



Environmental, Social and
Governance Report 2023





1

Introduction

- 2 CEO Letter
- 3 Company Overview
- 4 Our Approach to Sustainability
- 7 Report Scope

8

Products

- 10 Sustainability
- 11 Product Development
- 12 Upcycled Food
- 12 Food Safety and Quality
- 15 Customer Satisfaction and Marketing

16

Planet

- 19 GHG Emissions
- 20 Energy Management
- 22 Water Management
- 23 Waste Management
- 25 Sustainable Packaging
- 26 Transportation and Warehousing Optimization
- 27 Responsible Sourcing

Table of Contents

30

People

- 31 Culture of Innovation
- 32 Employee Health and Safety
- 33 Labor and Human Rights
- 34 Diversity, Equity and Inclusion
- 37 Employee Engagement
- 38 Employee Development and Retention
- 39 Community Involvement

40

Governance

- 41 Sustainability Governance
- 41 Business Ethics
- 42 Data Privacy and Cybersecurity

43

Appendix

- 43 Sustainable Accounting Standards Board (SASB) Reference Table
- 44 United Nations Sustainable Development Goals Index
- 44 SunOpta ESG Links
- 45 Assurance Letter

Introduction

SunOpta is an innovative and sustainable manufacturer fueling the future of food.





Advancing our mission to fuel the future of food

At SunOpta, we are passionate about sustainability — it is at the root of what we do as a producer of plant-based food and beverages. Since SunOpta's inception 50 years ago, sustainability has remained at the forefront of our mission and business operations. In my role as CEO, I am committed to building on that legacy and advancing our efforts to do better tomorrow than today to impact 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. In our operations, we navigate a unique ecosystem where advancing the environment and our communities seamlessly aligns with our business goals. 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, therefore buying our products makes an impact on the planet. As champions of environmental stewardship, we are dedicated to seeking continuous improvements to our impact by setting goals to reduce our footprint by lowering energy, gas and water consumption, achieving zero waste in our manufacturing facilities; developing innovative packaging solutions; and optimizing transportation efficiency.

We track and share our progress toward time-bound sustainability goals. In 2023, we maintained our CDP score, which is a snapshot of a company's environmental disclosure and performance, of a B- — on par with the industry average — which highlights our continued focus on sustainability. Our progress in 2023 included activating 742 solar panels on our headquarters roof, which will help us offset more than two-thirds of the electricity at our headquarters and prevent 317 metric tons of carbon dioxide per year. We also finalized construction of a warehouse in Alexandria, Minnesota, which is strategically located to reduce freight mileage and save 100,000 pounds of carbon emissions annually. We are well on our way toward our zero-waste-to-landfill goal, with six facilities having achieved this status. Guided by our Food Loss and Waste Policy and procedures, we donated nearly 3.4 million pounds of food to the nonprofit organization Feeding America.

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 are inspired by the efforts of our employees who make an impact in their communities, utilizing paid time off to volunteer. We celebrate their spirit of collaboration and speed of innovation as we continue to drive growth.

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 2023, we began implementation of Sedex tools to help ensure our suppliers are living the requirements of our Supplier Partner Code of Conduct.

We are steadfast in our commitment to fostering a culture of diversity, equity and inclusion. As part of this journey, we continually strive to broaden our educational horizons by curating speaker engagements that embrace diverse perspectives. Additionally, we actively seek out and develop talented employees who not only contribute to our workforce but also 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 and remain resolute in our commitment to positively impact our communities and the planet as we strive to sustainably fuel the future of food.



Sincerely,



Brian Kocher, Chief Executive Officer

Company Overview

SunOpta is an innovative and sustainable manufacturer fueling the future of food. With roots tracing back over 50 years, SunOpta drives growth for today’s leading brands by serving as a trusted innovation partner and value-added manufacturer, crafting organic, plant-based beverages, fruit snacks, nutritional beverages, broths and tea products sold through retail, club, foodservice, and e-commerce channels. Alongside our commitment to top brands, retailers and coffee shops, SunOpta also proudly produces our own brands, including *Sown*®, *Dream*® and *West Life*™.



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



\$630 million in net sales for 2023



More than **600** product offerings*



More than **1,170 employees***



8 locations in Canada and the U.S.*

*As of December 30, 2023

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, gathering data to measure our progress and adopting a mindset of continuous improvement.

The excitement in our company around our 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 2023, we maintained our approach by coming 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 Lunch and Learn sessions focused on a variety of sustainability topics, such as food waste and renewable energy. We also continue to gather 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 2023 built upon the groundwork we laid in 2021 and 2022 to understand 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.

That assessment continued to inform our priorities in 2023. During 2023, we organized and initiated 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: human rights policy statement, palm oil policy, food loss and waste policy
- ✔ Diversity, equity and inclusion (DEI)

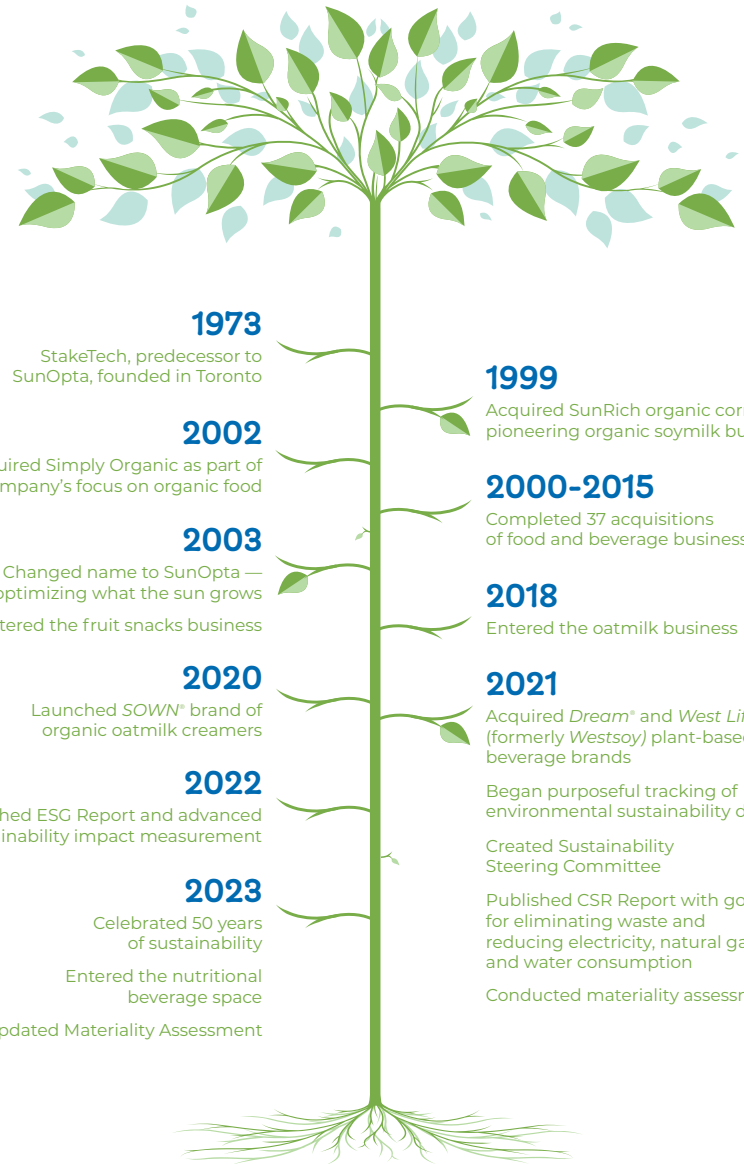
*Our approach of marrying competencies, passions and organizational needs is inspired by "The Extraordinary Leader" by John H. Zenger and Joseph R. Folkman.



CELEBRATING
1973 **50** **2023**
 YEARS

Celebrating 50 Years

We celebrated 50 years of business in November 2023. Our journey has been influenced by the passionate and dedicated team members who are motivated to double our plant-based business while aiming to reduce energy consumption, develop recyclable packaging, conserve water and minimize waste. We've doubled down on our plant-based business and invested over \$200 million in production capacity to meet the growing demand for plant-based milk alternatives and snacks. Learn about our [five decades of business milestones](#) and [hear from SunOpta Founder Jeremy Kendall](#).



- 1973**
StakeTech, predecessor to SunOpta, founded in Toronto
- 1999**
Acquired SunRich organic corn and pioneering organic soy milk business
- 2000-2015**
Completed 37 acquisitions of food and beverage businesses
- 2002**
Acquired Simply Organic as part of the company's focus on organic food
- 2003**
Changed name to SunOpta — optimizing what the sun grows
Entered the fruit snacks business
- 2018**
Entered the oatmilk business
- 2020**
Launched SOWN® brand of organic oatmilk creamers
- 2021**
Acquired Dream® and West Life™ (formerly Westsoy) plant-based beverage brands
- 2022**
Published ESG Report and advanced sustainability impact measurement
Began purposeful tracking of environmental sustainability data
Created Sustainability Steering Committee
- 2023**
Celebrated 50 years of sustainability
Entered the nutritional beverage space
Updated Materiality Assessment
Published CSR Report with goals for eliminating waste and reducing electricity, natural gas and water consumption
Conducted materiality assessment

Materiality Assessment*

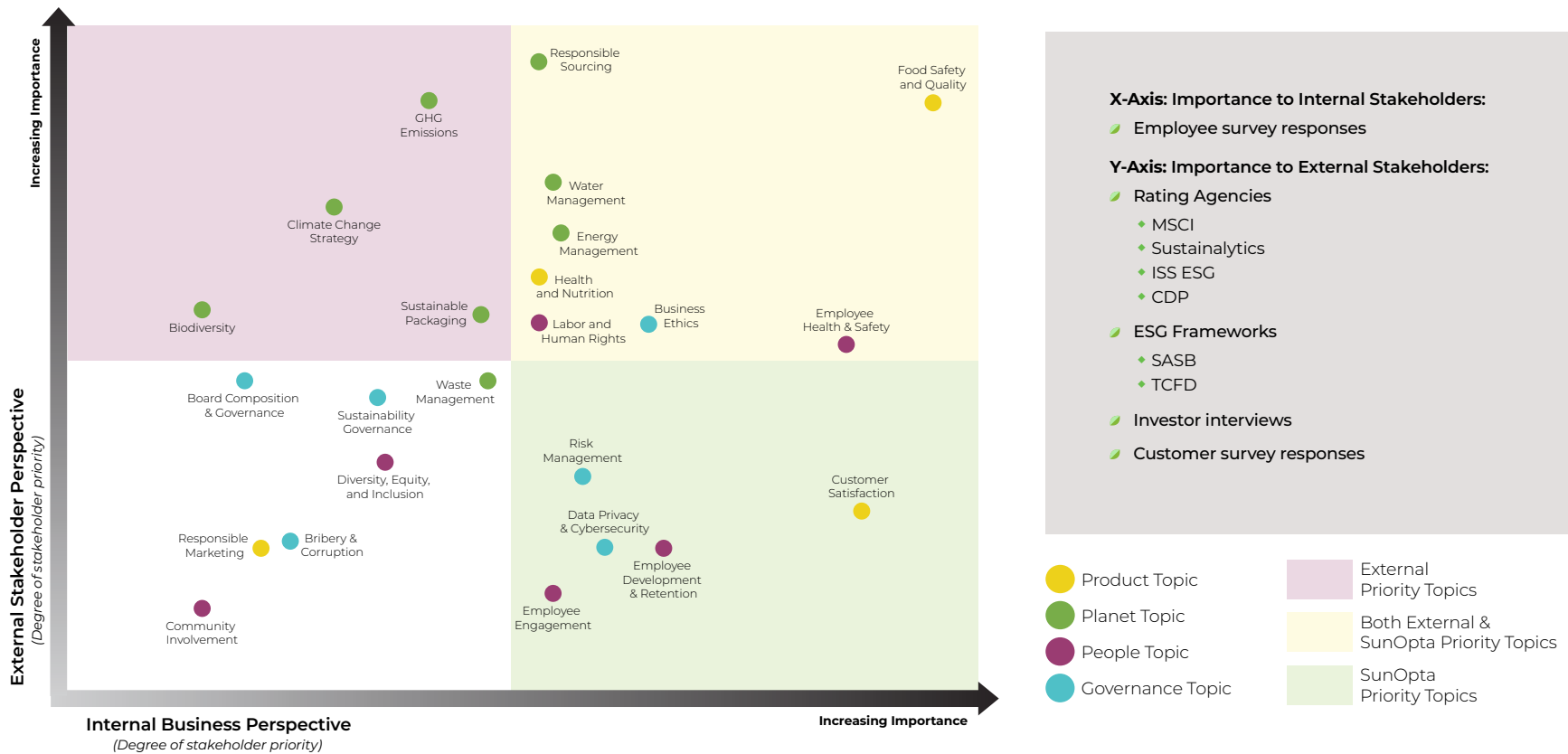
Sustainability is a rapidly evolving area as we all learn and grow from collaboration, innovation and a desire to continuously improve. We set up our sustainability program by listening and learning from our stakeholders in our 2021 Materiality Assessment. In an ever-expanding area with multiple priorities bubbling to the

top as we all strive to be better tomorrow than today, we engaged our ESG Advisory Service partner to refresh our assessment of material issues so we can better meet the needs of our stakeholders.

In 2023, we developed the format and questions for our updated assessment. We then conducted surveys and/or interviews

with key customer, employee and investor stakeholders and combined those insights with information from select rating organizations to update our materiality assessment. This refresh of our materiality assessment has given us the opportunity to reflect on where we've been and chart a path for where we are going.

We extend a sincere thank you to all who participated and helped guide us on our sustainability journey. With this updated ESG Materiality Assessment, in 2024 we will identify our initiatives and chart our sustainability strategy to be in line with the priority interests of our stakeholders.



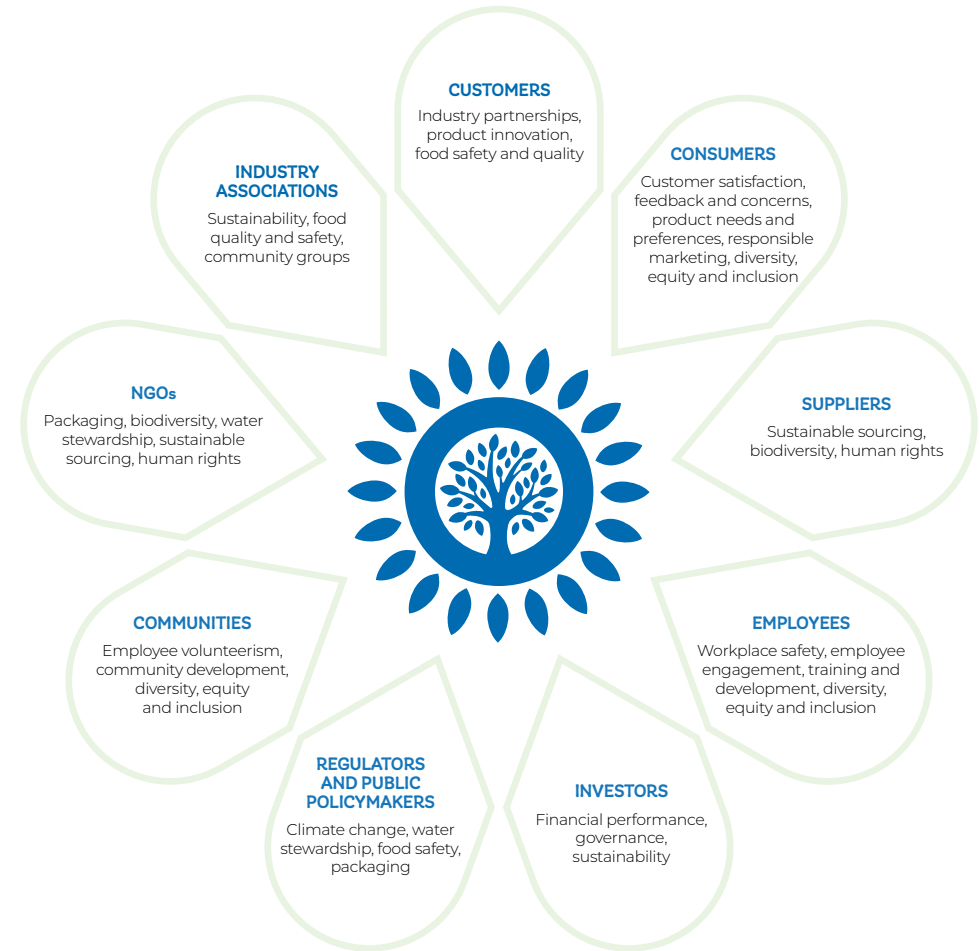
*The use of the terms "material" or "materiality" and other similar terminology in certain statements we make relating to our sustainability program refers to topics that reflect our sustainability impact or to topics that our stakeholders value, sourced from stakeholder engagement, including surveys, interviews and rating agencies. We do not use these terms as they have been defined by or construed in accordance with the securities laws or any other laws of the United States or any other jurisdiction, or as these terms are used in the context of financial statements and financial reporting. No communication we make herein should be intended to be construed to indicate otherwise.

Stakeholder Engagement

We collaborate with a variety of stakeholders to learn about or 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 aim to balance business and societal interests and identify innovative solutions. We work closely with our customers to report on our sustainability progress, initiatives and strategy. As a result, we are able to learn how our efforts build on their strategies, make connections where

our initiatives could be better aligned to achieve the greatest impact, and learn about resources and best practices.

Additionally, we work closely with our suppliers to understand their sustainability progress, initiatives and strategies. By connecting with our suppliers, we are able to learn about what is important to them, support them as we are able, and communicate our goals with them to ensure alignment so that our needs and the needs of our customers are met.



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 2023, ending December 30, 2023, except where noted otherwise. We sold our frozen fruit business in 2023, thus this report excludes information related to those opera-

tions for simplicity and accuracy. Unless otherwise noted, the progress made on goals in this 2023 report only includes our existing business as of December 30, 2023. With the restructuring to the new SunOpta over the past several years, we will use this data to reassess our goals and refine our ESG strategy in 2024. Unless otherwise noted, data in this report is not

externally reviewed or verified. Data or goals may occasionally be restated due to company changes or continuous improvement in our sustainability program, including, but not limited to, data collection methodology or availability. Sustainability is a journey, and as we evolve in this journey our scope, goals and actionable priorities may adjust with each up-

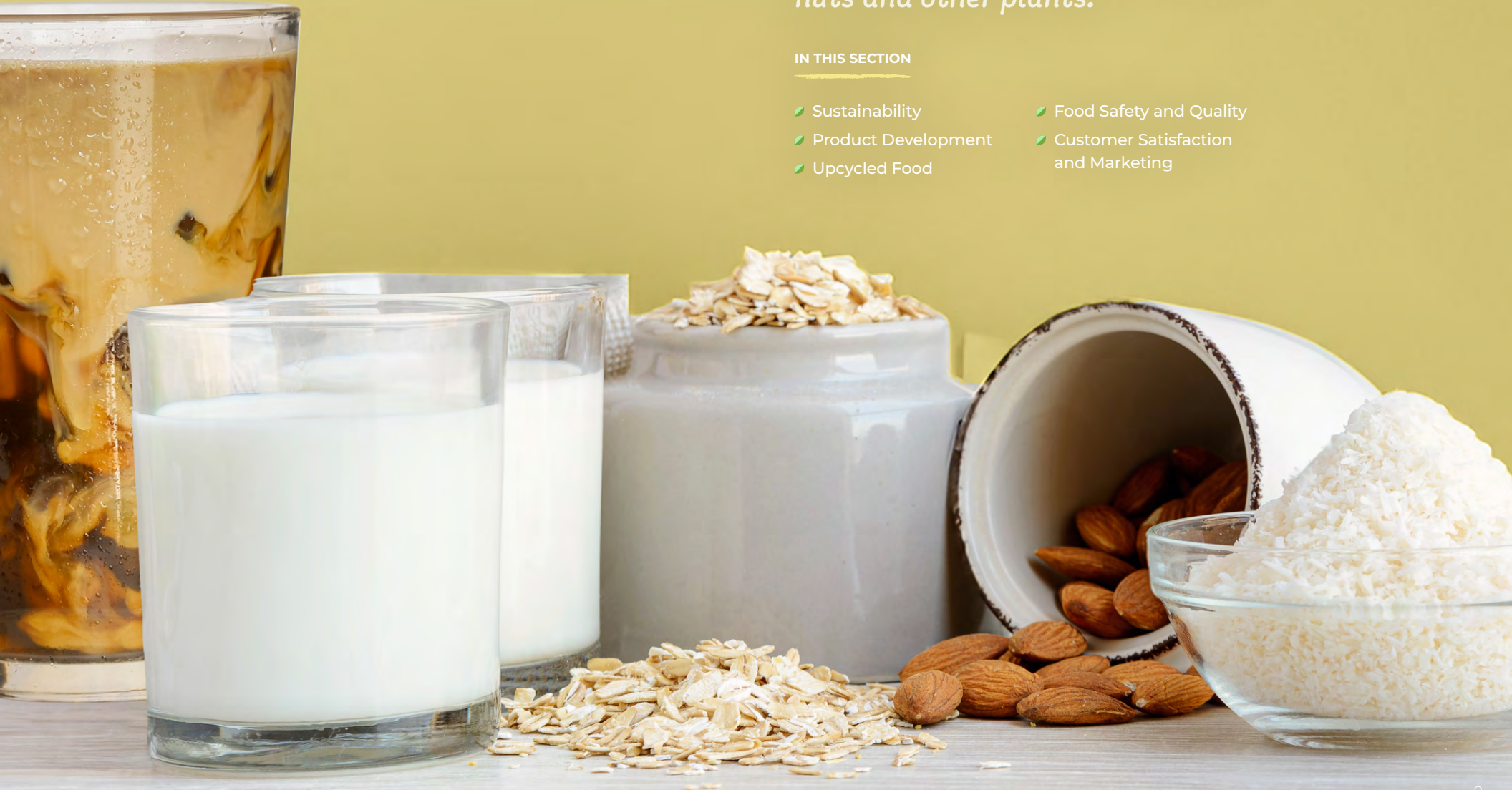
dated materiality assessment and as we become better tomorrow than we were today. Actual results may vary significantly from goals expressed or implied in the report; undue reliance should not be placed on forward-looking statements. This report references the Sustainability Accounting Standards Board (SASB) framework. See details in the report Appendix.

Products

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

IN THIS SECTION

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



With a significant portion of our products focused on plant-based foods 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.

As of December 30, 2023, 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. We also provide smoothie bowls* and fruit bars, twists, ropes and other fruit varieties.

Our Products

SunOpta focuses on fueling the future of foods and beverages through its offering of consumer products.

Plant-based beverages and ingredients



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

Fruit-based snacks and smoothie bowls*



Broth and stock



Tea



Nutritional beverages



How We Go-To-Market

SunOpta goes to market in multiple ways.

Our brands



Sown®, Dream®, West Life™

Private label



Co-manufacturing



Commercial



*We sold our smoothie bowl business in the first quarter of 2024, thus our product line going forward does not include smoothie bowls.

Recognition

MINDFUL AWARD

Our *Sown*® Unsweetened Organic Oat Creamer was named the 2023 Mindful Award winner for Creamer Product of the Year. The Mindful Awards are an independent recognition platform that highlights conscious companies and products that mindfully make waves in the world of consumer packaged goods. This recognition reflects *Sown*'s dedication to excellence and sustainability.



Sown Unsweetened is crafted from our own oat base, using organic oats sourced from North American growers. It is made at our Minnesota Street and 3rd Avenue plants in Alexandria, Minnesota.

PROCESSOR OF THE YEAR AWARD

SunOpta was named the 2023 Processor of the Year by *Refrigerated & Frozen Foods* magazine. This recognition highlights our exceptional performance and leadership in sustainability, innovation, year-over-year growth, packaging, distribution strategies and plant expansions. [Learn more.](#)



MANUFACTURING INNOVATION AWARD

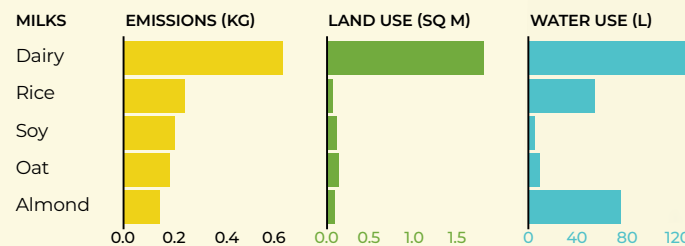
SunOpta received a 2023 Manufacturing Innovation Award from ProFood World for our new manufacturing plant in Midlothian, Texas. The award recognizes outstanding food and beverage processing and packaging innovation projects. SunOpta was chosen as a winner due to our innovative solutions to many challenging supply chain obstacles while staying on a tight timeline. The facility includes innovative efficiency, sustainability, sanitary design and safety features. [Learn more.](#)



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 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



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.



Members of the SunOpta team at Expo West shared samples of our innovative product offerings, including *West Life™* Protein Smoothie Blends. [Learn more.](#)

2023 IMPACT

\$64.3 million

IN REVENUE FROM PRODUCTS
LABELED AS NON-GMO

Zero

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



Upcycled Food

Versatile, high in protein and a good source of fiber, our *OatGold™* oat protein powder 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 2023, we increased the amount of *OatGold* sold by 782% compared to 2022, growing from approximately 38,000 pounds of *OatGold* to 335,000 pounds of *OatGold*.



Seven Sundays Oat Protein Cereal is made with our *OatGold* nutrient-rich upcycled oat protein powder, which is a byproduct of oatmilk production. [Learn more](#) about our partnership with *Seven Sundays* and the innovative team behind *OatGold*.

Food Safety and Quality

As a provider of plant-based food and beverage products, we are proud of our advanced approach to ensure the safety and quality of our products for customers and consumers. We are committed to quality and food safety management and use robust tools to monitor every step of the supply chain, from raw material to distribution.

Our own U.S. facilities source 100% of their ingredients from Tier 1 suppliers with a food safety certification recognized by the Global Food Safety Initiative (GFSI).

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.

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 UPCYCLED CERTIFIED

2023 IMPACT

100%
OF OUR INGREDIENTS
ARE SOURCED FROM
GFSI CERTIFIED
SUPPLIERS



*For purposes of this section, these figures include our frozen fruit facilities, which we sold in 2023.

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 remains categorized as “Excellent” and changed from 96.5 in 2022 to 96.4 in 2023 across all our SunOpta owned manufacturing sites. Our GFSI audit non-conformance rate in 2023 was 3.6%. All corrective actions have been addressed and we have 100% compliance rate for corrective actions.

In 2023, 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 2023 complaint per million units (CPM) sold.* We achieved a low rate of 1.6 CPM.

CERTIFICATION

As we source ingredients and packaging materials for our finished products, we adhere to a variety of certifications tailored to our products’ needs, such as Organic, Gluten-Free, Non-GMO Project Verified, Upcycled, Kosher, Halal and Paleo Foundation for Keto certification. In 2023, we embarked on achieving Fair Trade certification, a milestone we achieved in early 2024 with our Trader certification indicating SunOpta’s leadership and innovation in sustainable trade in our supply chain. Fair Trade Certified™ embodies a commitment to safe working conditions, environmental conservation, sustainable livelihoods and the advancement of community development funds. As of

December 30, 2023, SunOpta has 480 different products, 30 of which are our own branded products. More than 200 products are certified organic in total, with 19 of our own branded products being certified organic. Thirty of our own branded products are enrolled in the U.S. Non-GMO Project.

SUPPLIERS

Code of Conduct: In 2023, we revised our **Supplier Partner Code of Conduct** and continued to require suppliers to verify their adherence to the Code of Conduct as a prerequisite for new supplier approval. We have maintained this practice by mandating that all new suppliers verify each aspect of the Supplier Partner Code of Conduct, which will enhance the clarity and consistency of our supplier data. We will continue with this practice in the future. Additionally, we translated the Supplier Partner Code of Conduct to Spanish to accommodate the linguistic diversity of our suppliers and ensure their full understanding of our expectations.

Sedex: In 2022 we joined the Sedex community and in 2023 we began training and implementation of our suppliers into the Sedex platform — a strategic decision that directly aligns with our commitment to transparency, sustainability and ethical practices within our supply chain. By leveraging Sedex’s comprehensive audits and self-questionnaires, we are not just accessing detailed reports on our suppliers’ operations; we are actively enhancing the visibility and integrity of our supply chain. This action is critical, as it allows us to proactively identify and mitigate

2023 IMPACT

30

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



<1.6

COMPLAINTS PER MILLION UNITS SOLD

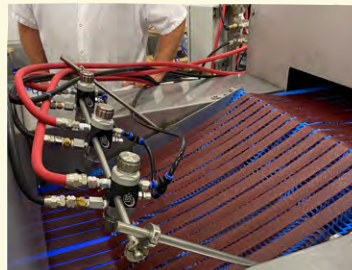
risks, ensuring compliance with international standards and improving working conditions across our network. Furthermore, our ongoing efforts to expand our Sedex connections underscore our dedication to not just maintaining but elevating our standards of ethical practice. This positions us as a leader in responsible business conduct, indicating our commitment to excellence in supply chain management, signaling our potential for sustained growth and success in an increasingly conscientious market.

Supplier Performance Analysis: In 2023, we improved our tracking and trending of supplier non-conformances and associated costs. Through cross-functional team collaboration, we effectively managed supplier accountability for non-conformance costs, reclaiming over 90% of the cost of quality. We also continued to execute our supplier performance assessment model twice a year, supported by our Enterprise Resource Planning (ERP) system and Intellex

Commitment to Quality and Innovation

SunOpta expanded our Omak, Washington facility, which includes a new fruit snack production line and state-of-the-art packing equipment. The new line represents a substantial capacity increase, further allowing SunOpta to produce more of our existing better-for-you fruit snack products, including fruit bars and strips. This investment underscores SunOpta’s commitment to innovation and quality, ensuring our fruit snacks continue to meet the highest standards of taste and nutrition. With this expansion, the output of the

Omak facility is set to nearly double, demonstrating our commitment to meeting the growing demands of our customers and enhancing our production capabilities.



*For purposes of this section, these figures include our frozen fruit facilities, which we sold in 2023.

quality management software. The results guided our mitigation strategies for medium and high-risk suppliers, which involved actions such as onsite audits, intensified monitoring and amplified inspections upon arrival.

The onsite audits were conducted by a team of SunOpta and third-party auditors to examine various aspects of suppliers' food safety and quality management systems, including but not limited to food safety plans, record management, allergen control, in-line processing controls, preventive maintenance, pest control, traceability and sanitation protocols. As a result of these audits, we implemented corrective actions to further enhance SunOpta's supply chain and ensure the highest standards of food safety and quality.

Moreover, we modified our supplier approval risk assessments to include suppliers' GFSI audit score and recall policy in their final score, helping us better understand the robustness of their food safety and quality systems.

FSMA Food Traceability Rule: The Food Safety Modernization Act (FSMA), enacted in 2011, includes Section 204, also known as the Food Traceability Proposed Rule, or FSMA 204. This section mandates the FDA to create a list of high-risk foods, termed the Food Traceability List (FTL), and to enforce record-keeping for entities involved in manufacturing, processing, packing or holding foods on the FTL. This rule

aims to enhance food chain traceability, enabling the FDA to quickly identify and remove contaminated foods, thereby reducing consumer exposure. On November 15, 2022, the FDA announced the final Food Traceability Rule, setting a compliance deadline of January 20, 2026. In 2023, SunOpta assessed how this rule pertains to us, reviewing our system capabilities, record-keeping practices and the types of materials and products we handle to ensure early compliance and readiness.

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 2023, we had one recall.* The total amount of food product recalled in 2023 was 5,595 metric tons.

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 measures 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 company-wide, 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. The average score in our 2023 survey was 68%. Our quality team uses the annual survey and employee responses to strengthen our food safety culture. Additionally, this year we enhanced the program through company-wide implementation of our Quality Management System, Intelix, and

continued standardization of Food Safety and Quality processes and procedures.

COLLABORATION

SunOpta is a member of the following industry groups, engaging with them on evolving industry-wide 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.

2023 IMPACT

9.64

EXTERNAL FOOD SAFETY AUDIT SCORE (WITHIN THE EXCELLENT RANGE)



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

*For purposes of this section only, these figures include our frozen fruit business which we sold in 2023. If just considering a review of 2023 for our ongoing business as of December 30, 2023, then we had zero recalls. The total amount of food product recalled in 2023 was zero metric tons.

Quality Assurance

Our plant Quality Assurance team at the Midlothian, Texas facility celebrated the official opening of the certified onsite micro laboratory in 2023, another step to ensure we continue delivering the highest quality aseptic beverages. Of our four aseptic facilities, all now have certified onsite micro laboratories.



Our quality assurance team gathered at our headquarters in 2024 for training and development.



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*® and *West Life*™. 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.





Planet

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

IN THIS SECTION

- ✓ 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



Agriculture

- Supporting farmers who grow the ingredients we use in our products
- Protecting natural resources through organic and sustainable farming practices

Operations

- Transforming crops into ingredients and food
- Packaging our products
- Transporting our products to customers

Customers and Consumers

- Converting ingredients into products
- Transporting and selling food
- Consuming food

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%. The progress made on these goals in this 2023 report only includes our existing business as of December 30, 2023. With the restructuring to the new SunOpta over the past several years, we will use this data to re-assess our goals and refine our ESG strategy in 2024.



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.

New Texas Facility: Built for Sustainability

Our state-of-the-art plant-based beverage manufacturing facility in Midlothian, Texas, is 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 is enhancing our manufacturing capabilities. See page 26 for details about how its location helps reduce our transportation fuel usage.



Our Texas plant was built with sustainability in mind.



We use state-of-the-art technology at our new plant.

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 initial materiality assessment identified GHG emissions as an ESG priority of our stakeholders and our updated materiality assessment continued to underscore the importance of GHG emissions reduction. In our sustainability journey, we have been focused on gathering data that is accurate and complete through a repeatable process. In 2023, we continued to focus on data gathering, including the addition of refrigerants and mobile emissions in our Scope 1 data. In 2024, we will be seeking to better understand our Scope 3 emissions and consider setting a GHG emission reduction goal with the proposed roadmap to meet the goal.

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). Since then, we improved our identification of sources and collection of data to provide a more robust picture of our Scope 1 and Scope 2 GHG emissions.

Assurance: In 2023, because we have focused on the accuracy, completeness and repeatability of our GHG emissions data process, we were able to confidently engage a third-party assurance provider to review our GHG emissions and provide a limited assurance as to its veracity. As a result, the GHG emissions data disclosed in our results has been reviewed and assured by Keramida. The letter of assurance is included in the [Appendix](#) of this report.

Goal Setting: In 2023, we identified an outside consultant to help us understand our Scope 3 GHG emissions data from our supply chain. In 2024,

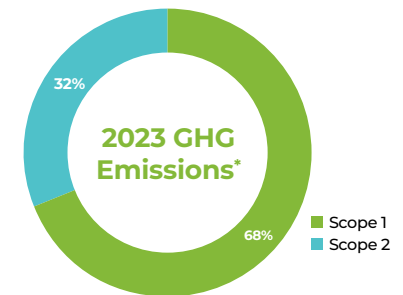
we will be working with this consultant to gather our Scope 3 GHG emissions data in preparation for potentially taking the next step of goal setting and identifying achievable milestones.

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 2023, we conducted learning sessions for employees on renewable energy and its relationship to GHG and climate change.

Results: In 2023, our Scope 1 and 2 emissions increased compared to 2022: Our Scope 1 GHG emissions were 42,810 tCO₂e and our Scope 2 GHG emissions were 19,873 tCO₂e. Sustainability is a journey and we are seeking to

continuously improve our data accuracy and completeness in a repeatable manner. For instance, this year we took inventory of, gathered, and included refrigerant and mobile emissions in our calculations. In addition, this year we excluded our frozen fruit facilities and included our Midlothian facility. In 2023, we maintained our CDP score of a B-, demonstrating our continued focus on sustainability.



*2023 (January 1 - December 31) GHG emissions data: Scope 1 (tCO₂e): 42,810; Scope 2 (tCO₂e): 19,873. As we mature, data collection completeness and accuracy may be improved and result in changes in the data year over year.

“As the global environmental disclosure system, CDP is dedicated to building the foundations for a thriving and sustainable economy and greatly appreciates the support of SunOpta Inc. in our efforts to continue driving transparency and corporate environmental action. The situation is urgent, and the global community must act now to ensure that we limit global warming to 1.5C. Disclosure is the first key step in addressing current and future environmental risks through standardized, comparable data. SunOpta has shown its commitment to transparency around its environmental impacts and strategies for action by disclosing through CDP in 2023. Regular disclosure drives climate action and so we look forward to SunOpta sharing their environmental data for years to come.”

— Dexter Galvin, CDP Chief Commercial and Partnerships Officer

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.

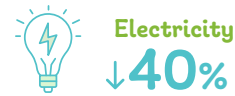
Renewable Energy: In 2023, 100% of our electricity in our manufacturing facilities was purchased from the grid (150,924GJ). The percentage of electricity purchased from the grid does not take into account the composition of the source of energy that makes up the grid power

provided from each electric supplier. At our headquarters, solar panels were installed in the second half of the year, resulting in 86% of our electricity from that location being sourced from the grid (2,584 GJ) and 14% being provided by solar energy (414GJ). We designed our Midlothian plant to be prepared for electric service through future installation of solar panels.

Progress: In 2023, we reduced electricity usage from our baseline year of 2019 by 2.4% and reduced natural

gas usage by 12.6%.* These figures represent progress made in our own plant facilities from 2019, excluding the businesses divested since 2019.

ENERGY MANAGEMENT GOAL*



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

2023 IMPACT*

2.4%

WE REDUCED ELECTRICITY USAGE IN OUR U.S. AND CANADIAN PLANT FACILITIES BY 2.4% FROM OUR 2019 BASELINE*

12.6%

WE REDUCED NATURAL GAS USAGE IN OUR U.S. AND CANADIAN PLANT FACILITIES BY 12.6% FROM OUR 2019 BASELINE.

*As of December 30, 2023. These figures exclude our Midlothian facility because it was in the start-up phase of production and we don't have a full year of data to support reporting on that from a progress perspective, so our use of electric and gas as it relates to our production levels would not have been accurately captured. However, if we were including the Midlothian facility for 2023, electricity use would have increased 20.8% from the baseline year and natural gas usage would have declined 7.1% from our baseline year. In addition, our frozen fruit business is no longer captured in these figures. Thus, a year-over-year comparison would not be meaningful.

Rooftop Solar Installation

The solar installation on the roof on SunOpta's U.S. headquarters and innovation center in Minnesota is estimated to generate up to two-thirds of the facility's annual energy needs. The 742 solar panels covering 36,000 square feet are estimated to produce up to 447,667 kilowatt hours (kWh) annually, reducing 317 metric tons of carbon dioxide (CO₂) per year. Energy management is a crucial part of our sustainability goals, and this renewable energy

addition aligns perfectly with our strategy to reduce electricity and natural gas consumption across our facilities. [Learn more.](#)



Sustainable Eden Prairie Award

SunOpta was honored as a 2023 Sustainable Eden Prairie Award recipient by the City of Eden Prairie, Minnesota, where our headquarters is located. This award recognizes significant and innovative investments that contribute to the overall vitality and sustainability of the community. We are proud to have our efforts recognized within the energy category. As we drive growth for our plant-based food and beverage products, we strive to do so in a sustainable way. [Learn more.](#)





Plant Sustainability Ambassadors:

To help meet our energy management goals, along with our waste management and water reduction goals, 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 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 to 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 2023, they completed a number of the projects identified in their sustainability trackers. See examples in the plant sustainability highlights graphic below.



Plant Sustainability Ambassadors

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.

Plant Sustainability 2023 Highlights

ALEXANDRIA, MINNESOTA (3RD AVENUE FACILITY)

- ✔ Implemented oat processing improvements resulting in annual savings of over 6,675 dkth of natural gas and 335 tons of CO₂.
- ✔ Improved pH control of effluent in wastewater treatment resulting in a 2/3 reduction of related chemical usage.
- ✔ Retrofitted lighting, saving 35,000 kwh of electricity and 25 tons of CO₂ annually.



ALEXANDRIA, MINNESOTA (MINNESOTA STREET FACILITY)

- ✔ Installed on-demand water softeners optimized to reduce chloride discharge into wastewater.
- ✔ Opened new warehouse 2.1 miles closer to the plant, reducing carbon emissions. Further carbon savings were achieved by reduced carrier idle time and elimination of a refrigerated trailer.



MODESTO, CALIFORNIA

- ✔ Found innovative way to divert by-product from waste streams for alternative use as feed for livestock.
- ✔ Replaced seven diesel-powered refrigerated tractor trailers with electric trailers, reducing use of diesel fuel and enabling remote monitoring for optimum temperature and efficiency.
- ✔ Installed equipment to extract and compact carton waste that is sent to a facility and used for steam generation to return electricity to the local grid. Compacted waste also reduced diesel usage, saving carbon emissions.
- ✔ Analyzed and replaced 100 steam traps, reducing natural gas usage and steam waste.



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 and volume used in our product as an ingredient.

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 2023, we used 1,475 m³* of water in our manufacturing facilities, with 19% of that being used in High or Extremely High Baseline Water Stress areas. As

*This water usage excludes water used in our product as an ingredient and at our Midlothian facility.
 **Excluding Midlothian because it was in the start-up phase of production and we don't have a full year of data to support reporting on that from a progress perspective. However, if we were including the Midlothian facility for 2023, water use would have increased 23.0% from the baseline year.

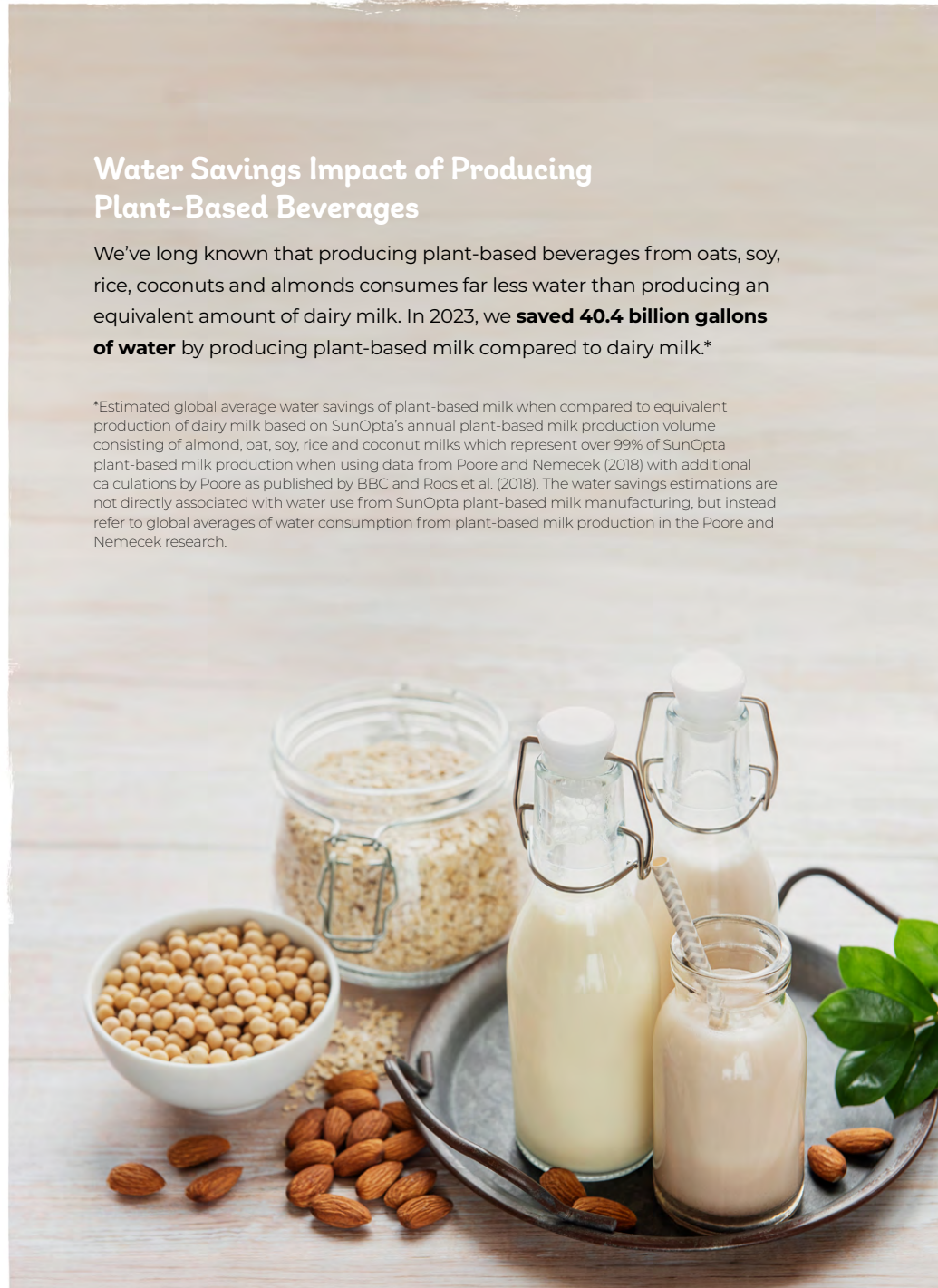
of Dec. 31, 2023, we increased water use by 9.0% per pound of product produced in our own U.S. and Canadian manufacturing facilities.** Key areas identified for opportunities to take action include continuous improvement in our Clean-In-Place process and investigation into water reuse projects.

Sustainability is a journey, and part of that journey is collecting reliable data, questioning and identifying gaps in data, and resolving those gaps. Our continued focus in 2023 was on the data and determining a consistent and repeatable process 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 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.

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. In 2023, we **saved 40.4 billion gallons of water** by producing plant-based milk 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



Progress: As of December 30, 2023, all SunOpta facilities except for our recently opened Midlothian, Texas facility have achieved zero waste to landfill. Our Plant Sustainability Ambassadors (see description on page 21) were responsible for delivering on our zero-waste goal and we are very proud of the six facilities that have achieved zero waste. Midlothian had a waste audit completed in 2023 and is working toward finding the best solutions to a few remaining waste streams. In addition, we conducted a waste audit in Allentown, Pennsylvania to confirm that facility continues to be zero waste.

Our goal was to attain zero waste at all our plant facilities by the end of 2022. It was an ambitious target that did not account for new construction and expansion of existing facilities. We are proud to have met our goal in all



Our Modesto, California facility achieved the California Green Business Network-Stanislaus Green Certification and Zero Waste to Landfill. [Learn more.](#)

2023 IMPACT

6 facilities

6 OF OUR FACILITIES HAVE ACHIEVED ZERO WASTE TO LANDFILL



Our Niagara, Ontario manufacturing facility achieved zero waste to landfill. As part of their commitment, any waste that cannot be reused, recycled or upcycled at the plant is turned into energy to power the local recycled paper manufacturer and to provide electricity to the Ontario grid. [Learn more.](#)

facilities existing at the time we set the goal. The new Midlothian facility has been focusing on operational excellence with production start-up and will turn its attention to achieving zero waste next, with a goal of achieving zero waste at the Midlothian facility by the end of 2025.

Our waste-reduction mindset also extends to our headquarters facility. In 2023, for example, our R&D team:

- ✔ Recycled 51 pounds of lab material, including hairnets, gloves and earplugs, via TerraCycle
- ✔ Diverted 150 pounds of plastic from landfill by replacing disposable options with reusable options
- ✔ Switched from Styrofoam to Green Cell cold ship boxes
- ✔ Saved 25,000+ plastic weigh boats and tasting cups from landfill or incineration by replacing them with reusable options
- ✔ Recycled 40 pounds of batteries
- ✔ Implemented a recycling program to divert 480 cubic feet of plastic film from landfill

- ✔ Donated 130 pounds of leftover product to the PROP Food Shelf in Eden Prairie, Minnesota and 1,360 pounds of product to employees

Next Steps: In 2023, we assessed the waste streams of our Midlothian facility through a waste audit. Our goal for 2024 is to find appropriate waste outlets for the Midlothian facility to be consistent with our zero waste goals. We will continue to support our facilities in maintaining our practices and looking for ways to decrease waste and increase the percentage of waste being reused, recycled and composted. Our long-term goal is to identify methods for continuing 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 ingredients 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 2023, we published our [Food Loss and Food Waste Reduction Policy](#) as well the Standard Operating Procedure (SOP) for Food Donations. Through our strengthened partnership with Feeding America, they reported SunOpta donated 3,376,422 pounds of food — equivalent to 2,767,559 meals — to the Feeding America food bank network in 2023.

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

2023 IMPACT

2.8 million meals

WE DONATED NEARLY 3.4 MILLION POUNDS OF FOOD TO FEEDING AMERICA, EQUIVALENT TO NEARLY 2.8 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	2022	2023	2023 Impact					
			% Content Recycled Material	Total Pounds from Recycled Material	% Content Renewable Material	Total Pounds from Renewable Material	Recyclable** (Y/N)	Compostable (Y/N)
Aseptic Laminate	33,412,282	39,298,222	0%	0	70%	27,508,756	Y	N
Corrugated Cases***	36,348,440	22,716,147	43%	9,817,401	98%	22,261,824	Y	N
Folding Cartons	1,800,769	1,917,368	100%	1,917,368	100%	1,917,368	Y	N
Flexible Films - Snacks	853,755	546,371	0%	0	0%	0	N	N
Rigid	8,665,429	135,064	0%	0	0%	0	Y	N
Total	81,080,675	64,613,172						

*Flexible fruit, laminated fruit, and bulk liner was divested and no longer reported.
 **Recyclability is based on local municipality capabilities.
 ***Corrugate volume reduction due to divesture.

packaging be recyclable, compostable or reusable by 2025. In 2023, we identified sources of sustainable packaging and conducted qualification activities to ensure successful commercialization to meet customer demand. 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 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.

2023 IMPACT

99.2%

BY WEIGHT OF ALL PACKAGING SOURCED BY SUNOPTA IS RECYCLABLE

80.0%

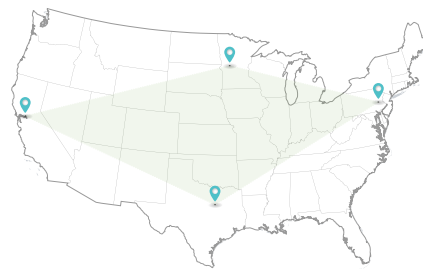
BY WEIGHT OF ALL PACKAGING MATERIAL SOURCED BY SUNOPTA IS RENEWABLE MATERIAL AND 18.2% IS FROM RECYCLED MATERIAL

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. Overall utilization of intermodal transportation has increased from 6.4% in 2022 to 10.5% in 2023 with a 26% increase in total intermodal miles. As a result of the mode shift from truckload to intermodal, we saved an additional 150.3 tons of carbon emissions in 2023. 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: To increase manufacturing capacity needed to support our previously stated goal of doubling the plant-based business by 2025, we built a sustainably designed plant located in Midlothian, Texas (learn more on page 18). Completed in December 2022, with production trials and operations beginning in 2023, 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, there is a potential to eliminate an estimated 15 million



freight miles, equating up to 59 million pounds of carbon emissions annually. We also completed construction in December 2023 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.



Our new warehouse in Alexandria, Minnesota significantly enhances storage and distribution capabilities for our plant-based products. The new warehouse allows us to consolidate three sites into one to store finished goods, raw materials and ingredients all under one roof. Per SunOpta tradition, we commemorated the growth, innovation, collaboration and commitment to sustainability that this new warehouse represents with a tree-planting ceremony. [Learn more.](#)

ESTIMATED IMPACT

150+ tons

OF CARBON EMISSION SAVINGS ANNUALLY FROM LOAD MODE OPTIMIZATION

100,000 pounds

OF CARBON EMISSIONS SAVED ANNUALLY WITH NEW ALEXANDRIA WAREHOUSE



SmartWay Transport Partnership

SunOpta received approval for our 2023 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 2023 totaled 379 million barrels of oil, \$52 billion on fuel costs and 162 million metric tons of CO₂, 2.8 million short tons of NO_x and 114,000 short tons of particulate matter. This is the equivalent of the annual electricity use in 24 million homes. Through 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 and 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 updated Supplier Partner Code of Conduct seeks to instill these values by requiring suppliers meet our expectations for ethical and legal compliance, labor and workplace safety, and procedural and administrative requirements.

Our participation in the Sedex community — and use of the Sedex data platform for supply chain assessment to store, analyze, share and report on sustainability practices — aligns with our commitment to transparency, sustainability and ethical practices within our supply chain. Learn more in the [Products](#) section of this report.

PALM OIL

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. For palm oil derivative products, we track Roundtable on Sustainable Palm Oil (RSPO) certification. We do not use palm oil in our products. All suppliers from whom we source palm oil derivatives are RSPO certified. We expect our suppliers to adhere to our Supplier Partner Code of Conduct and offer RSPO certified palm oil derivatives. In addition, most

of the palm oil derivatives sourced by our customers are RSPO certified. We actively work with customers to support their RSPO initiatives and provide guidance toward, and access to, RSPO-certified 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.

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.



SUSTAINABILITY, TRACEABILITY AND BIODIVERSITY

We are in the process of developing a Biodiversity Policy and we are actively seeking suppliers who can provide us with 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 soybeans).

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.



Soybeans: See the story below about the sustainability of soybeans in our Supplier Sustainability Spotlight of Scoular.



Supplier Sustainability Spotlight: Scoular

Scoular is a 130-year-old agricultural commodity and food ingredient supplier headquartered in Omaha, Nebraska, and is a major supplier of soybeans to SunOpta. Scoular supplies SunOpta with soybeans from its Andres, Illinois, location. One hundred percent of the soybeans provided to SunOpta are purchased directly from farmers, all of whom are located within 100 miles of the facility. This provides the ability for Scoular to trace soybeans back to the farm and

share information with food companies about how their ingredients are grown.

Jeff O'Connor raises soybeans for Scoular that are destined for SunOpta products. Jeff has grown soybeans for Scoular since 2014 and uses regenerative practices like cover crops. He has found that implementing cover crops has reduced the nitrate runoff on his fields, reducing the environmental impact of his farming operation. He enjoys hosting visitors

on his farm so consumers can learn more about how their food is grown.

“I value the opportunity to share how practices such as pollinator habitats, water management, windbreaks, and buffers are an added environmental benefit to the soybeans our farm produces,” Jeff says.



Supplier Sustainability Spotlight: Tetra Pak

SunOpta seeks to work with suppliers that share our commitment to sustainability. Tetra Pak is a leading global food packaging and processing solutions provider. The company, which pioneered aseptic technology more than seven decades ago, is committed to making food safe and available, everywhere and promises to protect what's good — for food, people and the planet. SunOpta offers a number of Tetra Pak® packaging formats to meet our mission of delivering organic, healthy and sustainable [food solutions that improve lives](#).

Tetra Pak® [aseptic, or shelf-stable, cartons](#) protect the product inside from bacteria, light and oxygen, allowing products to stay good on the shelf for 12 months or more without additives, preservatives or refrigeration before opening, helping to minimize food waste — a source of greenhouse gas emissions.

All paperboard used in Tetra Pak® cartons is from Forest Stewardship Council® (FSC®) certified forests and other controlled sources. Tetra Pak cartons are recyclable and can be turned into paper products as well as green building materials. [Learn more about carton recycling](#).

Tetra Pak is investing in innovation to fulfill its ambition of creating the world's most sustainable food and beverage package. We believe that Tetra Pak cartons are the most environmentally-sound packaging option available today for aseptic packaging, and we are proud to be aligned with a company that continues to innovate with the planet in mind.



West Life Smoothie Blends are just one of our product lines sold in Tetra Pak® packaging.

SUPPLY CHAIN MANAGEMENT

Since 2021, 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.



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 foods 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 ample 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's R&D space enables 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.



EPIC Sustainability Features

- ✦ Solar panels
- ✦ 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
- ✦ EV charging stations
- ✦ Exercise room and showers
- ✦ Five garden boxes



Employees harvesting from the EPIC garden.

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 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 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. In 2023, SunOpta implemented an enhanced benefit to assist employees with access to mental health providers when needed.

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. 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.

Financial Well-being: SunOpta's comprehensive benefits package includes a 401(k) program, employee stock purchase plan, tuition

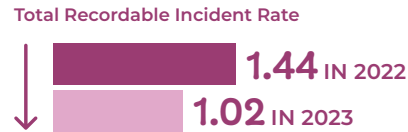
reimbursement program and company paid life, accident and disability insurance. As part of our matching 401(k) program, financial advisors are available to our employees for consultation on their personal finances. Through our employee stock purchase plan, employees can purchase SunOpta stock at a discounted price. In addition, we 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. In addition to our safety training and initiatives at our manufacturing facilities, we track our Total Recordable Incident Rate (TRIR). In 2023, our TRIR was 1.02 versus

a goal of 1.3. We care strongly about the safety of our employees and we continue to focus on the education and training of our employees.



Labor and Human Rights

CODES OF CONDUCT

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. Also, in 2023 we continued our annual employee trainings on the updated SunOpta Code of Conduct. These trainings include 100% of employees who have SunOpta email addresses.

Our **Supplier Partner Code of Conduct** illuminates 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. We also trained our quality, procurement and R&D corporate employees on the Supplier Partner Code of Conduct, including an emphasis on recognizing slavery and human trafficking and what to do if they suspect a supplier is not meeting our Supplier Partner Code of Conduct.

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** and published it in 2023. In addition, we trained our employees who may be exposed to supplier visits on our Supplier Partner Code of Conduct, including an emphasis on human rights.

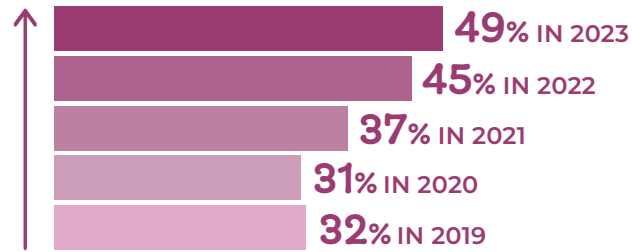


We are committed to respecting the rights of workers in our supply chains.

Diversity, Equity and Inclusion

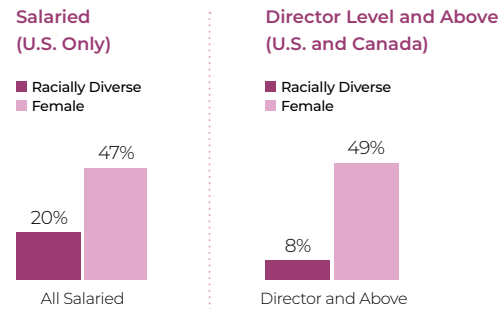
At SunOpta, we believe in the power of diversity. To advance diversity, equity and inclusion, we have provided training to employees, including allyship materials.

Percentage of Female Leaders at Director Level and Above (as of December 30, 2023)*



*Includes all U.S. and Canadian employees.

Employee Demographics (as of December 30, 2023)



2023 IMPACT

49%

OF EMPLOYEES AT THE DIRECTOR LEVEL AND ABOVE ARE FEMALE



DIVERSITY POLICY

Our Diversity Policy details 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.

*As defined in Nasdaq Rule 5605(f).

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 2023, 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 (now called SunOpta Women's Network).

During Black History Month, employees were provided with allyship materials

2023 IMPACT

37.5%

OF SUNOPTA'S BOARD OF DIRECTORS MEMBERS ARE FEMALE*

3 EVENTS WITH SPEAKERS FOCUSED ON NATIVE AMERICAN HERITAGE, WOMEN'S LEADERSHIP AND HISPANIC HERITAGE MONTH

7 DEI PROGRAMMING EVENTS OR EDUCATIONAL OPPORTUNITIES FOR AAPI, BLACK HISTORY MONTH, IWD, HHM, NAHM, PRIDE AND VETERANS DAY

*Board of Directors membership includes three female and five male directors as of December 30, 2023

SunOpta Women's Network

Our SunOpta Women's Network includes participants from across the company — in plants, remote workers and at corporate headquarters. The network sponsors professional development workshops for females and allies focused on inclusion and leadership. It also provides avenues for women to foster skills and relationships with a small group of trusted peers through Connection Circles. In 2023, participants gathered virtually through Connection Circles to practice public speaking, active listening and learning from one another.



Hannah Barnstable, co-founder of our customer partner Seven Sundays, spoke to our group about the topic of staying true to your mission as you maximize your own potential.



At the event, employees enjoyed Seven Sundays Oat Protein Cereal, made with our OatGold protein powder, served with our plant-based milks.



along with other resources, and employees at our EPIC headquarters enjoyed lunch catered by a Black-owned business. To celebrate Hispanic Heritage Month, members of our Latino Employee Resource Group, the SOL Network (SunOpta Organization of Latinos), including Angeles Bravo, Gigi Spielman and Peterson Desmaret, shared about their Hispanic heritage during a virtual panel discussion.



Celebrating our diverse employee base and driving a culture where all employees feel a sense of belonging are priorities at SunOpta. In our efforts to raise awareness about Asian American

and Pacific Islander (AAPI) Heritage Month, Aldo Handojo, Director, Research & Development for the Plant-Based Food and Beverage business unit, participated in a question-and-answer session to share about his Asian culture.



To celebrate Native American Heritage Month, we welcomed Aarik Robertson, Director of Strategic Initiatives, and Tawnya Stewart, Chief People and Culture Officer, from Mille Lacs Corporate Ventures, who taught us about Native American history and myths through their presentation, Respecting the Roots: Honoring Native American Heritage Month.

Recognizing Our Veterans

We appreciate the service of all SunOpta military veterans, including Ray Walters, Senior Maintenance Manager at our Alexandria, Minnesota 3rd Avenue location, and Brian Stephens, Materials Manager at our Midlothian, Texas plant.

[Learn more.](#)



Ray Walters served as Petty Officer 3rd Class BT3 in the U.S. Navy for four years, pictured here as a Boiler Technician on board USS Kitty Hawk CV-63.

Recognition for SunOpta Women Leaders



Nechia LeVesseur, Vice President of Finance, was named to the Minneapolis/St. Paul Business Journal 40 Under 40 list for her role in

SunOpta's growth. She volunteers in the community and is a member of the Veritae Leadership Forum for Future Female CFOs.



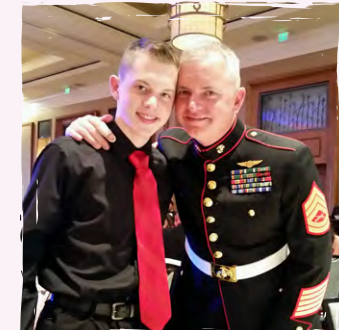
Lauren McNamara, Senior Vice President, Business Management, took the stage at the Private Label

Manufacturing Association Annual Meeting and Leadership Conference to share her expertise on the evolving leadership model in private label food and beverage.



Lisa Wirth, Director of Payroll and Human Resources Information System was invited to the 2023 Ceridian Insights event to speak on two topics, "Year End, Year-

Round" and "Navigating Through the Ceridian Community" to share her Dayforce experience and expertise with other users. As one of the top-ranking collaborators in the community, Lisa is considered one of 150 Ceridian Ambassadors.



Brian Stephens, pictured here with his son, served 24 years in the U.S. Marine Corps, first as a MIAI Tank Crewman, then as a KC130 Flight Engineer and retiring as a Gunnery Sergeant.

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 open seating workstations 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.

The average employee engagement score dropped to 66% from 80% in the previous year. This is likely attributable to the fact that employee participation in the survey dropped significantly from the spring survey to the fall survey and

the company was in the final phase of implementing its restructuring into the new SunOpta during the fall 2023 survey. Now that the restructuring is complete, we will pay close attention to make sure the scores are rebounding in 2024.

LEARNING OPPORTUNITIES

SunOpta's passionate and dedicated employees at our corporate headquarters started a Lunch and Learn series



Solar/renewable energy Lunch & Learn session for employees.

on issues related to sustainability. In 2023, they offered Lunch and Learn sessions on solar/renewable energy and food loss and food waste reduction. In addition, our dedicated sales team led learning seminars to help the entire organization learn about our customers.

2023 IMPACT

4

SUSTAINABILITY LUNCH AND LEARN SESSIONS



Recognition

★ MINNE INNO FIRE AWARDS

SunOpta was honored as a recipient of the Minneapolis/St. Paul Business Journal Minne Inno 2023 Fire Awards, which celebrate and acknowledge the most talented people, companies and organizations for their innovative contributions, business growth and economic achievements to solidify Minnesota as a hub for innovation. [Learn more.](#)



★ COMPUTERWORLD AWARD

SunOpta was recognized as one of *Computerworld's* "Best Places to Work in IT 2024." Each year, *Computerworld* highlights organizations with IT departments that offer workers great benefits and compensation, along with a stimulating work environment.



★ STAR TRIBUNE TOP WORKPLACES

For the second year in a row, SunOpta was recognized as one of the Top 200 Workplaces in Minnesota by the *Star Tribune*. We believe that our employees are our greatest asset, and this recognition reflects our team's dedication, talent and commitment to our shared mission of fueling the future of sustainable food and beverages that nourish people every day. Being recognized as one of Minnesota's top workplaces also reflects our team's can-do approach to make SunOpta a successful and inclusive culture where we all succeed. Our company wins by driving positive change and celebrating the value each of us brings to work every day.



Employee Development and Retention

As of December 30, 2023, we employed 1,174 full-time employees.

EMPLOYEE DEVELOPMENT AND TRAINING

Talent management and developmental opportunities are instrumental in building 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. In 2023, we increased our commitment to employees through investments in developing our people leaders by launching two new leadership development programs, intended to reach all levels of people leaders in the company. For directors and above, we developed and launched a Leadership

Impact Program based on our new, highly custom leadership competency model that included an experiential learning component to allow employees to immediately apply their learnings to drive business results. The Foundational Supervisor/Manager Program reached nearly all plants and corporate employees in 2023 and focused on new tools and techniques to improve communication, problem solving, employee engagement and retention. The intent of both programs is to teach new leadership competencies and skills to accelerate their personal growth as leaders and ultimately create more impactful leaders that are responsible for driving future company growth.

INTERNSHIP PROGRAM

We give back to the community and recruit new employees via our internship program. Interns from local

universities join us for the summer and work in a variety of different departments, such as R&D, marketing, sales, internal audit, finance and quality assurance, on meaningful projects. In 2024, we are expanding the internship program to include our legal department and sustainability. 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 2023, our annual voluntary turnover of employees at the director level or above was 8%, compared to 15% in 2022, and our company wide voluntary turnover rate was 20%, compared to 22% in 2022. As with many companies in 2023, our turnover rate was higher than

our anticipated target of 15%. We are addressing this challenge by deploying location-specific interventions aimed at improving the culture, retention and engagement of our employees.

2023 IMPACT

10

PAID INTERNS IN THE AREAS OF R&D, MARKETING, QUALITY ASSURANCE, INTERNAL AUDIT AND FINANCE



Participants in SunOpta's 2023 summer Internship program.

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.

Throughout the year, employees have several organized opportunities to donate talent and gifts to local chari-

table organizations. For example, the SunOpta corporate headquarters office actively collects food and toys to benefit local organizations, such as the Toys for Tots Foundation, People Reaching Out to People (PROP) and a school supplies drive for Eden Prairie High School. In 2023, SunOpta employees helped to fight food insecurity by volunteering at Every Meal and Feed My Starving Children, raised money for breast cancer awareness, participated in an Earth Day clean-up event, took part in the Polar Plunge to raise money for Special Olympics, assisted in

a clean-up of a local arboretum, participated in the St. Paul Veg Fest and supported underprivileged Hispanic youth by volunteering at the Telemundo MN Backpack Drive. Employees also donated to Dress for Success. Pictured here are some of the many ways our employees volunteered in our communities in 2023.

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.

2023 IMPACT

The SunOpta Cares program offers paid time off for employees to volunteer with community programs. In 2023:

71 EMPLOYEES TOOK TIME OFF TO VOLUNTEER

631 TOTAL VOLUNTEER HOURS



Employees packed manna pack meals at Feed My Starving Children.



Our Texas team collected backpacks to give to area students in need.



Employees volunteered at the Minnesota Arboretum.



Corporate employees participated in a backpack giveaway in partnership with Telemundo.



Employees took the Polar Plunge to raise funds for Special Olympics Minnesota.



Employees cleaned up trash in Alexandria, Minnesota.



Managers in Ontario, Canada joined Friends of One Mile Creek to help clean up and maintain a local park.



Employees in Ontario, Canada prepared holiday gifts for women living in area shelters.



Employees from our EPIC headquarters location sorted food at Second Harvest Food Bank to feed area families in need.



Employees prepared nearly 1,200 bags of food at Every Meal for children and their families.



Employees participated in the Big Ole PaddleFest to support United Way of Alexandria, Minnesota.



Employees in Ontario, Canada prepared holiday gifts for women living in area shelters.

A close-up photograph of a small, light-colored ceramic bowl filled with white rice porridge (congee). The bowl sits on a textured, light brown surface, possibly a piece of burlap or a woven mat. To the right of the bowl, several stalks of rice are visible, some green and some yellow, indicating they are ripe. The background is a soft-focus field of rice stalks, creating a warm, natural atmosphere.

Governance

We are grounded in good governance and strong business ethics.

IN THIS SECTION

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



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 Team 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. The committee works with Plant Sustainability Ambassadors and area leads throughout the

organization to gather and analyze data and explore opportunities. The Senior Director of ESG is a member of the Steering Committee and reports directly to Management and the Corporate Governance Committee.

Dedicated Sustainability Resource:

The sustainability lead for the company previously held two different positions as Senior Director of Legal and ESG. As of December 2023, we transitioned this person from a dual role to one as a dedicated resource for sustainability. This change further signifies the importance of sustainability within SunOpta and we look forward to continued progress in our sustainability journey under her leadership.

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 a Climate Scenario Analysis and a Task Force on Climate-related Financial Disclosures (TCFD) report.

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 33. We have also updated and published our policies on insider trading, harassment and discrimination, and ethics reporting (see links on page 44).



Data Privacy and Cybersecurity

Cybersecurity poses an ongoing risk across our industry. Cyber threats continued to grow in 2023. 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
Energy Management	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	FB-PF-130a.1	Page 20
Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	FB-PF-140a.1	Page 22
	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-PF-140a.3	Page 22
Food Safety	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 13
	Percentage of ingredients sourced from Tier 1 supplier facilities certified to a GFSI recognized food safety certification program	FB-PF-250a.2	Page 12
	(1) Number of recalls issued and (2) total amount of food product recalled	FB-PF-250a.4	Page 14
Health and Nutrition	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	FB-PF-260a.2	Pages 11, 12, 13 and 15
Product Labeling and Marketing	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines	FB-PF-270a.1	Page 15
	Revenue from products labeled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	FB-PF-270a.2	Page 11
	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	FB-PF-270a.3	Page 11
Packaging Lifecycle Management	(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 25
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	FB-PF-410a.2	Page 25
Environmental and Social Impacts of Ingredient Supply Chain	Percentage of food ingredients sourced that are certified to third-party environmental and/or social standards, and percentages by standard	FB-PF-430a.1	Page 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 if they are deemed relevant and don't contain proprietary business information.

United Nations Sustainable Development Goals Index

SUSTAINABLE DEVELOPMENT GOAL	TARGET ALIGNMENT	HOW SUNOPTA CONTRIBUTES
 <p>SDG 2: Zero Hunger</p>	<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"> ✔ Sustainability – Page 10 ✔ Product Development – Page 11 ✔ Upcycled Food – Page 12 ✔ Responsible Sourcing – Pages 17, 27, 28 and 29 ✔ Employee Volunteerism – Page 39
 <p>SDG 3: Good Health and Well-being</p>	<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"> ✔ Health and Wellness Programs – Pages 31 and 32
 <p>SDG 12: Responsible Consumption and Production</p>	<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"> ✔ Waste Management – Page 23 and 24 ✔ Sustainable Packaging – Page 25 ✔ Learning Opportunities – Page 37
 <p>SDG 13: Climate Action</p>	<p>13.2 Integrate climate change measures into policies, strategies and planning</p>	<ul style="list-style-type: none"> ✔ GHG emissions – Page 19 ✔ Energy Management – Pages 20 and 21 ✔ Transportation and Warehousing Optimization – Page 26 ✔ New Texas facility – Page 18 ✔ Sustainability Governance – Page 41

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](#)

April 11, 2024

KERAMIDA Inc. (KERAMIDA) was engaged by SunOpta. (SunOpta) to provide limited assurance greenhouse gas (GHG) verification of their 2023 Scope 1 and Scope 2 GHG emissions inventory. The data and calculations being verified covers the period of January 1, 2023 to December 31, 2023. The calculation of the GHG inventory is the sole responsibility of SunOpta using guidance per US Environmental Protection Agency and other relevant guidance documents.

The disclosure of assured data is the sole responsibility of SunOpta using guidance per US Environmental Protection Agency, GHG Protocol standards, and other applicable guidance documents.

Verification Assurance Opinion

Based on the process and procedures conducted, there is no evidence that the GHG emissions calculations and summary is not a fair representation of the actual GHG emissions data and information.

In KERAMIDA's opinion, SunOpta has established an appropriate system for collecting, calculating and analyzing quantitative data and information for the GHG emissions for the stated time period, scope and level of assurance.

KERAMIDA's Approach

Verification was conducted in accordance with ISO 14064-3: 2019 *Specification with guidance for the validation and verification of greenhouse gas assertion*, and the parameters of the assurance are below. KERAMIDA is an approved gold accredited service provider in verification services to the CDP platform, and this audit was led by Kindal Keen, a registered Lead GHG Verifier for California, with oil and gas sector accreditation, and Dr. Albert Chung, also a registered Lead GHG Verifier for California, Oregon, and Washington.

Validation scope of the reporting company GHG emissions

- Organizational boundaries: Operational Control
- Physical infrastructure, activities, technologies, and processes

Time Period

- January 1, 2023 to December 31, 2023

Level of Assurance

- Limited
- Materiality Threshold: 5% as suggested by ISO 14064-3 (2019).

KERAMIDA's Methodology and Procedure

Procedure performed during the verification

- Interviews with key personnel involved in the process of compiling, calculating, and preparing the emissions data report and energy data;
- Review of evidence in support of key disclosures in the emissions report and energy disclosure;
- Review of a variety of data analytics to check the reasonableness of the data and calculations;
- A variety of re-calculation procedures to confirm stated quantities;
- Evaluated the reasonableness of any assumptions used in support of disclosures;

Table 1. Data Verified by KERAMIDA

Scope	CO ₂ e (MT)
Scope 1	42,810
Scope 2	19,873

This verification statement, including the opinion expressed herein, is provided to SunOpta and is solely for the benefit of SunOpta in accordance with the terms of our agreement. We consent to the release of this statement but without accepting or assuming any responsibility or liability on our part to any other party who may have access to this statement.

KERAMIDA, Inc.



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Lead GHG Verifier, Oil and Gas Sector Accreditation (CA)



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