



**2023**  
**IMPACT**  
**REPORT**

**HOW COURAGE & VALUES SHAPE OUR CULTURE**

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# A Letter from our Founders

It's that time of year again and we're back with our 2023 edition of Riverside Natural Foods' Impact Report - **How Courage & Values Shape our Culture**. In debating which direction to go for our theme this year, we thought now would be an opportune time in our journey to share more deeply about our values as an organization and how we relate to them every day. In previous reports, we've shared at length about our purpose (and we will continue to do so!), which you all know is to **Inspire a Healthier and More Compassionate World**. We feel it's equally important to describe the values which drive us in pursuit of our purpose every day and the courage needed to stay the course.

Our values are at the heart of everything we do at Riverside. We wholeheartedly believe in the notion that **Values shape our Behaviour, our Behaviour determines our Culture, and Culture determines the Outcome** of our business. Since our inception, we wanted to create a business that was a force for good. A business that authentically and truly cares for its people, the communities it operates in, and one that takes responsibility by doing its part to act as a caretaker of the home we ALL share, Mother Earth. We aspire to be a vehicle that provides access to good food for as many people as possible. A company with a purpose, a reason for being, which rallies behind a worthy cause bigger than the sum of its parts. Our purpose drives us to uphold our values unconditionally, to continue to evolve and become better versions of ourselves, to choose courage when every

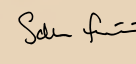
fiber of our being wants to resist. If we want to achieve purpose, we must step out of our comfort zone, take risks, make sacrifices, and do what others are not willing to do. We must choose courage, because courage gives us permission to challenge the status quo, to think outside the box, be vulnerable and make connections, and have an opportunity to leave a lasting positive impact on our world.


As you may have guessed by now, these aren't easy ambitions to hold, and let's be real - living ALL our values ALL the time is a big ask. These challenges only continue to increase in complexity as we're fortunate enough to realize continued success and growth. Staying true to our values and ensuring they maintain their original intent is tough. We will have to continue to work hard and stretch ourselves, ask for help, ask for feedback, ask for forgiveness (because we are undoubtedly going to get it wrong some of the time!), and have the grit to keep moving forward despite setbacks.

As always, we are thankful to be sharing this journey with you. Please don't hesitate to send us your questions, constructive feedback, and innovative ideas!

With gratitude,

  
Nima

  
Salma

  
Sahba



# Impact at a Glance

# Our 2023 Impact, at a Glance



773,370 kg

Low-value plastic waste recovered via 4 rePurpose impact projects



1,142 Waste Workers

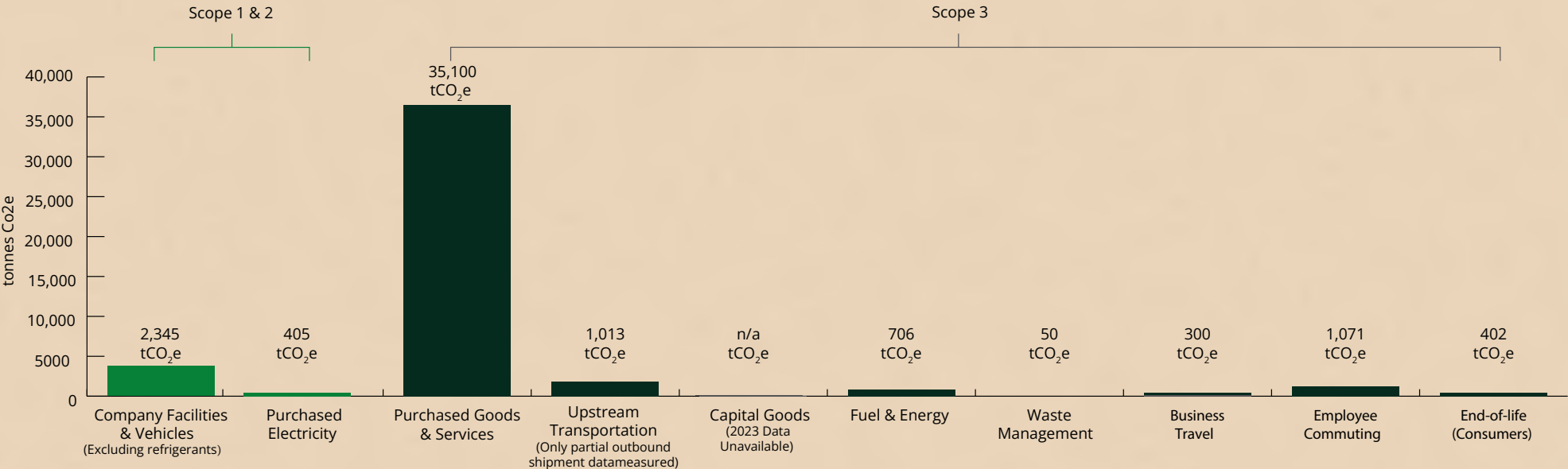
Supported with access to increased income opportunities



20,133,988 Kg

Organic ingredients procured to support increased accessibility

## Climate Impact



tCO<sub>2</sub>e stands for tonnes (t) of carbon dioxide (CO<sub>2</sub>) equivalent (e). Emission factors re-baselined from 2022 calculations to improve accuracy. These figures have not been 3rd party verified. Calculations use a combination of secondary & primary data from a variety of sources.





\$765,000

Investments in Oven Electrification



\$1,437,488

Living Wage Premium Invested\*  
(\*vs. Market Average)



\$3,000,000

Riverside Profit Sharing Program  
Investment



\$264,046

Charitable Financial Giving



\$707,698

Investments Across 4 Collaborative  
Impact Projects



51,330 Kg

Bulk Product Donations to Food Banks



1,000 Tons

Inaugural Carbon Credits Purchased

All dollar values are represented in Canadian currency



# Operational Impacts

Respect for Each Other | Grit | Fun





# Respect for Each Other

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We treat others as they want to be treated. We create a safe space for everyone to be their true and authentic selves.

“

Being a newcomer to Canada was not easy and the transition from Colombia to Canada was not the best. But what I found in Riverside was a good opportunity for a new start in my life even though my career, life, and background was in a different field. Coming to Canada and working at Riverside, I met good people from different cultures, from different places, religions and I always feel that everyone treated us as equal, despite being an immigrant and having been through some tough personal moments in my life, everybody surrounded me with positive vibes and **respect**. Despite how difficult 2023 has been for me, personally, I did not feel an extra load coming to work. They respected me coming in to work, trying to give me a good time. There was so much support from my bosses, managers, and co-workers – they all respect me and treat me with empathy. My managers are open to listening and Landing [Jatta] would drop anything to be there for me. Respect for each other is not something we simply say in meetings, you can see it in each one of the people we work with – the sanitation staff, on the production floor, at reception, and from the owners of the company. Respect is the most important value – when you have respect you have Ownership, you have Fun, you have Teamwork. Respect for each other is in our DNA.”

- Eduardo Rodrigues, Production Supervisor at Riverside



## Living Wage

Respect is the most foundational of our values at Riverside. Respect for each other at work, where there is an alignment of purpose and a shared understanding of equity, serves as one of our most deeply rooted cultural imperatives. To achieve progress towards our purpose of inspiring a healthier and more compassionate world, we must first look at ourselves and live our values through action. We respect everyone's right to fair wages for fair work, though we understand that fairness is not a universal constant. To ensure we're justly defining what fair means each year, we partner with experts to educate us on the latest understanding for our unique context. The Ontario Living Wage Network has been our certifying partner for years and their expertise, combined with our purpose and value of respecting each other, sets our teams up for success!



## Learning & Development

Another way respect for each other at work comes to life is through our Learning & Development team. This critical function evolved substantially in 2023, creating a roadmap for our internal professional development academies. We believe businesses investing in the potential of people is a form of mutual respect, and a fair exchange for the time and energy our team puts into the success of the business. Our profit-sharing program also invests in our people directly and we think that's okay too!





# Grit

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We have the passions and perseverance to overcome challenges. Our daily commitment lies in striving to improve upon yesterday's efforts.

“

*Our mission transcends merely placing a logo on our packaging. Our drive is to integrate packaging design with its end of life in mind. We are intentional about selecting the right material and size to maximize its effectiveness in its respective waste stream.*

*We have a global plastic problem. In our quest for a plastic-free approach, paper packaging leads as our primary alternative. When managed sustainably, paper is renewable, and our infrastructures are already geared to recycle paper effectively.*

*Initially, we adopted paper packaging without sufficient data or testing, aiming to learn through experimentation. Despite encountering setbacks, our **grit** drives us to refine our approach, identifying optimal equipment and materials. Courage pushes us to research, test, fail, research, test and fail again until we find one solution to make paper packaging a forthcoming reality.”*

- Sathyam Rajanah, Packaging Development Manager at Riverside



## Oven Electrification

In 2023, we took our largest step to mitigate our manufacturing greenhouse gas emissions so far, by retrofitting two of our ovens from combusting natural gas to generating heat through electricity. Undertaking this project represented a novel experience for most of our team members who were supported by our vendor partner experts. **With grit and courage**, we completed our first successful conversion on March 30th and our second on April 3rd. Our conversion teams ran trials to test the baking profiles of products we typically run on those respective lines. Here is a great quote pulled from an email and written by our Sr. Food Scientist, Jake Szczechura, summarizing the conversion projects:

*"A huge thank you, to everyone who assisted with these trials; production, quality, R&D, maintenance, engineering, sanitation, and everyone in between. There were numerous question marks with how these conversions would go (if the lines would even start, how greatly the bake profiles would be affected, would the colour of the products be different, etc.), and I had figured that we would have multiple days of little to no sellable product. Instead, the RNF team worked together to greatly surpass my expectations. Over 7 days of production, we reached continual production each day and only one batch needed to be disposed of. Overall, I believe this conversion was extremely successful, and should give us much more confidence going into future "electrifications"."*

It's worth noting here that all organic waste from production is sent for either composting or animal feed!



# Packaging Innovation

At Riverside, our packaging philosophy is three-fold:

- 1 We trace our packaging through its complete lifecycle. From exploring the source of raw materials, to pre-processing and preparation, to our manufacturing/food safety/quality needs, and finally to the various end-of-life scenarios.
- 2 Our due diligence involves reproducing claims and tests that our vendor partners have conducted with the same rigour and validity.
- 3 We see it as our responsibility to ensure disposal of our packaging is easy to understand, accessible, and leaves a minimal impact on people and the planet.

Our packaging philosophy is our source of truth when exploring new innovations. Leaning on our **grit**, 2023 proved to be a pivotal year for realizing progress towards our petroleum-based plastic reduction goals. We trialed and tested various alternative materials, from recyclable and bio-based plastics, to industrial and home-compostable materials, to paper. You might be wondering, "What does 'trialed and tested' look like at Riverside?" To answer this question, it's best to share a little Packaging 101. Our process begins with granular scientific research to identify the right materials for our current and future needs, as well as their respective availability of sustainably managed and ethical supply. After we've aligned on a material type and we're assured a vendor partner can provide that which meets our standards of food safety and quality (i.e., its barrier properties), we move to an exploration stage for potential structures which can be modified for a range of snacking needs. Once various use cases are explored, adaptability to various packaging equipment (i.e., its machinability) is verified, and the end-of-life pathway confidently demonstrates a reduced

environmental impact (in collaboration with our waste management partners), then we request samples to test for ourselves at our facilities. Sounds easy enough, right? Packaging innovation is highly complex, and is an effort that requires deep cross-functional collaboration both internally and externally with our partners. The relationships we build with partners are viewed as strategic and with a long time horizon as we're continuously exploring how to right-size our packaging and never designing in more materials than we need.

***The progress we achieved from our efforts in 2023 was supported by our grit, curiosity, and our drive to be better than we were yesterday. After all our exploration and innovation, we're the most confident in paper as a replacement material for most of our existing portfolio, but much more work still needs to be done. We're continuing to collaborate with our vendor partners to test these solutions in the market and gather feedback from people like you who have a passion for inspiring a healthier and more compassionate world!***





# Fun

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We don't take ourselves too seriously.  
We lighten the mood and bring optimism  
when times get tough.

“Employee Resource Groups are employee-led groups that consist of passionate people who aim to foster diversity and inclusion. To me, ERGs are amazing because they're all about raising awareness, sharing knowledge, and having **fun** while connecting with our community! At Riverside, our ERGs are really about making a difference while having a ton of fun along the way.”

- Chantal Sinclair, Talent Specialist, People & Values at Riverside



# Riverside's Employee Resource Groups

At Riverside, we have always said that “People are our foundation”. With close to 600 employees across Canada, the United States, and Europe, it's important to recognize the uniqueness of everyone that makes up our foundation and celebrate how wonderfully different we are. Our five Employee Resource Groups (ERGs) – The Global Citizenship Program (GCP), Anti-Black Racism (ABR), Stronger TogetHER, Feel Good, and Education Queer Issues Project (EQulP) - are safe spaces for continuous learning, employee engagement, individual expression, and inclusivity. The ERGs are a fun way to build communities of employees who are passionate about a specific topic (or set of topics). ERGs allow our people the space to share their passion across Riverside as well as beyond our four walls into our local communities.

In 2023, our ERGs created and hosted many engaging initiatives, uniting and empowering our Riverside community towards greater inclusivity and equity. Here are some highlights:

- The ABR led a step challenge for Black History Month, inspiring participants to surpass step goals, honoring freedom fighters and deepening historical understandings.
- The GCP partnered with Not Far From the Tree (NFFT), Toronto's fruit tree harvesting program. On September 16th Riverside volunteers joined our first fruit pick at the Canadian Film Centre, eager for future collaborations and insights into vast Toronto's urban orchard.
- From Feel Good's self-care chats, to the GCP's Spooky Meatless Potluck, and Stronger TogetHER's confidence-building mentorship programs, our ERGs offer diverse and impactful ways to celebrate individuality, foster acceptance, and make a meaningful difference!







# Collaborative Impacts

Adaptability | Teamwork | Respect for Our Partners



# Adaptability

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We are nimble and agile, adapting to our ever-changing environment.  
We grow by stretching our limits.

“Over this past year the relationship between Daily Bread Food Bank and Riverside Natural Foods has continued to adapt to address the complex challenges which define the work of Daily Breads' mission - Ending hunger in our city. Since our initial engagement in 2022, we've collectively explored solutions to address our dwindling granola/grain donation category. Since then, our partnership has reallocated thousands of pounds of Riverside's semi-finished goods to be repackaged by Daily Bread. To support the improvement of safe practices when volunteers re-pack this product, Riverside responded by donating a food-grade metal detector. When Riverside faced losing another major donor partner for semi-finished goods donations, we at Daily Bread stretched our limits to double the amount of quality granola product we receive then send out to our clients.

*This relationship has been defined by **adaptability** since day one and our partnership is one that appreciates the complexities of our collective mission, to end food insecurity in our communities. We look forward to facing this ever-changing environment together as partners and fellow champions of our work."*

- Andrew Manson, Manager of Corporate Partnerships at Daily Bread Food Bank



# Why Organic?

The global food system plays a critical role in contributing to the state of our environment and the health of our people. We know that the ingredients which make up our beloved snacks have an impact on the ecosystems in which they are grown, and on the health and livelihood of farmers. We have a responsibility to measure and mitigate our impact, making more conscious decisions regarding how our ingredients are grown so we leave the Earth better than we found it.

***At Riverside, we believe that organic means working with nature rather than against it.***

Riverside has been a certified organic manufacturer since 2013. From day one, we've known day one, we've known that our increasingly changing environment requires us to thoughtfully choose the agricultural practices we support. **We choose organic.** Choosing organic means that natural resources and unmanaged lands are conserved and protected, biodiversity is supported and encouraged to flourish, and soil health is actively built using regenerative practices such as cover cropping and crop rotations. Organic also supports producers to work in safer environments, striving to ensure their provided with a good quality of life, and that fairness is a right granted to all.

Unique among all eco-labels, Certified Organic is the only environmental label claim in North America that legally requires 3rd party inspection, is federally enforced, and provides traceability from farm to shelf. Considering our firm belief in what organic stands for, our brand, MadeGood, has proudly owned its certified organic label since its inception. Although increasing accessibility to healthy organic food is foundational to our purpose, we also face the pressures of organic affordability and the true cost of food it represents. Therefore, we ensure each brand we create has a clear path towards organic if there are challenges with sourcing from the start. Other ways we strive to increase organic access are through our efforts to address the ongoing food insecurity crisis in Toronto. In partnership with the Daily Bread Food Bank, we launched a Riverside branded organic granola in 2023.



This product is strictly to be sold at-cost (never in retail!) with the hopes of scaling production to serve other community-based food organizations across the country. **Good Food is a human right.** We will continue to remain adaptable and advocate for change to ensure our community, both close to home and across the globe, has access to safe, healthy, and nutritious organic food.

## Challenges Ahead

The path forward involves a renewed focus on organic advocacy, one where organic is more available and affordable for all. Organizations such as the Canadian Organic Trade Association (COTA), Canadian Organic Growers (COG), and the Organic Federation of Canada (OFC), represent and advocate on behalf of the organic value chain. Over the past year, these organizations have come together to form the Canadian Organic Alliance (COA), representing one voice for organic market development, sector innovation, and political advocacy.

We are happy to announce that in 2023 we also became members of the Organic Trade Association (OTA) in the US. In 2024, we are excited to continue exploring how we can more meaningfully collaborate both domestically and internationally. We will be stretching our limits by becoming members of the International Federation of Organic Agricultural Movements (IFOAM) as our scope for supporting organic globally continues to grow.

# Daily Bread & RNF Granola

Since 1983, Daily Bread Food Bank has worked to meet emergency needs while advocating for long-term solutions to end poverty with 207 programs across Toronto from a 108,000 sq. ft. distribution hub in Etobicoke, ON. Through Research and Advocacy, they strive for everyone's right to food, collaborating with stakeholders across the sector for meaningful policy change. Our partnership with Daily Bread Food Bank begun in 2022 and has been critical in informing and supporting our impact to address food insecurity while also reducing our food waste. Leveraging our respective strengths, our partnership has resulted in the delivery of hundreds of thousands of servings of nutritious food to those in our communities.



The reality of manufacturing food at our scale means sometimes the team is left with more semi-finished product than can be recovered in future production runs. The quality of this product is no different than what you'll find on-shelf, that is to say, it contains the same high-quality organic ingredients of which we have no desire to waste. Daily Bread has reported a two-fold increase in Toronto's food bank clientele in the last year alone, from one in twenty in 2022, to one in ten in 2023. With no signs of need slowing down, Daily Bread expressed a desire to demonstrate **courage** and step into uncharted territory with our partnership, sending trucks to pick up a dozen or so pallets of our semi-finished product every other month for the first year. Handling this much product required process changes on both our ends and we maintain a continuous improvement philosophy today. One of the most exciting opportunities to come from this growth mindset has taken on a life of its own and is now referred to as our **Riverside Granola Program**.

As our relationship grew, more opportunity for collaboration resulted in more conversations, and those conversations led to uncovering a mutual desire to explore what it could look like if Riverside manufactured a product specifically for Daily Bread's clientele, addressing their unique challenges and needs. The intention was to develop a product which we could **sell at cost** to Daily Bread, who now procures over \$1.5 million of food every month, an amount which covered an entire year of procurement prior to the pandemic in 2020. After much back and forth between our respective teams, it was decided that a simple and nutritious organic granola would best leverage our collective resources.

***After a pilot order for 120 (600 g) units occurred at the end of 2023 with very positive results, a follow up order of 34,000 units was placed in early 2024 with plans for more to come.***



Our granola program will continue to grow and offer problem-solving products to community organizations who need to procure food, supporting our desire to increase accessibility of organic food and face the challenges of food insecurity in our communities head on.



# Teamwork

We are Team Riverside. We put 'we' before 'me'.

*"Riverside Natural Foods is a leader in the Canadian B Corp community; they emulate the stakeholder governance model in their decision making, from input ingredients to employee wellbeing to packaging materials. Riverside's continued **teamwork** and partnership made a difference for B Local Ontario to get off the ground and relaunch (post-pandemic) in 2023. Namely, their sponsorship supported events each month in 2023, advocacy efforts that supported the reversal of the greenbelt landgrab, and marketing in 2023... all resulting in building a more connected and cohesive B Corp community here in Ontario."*

- Board of Directors at B Local Ontario



# Nuwa Muun Project

At Riverside, chocolate is a key piece of joy in our snacks. However, the reality of the global cocoa industry can be bittersweet, having environmental and social impacts that span deforestation, biodiversity loss, climate change, poverty, and child labour 1. It takes Teamwork with purpose-aligned partners to ensure the journey our chocolate takes from bean to bar does more good than harm for our people and planet. It is no easy feat to find organic and vegan chocolate that tastes delicious, elevates the quality of life and financial independence of cocoa growers, and strives for continuous improvement of cocoa ecosystems. Our chocolate partners at [Machu Picchu Foods](#) (MPF) check all the boxes we look for in a great teammate. In line with our collective values and purpose, we elevated our partnership with in 2022 by collaborating with the [Peruvian Life Cycle Assessment & Industrial Ecology Network](#) (PELCAN) at [Pontificia Universidad Católica del Perú](#) (PUCP) to support the newly created Nuwa Muun Project.

Peru is one of the main producers of organic cocoa in the world and production is historically operated by female farmers. Like cocoa farming globally, these women face the pressures of climate change, weather-related volatilities in yield, and live in remote areas which limit access to opportunities and resources.

***Nuwa Muun means 'Great Woman' in Awajún, an ancient Indigenous Peruvian language, and the project was established to improve cocoa productivity through the education and empowerment of 25 female organic cocoa farmers in the Junín, Ucayali, and Pasco regions of the Peruvian rainforest.***

The project provides participants with on-the-ground training and technical support from agricultural specialists, production equipment and tools, a three-year supply of organic fertilizers, and robust data collection of their farm systems.

Being traditional cocoa farmers in Peru, these great women have integrated agro-forestry systems and reap the benefits of improved biodiversity and long-term carbon sequestration. With expertise from our partners at PELCAN, the environmental impacts of organic cocoa production have been captured using the tool of Life Cycle Assessment (LCA). LCA has been successfully applied in this project to demonstrate the incredible environmental performance of organic cocoa grown in these systems. Measurements of greenhouse gas (GHG) emissions (among several other environmental categories) have been modeled from organic cocoa production, along with actionable insights for improved performance. Stay tuned for updates in 2024 as the rigorous research conducted by the PELCAN team is presented at the LCAFoods conference in Barcelona, Spain!





## B Local Ontario

In previous reports we've highlighted Riverside's B Corp journey which started in 2017 when we first achieved our certification.

***B Corporations are for-profit companies certified by the nonprofit B Lab Global to meet rigorous standards of social and environmental performance, accountability, and transparency.***

B Lab Canada & USA is the regional body of the nonprofit, responsible for organizing events and supporting the community holistically in service of the collective vision that **businesses must be a force for good in our world**. The most granular level of the community is comprised of more geographically focused B Local chapters. Since halting operations throughout the pandemic, in 2023 our home chapter of **B Local Ontario** put out a call for volunteers to get together and rally the community once again. Since then, Riverside has become more involved in attending and sponsoring events, holding a position on the new Board of Directors, and collaborating with other B Corps to unlock win-win solutions. If you're a B Corp registered in Ontario, check out their new B Local Ontario website for more information on how to become a member and participate. Also, our friends at Unwrapit highlighted our collaboration in a case study which demonstrates the power of community and **teamwork**.



## Student Nutrition Program

The Student Nutrition Program (SNP) in Ontario offers school-age children and youth nutritious food through breakfast, lunch, and snack programs. The goal of the program is to support learning and healthy development as nutritious food helps kids learn and focus. We submitted our MadeGood products for the SNP as they were a great fit for both the allergen and nutritional requirements as laid out by the program. Supporting kids in school with increased access to healthy organic food is core to our purpose and we were thrilled to be accepted. In 2022 we provided 62,000 cases of granola bars and 3,000 cases of crackers to the program, and in 2023 we saw demand for 76,000 cases of granola bars and 1,300 cases of crackers. In terms of individual units, over the past two years we have provided over 9 million bars and crackers to students in need across the province! With the National School Food Program coming into play in 2024, we will continue to explore options for how we can support students in need in Canada!







# Respect for Our Partners

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We aim for win-win outcomes. We create long-term partnerships.

“Being a part of the ROO (Regenerative Organic Oats) program means prioritizing our soils and by extension our ecosystems, our health and our planet. What sets ROO apart from other producer extension endeavours is that we’re not only working towards building communities of practice amongst farmers, but we’re extending these communities up and down the supply chain. Working alongside Riverside Natural Foods has been empowering. Together we’ve cultivated a partnership of respect, dependability, participation, and insight where most importantly, they show up. Having such active and supportive engagement in the program with a clear vested interest in the wellbeing of our farmer participants has elevated ROO. Their approach naturally supports our core value at COG: Farmers First and is amplifying the reach we’ve been able to achieve.”

- Dorteia Grégoire, ROO Program Manager at Canadian Organic Growers



# The Regenerative Organic Oats Program

The Regenerative Organic Oats (ROO) program, launched in the fall of 2021, has just completed its second year of the three-year pilot. In partnership with Nature's Path Organic, Bay State Milling, and managed by agronomist experts at Canadian Organic Growers (COG), the ROO program reflects respect for our partners. ROO was designed to support Canadian Prairie organic oat growers in adopting more regenerative practices in the face of climate change. To learn more about the ROO program details and project highlights from 2022, check out our previous Impact Report.

In 2023, there were a total of twelve active ROO participants, of which two have obtained their Regenerative Organic Certification (ROC) and an additional three anticipate obtaining theirs in 2024. Through continuous iterative and detailed regenerative organic management training material and coaching, ROO producers are being empowered to adopt more regenerative organic management perspectives and practices, ensuring the domestic supply of organic oats and increasing the resiliency of oat farming in Canada. This is a huge win – for producers, processors, customers, advocacy groups, and our planet and its people.

In the summer of 2023, members of the Riverside team travelled to Saskatchewan, Canada for an in-person field day with ROO producers, participants, and program partners. The annual field day is a unique and humbling networking and engagement opportunity that spans the entire regenerative organic value chain. We engaged in soil health demonstrations, toured Bay State Milling's Purity Protocol oats processing plant, visited the oat breeding program at the University of Saskatchewan, and listened wide-eyed as producers exchanged insights and farming techniques amidst vast fields of oats.

We make no secret of our admiration for what our partners bring, we deeply respect their breadth of knowledge, love for life-long learning, and profound care for our collective future. Our hope is that this project and its model inspires other businesses to co-create impact with partners across their own value chain. Looking ahead to 2024, we are expecting double the number of participants in the program, growing to 25 producers and are deep into planning the next phase, ROO 2.0! Stay tuned!



# BioTu

In our 2022 Impact Report, we highlighted the Sustainability Education Center Project in Mexico in collaboration with our partners at [BioTu](#) & [Best Ground](#). In 2023, the project impacted 9,320 participants directly, providing programming for kindergarten, primary, and secondary schools in the region as well as hosting work-shops, talks, and tours at the center in between phases of construction. Coming into 2023 with 24% of total construction completed, we knew this year would be a heavy lift (no pun intended!) to get on track and achieve the project’s infrastructure goals by the end of 2024. To achieve this, the team pulled back on summer and fall programing and pivoted to constructing the following:

## Center Structures & Completion Rates

Sustainable Kitchen (97%)	Edible Forest (89%)	Organic Garden (100%)
Tunnel Reinforcement (100%)	Biopool (89%)	Gravel Pathways (89%)
Water Catchment System (15%)	Botanical Garden (95%)	Solar Heater & Wate Intake (100%)
Water Museum (50%)	Geodesic Dome (50%)	



***With grit and lots of adaptability, our partners have brought the center close to 60% completion while exceeding education-related expectations for the year. Major infrastructure projects in 2024 include the Temazcal Sweat Lodge, Demonstration Cabin, and Educational Nucleus.***



# Supportive Impact

Ownership | Humility | Respect for Planet and Community



# Ownership

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We care about our work and go the extra mile to get the job done well. We do the right thing, even when no one is watching.



*"Riverside Natural Foods has stepped up to take **ownership** of their plastic footprint on our planet, finding innovative pathways to reduce plastic packaging, and investing in the development of plastic collection infrastructure globally. Since 2021, over 1.7 million kgs (about 3.7 million lbs) of plastic waste has been collected through our partnership, helping bring dependable waste management to thousands of people. In the many years that we've partnered with Riverside, there has been no doubt that they are leading the industry in not just audacious ambition but also highly impactful action."*

- Svanika Balasubramanian, Co-Founder & CEO at rePurpose



# rePurpose

In the past year, we’ve made encouraging progress in our efforts to take ownership and reduce the amount of petroleum-based plastic in our brands’ packaging. Be sure to check out our philosophy and efforts for packaging innovation in detail elsewhere in this report. Although in 2023 we were still wrapping our products in Multi-Layered Packaging, our partnership with rePurpose continues to hold us accountable and provides us with continuous opportunities to take ownership of our downstream packaging impacts. Each quarter when we calculate our total footprint, we direct a proportional amount of funding to the plastic recovery projects we support which in turn collect an equivalent amount of low-value plastic, diverting them from their nature-bound destinations. To learn more about our Plastic Neutral Certification and how our partnership with rePurpose first started, please check out our [2022 Impact Report](#) where we go into more detail.

Project	Impact
Anant Pranay – Aurangabad, India	320,000 kg
Saaf Samudra – Goa, India	115,598 kg
Hara Kal – Kerala, India	235,229 kg
*Laut Yang Tenang – West Java, Indonesia	102,543 kg
Total	773,370 kg

\*New project in 2023



***This amount of plastic recovered is equivalent to 42 million plastic bottles, assuming each weighed ~18g. These recovery projects also provided increased financial opportunities for 1,142 waste workers and their families.***

Since embarking on our partnership in 2021, together with rePurpose and the hard workers at each recovery project, we’ve been able to support the collection of over 1.6 million kgs (3.7 million lbs) of plastic waste!

As of December 2023, rePurpose has supported the collection of 25.9 million kgs (57.2 million lbs) of plastic waste, equivalent to 1.4 billion plastic water bottles, or 5.1 billion plastic bags. To learn more about rePurpose and their efforts to address the growing plastic pollution crisis, [check out their 2023 Impact Report](#).





# Pachama



***From the project start through the end of 2023, Pachama has observed that the cumulative project emissions are 13% of cumulative baseline emissions, after adjusting for leakage. This indicates that 5,603,214 tons of CO<sub>2</sub>e emissions have been avoided since the project started.***

Over the past few years as we've been developing our Climate Action Strategy, carbon credits have continuously come up as a potential solution to include in our roadmap. Given the recent contention surrounding fraud in the voluntary carbon credit marketplace, we did not want to rush headlong into this world without first spending the time needed for proper due diligence. In 2023, we aligned on a specific use case for when carbon credits may play a role in our strategy, addressing only hard to mitigate Scope 3 emissions categories as described by the GHG Protocol. Every aspect of our strategy prioritizes **ownership** and absolute reductions are always our first priority, however there are unfortunately indirect emissions for which we have little to no influence and this is where carbon credits can play a role. After vetting multiple options, we were most satisfied and inspired by our engagement with Pachama and their high-quality vetting methodology.

Given that we source RSPO Identity Preserved organic palm oil from our incredible partners at Daabon in Colombia, supporting the Chocó-Darién Bioregion Project felt like a good fit, and in 2023 we completed our first retirement of 1000 tons of carbon credits. This conservation project protects community-owned tropical forest in a megadiverse region from mining and deforestation. The humid forests of the Chocó-Darién bioregion on Colombia's Pacific coast are some of the most biodiverse in the world, known for their variety of ecosystems, including mangroves, estuarine forests, and lowland rainforests. Fully owned by six Afro-Colombian and indigenous communities, this project was established to avoid illegal logging, deforestation, and land conversion for agriculture.

We are continuing to explore other non-registered carbon sequestration projects as we understand the reality of the financial barriers which exist in these markets. We are eager to better understand how we can take a uniquely Riverside approach to supporting projects like these which protect and regenerate rich ecosystems and empower their local communities.



# Humility

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We know we do not have all the answers, so we seek to continuously learn and improve. We own our mistakes and learn from them.

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*I've had the opportunity to manage some incredible donation partnerships with Wellfare, Greater Chicago Food Depository, and Marillac St. Vincent Family Services in 2023. These partnerships not only provide an outlet to give back to our local communities; they help weave a tapestry of support and compassion that strengthens our communities. Embracing **humility** in this work keeps myself grounded, reminding me that the greatest impact comes from working together with sincerity and care.”*

- Athena Pylarinos, Sales Coordinator, Commercial at Riverside



## Community Food Centres of Canada

As the need for healthy and affordable food unfortunately and unjustly continues to increase across Canada, we're doing our part by increasing our support of those working on the frontlines of this social crisis. We've been proud partners of the [Community Food Centres of Canada](#) (CFCC) for years, supporting their vision of a Canada where food is treated as a basic right. One of our Co-Founders and Director of Manufacturing, Sahba Fotovat, also sits on their Board of Directors and provides the organization with her unique manufacturing perspective when addressing these challenges. We show our support each year through our financial donations for which we contributed \$100,000 in 2023, as well as lending our Made Good brand awareness to their spring and fall gift-matching campaigns to drive more engagement. CFCC's CEO, Nick Saul, took the time to address our entire Riverside team during our 10-year anniversary summit in January, where he impressed on us the growing rates of food insecurity in our communities, tying it back to poverty and a lack of critical social support services. We will continue our support in 2024 and explore other ways with which our two organizations can further collaborate while demonstrating humility. We strive to surround ourselves with partners like the CFCC to both educate and inspire us towards more meaningful action!



## Welfare.org

In 2023, we partnered with [Welfare.org](#), an organization based out of New York City with a mission to solve food insecurity and transform the state of grocery and nutrition in low-income communities across the country. We participate in Welfare's Better Box program, donating our product to be included in their grocery subscription service along with other brands dedicated to having an impact. In 2023, we donated over 4,000 cases of Made Good product to Welfare's Better Box Program. We look forward to the growth of this partnership in 2024 and beyond.





# Respect for Planet and Community

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What we do to the earth, we do to ourselves. We aspire to help communities by giving forward and creating a positive impact.



*"Our partnership with Riverside Natural Foods has given us the opportunity to re-invest in our community grounds and members that come to us as their main food source. We show **respect to our planet and community** with farm-to-table purchases that are grown within, and feed the communities we serve. Additionally, the educational series our partnership supports encourages those same community members to make healthier choices, regardless of whether they're shopping at our pantry or elsewhere."*

- Tramaine Martin MSW, Sr. Director of Community Engagement and Education at Marillac St. Vincent Family Services



# Nature Based Solution Foundations

An exciting partnership we embarked on this past year was with an organization called the Nature Based Solutions Foundation (NBSF). Nature-based solutions refer to solutions to the extinction crisis, climate crisis, and issues related to human health and the economy via protecting and stewarding nature. As our perspectives continue to evolve regarding how we can minimize our impact while respecting our planet and vulnerable communities, we were eager to explore conservation efforts to preserve areas of nature relatively untouched by human civilization and which provide essential and often outsized ecosystem services. In learning more about the work NBSF does, we understood the potential of their conservation financing solutions to empower land-embedded communities, protect critically endangered ecosystems, and serve as a model to replicate across the country and support Canada's target of conserving and protecting 30% of land and ocean areas by 2030.

## Who are Land-Embedded Communities?

First Nations, woodlot owners, Métis communities, ranchers — all are examples of land-embedded communities. For generations, these communities have maintained close cultural, economic, and political links to the surrounding public lands (which are also often unceded Indigenous lands). Because of these longstanding linkages, they play a pivotal role in deciding the land uses of their areas, including whether or not new protected areas can be established. Over the decades, many of these rural communities have had little other option but to pursue jobs and opportunities in the resource-extractive industries more commonplace in their areas.

## What is NBSF's Goal?

NBSF is focused on working with and providing the key funding to land-embedded communities so that they can transition into more diversified, resilient economies that thrive with nature so that new protected areas can be established. This approach is known as “conservation

financing”. Conservation financing is an extremely effective tool for achieving lasting prosperity for people and nature. With this approach, funds are provided to support conservation activities and community economic transitions into more sustainable industries linked to protecting nature. This includes eco and cultural tourism, recreation, clean energy, non-timber forest products like wild mushrooms and berries, sustainable seafood, carbon offsets, and so much more. Using a conservation financing approach, they can ensure that nature is worth more standing.



## Our Collaboration

Riverside's engagement with NBSF is focused on supporting their Old-Growth Solutions Initiative, which is being undertaken in partnership with the Endangered Ecosystems Alliance and Ancient Forest Alliance. Riverside's 2023 donation of \$50,000 was tied to the establishment of a 320-square km T'eq'taqtn Indigenous Protected and Conserved Area (IPCA) in the unceded territory of the Kanaka Bar Band, a Nlaka'pamux First Nation located about a three-hour drive from Vancouver. A successful IPCA established here will serve as a replicable and scalable model across the province designed to unlock the ability for these land-embedded communities to receive both provincial and federal conservation funding to continue to protect the land in perpetuity. To learn more about this project, [check out this link](#).



## Marillac St. Vincent



Nutrition Education and Food Access is often an overlooked necessity amongst the communities served by Marillac St. Vincent (MSV), our local Chicago community partner who has been in operation for over 100 years! Through our partnership these past few years, we've supported their continuous positive impact within their communities of East & West Garfield Park, Austin, Humboldt Park, Lincoln Park, and closely surrounding areas.

***MSV also partners with their local farmers Garfield Produce, Herban Produce, Hive Honey Supply, and Farm on Ogden who in turn invest in the communities they grow in by providing jobs, nutrition and farm growth education, and re-entry programs.***

This is especially significant because many of the regions MSV serves suffer from food apartheid, meaning grocery stores are either non-existent or inaccessible. In just one-year (2023) MSV was able to distribute 10,040 pounds of produce to over 30,000 community youth, families, and seniors.

Another outreach program MSV has championed is their 7-week nutrition-focused series. There were 5 graduating cohorts in 2023 and these groups demonstrated significantly increased knowledge during the post-program evaluation, which was supported by healthier lifestyle testimonials in our follow up meetings months later. During the last year, Chicago has seen a large increase in immigrant and refugee food pantry shoppers (a total of 952 new families), individuals with dietary considerations (cultural, health, allergies etc.), and those that have shown interest in more nutrition education regarding diabetes, kidney health, and high cholesterol. Being able to support MSV both financially and with the time and energy from our local Chicago team, allows them to be at the forefront of the ever increasing and changing needs of their communities. Instead of just saying "you matter" to their neighbours, MSV goes the extra mile and shows it in a bigger way through their long-standing and loving efforts!





# **Sustainability Vision 2025**

# Good Governance

Initiative	Vision 2025	KPIs to Measure	2023 Impact	2025 Goal	SDG Alignment
B Corp Score <sup>1</sup>	Remain a certified B-Corp through recertification in 2021 & 2024.	B-Corp Impact Assessment score	90	>90 Points	Open
Responsible Sourcing	Continuously develop and refine our procurement best practices and Code of Conduct to ensure protection of the environment and social wellbeing throughout our value chain.	% Top Vendor Partners (by volume) that complete Riverside VP Questionnaire  % Vendor Partners to receive and align with our new Code of Conduct	75%  99%	100% Vendor Partners	SDG # 8 - 17
Fair Trade Ingredients	Source all available and qualifying Fair-Trade ingredients for the Made Good brand.	100% Qualifying ingredients sourced with Fair-Trade Certification	0%	100% of qualifying ingredients	SDG #1, 8 - 12
RSPO Certification <sup>2</sup>	Maintain sourcing all palm oil with RSPO certification.	% Palm oil suppliers with RSPO Certification	100%	100% of suppliers	SDG #8 - 17

<sup>1</sup>Recertifying in 2024  
<sup>2</sup>All our palm oil is Identity Preserved RSPO  
All dollar values are represented in Canadian currency

# Social Responsibility

Initiative	Sustainability Vision 2025 Goal	KPIs to Measure	2023 Impact	2025 Goal	SDG Alignment
Employees Health & Safety	Ensure there are preventative procedures and processes in place that result in zero LT injuries and zero fatalities.	# Reported Lost Time claims	0 LT claims	0 LT claims	SDG #3, 8
		# Reported fatalities	0 Fatal	0 Fatal	
Employee Experience	Ensure that each year we achieve >95% on our internal Employee Experience Surveys while embedding employee feedback into future policy decisions.	% Engagement Score	81%	>95%	SDG #8, 10
Employee Prosperity	Ensure that 100% of our full-time employees are paid a certified living wage and develop policies that enable the organization to share profits with all employees.	%FT Employees	100%	100%	SDG #8, 10
		\$ Profits Invested	\$3,000,000	N/A	
Community Giving	Develop long-term relationships with various community organizations and contribute 5% NIBT.	Net profit contributed	\$971,744	5% NIBT	SDG #2, 4

All dollar values are represented in Canadian currency



# Environmental Stewardship

Initiative	Sustainability Vision 2025 Goal	KPIs to Measure	2023 Impact	2025 Goal	SDG Alignment
<b>SBTi Scope 1 &amp; 2 Fuel &amp; Electricity<sup>1</sup></b>	Achieve a 42% absolute GHG emissions reduction by 2030, against our 2020 baseline measurement.	tCO2e emissions tCO2e/MM kg produced	2,750 175	619 tCO2e	SDG #12, 13
<b>SBTi Scope 3 Purchased Goods &amp; Services (Direct)</b>	Identify our top GHG contributing finished goods ingredients (direct), generate primary data for each, and collaborate with our Vendor Partners to reduce their GHG intensity footprints by 25%.	tCO2e emissions	31,500	<85% total Scope 1, 2, & 3 footprint	SDG #12, 13
<b>SBTi Scope 3 Transportation<sup>2</sup></b>	Embed sustainability metrics into transportation and logistics systems to measure and reduce our freight GHG emissions footprint.	Ton-km travelled tCO2e emissions	11,282,819 1,013	Measure entire footprint with accuracy	SDG #13
<b>Fleet Management</b>	Transition all current company-owned vehicles to EVs and install chargers both at employees' homes as well as our facilities.	% EV vehicles in fleet	68%	100%	SDG #13
		# Home chargers installed	13	10 Home chargers	
		# Facility chargers installed	20	2-3 chargers/facility	
<b>Primary Packaging</b>	Reduce the amount of petroleum-based plastic used in our primary packaging by switching all applicable products to paper, sourcing bio-based plastics, and supporting research and development in circular packaging solutions.	% Product Lines Recyclable/Compostable - Single Serve Bars	0%	100%	SDG #12 - 15
		% Product Lines Recyclable/Compostable - Multi-Pack Bars	0%	100%	
		% Product Lines Recyclable/Compostable - Small Pouches	0%	100%	
		% Product Lines Recyclable/Compostable - Stand Up Pouches	30%	100%	
<b>Secondary &amp; Tertiary Packaging</b>	Ensure 100% of our paperboard is FSC certified and work towards increasing the amount of recycled content it contains.	% Paperboard FSC Certified	100%	100%	SDG #12 - 15
		% Recycled Content	100%	100%	
		% Non-Tree Fibers Purchased	0%	25%	
<b>Plastic Offsets</b>	Collaborate with external organizations to remove an equivalent amount of generated plastic waste out of nature each year.	Tons of Plastic Credits purchased	773 Tons of Plastic Credits	Credits offset company footprint from 2013 inception	SDG #12 - 15
<b>Life Cycle Assessments<sup>3</sup></b>	Complete Life Cycle Assessments (LCA) for all products across each brand and develop initiatives aimed at reducing their respective GHG intensities.	% Product lines with third-party verified LCAs	0% Made Good	100% Made Good	SDG #12 - 15
			0% Good to Go	100% Good To Go	
<b>Waste Management</b>	Achieve 100% diversion from landfill across all our facilities with less than 5% sent for energy recovery.	% Waste diversion from landfill % Sent for energy recovery	100% Landfill diversion	100%	SDG #11 - 15
			~20%	< 5% energy recovery	

<sup>1</sup>Emission factors re-baselined from 2022 for improved accuracy. Also does not include refrigerant emissions.

<sup>2</sup>Data incomplete - Currently only capturing partial outbound shipment data

<sup>3</sup> 7 MadeGood SKUs Completed in 2023 - Pending 3rd Party Verification in 2024

All dollar values are represented in Canadian currency

# RIVERSIDE™

NATURAL FOODS LTD.

Home of: MADEGOOD | GOOD&GO



*"Thank you for taking the time to learn more about Riverside Natural Foods and our purpose. It is always a pleasure to share both our challenges and accomplishments with the world each year! Should you have any questions, concerns or suggestions on how we can improve, please get in touch.*

*- The Riverside Impact Team*

## 2023 IMPACT REPORT

Contact Us: [info@riversidenaturals.com](mailto:info@riversidenaturals.com)

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Thank you to the whole Riverside Team, Andre Van Vugt, and TJ Watt for letting us use these amazing photos. Also a special thanks to Madhura Joshi for her creative vision and bringing this report to life!