



**HOOVER CIRCULAR SOLUTIONS**

# **2023 ESG Highlights Report**

# Table of Contents

<b>LETTERS FROM THE CEO &amp; CHRO</b> .....	<b>3</b>
<b>2025 SUSTAINABILITY GOALS</b> .....	<b>4</b>
<b>ABOUT HOOVER CS</b> .....	<b>5</b>
Mission, Vision and Values .....	5
Leadership .....	6
Map of Operations .....	6
Products and Services .....	7
Logistics and Transportation .....	8
Tank Fleet Management .....	9
<b>CASE STUDY: THE BENEFITS OF CIRCULAR PACKAGING</b> .....	<b>10</b>
<b>APPROACH TO SUSTAINABILITY</b> .....	<b>11</b>
ESG Management and Oversight .....	11
Materiality .....	12
Alignment with the UN Sustainable Development Goals (UN SDGs) .....	13
<b>SUSTAINABLE SOLUTIONS</b> .....	<b>14</b>
Circularity .....	15
Product Quality and Safety .....	16
<b>GREEN OPERATIONS</b> .....	<b>17</b>
Energy and Emissions .....	17
Water Use .....	18
Materials Management .....	20
<b>GREAT COMPANY</b> .....	<b>21</b>
Ethics and Integrity .....	21
Supply Chain Management .....	23
Workplace Practices .....	24
Health and Safety .....	27
<b>ABOUT THIS REPORT</b> .....	<b>28</b>
<b>ESG TEARSHEET</b> .....	<b>29</b>

# Letter from the CEO



Thank you for reading Hoover CS's 2023 Sustainability Report, our third annual report detailing the company's environmental, social and governance (ESG) programs and performance. I'm proud to share our achievements over the past year as we pursue our vision of making sustainable packaging the standard in the industries we serve.

We work in close collaboration with our customers to provide end-to-end value chain solutions utilizing reusable containers, fleet management services, and convenient service centers, that enable our customers to meet their safety, sustainability, operational, and financial goals. Now, more than ever, we are a critical partner in the transition to closed-loop systems that reduce waste and carbon emissions and improve safety and efficiency.

I am especially enthusiastic about our new employee programs focused on development, engagement, and appreciation. We know that each and every employee plays a critical role in our success, and we are working hard to ensure we have the right people with the right skills in the right positions. This report highlights some of the team members awarded special recognition for their contribution to Hoover CS's mission and embodiment of our values.

We know that safety and sustainability doesn't happen overnight or by accident, and that areas that are less visible often do not receive sufficient attention. That's why Hoover CS has ramped up our public policy efforts, engaging with governmental agencies and Congressional committees, as well as industry trade groups to raise public awareness of the importance of circularity in industrial supply chains as we collectively work towards decarbonization, plastic waste reduction, and transportation safety.

We invite you to join us.



Kevin Friar  
Chief Executive Officer

# Letter from the CHRO



As the executive sponsor for Hoover CS's sustainability program, it is my responsibility to ensure that we are meeting our goals and continuously improving our environmental, social and governance performance. It is my pleasure, therefore, to share with you our 2023 achievements:

- We are on pace to achieve our 2025 renewable energy goal in 2024 by sourcing at least 50% of electricity from renewable sources at our Texas facilities.
- We successfully launched a packaging circularity program to close the loop on the packaging of our bulk cleaning agents. By the end of 2023, 35% of our bulk cleaning agents were provided in packaging that was later reused.
- Once again, we achieved a "silver" rating from Ecovadis, placing us in the top 25% of companies for our sustainability practices and performance across environment, labor & human rights, ethics, and sustainable procurement categories.
- We completed a life cycle assessment (LCA) of our reusable Stainless Steel (SS) intermediate bulk containers (IBCs), quantifying the significant environmental benefits compared to plastic one-way IBCs. This study, conducted in conformance with the ISO 14040 and 14044 standards and critically reviewed by a panel of independent experts, provides proof positive of the impact that Hoover CS products offers our customers.

At Hoover CS, the future is bright. I am excited to see additional programs roll out in 2024 and hope you will continue to support us in that journey.



Matt Schmidt  
Chief Human Resources Officer

# 2025 Sustainability Goals

Our 2025 sustainability goals, announced in 2022, focus on three key impact areas:

GOAL AREA	COMMITMENT	UNIT OF MEASURE	2022	2023	2025 GOAL	STATUS	LEARN MORE
<b>Carbon</b> (Texas Facilities)	Source 50% of electricity from sustainable energy sources	% electricity consumed (KWH)	39%	44%	50%	In Progress	Pages 17-18
<b>Packaging Circularity</b> (US Facilities)	Reuse at least 30% of the packaging for bulk cleaning agents purchased by Hoover CS	% of units of bulk cleaning agents purchased by Hoover CS provided in packaging that is then reused	0	35%	30%	Achieved	Page 15
<b>Water</b> (US Facilities)	Reduce disposed wastewater per tank washed by 25%	# gallons wastewater disposed per tank washed	81.7	92.73 (+14%)	61.3 (-25%)	In Progress	Pages 18-19



# About Hoover CS

Hoover CS is paving the way for customers across the chemical, refining and general industrial-end markets to move away from single-use containers.

Through our large fleet of reusable IBCs, ISO Tanks, and Catalyst Bins, combined with integrity management and fleet management services, Hoover CS's sustainable chemical and catalyst packaging solutions facilitate circularity across the supply chain, yielding an optimized environmental footprint through reduced plastic, water conservation, and lower greenhouse gas emissions.

## Mission



Empowering environmental responsibility through sustainable packaging solutions.

## Vision



Making sustainable packaging the standard in the industries we serve.

## Values

### WE CARE



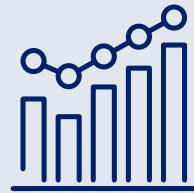
Believing in the impact of our work while prioritizing safety above all else.

### WE SHARE



Supporting one another with our knowledge, talents, and recognition.

### WE DELIVER



Measuring what matters most while continually employing best practices.

## Industries Served

Food and Beverage



Industrial Chemicals



Pharmaceutical and Personal Care



Refining and Petrochemical



Industrial Coatings and Paint



## Leadership



**KEVIN FRIAR**  
CEO



**PRESTON DAVIS**  
CFO



**MATT SCHMIDT**  
CHRO



**PETER OLASKY**  
General Counsel

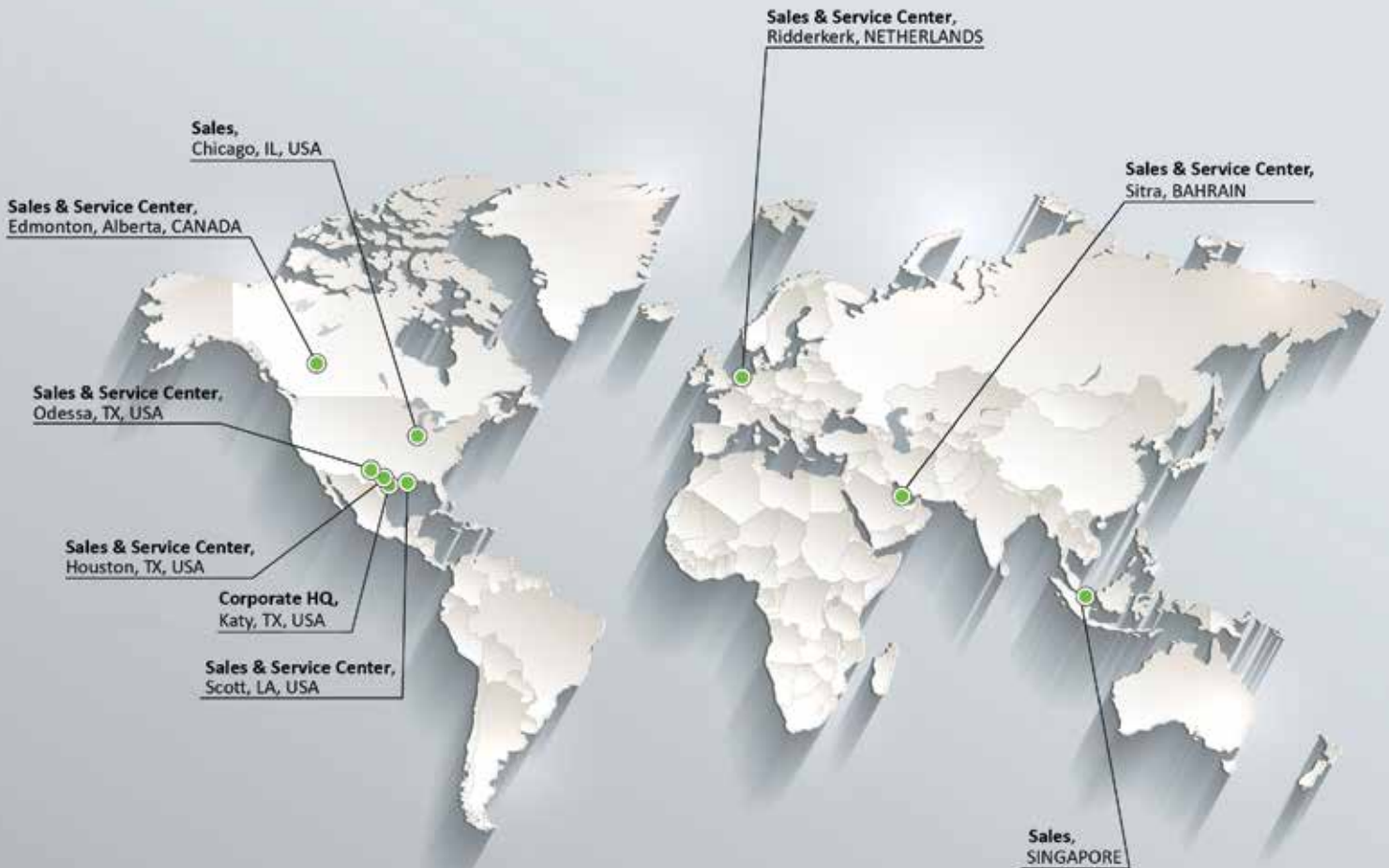


**CHRIS WINKLER**  
SVP, Sales & Operations



**STEVEN KNUDSEN**  
VP, Strategy & Corporate Development

## Map of Operations



## Products and Services

With our large rental fleet, Hoover CS offers simple and easy access to a range of IBCs for liquid and dry products as well as ISO tanks. Customers have depended on Hoover CS for more than 100 years for their short and long-term needs for high-quality service and equipment.



### INTERMEDIATE BULK CONTAINERS

- Hoover CS manages one of the largest IBC rental fleets, offering a variety of standard and specialty sizes to accommodate our customers' storage and transportation needs, backed by a range of comprehensive tank integrity services.
- Our IBCs are primarily stainless steel, but we also offer IBCs manufactured from durable and reusable high density polyethelene (HDPE) and linear low density polyethelene (LLDP), and are suitable for liquids, chemicals, fuels, lubricants, and more.



### ISO TANKS

- Hoover CS offers an extensive line of ISO tanks and chassis – with modifications to enhance field safety – to support intermodal transfer and storage of chemical in bulk.
- For customers with operations in North America, Hoover CS provides Last-Mile Delivery services including transloading and on-site/in-region storage capabilities.



### CATALYST BINS

- Hoover CS provides comprehensive packaging and logistics solutions across the petroleum refining, gas processing, renewable diesel, metals recycling, and petrochemical manufacturing industries for the handling of fresh, spent, presulfided, and precious metal catalysts.
- We offer industry-leading standard designs and custom-engineered units to suit specific needs ranging from rigid steel packaging to high-efficiency bulk packaging.



### BULK CATALYST LOGISTICS

- Safe and efficient transportation of fresh and spent catalyst via rail, over-the-road, or maritime.
- Catalyst Management Services include transfer, warehousing, repackaging, and onsite logistics.



### TANK MAINTENANCE SERVICES

- To help maximize the efficiency and value of our tanks, bins, and containers, Hoover CS provides the industry's most comprehensive maintenance and management services. With a focus on quality control, our team meticulously inspects every container, checking for damage and leaks that could potentially affect functional integrity.
- Services include tank cleaning, testing, recertifications, reconditioning, restoration, and repairs.



### FLEET MANAGEMENT

- Hoover CS reduces total packaging costs and improves overall tank fleet productivity through our advanced IBC tracking technologies, proprietary FleetAI platform, and unique approach to thought partnership.
- Using our Fleet Management tools, our team of experts are able to develop and evaluate fleet metrics and provide actionable intelligence to optimize fleet utilization, leading to right-sizing of tanks, DOT compliance, and other tangible improvements in overall operations.

## Logistics and Transportation

We are available to transport IBCs and ISO Tanks to-and-from Hoover CS Service Centers, as well as between your facilities and sites. We offer a diversified fleet of power-only units capable of handling any flatbed, tanker, ISO, or dry van needs, and our 24-hour dispatch is available 365 days a year.

Our deep experience in the specialty chemicals industry means that we have the equipment, physical capacity, and know-how to provide reliable primary or secondary transportation and logistics services.

Our drivers are highly trained operators and are prepared to handle driving and offloading needs. Every driver is Hazmat certified, Safeland approved, and tanker endorsed. Our trucks are stocked with pumps and compressors to handle all types of chemicals, ingredients, and materials.

### LAST MILE DELIVERY

As part of our Last Mile Delivery service, our drivers are equipped to support the following:

- Transloading
- On-Site/In-Region Storage
- Other related logistics services

Additionally, as part of our Goal Zero safety program, all Hoover CS drivers are required to:

- Conduct a pre-trip inspection
- Confirm the bill of lading and all related documentation is accurate and in compliance
- Adhere to defined PPE requirements as needed
- Check in and receive final instruction from our customer for product delivery
- Complete any customer-specific training requirements as needed





# Tank Fleet Management

Hoover CS understands that Fleet Management is more than just tank tracking. The real value our team provides is by helping customers better understand the movement and speed of their tanks, what it means for their operations, and what they can do differently to maximize the value and performance of their fleet.



## Advanced Technology

- Multiple tracking technologies depending on use
- Track indoors, outdoors, offshore
- Data is fully integrated with FleetAI
- Safety Rating: C1D1/ATEX and C1D2 options available



## Proprietary Platform

- FleetAI™ customer portal accessible by mobile or desktop
- Standard and customized dashboards
- Reporting and alerts
- Document storage platform
- Can track and capture/report on any tank or asset
- Other services include level monitoring and asset linking



## Thought Partnership

- Customized set of PowerBI dashboards
- Analysis of tracking data
- Regular reviews, brainstorming sessions, and recommendations
- Development and evaluation of custom KPIs for your business

# The Benefits of Circular Packaging

More than 90% of IBCs in daily use today are one-way, plastic composite IBCs. Hoover CS continues to raise awareness with our customers, policymakers, and regulators on how our offerings address critical needs related to decarbonization, plastic waste reduction, and transportation safety.

## Overview

### THE PROBLEM

One-way plastic Intermediate Bulk Containers (IBCs) are a significant source of plastic waste. Every year tens of millions of these IBCs are produced for transporting and storing bulk liquids, most frequently in the chemicals industry.

With an average capacity of 330 gallons per container, the aggregate metric tons of High-Density Polyethylene plastic required annually to produce one-way IBCs exceeds the volume of plastics required to produce many higher visibility single-use plastic items, including plastic straws. The environmental and community impacts of the disposal of tens of millions of these containers every year are substantial, whether shredded and recycled or sent to an incinerator or landfill.

Despite the environmental, safety, and economic benefits of a circular solution (see at right), more than 90% of IBCs in daily use today are one-way IBCs.

### OUR SOLUTION

Hoover CS enables its customers to replace one-ways with reusable IBCs. Reusable IBCs are constructed of stainless steel or heavy-duty plastic and often have a 25+ year useful life.

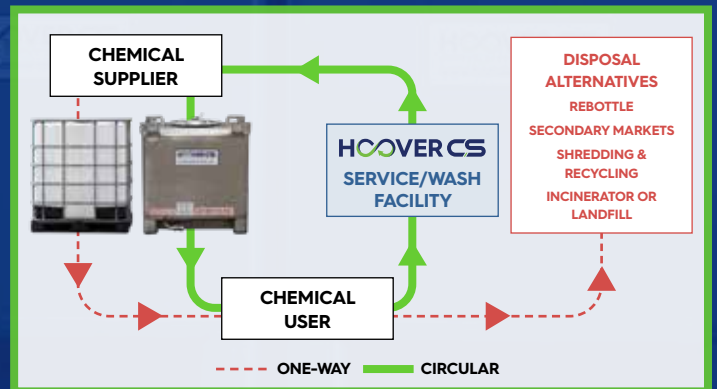
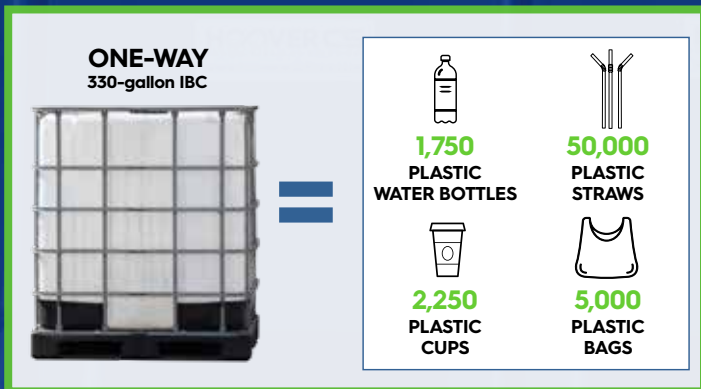
Like other circular solutions, reusable IBCs require chemical producers or their customers to facilitate a return leg, a complexity often cited as a major barrier to adoption. Hoover CS addresses these concerns through asset tracking technology that provides its customers with visibility on the location of their IBC fleet, enabling them to optimize their use and return.

## A Solution with Economic and Environmental Benefits

### THE HOOVER CS REUSABLE IBCS ADVANTAGE


- **Environmentally Superior:** Eliminating a single one-way IBC is the equivalent of eliminating approximately 1,750 plastic water bottles and the aggregate environmental impact of the production, use, and disposal of tens of millions of one-way IBCs each year is substantial. Replacing one-way IBCs with reusable IBCs leads to an optimized environmental footprint by reducing plastic waste, conserving water, and lowering greenhouse gas emissions.
- **Economic Benefits:** Transitioning from one-way IBCs to reusable IBCs generally results in net cost savings for chemical producers, with the reduction in packaging costs offsetting an increase in transportation and cleaning costs. Optimizing the number of “turns” (the number of times the reusable IBC is reused each year) is the critical variable, with more significant cost savings achieved at 2 or 3 turns per year.
- **Health and Safety Benefits:** Reusable IBCs are stronger, safer containers that reduce the chance of hazardous material spills, are less flammable, and minimize the residue left in the container to reduce product waste and chemical disposal.
- **Security Benefits:** Hoover CS provides end-to-end tracking and traceability of its reusable IBCs, reducing the risk of asset loss and providing greater visibility to each customer of the location of its products and the efficiency of its supply chain.

### CIRCULAR VS. ONE-WAY IBC SUPPLY CHAIN



# Approach to Sustainability

At Hoover CS, sustainability is an integral part of everything we do. Through technology, information, on-site service, and training, we help companies around the world transition to more sustainable and cost-effective value chains, Hoover CS is driven to empower businesses around the world to do more and be better. We focus every day on finding new solutions to maintain clean and safe environments, optimize water and energy use and improve operational efficiencies and sustainability for customers. Within our own facilities, we work on reducing our water consumption, carbon emissions and waste stream, and supporting a safe, diverse, and inclusive workforce.



Hoover CS was awarded a silver medal in recognition of our sustainability achievement, placing us in the top 25% for sustainable practices and performance. EcoVadis assessments are performed annually, rating our sustainability performance across four key themes- environment, labor & human rights, ethics, and sustainable procurement.

## ESG Management and Oversight

### SUSTAINABILITY COMMITTEE

- Cross-functional senior leadership team, led by the Chief Human Resources Officer, responsible for guiding the development and implementation of the company’s sustainability strategy. This group meets at least quarterly to:
  - Ensure the integration of sustainability decision-making into core business functions and planning processes
  - Explore emerging sustainability issues
  - Approve sustainability policies and public-facing sustainability reports
  - Monitor the company’s achievement of its corporate sustainability goals

### DIRECTOR OF SUSTAINABILITY

- Manages the company’s Goal Zero Safety Program and all EHS policies, aligning the sustainability of our products and services with the sustainability of our operations
- Communicates and coordinates with management, shareholders, customers, and employees to address sustainability issues
- Enacts or oversees the corporate sustainability strategy and provides direction and project management for all company sustainability projects, programs, and initiatives
- Manages the data collection to measure the company’s sustainability performance

### SUSTAINABILITY TASK FORCE

- Ad-hoc group of subject matter experts responsible for the day-to-day integration of sustainability into every corner of the company

Environmental, social and governance (ESG) performance at Hoover CS is overseen by the Sustainability Committee. In 2023, our Sustainability Committee met seven times, discussing a range of issues, including:

- Progress of Hoover CS’s 2025 sustainability goals
- Publication of the 2022 Sustainability Report
- Opportunities and actions to further solidify our EcoVadis Silver rating and advance overall sustainability initiatives
- Life Cycle Assessment (LCA) finalization following review by independent review panel



## Materiality

Working with an outside sustainability consultancy, Hoover CS undertook a materiality assessment in early 2022 to understand the most salient ESG issues impacting the company. The process included:

- Interviews with leaders from around the company
- Analysis of customer and investor sustainability questionnaires and assessments
- Comparison of existing sustainability practices to the SASB Containers and Packaging Industry standard

The result was a formalization of our sustainability strategy into nine material topics, organized into three workstreams: Sustainable Solutions, Green Operations, and Great Company.



## Alignment with the United Nations' Sustainable Development Goals

Hoover CS is proud to support the Sustainable Development Goals (SDGs). Adopted by all United Nations member states in 2015, the SDGs are the blueprint to achieve a better and more sustainable future for all.

As an environmentally responsible packaging and service provider, we focus on six of the SDGs in particular—for ourselves and our customers.



# Sustainable Solutions

For companies needing to transport bulk materials, switching from wasteful, single-use containers to Hoover CS Packaging solutions can produce significant environmental benefits.

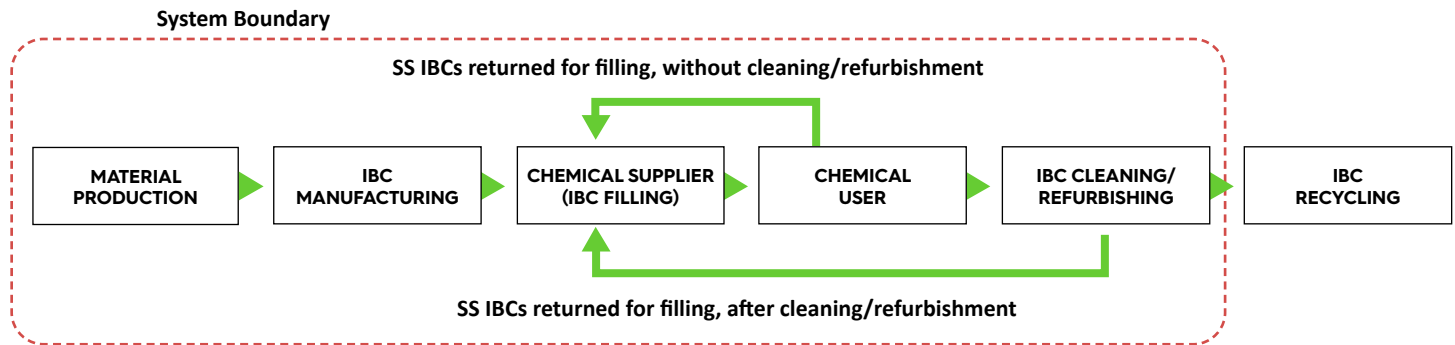
We are committed to showing the world how to create more value with less waste with our full suite of circular options.

## LIFE CYCLE ASSESSMENT RESULTS

Hoover CS commissioned a leading sustainability consulting firm to conduct a life cycle assessment (LCA) to compare the environmental impacts of reusable Stainless Steel (SS) intermediate bulk containers (IBCs) – also commonly referred to as totes – with plastic One-way IBCs when used for transporting chemicals between a chemical supplier and a chemical user. The LCA was conducted in accordance with ISO 14040 and 14044 standards, and underwent an extensive critical review by a panel of independent experts.

## THE SCOPE

The LCA included all phases of an IBC’s lifecycle from material production and manufacturing, through filling, emptying, and cleaning, and until disposal.



## THE PRODUCTS

The LCA studied three products: the two standard size SS IBCs (350 and 550 gallon) and the largest standard One-way IBC (330 gallon).

350-gallon SS IBC	550-gallon SS IBC	330-gallon One-way IBC
Weight: 261 kg 99% stainless steel 25 year useful life	Weight: 334 kg 99% stainless steel 25 year useful life	Weight: 65 kg 51% high density polyethylene 49% galvanized steel

## THE FINDINGS

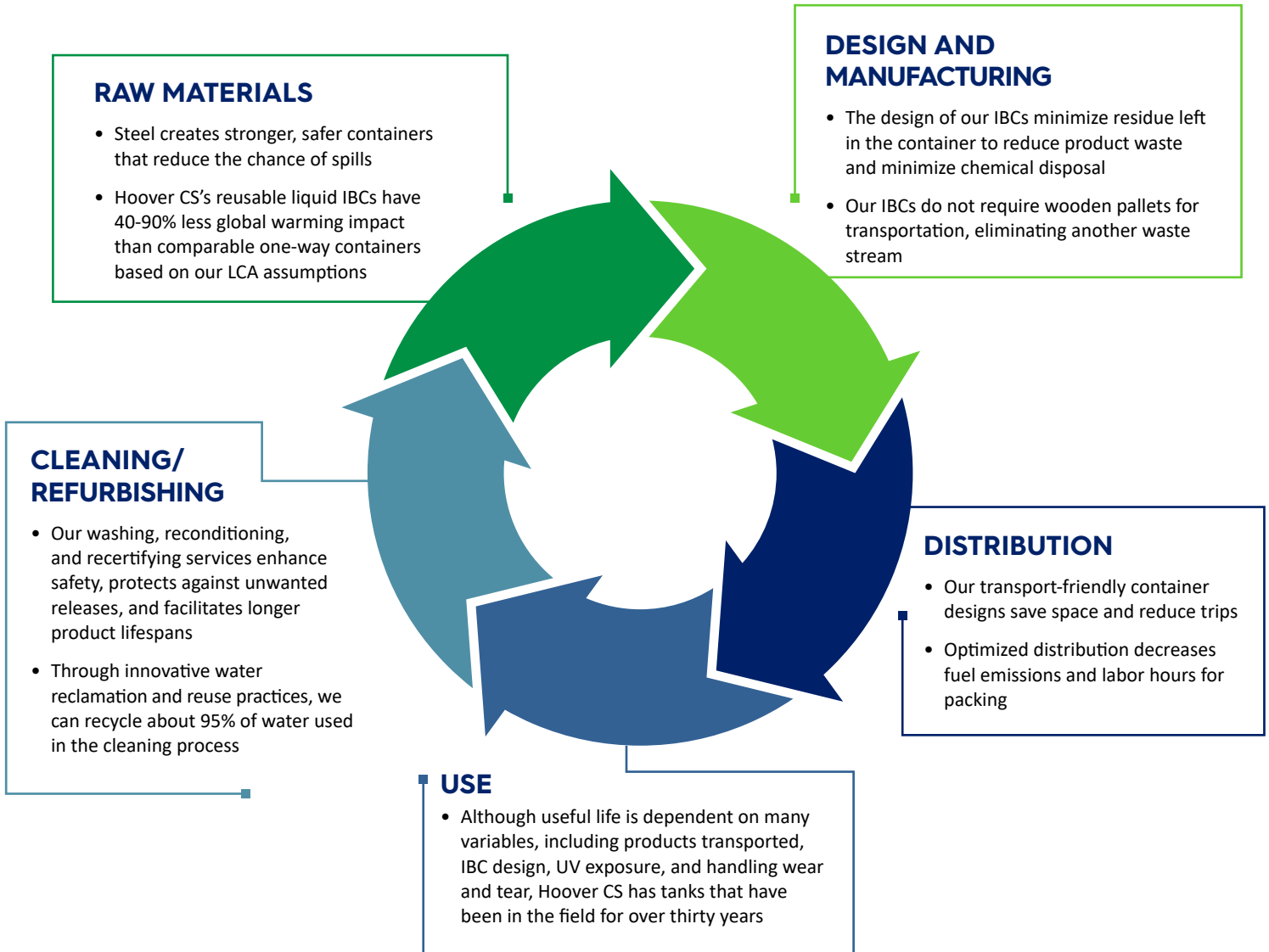
For chemical producers transporting millions of gallons of liquids annually, replacing drums and one-way IBCs with reusable IBCs leads to a material reduction in the production and consumption of single-use plastics, greenhouse gas emissions, and water use.

For example, using reusable IBCs instead of one-way IBCs to transport 1 million gallons of chemical product:

- Eliminates the need for over 3,000 one-way containers, the equivalent of eliminating the production of over 5 million plastic water bottles
- Results in a 40-90% reduction in CO2 emissions
- Reduces water use by 84-97%

## Circularity

We serve customers from start, through delivery, and for the future by enabling them to safely and sustainably package their product or raw material in reusable containers. We reduce the logistics complexity by providing fleet management and container reconditioning to make the transition to a circular solution easier for customers, all of which results in a net positive for the environment.



### IMPLEMENTING CIRCULAR SYSTEMS AT OUR OWN OPERATIONS

We use cleaning chemicals to wash out our customers’ reusable containers, so that customers can use them again. In 2023, we launched a new program to use Hoover CS tanks to store and transport the cleaning chemicals used at our owned service centers. When these tanks are empty, they are returned to our vendor for refilling, then brought back to us. By storing these cleaning agents in Hoover CS reusable packaging, we are practicing what we preach and one step closer to achieving our 2025 goals for packaging circularity.

## Product Quality and Safety

Because our products are used to transport and store hazardous materials and may stay in the field for decades, ensuring they are built with quality and safety in mind is essential.

- **Quality Control:** Every container goes through a rigorous quality control process where parts are inspected, and the container is checked for damage and any possible leaks.
- **Logistics:** Our team can facilitate prompt, convenient, and reliable transportation to and from customer facilities.
- **Parts Replacement:** We maintain a complete inventory of parts, to ensure all containers are fully restored when leaving our facilities.



### IBCS

All reusable IBCs must be properly cleaned and tested at pre-determined intervals, per UN/DOT standards. Whether the containers have stored hazardous or non-hazardous materials, we provide a high-quality cleaning that protects the integrity of each and every tank. Our cleaning services for IBCs include:

- Cleaning (and reconditioning, if necessary) IBCs, including valves and fittings
- Inspecting cleaned IBCs to certify they are clean, dry and odor-free
- Providing cleaning and testing certificates for each IBC
- Proper inventory reporting
- Providing interim storage for cleaned IBCs prior to shipment
- Shipment and delivery of cleaned IBCs

### TECHNICAL COMPETENCY PROGRAM

In 2022, Hoover CS introduced a customized training program to provide employees with the skills they need to deliver outstanding performance. Combining classroom instruction, on-the-job training and a final exam, the training takes about 90 days to complete. Using job titles, the program identifies each task, breaking it down into specific steps, with photos, material and equipment lists, and other information. Employees use this information to ensure they understand how to do their job safely and efficiently, and Auditors and Verifiers test this knowledge before issuing a completion mark.

The program was initially rolled out at our Scott, LA facility, and in 2023, we added our Houston, TX facility. Ultimately, we believe that this program will allow us to more quickly onboard and train new employees, cross-train existing employees to better meet our safety and quality standards and our customers' needs and make it easier for employees to plan their career development and progression pathways.

### ISO TANKS

All ISOs processed through Hoover CS wash facilities are air tested and UN-thickness tested, with appropriate DOT record keeping. Each ISO tank is given a complete external inspection prior to filling, including an examination of:

- The shell, piping, valves and other appurtenances for corroded areas, dents, defects in welds and other defects such as missing, damaged, or leaking gaskets
- All flanged connections or blank flanges for missing or loose nuts and bolts
- All emergency devices for corrosion, distortion, or any damage or defect that could prevent their normal operation
- All required markings on the tank for legibility
- Any device for tightening manhole covers to ensure such devices are operative and adequate to prevent leakage at the manhole cover
- Defects identified by this inspection are corrected prior to the ISO being offered for transportation



# Green Operations

Hoover CS is dedicated to conducting business in a way that reduces negative impacts on the environment, including minimizing the consumption of resources, optimizing the recycling of our waste, and preventing pollution.

In 2023, we achieved ISO 14001 certification at our Netherlands facility, an internationally agreed standard that sets out the requirements for an environmental management system. Environmental management systems help organizations improve their environmental performance through more efficient use of resources and reduction of waste, gaining a competitive advantage through efficiency and reduced environmental impact.

## Energy and Emissions

We seek to build environmental responsibility into everything we do, and that extends into how we manage energy and emissions. Our Environment, Health and Safety policy manual lays out a comprehensive approach to environmental management systems, including roles and responsibilities, training and continuous improvement, change management, and data tracking and auditing.

### AIR QUALITY

Hoover CS is committed to tracking and managing our air quality in compliance with local, state, federal and international guidelines. We have air quality permits at four of our facilities and have implemented a number of initiatives to manage air emissions, including the installation of thermal oxidizers at our Houston, TX and Scott, LA facilities to remove hazardous air pollutants (HAP), volatile organic compounds (VOC), and odorous emissions discharged from our processes. In 2023, we had no environmental exceedances.

One project currently underway is a transition away from propane forklifts to electric forklifts, for use within our buildings. Electric forklifts have a smaller footprint, no emissions, and contribute to better indoor air quality for employees working at our sites.

### ENERGY OPTIMIZATION

When done correctly, energy optimization offers both environmental and financial benefits. Over the last several years, we've achieved both through upgrading our lighting to high-efficiency LEDs, adding motion sensors and utilizing natural lighting via skylights.

In our Ridderkerk operations in the Netherlands, we took additional energy optimization actions in 2022 by installing an electric vehicle (EV) charging station, adding one hybrid and one electric vehicle to our local fleet, and installing additional light sensors in the building. We continue to explore opportunities to implement EV vehicles and equipment across our other locations.

### RENEWABLE ENERGY STRATEGY

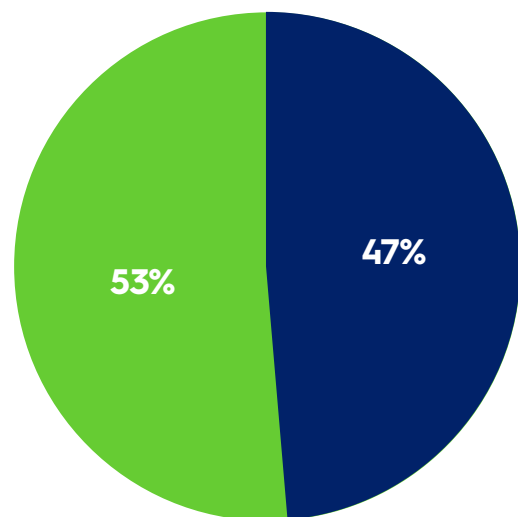
In 2022, we committed to moving towards renewable energy procurement, with the goal to source 50 percent renewable electricity for our Texas facilities by 2025. In 2023, we locked in a long-term contract for 100% wind energy to supply our Texas service centers.

### CARBON AND CLIMATE

Since 2022, Hoover CS has partnered with carbon accounting firm Persefoni to calculate our greenhouse gas (GHG) emissions across our facilities and fleet. This carbon footprint information informs our approach to energy sourcing, prioritization of energy efficiency opportunities, and collaboration with value chain partners.

Over the last three years, we have seen our total energy use, and associated carbon emissions, grow as a result of increased operations at our service centers. We have also seen our energy balance shift away from stationary combustion towards electricity. This change is largely driven by the completion of construction projects that allowed us to connect buildings to the electricity grid, removing the need for generators as a temporary energy source. At the same time, as our logistics business has grown, so have our mobile emissions -- an area for decarbonization in the future.

2023 CARBON FOOTPRINT (TCO2E)



■ Scope 1    ■ Scope 2

**GREENHOUSE GAS EMISSIONS (METRIC TCO2E)**

	2023	2022	2021
Scope 1 Total	1,702	1,204	1,066
<i>Stationary Combustion</i>	1,044	837	1,033
<i>Mobile Combustion</i>	657	366	33 <sup>1</sup>
Scope 2 Total <sup>2</sup>	1,897	521	695
<i>Purchased Heat &amp; Steam</i>	0	0	2
<i>Grid Electricity</i>	1,897	521	693
Total Carbon Footprint	3,559	1,725	1,761

<sup>1</sup> Partial data<sup>2</sup> Location-based

## Water Use

The water resources we depend on are shared with the communities and customers where we operate, as well as surrounding areas, and accordingly, we will act responsibly to protect them for others, ourselves and future generations. We recognize that effective water efficiency and proper management must address present and long-term considerations and competing demands. Our water strategy includes:

- Identifying and assessing relevant near and long-term water issues across strategic planning, risk management, capital expenditures and business planning
- Integrating water resource considerations into the lifecycle of operations, products and services
- Establishing annual targets and long-term water management goals to drive performance
- Annually tracking and reporting on water availability/use and relevant issues internally and externally
- Employing Best Management Practices (BMP) and standards, to improve life-cycle water use and water quality and to reduce the risk of adverse impacts on operations and the environment
- Raising the awareness of employees, suppliers, and other key stakeholders of the strategic importance of water and the need for effective water use management to sustain operations, communities and the ecosystem
- Advocating on water and energy public policy issues based on sound science, competitive markets and universal safe drinking water and sanitation

We are committed to driving improvements and efficiencies across our facilities globally. In 2022, we set a goal to reduce disposed wastewater per tank washed by 25% by 2025.

## THE GENERAL CLEANING PROCESS FOR IBCS, ISO TANKS & TRAILERS

Note: Different chemicals may require alternative cleaning processes

CYCLE	OBJECTIVE	OPERATION
1	Dirty Flush	Flush with recycled water and transfer to wastewater tank
2	Hot Detergent Wash	Wash and recirculate detergent (or caustic) in a closed circuit
3	Freshwater Rinse	Rinse with hot or cold freshwater and return back to recycled water tank
4	Steam Cycle	Steam interior with direct feed from boiler system
5	Drying Cycle	Dry interior with filtered ambient air



### WATER RECYCLING

It is our policy to install water reclamation at our wash facilities to reuse water during our operations. This significantly reduces our water consumption. It also reduces our wastewater, which needs to be hauled offsite and treated. By the end of 2023, all three U.S. service centers had water reclamation systems. These systems reclaim up to 600 gallons of water per hour, reducing the amount of water needed for wash cycles and allowing us to treat used water onsite.

Ultimately, the water will meet local standards for disposal in the municipal wastewater system and eliminate the need to store and truck the wastewater offsite for treatment by specialty waste vendors. Because the reclaimed water can be used an average of three times before discharge, the system will both reduce our water consumption and our Scope 3 emissions related to waste transportation.

### WATER RISK

While our goal is to optimize water use at each of our locations, we are paying special attention to locations where there is a lack of freshwater resources to meet the local community’s water demands. Using the WRI Aqueduct Water Atlas tool, we evaluated each of our locations to determine their associated aquifer and water stress baseline. We found that only one of our Hoover CS facilities (our new service center in Sitra, Bahrain) is in an area of high baseline water stress, although our Odessa, Texas location is directly adjacent to one. This information provides us with helpful information in planning future water efficiency and conservation investments.

### WASTEWATER MANAGEMENT

In the second half of 2023, our Scott Service Center installed a refurbished Evaporator, which converts non-hazardous wastewater into steam, helping Hoover CS reduce overall waste at our facilities.

Our Houston Service Center installed three new wastewater tanks, which will store the recycled water from our IBC wash lines. Featuring a cone-shaped bottom and telemetry to monitor wastewater levels, these new tanks are easier to clean, resulting in improved safety for our tank technicians.

### WATER PERFORMANCE

	Unit of Measure	2023	2022
Water Withdrawals <sup>3</sup>	Gallons	2,897,017	Not tracked
Water Recycled <sup>4</sup>	Gallons	1,380,161	Not tracked
Wastewater	# gallons wastewater disposed per tank	92.73	81.7

<sup>3</sup> Water drawn from municipal water sources for cleaning and wash cycles at our service stations.

<sup>4</sup> Total gallons of water cycled through cleaning and wash cycles at our service stations.

<sup>5</sup> Wastewater tracking is limited to our U.S. service centers (Odessa and Houston, Texas, and Scott, Louisiana).

# Materials Management

From chemicals of concern to waste management, Hoover CS has systems in place to protect the environment and human health and safety.

## CHEMICALS MANAGEMENT

The first step in managing risk from hazardous chemicals is to ensure that the right containers are being used. When determining the right packaging solution for the job, the following characteristics of what will go into the tank or container must be considered:

- Chemical concentration
- Viscosity
- Aeration
- Mixing of chemicals
- Impurities
- pH rating
- Duty cycle
- Pump RPM
- Temperature
- Vapor points
- Viscosity

For example, Hoover CS offers tanks manufactured with LLDPE (Linear Low Density Polyethylene). This resin has good structural rigidity and impact resistance. It is resistant to a broad range of chemicals including sulfuric acid, sodium hypo chlorite, and sodium hydroxide. The seamless construction of these tanks means that they are easy to clean, impact and weather resistant and resistant to leaks, making them virtually maintenance free.



In addition, employees at our service centers receive training on the safe handling, labeling and storage of chemicals. We have strict rules about chemical handling to protect our personnel, and to ensure that chemicals that are washed from empty tanks and containers are properly captured and treated before entering a local waterway.

## WASTE MANAGEMENT

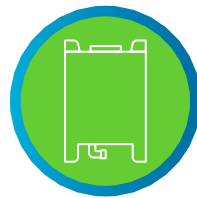
We employ a variety of waste management strategies to divert waste from the landfill. These efforts vary by waste stream and are tailored to the local options for waste treatment, recycling and recovery.

In 2022, we expanded our recycling programs to all Hoover CS locations, allowing employees to segregate recyclable materials like aluminum, plastic and paper from municipal solid waste destined for the landfill. While waste generation in our offices is not significant in comparison to our other facilities, this program was an important step to align our business practices with our values, and to show our employees that we are serious about sustainability—whatever role they are in.



### HAZARDOUS WASTE

- May consist of heel (residual chemicals) and spent catalyst
- We contain both types of materials in hazardous-rated drums and they are collected by waste companies



### SPENT CONTAINERS, TANKS AND TOTES

- We partner with local metal scrap vendors who reclaim tanks for consolidation and recovery, extending the metals useful life in a secondary market



### OFFICE WASTE

- We are moving from sticker labels to permanent labels to cut down on paper use and waste
- We use a local vendor to recycle our e-waste (computers, peripherals)

# Great Company

We believe that great people make a winning company. Our goal is for employees of Hoover CS to have a job that taps into their strengths, offers the training they need, and fans the flames for a future of lifelong success.

## Ethics and Integrity

Hoover CS is guided by an eight-member Board of Directors. Additionally, the Board has established an Audit and Governance committee with oversight responsibility for the effectiveness of Hoover CS's governance practices and our compliance with all legal, compliance and regulatory matters impacting the company.

The Hoover CS Code of Conduct sets out the company's requirements and expectations across a range of governance and ethical issues, including:

- Business integrity
- Fair dealing and anticorruption
- Environmental responsibility
- Workplace health and safety
- Fair working practices
- Working with suppliers

In addition, employees are required to complete mandatory compliance training annually, with additional compliance training included in the employee onboarding process. In 2023, 100% of employees completed Code of Conduct training.

### ANTI-CORRUPTION

We are committed to acting professionally, fairly, and with integrity and respect in all our business dealings and relationships wherever we operate and to implementing and enforcing effective systems to counter bribery. Given our expanding international footprint, in 2023 we implemented a new Anti-Corruption Policy and training program that reinforces the responsibilities outlined in the Code of Conduct and provides Hoover CS employees with additional guidance to navigate issues like meals, entertainment, gift giving and requests for facilitation payments across jurisdictions with varying laws and cultural norms. Senior managers and members of the international sales and finance teams received supplemental training to ensure understanding and compliance.

We expect those that we do business with to take a similar zero tolerance approach to bribery and corruption. Before entering into an agreement with any third party who will act on behalf of Hoover CS, we will perform proper and appropriate due diligence and obtain from the third-party certain assurances of compliance.

We do not make contributions to political parties, organizations, or candidates for political office.

### SPEAKING UP POLICY

Our Code of Conduct includes a "Speaking Up" policy, which reinforces and reaffirms Hoover CS's commitment to a culture in which employees are encouraged to raise concerns. Hoover CS employees remain our first and best line of defense against wrongdoing and enable us to take prompt, corrective action. We recognize that the early detection and reporting of wrongdoing depends on maintaining a culture of trust and integrity in which all employees:

- Are encouraged to report potential wrongdoing as soon as possible, knowing that their concerns will be taken seriously, and that appropriate action will be taken.
- Feel comfortable bringing concerns either directly to their supervisor, Human Resources, or the General Counsel, or using the Ethics Hotline to report concerns anonymously.
- Trust that the speaking up process is confidential and that Hoover CS will not tolerate retaliation or retribution.
- As part of their oversight responsibilities, the Audit and Governance committee is provided periodic updates on the number and types of employee concerns raised.

### WHISTLEBLOWER PROTECTION

We have a variety of ways for employees and other stakeholders to report concerns or ethical issues, including a third-party Ethics Hotline that can be reached by website, phone, or via email. Using the hotline, employees can report a concern or grievance, including anonymously if they wish.

We understand that employees are sometimes worried about possible repercussions associated with complaints of wrongdoing. We encourage openness and will support any employee who raises genuine concerns in good faith, even if they turn out to be mistaken. We will not tolerate retaliation or detrimental treatment of any kind towards any employee who reports a concern in good faith, or who participates in an investigation into a concern.

## CYBERSECURITY

Hoover CS takes data protection and security seriously. Our cybersecurity practices include:

- A dedicated employee responsible for cybersecurity across the company.
- A cybersecurity policy, acceptable use policy and website privacy policy.
- Incident response procedure (IRP) to manage breaches of confidential information.
- Regular discussion of cybersecurity at Board of Directors meetings.
- Mandatory cybersecurity training for all employees.
- Additional cybersecurity training as part of the employee onboarding process.

In 2023, we conducted a penetration test to identify vulnerabilities in our IT systems and have continued to follow up with quarterly assessments to ensure we address and mitigate cybersecurity risks.

## ENGAGING IN PUBLIC POLICY

As part of our new Government Relations Initiative led by Hoover CS's General Counsel, we are working to raise awareness with our customers, policymakers, and regulators as to how our offerings address critical needs related to decarbonization, plastic waste reduction, and transportation safety. In 2023:

- We provided comments to the U.S. Environmental Protection Agency (EPA) regarding the Used Drum Management and Reconditioning Advance Notice of Proposed Rulemaking (ANPRM), encouraging the EPA to clarify the regulatory framework, ensure better data, require traceability of containers, and encourage the use of truly reusable containers.
- We sent a letter to members of the Senate Committee on Environment and Public Works and Subcommittee on Chemical Safety, Waste Management, Environmental Justice, and Regulatory Oversight on the need for urgent action on single-use plastics, the importance of private sector leadership in tackling the challenge, and the preference for re-use, re-fill, and circularity where that is feasible.
- Hoover CS provided comment on the Advance Notice of Proposed Rulemaking (ANPRM) to modernize the Hazardous Material Regulations (HMR) released by the Pipeline and Hazardous Materials Safety Administration (PHMSA), suggesting three ways that PHMSA could promote safer, more efficient, and less environmentally impactful hazardous material transportation:
  1. Reinforce the importance of inspecting an IBC each time it is used, including one-way IBCs that are not designed for extended use.
  2. Encourage IBC performance-oriented standards that minimize chemical residue.
  3. Require IBCs to be traceable and encourage the adoption of asset tracking technologies.
- We replied to the call for comment on EPA's Draft National Strategy to Prevent Plastic Pollution, urging the EPA to consider industrial supply chains in its strategy consistent with the EPA's stated goals in the draft strategy to prevent plastic pollution and reduce, reuse, collect, and capture plastic from land-based sources.
- We attended the International Industrial Packaging Conference hosted by the Reusable Industrial Packaging Association and other international industrial packaging industry groups. This event provided the opportunity to meet with key industrial packaging suppliers & manufacturers and discuss how a focus on sustainability is changing industrial packaging around the globe.

## Supply Chain Management

Hoover CS expects suppliers to share our commitment to sustainability, ethics and fair labor practices. Our Supplier Code of Conduct, updated in 2022 and integrated into our Vendor Terms and Purchase Orders, includes provisions on:

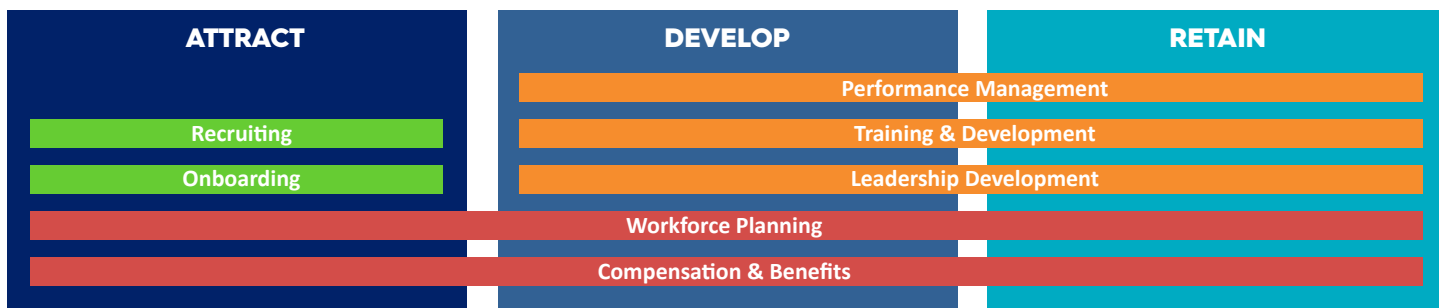
- Compliance with laws and regulations
- Fair competition and anticorruption
- Diversity and inclusion
- Labor and human rights
- Safe and healthy workplaces
- Environmental responsibility

In 2021, we developed a supplier questionnaire to assess suppliers' current environmental and social practices. In 2022, this questionnaire was sent to all suppliers with whom Hoover CS spent more than one percent of total spend. The results helped us understand where we need to engage more proactively with suppliers that chose not to participate, and where opportunities for collaboration with sustainability leaders may be.

Hoover CS does not use any "conflict minerals" (tin, tantalum, tungsten, gold), or their derivatives, in our products.

## Workplace Practices

Hoover CS is building a sustainable competitive advantage through our multi-prong talent strategy.



Our Human Rights Policy states our unequivocal commitment to labor and human rights and fair workplace practices, with provisions on diversity and inclusion, discrimination and harassment, work hours, wages and benefits, professional growth and development, employee privacy, workplace security, child labor, forced labor and human trafficking, and freedom of association. In addition, our Employee Handbook provides additional guidance on:

- Career management and training
- Annual performance reviews
- Open door policy

### TALENT MANAGEMENT

Hoover CS is a participating member in the Texas A&M Talent Development Council. This consortium of over 30 companies across multiple industries is designed to advance talent best practices, practical methods and applied tools. The Talent Development Council acts as a best practice sharing, learning and networking forum for industrial and construction companies from various channels. Through our participation in the Council, we are able to

- Benchmark our current efforts with best-in-class practices
- Discover new talent strategies, methods and tools
- Identify talent processes for improvement
- Better align talent strategy to business strategy
- Network with other leaders
- Get better at recruiting, developing and retaining people

### DIVERSITY

Hoover CS is committed to selecting, recruiting, developing, and supporting people solely on the basis of their professional capability and qualifications, irrespective of gender, ethnicity, nationality, class, color, age, sexual identity, disability, religion, marital status or political opinion. We believe that a diverse workforce provides the best source of talent, creativity, and experience. People with different backgrounds and life experiences can identify opportunities and address problems from different perspectives.

We use a behavior-based hiring process designed to predict the future success of candidates. This process evaluates candidates based on previous experiences and eliminates unconscious bias that can be present in other hiring practices.

### EMPLOYEE ENGAGEMENT AND DEVELOPMENT

We offer a variety of engagement and development programs to support our workforce, including:

- Education Assistance – affording all employees the opportunity to receive financial support in their continuing education
- Workforce Planning – a three-tiered approach used to identify, develop and retain Hoover CS's talent in order to meet our growing business needs
- Employee Recognition – programs designed to celebrate and reward those employees demonstrating our company values, advancing business objectives and goals, and helping us build a positive company culture

#### Lead by Impact ERP

*This is a quarterly recognition opportunity awarded to employees who demonstrate our values of Care-Share-Deliver in their communities, at home, or within the workplace.*

- Winners receive an engraved Lead by Impact Award, branded company swag, a letter from our CHRO, and a \$25 USD (or equivalent) Amazon gift card.

#### Infinity Club ERP

*Established in the summer of 2023, this is an annual recognition opportunity – led by our executive team – to celebrate individual employee contributions and performance.*

- Winners receive an engraved Infinity Award, an all-expenses paid trip to a local resort, a \$2,500 USD (or equivalent) resort credit, and a pre-paid gas card.

In 2023, the average Hoover CS employee received over 35 hours of training, contributing to a culture of skill-building and life-long learning.



## COMMUNITY ENGAGEMENT

In 2023, we placed special emphasis on ways for Hoover CS employees to get out into the community together. From park clean-up days to bike-to-work events, these opportunities give teammates a chance to mingle outside of traditional office environments and build a stronger culture of collaboration.



### EMPLOYEE VOLUNTEER DAY

Sixteen employees – from our corporate office and service centers – teamed up for a volunteer shift at Memorial Park in Houston, Texas. Our team removed invasive weeds and overgrowth from six garden beds, totaling more than 7.5 cubic yards over a two-hour period.



### GOLFING FOR A CAUSE

We sponsored Pelican Worldwide’s Annual Customer Appreciation Golf Tournament, which raised funds for the American Heart Association.



### ANNUAL CRAWFISH BOIL

Every year, our Houston Service Center hosts a crawfish boil for all employees and their family members. In its 7th year, we enjoyed over 160 lbs. of mudbugs, 20 lbs. of shrimp, burgers, and more.



### BIKE TO WORK DAY

Our European team in The Netherlands participated in Bike to Work Day in support of CooP Africa’s (Cycling out of Poverty) mission to improve the livelihood of African families by making bicycles and other mobility aids accessible and available for everyone.

## CELEBRATING THOSE WHO “LEAD BY IMPACT”

Congratulations to these phenomenal Hoover CS employees on winning a Lead by Impact Award in 2023 for demonstrating our company values of Care-Share-Deliver.



**JUAN ESPINOZA**

Billing Analyst  
Houston, TX



**KRYSTALE BROWN**

Customer Service  
Manager Katy, TX



**JUSTIN BABCOCK**

Industrial Engineer  
Houston, TX



**SERHAT YILDIZLI**

Area Sales Manager  
The Netherlands



**TAVON TAYLOR**

Wash Technician  
Houston, TX



**SHARON LINTON**

Safety Administrator  
Canada



**VALERIE BECERRA**

Customer Service  
Supervisor  
Katy, TX



**ASHLEY ACHAN**

Recon Technician  
Scott, LA



**SYLVIA VAN LOENEN**

Accountant  
Ridderkerk,  
The Netherlands



**DUDLEY MARTIN**

Wash Technician  
Houston, TX



**ERICA FORD**

Accounts Receivable  
Supervisor  
Katy, TX



**TRENT GADDISON**

Operations Supervisor  
Scott, LA

## 2023 INFINITY CLUB WINNERS

Congratulations to these Hoover CS employees for their outstanding individual contributions and performance throughout 2023.



**VINCENT  
DEN BRABER**

Logistics &  
Operations Manager  
The Netherlands,  
Europe



**JUAN ESPINOZA**

Billing Analyst  
Houston/Katy, TX



**SHANNON BENSON**

Account Manager  
Houston, TX



**KRYSTALE BROWN**

Customer Service  
Manager  
Katy, TX



**KEVIN CANTRELL**

Director – Operational  
Excellence  
Katy, TX

## Health and Safety

All Hoover CS employees should be actively involved in living and promoting health and safety values every day. No job is so urgent that it cannot be done in a safe and responsible manner.

Our goal is to implement a safe and hazard-free professional working environment through training, awareness, employee participation and attitude. Our aim is to protect ourselves, our fellow employees, and the environment from harm through our Goal Zero program.

### APPROACH TO SAFETY

Our EHS program is led by our Director of Sustainability and guided by our Environment, Health and Safety Policy Manual, which covers topics including:

- Safety management and accountability
- Competency planning, training and assessment
- Safe work practices and occupational health
- Procurement, services and contractors
- Product quality assurance traceability and inspection
- Crisis management and emergency preparedness and response
- Nonconformity and corrective actions

The safety performance of our customers, subcontractors and suppliers is integral to our own safety efforts. We evaluate and qualify contractors and suppliers to ensure that a single and comprehensive safety culture governs each project safely and effectively.

All Hoover CS offices and service centers complete an annual Emergency Action Plan (EAP) training, focused on evacuation routes, types of hazards, active shooter situations, and other rotating topics.

### PROCESS SAFETY MANAGEMENT

After two consecutive years of zero recordable safety incidents, in 2023 we had two incidents. In one case, a minor eye injury resulted in infection requiring antibiotics. The other incident involved equipment hitting an employee, causing a chipped tooth. While both cases were quickly resolved, they gave us an opportunity to recommit to our safety practices and ensure that our safety management systems were efficient and comprehensive.

### SAFETY FACT

*In September 2023, we installed two personal protective equipment (PPE) vending machines at our Houston Service Center to help us accurately measure PPE usage while better forecasting our teams' needs.*

### INCIDENT MANAGEMENT PROCESS

What	How
Investigate	Interviews led by Supervisors and Safety Champions, with oversight by the Safety Manager
Identify	Discover the root cause of safety incidents, including any contributing factors that made the incident more likely to occur
Correct	Create a list of corrective actions and an implementation schedule, including development of new standard operating processes (SOPs), purchase of new personal protective equipment (PPE) and new training
Engage	Ensure individuals are properly trained on new processes and systems, and that each employee understands their part in creating a safe work environment
Document	Track all steps in the safety management system to support continuous improvement

### SAFETY AUDITS

We use internal audits to verify the effectiveness of our health and safety systems, in alignment with OSHA standards. Trained internal auditors review documentation and interview personnel to confirm that appropriate training and documentation have taken place and that employees are competently performing their duties in a safe manner.

Copies of audits are kept on file, and any actions arising from the reports (observations, major and minor non-conformances) are entered and tracked through a corrective action process. Findings are also reviewed at the monthly safety meeting and in advance of the annual management review meeting.

# About This Report

## BOUNDARY, SCOPE AND METHODOLOGY

This is Hoover CS's third ESG Highlights report. It covers calendar year 2023 activities unless otherwise noted and all facilities that Hoover CS operates.

For our carbon footprint methodology, we are aligned with the GHG Protocol and have used a Scope 1 Stationary and Mobile combustions emissions fuel-based calculation method and a Scope 2 location-based calculation method for heat and steam consumption alongside utility grid consumption at the facility level.

The scope of the carbon footprint includes:

### Scope 1

- Mobile sources: all fleet vehicles and fuel types
- Stationary combustion sources: heaters, boilers, and furnaces

### Scope 2

- Electricity and heat and steam consumed at each facility

### Scope 3

- Category 5: waste generated at operations
- Category 6: business travel data

### Emissions factors are drawn from:

- Canada 2023 NIR - Generation Factors (2020 grid year)
- Canada 2023 NIR - Generation Factors (2021 grid year - preliminary)
- IEA International Electricity Factors (2022)
- Japan DB for GHG Calculations via Supply Chain Ver.3.1 / 3.2 / 3.3
- UK DEFRA - Conversion Factors 2019
- UK DEFRA - Conversion Factors 2021
- UK DEFRA - Conversion Factors 2022
- UK DEFRA - Conversion Factors 2023
- US EPA - EEIO Factors 2.0.1-411 AR5
- US EPA - eGRID 2021 State
- US EPA - eGRID 2021 Sub Region
- US EPA - Emission Factor Hub 2021
- US EPA - Emission Factor Hub 2022
- US EPA - Emission Factor Hub 2023
- VitalMetrics - CEDA 5

## CORRECTIONS AND RESTATEMENTS

There are no corrections or restatements from previous reports.

This report is based on information and opinions as of the date of this report. Hoover CS believes that one of the many benefits of publishing a report of this type is the internal procedures for tracking sustainability-related data. Where internal improvements lead us to review prior years' disclosure, we will endeavor to do so with full transparency.

## ASSURANCE AND VERIFICATION

This report has been reviewed for accuracy, completeness and balance by Hoover CS's Sustainability Committee. It has not been externally assured or verified.

## FOR MORE INFORMATION

For more information about this report, or about Hoover CS's sustainability initiatives, please contact:

Nick Moscariello, Global Director of Sustainability

Email: [sustainability@hooversolutions.com](mailto:sustainability@hooversolutions.com)

Office: +1 281.870.8402 Ext.1036

## CAUTIONARY NOTE ON FORWARD LOOKING STATEMENTS

This ESG Highlights Report contains forward-looking statements that involve known and unknown risks, uncertainties, and other important factors that could cause the actual results, performance or achievements of Hoover CS, or general industry or broader economic performance in global markets in which Hoover CS operates or competes, to differ materially from any future results, performance or achievements expressed or implied by such forward-looking statements. As such, any forward-looking statements made by Hoover CS are made only as the date hereof and are not guarantees of future performance.

# ESG Tearsheet

SASB Reference	Indicator	Unit	2023	2022	2021
RT-CP-110a.1	Scope 1 emissions	Metric tons carbon dioxide equivalent (tCO <sub>2</sub> e)	1,702	1,204	1,066
	<i>Mobile combustion</i>	Metric tons carbon dioxide equivalent (tCO <sub>2</sub> e)	657	366	33
	<i>Stationary combustion</i>	Metric tons carbon dioxide equivalent (tCO <sub>2</sub> e)	1,044	837	1,033
RT-CP-110a.1	<i>Percentage covered under emissions-limiting regulations</i>	Percent (%)	0	0	0
	Scope 2 emissions (location based)	Metric tons carbon dioxide equivalent (tCO <sub>2</sub> e)	1,897	521	695
	<i>Purchased heat &amp; steam</i>	Metric tons carbon dioxide equivalent (tCO <sub>2</sub> e)	0	0	2
	<i>Electricity grid consumption</i>	Metric tons carbon dioxide equivalent (tCO <sub>2</sub> e)	1,897	521	693
RT-CP-110a.2	Long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussions and analysis	See pages 17-18		
RT-CP-130a.1	Total energy consumed	Gigajoules (GJ)	24,664	8,329	16,731
	Natural gas	Gigajoules (GJ)	14,977	4,301	6,882
	Electricity: grid	Gigajoules (GJ)	9,687	4,028	9,849
RT-CP-130a.1	Percent total energy from grid	Percent (%)	100	48.3	58.9
RT-CP-130a.1	<i>Percentage renewable additional</i>	Percent (%)	48	0	0
RT-CP-130a.1	Electricity: self-generated	Gigajoules (GJ)	0	0	0
RT-CP-130a.1	<i>Percentage renewable</i>	Percent (%)	N/A	N/A	N/A
RT-CP-120a.1	Air emissions: NO <sub>x</sub> (excluding N <sub>2</sub> O)	Metric tons (t)	3.76	3.14	3.14
RT-CP-120a.1	Air emissions: SO <sub>x</sub>	Metric tons (t)	0.30	0.27	0.27
RT-CP-120a.1	Air emissions: Non-methane volatile organic compounds (VOCs)	Metric tons (t)	39.28	35.58	35.58
RT-CP-120a.1	Air emissions: Particulate matter (PM)	Metric tons (t)	0.27	0.25	0.25
RT-CP-140a.1	Total water withdrawn	Thousand cubic meters (m <sup>3</sup> )	10.97	6.94	Not tracked
RT-CP-140a.1	<i>Percentage in regions with high baseline water stress</i>	Percent (%)	1.8 <sup>1</sup>	0	0
RT-CP-140a.1	Total water consumed	Thousand cubic meters (m <sup>3</sup> )	5.3	0.96	Not tracked

<sup>1</sup> Construction-related water use.

SASB Reference	Indicator	Unit	2023	2022	2021
RT-CP-140a.1	<i>Percentage in regions with high baseline water stress</i>	Percent (%)	0.8	0	0
RT-CP-140a.2	Water management risks and discussion of strategies and practices to mitigate those risks	Discussions and analysis	See pages 18-19		
RT-CP-140a.3	Incidents of non-compliance associated with water quality permits, standards, and regulation	Number (#)	0	0	0
RT-CP-150a.1	Hazardous waste generated	Metric tons (t)	39	614	356
RT-CP-150a.1	Percentage recycled	Percent (%)	0	.008	0
RT-CP-250a.1	Number of recalls issued	Number (#)	0	0	0
RT-CP-250a.1	Total units recalled	Number (#)	0	0	0
RT-CP-250a.2	Process to identify and manage emerging materials and chemicals of concern	Discussions and analysis	See page 20		
RT-CP-410a.3	Strategies to reduce the environmental impact of packaging throughout its lifecycle	Metric tons (t)	See pages 4 and 15		
RT-CP-430a.1	Total wood fiber procured, percentage from certified sources	Metric tons (t)	0	0	0
RT-CP-430a.2	Total aluminum purchased, percentage from certified sources	Number (#)	0	0	0
RT-CP-000.C	Total employees	Number (#)	184	182	154
	Executives and managers	Percent (%)	22	19	15
	<i>Women</i>	Percent (%)	23	16	20
	<i>Racial/ethnic minority</i>	Number (#)	18	16	6
	Exempt Employees	Percent (%)	88	79	79
	<i>Women</i>	Percent (%)	32	34	34
	<i>Racial/ethnic minority</i>	Number (#)	27	30	24
	Non-Exempt Employees	Percent (%)	96	103	75
	<i>Women</i>	Percent (%)	22	24	28
	<i>Racial/ethnic minority</i>	Number (#)	61	64	57
	Fatalities – employees	Number (#)	0	0	0
	Fatalities – contractors	Number (#)	0	0	0
	Total recordable incident rate – employees	Rate	1.2	0.0	0.0

SASB Reference	Indicator	Unit	2023	2022	2021
	Total recordable incident rate – contractors	Rate	0.0	0.0	0.0
	Lost time incident rate – employees	Rate	0.0	0.0	0.0
	Lost time incident rate – contractors	Rate	0.0	0.0	0.0
	Employee turnover rate – voluntary	Rate	24.9	15.9	39.5
	Employee turnover rate – involuntary	Rate	19.4	10.8	29.6
	Average hours of training per employee	Number (#)	35	35	35
	Executives	Number (#)	6	5	5
	<i>0-5 years tenure</i>	Percent (%)	100	80	80
	<i>5-10 years tenure</i>	Percent (%)	0	0	0
	<i>10+ years tenure</i>	Percent (%)	0	20	20
	Managers and Directors	Number (#)	24	21	27
	<i>0-5 years tenure</i>	Percent (%)	54	52	56
	<i>5-10 years tenure</i>	Percent (%)	17	19	22
	<i>10+ years tenure</i>	Percent (%)	29	29	22
	Office/Administrative	Number (#)	72	74	67
	<i>0-5 years tenure</i>	Percent (%)	67	66	68
	<i>5-10 years tenure</i>	Percent (%)	19	19	18
	<i>10+ years tenure</i>	Percent (%)	14	15	14
	Operations	Number (#)	76	82	55
	<i>0-5 years tenure</i>	Percent (%)	84	79	67
	<i>5-10 years tenure</i>	Percent (%)	3	9	18
	<i>10+ years tenure</i>	Percent (%)	13	12	15