



**Riverside™**  
**Communities**  
**in Action**  
**2022 Impact Report**

# Riverside™

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It will take the strength of many different communities around the globe, working together, to build a better world for future generations.

## Welcome Back

# A Letter from Our Founders

Welcome to Riverside Natural Food's 2022 *Impact Report – Communities in Action*. This is the third Impact Report we have published, with the goal of sharing our ongoing efforts across areas related to Environmental Stewardship, Social Responsibility, and Good Governance (ESG). These reports provide a road map for our organization's journey into the future, while sharing accomplishments, challenges, and learnings from our past. Last year's report focused internally on our Riverside team, and conveyed our appreciation for their commitment and care throughout the turbulent past couple of years. This 2022 publication provides an update on aspects from our previous [2021 Making an Impact report](#), and includes special attention to our broader Riverside community, highlighting some of the partnerships and impact projects we've developed collaboratively on our journey to be a more responsible business.

When we think about what community means, simply put, we define it as a coming together of those who share a common set of values and goals. Our Riverside community is a composition of many unique partnerships, each of which are mutually

beneficial, strive to be genuine and long-lasting, and are based on a foundation of respect. These relationships provide us with the support we need to realize our ambitious Sustainability Vision 2025 goals. As an individual organization, we know that we cannot affect all the positive changes the world needs on our own. It will take the strength of many different communities around the globe, working together, to build a better world for future generations.

At Riverside, we wholeheartedly believe in the power of the "and." Only through genuine cooperation with others who are aligned with our purpose of *Inspiring a Healthier and More Compassionate World*, can we unlock win-win solutions that ensure no one is left behind.

We look forward to sharing this journey with you. Please don't hesitate to send us your questions, constructive feedback, and innovative ideas!

Stay well,

  
The Fotovats



# Our 2022 Impact, At a Glance

**Plastic Impact**



**1.3 million lbs**

of plastic waste recovered from nature across 3 cities in 2022.

**310+ workers**

empowered with increased incomes and social security.

**43k+ households**

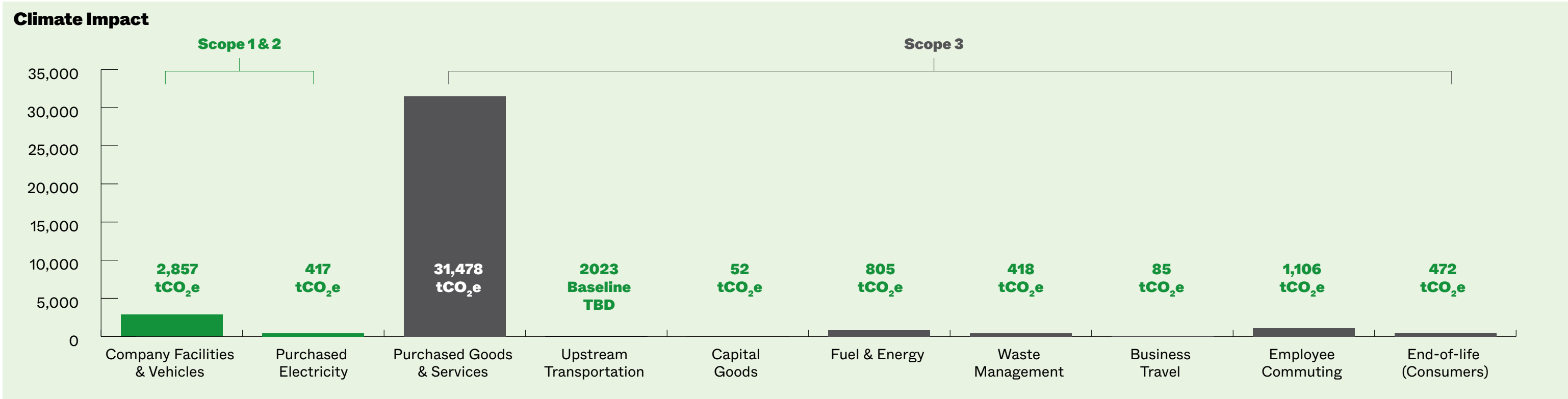
provided with formal waste management for the very first time.

**Financial Impact**



**Contributed \$870,000**

across 3 impact projects & donation efforts with local charities.



tCO<sub>2</sub>e stands for tonnes (t) of carbon dioxide (CO<sub>2</sub>) equivalent (e). 2022 figures have not been 3rd party verified. Calculations used a combination of secondary & primary data from a variety of sources.



Communities in Action  
**Our Team**

# Our Team

At Riverside, we've always said **“People are our foundation”**. Without the care, ownership, grit, and passion from each member of our Riverside family, the organization would not be what or where it is today. We are constantly striving to empower our global team to learn new things, then support innovative approaches for applying these lessons in an authentic manner throughout our work.

Respecting our team means recognizing that the development of individuals in the workplace encompasses both personal and professional growth journeys. Therefore, it is critical to provide our people the space and support needed to explore where these paths intersect. Culture at Riverside represents the “how” for our team and fuels our ability to be considerate of more than just the end destination, but also be present, engaged, and thoughtful throughout the journey.



## Cultivating Culture At Riverside

Building and maintaining culture isn't easy and it's a responsibility we take seriously at Riverside. While culture itself cannot be quantified directly, it can certainly be experienced and lived in the moment. In recent years, again and again, **a strong culture has demonstrated that it acts as a force multiplier in the face of adversity** and plays a key role in driving our team forward. While there are many factors that contribute to our strong culture, we'd like to highlight just a few initiatives below that supported our ongoing efforts in 2022.

### Profit-Sharing Program

At Riverside, we value our employees and the relationships that are formed through working together and reaching our goals as a team. Our founders have always had an aspiration to share the success of our company more directly with our people. Therefore, in 2022 we initiated a Profit-Sharing Program. We always strive for a win-win structure in our relationships so when the overall company achieves its goals and delivers a profit, both our people and the business win. Our profits each year will see a portion shared with employees, a portion donated to charities and invested in impact projects, and a portion reinvested back into the business to continue to grow Riverside and support realizing our purpose.

### Lead Hands Foundations Program

To support the continuous development of our front-line people leaders, in 2022 we launched our Lead Hands Foundations Program for the first time. The main objective of this program is to equip our lead hands with better

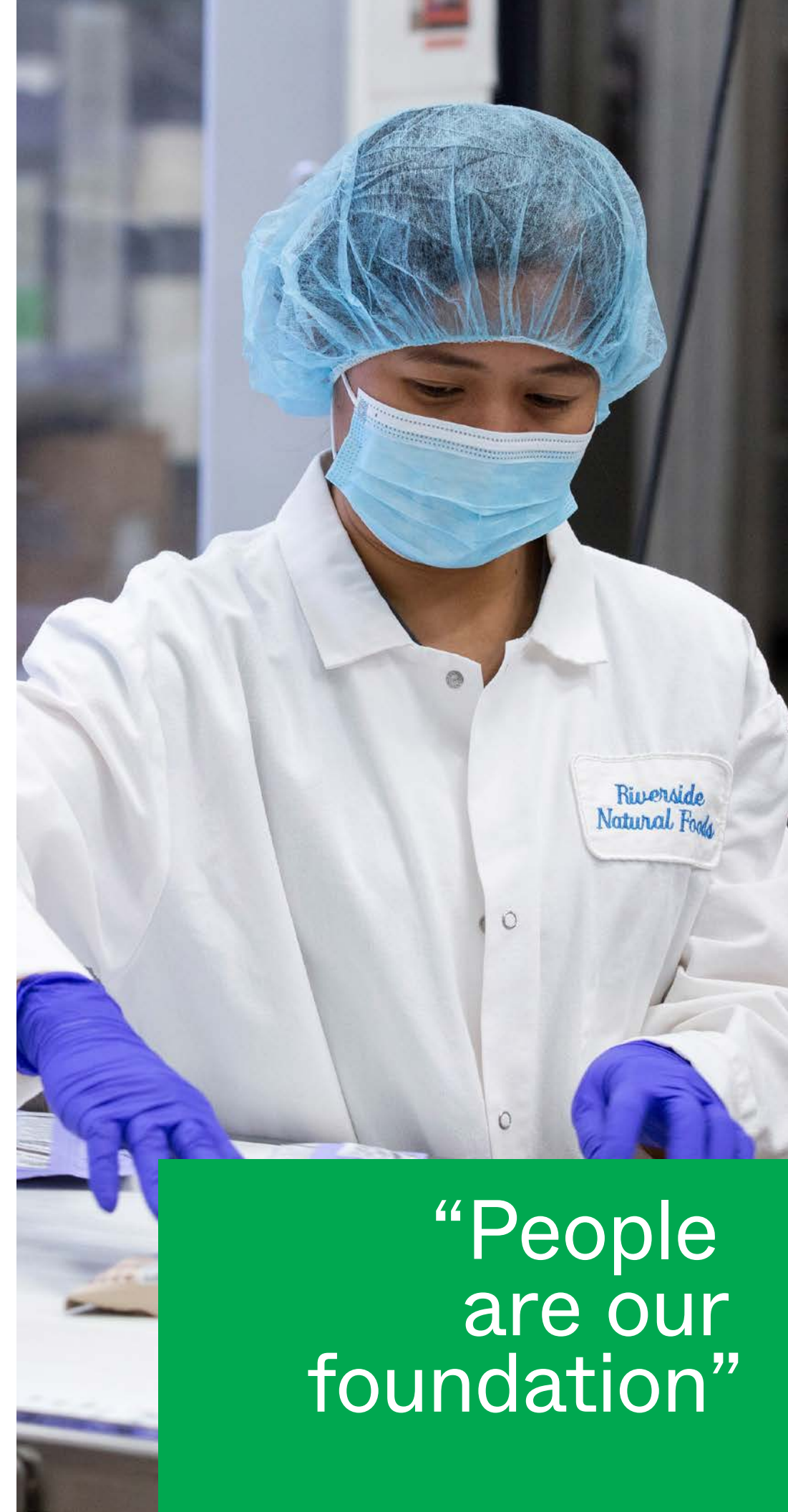
communication tools and production management skills so they can have a greater impact leading their teams and improving efficiencies across our operations.

### English as a Second Language (ESL) Program

In 2022, we launched an ESL Program for many of our front-line employees for whom English was not their native language. We achieved this in collaboration with our partners at [Berlitz](#). We have two groups of front-line production staff currently enrolled in this program, with the goal of rolling this out to others across the business who may need support to enhance their English skills at work and at home.

### Riverside It

To enhance our investment in the development of high potential individual contributors at Riverside, we launched another version of our Riverside U – Accelerated Program, called Riverside It. This program focuses on the cultural evolution that led to the development of the program itself, namely how Riverside's core values feed into expected behaviours, and how these behaviours promote engagement and sustained success across the business. This program aims to reinforce having the best of both worlds – a Day One entrepreneurial mindset, combined with the capabilities and ambitions of a big CPG company. At the time of this publication, the first cohort will have just wrapped up their 6-month program with an external coach and senior leader mentor. From here, they will take these learnings back to their teams and act as culture champions throughout the business.



“People  
are our  
foundation”



## Express Yourself!

With over 550 employees across Canada, USA, and Europe, ensuring that members of our team feel engaged with their colleagues, as well as the ambitious purpose of the organization, is a constant challenge. Measuring engagement is one of the indirect ways we can quantify the health of our culture at Riverside. Therefore, when we ask our team to take time out of their busy days to provide feedback on the business, we listen!

In 2022, we had a modest improvement in our engagement score to **82%** (+1% vs 2021) and were still **above the top 25% of the consumer goods companies benchmark\*** but shy of our goal of the top 10% (87%). We are laser-focused on following up at both the team and company level, to ensure that we involve employees in actions to improve engagement

while demonstrating senior level commitment to addressing any systemic barriers to engagement. A key initiative to address company level engagement opportunities are the cascading of transparent **OKRs (Objectives & Key Results)** linked to overall company goals. To enable alignment and visibility of OKRs throughout the business, we are leveraging a technology platform, [Lattice](#), that allows anyone in the company to see what each team and individual are focused on that contributes to our **One Riverside Team** goals.

With regards to Diversity & Inclusivity (D&I) at Riverside, the past year focused on ensuring we continued the development of a strong foundation for an inclusive work culture and kept developing the systems and structures necessary to sustain this in the long run. In just over 2 years after establishing our

D&I Council, we continue to have a robust level of employee involvement in our five Employee Resource Groups (ERG). Our ERGs continuously educate and engage our employees in making Riverside a safe and welcoming environment where people can be their true and authentic selves. We delayed our baseline D&I survey to April of 2023 to allow for a focus on engagement as we returned to a more normal way of operating coming out of the peak of the pandemic. We expect that conducting the survey after several months of normalized operating will provide us a more accurate view of our current state of inclusivity.

Please expect an update on the results from this survey in our 2023 report!

\*Top 25% of Culture Amp Engagement Survey participants from North America.



# A More Inclusive and Equitable Environment

Here are just some internal initiatives we've adopted and continued to support at Riverside which build on our culture of acceptance for all who join our team.



**All employees are paid a certified living wage!**



**Riverside U**

Scaling the skills and knowledge of all our employees by providing access to leadership, company-specific, and general learning that is applicable to the business. The three main streams of this initiative are: Development, Leadership, & Accelerated.



**EQUIP – The Education on Queer Issues Project**

Creating awareness and educating around the LGBTQ2S+ community & the issues it endures, and support those affected communities.



**Global Citizen Program**

Educating Riverside employees on the far-reaching detrimental effects of excessive consumerism and provide conscious consumption education and alternatives in order to become better global citizens.



**Feel Good**

Through allyship we seek to create a forum for able and disabled advocates to partner together to share ideas, learnings, and concerns about mental health issues in our professional and personal lives.



**Anti-Black Racism**

Creating awareness around systemic racism and support communities that are affected by this.



**Stronger Together**

Stronger Together exists to celebrate and empower women to realize their full potential.



Communities in Action  
**Our Partners**

# Our Partners

At Riverside, we are grateful for our many partners across the globe, who collectively make up our unique community. It has taken years of collaboration and intentional conversations to build this inspiring ecosystem. **Trust takes time.** It is through this trust and respect that we've been able to develop and maintain relationships with those who share an alignment with our purpose of *inspiring a healthier, more compassionate world.*

We all understand that making a positive and lasting impact on the world is a shared responsibility. Over the years, we have been fortunate enough to have worked collaboratively with organizations whose ESG efforts and ambitions have inspired us to develop our own vision and roadmap. While we are aligned with many like-minded partners in our community, we wanted to shine a spotlight on three organizations that Riverside is developing long-standing relationships with, and that

have made a significant impact in 2022.

Last year, we briefly mentioned a **Regenerative Organic Oats Pilot Project** in the Prairies, a **Sustainability Education Center Project** in Mexico, and a **Plastic Action Partnership** in India. This year, we share more information about their respective progress. We hope to inspire others to action by sharing these efforts, demonstrating how community partners working collaboratively can drive positive systems change for both people and the planet. We also recognize that each and every one of us have something unique and special to share with the world. We are certain that together, we can go further towards realizing our purpose.



## Catalyzing Community Change-Makers

At Riverside, we recognize and respect that not every relationship requires each party to be on-the-ground and hands-on to create a lasting impact. Being a food manufacturing company, where creating delicious and thoughtful snacks is our speciality, means that most of the time we do not have additional expertise to offer our impact partners. In circumstances like this, we strive to carefully select partners who are experts in their field and who know how to make the most impact from resources we can provide. **Aligning with our prioritized United Nations Sustainable Development Goals (SDGs): #2 Zero Hunger and #4 Quality Education**, we partner with and support organizations that address at least one (but usually both) critical issue either through financial gifts or donations of food. We always aim to bring learnings from these partners back to our organization either in the form of our ERG Lunch'n Learns or a broader communications campaign.

Click the icons to learn more about each of these organizations and their respective missions, and find out how you can support!



## Cash & In-kind Impact Partners



Local school kids on a plant tour, followed by a chance to make their very own MADE GOOD bars!

# Regenerative Organic Oats (ROO) Pilot Project (Canada)

This project is a three-year program launched in 2021 to support the growth of Canada’s regenerative organic oat supply in the face of various challenges, including the ongoing climate crisis. Riverside is co-sponsoring this project with [Nature’s Path Organic](#), in the hopes that this collaborative approach will inspire other businesses to do the same and work together. Additionally, this project has recruited farmers from both companies’ value chains, while the programmatic delivery is being managed by agronomist experts from [Canadian Organic Growers](#).

Through this initiative, farmers have the opportunity to share ambitious ideas and most importantly learn from others to decrease the likelihood of mistakes when implementing new techniques and equipment on their unique farms. Several meetings with the participants have resulted in an established baseline of data metrics, which were developed to measure the changes in soil health over the course of the project.

The learnings from this project will be widely disseminated throughout the region with the goal of helping farmers throughout the Prairies become better equipped to implement regenerative practices. This includes the addition and adaptation of practices to meet the [Regenerative Organic Certification](#) requirements. The program hopes to expand its reach to new farmers and regions year over year.







The project’s main objectives include:

1. Supporting farmers with transitioning from organic to regenerative organic certification.
2. Increasing the domestic supply of regenerative organic certified oats.
3. Developing resources on best practices to be documented and shared widely.
4. Increasing the resiliency of oat farming in the face of climate change and create a farmer-to-farmer network for continued learning and support.
5. Improving atmospheric carbon capture and retention in organic farm soils.
6. Increasing best organic regenerating practices and farm planning to achieve higher yields and higher quality crops.
7. Increasing soil and crop resilience to extreme weather like floods or drought.
8. Improving soil fertility.
9. Minimizing crop pests, weeds, and diseases through holistic organic regenerating management.
10. Minimizing disruptions during the transition period.

At the completion of the first phase in 2022, the program overall was able to deliver on:

1. Creating and maintaining group exchanges after harvest and winter co-op of farmers in training sessions.
2. Providing leadership in the sector for climate change.
3. Protecting supply chain and farmers.
4. Providing extension services to farmers interested in implementing regenerative organic practices.
5. Continuing to keep organic at the forefront of climate mitigation.
6. Investigating models for carbon insetting.



|   |   |  |   |  |  |
|---|---|--|---|--|--|
|  <p><b>Improved atmospheric carbon-capture and retention in organic farm soils</b></p> |  <p><b>Increased soil and crop resilience to extreme weather</b></p> |  <p><b>Minimized crop pest, weed and disease through holistic organic regenerating management</b></p> |  <p><b>Improved soil fertility</b></p> |  <p><b>Increased best organic regenerating practices and farm planning to achieve higher yields and higher crop quality</b></p> |  <p><b>Minimized disruptions during transition period</b></p> |
|---|---|--|---|--|--|



# Sustainability Education Center Project (Mexico)

In 2021, Riverside collaborated with their long-time vendor partner [Best Ground](#) and a local Mexican NGO, [BioTu](#), on a project to establish a Sustainability Education Center around Lake Chapala, in Jalisco, Mexico. The center is located on land generously donated by the Centro de Estudios Tecnológicos en Aguas Continentales (CETAC), a local polytechnic high school in Jocotepec.

With a mission to inspire sustainability-minded leadership and a deep sense of community collaboration, the main objectives are:

1. Provide educational resources that improve the relationship of communities with their environment that lead towards socio-environmental conservation and restoration.
2. Improve the quality of life in communities through feasible solutions found in eco-technologies and ancestral knowledge.
3. Promote sustainability entrepreneurship and community development in a creative, conscious, and enriching way.

In 2022, the center reached 24% of its total infrastructure development, prioritizing the most frequently used elements that are also the most economically efficient. The largest and most notable piece of infrastructure developed was the “Mariposario” or butterfly sanctuary. This amazing achievement unlocked even more educational opportunities for the team to develop throughout the year.

The project surpassed its goal for event offerings in 2022, with over 9,265 individuals who attended 145 events. These events were both in-person as well as virtual, and were comprised of sustainability-centric courses, workshops, talks, and tours. The target audience for these events were primarily local school students, teachers, and government officials.

Some eco-technologies developed by the community included a seed-sowing toilet that generates fertile land for planting trees. This initiative began in April 2022 and has saved 6,112 liters of water without producing any raw sewage. Another eco-initiative was the generation of bocashi compost that improves the health of the soil, while taking advantage of organic waste. This technique generated 1,900 kilograms of bocashi in just 3 months. Finally, a third initiative was focused on the elimination of frequently burning compost and garden trimmings and the segregation of waste at the CETAC. Functional organic waste in composting systems was established and has allowed the storage of 3,600 kilograms of waste, that will become compost.

Please check out the videos below to get a true sense for the project, as well as an opportunity to support and donate!

[Two-Year Summary – BioTu Bioregional Sustainability Training Center](#)

[Social Service & Bonding 2022 CETAC – BioTu](#)



**Sustainability  
Training Center**



## rePurpose Global Partnership (India)

Plastic has become ubiquitous in the modern age and is one of the most impactful inventions ever created. The countless forms and functions of plastics have come with unprecedented opportunities, as well as challenges. Most of the plastic we consume at Riverside is used for our products' packaging, which provides barrier properties and preserves the product quality by protecting it from elements like oxygen and moisture. Extending the lifetime of products that incorporate perishable ingredients has provided access to many around the world who previously would not have been able to attain such goods. However, the unchecked proliferation of the petroleum-based plastics industry has resulted in a global plastic crisis. Without recovery infrastructure developing alongside production, only 9% of plastic waste is recycled globally each year\*, resulting in plastic pollution on an unprecedented scale.

In 2021, Riverside committed to addressing this packaging-related issue head on and internalize what has previously always been seen as a negative externality by businesses. Our strategy was two-fold:

1. Develop a Sustainable Packaging Roadmap
2. Partner with rePurpose Global to support plastic collection projects and offset our footprint.

Since July 2021, we have been a certified **Plastic Neutral organization** through our partnership with [rePurpose Global](#), an organization whose goal is to solve the global

plastic waste crisis and empower frontline waste management workers. We are one of 250 (and growing) sustainably conscious brands who are part of the rePurpose Global coalition. Riverside provides quarterly funding to purchase plastic credits generated by rePurpose's vetted impact projects, thereby offsetting our plastic footprint. Currently, Riverside is supporting 3 waste collection projects across India in Kozhikode, Goa, and Aurangabad.

This past year, members of the Riverside team travelled to India to participate in The Plastic Reality Project, an up-skilling initiative that gives a group of leading plastic action stakeholders the knowledge to help shape plastic reduction efforts in their respective fields. The team experienced first-hand the challenges, solutions, and people behind the plastic pollution fight with the biggest take away being that local solutions are needed to address local problems.

\* National Geographic (Dec 2018)





Communities in Action

# A Perspective on the Future

# A Perspective on the Future

There is no shortage of incredible organizations around the globe doing vitally important work that makes our home on planet Earth a more prosperous one. Already in this report, we've highlighted organizations focused on **improving food production systems, increasing equitable access to food, a plethora of education missions, social rights advocacy, and the need for robust waste management systems.**

While each of these focus areas can be seen as seemingly disparate in nature, Riverside has been fortunate to find itself smack in the middle of them all. Managing a food manufacturing business in the 21<sup>st</sup> century is a complex task, as our interwoven global economy connects us all together.

Our Triple Bottom Line business philosophy considers **People, Planet, & Performance**, recognizing that we have a broad group of stakeholder communities to

respect within each pillar. This recognition provides us with an opportunity to use our business as a force for good. We see an opportunity to be a genuine catalyst for change through the connections we can draw and those we can support across the many different environmental, social, and governance issues associated with our business operations.

In this section, we'll share more about this philosophy of collaboration and connections, demonstrating once again that **the whole can be greater than the sum of its parts.**



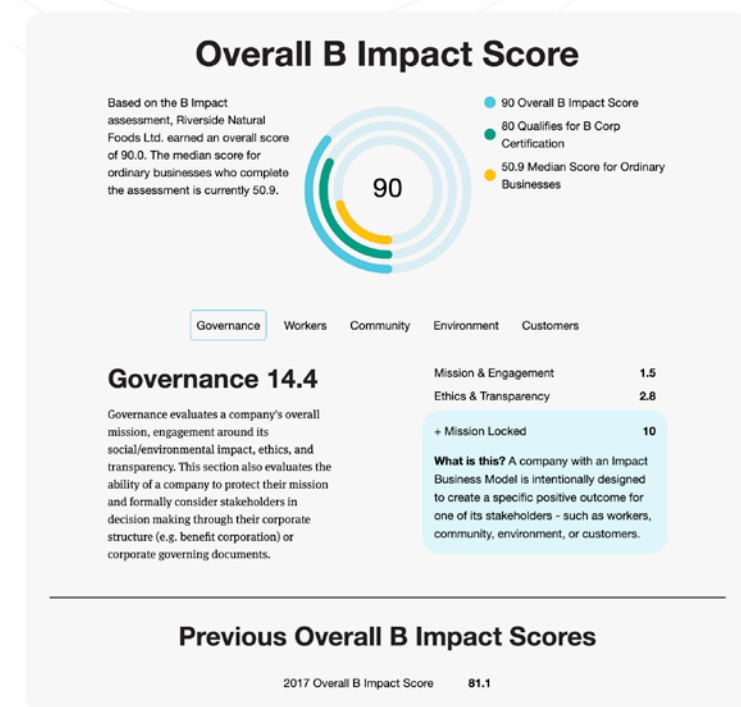
# Learning Through Action

We rely on relationships with many different partners for many different reasons at Riverside. Having humility as one of our core values allows permission to say “I don’t know, but let me go find out!” This philosophy provides the business with the space needed to be curious and helps promote a continuous learning culture in the workplace. We strive to align ourselves with partners who challenge us to be better and constantly raise the bar for what is possible, never allowing room for complacency. This is an ambitious road we’ve chosen to take, but we are constantly inspired by others who do the same and with incredible results.

One of our most influential partners, and a great teacher has been the [Canadian Organic Trade Association \(COTA\)](#), a membership-based association for organic agriculture and products in Canada. Being a part of this community keeps us in touch with the latest from a regulatory perspective, as well as a commercial one through the relationships built with other like-minded companies. COTA has a mission to “Promote and protect the organic sector and encourage the universal adoption of organic”. The association has shared insights and resources with our business over the years that have proven to be invaluable. From the latest news on Parliament Hill regarding the controversy over gene-editing crop regulations, to commodity-specific environmental analyses performed on the ground with farmers, COTA has

been a champion for organic in this country and across the world. With organic being core to the foundation of our MADE GOOD brand, we cherish this ally and consistently look for ways we can support them in their mission.

Another community partner is [B Lab](#), an international non-profit organization with the mission to demonstrate that businesses in our world can and must become a force for good, period. Riverside has been [a certified B Corp since 2017](#), meaning we have gone through the process of being audited by B Lab’s rigorous Business Impact Assessment (twice!) and achieved scores high enough to demonstrate our genuine dedication for using our business as a source for good. There are so many incredible organizations that are certified B Corps that it would be exhaustive to list them all here, so please check out [this directory](#) to learn more yourself and support those companies that resonate most with you! There exists in this community the potential to unlock opportunities only possible through genuine collaboration and teamwork. With this, the foundation needed for lasting positive systems change at scale can be a reality. We hope in the coming years ahead, with B Lab’s standards being updated and the movement growing, that the integrity of the B Corp certification will remain and serve as a shining light for all businesses.



**Based on the B Impact assessment, Riverside Natural Foods Ltd. earned an overall score of 90.0. The median score for ordinary businesses who complete the assessment is currently 50.9.**

# Moving Beyond Competition

Publishing these impact reports over the past few years has been a humbling experience for our team. Along our journey to becoming a more responsible business that endeavors to contribute positively to the world rather than drain from it, we have learned many lessons. One of the most profound has been the nurturing and development of the notion that **we do not operate in a world where the systems we create need to be a zero-sum game.** Mutually beneficial relationships exist in abundance throughout nature, the same nature we humans are inseparable from. Always pursuing a balance for considerations among the many stakeholders our business touches is what we do every day at Riverside. It is this broad set of thoughts and actions which bring us closer to realizing our purpose for being.

As we grow in the years ahead, we will continue to do so intentionally and with great care and awareness of our impact. Recognizing that competitiveness between businesses in our global economy is part of the game is well understood, though the means with which competition manifests itself leaves plenty of room for interpretation. The global challenges we collectively face today requires an unprecedented level of collaboration between individuals, businesses, and countries alike. It then follows that new and innovative ways of working together are needed and this is the area we at Riverside are eager to explore.



A hand holding a camera lens against a scenic background of a lake and mountains. The lens is held in the foreground, and the background is a blurred landscape of a blue lake, green mountains, and a blue sky with white clouds. The lens's aperture is visible, showing a clear view of the landscape.

# Sustainability Vision 2025

## Good Governance

| Initiative                              | Sustainability Vision 2025 Goal  | KPIs to Measure  | 2022 Impact  | 2025 Goal  | SDG Alignment         |
|---|--|--|--|--|-----------------------|
| <b>B-Corp</b>                           | Remain a certified B-Corp through <b>recertification in 2021 &amp; 2024.</b>   | <ul style="list-style-type: none"> <li>B-Corp Impact Assessment score</li> </ul>   | <ul style="list-style-type: none"> <li>90</li> </ul>                         | <ul style="list-style-type: none"> <li>&gt;90 Points</li> </ul>                  | <b>Open</b>           |
| <b>Responsible Sourcing</b>             | Continuously develop and refine our procurement best practices and <b>Code of Conduct to ensure protection of the environment and social wellbeing</b> throughout our value chain. | <ul style="list-style-type: none"> <li>% Top Vendor Partners (by volume) that complete Riverside VP Questionnaire</li> </ul> | <ul style="list-style-type: none"> <li>75% Vendor Partners</li> </ul>        | <ul style="list-style-type: none"> <li>100% Vendor Partners</li> </ul>           | <b>SDG # 8 - 17</b>   |
| <b>Fair-Trade International</b>         | Source <b>all available and qualifying Fair-Trade ingredients</b> for the Made Good brand.   | <ul style="list-style-type: none"> <li>% Qualifying ingredients sourced with Fair-Trade Certification</li> </ul>             | <ul style="list-style-type: none"> <li>0%</li> </ul>                         | <ul style="list-style-type: none"> <li>100% of qualifying ingredients</li> </ul> | <b>SDG #1, 8 - 12</b> |
| <b>RSPO Certification</b>               | Maintain sourcing <b>all palm oil with RSPO certification.</b>   | <ul style="list-style-type: none"> <li>% Palm oil suppliers with RSPO Certification</li> </ul>                               | <ul style="list-style-type: none"> <li>100% of suppliers</li> </ul>          | <ul style="list-style-type: none"> <li>100% of suppliers</li> </ul>              | <b>SDG #8 - 17</b>    |
| <b>Ethics &amp; Compliance</b>          | Operating in an ethical manner and in <b>compliance with applicable regulations, including anti-corruption, anti-bribery, and anti-competitive practices.</b>                      | <ul style="list-style-type: none"> <li># Ethics-related incidents reported</li> </ul>  | <ul style="list-style-type: none"> <li>0 Ethics-related incidents</li> </ul> | <ul style="list-style-type: none"> <li>0 Ethics-related incidents</li> </ul>     | <b>SDG #16</b>        |
| <b>Data Privacy &amp; Cybersecurity</b> | Ensuring data privacy and security of <b>employees, customers, and suppliers</b> and implementing procedures to <b>prevent, detect and respond</b> to potential data breaches.     | <ul style="list-style-type: none"> <li># Data-related security risks incidents</li> </ul>                                    | <ul style="list-style-type: none"> <li>0 Data-related incidents</li> </ul>   | <ul style="list-style-type: none"> <li>0 Data-related incidents</li> </ul>       | <b>SDG #16</b>        |

## Social Responsibility

| Initiative                                 | Sustainability Vision 2025 Goal   | KPIs to Measure  | 2022 Impact  | 2025 Goal  | SDG Alignment     |
|--|---|--|--|--|-------------------|
| <b>Employees Health &amp; Safety</b>       | Ensure there are preventative procedures and processes in place that result in <b>zero LT injuries and zero fatalities.</b>   | <ul style="list-style-type: none"> <li># Reported Lost Time claims</li> <li># Reported fatalities</li> </ul>           | <ul style="list-style-type: none"> <li>0 LT claims</li> <li>0 Fatal</li> </ul>       | <ul style="list-style-type: none"> <li>0 LT claims</li> <li>0 Fatal</li> </ul>           | <b>SDG #3, 8</b>  |
| <b>Employees Prosperity</b>                | Ensure that <b>100% of our full-time employees are paid a certified living wage</b> and develop policies that enable the organization to <b>share profits with all employees.</b> | <ul style="list-style-type: none"> <li>% FT employees paid living wage</li> <li>% Profits Paid to Employees</li> </ul> | <ul style="list-style-type: none"> <li>100%</li> <li>21% of Total Profits</li> </ul> | <ul style="list-style-type: none"> <li>100%</li> <li>Minimum 5% Annual Salary</li> </ul> | <b>SDG #8, 10</b> |
| <b>Employee Experience</b>                 | Ensure that each year we <b>achieve &gt;95% on our internal Employee Experience Surveys while embedding employee feedback into future policy decisions.</b>                       | <ul style="list-style-type: none"> <li>% Engagement Score</li> </ul>   | <ul style="list-style-type: none"> <li>82%</li> </ul>                                | <ul style="list-style-type: none"> <li>&gt;95%</li> </ul>                                | <b>SDG #8, 10</b> |
| <b>Employees Diversity &amp; Inclusion</b> | Ensure that both <b>employee and management teams represent the local population.</b>   | <ul style="list-style-type: none"> <li>Composition employees &amp; management</li> </ul>                               | <ul style="list-style-type: none"> <li>2023 Baseline In Progress</li> </ul>          | <ul style="list-style-type: none"> <li>TBD</li> </ul>                                    | <b>SDG #5, 10</b> |
| <b>Community Giving</b>                    | Develop long-term relationships with various community organizations and <b>contribute 10% of our net profits.</b>  | <ul style="list-style-type: none"> <li>Net profit contributed</li> </ul>   | <ul style="list-style-type: none"> <li>Total \$870,000 CAD</li> </ul>                | <ul style="list-style-type: none"> <li>10% (after profit sharing)</li> </ul>             | <b>SDG #2, 4</b>  |

**Environmental Stewardship**

| Initiative  | Sustainability Vision 2025 Goal   | KPIs to Measure  | 2022 Impact  | 2025 Goal  | SDG Alignment       |
|---|---|--|--|--|---------------------|
| <b>SBTi Scope 1 &amp; 2 Fuel &amp; Electricity</b>          | Achieve a <b>42% absolute GHG emissions reduction by 2030, against our 2020 baseline measurement.</b>   | <ul style="list-style-type: none"> <li>tCO2e emissions</li> <li>tCO2e/Million kg produced</li> <li>tCO2e/Thousand sq ft</li> </ul>   | <ul style="list-style-type: none"> <li>3275 tCO2e</li> <li>238.7 tCO2e/Million kg</li> <li>6.1 tCO2e/Thousand sq ft</li> </ul>   | <ul style="list-style-type: none"> <li>619 tCO2e</li> </ul>  | <b>SDG #12, 13</b>  |
| <b>SBTi Scope 3 Purchased Goods &amp; Services (Direct)</b> | Identify our <b>top GHG contributing finished goods ingredients (direct)</b> , generate <b>primary data</b> for each, and collaborate with our Vendor Partners to <b>reduce their GHG intensity footprints by 25%.</b>                        | <ul style="list-style-type: none"> <li>CO2e/kg purchased</li> </ul>  | <ul style="list-style-type: none"> <li>Chocolate - 15.6kg CO2e/kg*</li> <li>Oats - 0.5kg CO2e/kg*</li> <li>Rice Crisps - 2.7kg CO2e/kg*</li> <li>Sunflower Oil 5.6kg CO2e/kg*</li> </ul> | <ul style="list-style-type: none"> <li>TBD after primary baseline</li> </ul>   | <b>SDG #12, 13</b>  |
| <b>SBTi Scope 3 Transportation</b>                          | <b>Embed sustainability metrics into transportation and logistics systems</b> to measure and reduce our freight GHG emissions footprint.  | <ul style="list-style-type: none"> <li>Ton-km travelled</li> <li>Ton-km travelled /\$ revenue</li> <li>tCO2e emissions</li> </ul>  | <ul style="list-style-type: none"> <li>Baseline to start in 2023</li> <li>Baseline to start in 2023</li> <li>TBD</li> </ul>  | <ul style="list-style-type: none"> <li>2023 TBD</li> <li>2023 TBD</li> <li>2023 TBD</li> </ul>                       | <b>SDG #13</b>      |
| <b>Fleet Management</b>                                     | Transition <b>all current company-owned vehicles to EVs</b> and install chargers <b>both at employees' homes as well as our facilities.</b>   | <ul style="list-style-type: none"> <li>% EV vehicles in fleet</li> <li># Home chargers installed</li> <li># Facility chargers installed</li> </ul>   | <ul style="list-style-type: none"> <li>65%</li> <li>11</li> <li>10</li> </ul>  | <ul style="list-style-type: none"> <li>100%</li> <li>10 Home chargers</li> <li>2-3 chargers per facility</li> </ul>  | <b>SDG #13</b>      |
| <b>Primary Packaging</b>                                    | <b>Reduce the amount of petroleum-based plastic used</b> in our primary packaging by <b>switching all applicable products to paper, sourcing bio-based plastics, and supporting research and development in circular packaging solutions.</b> | <ul style="list-style-type: none"> <li>% Single Serve Bars to Paper</li> <li>% Multi-Pack Bars to Compostable**</li> <li>% Small Pouches to Compostable**/PE</li> <li>% Stand Up Pouches to Compostable**/PE</li> <li>\$ Invested in R&amp;D Projects</li> </ul> | <ul style="list-style-type: none"> <li>0%</li> <li>0%</li> <li>0%</li> <li>0%/30%</li> <li>\$65,000</li> </ul>   | <ul style="list-style-type: none"> <li>100%</li> <li>100%</li> <li>100%</li> <li>100%</li> <li>\$250,000+</li> </ul> | <b>SDG #12 - 15</b> |
| <b>Secondary &amp; Tertiary Packaging</b>                   | Ensure <b>100% of our paperboard is FSC certified</b> and work towards increasing the amount of recycled content it contains.   | <ul style="list-style-type: none"> <li>% Paperboard FSC Certified</li> <li>% Recycled Content</li> <li>% Non-Tree Fibers Purchased</li> </ul>  | <ul style="list-style-type: none"> <li>100%</li> <li>100%</li> <li>0%</li> </ul>   | <ul style="list-style-type: none"> <li>100%</li> <li>100%</li> <li>25%</li> </ul>                                    | <b>SDG #12 - 15</b> |
| <b>Plastic Offsets</b>                                      | Collaborate with external organizations to <b>remove an equivalent amount of generated plastic waste out of nature each year.</b>   | <ul style="list-style-type: none"> <li>Tons of Plastic Credits purchased</li> </ul>  | <ul style="list-style-type: none"> <li>612 Tons of Plastic Credits</li> </ul>  | <ul style="list-style-type: none"> <li>Credits offset company footprint from 2013 inception</li> </ul>               | <b>SDG #12 - 15</b> |
| <b>Life Cycle Assessments</b>                               | <b>Complete Life Cycle Assessments (LCA) for all products across each brand</b> and develop initiatives aimed at reducing their respective GHG intensities.   | <ul style="list-style-type: none"> <li>% Product lines with third-party verified LCAs</li> </ul>   | <ul style="list-style-type: none"> <li>0% Made Good</li> <li>0% Good to Go</li> <li>33% RNF Pet</li> </ul>   | <ul style="list-style-type: none"> <li>100% Made Good</li> <li>100% Good to Go</li> <li>100% RNF Pet</li> </ul>      | <b>SDG #12 - 15</b> |
| <b>Waste Management</b>                                     | Achieve <b>100% diversion from landfill</b> across all our facilities with <b>less than 5% sent for energy recovery.</b>  | <ul style="list-style-type: none"> <li>% Waste diversion from landfill</li> <li>% Sent for energy recovery</li> </ul>  | <ul style="list-style-type: none"> <li>100% Landfill diversion</li> <li>~25%</li> </ul>  | <ul style="list-style-type: none"> <li>100%</li> <li>&lt; 5% energy recovery</li> </ul>                              | <b>SDG #11 - 15</b> |

\*Figures currently based on secondary data from Ecoinvent 3.8

\*\*Compostable declarations are pending successful laboratory testing

“Once again, thank you for your attention, engagement, and curiosity to learn more about Riverside and how we strive to **Inspire a Healthier, more Compassionate World.**”

*Taylor Stanley,  
Impact Strategy*

Should you have any questions, concerns, or suggestions on how we can improve, please get in touch.

## Contact Us

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