



Environmental, Social and
Governance Report 2021



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Introduction



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

At SunOpta, we are passionate about our mission to fuel the future of food

As a maker of plant-based and fruit-based food and beverages, sustainability is at the root of everything we do at SunOpta. Founded nearly 50 years ago with a mission to elevate and nurture sustainability, we've grown into a company that is helping to transform the food and beverages we consume, the way they are made and the communities where we live and work. With every product we produce, we continue to be as passionate as our founders about sustainability as we advance the pursuit of healthier people and planet.

As a company grounded in environmental stewardship, we have set measurable, time-bound sustainability goals and we are advancing our ability to track and report results. Across our company, we are working to: reduce our environmental footprint by using less energy, gas and water; achieve zero waste in our manufacturing facilities; develop innovative packaging solutions; and use efficient modes of transportation.

The production facility we are building in Midlothian, Texas, is a notable example of how we will grow our business in a sustainable way. A key factor in our decision to build our fourth plant in Texas is that this location — combined with our existing plants in California, Minnesota and Pennsylvania — completes an efficient diamond-shaped national network. When it opens later this year, this new facility is estimated to eliminate over 15 million freight miles annually from our supply chain, reducing carbon emissions.

We believe in the power of people to build a more sustainable future. At SunOpta, our employees are driven by a spirit of continuous improvement, innovation and expertise that enables the well-being of our employees, customers and consumers. We designed our new headquarters to accelerate the speed of innovation, foster collaboration and model the company's sustainability heritage to positively

impact people and the planet. Opened in 2021, the space brings our research and development and corporate teams closer together than ever before to help us meet our goal of doubling our plant-based business by 2025.

We prioritize the health, well-being and safety of our employees as well as the human rights of workers across our value chain and in the communities where we operate. We are focused on advancing a culture of diversity, equity and inclusion, recruiting and developing talented employees, and engaging with our communities.

In 2021, we took steps to formalize our environmental, social and governance processes, harnessing the passion of our employees to move us forward into a new era of awareness, engagement and responsibility. This report highlights our commitments and actions as we continue to advance sustainability and communicate transparently about our progress.

We are proud of our progress so far, and we embrace the opportunities that lie ahead as we work to sustainably fuel the future of food. Thank you for believing in SunOpta.



Sincerely,

A handwritten signature in black ink, appearing to read 'Joe Ennen', written in a cursive style.

Joseph Ennen
Chief Executive Officer



Company Overview

SunOpta is a U.S.-based, global pioneer fueling the future of sustainable, plant-based and fruit-based food and beverages. Founded nearly 50 years ago, SunOpta manufactures natural, organic and specialty products sold through retail and foodservice channels. SunOpta operates as a manufacturer for leading natural and private label brands, and also proudly produces our own brands, including **SOWN**, **Dream**, **Westsoy** (rebranding to West Life in 2022) and **Sunrise Growers**.



More than **20 years** making plant-based foods sustainably



\$813 million in net sales for 2021



Approximately **1,500** product offerings



More than **1,350 employees**



14 locations in Canada, Mexico and the U.S.

Our Mission

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

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 foods and beverages to make it easy to be better, feel better and do better.

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

Our Core Values

By each of our employees living these core values, 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 – Wearing passion on our sleeves and being a driver
- ✓ Dedication – Going the extra mile
- ✓ Problem Solver – Finding new solutions and better ways of doing things

Our Approach to Sustainability

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

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

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

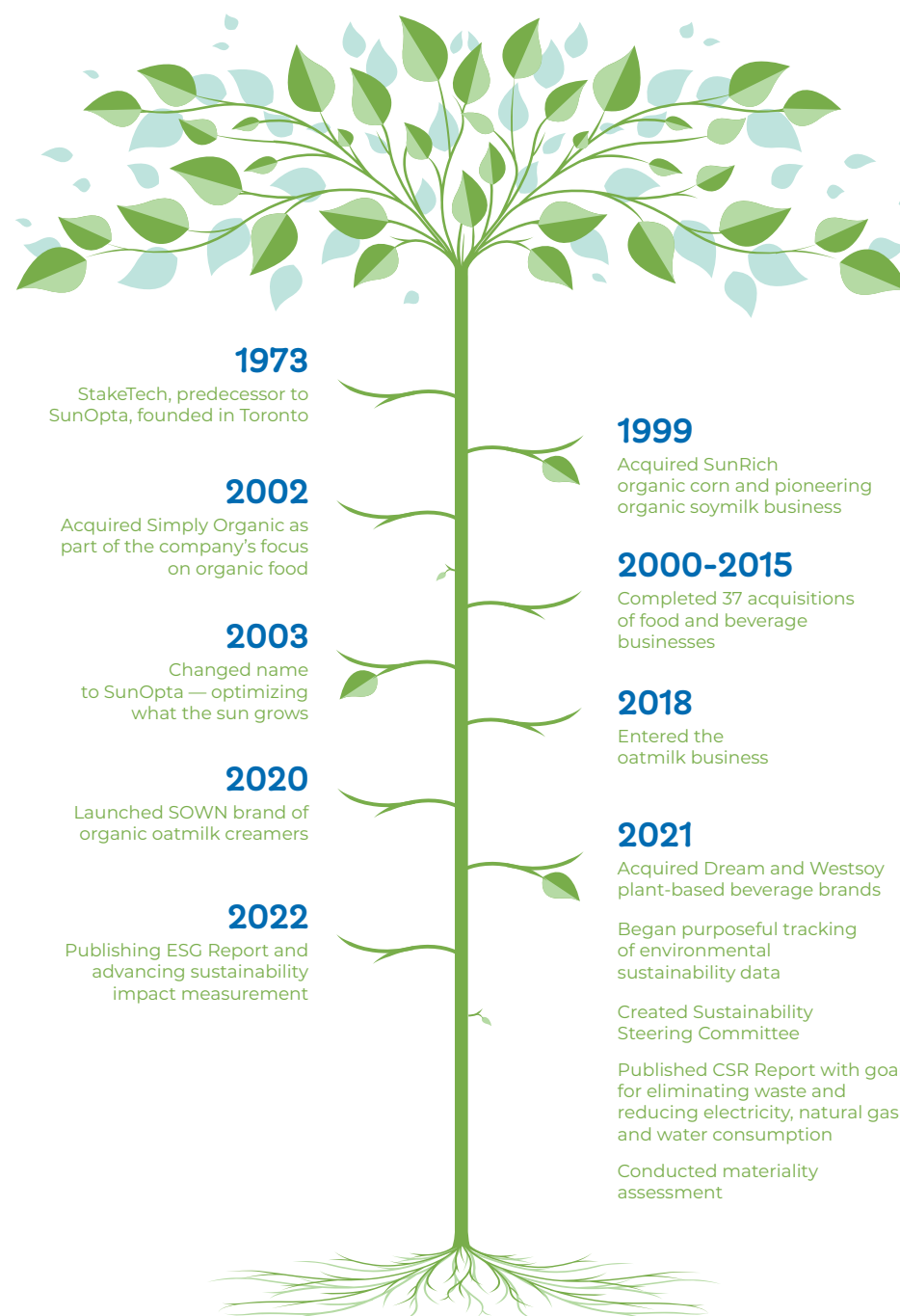
OUR SUSTAINABILITY JOURNEY

While sustainability has always been part of our company culture and business processes, in 2021 we came together as a company to champion sustainability more formally throughout the organization. We identified those individuals in the company with the

passion and dedication for sustainability and connected their competencies to the sustainability needs within the organization. We developed working groups with champions in every department to facilitate a culture of sustainability and launched a series of quarterly Lunch and Learn sessions focused on a variety of sustainability topics, such as composting and recycling. We also gathered ESG data to help us find opportunities for improvement and understand the challenges ahead. We are extremely proud of our employees' initiative and drive to rise up and be a change for good.

Part of our 2021 journey consisted of understanding the scope of ESG reporting and learning about the interests of our stakeholders, including the needs of our customers, the values of our employees and the interests of our investors. We engaged a third-party consultant to help us develop a materiality assessment to identify the priorities that are most important to all our stakeholders (see Materiality Assessment content on p. 4.)

2021 was a year of self-reflection as a company and discovery of the underlying sustainability needs of our stakeholders. We are taking an organized approach to advancing sustainability and completing the due diligence that will inform future quantifiable and realistic environmental initiatives.

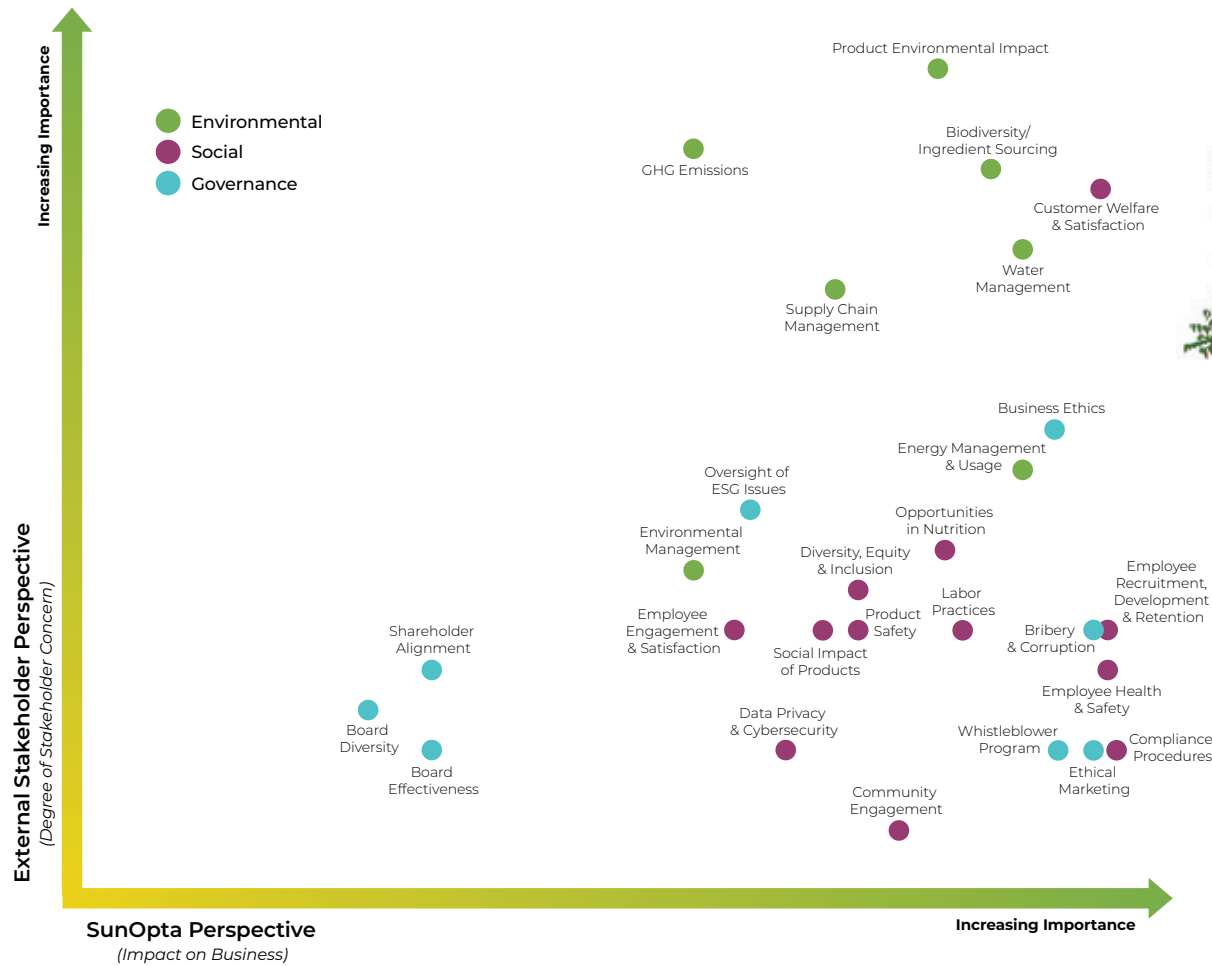


*Our approach of marrying competencies, passions and organizational needs is inspired by The Extraordinary Leader by John H. Zenger and Joseph R. Folkman.

Our Approach to Sustainability

Materiality Assessment

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



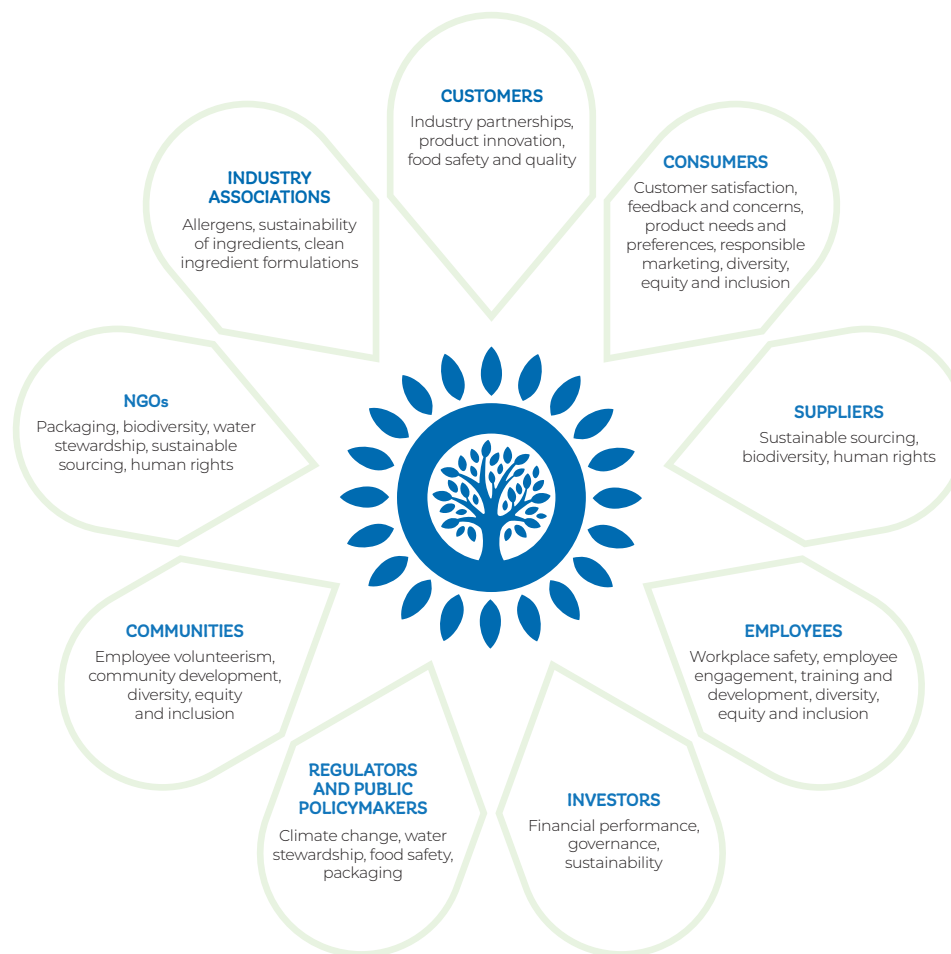
STAKEHOLDER ENGAGEMENT

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

Sustainable Development Goals

SunOpta supports the United Nations (UN) Sustainable Development Goals (SDGs). We work to advance those goals

in the areas that align with our business, areas of impact and material issues: SDGs 2, 3, 12 and 13.



Report Scope

This report describes our commitments, goals, programs and performance across a broad range of environmental, social and governance issues. The report covers the company's global operations in fiscal 2021, ending December 31, 2021, except where noted otherwise.

Unless otherwise noted, data in this report is not externally reviewed or verified; exceptions include the zero-waste data for our Alexandria, Minnesota facilities (reviewed by HDR Inc.) and our U.S. facilities' electric, gas and water improvements (reviewed by

the U.S. Department of Energy). See the report [Appendix](#) for more details. Data may occasionally be restated due to improvements in data collection methodology. Actual results may vary significantly from expectations 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.

As a maker of plant-based and fruit-based food and beverages, sustainability is an integral part of our business and is inherent in everything we do. We focus on helping make the planet and its people healthier through our products and practices.

IN THIS SECTION

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

Our products include plant-based beverages and liquid and dry ingredients (utilizing almond, soy, coconut, oat, hemp and other bases), as well as broths, teas and nutritional beverages. In addition, we package dry- and oil-roasted inshell sunflower and sunflower kernels, as

well as corn-, soy- and legume-based roasted snacks, and we process and sell raw sunflower inshell and kernel for food and feed applications.

Within our fruit-based foods and beverages operating segment, we provide individually quick frozen (IQF) fruit for retail (including strawberries,

blueberries, mango, pineapple, blends and other berries), IQF and bulk frozen fruit for foodservice (including purees, fruit cups and smoothies), and custom fruit preparations for industrial use. In addition, we offer fruit snacks, including bars, twists, ropes and bite-sized varieties.

Our Products

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

Plant-based beverages and ingredients



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

Frozen fruit, fruit-based ingredients and snacks



Broth and stock



Tea



Sunflower and roasted snacks



Market Segments

Our projects reach consumers through a variety of market segments:

Our brands



SOWN™, Dream™, Westsoy (rebranded in 2022 to West Life™), Sunrise Growers™

Private label



Co-manufacturing



Food Service



Ingredients



RECOGNITION

SOWN has won a number of trade and national recognitions, including the 2022 Clean Choice Awards for best dairy alternatives and the Progressive Grocer 2021 Editors' Picks for best new products. SOWN was also named a finalist in the NEXTY Awards at the 2021 Natural Products Expo West.



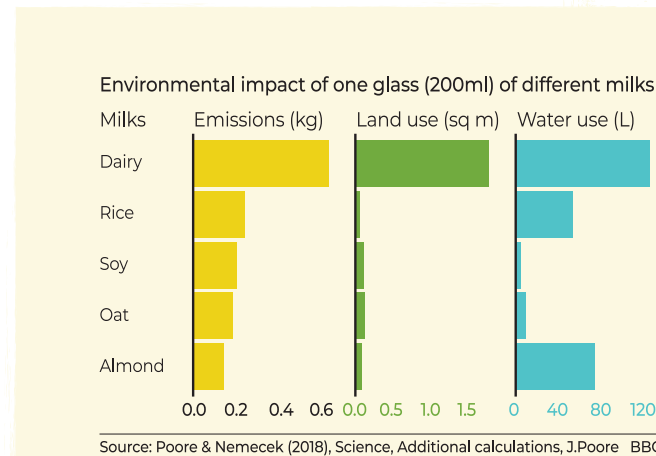
Thought Leadership: Future of Protein

Interest in plant-based and fermentation alternatives to dairy proteins continues to grow. SunOpta leaders shared insights for scaling up innovative solutions during the Future Food-Tech virtual conference roundtable in June 2021. [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 greenhouse gas (GHG) emissions than animal-based proteins.

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



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 health 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 & clean ingredient formulations.

2021 IMPACT

\$28.3 million

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

\$27 million

IN REVENUE FROM PRODUCTS
LABELED AS NON-GMO

Zero

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

Upcycled Food

SunOpta applied in 2021 and **received an Upcycled certificate in 2022** for our new, nutrient-rich OatGold™ oat protein powder. Versatile, high in protein and a good source of fiber, OatGold is made by using insoluble solids from our oatbase manufacturing process to create nutrient-rich oat protein powder that can be used as an ingredient in a wide range of foods, including baked goods, savory snacks, dips and spreads. OatGold is Upcycled Certified™ in accordance with the rigorous standards from the Upcycled Food Association, a nonprofit focused on preventing food waste by accelerating the upcycled economy. The certification allows OatGold to be used

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



We received rave reviews from visitors who sampled our cookies made with OatGold oat protein flour at the SunOpta booth during the Plant-Based World Expo in New York City in December 2021. [Learn more.](#)

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.



Food Safety and Quality

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

100% of the ingredients used in our own U.S. facilities are sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program.

AUDITING AND COMPLIANCE

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

We launched an internal audit program of all our facilities in 2020 and we audit our internal facilities on an annual basis. As a result of the hard work of our employees, and the attention to

detail and guidance of our internal audit program, the SunOpta 2021 Safe Quality Food average external audit score was 96.3 across our SunOpta-owned manufacturing sites worldwide.

In 2021, we also implemented 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 2021 complaint per million units (CPM) sold.* Our goal was to have less than 2.5 CPM, but we achieved the much lower rate of 0.7 CPM.

2021 IMPACT

96.3

EXTERNAL FOOD SAFETY AUDIT SCORE
(WITHIN THE EXCELLENT RANGE)

<1%

COMPLAINTS PER MILLION
UNITS SOLD

Zero

RECALLS OR NOTICES OF FOOD
SAFETY VIOLATIONS THANKS TO OUR
STRICT FOOD SAFETY AND QUALITY
REQUIREMENTS AND EXPERTS

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

CERTIFICATION

We maintain organic certification at all our internal manufacturing locations and we manufacture more than 300 different organic products (29 of which are SunOpta-owned and branded items), Kosher, Non-GMO Project Verified, nut-free, peanut-free and **Gluten-Free Certification Organization** certifications are also maintained at our applicable manufacturing facilities.

SUPPLIERS

Code of Conduct: In 2021, we updated quality supplier questionnaire to require suppliers to affirm their compliance with our **Supplier Partner Code of Conduct** as part of the process for approving new suppliers. As we move forward, all new suppliers must affirm their compliance with each part of the Supplier Partner Code of Conduct, which will provide better clarity and consistency in the gathering of supplier data.

Risk Assessment: In 2021, we enhanced and updated our supplier risk assessments for all locations. We created and launched a comprehensive Supplier Risk Model to drive risk mitigation plans for red (high risk) and yellow (medium risk) suppliers for action in 2022. To drive data accuracy and visibility for continuous improvement in our Supplier Risk Model, we launched Intelx quality management software to manage supplier information non-compliances, inspections and corrective/preventative action plans.

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) and Food Defense Qualified individuals (FDQI), Hazard Analysis and Risk-Based Preventative Controls (HARPC) and juice Hazard Analysis and Critical Control Points (HACCP).

2021 IMPACT

83%

EMPLOYEE AVERAGE SCORE IN OUR 2021 FOOD SAFETY CULTURE SURVEY, 6% HIGHER THAN 2020

Quality Assurance

Our plant Quality Assurance team at the Minnesota Street facility in Alexandria, Minnesota, celebrated the official opening of the facility's onsite micro laboratory in December 2021 — another step to ensure we continue delivering the highest quality aseptic beverages. [Learn more.](#)



Awareness and Engagement:

Engagement in all aspects of our operations is critical to providing safe products to consumers. SunOpta develops annual food safety awareness action plans and gauges food safety awareness using a food safety culture survey developed by Frank Yiannas, Deputy Commissioner for Food Policy and Response with the U.S. Food and Drug Administration (FDA) and author of Food Safety Culture: Creating a Behavior-Based Food Safety Management System that combines elements of public health from the perspective of social-behavioral science

based on his experience through former roles at Disney and Walmart.

The survey measures improvement in five key areas:

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

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

COLLABORATION

SunOpta is a member of the following industry groups, engaging with them on evolving industrywide food safety and quality matters:

- ✓ American Frozen Food Institute
- ✓ Food Allergen Resource and Research Program
- ✓ Society of Consumer Service Professionals
- ✓ American Society of Quality Professionals
- ✓ International Association for Food Protection

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

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. We continue to score in the Excellent range on our Customer Net Promoter Scores.

RESPONSIBLE MARKETING

We provide nutrition information on our SunOpta branded product packaging (Dream, SOWN, Sunrich, Sunrise Growers and WestSoy, rebranded in 2022 to West Life) that includes the labeling of calories on front-of-pack.

SunOpta does not advertise or promote our own branded products directly to children.

2021 IMPACT

44

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



PLANET

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

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

IN THIS SECTION

- ✓ GHG Emissions
- ✓ Energy Management
- ✓ Water Management
- ✓ Waste Management
- ✓ Sustainable Packaging
- ✓ Load Optimization
- ✓ Responsible Sourcing

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

We have adopted corporate-wide goals to eliminate 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%.

SunOpta Environmental Goals



Electricity*

↓40%



Natural Gas*

↓30%



Water*

↓25%



Waste**

**ZERO WASTE
TO LANDFILL**

*By 2027 compared to 2019 baseline, adjusted for production

**By 2022

GHG Emissions

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

Data Collection: In 2021, we embarked on the process of measuring our Scope 1 and Scope 2 GHG emissions and began gathering data (we did not measure GHG emissions in 2020). We have made great progress and have the majority of 2021 Scope 2 data calculated. In 2022, we will continue to capture data and aim to include our Scope 1 and Scope 2 GHG emissions data in our 2022 ESG report.

Goal Setting: Once we have our Scope 1 and Scope 2 data, we will set goals for continuous improvement of our Scope 1 and Scope 2 GHG emissions and seek Scope 3 GHG emissions data from our supply chain.


Collaboration and Education: We also 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. We have a "What is GHG and Why is it Important?" Lunch and Learn session planned for our employees in 2022.

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.

ENERGY MANAGEMENT GOAL*

 **Electricity**
↓ **40%**

 **Natural Gas**
↓ **30%**

*By 2027 compared to 2019 baseline, adjusted for production

In 2021, 100% of our electricity was purchased from the grid and zero percent was purchased from a renewable source.

Plant Sustainability Ambassadors: To help meet these energy management goals, along with our water reduction

goal, we identified passionate and dedicated people in each plant facility to serve as Plant Sustainability Ambassadors and lead their facility in its sustainable work. The Plant Sustainability Ambassadors meet bi-weekly. At first, we focused on awareness and education of environmental challenges. We discussed what sustainability is, why sustainability is important and how we can make an impact. Then each Plant Sustainability Ambassador completed a sustainability tracker which identified all the projects they are working on in their facility related to sustainability. They also each took an inventory of diagnostic equipment that they have in their facility so that they can take advantage of the equipment lending library from the United States Department of Energy (DOE).

We compiled data, developed key performance indicators (KPIs) and

reviewed the KPIs with the Plant Sustainability Ambassadors and company leadership. Instead of overwhelming our Plant Sustainability Ambassadors with asking each plant to work on all of the goals, we used the KPI data to help identify focus areas for each plant facility so that they can focus on areas that will make the most impact to our reduction goals.

Next, all the Plant Sustainability Ambassadors talked about some of the challenges and opportunities in their facilities and worked with each other to find solutions. Throughout the year, our Plant Sustainability Ambassadors have embraced the new program and are helping to foster a culture of sustainability in our plant facilities. 2021 was an incredibly important year of gathering data, developing KPIs, building support throughout the organization

and creating excitement for the sustainability goals of the company.

Next Steps: To help us meet our goals, we are currently conducting individual meetings with each SunOpta manufacturing facility to ensure full plant participation. Each plant is building out their sustainability trackers with input from key employees of the facility, identifying opportunities and setting attainable milestone goals. This is a critical step toward understanding our path to meeting our long-term goals.

2021 IMPACT

6%

WE IMPROVED ENERGY EFFICIENCY BY 6% COMPARED TO OUR 2019 BASELINE.*

*U.S. based facilities only

We focus on sustainable energy management practices that help reduce our environmental footprint.

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 not only fuel the future of food, but save our planet and its natural resources, especially water. 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.

WATER MANAGEMENT GOAL*



*By 2027 compared to 2019 baseline, adjusted for production

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 use of electricity, natural gas and water use at each facility. In 2021, we also engaged engineers and consultants to determine why we saw an increase in water usage at a few of our production facilities. We were able to identify the causes and are working toward solutions. We also are working to improve measurement of water usage. At our facility in Breckenridge, Minnesota, for example, only well water is accessible, making it more challenging to track water usage. A water meter was installed to give us a clear picture of our water use at the plant.

Supply Chain: Water conservation is a key priority in strawberry farming.

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



Climate-controlled tunnels help conserve water when growing strawberries.



Water Savings Impact of Producing Plant-Based Milk

We've long known that producing plant-based oatmilk, soymilk, ricemilk, coconutmilk and almondmilk consumes far less water than producing an equivalent amount of dairy milk. SunOpta determined a **savings of 32 billion gallons of water** based on 2021 production volume compared to dairy milk.*

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



Waste Management

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

WASTE MANAGEMENT GOAL



Progress: By the end of 2021, the following facilities had achieved our definition of zero waste: Allentown, Pennsylvania and two of our facilities in Alexandria, Minnesota (3rd Avenue plant and Minnesota Street plant). The Plant Sustainability Ambassador at our remaining plants (see description on page 14) is responsible for delivering on our zero-waste goal. Waste audits are being conducted at our facilities and we have hired an outside consultant to assist the remaining facilities in overcoming their final hurdles to becoming zero-waste facilities. We remain committed to attaining this goal by the end of 2022.

Next Steps: Our goal by the end of 2022 is for our plant facilities to be zero waste to landfill, but that's just the beginning. We will continue to look for ways to decrease waste and increase

the percentage of waste being reused, recycled and composted. Our long-term goal is to identify ways we can continue to improve our processes and waste streams so that in each case we are able to move toward the most favored option on the waste hierarchy.

REDUCING FOOD WASTE

At SunOpta, we take steps to repurpose food that does not meet our standards or those of our customers (such as damaged fruits or vegetables that are still safe to eat) by redirecting it for another use, when possible, or sending surplus food to food banks rather than to landfills. In 2022, we will be formalizing our food waste reduction policy and working on a method to capture data about the amount of food that is saved for consumption through repurposing or donation.

SunOpta also works tirelessly to reduce food waste in our value chains. For example, on our healthy fruit platform, we commercialize and sell almost all of the parts of the fruit to ensure no fruit is thrown away.

We currently sell juice stock strawberries for further processing, berries that otherwise would have gone to waste. We also sell a number of byproducts to reduce waste, including but not limited to: Raspberry Crumbles and Mango Bits & Pieces, both natural byproducts of our IQF process.



To reduce food waste, we sell Raspberry Crumbles, a byproduct of fruit processing.

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

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

2021 IMPACT

3 facilities

ACHIEVED ZERO WASTE TO LANDFILL IN 2021



Finding a Better Way

Our passionate Plant Sustainability Ambassadors in each of our production facilities actively look for ways to reduce and reuse materials. For example, they found an outlet to reuse pallets rather than recycling them in Alexandria, Minnesota. Our employees discovered a better way to manage this waste stream by reaching out to customers and identifying a way to reuse the pallets while continuing to meet our high food-safety standards — an excellent example of where the innovative and sustainably-minded SunOpta employees initiated positive change.



Employees found a way to reuse wood pallets rather than sending them for recycling.

*By the end of 2022.

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 Impact: The types of packaging material purchased by SunOpta consist of the following:

Packaging Type	Total Pounds Used	% Content Recycled Material	Total Pounds from Recycled Material	% Content Renewable Material	Total Pounds from Renewable Material	Recycleable (Y/N)	Compostable (Y/N)
Aseptic Laminate	34,163,766	0%	-	50%	17,081,883	Y	N
Corrugated Cases	33,345,308	60%	20,007,185	100%	33,345,308	Y	Y
Folding Cartons	1,534,987	98%	1,504,287	100%	1,534,987	Y	N
Flexible Film - Snacks	694,544	0%	-	0%	-	N	N
Flexible Film - Fruit	725,021	0%	-	0%	-	Y	N
Laminated Film - Fruit	1,062,897	0%	-	0%	-	N	N
Rigid Plastic	6,700,259	0%	-	0%	-	Y	N
Bulk Liner - Fruit	66,341	0%	-	0%	-	N	N
Total	78,293,123		21,511,472		51,962,178		

SunOpta's packaging engineers have set a goal of having 99% by weight of our own branded packaging be recyclable, compostable or reusable by 2025.

In furtherance of this commitment, we have joined 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 keep products fresh and nutrient-full, all while being shelf-stable. Our 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 has a positive impact on the

environment because it does not have to be transported in a refrigerated truck or warehoused at a cold storage location. 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 opened its new headquarters in December 2021 (see EPIC story in the **People** section of this report). The research and development (R&D) department has eight times more space, including a packaging lab. The headquarters is connected to a pilot plant so our production lines in our plant facilities don't have to pause for trials and our research and development group can innovate without delay or hurdles. We see this as a key differentiator in our ability to innovate to meet our packaging sustainability goals.

In 2022, SunOpta is commercializing a compostable fiber bowl in our fruit portfolio. This package can fully disintegrate back to the soil within months.

2021 IMPACT

97.7%

BY WEIGHT OF ALL PACKAGING SOURCED BY SUNOPTA IS RECYCLABLE.

66.4%

BY WEIGHT OF ALL PACKAGING MATERIAL SOURCED BY SUNOPTA IS RENEWABLE MATERIAL AND 27.5% IS FROM RECYCLED MATERIAL.

Load 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.

Alternative thinking: Our logistics team examined our transportation lanes for optimization and to

determine if there were carbon savings that could be captured. They were able to find four lanes to convert from truckload transportation to intermodal transportation.

As a result of the change from truckload to intermodal, we saved 261.25 tons of carbon emissions. 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.

2021 IMPACT

261+ tons

OF CARBON EMISSION SAVINGS
FROM LOAD MODE OPTIMIZATION

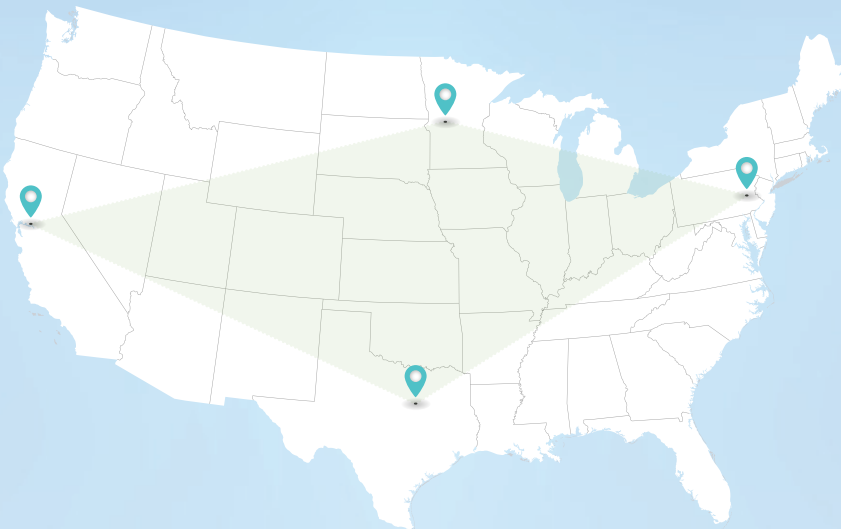
New Texas Facility Location Reduces Carbon Emissions

SunOpta plans to double our plant-based business from 2020-2025 with significant gains in oatmilk. To increase oatmilk capacity, SunOpta last year announced the construction of its biggest investment in company history, a 285,000 square foot plant located in Midlothian, Texas. The facility — which is scheduled to

be completed in 2022 — is the fourth point in a diamond shape of SunOpta plant-based facilities around the U.S. The location of these facilities allows us to be closer to our customers across North America and, as a result, eliminate an estimated 15 million freight miles annually to reduce carbon emissions.



Our new facility under development in Texas will be completed in 2022.



IMPACT

↓ 15 million

FREIGHT MILES OF GHG
EMISSIONS ANNUALLY



Responsible Sourcing

We are committed to sourcing sustainable ingredients and packaging materials. We expect our suppliers to comply with our **Supplier Partner Code of Conduct**. We intend to work only with suppliers who value what we value: sustainability, human rights, and being a good corporate citizen. Updated in 2021, our enhanced and clarified Supplier Code of Conduct seeks to instill these values by requiring suppliers meet our ethical and legal compliance

expectations, labor and workplace safety expectations, and procedural and administrative expectations.

We also encourage and support our partner growers and farmers in their sustainability efforts. We maintain a grower services team and provide resources to help our growers provide safe, wholesome, organic and conventionally grown commodities to SunOpta.

CERTIFICATION

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

We do not use palm oil in our products. However, in 2021 we identified a minimal amount of palm oil derivatives that are

included in some of our products. Thus, palm oil has become an ingredient of particular focus to SunOpta. We support responsible sourcing of palm oil and are currently assessing our supply chain to identify whether any of our palm oil derivative suppliers are certified with the Roundtable of Sustainable Palm Oil (RSPO). We expect all our suppliers to adhere to our Supplier Partner Code of Conduct and to be RSPO certified. As we are made aware of any supply

Protecting Pollinators: Bee-Friendly Ingredients

Blueberries: In 2021 we purchased 500,000 pounds of Bee Better Certified blueberries. Developed in 2017 by The Xerces Society for Invertebrate Conservation with Oregon Tilth and the U.S. Department of Agriculture Natural Resources Conservation Service (NRCS), the Bee Better Certification indicates that producers have made a commitment to provide habitat and mitigate impacts from pesticide use. The standard is focused on three key elements — food, shelter and a safe environment:

- ✓ Food – a minimum of 5% of a farmer land must be set aside for pollinator habitat
- ✓ Shelter – habitat, such as bare ground, and materials for pollinator nest sites
- ✓ Safe Environment – prevention, mitigation, and protection from pesticides (additionally, managed

bumblebees used in greenhouses must be species native to the area and contained in sealed, controlled environments).

Those vendors selling under the Bee Better Certification go through a third-party verification process by Oregon Tilth, a leading third-party organic certifier. The Bee Better Certified seal gives consumers confidence that their purchasing decisions benefit pollinators, reward conservation-minded farmers and incentivize the incorporation of pollinator conservation into product supply chains.

Almonds: We sourced approximately 450,000 pounds of almonds from a certified bee-friendly farm who is also a member of the pollinator partnership. This supplier is committed to raising bee-health awareness and protecting pollinators through sustainable agriculture practices.

2021 IMPACT

**500,000
pounds**

OF BEE BETTER BLUEBERRIES
PURCHASED IN 2021

**450,000
pounds**

ALMONDS FROM A CERTIFIED BEE-
FRIENDLY FARM PURCHASED IN 2021



chain violations, we will work with the supplier to understand their corrective actions or identify alternative product from RSPO certified suppliers.

SUSTAINABILITY, TRACEABILITY AND BIODIVERSITY

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

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



Practices used by SunOpta suppliers are increasing sustainability in the oat milling process.

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.

Sunflowers: Each year, the SunOpta sunflower crop procurement team engages in public yield trials at multiple locations throughout North and South Dakota to show growers hybrid seed performance within their growing region. Generally, SunOpta showcases over 20 varieties of sunflower for the planting seed selection process. These trials are available through NDSU and SDSU. SunOpta also collaborates with NDSU Extension Center to evaluate hybrids for susceptibility for sclerotinia head rot (wet weather fungal disease). This research project is funded by the USDA Specialty Crop Block Grant program.



SUPPLY CHAIN MANAGEMENT

In 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. This past year has reminded us of how important it is to diversify and strengthen the resilience of our supply chain. We are working diligently to diversify key suppliers and integrate ESG goals into our supply chain operations.

Acai

We focus on sourcing products from farms that use responsible business and growing practices. For example, we purchase acai that comes from a family farm in Brazil that has been producing acai pulp for more than 16 years, controlling all aspects of its process, from farming and production to manufacturing and exports. This supplier is committed to operating in accordance with established legal requirements and regulations, including health, safety

and environmental standards and labor practices. The acai is USDA Certified, IBD Organic, non-GMO, non-dairy, vegan, Certified Kosher and holds the FSSC 22000 Food Safety Certification.

While the farm had previously been deforested and used for a non-native plants, the supplier replanted acai trees and returned to traditional farming practices, such as using the rain and tides for irrigation and to help naturally fertilize the soil. The supplier also participates

in a project to help with reforestation and strengthening family agriculture and sustainability in the region.

The supplier values traditional production techniques that maintain and benefit the land and the local community, using a high-quality manufacturing process that doesn't separate the pulp and water. The acai seeds and leaves also are repurposed in a variety of ways for biofuels, building materials, jewelry and hats created by local artisans.



Acai palm seedlings are donated to a community garden and teaching center sponsored by the local municipality.



PEOPLE

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

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

IN THIS SECTION

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

Innovation Center

Our new, eco-powered corporate headquarters — the Eden Prairie Innovation Center, or EPIC — opened in Minnesota in 2021. Designed to feature sustainability, innovation and community, it blends our past, present and future into a space that fosters collaboration and new ideas.

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

Collaboration: To further encourage community, EPIC offers twice as much collaboration space — including a video conference room with stadium seating and additional technology-enabled conference rooms to allow for easy connections with remote clients and colleagues. The facility also devotes eight times more space to research and development than our previous location, enabling us to continue creating, testing and developing new products.

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

SUSTAINABILITY FEATURES

EPIC incorporates sustainability in a variety of ways, including:

- Solar panels (to be installed in spring/summer 2022)
- 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



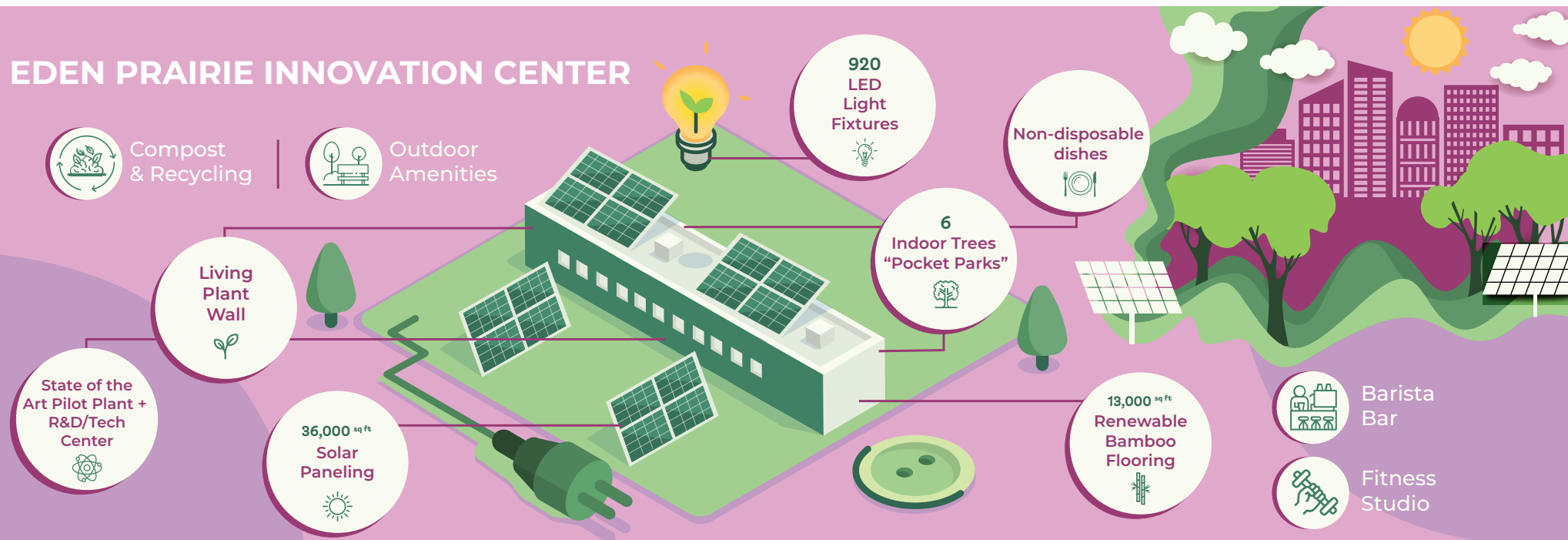


SunOpta leaders gather around the tree at the center of our new EPIC headquarters — a space that brings people together.



Our new headquarters has lots of natural light and areas for collaboration.

EDEN PRAIRIE INNOVATION CENTER



Employee Health and Safety

HEALTH AND WELLNESS PROGRAMS

We offer a comprehensive total rewards program that incorporates our four well-being pillars.

Physical Well-being: SunOpta provides a competitive compensation and benefits package, including options that allow each employee to select the package that works best for them. Our comprehensive benefits package includes health insurance plan options, a Sharecare Activity program and preventative health incentives. Employees are empowered to participate in fitness challenges, weight loss challenges and other lifestyle challenges to master the concepts and skills necessary for a healthy, rewarding life. In 2021, SunOpta added a new benefit by providing employees with access to the BurnAlong online platform, which offers classes and custom wellness programs. Each employee is given an additional four BurnAlong licenses to bring wellness home to their families. We also partner with Omada Health to provide food and exercise education to employees with risk factors for diabetes and heart disease. We hold annual flu shot clinics at multiple locations and offered COVID vaccinations in 2021 at some of our plant locations as well, where available.

Emotional Well-being: Our comprehensive benefits package includes paid time off, paid family

and maternity leave programs and flexible schedules. Where available, employees worked from home with a flexible schedule to help them meet the challenges and needs that arose during the pandemic. 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 provide emotional health support — providing critical resources for our employees struggling during the global COVID-19 pandemic.

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

Our peer recognition program encourages employees to recognize others who are demonstrating our MVBs. Our leaders also recognize employees through our quarterly awards program. Through our communications, we strive to help employees feel a part of SunOpta as a whole rather than just their individual department or location. These initiatives led to an overall increase in employee engagement (see details on page 27). Additionally, we encourage our employees to celebrate wins at the individual, team and location level.

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. Our SunOpta 360 Safety Pillar leverages zero loss analytics, action planning, 5s and SHARP plans. In addition to our safety training and initiatives at our manufacturing facilities, we track our Total Recordable



We are committed to providing safe workplaces for our employees.

Incident Rate (TRIR). In 2021, our TRIR was 1.93 versus a goal of 1.94. Our TRIR rate was reset due to the loss of hours worked, driven by the divestiture of Tradin. With this reset, we experienced a 15% reduction in recordable accidents. We care strongly about the safety of our employees and in 2021, we conducted 10-hour Occupational Safety and Health Administration (OSHA) trainings at our plant facilities. We continue to focus on the education and training of our employees.

COVID-19 Safety Measures: 2021 continued to be a challenging year with the continuation of the COVID-19 global pandemic and evolving variants in addition to supply chain issues and labor shortages. We have been successful in mitigating the effect on our employees by proactively implementing measures early and thoroughly and keeping up to date on recommendations and guidance from the Centers for Disease Control and Prevention (CDC), state, provincial and

local health departments. In addition to continuing our risk mitigation measures that began in March 2020 (daily health screening questionnaires, temperature screening, social distancing and mask requirements), we provided education on the COVID-19 vaccine and held onsite vaccine clinics to encourage employees to protect themselves with the vaccination. Our management team continued to hold regular meetings to discuss health and safety protocols, review best practices

and address employee concerns. As our vaccinated population increased and local government restrictions expired, employees who had been working remotely were brought back to the office. In addition, we continued special pay and leave policies and made emergency assistance grants available to mitigate financial implications to our employees impacted by COVID-19 or childcare issues.

Labor and Human Rights

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

CODES OF CONDUCT

In 2021, we updated our **Supplier Partner Code of Conduct** to illuminate how integrity, ethics, compliance, human rights, health and safety and a commitment to high quality are necessary to achieving our mission and improving lives — now and long into the future. In 2022, we will be finalizing the update of our Employee Code of Conduct and we look forward to continuing our

annual employee trainings on the Code of Conduct to ensure full understanding of the Code and provide a continued reminder of our commitment to integrity, ethics and high-quality standards. These trainings include 100% of employees who have SunOpta email addresses.

EQUAL OPPORTUNITY

SunOpta is an Affirmative Action and Equal Opportunity Employer. SunOpta prohibits discrimination and harassment and provides consideration of employment to all individuals without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws for all employees and applicants. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion,

termination, layoff, recall, transfer, leaves of absence, compensation and training.

HUMAN RIGHTS

SunOpta is committed to respecting the rights of all workers and communities

across our value chain. We expect all our suppliers to adhere to our **Supplier Partner Code of Conduct**, which outlines our expectations regarding labor. We will be developing a separate Human Rights policy in 2022.

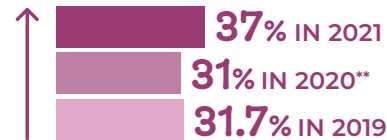


We respect the rights of workers in our supply chains and expect our suppliers to provide safe working conditions.

Diversity, Equity and Inclusion

At SunOpta, we believe in the power of diversity. To advance diversity, equity and inclusion, we have updated our Diversity Policy and set diversity targets and provided training to employees.

Percentage of Female Leaders at Director Level and Above*

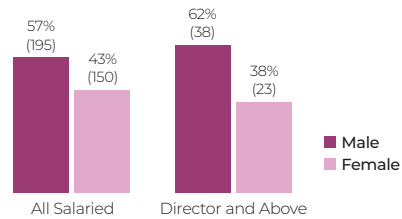


*Includes all U.S. employees and Canadian corporate employees.

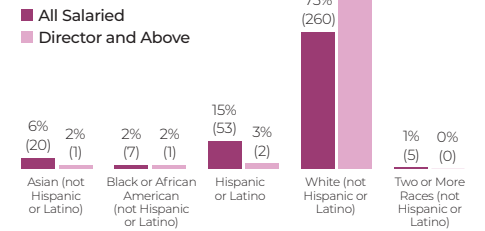
**Last year's report stated 37.5%, however, with the company's divestiture of Tradin in December 2020, that number fell to 31%. We are using that data here to accurately show the increase from 2020 to 2021.

US Salaried Employee Demographics (as of January 2, 2022)

Q4 2021 Salaried Headcount by Gender (US Only)



Q4 2021 Salaried Headcount by Ethnicity (US Only)



DIVERSITY POLICY

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

DIVERSITY, EQUITY AND INCLUSION GOALS

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

- Increase percentage of racially diverse professional level (salaried)

*As defined in Nasdaq Rule 5605(f)

**Board of Directors membership includes three female and six male directors

employees from 24% to 30% 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 2021, 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 Leadership Program.

Women's Leadership Program

Established in 2019, our Women's Leadership Program includes participants from across the company — in plants, remote workers and at corporate headquarters. The program sponsors professional development workshops for

some of our rising female leaders on topics such as power, presence and protection. In 2021, participants continued to gather virtually through Connection Circles to practice public speaking, active listening, leading and learning from one another.

2021 IMPACT

33%

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



Members of the SunOpta team celebrated Pride together by participating in the Rainbow Run 5K run in the Twin Cities area (Minneapolis and St. Paul, Minnesota) in June 2021.



In honor of Veteran's Day, SunOpta honored our employees who have served (and those who continue to serve) in the U.S. military for their dedication, service and sacrifice. [Learn more in this post about SunOpta Quality Assurance Technician and Air Force Reserve Master Sergeant Bethanie Summer.](#)

In December 2021, we invited the female founder and owner of a sustainable coffee company to speak at our Women's Leadership event about empowering women around the world — [learn more.](#)

Recognition for SunOpta Women Leaders

Minneapolis/St. Paul Business Journal 2021 Women in Business Honoree



Jill Barnett, Chief Administrative Officer, General Counsel and Corporate Secretary

2021 Food Safety Leadership Award by Show Me Food Safety and SQFI Excellence Award from the Safe Quality Food Institute



Darshita Patel, Senior Quality Assurance Manager

Fueling Inclusion at SunOpta

During Black History Month in 2022, SunOpta hosted an event with Nechia LeVesseur, Vice President of Finance, SunOpta Plant-Based Food and Beverages, providing insights based on her experiences.

In 2022 we are working on improving our diversity, equity and inclusion awareness with education and events throughout the year. We create awareness as we celebrate:

- Asian American and Pacific Islander Heritage Month
- Black History Month
- Hispanic Heritage Month
- Native American History Month

- Pride
 - Women's History Month
- In 2022, we will be developing a "Power of Inclusion" training and launching at least one additional Employee Resource Group.



Nechia LeVesseur,
Vice President of
Finance, SunOpta
Plant-Based Food
and Beverages

Employee Engagement

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

ORGANIZATIONAL HEALTH SURVEY

SunOpta conducts an organizational health survey three times during the year to check the pulse of our workforce and look for areas of improvement through the lens of all our employees. The survey is sent to all SunOpta employees from the CEO with a request for participation and a commitment from the CEO that he will personally read every comment and share the quantitative results with the leadership team. There are 25 questions related to the mission and vision, innovation, trust, customer service and

sales, manager/employee relationship, cross functional performance and how individual roles tie to organizational goals. We measure our scores and identify high performing areas, areas in need of improvement and areas with the greatest change. The results are shared companywide. We are proud to report our average survey score of 4 on a 5-point scale for the second year in a row.

LEARNING OPPORTUNITIES

SunOpta's passionate and dedicated employees at the corporate office started a Lunch and Learn series on issues related to Sustainability. In 2021, they offered Lunch and Learn sessions on recycling and composting. The employees have continued their passion into 2022 by planning Lunch and Learn sessions on topics such as Benefits of a Plant-Based Diet, Why Does Water Conservation Matter, and What is GHG. In addition, our dedicated sales team leads learning seminars to help the entire organization learn about our customers. Finally, our senior leadership team continued leading seminars on topics related to their areas of expertise.

Recognition



TOP WORKPLACE AWARD

SunOpta was named as one of Minnesota's Top Workplaces by the Star Tribune in 2021



MANUFACTURER OF THE YEAR

Minneapolis/St. Paul Business Journal's Manufacturer of the Year in the large business category



MINNESOTA MANUFACTURING AWARD



Joe Gerhardt, SunOpta Plant
Manager, Alexandria, Minnesota

Emerging
Leader in
Manufacturing

2021 IMPACT

80%

AVERAGE EMPLOYEE
ENGAGEMENT SCORE
FOR THE SECOND
YEAR IN A ROW

2

SUSTAINABILITY LUNCH
AND LEARN SESSIONS

4

CUSTOMER LEARNING
SERIES EVENTS

2

LEADER-LED SESSIONS



Employee Development and Retention

As of December 31, 2021, we employed 1,380 full-time employees and 648 seasonal employees in North America.

EMPLOYEE DEVELOPMENT AND TRAINING

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

INTERNSHIP PROGRAM

We give back to the community and recruit new employees via our internship program. For a summer or a semester, interns from local universities work with members of our research and development and quality assurance teams on meaningful projects. 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 5.6 years of service. In 2021, our annual voluntary turnover of employees at the director level or above was 13.5%, compared to 8% in 2020, and our companywide voluntary turnover rate was 20%, above our 15% target. As with many companies in 2021, our turnover rate was higher than anticipated. We are addressing this challenge by enhancing our benefits and engaging employee focus groups to help us meet or exceed the needs of our employees.

2021 IMPACT

2

WORKSHOPS FOCUSED ON IMPROVING DIVERSITY, EQUITY AND INCLUSION

5

PAID INTERNS IN THE AREAS OF R&D, QUALITY, SUPPLY CHAIN AND SUSTAINABILITY

2

OF THE 5 INTERNS WILL BE RETURNING NEXT SUMMER FOR ANOTHER INTERNSHIP

Creative Packaging Reuse

Members of the SunOpta R&D team taught a group of colleagues how to create something new out of TetraPak cartons that keep many of our plant-based beverages safe and fresh. See some of their creative uses for repurposing our packaging.



We celebrate the creativity and innovation of our employees.



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 opportunities to donate talent and gifts to local charitable organizations. For example, the SunOpta corporate headquarters office actively collects food and toys to benefit local organizations, such as the Toys for Tots Foundation and People Reaching Out



SunOpta corporate headquarters employees donated more than 200 toys and 600 pounds of food during the holidays in December 2021 to support local families.

to People. In 2021, SunOpta employees helped to fight food insecurity by volunteering at Feed My Starving Children. SunOpta employees also volunteered at Every Meal, where they packed 3,120 bags of food including 11,959

meals. Employees at our production facility in Alexandria, Minnesota provided support to the United Way and participated in the Polar Plunge to raise money for the Special Olympics.

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.

2021 IMPACT

The SunOpta Cares program offers paid time off for employees to volunteer with community programs. In 2021:

92

EMPLOYEES TOOK TIME OFF TO VOLUNTEER

423

TOTAL VOLUNTEER HOURS



More than 40 SunOpta employees volunteered at Every Meal to pack nearly 12,000 meals for children and neighbors in need.



Employees in Minnesota gathered at Feed My Starving Children to package meals for hungry kids around the world. (This photo was taken in March 2022 at an event similar to the 2021 volunteer activity at the same organization.)



GOVERNANCE

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

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

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 Committee also conducts a deep dive into the ESG program and progress on a quarterly basis.

Sustainability Steering Committee:

As part of our vision to fuel the future of food and beverages in a sustainable way, we created a Sustainability Steering Committee in 2021 representing a cross-functional team of individuals whose behaviors represent the core values

of SunOpta. This group is working with sustainability ambassadors and area leads throughout the organization to gather and analyze data and explore opportunities. The ESG lead is a member of the Steering Committee and reports directly to Management and the Corporate Governance Committee.

Enterprise Risk Management:

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

- ✓ **Risk Identification:** We have built and monitor a dynamic risk universe that includes ESG topics. Sustainability leaders provided

input into and review of SunOpta's risk universe and will continue to review on a quarterly basis.

- ✓ **Risk Assessment:** We prioritize a set of top risks that are relevant to strategic and operational objectives, which includes coverage of ESG risk topics. ESG topics were linked to top risks.

✓ **Risk Controls and Actions:**

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



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, anti-

corruption and ethical sourcing. See details about our Employee Code of Conduct on p. 24 and our Supplier Partner Code of Conduct on p. 19.

Data Privacy and Cybersecurity

Cybersecurity poses an ongoing risk across our industry. Ransomware continued to grow as a major threat in 2021. At SunOpta, we take cybersecurity seriously. We have a robust cybersecurity program that utilizes advanced technologies and strategies, such as extended detection and response (XDR), security orchestration automation and response (SOAR), artificial intelligence/machine learning (AI/ML), and zero-trust technology to protect our assets and customer information.

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. We use security tools to protect, detect and respond at these layers to help ensure we are protected from both internal and external cyberthreats.

CYBERSECURITY ASSESSMENTS

As part of our commitment to mitigating cyber risks, SunOpta also does regular assessments based on the SANS Institute Center for Internet Security (CIS) Critical Security Controls (Version 8). These assessments are performed by both internal employees and external third parties to validate results. We use the CIS Controls to ensure we are assessed against an industry leading standard. This approach assists our programs — such as phishing simulation, cyber training, incident response, tabletop exercises, penetration testing and other cybersecurity efforts — in remaining current with changing practices and technologies.

BUSINESS ALIGNMENT

As a public company, we align our planning and implementation efforts with the 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, (3) percentage renewable	FB-PF-130a.1	Page 14 (partially)
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 9
	Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	FB-PF-250a.2	Page 9
	(1) Total number of notices of food safety violation received, (2) percentage corrected	FB-PF-250a.3	Page 9
	(1) Number of recalls issued and (2) total amount of food product recalled	FB-PF-250a.4	Page 9
Health and Nutrition	Revenue from products labeled and/or marketed to promote health and nutrition attributes	FB-PF-260a.1	Page 8
	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	FB-PF-260a.2	Page 8
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 11
	Revenue from products labeled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	FB-PF-270a.2	Page 8
	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	FB-PF-270a.3	Page 8
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 17
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	FB-PF-410a.2	Page 17
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	Pages 10 and 11
	Suppliers' social and environmental responsibility audit (1) non conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-PF-430a.2	Page 10

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



United Nations Sustainable Development Goals Index

SUSTAINABLE DEVELOPMENT GOAL	TARGET ALIGNMENT	HOW SUNOPTA CONTRIBUTES
 SDG 2: Zero Hunger	<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"> ✓ Product Development – Page 8 ✓ Upcycled Food – Page 9 ✓ Employee Volunteerism – Page 29
 SDG 3: Good Health and Well-being	<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 – Page 23 ✓ COVID-19 Safety Measures – Page 24
 SDG 12: Responsible Consumption and Production	<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 16 ✓ Sustainable Packaging – Page 17 ✓ Learning Opportunities – Page 27
 SDG 13: Climate Action	<p>13.2 Integrate climate change measures into policies, strategies and planning</p>	<ul style="list-style-type: none"> ✓ GHG emissions – Page 13 ✓ Energy Management – Page 14 ✓ Load Optimization and New Texas Facility – Page 18

SunOpta ESG Links

- ✓ Supplier Partner Code of Conduct
- ✓ Diversity Policy