



SunOpta™

Environmental, Social and  
Governance Report 2022





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## Introduction

**SunOpta** is a global food and beverage company with a passionate focus on sustainability, innovation and community.





## Advancing our mission to fuel the future of food

At SunOpta, we are passionate about sustainability — it is at the root of everything we do as a producer of plant-based and fruit-based food and beverages. Since our founding nearly 50 years ago with a mission to elevate and nurture sustainability, we've built on that legacy by helping to transform the food and beverages people consume, the way they are made and the communities where we live and work.

Sustainability is core to the nature of what we do — and how we operate. For example, the crops grown for our plant-based milks require significantly less land and water and produce fewer greenhouse gas emissions than milk from cows, and organic fruits greatly reduce use of pesticides and herbicides. As a company grounded in environmental stewardship, we are working to reduce our environmental footprint by using less energy, gas and water; achieve zero waste in our manufacturing facilities; develop innovative packaging solutions; and use efficient modes of transportation. We track and share our progress toward time-bound sustainability goals. In 2022, we improved our CDP score, which is a snapshot of a company's environmental disclosure and performance, to a B- — above the food and beverage industry average of a C — which highlights our continued focus on sustainability. For example, we are well on our way toward our zero-waste-to-landfill goal, with six facilities having achieved this status and two others awaiting verification. We also developed a Food Loss and Waste Policy and standard operating procedures, laying the groundwork for our donation of more than 2.3 million pounds of food to the nonprofit organization Feeding America.

We continue to expand our capacity to grow our business in a sustainable way. Our new production facility in Midlothian, Texas, which opened in December 2022, was designed and built with sustainability in mind, including energy and water-saving features and recycled materials. Its location helps us save 15 million freight miles annually from our supply chain, eliminating 59 million pounds of carbon emissions. We also began

construction on a 252,000-square-foot warehouse in Alexandria, Minnesota that will help us further reduce mileage and save an additional 100,000 pounds of carbon emissions annually.

Throughout this report, you will see examples of the dedication and innovation of our people, and their commitment to building a more sustainable future. Driven by a spirit of continuous improvement, our people are using their expertise to support the well-being of employees, customers, consumers and the planet. We celebrate their spirit of collaboration and speed of innovation as we advance toward our corporate goal of doubling our plant-based business by 2025.

We prioritize the health, well-being and safety of our employees as well as the human rights of workers across our value chain and in the communities where we operate. In 2022, we joined Sedex — a data platform for supply chain assessment, to store, analyze, share and report on sustainability practices — reinforcing our commitment to sourcing responsibly.

We continue to grow our culture of diversity, equity and inclusion. We published our updated Diversity Policy in 2022, increased the diversity of company leadership and are moving forward with recruiting and developing talented employees who reflect the communities in which we live.

This report highlights our commitments and actions as we continue to work toward our sustainability goals and communicate transparently about our progress and challenges. We embrace the opportunities that lie ahead as we work to sustainably fuel the future of food.



Sincerely,



Joseph Ennen  
Chief Executive Officer



## Company Overview

SunOpta is a U.S.-based global pioneer fueling the future of sustainable, plant-based and fruit-based food and beverages. Founded nearly 50 years ago, SunOpta manufactures natural, organic and specialty products sold through retail and foodservice channels. SunOpta operates as a manufacturer for leading natural and private label brands, and also proudly produces our own brands, including *Sown*®, *Dream*®, *West Life*™ and *Sunrise Growers*®.



More than **20 years** making plant-based food and beverages



**\$935 million** in net sales for 2022



Approximately **1,500** product offerings



More than **1,450 employees**



**11 locations** in Canada, Mexico and the U.S.\*

\*As of December 31, 2022

## Our Mission

- ✓ To offer sustainable plant-based food and ingredients
- ✓ To offer organic and non-GMO food products
- ✓ To be the leader in our fast-moving industry, with better execution than our competitors
- ✓ To develop and retain great employees — great companies are made of great people
- ✓ To commit to continuous improvement of our social, environmental and economic performance

## Our Vision

Our vision is to be a sustainable organization that is a global leader in non-GMO food products driven by a spirit of continuous improvement, innovation and category expertise that enables the well-being of our employees, customers and consumers. Constantly keeping this vision top-of-mind will help us achieve our goal of fueling the future of food and beverages to make it easy to be better, feel better and do better.

**Fueling the Future of Food and Beverages: Better for You, Better for the Planet, Better for All.**

## Our Most Valuable Behaviors

By each of our employees living these behaviors, we can make our vision a reality:

- ✓ Speed – Cutting through the clutter to get stuff done
- ✓ Entrepreneurship – Acting like an owner (attacking costs and driving sales)
- ✓ Customer-Centricity – Understanding everyone has a customer (internal and external)
- ✓ Passion – Exhibiting passion, speaking up and driving positive change
- ✓ Dedication – Going the extra mile
- ✓ Problem Solver – Finding new solutions and better ways of doing things

## Our Approach to Sustainability

SunOpta is committed to *fueling the future of food* in a socially responsible and sustainable way. SunOpta's leadership and employees are excited to guide this company into a new era of awareness, engagement and responsibility:

- ✓ We are aware of the ever-increasing global challenges we are all facing.
- ✓ We understand the need for real, meaningful engagement and progress.
- ✓ We are ready to tackle the important environmental and social challenges facing our employees, communities and our world by raising awareness in our company, measuring data and adopting a mindset of continuous improvement.

The excitement in our company around our mission and sustainability efforts is palpable. Every employee has the power to make a difference and is encouraged to step up and lead sustainability projects. This allows our employees to grow and develop their skills as leaders and combine their competencies and passions with our organization's sustainability needs.\*

### OUR SUSTAINABILITY JOURNEY

Sustainability has always been part of our company culture and business processes. In 2022, we came together as a company to champion sustainability

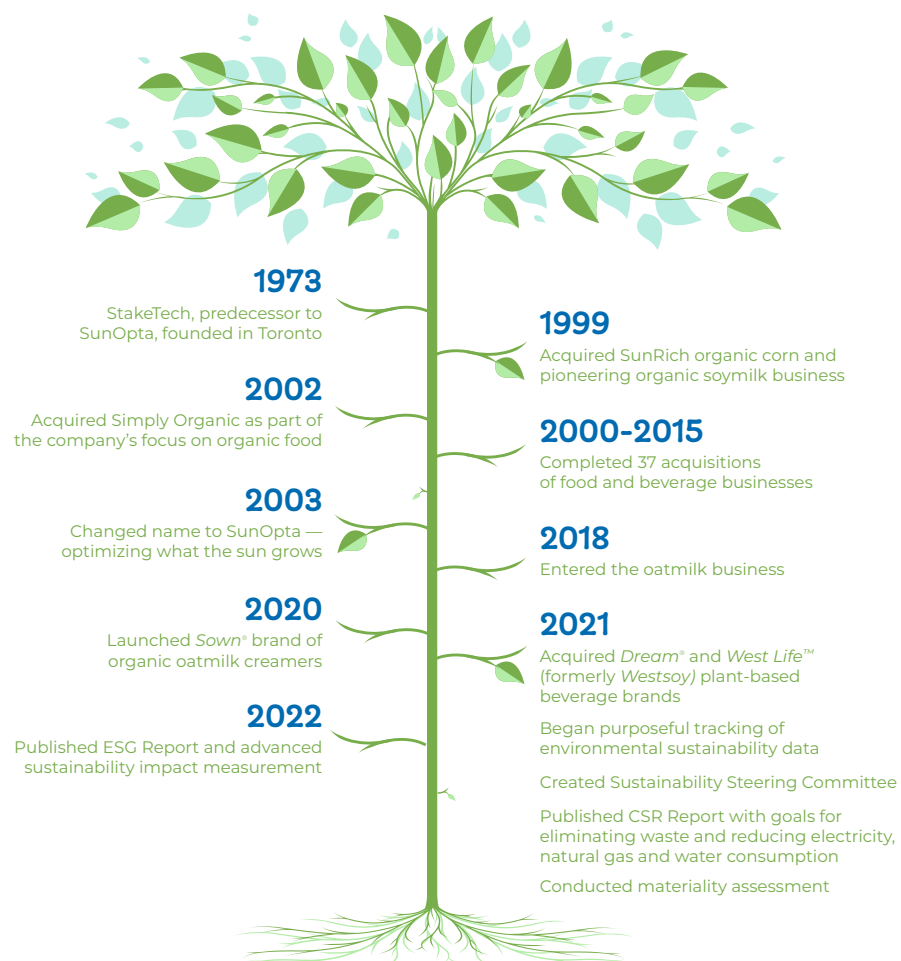
throughout the organization. We connected individuals who have a passion for sustainability — along with the dedication and competency to drive action — with sustainability needs across our organization. We continued to develop working groups with champions in every department to facilitate a culture of sustainability and continued our series of quarterly Lunch and Learn sessions focused on a variety of sustainability topics, such as composting and recycling. We also continue to gather ESG data to help us find opportunities for improvement and understand the challenges ahead. We are extremely proud of our employees' initiative and drive to rise up and be a change for good.

Our progress in 2022 built upon the groundwork we laid in 2021 to understand the scope of ESG reporting and learn about the interests of our stakeholders, including the needs of our customers, the values of our employees and the interests of our investors. The materiality assessment we conducted in 2021 helped to identify the priorities that are most important to all our stakeholders (see Materiality Assessment content on page 5).

While 2021 was a year of self-reflection as a company and discovery of the underlying sustainability needs of our stakeholders, 2022 was a year of organizing priorities and initiating action in those priority areas, including:

- ✓ Operations: zero waste, energy and water efficiency
- ✓ Supply chain: transparency and resiliency
- ✓ Products and packaging: quality and safety, sustainable packaging solutions
- ✓ Greenhouse gas (GHG) emissions: data gathering and tracking
- ✓ Policies: biodiversity, palm oil, food loss and waste, water, and carbon
- ✓ Diversity, equity and inclusion (DEI)

We are taking a strategic approach to advancing sustainability and completing the due diligence that will inform future quantifiable and realistic environmental initiatives.

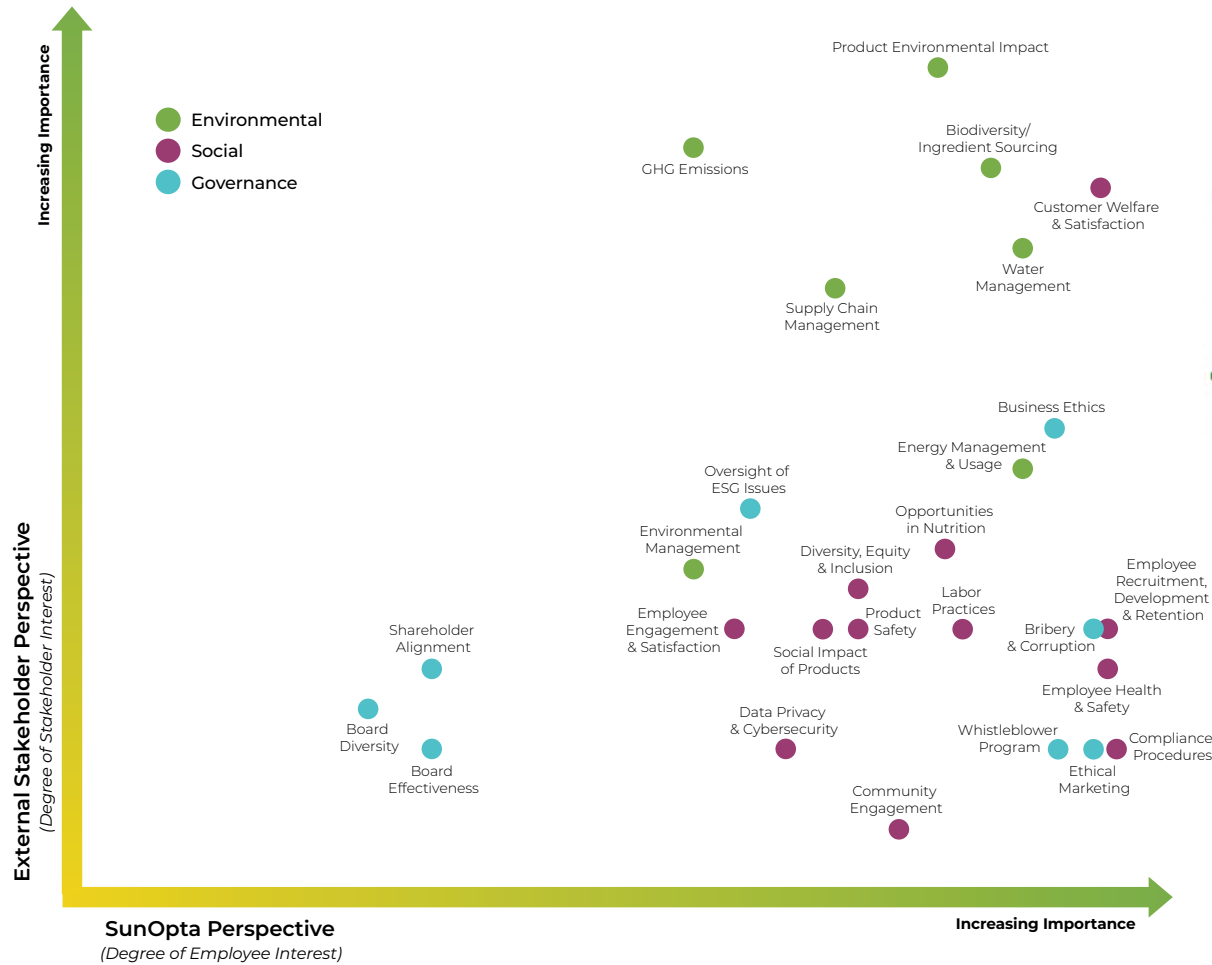


\*Our approach of marrying competencies, passions and organizational needs is inspired by "The Extraordinary Leader" by John H. Zenger and Joseph R. Folkman.



## Materiality Assessment

Our 2021 assessment of material issues was based on input from key internal and external stakeholders about the priority environmental, social and governance areas that are most relevant to our long-term strategy and where SunOpta is able to have the greatest impact.\*



\*This assessment was conducted to identify the priority of environmental, social and governance issues among our stakeholders.

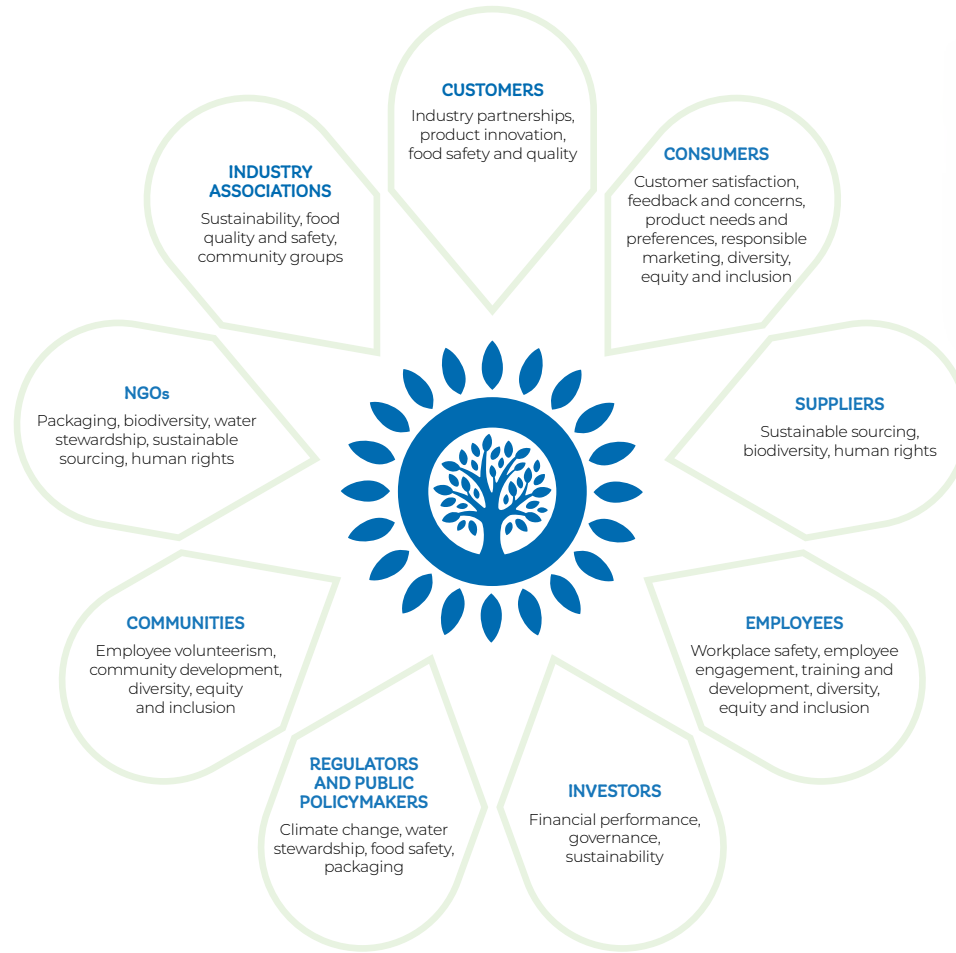


## Stakeholder Engagement

We work with a variety of stakeholders to accelerate progress on shared environmental and social issues, such as climate change, biodiversity, health and nutrition, recyclable packaging solutions, and end users' accessibility to recycling and composting. We work to balance business and societal interests and identify innovative solutions.

## Sustainable Development Goals

SunOpta supports the United Nations (UN) Sustainable Development Goals (SDGs). We work to advance those goals in the areas that align with our business, areas of impact and material issues: SDGs 2, 3, 12 and 13.



## Report Scope

This report describes our commitments, goals, programs and performance across a broad range of environmental, social and governance issues. The report covers SunOpta's global operations in fiscal 2022, ending December 31, 2022, except where noted otherwise.

Unless otherwise noted, data in this report is not externally reviewed or verified, except for review of the zero-waste data (reviewed by HDR Inc.). Data or goals may occasionally be restated due to improvements in data collection methodology or availability.

Actual results may vary significantly from expectations expressed or implied in the report; undue reliance should not be placed on forward-looking statements. We sold our sunflower business in 2022, thus this report excludes information related

to those operations for simplicity and accuracy in 2022 and future reporting.

This report references the Sustainability Accounting Standards Board (SASB) framework. See details in the report [Appendix](#).



# Products

*We begin with fruits, grains, seeds, nuts and other plants.*

## IN THIS SECTION

- ✓ Sustainability
- ✓ Product Development
- ✓ Upcycled Food
- ✓ Food Safety and Quality
- ✓ Customer Satisfaction and Marketing



As a maker of plant-based and fruit-based food and beverages, sustainability is an integral part of our business and is inherent in everything we do. Through our products and processes, we focus on nurturing people and the planet.

Our products include plant-based beverages and liquid and dry ingredients (utilizing oat, almond, soy, coconut, hemp and other bases), as

well as broths, teas and nutritional beverages. Within our fruit-based food and beverages operating segment, we provide smoothie bowls and individually

quick frozen (IQF) fruit for retail (including strawberries, blueberries, mango, pineapple, blends and other berries) and IQF and bulk frozen fruit

for foodservice (including purees, toppings and smoothies). In addition, we offer fruit snacks, including bars, twists, ropes and bite-sized varieties.

## Our Products

SunOpta is a global pioneer focused on fueling the future of sustainable, plant-based and fruit-based food and beverages.

### Plant-based beverages and ingredients



Oatmilk, soymilk, almondmilk, coconutmilk, hempmilk, and other nut, grain, seed and legume-based beverages

### Frozen fruit, fruit-based ingredients and snacks



### Broth and stock



### Tea



## Market Segments

Our projects reach consumers through a variety of market segments:

### Our brands



Sown®, Dream®, West Life®, Sunrise Growers®

### Private label



### Co-manufacturing



### Foodservice



### Ingredients





## RECOGNITION

In 2022, we were recognized as one of three "Cold Food Processors to Watch in 2023" by *Refrigerated and Frozen Foods Magazine*, along with other accolades shown here.



SunOpta was recognized as Food Processing Magazine's R&D Team of the Year in 2022. We believe this stellar team will help us reach our goal of doubling the business by 2025, and this award is a strong proof point. [Learn more.](#)



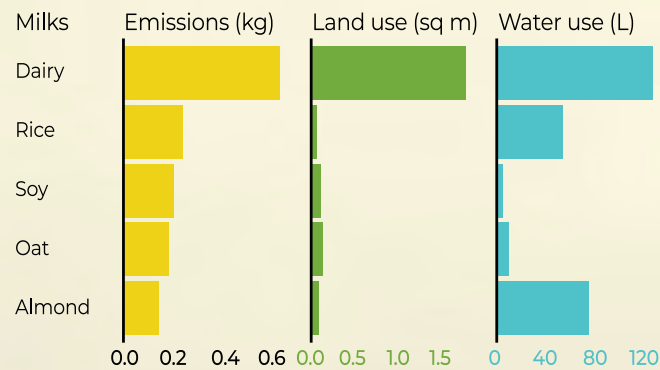
Our Sown® oat creamer was featured in **USA TODAY's** roundup of organic options that help make a cup of coffee more sustainable.

## Sustainability

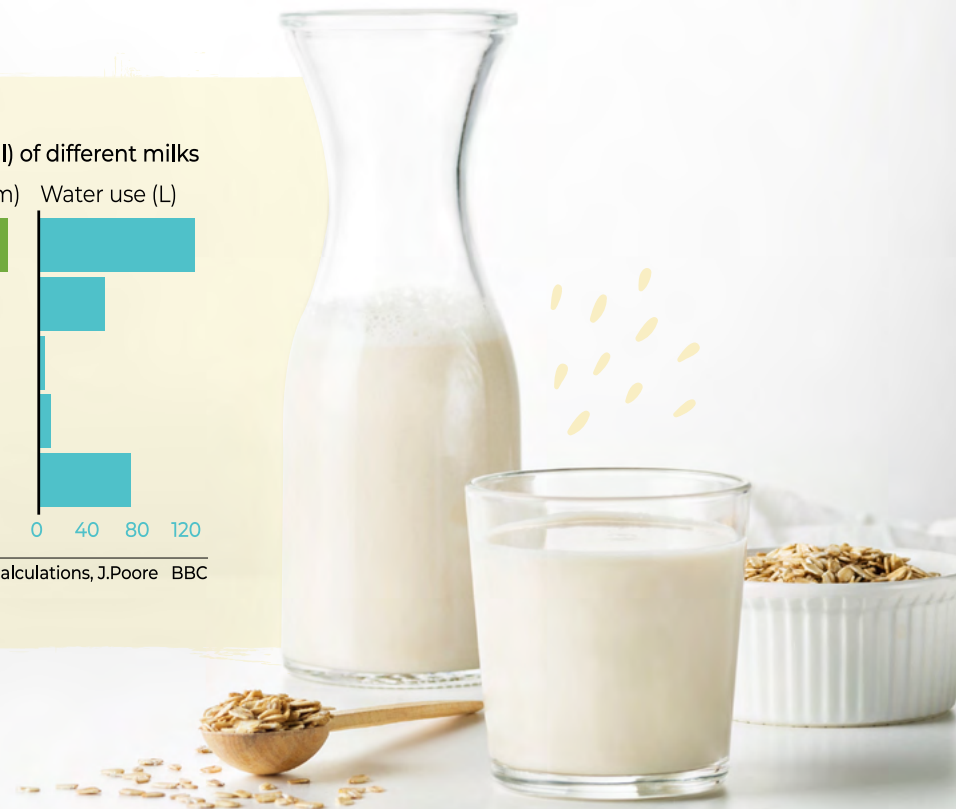
Our plant-based beverages, ingredients and foods are inherently sustainable compared to dairy-based alternatives. The crops grown for plant-based foods require less land and water and produce fewer greenhouse gas (GHG) emissions than animal-based proteins.

For details about the environmental impact of our operations, see the [Planet](#) section of this report.

Environmental impact of one glass (200ml) of different milks



Source: Poore & Nemecek (2018), Science, Additional calculations, J.Poore BBC





## Thought Leadership: Food Ag Ideas Week

SunOpta sponsored and was an active participant in Food Ag Ideas Week in October 2022, an event hosted by the University of Minnesota's Grow North initiative to support the innovation and growth of food and agriculture entrepreneurs. We participated in a panel discussion focused on transparent sustainability and responsibility in the oatmilk supply chain (see the oatmilk lifecycle graphic to the left) and hosted the concluding event for the week. [Learn more.](#)



## Product Development

At SunOpta, our mission is to deliver sustainable food solutions that improve lives. We use a multi-faceted approach to identify and guide ingredient selection and product development to ensure our products meet the increasing expectations and interests of our customers and consumers:

- We leverage consumer insights for branded consumer goods to track, trend and share relevant insights with cross-functional experts from SunOpta's quality, research and development (R&D), marketing, regulatory and legal teams.
- We identify opportunities and priorities, enabling our team to determine the best approach to initiate ingredient and product changes to address the product expectations of our consumers.
- SunOpta's R&D team has ongoing goals to address consumer health concerns and proactively improve the nutrition profile of our products. Some examples of this include sugar reduction and protein benefits.
- Our regulatory team tracks and promptly implements all necessary local, federal and export labeling laws for our products to ensure compliance and safety.
- We partner with trusted certification organizations with established standards for product features that are important to consumers, including organic, non-GMO (genetically modified organisms), kosher, gluten free, upcycled and Keto. These certifications

communicate key product attributes that satisfy dietary needs and address consumer concerns.

- SunOpta actively participates in trade organizations that focus on pertinent topics important to improving our product portfolio, such as allergens, sustainability of ingredients and clean ingredient formulations.



### 2022 IMPACT

**\$24.4 million**

IN REVENUE FROM OUR OWN  
BRANDED PRODUCTS LABELED  
AND/OR MARKETED TO PROMOTE  
HEALTH AND NUTRITION

**\$30.5 million**

IN REVENUE FROM PRODUCTS  
LABELED AS NON-GMO

**Zero**

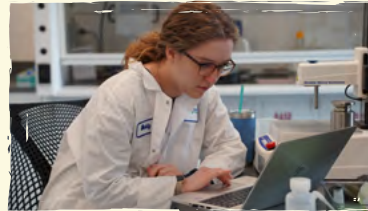
INCIDENTS OF NONCOMPLIANCE  
WITH INDUSTRY OR REGULATORY  
LABELING AND/OR MARKETING CODES

## Space Designed for Product Innovation

Our global headquarters facility, which opened in 2021, features a pilot plant and an R&D center eight times the size of our previous location. The space — known as the Eden Prairie Innovation Center, or EPIC — includes resources for creating new products, experimenting with prototypes, and doing extensive sampling and benchmarking. We are using this space to further expand our co-manufacturing, private label, ingredient and branded product offerings across all categories to fuel the future of food. Learn more about how we use collaboration spaces to encourage a sense of community in the [People](#) section of this report.



Using a spray dryer, we make samples of powdered ingredients for further innovation.



Our expanded analytical capabilities allow for a comprehensive evaluation of our products.



R&D team members test a cookie recipe made with *OatGold* flour.



Employees sampled new *Dream*® and *West Life*™ plant-based beverage product innovations during a product showcase at our headquarters location.

## Upcycled Food

SunOpta received Upcycled Certification in 2022 for our nutrient-rich *OatGold* oat protein powder. Versatile, high in protein and a good source of fiber, *OatGold* is made by using insoluble solids from our oatbase manufacturing process to create nutrient-rich oat protein powder that can be used as an ingredient in a wide range of foods, including baked goods, savory snacks, dips and spreads.

*OatGold* is Upcycled Certified in accordance with the rigorous standards from the Upcycled Food Association, a nonprofit focused on preventing food waste by accelerating the upcycled economy. The certification allows

*OatGold* to be used in other innovative finished goods that can also pursue Upcycled Certification, providing benefits to our customers, consumers and the planet — an example of SunOpta's ability to combine the power of innovation and sustainability.



In 2022, SunOpta worked to expand use of *OatGold* in new product applications, such as Seven Sundays Oat Protein Cereal launching in 2023.

## What are upcycled foods?

Upcycling is a zero-waste philosophy dedicated to creatively using byproducts and their nutrients from agriculture and food manufacturing to unlock their highest value. Upcycled foods use ingredients that otherwise would not have gone to human consumption, are procured and produced using verifiable supply chains, and have a positive impact on the environment.



**SUNOPTA'S OATGOLD™**  
IS NOW UPCYCLED CERTIFIED



## Food Safety and Quality

As a provider of plant-based food and beverage products, SunOpta takes pride in the advanced approach we take to ensure customers and consumers receive safe and wholesome products. We take our management commitment and responsibility for quality and food safety seriously and have deployed robust tools ensuring each step of the supply chain from raw material supply, processing, storage to distribution.

99.7% of the ingredients used in our own U.S. facilities are sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program. Only one supplier is not yet certified, but it is in the process of getting its certification.

### MANAGEMENT COMMITMENT

SunOpta is committed to operating in compliance with all local, state and federal food safety laws and regulations. We strive to meet these commitments through development and maintenance of comprehensive food safety and quality plans and policies, standard operating procedures, review of customer complaints, incident investigation, corrective action and root cause analysis to continually drive to improve our food safety and quality management system performance. We measure the success of these practices through key performance indicators.

### AUDITING AND COMPLIANCE

Our facilities receive annual, independent, third-party audits to ensure we are meeting strict food safety and quality requirements. SunOpta facilities maintain certified food safety and quality systems as defined by GFSI and demonstrate the effectiveness of our Safe Quality Food standard via annual external assessments conducted by Mérieux NutriSciences.

We launched an internal audit program of all our facilities in 2020 and we audit our internal facilities on an annual basis. As a result of the hard work of our employees, and the attention to detail and guidance of our internal audit program, the SunOpta Safe Quality Food average external audit score is categorized as

“Excellent” and improved from 96.3 in 2021 to 96.5 in 2022 across all our SunOpta owned manufacturing sites.

In 2022, we continued our cross-functional quarterly communications with sourcing and plant operations to review supplier nonconformance results and increase the rigor of our process compliance. In addition, we are extremely proud of our 2022 complaint per million units (CPM) sold.\* Our goal was to have less than 2.5, but we achieved the much lower rate of 0.9 CPM.

### CERTIFICATION

We maintain organic certification at all our own manufacturing locations, and we manufacture more than 300 different organic products

(25 of which are SunOpta-owned and branded items). Kosher, Non-GMO Project Verified, Keto, Halal, nut-free, peanut-free and **Gluten-Free Certification Organization** certifications are also maintained at our applicable manufacturing facilities.

### SUPPLIERS

**Code of Conduct:** We updated our quality supplier questionnaire in 2021 to request that suppliers affirm their compliance with our **Supplier Partner Code of Conduct** as part of the process for approving new suppliers. In 2022, we continued to implement this by requesting that all new suppliers affirm their compliance with each part of the Supplier Partner Code of Conduct, which will provide better clarity and consistency in the gathering of supplier data. We will continue to follow this approach going forward.

**Risk Assessment:** In 2022, we increased the frequency of our supplier risk assessments for all locations from an annual to a biannual basis. This comprehensive supplier risk model drives risk mitigation plans and actions with high-risk and medium-risk suppliers. To drive data accuracy and visibility for continuous improvement in our supplier risk model, we utilized Intelix quality management software to manage supplier information, non-compliances, inspections and corrective/preventative action plans.



We take steps to ensure the safety and quality of the foods we make.

\*Includes food safety and quality complaints from customers and consumers.

**Supplier Audits:** We executed our supplier audit program in 2022. This program aimed to evaluate a targeted number of supplier production facilities and their programs, in alignment with SunOpta's food safety and quality requirements. This evaluation was



Auditing food safety and quality system and practices of one of our fruit suppliers in Mexico.



Visiting an apple orchard in central Turkey where apples are grown for puree and concentrate for fruit snacks manufactured by SunOpta.



Visiting one of our suppliers of apple juice concentrate in Turkey and auditing their traceability program and records.

conducted by a team of auditors who assessed various aspects, including but not limited to food safety practices, quality management systems and sanitation protocols. As a result of this program, corrective actions were implemented to further strengthen SunOpta's supply chain and ensure the highest standards of food safety and quality.

#### Foreign Supplier Verification

**Program (FSVP):** In 2022, our Supplier Quality team revised the FSVP program and strengthened the database and risk assessments for the production facilities and imported products that are subject to FSVP rule.

### FOOD SAFETY AND QUALITY CULTURE

**Experts:** We employ food safety and quality experts to train and support teams across the supply chain to ensure we meet SunOpta safety and quality standards. These experts hold certifications in key food safety areas, such as Preventative Controls Qualified Individuals (PCQI), Better Process Control School, Food Defense Qualified individuals (FDQI), and Hazard Analysis and Critical Control Points (HACCP).

**Actions:** In 2022, we had one recall and one notice of a regulatory violation. We take quality seriously. Thanks to our rigorous quality procedures, we were able to identify the matter, determine a root cause and resolve the matter before any consumer exposure.

#### Awareness and Engagement:

Engagement in all aspects of our operations is critical to providing safe products to consumers. SunOpta develops annual food safety awareness action plans and gauges food safety awareness using a food safety culture survey.\*

The survey measures improvement in five key areas:

- ✓ Expectations
- ✓ Training and Education
- ✓ Communication
- ✓ Goals and Measures
- ✓ Consequences

This survey engages our employees companywide, including production staff, in the importance of food safety and our quality team utilizes the feedback to help develop an even stronger food safety program.

### COLLABORATION

SunOpta is a member of the following industry groups, engaging with them on evolving industrywide food safety and quality matters: Institute for Thermal Processing Specialists, American Frozen Food Institute, Food Allergen Resource and Research Program, Society of Consumer Service Professionals, American Society of Quality Professionals and International Association for Food Protection.

#### 2022 IMPACT

**96.5**

EXTERNAL FOOD SAFETY AUDIT SCORE (WITHIN THE EXCELLENT RANGE)

**<1%**

COMPLAINTS PER MILLION UNITS SOLD

**82%**

EMPLOYEE AVERAGE SCORE IN OUR 2022 FOOD SAFETY CULTURE SURVEY

We promote a culture of food safety and quality at SunOpta and across the industry.

\*Developed by Frank Yiannas, former Deputy Commissioner for Food Policy and Response with the U.S. Food and Drug Administration (FDA) and author of "Food Safety Culture: Creating a Behavior-Based Food Safety Management System" that combines elements of public health from the perspective of social-behavioral science based on his experience through former roles at Disney and Walmart.

## Quality Assurance

Our plant Quality Assurance teams at the Allentown facility in Pennsylvania and the Modesto facility in California celebrated the official opening of each facility's certified onsite micro laboratory in 2022 — another step to ensure we continue delivering the highest quality aseptic beverages. As we begin 2023, this same design and best practice has been leveraged in our new Texas facility.



## Customer Satisfaction and Marketing

SunOpta is passionate about exceeding our customers' expectations through our products and by providing customers with fast, reliable and accurate responses to any inquiries. Our customer service team is dedicated to making sure that customers have the very best experience when they contact us. SunOpta conducts three external customer service surveys per year. The average results of these surveys reflect the fact that we have an excellent net promoter score and our customers are happy with our service.

### RESPONSIBLE MARKETING

At SunOpta, we comply with all federal and state labeling laws and are committed to truthful advertising with claims on products we sell through our own brands: *Sown*®, *Dream*®, *West Life*™

and *Sunrise Growers*®. Our marketing communications are not designed to appeal to children under age 13. We strive to approach our marketing consistent with the International Chamber of Commerce (ICC) Marketing and Advertising Code and the ICC's Framework for Responsible Food and Beverage Marketing Communication. In 2023, we are capturing our practices in a Responsible Marketing statement.

### 2022 IMPACT

27

OF SUNOPTA'S  
OWN BRANDED  
PRODUCTS ARE  
ENROLLED IN THE U.S.  
NON-GMO PROJECT





A close-up photograph of rice stalks, showing the golden-brown grains and green husks. A single water droplet is suspended from one of the stalks, catching the light. The background is a soft, out-of-focus gradient of warm colors, from yellow to orange to green.

# Planet

*We strive to advance sustainable practices in our operations and supply chains.*

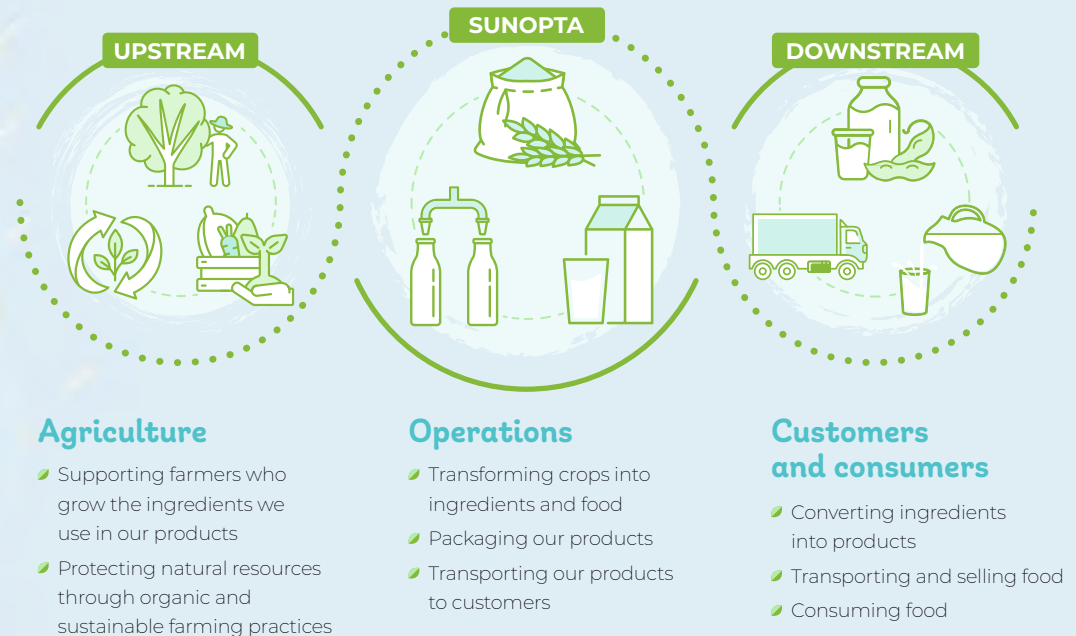
## IN THIS SECTION

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- ✓ GHG Emissions
- ✓ Energy Management
- ✓ Water Management
- ✓ Waste Management
- ✓ Sustainable Packaging
- ✓ Transportation and Warehousing Optimization
- ✓ Responsible Sourcing

SunOpta is grounded in strong environmental stewardship. We are working to reduce our environmental footprint by tracking and finding solutions for more efficient use of electricity, gas and water and achieving zero waste in our manufacturing facilities, developing innovative packaging solutions, using effective modes of transportation and responsibly sourcing our ingredients. We also encourage sustainable agricultural practices upstream in our value chain on the farms where our ingredients are grown.

## Our Value Chain





## SunOpta Environmental Goals

We have adopted corporate-wide goals to eliminate landfill waste and significantly reduce energy and water use. In 2020, we committed to begin an eight-year challenge in our own manufacturing facilities to reduce our electricity by 40%, reduce our natural gas by 30%, and reduce our water consumption by 25%. Based on data availability, our progress toward these goals includes our own manufacturing facilities in the U.S. and Canada.



**Electricity\***  
↓ **40%**



**Natural Gas\***  
↓ **30%**



**Water\***  
↓ **25%**



**Waste\*\***  
**ZERO WASTE TO LANDFILL**

\*By 2027 compared to 2019 baseline, adjusted for production levels.

\*\*By 2022; zero waste defined as 90% diversion from landfills.



We continued SunOpta's tree planting tradition to commemorate the opening of our new facility.

### New Texas Facility: Built for Sustainability

Our new plant-based beverage manufacturing facility in Midlothian, Texas, opened in December 2022, just 16 months after breaking ground. The state-of-the-art plant was designed for sustainability, including lower carbon emissions, efficient power usage, water conservation and use of recycled materials. The facility is equipped with:

- Energy-efficient heating, ventilation and air-conditioning (HVAC) system that reduces energy consumption by 45%
- LED lights and water heaters that reduce power usage by 95%
- Water reuse equipment that can save up to 20 million gallons of water per year
- Offices and labs constructed with at least 40% recyclable materials

[Learn more](#) about how this facility will enhance our manufacturing capabilities. See page 25 for details about how its location helps reduce our transportation fuel usage.





## GHG Emissions

At SunOpta, we are aware of the need for companies to do their part and incorporate considerations of the environmental impact of every decision made. Our materiality assessment identified GHG emissions as an ESG priority by our stakeholders. We listened to our multiple stakeholders (investors, customers, consumers and employees) and the importance our stakeholders place on reducing GHG emissions.

**Data Collection:** In 2021, we embarked on the process of measuring our Scope 1 and Scope 2 GHG emissions and began gathering data (we did not measure GHG emissions in 2020). In 2022, we continued to capture data and are including our Scope 1 and Scope 2 GHG emissions data in this ESG report. In 2023, we will continue to improve our identification of sources and collection of data to provide a more robust picture of our GHG emissions.

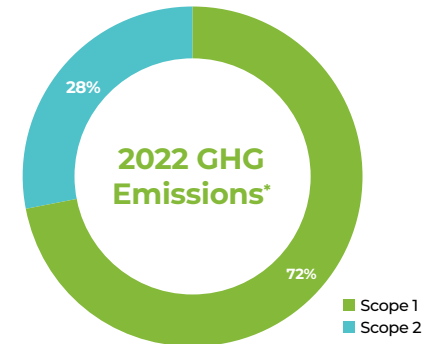
**Goal Setting:** Now that we have Scope 1 and Scope 2 data, we will work to set goals for continuous improvement of those emissions and seek to understand the extent of our Scope 3 GHG emissions data from our supply chain. With our continued improvement of Scope 1 and Scope 2 data, and with a better understanding of our Scope 3 emissions, we will be in a good position to consider next steps for goal setting and achievable milestones. We also are in the process of developing a Carbon Policy.

**Collaboration and Education:** We joined the [Climate Collaborative](#) in 2021 and identified key focus areas of reduction of food waste and sustainable packaging solutions. In addition, we recognized the need to educate our employees about the importance of GHG emissions and why it should be factored into every decision they make. In 2022, we

conducted a Leader-Led Learning Series on understanding carbon.

**Results:** As a result of our efforts in 2021 and 2022, we are able to provide our Scope 1 and Scope 2 GHG emissions data. For Scope 1, we included natural gas and propane. For Scope 2, we included electricity.

In 2022, we improved our CDP score to a B- (above the food and beverage industry average of a C), demonstrating our continued focus on sustainability.



\*2022 GHG emissions data: Scope 1 (tCO<sub>2</sub>e): 42,610; Scope 2 (tCO<sub>2</sub>e): 16,831. As we mature, data collection completeness and accuracy may be improved and result in changes in the data year over year.



“As a mission-based nonprofit that runs the global environmental disclosure system, CDP greatly values the support of SunOpta. Urgent system-wide action remains critical to ensuring that we can limit global warming to 1.5°C, avoid the worst effects of climate change and safeguard our planet’s natural resources. Disclosure is the first key step in addressing current and future environmental risks. SunOpta has demonstrated its commitment to transparency around its environmental impacts and strategies for action by disclosing its environmental data through CDP in 2022. Disclosure not only provides the foundation for environmental action, but brings tangible business benefits for shareholders, customers and employees alike.”

— Dexter Galvin, CDP Global Director, Corporations and Supply Chains

## Energy Management

In 2020, we announced our goal to reduce electricity by 40% and gas by 30% in our own plant facilities. Our calculation will be adjusted to account for production levels at our own manufacturing facilities in the U.S. and Canada.

### ENERGY MANAGEMENT GOAL\*



**Electricity**  
↓40%



**Natural Gas**  
↓30%

\*By 2027 compared to 2019 baseline, adjusted for production levels.

**Renewable Energy:** In 2022, 100% of our electricity was purchased from the grid and zero percent was purchased from a renewable source. During 2022, we explored procurement and generation options from renewable sources. We designed our Midlothian plant to be prepared for electric service through future installation of solar panels. We also procured and installed solar panels on the roof of our headquarters facility. These panels are anticipated to be fully functional during 2023. Looking ahead, we aim to create a plan in 2023 for incorporating renewable energy purchases and the creation of renewable energy into our strategy.

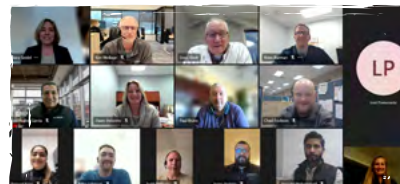
**Progress:** In 2022, we reduced electricity usage by 31.7% and increased natural

gas usage by 8.2% from our 2019 baseline in our U.S. and Canadian plant facilities.\* The rise in natural gas usage, on a volume adjusted basis, in part reflects the expected timing differences between usage and utilization from our capital project investments. While the natural gas usage is immediate through qualification and start-up, the production volume, which is how we measure our natural gas utilization compared to prior years, builds over time.

### Plant Sustainability Ambassadors:

To help meet our energy management goals, along with our water reduction goal, we identify passionate and dedicated people in each plant facility to serve as Plant Sustainability Ambassadors and lead their facility's sustainability efforts. The Plant Sustainability Ambassadors meet bi-weekly.

Our multi-step approach begins with building awareness and education about environmental challenges, including what sustainability is, why sustainability is important and how we can make an impact. Then each Plant Sustainability Ambassador completes a sustainability tracker



Plant Sustainability Ambassadors

### 2022 IMPACT

**31.7%**

**WE REDUCED ELECTRICITY USAGE IN OUR U.S. AND CANADIAN PLANT FACILITIES BY 31.7% FROM OUR 2019 BASELINE\***

\*As of December 31, 2022.

\*As of December 31, 2022.

identifying all the projects they are working on in their facility related to sustainability. They also each take an inventory of diagnostic equipment in their facility so they can participate in the [equipment lending library from the U.S. Department of Energy \(DOE\)](#).

We compile data, develop key performance indicators (KPIs) and review the KPIs with the Plant Sustainability Ambassadors and company leadership. We use the KPI

data to help identify focus areas for each plant facility so they can focus on areas that will make the most impact to our reduction goals. Throughout the year, the Plant Sustainability Ambassadors discuss challenges and opportunities in their facilities and work with each other to find solutions.

Plant Sustainability Ambassadors have embraced the program, launched in 2021, and are helping to foster a culture of sustainability in our plant facilities. In

2022, they completed a number of the projects identified in their sustainability trackers. See examples in the plant sustainability highlights graphic below.

**Next Steps:** Each plant is continuing to build out their sustainability trackers, identifying opportunities and setting attainable milestone goals. This is a critical step on our path to meeting our long-term goals.



Team members at our facilities in Alexandria, Minnesota, [share insights](#) about the importance of sustainability.

## Plant Sustainability 2022 Highlights

### ALEXANDRIA, MINNESOTA (3RD AVENUE FACILITY)

- Insulated pipes to reduce usage of electricity and natural gas and improve safety.
- Switched to bulk chemical storage to reduce waste and electricity usage and improve safety.
- Replaced a silo with a more efficient one to save energy and improve safety.
- Improved cleaning process to save water and natural gas.
- Installed lighting upgrades to reduce electricity usage.



### MODESTO, CALIFORNIA

- Installed a regulated steam valve for the boiler to reduce natural gas usage.
- Updated the electrical distribution panel and circuit breaker panel to reduce electricity usage.
- Upgraded the wastewater flow meter to better track flow to wastewater.



### ALEXANDRIA, MINNESOTA (MINNESOTA STREET FACILITY)

- Conducted a steam trap survey and related repairs.
- Upgraded the main boiler burner to save energy.
- Conducted an air compressor/airline audit and related repairs.
- Installed a new water fountain with water bottle filling station.



### OXNARD, CALIFORNIA

- Installed a door between the coolers to make the refrigeration units more energy efficient.
- Completed a rebuild of the tray washing station to allow recirculation of water more efficiently.
- Installed a recirculation pump to save the amount of water used to defrost the line.





## Water Management

At SunOpta, we recognize that water is precious and only 1% of the world's water is accessible for human consumption. As a pioneer of sustainable food and beverages for more than 20 years, we're proud to manufacture products that fuel the future of food. In 2020, we announced our goal to reduce water use by 25% in our own plant facilities. Our calculation will be adjusted to account for production levels. We also are in the process of developing a Water Stewardship Policy.

### WATER MANAGEMENT GOAL\*



\*By 2027 compared to 2019 baseline, adjusted for production levels.

**Progress:** We are managing toward our water reduction goals using the same approach as described for energy management — Plant Sustainability Ambassadors and their teams are addressing electricity, natural gas and water use at each facility. In 2021, we also engaged engineers and consultants to determine why we saw an increase in water usage at a few of our production facilities. We were able to identify the causes and in 2022 we worked toward solutions. For example, our plant in Modesto, California created a Water Conservation Team, conducted

treasure hunts to find better ways to use and save water, and performed corrective actions resulting in more than 11.6 million gallons of water saved.

As of Dec. 31, 2022, we increased water use by 11.8% per pound of product produced in our own U.S. and Canadian manufacturing facilities.\* Sustainability is a journey, and part of that journey is collecting reliable data, questioning and identifying gaps in data, and resolving those gaps. Our focus in 2022 was on the data and determining a consistent and repeatable processes for collecting, reporting and analyzing the data. We procured reporting software to assist with data management. In the meantime, our Plant Sustainability Ambassadors have been identifying projects and implementing sustainability initiatives to make real progress on our goals. Though the percentage of water usage has increased, with the improvements in data management, we are now able to identify key areas for opportunities and take action.



**Supply Chain:** We also pay attention to agricultural water use upstream in our supply chain.

Water conservation is a key priority in strawberry farming. With the help of the latest growing techniques, water usage on farms is carefully managed through mulched strawberry beds, drip irrigation systems, “tunnels” for micro-climate control and protection against the elements (in certain regions), and controlled fertilization systems. SunOpta sources strawberries from growers that use these water conservation practices.

We closely monitor the water-related risks associated with almond production. In terms of global production, approximately 80% of all almonds are grown in California. Water usage for growing almonds is a top priority for the industry. Over the last two decades, the almond-growing industry in California has reduced water usage by 33% and is committed to reducing water usage by another 20% by 2025 ([learn more](#) about this industry goal).

Today, more than 80% of California almond farmers have micro irrigation (micro sprinklers and drip irrigation). New precision irrigation management technologies have been implemented to evaluate the effectiveness of irrigation systems, including measuring soil and plant moisture, all to further optimize irrigation management

for the almond orchards. Moreover, due to the permanency of the crop, almond growers are ideal candidates for groundwater recharge efforts that are just getting underway in California. These efforts involve a collaboration with growers to flood fields during high water events to allow for the water table to refill. Learn more about the [Almond Irrigation Improvement Continuum](#).

Learn more about our responsible sourcing practices beginning on page 26.



\*As of December 31, 2022; adjusted for production levels and with the estimated amount of water used as an ingredient in our products removed from the calculation.

## Water Savings Impact of Producing Plant-Based Beverages

We've long known that producing plant-based beverages from oats, soy, rice, coconuts and almonds consumes far less water than producing an equivalent amount of dairy milk. SunOpta determined a **savings of 37.6 billion gallons of water** based on 2022 production volume compared to dairy milk.\*

\*Estimated global average water savings of plant-based milk when compared to equivalent production of dairy milk based on SunOpta's annual plant-based milk production volume consisting of almond, oat, soy, rice and coconut milks which represent over 99% of SunOpta plant-based milk production when using data from Poore and Nemecek (2018) with additional calculations by Poore as published by BBC and Roos et al. (2018). The water savings estimations are not directly associated with water use from SunOpta plant-based milk manufacturing, but instead refer to global averages of water consumption from plant-based milk production in the Poore and Nemecek research.



## Waste Management

At SunOpta, we are committed to zero waste and are striving to divert 100% of our waste from the landfill; however, to allow for flexibility in situations where the benefits of the waste solution are outweighed by the risks or loss elsewhere (for example, increasing our carbon footprint by shipping waste long distances), we are adopting a definition of zero-waste as a 90% diversion of waste from landfill.

### WASTE MANAGEMENT GOAL



**ZERO WASTE  
TO LANDFILL\***

**Progress:** Three of our facilities had achieved our definition of zero waste by the end of 2021 — Allentown, Pennsylvania and our two locations in Alexandria, Minnesota (3rd Avenue plant and Minnesota Street plant) — and by

the end of 2022, three additional plant facilities, located in Modesto and Oxnard, California and Niagara, Ontario, had achieved our definition of zero waste. Our Plant Sustainability Ambassadors (see description on page 19) are responsible for delivering on our zero-waste goal.

Waste audits are being conducted at our facilities and we have hired an outside consultant to assist the remaining facilities in overcoming their final hurdles to becoming zero waste facilities. Our goal was to attain zero waste at all our plant facilities by the end of 2022. Two remaining plant facilities are awaiting third-party validation of having attained the goal. Once they receive validation, all our U.S. and Canadian plant facilities in full production at the end of 2022 will be confirmed as zero waste. Now that our Midlothian, Texas facility is in production,

we will be focusing our efforts on zero waste solutions for its waste streams and have a goal of achieving zero waste at Midlothian by the end of 2023. We will also be evaluating waste streams and evaluating solutions for our Jacona, Mexico location.



In February 2023, our Modesto, California facility celebrated achieving the California Green Business Certification and zero waste to landfill. The team was honored by the Modesto Chamber of Commerce with a Green Ribbon Cutting ceremony. [Learn more.](#)

### 2022 IMPACT

## 6 facilities

**6 OF OUR FACILITIES HAVE ACHIEVED ZERO WASTE TO LANDFILL, AND 2 OTHERS ARE AWAITING VERIFICATION**



Our two Alexandria, Minnesota-based manufacturing locations achieved our zero waste to landfill goal in 2022. [Learn how](#) the Alexandria teams achieved zero waste at their facilities in this video. [Learn more](#) about this recognition.

\*By 2022, zero waste defined as 90% diversion from landfills.

Our waste-reduction mindset also extends to our headquarters facility. In 2022, for example, our R&D team recycled 58 pounds of lab material, including hairnets, gloves and earplugs, via TerraCycle.

**Next Steps:** Our goal by the end of 2023 is for the remaining two facilities in the U.S. (Omak, Washington and Edwardsville, Kansas) to complete the validation process of their zero waste achievements; assess waste streams for our Midlothian, Texas facility and find appropriate outlets in recognition of our zero waste goals; and continue to support our facility in Jacona, Mexico on its journey toward zero waste. Achieving zero waste is just the beginning. We intend to maintain our practices, and we will continue to look for ways to decrease waste and increase the percentage of waste being reused, recycled and composted. Our long-term goal is to identify ways we can continue to improve our processes and waste streams so that in each case we are able to move toward the most favored option on the waste hierarchy.

## REDUCING FOOD WASTE

At SunOpta, we take steps to repurpose food that does not meet our standards or those of our customers (such as damaged fruits or vegetables that are still safe to eat) by redirecting it for another use, when possible, or sending surplus food to food banks rather than to landfills. In 2022, we drafted our Food Loss and Food Waste Reduction Policy as well the Standard Operating Procedure (SOP)

## Food Donation Impact

In 2022, a cross-functional group of employees who are passionate about reducing food loss and waste developed a Standard Operating Procedure and Food Loss and Waste Policy, to be finalized in 2023, to ensure any food that is safe for consumption is put to good use. These efforts supported our donation of more than 2.3 million pounds of food through the Feeding America network in 2022.



for Food Donations. Both documents will be finalized and published in early 2023. In addition, we revamped our internal system to enable complete and efficient tracking of donated products. Through our strengthened partnership with Feeding America, SunOpta donated 2,312,427 pounds of food — equivalent to 1,895,431 meals — to the Feeding America food bank network in 2022.

As part of our sustainability culture, our R&D team helps reduce food waste by offering excess food and beverage samples to employees once a month.



Employees visited the local organics recycling center where organic waste from our headquarters is turned into nutrient-rich compost. [Learn more.](#)

SunOpta also works tirelessly to reduce food waste in our value chains. For example, in our fruit segment, we commercialize and sell almost all of the parts of the fruit to ensure little to no fruit is wasted.

We currently sell juice stock strawberries for further processing of berries that otherwise would have gone to waste. We also sell a number of byproducts to reduce waste, including but not limited to: raspberry crumbles and mango bits and pieces, both natural byproducts of our IQF process.

In our fruit segment, we also collaborate with local growers and farmers to practice sustainable sourcing and prevent food waste by using our facility capabilities to connect growers with alternate buyers of otherwise unusable fruit.

**Upcycled Foods:** To learn about SunOpta's Upcycled Certified oatbase ingredient, *OatGold™*, see the [Products](#) section of this report.

## 2022 IMPACT

# 1.9 million meals

WE DONATED 2.3 MILLION POUNDS OF FOOD TO FEEDING AMERICA, EQUIVALENT TO NEARLY 1.9 MILLION MEALS





## Sustainable Packaging

We recognize the critical role packaging plays in being able to offer safe, nutritional, quality food that tastes good. We also share in the global concern about the negative impact of packaging practices on the environment. Our packaging engineers are working with our suppliers and customers to innovate and develop new packaging technologies for our products that will maintain high standards of food safety and quality while reducing the resulting impact on the environment.

Our packaging team is dedicated to delivering sustainable packaging solutions along with educating the consumer on how to handle the packaging at end of use. The team is working closely with packaging suppliers focused on recyclable options as well as plant-based resins for our packaging materials. This effort will allow SunOpta to move away from fossil fuel-based resins and toward a more sustainable future. We are exploring options to reuse non-food contact packaging materials in our plants to reduce waste.

The team is putting efforts into optimizing and reducing our packaging weight without compromising food safety and quality. We are committed to making the smallest footprint with the largest reach within our packaging supply.

**Packaging Goal:** SunOpta's packaging engineers have set a goal of having 99% by weight of our own branded

**PACKAGING IMPACT:** SunOpta purchases the following types of packaging material.\*

Packaging Type	Total Pounds Used		% Content Recycled Material	Total Pounds from Recycled Material	2022 Impact			
	2021	2022			% Content Renewable Material	Total Pounds from Renewable Material	Recycleable (Y/N)	Compostable (Y/N)
Aseptic Laminate	34,163,766	33,412,282	0%	-	50%	16,706,141	Y	N
Corrugated Cases	33,345,308	36,348,440	60%	21,809,064	100%	36,348,440	Y	Y
Folding Cartons	1,534,987	1,800,769	98%	1,764,754	100%	1,800,769	Y	N
Flexible Film - Snacks	694,544	853,755	0%	-	0%	-	N	N
Flexible Film - Fruit	725,021	2,359,691	0%	-	0%	-	Y	N
Laminated Film - Fruit	1,062,897	1,312,456	0%	-	0%	-	N	N
Rigid Plastic	6,700,259	8,665,429	0%	-	0%	-	Y	N
Bulk Liner - Fruit	66,341	110,812	0%	-	0%	-	N	N
<b>Total</b>	<b>78,293,123</b>	<b>84,863,634</b>						

\*This chart reflects the available data at this time. Estimations and assumptions were required to complete these calculations.

packaging be recyclable, compostable or reusable by 2025. In 2022, we identified sources of sustainable packaging and conducted qualification activities to ensure successful commercialization. In support of our sustainable packaging commitment, SunOpta is a member of the Sustainable Packaging Coalition. We intend to lead through external collaboration with peers, suppliers and customers.

**Contributing to Food Security:** As a manufacturer of products using aseptic packaging, we are proud of our contribution in the value chain to maintain high quality and nutrient-full foods, all while being shelf-stable. Our aseptic packages help combat food insecurity due to their long shelf life, ability to be stored at room temperature

until opened and durability to be transported long distances to more remote locations. In addition, the aseptic product does not have to be transported in a refrigerated truck or warehoused at a cold storage location, thus reducing greenhouse gas emissions. Our supplier of aseptic packaging, Tetra Pak, has helped enable recycling of aseptic packages in many locations through its efforts on the Carton Council.

**Innovation:** SunOpta's state-of-the-art headquarters, opened in December 2021 (see related product development story in the [Products](#) section of this report), includes a packaging lab within the R&D space. The headquarters is connected to a pilot plant so our production lines in our plant facilities do not have to pause for trials and

our R&D group can innovate without delay or hurdles. We see this as a key differentiator in our ability to innovate to meet our packaging sustainability goals.

### 2022 IMPACT

# 97.3%

BY WEIGHT OF ALL PACKAGING SOURCED BY SUNOPTA IS RECYCLABLE

# 64.6%

BY WEIGHT OF ALL PACKAGING MATERIAL SOURCED BY SUNOPTA IS RENEWABLE MATERIAL AND 27.7% IS FROM RECYCLED MATERIAL

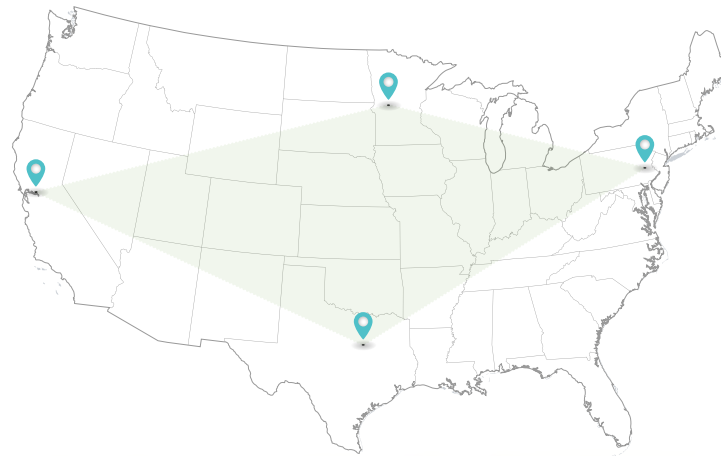
## Transportation and Warehousing Optimization

We look for opportunities to transport our products more efficiently from where they are produced to where they are sold and consumed in order to reduce GHG emissions.

**Load Mode Optimization:** Our logistics team examined our transportation lanes for optimization and to determine if there were carbon savings that could be captured. They were able to find four lanes to convert from truckload transportation to intermodal transportation. As a result of the change from truckload to intermodal, we save 261.25 tons of carbon emissions annually. This amount was calculated by looking at total mileage traveled, the weight of the shipment and emissions factors based on the type of truck used and geographic location of where the shipment moved. We will continue to look for ways to optimize our lanes and distribution of product.

**Warehouse Locations:** SunOpta plans to double our plant-based business from 2020-2025 with significant gains in oatmilk. To increase manufacturing capacity, we built a new, sustainably designed plant located in Midlothian, Texas (learn more on page 17). Completed in December 2022, the facility is the fourth point in a diamond shape of SunOpta plant-based facilities around the U.S. The strategic location

of these facilities allows us to be closer to our customers across North America and, as a result, is expected to eliminate an estimated 15 million freight miles, eliminating 59 million pounds of carbon emissions annually. We also began construction on a 252,000 square-foot warehouse in Alexandria, Minnesota that will help us further reduce 5,000 gallons of diesel and 100,000 pounds of carbon emissions annually.



### 2022 IMPACT

**261+ tons**

OF CARBON EMISSION SAVINGS ANNUALLY FROM LOAD MODE OPTIMIZATION

**15 million**

FREIGHT MILES OF GHG EMISSIONS SAVED ANNUALLY

**59+ million**

POUNDS OF CARBON EMISSIONS REMOVED FROM OUR NETWORK ANNUALLY

### SmartWay Transport Partnership

SunOpta received approval for our 2022 data submission to the SmartWay® Transport Partnership, an innovative collaboration between the U.S. Environmental Protection Agency (EPA) and industry. The SmartWay Transport Partnership provides a framework to assess the environmental and energy efficiency of goods movement supply chains.

SunOpta will continue to contribute to the partnership's savings, which in 2022 totaled 336 million barrels of oil, \$44.8 billion on fuel costs and 143 million metric tons of CO<sub>2</sub>, 2.7 million short tons of NO<sub>x</sub> and 112,000 short tons of particulate matter. This is the equivalent of the annual electricity use in 21 million homes. Joining the SmartWay Transport Partnership,

we are further demonstrating SunOpta's commitment to strong environmental leadership and corporate responsibility.



## Responsible Sourcing

We are committed to sourcing sustainable ingredients and packaging materials. We expect our suppliers to comply with our [Supplier Partner Code of Conduct](#). We intend to work only with suppliers who value what we value: sustainability, human rights and being a good corporate citizen. Our recently enhanced and clarified Supplier Code of Conduct seeks to instill these values by requiring suppliers meet our ethical and legal compliance expectations, labor and workplace safety expectations, and procedural and administrative expectations.

We also encourage and support our partner growers and farmers in their sustainability efforts. We maintain a grower services team and provide resources to help our growers provide safe, wholesome, organic and conventionally grown commodities to SunOpta. We believe in the value of long-term partnerships with our growers to promote sustainable farming, nourish lives and make a positive impact in the communities where we operate.



Learn how SunOpta partners with growers to deliver frozen organic strawberries from farm to table in a socially responsible and sustainable way.



We joined Sedex in 2022, reinforcing our commitment to being a responsible business, including sourcing responsibly and improving ethical standards and working conditions within our supply chains.

## The Value of In-Person Supplier Visits

We conduct in-person visits with our suppliers as part of our process of ensuring they meet SunOpta expectations. Not only are we reviewing ingredient quality, we also are looking at plant and personnel hygiene practices, how our suppliers execute documented programs, and the broader economic and social environments in the areas from which we source our ingredients. Shown here are highlights from visits to some of our fruit suppliers.



### GROWING CONDITIONS

Every year is different in a growing region. We seek to understand what might be happening in a particular season, including environmental, social and political conditions. There are many factors that can impact a crop: weather, availability and cost of inputs, farming practices, labor availability, pest pressure, etc. Supplier visits allow us to better understand challenges the growers are facing and inform our expectations for crop performance.



### FACILITIES

We strive to get our feet inside the facilities regularly with our suppliers to confirm that practices in person are satisfactory and safe. We utilize third-party audits and certifications, but there is always something to learn and discover by physically walking through a facility and watching a supplier's programs and processes in action.



### CULTURE

When we are visiting sourcing locations, we are mindful of the local culture and political environment. This is important to ensure we are sourcing ethically harvested products and also helps us to understand the dynamics of a region that can be factored into a risk assessment for proactive management.





## CERTIFICATION

When sourcing ingredients and packaging materials to make our finished products, there are many certifications we require depending on the product, including Organic, Rain Forest Alliance, Gluten Free Certification Organization and Non-GMO Project certified.

We do not use palm oil in our products. However, in 2021 we identified a minimal amount of palm oil derivatives that are included in some products. We immediately took action and adopted a Palm Oil Policy. In 2022, we assessed our supply chain to identify whether any of our palm oil derivative products were certified with the Roundtable of Sustainable Palm Oil (RSPO). We expect our suppliers to adhere to our Supplier Partner Code of Conduct and offer RSPO certified palm oil derivatives. Most were RSPO certified, though a handful were not. We worked with the supplier to understand the corrective actions and

identify alternative product from RSPO certified suppliers for our customers.

## SUSTAINABILITY, TRACEABILITY AND BIODIVERSITY

We are in the process of developing a Biodiversity Policy and we are actively seeking suppliers who can provide us sustainable, traceable materials. We work with our suppliers to learn about their programs and collaborate with them to make a larger sustainability impact by leveraging relationships and efforts in the overall value chain. Listed here are a few examples (including oats, vanilla and almonds).



**Oats:** Our primary oat supplier uses an oat milling process that causes minimal waste — the landfill diversion rate for

oat products at one of their facilities, for example, is 99%. This level of sustainability is achieved by selling byproducts for animal feed and using oat hulls for fiber or poultry bedding. The supplier is also beginning the process of analyzing the carbon footprints of their oat facilities so that they can measure their environmental impact. We believe that tracking practices will drive continuous improvement.



**Vanilla:** SunOpta takes supplier selection seriously and partners with like-minded organizations that share our values of ethical and sustainable sourcing. One such supplier is positively impacting farming communities in Madagascar through a “closest to the source” vanilla farmer sustainable development program.

## SUPPLY CHAIN MANAGEMENT

In 2021 and 2022, supply chain management became a heightened focal point for SunOpta. The importance of agility in adapting to a changing world to mitigate disruption in our supply chain and maintain a competitive advantage became evident. With this reminder of how important it is to strengthen the resilience of our supply chain, we are working diligently to diversify key suppliers and integrate ESG goals into our supply chain operations.



## Supplier Sustainability Spotlight: Treehouse California Almonds

SunOpta seeks to work with suppliers that share our commitment to sustainability. Treehouse California Almonds is one example. Almond cultivation, like other tree crops, requires a significant amount of water (see related information on page 21 in the Water Management portion of this report’s Planet section). Treehouse works with local California almond growers to encourage water conservation and regenerative agricultural

practices that also protect soil health and biodiversity. Examples include:

- ✓ Capturing water during periods of heavy rain and storing it in ground water recharge ponds for future use, preventing flooding that can cause soil erosion
- ✓ Using the almonds’ outer hull for livestock feed, replacing crops like alfalfa that require more water, as well as for animal bedding and biofuel generation

- ✓ At the end of trees’ production lifecycle, using whole-orchard recycling to sequester the carbon contained in the trees’ woody biomass back into the soil

Through its role in [The Almond Project](#) — a coalition of farmers, scientists, brands, technical service providers, processors and customers — Treehouse is helping to advance more sustainable farming methods to improve soil and ecosystem health.





A smiling woman wearing a white SunOpta hard hat, safety glasses, and a yellow safety vest over a grey hoodie. She is standing in a large warehouse with stacks of cardboard boxes in the background.

# People

*We care about the well-being of our employees, people in our supply chains and communities.*

## IN THIS SECTION

- ✦ Culture of Innovation
- ✦ Employee Health and Safety
- ✦ Labor and Human Rights
- ✦ Diversity, Equity and Inclusion
- ✦ Employee Engagement
- ✦ Employee Development and Retention
- ✦ Community Involvement



At SunOpta, we celebrate the passion and entrepreneurial spirit of our people. We strive to create a safe, healthy, inclusive and engaging work environment that fosters innovation and continuous improvement so that our employees can continue to fuel the future of food and beverages that nourish people every day. Our focus on people extends beyond our employees to include those in our supply chains, our communities and consumers.

## Culture of Innovation

At SunOpta, innovation, sustainability and community are central to who we are and how we will continue to grow as a company. Our corporate headquarters — the Eden Prairie Innovation Center, or EPIC — blends our past, present and future into a space that fosters collaboration and new ideas.

**Collaboration:** To further encourage community, EPIC offers twice as much collaboration space — including a video conference room with stadium seating and additional technology-enabled conference rooms to allow for easy connections with remote clients and colleagues. The facility also devotes eight times more space to R&D than our previous location, enabling us to continue creating, testing and developing new products (learn more on page 11 in the Product Development portion of the report's Products section).

**Well-being:** EPIC provides employees with access to resources to help them stay physically fit and support their health and well-being.

### SUSTAINABILITY FEATURES

EPIC incorporates sustainability in a variety of ways, including:

- Solar panels (to be connected in summer 2023)
- Renewable bamboo flooring
- Interior and exterior green spaces
- Composting and recycling
- Non-disposable dishes and silverware
- Large windows for natural light and heat
- LED fixtures
- Living plant wall



In this video, learn more about EPIC — our sustainably designed headquarters that facilitates collaboration and innovation — and how we're living out our values in this space.



In the spirit of sustainability, SunOpta employees can grow their own organic produce in the five outdoor gardens in the backyard at our headquarters and innovation center.



Trees have always been a part of our history — from those planted for each major company milestone at the farmland where our company was founded nearly 50 years ago, to our logo and the tree planted at the heart of our headquarters facility (and in six other indoor locations) to provide a place for employees to gather and connect.

## Employee Health and Safety

### HEALTH AND WELLNESS PROGRAMS

We offer a comprehensive total rewards program that incorporates our four well-being pillars. Our benefits program offers options that are applicable to our employees at any stage of life.

**Physical Well-being:** SunOpta provides a competitive compensation and benefits package, including options that allow each employee to select the package that works best for them. Our comprehensive benefits package includes health insurance plan options, a Sharecare Activity program and preventative health incentives. Employees are empowered to participate in fitness challenges, weight loss challenges and other lifestyle challenges to master

the concepts and skills necessary for a healthy, rewarding life. We also partner with Omada Health to provide food and exercise education to employees with risk factors for diabetes and heart disease, or a diabetes diagnosis. We hold annual flu shot clinics at multiple locations.

**Emotional Well-being:** Our comprehensive benefits package includes paid time off, paid family and maternity leave programs and flexible schedules. We enhanced our existing maternity leave and family leave in 2022, both in time available and usage criteria to better meet the needs of our employee demographic. We leverage our monthly communication tools to provide helpful information for maintaining emotional well-being. SunOpta

encourages work-life balance; our employees receive wellness reminders via email to take time for themselves, including strategies for how to find time to disconnect and recharge. SunOpta also has an employee assistance program through a third-party provider to support emotional health — providing critical resources for our employees.

**Social Well-being:** Communication is central to SunOpta's culture. We have monthly all-company huddles and quarterly all-company town hall meetings to communicate what is happening at SunOpta. These meetings keep our employees engaged, informed and connected while communicating critical, consistent messages to align all employees with the strategies and priorities necessary to deliver our company goals. In these meetings, employees are reminded of the core values and guided by our Most Valued Behaviors (MVBs) of speed, dedication, problem solving, passion, entrepreneurship and customer centricity. Our peer recognition program encourages employees to recognize others who are demonstrating our MVBs. Our leaders also recognize employees through our quarterly awards program.

Through our communications, we strive to help employees feel a part of SunOpta as a whole rather than just their individual department or location. These initiatives led to an overall increase

in employee engagement (see details on page 34). Additionally, we encourage our employees to celebrate wins at the individual, team and location level. Our Employee Resource Groups offer another opportunity for our employees to connect with others across the company.



Employees and families from our Allentown, Pennsylvania location enjoyed a company picnic with food and games.

**Financial Well-being:** SunOpta's comprehensive benefits package includes a 401(k) program, employee stock purchase plan, tuition reimbursement program and company paid life, accident and disability insurance. As part of our matching 401(k) program, financial advisors are available to our employees for consultation on their personal finances. Through our employee stock purchase plan, employees can purchase SunOpta stock at a discounted price. In addition, we



In addition to her role as SunOpta vice president of food safety and quality, Katie Ohotto demonstrates our company values of passion and dedication by leading weekly Bikram Yoga classes for employees at our headquarters location.

offer a program where employees may subscribe to a third party that provides legal advice and identity-theft protection.

## WORKPLACE SAFETY

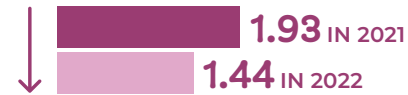
Employee health and safety is paramount to our success. We are committed to providing our employees with a safe workplace. Our SunOpta 360 Safety Pillar leverages zero loss analytics,

action planning, 5s and SHARP plans. In addition to our safety training and initiatives at our manufacturing facilities, we track our Total Recordable Incident Rate (TRIR). In 2022, our TRIR was 1.44 versus a goal of 1.6.

We care strongly about the safety of our employees and in 2022, we conducted 10-hour Occupational Safety

and Health Administration (OSHA) trainings at our plant facilities. We continue to focus on the education and training of our employees.

### Total Recordable Incident Rate



## Labor and Human Rights

SunOpta is committed to acting responsibly within the organization and requiring the same responsible actions of our suppliers. We are committed to conducting business in an ethical manner that upholds best practices, protects human rights, complies with regulations, demonstrates integrity, provides equal opportunity and supports fair labor practices. Our comprehensive Code of Conduct promotes ethical behavior in all aspects of our employees' work.

## CODES OF CONDUCT

In 2021, we updated our **Supplier Partner Code of Conduct** to illuminate how integrity, ethics, compliance, human rights, health and safety and a commitment to high quality are necessary to achieving our mission and improving lives — now and long into the future. We review the Code annually. In 2023, we published the checklist we request from our suppliers and translated the Code into Spanish.

In 2022, we finalized and published the updated **SunOpta Code of Conduct** for our employees. We look forward to continuing our annual employee trainings on the Code of Conduct in 2023 to ensure full understanding of the Code and provide a continued reminder of our commitment to integrity, ethics and high-quality standards. These trainings include 100% of employees who have SunOpta email addresses.

## EQUAL OPPORTUNITY

SunOpta is an Affirmative Action and Equal Opportunity Employer. SunOpta prohibits discrimination and harassment and provides consideration of employment to all individuals without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local

laws for all employees and applicants. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.

## HUMAN RIGHTS

SunOpta is committed to respecting the

rights of all workers and communities across our value chain. We expect all our suppliers to adhere to our Supplier Partner Code of Conduct, which outlines our expectations regarding labor. We developed a **Human Rights Policy Statement** in 2022 and published it in 2023.



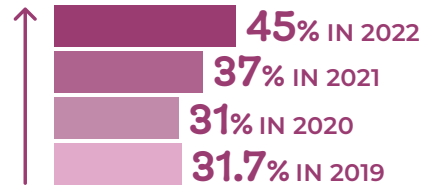
We are committed to respecting the rights of workers in our supply chains.



## Diversity, Equity and Inclusion

At SunOpta, we believe in the power of diversity. To advance diversity, equity and inclusion, we have set diversity targets aligned with our [Diversity Policy](#) and provided training to employees.

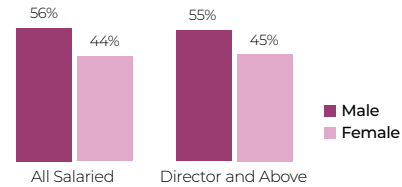
### Percentage of Female Leaders at Director Level and Above (as of December 31, 2022)\*



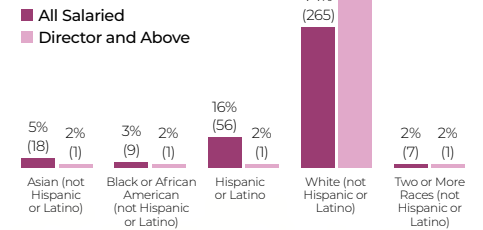
\*Includes all U.S. employees and Canadian corporate employees.

### U.S. Salaried Employee Demographics (as of December 31, 2022)

#### Q4 2022 Salaried Headcount by Gender (U.S. Only)



#### Q4 2022 Salaried Ethnicity (U.S. Only)



## DIVERSITY POLICY

In January 2022, we published our updated **Diversity Policy** detailing our approach to promote and achieve diversity and inclusion at SunOpta. We value diversity in our workforce, executive officers and on our Board of Directors. We believe that enhancing and maintaining diversity is an essential part of maintaining our competitive advantage. We recognize that diversity is an important element of good corporate governance and provides a range of perspectives, backgrounds, experience and expertise that can assist the company. We are committed to the identification and appointment of directors and hiring of executive officers and employees throughout the company with a diverse range of backgrounds representative of the communities we operate in and to fostering an inclusive culture based on merit.

## DIVERSITY, EQUITY AND INCLUSION GOALS

To achieve diversity in our hiring and promotion activity, we have established the following goals to help us accelerate diversity, equity and inclusion at SunOpta:

- Increase percentage of racially diverse professional level (salaried) employees from 24% to 30% in 2026 and female professional level (salaried) employees from 44% to 50% by 2026
- Increase percentage of females in the Director level and above from 36% to 45% with a goal of gender balance (50/50) by 2025

- Increase percentage of racial diversity in the Director level and above roles from 8% to 16% by 2025
- Ensure the Board of Directors has at least two members who are diverse\*, including at least one female member and at least one member who self identifies as an underrepresented minority or as LGBTQ+.

## INCLUSION INITIATIVES

In 2022, we provided companywide training about diversity, equity and inclusion to help all employees better understand how we can work together — and be better — by embracing our differences. We foster inclusion by recognizing and supporting activities and initiatives that are representative of our workforce, such as celebrations of cultural months and our Women's Employee Resource Group.



In our efforts to raise awareness about Native American Heritage Month, Jenny Hess, Demand Planning Manager for the Plant-Based Food and Beverage business unit at our headquarters location, shared about her Native American culture as an Anishinaabe Ojibwe and a proud tribal member of the Red Cliff Band of Lake Superior.

## 2022 IMPACT

# 37.5%

OF SUNOPTA'S BOARD OF DIRECTORS MEMBERS ARE FEMALE\*\*

## Women's Employee Resource Group

Our Women's Employee Resource Group includes participants from across the company — in plants, remote workers and at corporate headquarters. The program sponsors professional development workshops for some of our rising female leaders on topics such as power, presence and protection. In 2022, participants continued to gather virtually through Connection Circles to practice public speaking, active listening, leading and learning from one another.



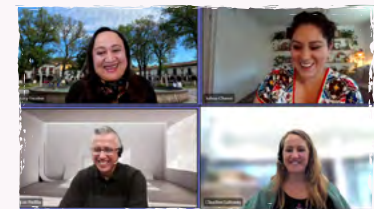
A cross-functional panel of female leaders, including Jill Barnett and Lauren McNamara, participated in a Women in Leadership Panel moderated by Claudine Galloway to share about experiences being a woman in business and offering advice to employees.

## Fueling Inclusion at SunOpta

During Black History Month in 2022, SunOpta hosted an event with Nechia LeVesseur, Vice President of Finance, Plant-Based Food and Beverages, providing insights based on her experiences being a Black woman in business. In 2022, we worked to improve our diversity, equity and inclusion awareness with education and events throughout the year, which we are continuing in 2023. We create awareness as we celebrate:

- Asian American and Pacific Islander Heritage Month
- Black History Month
- Hispanic Heritage Month
- Native American Heritage Month
- Pride
- Women's History Month

In 2022, we developed a "Power of Inclusion" training and launched the Latino Employee Resource Group, called The SOL Network (SunOpta Organization of Latinos).



To celebrate Hispanic Heritage Month and launch our Latino Employee Resource Group, SOL (SunOpta Organization of Latinos) Network members Julissa Chavez, Lucy Escobar and Luis Padilla shared about their Hispanic heritage during a virtual panel discussion.

\*As defined in Nasdaq Rule 5605(f).

\*\*Board of Directors membership includes three female and five male directors as of December 29, 2022.

## Recognition for SunOpta Women Leaders



### 40 Under 40 Award

Lauren McNamara,  
VP and Assistant  
General Manager,  
Plant-Based Food  
and Beverages  
Business



### Fulton County Citizens Commission on the Environment

Stacy Seidel,  
Senior Director,  
Legal & ESG



### National Association of Credit Management Chair

Sylvia Villalobos,  
Senior Accounts  
Receivable Manager

## Veteran Recognition



### Notable Military Veteran Executive Award

Mike Buick, Senior Vice  
President and General  
Manager, Plant-Based  
Food and Beverages  
Business

[Learn more](#)

## Employee Engagement

At SunOpta, we value dedicated and passionate employees who act with speed and an entrepreneurial spirit to get things done for our customers. Our culture is grounded in collaboration and accessibility — with the company's senior leaders (including the CEO) working from cubicles at our corporate headquarters alongside the rest of the team to facilitate the exchange of ideas. We are an interconnected team working together to achieve our company vision and support one another.

### ORGANIZATIONAL HEALTH SURVEY

SunOpta conducts an organizational health survey twice a year to check the pulse of our workforce and look for areas of improvement through the lens of all our employees. The survey is sent to all SunOpta employees from the CEO with a request for participation

and a commitment from the CEO that he will personally read every comment and share the quantitative results with the leadership team. There are 25 questions related to the mission and vision, innovation, trust, customer service and sales, manager/employee relationship, cross functional performance and how individual roles tie to organizational goals. We measure our scores and identify high performing areas, areas in need of improvement and areas with the greatest change. The results are shared companywide. We are proud to report our average survey score of 4 or above on a 5-point scale for the third year in a row.

### LEARNING OPPORTUNITIES

SunOpta's passionate and dedicated employees at our corporate headquarters started a Lunch and Learn series on issues related to sustainability.

In 2022, they offered Lunch and Learn sessions on recycling and composting, benefits of a plant-based diet, and food loss and food waste reduction through our partnership with Feeding America. In addition, our dedicated sales team led learning seminars to help the entire organization learn about our customers. Finally, our senior leadership team continued leading seminars on topics related to their areas of expertise.

### Recognition



### TOP WORKPLACE AWARD

SunOpta was  
named as one of  
Minnesota's Top  
Workplaces by the  
Star Tribune in 2022



### 2022 IMPACT

# 80%

AVERAGE EMPLOYEE  
ENGAGEMENT SCORE FOR  
THE THIRD YEAR IN A ROW

# 3

SUSTAINABILITY LUNCH  
AND LEARN SESSIONS

# 4

CUSTOMER LEARNING  
SERIES EVENTS

# 2

LEADER-LED  
SESSIONS



## Employee Development and Retention

As of December 31, 2022, we employed 1,453 full-time employees and 493 seasonal employees in North America.

### EMPLOYEE DEVELOPMENT AND TRAINING

Talent management and developmental opportunities are instrumental in developing a sustainable workforce. We provide various opportunities for our employees to learn and grow within SunOpta through individual development plans, on-the-job training, special project assignments, monthly safety training and learning opportunities throughout the year.

### INTERNSHIP PROGRAM

We give back to the community and recruit new employees via our internship program. For a summer or a semester, interns from local universities work with members of our R&D, marketing and quality assurance teams on meaningful projects. In 2023, we are expanding the internship program to include internal audit and finance. These internships provide valuable experience to students and create a talented pool of people upon which SunOpta relies for future hires.

### RETENTION

Our average employee has four years of service. In 2022, our annual voluntary turnover of employees at the director level or above was 15%, compared to 13.5% in 2021, and our companywide

voluntary turnover rate was 22%, above our 15% target. As with many companies in 2022, our turnover rate was higher than anticipated. We are

addressing this challenge by deploying location-specific interventions aimed at improving the culture, retention and engagement of our employees.



SunOpta CEO Joe Ennen joined the shift huddle at our Minnesota Street location in Alexandria, Minnesota with operators, maintenance and quality team members using Redzone technology tools to help improve productivity. In the spirit of continuous improvement, these huddles are conducted at every shift and have improved our operational equipment effectiveness, plant output, quality and employee engagement.



Participants in SunOpta's 2022 summer internship program.



### 2022 IMPACT

**3** WORKSHOPS FOCUSED ON IMPROVING DIVERSITY, EQUITY AND INCLUSION

**7** PAID INTERNS IN THE AREAS OF R&D, MARKETING AND QUALITY ASSURANCE

## Community Involvement

### EMPLOYEE VOLUNTEERISM

We believe it is key to give back to the communities in which we live and work. We bring this commitment to life through “SunOpta Cares,” our community service and volunteerism program. This program provides 24 hours of paid time off annually for our employees to volunteer with community programs that align with their values.



Employees removed trash from a bike path behind our 3rd Avenue production facility in Alexandria, Minnesota.



A team from our SunOpta headquarters location helped to prepare 2,934 bags of food totaling 11,246 meals for local children and their families in need through Every Meal.



In an effort to promote biodiversity, our Jacona, Mexico employees and some of their children took part in reforestation work by planting native trees in the El Vergel colony in Zamora Michoacán.

Throughout the year, employees have several organized opportunities to donate talent and gifts to local charitable organizations. For example, the SunOpta corporate headquarters office actively collects food and toys to benefit local organizations, such as the Toys for Tots Foundation and People Reaching Out to People (PROP). In 2022, SunOpta employees helped to



Nine employees took the Polar Plunge and raised \$2,539 for Special Olympics.



Employees at our production facility in Midlothian, Texas participated in a food drive and volunteered with Paws for Reflection, an animal therapy non-profit organization, where they cleaned the barns and yard, washed horse blankets and painted lawn chairs.



fight food insecurity by volunteering at Every Meal and Feed my Starving Children, raised money for breast cancer awareness, participated in an Earth Day cleaning event and took part in the Polar Plunge to raise money for Special Olympics. Pictured here are some of the many ways our employees volunteered in our communities in 2022.



SunOpta marketing team members prepared 1,414 meals for those in need in our community.



Employees picked up trash around our headquarters facility to celebrate Earth Day.



Employees from our Minnesota Street production facility in Alexandria, Minnesota and company headquarters provided support to the United Way and participated in the 11th Annual SunOpta Sweeper to raise money for the Douglas County Outreach Food Shelf.

### SCHOLARSHIP PROGRAM

Since 2007, SunOpta has provided \$20,000 in scholarships annually to the children of our employees. Scholarships are awarded based on students' contributions to their communities and involvement with social and environmental responsibility initiatives.



### 2022 IMPACT

The SunOpta Cares program offers paid time off for employees to volunteer with community programs. In 2022:

**75** EMPLOYEES TOOK TIME OFF TO VOLUNTEER

**612** TOTAL VOLUNTEER HOURS





# Governance

*We are grounded in good governance and strong business ethics.*

## IN THIS SECTION

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- ✓ Sustainability Governance
- ✓ Business Ethics
- ✓ Data Privacy and Cybersecurity





Good governance, strong business ethics and data security are essential for achieving SunOpta's purpose to be the most innovative integrated provider of healthy food solutions across multiple channels.

## Sustainability Governance

**Board and Management Oversight on ESG and Sustainability:** The SunOpta Corporate Governance Committee oversees and advises on ESG policy, goals and initiatives. The Board is apprised of the goals and progress made on ESG program initiatives on a quarterly basis. The Senior Leadership Committee also conducts a deep dive into the ESG program and progress on a quarterly basis.

**Sustainability Steering Committee:** As part of our vision to fuel the future of food and beverages in a sustainable way, we created a Sustainability

Steering Committee in 2021 and in 2023 created an ESG Action Committee representing a cross-functional team of individuals whose behaviors represent the core values of SunOpta. These groups are working with Plant Sustainability Ambassadors and area leads throughout the organization to gather and analyze data and explore opportunities. The ESG lead is a member of the Steering Committee and reports directly to Management and the Corporate Governance Committee.

### Enterprise Risk Management:

SunOpta's Enterprise Risk Management program has applied an ESG lens to the following processes to build alignment and focus on ESG topics:

- ✓ **Risk Identification:** We have built and monitor a dynamic risk universe that includes ESG topics. Sustainability leaders provided input into and review of SunOpta's risk universe and will continue to review on a quarterly basis.
- ✓ **Risk Assessment:** We prioritize a set of top risks that are relevant to strategic and operational objectives, which

includes coverage of ESG risk topics. ESG topics were linked to top risks.

### ✓ Risk Controls and Actions:

Through our Enterprise Risk Steering Committee, senior leaders review operational effectiveness of risk controls around top risks, track risk mitigation action plans status on top risks and monitor the risk landscape for new and emerging risks, including ESG topics.

**Policy Development:** We are in the process of developing policies on the following topics: biodiversity, carbon and water.

## Business Ethics

SunOpta is committed to conducting business in a responsible and ethical manner that upholds best practices, protects human rights, complies with regulations, demonstrates integrity, provides equal opportunity, supports fair labor practices, protects food safety and workplace safety, and promotes responsible marketing, business conduct standards, anticorruption and ethical sourcing.

See details about our SunOpta Code of Conduct and our Supplier Partner Code of Conduct on page 31.

In 2022, we developed and published an [Anti-Bribery and Anti-Corruption Policy](#). We have also updated and published our policies on insider trading, harassment and discrimination, and ethics reporting (see links on page 41).



Jorge Luis Martinez Camarena, Chief Financial Officer at our Jacona, Mexico facility, was invited to speak at the World Finance Forum Latin America gathering in Mexico City about the transformation of SunOpta Mexico through values and leading by example.





## Data Privacy and Cybersecurity

Cybersecurity poses an ongoing risk across our industry. Cyber threats continued to grow in 2022. At SunOpta, we take cybersecurity seriously. We have a robust cybersecurity program that utilizes advanced technologies and strategies.

### CYBERSECURITY GOVERNANCE

SunOpta's Enterprise Risk Management Team reviews the status of our cybersecurity program and monitors key cybersecurity metrics on a

regular basis. SunOpta utilizes a Defense in Depth (DiD) security strategy employing many layers of protection against cyberthreats.

### CYBERSECURITY ASSESSMENTS

As part of our commitment to mitigating cyber risks, SunOpta also does regular assessments based on a national cyber security standard. These assessments are performed by both internal employees and external third parties to validate results.

### BUSINESS ALIGNMENT

As a public company, we align our planning and implementation efforts with our internal Sarbanes-Oxley (SOX) team for compliance verification and standardization of controls across the enterprise. Regular steering committee meetings are also held to ensure any new or upcoming projects that require IT services meet security standards. SunOpta's Security Team regularly reviews and assesses

roadmaps, emerging technologies, cyberthreats, KPIs and other security metrics to ensure we are achieving the highest security posture without impacting business productivity. SunOpta's Audit Committee provides board oversight of cybersecurity.



## Sustainable Accounting Standards Board (SASB) Reference Table

## SUSTAINABLE DISCLOSURE TOPICS AND ACCOUNTING METRICS – PROCESSED FOODS\*





TOPIC	ACCOUNTING METRIC	SASB Indicator Code	Location in the report
<b>Energy Management</b>	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-PF-130a.1	Page 19
<b>Food Safety</b>	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-PF-250a.1	Page 12
	Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	FB-PF-250a.2	Page 12
	(1) Total number of notices of food safety violation received, (2) percentage corrected	FB-PF-250a.3	Page 13
	(1) Number of recalls issued and (2) total amount of food product recalled	FB-PF-250a.4	Page 13
<b>Health and Nutrition</b>	Revenue from products labeled and/or marketed to promote health and nutrition attributes	FB-PF-260a.1	Page 10
	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	FB-PF-260a.2	Page 10
<b>Product Labeling and Marketing</b>	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines	FB-PF-270a.1	Page 14
	Revenue from products labeled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	FB-PF-270a.2	Page 10
	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	FB-PF-270a.3	Page 10
<b>Packaging Lifecycle Management</b>	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	FB-PF-410a.1	Page 24
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	FB-PF-410a.2	Page 24
<b>Environmental and Social Impacts of Ingredient Supply Chain</b>	Percentage of food ingredients sourced that are certified to third-party environmental and/or social standards, and percentages by standard	FB-PF-430a.1	Pages 12, 13 and 14
	Suppliers' social and environmental responsibility audit (1) non conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-PF-430a.2	Pages 12 and 13

\* Not all metrics from this standard are reported on. As we develop our ESG program we will continue to add further metrics to our disclosure.





## United Nations Sustainable Development Goals Index

SUSTAINABLE DEVELOPMENT GOAL	TARGET ALIGNMENT	HOW SUNOPTA CONTRIBUTES
 <b>SDG 2: Zero Hunger</b>	<p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.1 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p>	<ul style="list-style-type: none"> <li>✓ Sustainability – Page 9</li> <li>✓ Product Development – Page 10</li> <li>✓ Upcycled Food – Page 11</li> <li>✓ Responsible Sourcing – Pages 26 and 27</li> <li>✓ Employee Volunteerism – Page 36</li> </ul>
 <b>SDG 3: Good Health and Well-being</b>	<p>3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all</p>	<ul style="list-style-type: none"> <li>✓ Health and Wellness Programs – Pages 30 and 31</li> </ul>
 <b>SDG 12: Responsible Consumption and Production</b>	<p>2.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses</p> <p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p>	<ul style="list-style-type: none"> <li>✓ Waste Management – Pages 22 and 23</li> <li>✓ Sustainable Packaging – Page 23</li> <li>✓ Learning Opportunities – Page 34</li> </ul>
 <b>SDG 13: Climate Action</b>	<p>13.2 Integrate climate change measures into policies, strategies and planning</p>	<ul style="list-style-type: none"> <li>✓ GHG emissions – Pages 17 and 18</li> <li>✓ Energy Management – Pages 19 and 20</li> <li>✓ Transportation and Warehousing Optimization – Page 25</li> </ul>

## SunOpta ESG Links

- ✓ [Anti-Bribery and Anti-Corruption Policy](#)
- ✓ [California Transparency in Supply Chain Act Disclosure](#)
- ✓ [Diversity Policy](#)
- ✓ [Ethics Reporting Policy](#)
- ✓ [Harassment and Discrimination Policy](#)
- ✓ [Human Rights Policy Statement](#)
- ✓ [Insider Trading Policy](#)
- ✓ [SunOpta Palm Oil Policy](#)
- ✓ [SunOpta Code of Conduct](#)
- ✓ [Supplier Partner Code of Conduct](#)