



What We're Made Of

2021 ESG REPORT





“Beautiful Water” - Photo of our Wedron, IL, mine.

COVER (L TO R):

“Sweet Autumn!” - Photo taken by Eric Goulet (Production Supervisor) in front of our tailings pond.

“Planting of Native Trees” - Photo of Abel Oswaldo Cabada Mendoza (Environmental Coordinator) planting Duraznillo at our Canoitas site.

“Sunrise” - Photo taken by Jeremy Wagner (Operations Manager) of the solar panels at our Menomonie, WI, site.

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"Resting Place" - Photo taken by Abel Oswaldo Cabada Mendoza (Environmental Coordinator) of a butterfly at Canoitas.

About This Report

Thank you for your interest in Covia's 2021 Environmental, Social and Governance (ESG) report. This report marks our 18th consecutive year of corporate responsibility disclosure, and provides important progress and information on the ESG activities that took place across our organization in 2021. We prepared this report in accordance with the Sustainability Accounting Standards Board (SASB) Metals & Mining Industry Standard to disclose performance on topics and metrics specific to our business and of interest to our stakeholders.

While we continue to report on our highest-priority topics, in 2021, we re-organized the structure of our report around **ENVIRONMENTAL, SOCIAL** and **GOVERNANCE** pillars to reflect the comprehensive nature of our long-standing commitment to corporate responsibility. Additionally, we are pleased to introduce formal company-wide ESG goals. Our **Goals that Inspire: ESG 2030** include metrics to drive accountability and enhance transparency around our ESG initiatives, and we have identified several of the United Nations Sustainable Development Goals (UN SDGs) that align with these efforts.



OUR ESG PILLARS AND PRIORITY TOPICS

ENVIRONMENTAL STEWARDSHIP

- Environmental Management
- Climate Change
- Responsible Resource Use
- Biodiversity and Reclamation

POSITIVE SOCIAL IMPACT

- Safety and Health
- Our Culture
- Community Impact and Philanthropy
- Innovation and Sustainable Products

RESPONSIBLE GOVERNANCE AND ETHICS

- Corporate Governance
- Sustainable Partnerships
- Ethics, Compliance and Transparency

We hope you enjoy learning about our ESG performance and milestones in our 2021 report and we welcome your feedback at ESG@coviacorp.com.



A Message from Our CEO

Dear Covia Stakeholders,

For Covia, 2021 was a transformative year that brought about positive change, remarkable accomplishments and strong performance across our business. Our team executed on our long-term strategy, to be the leading provider of mineral and specialty solutions for the industrial and energy markets. Throughout the year, the Covia team secured significant new business, executed several investments to grow our capacity and capabilities and doubled our innovation pipeline. In addition, for the first time, we established a comprehensive and multi-year ESG strategy. These actions, combined with our results-driven, performance-oriented culture allowed Covia to capitalize on improving market conditions leading to a 20% volume increase in 2021.

I am incredibly proud and inspired by the dedication, collaboration and teamwork of our Covia Team Members. As we move forward, we will continue to raise the bar as an industry leader in all areas of our business including our commitment to operating in a responsible manner. Our comprehensive ESG programs and initiatives highlighted in this report clearly demonstrate **WHAT WE'RE MADE OF**, and how our company's rich history and longstanding commitment to corporate responsibility continue to drive our actions.

Introducing Covia's Goals that Inspire: ESG 2030

In 2021, we sharpened our focus on long-term ESG performance objectives by developing formal **Goals that Inspire: ESG 2030**, which we are proud to introduce for the first time in this report. These 10 goals were developed by Covia Team Members across the company and are designed to drive tangible and measurable progress in areas where we can make the most impact. We look forward to providing updates on these goals and demonstrating progress.

More information can be found in the [Year in Review](#) section, and throughout this report.

While 2022 will represent the first year of measurable progress against our long-term ESG goals, I am incredibly proud of our accomplishments in 2021. During the year, we remained sharply

focused on driving a **Safety First** mindset and an **inclusive culture**, while operating our business with the highest level of **integrity**. Our Team Members collectively contributed **5,790 volunteer hours** to the communities where they live and work, and the Covia Foundation continued to support meaningful causes by investing **\$1.1 million** in local communities. And, of course, we strengthened our commitment to reducing our **environmental impact** through continued reclamation efforts at our mines and processing sites, and by fostering partnerships that support and protect biodiverse ecosystems.

While these efforts are meaningful, there is more work to be done. We take our responsibility to meet the needs of our valued stakeholders seriously, and with a continuous improvement approach and focus on transparency, we strive each day to **Deliver on Promise** as a trusted and reliable partner.

Before I close, I would like to extend my sincerest gratitude to our 2,200+ Team Members who have worked tirelessly to create a strong, sustainable future for Covia. Through your hard work and continued resilience, we achieved important milestones and success for our company. When I reflect on all the important elements that constitute **WHAT WE'RE MADE OF**, I am most grateful for each of you. For our readers, I hope you enjoy the photographs of our facilities, people, wildlife and communities featured throughout this report - most of which were taken by our dedicated Team Members from across our global operations. After all, they are the people committed to driving Covia's success each and every day, and are the most important part of what Covia is made of.

Thank you for taking the time to read this report, and for your continued support as we pursue this exciting phase of our ESG journey.

Sincerely,

Andrew Eich

President and Chief Executive Officer



"Land of Sand" - Photo taken by Jordyn Richmond (Environmental Engineer) of a stock pile at our Camden, TN, mine.

About Covia

Covia is a leading provider of high-quality minerals and material solutions for the industrial and energy markets, delivered through a comprehensive and industry-leading distribution network. Our products are critical components that enable a crystal clear view through your window, the pure gleaming white of the kitchen countertop, the consistent texture in championship-level golf course bunkers and the strength and resilience to the perfect hue of paint on your walls. We support our customers and create shared value through market insight, a long-term solution mindset and a culture of innovation. From raw minerals to highly engineered products, our offerings provide innovative functionality at competitive costs.

We believe in the power of long-term partnerships, built on reliability and innovation, to deliver shared success.



Our Glassil® product is a key component in window glass.

COVIA AT-A-GLANCE



2,200+
Team Members



2,000+
customers globally



27+
million tons sold in 2021



47 production facilities
5 laboratories and R&D facilities

28 logistics terminals

10 offices across **4** countries

OUR MARKETS, PRODUCTS AND CAPABILITIES

OUR MARKETS

- Glass
- Coatings and Polymers
- Building Products
- Ceramics
- Foundry
- Sports and Recreation
- Water Filtration
- Energy



From energy to sports to household items, our minerals are central to the performance and success of a variety of markets.



OUR PRODUCTS

- High-Purity Silica Sand
- Feldspar
- Nepheline Syenite
- Calcium Carbonate
- Clay
- Kaolin



OUR CAPABILITIES

- Custom Toll Blending
- Micronization
- Thermal Treatments
- Bagging and Packaging
- Logistics
- Surface Treatment
- Technical Support



Covia can be your single source – from procurement through package and delivery and everything in between.

Our Company History and Milestones

With origins dating back nearly 100 years, Covia is built on strategic mergers and acquisitions, operational excellence, strong product portfolios, an innovative mindset and capabilities that satisfy the needs of our industrial and energy customers. Our history includes many milestones across industries and markets, aided by our long-term partnerships. We look forward to building on these experiences and successes as we continue to develop relationships in the future.

For more information on our ongoing commitment to operating our business responsibly, as well as our corporate governance structure and enhanced practices following our transition to a privately held company, please see the [Responsible Governance and Ethics](#) section of this report.

Photo taken by Kimberly Essi (Executive Administrative Assistant) of a team building event for the Senior Leadership Team supporting BaseCamp Children's Cancer Foundation.



Our Values

At Covia, we believe that doing business the right way is the only way. Our Team Members continue to live this shared belief through the consistent application of our Covia Values: the set of unique commitments to deliver customer-driven solutions and strengthen our partnerships. They help define our culture of performance and accountability, setting the tone for our day-to-day actions and how we interact with our customers, communities, stakeholders and one another.

Our Values are the core of who we are and how we do business. They reflect **WHAT WE'RE MADE OF.**



Safety First.

Fostering a safe work environment, while more challenging in our business than in others, is paramount to everything we do. From our plants to our office locations, safety is critical for the well-being of not just our Team Members, but our customers, communities and the environment.



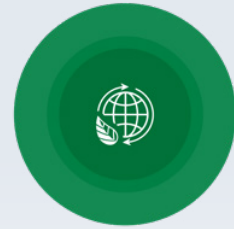
Be Different.

Covia is a place where bold things happen. We encourage innovation, creative problem-solving and constructive collaboration to evolve our business continuously in positive ways. This culture of collaboration and innovation is best achieved through our commitment to the pursuit of a truly diverse and inclusive workforce, where unique skills, experiences and perspectives are celebrated and leveraged.



Deliver on Promise.

When we Deliver on Promise, we hold ourselves accountable to our commitments and trust others. It means we build collaborative teams and empower them. Finally, it means we consistently strive to exceed expectations and celebrate success.



Act Responsibly.

We are dedicated to conducting business in a sustainable manner because it is the right thing to do and creates stronger communities for our neighbors for generations to come. We are proud to support Team Members' philanthropic passions and extend this support through community investment initiatives and financial giving.



"Covia Cares" - Photo taken by Gabrielle Carpenter (Designer Digital and Visual) of Andrea Sokol and John Hurst during a Covia Cares Action Day event.

Year in Review

2021 was a year where we drove immense progress and achieved milestones for our business. As we reflect on the year, we are proud to highlight achievements that demonstrate our commitment to corporate responsibility and expand upon our decades of ESG efforts. From safeguarding the safety and health of our Team Members, to protecting and preserving the earth's natural resources and biodiverse ecosystems and investing our time and money into the communities in which we live and work — we continue to define **WHAT WE'RE MADE OF** as more than just the materials we produce, but also the impact that we can make in every interaction.

2021 HIGHLIGHTS

Established our **Goals that Inspire: ESG 2030**, which consist of 10 goals and 19 focused and targeted metrics to measure our progress.

ENVIRONMENTAL STEWARDSHIP

- **Earned or maintained 17 Wildlife Habitat Council certified active sites**, with our NSO site in Canada being nominated for the WHC Reptile Award
- Identified our baseline for Scope 1 and 2 GHG emissions of **572.9 thousand MT CO₂e**
- Initiated a partnership with the Arbor Day Foundation, helping to plant **13,900 trees**
- Recycled **98%** of the water at our Tunnel City, WI, site
- Reclaimed **30+ acres** in the coastal dune ecosystem of Lake Michigan

POSITIVE SOCIAL IMPACT

- **Achieved 5,790 volunteer hours** by Team Members
- **Contributed \$1.1 million** in community investments through the Covia Foundation
- Completed approximately **33 hours of safety and health training** per Covia Team Member
- Filled **83%** of vacant Director-level leadership positions with diverse Team Members, and increased the number of women in leadership positions by **63%** compared to the prior year
- Executed the **successful commercialization of LUMINEX™**, USA-made ultrawhite filler, which simplifies transportation and supply chain challenges for customers

RESPONSIBLE GOVERNANCE AND ETHICS

- Established our new **Board of Managers**
- **Enhanced the diversity and expertise** of our Board and Executive Leadership Team
- Reduced Covia's susceptibility to phishing emails by **33%** compared to the industry average
- Appointed dedicated **ESG Leadership** to drive progress against our ESG goals and objectives
- Spent **\$160 million** with businesses local to the communities in which we operate

ESG at Covia

Our ESG strategy is designed to not only meet the needs of our stakeholders today, but also to ensure a sustainable future for generations to come. With the establishment of our **Goals that Inspire: ESG 2030** – we charted the course to operationalize this commitment through targeted and measurable actions. Developed in partnership with a broad and inclusive group of internal experts and external partners, the goals are organized around our ESG pillars and address issues that are critical to our stakeholders and our business.



"Across the Pond" - Photo taken by Becky Sullivan (Office Administrator) of the pond at our Huntersville, NC, office.

Through the establishment of **Goals that Inspire: ESG 2030**, we are:

- Ensuring a safe, healthy and inclusive work environment where the professional and personal development of our Team Members is supported and celebrated;
- Committing to take climate action by reducing greenhouse gas (GHG) emissions across our operations and safeguarding the environment for future generations through resource conservation and biodiversity protection; and
- Investing in the communities where we live and work through volunteer efforts, financial contributions and regular engagement to identify and address the needs of those we serve.

Additionally, we evaluated the 17 UN SDGs and identified 11 for which we believe we can have a direct impact and that align with our **Goals that Inspire: ESG 2030**. This demonstrates our thoughtful, stakeholder-driven approach to developing and working toward our ESG aspirations.

2021 represented a foundational year, as we worked to establish our targets and implement the appropriate systems, processes and resources to effectively measure our progress over time. For progress against each target included in our goals, please see the respective sections in this report.

For more information about our ESG strategy and efforts, visit the [ESG page](#) on our website.



Goals that Inspire

ESG 2030

We are building on our long legacy of corporate responsibility through ambitious goals aimed at accelerating our ESG progress and performance through 2030. These are our **Goals that Inspire Environmental Stewardship**, **Positive Social Impact** and **Responsible Governance and Ethics**.

GOALS THAT INSPIRE

Environmental Stewardship



Reduce our greenhouse gas emissions by 20% on a per ton basis



Protect essential water supply by reporting consumption at all sites and recycling 90% of water within stressed areas



Preserve, restore and improve biodiversity through conservation and reclamation practices

GOALS THAT INSPIRE

Positive Social Impact



Ensure the safety and health of our Team Members by improving our all-incidence rate and reducing potential exposures to respirable silica



Better our communities through \$10 million in donations and 50,000 in Team Member volunteer hours



Expand our sustainable product offerings while articulating their inherent benefits on society



Build a culture of diversity and inclusion by improving representation in workforce and leadership, and fostering a greater sense of belonging among Team Members

GOALS THAT INSPIRE

Responsible Governance and Ethics



Engage with our stakeholders by assessing our Team Member engagement and developing Community Action Plans at all locations



Emphasize ESG in the supply chain by instituting a Business Partner Code of Conduct and implementing an ESG assessment program



Increase corporate transparency by joining the UN Global Compact and aligning our ESG reporting with prevailing frameworks

"Sunrise" - Photo by Martín Martínez Franco (Washing Process Operator) of our site in Ahuazotepec, Mexico.





“Springtime” - Photo of flowers at our Tunnel City, WI, site.

Environmental Stewardship

At Covia, we continue to innovate and operate with an intentional focus on protecting our planet. Environmental stewardship is firmly embedded in our company DNA and has been prominently featured in our corporate responsibility reports for the past 18 years.

We continue to enhance and extend our environmental efforts, addressing the challenge of climate change, conserving natural resources such as land and water, and safeguarding wildlife and other forms of biodiversity.

GOALS THAT INSPIRE Environmental Stewardship

Reduce GHG
Emissions

Protect Essential
Water Supply

Preserve, Restore and
Improve Biodiversity





Leveraging Best Practices in Environmental Management

Our [Environmental Statement](#) defines Covia's comprehensive approach to protecting and preserving the environment. Additionally, it outlines essential principles and expectations for operating responsibly and sustainably, including:

- Maintaining or surpassing expectations with applicable environmental requirements and industry standards;
- Evaluation and mitigation of potential environmental risks and liabilities; and
- Intentional and thoughtful land stewardship before, during and after mining operations.

Compliance with this statement, as well as our various policies, is an expectation of all Covia Team Members and business practices. In addition, we have incorporated environmental targets into our leaders' performance review processes and compensation structure. These targets cascade throughout the organization and are included in various departmental and individual Team Member performance metrics.

Covia's historical approach to environmental management has been focused on regulatory compliance and continuous improvement, with individual sites responsible for defining and addressing local priorities. Local activation yielded many engagement and performance improvement benefits over the years.

In 2021, to improve efficiency and consistency, we launched a dedicated initiative to increase standardization of our environmental programs, and to align our activities more closely with internationally accepted best practices, such as the ISO 14001 voluntary standards. Our Environmental Management System was developed and finalized in 2021, with its rollout beginning in 2022 and expected to be completed in 2023.

"Covia: Emmett" - Photo of Charlynn Hinson (Safety Associate) and Kristyn Bennet (Office Administrator).

Clean Industry Certification in Mexico

In accordance with our focus on environmental compliance and continuous improvement, our Ahuazotepec, Tlaxcala and Lampazos plants have received the Mexico Clean Industry certification. This is an independent, voluntary environmental compliance assessment program that seeks to safeguard the country's ecological balance.

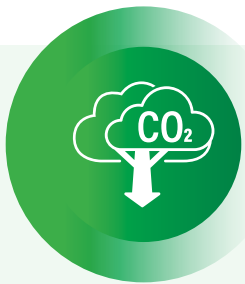
The environmental audits conducted at each plant focus on evaluating the site's environmental management system, as well as environmental compliance and alignment with best practices in the areas of water usage, waste reduction, energy efficiency, soil conservation, air quality and protection of natural resources.



Committed to Addressing Climate Change

We have been monitoring and collecting our Scope 1 and Scope 2 greenhouse gas (GHG) emissions data at our mining and processing facilities for several years. To truly demonstrate that we **Act Responsibly**, we recognized that our **Goals that Inspire: ESG 2030** must include a quantitative GHG emissions reduction target. Given that our processes are energy-intensive by nature, we depend on innovation, collaboration and problem-solving from everyone in the organization to meet our GHG targets.

"Duck Nests" – Photo taken by Cale Reeder (Quality Control / Environmental Supervisor) of (L to R): Corey Kinsella, Amy Cox, Ryan Rodgers, Evan King and Dustin Linton installing Wood Duck Nests at our NSO site.



Goals that Inspire Environmental Stewardship

Reduce Greenhouse Gas Emissions

In 2021, we quantified and formalized our commitment to address climate change, which aligns with UN SDG 13: Climate Action.

TARGET: Reduce Scope 1 and Scope 2 GHG emissions by 20% on a per ton basis by 2030

2021 Milestones: We determined that 2021 will be our baseline for Scope 1 and Scope 2 GHG emissions (see our emissions data below), and formalized our go-forward strategy to drive emissions reductions.

2021 GHG EMISSIONS (thousand MT CO₂e)

| | |
|---------|-------|
| Scope 2 | 228.6 |
| Scope 1 | 344.3 |

Total Product Sold: 27.1 million tons
GHG/ton: 0.021 MT CO₂e/ton

2021 ENERGY CONSUMPTION BY TYPE

| | |
|-----------------------|------------------------|
| Electricity | 521 million kWh |
| Natural Gas | 44 million therms |
| Propane | 5.7 million gallons |
| Diesel / Used Oil | 77 million gallons |
| Gasoline | 0.3 million gallons |
| Total Energy Consumed | 8.2 million gigajoules |

Executing Our Climate Strategy

Energy efficiency and emissions reduction have been consistent priorities for Covia over the years, and in 2021, we began adding more data-driven analysis to our efforts. We conducted a comprehensive GHG emissions assessment, analyzed the findings and evaluated the trends to determine our biggest climate-related opportunities and risks going forward.

Opportunities and solutions that we believe will enable us to achieve our GHG emissions reduction goal by 2030 include:

- Enhancing the energy efficiency of our operations;
- Increasing our reliance on renewable energy and lower-carbon-footprint fuel sources, such as propane and natural gas;
- Improving transportation efficiencies for raw materials and finished goods; and
- Installing more efficient, lower-emissions processing technologies.

In 2021, we began the planning phase for several projects and initiatives aimed at reducing our emissions and enhancing energy efficiency, with implementation beginning in early 2022. Four high-efficiency burners will be piloted at three facilities, along with the installation of a new dryer. We will also continue to participate in power purchase agreements, which support the overall development of solar power infrastructure. We have an unwavering commitment to reduce our emissions profile by utilizing renewable energy where possible, prioritizing lower-carbon footprint fuel sources and only purchasing carbon offsets as a last resort.

Mitigating Our Carbon Footprint in Denmark

Operating in a country that is considered a hub for sustainable innovation, our Team Members in Denmark are leveraging cutting-edge technologies to reduce our carbon footprint. In fact, the facility in Fredericia, Denmark, is targeting a 70% absolute reduction in GHG emissions by 2030. Ongoing emissions-reducing initiatives aimed at achieving this target include:

- Using high-efficiency blowers in production processes;
- Sourcing at least 40% of electricity from wind turbines;
- Phasing out all existing forklifts in favor of electric-powered units; and
- Procuring required materials locally to decrease transportation emissions.

Importantly, these ambitious initiatives by our Team Members in Denmark will also help identify and test solutions that could be applied more broadly across our operations.



“St. Canut Under Snow!” - Photo taken by Eric Goulet (Production Supervisor) of the road leading to the plant.

HIGHLIGHTS
THAT INSPIRE

TOP: "Blue Mountain" - Photo taken by Rainer Kruger (Mill Supervisor) of the facility.

BOTTOM: Manufactured at Blue Mountain, Canadian Nepheline is the ideal building block for many household and industrial products common to everyday life — paint, glass bottles, plastics, fiberglass and ceramics.



Centralized Processes and Renovations Position Blue Mountain, Canada, Facility for Sustainable Growth

We currently have two facilities in Ontario, Canada, that serve as important centers for manufacturing Canadian Nepheline, a critical mineral that is used in many of our high-demand and high-growth-potential markets, like paints and sealants. These two, independent processing plants are being consolidated into one state-of-the-art facility, **Blue Mountain**. Most of the consolidation and modernization work was completed in 2021, with final equipment installation taking place in 2022.

The cutting-edge technology for the facility includes an ultra-low-NOx, burner, which will provide a reduction in air emissions. Other management strategies include tailings dust control measures, such as strategic placement of vegetation, water cannons and rock armor to control dust

lift-off. All of these improvements will spur continued growth in an efficient, sustainable manner.

In addition, we will significantly reduce transportation emissions by moving our manufacturing capacity next to our quarry, versus the previous location several miles away. This also reduces the need for dust suppression by drastically reducing truck traffic between the mine area and processing plant.

This project took time and coordination from many Team Members and external stakeholders, and will enable increased efficiency and enhanced environmental controls, providing benefits for years to come. For more information on this project, please visit <https://canadiannepheline.ca/>.

"Bird's-Eye View" - Photo taken by Jordan Burt (Plant Engineer) of an aerial photo of our Blue Mountain facility.





Responsible Resource Use

Covia has the privilege of managing a variety of natural resources, which is why conservation and community well-being are deeply embedded into how we operate our mining and processing facilities. Water conservation is a particularly high priority for us, given its importance to our local communities and the water-intensive nature of our operations. We aim to be conscientious stewards of the water we use by carefully monitoring our consumption, and recycling and reusing water to the extent possible. In addition, we continue to focus on optimizing our operations to reduce mineral waste by using excess materials as backfill, wherever viable, during subsequent reclamation.

Water Stewardship

We have established an aggressive goal for water recycling, as water plays a vital role in ensuring the safety, performance and quality of Covia's products. We use water throughout our processes to minimize dust and produce quality materials for high-performance applications, such as the glass covers on solar panels and ceramics for tile.

We closely manage our water usage by recycling whenever possible and optimizing the water efficiency of our production activities. In addition, we participate in community projects that support water security, quality and conservation. Our comprehensive approach is intended to contribute to the economic, health and recreational benefits of access to safe and healthy water.

All Covia sites have unique surface water management plans based on local, regional and national regulatory requirements. Typical elements of these plans include ensuring water quality, conducting water risk assessments, conserving freshwater resources, recycling water and supporting community access to clean water.

"Ponds" - Photo taken by Allison Reidies (Analytical Services Laboratory Manager) of one of the ponds at our Emmett, ID, facility.



Respecting our planet is of the utmost importance to us. We work diligently to reduce our water consumption and divert waste from landfills.



Goals that Inspire Environmental Stewardship

Protect Essential Water Supply

In 2021, we aligned our water management strategy with the United Nations' objectives regarding availability and sustainable management of water, as defined in UN SDG 6: Clean Water and Sanitation.

TARGET: Recycle 90% of water at sites in water-stressed areas and expand reporting on consumption at all facilities.

2021 Milestones: We identified four facilities that operate in water-stressed areas, and established the steps we will take to measure and report on water use at all our mining and processing sites. Currently, approximately 65% of our sites have the ability to report on their water consumption, and we will work with the remaining sites to increase reporting.

Water Use

Summarized below is the volume of fresh water withdrawn and consumed at the facilities with reporting mechanisms in place. Current reporting is site specific, but we will increase disclosure until 100% of our sites can report on their water management performance.

2021 WATER DATA

| | |
|---|--------|
| Total Fresh Water Withdrawn (thousand cubic meters) | 75,457 |
| Total Fresh Water Consumed (thousand cubic meters) | 24,235 |

*2021 data is representative of ~65% of our sites



TOP: "Moving Pump" - Photo taken by Tammy Rudd (Purchasing Coordinator / Warehouse Supervisor).

BOTTOM: "McLeod Lake" - Photo taken by David Hayes (Plant Manger) of McLeod Lake and Fishing Dock situated between two of our mining areas in North Carolina.

HIGHLIGHTS
THAT INSPIRE

“Main Plant” - Photo taken by Nick DeHaan (Operations Manager) of our Tunnel City, WI, plant and rail yard.



Facilities Support Water Conservation, Security and Sanitation

Many of our facilities demonstrate a strong commitment to responsible water stewardship. They leverage technology and practices to preserve the water supply and enhance quality and accessibility.

Through process improvements and technological innovation, we recycle approximately 98% of the water we use at our **Tunnel City, Wisconsin, plant**. We believe this success can serve as a model for many of our facilities as we pursue our goal of recycling 90% of water at all sites that are within water-stressed areas.

In Canada, the modernization of our **Blue Mountain facility** contributed a wide range of environmental benefits, including an improved storm water retention system. For more information on this facility’s efforts, see [page 15](#).

In addition, several of our facilities in Mexico maintain a strong approach to safeguarding and enhancing the local water supply. In **Ahuazotepec**, we installed and currently maintain two surface water systems in the rural communities of Metepec and Metlaxixtla, neighboring our Zacatlán mine. These systems provide 800 residents with access to clean water. In addition, our operations voluntarily enlist third-party consultants to validate Covia’s water recycling and treatment efforts. Several of our facilities have also created videos to build water conservation awareness among Team Members.

⋮ We recycle 98% of the water we use at
⋮ our plant in Tunnel City, Wisconsin.

Waste Management

Covia is committed to complying with local, regional and national laws and regulations regarding waste management, recycling and proper waste disposal. Every mining and processing site has a mineral waste disposal plan that is reviewed annually and updated as needed. We also have recycling programs and diversion initiatives at various facilities, including at our headquarters in Independence, Ohio, where we compost food waste and recycle all paper, glass and plastics. In 2022, we will work toward measuring our company-wide waste impact by assembling a cross-functional team that includes ESG, procurement, environmental and operations Team Members. Key objectives of this team will be identifying the amount of waste we generate, recycle or reuse so that we can measure and disclose our progress over time.

Reusable Packaging Solutions Enable Responsible Consumption

We work across our value chain to find ways to reduce our material use and divert waste from landfills. Under our reusable packaging initiative, we partner with certain suppliers to receive their deliveries in reusable totes. We have also explored the use of palletless bulk bags to help our customers reduce their waste.



Respecting the Land, Protecting Biodiversity

Covia is the responsible steward of approximately 75,000 acres of land across our global footprint. Planning for responsible land use is embedded throughout the life cycle of our operations – from our careful approach to early development and operational planning, to our production phase, all the way through our collaborative reclamation process aimed at protecting, restoring and nurturing the land and biodiversity. Over the decades, we have helped restore a wide variety of diverse ecosystems including wetlands, forests, ranch lands, shorelines and more.

"Beautiful Queen Butterfly" - Photo taken by Abel Oswaldo Cabada Mendoza (Environmental Coordinator) at our Canoitas Plant.

Driving Local Engagement on Land Use

Our approach to responsible land management is highly localized and targeted to the unique needs and situations in our communities. Our teams are empowered to implement site-specific biodiversity initiatives and forge local partnerships. Additionally, Covia participates in broad-based partnerships, on both a local and global scale, with organizations such as the Arbor Day Foundation, Wildlife Habitat Council (WHC) and Ducks Unlimited. We are committed to being stakeholder-inclusive by engaging with neighbors, governments, indigenous groups and cross-disciplinary experts to fully consider ecological, social and economic factors.

COVIA'S LAND-USE PROCESS

Early Development,
Operational and
Reclamation
Planning

Commissioning
and Startup

Full Production,
Progressive
Reclamation

Decommissioning
and Reclamation of
the Land

Determining Best-Use
After Covia (e.g., state
park, nature preserve,
agricultural site, etc.)



Goals that Inspire Environmental Stewardship

Preserve, Restore and Improve Biodiversity

In 2021, we deepened our commitment to biodiversity and reclamation by developing targets that align with UN SDG 15: Life on Land.

TARGET: Implement a conservation biodiversity initiative at all sites, with 50% of our mining and processing sites holding WHC certification or equivalent.

2021 Milestones: In 2021, 17 of our active mining and processing sites held WHC certification, bringing our total percentage of such site certifications to 36%.

TARGET: Develop and implement a conservation plan at 100% of our mining and processing sites that have a species-at-risk present.

2021 Milestones: Currently, all assessments for species-at-risk are project specific. We are working toward standardization of these reviews and will re-evaluate them regularly.

TARGET: Improve ratio of land rehabilitated to land disturbed.

2021 Milestones: We continue to focus on various reclamation projects and reinforce our support of organizations such as the WHC, Ducks Unlimited and the Arbor Day Foundation. At the end of 2021, our ratio of land rehabilitated to land disturbed was 1:8. However, this ratio includes only our active sites – it does not account for additional reclamation efforts at our idled sites. In 2021, we coordinated the reclamation of 500-plus acres across various idled sites, including our efforts along Lake Michigan, highlighted on the next page.



TOP: “Texas Springtime” - Photo of our Crane, TX, facility.



BOTTOM: Photo taken by Abel Oswaldo Cabada Mendoza (Environmental Coordinator) at our Canoitas plant.

HIGHLIGHTS
THAT INSPIRE

Revitalizing Land Along Lake Michigan

In **Western Michigan**, Covia has the privilege of revitalizing more than 30 acres of the dynamic coastal dune ecosystem along Lake Michigan. Much of this reclamation project was completed in 2021, as Covia finalized the closure process of the Grand Haven, Michigan, mine and plant site.

In collaboration with community leaders, state park officials and qualified technical experts such as geologists, botanists and ecologists, Covia is engaging in a broadly impactful reclamation process. We are closely coordinating our efforts with the Michigan Department of Environment, Great Lakes and Energy (EGLE), which has informed our decisions about the types of plants and natural features to be included in the

area. Guided by EGLE standards and third-party experts, we are focused on planting unique native species and constructing natural features. Enhanced sand dunes are especially important, as they provide the coastal environment with nesting and habitat areas, sediment control and freshwater protection.

DURING OPERATIONS



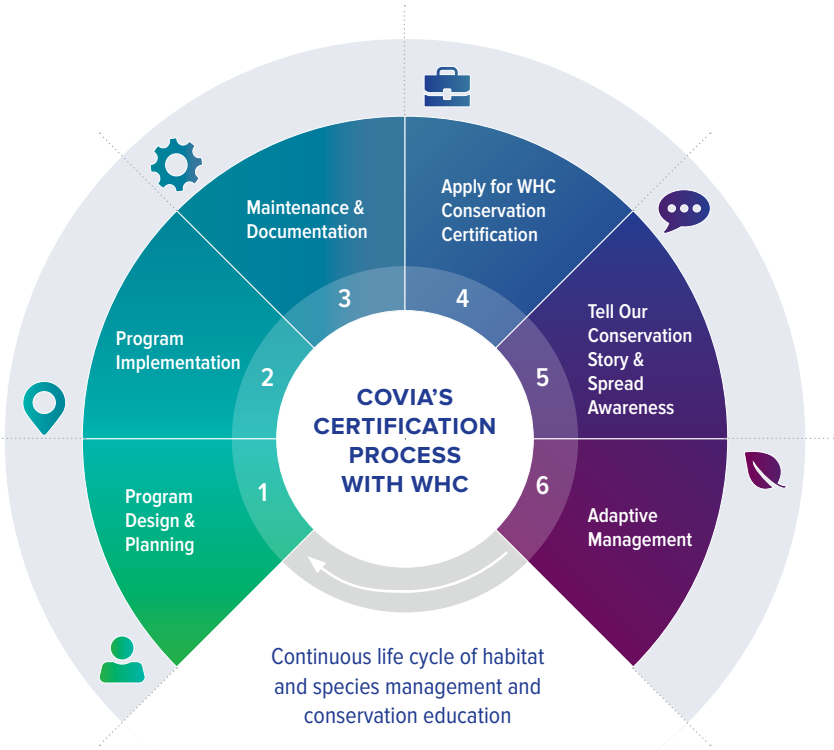
AFTER RECLAMATION



Our Strong Partnership with the Wildlife Habitat Council

Our partnership with WHC has spanned more than 30 years, demonstrating Covia's long-standing commitment to conservation and making us WHC's partner with the fourth-longest consecutive years of working together. Partnering with WHC continues to help us align our land use and management efforts with best practices for biodiversity and ecological balance.

As indicated in our **Goals that Inspire: ESG 2030**, 50% of our mining and processing sites will achieve WHC Conservation Certification, or an equivalent certification by 2030. This will require conducting site-specific conservation assessments and improvement projects that reflect the recommendations of WHC.



Biodiversity and conservation efforts at our WHC-certified sites include:

- **Tunnel City, Wisconsin:** Team Members partner with the U.S. Fish and Wildlife Service to support habitat restoration of the federally protected Karner blue butterfly through our reclamation and land management strategy. In addition, Covia partners with the Wisconsin Department of Natural Resources to perform survey counts of various bat species, some of which are endangered or threatened. This site is WHC-certified Gold, the highest level of WHC certification.
- **Emmett, Idaho:** This facility, which has maintained certification since 1995, offers an annual mine tour to local fifth-graders to share information about science that addresses the Idaho Standardized Achievement Test (ISAT) standard topics. In addition, Team Members have built special nest structures for American kestrels and ospreys, as well as habitats for geese.
- **Blue Mountain, Ontario:** Team Members at this Canadian facility support the protection of local turtle populations by collecting and incubating eggs. Their 2021 turtle project, which supports the Blanding's turtle, snapping turtle and painted turtle, has been nominated as a finalist for the WHC Reptiles and Amphibians Project Award, and demonstrates excellence in corporate conservation.

HIGHLIGHTS
THAT INSPIRE

Jáltipan's Dedication to Conservation

Covia's mining and processing facility in **Jáltipan, Mexico**, was recognized in 2021 by WHC for its partnership with the Institute of Ecology (INECOL) and dedication to preserving and restoring the habitat near the facility. Covia Team Members built a greenhouse to protect tree seedlings, where more than 50 species are currently growing. The greenhouse has produced 8,000 plants to-date, and the team has reforested approximately 130 acres (54 hectares) of land.

Additionally, Team Members manage two plant nurseries to cultivate priority native plant species recommended by INECOL, including guava, avocado and sapodilla. The nurseries produce more than 70,000 plants per year, which are then planted in the conservation area or donated to local school groups and communities as part of a regional conservation awareness effort. Finally, they maintain an artificial lagoon, nest boxes and feeders to attract local wildlife to the reforested site.



"Tree Restoration" - Photos taken by Rubén Peña Ramírez (Environmental Coordinator) of our plant and nursery in Jáltipan, Mexico.



“WHC Photo Contest Finalist” - Photo taken by Roberto Sandoval Ramirez of a bird at our Jáltipan, Mexico, site.

Biodiversity Partnership Highlights from 2021

Covia is proud to maintain biodiversity partnerships that align with our sustainability commitments and enable us to make an impact on a wider scale. By supporting these organizations, we are helping to restore and protect a diverse range of ecosystems and habitats throughout the world.



Ducks Unlimited: 2021 marked the fourth year of our five-year, \$1 million partnership with Ducks Unlimited (DU), a leader in wetlands and waterfowl conservation. Covia has provided financial support and thought leadership through committee service to further the conservation of landscapes and enhance wetland environments and surrounding ecosystems. We are honored to be a part of DU’s Ecosystem Services Conservation work to improve natural resources, communities and livelihoods.



Arbor Day Foundation: Covia is proud to partner with the Arbor Day Foundation, the largest nonprofit organization dedicated to planting trees. Through this partnership, we support five unique tree planting projects in North America. In 2021, we helped plant a total of 13,900 trees which are projected to avoid and sequester approximately 12,800 metric tons of CO₂ over their 40-year life spans. The restoration of these lands is helping to provide habitats for wildlife, improve water quality and support recreational use of lands. In the last 50 years, the Arbor Day Foundation has planted and distributed nearly 500 million trees in more than 50 countries around the world, and we are proud to be part of that effort.



Ontario Ministry of Natural Resources and Forestry: For the past 10 years, in partnership with the local Ontario Ministry of Natural Resources and Forestry office, our facilities in Canada have worked to protect local turtle populations living in adjacent wetlands. Our efforts include monitoring roads and other high-traffic areas, such as plant entrances, to gather turtle eggs, incubate the eggs in our customer service office and then return the hatchlings to the environment. Team Members also receive turtle training to further these efforts and highlight the importance of turtles in the ecosystem.



“Turtle Nesting Program” - Photos taken by Cale Reeder (Quality Control / Environmental Supervisor).

2021 was an important year for establishing environmental performance baselines and enhancing standardization of environmental programs across our operations. This effort continues in 2022 and we are optimistic about our ability to meet and exceed our stakeholders’ expectations for environmental performance.



“Work Day” - Photo taken by Natalie Eglinton (Director, ESG) of Team Members from The Woodlands, TX, office participating in a Covia Cares Action Day.

Positive Social Impact

Through the dedication of Covia Team Members across our global operations, we have built a determined organization that is guided by our values and united under our shared belief in the power of long-term partnerships. Every day, we strive to foster a culture of performance and accountability – one in which we all understand the important role we play in ensuring a bright and sustainable future for our company, our customers and the communities we serve.

GOALS THAT INSPIRE Positive Social Impact

Ensure the Safety and Health of Team Members

Build a Culture of Diversity and Inclusion

Better Our Communities

Expand Sustainable Product Offerings



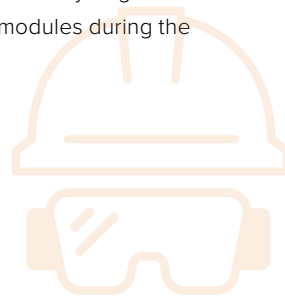


Ensuring a Safety First Mindset

At Covia, **Safety First** is a core value that we've embedded into our culture and mindset throughout our organization. We take numerous steps to ensure that Safety and Health (S&H) remains a daily and consistent focus for our Team Members, contractors, vendors, suppliers and customers. Our comprehensive approach is outlined in our **Safety and Health Management System (SHMS)**. Team Members receive program details when they begin their journey with us and are required to complete training modules during the onboarding process and annually thereafter.

Key elements of our SHMS include:

- Policy statement
- Legal and regulatory information and records
- Rules and procedures
- Details regarding specific S&H programs
- Training requirements
- Safety awards
- Contractor safety program
- Protective and preventive measures



"At Work" - Photo taken by Phil Ivanisin (Plant Manager) of Willie Hagin (Bagging Operator).

Safety performance is a key element of Covia's incentive-based compensation model for our Executive Leadership Team, including our CEO.

Leveraging Best Practices in S&H

Under our SHMS, we maintain policies and procedures that align with the Occupational Health and Safety Assessment Series (OHSAS) 18001 standard, which covers topics such as Chemical and Process Safety, Mine Safety, Rail Safety, Fall Protection, Burner/Flame Safety and Hazard Assessment and Control. We also have a set of Lifesaving Rules as well as an Emergency Action Plan.

As part of our commitment to **Safety First**, we regularly identify and integrate emerging standards into our SHMS to create a company-wide set of requirements, policies and practices. We also continue to expand our efforts in areas such as risk management, safety awareness training and office safety.

Tracking Our Safety Performance

Our Executive Leadership Team (ELT) and individual safety leaders track S&H performance through a scorecard approach, which is updated monthly and shared with the entire organization on a quarterly basis. The Safety Performance Scorecard provides a snapshot of our performance against key performance indicators (KPIs) and internal targets, serving as a valuable tool for driving continued performance and accountability.

2021 SAFETY PERFORMANCE SCORECARD

2021 Safety and Health Data¹

| Worker Type | Recordable Injury Rate | Near-Miss Rate | Lost-Time Incidence Rate | Average Hours of Annual Training |
|-------------------------------------|------------------------|--------------------|--------------------------|----------------------------------|
| Covia Team Member | 1.43 | N/A ² | 0.85 | 33 |
| Covia Contractor | 0.88 | N/A ² | 0.66 | 14.16 |
| Combined Team Member and Contractor | 1.34 | 17.05 ² | 0.82 | |
| MSHA Team Member ⁴ | 1.75 | N/A ² | 1.27 ³ | |
| MSHA Contractor ⁴ | 0.64 | N/A ² | 1.02 ³ | |

Additional Safety and Health KPIs⁵

| KPI | Target | 2021 Performance |
|--|--------|------------------|
| Incident Investigation Actions Completed On-Time | 95% | 98% |
| Dust Samples Completed On-Time | 98% | 100% |
| Fatalities | 0 | 0 |
| Near-Hit Incident Rate (NHIR) | ≥15.00 | 17.05 |

Covia's five **Lifesaving Rules** that we live and operate by:

1. Safety Before Production

Safety of our Team Members is paramount and supersedes production.

2. See It – Stop It – Report It

We focus everyone on recognizing hazards, whether they stem from conditions or behaviors, and encourage the reporting of those hazards so that corrective action(s) can be taken.

3. Separate People from Mobile Equipment

We minimize the interaction between our Team Members and mobile equipment, a significant hazard within the mining industry.

4. Lock Out – Tag Out – Try Out

We emphasize the importance of energy isolation – whether the energy be electric, pneumatic, hydraulic or gravity.

5. Manage Risks

We are heavily focused on managing risks via our Stop, Look, Analyze and Manage (SLAM) risk assessment process.

¹ Rates are based on criteria used by the Occupational Safety and Health Administration (OSHA) and Mine Safety and Health Administration (MSHA). Rates are calculated as the number of cases multiplied by 200,000 divided by the number of work hours.

² We calculate and track only one near-miss rate – a combined rate for Team Members and contractors.

³ U.S. Mine Safety and Health Administration (MSHA) non-fatal days lost incident rate.

⁴ MSHA data covers U.S. mine sites only due to the administration's jurisdiction over U.S. facilities. These data points do not include our non-mining sites within the U.S.

⁵ In the spirit of continuous improvement, we encourage Team Members to report incidents, near-hits and concerns. Therefore, meeting or exceeding our target is our goal each year.



Goals that Inspire Positive Social Impact

Ensure the Safety and Health of Team Members

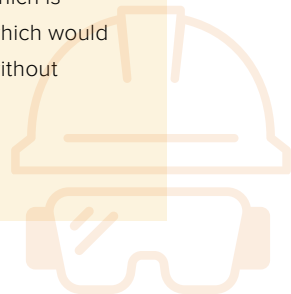
Our ongoing commitment to measuring safety performance and continuous improvement is reflected in our safety and health targets. Our efforts and commitments align with UN SDG 3: Good Health and Well-Being.

TARGET: Achieve year-over-year improvement in all-incidence rate for Team Members in support of our **Safety First** value and priorities. The ultimate goal, of course, is zero injuries.

2021 Milestones: We integrated our well-established safety and health KPIs into our **Goals that Inspire: ESG 2030** and defined 2021 as our baseline year. Our combined Team Member and Contractor recordable injury rate was 1.34 in 2021.

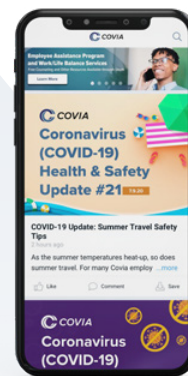
TARGET: Achieve year-over-year reduction in the number of Team Members potentially exposed to respirable silica through the hierarchy of controls.

2021 Milestones: We reinforced our data collection processes and established 2021 as our baseline year for measuring our silica control performance, based on our use of the exceedance fraction, a predictive statistic. In 2021, we had 15 respirable silica exposure groups which included 65 total individuals that had greater than 25% probability of exceeding our internal exposure limit, which is more stringent than regulatory limits. We expect this number to decrease starting in 2022, which would enable us to reduce the amount of personal protective equipment required for those jobs without compromising Team Member and contractor safety.



Prioritizing Safety and Health During COVID-19

Throughout 2021, Covia's cross-disciplinary COVID-19 Response Team (CRT) continued to adjust and enhance policies and procedures aimed at protecting the health and well-being of Team Members in offices, plants and remote environments. This included providing Team Members with information on where they could get vaccinated, supplying masks, procuring U.S. Food and Drug Association (FDA) approved rapid antigen tests for Team Members and their family members and incorporating COVID-19 updates and information in company communications channels.



Safety Training Drives Awareness

- **Team Members:** We provide Team Members regular training on our safety policies and procedures, including annual emergency action drills to ensure a proactive approach to incident preparedness and response. New Team Members working in logistics and production receive a minimum of eight hours of safety training, and Team Members in our mining operations receive a minimum of 24 and 40 hours of safety training for our surface and underground operations, respectively. We provide expanded safety instruction in the field, including task-based training, and require annual safety training for all operational Team Members. In addition, our intensive, four-day safety training boot camp is designed for new Safety and Health Team Members, front-line Supervisors, Operations Managers and Plant Managers. Our Team Members completed an average of 33 hours of S&H training in 2021.
- **Contractors and Visitors:** Any visitor to our site is required to complete site-specific hazard awareness training. Our independent contractors, who may be on-site for an extended period of time, undergo additional safety measures and education including safety pre-qualification and training on hazard warning recognition. Our pre-qualification procedures include our contractor questionnaire, which is used to gather key safety information and determine partner alignment with our safety standards and expectations. In instances where contractor safety requirements are not met, we engage in further discussion until we can reach a resolution that aligns with our S&H standards. In 2021, our contractors completed approximately 14 hours of training per contract employee. In addition, we expanded our approach to contractor safety by administering our contractor questionnaire throughout our locations in Mexico.

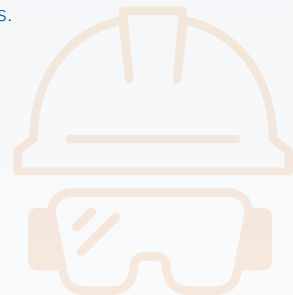
Additionally, we continue to embrace programs that drive S&H awareness and education beyond the work environment. For example, our **Bringing Safety Home Program** encourages Team Members to keep their homes safe and positively influence family and friends by sharing and applying the principles they learn on the job. S&H is more than just a skill used at work – it is a habit that translates to every aspect of our Team Members' lives.

Reinforcing Behaviors to Foster a Performance-Driven Culture in 2021

We take a proactive approach to protecting the health and well-being of our Team Members, focusing on preventing workplace injuries and illnesses rather than just managing them. In 2021, we emphasized our **“Safety Starts with Me”** and **Incident Cause Analysis Method (ICAM)** training modules.

- Our behavior-based training program, **“Safety Starts with Me,”** focuses on providing positive feedback when safe and healthy behaviors are observed among Team Members, reinforcing our **Safety First** mindset and performance-driven culture.
- If incidents do occur, we implement our ICAM procedures to identify failed or missing defenses, as well as other contributing factors that were present. Key findings are used to improve processes, procedures and safety training mechanisms, which are shared via Incident Notification Alerts and open-invite virtual meetings with all production personnel to promote transparency and accountability. **In 2021, 98% of our incident investigation actions were completed on-time.**

We also hold monthly S&H meetings at each of our logistics, mining and production facilities, which provide an opportunity to reinforce a wide range of important safety topics.



Risk Assessment and Management

We utilize the U.S. Department of Labor's MSHA SLAM (Stop, Look, Analyze and Manage) risk management process, which requires front-line workers in our maintenance and production functions to conduct risk assessments prior to commencing any assigned task. To improve and further embed the SLAM risk process into our daily activities, plant and operations managers perform regular quality control assessments of completed SLAM risk checklists. **In 2021, we achieved our target of having plant and operations managers complete four in-field SLAM evaluations per month.** Looking ahead, we will place an additional focus on improving the quality of risk assessments specifically related to mitigating hand, shoulder and back injuries among our Team Members.



Recognizing and reporting safety risks and concerns is a responsibility of all Team Members and critical to injury prevention in the workplace at Covia.



Photos taken by Gabrielle Carpenter (Digital and Visual Designer) of Team Members at our Best Sand Chardon facility.



Safeguarding Occupational Health Through the Hierarchy of Controls

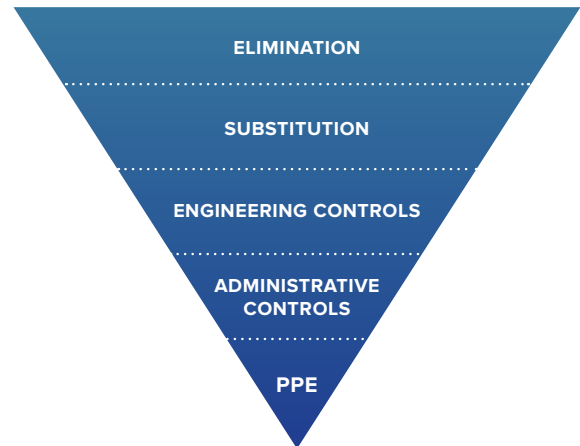
Covia is diligent in protecting the health of our Team Members through our Occupational Health and Industrial Hygiene programs. Our priorities include reducing risk from exposure to respirable crystalline silica dust and the contraction of related diseases such as silicosis. We rigorously follow the **Hierarchy of Controls** to safeguard occupational health by eliminating hazards when feasible, using engineering controls when hazards cannot be eliminated, implementing administrative or work practice controls in addition to or in lieu of engineering controls, and relying on personal protective equipment (PPE) as a last line of defense.

In 2021, we invested \$1.9 million in 14 projects focused on reducing dust exposure. Additionally, we achieved **100% on-time** dust sample completion rate, outperforming our target of 98%.

Covia's ongoing occupational health measures include:

- Maintaining a dedicated Certified Industrial Hygienist (CIH) within the S&H department to manage our exposure measurement and occupational health programs;

HIERARCHY OF CONTROLS



- Conducting regular dust exposure monitoring for Team Members and general area sampling;
- Administering a robust medical surveillance program for plant Team Members to help reduce the risk of illness. This program includes biennial chest x-rays, pulmonary function tests and respirator fit testing;
- Requiring a representative sample of Team Members to wear exposure monitoring devices to measure and minimize exposure risks; and
- Investing in capital improvement projects aimed at mitigating Team Members' exposure to occupational health risks.

Product Safety Protects Customers and Promotes Transparency

Our commitment to safety and transparency extends to our customers, and we provide up-to-date Safety Data Sheets for all products. This enables our customers to develop and implement proper safety guidelines and handling procedures in their own operations where Covia products are used.

Information included in product Safety Data Sheets:

- Product name and use information
- Hazards identification and classification
- Ingredients and composition
- First aid measures
- Firefighting measures
- Handling and storage guidelines
- Exposure and personal protection controls and guidelines

- Physical and chemical properties
- Stability and reactivity
- Toxicological information
- Ecological information
- Disposal considerations
- Transport information
- Regulatory information

For more information on our product Safety Data Sheets, customers and interested parties can contact us at Sales@CoviaCorp.com.

“We are proud of the Covia Team Members at Tlaxcala for their attention to safety. Your dedication to proactive safety measures has undoubtedly resulted in your impressive safety records. Thank you for leading the way!”

Andrew Eich, Covia President and CEO

Recognizing and Celebrating Outstanding Safety Performance

Every Covia facility is responsible for upholding our high standards of safety and health performance. Every year, we recognize plants that display exemplary performance and dedication to **Safety First**.

In 2021, we presented our annual **President’s Safety Award** to our plant in **Tlaxcala, Mexico**. As a result of Team Members’ collective efforts, Tlaxcala was recognized for the following accomplishments:

- Zero lost-time incidents and zero reportable incidents;
- 100% on-time completion rate: incident investigation actions, dust-sampling and incident alert actions on-time;
- Near-hit incident rate of 43.4, which exceeded the corporate goal of 15.0 near-hits per 200,000 work hours; and
- Zero regulatory or internal housekeeping citations.

In recognition of this achievement, Covia Team Members at Tlaxcala received a Covia jacket and were treated to a celebratory luncheon with Covia Leadership. Additionally, the President’s Award trophy is displayed on-site as a reminder of Team Members’ dedication, efforts and achievements.

Team Members at our **Guion, Arkansas**, facility achieved strong safety and environmental performance, contributing to their recognition as **2021 Plant of the Year** (read more about their accomplishment on [page 37](#)). S&H achievements at our Guion plant included:

- More than 71,000 hours safely worked, with zero lost-time incidents and zero reportable incidents;
- 100% on-time completion rate: incident investigation actions, dust-sampling, incident alert actions and environmental compliance actions; and
- Successful completion of two environmental regulatory site inspections in stormwater and air quality compliance, with zero violations cited.

Covia is also proud to receive awards from external organizations. To date, four Covia sites have won the Sentinels of Safety Award on six occasions. The Sentinels of Safety Award, sponsored by the National Stone, Sand and Gravel Association, is the longest-standing, and one of the most prestigious, mining safety awards in the nation.



“President’s Safety Award” - Photo of our ELT and Team Members from our Tlaxcala, Mexico, site.



Enhancing Our Culture

As outlined in our [Approach to Employees](#), Covia is committed to providing an exceptional workplace experience and helping our Team Members thrive personally and professionally. This means ensuring our Team Members have a safe and healthy work environment, fostering an inclusive culture where diversity is valued and respected, and providing engaging development opportunities that empower everyone to achieve their goals. In addition, we support Team Members' involvement in community initiatives that are important to them and continue to be inspired by their efforts to strengthen the communities in which we live and work.

Formalizing Our Commitment to Diversity and Inclusion

Our commitment to fostering a culture of respect, tolerance and inclusion is summarized in our [Approach to Diversity and Inclusion](#) (D&I). We intentionally bring diverse Team Members together, creating opportunities to utilize their unique skills, experiences and perspectives in the pursuit of Covia's strategic business objectives.

In 2021, we formalized our D&I efforts, creating a strong foundation for continued, sustained progress. This included partnering with a third-party expert early in the year, who completed a comprehensive assessment of the organization to identify strengths, opportunities and recommended actions, all of which we took into consideration during our D&I strategic planning.

"International Women's Day" - Pictured from L-R:
Chelsea Russelle, Jennifer Ingram, Stephanie Ellis,
Carol DeNure, Nikki Murray and Amanda Maynes.

Our D&I Leadership Structure

- Our **D&I Steering Committee**, comprised of Leaders from across the organization, sets the strategic direction for our D&I efforts. The Committee works closely with our D&I Council members, providing oversight and executive sponsorship for Team Member initiatives and ongoing projects.
- Our **D&I Council**, comprised of dedicated Covia Team Members, is responsible for implementation and execution of Covia's D&I strategy. Council members serve as trusted workforce advocates, representing a wide range of demographics and possessing expansive skillsets and areas of expertise to effectively champion our D&I initiatives.

To see the makeup of these groups, please see [page 63-64](#).



Goals that Inspire Positive Social Impact

Build a Culture of Diversity and Inclusion

In 2021, we formalized our ongoing commitment to enhance D&I throughout our organization, aligned with UN SDG 10: Reduced Inequalities.

TARGET: Increase the collective gender, racial and ethnic diversity of both Board Members and the Leadership Team to 40%, while continuing to cultivate extensive industry and subject matter diversity.

2021 Milestones: We filled 83% of vacant roles within our Director-level leadership positions with diverse Team Members, and increased the number of women in leadership positions by 63% compared to the prior year. These leaders bring unique skills and expertise to our organization, strengthening our overall management structure and ability to run our business in the best interest of our stakeholders.

TARGET: Drive continuous annual improvement in underrepresented talent across our workforce to reflect the local communities in which we operate and live.

2021 Milestones: We developed and finalized our process for tracking and reporting our workforce demographics, which will help us measure our progress over time.

| Ethnic & Racial Diversity ¹ | |
|---|-----|
| American Indian / Alaskan Native | 1% |
| Asian | <1% |
| Black or African American | 5% |
| Hispanic or Latino | 9% |
| Native Hawaiian or Other Pacific Islander | <1% |
| Other / Not Specified | <1% |
| Two or More Races | 1% |
| White | 83% |
| Gender Diversity ² | |
| Female | 12% |
| Male | 88% |
| Leadership Diversity ³ (Racial, Ethnic, Gender) | |
| | 22% |
| Board of Managers Diversity ⁴ (Racial, Ethnic, Gender) | |
| | 33% |

TARGET: Enhance organizational programming to support a culture of inclusion and foster a greater sense of belonging among Team Members.

2021 Milestones: We utilized Covia TV and other communication platforms as tools for further integrating a D&I mindset throughout the organization. In addition, we increased our focus on training that enhances Team Member understanding of D&I through e-learning modules such as “The Need for Inclusion,” “A Change Can Start with You” and “Capitalizing on Generational Strengths.”

¹ Out of our 1,408 U.S. Team Members

² Out of our 2,206 global Team Members

³ Out of our 73 Leaders (Director and above)

⁴ Out of our 6 Board Members

Our D&I Strategy

We strive to create an inclusive culture where diversity is valued and respected and where all feel included and engaged. Our D&I strategy, in 2021, focused on five key pillars:

- Analytics and Metrics
- Talent Acquisition
- Training and Education
- Community and Partner Engagement
- Employee Engagement and Retention

Analytics and Metrics

2021 marked our first year of formalized workforce demographics reporting, establishing a baseline for measuring our progress over time. Additionally, we began requesting relevant diversity data from our suppliers and partners.

Talent Acquisition

Throughout the year, we continued to mature our approach to Talent Management by integrating enhanced D&I efforts, improving our ability to recruit candidates that are reflective of the communities we serve.

Our 2021 efforts included:

- Refining the language in our job descriptions to make them more inclusive and eliminate tendencies toward unconscious bias;
- Developing a hiring manager interview guide that specifically addresses behavioral and cultural questions; and
- Participating in a diversity-focused career fair hosted by the National Urban League.



"NSO Nephron Customer Service" - Photo taken by Carol DeNure (Office Administrator) of (L-R) Lisa Jessup, Shirley Wilman and Amy Cox.

Covia is committed to providing an equal opportunity in all aspects of employment to all Team Members without regard to race, color, religion or creed, national origin or ancestry, sex, gender identity or expression, sexual orientation, marital or family status, genetic characteristics, disability or citizenship.

Training and Education

During the year, we sharpened our focus on driving awareness of D&I topics among Team Members through engaging e-learning modules. Accessible via the Polaris Learning Center, these short, approachable courses such as, "A Change Can Start with You," "The Need for Inclusion" and "Capitalizing on Generational Strengths," introduce Team Members to a variety of topics across the D&I spectrum. The modules are available to Team Members 24/7 from any internet-enabled device.

Community and Partner Engagement

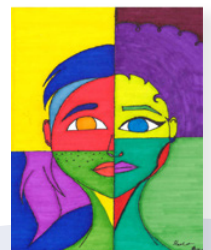
We invest in the communities where we live and work through The Covia Foundation and its Community Investment Policy, which enables our Team Members to direct Foundation donations, matching gifts and volunteer hours to local organizations.

Employee Engagement and Retention

During the year, we focused on engaging our Team Members through various programs that emphasized the power of diversity and inclusion, including:

- Implementing the virtual "Spotlight on Diversity Speaker Series," which highlights the power of D&I through the voices of prominent speakers within our local communities;
- Creating the "Taste of Covia Cookbook" which serves as a culinary ode to the diverse heritages and traditions of our Team Members; and
- Hosting a D&I Art Contest, inviting Covia Team Members and their families to create one-of-a-kind masterpieces that reflect one of two themes: "I Matter Because..." or "You Matter Because...".

Art piece created by Hailee Bingham in Marson, NC, to reflect the message: Different appearances, genders, cultures, but all human. We all matter.



Empowering Team Members to Thrive

We offer competitive salaries, advancement opportunities and a full range of benefits to attract and retain Team Members committed to helping us deliver on our promises.

While specific compensation and benefits vary globally and are based on regional practices, our full-time U.S. Team Members receive a benefits package that includes:

- Comprehensive medical, dental and vision benefits for Team Members, spouses and dependents, which include free preventive care;
- 401(k) retirement savings program with company matching contributions;
- Short- and long-term disability benefits;
- Flexible Spending Accounts for both healthcare and dependent care;
- A Health Savings Account with company contribution; and
- Team member life insurance, and additional supplemental policy offerings.

Eligible Team Members also receive time away from work to attend personal, family and community matters. Leaves of absence may include bereavement, military service and family medical leave, as well as allotted time for jury duty, voting and volunteer time, among others.

We monitor workplace trends and adjust our policies, as appropriate, to promote flexibility for our Team Members while prioritizing business needs. Office-based Team Members are empowered to operate under a hybrid work arrangement that promotes increased autonomy while still benefiting from the spontaneous learning and creativity spurred by collaborative engagements in our hub locations.

In addition, Covia strives to positively impact Team Members' lives outside of work through a focus on wellness and community involvement. Our benefit plans enable Team Members to prioritize their health and well-being. They include free annual well visits in addition to no-cost telemedicine programs for non-emergency care, and cover the cost of many preventive maintenance medications.

The D&I Council created the **Prism Award** to recognize Team Members, nominated by peers, who exemplify behaviors that promote D&I. Six Team Members were recognized for this award in 2021.

Sandy Shreve

Senior Associate, Accounting | *Ottawa, IL, Office South*
Sandy leads the office's Community Investment team and takes the initiative to reach out and provide assistance to local organizations in need, including homeless shelters and the Ottawa Regional Safe School.

Neptuin Miranda

Manager, Financial Reporting | *Independence, OH, Office*
Neptuin volunteered his assistance in enhancing collaboration efforts between U.S. and Mexico Team Members by helping translate conversations. He was able to bring individuals from different teams, locations and languages together to achieve business objectives and cultivate relationships.

Doug Peterson

Manager, Sales | *The Woodlands, TX, Office*
Doug takes the time to welcome new Team Members and goes out of his way to offer praise. Doug's supportive interaction in team meetings is matched by his ability to engage the team during Covia Cares Action Days.

Adam Beatty

Plant Manager | *Hephzibah, GA, Plant*
Adam hired a female Team Member to fill a position at the predominantly male facility, increasing the plant's overall workforce diversity and cultivating an environment where all ideas, skills and experiences are respected.

Shawn Gerber

Plant Manager | *Wedron, IL, Plant*
Shawn hired a Team Member enlisted in the Army National Guard and prioritizes inclusivity by accommodating to the needs of this individual, including rescheduling and covering shifts based on the Team Member's military schedule.

Natalie King

Marketing Specialist | *Huntersville, NC, Office*
Natalie organizes a variety of engagement and fundraising events at Covia's Huntersville Office and demonstrates inclusiveness by encouraging all Team Members to get involved in her projects.

HIGHLIGHTS
THAT INSPIRE

Celebrating Team Members' Commitment to Living Our Values

One way we demonstrate and celebrate **WHAT WE'RE MADE OF** is by recognizing the outstanding contributions of our Team Members. During our annual Awards Week, we celebrated our top performers, both Team Members and plants, that best exemplify our Covia values.

President's Safety Award: Our plant in Tlaxcala, Mexico, was honored for achieving the highest level of safety performance in all categories, which helps to ensure our production goals are met in a safe and timely manner. For more information on our President's Safety Award and our Tlaxcala Plant's safety performance, please see the [Safety and Health section](#) of this report.

Plant of the Year Award: Our Guion, Arkansas, facility was recognized for its excellence in the categories of plant efficiency and effectiveness, cost performance, safety performance, environmental leadership and cultural excellence. Throughout the year, Team Members embodied our core values of **Act Responsibly, Deliver on Promise** and **Safety First** while completing a variety of impactful projects.

Volunteer of the Year Award: Jesse Kerr, a mechanic at our Elco, Illinois, plant was honored for accumulating more than 700 volunteer hours throughout the year. Jesse has served as chief of the Tamms Volunteer Fire Department for the past decade and gives back to his community by donating much of his free time to the needs of the department through training, administrative duties, smoke alarm installation, coordination of emergency operations, interacting with local governmental officials and emergency management, researching and applying for grants and most importantly, saving lives.

Impact Award: Eric Sherman, Vice President, Associate General Counsel and Assistant Secretary, from our Huntersville, North Carolina, office was recognized for outstanding leadership and exceptional contributions to the betterment of Covia. In mid-2021, Eric was elevated to the role of Interim General Counsel, with the additional responsibility of counseling the Covia Leadership Team while successfully leading many projects to ensure legal and regulatory compliance and effective risk management. As a result of his efforts and invaluable impact, Eric was promoted to Associate General Counsel following his interim appointment.

Sales Member of the Year: Lauren Helton, Sales Director of Covia's Coating market, was honored for her leadership, performance, professionalism, service, communication skills, knowledge and product training expertise. She was instrumental in securing new business opportunities, which set a sales record – all while successfully managing a sales team and leading key projects.



TOP: Impact Award Winner, Eric Sherman, with CEO Andrew Eich.

BOTTOM: Volunteer of the Year Award Winner, Jesse Kerr, with CEO Andrew Eich.



TOP: Plant of the Year Award (L-R): Andrew Eich (CEO), Gordon Bull (Plant Manager), and Campbell Jones (COO).



BOTTOM: Sales Member of the Year Award Winner, Lauren Helton, and CEO Andrew Eich.

Team Member Development

Investing in the professional development of Team Members is critical to the continued growth and long-term success of our company.

Our performance management system helps drive a results-driven culture by enabling leaders to collaborate with their teams to set annual objectives aligned with their functional role. Objectives are tracked and measured throughout the year for informal follow-ups and formal reviews. In 2021, 100% of our salaried Team Members in North America received a performance review.

Covia offers talent development programs and learning resources that support Team Member performance on multiple levels. These programs align with the skill requirements and competencies associated with specific functional and leadership roles.

Throughout the year, Team Members were encouraged to explore our expanding library of online educational modules – accessible anytime, anywhere from an internet-enabled device through our learning management platform. Topic-specific learning paths include Legal Compliance, D&I, Performance Management and Information Technology (IT).



"Surprise! Plant of the Year" - Photo taken by Gordon Bull (Plant Manager) of Jordan Hutchins (Heavy Equipment Operator) and Josh Roberts (Utility) with the Plant of the Year Award.

2021 E-LEARNING ENGAGEMENT



685

active Team Members (29% of total workforce)



44

e-learning courses available, and an average of **5.84** courses were completed per active user



1,887

e-learning hours were recorded in our Learning Management platform, representing an average of **2.75** learning hours per active user

We continue to increase our investment in organizational talent planning to identify high-performing and high-potential Team Members. The Covia Leadership Experience (CLE) workshop series, created to identify and equip next-generation leaders, is expanding to incorporate programming for experienced leaders. Additionally, our Emerging Leaders Program (ELP), set to debut in 2022, is tailored for high-potential Team Members identified through our annual organizational talent planning process.

We are inspired by the continued resiliency of our workforce – it continues to fuel Covia's growth and transformation. Together, through hard work and dedication, our Team Members continue to raise the bar for excellence across our organization while living our Covia Values each day.



Community Impact and Philanthropy

We believe that when our communities thrive, we all stand to benefit from a brighter, more prosperous future. Across the organization, and with the help of our dedicated Team Members, we strive to give our best back to the communities where we live and work by investing time, talent and financial resources.

We greatly value the relationships we've built with our communities. Meaningful interactions with neighbors, community members, customers and partners have helped shape our organization, and will continue to inspire and guide us in the future.

Our comprehensive community engagement and philanthropic initiatives are overseen by [The Covia Foundation](#), established to formalize our approach to operating as a responsible corporate citizen. The Foundation also created and continues to govern our **Community Investment Policy**, which guides our charitable contributions and volunteerism.

Supported by our Community Investment Policy, we organize our initiatives under four key pillars where we can have the greatest impact:

- Health and Wellness
- Education
- Environment
- Social Equality

Each pillar represents an area of significance to our communities, Team Members and other stakeholders. We will continue to explore ways to advance progress against these goals through our community engagement efforts.

Photo taken by Gabrielle Carpenter (Digital and Visual Designer) of Kristin Lewis (Corporate Communications Manager) and Jenise Tompkins (Director, Internal Audit) during a Covia Cares Action Day.

Primary means through which we invest in our communities include:

- In-kind donations
- Volunteerism
- 1:1 matching gifts
- Grants for volunteers
- Charitable contributions to established 501(c)3 organizations
- Disaster and hardship relief



Goals that Inspire Positive Social Impact

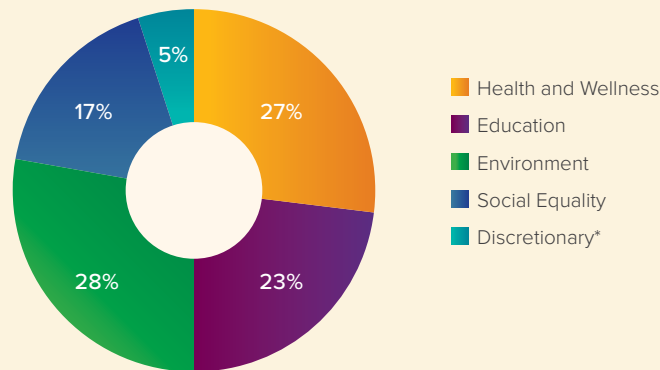
Better Our Communities

In 2021, our commitment to investing in our communities remained a clear priority. Our community investment targets, which align with UN SDGs 3: Good Health and Well-Being, 4: Quality Education, 10: Reduced Inequalities and 15: Life on Land, continue to encourage contributions and active volunteerism across the organization, helping to build a bright future for all.

TARGET: Donate \$10 million in funds through the Covia Foundation

2021 Milestones: In 2021, we donated \$1.1 million through the Covia Foundation, which represents 11% of our 2030 goal of \$10 million.

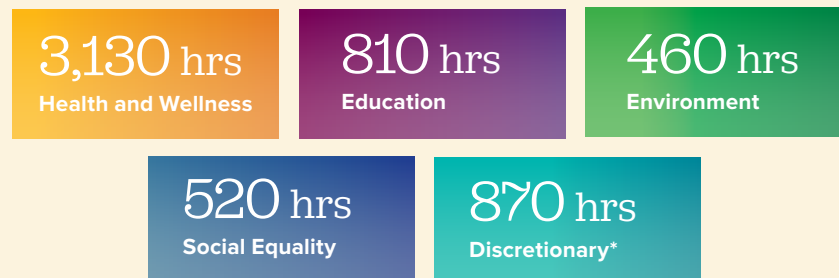
2021 DONATIONS BY PILLAR



TARGET: Contribute 50,000 paid or personal volunteer hours in communities where we live and work

2021 Milestones: In 2021, we collectively volunteered 5,790 hours, which represents 11.6% of our 2030 goal of 50,000 hours.

2021 VOLUNTEER HOURS BY PILLAR



* Consists of volunteer efforts outside of our four pillars, but that are important to our Team Members.

Team Member Volunteerism, a Covia Advantage

Our Team Members are actively engaged in their communities and play a significant role in living our Covia value, **Act Responsibly**. We take tremendous pride in the work our Team Members do to strengthen their communities, and recognize that **WHAT WE'RE MADE OF** is the sum of their individual efforts.

We support Team Members' commitment to volunteerism through several offerings, including:

- 24 hours of annual paid volunteer time;
- Matching up to \$1,000 of their donations on an annual basis; and
- Providing grants to tax-exempt organizations where they volunteer at least 20 hours of their personal time and talent.

Throughout the COVID-19 pandemic, our Team Members were unwavering in their support for their communities and continued to prioritize volunteer opportunities while complying with Covia policies, global advisories and precautions regarding safety and social distancing. To facilitate safe community engagement, we hosted many volunteer events outside and in open spaces, advised individuals to wear masks and get vaccinated, if able, and encouraged individual volunteerism and remote means of support.

As a result of these efforts, our Team Member volunteerism grew significantly in 2021, with our workforce spending a total of 5,790 hours on personal projects and initiatives hosted by Covia and by organizations throughout local communities.



"Look from the Top Part 2" - Photo taken by Kelsea Armstrong (Lab Technician) from the Wedron 3 Plant looking over the North Plant.

Providing Relief When It Matters Most

When natural disasters and personal tragedies occur, those affected often struggle with what to do next or where to get help. To further support our Team Members impacted by these unforeseen events, we created a dedicated disaster relief fund and associated policy to aid in times of personal tragedy.

While it is always our hope that Team Members do not have to experience hardships, we recognize the importance of having support guidelines and tools in place – just in case.



"Litter Clean Up" - Photo of Cynthia Jamieson (Manager, Environmental) during a Covia litter clean up.

HIGHLIGHTS
THAT INSPIRE

Photo taken by Cameron Berry (EVP, Energy) of Chris LeBlanc (Pricing Director) and Natalie Eglinton (Director, ESG) during a Covia Cares Action Day.



Photo of Carlos Alberto Jasso Ovalle (Business Analyst) during a Covia Cares Action Day Blood Drive.

Covia Cares Action Days

To further support impactful community engagement and encourage Team Member volunteerism, we launched Covia Cares Action Days in 2021. This initiative provides each Covia location with the opportunity to dedicate at least a full workday to a volunteer effort or cause that is important to them. We were proud of the immediate adoption and engagement surrounding this initiative, and our facilities held a total of **12 Action Days in 2021**.

Covia Cares Action Days Initiatives in 2021 Included:

Our Team in **The Woodlands, Texas**, office spent their Covia Cares Action Day volunteering with the Lake Creek Greenway Partnership, a nonprofit organization formed to preserve the quality of Lake Creek and surrounding areas. Covia Team Members cleared a new nature trail of tripping hazards, overhead hazards and marked the path for future use.

Our Team Members at our **Camden, Tennessee**, facility spent three days at the Second Harvest Food Bank's Ray Smith Family Distribution Center sorting and packing food for their local community. The Camden facility has been working with the Second Harvest for the past three years, supporting the food bank's efforts to advance hunger solutions for 46 counties near the Camden facility.

Covia's Tunnel City facility, located in **Tomah, Wisconsin**, supported Team Rubicon's Afghan refugee family resettlement. The facility provided winter apparel, personal care items and other necessities. The donation from the facility and other local businesses helped provide nearly each individual at the base with at least 10 pieces of new clothing.

Team Members from the **Monterrey** facility in Mexico indirectly saved 27 lives through a blood donation volunteer event. The facility partnered with Blooders, an organization that aims to connect people throughout Mexico who need blood with those who are willing to donate it.

Team Members from Covia's **Independence, Ohio**, office supported two different projects – Cleveland's LAND Studio (City Side Garden) and Cornerstone of Hope. At the City Side Garden, Team Members trimmed back daffodils, weeded and placed 30 yards of mulch. An entire block, located in downtown Cleveland, has been beautified.

At Cornerstone of Hope, located only a few miles from the Independence office, Team Members assisted with setup and preparation for the organization's largest annual fundraising event. Cornerstone of Hope provides individual counseling and support, art and trauma therapy, school counseling, underserved population grief counseling, education and professional training, memorial events, retreats and family workshops and youth summer grief camps.



Photo taken by Gabrielle Carpenter (Digital and Visual Designer) of Covia Team Members from our Independence office during a Covia Cares Action Day.

Valuable Partnerships that Support Positive Change

Covia is proud to foster meaningful partnerships and collaborate with organizations throughout our communities. We engage with more than 250 organizations throughout our operations. Together with our partners, we support and contribute toward our community investment pillars locally and globally.

Our International Efforts

Our commitment to community impact includes our operations in Canada, Mexico and Denmark. In 2021, we made progress in maturing our global approach to community engagement by:

- Forming a partnership with Charities Aid Foundation of Canada (CAF) to expand our grants program into Canada in 2022, allowing for our Canadian Team Members to apply for grants for organizations where they spend 20+ hours of their time outside of work and support local charitable organizations;
- Establishing a Community Investment Manager position with dedicated responsibilities for managing and advancing community engagement and investment projects at our locations in Mexico; and
- Engaging with a third-party partner to conduct formal research and a multistakeholder engagement assessment throughout Mexico to uncover opportunities for impactful regional contributions.



Photo of Junction City's Team Members during their Covia Cares Action Day supporting Toys for Tots. Pictured from L-R: Phil Ivanisin (Plant Manager), Randy Whitley (Quality Control Manager), Sarah Bowen (Purchasing Coordinator), Willie Hagin (Bagging Warehouse Associate) and James Pugh (Quarry and Environmental Manager).

Examples of Our Community Partners

Health and Wellness

- Alzheimer's Association
- American Cancer Society
- Cystic Fibrosis Foundation
- Stand Up and Play Foundation
- St. Jude Children's Research Hospital
- The Turn

Education

- Foundry Educational Foundation
- Many local schools and scholarship organizations
- Ottawa, Illinois, Regional Office of Education – Covia Meals with Love Program
- The Cleveland Foundation - Say Yes

Environment

- Ducks Unlimited
- Landmark Conservancy in Wisconsin
- National Arbor Day Foundation
- South Jersey Quail Project, Inc.
- Utopia Park Board in Texas
- Wildlife Habitat Council

Social Equality

- Angels and Sparrows
- Boys Hope Girls Hope
- Dallas CASA
- Equal Justice Initiative
- Many local food banks
- National Association for the Advancement of Colored People (NAACP)
- Team Rubicon
- United Way



Photo of Mirthala Ledezma Treviño (Community Relations), Rubén Peña Ramírez (Environmental Coordinator) and Víctor Hugo Garza Reyes (Plant Manager) with the benefiting families of Jáltipan Plant's tilapia fish farm.

In **Mexico**, total community investment reached \$75,000 USD (\$1,498,560 MXN) in 2021. Team Members and leaders participated in impactful projects that supported our community pillars, particularly Education and Social Equality.

- Team Members at our Jáltipan location supported the renovation of a local elementary school with supplies and desks for a safe, comfortable space for the children to learn and grow. All 153 children who attend the school are under the Covia scholarship program. Covia is committed to their education and will fund the scholarships for the duration of their time at the school.
- Team Members at Jáltipan also launched a fish pond initiative that provides economic support and food security to 11 local families, creating a fish pond for each family and filling each with enough fish to breed, sell and sustain.
- Team Members at our Ahauzotepec plant trained 15 local entrepreneurs on how to cultivate crops for income generation.

In **Canada**, Team Members continued to sustain partnerships with local organizations and remained engaged by volunteering at homeless shelters, hospitals and other organizations that provide community support.

- To engage local Kasshabog Lake residents, our Team Members sponsored a family fishing derby and provided grab bags to each participant, which included a fishing lure, masks, hand sanitizer and Covia sunglasses.
- Team Members supported the Havelock Belmont Public School by donating to the Backpacks for Kids Program.
- Team Members began working with the Canadian Mineral Analysts group in 2021 to show their support for students pursuing analytics careers in the mining industry. By raising funds and making donations, Team Members helped support the education and career endeavors of these students.

In **Denmark**, we continued to utilize our facility to produce hand sanitizer in 2021, helping keep the local community safe and healthy. Additionally, we also sponsor the local sports stadium near our Fredericia facility, giving local children and adults access to green space to support health and wellness.

Our approach to making a positive impact on our communities relies on our ability to understand their needs and then, do everything we can to help meet them. Our Team Members – each and every one – play a critical role in helping us meet these important objectives, and we are grateful for their ongoing dedication to ensuring Covia remains a responsible corporate citizen and welcomed neighbor.



Innovation and Product Sustainability

Each day, we strive to deliver solutions that help improve the lives of those we serve. Our innovations help meet various needs of our stakeholders – from the filtration systems that provide fresh, clean water, to the cover glass used on solar panels.

To support the needs of our customers and everyone who uses our products, we take a comprehensive approach to product innovation, quality and assurance. We encourage our Team Members to **Be Different** by embracing creative problem-solving and constructive collaboration. We value each Team Member's unique skills, experiences and perspectives because they fuel our innovation efforts and product pipeline.

Our Robust Approach to Innovation

Across our global footprint, we have various locations that participate in Research and Development (R&D) and quality maintenance procedures. These include:

- Two corporate laboratories located in Ottawa, Illinois, and Santa Carina, Mexico;
- Three R&D centers in The Woodlands, Texas; Fresno, Texas; and Fort Smith, Arkansas; and
- Several quality control laboratories.

Activities at these sites include conducting tests, studies and engaging in field work. We work with a vast portfolio of minerals and materials to develop new products, launch pilot projects to explore ideas and collaborate with customers and suppliers to customize solutions based on their specific needs and interests.

"On Top Of Things" - Photo taken by Anthony Howard (Environmental Safety and Health Coordinator) of our Guion, AR, plant.



Our approach to innovation is distinguished by the technical expertise of our Team Members, strategically located facilities and our coast-to-coast distribution system.

Team Members in our product development and innovation functions bring a diverse range of expertise and knowledge to the product design and development process, including capabilities in micronization, thermal treatment, coatings and blending. These capabilities enable us to develop a wide range of specialized silica sand, feldspar, nepheline syenite, calcium carbonate, clay and kaolin products.

In 2021, we introduced several changes to our product innovation function, formalizing our stage-gate process and enhancing our capacity to seamlessly deliver innovative solutions. Our Board of Managers provided Covia's Leadership Team and Team Members with expertise and guidance throughout the process.

These changes have sharpened our focus on several priorities:

- **Growing Our Innovation Pipeline:** The development of sustainable solutions and alternatives is a primary focus as we expand our innovation pipeline.
- **Enhancing the Customer Experience:** We enhanced the customer experience by introducing options that prioritize speed, quality and convenience. For example, we developed and released a domestic ultrawhite filler (LUMINEX™) to decrease transportation time, supply chain challenges and environmental impact for customers.
- **Encouraging Cross-Functional Collaboration:** We heightened the degree of collaboration among our marketing, sales, customer service, operations and innovation teams. This cross-functional engagement encourages knowledge-sharing and enhances Team Member alignment regarding priorities and opportunities.

We support our customers and create value through market insight, a long-term solutions mindset and a culture of innovation, with distinctive expertise in areas such as micronization, thermal treatment, coatings and blending.

How We Deliver on Promise to Customers

Our commitment to operating as a good corporate citizen is reflected in the way we listen and respond to the voice of our customers. We develop products that help our customers achieve their performance and ESG goals, strengthening our reputation as a trusted supplier and contributing to a safer, more sustainable world for everyone.

Several strategies we implement to **Deliver on Promise** include:

- Applying the expertise and knowledge we have cultivated for decades – our Technical Team is available to discuss customer needs and develop solutions that anticipate production demands and stay ahead of changing environmental regulations;
- Diversifying our portfolio to ensure we can meet customer needs in multiple markets or areas with our range of versatile products and services;
- Collaborating with customers to help them achieve their safety and sustainability goals and aspirations; and
- Offering a full range of services across the product life cycle – from concept through packaging and delivery.

"Giant Kiln" - Photo taken by Mike Melton (Manager, Environmental) of Jordyn Richmond (Environmental Engineer) at our Fort Smith, AR, plant.



Covia's Glassil® goes into the production of fiberglass for home insulation.



Expanding Our Sustainable Product Offerings

Throughout our ESG journey, we have developed a portfolio of products and services that support people and the planet, including dust suppression technology for worker safety and health, glass-grade sand for sustainable packaging, micronized silica for home insulation and sand for water filtration. While many of our existing products improve everyday life, we are continuing to look for ways to innovate additional solutions that contribute to enhanced quality of life.



Goals that Inspire Positive Social Impact

Expand Sustainable Product Offerings

We remain committed to further ingraining sustainability into our business model and services, and our targets align with UN SDG 12: Responsible Consumption and Production.

TARGET: Expand number and strengthen effectiveness of sustainable product offerings while fully articulating the inherent benefit of our products on the environment and society.

2021 Milestones: During the year, we identified 10 products in our portfolio which will serve as our baseline. These products are highlighted throughout this section and provide both environmental and social benefits. In addition, we prioritized pilot projects and innovation opportunities linked with environmental or social benefits.

Supporting the Circular Economy Through Recyclable and Durable Materials

By fueling our sustainable innovation pipeline, we strive to continue supporting the circular economy. Given the nature of our business and our role in supplying materials to glass and coatings manufacturers, we are uniquely positioned to make an impact in driving circular waste management by increasing the number of materials and products that are recyclable, reusable and that can be diverted from landfills.

Photo of An Nguyen (Coating & Polymer Lab Coordinator) located in Fresno, TX.



The materials we extract, such as nepheline syenite, enable efficient glass production and help strengthen glass products to avoid breakage. In addition, coatings utilizing microcrystalline silica and kaolin, help extend the life cycle of products and materials by protecting them against corrosion, weathering, damage and degradation from use.

Helping Our Customers Embrace Sustainable Solutions

Our solutions-oriented approach to innovation revolves around supporting our customers and meeting them where they are in their own ESG journey. At times, this involves collaborating with a customer to improve the quality of a product or divert waste from landfill. Other times, it centers on fulfilling an unmet need in the marketplace, or helping customers reduce their carbon footprint by right-sizing and localizing specialized capacities. For example, we have helped customers in the engineered stone and quartz countertop industry transition from their reliance on international imports, thereby reducing their carbon footprint from transportation.

We recognize the impact our operations have on the entire supply chain ecosystem and are committed to creating positive upstream ripple effects by focusing on our customers' current needs, as well as options for sustainable alternatives. They count on us to deliver performance-oriented improvements, which are often underpinned by ESG commitments.

Looking ahead to 2022, we are investing significantly in the internal capabilities of our innovation program. Through this acceleration, which is designed to bring us closer to our customers, we are striving to drive better and faster innovation, resulting in the commercialization of products at an accelerated pace.

Our business innovation program inherently incorporates ESG principles. It is simply good business.

Partnering with Customers to 'Close the Loop'

We collaborate with customers through a shared vision in delivering sustainable products and services.






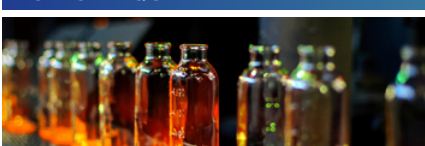



Several initiatives we have in the works are focused on waste diversion. In one project, we are working to optimize materials management by recycling resin-coated ceramic proppant.

In another project we began developing in 2021, we are aiming to reduce waste by reutilizing scrap material that is generated when manufacturing one of our customer's products. This project is still in the planning stage, but we are hopeful that through this partnership, we may help our customer reduce their products' environmental footprint and enhance operational efficiency.



Our product, MINBLOC® HC, helps protect plants and food, as it is an additive in creating the clear, protective film for greenhouses.

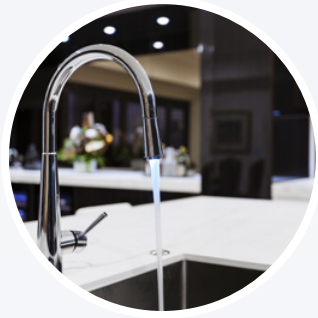
Diversified Portfolio Yields ESG Benefits

| | UNIQUE ATTRIBUTE | ENVIRONMENTAL | SOCIAL | IMPACT | END-USER APPLICATIONS |
|---|----------------------------|---------------|--------|--|--|
|  MINEX® | Silica-free | ● | ● | <ul style="list-style-type: none"> • Safer work environment • Reduced silicosis risk | <ul style="list-style-type: none"> • Paints • Coatings • Sealants • Dinnerware |
|  TECHNISAND TRUCOAT® LE | Low emission, reduced VOCs | | ● | <ul style="list-style-type: none"> • Safer work environment | <ul style="list-style-type: none"> • Castings/molds for various products |
|  NEOZIEN® | Odor elimination | | ● | <ul style="list-style-type: none"> • Improved working conditions • Community impact | <ul style="list-style-type: none"> • Resin-coated sand |
|  DST® | Dust suppression | | ● | <ul style="list-style-type: none"> • Safer product • Reduced silicosis risk | <ul style="list-style-type: none"> • Glass products • Roof shingles • Roads |
|  SPECTRAQUARTZ® | Non-slip surfaces | | ● | <ul style="list-style-type: none"> • Safer work environment | <ul style="list-style-type: none"> • Commercial and residential flooring |
|  GLASSIL® | Silica as a core structure | ● | | <ul style="list-style-type: none"> • Recycling • Energy conservation | <ul style="list-style-type: none"> • Bottles • Glassware • Insulation |
|  FILTERSIL® | Cleaner silica and gravel | ● | | <ul style="list-style-type: none"> • Cleaner water | <ul style="list-style-type: none"> • Water filtration systems |
|  LUMINEX™ | Domestic production | ● | | <ul style="list-style-type: none"> • Less imports (reduction in GHG emission) | <ul style="list-style-type: none"> • Countertops |
|  PURESIL® | Ultra-low-iron silica | ● | ● | <ul style="list-style-type: none"> • Supports clean energy and a healthy life | <ul style="list-style-type: none"> • Glass covers for solar panels • Pharmaceutical containers |

Products that Help Improve Daily Lives



Supporting Workforce Safety and Health: The advanced designs of DST® Dust-Suppression Technology, ACCEL® Dust-Preventing Polymeric Sand and Black Lab® Blend all help minimize airborne particles, protecting the safety and health of workers. DST® materials assist customers in complying with recent OSHA standards, by significantly reducing potential exposure to silica dust. Black Lab® Blend is engineered with custom additives including DST® materials, ensuring smooth and easy application for flooring that has less drag and dust. ACCEL® sand helps improve air quality on construction sites by minimizing up to 90% of dust compared to traditional paver sand.



Reducing Customers' Supply Chain Emissions: For U.S.-made sand and powders, LUMINEX™ ultrawhite filler offers unique attributes required to achieve the purest of color effects in ultrawhite applications and other brightly colored designs. LUMINEX™ ultrawhite filler is manufactured in a high-capacity plant for dependable, just-in-time delivery that allows customers to eliminate their white filler raw material imports, contributing to the reduction of carbon emissions from the fuel that powers cargo ships.



Enhancing the Chemical Safety of Paints: MINEX® functional fillers and extenders add performance and value across a broad spectrum of applications such as paints, coatings, adhesives, sealants and inks without compromise for chemical safety and environmental responsibility. These products are produced from nepheline syenite, a naturally occurring sodium-potassium-aluminum silicate. In paints, Canadian Nepheline reduces the need for volatile organic compounds (VOCs), significantly lowering paints' environmental impact and increasing the safety of their use.



Photo taken by Jordan Burt (Plant Engineer) by drone of our Blue Mountain Site.



“The Night Life” - Photo taken by Anthony Howard (Environmental, Safety and Health Coordinator) of the Guion, AR, plant at night.

Responsible Governance and Ethics

We sustain our business and operations through a strong bedrock of corporate governance practices, ethical conduct and compliance measures. Covia has long held this commitment to operating responsibly, and we readily engage with our stakeholders to strengthen our partnerships while promoting transparency and reliability in the pursuit of our business and ESG objectives.

GOALS THAT INSPIRE

Responsible Governance and Ethics

Engage with Our Stakeholders

Emphasize ESG in the Supply Chain

Increase Corporate Transparency





"Light at the end of the Tunnel" - Photo taken by Anthony Howard (Environmental Safety and Health Coordinator) of the Guion, AR, mine.

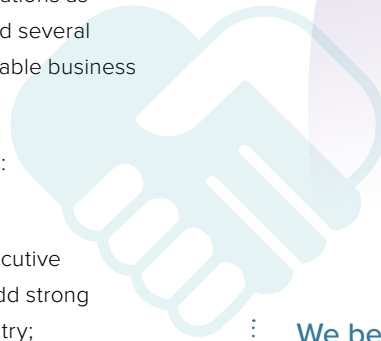
Ensuring Strong Corporate Governance

We value sound corporate governance practices and continue to conduct our business in a way that exceeds what is required and expected of us. 2021 represented our first full year of operations as a private company and as part of our transition, we enacted several changes to our governance structure to maintain a sustainable business model that is aligned with stakeholder interests.

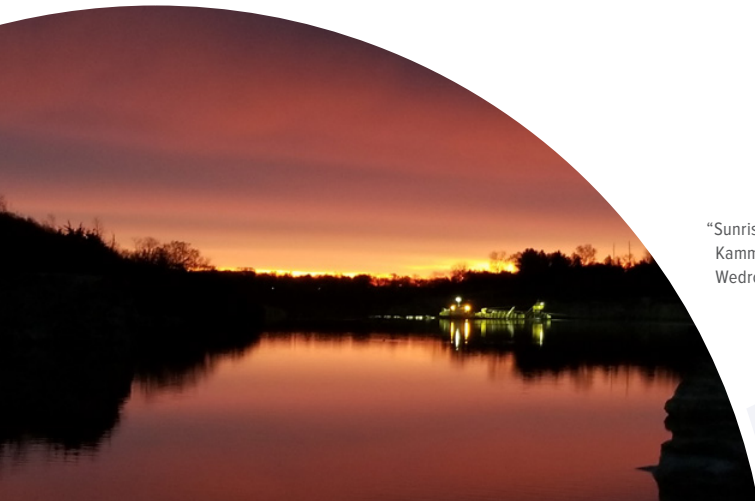
Key changes to our governance structure in 2021 included:

- Establishing a new, six-member Board of Managers;
- Executing against our succession plans to fill four Executive Leadership Team (ELT) vacancies with leaders who add strong expertise and experience outside of the mining industry;
- Enhancing engagement between our Board and ELT on Environmental, Social and Governance (ESG) matters; and
- Strengthening our policies to demonstrate our ongoing commitment to ethics, compliance and transparency.

Despite being a private company, Covia continues to follow the principles of regulations-driven corporate governance and industry best practices. This includes routine board meetings, third-party audits of our financial performance, engagement with key stakeholders and tracking several key performance indicators to ensure reliability and accountability throughout the organization.



We believe that strong corporate governance and holding ourselves accountable to the highest standard of integrity and responsibility are critical to how we **Deliver on Promise** to our stakeholders.



"Sunrise at Wedron" - Photo taken by Jeremy Kammerer (Millwright B2) of the sunrise at Wedron looking to the dredge and plant.

Our Leadership Structure

Our **Board of Managers** consists of six members, two of whom are independent. They meet at least quarterly to review Covia's financial and operational performance, evaluate progress against our strategic plan, and provide oversight and support of key initiatives, including the development and implementation of our **Goals that Inspire: ESG 2030**.

COVIA'S BOARD OF MANAGERS



Shawn Williams
Executive Chairman of the Board



Don Sheets
Vice Chairman of the Board & Chair - Audit Committee



Andrew Eich
Board Member, President & Chief Executive Officer



Paul Gordon
Board Member & Chair - Compensation Committee



Will Wang
Board Member



Dave Thomas
Board Member

"Sand Dunes in West Texas" - Photo of (L-R) Bob Falkowski (Director, Talent Development), Keith Feicks (Vice President, Human Resources), Amy Mathias (Director, Human Resources) and Brian Richardson (EVP and CAO) touring our Kermit, TX, plant.



For more information on our Board of Managers, including member bios, please visit our [website](#).

Leadership capabilities that reflect **WHAT WE'RE MADE OF**

At Covia, we value the professional skill sets of each Team Member, at all levels of the organization. We believe the complementary capabilities and unique perspectives of our Board and ELT strengthen their ability to provide effective leadership and oversight, and ensure we are operating our business in the best interests of our stakeholders.

To the right, see the diverse range of skills and expertise that our Board and ELT possess.

Skills:

- Environmental Management
- Finance and Economics
- Government and Foreign Affairs
- Human Capital Management
- Legal, Ethics and Compliance
- M&A Transactions
- Operations and Commercial Excellence
- Product Management Engineering
- Safety and Health
- Sales and Marketing
- Strategy and Business Development
- Supply Chain Management

Industry Expertise:

- Building Products
- Chemicals and Polymers
- Energy
- Engineered Materials
- Industrial
- Metals and Mining
- Nonprofit Leadership
- Oil and Gas
- Specialty Chemicals and Coatings
- Transportation

Additionally, we have two board-level committees:

- Our **Audit Committee** oversees the integrity of Covia's financial statements and internal financial reporting controls, adherence to established internal policies and external standards and regulations, and several key internal programs.
- Our **Compensation Committee** oversees the policies and procedures that govern Covia's compensation programs, including our incentive-based compensation model for manager- and executive-level Team Members.

Covia's **ELT** consists of seven leaders, responsible for developing and executing our business strategy and objectives. Together with our Board, the ELT ensures we are making progress against our business objectives and sets the tone for fostering a culture of performance and reliability throughout the organization.

In early 2022, Russell Montgomery joined the ELT as Executive Vice President and Chief Operations Officer, a role previously held by Campbell Jones until his retirement in March 2022. Russell and Campbell spent the first quarter of this year working closely to ensure a smooth transition. We thank Campbell for his many years of leadership and wish him all the best in his retirement.

COVIA'S EXECUTIVE LEADERSHIP TEAM



Andrew Eich
Board Member, President
& Chief Executive Officer



Lillian Etzkorn
EVP, Chief Financial
Officer



Russell Montgomery
EVP, Chief Operations
Officer



Brian Richardson
EVP, Chief Administrative
Officer



Duncan Stuart
EVP, Chief Legal Officer &
Secretary



Cameron Berry
EVP, Energy



Charlie Giandrone
EVP, Industrial



Campbell Jones
Former EVP, Chief Operations
Officer - Retired March 2022

For more information on our Executive Leadership Team, including member bios, please visit our [website](#).

ESG Governance and Oversight

Our commitment to ESG performance is far-reaching, starting with the Board and ELT and cascading to Team Members across our organization. Each quarter, our Board receives an update on our ESG progress and performance, and works closely with our ELT to further refine and enhance the strategic direction of our ESG programming.

Additional actions we took in 2021 to strengthen our approach to ESG governance included:

- Appointing our first **Director of ESG**, Natalie Eglinton, who is responsible for leading and enhancing our overall ESG program to ensure we continue to make meaningful progress against our commitments and established goals;
- Establishing a cross-functional **ESG Steering Committee** to support our leaders, facilities and business units in the ongoing implementation of our ESG efforts. The committee, comprised of 16 members, meets on a quarterly basis to discuss updates to our short- and long-term goals and identify areas of opportunity for continued ESG progress; and
- Aligning our **Goals that Inspire: ESG 2030** to our business strategy by creating a cross-functional team for each goal to support progress and ensure execution strategy. These teams collaborate with a vast number of Team Members throughout the organization to ensure engagement and accountability for our goals and initiatives.



Meet Natalie Eglinton, Director of ESG at Covia

Natalie joined the company in 2013, holding impactful roles in technical sales and business development over the course of her career with us. In 2021, Natalie was instrumental in the development of our **Goals that Inspire: ESG 2030** (and associated targets) and is a member of Covia's D&I Council, co-leading our Education and Training efforts. In addition, Natalie volunteers for Houston Kids' Meals each week, where she packs lunches for preschool children who, once they are old enough, will qualify for school-based free meal programs but currently fall through the cracks.

HOW WE ENGAGE OUR STAKEHOLDERS ON ESG

| CUSTOMERS | INVESTORS | COMMUNITY PARTNERS | TEAM MEMBERS | SUPPLIERS |
|---|---|--|--|---|
| <ul style="list-style-type: none"> • Customer events and tradeshows • Press releases • Pricing and product communications • Social media • Website updates | <ul style="list-style-type: none"> • Earnings calls and presentations • Press releases • Social media • Website updates | <ul style="list-style-type: none"> • Community Action Plans (CAPs) • The Covia Foundation • Social media • Volunteer opportunities | <ul style="list-style-type: none"> • E-learning opportunities • Communication platforms and channels (e.g., Covia TV, Sand Paper quarterly newsletter, town halls) • Social media • Topic-specific workshops and initiatives | <ul style="list-style-type: none"> • Annual / quarterly reviews • Business Partner Code of Conduct • Email communications • Social media • Website updates |



Goals that Inspire Responsible Governance and Ethics

Engage with Our Stakeholders

We remain focused on enhancing engagement with our Team Members and Communities, two of our key stakeholder groups. Our efforts and progress in these areas also align with UN SDGs 8: Decent Work and Economic Growth, and 11: Sustainable Cities and Communities.

TARGET: Improve Team Member engagement ratings by routinely assessing the effectiveness of our programs and practices.

2021 Milestones: We began assessing opportunities to introduce strategic, periodic survey mechanisms to ensure Team Members understand they have a voice and that we are listening. We launched a company-wide survey in Q1 2022 and will share results in our next report.

TARGET: Develop a robust Community Action Plan (CAP) at 100% of our locations to facilitate effective communication, identify areas for improvement and best respond to community needs.

2021 Milestones: Currently, all Covia sites have an open-door policy with their communities. In 2021, we began creating a robust community relations policy to formalize our communication and engagement efforts. This policy will still include an open-door outlet but will also give the community additional ways to engage with Covia.

Cybersecurity Risk Management

Covia is committed to protecting our Team Members, assets and operations from cyber risks, and we take a proactive approach to managing this challenge. Our VP of Information Technology and Senior Manager of Information Security lead our cybersecurity program and activities, with additional oversight from the Audit Committee.

Our dedicated cybersecurity team and trusted partners rely on a comprehensive, multilayered defense strategy with robust cybersecurity standards to mitigate security risks.

Our Managed Security Operations Center monitors Covia systems 24/7/365, utilizing leading-edge technology solutions, including:

- Comprehensive threat identification mechanisms to ensure prompt and complete mitigation;
- Multi-Factor Authentication (MFA) requirements for access to Covia systems, a proven verification process that significantly reduces the risk of compromised credentials; and
- Advanced email filtering solutions to address phishing and malicious email risks.

Driving Increased Cybersecurity Awareness Among Team Members

As the risks of business email compromises continue to increase, Covia leverages monthly security communications, training and other strategies to foster a culture of cybersecurity awareness across all levels of the organization. Our Team Members are critical to managing our cybersecurity risk and serve as the first line of defense against potential threats. We conduct quarterly cybersecurity training and monthly phishing simulations for all Team Members, and our comprehensive security training module is required for new Team Members during their onboarding process and annually thereafter. Additionally, Team Members in higher-risk roles are required to complete targeted training modules.

We continue to take a proactive approach to cybersecurity awareness and readiness among our Team Members, and our efforts have helped reduce Covia's susceptibility to phishing emails by 33% compared with the industry average.



Our Commitment to Supply Chain Sustainability

At Covia, we view our supplier partners as extensions of our company, enabling us to **Deliver on Promise** to our stakeholders in a way that supports a sustainable future for all. Just as we are committed to operating our business to the highest level of ethical conduct, we expect our partners to hold themselves to these same standards. We are focused on managing our supply chain responsibly and actively engaging with our partners to build mutually beneficial relationships in the pursuit of our strategic business objectives and ESG goals.

"Midnight Train" - Photo of our railyard at the Guion, AR, plant.



Goals that Inspire Responsible Governance and Ethics

Emphasize ESG in the Supply Chain

Our established targets and initiatives to emphasize ESG in the supply chain align with UN SDG 16: Peace, Justice and Strong Institutions.

TARGET: Institute a Business Partner Code of Conduct to encompass written acknowledgment by new suppliers, vendors and business partners.

2021 Milestones: During the year, we made intentional steps to formalize our Business Partner Code of Conduct. This Code defines expectations of our suppliers, vendors and business partners to align with our ESG priorities.

TARGET: Establish and implement an ESG assessment program for strategic suppliers.

2021 Milestones: During the year, we began developing a framework for our supplier assessment program, including evaluating internal and external resources that will enable us to build and execute an impactful program for current and future suppliers.

Fostering Responsible Partnerships

As we seek to enhance our network of supplier relationships, it is important that our partners understand **WHAT WE'RE MADE OF** at Covia. When our respective priorities align, we can unlock value across the supply chain and drive progress against our shared ESG objectives.

Through a comprehensive evaluation process, we are committed to thoroughly vetting all potential supplier, vendor and business partners. Consistent with the [Business Partner Code of Conduct](#), our partners must demonstrate commitments and progress in the following high-priority areas:

- **Safety and Health:** As our focus on safety and health is inclusive of all stakeholders, including contractors, vendors and suppliers, we seek partners that prioritize safety and health performance across their operations and with their employees. This includes maintaining transparent and strong safety and health records, requiring regular training for their employees and adhering to safety and health regulations and guidelines to promote best-in-class performance. Additionally, we use specialized, established and trusted partners for the procurement of any hazardous or volatile materials we source to mitigate safety and health risks along our supply chain.
- **Human Rights and Fair Labor Practices:** Covia is dedicated to promoting the fair and equitable treatment of all workers across our operations and throughout our supply chain. All Covia suppliers must demonstrate policies and practices that support fair pay practices, healthy working conditions and the absence of forced or child labor. We evaluate suppliers, both domestic and abroad, by the same rigorous criteria to ensure uniformity in our standards and compliance with applicable rules and regulations.
- **Environmental Responsibility:** As part of our efforts to promote environmental stewardship, we work with our suppliers and partners to reduce environmental impacts throughout the supply chain. Actions we are taking with our suppliers include improving sourcing activities to achieve greater efficiencies, reducing waste generation and minimizing waste hauling distances to lessen greenhouse gas (GHG) emissions.

In addition to ensuring our suppliers' priorities align with our high standards of conduct, we regularly engage with current and potential partners to find ways to advance our own ESG goals and priorities. In 2021, we partnered with an energy management adviser to evaluate opportunities to optimize our energy sourcing practices, as well as with a third-party data and analytics partner to enhance our reporting mechanisms on our environmentally-focused projects and opportunities. During the year, we implemented a power purchase agreement (PPA) for renewable energy procurement, and other clean and efficient energy projects to help offset our carbon footprint. Additionally, we continued to work with our suppliers to identify ways to reduce waste to landfill, including repurposing our suppliers' super sacks to conserve packaging materials.



"Good Day" - Photo taken by Phil Iwanisin (Plant Manager) of Bobby Gray (Loading Operator) at our Junction City Plant.

Managing a Challenging Supply Chain Environment

Covia maintains a sharp focus on meeting the needs and expectations of our customers, including working diligently to overcome ongoing global supply chain disruptions and headwinds. Actions we are taking include strategically managing inventory and closely managing inflationary risk. Additionally, we continuously look for ways to diversify and expand our North American sourcing network to avoid lags associated with overseas materials sourcing.

Covia's Leadership Team, Sales and Customer Service Team Members communicate regularly with our customers and supplier network to manage delivery expectations and ensure strong customer satisfaction.

Thanks to our dedicated Procurement and Customer Service Team Members, we avoided major supply chain interruptions in 2021.

Supporting a Diverse and Inclusive Supply Chain

Covia's commitment to Diversity and Inclusion extends to our supplier relationships. We continuously look for opportunities to expand our supplier base by contracting with diverse and locally owned companies capable of fulfilling our sourcing needs. Additionally, as our areas of operation include many rural locales, we focus on supporting locally owned and operated suppliers to promote economic growth in our communities.

IN 2021:



44

out of the 364 new suppliers are minority- or woman-owned businesses



We spent

\$160 million

with businesses local to the communities in which we operate

Photo of the loadout facility at our Roff, OK, site.



At Covia, our partners are vital to our success and the value we deliver to our customers and communities. Through ongoing partner engagement and collaboration, we continue to drive positive ESG impacts throughout our supply chain.



Our Approach to Ethics, Compliance and Transparency

Covia is consistently committed to responsible business practices. We hold ourselves to the highest standards of ethics, compliance and transparency. These principles are core to who we are and how we operate.

Our practices and principles for ethical behavior, conduct and transparency are in line with the [United Nations Universal Declaration of Human Rights](#) and are codified by our many policies that outline our processes and expectations. Additionally, we ensure prompt and consistent corrective action for misconduct, ranging from verbal and written counseling to immediate termination.

Covia is committed to complying with all applicable laws, rules, regulations, standards and policies, accounting standards, accounting controls and audit practices.

Codes, policies and tools in place to ensure ethical behavior and compliance with applicable rules and regulations include:

- Our **Code of Business Conduct and Ethics**, which is the cornerstone of our ethics and compliance programming. The code applies to all leaders, Team Members, and Board members, and is available in English, Spanish and French. It provides principles and guidelines on topics such as conflicts of interest, fair dealing, non-discrimination, non-harassment, and expectations for complying with applicable safety, health and environmental rules and regulations.
- Our **Anti-Corruption and Sanctions Policy**, which further demonstrates our commitment to legal and ethical business practices. It provides basic principles and guidelines for conducting business in foreign countries and with foreign counterparties to maintain compliance with the various Anti-Corruption and Sanctions laws.

"Lunch" - Photo taken by Gabrielle Carpenter (Designer, Digital & Visual) of Scott Drain (IT Specialist) at a Team Member engagement lunch.

Our Executive Leadership Team and Board of Managers set the tone for ethical and compliant behavior, and continuously prioritize it for everyone in the organization.

Covia strictly prohibits bribery and improper payments to obtain business advantages, and as a matter of policy, will not conduct any business, directly or indirectly, with any country or territory that is the target of comprehensive sanctions imposed by the United States.

- Our Policy for **Concerns Regarding Accounting and Compliance Matters** outlines reporting procedures and treatment of Team Member concerns relating to any questionable accounting or compliance matters. As part of our compliance initiatives, we rely on Team Members to bring to our attention any conduct that might violate legal requirements or internal policies, and we maintain a zero-tolerance mindset with respect to retaliation against Team Members who report concerns.
- Our **Covia Handbook** is provided to each Team Member when they begin their career with Covia. The handbook reinforces company-wide expectations for ethical and compliant behavior, outlines key policies and serves as a comprehensive resource to foster a performance-driven culture that upholds our organizational commitments and values.

Broadening our Compliance Training, Education and Awareness Efforts

We maintain a sharp focus on providing Team Members with a clear understanding of what is expected of them, and the important role they play in upholding our commitment to doing business responsibly. Critical to our proactive approach to managing risks surrounding ethics and compliance is our **Compliance Training program**, which is required for all Team Members to complete on an annual basis.

In 2021, we broadened the program to include additional anti-corruption and whistleblowing modules, which complement our long-standing focus on driving understanding and compliance with our Code of Business Conduct and Ethics. The training is managed by the office of our Chief Legal Officer, and our Audit Committee and Board of Managers are committed to driving participation across the organization.

Preventing Corruption by Empowering Team Members Who **SEE SOMETHING** to **SAY SOMETHING**

Just as important as ensuring all Team Members uphold our standards of ethical behavior, Team Members must also be able to report concerns of violations, freely and without fear of retaliation. We encourage Team Members to share concerns or suspected violations with someone in a position of management responsibility, including their direct supervisor, another member of management or their HR Business Partner. Additionally, Team Members can submit concerns or suspected violations through the anonymous Whistleblower Hotline, available 24/7 at all locations globally.

Team Members have two ways to securely submit a complaint – through a third-party website or by phone. All complaints we receive through the hotline are completely anonymous, and we conduct thorough investigations to determine the appropriate resolution. The hotline is currently available in English, Spanish and French to enhance accessibility and awareness among Team Members globally.

As the regulatory environment in which we operate continues to evolve, we remain focused on proactively identifying and assessing developments applicable to our business to ensure we not only meet, but also exceed all legal and ethical requirements.



Approach to Human Rights

Our commitment to ethical practices is reflected by our long-standing organizational alignment with the United Nations Universal Declaration of Human Rights – an internationally accepted document that outlines fundamental human rights to be universally protected.

As stipulated in our [Approach to Human Rights](#), we:

- Respect each Team Member, customer, supplier and contractor as an individual, **showing courtesy, consideration and fostering of personal dignity**;
- Provide and maintain a **safe, healthy and orderly work environment** where all individuals are treated with fairness and respect;
- **Value the diversity** of our Team Members and are committed to providing an equal opportunity in all aspects of employment to all Team Members without regard to race, color, religion or creed, national origin or ancestry, sex, gender identity or expression, sexual orientation, marital or family status, physical or mental disability, military service or veteran status, genetic characteristics or citizenship;
- Make **reasonable accommodations** for known physical or mental limitations of current and prospective Team Members;
- **Do not condone any type of harassment**, abuse or punishment of a Team Member by a manager, officer or other Team Member or any partner, customer or supplier;
- **Do not employ child or forced labor** in our operations in any country where we operate, and will not knowingly engage with a supplier that directly or indirectly engages in child or forced labor;
- Do not allow or require Team Members to work more than the **maximum number of hours** legally permitted by applicable law;
- Assure uniformly **fair compensation** and benefit practices to attract, reward and retain quality Team Members, and provide training and development opportunities as well as constructive feedback;
- **Recognize the rights** to both non-union representation and collective bargaining; and
- Strive to **positively impact our communities** and foster strong relationships with local indigenous populations.



Goals that Inspire Responsible Governance and Ethics

Increase Corporate Transparency

We understand the importance of maintaining high standards of corporate transparency, even as a privately-held company. We are dedicated to fostering a culture of transparency, and going beyond what is required of us to maintain trust and credibility among our stakeholders. Our corporate transparency targets will support our ongoing efforts to drive accountability throughout the organization and to act in accordance with UN SDG 17: Partnerships for the Goals.

TARGET: Become a signatory to the UN Global Compact and annually report out alignment with its principles.

2021 Milestones: During the year, we engaged directly with the United Nations to understand the process and requirements for becoming a signatory, and began evaluating our internal resources, processes and mechanisms needed to meet this goal.

TARGET: Continue to enhance transparency through the alignment of reporting with prevailing frameworks or standards.

2021 Milestones: 2021 represented the third consecutive year of aligning our report to the Sustainability Accounting Standards Board (SASB) framework (see our SASB index on [page 65](#)), which provides comparable, consistent and reliable ESG information. Additionally, we have identified 11 UN SDGs that align with our ESG activities and priorities, and we look forward to enhancing our efforts and disclosures around these important commitments.

THANK YOU to our Team Members

On behalf of Covia's Executive Leadership Team, Board of Managers and ESG Leadership, we would like to give special thanks and recognition to the many Team Members across the organization for their contributions to our 2021 ESG Report. We are sincerely grateful for your support in the creation of this report, as well as to Covia's ongoing ESG efforts and initiatives, which enable us to proudly showcase **WHAT WE'RE MADE OF** and advance our ESG progress and performance. THANK YOU!

COMMITTEE AND COUNCIL CONTRIBUTORS:



Bill Allyn
D&I Council



Beau Bonner
ESG Steering Committee



Caryann Bruce
D&I Council



Erin Burke
ESG Steering Committee



Bob Falkowski
D&I Steering Committee



Keith Feicks
D&I Steering Committee
ESG Steering Committee



Chris Goodwin
D&I Steering Committee



Reid Gronski
ESG Steering Committee



Yana Gur
ESG Steering Committee



Lauren Helton
ESG Steering Committee



Phil Ivanisn
D&I Council



Janet Kilbane
D&I Steering Committee
ESG Steering Committee



Mirthala Ledezma Treviño
ESG Steering Committee



Kristin Lewis
ESG Steering Committee



Aaron Lieto
ESG Steering Committee



Doug Losee
ESG Steering Committee

COMMITTEE AND COUNCIL CONTRIBUTORS *continued*



Amy Mathias
D&I Steering Committee



Samantha Peruzzi
D&I Council, D&I Steering Committee, ESG Steering Committee



Ashley Pierre
D&I Council



John Quinn
ESG Steering Committee



Michelle Stribling
ESG Steering Committee



Jenise Tompkins
D&I Council



Chris Thynne
ESG Steering Committee



Kayembe Tshitenge
D&I Council



Moises Valencia
D&I Council

ADDITIONAL TEAM MEMBER CONTRIBUTORS:

- | | | | | |
|-----------------------------|------------------------------------|-----------------------|---------------------------|------------------------------|
| Janet Albright | Daniel Delgado | Forrest Howell | Mike Melton | Miguel Angel Reyes Soto |
| Paul Alford | Carol DeNure | David Hutson | Loren Merchen | Jordyn Richmond |
| Bryan Aown | Jennifer Does | Charlynn Hinson | Mick Mickelson | David Rostron |
| Kelsea Armstrong | Samuel Donner | John Jackson | Scott Miller | Hector Genaro Sanchez Corona |
| Scott Atkins | Vicki Duff | Cynthia Jamieson | Tim Miller | Dave Schlutz |
| Brian Baldacci | Mike Foster | Thomas Jensen | Chris Mory | Tony Sining |
| Marty Beacham | Martín Martínez Franco | Jeff Jurewicz | Shane Nelson | Jarod Smith |
| Adam Beatty | Brent Fremont | Jeremy Kammerer | Ana Laura Obregón Jiménez | Susan Smith |
| Steve Bell | Victor Hugo Garza Reyes | Bill Kidd | Andy O'Bryan | Richard Starr |
| Jim Bonsall | Shawn Gerber | Natalie King | Roman Orozco Amador | Becky Sullivan |
| Carter Boswell | Alejandro Salvador Gonzalez Gaytan | Kurt Krebs | Michele Oxlade | Jamie Swenson |
| Jan Bradford | Eric Goulet | Brian Lenhart | Rubén Peña Ramírez | Derek Taylor |
| Jessica Bruce | Jose Luis Gutierrez Cordero | Sean Lyons | Mike Perkins | Alex Vanags |
| Alex Brill | Christopher Haar | Sean Maas | Marcus Polanic | Laura Vasseur |
| Gordon Bull | David Hayes | Tony Madormo | James Pugh | Anders West |
| Abel Oswaldo Cabada Mendoza | Kevin Heckel | Mike Maloney | Nicole Rafferty | Steve Westmoreland |
| Bambi Cappelle | Jennifer Hensley | Estfani Martinez Leon | Jay Raymer | Matt Wilkins |
| Gabrielle Carpenter | Anthony Howard | Mark Massicotte | Cale Reeder | Bleve Willoughby |
| Ryan Christopher | | Michele Maxson | Allison Reidies | |

2021 SASB Index

This SASB Index reflects the metrics and other disclosures that are included in the Sustainability Accounting Standards Board (SASB) Standard for the Metals & Mining industry, and additional metrics that Covia tracks and are relevant for our business, which operates in a sub-segment of the Metals and Mining industry.

SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS

| TOPIC | ACCOUNTING METRIC | CODE | 2021 RESULT |
|-------------------------|--|--------------|--|
| Greenhouse Gas Emission | Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations | EM-MM-110a.1 | 344,295 MT CO ₂ e |
| | Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets | EM-MM-110a.2 | In 2021, we conducted a comprehensive GHG emissions assessment in order to establish our baseline Scope 1 and Scope 2 emissions profile and formalized our strategy for reducing our impact (including short- and long-term targets). For more information on our emissions reduction strategy and goals, please see the Environmental Stewardship section of the report. |
| Air Quality | Air emissions of the following pollutants: (1) CO, (2) NOx (excluding N ₂ O), (3) SOx, (4) particulate matter (PM ₁₀), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs) | EM-MM-120a.1 | (1) CO = 456.2 tons (2) NOx = 1,440.9 tons (3) SOx = 82.5 tons (7) VOCs = 140 tons |
| Energy Management | (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable | EM-MM-130a.1 | (1) Natural Gas = 44.1 million therms Diesel / Used Oil = 7.7 million gallons Gasoline = 0.3 million gallons Propane = 5.7 million gallons Total Energy 8.2 million GJ (2) Percentage Grid Usage: Approximately 100% of 521 million kWh (3) Percentage of Renewable: <1% |
| Water Management | (1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress | EM-MM-140a.1 | We track fresh water withdrawn and consumed at 68% of our sites, including 75% of our water-stressed sites. 8% of our total mines are in regions of high water stress. Please see the Water section of this report for our long-term strategy on how we are addressing this issue. (1) 75,457 thousand cubic meters, 2% in regions of high water stress (2) 24,235 thousand cubic meters, 8% in regions of high water stress |
| | Number of incidents of non-compliance associated with water quality permits, standards, and regulations | EM-MM-140a.2 | 2 |

SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS

| TOPIC | ACCOUNTING METRIC | CODE | 2021 RESULT |
|--|--|---------------|---|
| Waste & Hazardous Materials Management | Total weight of non-mineral waste generated | EM-MM-150a.4 | As this is a new metric, we did not track this data in 2021. We will be able to report on our non-mineral waste generated by 2025. |
| | Total weight of tailings produced | EM-MM-150a.5 | 11.6 MM tons. Essentially all of our tailings waste is reprocessed or used as backfill. |
| | Total weight of waste rock generated | EM-MM-150a.6 | As this is a new metric, we did not track this data in 2021. We will be able to report on our non-mineral waste generated by 2025. |
| | Total weight of hazardous waste generated | EM-MM-150a.7 | As this is a new metric, we did not track this data in 2021. We will be able to report on our non-mineral waste generated by 2025. |
| | Total weight of hazardous waste recycled | EM-MM-150a.8 | As this is a new metric, we did not track this data in 2021. We will be able to report on our non-mineral waste generated by 2025. |
| | Number of significant incidents associated with hazardous materials and waste management | EM-MM-150a.9 | 0 |
| | Description of waste and hazardous materials management policies and procedures for active and inactive operations | EM-MM-150a.10 | Each facility is currently working under site-specific policies and procedures for waste and hazardous materials. We are in the process of creating a Covia standard for all sites. |
| Biodiversity Impacts | Description of environmental management policies and practices for active sites | EM-MM-160a.1 | For information on our comprehensive and collaborative process aimed at protecting, restoring and nurturing the land and biodiversity, see the Biodiversity section of this report. |
| | Percentage of mine sites where acid rock drainage is: (1) predicted to occur, (2) actively mitigated, and (3) under treatment or remediation | EM-MM-160a.2 | (1) 4% (2) 2% (3) 2% |
| | Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat | EM-MM-160a.3 | (1) Proved: 60% (2) Probable: 54% |

SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS

| TOPIC | ACCOUNTING METRIC | CODE | 2021 RESULT |
|---|---|--------------|---|
| Security, Human Rights & Rights of Indigenous Peoples | Percentage of (1) proved and (2) probable reserves in or near areas of conflict | EM-MM-210a.1 | (1) 0 (2) 0 |
| | Percentage of (1) proved and (2) probable reserves in or near indigenous land | EM-MM-210a.2 | (1) Proved: 14% (2) Probable: 3% |
| | Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict | EM-MM-210a.3 | <p>Covia has a long-standing alignment with the United Nations Universal Declaration of Human Rights, which outlines fundamental human rights to be universally protected.</p> <p>Covia has two mine sites in Canada where the property is situated within the traditional lands of First Nations. Therefore, as part of the Duty to Consult process, Covia conducts pre-consultation when seeking provincial permits that may impact the rights and interests of Aboriginal peoples. Pre-consultation involves written notifications of the project and identifying potential impacts and proposed mitigation.</p> <p>In Mexico, the federal government has recently (in 2018) promulgated legislation to empower Indigenous Peoples. The government has established a method to identify indigenous communities within the municipality where the impacts may occur. To date, Mexico's mine sites have not impacted Indigenous communities.</p> <p>Covia has no sites in areas of conflict.</p> <p>For more information, please see Ethics and Compliance section of this report.</p> |
| Community Relations | Discussion of process to manage risks and opportunities associated with community rights and interests | EM-MM-210b.1 | Covia recognizes that the communities in which we live and operate are important stakeholders, and we have developed robust community engagement goals to ensure our operations and activities are aligned with their rights and interests. We have set a goal to develop a robust Community Action Plan (CAP) at 100% of our locations to facilitate effective communication, identify areas for improvement and best respond to community needs. For more information, please see the Community Impact and Philanthropy and Corporate Governance sections of this report. |
| | Number and duration of non-technical delays | EM-MM-210b.2 | 0 |
| Labor Relations | Percentage of active workforce covered under collective bargaining agreements, broken down by U.S. and foreign employees | EM-MM-310a.1 | Canada: 76% Mexico: 85% U.S.: 21% |
| | Number and duration of strikes and lockouts | EM-MM-310a.2 | 0 |
| Workforce Health & Safety | (1) MSHA all-incidence rate, (2) fatality rate, (3) near miss frequency rate (NMFR) and (4) average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees | EM-MM-320a.1 | <p>(1) MSHA all-incidence rate: 1.75* (2) Fatality Rate: 0 (3) Near Miss-Frequency Rate: 17.05** (4) (a) Employee Training - 33 Hours (4) (b) Contractor Training - 14.16 Hours</p> <p>*The MSHA all-incidence rate does not include any of our sites in Mexico, Canada or any OSHA sites in the U.S. Our All-Company Incident Rate is 1.43.</p> <p>**Near-Miss Frequency Rate is a combined rate that includes both employees and contractors. Given the systems and processes in place for collecting and reporting this information, the two cannot be feasibly separated.</p> |









SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS

| TOPIC | ACCOUNTING METRIC | CODE | 2021 RESULT |
|--|---|--------------|--|
| Business Ethics & Transparency | Description of the management system for prevention of corruption and bribery throughout the value chain | EM-MM-510a.1 | We have several codes, policies and tools in place to ensure ethical behavior and compliance with applicable rules and regulations, including our Anti-Corruption and Sanctions Policy. For more information, please see the Ethics, Compliance and Transparency section of this report. |
| | Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index | EM-MM-510a.2 | 0 |
| Tailings Storage Facilities Management | Tailings storage facility inventory table: (1) facility name, (2) location, (3) ownership status, (4) operational status, (5) construction method, (6) maximum permitted storage capacity, (7) current amount of tailings stored, (8) consequence classification, (9) date of most recent independent technical review, (10) material findings, (11) mitigation measures, (12) site-specific EPRP | EM-MM-540a.1 | <p>As this is a new metric, we did not track the applicable data for a complete tailings storage facility inventory table in 2021. We are working on developing a strategy to track and disclose tailings storage facility inventory data in future reports.</p> <p>The majority of Covia's tailing storage facilities are ponds, which are generally less susceptible to structural failure and associated environmental, social and economic risks. However, we recognize the importance of thorough inspections and maintenance. Therefore, we have a two-tier inspection program with frequency depending on associated risk rating. The Level 1 inspection is a 12-point inspection and conducted more frequently. The Level 2 inspection is a 30-point detailed inspection. All impoundments are on their own inspection frequency, which varies from N/A, daily, weekly, monthly, quarterly or annually depending on classification.</p> <p>Covia has 273 total impoundments: 223 - Low Risk 50 - Medium Risk</p> |
| | Summary of tailings management systems and governance structure used to monitor and maintain the stability of tailings storage facilities | EM-MM-540a.2 | Our tailings management systems are governed by our "Impoundment Management" Corporate Policy and our "Engineering Standard 1330: Impoundment Design, Construction & Inspection Guidance." These documents outline impoundment inspection procedures, practices, documentation and storage of each inspection record or report. |
| | Approach to development of Emergency Preparedness and Response Plans (EPRPs) for tailings storage facilities | EM-MM-540a.3 | Tailings storage facilities and related plans are guided by our "Impoundment Management" Corporate Policy, our "Engineering Standard 1330: Impoundment Design, Construction and Inspection Standard" as well as regulation. |

ACTIVITY METRICS

| ACTIVITY METRIC | CODE | METRIC |
|--|-------------|---|
| Production of (1) metal ores and (2) finished metal products | EM-MM-000.A | 0 |
| Total number of employees, percentage contractors | EM-MM-000.B | 2,206 Team Members, 17% of which are contractors (as of December 31, 2021). The bulk of our contractors are employees in our Mexico operations. |

Index of Covia's Goals that Inspire: ESG 2030

| | GOAL | TARGET(S) | ASSOCIATED UN SDG(S) |
|---------------|--|--|---|
| ENVIRONMENTAL | Reduce Greenhouse Gas (GHG) Emissions | <ul style="list-style-type: none"> Reduce Scope 1 & Scope 2 emissions by 20% on a per ton basis |  |
| | Protect Essential Water Supply | <ul style="list-style-type: none"> Recycle 90% of water at sites in water-stressed areas and expand reporting on consumption at all facilities |  |
| | Preserve, Restore and Improve Biodiversity | <ul style="list-style-type: none"> Implement a conservation biodiversity initiative at all sites with 50% of our mining and processing sites achieving and maintaining Wildlife Habitat Council certification or equivalent Develop and implement a conservation plan for 100% of our mining and processing sites that have a species-at-risk present Improve ratio of land rehabilitated to land disturbed |  |
| SOCIAL | Ensure the Safety and Health of Our Team Members | <ul style="list-style-type: none"> Achieve year-over-year improvement in all-incidence rate for Team Members in support of our Safety First value and priorities Achieve year-over-year reduction in the number of Team Members potentially exposed to respirable silica through the hierarchy of controls |  |
| | Better Our Communities | <ul style="list-style-type: none"> Donate \$10M in funds through the Covia Foundation, which focuses on improving education, the environment, health and wellness, and social equality to support initiatives in the communities in which we operate Contribute 50,000 paid or personal volunteer hours in communities where we live and work |     |
| | Expand Sustainable Product Offerings | <ul style="list-style-type: none"> Expand number of, and strengthen effectiveness of, sustainable product offerings while fully articulating the inherent benefits of our products on the environment and society |  |
| | Build a Culture of Diversity and Inclusion | <ul style="list-style-type: none"> Increase the collective gender, racial and ethnic diversity of our Board Members and Leadership Team to 40%, while continuing to cultivate extensive industry and subject matter diversity Drive continuous annual improvement in underrepresented talent across our workforce to reflect the local communities in which we operate and live Enhance organizational programming to support a culture of inclusion and foster a greater sense of belonging among Team Members |  |
| GOVERNANCE | Engage with Our Stakeholders | <ul style="list-style-type: none"> Improve Team Member engagement ratings by routinely assessing the effectiveness of our programs and practices Develop a robust Community Action Plan (CAP) at 100% of our locations to facilitate effective communication, identify areas for improvement and best respond to community needs |   |
| | Emphasize ESG in the Supply Chain | <ul style="list-style-type: none"> Institute a Business Partner Code of Conduct to encompass written acknowledgment by new suppliers, vendors and business partners Establish and implement an ESG assessment program for strategic suppliers |  |
| | Increase Corporate Transparency | <ul style="list-style-type: none"> Become a signatory to the UN Global Compact and annually report out alignment with its principles Continue to enhance transparency through the alignment of reporting with prevailing frameworks or standards |  |



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