

# Committed to Sustainability

## Organized for Sustainability

SunOpta has been on the sustainability journey for a number of years. We are proud of what we have accomplished on this journey and know we have more to do... we are committed to staying the course.

Sustainability is a pillar that encompasses and touches all of our activities and being a sustainable organization that is a global leader in natural and organic foods is a key part of our corporate vision statement.

At SunOpta, sustainability is not the responsibility of a select few. We expect all of our employees to make sustainability a part of their everyday work. It is part of our corporate DNA and every area of the Company is involved.

Our strategic vision, direction and goals are set by our Board of Directors and our Senior Leadership Team. We have a reporting structure to gather information and report on progress at regular intervals to our internal and external stakeholders. As part of the framework to deliver on our sustainability goals, we have created a SunOpta Sustainability Department to help guide and provide resources in the areas of economic, environmental and social responsibility. This department is based primarily on the existing talents of colleagues within the company and

is supplemented as required by outside resources. Each SunOpta location has a Sustainability Champion to coordinate local activities and to promote involvement by all our employees. We have also established several cross divisional teams to concentrate efforts on specific functional areas of our operations.

Every area of the Company is involved with sustainability, supporting our efforts to ensure SunOpta continues to develop as a sustainable organization focused on a triple bottom line of people, planet and profit. We believe this is key to our continued success and our stated goal to be a company whose activities have a positive impact on the health of our planet.

Later this year, we will be reporting on our initiatives in our first Corporate Social Responsibility Report (CSR), as well as on our new website where we will share our accomplishments and the opportunities that lie ahead. We will also share our objectives and targets as well as our plan to achieve them.

## Our Approach to Sustainability

We believe that sustainability is key to our success and to achieving our vision of being a sustainable organization whose activities generate increasing benefits for our triple bottom line of people, planet and profit. We are focused on five core sustainability platforms:

- Partner Relationships
- Employee Success
- Community Strength
- Environmental Stewardship
- Sustainable Profits



## Our Core Sustainability Platforms



We believe in working in partnership with our customers, growers, suppliers and other stakeholders and recognize that they are an integral part of our sustainability efforts.

### Partner Relationships

Developing long lasting relationships with our partners

We believe in working in partnership with our customers, growers, suppliers and other stakeholders and recognize that they are an integral part of our sustainability efforts. Sustainability requires a permanent and evolving effort and cannot be achieved without mutually successful and long lasting relationships with stakeholder partners who are equally committed to sustainability. We have developed codes of conduct to govern our relationships and work closely with our partners to have a positive impact on the constituents we serve.

### Employee Success

Creating long lasting careers for our employees

We believe that the success of our Company is based first and foremost on the strengths of our people. Over the past number of years we have invested in extensive training programs to develop the skills of our team members. Training is ongoing and is continually adapted to the evolving needs of the company and our people. We want to develop leaders from within the organization and create long term, fulfilling careers. We also believe it is key to create a corporate culture and framework that encourages engagement, where everyone can openly contribute ideas and look for ways to continuously improve. Our goal is to be the employer of choice for all of our employees.



## Community Strength

### Advancing communities and social progress

We are committed to contributing to the improvement of our communities by promoting sustainable agricultural and commercial practices as well as giving back through philanthropic initiatives, volunteerism and other activities. We believe the most effective approach is to work in partnership with our customers, suppliers and other stakeholders to leverage our combined resources to promote social activities across the world. We are working to develop the communities in the areas where we operate and are focused on opportunities to promote children's health, nutrition and education. We also believe that local community residents need to be involved in these endeavors in order for them to be successful long term.

We also have a number of initiatives to help the thousands of growers who supply us with products across the world. By paying fair prices for their products and working with them to improve their farming practices we can generate greater benefits for their families, communities and the environment and, in doing so, make these communities and activities sustainable.



## Environmental Stewardship

### Becoming restorative

The success of our organization is directly linked to the health of the planet and its resources, and to us, environmental stewardship means first understanding the impact of our actions on the health of the environment and continually working to reduce these impacts. We have a vision of becoming an environmentally restorative company whose activities actually have a positive impact on the health of the planet. Our approach is to use our sustainability framework to engage all of our employees in this effort. We have established Process Excellence through People (PEP), Lean/Green Teams and Champions in all of our divisions. Their focus is to eliminate waste in all its forms. We believe this is the most effective way to reduce our environmental impact.

As part of our organizational framework, we have also established a number of cross divisional teams in Procurement and Supply Chain, Logistics, Engineering and Technical and other functional areas. These teams are focused on the development of innovative solutions to reduce water usage through conservation and recycling, to reduce energy usage and find alternative renewable sources and to reduce or eliminate usage of harsher materials in our production processes.

We have already realized impressive reductions in energy and water usage, and, in some locations, we have been recognized by governments and/or customers for these achievements.





## Sustainable Profit

### Growing profits steadily and predictably

We believe that doing what is right for our people, our planet, our customers, our suppliers and our other stakeholders will also generate superior returns for our shareholders. Our vision is to be the recognized global leader in natural and organic food products that drive sustainable well-being. Our commitment to continuous improvement and our PEP programs will not only reduce our environmental impact but also reduce costs and improve profits. Although we are still early in our journey, numerous continuous improvement initiatives have already resulted in significant savings.

Our management philosophy is to look at everything from our customers' perspective and understand that we prosper when our customers are successful. Through continuous improvement, product and process innovation, listening to our customers, category expertise and investing in our people, we create success for our customers that in turn drives profitability and improves the well-being of our shareholders and in turn other stakeholders.

## The Future

**SunOpta's sustainability journey continues. We are very proud of what we have accomplished on our journey thus far, and know there is still much to do. We look forward to continuing our efforts and remain committed to our core sustainability objectives.**

**In 2011 we will publish our first Corporate Sustainability Report where we will share our objectives and targets, our progress to date and our future plans.**

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