARING FOR COMMUNITIES AFTER DISASTER

When disasters strike, we respond by coming together and supporting our colleagues in need. When Hurricane Florence made landfall in September 2018, it left the area surrounding our Maxton, North Carolina, facility inundated with flood waters. The homes of more than 70 employees were severely damaged. We immediately activated our Emergency Assistance Fund (EAF) to provide quick support to our employees who needed emergency food, water and shelter. A similar response was provided to several employees at our Campbell Snacks location in Columbus, Georgia, who were severely affected by the tornadoes that ripped through the area in March 2019.

Campbell prides itself on responding to natural disasters with a two-tiered approach beginning with food donations and financial support for immediate relief items such as mucking supplies, tarps, lights and emergency gear. After the initial

TOTAL CASH CONTRIBUTIONS OF NEARLY \$90,000 AND NINE TRUCKLOADS OF PRODUCT WERE DONATED IN SUPPORT OF DISASTER RELIEF AND RECOVERY IN 2019.

wave of support has left these communities, we work with local and national partners to support the long-term recovery of these impacted regions. In 2019, Campbell provided support to the American Red Cross, Center for Disaster Philanthropy, CARE, Catholic Relief Services and Convoy of Hope for the recovery of regions impacted by Hurricanes Florence and Michael, tornadoes in Alabama and Georgia and the volcanic eruption in Guatemala.

REAL FOOD THAT MATTERS FOR LIFE'S MOMENTS

Rooted in the beliefs of our Founders, we have been making food that we are proud to serve in our own homes since 1869. The work we do every day is guided by our values, as we strive to fulfill the promise of our purpose, and deliver our corporate responsibility goals. Thank you for inviting us into your homes for these many years and for joining us on our journey to make delicious food that is rooted in goodness, prepared with care, and accessible to all.

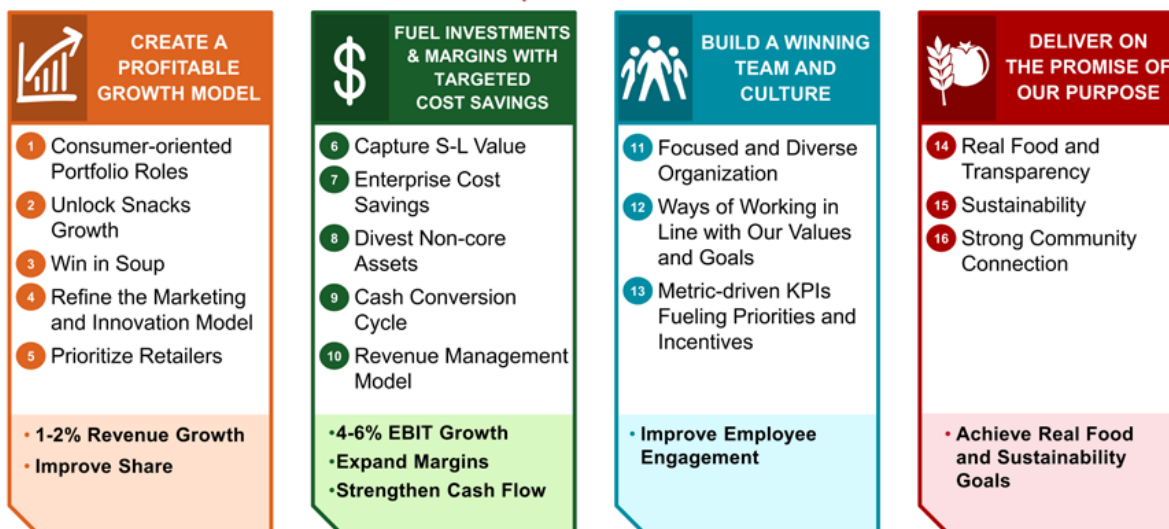


GOVERNANCE

Campbell's commitment to corporate responsibility is reflected in our purpose, *Real food that matters for life's moments*. Because of this, our governance structure helps ensure that corporate responsibility is integrated into our business decisions. In FY2019, we continued to deepen this integration, moving the corporate responsibility and sustainability function into the business under supply chain. We also continued to link incentive compensation with sustainability progress for both our Chief Executive Officer and Executive Vice President of Global Supply Chain.

Campbell's | OUR STRATEGIC PLAN

Real food. Real results.



We continue to make transparency a priority, embedding it in our new strategic plan and expanding both what it means and its audience beyond consumers. The following principles will guide our decision-making, measurement, reporting, communication and engagement. We are committed to:

- Understanding the expectations of all stakeholders, including our employees, so that we can build trust;
- Engaging on the topics that matter most to our stakeholders and that impact society, the economy and the environment; and
- Providing communications that are always honest, timely, relevant and accessible.

Our governance structure reflects this priority with company-wide decision-making taking place at the Campbell Leadership Team (CLT) level, which is then integrated into our two divisions – Snacks and Meals & Beverages – by our division heads and supported by corporate responsibility and sustainability through the Strategic Planning Process. We also now have sustainability leads in each division responsible for ensuring sustainability is integrated into business strategies, plans and operations.

In FY2019, we further evolved our Sustainability Steering Committee, sponsored by the Executive Vice President of Global Supply Chain, who is also a member of the CLT. Led by our Vice President of Corporate Responsibility & Sustainability, we included new members on the Steering Committee this past year to support our new divisional structure. The Steering Committee serves as the advisory body for the development and achievement of Campbell's sustainability strategy and goals.

Together with Ernst & Young, we also organized a workshop with leaders across Campbell on how to integrate environmental, social and governance (ESG) risk factors into our existing Enterprise Risk Management (ERM) process. The Corporate Responsibility & Sustainability team worked in collaboration with the Audit team, which manages the ERM process, to design a four-hour educational session for colleagues from Legal, Procurement, Strategy, IT, Human Resources, Marketing, Operations, Sales, R&D, Quality, Nutrition, Regulatory and Government Affairs. Ernst & Young facilitated much of the session using the World Business Council on Sustainable Development (WBCSD) guidance and COSO framework for integrating ESG into ERM. This workshop is the first step on Campbell's journey to more fully integrate ESG risk factors into our risk management processes across the company.



HOW SUSTAINABILITY GOVERNANCE PERMEATES OUR BUSINESS

BOARD OF DIRECTORS

- Provides oversight
- Annual sustainability updates to appropriate Board committee



CHIEF EXECUTIVE OFFICER

- Provides executive direction on sustainability strategy



EXECUTIVE VICE PRESIDENT, GLOBAL SUPPLY CHAIN

- Provides executive support to advance our sustainability initiatives

EXECUTIVE VICE PRESIDENT, RESEARCH & DEVELOPMENT

- Provides executive support to advance our Real Food agenda and packaging sustainability initiatives



VICE PRESIDENT, CORPORATE RESPONSIBILITY & SUSTAINABILITY

- Reports to the EVP, Global Supply Chain and leads company sustainability strategy



SUSTAINABILITY STEERING COMMITTEE

- Senior leaders from operating divisions, supply chain, corporate responsibility and sustainability, manufacturing and research & development
 - Meets bi-monthly
- Drives decision making, accountability and ownership of sustainability initiatives



SUSTAINABILITY LEADS

- Cross-functional team that includes sustainable agriculture, responsible sourcing and procurement, manufacturing, transportation and warehousing, packaging, and corporate responsibility and sustainability
 - Act against the goals and strategies within their areas of responsibility
 - Report progress bi-monthly and provide a more comprehensive annual update to the Sustainability Steering Committee

ETHICS



Everything we do at Campbell reflects our strong foundation of ethical business practices. This foundation allows us to attract and retain talented people who share our values and reduces the potential for risk or reputational damage. We pride ourselves on having built an ethical company where employees are proud to work. Campbell's corporate compliance and ethics program, *Winning with Integrity*, reflects our conviction that conducting business in compliance with the law and the highest standards of business ethics is essential to our success. As reflected in our [Code of Business Conduct and Ethics](#), employees share responsibility for ensuring that the *Winning with Integrity* principles are fulfilled every day, through each and every action taken – whether in the marketplace, the workplace or the community.

The *Code* outlines our company's basic standards and expectations, highlights important policies and summarizes certain fundamental legal requirements that employees must follow. Employees receive a copy of the *Code* when they join Campbell and participate in training regularly. The most recently updated version was approved by the CEO and the Board of Directors, is available in multiple languages, and is posted on the company's internal and external websites.

Campbell's Legal Department is responsible for maintaining and administering the *Winning with Integrity* program. The Vice President, Deputy General Counsel & Head of Corporate Compliance and Ethics has overall responsibility for the direction and administration of the program and has direct access to the Chair of the Audit Committee of the Board of Directors for all compliance-related matters. A full report on the program is presented to the Audit Committee on an annual basis.

APPENDIX

STAKEHOLDER ENGAGEMENT

Public-Private Partnerships

Many of Campbell's business leaders serve as trustees or members of advisory boards of organizations working to further corporate responsibility, including the following:

- Advisory Committee on Supply Chain Competitiveness
- American Physiological Society
- American Society for Nutrition
- Boston College Center for Corporate Citizenship
- Center for Food Safety at The University of Georgia
- Center for Research on Ingredient Safety at Michigan State University
- Congressional Management Foundation
- Convergence Center for Policy Resolution
- Food Allergy & Anaphylaxis Network
- Food Allergy Research and Resource Program (FARRP) at University of Nebraska
- Food Bank of South Jersey
- Foundation for Food and Agriculture Research
- Foundation for Strategic Sourcing
- Habitat for Humanity
- International Life Sciences Institute
- Net Impact
- New Jersey Agricultural Society
- New Jersey Food Council
- Pennsylvania Academy of Nutrition and Dietetics Board of Directors
- Pennsylvania State University Nutrition and Dietetics Alumni Society Board
- Produce for Better Health Foundation
- Stewardship Index for Specialty Crops
- Sustainable Brands
- The Sustainability Consortium
- United Way local chapters
- University of Illinois Advisory Board, Division of Nutritional Sciences and Department of Food Science and Human Nutrition
- USDA-ISTR Agricultural Technical Advisory Committee for Trade in Processed Foods
- Wharton Initiative for Global Environmental Leadership (IGEL) Alumni Advisory Group

Health and Nutrition Stakeholder Engagement

Many of today's complex nutrition issues require a collaborative and multidisciplinary approach to solutions that span the public and private sectors. As an industry leader, Campbell established a legacy in performing and supporting health and nutrition research, education and consumer programs to improve consumer diets through innovative partnerships with stakeholders that in 2019 included:

- Membership, sponsorship and exhibition at the Academy of Nutrition and Dietetics' annual Food and Nutrition Conference & Expo (FNCE), where our corporate nutritionists get feedback on our products from health professionals.
- Supporting the Produce for Better Health Foundation, as a donor, on the Board of Trustees, through participation in the marketing and communications and research subcommittees and through sponsorship of their annual meeting. These efforts support Campbell's Nutrition strategy (specific to fruits and vegetables) and Real Food Philosophy and help educate key stakeholders on Campbell's nutrition initiatives.
- Developing nutrition education resources, including recipes that align with the Dietary Guidelines for Americans, recipe booklets, nutrition articles and more, to educate consumers about healthy eating.
- Sponsoring an educational session for over 100 health and food industry professionals about the overlap between sustainability and dietary recommendations.
- Membership and participating exhibitor at the School Nutrition Association's Annual Nutrition Conference.
- Participating in the School Nutrition Association as a Patron Member to foster engagement and collaboration with school foodservice professionals nationwide.
- Conducting an annual survey of dietitians to collect feedback on our products, clients' consumption and referral habits, nutritional characteristics of products and resources they seek for consumers.
- Continued engagement with the Interfaith Center on Corporate Responsibility on public health issues, including responsible labeling, undernutrition and access to nutrition.
- Participation in the Access to Nutrition Index assessment, which ranks the world's largest food companies on their efforts in tackling nutrition challenges. Campbell uses the report to help inform nutrition strategy and best practices in policy development, transparency and communication on nutrition issues.
- Partnership and engagement with numerous academic institutions including the Pennsylvania State University, Tufts University, Purdue University, University of California at Davis, West Chester University, University of Illinois, Rutgers University and others, on academic curriculum, internships and research.
- Participation in the Food Marketing Institute's Health & Well Being Council to support health and well-being initiatives at retail.

APPENDIX

DEFINITION OF MATERIAL ISSUES

Economic

- **Food Safety and Quality:** Setting and maintaining high standards for food safety and quality, including programs, policies and procedures that ensure safety of materials, manufacturing environment and processes, and finished products.
- **Transparency:** Communicating openly with stakeholders on material issues and being clear with customers and consumers about what is in our food and where it comes from.
- **Responsible Labeling and Marketing:** Providing consumers with information through labeling or other communications and adhering to internal and industry guidelines regarding consumer communications.
- **Responsible Sourcing and Traceability:** Creating visibility into the supply chains of ingredients and other inputs, from farm to fork, to manage business risks and address issues including human rights, workplace safety and deforestation.
- **Product Innovation:** Driving innovative product development to meet changing consumer needs.
- **Supply Chain Resilience and Commodity Availability:** Building a supply chain that is resilient to the impacts of climate change, including extreme weather, floods, and droughts; and ensuring a secure supply of ingredients by diversifying sourcing regions, ensuring backup supply options, and enabling sustainable agricultural management.
- **Risk and Crisis Management:** The ability to broadly perceive and assess risks across the enterprise that may impact the company and its stakeholders in order to anticipate, minimize and manage business disruptions that can impact our operations, supply chain and reputation.

Environmental

- **Packaging Footprint:** Reducing the environmental impact of our packaging, including improved sourcing, recyclability, infrastructure and consumer education.
- **Pesticides and Chemical Contaminants:** Managing the levels of chemical contaminants in the agricultural supply chain through proper sourcing and testing, to reduce chemicals of concern like pesticides and lead, in finished products.
- **Water Stewardship:** Managing water resources strategically throughout the value chain to ensure both water quantity and quality.
- **Waste Reduction:** Ensuring as little waste as possible goes to landfill.

- **Food Waste:** Addressing food waste and loss from farm to table.
- **Energy and Climate Change:** Managing energy usage and costs throughout the value chain, including agriculture, production, transportation and distribution while reducing GHG emissions to mitigate the effects of climate change.
- **Sustainable Agriculture:** Addressing issues related to farming, such as soil health, pesticide use, deforestation, biodiversity and water use on farms.
- **Animal Welfare:** Ensuring the ethical treatment of animals in our value chain.

Social

- **Business Ethics:** Upholding ethical principles in the business and workplace, including consumer privacy, fraud, bribery, corruption and corporate governance.
- **Occupational Health and Safety:** Ensuring a safe and healthy workplace.
- **Culture and Human Capital Management:** Ensuring employees have an inclusive and supportive workplace environment that includes a variety of benefits such as health care programs, paid time off and work-life balance, professional development, training and education.
- **Human Rights:** Providing a workplace that respects the basic human rights and freedoms of all employees, while also combatting child labor, forced labor, discrimination and other human rights risks in the supply chain.
- **Women Empowerment:** Providing opportunities for the development and advancement of women in the workplace and along the supply chain, including mentorship programs, elimination of gender-based pay disparities and increasing supplier diversity spend in women-owned businesses.
- **Diversity and Inclusion:** Enabling a business environment that values different perspectives and includes these differences in business processes.
- **Community Involvement:** Improving the communities in which we live and work through philanthropic efforts, including donations, volunteerism and other community programming.
- **Health, Nutrition and Wellness:** Improving the health profile of our products and engaging in public discussions on healthy and nutritious lifestyles.
- **Food Access:** Ensuring wholesome, nutritional food is available to as many people as possible in an affordable manner.
- **Responsible Use of Technology:** Ensuring that the use of new technologies, like biotechnology and nanotechnology, provides clear environmental and/or social benefits.

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2019 RESPONSE																																																																																																																																																															
GRI 102: General Disclosures																																																																																																																																																																	
Organizational Profile																																																																																																																																																																	
102-1	Name of the organization	Campbell Soup Company																																																																																																																																																															
102-2	Activities, brands, products, and services	Campbell at a Glance																																																																																																																																																															
102-3	Location of headquarters	Campbell at a Glance																																																																																																																																																															
102-4	Location of operations	Campbell at a Glance																																																																																																																																																															
102-5	Ownership and legal form	Publicly traded company																																																																																																																																																															
102-6	Markets served	Campbell at a Glance ; 10-K p. 14																																																																																																																																																															
102-7	Scale of the organization	10-K p. 14																																																																																																																																																															
102-8	Information on employees and other workers	<p>Note: Headcount includes all Campbell employees including International, Snyder's-Lance and Pacific Foods. While the International business was divested in early FY2020 and subsequently removed from the rest of this Report, we have included it for employee data because it is included in our 10-K. International employees that are not in our Workday system are excluded from reported data in this Report.</p> <table border="1"> <thead> <tr> <th colspan="9">Employees by Region and Type, Salary, and Gender</th> </tr> <tr> <th>Region</th> <th>Total Employees</th> <th>Full-Time</th> <th>Part-Time</th> <th>Hourly</th> <th>Salaried</th> <th>Male</th> <th>Female</th> <th>Undeclared</th> </tr> </thead> <tbody> <tr> <td>Americas</td> <td>14,518</td> <td>14,004</td> <td>514</td> <td>10,294</td> <td>4,224</td> <td>8,612</td> <td>5,905</td> <td>1</td> </tr> <tr> <td>Europe</td> <td>508</td> <td>488</td> <td>20</td> <td>291</td> <td>217</td> <td>331</td> <td>177</td> <td>0</td> </tr> <tr> <td>Asia-Pacific</td> <td>3,100</td> <td>2,530</td> <td>570</td> <td>1,800</td> <td>1,300</td> <td>1,597</td> <td>1,503</td> <td>0</td> </tr> <tr> <td>Total</td> <td>18,126</td> <td>17,022</td> <td>1,104</td> <td>12,385</td> <td>5,741</td> <td>10,540</td> <td>7,585</td> <td>1</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="5">Employees by Contract and Gender</th> </tr> <tr> <th></th> <th>Americas</th> <th>Europe</th> <th>Asia-Pacific</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Permanent</td> <td>14,518</td> <td>508</td> <td>3,100</td> <td>18,126</td> </tr> <tr> <td>Male</td> <td>8,612</td> <td>331</td> <td>1,597</td> <td>10,540</td> </tr> <tr> <td>Female</td> <td>5,905</td> <td>177</td> <td>1,503</td> <td>7,585</td> </tr> <tr> <td>Undeclared</td> <td>1</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td>Contractors</td> <td>4,580</td> <td>0</td> <td>172</td> <td>4,752</td> </tr> <tr> <td>Male</td> <td>Not tracked</td> <td>Not tracked</td> <td>Not tracked</td> <td>Not tracked</td> </tr> <tr> <td>Female</td> <td>Not tracked</td> <td>Not tracked</td> <td>Not tracked</td> <td>Not tracked</td> </tr> <tr> <td>Undeclared</td> <td>4,580</td> <td>0</td> <td>172</td> <td>4,752</td> </tr> <tr> <td>Total</td> <td>19,098</td> <td>508</td> <td>3,272</td> <td>22,878</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="5">Employees by Type and Region</th> </tr> <tr> <th></th> <th>Americas</th> <th>Europe</th> <th>Asia-Pacific</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Full-Time</td> <td>14,004</td> <td>488</td> <td>2,530</td> <td>17,022</td> </tr> <tr> <td>Female</td> <td>5,650</td> <td>159</td> <td>1,041</td> <td>6,850</td> </tr> <tr> <td>Male</td> <td>8,353</td> <td>329</td> <td>1,489</td> <td>10,171</td> </tr> <tr> <td>Undeclared</td> <td>1</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td>Part-Time</td> <td>514</td> <td>20</td> <td>570</td> <td>1,104</td> </tr> <tr> <td>Female</td> <td>255</td> <td>18</td> <td>462</td> <td>735</td> </tr> <tr> <td>Male</td> <td>259</td> <td>2</td> <td>108</td> <td>369</td> </tr> <tr> <td>Total</td> <td>14,518</td> <td>508</td> <td>3,100</td> <td>18,126</td> </tr> </tbody> </table>	Employees by Region and Type, Salary, and Gender									Region	Total Employees	Full-Time	Part-Time	Hourly	Salaried	Male	Female	Undeclared	Americas	14,518	14,004	514	10,294	4,224	8,612	5,905	1	Europe	508	488	20	291	217	331	177	0	Asia-Pacific	3,100	2,530	570	1,800	1,300	1,597	1,503	0	Total	18,126	17,022	1,104	12,385	5,741	10,540	7,585	1	Employees by Contract and Gender						Americas	Europe	Asia-Pacific	Total	Permanent	14,518	508	3,100	18,126	Male	8,612	331	1,597	10,540	Female	5,905	177	1,503	7,585	Undeclared	1	0	0	1	Contractors	4,580	0	172	4,752	Male	Not tracked	Not tracked	Not tracked	Not tracked	Female	Not tracked	Not tracked	Not tracked	Not tracked	Undeclared	4,580	0	172	4,752	Total	19,098	508	3,272	22,878	Employees by Type and Region						Americas	Europe	Asia-Pacific	Total	Full-Time	14,004	488	2,530	17,022	Female	5,650	159	1,041	6,850	Male	8,353	329	1,489	10,171	Undeclared	1	0	0	1	Part-Time	514	20	570	1,104	Female	255	18	462	735	Male	259	2	108	369	Total	14,518	508	3,100	18,126
Employees by Region and Type, Salary, and Gender																																																																																																																																																																	
Region	Total Employees	Full-Time	Part-Time	Hourly	Salaried	Male	Female	Undeclared																																																																																																																																																									
Americas	14,518	14,004	514	10,294	4,224	8,612	5,905	1																																																																																																																																																									
Europe	508	488	20	291	217	331	177	0																																																																																																																																																									
Asia-Pacific	3,100	2,530	570	1,800	1,300	1,597	1,503	0																																																																																																																																																									
Total	18,126	17,022	1,104	12,385	5,741	10,540	7,585	1																																																																																																																																																									
Employees by Contract and Gender																																																																																																																																																																	
	Americas	Europe	Asia-Pacific	Total																																																																																																																																																													
Permanent	14,518	508	3,100	18,126																																																																																																																																																													
Male	8,612	331	1,597	10,540																																																																																																																																																													
Female	5,905	177	1,503	7,585																																																																																																																																																													
Undeclared	1	0	0	1																																																																																																																																																													
Contractors	4,580	0	172	4,752																																																																																																																																																													
Male	Not tracked	Not tracked	Not tracked	Not tracked																																																																																																																																																													
Female	Not tracked	Not tracked	Not tracked	Not tracked																																																																																																																																																													
Undeclared	4,580	0	172	4,752																																																																																																																																																													
Total	19,098	508	3,272	22,878																																																																																																																																																													
Employees by Type and Region																																																																																																																																																																	
	Americas	Europe	Asia-Pacific	Total																																																																																																																																																													
Full-Time	14,004	488	2,530	17,022																																																																																																																																																													
Female	5,650	159	1,041	6,850																																																																																																																																																													
Male	8,353	329	1,489	10,171																																																																																																																																																													
Undeclared	1	0	0	1																																																																																																																																																													
Part-Time	514	20	570	1,104																																																																																																																																																													
Female	255	18	462	735																																																																																																																																																													
Male	259	2	108	369																																																																																																																																																													
Total	14,518	508	3,100	18,126																																																																																																																																																													

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2019 RESPONSE
Organizational Profile		
102-9	Supply chain	Corporate Responsibility Strategy ; Grown ; Sourced
102-10	Significant changes to the organization and its supply chain	Corporate Responsibility Strategy; The organization has acquired two new businesses, Pacific Foods (2017) and Snyder's-Lance (2018), and has divested Bolthouse Farms, Garden Fresh Gourmet, Kelsen, Arnott's and Campbell's International. As a result, Campbell is now a focused North American company with all internal operations located in North America.
102-11	Precautionary Principle or approach	We take a precautionary approach to the environment by seeking to apply processes or practices with less environmental impact when possible. Campbell's Legal Department prepares a comprehensive report on current legal exposures, trends and risks that is presented annually to the Audit Committee of the Board of Directors. This report assesses the risks faced by the company in the geographies in which it does business. The Legal Department also provides an annual report to the Governance Committee of the Board of Directors on trends and developments in corporate governance. See also Produced – Our Approach .
102-12	External initiatives	Appendix – Stakeholder Engagement
102-13	Membership of associations	Appendix – Stakeholder Engagement
Strategy		
102-14	Statement from senior decision-maker	CEO Message
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	Campbell at a Glance ; Ethics Existing policy statements that are regularly reviewed and revised as needed include: <ul style="list-style-type: none"> • Anti-Bribery Policy • Code of Business Conduct and Ethics • Commitment Concerning Advertising to Children • Discrimination, Harassment and Retaliation Prevention Policy • Environmental Sustainability Policy • Global Guidelines for Responsible Advertising to Children • Human Rights Principles • Political Accountability Guidelines • Responsible Sourcing Supplier Code • Supply Base Requirements and Expectations Manual • Tax Policy
Governance		
102-18	Governance structure	Governance ; 2019 Proxy Statement p. 27-29
102-30	Effectiveness of risk management processes	Governance ; 2019 Proxy Statement p. 24
Stakeholder engagement		
102-40	List of stakeholder groups	Stakeholder Engagement ; Appendix – Stakeholder Engagement
102-41	Collective bargaining agreements	28 percent of our workforce is unionized or covered by collective bargaining agreements.
102-42	Identifying and selecting stakeholders	Materiality ; Stakeholder Engagement ; Appendix – Stakeholder Engagement
102-43	Approach to stakeholder engagement	Materiality ; Stakeholder Engagement ; Appendix – Stakeholder Engagement
102-44	Key topics and concerns raised	Materiality ; Stakeholder Engagement

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2019 RESPONSE
Reporting practices		
102-45	Entities included in the consolidated financial statements	Campbell at a Glance ; 10-K p. 3-4
102-46	Defining report content and topic Boundaries	Materiality This report includes content on our key material corporate responsibility issues and an update to key performance metrics, including progress against our corporate responsibility goals. Significant policy or program advances and recognition occurring before or after FY2019 may also be included, but all data reflects FY2019. This Report covers our owned and leased facilities where we have operational control, including the facilities of our two newest acquisitions, Pacific Foods (acquired December 2017) and Snyder's-Lance (acquired March 2018). Unless otherwise stated, principles and policies referenced in the report apply to all facilities and employees of Campbell Soup Company. Plum Organics was acquired in June 2013, and Campbell worked with Plum to incorporate it as a Public Benefit Corporation (PBC) under Delaware law in August 2013 and gain B Corp certification. All recently divested businesses, including Bolthouse Farms, Garden Fresh Gourmet, Kelsen, Arnott's and Campbell's International business, have been removed from the data in this Report, unless otherwise stated.
102-47	List of material topics	Materiality ; Appendix – Definition of material issues
102-48	Restatements of information	In 2019, we integrated our acquired businesses, Pacific Foods and Snyder's-Lance, into our data systems and goals and removed our divested businesses. We have reset our FY2017 baseline for our public commitments to reflect these changes. Data for FY2018 and FY2019 reflects the same changes and includes our two recent acquisitions and excludes our divested businesses.
102-49	Changes in reporting	Materiality
102-50	Reporting period	Fiscal Year 2019 (July 30, 2018 – July 28, 2019)
102-51	Date of most recent report	March 2019
102-52	Reporting cycle	Biennial, with updates annually
102-53	Contact point for questions regarding the report	We value and welcome feedback from interested stakeholders. Contact Megan Maltenfort, Director, Corporate Responsibility & Sustainability, One Campbell Place, MS131, Camden, NJ 08103. You may also contact us via our dedicated CSR Feedback Email Address: csr_feedback@campbellsoup.com .
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option. This report also includes some content that addresses comprehensive-level disclosures. Please see our GRI Content Index for more details and www.globalreporting.org to learn more about the GRI framework.
102-55	GRI content index	We provide a complete GRI Standards content index in the Appendix, beginning on page 68.
102-56	External assurance	We completed third-party limited assurance consistent with guidance provided by ISO 14064-3 of our FY2019 Scope 1 and Scope 2 GHG emissions. We also completed limited assurance of our water withdrawal, water discharge and water consumption for FY2019. Previously, in 2017, we completed a similar third-party limited assurance review consistent with guidance provided by ISAE 3000 of our FY2016 nutrition and related sales data. All assurance statements can be found at www.campbellcsr.com .
GRI 201: Economic Performance		
103-1	Explanation of the material topic and its boundary	10-K ; CDP Climate Change; Performance Scorecard
103-2	The management approach and its components	10-K ; 2019 Proxy Statement
103-3	Evaluation of the management approach	10-K ; 2019 Proxy Statement
201-1	Direct economic value generated and distributed	10-K ; 2019 Proxy Statement ; Performance Scorecard
201-2	Financial implications and other risks and opportunities due to climate change	10-K p. 7-8 ; CDP Climate Change
201-3	Defined benefit plan obligations and other retirement plans	10-K p. 60-66 ; Performance Scorecard

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2019 RESPONSE
GRI 203: Indirect Economic Impacts		
103-1	Explanation of the material topic and its boundary	Shared: Communities – Our Approach
103-2	The management approach and its components	Shared: Communities – Our Approach
103-3	Evaluation of the management approach	Shared: Communities – Our Approach
203-1	Infrastructure investments and services supported	Shared: Communities
203-2	Significant indirect economic impacts	Shared: Communities
GRI 204: Procurement Practices		
103-1	Explanation of the material topic and its boundary	Sourced – Our Approach
103-2	The management approach and its components	Sourced – Our Approach
103-3	Evaluation of the management approach	Sourced – Our Approach
204-1	Proportion of spending on local suppliers	We do not currently track this data, but are determining the feasibility of tracking it in the future.
GRI 205: Anti-corruption		
103-1	Explanation of the material topic and its boundary	Ethics; Code of Business Conduct and Ethics
103-2	The management approach and its components	Ethics; Code of Business Conduct and Ethics
103-3	Evaluation of the management approach	Ethics; Code of Business Conduct and Ethics
205-1	Operations assessed for risks related to corruption	Campbell's Legal Department annually assesses corruption risk across the company and reports to the Audit Committee of the Board on that risk and on other legal and regulatory exposures. This assessment addresses the risks faced by the company in the geographies in which it does business. In addition, an annual Conflicts of Interest Questionnaire and Certification is completed by mid- and upper-level management and reviewed by the Legal Department. These assessments and evaluations have not identified significant risks related to corruption.
205-2	Communication and training about anti-corruption policies and procedures	Each year, Campbell provides comprehensive online and in-person training for employees on core ethics and compliance issues and risk-based training tailored to the issues associated with employees' specific job responsibilities. As part of the <i>Winning with Integrity</i> program, full-time salaried employees are required to complete regular training on our Code of Business Conduct and Ethics , although all employees have access to the Code.
205-3	Confirmed incidents of corruption and actions taken	There have been no confirmed incidents of corruption.
GRI 206: Anti-competitive Behavior		
103-1	Explanation of the material topic and its boundary	Governance; Ethics; Code of Business Conduct and Ethics ; Anti-Bribery Policy
103-2	The management approach and its components	Governance; Ethics; Code of Business Conduct and Ethics ; Anti-Bribery Policy
103-3	Evaluation of the management approach	Governance; Ethics; Code of Business Conduct and Ethics ; Anti-Bribery Policy
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no legal actions during the reporting period regarding anti-competitive behavior or violations of anti-trust and monopoly legislation in which Campbell has been identified as a participant.
GRI 302: Energy		
103-1	Explanation of the material topic and its boundary	Produced – Our Approach
103-2	The management approach and its components	Produced – Our Approach
103-3	Evaluation of the management approach	Produced – Our Approach
302-1	Energy consumption within the organization	Performance Scorecard ; CDP Climate Change
302-3	Energy intensity	Performance Scorecard ; CDP Climate Change Campbell defines intensity as Energy Use/ Tonne of Food Produced.
302-4	Reduction of energy consumption	Performance Scorecard ; CDP Climate Change
302-5	Reductions in energy requirements of products and services	Performance Scorecard ; CDP Climate Change

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2019 RESPONSE
GRI 303: Water and Effluents		
103-1	Explanation of the material topic and its boundary	Grown – Our Approach ; Produced – Our Approach ; CDP Water Security
103-2	The management approach and its components	Grown – Our Approach ; Produced – Our Approach ; Assessing our Water Stewardship and Risks ; CDP Water Security
103-3	Evaluation of the management approach	Grown – Our Approach ; Produced – Our Approach ; Assessing our Water Stewardship and Risks ; CDP Water Security
303-1	Interactions with water as a shared resource	Grown – New Data Analytics Tool Helps Advance Wheat Farmers' Sustainability Efforts ; Produced – Our Approach ; Assessing our Water Stewardship and Risks ; CDP Water Security
303-2	Management of water discharge-related impacts	Grown – New Data Analytics Tool Helps Advance Wheat Farmers' Sustainability Efforts ; Produced – Our Approach ; Assessing our Water Stewardship and Risks ; CDP Water Security
303-3	Water withdrawal by source	Performance Scorecard ; CDP Water Security
GRI 305: Emissions		
103-1	Explanation of the material topic and its boundary	Grown – Our Approach ; Produced – Our Approach
103-2	The management approach and its components	Grown – Our Approach ; Produced – Our Approach
103-3	Evaluation of the management approach	Grown – Our Approach ; Produced – Our Approach
305-1	Direct (Scope 1) GHG emissions	Performance Scorecard ; CDP Climate Change
305-2	Energy indirect (Scope 2) GHG emissions	Performance Scorecard ; CDP Climate Change
305-3	Other indirect (Scope 3) GHG emissions	Performance Scorecard ; CDP Climate Change
305-4	GHG emissions intensity	Performance Scorecard ; CDP Climate Change Campbell defines intensity as Greenhouse Gas (GHG) Emissions/Tonne of Food Produced.
305-5	Reduction of GHG emissions	Performance Scorecard CDP Climate Change
GRI 306: Effluents and Waste		
103-1	Explanation of the material topic and its boundary	Produced – Our Approach
103-2	The management approach and its components	Produced – Our Approach
103-3	Evaluation of the management approach	Produced – Our Approach
306-1	Water discharge by quality and destination	CDP Water Security
306-2	Waste by type and disposal method	Performance Scorecard
306-3	Significant spills	There were no significant spills in FY2019.
306-4	Transport of hazardous waste	No transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention. The primary hazardous materials include waste chemicals, used/waste oil, paint and medical waste. Hazardous waste is disposed of by incineration, treatment/neutralization and fuel programs.

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2019 RESPONSE																																													
GRI 307: Environmental Compliance																																															
103-1	Explanation of the material topic and its boundary	10-K p. 5																																													
103-2	The management approach and its components	Campbell Soup Company has an Environmental Management System with one of the key aspects being an electronic system, the Campbell's Environmental Management & Metrics System (CEMMS). The CEMMS system is used by all of our facilities and is the backbone of our overall Environmental Management System. The CEMMS system addresses our document management, permit tracking, monitoring and measurement, tasks and calendar management, waste and recycling tracking/reporting, inspection notifications, incidents of notice of violations management, audits management, water tracking/reporting, energy tracking/reporting and refrigerant tracking/reporting. While this system is auditable and supports ISO 14001, our Environmental Management System is not ISO 14001 certified, and we currently do not have any facilities that are ISO 14001 or OHSAS 18001 certified.																																													
103-3	Evaluation of the management approach																																														
307-1	Non-compliance with environmental laws and regulations	Campbell incurred \$2,600 in environmental fines in FY2019.																																													
GRI 308: Supplier Environmental Assessment																																															
103-1	Explanation of the material topic and its boundary	Grown – Our Approach; Sourced – Our Approach																																													
103-2	The management approach and its components	Grown – Our Approach; Sourced – Our Approach																																													
103-3	Evaluation of the management approach	Grown – Our Approach; Sourced – Our Approach																																													
308-1	New suppliers that were screened using environmental criteria	Our Responsible Sourcing Supplier Code is available to all suppliers and holds our suppliers accountable to environmental standards. We are still developing management systems for comprehensive supplier screening although we do include environmental questions in all new supplier Requests for Proposal (RFPs).																																													
308-2	Negative environmental impacts in the supply chain and actions taken	There were no negative environmental impacts identified in the supply chain in FY2019.																																													
GRI 401: Employment																																															
103-1	Explanation of the material topic and its boundary	Shared: Employees – Our Approach; Building the Skills We Need to Win																																													
103-2	The management approach and its components	Shared: Employees – Our Approach; Building the Skills We Need to Win																																													
103-3	Evaluation of the management approach	Shared: Employees																																													
401-1	New employee hires and employee turnover	<p>New employee hires and employee turnover are listed below. Voluntary turnover for FY2019 was 16% and involuntary turnover was 9%, with a total turnover rate of 25%.</p> <table border="1"> <thead> <tr> <th colspan="3">New Hires vs. Turnover by Age, Gender, and Region</th> </tr> <tr> <th>Age Range</th> <th>New Hires</th> <th>Turnover</th> </tr> </thead> <tbody> <tr> <td>30 and under</td> <td>1,064</td> <td>1,391</td> </tr> <tr> <td>31-50</td> <td>1,019</td> <td>2,116</td> </tr> <tr> <td>51 and over</td> <td>305</td> <td>1,246</td> </tr> <tr> <td>Total</td> <td>2,388</td> <td>4,753</td> </tr> <tr> <th>Gender</th> <th>New Hires</th> <th>Turnover</th> </tr> <tr> <td>Female</td> <td>957</td> <td>1,709</td> </tr> <tr> <td>Male</td> <td>1,431</td> <td>3,044</td> </tr> <tr> <td>Total</td> <td>2,388</td> <td>4,753</td> </tr> <tr> <th>Region</th> <th>New Hires</th> <th>Turnover</th> </tr> <tr> <td>Americas</td> <td>2,081</td> <td>4,408</td> </tr> <tr> <td>Europe</td> <td>9</td> <td>12</td> </tr> <tr> <td>Asia-Pacific</td> <td>298</td> <td>333</td> </tr> <tr> <td>Total</td> <td>2,388</td> <td>4,753</td> </tr> </tbody> </table>	New Hires vs. Turnover by Age, Gender, and Region			Age Range	New Hires	Turnover	30 and under	1,064	1,391	31-50	1,019	2,116	51 and over	305	1,246	Total	2,388	4,753	Gender	New Hires	Turnover	Female	957	1,709	Male	1,431	3,044	Total	2,388	4,753	Region	New Hires	Turnover	Americas	2,081	4,408	Europe	9	12	Asia-Pacific	298	333	Total	2,388	4,753
New Hires vs. Turnover by Age, Gender, and Region																																															
Age Range	New Hires	Turnover																																													
30 and under	1,064	1,391																																													
31-50	1,019	2,116																																													
51 and over	305	1,246																																													
Total	2,388	4,753																																													
Gender	New Hires	Turnover																																													
Female	957	1,709																																													
Male	1,431	3,044																																													
Total	2,388	4,753																																													
Region	New Hires	Turnover																																													
Americas	2,081	4,408																																													
Europe	9	12																																													
Asia-Pacific	298	333																																													
Total	2,388	4,753																																													

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2019 RESPONSE
GRI 401: Employment		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	While employee benefits may vary at locations, Campbell offers a robust employee benefits package that may include paid sick days, paid vacation, bereavement leave, education benefits including tuition reimbursement, relocation assistance, health insurance (individual and family), dental insurance (individual and family), vision insurance, domestic partner benefits, life insurance, disability insurance (including long-term), flexible spending accounts (health care and child care), stock options, bonus plans, 401(k) savings plans, an onsite daycare center (WHQ), onsite fitness center (WHQ), 10-week paid parental leave, adoption assistance, and retiree health care. Campbell Soup Company also offers corporate benefits to both same- and opposite-sex couples and has a workplace flexibility policy.
401-3	Parental leave	Shared: Employees – Our Approach
GRI 403: Occupational Health and Safety		
103-1	Explanation of the material topic and its boundary	Shared: Employees – Our Approach; A New Path Forward for Safety
103-2	The management approach and its components	Shared: Employees – Our Approach; A New Path Forward for Safety
103-3	Evaluation of the management approach	Shared: Employees – Our Approach; A New Path Forward for Safety
403-1	Occupational health and safety management system	Shared: Employees – A New Path Forward for Safety
403-2	Hazard identification, risk assessment, and incident investigation	Shared: Employees – A New Path Forward for Safety
403-3	Occupational health services	Shared: Employees – A New Path Forward for Safety ; We intend to report more fully on this disclosure next year.
403-4	Worker participation, consultation, and communication on occupational health and safety	100 percent of Campbell's workforce is represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. All of our locations have some form of health and safety committee with representation from all employee levels.
403-5	Worker training on occupational health and safety	Shared: Employees – A New Path Forward for Safety
403-6	Promotion of worker health	Shared: Employees – A New Path Forward for Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Shared: Employees – A New Path Forward for Safety
403-9	Work-related injuries	Performance Scorecard
GRI 404: Training and Education		
103-1	Explanation of the material topic and its boundary	Shared: Employees – Our Approach; Building the Skills We Need to Win
103-2	The management approach and its components	Shared: Employees – Building the Skills We Need to Win
103-3	Evaluation of the management approach	Shared: Employees – Building the Skills We Need to Win
404-1	Average hours of training per year per employee	We track the following metrics related to training and development: <ul style="list-style-type: none"> • Average amount spent on training an employee annually: \$372 • Average number of hours of training per employee annually: 10
404-2	Programs for upgrading employee skills and transition assistance programs	Shared: Employees – Building the Skills We Need to Win
404-3	Percentage of employees receiving regular performance and career development reviews	100 percent of employees receive an annual performance evaluation.

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2019 RESPONSE																																																																																																		
GRI 405: Diversity and Equal Opportunity																																																																																																				
103-1	Explanation of the material topic and its boundary	Shared: Employees – Our Approach; Making Diversity Part of How We Operate																																																																																																		
103-2	The management approach and its components	Shared: Employees – Our Approach; Making Diversity Part of How We Operate																																																																																																		
103-3	Evaluation of the management approach	Shared: Employees – Our Approach; Making Diversity Part of How We Operate																																																																																																		
405-1	<p>Diversity of governance bodies and employees</p> <p>Note: Headcount includes all Campbell employees including International, Snyder's-Lance and Pacific Foods. While the International business was divested in early FY2020 and subsequently removed from the rest of this Report, we have included it for employee data because it is included in our 10-K. International employees who are not in our Workday system are excluded from reported data in this Report.</p> <table border="1"> <thead> <tr> <th colspan="5">Age Group (Global)</th> </tr> <tr> <th></th> <th>30 and under</th> <th>31-50</th> <th>51 and over</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Board of Directors</td> <td>0</td> <td>1</td> <td>11</td> <td>12</td> </tr> <tr> <td>Global Employees</td> <td>3,221</td> <td>8,402</td> <td>6,503</td> <td>18,126</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="5">Gender Diversity by Management Level (Global)</th> </tr> <tr> <th></th> <th>Female</th> <th>Male</th> <th>Undeclared</th> <th>Grand Total</th> </tr> </thead> <tbody> <tr> <td>Board of Directors</td> <td>4</td> <td>8</td> <td>0</td> <td>12</td> </tr> <tr> <td>Top Management</td> <td>10</td> <td>34</td> <td>0</td> <td>44</td> </tr> <tr> <td>Management</td> <td>796</td> <td>1,119</td> <td>0</td> <td>1,915</td> </tr> <tr> <td>Non-Management</td> <td>6,779</td> <td>9,387</td> <td>1</td> <td>16,167</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="8">Ethnicity by Management Level (United States)</th> </tr> <tr> <th></th> <th>Hispanic/Latino</th> <th>Black/African American</th> <th>White</th> <th>Asian</th> <th>Other</th> <th>Did Not Disclose</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Top Management</td> <td>4</td> <td>0</td> <td>35</td> <td>1</td> <td>0</td> <td>1</td> <td>41</td> </tr> <tr> <td>Management</td> <td>69</td> <td>65</td> <td>1,206</td> <td>108</td> <td>27</td> <td>27</td> <td>1,502</td> </tr> <tr> <td>Non-Management</td> <td>1,866</td> <td>2,381</td> <td>6,862</td> <td>541</td> <td>604</td> <td>314</td> <td>12,568</td> </tr> <tr> <td>Total</td> <td>1,939</td> <td>2,446</td> <td>8,103</td> <td>650</td> <td>631</td> <td>342</td> <td>14,111</td> </tr> </tbody> </table>	Age Group (Global)						30 and under	31-50	51 and over	Total	Board of Directors	0	1	11	12	Global Employees	3,221	8,402	6,503	18,126	Gender Diversity by Management Level (Global)						Female	Male	Undeclared	Grand Total	Board of Directors	4	8	0	12	Top Management	10	34	0	44	Management	796	1,119	0	1,915	Non-Management	6,779	9,387	1	16,167	Ethnicity by Management Level (United States)									Hispanic/Latino	Black/African American	White	Asian	Other	Did Not Disclose	Total	Top Management	4	0	35	1	0	1	41	Management	69	65	1,206	108	27	27	1,502	Non-Management	1,866	2,381	6,862	541	604	314	12,568	Total	1,939	2,446	8,103	650	631	342	14,111	
Age Group (Global)																																																																																																				
	30 and under	31-50	51 and over	Total																																																																																																
Board of Directors	0	1	11	12																																																																																																
Global Employees	3,221	8,402	6,503	18,126																																																																																																
Gender Diversity by Management Level (Global)																																																																																																				
	Female	Male	Undeclared	Grand Total																																																																																																
Board of Directors	4	8	0	12																																																																																																
Top Management	10	34	0	44																																																																																																
Management	796	1,119	0	1,915																																																																																																
Non-Management	6,779	9,387	1	16,167																																																																																																
Ethnicity by Management Level (United States)																																																																																																				
	Hispanic/Latino	Black/African American	White	Asian	Other	Did Not Disclose	Total																																																																																													
Top Management	4	0	35	1	0	1	41																																																																																													
Management	69	65	1,206	108	27	27	1,502																																																																																													
Non-Management	1,866	2,381	6,862	541	604	314	12,568																																																																																													
Total	1,939	2,446	8,103	650	631	342	14,111																																																																																													

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2019 RESPONSE																														
405-2	Ratio of basic salary and remuneration of women to men Note: Headcount includes all Campbell employees including International, Snyder's-Lance and Pacific Foods. While the International business was divested in early FY2020 and subsequently removed from the rest of this Report, we have included it for employee data because it is included in our 10-K. International employees that are not in our Workday system are excluded from reported data in this Report.	<table border="1"> <thead> <tr> <th colspan="3">Average Annual Base Pay (USD)</th> </tr> <tr> <th>Top Management Level</th> <th>U.S.</th> <th>Outside U.S.</th> </tr> </thead> <tbody> <tr> <td>Average Female Salary</td> <td>\$309,104</td> <td>N/A</td> </tr> <tr> <td>Average Male Salary</td> <td>\$414,068</td> <td>\$522,974</td> </tr> <tr> <th>Management Level</th> <th>U.S.</th> <th>Outside U.S.</th> </tr> <tr> <td>Average Female Salary</td> <td>\$146,261</td> <td>\$107,881</td> </tr> <tr> <td>Average Male Salary</td> <td>\$153,172</td> <td>\$127,159</td> </tr> <tr> <th>Non-Management Level</th> <th>U.S.</th> <th>Outside U.S.</th> </tr> <tr> <td>Average Female Salary</td> <td>\$47,191</td> <td>\$37,083</td> </tr> <tr> <td>Average Male Salary</td> <td>\$51,629</td> <td>\$43,889</td> </tr> </tbody> </table>	Average Annual Base Pay (USD)			Top Management Level	U.S.	Outside U.S.	Average Female Salary	\$309,104	N/A	Average Male Salary	\$414,068	\$522,974	Management Level	U.S.	Outside U.S.	Average Female Salary	\$146,261	\$107,881	Average Male Salary	\$153,172	\$127,159	Non-Management Level	U.S.	Outside U.S.	Average Female Salary	\$47,191	\$37,083	Average Male Salary	\$51,629	\$43,889
Average Annual Base Pay (USD)																																
Top Management Level	U.S.	Outside U.S.																														
Average Female Salary	\$309,104	N/A																														
Average Male Salary	\$414,068	\$522,974																														
Management Level	U.S.	Outside U.S.																														
Average Female Salary	\$146,261	\$107,881																														
Average Male Salary	\$153,172	\$127,159																														
Non-Management Level	U.S.	Outside U.S.																														
Average Female Salary	\$47,191	\$37,083																														
Average Male Salary	\$51,629	\$43,889																														
GRI 406: Non-discrimination																																
103-1	Explanation of the material topic and its boundary	Shared: Employees – Our Approach; Code of Business Conduct and Ethics																														
103-2	The management approach and its components	Shared: Employees – Our Approach Code of Business Conduct and Ethics																														
103-3	Evaluation of the management approach	Shared: Employees – Our Approach; Code of Business Conduct and Ethics																														
406-1	Incidents of discrimination and corrective actions taken	The company has not been fined or disciplined by the EEOC in the last five years.																														
GRI 412: Human Rights Assessment																																
103-1	Explanation of the material topic and its boundary	Corporate Responsibility Strategy; Sourced – Our Approach; Human Rights Principles																														
103-2	The management approach and its components	Corporate Responsibility Strategy; Sourced – Our Approach; Human Rights Principles																														
103-3	Evaluation of the management approach	Corporate Responsibility Strategy; Sourced – Our Approach; Human Rights Principles																														
412-1	Operations that have been subject to human rights reviews or impact assessments	In FY2019, no Campbell facilities were subject to human rights reviews or impact assessments. The company has not been involved in any human rights controversies, has not incurred any fines by governmental organizations related to human rights issues, and has not been subject to any human rights litigation in the last five years.																														
412-2	Employee training on human rights policies or procedures	All employees have access to Campbell's Human Rights Principles .																														
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	100 percent of our suppliers have expectations for human rights outlined in our purchase contract terms and conditions.																														
GRI 413: Local Communities																																
103-1	Explanation of the material topic and its boundary	Shared: Communities – Our Approach																														
103-2	The management approach and its components	Shared: Communities – Our Approach																														
103-3	Evaluation of the management approach	Shared: Communities – Our Approach																														
413-1	Operations with local community engagement, impact assessments, and development programs	We have community engagement programs in all of the locations in which we operate.																														

GRI CONTENT INDEX

DISCLOSURE	DISCLOSURE TITLE	2019 RESPONSE
GRI 414: Supplier Social Assessment		
103-1	Explanation of the material topic and its boundary	Sourced – Our Approach; Goals & Progress Highlights
103-2	The management approach and its components	Sourced – Our Approach; Goals & Progress Highlights
103-3	Evaluation of the management approach	Sourced – Our Approach; Goals & Progress Highlights
414-1	New suppliers that were screened using social criteria	100 percent of our suppliers have expectations for human rights outlined in our purchase contract terms and conditions and our Responsible Sourcing Supplier Code. In 2019, Campbell became a member of Sedex (Supplier Ethical Data Exchange) and supplier auditing will begin in 2020.
414-2	Negative social impacts in the supply chain and actions taken	There were no negative social impacts identified in the supply chain in FY2019.
GRI 416: Customer Health and Safety		
103-1	Explanation of the material topic and its boundary	Produced – Strengthening Food Safety through Supply Chain Engagement; Shared: Consumers – Our Approach; Product Transparency that Informs and Educates
103-2	The management approach and its components	Produced – Strengthening Food Safety through Supply Chain Engagement; Shared: Consumers – Our Approach; Product Transparency that Informs and Educates
103-3	Evaluation of the management approach	Produced – Strengthening Food Safety through Supply Chain Engagement; Shared: Consumers – Our Approach; Product Transparency that Informs and Educates
416-1	Assessment of the health and safety impacts of product and service categories	Performance Scorecard; Produced – Strengthening Food Safety through Supply Chain Engagement Campbell has a long history of actively monitoring pesticide residues on incoming ingredients via our own internal chemical residue testing laboratory. Ingredients and suppliers are selected for sampling using a risk-based approach using internal and external data sources on likely residue risk to set sampling frequency. In tomato ingredients, Campbell's number one ingredient type for our legacy brands, we have over a decade of requiring farmer compliance with Campbell pesticide requirements which are stricter than U.S. Environmental Protection Agency (EPA) and California EPA standards. Farmer pesticide application reports are monitored, and tomato farmers out of compliance with these requirements cannot harvest their fields for Campbell.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In FY2019, Campbell had no Class I or Class II recalls in North America and had one recall related to mislabeling of Arnott's Shapes and Cheds in the United Kingdom, which caused two allergens – mustard and celery – to be undeclared. The products were voluntarily recalled and the issue has been resolved through corrective actions.
GRI 417: Marketing and Labeling		
103-1	Explanation of the material topic and its boundary	Sourced – Our Approach; Shared: Consumers – Our Approach; Product Transparency that Informs and Educates
103-2	The management approach and its components	Sourced – Our Approach; Shared: Consumers – Our Approach; Product Transparency that Informs and Educates
103-3	Evaluation of the management approach	Sourced – Our Approach; Shared: Consumers – Our Approach; Product Transparency that Informs and Educates
417-1	Requirements for product and service information and labeling	Sourced – Inspiring Better Recycling with How2Recycle; Shared: Consumers – Our Approach; Grain Options that Fit Consumers' Needs; Product Transparency that Informs and Educates; whatsinmyfood.com; Global Guidelines for Responsible Advertising to Children; Commitment Concerning Advertising to Children (U.S.)
417-2	Incidents of non-compliance concerning product and service information and labeling	There were zero incidents of non-compliance concerning product and service information and labeling in FY2019.
417-3	Incidents of non-compliance concerning marketing communications	There were zero incidents of non-compliance concerning marketing communications in FY2019.
GRI 419: Socioeconomic Compliance		
103-1	Explanation of the material topic and its boundary	Governance; Ethics; Code of Business Conduct and Ethics
103-2	The management approach and its components	Governance; Ethics; Code of Business Conduct and Ethics
103-3	Evaluation of the management approach	Governance; Ethics; Code of Business Conduct and Ethics
419-1	Non-compliance with laws and regulations in the social and economic area	There were zero incidents of non-compliance with laws and regulations in the social and economic area in FY2019.

UNITED NATIONS GLOBAL COMPACT INDEX

The UN Global Compact (UNGC) is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labor, environment and anti-corruption. Campbell committed to the principles of the UNGC in 2009. Below is an index of our reporting against the UNGC principles within the content of this 2020 Corporate Responsibility Report.

PRINCIPLE NUMBER	DESCRIPTION	REPORT SECTION/LINK
1	Support and respect protection of internationally proclaimed human rights	Human Rights Principles Corporate Responsibility Strategy Stakeholder Engagement Sourced Shared: Employees
2	Make sure business is not complicit in human rights abuses	Human Rights Principles Corporate Responsibility Strategy Stakeholder Engagement Sourced Shared: Employees Ethics
3	Uphold freedom of association and the effective recognition of the right to collective bargaining	Human Rights Principles Code of Business Conduct and Ethics Stakeholder Engagement Sourced Shared: Employees GRI Content Index – 102-41
4	Support elimination of all forms of forced and compulsory labor	Human Rights Principles Sourced Ethics
5	Support effective abolition of child labor	Human Rights Principles Sourced Ethics
6	Eliminate discrimination in employment and occupation	Human Rights Principles Code of Business Conduct and Ethics Shared: Employees Ethics Discrimination, Harassment and Retaliation Prevention Policy
7	Support a precautionary approach to environmental challenges	Code of Business Conduct and Ethics Grown Sourced Produced GRI Content Index – 102-11
8	Undertake initiatives to promote greater environmental responsibility	Code of Business Conduct and Ethics Grown Sourced Produced
9	Encourage the development and diffusion of environmentally friendly technologies	Code of Business Conduct and Ethics Grown Sourced Produced
10	Work against all forms of corruption, including extortion and bribery	Code of Business Conduct and Ethics Anti-Bribery Policy Ethics GRI Content Index – GRI 205: Anti-corruption GRI Content Index – GRI 206: Anti-competitive Behavior

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



1 NO POVERTY
Creating opportunities for people in need, especially in our hometown communities.

[Shared: Communities – Our Approach](#)
[Campbell's Healthy Communities](#)
[Community Impact Grants](#)



2 ZERO HUNGER
Using our resources as a food company to end hunger through cash and product donations.

[Tackling Food Waste in Our Operations](#)
[Shared: Communities – Our Approach](#)
[Campbell's Healthy Communities](#)
[Healthy Corner Store Initiative](#)
[Improving School Food](#)
[Community Impact Grants](#)
[Empowering Employee Giving Through Choice](#)
[Donations That Nourish Every Kid](#)
[Caring for Communities After Disaster](#)



3 GOOD HEALTH AND WELL-BEING
Responding to consumer trends and offering products that contribute to a healthy diet.

[V8 V-Fusion and Blends Bottles, Now Fully Recyclable](#)
[Shared: Consumers – Our Approach](#)
[The Latest in Real Food Innovation](#)
[Plant-Powered Hydration: V8 +Hydrate](#)
[Grain Options That Fit Consumers' Needs](#)



4 QUALITY EDUCATION
Educating community members about the importance of nutritious food.

[Shared: Consumers – Our Approach](#)
[The Latest in Real Food Innovation](#)
[Sharing Insights Across Our Brands](#)
[Shared: Communities – Our Approach](#)
[Highlight: Incorporating Student Voice with the Camden Youth Advisory Council](#)
[Healthy Corner Store Initiative](#)
[Improving School Food](#)



5 GENDER EQUALITY
Supporting women in our workforce and supply chain.

[Reestablishing the Scope of Certifications](#)
[Making Diversity Part of How We Operate](#)
[Shared: Communities – Our Approach](#)
[Community Impact Grants](#)



6 CLEAN WATER AND SANITATION
Ensuring our operations do not adversely affect local water resources.

[Sustaining Our Priority Ingredients: Building Relationships, Investing in the Long Term](#)
[Produced – Our Approach](#)
[Engaged Employees Drive Water Savings in Napoleon, Ohio](#)
[Assessing Our Water Stewardship and Risks](#)



7 AFFORDABLE AND CLEAN ENERGY
Committing to 40 percent renewable or alternative energy to meet our electricity needs by FY2020.

[Produced – Our Approach](#)
[Kettle Brand Chips, Powered by Nature](#)



8 DECENT WORK AND ECONOMIC GROWTH
Building a workplace guided by our values and helping emerging businesses succeed.

[Reestablishing the Scope of Certifications](#)
[Engaged Employees Drive Water Savings in Napoleon, Ohio](#)
[Shared: Employees – Our Approach](#)
[Building the Skills We Need to Win](#)
[Making Diversity Part of How We Operate](#)
[Community Impact Grants](#)
[Empowering Employee Giving Through Choice](#)
[Governance](#)
[Ethics](#)



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Innovating through our products, the agricultural practices we promote and the level of transparency with which we communicate.

[Grown – Our Approach](#)
[New Data Analytics Tool Helps Advance Wheat Farmers' Sustainability Efforts](#)
[Sustaining Our Priority Ingredients: Building Relationships, Investing in the Long Term](#)
[Sourced – Our Approach](#)



10 REDUCED INEQUALITIES
Leveling the playing field for underprivileged employees, suppliers and people in our communities.

[Reestablishing the Scope of Certifications](#)
[Making Diversity Part of How We Operate](#)
[Community Impact Grants](#)
[Empowering Employee Giving Through Choice](#)

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



Strengthening the communities where we operate worldwide through volunteerism and partnerships.

[When It Comes to Tomatoes, We're Family](#)

[Sourced – Our Approach](#)

[Reestablishing the Scope of Certifications](#)

[Community Impact Grants](#)

[Empowering Employee Giving Through Choice](#)

[Caring for Communities After Disaster](#)



Responsibly sourcing raw materials and minimizing resource consumption and waste during production.

[Kettle Brand's Natural Promise Extends to Its Bag](#)

[Grown – Our Approach](#)

[Sustaining Our Priority Ingredients: Building Relationships, Investing in the Long Term](#)

[V8 V-Fusion and Blends Bottles, Now Fully Recyclable](#)

[Produced – Our Approach](#)

[Strengthening Food Safety through Supply Chain Engagement](#)

[Tackling Food Waste in Our Operations](#)

[Smart Innovations Lead to Savings Across Campbell Facilities](#)



Reducing the GHG emissions associated with growing, transporting and producing our food.

[Kettle Brand's Natural Promise Extends to Its Bag](#)

[Grown – Our Approach](#)

[When It Comes to Tomatoes, We're Family](#)

[Sustaining Our Priority Ingredients: Building Relationships, Investing in the Long Term](#)

[Produced – Our Approach](#)

[Kettle Brand Chips, Powered by Nature](#)

[Smart Innovations Lead to Savings Across Campbell Facilities](#)



Protecting water resources by minimizing nitrogen runoff and other activities.

[New Data Analytics Tool Helps Advance Wheat Farmers' Sustainability Efforts](#)

[Sustaining Our Priority Ingredients: Building Relationships, Investing in the Long Term](#)

[Assessing Our Water Stewardship and Risks](#)

[Engaged Employees Drive Water Savings in Napoleon, Ohio](#)



Responsibly sourcing raw materials whose cultivation may contribute to deforestation.

[Sourced – Our Approach](#)

[Refreshing What Responsible Sourcing Can Deliver](#)

[Our RSPO Journey](#)



Operating our company guided by a foundation of ethical business practices.

[Corporate Responsibility Strategy](#)

[When It Comes to Tomatoes, We're Family](#)

[Shared: Employees – Our Approach](#)

[A New Path Forward for Safety Governance](#)

[Ethics](#)



Partnering with internal and external stakeholders to address major industry challenges.

[Stakeholder Engagement](#)

[Grown – Our Approach](#)

[New Data Analytics Tool Helps Advance Wheat Farmers' Sustainability Efforts](#)

[Celebrating 12 Years Of Research with UC Davis](#)

[V8 Fusion and Blends Bottles, Now Fully Recyclable](#)

[Inspiring Better Recycling with How2Recycle](#)

[Strengthening Food Safety through Supply Chain Engagement](#)

[Tackling Food Waste in Our Operations](#)

[Highlight: Incorporating Student Voice with the Camden Youth Advisory Council](#)

[Healthy Corner Store Initiative](#)

[Improving School Food](#)

[Community Impact Grants](#)