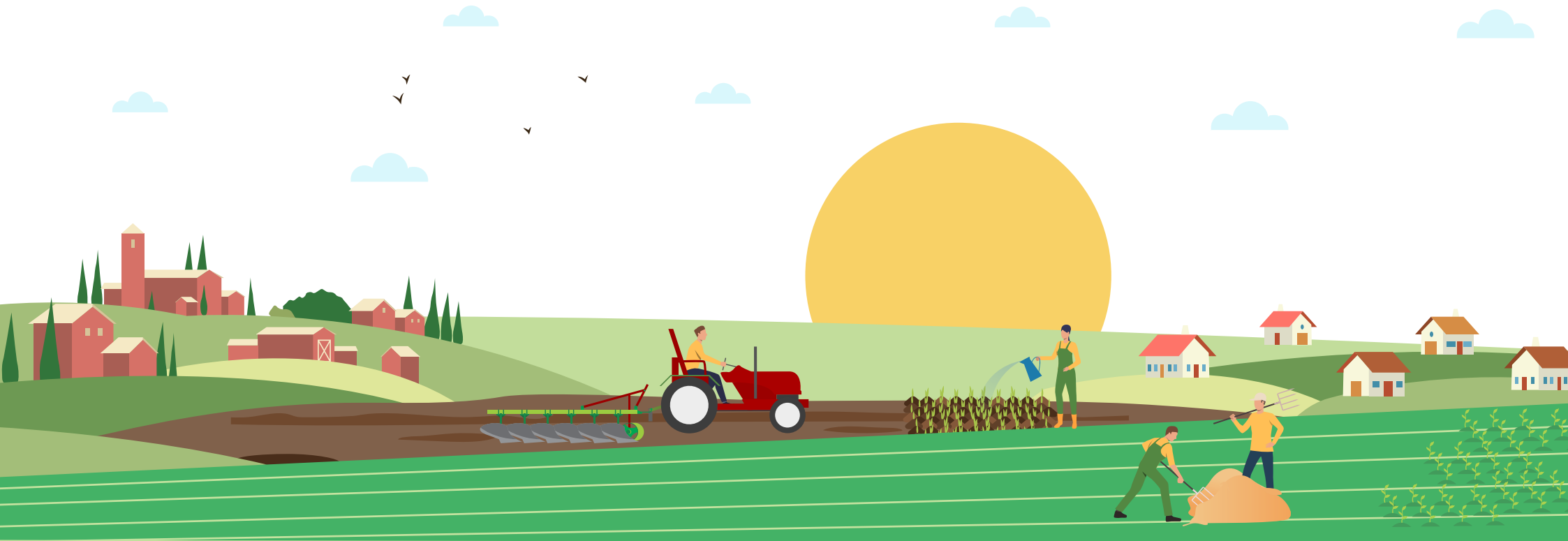




SUSTAINABILITY FOCUS AREAS

- 01 DECARBONIZATION
- 02 RESOURCE CONSERVATION AND CIRCULARITY
- 03 SUSTAINABLE AGRICULTURE
- 04 SUSTAINABLE AND ETHICAL SUPPLY CHAIN
- 05 EMPLOYEE AND COMMUNITY ENGAGEMENT
- 06 GOVERNANCE, COMMUNICATION AND REPORTING





EMPLOYEE & COMMUNITY ENGAGEMENT

Caring for Our People

Our commitment to being an employer of choice is integral to our sustainability program. We aim to foster **personal, professional, and economic growth** alongside social responsibility and community involvement within our workforce.

Every year, we conduct an anonymous engagement survey to gather employee feedback. We measure engagement through five key metrics:

- 1- Communication Effectiveness
- 2- Confidence in the Future
- 3- Discretionary Effort
- 4- Immediate Supervisor / Manager
- 5- Overall Job / Company Satisfaction

Survey results are shared with all functional areas. Teams review feedback and develop action plans to enhance engagement, which are reviewed quarterly by Leadership and Human Resources to ensure feedback is addressed.

In our **ASR Group® family** of companies, we believe that our people and communities are the foundation of our long-term success. Our **Employee and Community Engagement Focus Area** reflects our commitment to fostering a safe, and empowering workplace while building strong, resilient communities. We aim to be an employer of choice and a trusted community partner across all regions where we operate.

Health and Wellness

Our employee health benefits vary by region, but our goal remains the same: to **prioritize the well-being of our employees**. Our benefits programs reflect our commitment to the health and well-being of our workforce. By partnering with leading healthcare providers and offering a comprehensive range of services, we support our employees in every aspect of their lives. These enhancements contribute to a **healthier, happier, and more productive work environment**.

Health and Safety

We prioritize our employees' safety and well-being as a core value at **ASR Group®**.

- **Injury Reduction:** Focus on reducing injuries through comprehensive onboarding training for all new employees, emphasizing safety from day one
- **Training Improvements:** Utilize our digital Learning Management System to track training data and reach a broader audience. Encourage safety discussions and peer-to-peer engagement through the safety contact process
- **Certification Goals:** Maintain ISO 14001 and ISO 45001 certifications at our Brindisi, Italy joint venture and Lisbon, Portugal sites. Continue implementing management system elements and operating non-certified EHS Management Systems across other locations, with no immediate plans to expand certification
- **Dust Hazard Assessments:** Conduct assessments at all locations to address dust hazards and track actions to closure
- **Safety Celebrations:** Host safety celebrations and family days at all locations to reinforce the importance of safety among employees and their families

Each year, our Sustainability Report includes our annual injury rate, established improvement targets, and a summary of actions taken to maintain safe and effective work environments.



Our Employee Engagement Goals

We are committed to fostering an engaged workforce across all levels of the organization. Our **Global Engagement Strategy** guides our long-term commitments and actions to support employee well-being and development.

Engagement Goals:

- Ensure every employee feels valued, respected, and has a sense of belonging
- Develop and implement a communications strategy to support employee engagement.

Execution in Practice:

To support these goals, we undertake the following initiatives:

- **U.S. Operations:** Participation in voluntary affirmative action programs with annual goals by location and employment category; collection and filing of Equal Employment Opportunity (EEO) data.
- **U.K. Operations:** Annual publication of our Gender Pay Gap Report, including mean and median pay gap metrics.
- **Global Practices:** Implementation of unbiased recruitment and fair assessment processes; provision of programs and policies that support work-life balance and family needs.



These actions reflect our commitment to building a workplace that supports equality, transparency, and long-term employee engagement.

Empowering Our People

We empower our people by creating growth and development opportunities. Our focus is on helping our employees grow, develop skills, and build a motivated, winning team. We coordinate employee development across all functions and locations to ensure alignment with our corporate values.

Key Initiatives:

- **Learning Tools and Training:** Online and on-site learning tools, an apprenticeship program in the U.K., early career rotational programs, and tuition reimbursement programs
- **Leadership Programs:** In-person leadership program and online managerial and leadership training
- **Operations Training in North America:** Hands-on training labs focus on hand tool usage, safety protocols, and equipment operation. Additionally, there is an emphasis on Continuous Improvement through Lean Six Sigma Yellow Belt training



This comprehensive approach ensures employees are proficient in their tasks and empowered to contribute to ongoing process improvements.

Each year, our Ecovadis disclosures include training evidence that supports companywide evaluation and validation efforts.

Environmental Stewardship

We are committed to environmental stewardship and support various organizations dedicated to this cause.

Key Partnerships

- **Blue Water Baltimore:** Restores Baltimore's waterways to foster a healthy environment, strong economy and thriving community
- **Chesapeake Bay Foundation:** Advocates for healthy rivers, clean streams, and a saved Chesapeake Bay, largest estuary in the U.S.
- **Carquinez Regional Environmental Education Center:** Enhances, maintains, and restores wildlife habitats in the Carquinez Strait, California's most significant wildlife migratory corridor
- **The Belize Zoo & Tropical Education Center:** Protects Belize's native wildlife through rescue and rehabilitation efforts, promotes conservation science, and engages communities via jaguar adoption and training programs. In Belize, we have adopted "Ben" the jaguar and partnered with the Zoo to provide introductory wildlife training for employees and environmental outreach for sugarcane farmers' children.



Hunger Relief

Year after year, we support hunger-relief efforts through financial and product donations to various organizations.



United States:

- Catholic Charities of Baltimore
- Food Bank of Contra Costa & Solano in California
- FeedMore WNY in New York State

Canadian Food Banks:

- MADA Community Centre

United Kingdom:

- Community Food Enterprise (CFE) in East London: For more than 20 years, we have supported CFE, a social enterprise that alleviates food insecurity by distributing surplus food to frontline charities and community organizations. From their warehouse on our Thames Refinery site, CFE feeds around 10,000 people per month, delivering 5,000 kilos of food across East London.

Civic and Cultural Programming

In **East London**, we have partnered for more than a decade with the **Newham All Star Sports Academy**. This organization engages disadvantaged youth in basketball, providing a fun and safe environment. Sessions include mentoring talks on the dangers of knife crime and gang culture, as well as opportunities to gain qualifications in basketball coaching, officiating, and first aid.

We also support the cultural and environmental life of our communities through partnerships with local organizations. In Belize, we collaborate with **Eco-hearts**, a youth-led group focused on environmental stewardship. Their initiatives include river cleanups, tree planting, recycling, educational campaigns, and creative park rehabilitation projects that engage schools and public spaces.

In Mexico, we support **La Casa de la Amistad**, a non-profit civil association that assists children and young people with cancer by providing food, accommodation, medication, transportation, and recreational activities. We also

contribute to **Aprende a Sonreír (Learn to Smile)**, which offers similar support to individuals of all ages.

Additionally, we sponsor neighborhood concert series, film festivals, and local museums, science centers, and cultural institutions. These include the **Maryland Science Center**, the **Baltimore Museum of Industry**, the **Crockett Historical Society in California**, and the **Old Arabi Neighborhood Association in Louisiana**.



STEM-based education

We actively promote STEM education in **K-12 schools** near our U.S. facilities. We support STEM programs at John Swett High School in California and Francis Scott Key Elementary Middle School in Baltimore. We also support the Digital Harbor High School Alliance, which fosters tech-focused education in Baltimore, and the College Bound Foundation, which provides college access programs in the city. Additionally, we provide college scholarships in communities near our U.S. facilities and at various educational levels near our Belize and Mexico operations.

Volunteering

Our employees actively volunteer to support local causes and organizations.

Across the **United States**, our teams dedicate workday hours to maintaining gardens, rehabilitating recreation centers, preparing meals for those in need, and conducting community cleanups.

Since FY19, dozens of employees at our **Baltimore Refinery** have participated in an oyster gardening program with the Chesapeake Bay Foundation to boost the population of these natural water filters. At our **Chalmette Refinery** in Louisiana, employees volunteer annually at **Magnolia Community Services** in **New Orleans**, assisting adults with developmental disabilities.

In the **U.K.**, we offer all staff three days of paid leave for volunteering and match them with opportunities in the community and with local charity partners. Our “volunteer in the community” program provides employees with £250 per person for personal volunteering activities. Additionally, staff who fundraise for our charity partners can apply for 100% match funding up to £3,000, or 50% for any other charities that align with our community objectives.

For highlight stories on these engagements and other individual efforts, please refer our Newsroom or explore regional brand pages for similar updates.

