



# ROLAND FOODS, LLC 2025 ESG REPORT

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EST *Roland*® 1934  
ROLAND FOODS





# ROLAND FOODS THE WORLD AT YOUR TABLE®

## PURVEYORS OF FINE INGREDIENTS

Since 1934, Roland Foods has been a purveyor of premium global ingredients for gourmet chefs and home cooks alike. An established brand in the fine foods category, Roland Foods aims to spark culinary curiosity and spur creativity in the kitchen with our vast selection of innovative and delicious offerings from all corners of the world.

## OUR HISTORY

Roland Foods is – at its core – a company steeped in history. Bruno Scheidt founded Roland Foods in Germany in 1934, later fleeing to France where he met his wife and business partner, Suzanne. The couple moved once more, this time settling in the New York City in 1939. There, they sought to establish a life rooted in the ideals of community, dependability, and care. Just a month after their arrival, after identifying a market for gourmet dried mushrooms, the Scheidts introduced their business to America.





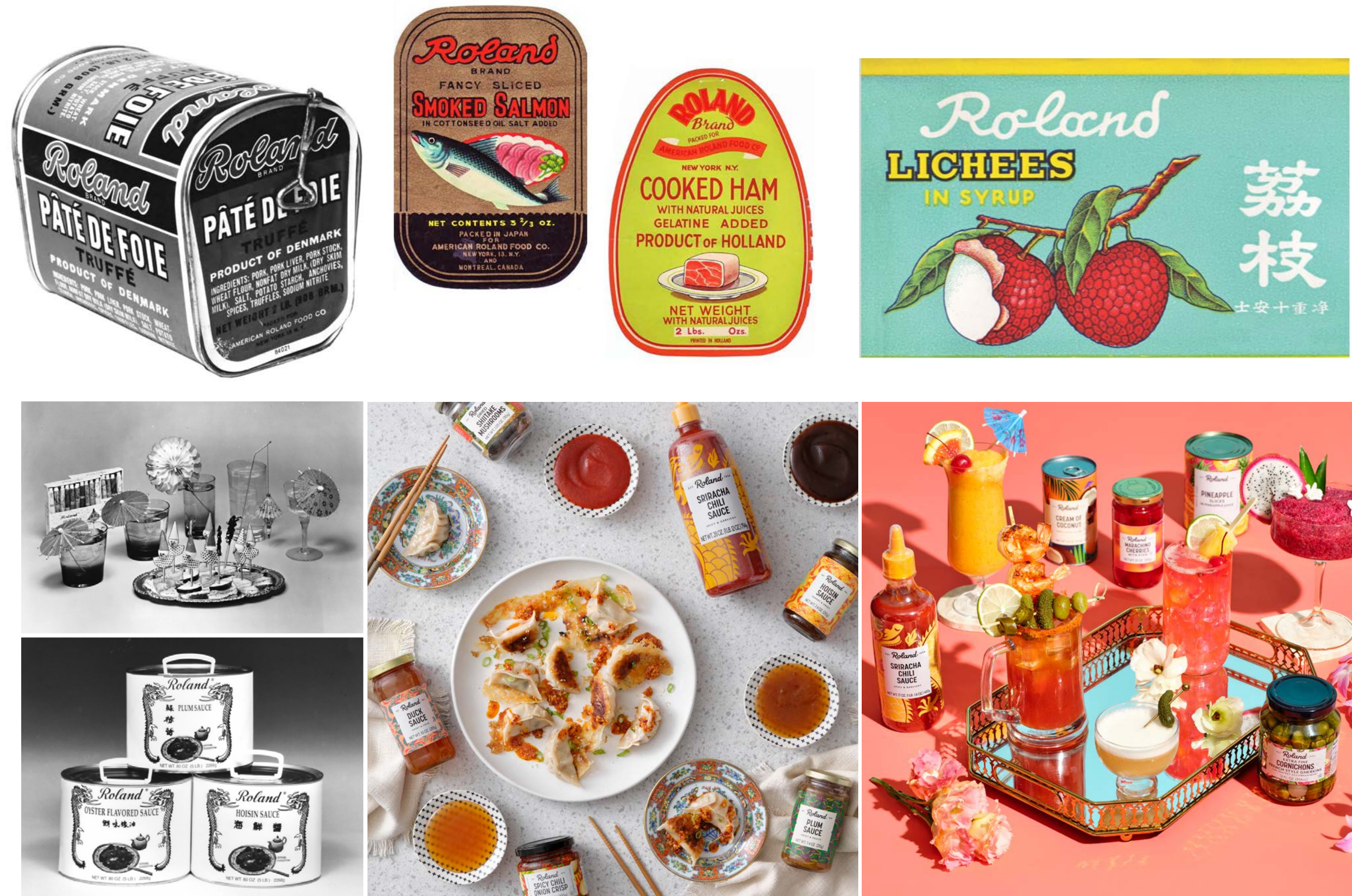
# ROLAND FOODS THE WORLD AT YOUR TABLE®

## OUR OFFERINGS AND OPERATIONS

- 900+ items in our catalog
- 200+ supplier-partners in 40+ countries
- Four primary channels: foodservice, industrial, retail, international
- Headquarters in NYC, primary distribution warehouses in Dayton, NJ and Miami
- Third-party warehouses and cross docks across 11 states/territories
- 150+ employees across 27 states

## OUR PAST, PROPELLING OUR FUTURE

We've built upon the Scheidts' founding principles over the past nine decades, becoming a reliable, approachable, and valued purveyor of high-quality, delicious, and authentically-sourced global ingredients for customers around the world. We continue to forge relationships with dedicated partners who share our core values. And through the years, we've expanded in the market and adapted to the times, investing in innovation while upholding quality and service as fundamental pillars of our operating model.







# OUR CORE VALUES

## INTEGRITY

We are committed to setting high standards in our industry when it comes to food safety, product quality, and supplier accountability. We assume positive intent but intervene immediately if we sense that ethics, safety, or quality is compromised.

## COLLABORATION

Honoring our relationships and serving our customers remain our highest motivations. We value respect, encourage collaboration, and believe that diverse perspectives foster success.

## COMMUNITY

We care for our customers, our coworkers, and our communities, and we believe in rising to meet the needs of this extended Roland Foods family. We understand that community is built around the table, and we believe in the power of food to open minds, spark adventure, and bring diverse people together.

## AGILITY

We take smart risks, adapt quickly, and always keep moving forward. We strive to reach further, do better, and offer more, while proudly carrying our history and heritage into the future.

## PASSION

We are energized by our work in the world of food – the discovery of ingredients, the combination of flavors, the sharing of recipes, the stories of growers, and the success of our customers.



# A MESSAGE FROM OUR CEO

Since our founding in 1934, we've made it our mission to bring premium, authentic ingredients to consumers while offering unique industry knowledge and exceptional service. We know the transformative value of food in the lives of our customers and our communities. And while we are a company with historical roots, we have an obligation to build on the legacy of our founders by recognizing our place in both the present and the future. That means being keenly aware of how our business impacts our people, our customers, our communities, and the world at-large, and setting goals to improve those intersectional relationships moving forward. That's where our ESG program comes into play.

As we see it, establishing our Environmental, Social, and Governance program is critical for two reasons: it advances the success and growth of our business, and it improves the communities with and in which Roland Foods has worked for over 90 years.

So, in this inaugural report, we offer an introductory look at our ESG program, which is built on three pillars:



**ENVIRONMENTAL  
EFFICIENCY AND  
STEWARDSHIP**



**OUR PEOPLE  
AND OUR  
COMMUNITIES**



**THOUGHTFUL  
AND ETHICAL  
BUSINESS PRACTICES**

Here, we'll provide transparent insights into our current ESG initiatives and introduce the goals we've set for continuous improvement. To track our progress, we will deliver the report biennially with updates in each publication to monitor headway towards our targets.

To foster an environment of accountability, we've also established an ESG Leadership Council. This group, made up of executive leadership members and a representative of our general employee population, will:

- Stay abreast of regulatory and operational updates affecting our business and ESG practices;
- Ensure advancement towards the goals we've set for ourselves;
- Report progress and emerging matters to our Board of Directors; and
- Recommend new policies and initiatives that align with our overall ESG strategy.

At Roland Foods, we – just like our founders – promise to avoid complacency, put our people and customers first, and push for a brighter future through food.

Ever forward,

**Keith Dougherty**  
Chief Executive Officer





# ENVIRONMENTAL EFFICIENCY AND STEWARDSHIP

As a purveyor of agricultural products, our business relies on the health of our planet. This relationship not only demands mindful action to Create longevity and sustainability, but it also presents an opportunity to be an active force for good.

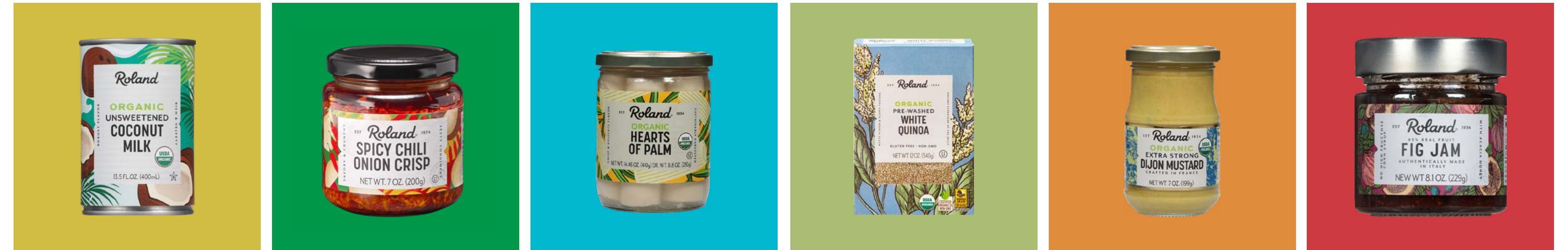
In the spirit of this relationship, we are committed to reducing the environmental impact of our operations, both in our supply chain and within our walls, to act as stewards of our planet.





# SUPPORTING A SUSTAINABLE SUPPLY CHAIN

The first step in reducing our environmental impact is recognizing our place in the larger global supply chain. As a distributor of premium food, we must ensure that our supplier-partners (and their web of partners) share our commitment to environmental sustainability.



## SUPPLIER CODE OF CONDUCT

We hold all prospective and current suppliers accountable to critical and achievable environmental standards to demonstrate their environmental commitments. This includes:

- Developing, implementing, and maintaining environmentally-responsible business practices including reducing, reusing, and recycling materials;
- Complying with applicable regulations and environmental responsibility standards, including laws related to air emissions, water discharges, and hazardous and solid waste disposal, and obtaining and keeping current all records and registrations;
- Controlling, reducing, or eliminating all air emissions of volatile organic chemicals, aerosols, corrosives, particulates, and combustion by-products generated from its operations; and
- Reducing or eliminating water or energy use and raw material waste at the source.



## PRODUCT OFFERINGS

We choose to operate in and prioritize food categories that are less impactful on the environment and result in a smaller eco footprint – think vegetables, legumes, and small fish versus large animal agriculture.

We also offer sustainably-sourced, certified USDA Organic items – 45 in total as of publication. For produce and grains, that means they've been grown with natural fertilizers, eco-friendly pest control, and/or in a manner that protects soil and water.

In offering these products, we demonstrate our commitment not only to sustainable sourcing, but also our recognition of the priorities of many of our customers.



# ADDITIONAL SUPPLIER INITIATIVES

In addition to meeting our baseline environmental expectations, many of our suppliers also use sustainable farming practices and contribute to the well-being of their communities through additional environmentally-conscious efforts. Their dedication to environmental stewardship is critical to creating a sustainable global agricultural system, and we are proud to support these diverse partners as they take an active approach to conservation and sustainability.



## PEPPERS AND ARTICHOKE

Our Peruvian pepper and artichoke suppliers are leading the way in environmentally sustainable agriculture. By focusing on resource efficiency, particularly in water-scarce coastal regions, they utilize advanced irrigation systems and repurpose agricultural by-products through a circular economy model. For instance, their produce discards are transformed into oil, frozen goods, or compost, contributing to their goal of a 100% vertically integrated, closed-loop production model. These suppliers are also committed to supporting community development and employee welfare, integrating sustainability by optimizing water and energy use, managing waste, and adhering to international standards like ISO 14001.



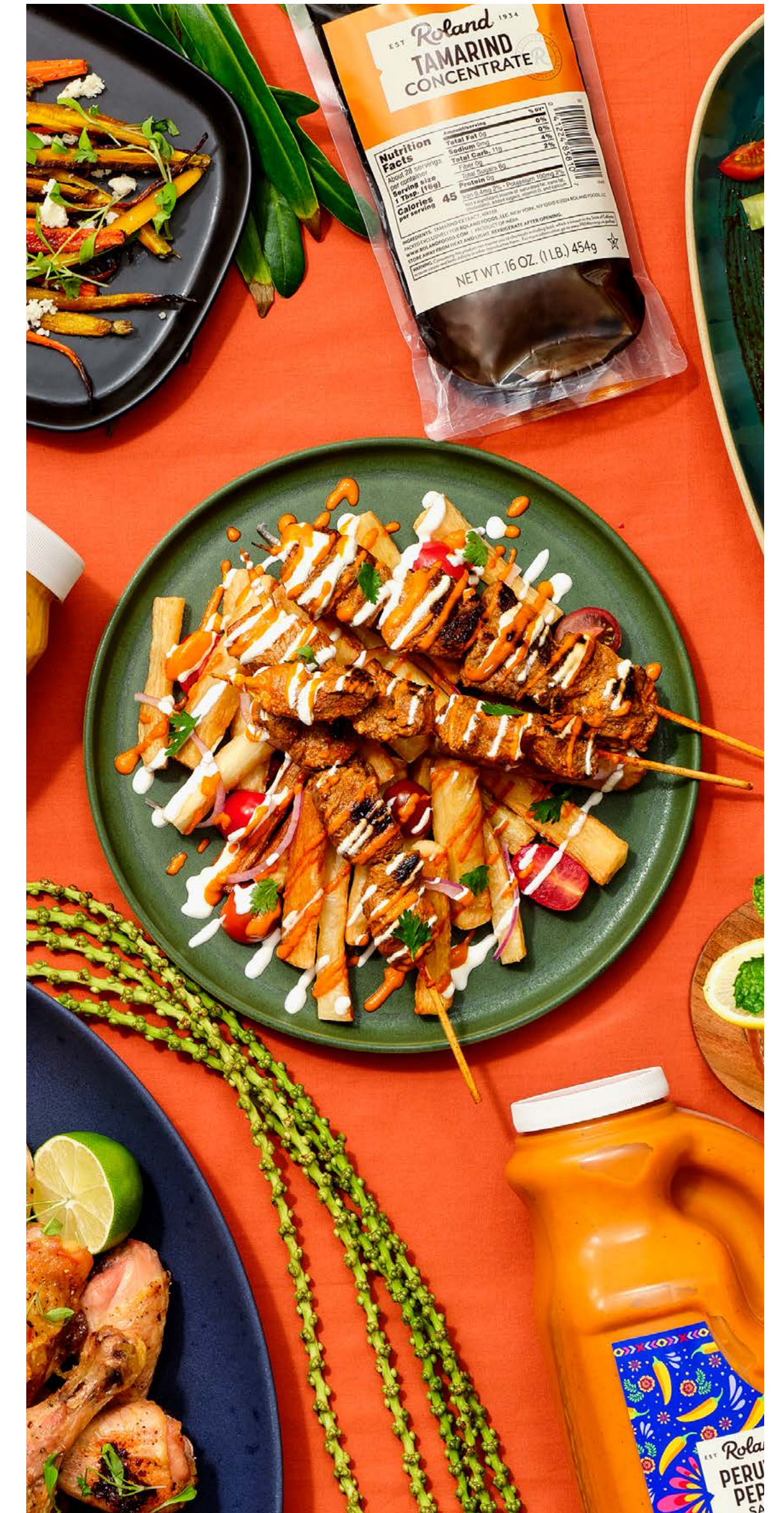
## BALSAMIC VINEGAR

Our Italian producer of Balsamic Vinegar of Modena has set a groundbreaking milestone as the first B Corp-certified company in the vinegar industry and one of the earliest in Italy to achieve this recognition. This certification reflects a strong commitment to environmental, social, and ethical sustainability. They take pride in honoring Italian traditions while embracing sustainable practices. Having transitioned to a B Corp last year, this achievement showcases a dedication to crafting high-quality vinegars in the most environmentally and socially responsible way. Through transparency and accountability, the company is leading the way for the food industry, proving that businesses can thrive while creating meaningful impacts for people, communities, and the environment.



## DIJON MUSTARD

Our Dijon mustard supplier in France is a member of the Association Moutarde de Bourgogne, a local association which promotes the regional cultivation of mustard seeds in order to reduce suppliers' carbon footprints. They've also established distinct waste and resource reduction goals and renewable electricity targets for their operations.





# OUR INTERNAL PRACTICES

The next step in our strategy of environmental stewardship is taking mindful actions in our day-to-day operations. As part of our consistent commitment to reducing the environmental impact of our business, we've implemented several sustainability and energy-saving initiatives.



## SOLAR POWER

A significant portion of our carbon footprint is a byproduct of our 252,000-square-foot warehouse in Dayton, New Jersey. To offset our impact, solar panels were installed on the rooftop in 2011 to capitalize on the abundant renewable energy source. In calendar year 2024 alone, the panels generated **more than 1.75M kW hours of energy**, reducing our carbon footprint by 1,100+ tons of carbon dioxide equivalent.<sup>1</sup>



## E-POWERED MACHINERY

We utilize **electric-powered equipment**, including forklifts, vehicles, and other machinery, in our warehouses. Not only is this equipment more efficient than propane-powered machinery, but it also creates a cleaner and healthier work environment for warehouse staff.



## THIRD-PARTY PARTNERS

Because we rely on third-party carriers to move our goods across the country, we often choose to partner with ones who offer efficient and planet-positive transportation methods. For example, **42% of our carriers are SmartWay-certified**. SmartWay is an innovative collaboration between the U.S. Environmental Protection Agency and the freight industry designed to help businesses move goods in a clean, energy-efficient manner by reducing greenhouse gas emissions and air pollution and, in turn, protecting public health.

We also utilize intermodal shipping and leverage pool consolidation to move freight more efficiently. By converting from over-the-road shipments to an intermodal program, we have **reduced our CO2 output by 54.81%** or 1,480,000 pounds of CO2 between January and September 2024.

Similarly, because we depend on third-party warehouses for inventory storage, we examine the environmental initiatives and capacities of prospective partners as part of our 3PL warehouse selection process to ensure priorities are aligned.

<sup>1</sup>Greenhouse gas equivalencies calculator provided by the United States Environmental Protection Agency





# OUR INTERNAL PRACTICES



## FOOD WASTE REDUCTION

To mitigate food waste, we partner with **local and national food banks** such as Operation Blessing, a nonprofit organization that works to provide hunger relief across the U.S., to donate food that is nearing expiration. In calendar year 2024, we donated a total of **67,134 cases** of Roland® products to local and national organizations. This not only helps limit the amount of food waste sent to landfill, but it also helps our neighbors in need.



## BIODEGRADABLE MATERIALS

We use **100% biodegradable packing peanuts** in our shipments (and have for more than a decade!). Our cornstarch-based packing peanuts are as protective as non-biodegradable alternatives, but they completely dissolve in water, helping to prevent additional backup in landfills.



## DAILY ACTIONS

We recycle paper, cardboard, plastics, and metals at our offices and warehouses, and we focus on decreasing the amount of paper and paper goods used in our daily operations. While small, these individual actions to reduce waste and improve sustainability can add up to create **long-term environmental impacts**.







# OUR PEOPLE AND OUR COMMUNITIES

Ours is a company built on relationships: those with our valuable supplier-partners that span generations, those with our employees old and new, and those with our neighbors whose lives – through the power of food – we seek to improve.

Investing in our people and our communities is essential for fostering a thriving and sustainable business – and making our work and our world a little brighter. By prioritizing our workforce, we cultivate an environment of belonging, accountability, and productivity. And by engaging with our community, we forge lasting relationships built on doing good for others. Together, those driving forces propel us forward.



# INVESTING IN OUR EMPLOYEES

We recognize that we are only as successful as our people, and if we want to grow as a business, we must sow seeds of opportunity for our employees. To demonstrate this mission, we invest in our team members in a holistic way – from wellness offerings to learning and development opportunities. By prioritizing the individual, we can harvest organization-wide success.



## EMPLOYEE LEARNING AND DEVELOPMENT

We offer myriad training and growth opportunities for our employees to hone their skills and pursue professional growth.

First and foremost, as a company of food lovers, we delight in nurturing culinary curiosity. That's why we invite employees to attend many of our **product cuttings**, where our Procurement team conducts blind taste tests of our products and tries new product samples from our suppliers to ensure we're staying at the forefront of premium global provisions. We also offer **Product 101 classes** where members of our Procurement team lead introductory classes about some of our best-selling items. There, employees gain a deeper understanding of the harvesting process, seasonality, and our valuable relationships with our supplier-partners.

Just as valuable as fostering a shared appreciation for food is making conscious investments in the professional growth of our employees. Reflective of this, we offer quarterly **professional tools trainings** in subjects like Excel®, PowerPoint®, and public speaking so that employees can both thrive in their current role and be prepared for future success. In addition, we've created a **Pathways for Success Toolkit** – a complete guide with resources aimed at empowering employees to chart their career path at Roland Foods. The toolkit is carefully curated to provide a wealth of tools, strategies, and insights to foster continuous learning, skill enhancement, and career advancement for our employees.



# INVESTING IN OUR EMPLOYEES

## EMPLOYEE HEALTH & WELLNESS

We leverage the power of our professional employer organization to offer employees a plethora of benefits at lower costs, including **comprehensive employer- and employee-sponsored health benefits** and employee assistance programs. Employees are also eligible to contribute to **401k** plans with employer matching to drive long-term financial wellness.

We also encourage participation in **company-sponsored engagement events**, like office potlucks, a seasonal step challenge, new hire socials, and a (highly competitive) Halloween costume contest to encourage collaboration and nurture our sense of community.

We prioritize all facets of our employees' health and wellness: physical, mental, social, and financial.



## CULTURE OF TRANSPARENCY

We also believe that transparency and open communication are key drivers of company success. To encourage active participation and embolden each employee to become a stakeholder in the business, we seek input and share openly at all levels of the organization. Reflective of this culture, we host:

- Companywide monthly **Town Halls**, where executive team members report on key business initiatives and KPIs, performance against goals, plus wins and areas of opportunity, and where employees can anonymously pose questions or make suggestions for improvements.
- Monthly **roundtable meetings**, where team leads provide updates on their team's performance, key projects, and deadlines.
- Regular **Executive Dish** small-group events, where executives and employees meet for open dialogue, team building, and idea sharing in an informal setting.
- Annual **Food for Thought employee survey**, where employees can provide candid and anonymous feedback on their work experience which informs future initiatives and focus areas.



# BUILDING A CULTURE OF BELONGING

At Roland Foods, we believe everyone deserves a seat at the table. That's why we prioritize Diversity, Equity, Inclusion, and Belonging (DEIB) initiatives to foster a workplace culture that values and respects every individual. In doing so, we not only enhance employee engagement and retention, but also drive innovation and creativity, making Roland Foods a great place work.



## DIVERSITY IN RECRUITING

The first step toward fostering a diverse workplace is creating a diverse workforce. To do so, all participants in our recruiting process complete **antibias training** to address and confront unconscious biases in hiring. We've also established **soft targets** in our hiring process to drive diverse and equitable recruitment. As a melting pot of identities and cultures, we consider our diverse team a cornerstone of our continued industry success.



## DEIB INITIATIVES

We recognize the value of promoting diverse perspectives and championing inclusivity in the workplace. Reflective of this focus, we conduct annual peer-led **DEIB trainings** covering a range of important topics including Exploring Power, Privilege, and Inequity at Work; Bridging Cultural Differences; Navigating Different Intercultural Conflict Styles; and Behaviors of an Inclusive Leader. These trainings offer open forums where employees can exchange ideas, consider the perspectives of others, and reflect on the intersectionality of identity and work.

We also offer **Employee Resource Groups (ERGs)** – safe and inclusive spaces where employees can connect and share thoughts with peers and allies. Some of the ERGs we offer include BIPOC, Women, and LGBTQIA.

We also like to highlight rich cultures and traditions by featuring monthly **Heritage Highlights** with weekly spotlights and cultural outings. We share conversation over treats from local minority-owned businesses, celebrate impactful folks in the food space, and attend company field trips to museums and events honoring the contributions of diverse groups in the culinary world.

We recognize that food has the power to expand minds and bring people together like nothing else, and we are committed to creating a welcoming environment where employees can learn, grow, and feel both comfortable and celebrated.



# DEIB IN ACTION

In 2023, we introduced the Roland Foods **DEIB Brain Food Fund**, which awards grants to employees for job-related educational and enrichment opportunities like professional certification courses, workshops, and development events. One of the inaugural recipients of the DEIB Brain Food Fund was Roshni Panchal, Roland Foods' Director of Innovation and Product Strategy.

## BRAIN FOOD FUND

In her own words, Roshni describes how her DEIB Brain Food Fund grant led to personal and professional growth:

*Eight women at Roland Foods across the Creative, Marketing, Innovation, and Sales teams attended the Cherry Bombe Jubilee in April 2023. The Cherry Bombe Jubilee was launched in 2014 in New York City as a way for women in and around the world of food to network, talk about the important issues of the day, and be a part of this vibrant community. It has since grown into the country's biggest gathering of women in the food space. The Jubilee was a one-day conference dedicated to conversation, connection, and of course, great food and drink! We were able to sit in on a keynote speech, listen to panel speakers, and participate in interactive brand pop ups led by female founders in the industry.*

*Our key takeaways spanned across different functions including the Innovation team benefiting from global flavor inspiration as well as the Creative and Marketing teams gaining ideas for brand events and unique marketing opportunities. The event also directly fueled some of the decisions that our team made in hosting customer facing-events including the format, swag, and collateral for the New York Roadshow and the most recent Innovation Summit.*

*The Brain Food Fund enabled us to explore new ideas and perspectives, network with diverse leaders, and ultimately contributed to both business growth and our own professional development.*

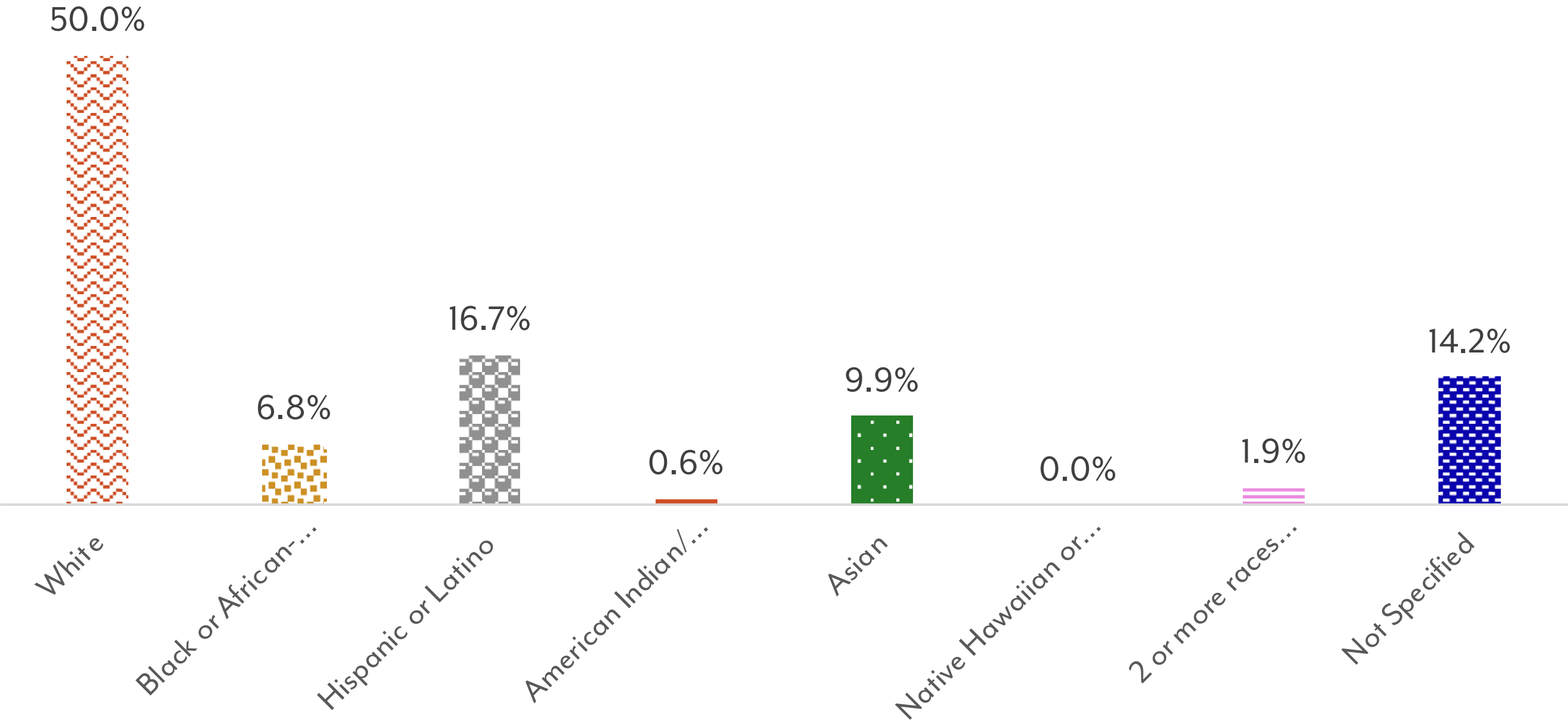




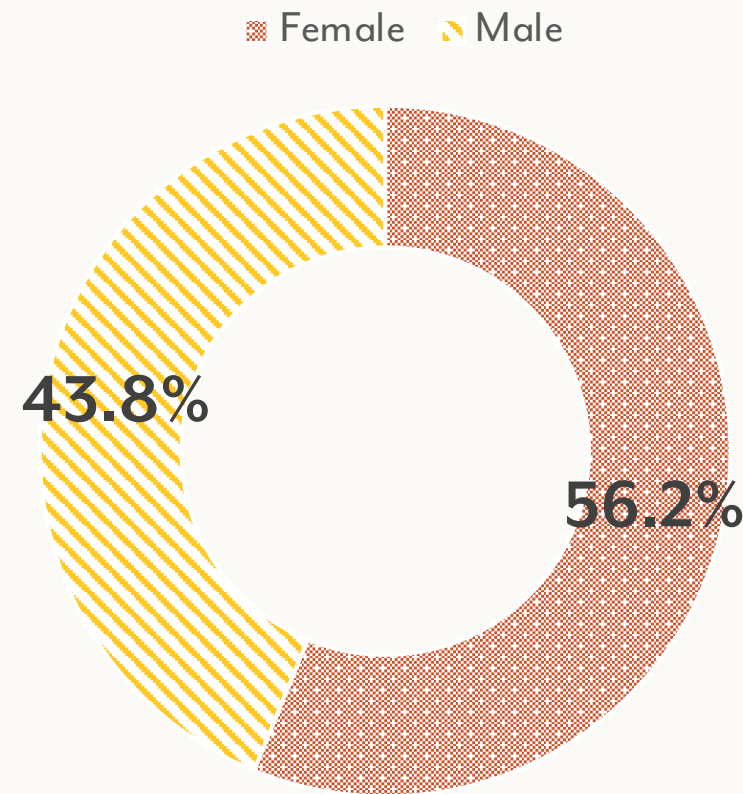
# WORKPLACE REPRESENTATION

Reflective of our commitment to fostering a diverse and inclusive workplace rooted in respect and equity, we report on our workforce representation and wage statistics.

EMPLOYEE POPULATION BY RACE/ETHNICITY<sup>1</sup>



EMPLOYEE POPULATION BY GENDER



WORKFORCE REPRESENTATION  
vs INDUSTRY AVERAGES<sup>2</sup>

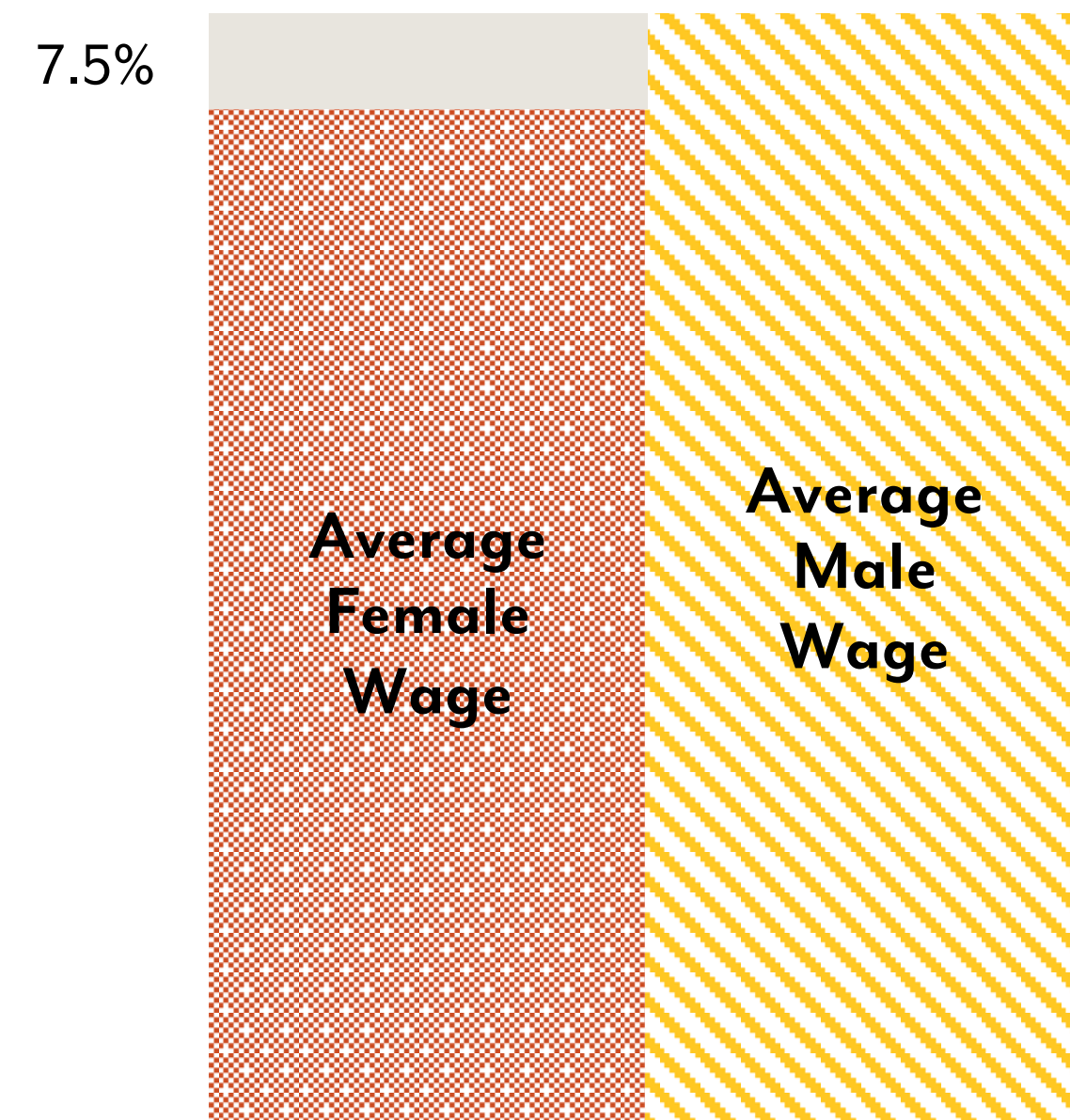
Entity	Female	Racial/Ethnic Minority
Roland Foods	56.2%	50.0%
Benchmark	30.4%	45.6%

<sup>1</sup> Races/Ethnicities (EEOC Classifications): White, Black or African American, Hispanic or Latino, American Indian/Native Alaskan Asian, Native Hawaiian or Other Pacific Islander, 2 or More Races (Not Hispanic or Latino), Not Specified  
<sup>2</sup> U.S. Bureau of Labor Statistics: Labor Force Statistics from Current Population Survey, 2023 – Grocery and related product merchant wholesalers  
Data as of Q3 FY2025

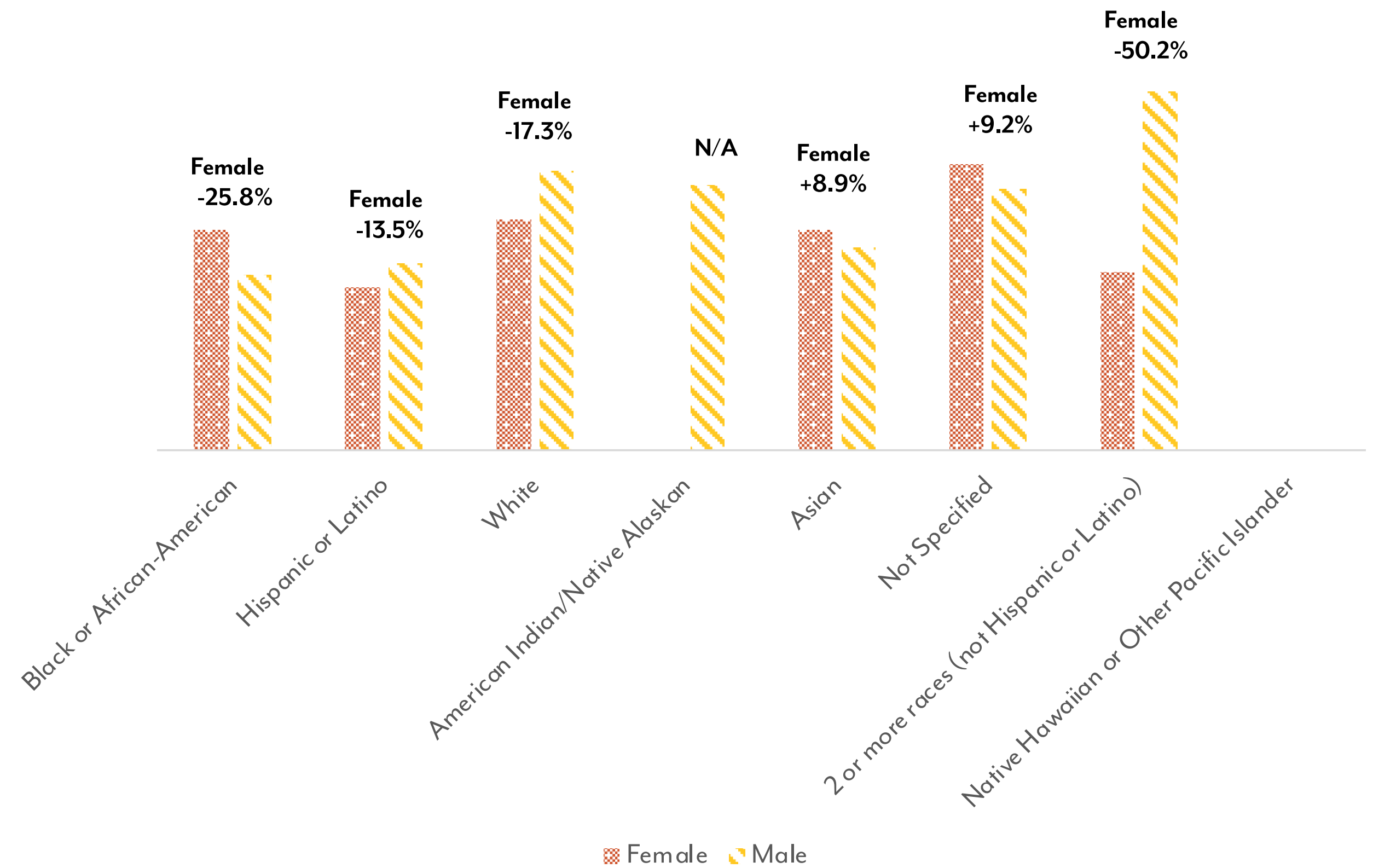


# WORKPLACE WAGE REPORTING

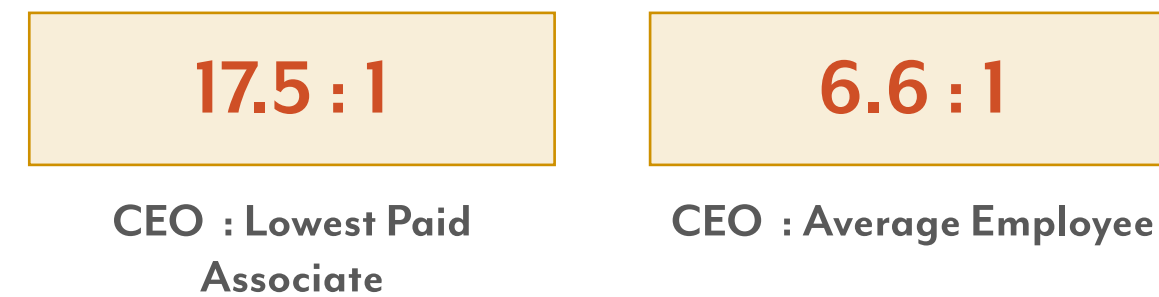
EMPLOYEE AVERAGE WAGE BY GENDER<sup>1</sup>



EMPLOYEE AVERAGE WAGE BY RACE/ETHNICITY<sup>1</sup>



CEO-TO-WORKER WAGE RATIOS



<sup>1</sup> Excludes executives  
Data as of Q3 FY2025



# COMMUNITY OUTREACH, SUPPLIER DIVERSITY

## COMMUNITY OUTREACH

We believe success is measured by serving others. That's why we host internal events and participate in charity partnerships to fight food insecurity and improve and invest in our communities. These efforts include volunteerism, donations, and sponsorship events such as:

- Office repack events benefitting City Harvest, Food Bank NYC Community Kitchen & Pantry, NY Common Pantry, New Alternatives, and the Ali Forney Center
- Various donation drives for toys (supporting Toys for Tots), coats (supporting Bowery Mission), and school supplies (supporting local NY and NJ schools and community centers)
- Partnerships with City Harvest (for repack and annual fundraising events) and the Culinary Institute of America (for product donations and annual fundraising event)
- Career readiness event with SuitUp, where we participated in a mock business competition for students from local underserved communities, using our platform to inspire and invest in the leaders of tomorrow



## SUPPLIER DIVERSITY

In line with our focus on diversity within our organization, we also recognize the importance of supporting diverse businesses in our supply chain. As part of our supplier onboarding and management process, we obtain supplier diversity data to ensure fair inclusion of small businesses and person-of-color (POC)-, women-, LGBTQ-owned, and otherwise **diverse suppliers in our procurement practices**. This creates opportunity, promotes innovation, and stimulates growth that enriches our company, community, and the customers we serve.

Of our 211 suppliers recently polled:

- 25% identified as a small business
- 7% identified as POC-owned
- 7% identified as women-owned





# THOUGHTFUL & ETHICAL BUSINESS PRACTICES

Through the Governance pillar of our ESG framework, we emphasize strong leadership, transparency, and integrity in our business practices.

Effective governance ensures we operate ethically and responsibly, with clear structures and SOPs plus robust oversight mechanisms. By prioritizing thoughtful and ethical business practices within our supply chain, we not only spur compliance and accountability, but we can mitigate risk and position ourselves to respond proactively to the challenges of today and tomorrow.



# SUPPLY CHAIN OVERSIGHT

Effective supply chain governance is crucial for ensuring the safety and quality of our products. Doing business with trustworthy supplier-partners has enabled us to provide safe, high-quality items for decades, fostering trust from our customers and making certain we remain a reliable source for premium products for years to come.



## RESPONSIBLE SOURCING

Our Supplier Code of Conduct establishes a framework for current and prospective suppliers and outlines minimum standards required to do business with Roland Foods. This includes expectations to engage in **responsible supply chain practices**, such as operating with business integrity, establishing clear emergency prevention and preparedness plans, and adhering to strict ethical employment standards in line with International Labour Organization's principles.



## FOOD SAFETY AND QUALITY

In addition to our comprehensive Supplier Code of Conduct, we've established a **rigorous supplier onboarding and vendor management process** which clearly defines key food safety and quality control standards to which we hold our suppliers. This includes adhering to Current Good Manufacturing Practices, providing GFSI-recognized food safety certification and full audit reports, maintaining minimum-security criteria, establishing clear traceability capacities, and supplying initial and annual recertifications of compliance with crucial food safety regulations. We also maintain auditing rights to ensure consistent compliance and oversight.

Supply chain governance is spearheaded by our **highly experienced and specialized** Food Safety and Quality Assurance team. Utilizing our internal lab, x-ray technology, and decades of experience, they conduct regular quality assessments and apply random sampling and testing procedures to ensure our products adhere to our (and our customers') high standards of food quality and safety.



# INTERNAL GOVERNANCE

Internal compliance practices – from employee trainings to transparency and oversight – ensure that we mitigate risk and operate ethically and thoughtfully in all levels of our organization.



## BOARD COMPOSITION

Our Board of Directors consists of both internal and independent members, ensuring that our corporate governance is transparent, objective, and aligned with the best interests of all stakeholders. By offering an unbiased perspective, **independent directors** provide balanced oversight of management decisions and allow for more rigorous scrutiny of strategy, financial performance, and risk management. This leads to better accountability, informed and strategic leadership, and sound decision-making.



## ESG LEADERSHIP COUNCIL

Critical to the success of our ESG program, the ESG Leadership Council provides **continuous and diverse oversight** of our initiatives, tracking progress towards our goals and staying abreast of new developments in the ESG space. The council works as a liaison between the organization and our board of directors to drive targets from inception to achievement.



## EMPLOYEE TRAININGS & CLEAR BUSINESS SOPs

To protect our organization from potential liabilities and establish ethical business practices, employees are required to complete regular **compliance trainings** and adhere to **clear standard operating procedures** in their day-to-day functions. Training subjects include critical cybersecurity guidelines, Foreign Corrupt Practices Act (FCPA) compliance, and workplace harassment and discrimination prevention. These trainings and SOPs ensure that employees understand their roles, company policies, and industry regulations, thereby reducing the risk of errors, legal violations, or security incidents. Aligning our employees with our standards and objectives creates a knowledgeable workforce that is foundational to operating as a compliant business.



## CONFIDENTIAL HELPLINE

Our **24-hour employee helpline** allows employees to anonymously report grievances and concerns related to unethical conduct. By offering a confidential outlet for communication, employees feel heard and supported without fear of retaliation, fostering a culture of accountability, integrity, and transparency throughout the organization.





# ESG GOALS

While we are immensely proud of our existing ESG initiatives, we recognize our potential and duty to strive for more. That's why we've established Goals in each of our three ESG Pillars to chart a clear path forward towards a better and brighter future through food.

In subsequent ESG Reports, we will deliver status updates on our progress towards these goals.





# ESG GOALS



## ENVIRONMENTAL EFFICIENCY AND STEWARDSHIP

Implement program to track Scope 1 and 2 greenhouse gas (GHG) emissions by collecting and calculating impacts of operational and employee GHG-emitting activities, and identify levers to reduce emissions to the extent possible.

**Target Completion:**  
March 2026

Evaluate the sustainability of our packaging materials by conducting a portfolio and supplier review and identifying potential areas for improvement in recyclability, reusability, and/or compostability.

**Target Completion:**  
December 2027



## OUR PEOPLE AND OUR COMMUNITIES

Continue our focus on increasing diversity in leadership positions (including Director-level roles) by creating a development pipeline for existing diverse junior associates.

**Target Completion:**  
March 2026



## THOUGHTFUL AND ETHICAL BUSINESS PRACTICES

Conduct a supply chain risk mapping exercise to identify potentially higher-risk suppliers and/or product categories and formalize risk mitigation processes in response.

**Target Completion:**  
March 2026







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