



DELIVERING THE EXCEPTIONAL®

2025 STEWARDSHIP

# CORPORATE RESPONSIBILITY REPORT

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Adam Nelson



Amanda Nelson Sasse



Ann-Marie Nelson

# GOVERNANCE STRUCTURE

**Nelson-Jameson, Inc. is a 4th-generation, family-owned company based out of Marshfield, Wisconsin. Since 1947, Nelson-Jameson has been a trusted source of food and dairy industry processing supplies.** Our commitment to service is unique; we know that there's more to a business relationship than just the supply of products. Our dedication to helping our customers produce safe, quality food is extended and ensured via a program of "Golden Rule" operation in daily business.

Nelson-Jameson, Inc., and its sister company (operated by common ownership) NEXT Logistics is a majority woman-owned company, comprised of three family owners. The owners engage a five-member advisory board of directors to direct company initiatives, policies, and goal planning. The board meets four times a year.

Along with our corporate office in Marshfield, Nelson-Jameson operates distribution centers in Turlock, California; Jerome, Idaho; Amarillo, Texas; Fairview, Pennsylvania; and a separate distribution center in Marshfield, as well. Nelson-Jameson & NEXT Logistics currently employs nearly 350 employees across the United States.

Nelson-Jameson primarily serves food and dairy industry customers in the United States, but also serves some international customers focused on food quality and safety.

**GOLDEN RULE:**  
**SIMPLY TREATING OTHERS AS WE WOULD LIKE TO BE TREATED**

## FROM THE PRESIDENT



Welcome to our 2025 Corporate Responsibility Report. When we discuss corporate responsibility, we are talking about sustainability. Our ability to look into every aspect of our business, to understand how we can most effectively and efficiently run our business in a way that promotes positive, long-term investments in our customers, our employees, our industry, our communities, and our planet, is central to ensuring we are here to do business today and for many years to come.

The following pages represent not only the positive impacts we are invested in making, but also represent a program to mitigate risks across a broad spectrum of areas, ensuring a strong foundation for doing business. To put it succinctly, we view corporate responsibility as a win-win for all of our stakeholders. We are excited to see how we can further build the future of food safety and quality, while building meaningful partnerships that drive sustainability in the months and years ahead.

This past year, we have been hard at work looking into all aspects of our environmental, social, and governance practices/standards to see how we can be more pragmatic, transparent, and effective in creating meaningful programs of engagement in each of these areas. We are proud to have received our second consecutive Bronze Ecovadis Medal, placing us in the 81st percentile of all companies assessed globally. We consider that a chance to celebrate what we have accomplished, while more importantly,

looking to discover what we can do to improve ahead.

Our work, especially in further targeting metrics and policies in areas like sustainable supply, environmental impact, and service/stability/supply chain assurance, is intended to meet stakeholder needs that we have garnered from our latest materiality assessment, as well as the many conversations with people like yourself that we have throughout the year in our daily work. It's a continuous conversation that informs what we do and how we can create the most meaningful impacts.

So, thank you for your partnership, your investment in Nelson-Jameson, and the Nelson Family of Companies. We look forward to the conversations ahead in 2026.

*Mike Rindy*

**Mike Rindy**  
President





# MATERIALITY TOPICS

Nelson-Jameson, Inc. conducts a materiality assessment every two years. We completed our second assessment at the beginning of 2025, and again consulted an array of key industry stakeholders, including customers, suppliers, industry organizations, and academic programs/institutions. This year’s assessment reaffirmed that our core pillars—meaningful partnerships, food safety & quality, community engagement & enrichment, sustainable supply, and thriving employees—continue to resonate with our stakeholders. However, we were able to garner additional interest in further addressing areas such as Product Quality & Safety, Materials Sourcing & Efficiency, and Customer Service, which you will see referenced in several new targets/metrics. Additional work was also done in relation to environmental targets and sustainable supply to better develop those program areas and create meaningful metrics to help track our progress.

Based upon the results of that assessment, and through consulting numerous standards, we have structured our key areas of commitment and measurement referencing the United Nations Sustainable Development Goals. Those commitments are:

### Meaningful Partnerships



### Food Safety & Quality



### Community Enrichment & Engagement



### Sustainable Supply



### Thriving Employees



For more information on **UN Sustainable Development Goals**, visit: [sdgs.un.org/goals](https://sdgs.un.org/goals)



“

Critically thinking about sustainability in all facets of how we do business continues to help us better understand the needs of our stakeholders, and how we can play a role in thoughtfully shaping the future of our world, our industry, our communities, and our employees for the generations to come. It’s a shared sense of responsibility that ensures we are making the right decisions beyond what the quarter’s results will be, and thinking about the long-term health and viability of the company while being true to what has gotten us this far together.

**Mat Bartkowiak**  
VP of Corporate Responsibility and Development

# MEANINGFUL PARTNERSHIPS

Founded in 1947, Nelson-Jameson, Inc. operates on the simple yet effective principle of the “Golden Rule.” We believe a business should be a force for good, benefiting our industry, employees, and communities. We prioritize building meaningful, lasting relationships based on mutual growth, development, trust, and security with our customers, our suppliers, our employees, and all our stakeholders.

Ethical business, simply put, is good business. It’s our actions, though, on a daily basis that prove we are walking the walk while also talking the talk. We expect our daily behaviors to demonstrate a commitment to these practices throughout the year in how we do business, and how we impact our communities. To assist with this, **we aim for a 100% completion rate for yearly business ethics training** with all employees to reaffirm our commitment to ensuring all of our stakeholders can feel good about working with Nelson-Jameson.



### Whistleblower Protection

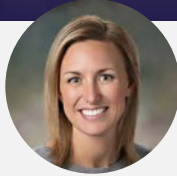
Nelson-Jameson is dedicated to providing an environment where employees feel safe and supported in reporting concerns related to bribery, corruption, or other unethical behaviors. All suspected violations can be reported to the Employee Experience Team, with strict confidentiality and a prompt, thorough investigation guaranteed. Retaliation against employees who report concerns in good faith is strictly prohibited.

### Zero Tolerance for Corruption

In 2025, Nelson-Jameson recorded zero monetary losses resulting from legal proceedings associated with bribery, corruption, or anti-competitive behavior regulations.

### Building Enduring Partnerships

As a wholesale distributor to the food industry, we have the ability not only to be a strong link in the supply chain, but we also have the ability to bring a wide range of stakeholders to the table to strategically and creatively find the best methods, practices, and products to ensure a safe, quality food supply. Getting to work with others that share our respect for people, planet, and prosperity helps us to create a foundation of mutual trust and respect that we feel can propel the industry forward while making a difference on a daily basis to our industry, our employees, and our communities. Our focus is to create and maintain long-term relationships to ensure mutual growth, and positive impact.



“

Our true value as a distributor is realized by cultivating meaningful partnerships across customers, manufacturers, and education spaces within the food and dairy industries. This commitment transforms transactions into long-term relationships, ensuring our customers receive proactive technical expertise and forward-thinking solutions, which collectively drive innovation, elevate industry standards, and create a pipeline of skilled talent for sustainable growth within the food and dairy industry.

**Devon Vogel**  
EVP of Corporate Strategy

Industry service

Integral to our stewardship strategy is active participation and membership in a diverse range of industry trade organizations and higher education institutions. These partnerships serve as crucial hubs for sharing best practices, engaging in advocacy initiatives, and collaborating on vital subjects such as food safety, establishing of industry-leading standards, and collective efforts in environmental, social, and governance (ESG) initiatives.

Our employees, representing Nelson-Jameson, are actively engaged in nearly 40 different industry/academic organizations, including many roles on boards and key advisory committees. Employees serve in industry organizations like the, Idaho Milk Processors Association, Institute

of Food Technologists, International Dairy Foods Association, Wisconsin Cheese Makers Association, Wisconsin Lab Association, Intermountain Institute of Food Technologists, Dairy Sustainability Alliance, International Association for Food Protection, North Central Cheese Industry Association, Wisconsin Dairy Products Association, Washington Association for Food Protection, International Organization for Standards, Innovation Center for US Dairy, FISA, Wisconsin Motor Carriers, National Association of Wholesaler-Distributors, and numerous others. Additionally, employees are engaged and serve numerous educational institutions, including the University of Idaho, Mid-State Technical College, University of Wisconsin-River Falls, University of Wisconsin-Madison, Oregon State University, Cornell University, and University of Wisconsin-Stout.



## FEATURED INDUSTRY PARTNER:

**The Innovation Center for U.S. Dairy's®  
Dairy Sustainability Alliance®**

Collectively, Dairy Sustainability Alliance members strive to measure, improve, and communicate dairy's role in a sustainable food system while providing nutritious products in a way that makes the industry, people, and our planet economically, environmentally, and socially better.

MEANINGFUL PARTNERSHIPS

78%

Customer Satisfaction  
Score

CUSTOMER  
SATISFACTION

We utilize Net Promoter Score® (NPS) to measure customer loyalty and satisfaction. NPS is one of the most respected and widely used indicators of customer satisfaction. It entails a formal process of asking customers via survey how likely they are to recommend a product or service on a scale of 0-10. This communication is invaluable in understanding what is happening across our organization.

69

Industry Leader  
with a 69 Net  
Promoter Score

Of note, we are thrilled to have received a 78% overall rating and have a 69 Net Promoter Score which is defined as “great” according to industry benchmarks established by global survey leaders. Still, we are not content to rest on our laurels, and we are committed to noting areas of improvement and creating action steps based on the feedback.

“

How we serve our customers reflects how we show up for the world. By leading with integrity, empathy, and accountability, we strengthen trust across every connection. Customer satisfaction is part of our commitment to doing business responsibly.



Heather Simcakoski  
EVP of Customer & Employee Experience



# FOOD SAFETY & QUALITY

We believe that Nelson-Jameson can be a strong link in the supply chain to help build up food safety cultures and food safety practices. Far beyond products and services, we think of food safety and quality as a way for us to serve and be of service to our industry. Food safety and quality is an important way for us to contribute to public health, a way for us to help our customers produce quality products for people to enjoy while limiting waste, and a way to help address food insecurity.

We seek to make this an umbrella that links everything we do in our daily business. As a wholesale distributor, we have the chance to advocate for our customers by working with suppliers to provide and innovate the best possible solutions throughout our product areas. Nelson-Jameson also cultivates numerous relationships with academic institutions, trade organizations, and others to ensure we are an active resource and ally in building food safety and quality in the industry, by providing resources, training, technical know-how, and bringing together people to the table to further the industry for all.

One example of our commitment to the industry and accessible best practices for all are our hands-on educational workshops that empower professionals with knowledge and practical tools. We curate training specifically for each plant's needs. Using our specialists, we can perform services such as Petrifilm and environmental monitoring certification training, ingredient technical assessments, sanitation, sanitary valve, pump, heat exchanger training, and much more.



## Higher Education Contributions



### Nelson-Jameson Graduate Award for the Advancement of Dairy Food Science

Two yearly \$5,000 scholarships are given to select graduate students working with the Center for Dairy Research at the University of Wisconsin-Madison

### University of Wisconsin-Madison Dr. Robert L. Bradley Dairy Foods Fund \$50,000 (5-year commitment)

The fund supports dairy foods-related teaching, research, and extension work within the University of Wisconsin-Madison Food Science Department.



### University of Wisconsin-River Falls Nelson-Jameson Scholar Undergraduate Award

Two yearly \$5,000 scholarships are given to select students going into food science.



### Nelson-Jameson Food and Dairy Science Scholarship

Two \$5,000 yearly scholarships to provide support and encourage graduates to pursue and complete a higher education degree in food and/or dairy science at the University of Idaho.

### University of Idaho: Idaho Center for Agriculture, Food and the Environment: \$50,000 (5-year Commitment)

The center will be a leader in addressing constraints on water usage and environmental quality while supporting the agricultural sectors of dairy, livestock, and cropland, as well as the food processing industries.



### University of Wisconsin-River Falls Dairy Pilot Plant Renovation: \$150,000 (5-year Commitment)

The renovated University of Wisconsin-River Falls dairy plant (recently renamed the Wuethrich Family/ Grassland Dairy Center of Excellence) will be the teaching showcase for the industry, setting the training stage for future generations in the dairy industry.



SQF SCORES:  
COMBINED SQF  
AVERAGE OF  
**100%**

We maintain a strong commitment to food safety in our internal operations. Our consistent success in Safe Quality Food (SQF) third-party audits demonstrates our dedication to upholding rigorous food safety standards as a trusted supplier in the industry. We ensure that our employees receive ongoing, targeted training throughout the year in various critical areas, including safe handling practices, allergen awareness, and recall preparedness, thereby maintaining a crucial focus on food safety.

Regardless of our individual roles, we recognize our collective responsibility in assisting our customers to produce food that we can all confidently consume and share.

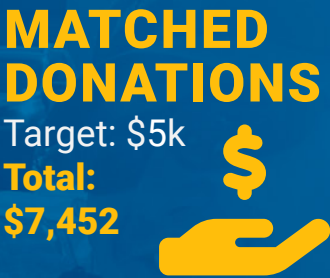


# COMMUNITY ENRICHMENT & ENGAGEMENT

The Nelson Family of Companies believe building and serving the areas that our team members call home is an essential part of our “why.”

Since our founding in 1947, we have endeavored to be good citizens within communities. In addition to providing safe, productive, and full employment opportunities, we also seek to support a wide array of community initiatives through the Nelson-Jameson Foundation, product donations, volunteer time off hours, and a matching gift program that supports causes that are important to our employees. We are proud to have members of our team represent Nelson-Jameson on numerous community boards and committees, as well as serving organizations individually throughout the year.

This past year we were able to donate a record amount of funds to dozens of organizations and initiatives including: food banks, educational programs, healthcare initiatives, youth sports and recreation, arts programs, local emergency services, pet shelters, and many others. We are excited to continue to build these initiatives in the years ahead, and ensure that our communities can always count on us as a good neighbor.



## FEATURED COMMUNITY PARTNER:

### High Plains Food Bank

In 2025, the Nelson-Jameson Foundation announced a 2-for-1 match for employee donations to Feeding America and several associated regional 501(c)(3) food banks, including High Plains Food Bank (HPFB) in Amarillo, Texas. We were excited to start working with HPFB because of their phenomenal work alleviating hunger in 29 counties in the Texas Panhandle (a remarkable 30,000 square mile service area).

Our connection with HPFB helps us to target fighting food insecurity in one of the communities/regions that we are lucky enough to call home. Along with other centers in California, Idaho, Pennsylvania, and Wisconsin, we look forward to growing our partnership with HPFB to fight hunger in our communities, a pressing need that affects an estimated 1 in 7 Americans.



“

Partnerships like this one with Nelson-Jameson make a tremendous difference in our ability to reach neighbors facing hunger across the Texas Panhandle. We’re honored to join forces with organizations that share our passion for building a stronger, more nourished community.

**Zack Wilson**  
Executive Director | High Plains Food Bank



### Nelson-Jameson Foundation, Inc.

The Nelson-Jameson Foundation is focused on supporting philanthropic organizations that enhance our core value as a Golden Rule Company. Grants are targeted toward charitable programs related to the food and dairy industries or support charities important to Nelson-Jameson employees and the communities in which they reside.

### Volunteer Time Off

Nelson-Jameson is deeply invested in the success of our employees and empowering them to be agents of social impact. Volunteer Time Off offers employees volunteer time during normal work hours, with the ability to volunteer up to 8 hours per year at 501(c)(3) charitable organizations and schools.







2025 Golden Rule Scholarship Program Winner Sophie Kempe

The Golden Rule Scholarship Program

The Nelson-Jameson Foundation is working to educate students and offer solutions for social challenges by providing The Golden Rule Scholarship Program. Family members of Nelson-Jameson employees can apply for scholarships at accredited two- or four-year schools. An independent committee reviews the applications.

Donation & Charitable Giving Grants

The Nelson-Jameson Foundation will continue to support 501(c)(3) entities that practice our core values and support the communities where our employees reside through donations and charitable giving grants.

Matching Gift Program

The Nelson-Jameson Foundation wants to support causes our workforce cares about. The Matching Gift Program will match donations between \$100 and \$1,000 that employees make to 501(c)(3) charities. Donations will be matched by the Foundation one dollar for every dollar contributed by the employee, up to \$1,000 in a fiscal year (October 1 – September 30). Select charities will have a two-dollar match from the Nelson-Jameson Foundation as determined by the Board.

Featured Organizations Matched

- [Feeding America](#)
- [American Red Cross](#)
- [National Multiple Sclerosis Society](#)
- [Nuru International](#)
- [Gigi's Playhouse](#)
- [Alzheimer's Association](#)
- [Shirley's House of Hope](#)
- [United Way](#)
- [Make a Wish](#)
- [Big Brothers Big Sisters of America](#)



# SUSTAINABLE SUPPLY

Procurement Practices

We are dedicated to fostering a sustainable future by collaborating with stakeholders to ensure a fair and ethical supply chain. Through partnerships with suppliers and manufacturers, we prioritize the sourcing of sustainable and ethically produced product solutions, ultimately safeguarding the food supply.

Our Sustainable Procurement Policy outlines our expectations for active suppliers, communicated through our Requirements and Expectations manual. We encourage suppliers to focus on critical areas such as Food Safety & Quality, Environmental responsibility, appropriate Working Conditions, Ethical/Responsible Business Practices, and strict Compliance with standards against Trafficking, Forced Labor, and Child Labor.

Nelson-Jameson, Inc. is committed to partnering with suppliers who share our "Golden Rule" philosophy, maintain the highest ethical standards, and actively contribute to positive change within our industry, communities, and the environment.

We communicate our policy and standards on a biennial basis to active suppliers who meet a minimum spend threshold now on a biennial basis. Our goal is to achieve a 95% communication rate with these key suppliers to ensure strong alignment across the supply chain.

Nelson-Jameson aims for a 100%

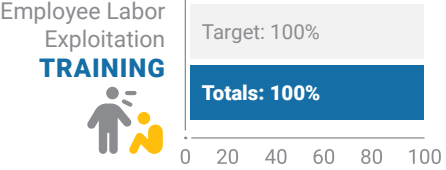


completion rate for employee labor exploitation and human trafficking training. This annual training provides all employees with the skills to recognize and offer clear means to report on any supply chain labor concerns, including our product teams' interactions with suppliers/manufacturers.

Our compliance team meets semi-annually with our product teams to upskill them on sustainable supply chain issues, reaffirm our policies and commitments, provide information on reporting concerns related to suppliers, and discuss best practices/case studies.

Nelson-Jameson's objective is to keep open discussions going throughout the year with our product teams; consequently, they can keep an open dialogue with our suppliers, empowering them to be watchful and proactive on

any concerns that may arise. **In 2025, we had one sustainable procurement concern raised internally on a supplier.** The concern was conveyed to the supplier. We were pleased with the open communication and felt comfortable knowing that our concerns were being recognized and addressed.







## Environmental Action

The past few years, we have been taking stock of our environmental footprint in order to create practical, forward-thinking programs to minimize impact and do business in more environmentally friendly ways. This has led to several initiatives in recent years internally including:

- 01** Launching an Environmental Impact Policy for our employees.
- 02** Cutting paper use by approximately 100,000 pages by converting to digital Certificates of Analysis.
- 03** Working with Bonar Plastics to launch reusable shipping containers for our dsm-firmenich cultures.
- 04** Installation of EV Car Chargers in two of our locations.
- 05** Tracking metrics for areas like: total waste recovered, hazardous and non-hazardous waste disposal, water usage, energy consumption, and more.

- 06** Universal use of energy-saving, motion-activated lights across all distribution centers and corporate offices.
- 07** LED Upgrades to Turlock warehouse: projected to save 39% in lighting system energy use.
- 08** Launching our first-ever solar power project for our Jerome, Idaho, distribution center in 2026! That project is estimated over its lifetime, to offset 3,115.5 metric tons of CO<sub>2</sub> emissions.

## GHG Carbon Neutrality (Scope 1 & Scope 2) by 2035

At the time of this report's publication, we will be working on our third GHG inventory.

Nelson-Jameson's GHG emission inventory was designed and developed to align with the World Resources Institute (WRI), World Business Council for Sustainable Development (WBCSD) GHG Protocol: A Corporate Accounting and Reporting Standard. The inventory's

organizational boundaries followed an operational control approach.

Our second study indicated a Scope 1 and 2 GHG emissions inventory total of 4,650 metric tons of carbon dioxide equivalent (MT CO<sub>2</sub>e), a slight uptick from the previous year. As we continue to grow the business and our truck fleet's deliveries across the United States, we face a significant challenge to minimize impact even as we open new locations and add additional miles.

Working with our partners at ICF International, we took part in our first "Nelson-Jameson's Emission Reduction Assessment" in order to help understand the most pragmatic ways to approach reducing our impact on the environment. That report highlighted several areas, including building energy efficiency measures, route/load optimization, alternative fuel use, vehicle efficiency measures, and several other concerns. We hope to use this information to help guide forthcoming initiatives and investments. Most immediately we have started to examine an initial solar power project for one of our facilities that we hope to share more about soon.

## Carbon Neutrality (Scope 1 and 2) By 2035

What does this mean? As a medium-sized family-owned company, we are going to make a good-faith commitment to:

- 01** Seek out projects that reduce our Scope 1 and Scope 2 emissions, including: finding more energy-efficient ways to run our operations at our warehouses and offices, whether that be finding more efficient heating and cooling options, lighting efficiencies, or other areas of development.
- 02** Focus on finding new, more energy-efficient ways to operate our fleet, including looking for alternative fuel sources, optimization of routes, and beyond.
- 03** Work with our suppliers to seek out new ways to create efficiencies in the supply chain to reduce emissions in our daily operations.

GHG EMISSIONS  
**CARBON NEUTRALITY (SCOPE 1 & 2) BY 2035**

- 04** Where needed, using verified standard carbon offsets (Gold Standard, Verified Carbon Standard, etc), and/or renewable energy credits to reach our neutrality goals.
- 05** Build on our work in the coming years to set additional long-term goals with experience and knowledge.

As our strategy continues to evolve and as we are able to make improvements in our Scope 1 & 2 emissions, we will also communicate updates on how we plan to address Scope 3 concerns.

Nelson-Jameson is excited to earnestly engage in aiming for this target, with the hope that we will continue to learn along the way.

**“**From environmental impact, to ethical business & labor practices, we strive to partner with suppliers and manufacturers that share our dedication to a transparent, sustainable supply chain. We're excited to see what we can accomplish when we all work together, while ensuring best in class products, service, and support.**”**



**Dakonya Freis**  
EVP of Commercial Development



# THRIVING EMPLOYEES

We value and appreciate the contributions of our employees by offering a comprehensive and competitive total rewards package. All employees earn a living wage (based upon national averages), and many full-time employees are also eligible for variable compensation such as annual bonuses. Our approach to total rewards also includes professional development opportunities, a generous time-off policy, and flexible work arrangements that support work-life balance and long-term career growth.

“The health and safety of our employees is always job number one. In our warehouses, on the road, and beyond, we focus on making sure our employees are taken care of, as they take care of our daily business.”



**Shawn Kitchner**  
EVP of Operations & Logistics



### Safety & Wellbeing

Safety remains a top priority at Nelson-Jameson. We reinforce this commitment through regular emergency drills, HACCP and GMP training, ongoing safety communications, and participation in programs such as SQF audits. Our focus on safety has earned multiple recognitions, including the Wisconsin Motor Carriers Great West Safety Award (three consecutive years), the International Dairy Foods Association

(IDFA) Safety Award, and honors from both the Wisconsin Motor Carriers Association and the Truckload Carriers Association.

These achievements reflect our ongoing dedication to maintaining a safe, healthy, and rewarding workplace for all employees.

### Health & Wellness

Health and wellness are a core part of how we support our employees. We offer a wellness stipend to encourage proactive care, along with enhanced healthcare incentives introduced this year to make coverage more accessible and affordable. We have also upgraded our healthcare partners and provide ongoing education and resources to help employees make informed decisions about their health and wellbeing.

Our commitment is further supported by a dedicated, full-time Health & Wellness Coordinator and a range of onsite and virtual programs designed to make prioritizing health both convenient and affordable. At our



Heather Wucherpennig celebrates 30 years working for Nelson-Jameson.

corporate office - where the majority of our employee population is based—we offer an onsite fitness center and a newly added walking trail for employees to enjoy. We also provide onsite yoga sessions at the corporate office, with virtual options available to employees at other locations, ensuring access to wellness programming across the organization.

### Awards

Nelson-Jameson’s commitment to sustainability is a year-round initiative. And while some of our behind-the-scenes actions may go unnoticed, others do garner recognition. In 2025, Nelson-Jameson won awards and honors across its entire organization. The company earned a Bronze EcoVadis Sustainability Rating in August 2025. Our VP of Customer and Employee Experience, Heather Simcakoski, was honored with a Women in Supply Chain Award. A Nelson-Jameson Food Safety & Quality Specialist was also honored as one of the STOP Foodborne Illness’s “40 Food Safety Professionals Under 40” in 2025. And we were honored with a “Great Place To Work”® certification for the third straight year. It was a banner year for Nelson-Jameson, and we can’t wait to do even more in 2026!





# GREAT PLACE TO WORK® CERTIFIED

Our team is proud of the work we do and committed to creating and maintaining a positive culture where our employees are rewarded and recognized for their contributions. We are proud to say that 91% of our employees rated us a Great Place to Work!

At Nelson-Jameson, we take pride in our employees and the experience they have working here. In 2025, we participated in the Great Place to Work Survey!

The Great Place To Work Trust Index Survey measures employee experiences in five dimensions of a high-trust company culture. Three dimensions are connected to the actions of leaders and building trust:

credibility, respect, and fairness. The other two dimensions measure employees' workplace experience: pride and a sense of belonging. Nelson-Jameson ranked high across the board, with 91% of employees responding that Nelson-Jameson is a great place to work. 96% responded that when they joined the company, they were made to feel welcome. 98% said that they can take time off from work when necessary.

91%

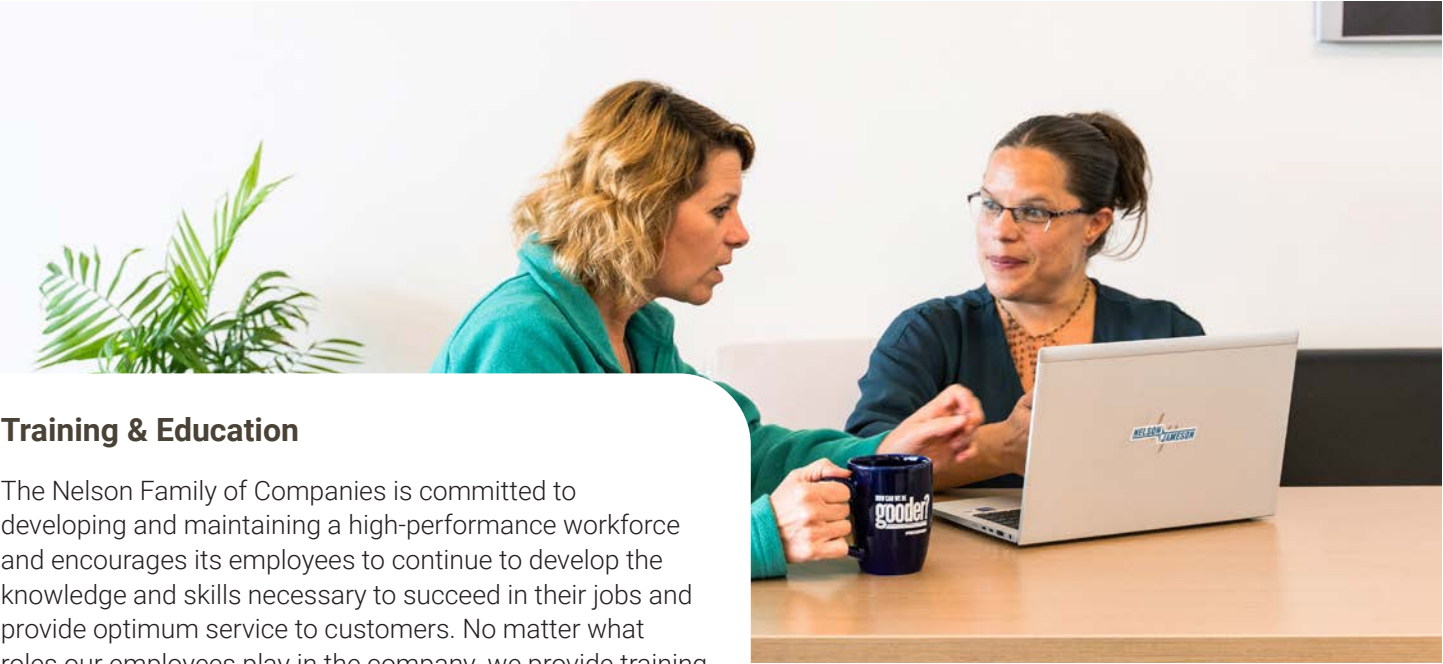
OF OUR EMPLOYEES RATED US AS A GREAT PLACE TO WORK

96%

OF OUR EMPLOYEES FEEL WELCOME

100%

OF FULL-TIME EMPLOYEES EARNING A LIVING WAGE



## Training & Education

The Nelson Family of Companies is committed to developing and maintaining a high-performance workforce and encourages its employees to continue to develop the knowledge and skills necessary to succeed in their jobs and provide optimum service to customers. No matter what roles our employees play in the company, we provide training opportunities that are meant to provide awareness and understanding of topics like food safety, fair labor practices in the supply chain, ethical business practices, cyber security, workplace safety, etc. that speak to our company values and expectations. Job-specific training opportunities are also targeted at employees to help them grow professionally, access best practices, and to uphold the standards and expectations of being an informed, effective partner in the food industry for our customers and other stakeholders. We saw a significant increase in tracked training hours due to more comprehensive reporting practices that more accurately and holistically measured training and continuing education opportunities across the organization.

In addition to the extensive internal training opportunities offered throughout the year, we actively support ongoing learning and professional growth through multiple education-focused programs. For employees in specialized roles that require continuing education, certifications, or licensing, we reimburse approved training costs to ensure skills remain current and aligned with industry standards.

We also offer an Educational Assistance Program for employees who wish to further their education. This program provides financial assistance for approved coursework, continuing education credits, certifications, and licensure, supporting the development of skills and knowledge that create shared value for both the employee and the organization.

3,479

Total Essential Training & Development Hours



100%

Employees earning a living wage.



Three Recordable Injuries in 2025

31 DAYS LOST TIME  
519,168 TOTAL HOURS

# COMMITMENTS & TOTALS

At Nelson-Jameson, we take a data-driven approach to everything we do. From serving the community to our commitment to food safety and employee wellness, the success of our approach is measurable. And while that success goes beyond numbers, they do help tell the story of our contributions to the industry and to the community.

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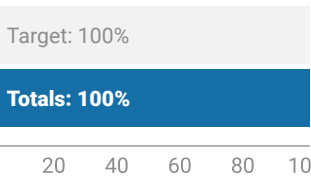
Nelson-Jameson is a data-driven company, which empowers us to make strategic decisions and support sustainable growth. The ability to identify and report on core metrics, help us provide clear performance objectives and allow for informed decision-making and strategic alignment.



Jackie Bulkowski  
EVP of Center of Excellence

## MEANINGFUL PARTNERSHIPS

ETHICAL BUSINESS PRACTICES

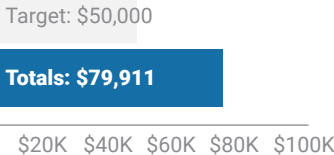


78%  
Customer Satisfaction Score

## FOOD SAFETY & QUALITY

100%  
Average SQF Score

HIGHER EDUCATION CONTRIBUTIONS



## COMMUNITY ENRICHMENT

VOLUNTEER TIME OFF HOURS  
Target: 400 Hrs  
Total: 231 Hrs

\$7,452  
In Matched Donations vs a \$5k Target

COMMUNITY INVESTMENT  
Target: \$100,000  
Totals: \$246,146

## SUSTAINABLE SUPPLY

GHG EMISSIONS  
2035 CARBON NEUTRALITY



SUSTAINABLE SUPPLIER PRACTICES  
DUE IN 2026

## THRIVING EMPLOYEES

3,479  
Total Essential Training & Development Hours Offered vs 1,500 Target Hours

100%  
Of Full-Time Employees Earning a Living Wage vs 100% Target



Addendum additional reporting and core metrics at a glance

Reporting Metric	2025	2024	2023	Notes
MEANINGFUL PARTNERSHIPS				
Ethical business practices training*	100%	100%	98%	Yearly training received by ALL employees. Measured calendar year: 1/1-12/31
Net Promoter Score	69	63	67	Net Promoter Scale: -100 to 0 = needs improvement; 0 to 30 = good; 30 to 70 = great; and 70 to100 = excellent. According to industry benchmarks established by global survey leaders.
Customer satisfaction rating (CSAT)*	78%	n/a	n/a	We revamped our Customer Satisfaction Score (CSAT) procedure in 2025 to better calculably and repeatedly ensure more accurate data year after year. This further standardization will lead to more accurate data and comparative data sets with 2025 as a benchmark.
Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	\$0	\$0	\$0	Measured for calendar year: 1/1-12/31.
FOOD SAFETY & QUALITY				
Higher education contributions*	\$79,911	\$90,000	\$80,000	\$50k target: Donations through NJ Foundation and Nelson-Jameson, Inc. Includes both monetary and product donations.
SQF excellence*	100%	100%	99.33%	Average SQF scores from across assessed distribution centers. First audit of our new Fairview facility is scheduled for 2026.
COMMUNITY ENRICHMENT				
Community investments*	\$246,146	\$237,062	\$133,322	\$100k target.
Matched donations*	\$7,452	\$7,517	\$5,000	100% match of employee donations to their chosen non-profits.
Volunteer time off hours*	231	232	221	Compensated time off for volunteering.
SUSTAINABLE SUPPLY				
Total energy consumption	TBD	16,618.16 GJ	15,300 GJ	Measured for calendar year: 1/1-12/31.
Amount of renewable energy consumed	0%	0%	0%	Measured for calendar year: 1/1-12/31.
Employee labor exploitation training*	100%	100%	98%	Training for employees to recognize exploitation in the supply chain, with a specific focus on evaluation of suppliers. Measured calendar year: 1/1-12/31.
Hazardous waste total weight	7.1 tons	14.145 tons	26.5605 tons	2023: Only York & Marshfield facilities information was available.
Non hazardous waste total weight	185.87 tons	221 tons	n/a	Measured calendar year: 1/1-12/31.
Total of waste recovered	127.42 tons	71 tons	n/a	Measured calendar year: 1/1-12/31.
Water Usage	1,192,379.6 gallons	n/a	n/a	Measured for first time in 2025. One location pending.
Sustainable procurement concerns raised internally on suppliers	1	0	0	Number of cases filed with Regulatory on concerns about suppliers in terms of sustainable supply practices.

Addendum additional reporting and core metrics at a glance

Reporting Metric	2025	2024	2023	Notes
SUSTAINABLE SUPPLY CONTINUED				
Sustainable supplier practices*	Due 2026	96%	100%	Percentage of total suppliers/ manufacturers that receive biennial communication on standards and practices, including sustainable supply standards.* *Letters are sent to active suppliers with a minimum spend. Switched to biennial in 2025 to better mirror industry practices.
Number of Top 25 Suppliers Scoring 4 or above (Proficient or Mastering) on 5 Point NJ Sustainability Scorecard	28%	n/a	n/a	Measured for first time in 2025. 1-5 NJ Sustainability Scorecard uses available S&P ESG Scores, Sustainalytics Risk Rankings, Ecovadis Medal information (Ecovadis rankings if available), and any additional approved evidence. Also, factors in any concerns raised internally on suppliers. Run September of each year. <b>Scale:</b> 1 = Needs Immediate Attention, 2 = Emerging, 3 = Developing, 4 = Proficient, 5 = Mastering.
Defective Vs. Non-Defective Item Count %	0.05%	n/a	n/a	Measured for first time in 2025.
Recalls Initiated By Suppliers	0	0	0	Measured for first time in 2025. Measured for calendar year: 1/1-12/31.
Total scope 1 emissions*	TBD	3,404 mtco <sub>2</sub> e	2,899 mtco <sub>2</sub> e	Nelson-Jameson's GHG emission inventory was designed and developed to align with the World Resources Institute (WRI), World Business Council for Sustainable Development (WBCSD) GHG Protocol: A Corporate Accounting and Reporting Standard. The inventory's organizational boundaries followed an operational control approach.
Total scope 2 emissions*	TBD	1,246 mtco <sub>2</sub> e	1,284 mtco <sub>2</sub> e	
THRIVING EMPLOYEES				
Living wage*	100%	100%	100%	Measured for calendar year: 1/1-12/31. Based on national averages.
% of Employees Below Living Wage	0%	0%	0%	Measured for calendar year: 1/1-12/31. Based on national averages.
Percentage of women at top management level	54%	50%	48%	Measured in November of calendar year.
Percentage of women employed in the whole organization	40%	40.89%	40.30%	Measured in November of calendar year.
Percentage of women within the organization's board	40%	40%	40%	Measured in November of calendar year.
Number of work-related accidents	3	3	4	Measured for calendar year: 1/1-12/31.
Lost time injury (LTI) frequency rate for direct workforce	1.15	0.419	1.69	Measured for calendar year: 1/1-12/31. 2024 figure updated.
Training hours per employee average	10.93	6.22	4.9	Measured for calendar year: 1/1-12/31. Tracked training hours increased due to more comprehensive reporting practices that more accurately and holistically measured training and continuing education opportunities across the organization.
Lost time injury (LTI) severity rate for temporary workers	0	n/a	n/a	Measured for first time in 2025. Measured for calendar year: 1/1-12/31.
Lost time injury (LTI) frequency rate for temporary workers	0	n/a	n/a	Measured for first time in 2025. Measured for calendar year: 1/1-12/31.



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