



# ESG

## ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT

2026

**VESCO**<sup>®</sup>  
WATER

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**GRYPHON**  
INVESTORS

A Gryphon Investors  
Portfolio Company

## Message from the CEO

At Vessco Water, our vision is clear: to expand our position as the largest and most trusted value-added distributor in the North American water and wastewater treatment industry. We are driven by a deep sense of purpose—to deliver sustainable solutions that protect communities, preserve resources, and strengthen infrastructure across the country.

Our commitment to Environmental, Social, and Governance (ESG) principles guides every decision we make. By setting measurable goals, engaging our stakeholders, and integrating sustainability into our operations, we are building a stronger, more resilient future.

### ENVIRONMENTAL RESPONSIBILITY

Environmental stewardship is a core value at Vessco Water. We actively reduce waste, conserve resources, and work to lower greenhouse gas (GHG) emissions. In partnership with our customers and OEMs, we deliver cost-effective, climate-resilient solutions that improve water quality and protect the environment.

### PEOPLE AND COMMUNITY

Our people are at the heart of our success. We foster a culture rooted in respect, integrity, and inclusion, provide safe workplaces, and support professional growth through our training and development programs. Beyond our organization, we engage our communities through stewardship events, charitable support, and educational outreach initiatives.

### GOVERNANCE AND INNOVATION

Strong corporate governance ensures accountability, transparency, and ethical leadership. With a dedicated ESG Committee, we are embedding sustainability across our business. We also continue to invest in innovation and cybersecurity, partnering with OEMs and leveraging technology to deliver smarter, more secure solutions.

At Vessco Water, we are united by a mission to make a meaningful difference—to deliver exceptional products and services that improve lives and protect our most precious resource: water. Together with our partners and stakeholders, we will continue to build a sustainable, resilient, and prosperous future.

Thank you for your continued trust and partnership.



Brian DeWolf  
Chief Executive Officer  
Vessco Water

“Water is life—and our mission is to provide high-quality, innovative, & sustainable water & wastewater treatment solutions for generations to come.”



## Our Commitment

Through our commitment to environmental, social, and governance (ESG) principles, we have established an ESG policy and framework that integrates sustainability considerations across our organization while supporting our mission to deliver the highest level of quality and service to the municipal and industrial clients we serve. This framework guides our role as stewards of water, promotes sustainable operations and customer solutions, and reflects our dedication to exceptional products and services, a high quality of life for our employees, and the protection of water as a vital resource for future generations. Oversight is provided by our ESG Committee to ensure continuous progress.

## About Vessco Water

Vessco Water is a partnership of value-added companies providing process, flow control, pumping, and automation equipment and services to water, wastewater, and industrial markets. Through a diverse product portfolio, strong engineering and aftermarket support, and long-standing manufacturer partnerships, we deliver best-in-class solutions and maintain a leading position in municipal and industrial water and wastewater treatment.

## Our Mission

Our mission is to revolutionize the industry by fostering strength and stability through a family of companies that share a common belief in delivering exceptional products and services to our customers, ensuring a high quality of life for our employees, demonstrating unwavering commitment to our OEMs, and recognizing the critical importance of water as a vital resource.

## Our Vision

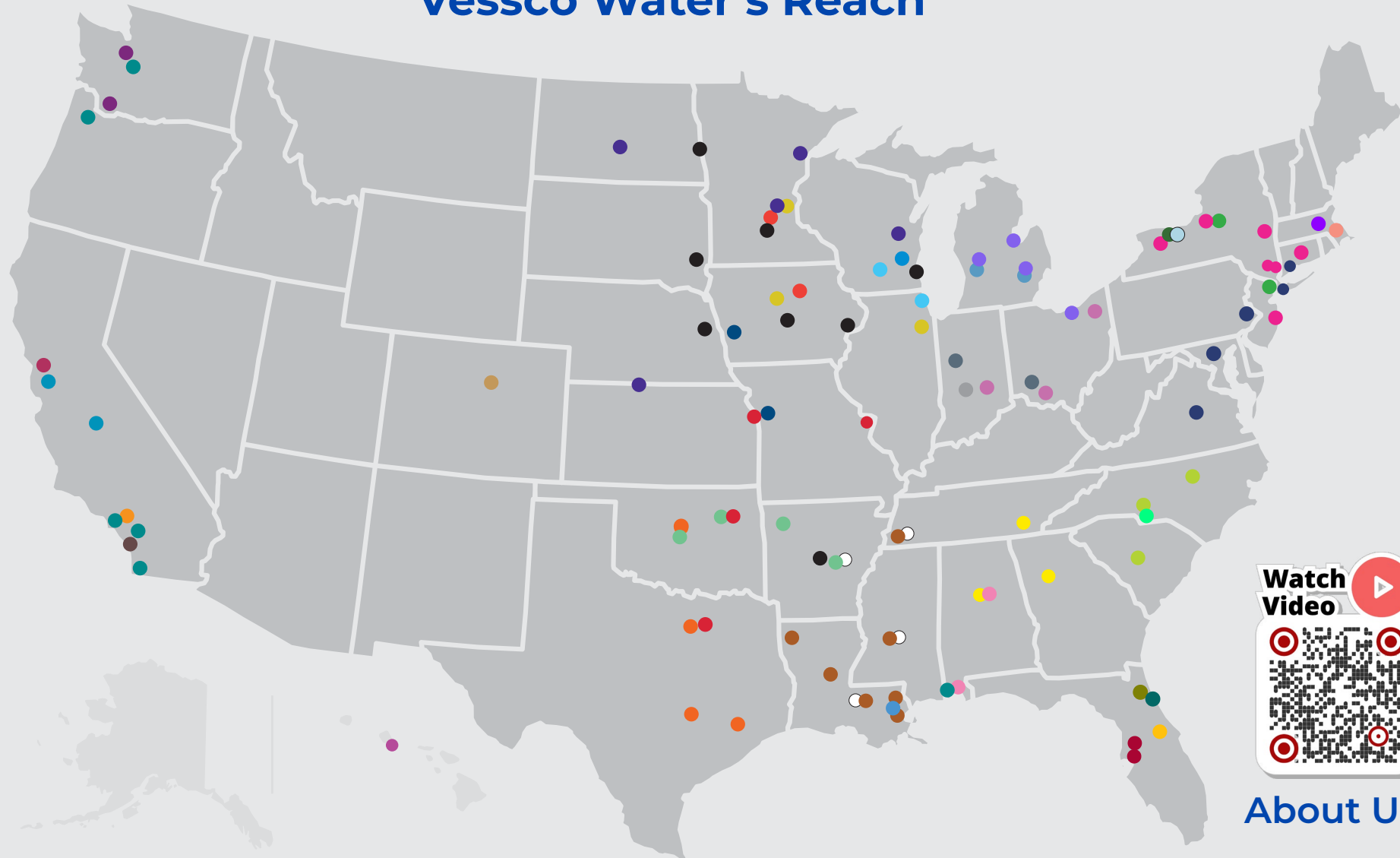
Our vision is to become the largest and most respected value-added water treatment equipment distributor in our industry, operating across North America. We are committed to approaching our work with compassion for our people, OEM partners, and customers.

## Our Values • Integrity & Respect • Operational Excellence & Accountability • Customer Commitment One Team • Continuous Improvement • Safety & Stewardship • Community Impact

At Vessco Water, our core values guide how we work, how we serve our customers, & how we support the communities around us. We act with **Integrity & Respect**, demonstrating honesty, fairness, professionalism, transparency, & accountability in every interaction. We strive for **Operational Excellence & Accountability** by running our business with discipline & accuracy, using data, strong processes, & personal ownership to achieve consistent results & long-term value. Our **Customer Commitment** drives us to deliver reliable, high-quality water & wastewater solutions by understanding our customers' needs & taking responsibility for successful outcomes.

We believe in working as **One Team**, collaborating across the organization, valuing diverse perspectives, & supporting one another to achieve shared goals. Through **Continuous Improvement**, we continually learn, adapt, & enhance our processes, people, & performance to better serve our stakeholders. We prioritize **Safety & Stewardship**, protecting our people, responsibly managing our assets, & operating with care for the communities & environments we serve. Finally, we are dedicated to **Community Impact**, creating positive change beyond our business by investing our time, expertise, & resources to strengthen local relationships, protect the environment, & build lasting trust for future generations.

## Vessco Water's Reach



About Us

## Vessco Water's Family of Companies

THE BEGINNING		2018		2019		2019		2019		2019	
2020		2020		2021		2021		2021		2021	
2021		2022		2022		2022		2022		2022	
2022		2023		2023		2023		2023		2023	
2024		2024		2024		2024		2024		2024	
2024		2025		2025		2025		2025		2025	
2025		2025		2025		2025					



# ADDRESSING CLIENTS' WATER & WASTEWATER NEEDS



Reliable water and wastewater systems are essential to public health, environmental protection, and economic growth. Today's utilities and facilities face increasing demands driven by aging infrastructure, evolving regulatory requirements, population growth, climate resilience, and emerging contaminants. Meeting these problems requires more than off-the-shelf solutions—it demands thoughtful planning, proven expertise, and a clear understanding of each client's unique operational and environmental goals.

Our team works collaboratively with municipalities, industries, and agencies to design and deliver water and wastewater solutions that are both technically sound and forward-looking. By integrating innovative technologies, resilient infrastructure design, and sustainable practices, we help clients improve system performance, maintain compliance, reduce operational costs, and protect critical water resources.

These case studies demonstrate how we apply a consistent, results-driven approach, identifying the problem, the right solution, and delivering lasting impact across diverse water and wastewater projects.



“Every day, the equipment Vessco Water sells helps clean, deliver, and reclaim water for tens of millions of people. We are called as a company to be stewards of this limited, precious resource, clean water, and we take that responsibility seriously.”

## SHERWOOD LOGAN

### Chesapeake Bay Watershed – Port Deposit Wastewater Treatment Plant, Maryland



#### PROBLEM

- Outdated 1980s plant
- At capacity and in 100-year floodplain

#### SOLUTION

- New resilient facility
- MBR + enhanced nutrient removal
- Expandable design (150k → 250k GPD)

#### IMPACT

- Chesapeake Bay compliance
- Improved watershed health
- Long-term ecosystem resilience

## VESSCO INC.

### Safeguarding the Big Sioux River – Harrisburg Water Reclamation Facility, SD



#### PROBLEM

- Lagoon-based system couldn't meet demand
- High risk during peak flows and disasters

#### SOLUTION

- Aeromod biological aeration system
- Modernized treatment process

#### IMPACT

- Lower energy use
- Improved river protection
- Increased system reliability

## VESSCO INC.

### Improving Water Quality in the Sheyenne & Red Rivers – Fargo WWTP Expansion, ND



#### PROBLEM

- Untreated compounds affecting river quality
- Capacity limits with regional growth

#### SOLUTION

- Membrane treatment technology
- New processes up to 15 MGD

#### IMPACT

- Protected Sheyenne & Red Rivers
- Enabled population growth
- Strengthened regional water supply

## KENNEDY INDUSTRIES

### Strengthening Flint's Water System and Smart City Initiative



#### PROBLEM

- Aging pump stations (1979)
- Failures, clogs, high maintenance

#### SOLUTION

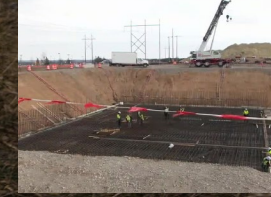
- New Flygt N pumps
- Smart controls + SCADA integration

#### IMPACT

- Improved efficiency
- Reduced energy & maintenance
- Enhanced system reliability

## VESSCO INC.

### Remediating Groundwater in Woodbury, MN



#### PROBLEM

- PFAS contamination
- 9 wells exceeding health standards

#### SOLUTION

- Groundwater remediation systems
- City collaboration + advanced treatment

#### IMPACT

- Restored safe drinking water
- Regulatory compliance
- Environmental stewardship

## KENNEDY INDUSTRIES

### Lake Edgewood Wastewater Treatment Plant, MI



#### PROBLEM

- SBR inefficiencies during low flow
- High energy & chemical use

#### SOLUTION

- Converted 2 SBR tanks to equalization
- Optimized single-tank operation

#### IMPACT

- 40% energy reduction
- 75% alum reduction
- Lower maintenance costs



# Engineering Safe Passage for Fish.

A Win for Nature, Communities, and Clean Energy

CONSERVING NATURAL RESOURCES

At Vesco Water, sustainability extends beyond infrastructure — it includes protecting the ecosystems and communities that depend on healthy waterways. Through our Platform Partner **Whitney Equipment Co, LLC**, we support innovative solutions that safeguard wildlife, strengthen renewable energy systems, and preserve vital natural resources.

In collaboration with Flygt, a Xylem brand, Whitney Equipment helped engineer advanced juvenile fish bypass systems for hydroelectric dams in the Pacific Northwest — protecting migrating salmon and trout while keeping clean energy facilities reliably online.

**BALANCING CLEAN ENERGY & RIVER ECOSYSTEMS**  
Hydroelectric dams provide renewable electricity but intersect with natural fish migration routes. Juvenile salmon and trout traveling downstream risk injury if drawn into turbine systems.

Historically, operators reduced generation or shut down facilities during peak fish runs — creating operational disruption and economic cost.

Whitney Equipment Co, LLC and Flygt partnered to deliver a solution that protects fish without compromising power generation.

## A RIVER WITHIN A RIVER

Juvenile fish bypass systems provide a safe migration route around turbines through:

- **Surface collectors guide fish safely downstream**
- **Custom pumps create fish attraction flows**
- **Collaborative ecological design ensures reliability**

*These systems create what many describe as a “river within a river,” enabling young fish to migrate safely downstream and continue their life cycle.*

## ENVIRONMENTAL & OPERATIONAL VALUE

This project delivers measurable ESG impact by:

- **Protecting salmon & trout**
- **Supporting watershed health**
- **Reducing hydro downtime**
- **Maintaining compliant clean energy**

## SUPPORTING TRIBAL COMMUNITIES

Healthy salmon populations are central to the cultural identity, nutrition, and economic wellbeing of many Native American and Tribal communities in the Pacific Northwest. By strengthening fish migration pathways, these systems help sustain:

- **Traditional food sources**
- **Protecting treaty fishing rights**
- **Strengthening river-based resilience**
- **Reestablishing historic spawning grounds by supporting upstream fish return to Columbia River tributary dams**

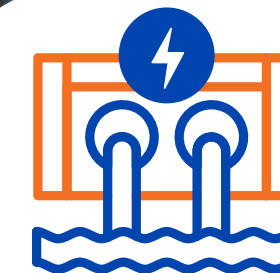


### Safe Fish Passage

Juvenile bypass systems protect migrating salmon & trout

### Clean Energy Maintained

Hydroelectric generation remains online during fish runs



### Reduced Turbine Mortality

Lower fish injury and loss rates

### Operational Cost Savings

Eliminates extended downtime during seasonal migrations



### Tribal Community Support

Strengthens cultural and economic sustainability

### Watershed Protection

Supports biodiversity and river ecosystem health



Watch Video



## Protecting Ecosystems. Powering Clean Energy.

*This work reflects how infrastructure innovation can advance environmental stewardship and social responsibility simultaneously.*



# Resilience, integrity, and responsibility guide how we serve our clients, our communities, and our own organization in an increasingly uncertain world.

Our clients face evolving challenges—new technologies, stricter regulations, and climate-driven risks. We work closely with them to provide resilient, cost-effective solutions that withstand disasters and uncertainties. Vessco Water also faces risks, from drought to supply chain disruptions such as those seen during COVID-19. To strengthen resilience, we have improved inventory management and leveraged our network of firms to ensure supply continuity. Looking forward, we will align with Task Force on Climate-Related Financial Disclosures (TCFD) best practices. By integrating climate risk assessments into strategic planning, we aim to safeguard our business and contribute to the long-term sustainability of the communities we serve.

# Climate Resilient Stormwater Solutions



Scan Me

Starlite El Monte



Scan Me

Menifee Riverwalk

# Protecting Communities. Preserving Land.



As storms become more frequent and intense, effective stormwater management is critical to protecting communities and infrastructure. **Through Santa Fe Water Systems' SWAT team**, Vessco Water helps communities nationwide reduce flooding, protect water quality, and strengthen infrastructure through innovative stormwater control and treatment systems.

## MANAGING CLIMATE RISK

As climate-driven rainfall events increase, traditional stormwater systems often require large land areas and extensive infrastructure. Our team designs compact, high-performance systems that treat and attenuate stormwater while minimizing environmental footprint and land use.

## COMPACT SYSTEMS. CLEANER WATER.

At the Menifee Riverwalk Residential Development (Menifee, CA), our team engineered a stormwater and pump system capable of safely managing 100-year storm flows within just 81 square feet—replacing nearly two acres of traditional biofiltration space. This preserved valuable land for housing and recreation while improving runoff control and water quality.

At the Starlite El Monte redevelopment (El Monte, CA), a flow-based Modular Wetlands biofiltration strategy met regulatory requirements on a constrained urban site while reducing pollutant loads and infrastructure footprint.

## SOCIAL VALUE & SMART LAND USE

Beyond flood protection, these projects strengthen communities by integrating stormwater infrastructure seamlessly into residential developments. At El Monte, the project preserved elements of the historic Starlite Drive-In site, maintaining community identity while enabling modern housing growth.

## GOVERNANCE & MEASURABLE RESULTS

Through early engineering analysis, stakeholder collaboration, and regulatory alignment, our team delivers strong operational and financial outcomes. At Starlite El Monte, the optimized design approach generated approximately \$500,000 in cost savings while maintaining compliance and performance.

## CAPTURE. STORE. REUSE.

In drought-prone regions, we help communities capture and reuse stormwater through rainwater harvesting systems that support irrigation and other non-potable demands—reducing reliance on potable water supplies and advancing long-term sustainability goals.

***Our SWAT (Storm Water Application Team) delivers scalable, climate-ready infrastructure that protects waterways and strengthens communities.***



**In just the past 2 years SWAT has designed, built and delivered systems that directly contribute to water reuse of 5.3 million gallons of retention/reuse per storm event. They are currently on track to double that amount of water retention and reuse volume**



# Rehabilitating Equipment. Reducing Emissions. Protecting Water.

At Vessco Water, sustainability is built into the work our companies perform every day. Our Pump and Pump Repair Pillar companies alone reuse more than a million pounds of steel, ductile iron and cast iron per year by rehabilitating rotating equipment. That is equivalent to planting 335,000 trees a year in terms of carbon offset!

Across the Water and Wastewater industry, rotating equipment such as pumps, motors, and critical mechanical systems are essential to delivering clean water and protecting public health. Instead of replacing these systems prematurely, our teams focus on rehabilitating and restoring equipment, extending asset life while significantly reducing environmental impact.

## KEEPING STEEL, DUCTILE IRON, AND CAST IRON IN USE

By rebuilding and rehabilitating rotating equipment, Vessco Water's Pump and Pump Repair companies help conserve raw materials and reduce industrial waste.

## A MEASURABLE CLIMATE IMPACT

Rehabilitating rotating equipment doesn't just reduce waste, it also reduces emissions tied to manufacturing, transport, and new steel production.

## SUSTAINABILITY THAT STRENGTHENS COMMUNITIES

Our rotating equipment rehabilitation services provide more than environmental benefits, they also support local infrastructure and community resilience.

By extending the life of critical pumping systems, we help municipalities and utilities reduce lifecycle costs, improve the reliability of essential water systems, lower overall resource consumption, and strengthen long-term operational sustainability.

## PROUD TO MAKE A DIFFERENCE

At Vessco Water, we believe protecting the planet starts with practical solutions, delivered locally, scaled nationally, and measured through real impact.

Through our Pump and Pump Repair Pillar companies, we are proud to help safeguard water infrastructure, reduce greenhouse gas emissions, and contribute to healthier communities for generations to come.



# Sustainability in action through rotating equipment rehabilitation.



**1.1+ Million lbs**  
STEEL, DUCTILE IRON,  
& CAST IRON REUSED  
ANNUALLY

*Through rotating  
equipment rehabilitation*

**7,288 Tons**  
CO<sub>2</sub> EMISSIONS  
AVOIDED EACH YEAR

*By extending equipment life*



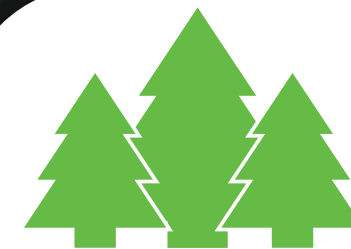
**335,000 Trees**

CARBON OFFSET  
EQUIVALENT

*Annual emissions  
savings impact*

**Stronger  
Communities**

*Resilient infrastructure for  
long-term sustainability*



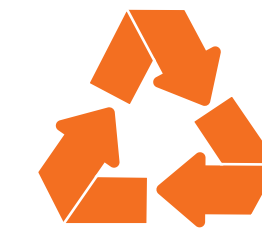
**≈ 1,100 Acres**

PINE FOREST  
EQUIVALENT

*climate benefit*

**Lower  
Lifecycle  
Costs**

*Reduced replacement and  
maintenance expenses*

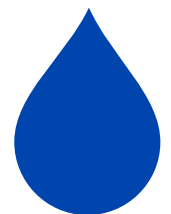


**Reduced  
Resource Use**

*Less raw material and  
energy consumption*

**Improved  
System  
Reliability**

*Critical water infrastructure  
kept in service*



**Practical solutions. Real impact.  
Healthier communities for generations.**



## Vessco Water is committed to fostering a culture rooted in respect, integrity, and inclusion across its Family of Companies.

We believe that strong ethical standards and inclusive behaviors are foundational to long-term success, enabling collaboration, trust, and accountability at every level of the organization. Our decentralized operating model allows local leadership to shape day-to-day culture while aligning to shared enterprise expectations around conduct and professionalism.

We promote integrity through clear expectations related to ethical behavior, compliance, and decision-making. Employees are expected to act responsibly, treat others with respect, and uphold the company's values in all interactions with colleagues, customers, and partners. These expectations are reinforced through leadership behaviors, policies, and ongoing communication.

Vessco Water is focused on strengthening consistency in how respect, inclusion, and ethical conduct are understood and demonstrated across the organization—ensuring all employees feel valued, supported, and empowered to contribute.



*“The groundwork for all happiness is health.”*

*– Leigh Hunt*



## The safety, engagement, and wellbeing of our employees are core priorities at Vessco Water.

Our operating companies support critical water and wastewater infrastructure, often in field-based, technical, and industrial environments where safety awareness and preparedness are essential. We are committed to fostering workplaces where employees can perform their roles safely and confidently.

Safety practices are primarily managed at the operating-company level, reflecting local operations and regulatory requirements. At the enterprise level, we emphasize shared responsibility, leadership accountability, and continuous awareness as key elements of a strong safety culture. These efforts are supported by clear expectations, training, and communication.

Beyond physical safety, we recognize the importance of employee engagement and overall wellbeing. We strive to create environments that support work-life balance, open communication, and access to resources that help employees thrive personally and professionally. As our ESG efforts evolve, employee wellbeing will remain a critical area of focus.





## We believe strong communities are built through service, leadership, and a shared responsibility to protect water resources.

We maintain a socially responsible work environment and encourage our employees to engage with their local community and support philanthropic and charitable events, especially those related to the water conservation or a global water challenge in general.

Support to the water and wastewater community through offering continuing education courses, on-demand webinars and lunch learn sessions.

We have several employees who service as leaders of various committees in industry organizations.

We provide solutions resulting in transformative benefits for communities of all sizes, including rural and underserved areas.

Our employees are committed to giving back through volunteering in the communities they live and work.



*“The Greatness of a Community is most accurately measured by the compassionate action of its members.”*

– Coretta Scott King

*“Together, we’re building a stronger, more sustainable future—one drop at a time.”*



## Vessco Water recognizes that investing in employee development is essential to sustaining performance, innovation, and long-term growth.

We are committed to supporting continuous learning and professional development across our workforce, while respecting the diverse needs and structures of our operating companies.

Development opportunities are shaped by both local leadership and enterprise-level initiatives, with a focus on building technical expertise, leadership capability, and operational excellence. Managers play a key role in supporting growth through coaching, feedback, and performance discussions that align individual development with business needs.

As our organization continues to scale, we are focused on strengthening learning frameworks, leadership development, and knowledge-sharing across the enterprise—helping employees build meaningful careers while supporting the evolving needs of the business.





**Strong corporate governance underpins Vessco Water’s approach to responsible growth and long-term value creation.**

Our governance structure is designed to provide oversight, accountability, and alignment across a decentralized operating model, while supporting informed decision-making and ethical business practices.

The company maintains clear governance processes related to leadership oversight, compliance, and financial stewardship. These processes are supported by defined roles and responsibilities, internal controls, and regular engagement between management, leadership, and key stakeholders.

We continue to evaluate and strengthen governance practices to ensure transparency, consistency, and risk awareness across the organization, reinforcing trust with investors, partners, employees, and customers.

*“ We cannot be mere consumers of good governance, we must be participants; we must be co-creators. ”*

*– Rohini Nilekani*



*“ You cannot escape the responsibility of tomorrow by evading it today. ”*

*– Abraham Lincoln*



**Vessco Water takes a proactive approach to identifying and managing risks that could impact our operations, people, and stakeholders.**

Risk management is embedded within day-to-day decision-making and supported by collaboration between operating companies and enterprise leadership.

Key risk areas include operational continuity, regulatory compliance, safety, cybersecurity, and financial controls. While risk management activities are often managed locally to reflect operational realities, enterprise-level oversight helps promote consistency and alignment across the organization.

We are working to further integrate environmental, social, and governance considerations into our broader risk management approach—supporting resilience, adaptability, and long-term sustainability.



# RESPONSIBLE PARTNERSHIPS

## Vessco Water's success depends on strong, responsible partnerships with suppliers, OEMs, customers, and service providers.

We seek to work with partners who share our commitment to ethical conduct, quality, and compliance, recognizing that responsible business practices extend beyond our own operations.

Partnership decisions are guided by considerations such as reliability, performance, integrity, and alignment with applicable laws and regulations. While supplier relationships are primarily managed at the operating-company level, enterprise leadership sets expectations around ethical standards and accountability.

Looking forward, Vessco Water aims to further strengthen consistency in how responsible partnership principles are communicated and applied across the organization—supporting resilient supply chains and trusted relationships.



# INNOVATION & CONTINUOUS IMPROVEMENT

“ Creativity is thinking up new things. Innovation is doing new things.”  
– Theodore Levitt



## Innovation at Vessco Water is driven by a commitment to continuous improvement across operations, systems, and service delivery.

Rather than pursuing innovation as a standalone initiative, we focus on practical advancements that enhance efficiency, reliability, and customer outcomes.

Our decentralized model encourages operating companies to identify opportunities for improvement based on local expertise, customer needs, and operational insights. At the enterprise level, we support collaboration, knowledge-sharing, and the adoption of proven practices that strengthen performance across the organization.

As industry demands evolve, continuous improvement remains central to how Vessco Water adapts and grows—supporting operational excellence, responsible resource use, and long-term value creation.



## Strong governance protects our data, systems, and digital resilience.

# INFORMATION TECHNOLOGY & CYBERSECURITY



Strong governance is also about safeguarding information and ensuring digital resilience. To reinforce this, we established the role of Chief Information Officer (CIO) in 2025 to lead technology strategy, data governance, and cybersecurity oversight. This role reflects our growing focus on protecting the systems and data that power our operations and serve our stakeholders.

The CIO is guiding our transition to a more connected, data-driven enterprise through the deployment of an enterprise Data Enablement Platform. Leveraging modern data and AI strategies, we are bringing together core systems of record to enhance real-time data sharing and insights, accelerate decision-making, and optimize resources across our Family of Companies and suppliers.

In parallel, we implemented a robust Cybersecurity Awareness Program that includes phishing simulations, employee training, and an incident-response policy to ensure rapid action and recovery from potential threats. These efforts strengthen our governance framework, protect our people and data, and support long-term organizational resilience.

### Key Highlights:

- Established Chief Information Officer role to oversee technology and cybersecurity.
- Advanced ERP systems and data capabilities to improve data insights, transparency, and efficiency.
- Launched comprehensive Cybersecurity Awareness Program and incident-response policy.

# SECURING A SUSTAINABLE FUTURE

*“The equipment sold by our family of companies makes a difference for tens of millions of people daily!”*



**At Vessco Water, we are proud of our mission to provide high-quality products and services to preserve water, our planet’s most precious natural resource.**

We are a team of dedicated professionals that are committed to excellence and passionate about delivering practical, sustainable, and resilient water solutions. Our ESG program further fuels our vision to become the industry-leading value-added distributor of water and wastewater technology nationwide and guides us to take the necessary actions to foster environmental stewardship, drive positive social impact and empower our people, and promote good governance.

We are very proud of our accomplishments and contributions to improving water quality, sustainability, and quality of life across the communities that we serve. However, we also recognize that driving sustainable change requires a long-term strategy and commitment. That’s why our ESG strategy is built on a strong framework of performance aspects and indicators that provide the foundation for us to evaluate where we stand today, but also to set achievable goals for the future.

Over the next several years, we will continue to work collaboratively with our stakeholders to evaluate and refine our strategy so that we can collectively improve our ESG performance. We are strongly committed to take the necessary steps to reduce our environmental footprint and manage our GHG emissions, foster a culture rooted in respect, integrity, and inclusion. Together, we will develop a more sustainable, thriving, and resilient future, for the generations to come.

