



EVERYTHING FOR

Health



# About This Report

This report provides an overview of USANA's approach to sustainability and highlights our 2024 initiatives and achievements. It's structured according to our three sustainability pillars: Products, People, and Planet. The information covers the 2024 fiscal year ending December 28, 2024, unless otherwise stated, and is based on sustainability issues deemed important through our comprehensive stakeholder assessment. All worldwide business operations are in the scope of our governance, management approach, and performance disclosures. Financial figures are in U.S. dollars unless specified.

We are guided in our sustainability disclosure by international reporting standards and frameworks, including the Sustainable Accounting Standards Board (SASB) Standards and the United Nations Sustainable Development Goals (SDGs). Throughout this report, we direct readers to additional information on our website. We value and welcome feedback from all stakeholders. Please send comments or questions about this report to: [sustainability@USANAinc.com](mailto:sustainability@USANAinc.com)

## THE HEALTHIEST FAMILY ON EARTH

**USANA's vision to create The Healthiest Family on Earth includes our commitment to sustainability—one that aims to help people live their best lives in happiness and health.**





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# Letter from the President and CEO

I am pleased to present USANA’s 2024 Sustainability Report, which outlines our approach to sustainability and highlights our many accomplishments.

In 2024, we continued to build on our operating strengths, our strong research and development (R&D) program, and ability to produce high-quality science-based products. We launched seven new products and broadened our reach acquiring Hiya Health Products, a leading direct-to-consumer provider of high-quality children’s health and wellness products. This has diversified our overall business while upholding our commitment to invest in direct sales to drive growth.

These highlights notwithstanding, we faced a challenging macro-economic environment. Our operating results and increasing competition reflected continued, cautious consumer sentiment in many of our key markets, making it difficult to attract new customers and generate positive momentum throughout the year. To address this dynamic operating environment, we reorganized our sales, marketing, and communications departments into one commercial team. We believe this positions us to better execute our customer growth strategy in 2025.

As a company that strives for excellence and integrity, we’ve advanced our long-term commitment to sustainability. Our vision to create **The Healthiest Family on Earth** continues to drive everything we do—we understand the health of our business is inextricably linked to the health of people, communities, and the planet. In 2024, we were honored to be named one of America’s Most Responsible Companies by *Newsweek* magazine in recognition of our environmental, social, and governance performance.

We continued to acquire renewable energy in 2024 to align with our ambition to lower our Scope 1 and 2 greenhouse gas (GHG) emissions. Our waste to landfill was lowered by reducing scrap waste by 33%. The well-being and professional growth of our people also remained a priority. We are seeing benefits of our

ongoing efforts to invest in employee engagement, wellness, and development programs. Results from our 2024 employee survey showed 84% of USANA employees are actively engaged, reflecting a highly motivated workforce aligned with our company values, business goals, and sustainability ambitions.

Our support of communities around the globe continues to grow. In 2024, the USANA Foundation donated 10,000 Garden Towers to help feed families in need and provided funding for over 500,000 Kids Eat meals to help alleviate hunger. We sponsored 257 athletes representing eight countries in 16 sports at the Paris Olympic and Paralympic Games. They made us proud by winning a total of 91 medals, including 37 gold.

I want to thank our employees and Associates for their hard work and dedication over the past year. Everything starts with our people, and we wouldn’t be the company we are without them. In 2025, we will continue to execute our Associate-first approach. We’re also expanding and enhancing our best-in-class products and are focused on supporting Hiya’s growth. We are steadfast in our vision to create **The Healthiest Family on Earth** with a focus on a more sustainable future.

I invite you to learn more about USANA and our sustainability initiatives and look forward to sharing our progress in future reports.

Sincerely,

**Jim Brown**  
President and CEO



**“We are steadfast in our vision to create The Healthiest Family on Earth with a focus on a more sustainable future.”**



# 2024 Highlights

PRODUCTS

\$11.6M

invested in R&D

12

product-related awards

7

new products

100%

of required employees received Current Good Manufacturing Practice (CGMP) training



PEOPLE

51%

of leadership positions held by women

12.3M

meals provided through the USANA Foundation

84%

employee engagement based on global employee surveys

2,690

employee volunteer hours



PLANET

17%

reduction in GHG emissions at USANA HQ from 2023

~57%

of operational waste diverted from landfills

58%

of energy use at our home office derived from solar arrays and the purchase of renewable energy certificates

300,319

bottles saved from landfills





ABOUT

# USANA

We provide the highest quality, best-in-class nutritional products to our customers around the world to create The Healthiest Family on Earth.

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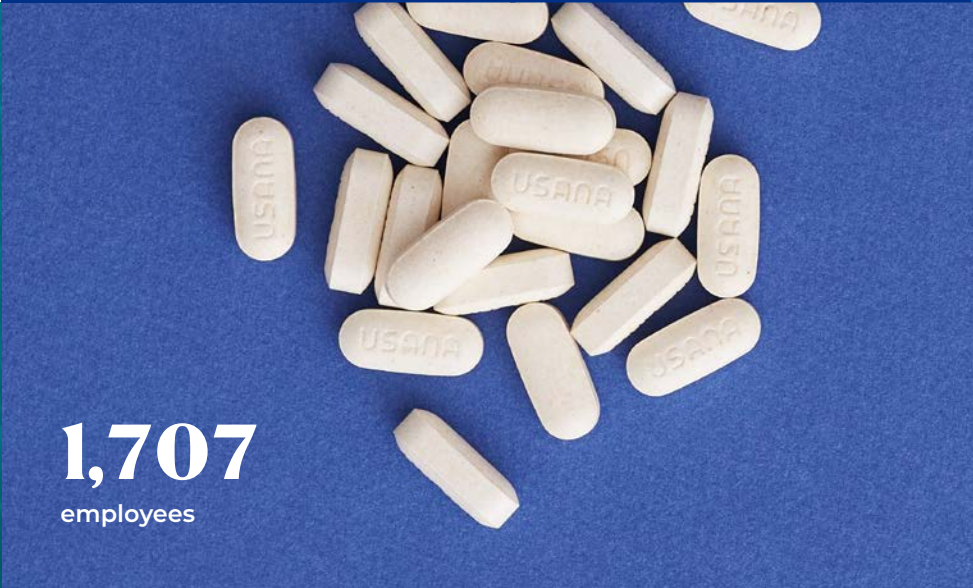
25  
global markets



450,000  
active customers



1,707  
employees



# The Healthiest Family on Earth

We are a global, direct-selling nutrition company with a mission to improve the health and wellness of individuals and families worldwide. For over 30 years, we’ve helped people live healthier lives—from personal nutrition to active lifestyles.

**Our business is guided by four core values:**

**Excellence**

We rely on scientific research to provide innovative, healthy-living solutions, and we empower all individuals to continually improve each day.

**Community**

We support, care for, and encourage one another—and the world—to live happier, healthier lives.

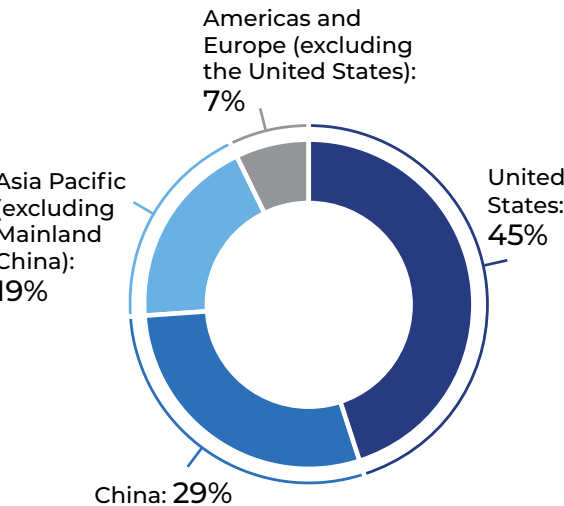
**Integrity**

We demonstrate honesty, responsibility, and accountability through our individual actions and corporate decision-making.

**Health**

We cultivate a holistic view of wellness that supports a healthy body and a strong mind.

Employees by Geography



**USANA operates in 25 markets globally and employs 1,707 people around the world.**





# How We Operate

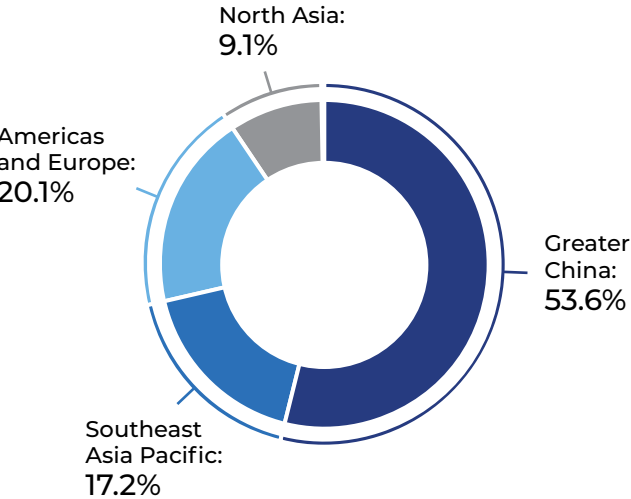
Our three primary customer types are Associates, Preferred Customers, and Affiliates. Associates are independent distributors who consume and sell our products to others. Preferred Customers and Affiliates purchase our products solely for personal use.

Working with Associates and Affiliates allows us to expand our customer base—providing more people access to our products to meet the needs of a wider range of customers.

### Manufacturing

We produce and conduct quality control for approximately 69% of our products in-house. We maintain manufacturing and quality control facilities at our corporate headquarters in Salt Lake City, Utah, as well as Beijing and Tianjin, China. Our Salt Lake City facility sources products for all of our markets, except for China and India. USANA contracts with third-party suppliers and manufacturers to produce the remaining 31% of products—packed according to formulations created by or in conjunction with USANA's product development. These suppliers and manufacturers are held to USANA's high standards through regular audits from our quality team.

2024 Net Sales by Region



### Company Awards, Recognitions, and Certifications

- *Newsweek*—America's Most Responsible Companies
- *Direct Selling News*—Global 100
- Asia CEO Awards—Circle of Excellence Awardee—Company of the Year
- HR Asia Best Companies to Work For—Philippines
- Utah Manufacturer of the Year
- USANA Athletes—91 Olympic medals (37 gold, 30 silver, 24 bronze)
- Prescribers' Digital Reference®—11 USANA products listed
- Safe Quality Foods (SQF) Program—Global Food Safety Initiative (GFSI) Certification

**\$110M**

adjusted EBITDA

**\$855M**

net sales

**\$42M**

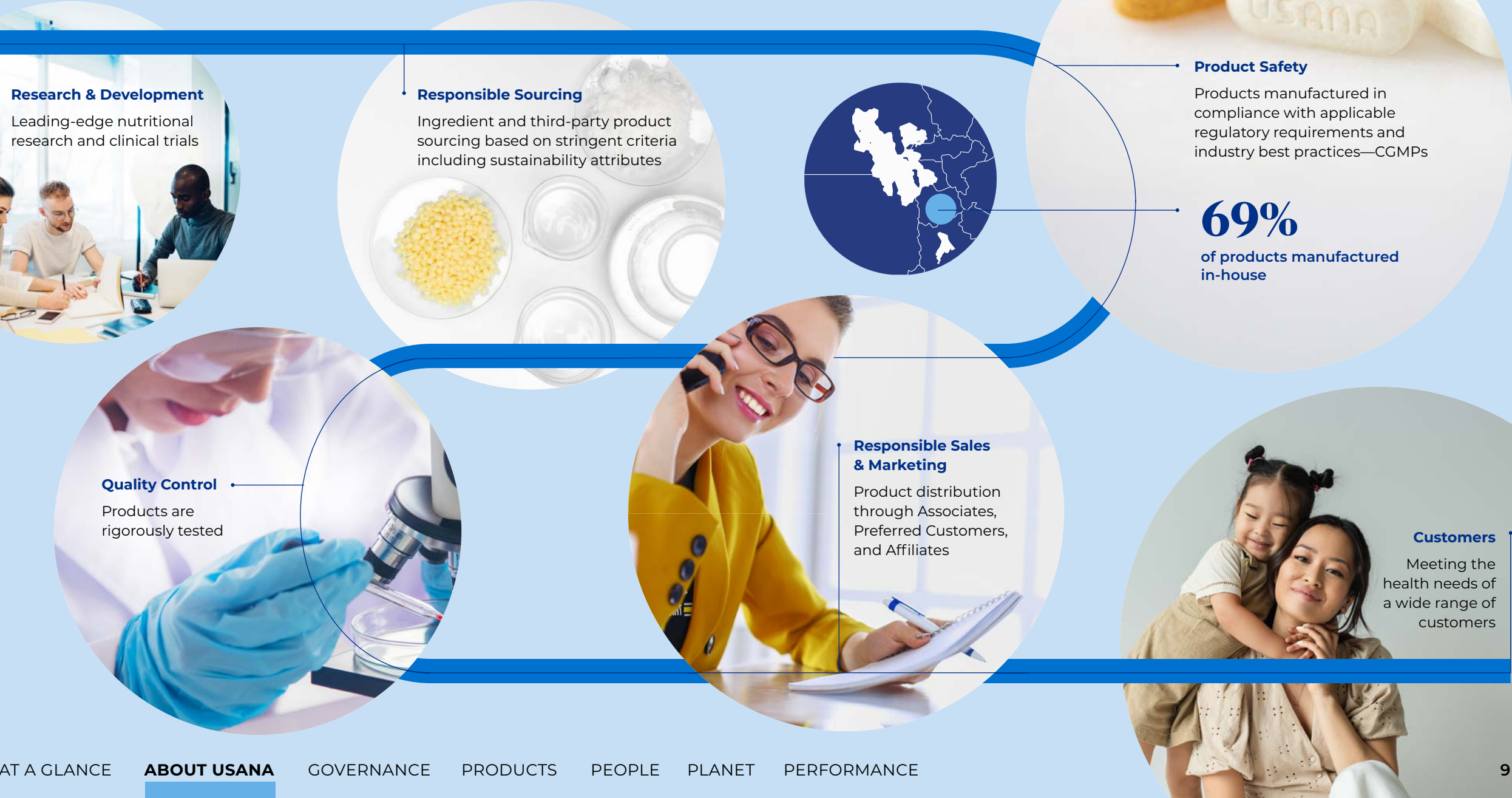
net earnings





# Our Value Chain

From concept to product delivery, rigorous protocols and best-in-class quality control processes ensure every USANA product delivers what’s promised.



# USANA Across the Globe

- Australia  
Belgium  
Canada  
China  
Colombia  
France  
Germany  
Hong Kong  
India
- Indonesia  
Italy  
Japan  
Malaysia  
Mexico  
Netherlands  
New Zealand  
Philippines  
Romania
- Singapore  
South Korea  
Spain  
Taiwan  
Thailand  
United Kingdom  
United States

25  
markets  
(global presence)

1,707  
employees  
worldwide

69%  
products  
manufactured  
in-house

\$11.6M  
invested in R&D  
in 2024

Home Office: Salt Lake City, Utah, United States | Founded: 1992 | NYSE: USNA



# Our Approach to Sustainability

We recognize health and sustainability are inextricably linked and strive to make a difference across three main pillars: Products, People, and Planet.

In 2021, we relied on input from internal and external stakeholders to identify the most significant sustainability issues affecting our business, and how USANA’s operations, products, and services impact people and the environment. We anticipate conducting an updated materiality<sup>1</sup> assessment in 2025.

### USANA Sustainability Priorities

Strategic Pillars	Topics
Products	<ul style="list-style-type: none"><li>Product quality and safety</li><li>Responsible sourcing</li><li>Health and nutrition</li><li>Affordable and accessible products</li></ul>
People	<ul style="list-style-type: none"><li>Talent management and development</li><li>Employee health, safety, and well-being</li><li>Enhancing company culture</li></ul>
Planet	<ul style="list-style-type: none"><li>Sustainable packaging</li><li>Waste management</li><li>GHG management</li><li>Biodiversity and environmental conservation</li><li>Energy management</li><li>Water management</li></ul>
<ul style="list-style-type: none"><li>Strong governance and ethical business practices</li></ul>	

### Sustainable Development Goals

As a global company focused on improving health, we use the UN SDGs, where appropriate and reasonable, as a guide for USANA’s sustainability goals. We have mapped USANA’s sustainability priorities, focus areas, and values to the SDGs, identifying seven where we believe our products and community engagement work can actively contribute.

SDGs icons throughout this report indicate how our sustainability efforts align.



<sup>1</sup> For purposes of our sustainability reporting, the concept of “material” topics identified through “materiality assessments” generally refers to ESG reporting guidance and does not correspond to the concept of materiality used in the securities laws and disclosures required by the U.S. Securities and Exchange Commission (SEC).

# Q&A with Paul Jones, Chief People Officer

## Q: Why is sustainability important to USANA?

**A:** Sustainability is integral to the success of our company. It's reflected in our core values and has been intrinsic to our business practices for over 30 years. There's a strong connection between our vision to create **The Healthiest Family on Earth** and the health of our planet and the communities where we live and work. We recognize our responsibility to contribute to an eco-friendly and healthy environment. But beyond simply doing the right thing, sustainability helps position us as a brand people trust.

## Q: What are some of USANA's business drivers for sustainability?

**A:** Sustainability drives innovation, resilience, and value for our business. Consumers are increasingly seeking products that are more environmentally friendly, transparent, and in line with their values. We're finding this is particularly true for those who care about their health. We know people value working for companies with a sustainability mindset, so a strong commitment to sustainability supports our employee recruiting and retention efforts. We're also seeing increased regulations, particularly around GHG emissions and waste, both in the United States and other jurisdictions around the globe. Our approach to sustainability includes monitoring these developments and adjusting our strategy accordingly.

## Q: What can we expect in 2025?

**A:** We'll continue to advance our sustainability strategy by prioritizing goals and targets to better measure progress. We anticipate conducting another materiality<sup>1</sup> assessment to ensure we stay focused on the most relevant sustainability issues and clearly understand how our business impacts the planet and community.

We'll continue to invest in health, well-being, and professional development to support a highly engaged workforce and a culture that attracts and retains the top talent in our industry. Through the USANA Foundation, we anticipate providing families and children around the world with many more Garden Towers and meals to alleviate hunger—engaging our employees and Associates to give back to their communities. We've achieved a lot over the past few years, but there's still much work ahead to contribute to a more sustainable future.



**“Sustainability drives innovation, resilience, and value for our business. Consumers are increasingly seeking products that are more environmentally friendly, transparent, and in line with their values.”**

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# Stakeholder Engagement

At USANA, we proactively and consistently engage with a diverse group of stakeholders. This helps us forge long-term relationships built on trust and accountability.

Stakeholder Summary Table

Stakeholder Type	How We Engage	Stakeholder Type	How We Engage
Associates, Preferred Customers, and Affiliates	<ul style="list-style-type: none"><li>• Direct email and SMS messaging</li><li>• Webinars and trainings</li><li>• Websites, blogs, social media platforms, and press releases</li><li>• Direct communication with customer service representatives</li><li>• Conventions, incentives, and events</li></ul>	Local partners and suppliers	<ul style="list-style-type: none"><li>• Ongoing participation through meetings, conferences, and seminars</li><li>• Oversee daily operations, including site visits and inspections</li><li>• Phone calls, emails, and meetings to address questions, issues, and concerns</li><li>• Meetings to review and/or negotiate contracts and/or requirements</li></ul>
Employees	<ul style="list-style-type: none"><li>• Organization-wide town halls with senior leadership</li><li>• Frequent communication through internal website and emails</li><li>• Educational and shared experience articles on company intranet</li><li>• Training and workshops</li><li>• Recognition, awards, and contests</li><li>• Employee surveys</li><li>• New employee orientations</li></ul>	Government and regulators	<ul style="list-style-type: none"><li>• Meetings, website, correspondence, and/or phone calls related to legislation, proposed legislation, and regulatory compliance</li><li>• Overall education on USANA and its business</li><li>• Formal submission of regulatory filings and/or responses to requests for information</li><li>• Operational site visits</li></ul>
Investors	<ul style="list-style-type: none"><li>• Broad outreach meetings with institutional investors and research analysts</li><li>• Annual and quarterly meetings, phone calls, and/or emails for questions</li><li>• Annual Shareholder Meeting</li><li>• Reports such as our Earnings Press Releases, Management Commentary Results and Outlook document, and Annual/Quarterly Reports filed with the SEC</li></ul>	Local communities and organizations	<ul style="list-style-type: none"><li>• Partnerships with local schools to provide professional development</li><li>• Engaging community leaders and organizations</li><li>• Monetary and food donations to specific charities, schools, and other groups</li><li>• Health and wellness education for at-risk groups</li></ul>
		Trade associations and non-governmental organizations	<ul style="list-style-type: none"><li>• Memberships in public/private partnerships</li><li>• Participation in consortiums and working groups related to the direct selling sector</li><li>• Ongoing participation in industry meetings and conferences</li></ul>



BUILDING A FOUNDATION OF TRUST WITH GOOD

# Governance

Good governance is the foundation of our business and how we create long-term value for our stakeholders.

**In this section:**

- 15** Corporate Governance
- 17** Business Ethics



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USANA Board members are independent



**100%**

of employees completed USANA's Code of Ethics training



# Corporate Governance

USANA’s governance practices are designed to ensure we manage our business lawfully, responsibly, transparently, and with integrity and honesty. For details on our corporate governance guidelines, please see our [website](#).

## Board of Directors

USANA’s Board of Directors oversees the management of our business and provides strategic guidance to our leadership team.

The Board consists of eight members, including an independent Lead Director. It has four committees—Audit Committee; Compensation Committee; Governance, Risk & Nominating Committee; and Sustainability Committee—each composed solely of independent directors.

We benefit from the diversity of backgrounds, viewpoints, and perspectives of our Board members and value the unique experiences and qualifications they bring to their roles on USANA’s Board. Additional information on our Board of Directors can be found on our [website](#).



Enterprise Risk Management

USANA’s Board monitors risk both at the full Board level and, where appropriate, through its committees. Board members receive regular reports from USANA senior management who manage and assess company risks. Senior management is also responsible to implement processes and controls, such as USANA’s Enterprise Risk Management (ERM) program, to mitigate against risks and their effects on our organization.

USANA’s ERM program provides a disciplined approach for identifying, assessing, and managing risks and is based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) ERM framework. It’s governed by the company’s Risk Oversight Committee and includes an annual risk assessment, risk mitigation reviews, policy reviews, and key control reviews.

Privacy and Cybersecurity

As part of our commitment to sustainable business practices, we recognize that strong cybersecurity and data privacy measures are essential to safeguarding our stakeholders’ trust and protecting sensitive information. Our cybersecurity framework is built on industry best practices, incorporating advanced threat detection, encryption protocols, and continuous monitoring to mitigate risks. We proactively assess vulnerabilities, provide ongoing employee training, and adhere to global data privacy regulations to ensure compliance and resilience against cyber threats. By integrating cybersecurity and data privacy into our sustainability strategy, we not only protect digital assets but also contribute to a secure and ethical digital ecosystem, reinforcing our long-term commitment to corporate responsibility and sustainability.

United States Government Relations

We focus our bipartisan government relation efforts on education about USANA and the direct selling and dietary supplement industries. They are primarily directed toward members of Congress and the State Attorneys General and secondarily with Utah state, county, and local leaders. We connect with government leaders on key policy issues that may impact our company and industry. USANA and the USANA Political Action Committee (PAC) make political donations to the campaigns of individuals who support the direct selling industry and business model and the dietary supplements industry.





# Business Ethics

## Code of Ethics and Training

Our Code of Ethics (Code), available in nine languages, applies to all our directors, officers, and employees worldwide. All new USANA employees receive training on our Code and policies, covering topics such as conflicts of interest, fair dealing, and use of corporate assets. Every USANA employee is required to annually complete Code of Ethics training and anti-corruption and insider trading training, and all Board members are required to annually certify they comply with the Code. Our suppliers are also provided with a Supplier Code of Conduct.

Employees, Associates, or anyone outside the company are encouraged to report suspected misconduct or Code violations to a human resources representative, a member of management, or USANA's Audit Committee of the Board of Directors through our Whistleblower Communication System. This third-party system is available globally 24 hours a day, seven days a week. Employees may report their concerns anonymously and without fear of retaliation. Any reported violations are investigated promptly, thoroughly, and impartially.

## 2024 Performance

	2024	2023	2022
% of employees trained on USANA's Code of Ethics	100%	100%	100%
% of employees, directors, and officers who certified they comply with USANA's Code of Ethics	100%	100%	100%

## Responsible Sales and Marketing

We are committed to ethical business practices in selling our products globally, including responsible marketing and strong consumer protection practices. We continually monitor and review our Associates' compliance with our corporate policies and procedures, as well as the laws and regulations applicable to our business around the world. As a member of the Direct Selling Association (DSA), we adhere to its Code of Ethics. It ensures member companies do not make statements or promises that may mislead consumers or salespeople. All USANA Associates are trained on the DSA Code and are required to adhere to its standards.

Outside the United States, we adhere to the World Federation of Direct Selling Associations' Code of Ethics.



CREATING IMPACT THROUGH OUR

# Products

We create The Healthiest Family on Earth by developing and manufacturing high-quality, science-based nutritional, personal care, and skincare products that promote long-term health and wellness.

In this section:

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- 23 Manufacturing Standards



**\$11.6M**  
invested in R&D  
in 2024



**100%**  
of required employees  
completed CGMP training





# Supporting Good Health and Nutrition

With over 30 years of nutritional science innovation, we deliver trusted products to help empower our customers on their health and wellness journey.

Focus Area	Ambition	Actions	2024 Progress
Product Quality and Safety	<ul style="list-style-type: none"><li>Bring high-quality, science-based products to market</li></ul>	<ul style="list-style-type: none"><li>Continued investment in R&amp;D</li><li>Continue to attain high internal standards, meeting all applicable local laws and widely accepted international regulatory standards, as we develop and produce our global products</li></ul>	<ul style="list-style-type: none"><li>Invested \$11.6 million in R&amp;D</li><li>100% of required employees received CGMP training</li></ul>
Responsible Sourcing	<ul style="list-style-type: none"><li>Enhance our sourcing practices to align with our values, goals, and stakeholder expectations</li></ul>	<ul style="list-style-type: none"><li>Encourage our suppliers to meet high internal standards for quality and ethical business practices</li></ul>	<ul style="list-style-type: none"><li>Continued to work with vendors and suppliers to align our sustainability goals and objectives</li></ul>
Health and Nutrition	<ul style="list-style-type: none"><li>Make high-quality products and nutrition accessible to more people</li></ul>	<ul style="list-style-type: none"><li>Deliver easily available healthy lifestyle information to consumers</li><li>Seek innovative business strategies to expand product access to more people, including those at lower income levels</li></ul>	<ul style="list-style-type: none"><li>Utilized our internal and external communication platforms to publish healthy lifestyle and nutritional tips</li><li>Partnered with outside organizations to provide products to underserved communities</li></ul>





Our Product Categories

**USANA's product line includes:**

**USANA Nutritionals Optimizers:** Consists of targeted supplements designed to meet individual health and nutritional needs. These products support needs such as cardiovascular health, skeletal/structural health, and digestive health and are intended to be used in conjunction with the Essentials/CellSentials.

**Essentials/CellSentials:** Includes core vitamin and mineral supplements that provide a foundation of advanced total-body nutrition for every age group beginning with children 13 months of age.

**Foods:** Includes meal replacement shakes, snack bars, and other related products that promote healthy weight management, digestive health, energy, and hydration through a holistic approach. These products can be used along with Essentials and Optimizers to provide a complete and healthy diet and sustained energy throughout the day.

**Personal care and skincare:** Includes our premium science-based personal care products and Celavive, our innovative skincare system formulated with our USANA InCelligence Technology. Celavive offers a comprehensive skincare regimen benefiting multiple skin types and ethnicities, upgraded science, and more noticeable user benefits.

**All other:** Includes materials and online tools that are designed to assist our Associates in building their businesses and in marketing our products.

Details of this are found on page 5–6 of the most recent 10K published in March.

Product Mix

Product Line/Category	% of Products Sold
USANA Nutritionals Optimizers	71%
Essentials/CellSentials	16%
Foods	6%
Personal care and skincare	6%
All other	1%





# 2024 Product Awards

## Utah's Best of State Awards

Utah's Best of State Awards recognizes outstanding individuals, organizations, and businesses in Utah. Candidates are evaluated by a panel of more than 100 judges based on three criteria: achievement in the field of endeavor; innovation or creativity in approaches, techniques, methods, or processes; and contribution to improving the quality of life in Utah. In 2024, USANA received two awards:

- Best of State: Merchandising & Consumer Services—Dietary Supplements, CellSentials
- Best of State: Merchandising & Consumer Services—Personal Care/Cosmetics, Celavive

## Korea Medical Healthcare Award

The 2024 Korea Medical Healthcare Award ceremony celebrated medical institutions, companies, and organizations that have contributed to the promotion of national health and the development of the health industry. USANA received recognition in two categories:

- Multivitamin category, HealthPak
- Weight-management category, Nutrimeal



## Euromonitor International

Leading the world in data analytics and market, industry, economy, and consumer research, Euromonitor International provides global insight into thousands of products and services. In 2024, the following USANA products received rankings:

- Ranked #1 Direct Selling Brand for Calcium Supplements, Hong Kong
- Ranked #1 Brand of Co-Enzyme Q10, sold directly in Australia
- Ranked #1 Brand in Co-Enzyme Q10, Taiwan

## Additional Product Awards

- *BELLA* Beauty Awards: Skincare—Moisturizer/Oil, Barrier Balm
- CMPL Disruptors Awards—Nutrimeal, India
- #1 Combination Dietary and Calcium Supplements Brand, Malaysia
- #1 Vitamins and Dietary Supplements Brand, Philippines
- *Reader's Digest* Trusted Brands Awards Gold Label for Most Trusted Natural Food Supplements, Philippines



# Product Quality and Safety

## A Conversation with Kathryn Armstrong, USANA’s Chief Scientific Officer

**Q: What is the role of R&D at USANA?**

**A:** Science is at the forefront of everything we do—and we are committed to continuous product innovation. Our R&D activities develop industry-first, new USANA products, elevate existing USANA product formulas based on the latest science, and adapt existing formulas to meet ever-changing international market regulations. Our scientific experts pursue leading-edge nutritional research, attend scientific conferences, and work with several third-party research institutions and researchers to identify potential new products and opportunities to reformulate our existing products. As the Chief Scientific Officer, I am privileged to oversee our global R&D.

**Q: How does USANA ensure product quality and safety?**

**A:** Product quality and safety is our top priority. We adhere to strict quality standards, including CGMPs. Policies and procedures are in place to identify, measure, control, and sustain superior product quality. More than 150 professionals working in product development and formulation, regulatory affairs, quality control, quality assurance, health education, research, product validation, laboratory services, and science apply these rigorous safety and quality protocols. New products formulated with the highest-quality ingredients go through six phases and undergo rigorous quality and potency testing before and throughout production. All USANA suppliers must also meet our stringent sourcing standards and requirements.

**Q: What is USANA’s approach to clinical trials?**

**A:** Select USANA products undergo double-blind, placebo-controlled clinical studies to generate safety and efficacy information. All USANA-sponsored trials are designed and conducted to our high standards and meet all applicable local laws and widely accepted international regulatory standards—and each undergoes an ethical review, as required, by a qualified independent committee prior to trial initiation.

**Q: What is USANA InCelligence Technology?**

**A:** InCelligence is an exclusive platform for creating products that support optimal cellular health harnessed through the power of cell signaling. Cell signaling is a cell’s ability to receive, process, and transmit signals within its environment and with itself. At the very basic level, it’s simply a cell responding to an internal or external molecule. This interaction is where USANA focuses its efforts when formulating products with InCelligence Technology. USANA scientists developed unique blends of nutrients, InCelligence complexes, that have been scientifically studied to create a specific cellular response. By delivering messages to cells—via the molecules found in these nutrient blends—they instruct a cellular response to activate a targeted health benefit, giving our customer’s more personalized support.



“Science is at the forefront of everything we do.”



# Manufacturing Standards

Product quality is controlled by USANA during every step of the manufacturing process. These standards, defined by our Global Quality organization, help ensure our products are manufactured, tested, released, and distributed in full compliance with applicable regulatory requirements and industry best practices. We strive to continuously improve procedures and follow ongoing compliance with applicable standards, including CGMPs. All employees receive ongoing training for quality and excellence.

### Adverse Event Reporting

Our quality control team manages a global system for collecting, evaluating, and reporting adverse event (AE) reports received by USANA worldwide. While regulations vary by country, most require manufacturers of dietary supplements and over-the-counter products to promptly review AE information received from any source, domestic or foreign, relating to the use of their products. Manufacturers are also required to have written procedures in place to evaluate and report AEs. Customers and healthcare providers can report AEs through USANA’s customer service department. Our quality management team promptly handles all reports.

### Responsible Sourcing

USANA requires products manufactured by third-party suppliers to pass quality control and assurance procedures in conformity with our stringent specifications. Potential new product suppliers are audited to determine CGMP acceptability and compliance. Systems used to purchase materials are validated for product quality now and in the future. Only when suppliers meet our stringent criteria, along with a thorough review of their regulatory inspection and outcome history, is a commercial agreement negotiated. Periodic audits are then conducted to verify suppliers continue to meet CGMPs. The frequency of quality auditing is based on several factors, including compliance and audit history, ongoing product quality, product classification, and product risk.

Sustainability criteria are integrated into our supplier scorecard, requests for proposals (RFPs), and master service agreements (MSAs). This allows us to evaluate potential suppliers based on their environmental, social, and governance practices versus only price and quality. The scorecard identifies those suppliers committed to reducing their environmental impact, protecting human rights, and promoting ethical business practices that align with USANA’s values.

### Product Safety and Quality Performance

	2024	2023	2022
# of global product recalls	0	0	0
Good Clinical Practice (GCP) inspections by regulatory company agencies or clinical trial investigators	0	0	0
% of required employees receiving CGMP training	100%	100%	100%



EMPOWERING OUR

# People

Our Associates and employees are essential in creating a healthier future.

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51%

of women in leadership positions

7.43 years

average employee tenure

12.3M

meals provided through the USANA Foundation





# Supporting Our People

We believe supporting our employees’ financial, physical, and emotional health—while focusing on professional development—increases job satisfaction and positively contributes to attracting and retaining top industry talent. We take pride in our community engagement programs that address hunger and nutrition.

Focus Area	Ambition	Actions	2024 Progress
Employee Health, Safety, and Well-being	<ul style="list-style-type: none"><li>Strive to help our employees achieve physical, mental, and emotional health and well-being</li><li>Achieve 90% employee satisfaction</li></ul>	<ul style="list-style-type: none"><li>Provide generous benefits and compensation to employees globally, as well as a flexible and caring environment</li><li>Invest in employee workplace health and safety</li></ul>	<ul style="list-style-type: none"><li>54% of eligible employees received care through our on-site clinic</li><li>Achieved 84% employee survey global engagement</li></ul>
Talent Management and Development	<ul style="list-style-type: none"><li>Enhance opportunities for internal advancement and collaboration</li><li>Provide employees and Associates with the tools needed to build a meaningful career</li></ul>	<ul style="list-style-type: none"><li>Invest in technology, learning, and development</li></ul>	<ul style="list-style-type: none"><li>Invested 12,766 hours in annual employee development</li><li>Invested ~\$87,000 in tuition for employees</li><li>Over 25% of employees have benefited from the USANA mentorship program</li></ul>
Culture	<ul style="list-style-type: none"><li>Support a globally inclusive community</li><li>Achieve 2,500 volunteer hours by employees and their families</li></ul>	<ul style="list-style-type: none"><li>Create opportunities that increase education and awareness, foster career and leadership skills, and engage with global communities</li></ul>	<ul style="list-style-type: none"><li>Our 15 employee resource groups cultivate a supportive and diverse workplace culture</li><li>Named one of <i>Newsweek</i> magazine’s 2024 Greatest Workplaces for Diversity</li><li>Supported over 100 organizations worldwide through employee volunteers</li><li>Increased women in leadership positions by 42% since 2017</li></ul>
Community Engagement	<ul style="list-style-type: none"><li>Increase the health and wellness of our global communities</li></ul>	<ul style="list-style-type: none"><li>Provide food to at-risk children through the USANA Foundation</li><li>Invest in initiatives that strive to address hunger and nutrition through non-profit partners</li></ul>	<ul style="list-style-type: none"><li>Provided 12.3 million meals through the USANA Foundation</li><li>Global volunteers donated 14,576 hours through the USANA Foundation</li><li>Funded 10,000 Garden Towers</li><li>USANA Associates and employees volunteered over 2,690 hours of service</li></ul>



# Investing in Our Employees

## Financial Health

We offer a generous compensation package (based on local market salary benchmarks), profit sharing, annual merit increases, and a competitive 401k matching program. Outside the U.S., USANA supports employees through various defined contribution plans. Select employees also receive equity-based compensation.

We also partner with third-party organizations to provide workshops and webinars on topics such as budgeting, saving for retirement, and managing debt. This gives USANA employees access to financial literacy and other learning opportunities—resources designed to help reduce financial stress and promote overall well-being.



## Physical Health

Our comprehensive benefit package includes medical, dental, and vision insurance for all full-time, part-time, salaried, and hourly U.S. employees as of their hire date. Employees and their dependents at our Salt Lake City, Utah, location have access to USANAcare, an on-site state-of-the-art medical and mental health clinic staffed by a full-time nurse practitioner and mental health counselor. In 2024, 54% of eligible employees received care at the clinic. In addition, we offer a range of on-site health screenings, including breast cancer screening, bone density testing, and access to a mobile dental unit.

USANA's home office features a top-of-the-line gym equipped with cardio and weight machines, free weights, a full-size basketball court, locker rooms, and showers. Employees can participate in fitness classes such as yoga, Zumba, CrossFit, and more, taught by certified instructors. Additionally, a variety of on-site wellness courses such as stress management, mental health, and prevention of chronic conditions like diabetes are also offered. The main China office also has a gym equipped with exercise equipment and a badminton court.



## Mental Health

To support the mental health of our employees, we have a mental health therapist on staff at the USANAcare clinic and offer an Employee Assistance Program (EAP) to provide free and easy access to mental health specialists. We also host webinars on topics such as anxiety, stress, depression, fighting addiction, and increasing personal happiness. These resources offer tips and recommendations on how to recognize, address, and manage mental health issues.

We provide 24/7 mental health assistance to employees in China, Hong Kong, Indonesia, Japan, Malaysia, Philippines, Singapore, South Korea, India, Taiwan, and Thailand. Employees can contact an expert any time of day via telephone, email, online chat, or SMS text. They also have access to iConnectYou—a smartphone application that offers informational resources and instant videos, text, or phone chats with a counsellor. Through the Aware program, employees can participate in a six-session mindfulness-based stress reduction (MBSR) program to improve well-being, focus, and engagement, along with individual coaching and resources.

For physical health, most employees in the Asia Pacific region have access to supplementary medical coverage. They also have 87% participation in their own version of the A Healthier U program. Events are held every quarter to motivate employee engagement.





A Healthier U

This wellness incentive program is open to our workforce worldwide. Employees who participate in health screenings and reach fitness milestones are eligible for gift cards up to \$200 per year. A Healthier U supports holistic health by incentivizing mental, financial, and community health activities. All USANA employees also receive a monthly USANA product allowance to support their nutrition and skincare needs.

Supporting Work-Life Balance

At USANA, we understand the importance of work-life balance. We strive to create a culture that supports flexibility by providing opportunities for compressed workweeks, job sharing, and part-time schedules where appropriate and feasible. In addition to sick and vacation time, we provide 16 hours of annual paid family time to enable employees to attend to family responsibilities. We offer up to 12 weeks of paid parental leave for primary caregivers and six weeks for secondary caregivers that can be used within the first 12 months of bringing a baby into the family through childbirth or adoption.

We also assist with childcare. Employees are automatically enrolled in Care.com, a digital platform that gives access to an online community of caregivers. This benefit also includes access to LifeMart, a members-only discount platform that offers exclusive savings from major brands. Employees also receive a dependent care flexible savings account (FSA) match. For every \$1 an employee contributes to their account, USANA matches \$.50 up to \$750 per year. This money can be used for daycare, pre-K, summer day camps, or before- or after-school programs.

Employee Engagement

We believe engaged employees are motivated, feel connected, and are invested in their work and the success of our company. Our Best Leader Guarantee strives for every employee to have a top career experience at USANA. We want our employees to feel they're working for the best leader they've ever had, regardless of their position in the company. Our success is measured through an annual global employee engagement survey. In 2024, 84% of USANA employees said they had one of the best supervisors they've ever had.

Global Employee Turnover

Turnover Rate	2024	2023	2022
Employee turnover rate (total)	14.9%	11.9%	13.4%
Employee turnover rate (voluntary)	9.3%	8.6%	10.9%

To better meet the changing needs and expectations of our customers, we conducted a small-scale restructuring in 2024. Its impact is included in our annual turnover number and accounts for the year-over-year increase.

 **87%**  
of USANA employees believe their supervisor, or someone at work, cares about them as a person.<sup>1</sup>

**54% of staff visited the USANAcare clinic in 2024, up from 52% in 2023**



<sup>1</sup> Based on results of a confidential global survey of USANA employees in 2024.

# Safety

We are committed to maintaining a safe, healthy, and incident-free workplace. Our comprehensive safety program is overseen by a dedicated safety manager responsible for driving a culture of safety throughout the organization. Our safety policies are based on the Occupational Safety and Health Administration (OSHA) and Utah Occupational Safety and Health standards.

All employees undergo annual safety training, and supervisors in our manufacturing and research operations conduct weekly safety “Toolbox Talks.” Employees working on assignments involving harmful materials receive specific training and access to company safety data sheets. We track all injuries, near-misses, and close calls in an online tracking system. Monthly hazard walkthroughs are completed by safety and maintenance staff in all production departments. Frequent year-round inspections and audits are conducted to ensure compliance and to identify areas for improvement of our existing safety practices. We also have detailed emergency response processes and procedures in place.

In 2024, we enhanced our Safety Incentive Program, which aims to increase employee engagement and accountability for safety in the workplace and at home. Through the program, employees can earn points towards an annual safety goal by attending and participating in Safety Committee meetings, completing a perception survey, leading the weekly safety meeting within their department, solving the safety riddle of the month, and demonstrating they engage in safe habits both at work and at home.

Employee Safety Data

	2024	2023	2022
Total recordable incidents	6	6	4
Total recordable incident rate	0.59	0.10	0.40
Lost time incidents	0	4	4
Lost time incident rate	N/A	0.07	0.40
Employee fatalities	0	0	0
Contractor fatalities	0	0	0





# Talent Attraction and Retention

At USANA, we believe our people should grow with our business. We invest in our employees at every level of the organization to help them build and strengthen their skills to perform their best and advance in their career paths.

In 2024, we continued our career development and continuous learning programs. Platforms such as StrengthsFinder and DISC empower our employees to identify and harness their talents. LinkedIn Learning gives employees a personalized learning experience through tailored content recommendations, a wide range of professional development courses, and the flexibility to learn at their own pace. We also take pride in our tuition reimbursement program. Since 2019, we have invested over \$1.35 million to support higher learning.

More informal career advancement programs include quarterly Lunch & Learn sessions, featuring in-depth discussions about various functions within our organization, and a mentorship program. Job shadowing offers hands-on experience with different roles at USANA. One-on-one professional interviews allow employees already established in their careers to share insights and advice. Additionally, we encourage employees to work with their managers to develop leadership skills and participate in projects of interest to them.



## 10,450 hours

In 2024, USANA employees participated in over 10,450 hours of LinkedIn Learning programming.



# Inclusion and Belonging

We aim to foster an inclusive work environment where every USANA employee feels welcome and is given an equal opportunity to achieve their full potential. We strive for a workforce that feels a sense of belonging and purpose, and we endeavor to serve and improve our local communities.

We are committed to providing a professional work environment where everyone is treated with respect and dignity and is free from discrimination, intimidation, harassment, hostility, or other offensive conduct that might interfere with their performance.

In 2024, we added unconscious bias training to our leadership development program to support better decision-making and encourage open dialogue about inclusion and belonging.

We leverage USANA's employee resource groups (ERGs) to help us understand what is important to our workforce and how we can address their needs. We are proud that USANA was named one of America's Greatest Workplaces for Diversity in 2024 by *Newsweek* magazine.



**“Our employees are the heart of USANA’s success. That’s why we are committed to fostering a workplace where everyone feels included, valued, empowered, and has a true sense of belonging. We celebrate diverse backgrounds, skills, and perspectives, recognizing that our differences make us stronger. By promoting awareness and understanding, we create a culture where collaboration thrives, and every team member can contribute their best.”**

– Sheena Blauvelt, Executive Director of HR





# Women Leaders at USANA

## Women in Leadership

As a participant in the Women in Leadership Institute's ElevateHER™ Challenge, we commit to elevating women's influence at USANA by ensuring qualified women are included in the candidate pool for senior leadership positions, improving the retention rate of women, and investing in women's leadership development. We are focused on increasing the percentage of women in leadership positions by providing opportunities for career advancement, which allows our company to benefit from different perspectives and experiences needed to support our vision and mission.

Through leadership development programs and mentorship opportunities available to all employees, we help break down barriers and create a more level playing field for women. The Enlightened Bite program is an opportunity for women employees to engage in small-group discussions with executives, fostering valuable connections and a deeper understanding of specific career paths. To retain talented and skilled female employees, we offer flexible work arrangements, fair and equal pay, and opportunities for career growth and development to all our employees.

We also value diversity on our Board of Directors. By expanding our search criteria and offering Board training and development programs that are inclusive to women, USANA benefits from the full range of talent and expertise in the workforce. In 2024, 25% of USANA Board members are women.

## The Corporate ParityPledge® for Women

We demonstrate our commitment to diversity and gender equality by being a signatory to the Corporate ParityPledge®. By joining this initiative, we pledge to interview and consider at least one qualified woman for every open Executive Director, Vice President, C-Suite, and Board position. By considering a broader range of candidates for leadership positions, we are strengthening our business and creating a more equitable and just workplace culture.

## Women in Leadership Development Series

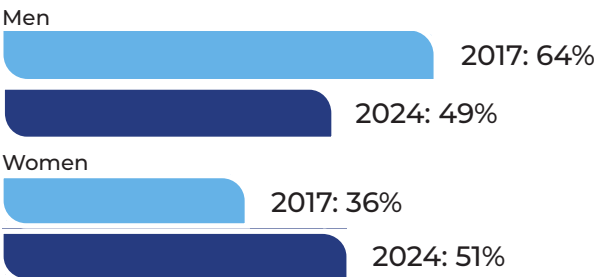
Our Women in Leadership initiative is active in the United States, Canada, Mexico, Colombia, and our European markets. This program offers networking, training, and personal development opportunities. Since 2017, the number of women in leadership positions, defined as any leader with a direct report, has increased by 42%.


## Improving Lives One Associate at a Time

Each USANA Associate has a unique story for finding success. We empower and support—and celebrate—they as they build their business and create a brighter future for themselves and their families. Approximately 70% of our Associates are women.

Lora Ulrich joined USANA in 2001, and today she's a Gold Director. Her 24-year passion for USANA's products and their life-changing impact shines through.

## Gender Diversity in Leadership Positions





# 42%

The percentage of women in leadership positions at USANA has increased by 42% since 2017, our baseline year.

“I am deeply grateful to belong to a company that recognizes the value of women in leadership and actively creates a culture where they can thrive. USANA’s commitment to empower women in key roles, providing elite training and mentorship programs, proves its dedication to diversity, equity, and innovation.”

– Cindy Yearley, Managing Editor

“Sharing the difference the products make is easy because I’ve felt it myself. What stands out most for me is the independence USANA has given me. I’m free to put my passion into practice and live life on my terms.”

– Lora Ulrich, Certified Holistic Nutritionist, Menopause & Metabolism Specialist, and Executive Wellness Coach

# Supporting Communities

We aim to make a meaningful impact by supporting and caring for the communities where we live and operate around the world. We actively encourage our employees and Associates to donate their time to make a difference.

The USANA Foundation was founded in 2012 with the vision that everyone should have access to secure sources of nutritious food. The Foundation’s mission is to provide immediate and long-term global food relief for those in severe need. We work with dozens of local and international organizations that deliver on-the-ground aid to those who need it the most. USANA Associates act as Foundation ambassadors to identify needs in their local communities. As USANA pays 100% of all fundraising and administration costs, every donation received goes directly to our two signature nutrition-providing programs, USANA Kids Eat and the USANA Garden Towers.

### USANA Kids Eat

Many children rely on school meals for the nutrition they need. Given these meals aren’t accessible on weekends, we help bridge this gap. Our USANA Kids Eat Weekend Bag Program sends a food-filled backpack home with at-risk children. In addition, we donate bags of food to schools and communities to provide food-insecure children with nutrition during the December holiday break. In 2024, USANA Kids Eat provided food bags to 55 schools, community programs, and neighborhood clubs throughout Utah, delivering 560,101 bags of food to help alleviate hunger.

In 2024, the USANA Foundation teamed up with the English soccer club AFC Bournemouth to support local youth in their area. A grant from the USANA Foundation is helping to provide nutritious breakfasts at several local schools.

### Hope Grows

Millions of families around the world have inadequate access to a secure source of food. A \$20 donation to the USANA Foundation funds the purchase of a USANA Garden Tower—a simple, yet powerful solution that provides nutritious food and is transforming lives. Each vertical garden is made from long-lasting, durable material, measures one meter in diameter, can hold over 100 regionally native plants that provide 1,100 meals annually, and is designed to be harvested and replanted for years. Using 30% less water than a traditional garden, they are a good solution for water-scarce regions of the world. The towers also provide an opportunity for families to supplement their income by selling excess vegetables. In 2024, the USANA Foundation donated 10,000 Garden Towers.

### Our 2024 Community Impact

12.3M	14,576
meals provided	global volunteer hours (excluding China)
\$1.4M	196,658
aid dollars donated	people helped
10,000	
Garden Towers donated	





**“USANA Foundation service trips give Associates and employees the opportunity to invest their time, energy, and resources to build sustainably fed and successful communities around the world. By spending a week with our on-the-ground partners, volunteers gain firsthand experience learning how Garden Towers transform food insecurity. More than just a service opportunity, these trips help establish local support networks, empowering families and communities to continually train, feed, and uplift one another while creating new sources of income for those in need.”**

– Eric Davies, USANA Foundation Development

**“I love how USANA encourages volunteerism in our communities. It’s yet another aspect of why I cherish working here.”**

– Ann Marie Sturm, Business Applications Analyst Team Lead



Ann Marie Sturm, USANA’s reigning Impact Award winner logged a whopping 145 hours in 2024 by volunteering with Utah organizations, including the Hogle Zoo Jordan River Commission clean up, Thanksgiving Heroes, IOP Rehabilitation Center, and the Crossroads Urban Thrift Store.



**USANA Foundation Service Trips**

Every May and October, we invite USANA Foundation donors and supporters to volunteer around the world to set up Garden Towers where they are needed most.

**USANA Volunteer Team**

Our USANA volunteer team consists of dedicated employees at our Salt Lake City, Utah, home office who donate their time to initiatives in our local communities. In 2024, activities included volunteering for the Kids Eat Experience, preparing meals for children in need, digging and mulching tree wells, pruning roses at Fairmont Park for Earth Day celebrations, and volunteering for SLC Pride.







Community Engagement in China

The USANA Family Walk is one of our most popular corporate social responsibility programs in China. Combining exercise and well-being with fundraising, it fully integrates USANA's healthy family strategy. The concept is simple: participants walk to raise funds to supply Love Meals for children in need. In 2024, over 26,000 participants, both in person and online, walked a combined 6 billion steps and raised over 271,235 RMB (~\$37,400) to provide 77,500 school meals. The Love Meals program in China supports 10 counties in seven provinces and has distributed over 1.3 million meals to children.

USANA partnered with Angel's Heart—a program dedicated to help children with congenital heart disease undergo surgery and rehabilitation—to deliver more than 100 Angel Digital Patrol Kits containing medical tools such as blood pressure and glucose monitors and computers to store health records to remote communities in Langao County, Shaanxi, and Leishan County, Guizhou.





World Service Week

USANA’s World Service Week provides an opportunity to give back and transform the communities where we live. During our 7<sup>th</sup> Annual World Service Week, June 9–16, 2024, employee volunteer hours contributed to the more than 2,690 annual hours donated to strengthen communities worldwide, exceeding our 2024 goal of 2,500 hours.

- USANA Associates in Thailand raised funds and hosted a charity lunch for 50 students, providing a nutritious meal and education on the importance of healthy eating.
- USANA’s German team helped to distribute food to 145 households in need.
- Our Australian colleagues worked in the Queen Elizabeth II Memorial Rose Garden in Baulkham Hills pruning rose bushes, removing dead or diseased branches and leaves, and tidying garden beds.
- In New Zealand, staff and Associates assembled mini Garden Towers for distribution to city missions, Salvation Army locations, and kindergartens.

- Various teams from our home office donated time at the Volunteers of America (VOA) Geraldine E. King Women’s Resource Center, an emergency shelter for women experiencing homelessness in and around Salt Lake City and the VOA Youth Resource Center.
- Our team in the Philippines purchased toiletries and packed hygiene kits for distribution to patients at the National Children’s Hospital.
- The U.S. quality team spent a morning digging out snow, repairing tent platforms, and setting up tents at the Cloud Rim Girl Scout Camp in the Wasatch Mountains.

To learn more about this work, please see the [USANA Foundation 2024 Annual Report](#).



In 2024, the Direct Sellers Association of Canada awarded USANA’s Canadian market the 2024 Making a Difference Award. Since 2020, USANA Canada has sponsored a 5K walkathon during World Service Week. In 2024, C\$9,400 was donated to the Richmond Food Bank in British Columbia and The Compass Food Bank in Ontario.

USANA Foundation Giving Numbers

	2024	2023	2022
Total global aid	\$1.4M	\$1.4M	\$1.2M
Meals distributed	12.3M	30.7M	12.9M
Garden Towers funded	10K	24.3K	32K

CARING FOR OUR

# Planet

The planet sustains life. We take our responsibility for its health seriously.

**In this section:**

- 37** Helping Sustain a Healthy Planet
- 38** Environmental Stewardship



**58%**

of energy use at  
USANA's home office  
comes from solar  
arrays and renewable  
energy certificates

**~57%**

of operational waste  
diverted from landfills





# Helping Sustain a Healthy Planet

We aim to be good stewards of the environment and strive to minimize our environmental footprint.

Focus Area	Ambition	Actions	2024 Progress
Waste Management	<ul style="list-style-type: none"><li>Reduce our waste to landfill</li></ul>	<ul style="list-style-type: none"><li>Identify additional opportunities to reduce and recycle materials used in our operations</li></ul>	<ul style="list-style-type: none"><li>Diverted 57% of home office waste away from landfills</li><li>Reduced our scrap waste by 33% year-over-year</li><li>Continued streamlining our recycling, reduce, and reuse processes in operations</li></ul>
GHG Management	<ul style="list-style-type: none"><li>Reduce our GHG emissions</li></ul>	<ul style="list-style-type: none"><li>Invest in renewable energy</li><li>Reduce emissions year-over-year</li></ul>	<ul style="list-style-type: none"><li>58% of electric energy use at our HQ campus derives from renewable sources</li><li>Reduced global Scope 1 and 2 emissions by 17%</li><li>Started tracking Scope 3 emissions related to waste</li><li>Visionary Rocky Mountain Power Blue Sky Partner Program</li></ul>
Sustainable Packaging	<ul style="list-style-type: none"><li>Reduce the environmental impact of our packaging across a product's lifecycle</li></ul>	<ul style="list-style-type: none"><li>Increase consumer awareness of recycling options for USANA products</li><li>Reduce usage of virgin plastics and non-recyclable packaging options</li><li>Shift to lower emission packaging options</li></ul>	<ul style="list-style-type: none"><li>Packaging changes have resulted in the equivalent of over 300,319 plastic bottles being diverted from landfills</li><li>Incorporated How2Recycle smart labeling system onto Nutritionals packaging in qualified markets</li></ul>



# Environmental Stewardship

Our sustainability efforts are guided by an internal Sustainability Committee that helps inform the department’s direction and priorities. The committee supports ongoing conversations around environmental goals and opportunities for improvement. We also have systems in place to support the consistency and reliability of our environmental data, helping us better understand our impact over time. These efforts contribute to our broader intent to operate more sustainably and explore ways to reduce our environmental footprint.

### Greenhouse Gas Management

As most of our facilities are smaller leased commercial offices, our Scope 1 and 2 GHG emissions primarily stem from our operations in: Salt Lake City, Utah; Beijing and Tianjin, China; and Sydney, Australia. As such, USANA’s GHG emissions reduction efforts focus primarily on these locations. In 2022, we engaged a third party to conduct an energy audit of our Salt Lake facility, providing us a detailed analysis of our energy usage and identifying areas for improvement. We continue to implement the recommendations from this energy audit and are developing strategies to reduce our overall energy consumption and GHG emissions to align with our commitment to reduce our carbon footprint. In 2024, Workiva Carbon, our GHG emissions accounting platform provider, updated its methodology for calculating Scope 1 and 2 emissions. Consequently, we have revised our calculations for 2020 through 2023.

### Scope 1 and 2 Emissions (MT CO<sub>2</sub>e)

	2024	2023	2022
Global Scope 1 and 2 GHG emissions	12,153	14,715	15,167
Total – Scope 1 emissions	2,688	4,706	4,113
Total – Scope 2 emissions	9,465	10,009	11,054

### Reducing our Transportation Footprint

We actively seek opportunities to relocate manufacturing closer to our production sites. This helps minimize the logistical impact of our supply chain and reduce its carbon footprint. In 2024, we increased the number of products we ship via ocean freight, further reducing our GHG emissions.



We incentivize our employees to engage in sustainability-minded activities such as driving an electric vehicle, cycling, taking public transportation to work, reading a book on sustainability, completing a service project, or recycling. By participating in this program, employees can earn points toward gift cards worth up to \$200 each year.





Renewable Energy

In 2024, solar arrays at our Salt Lake City, Utah, home office produced approximately 8.7% of the electricity required by our manufacturing and office facilities. We procured an additional 49.3% of our electricity through renewable energy certificates (RECs). Through our participation in the Rocky Mountain Power Blue Sky Partner Program, we contribute to developing and supporting renewable energy initiatives. This partnership also helps us fund the installation of renewable energy projects in communities across Utah to promote a cleaner, more sustainable future.

Waste Management

Managing our waste is integral to our sustainability strategy. Our aim is to reduce the waste we generate during production and packaging and the amount we send to landfills. In 2024, we reduced our scrap waste 33% by implementing tighter product input inventory controls and better matching our inventory to demand. This resulted in less waste and savings of \$5 million.



Packaging

In our effort to minimize packaging waste, we've reduced the bottle size of 10 USANA products and have diverted the equivalent of 300,319 plastic bottles from landfills in 2024.<sup>1</sup> Additionally, we've removed the plastic shrink wrap from all USANA supplements. This makes it easier for customers to recycle our bottles—ending the step to separate materials. To encourage recycling, we include recycling information on our shipping boxes and have implemented the **How2Recycle** smart labeling system on our North American Nutritionals labels.

Circularity

During production, we sort and recycle each type of drum and pallet according to material. Because pallets are not broken or reused at our facilities, we send them to a third party to reuse or repurpose. In 2024, we joined the Circular Action Alliance (CAA), a non-profit organization dedicated to helping producers comply with Extended Producer Responsibility (EPR) laws for paper and packaging. CAA is helping us meet our EPR obligations in Oregon, California, and Colorado.



Since 2021, we have diverted the equivalent of  
**1,100,319**  
plastic bottles from landfills.<sup>1</sup>

<sup>1</sup> The total amount of plastic bottles diverted from landfills was calculated by taking the total weight of plastic saved and dividing it by the average weight of our bottles.





Waste Diversion Through Upcycling

A few years ago, USANA Associates in the Philippines began to ask what they could do with empty USANA bottles. They put their creativity to the test and repurposed them into plant containers and holiday ornaments. However, the sheer volume of empty bottles meant they needed to think bigger. In partnership with Envirotech, a Philippine recycling and upcycling company, empty USANA bottles are now being turned into plastic chairs donated to public schools. Since schools in the Philippines often don't have enough furniture to accommodate all students, this upcycling initiative is about more than just reducing plastic waste. It's about supporting underserved communities with the gift of education.

Similarly, USANA Associates in Thailand are collecting empty supplement bottles to donate to the Wat Chak Daeng Buddhist temple in Bangkok. Monks at the temple work with a local chemical company to recycle plastic into tables, chairs, and even room walls used to construct community schools.

Donate and Share

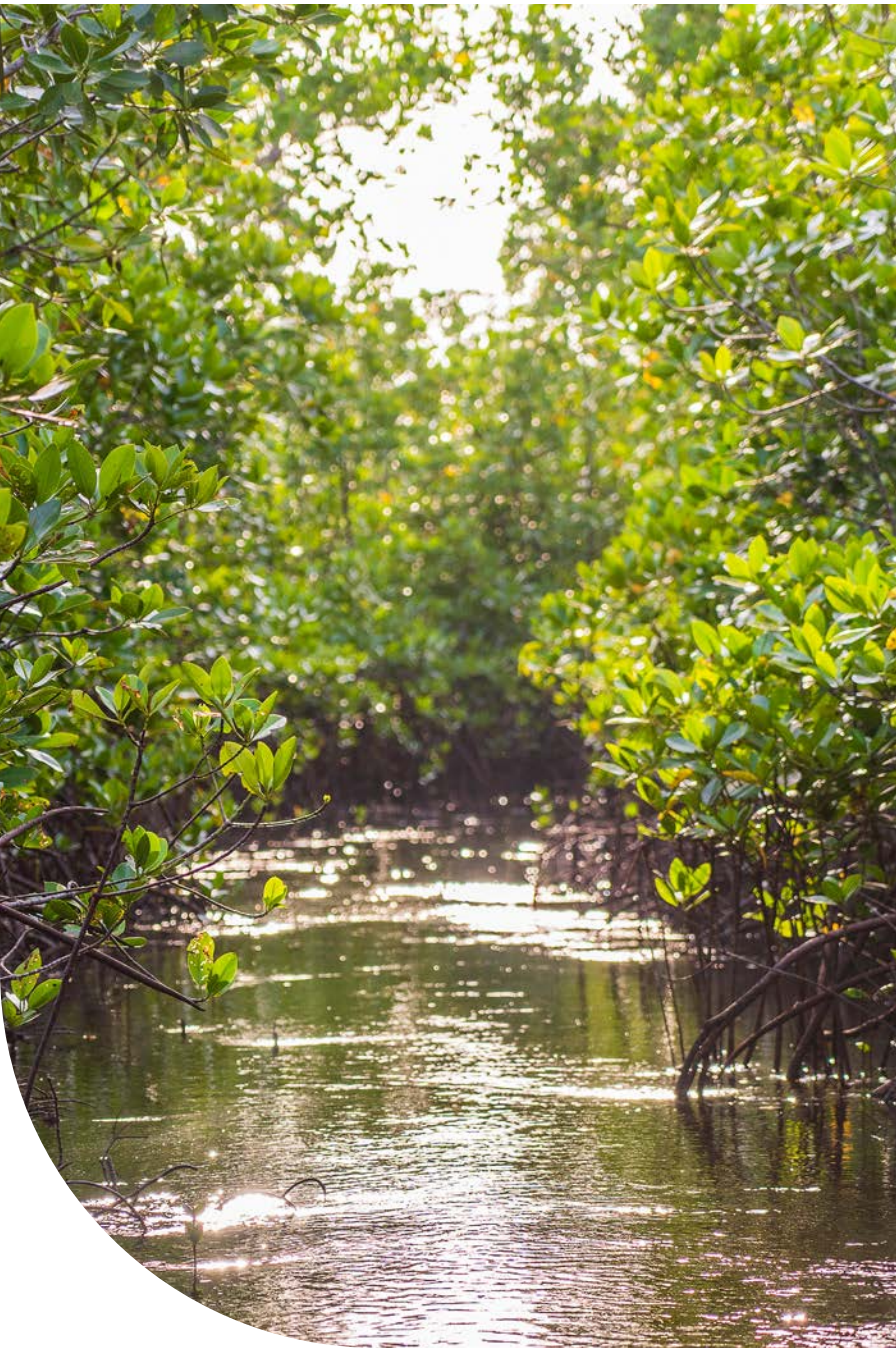
Our Salt Lake City, Utah, home office encourages employees to donate, acquire, and swap household items, toys, books, and more. It's a fun way to reuse items that may otherwise end up in landfill, all while fostering a sense of community and collaboration.

2024 Waste Diversion

Material diverted away from landfill	803,262 lbs
Total waste	1,407,172 lbs

Environmental Stewardship Around the World

- Employees at our South Korea office have eliminated single-use, disposable dishes and plasticware and have replaced them with reusable items.
- USANA Indonesia proudly supports BPOM's (Indonesia's Agency of Drug and Food Control) mangrove ecosystem conservation program, part of its Net Zero Carbon Program. Through this initiative 16,000 mangrove trees were planted in Taman Wisata Alam Angke Kapuk (TWAAK) and Ecowisata Mangrove PIK in Jakarta to help reduce carbon emissions.
- To reduce wasting electricity during non-production periods, USANA's Beijing factory has optimized power usage, decreasing monthly consumption by 21%–26% since 2023.
- To minimize waste at trade shows and events, our Asia Pacific Convention used cardboard honeycomb boards and signage, which are fully recyclable and made using less energy and fewer raw materials than similar products.
- The Thailand team switched from printed sales calendars to digital calendars, thereby significantly reducing paper use.





# Performance

**In this section:**

- 42** Climate-related Disclosures
- 44** Performance Data



# Climate-related Disclosures

Governance									
Describe the organization's governance around climate-related risks and opportunities.	<p>The Sustainability Committee of the Board has oversight of climate-related risks and opportunities, which are discussed with the Board every quarter.</p> <p>The head of the sustainability team and the Executive Director of Enterprise Risk Management (ERM) are responsible for identifying and assessing USANA's climate-related risks and reporting them to the Chief People Officer. The results are shared with the Sustainability Committee of the Board annually with various mitigation plans reviewed quarterly. The Sustainability Committee discusses and provides counsel regarding the integration of climate-related risks and opportunities into USANA's strategic decision-making when they meet.</p>								
Strategy									
Describe the actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy, and financial planning.	<p>In 2021, USANA conducted an in-house scenario analysis, and four risks were identified to have potential impact to our operations. The scenario analysis considered risks stemming from drought conditions in Utah and how they would impact the supply of labor. While climate-related risks vary between markets, we also considered the number of floods, droughts, hurricanes, and monsoons in our Asia Pacific markets and expect to see those increase.</p> <table><tr><th>Identified physical or transition risk</th><th>Mitigation measure</th></tr><tr><td><p><b>Resource scarcity</b></p><p>The depletion of natural resources due to climate change and over-extraction can impact the sourcing of raw materials and packing products in our supply chain, thereby disrupting our operations and increasing costs. Some items can be greatly affected by climate change including, but not limited to, cocoa, protein powder, and almonds.</p></td><td><p><b>Mitigation measures</b></p><p>To address this risk, USANA has set a goal to dual source 100% of these items. This means we aim to use two suppliers for materials that could become scarce. At present, approximately 70% of our items are dual sourced. In addition, we are also continuously working to find land-based suppliers to improve supply chain resilience and timeliness of supply.</p></td></tr><tr><td><p><b>Extreme weather events</b></p><p>The increasing frequency and severity of extreme weather events pose risks to USANA's assets, operations, and supply chains.</p></td><td><p><b>Mitigation measures</b></p><p>Plans have been created and put in place to increase the redundancy in our sourcing from different regions. We have identified backup production and shipping methods for the products that create 80% of USANA's sales in case such emergencies arise.</p><p>We continue to look at land-based suppliers in addition to dual sourcing, as they greatly reduce the supply chain and enhance our flexibility.</p><p>We are looking at combining purchasing with other companies/partners that have more leverage with supply opportunities, thus increasing alternative purchasing power.</p></td></tr><tr><td><p><b>Policy changes</b></p><p>Changes to end-of-life management of product packaging can result in increased taxes and fees.</p></td><td><p><b>Mitigation measures</b></p><p>To prepare for policy changes related to end-of-life management of product packaging and potential increases in taxes and fees, we have been tracking evolving legislation to stay informed about new requirements. Additionally, we have joined the Circular Action Alliance (CAA) to engage with Extended Producer Responsibility (EPR) programs in required states. This involvement helps us understand state expectations for end-of-life management and align our practices accordingly.</p></td></tr></table> <p>USANA is committed to managing its environmental footprint through systematic evaluations of resource use. In 2022, the company conducted detailed water and energy audits to assess and optimize its operations. The energy audit revealed inefficiencies in the operation of chiller and boiler pumps, leading to a revised system that allows for alternating use, ultimately achieving an average annual savings of 15,000 kWh. The water audit assessed plumbing fixtures and overall water consumption, confirming efficient maintenance of existing systems, with no significant opportunities for fixture replacements identified. These audits underscore USANA's focus on resource management and operational efficiency.</p> <p>To reduce emissions from employee commuting, 11 electric vehicle (EV) charging spots were installed at USANA in 2010 to promote the use of EVs. In 2024, the chargers were updated and replaced with 11 new, more efficient models.</p>	Identified physical or transition risk	Mitigation measure	<p><b>Resource scarcity</b></p> <p>The depletion of natural resources due to climate change and over-extraction can impact the sourcing of raw materials and packing products in our supply chain, thereby disrupting our operations and increasing costs. Some items can be greatly affected by climate change including, but not limited to, cocoa, protein powder, and almonds.</p>	<p><b>Mitigation measures</b></p> <p>To address this risk, USANA has set a goal to dual source 100% of these items. This means we aim to use two suppliers for materials that could become scarce. 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Risk Management	
<b>Describe how the organization identifies, assesses, and manages climate-related risks.</b>	<p>Risks are assessed annually between the ERM team and the risk owners. The sustainability and ERM teams use a software to determine the materiality of climate-related risks by assessing the risk based on the likelihood and the impact (magnitude of severity) of an event.</p> <p>Climate-related risks are integrated into USANA's ERM software and assessed alongside other financial and operational risks. Risks are reviewed annually and resources to mitigate the risk are allocated based on those that have a high likelihood and impact. The software also helps improve the integrity of data for USANA's annual reporting.</p> <p>Emerging climate risks are monitored and tracked through quarterly emails from Sustainable Fitch's ESG Regulations and Reporting Standards Tracker. We monitor changing governmental policies and information being published outlining the changing physical climate risk.</p>
Metrics & Targets	
<b>Disclose the metrics and targets used to assess and manage climate-related risks and opportunities.</b>	<p>In addition to reporting on energy use and waste (see <a href="#">page 45–46</a>), USANA tracks and reports on Scope 1 and 2 emissions (see <a href="#">page 38</a>).</p>





# Performance Data

People	2024	2023	2022	Notes	SASB	GRI
Turnover rate (total)	14.91%	11.98%	13.40%		HC-BP-330-a.2, CG-MR-310a.2	401-1
Turnover rate (voluntary)	9.26%	8.66%	10.90%			
Average tenure	7.4	8.8	8.2			
Total recordable incidents	6	6	4			
Total recordable incident rate	0.59	0.1	0.4			
Lost time incidents	0	4	4			
Lost time incident rate	N/A	0.07	0.4			
Employee fatalities	0	0	0			403-9
Contractor fatalities	0	0	0			403-9
Wellness program (percentage engaged; U.S. only)	44%	47%	46%			403-6
Employees participating in tuition reimbursement	17	23	25			
Total invested in tuition reimbursement	\$84,488	\$112,907	\$137,262			
Mentorship program participants	59	70	70			404-2
Annual employee development hours invested	12,766	13,058	10,877			404-1
Volunteer hours (annual)	14,576	8,150	12,300	Includes employee and Associate volunteer hours and foundation hours.		
Ethnic diversity (percentage visible minorities)						
All employees	69%	69%	68%	54% of USANA employees are based outside the U.S.		
Management	59%	59%	60%			
Executives (eligible for executive pay)	31%	31%	36%			
Top management (EVP and above)	7%	7%	12%			
Board of Directors	22%	22%	22%			





Gender diversity globally	2024	2023	2022	Notes	SASB	GRI
All employees	57%	58%	58%			
Management	52%	49%	51%			
Executives (eligible for executive pay)	38%	31%	32%			
Top management (EVP and above)	29%	25%	19%			
Board of Directors	22%	22%	22%			
Products						
Number of production facilities	4	4	4		FB-PF-000.B CG-HP-000.B	
Good Clinical Practice (GCP) inspections by regulatory agencies of the company or clinical trial investigators that led to significant fines, penalties, warning letters, or product seizures	0	0	0			
Percentage of required employees receiving CGMP training	100%	100%	100%			
Communities						
Total global aid	\$1.4M	\$1.4M	\$1.2M			
Partner organizations	19	34	60			201-1
Meals distributed annually	12.3M	30.7M	12.9M			201-1
Energy						
Total energy consumed (kWh)	7,059,293	7,349,940	7,661,758		FB-FR-130a.1, FB-PF-130a.1, CG-MR-130a.1	302-1
Percentage of grid energy	91.23%	91.54%	91.99%		FB-FR-130a.1, FB-PF-130a.1, CG-MR-130a.1	302-1
Percentage of grid energy from renewable sources	58%	53%	50%	RECs help us achieve this number.		
Percentage of energy generated through solar	8.77%	8.46%	8.10%		FB-FR-130a.1, FB-PF-130a.1, CG-MR-130a.1	302-1



Emissions	2024	2023	2022	Notes	SASB	GRI
Global Scope 1 and 2 GHG emissions (MT CO <sub>2</sub> e)	12,153	14,715	15,167	The emissions in this section will reflect differently then previous reports due to our tracking software updating their methodology.		305-1 305-2
Home office Scope 1 and 2 GHG emissions (MT CO <sub>2</sub> e)	2,992	3,279	3,605			
Home office Scope 1 emissions (MT CO <sub>2</sub> e)	1,222	1,430	1,584			
Total – Scope 1 emissions (MT CO <sub>2</sub> e)	2,688	4,706	4,113			
Home office Scope 2 emissions (MT CO <sub>2</sub> e)	1,770	1,849	2,021			
Total – Scope 2 emissions (MT CO <sub>2</sub> e)	9,465	10,009	11,054			
Waste¹						
Waste diverted from landfills (lbs)	803,262	1,329,074	1,084,115			306-3 306-4
Waste sent to landfills (lbs)	603,910	705,316	1,027,800			306-3 306-5
Waste diversion (% recycled)	57%	65%	51%			

<sup>1</sup> Salt Lake City campus only







2024 Diversity Metrics  
(All numbers are rounded)

Global	All Employees	Management	Executives (eligible for executive pay)	Top Management (EVP and above)	Board of Directors	
By Ethnicity						
Asian	50%	45%	23%	0%	11%	
Hispanic or Latino	16%	10%	6%	6%	0%	
White	31%	44%	69%	94%	78%	
Native Hawaiian or other Pacific Islander	1%	0%	0%	0%	0%	
American Indian or Native Alaskan	1%	0%	0%	0%	0%	
Black or African American	1%	1%	0%	0%	11%	
Two or more races	2%	1%	1%	0%	0%	
By Gender						
Male	48%	62%	71%	78%		
Female	52%	38%	29%	22%		
By Age						
	18 to 25 years	25 to 34 years	35 to 44 years	45 to 54 years	55 to 54 years	65 years and over
Two or more races	2%	18%	41%	27%	10%	2%



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