



What Inspires Us

● ● ● 2023 CORPORATE RESPONSIBILITY REPORT



Pevely Pond
Submitted by Jordyn Richmond

COVER: (counterclockwise from top left) *Perennial Flower at NSO*, Submitted by Prashant Dave; *Nothing but Smiles During Career Fairs*, Submitted by Coleman Rojahn; *Ritual to the Mother Earth at Ahuazotepec*, Submitted by Andrea Camacho Cabrera



Thank you for your interest in Covia's 2023 Corporate Responsibility Report.

We are proud of our long-standing commitment to corporate responsibility – this report marks our 19th consecutive year of corporate responsibility disclosure and serves as a “year in review” about our progress and the environmental, social, and governance (ESG) activities that took place across our organization. We prepared this report in accordance with the Sustainability Accounting Standards Board (SASB) Metals & Mining Industry Standard, as we have in the past. In addition, for this report, we have added the Task Force on Climate-related Financial Disclosures (TCFD) framework.

Throughout this report, we demonstrate progress we have made toward our company-wide ESG goals, which we formalized in 2021. Our **Goals That Inspire** include metrics to drive accountability and enhance transparency around our ESG initiatives. We have also taken steps to ensure our commitments align with broader global priorities and goals, including incorporating several United Nations Sustainable Development Goals (UN SDGs) into our targets and as a signatory to the UN Global Compact.

We hope you enjoy learning about our ESG performance and milestones in our 2023 report and welcome your feedback at ESG@coviacorp.com

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Want to learn more about our corporate responsibility topics?
See our [library](#) of topic-specific summary documents.

A Message from Our CEO



Dear Covia Stakeholders,

Since joining Covia as President and CEO in mid-March 2024, I have been impressed by the dedication of our Team Members, the efficiency of our operations, and the strength of our culture. Covia's unwavering commitment to corporate responsibility, demonstrated through 19 consecutive years of reporting, is truly inspiring and I am proud to add my name to this legacy.

Furthermore, it is my privilege to reaffirm Covia's commitment to support the United Nations Global Compact and its 10 principles covering human rights, labor, environment, and anti-corruption.

As I reviewed our 2023 achievements, our strong safety performance and decline in injury rate are commendable. At Covia, safety is and must always be our north star. Additionally, significant investments were made in energy efficiency projects while also enhancing our land management, reclamation, and biodiversity programs to further our environmental goals. Community support remains a clear focus, demonstrated through donations by The Covia Foundation and active participation of our Team Members in community projects

and organizations.

Our team also recognizes that evolving technology and practices require ongoing enhancements to our corporate responsibility agenda. In 2023, we expanded our focus on priorities such as Responsible Operations, and Cybersecurity and Data Privacy.

Looking ahead, this is an exciting time for our company. Our business is growing, our markets are expanding, and in January 2024, we announced plans to separate our Energy and Industrial businesses into two companies. This is a transformative step for Covia, as it will enable both entities to pursue separate growth strategies that will maximize their potential. Going forward, each entity will maintain a strong commitment to corporate responsibility, stakeholder engagement, and transparency.

This report provides a look inside our organization and the importance we place on our people, the environment, and our communities. As you read it, you will find numerous programs, highlights, and photos (virtually all of which were taken by our Team Members) that demonstrate our collective efforts and celebrated successes. We hope you enjoy discovering

WHAT INSPIRES US.

Thank you for your continued support of Covia.

Sincerely,

Bruno Biasiotta

President and Chief Executive Officer

May 29, 2024

ABOUT BRUNO BIASIOTTA

Covia announced the appointment of Bruno Biasiotta as President and Chief Executive Officer and a member of Covia's Board of Managers, effective March 11, 2024.

Mr. Biasiotta has over 30 years of leadership experience across a diverse range of industries and deep expertise in building businesses and driving growth through M&A, complex integrations, and company transformations. He is focused on strengthening our core business, expanding through M&A, delivering new product innovation, and continuing to drive operational efficiencies to enhance customer value.

About Covia

Both our energy and industrial businesses have successfully built separate capabilities while executing a series of growth strategies that have created significant value, enabling these businesses to operate independently. As we look forward, we see a bright future for both businesses as separate companies.

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

Our Values: What Inspires Us

Read more about our [Covia Values](#)



Safety First



Be Different



Deliver on Promise



Act Responsibly

Covia At-a-Glance

2,500+
Team Members

2,700+
customers globally

48
production facilities

3
corporate laboratories

10
offices across
4 countries

COVIA ANNOUNCES PROPOSED SPLIT INTO TWO COMPANIES

In January 2024, we announced plans to separate our Energy and Industrial businesses into two separate companies. This is a significant milestone for Covia, one that brings considerable strategic advantages and enhances value for both companies as they move forward.

The separation of the two companies is expected to be completed in 2024. As a result, this will be the last corporate responsibility report for Covia as a combined energy and industrial company. We are committed to continued transparency and consistent reporting and disclosures, and moving forward, each company will be introducing its own ESG disclosures.

The company's industrial business will continue to operate as Covia Solutions and provide customer-centric, innovation-driven solutions through a diverse set of high-quality products, including high-purity silica sand, nepheline syenite, feldspar, kaolin and ball clays, cristobalite, and coated materials. These products serve the construction, architectural and specialty glass, paints, plastics, and ceramics markets. Covia Energy will be a leading pure-play sand company serving the energy industry, providing proppant and logistical solutions to exploration and production (E&P) companies and oilfield service companies in major basins across North America.

Canolitas Water
Submitted by Iván Iñiguez Alonzo



Our Approach to ESG

As we continue to build the foundation for Covia's sustained performance, we recognize the importance of not only meeting the needs of our stakeholders today but ensuring a sustainable future for generations to come through meaningful targets and thoughtful ESG programming. We believe that we can make a positive difference in the world, and this belief drives our ESG strategy and commitment to ongoing progress against our short- and long-term objectives.

In 2023, Covia conducted a materiality assessment to evaluate and update our priority topics, building upon our previous material topics established in 2021. This multi-step process was aimed at refining our understanding of the evolving priorities and concerns of our stakeholders, ensuring our

Feeding in Ahuazotepec
Submitted by Rene Catalan

efforts remain aligned with their expectations and the broader environmental, social, and governance landscape.

We engaged a diverse group of stakeholders, including Board Members, Team Members, community partners, customers, suppliers, and government officials, to gather comprehensive feedback, along with identifying current industry trends, best practices, and expectations. Based on the insights gathered, we have refreshed our priority topics for 2023 as well as updated and refined our **Goals That Inspire**.

As you review the chart below, you will find the 11 topics identified as most material to our business. Within these priorities, we have made a concerted effort to develop meaningful actions and programs.

RESULTS OF 2023 MATERIALITY ASSESSMENT



A Robust Strategy for ESG Governance

Our ESG governance structure is designed to support accountability, transparency, and proper oversight. We strive to engage all key stakeholders in our ESG efforts, acknowledging the critical role they play in enabling us to fulfill our commitments and drive progress against our goals. We are proud to feature so much of their good work throughout this report, our 19th annual corporate responsibility report, and on the ESG section of our website.

- The **Board of Managers and Executive Leadership Team (ELT)** provide oversight and strategic direction, ensuring that ESG considerations are embedded in corporate decision-making. The Board and ELT not only receive regular updates on our progress and performance but also review and approve ESG strategies, objectives, and policies.
- Covia's **Director of ESG** is responsible for leading and enhancing our overall ESG strategy and program to ensure we continue to make meaningful progress toward our commitments and established goals.

- The **ESG Committee**, serving as a central body to coordinate ESG efforts across Covia, drives the integration and alignment of sustainability objectives with our overall business strategy.
- Seven **ESG Steering Teams** are responsible for implementing programs in these key areas: Greenhouse Gas Emissions Reduction, Water Management, Waste Management, Biodiversity Conservation, Reclamation and Land Rehabilitation, Community Action Plans, and Diversity and Inclusion.
- Our **Team Members** – front-line workers, office-based employees, and contractors – all contribute to our ESG goals. We foster an environment where everyone is encouraged to provide insights, suggest and advance project ideas, and actively participate in ESG-related activities.

More than 125 Team Members provided story ideas, submitted photos, collected and analyzed data, or served as subject matter experts for the development of this report.

Alignment with UN Sustainable Development Goals

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**. This demonstrates our thoughtful, stakeholder-driven approach to developing and working toward our ESG aspirations.



Canoitas Production
Submitted by Lenin Granados



Goals That Inspire:

Steady Progress and On Track Toward 2030

Covia continues to build on a long legacy of corporate responsibility. We have ambitious goals that are aimed at accelerating our ESG progress and performance through 2030. These are our **Goals That Inspire** in the areas of **Environmental Stewardship**, **Positive Social Impact**, and **Responsible Governance and Ethics**.

We are proud to report that we made **steady progress** on all our **Goals That Inspire** in 2023, and we are on track to achieve our goals by the 2030 target date. To learn more about each goal, the related metrics, and the progress we are making, please view the corresponding sections below in our report.

GOALS THAT INSPIRE: Environmental Stewardship



Ensure Responsible Operations



Protect Essential Water Supply



Reduce Greenhouse Gas Emissions



Preserve, Restore, and Improve Biodiversity

GOALS THAT INSPIRE: Positive Social Impact



Ensure Safety and Health of Our Team Members



Support Our Communities



Foster an Inclusive Culture Where Everyone Feels Valued and Engaged



Expand Sustainable Product Offerings

GOALS THAT INSPIRE: Responsible Governance and Ethics



Strengthen our Security and Data Privacy Posture



Increase Corporate Transparency

2023 CORPORATE RESPONSIBILITY HIGHLIGHTS AND AWARDS

OVERALL PROGRAM HIGHLIGHTS

- Refined our ESG strategy and material topics through a comprehensive **materiality assessment**
- Realigned our **Goals That Inspire** with our new material topics
- Completed a comprehensive **TCFD Scenario Analysis** to determine our climate risks and opportunities

ENVIRONMENTAL STEWARDSHIP

- Reduced year-over-year Scope 1 & 2 GHG Emissions Intensity by **7.6%**
- Invested **\$6.4 million** in energy efficiency-related projects
- Expanded our **Environmental Management System (EMS)** to cover five more sites, bringing the total to nine
- Created **Species-At-Risk (SAR) Plans** for five facilities
- Piloted our new, site-specific **Conservation Framework** at our Emmett, Idaho, site

POSITIVE SOCIAL IMPACT

- Improved safety, demonstrated by a **21%** decrease in our all-incidence rate compared to the prior year
- Averaged **46 hours** of annual safety training per Team Member
- Contributed more than **\$1 million** to local communities through The Covia Foundation
- Hosted **34 Covia Cares Action Days**, partnering with local organizations in our communities
- Launched our **employee resource group for veterans** to support Team Members who have served
- Introduced a **new intranet**, the Quarry, to centralize training, resources, news, and more

RESPONSIBLE GOVERNANCE AND ETHICS

- Completed our second year as a signatory to the **UN Global Compact**
- Established a **Cybersecurity and Data Privacy Goal** to train 100% of our Team Members on a regular basis, and trained 91% of our office Team Members during the year
- Improved our Team Members' average password strength by **40%** through continued cybersecurity training and awareness
- Introduced our **Third-Party Information Security Due Diligence Program** to promote increased cyber-related transparency with our partners
- Posted **refreshed policies** on the Quarry, where they are easily accessible

AWARDS AND RECOGNITION



EcoVadis Bronze Medal: For the second consecutive year, Covia earned a Bronze medal for sustainability performance from EcoVadis. Our 2023 performance earned a higher score than 2022, putting the company in the top 35% of all companies evaluated across all industries.



Medical Mutual Pillar Award for Community Service: Covia was the recipient of the 2023 Pillar Award for Community Service - Northeast Ohio. For more than two decades, the Pillar Awards (presented by *Smart Business*) have recognized organizations and individuals that are making positive impacts in their communities.



Digital Transformation Award for Best Intranet Launch: In recognition of the launch of our new intranet, the Quarry, Covia received the award from Igloo Software, the provider of our intranet platform. The annual awards program recognizes Igloo customers who have built sophisticated digital workplaces and those who continue to expand their digital destinations.



Reclamation Field in Roff
Submitted by Brandon Wilson

Environmental Stewardship

At Covia, we believe protecting the planet and preserving its resources are part of our responsibilities as a corporate citizen. We continue to advance environmental stewardship across our organization by taking action to address the challenges of climate change, conserve natural resources such as land and water, and safeguard wildlife and other forms of biodiversity.

GOALS THAT INSPIRE



IN THIS SECTION

Responsible Operations

Energy Efficiency
and Emissions

Water Stewardship

Land Management
and Biodiversity



Responsible Operations

Canoitas Plant
Submitted by Iván Iñiguez Alonzo

Covia prioritizes responsibility and sustainability in our operations, focusing on environmental and social impacts. “Being a Good Neighbor” has long been a guiding principle at Covia, and, as an outcome of our updated materiality assessment that was completed in 2023, we are introducing **Responsible Operations** as a new material topic. This is a topic with broad reach and significant impact, and we bring it to life by operating with an unwavering commitment to minimizing environmental impact, fostering community relationships, and proactively addressing challenges. This is **What Inspires Us**.

Our Responsible Operations commitment is integrated into our strategic decision-making, daily operations, collaboration with Team Members and stakeholders, relationships with value chain partners, and engagement with government officials, community leaders, and our neighbors. We are focused on continuous improvement to reduce air emissions, noise, dust, waste, truck traffic, and any other potential negative effects on the communities in which we operate. Team Members at various levels of our organization have clearly defined responsibility for oversight of these issues and our actions.

RESPONSIBLE OPERATIONS OVERSIGHT

Covia’s operations are managed and overseen by the following:

CHIEF OPERATIONS OFFICER

Oversees Covia’s environmental operations such as environmental compliance, performance, risk and strategy measurement, among other areas.

VP, ENVIRONMENTAL

Reports to the COO and oversees compliance with environmental standards for projects and operations.

VP, OPERATIONS

Reports to the COO and defines and implements operations strategy, structure, and process while monitoring performance to proactively identify opportunities.

PLANT MANAGERS

Responsible for overseeing day-to-day activities and efficiency of operations.

ESG STEERING TEAMS

The following steering teams are directly involved in our efforts to operate responsibly: Greenhouse Gas Emissions Reductions, Water Management, Waste Management, Biodiversity Conservation, Reclamation and Land Rehabilitation, and Community Action Plans



Want to learn more about this and other corporate responsibility topics?
See our library of topic-specific summary documents.

An All-in Approach to Responsible Operations

Covia strives to deliver on its commitment to responsible operations through a variety of signature initiatives.

- Our **Environmental Policy** guides our approach to meeting or exceeding environmental laws and regulations. The policy also formalizes our commitment to measure, evaluate, and respond to issues and opportunities regarding environmental concerns, such as air quality, waste management, dust control, and noise prevention measures.
- Our **“Being a Good Neighbor”** commitment is a message to our Team Members and stakeholders that we strive to foster strong relationships with the communities in which we live and work while complying with all applicable laws, regulations, and standards.
- **Community Action Plans (CAPs)** are in place at every facility to formalize our approach to community engagement while enabling each site to have local flexibility to address the needs of specific communities.
- Our **Standards of Care** are a guiding framework for going beyond compliance and typical expectations to protect and serve our communities; the Standards of Care, which cover a three- to five-year timeframe, will be used in combination with our Being a Good Neighbor commitment and CAPs to guide our sites on how to maintain positive relationships with their communities and nearby stakeholders.
- **Risk Registers** for every facility are reviewed annually to evaluate potential environmental concerns and opportunities for improvement.
- The **Covia Operations Management System (COMS)** drives performance in the key areas of operational efficiency, safety, and environmental stewardship in all facilities.
- We have implemented a new **Environmental Management System (EMS)** at nine mining and processing sites, and our goal is to complete EMS implementation at all our sites by 2030.
- Our comprehensive **supply chain engagement** program, including our [Supplier Code of Conduct](#), involves our suppliers, vendors, and contractors in support of our promise to operate responsibly and encourage sustainable business practices.



Goals That Inspire: Environmental Stewardship

Ensuring Responsible Operations

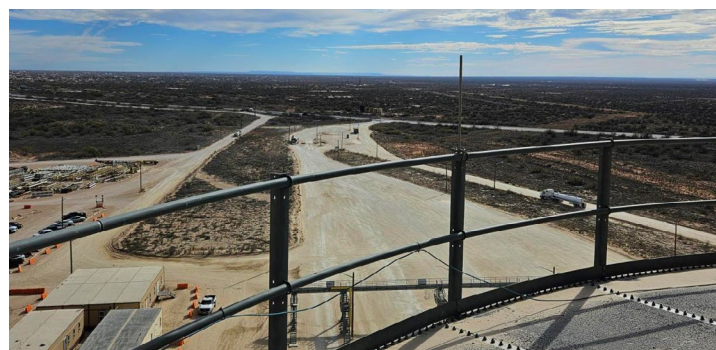
Our ongoing commitment to fostering strong community relationships and acting as stewards of our environment at all our facilities is reflected in our Responsible Operations targets, and aligns with UN SDGs 8: Decent Work and Economic Growth; 11: Sustainable Cities and Communities; 16: Peace, Justice, and Strong Institutions; and 17: Partnerships for the Goals.

Target: Develop a robust CAP at 100% of our locations to facilitate effective communication, identify areas for improvement, and best respond to community needs.

2023 Progress: We reached our goal to have community action plans at all our facilities. This signature effort provides each facility with a site-specific plan for engaging the community, ensuring that we undertake appropriate environmental initiatives, respond to inquiries, and share best practices and learnings across our footprint of facilities.

Target: Implement an EMS at every site.

2023 Progress: Our EMS program is currently in place at nine sites and we look forward to continuing implementation in 2024.



View From the Top at Crane
Submitted by Heather McComas

HOW WE ARE MEASURING THE IMPACT OF OUR EFFORTS

We measure the effectiveness of responsible operations efforts by tracking key performance indicators (KPIs) identified by our COMS and EMS programs, Risk Registers, and CAPs. The KPIs enable us to use data-driven insights in a wide range of decision-making situations.

In 2023, Covia rolled out a new platform that centralizes all facility data for effective management, analysis, and reporting. Of particular value is the Events and Incidents Module, which provides sites with the capability to report on both positive

initiatives and areas requiring an immediate resolution or a longer-term corrective action plan. The enhanced data collection and analysis also allow us to continue to improve our corporate responsibility and sustainability disclosures and reporting.

HIGHLIGHTS THAT INSPIRE

‘Being a Good Neighbor’ in Action

Every Covia facility is expected to follow our “Being a Good Neighbor” commitment. This philosophy has been with us, and our predecessor companies, for over 100 years. Three facilities’ exemplary efforts are profiled below.

- **Tunnel City: Designing for Responsible Operations**

When our Tunnel City, Wisconsin, facility opened in 2013, it was planned and developed with a focus on the community. The site was set up to rely only on rail transportation for all finished goods, which has limited emissions, noise, and congestion from truck traffic. The facility was also built below grade, promoting operational efficiency and minimizing the visual impacts of our operations on the surrounding community. A formal semiannual check-in with the community leaders also ensures ongoing dialogue and partnership.



Tunnel City View
Submitted by Anna Meyer

- **NSO: Championing Noise Prevention Measures**

Because of our proximity to the surrounding community, our NSO operation in Ontario, Canada, has implemented several key initiatives to reduce noise levels over the years. Among these efforts is the installation of equipment silencers to dampen the noise produced by heavy machinery. The site also responded to community feedback by changing the backup alarms on its equipment, creating sound that does not travel as far but still adequately signals our Team Members. Additionally, NSO has adjusted its operational practices by reducing rock-breaking hours on weekends and has reduced operating hours on long holiday weekends.

- **Chardon: Exemplary Dust Management Practices**

In 2023, Covia’s Chardon, Ohio, facility implemented multiple dust management initiatives that reduce dust exposure for Team Members and mitigate nuisance dust for the community. We employ best-in-class methods such as vacuuming and hosing, and we use dust collection devices in key operational areas such as the screen house, rotary area, and bulk bagging sections.

Community Action Plans (CAPs) at All Our Facilities

CAPs exemplify our commitment to proactive community engagement, environmental stewardship, and sustainable development. In recent years, we have been steadily increasing the number and sophistication of these plans across our operational footprint. We reached an important milestone in 2023 when 100% of our facilities globally had CAPs in place. Other CAP milestones in 2023 included:

- Narrowing the focus of priorities to address critical local needs as determined in partnership with community leaders and facility neighbors;
- Introducing end-of-year implementation summaries to capture key learnings, achievements, and areas for continuous improvement; and
- For our U.S. locations, incorporating environmental justice into our plans; Mexico, Canada, and Denmark identify their vulnerable populations.

In 2023, our Nepheline Syenite Operations (NSO) in Ontario, Canada, hosted a two-day event reaching over 100 community members and contributed over \$35,000 CAD to local community groups and events throughout the year.

HIGHLIGHTS THAT INSPIRE

Ahuazotepec, Mexico, Facility Delivers Award-Winning Responsible Operations

Our Ahuazotepec, Mexico, facility operates with a high degree of environmental and social responsibility and community engagement. This facility received Covia's Environmental Leaf Award in 2022 and was recognized as the Plant of the Year in 2023. The facility's exceptional programs include the following ongoing partnerships and initiatives:

- The facility participates in the prestigious **Clean Energy Certificate** program, a voluntary environmental assessment that is aimed at conserving Mexico's ecological balance.
- **Focused on reforestation** as part of a multi-year partnership with the Zacatlán Municipal Government, the State Government of Puebla, the National Forestry Commission, and the Drinking Water Operating System, the plant donated 30,000 trees to local communities and participated in 60 reforestation events.
- **Wildlife Habitat Council Certification** demonstrates the site's commitment to biodiversity and conservation initiatives.
- A comprehensive **environmental audit** is conducted annually, evaluating the site's environmental management systems, environmental compliance alignment, and measuring against best practices for water usage, waste reduction, energy efficiency, soil conservation, and air quality.
- The implementation of **Covia's Operations Management System** allows the facilitation and monitoring of improvements regarding operational efficiency, safety, and environmental stewardship.
- As one of the first sites to implement Covia's formal **Environmental Management System**, the Ahuazotepec facility regularly monitors key environmental indicators, evaluates opportunities, and actively manages risks.
- The site holds an **annual community meeting**, inviting neighbors, local businesses, political leaders, and regulatory officials to discuss environmental and biodiversity initiatives as part of a shared vision for a vibrant community.



Love for Our Work at Ahuazotepec
Submitted by Andrea Camacho Cabrera

Covia Operations Management System (COMS) Fosters Operational Excellence

In 2023, we initiated the rollout of the new COMS at select sites, with plans for additional sites to come online over the next several years. Once the COMS is fully implemented, it will serve as the foundation of a comprehensive approach to operational excellence, safety, and environmental stewardship.

COMS uses specific methodologies to enable us to dive deep into the root cause of any challenge. As part of this systematic approach, regular meetings involving front-line workers, site management, and broader organizational leadership promote the sharing of insights, challenges, and innovations to drive continuous improvement.

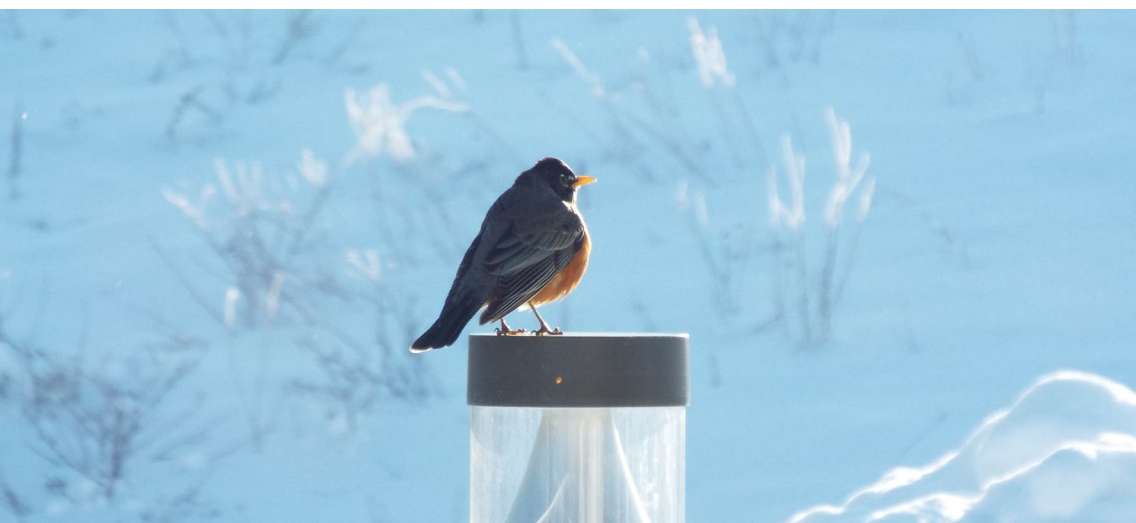
One of the pivotal features of COMS is access to a real-time dashboard of KPIs across all our plants. Furthermore, semiannual audits evaluate compliance with our operational benchmarks.

Covia also maintains a sharp focus on continuous improvement as part of our Operations Management System. Every year, we track improvement projects across our sites, identifying the specific issues to be addressed, number of solutions implemented, and project outcomes.

With a record 172 continuous improvement projects submitted by Team Members in 2023, we completed a wide variety of innovative sustainability projects. As part of this program, sites are encouraged to share their findings and best practices with other facilities.

2023 projects, submitted and accomplished by Team Members, included:

- **Eco-Friendly Innovations:** Our Mineral Visions site in Ottawa, Illinois, made the switch to a more eco-friendly chemical, significantly reducing the environmental impact of their processes.
- **Water Conservation Efforts:** Our Cleburne, Texas, site began utilizing recycled process water to control dust on haul roads, a strategic move designed to conserve fresh water for other uses.
- **Energy Efficiency:** Our Tunnel City, Wisconsin, and Tlaxcala, Mexico, sites led the way in implementing LED lighting improvements, reducing energy consumption at both facilities.
- **Enhanced Safety and Ergonomics:** Our Gore, Virginia, site implemented ergonomic improvements for groundskeeping operations, thereby enhancing safety, well-being, and task efficiency.
- **Innovative Lighting Solutions:** Our NSO site in Ontario, Canada, replaced temporary, diesel-fueled parking lot lighting with a permanent, more energy-efficient option, reducing both emissions and energy use.



*Sunshine and Snow at Tunnel City
Submitted by Anna Meyer*

Environmental Management System (EMS) Rollout Accelerates in 2023 and 2024

Covia's EMS has been developed over several years and the rollout to reach more of our facilities continues to pick up momentum. Currently, the program has been implemented at nine sites with further rollout planned in 2024. We are on track to meet our goal: implementation at all sites by 2030.

Our Environmental Policy serves as the foundation for the development of our EMS and has been shaped by our own experience and best practices from third-party frameworks such as ISO 14001 and EcoVadis. Our Risk Registers are an important tool in our ability to identify potential challenges and risks that can be mitigated by applying the EMS process to implement preventive actions.

While we continue the formal rollout of our EMS, our commitment to environmental stewardship remains strong and evident at all our facilities, through other policies, programs, and initiatives that are already in place.

Covia is committed to meeting or exceeding environmental compliance requirements by creating a high level of environmental awareness, proactively managing environmental risks, promoting more efficient use of resources, encouraging wildlife and habitat restoration, maintaining strong stakeholder relationships, and protecting the land where we operate.



Canoitas Tropical Paradise
Submitted by Ana Laura Obregón Jiménez

Cultivating a Responsible Supply Chain

Covia's dedication to responsible operations extends well beyond our own operations, facilities, and communities to engage and inspire our suppliers, vendors, and business partners. We are committed to engaging in responsible partnerships across our supplier network that reflect our organizational values and ESG priorities.

Our [Supplier Code of Conduct](#) clearly communicates our expectations with respect to:

- Maintaining a safe, healthy, and orderly workplace that is free of harassment and discrimination;
- Respecting human rights;
- Supporting equal opportunities for all;
- Complying with legal and regulatory requirements; and
- Conducting business with honesty and integrity.

The Code was developed to encompass a comprehensive set of ethics and governance considerations pertinent to our business and stakeholder expectations. In 2023, as in 2022, more than 99% of our new suppliers submitted written acknowledgement of the Code, with the remainder demonstrating compliance with equivalent standards.

In 2023, we enhanced the Code to consider ESG criteria more fully when selecting and evaluating our distributors, vendors, and suppliers. The updated Code provides us with an enhanced ability to conduct supplier audits to verify alignment with our Code of Business Conduct and our Ethics and Human Rights Policy, and to work with suppliers to address areas for improvement.



Huntingburg Sunset
Submitted by John Buse

In addition to our established policies, we maintain a comprehensive evaluation process to thoroughly vet all potential suppliers. Our Procurement Team conducts assessments of each supplier, requesting information related to the following categories:

Safety and Health: Our focus on safety and health cascades to all our stakeholders, including the contractors, vendors, and suppliers with which we work. We seek partners that prioritize safety and health across their operations and with each employee, and we track the safety performance of our partners to ensure we are engaging with organizations that meet our high expectations. Specifically, we expect our partners to maintain transparent and strong safety and health records, require regular training for their employees, and adhere 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 our suppliers must demonstrate policies and programs 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: Protecting the environment requires a collaborative effort, which is why 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 GHG emissions.

COMMITMENT TO LOCAL SOURCING

In support of Covia's commitment to be a good neighbor and collaborate with our communities, local sourcing is a priority for us. In 2023, we spent \$123 million with businesses local to the communities where we operate. Local sourcing, when possible, provides us and our communities with a variety of benefits:

- Supports the long-term viability of good, local jobs;
- Ensures reliability and enables us to expedite delivery, which benefit our operations and our customers;
- Reduces transportation emissions, which helps to reduce the climate footprint for everyone in our value chain;
- Provides an outlet to repurpose various waste and byproduct streams from our operations to be used by other local businesses; and
- Connects us with partners who share our commitment to doing good in our communities.

In 2023, we spent \$123 million with businesses local to the communities where we operate.



Sunrise Over the Screen Floor at Oregon
Submitted by Asia Motta



Energy Efficiency and Emissions

Ahuazotepec Lupine Flowers
Submitted by Rene Catalan

Enhancing our energy efficiency and reducing emissions have been consistent priorities for Covia throughout our sustainability journey. By investing in equipment and updating our processes and logistics, we have realized both environmental and operational benefits by becoming more energy efficient. In our [2021 ESG Report](#), we took our commitment to the next level by introducing our 2030 goal to reduce our Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 20% on a per-ton basis (intensity reduction), compared with our 2021 baseline. In 2023 and continuing into 2024 and beyond, we are implementing new, strategic initiatives to deliver on that promise.

Our Approach to Energy Efficiency and Emissions

Recognizing the inherent energy-intensive nature of our business and the cyclicity of our industry, in 2021, Covia adopted an intensity reduction approach as a pragmatic and effective means to address our GHG footprint. By focusing on GHG emissions per ton, we are aligning our sustainability goals with the realities of our industry, while considering that our operations play a crucial role in providing essential minerals for a low-carbon future*. We are also embracing innovation and technology to adopt increasingly responsible mining practices that not only meet the demands of the present but also contribute to a more sustainable future.

*For more information on the role of minerals in the clean energy transition, see this [World Bank study](#).



Wet Boarding at Canoitas
Submitted by Uziel Enrique Pérez Auces

To ensure we are on a path to achieve our target of a 20% per ton reduction in Scope 1 and 2 GHG emissions by 2030, we have focused our efforts in three main areas: Executing Against our Roadmap, Site-Specific Initiatives, and Data Integrity and Transparency.



Want to learn more about this and other corporate responsibility topics?
See our [library](#) of topic-specific summary documents.

Our Roadmap to Reducing GHG Emissions

In 2023, our cross-functional GHG Steering Team partnered with a third-party consultant to establish a decarbonization roadmap that considers emissions reduction potential and implementation requirements. Given the diverse nature of our operations, we analyzed the feasibility of possible initiatives against production and site-specific characteristics.

Based on the findings of this analysis, we are working on strategies to meet our emissions-intensity reduction goals. Identified strategies include:

- Integrating carbon considerations into our capital expenditures process to ensure visibility for site-level decarbonization activities;
- Procuring renewable energy and benefiting from “greening of the grid” potential;
- Considering onsite solar at strategic sites based on financial, regulatory, and physical criteria;
- Evaluating lower-carbon, alternative fuel opportunities;

- Leveraging advanced process-control systems to maximize energy efficiency;
- Upgrading and replacing energy-intensive equipment with lower-carbon alternatives; and
- Improving transportation efficiencies for raw materials and finished goods.

Four Categories of Emissions Reduction Efforts

To implement our newly developed GHG Roadmap, Covia enhanced the structure of our GHG Steering Team by introducing four new cross-functional project teams to address the following areas:

- Energy procurement through power purchase agreements and onsite installation for renewables at select sites;
- Process improvements, efficiency gains, and related modifications;
- Equipment upgrades and asset replacement; and
- Fleet optimization (and electrification).

HIGHLIGHTS THAT INSPIRE

Energy Efficiency and Emissions Reductions Initiatives

Covia integrates energy efficiency and emissions reductions across its business operations, leveraging innovative plant initiatives to drive sustainability and competitive advantage. In 2023, we spent approximately **\$6.4 million** on projects that resulted in a reduction in our GHG emissions intensity. Notable projects include:

• Reducing Energy Consumption Through Equipment Upgrades

To reduce fuel consumption, our Marston, North Carolina, mining facility now uses a more efficient wheel loader in its daily operations. Praised for exceptional fuel efficiency and operational effectiveness due to its advanced engineering, this new equipment saved 7,378 gallons of fuel in its first year. The new equipment provides both economic and environmental benefits for Covia.



Female Osprey at Emmett
Submitted by Charlynn Hinson

• Monitoring Idle Times Across Our Network

We have found that one of the most effective ways to improve energy efficiency is to monitor and control equipment idle time. In 2023, Covia was able to identify three different heavy equipment improvements at our Emmett, Idaho; Ottawa, Illinois; and Tunnel City, Wisconsin, facilities. All three opportunities were related to reducing equipment size, resulting in fuel efficiency improvements and more productive run time. This simple yet effective practice not only contributes to our environmental goals, but also promotes safety and extends the life of valuable equipment.



Goals That Inspire: Environmental Stewardship

Reduce Greenhouse Gas (GHG) Emissions

We continue to further our commitments to address climate change in alignment with UN SDG 13: Climate Action.

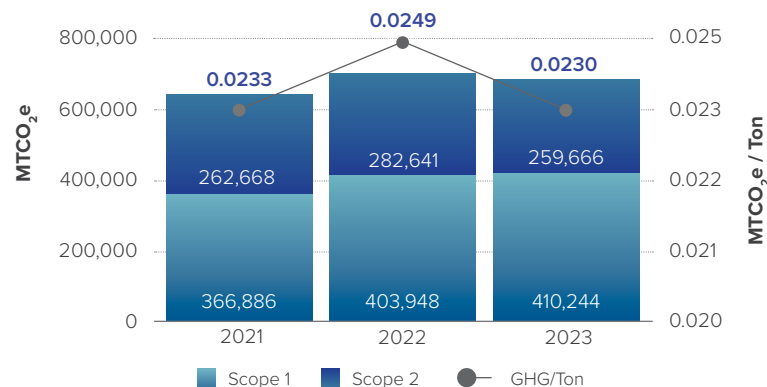
Target: Reduce Scope 1 and Scope 2 GHG Emissions by 20% from our 2021 baseline, on a per-ton basis.

2023 Progress: Covia's efforts toward its goal of reducing Scope 1 and Scope 2 greenhouse gas on a per-ton basis focused on developing a framework and foundation for the future. Our comprehensive GHG Roadmap was developed to chart a path forward for reducing emissions intensity across our operations.

In 2023, we also conducted a comprehensive Task Force on Climate-related Financial Disclosures (TCFD) scenario analysis to better understand future challenges and opportunities related to climate change.

Finally, we restructured our GHG Steering Team to align with the four key categories of emissions reductions identified in our GHG Roadmap (see above). This included establishing four new project teams, each dedicated to one of the emissions reduction categories, along with appointing leaders at the overarching GHG Steering Team level to enhance strategic oversight.

GHG EMISSIONS REDUCTION PROGRESS



In 2023, we reduced our Scope 1 and 2 GHG emissions intensity by **7.6%** compared to 2022, and by **1.3%** compared to our baseline.

Advancing Energy Efficiency Initiatives in 2023

During 2023, we took multiple steps to drive energy efficiency throughout our operations. Our **Operations Excellence Team** has been pivotal in planning and implementing these projects. This team's approach is methodical and data-driven, with regularly scheduled meetings to provide updates on issues and opportunities, while addressing any immediate needs as they arise. For more information on this team's work, see the [Responsible Operations](#) section of this report.

Data remains a key driver to support this team and our operations, and we **continually monitor our natural gas and electricity consumption**. We review energy use weekly across all sites, allowing for identification of inefficiencies and prompt implementation of corrective action if a site's performance does not align with its standard operating framework.

As part of a larger dashboard for facilities and decision-makers, these energy-related metrics enable us to be data-driven and action-oriented.

In 2023, we completed comprehensive **energy audits** at two sites to benchmark our performance and identify areas for improvement. These audits are instrumental in providing each site with a tailored list of potential energy-saving measures. We also distributed the results to all facilities so they could see the recommendations and determine how they might apply at other locations. Typical solutions include programmable thermostats, lighting upgrades, and double-pane windows, among other energy efficiency projects. The audit program is also a chance to identify what is working well. In this regard, the 2023 audits found that we have achieved widespread implementation of variable frequency drives (VFDs) on pumps, the transition to LED lighting, and the cultivation of an energy-efficiency culture.

Benchmarking Our Progress

Expanding on our commitment to refine the accuracy and completeness of our emissions data, we have been improving our data collection and analysis. These advancements enabled us to craft our GHG Roadmap in 2023 and provide the foundation for future enhancements in our reporting. For energy usage and emissions data disclosures, Covia continues to be aligned with the Greenhouse Gas (GHG) Protocol and Sustainability Accounting Standards Board (SASB) Standard for the Metals & Mining sector.



Behind the Process at Gore
Submitted by Jeff Peacemaker

OUR APPROACH TO TCFD SCENARIO ANALYSIS

Our TCFD scenario analysis represents a thorough examination of potential future states, exploring the financial implications of various climate-related risks and opportunities on Covia's operations, value chain, and strategic planning. By aligning our analysis with TCFD's recommendations, we are better able to understand and respond to climate-related risks and opportunities.

Key highlights of our TCFD scenario analysis include:

- 1. In-Depth Risk Assessment:** We conducted a detailed evaluation of physical and transitional risks across multiple climate scenarios, ranging from 1.5°C to 4.7°C warming scenarios.
- 2. Strategic Adaptation:** The findings from our scenario analysis will be instrumental in how we shape our operations, supply chain management, and product development to support the move toward a low-carbon economy.
- 3. Enhanced Disclosure:** By embracing the TCFD framework, Covia has strengthened its commitment to transparent reporting and providing our stakeholders with detailed insights into our approach to addressing climate-related risks and opportunities.
- 4. Innovation and Resilience:** Our comprehensive approach to TCFD scenario analysis equips us to effectively integrate climate considerations into our strategic planning, in line with our commitments to resilience and innovation.

For more information, see our Climate Risk and Opportunities Report (2023 TCFD Report) starting on [page 70](#) of this report.

Additionally, we are elevating our transparency and disclosures in 2024 by publishing our first comprehensive TCFD climate risk scenario analysis. This milestone underscores our dedication to transparency, risk management, and strategic foresight in the face of climate change.

Data integrity is a foundational element in our emissions reduction efforts, and we are working to improve the automation of data collection to increase the completeness and consistency of our reporting. We strive for accurate, complete, and efficient data calculations to assess the current state and respond appropriately. Also, we have further refined our emissions calculation methodologies through third-party verification, while continuing to monitor year-over-year emissions and implement corrective actions where appropriate.

HIGHLIGHTS THAT INSPIRE

Kermit Processing and Product Change Reduces Energy Usage

Our Kermit, Texas, facility is leading an initiative to streamline the delivery of our products, with a particular focus on reducing energy usage in sand processing. Specifically, the facility is pivoting to new technologies and process innovations that will enable us to produce and ship damp sand, which will eliminate our need for drying this product altogether, significantly reducing energy use. By shifting to less energy-intensive methods, the Kermit plant is on a path to cut its GHG emissions by 25% to 30% in 2024 compared with 2023.

The damp sand initiative represents a dual benefit for GHG emissions reduction – reducing our direct Scope 1 GHG emissions, due to eliminating the need for fuel that would be used in the drying process, while simultaneously reducing Scope 3 emissions for our customers, delivering a less carbon-intensive product for their operations.

Looking ahead, Covia remains committed to ongoing evaluation and adaptation of our strategies in response to emerging climate science and regulatory landscapes. We believe our proactive stance on GHG emissions reductions, energy efficiency, and climate risk will continue to enhance our competitiveness, resilience, and sustainability performance.



Exiting Kermit Plant
Submitted by Heather McComas

This project also improves the working environment for our Team Members, logistics partners, and individuals at the product's destination, as damp sand results in significantly less dust exposure.

“We’re proud of our work on the Kermit damp sand project. As a result of these changes, our product provides a solution to customers that minimizes dust exposure and reduces emissions by eliminating unnecessary processing steps.”

– Reid Gronski, Covia Director of Operations



Water Stewardship

View from the CASL Lookout
Submitted by Skylar Messina

Covia is dedicated to responsible water management and conservation at all our operations. Our water management strategy encompasses efficient water use, the preservation of water quality, and proactive, ongoing engagement with local communities. We employ advanced technologies and practices to monitor and minimize water consumption, invest in recycling and treatment processes, and collaborate with stakeholders to advance shared water stewardship goals.

By integrating water risk assessments into our strategic planning, we can identify and address potential water-related risks across our value chain. Our commitment to water stewardship is a corporate-wide priority with an even more intense focus on our facilities operating in water-stressed areas.

Additionally, through an analysis of our water usage and evaluation of our geographic footprint using the World Resources Institute’s Aqueduct tool, we have determined that the majority of Covia’s operations are situated in areas with abundant water supplies. However, we do operate four facilities that use water in their processes and are located in water-stressed regions. For these sites, we have further analyzed our operations to understand each site’s water impacts and how we can make a positive contribution to water availability and quality in these communities. As a result of these efforts, we have

already made substantial progress toward our 2030 goal of recycling 90% of water at sites within water-stressed areas and expanding reporting on consumption at all facilities.

Leveraging Technology to Reduce Water Use

Our dedication to water stewardship is further demonstrated through our investment in technology and process adjustments aimed at conserving water. Innovations such as plate presses and tailing-water reclamation systems are at the forefront of our efforts to minimize water usage. We also utilize a wide range of practices for recycling and reusing water. By collecting and managing water usage metrics, we ensure that our water conservation efforts are both effective and sustainable.

2023 WATER DATA	
Total Fresh Water Withdrawn (thousand cubic meters)	38,960
Total Fresh Water Consumed (thousand cubic meters)	17,123
Sites Reporting Water Withdrawn (percentage of total sites)	100%
Sites Reporting Water Consumed (percentage of total sites)	88%



Want to learn more about this and other corporate responsibility topics?
[See our library](#) of topic-specific summary documents.

The following projects in 2023 demonstrate our efforts to better measure, manage, and reduce water use at our facilities:

- **Crane's Enhanced Water KPIs**

Our facility in Crane, Texas, has adopted a dual-faceted approach to managing KPIs for water recycling and sustainability. The first indicator centers on the reduced moisture content of the tailings, allowing the facility to capture more process water for recycling. The second indicator targets the moisture level of the sand on the drainage pad, resulting in increased water recycling capabilities and reduced energy consumption needed in the drying process, thereby decreasing greenhouse gas emissions.

- **Optimizing Kermit's Water Management Practices**

Covia's Kermit, Texas, mining and processing facility has improved its water stewardship by establishing a new system to report water usage and accurately track the management of water resources. Additionally, the facility expanded its drainage pads to optimize its sand drying process and reduce moisture content before sand enters the dryer. The site is also experimenting with dewatering agents to increase water recovery prior to the drying of sand.

- **Wedron's Water Recycling Achievement**

Our Wedron, Illinois, facility, our largest site, reached a milestone in water sustainability: a determination that 98% of the water used in our operations is being recycled. This achievement reflects our rigorous approach to water management and our commitment to reducing freshwater consumption.

Goals That Inspire: Environmental Stewardship

Protect Essential Water Supply

In 2023, we continued to align 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 at least 90% of water at sites in water-stressed areas and expand reporting on consumption at all facilities.

2023 Progress: We have advanced water recycling to this degree at half of our facilities located in water-stressed regions.

- Crane, Texas, recycled 96% of their operational water.
- Kermit, Texas, recycled 90% of their operational water.

In addition, we successfully expanded our water reporting capabilities this year. All Covia facilities in water-stressed areas are now equipped to provide comprehensive water usage data allowing for greater transparency and supporting our water management and conservation efforts.

HIGHLIGHTS THAT INSPIRE

Increasing Water Access in Our Mexico Communities

Covia has partnered with local schools in Mexico to implement a sustainable water collection program. These projects harness rainwater, channeling it into rain barrels for storage and subsequent use within the school premises. Such programs also reduce dependence on water trucks and the emissions associated with delivery. The collected water is used as gray water for non-potable purposes like flushing toilets and operating sinks. The program promotes water conservation



Covia Mexico Supports Schools
Submitted by Octavio Salinas de la Peña

and serves as an educational tool, with more than 600 students receiving real-world lessons in sustainability and water management.

Land Management and Biodiversity

Tunnel City Reclamation Activation
Submitted by Dominick Pariano

Altogether, Covia's operations span more than 90,000 acres. Given our mining, processing, and logistics footprint, respecting the land and protecting biodiversity are among our most critical environmental commitments. Planning for responsible land use and protecting natural habitats help create a better quality of life in our communities and foster strong partnerships that benefit our Team Members and our business. Over the decades, we have helped restore various ecosystems, including wetlands, forests, ranchlands, shorelines, prairies, and more.

Our land stewardship and biodiversity initiatives focus on land reclamation, conservation planning, species-at-risk protection, and local programs that support our goals for a healthier ecosystem. In 2023, we:

- Centralized **land reclamation oversight** to facilitate annual planning and budgeting for projects, while maintaining the flexibility to pursue immediate needs that may be identified during the year.
- Introduced a systematic approach to developing and rolling out site-specific **Conservation Frameworks**. In 2023, we piloted our first iteration of this at our Emmett, Idaho, site, allowing us to gather insight for expanding this approach to all our sites in future years.

- Began creating dedicated **Species At-Risk (SAR) Management Plans** for sites hosting threatened or endangered species. In 2023, our Conservation Steering Team implemented five of these plans in collaboration with an outside consultant.

Beyond these structured programs, we continued to engage in various local initiatives that allow us to respond to unique challenges and opportunities at the site level. These engagements range from partnerships with conservation organizations to projects aimed at habitat restoration and educational outreach.



Red-Eared Slider in Roff
Submitted by Brandon Wilson



Want to learn more about this and other corporate responsibility topics?
See our [library](#) of topic-specific summary documents.



Goals That Inspire: Environmental Stewardship

Preserve, Restore, and Improve Biodiversity

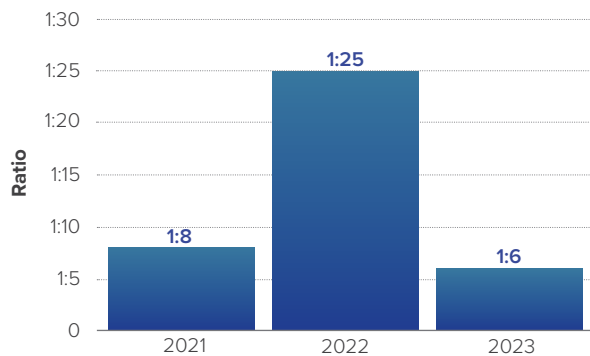
Our robust land management and biodiversity conservation goals ensure we remain responsible stewards of our surrounding environment at all our facilities, supporting UN SDG 15: Life on Land.

Target: Improve ratio of land rehabilitated to land disturbed.

2023 Progress: At the end of 2023, our ratio of land rehabilitated to land disturbed was 1:6, compared to 1:25 in 2022. Our significantly improved performance in 2023 was due to increased land reclamation investment at our active sites, most notably at our Menomonie, Wisconsin, and the Ahuazotepec, Puebla, Mexico, facilities.

While the reclamation goal revolves around active sites, we remain committed to investing in our idled sites. In 2023, we successfully reclaimed over 120 acres at our operations in Grand Haven, Michigan, and Shakopee, Minnesota.

**RATIO OF LAND REHABILITATED
TO LAND DISTURBED**



Target: Implement conservation and biodiversity initiatives at all sites with 50% of mining and processing sites achieving WHC certification.

2023 Progress: Across our network, we now have a total of 20 sites certified by Wildlife Habitat Council (WHC), bringing our percentage up to 42%. The Biodiversity Conservation Steering Team has identified two additional sites that will begin the WHC certification process to help us achieve our goal of 50% by 2030.

Additionally, in 2023, we piloted our formalized Conservation Framework at our Emmett, Idaho, site. The successes and findings here will be used to roll out this initiative to each individual site in future years.

Target: Develop a Species-at-Risk (SAR) Plan at 100% of our mining and processing sites where at-risk species are present.

2023 Progress: We partnered with a third-party consultant to develop SAR Management Plans for all sites. The plans were completed at five sites, with implementation planned at the remaining sites over the next several years.

Covia’s Approach to Land Management and Reclamation

Planning for responsible land use is embedded throughout the life cycle of our operations – from our careful approach with early development and operational planning, to our production phase, all the way through our collaborative reclamation process aimed at protecting, restoring, and nurturing ecological health and resilience. Our work in preserving the natural environment is a company-wide initiative, and we provide the expertise, tools, and resources to enable each facility to address local needs and continue to be a positive force in our communities.

In 2023, Covia adopted a more systematic approach to land management and reclamation, enabling us to prioritize the most critical projects and ensure those needs are addressed through a centralized budget. This planning process occurs during the annual Covia budgeting cycle and is led by the Reclamation and Land Rehabilitation Steering Team, consisting of members from Mine Planning & Geology, ESG, Land Management, Environmental, Legal, and Finance. This team works closely with all Covia sites across North America, both active and idled, to submit their reclamation projects for consideration.

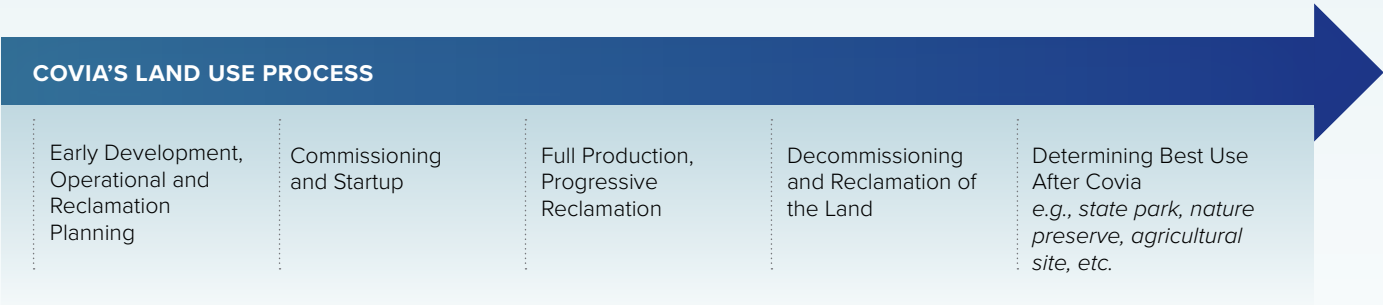
Our Menomonie, Wisconsin, site successfully used this new process and framework to complete their reclamation project in 2023. Additionally, more than 100 acres have been identified for reclamation in 2024 as a result.



White Flower Bee in San José
Submitted by Jaime Eduardo Noyola



Ahuazotepec Reclamation
Submitted by Natalie Eglinton



HIGHLIGHTS THAT INSPIRE

Land Reclamation at Our Menomonie Site

The reclamation of land at our Menomonie, Wisconsin, plant is a standout example of our commitment to land reclamation and stakeholder engagement. In 2023, we exceeded our initial plan by reclaiming approximately seven acres of land adjacent to city property and planting native vegetation for biodiversity. We worked with the city to understand their goals for the adjacent property and successfully restored the topography to complement adjacent future use. The plant worked closely with the lessors and government agencies to ensure stakeholder communication and feedback were involved in the process. Plans are underway to restore additional acreage in 2024. For more information, see [Reclamation at Covia's Menomonie Plant](#) on our website.



Pre-Reclamation Work at Menomonie
Submitted by Jeremy Wagner



Post-Reclamation Work at Menomonie
Submitted by Jeremy Wagner

Pilot Project Establishes Template for Land Conservation Framework

Managing biodiversity is part of our commitment to responsible resource development and is integral to meeting regulatory requirements and maintaining community support for our activities. In 2023, we developed and began utilizing a template for the Covia Conservation Framework to outline our expectations of biodiversity programs and projects for each site. These conservation plans are intended to be dynamic documents that will continue to evolve with ongoing research, technological advancements, and community feedback.

In 2023, our Emmett, Idaho, facility tested and validated our approach. The key components include:

- **Biodiversity preservation** by promoting the coexistence of industrial activities with natural habitats;
- **Stakeholder engagement** with customers, communities, and other stakeholders;

- **Project implementation**, such as habitat creation and preservation and educational programs, to support wildlife and local ecosystems;
- **Continuous assessment** with a focus on the adoption and sharing of best practices; and
- **Partnerships and community involvement** by collaborating with schools, environmental organizations, and local partners to enhance conservation efforts.

The initial implementation at Emmett provided valuable feedback about the process, and, as a result, we are refining the conservation template and plan to continue this program's rollout in 2024. Every mining and processing facility will utilize the Covia Conservation Framework by 2030.

Our Long-Standing Partnership with Wildlife Habitat Council (WHC)

Over the past 35 years, Covia's partnership with WHC has been unwavering and continues to evolve. In 2023, we deepened this relationship in three notable ways:

- **Added five sites to our list of WHC-certified locations.**
We now have 20 mining and processing sites meeting the rigorous standards set by WHC for habitat conservation and educational outreach. Our goal is to have 50% of our mining and processing sites achieve WHC Conservation Certification, or equivalent certification, by 2030.
- **Worked with WHC to create KPIs for biodiversity.**
These KPIs will be used to help steer Covia's approach to tracking our efforts and measuring the effectiveness of our initiatives. WHC expects to be able to leverage these KPIs to help other organizations measure their biodiversity impacts.
- **Partnered with WHC to develop a program manager toolkit.** This toolkit serves as a comprehensive resource for site managers, equipping them with the knowledge, strategies, and tools needed to propel conservation efforts and achieve WHC certification. Recognizing that leadership and facility turnover can happen, this toolkit allows for responsibilities to be transferred to successors in a seamless way.



A Mink at NSO
Submitted by Andrew Adams

Covia is committed to protecting biodiversity by preserving intact forests, reclaiming land with over 50% native species, managing avian and migratory bird habitats, protecting endangered species and their habitats, and combating invasive species while restoring pollinator habitats where feasible.

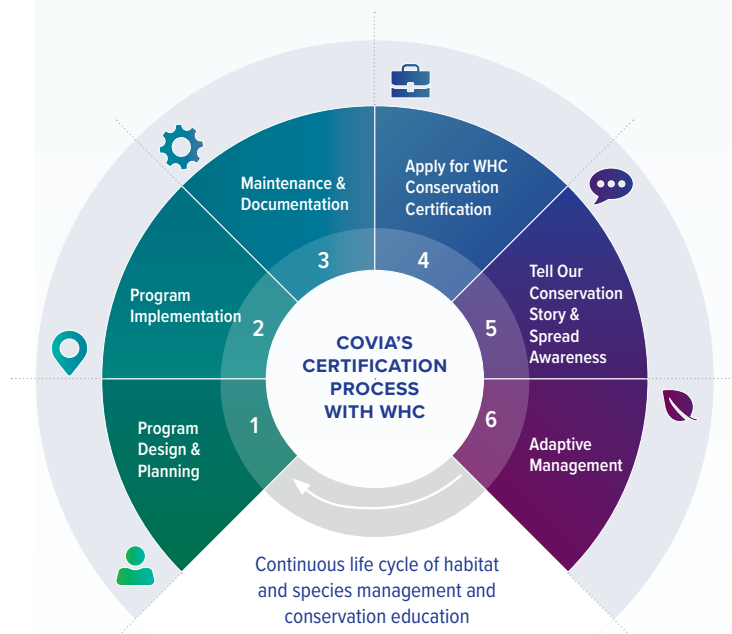
COVIA'S 21* WILDLIFE HABITAT COUNCIL-CERTIFIED LOCATIONS

Gold WHC-certified sites: Menomonie, Wisconsin; Tunnel City, Wisconsin; and NSO, Ontario, Canada

Silver WHC-certified sites: Emmett, Idaho; Best Sand Chardon, Ohio; Marston, North Carolina; Canoitas, Coahuila, Mexico

Our other WHC-certified sites: Guion, Arkansas; Hephzibah, Georgia; Junction City, Georgia; Elco, Illinois; Huntingburg, Indiana; Dividing Creek, New Jersey; Huntersville, North Carolina*; Roff, Oklahoma; Troup, Texas; Ahuazotepec, Puebla, Mexico; Jáltipan, Veracruz, Mexico; Lampazos, Nuevo León, Mexico; San Juan, Veracruz, Mexico; and Tlaxcala, Tlaxcala, Mexico

* Our Huntersville, North Carolina site is WHC-certified; however, it is an office facility and does not count toward our goal for certifying mining and processing sites.



Species-at-Risk (SAR) Management Plans

For our sites in or near habitats for endangered species, we are working to establish site-specific SAR Management Plans by 2030. In 2023, through collaboration between our Conservation Steering Team and an outside consultant, we were able to create SAR plans at five of our facilities: Hephzibah, Georgia; Junction City, Georgia; McIntyre, Georgia; Elco, Illinois; and Troy Grove, Illinois.

Our SAR plans use a comprehensive approach that includes:

- **Assessing Impact:** We begin by identifying the extent of our operational activities at the target site and conducting high-level habitat assessments to determine the potential presence of at-risk species. This allows us to evaluate potential direct and indirect impacts of our operations on those species.
- **Developing Mitigation Strategies:** Based on our thorough impact assessment, we develop strategies to address any negative effects through avoidance, mitigation, and, if necessary, compensation. This may include establishing protective buffers, exploring feasible mitigation measures, and implementing best management practices to protect these critical habitats.

Our SAR plans are supported by detailed aerial imagery, desktop research, and, if necessary, on-site habitat assessments to ensure thorough and effective species protection strategies. We also develop these plans with the current operating landscape in mind and consider what at-risk species might be attracted to our site in the future so that we can plan for a dynamic and evolving natural environment. Our intention is to apply this commitment to all our mining and processing sites where at-risk species are currently living, as well as for sites that we can reasonably anticipate may become habitats in the future.

Continuing to Strengthen Our Biodiversity Partnerships

Covia's commitment to biodiversity is exemplified through our partnerships with key nonprofit organizations focused on conservation, habitat, and wildlife preservation. In addition to our longstanding partnership with WHC featured earlier in this section, Covia has ongoing relationships with Arbor Day Foundation and Ducks Unlimited:

- **Arbor Day Foundation:** In collaboration with the Arbor Day Foundation, Covia backs tree planting and forest restoration efforts, acknowledging the crucial role of trees in fostering biodiversity, mitigating climate change, and offering essential habitat for countless species. This partnership, which has been in place since 2021, highlights Covia's dedication to reforestation efforts that benefit ecosystems and communities.



- **Ducks Unlimited:** Covia's collaboration with Ducks Unlimited, which dates to 2013, showcases our commitment to wetlands conservation and the protection of waterfowl. Ducks Unlimited's renowned expertise in wetlands restoration and management aligns with Covia's sustainability goals. Through this ongoing partnership, Covia contributes to the conservation of water and critical wetland habitats.



Newborn Fawn at Guion
Submitted by Gordon Bull

HIGHLIGHTS THAT INSPIRE

Partnering to Preserve Biodiversity at the Local Level

Covia's commitment to biodiversity is evident across its operational footprint. At a local level, our facilities and our Team Members are involved in supporting community projects on an ongoing basis, with funding and organizational support available to further positive impacts.

- **South Jersey Quail Project:** In partnership with the South Jersey Quail Project, Covia's mining and processing facility in Dividing Creek, New Jersey, is actively involved in efforts to protect and restore the habitat of native quail populations. This partnership focuses on creating and maintaining environments conducive to the quails' life cycle, aiming to increase their population and stabilize their habitat in the region.
- **Ontario Turtle Conservation Centre:** Covia's NSO facility in Ontario, Canada, collaborates with the Ontario Turtle Conservation Centre and helped secure funding from the Covia Foundation to support the construction and enhancement of an expanded facility. The facility operates a turtle hospital that treats and rehabilitates injured turtles and then releases them to the wild. The Centre also runs a comprehensive education and outreach program. This expansion, which is scheduled to open in mid-2024, is

designed to create a more robust and nurturing environment for the turtle population to grow, thrive, and ultimately contribute to the local ecosystem.

- **Monarch Joint Venture:** Covia's Cleburne, Texas, mining and processing facility has partnered with the Monarch Joint Venture (MJV) program to support habitat restoration and study migration patterns of monarch butterflies. The monarch is an essential pollinator under threat from habitat loss and environmental changes. In 2024, Covia plans to transform approximately 20 acres at the Cleburne site into a pollinator garden. In addition, Covia has deployed drone technology to monitor pollinator activity in the area. The MJV partnership has also implemented a Covia-wide education program on pollinators, and several of our facilities across the US have distributed area-specific milkweed plants to Team Members in flyaway zones, encouraging them to plant the milkweed at home to promote pollinator activity.



Silent Sentinel at St. Canut
Submitted by Mona Legin

PROTECTING LOCAL SPECIES AND HABITATS

Among our local efforts to protect species and habitats that are vulnerable or endangered are:

- **Swallows in Southern Ontario:** By maintaining and enhancing structures that support barn swallow nesting and feeding, Covia's NSO facility contributes to the conservation of a species that plays an important role in the local ecosystem.
- **Fish and Turtles in Huntingburg:** In Huntingburg, Indiana, Covia focuses on preserving aquatic habitats and water quality.
- **Dunes Sagebrush Lizard in Kermit:** In Kermit, Texas, Covia works to minimize habitat disturbance and supports restoration efforts to protect this rare lizard, which is dependent on the area's unique dune and sagebrush ecosystem.
- **Foxes in Junction City:** In Junction City, Georgia, Covia's conservation initiatives include developing fox dens to give this important local species a place to live and grow the population.



Field Trip at Ottawa
Submitted by Michelle Brown-Garcia

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



IN THIS SECTION

Safety, Health, and Security

Talent Acquisition and Team
Member Experience

Community Impact
and Philanthropy

Product and Process Innovation



Safety, Health, and Security

Emmett View
Submitted by Natalie Eglinton

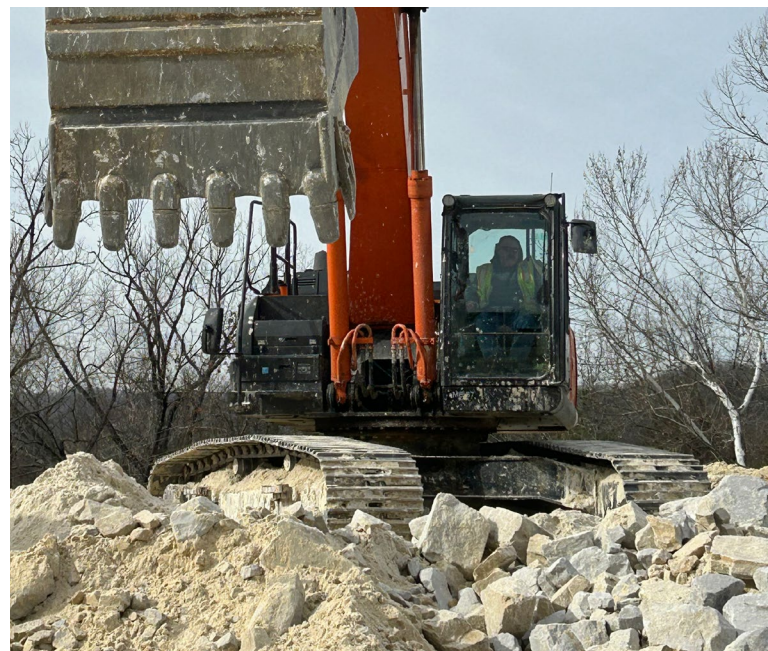
At Covia, **Safety First** is a core value that is embedded into our culture and mindset throughout the organization. Ensuring the safety, health, and security of our Team Members, customers, business partners, and communities remains paramount in all we do.

Our comprehensive approach is outlined in our **Safety and Health Management System** (SHMS). Key elements of our SHMS include:

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

Additionally, our efforts are supported by various policies, programs, and procedures including our Safety and Health Manual, Code of Business Conduct and Ethics, [Supplier Code of Conduct](#), and regular Team Member training and engagement.

Safety performance is a key element of Covia's incentive-based compensation model for Team Members covered by our annual bonus program.



Guion Excavator
Submitted by Gordon Bull



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Goals That Inspire: Positive Social Impact

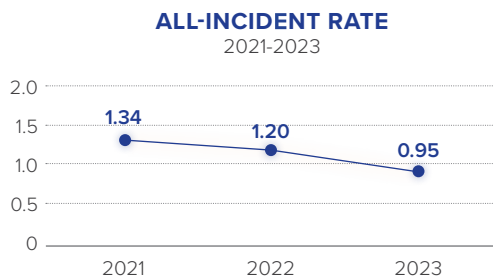
Ensure the Safety and Health of Team Members

Our ongoing commitment to excellent 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.

2023 Progress: We drove meaningful progress in our year-over-year performance through several strategic initiatives and investments to reinforce our culture of shared responsibility and accountability at all levels of the organization. We continued to prioritize company-wide awareness through refreshed and innovative training. Additionally, we strengthened our Safety and Health teams by investing in hiring and developing talented people at various levels and locations, ensuring each site has appropriate and effective resources to reinforce our safety programs.

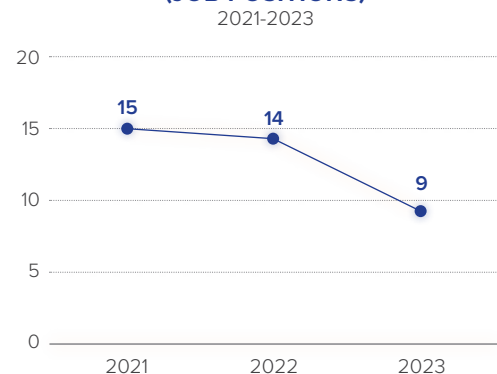
As a result of these efforts, our all-incidence rate decreased to 0.95 in 2023, representing an annual improvement each year since 2021 (our baseline year).



Target: Achieve year-over-year reduction in the number of job positions potentially overexposed to respirable silica, through the Hierarchy of Controls, which can be found on [page 35](#) of this report.

2023 Progress: We continued to invest in measures and capital projects focused on improving dust control at our mining and processing sites. As a result, we reduced the number of job positions potentially overexposed to respirable silica to nine by the end of the year, a reduction of 36% since 2022. We define potentially overexposed as having greater than 25% probability of exceeding our internal respirable silica exposure limit, which is more stringent than regulatory requirements. This represents an improvement each year since 2021 (our baseline year).

POTENTIAL RESPIRABLE SILICA EXPOSURES (JOB POSITIONS)



For more information on our efforts to limit respirable silica exposure in 2023, see [page 36](#) of this report.

Leveraging Best Practices in Safety and Health

As part of our commitment to continuous improvement, we regularly identify and integrate industry best practices and emerging standards into our SHMS. Aligning our policies and procedures with the internationally recognized Occupational Health and Safety Assessment Series (OHSAS) 18001 standard enables us to identify and manage risks and opportunities applicable to our business, and it enhances overall workplace safety and health. We also rely on Covia's Life Saving Rules and our Emergency Response Plans to inform our efforts.

In 2023, we expanded our safety, health, and security teams, bolstering capabilities and enabling us to integrate specialized safety efforts into our overall programming. These efforts cover critical focus areas such as physical security, contractor safety, fatigue management, rail safety, and ergonomics.

Additionally, we implemented a cross-plant safety inspection program to promote greater collaboration, shared learnings, and best practices across our mining and processing sites. We aim to have at least one front-line Team Member participate in every inspection, ensuring their critical input is included and promoting engagement and transparency on safety matters. We look forward to expanding this program to include more sites and Team Members in 2024.

In Mexico, we participated in the Occupational Health and Safety Self-Management Program (PASST) through the Mexican Ministry of Labor and Social Security (STPS) for the first time. Through this voluntary self-assessment program, we demonstrated our commitment to transparency and compliance with national and international occupational safety and health standards. We look forward to continuing to work toward achieving PASST "Safe Company" certifications for our Mexican operations in the coming years.

HIGHLIGHTS THAT INSPIRE

Covia Tests Innovative Safety Technologies

Fatigue can be a complex issue to address in our industry, which is why we've partnered with the leading provider of **fatigue intelligence and analytics** to leverage cutting-edge technology that allows us to predict the effects of sleep disruption on the reaction time and cognitive effectiveness of our Team Members.

By implementing this technology, we are:

1. Proactively identifying high-risk moments during a shift and throughout the week for each individual Team Member
2. Using this information strategically to plan and prioritize lower-risk tasks during these critical moments, ensuring a safer and more efficient work environment

"Even after just a brief try-out, I felt that the exoskeleton reduced the strain on my shoulders while I was reaching up, and I am excited to contribute to this important trial."

– Travis Ross, Elco Team Member



Ergonomics at Elco
Submitted by Mona Legin

In 2023, Covia also teamed up with the National Institute for Occupational Safety and Health (NIOSH) to conduct an ergonomics research project. Through this research, NIOSH is evaluating the use of **passive exoskeleton technology** to enhance the safety and efficiency of workers performing manual tasks in the mining industry. In a month-long pilot test at our plant in Elco, Illinois, Travis Ross, a Covia bulk operator, wore the exoskeleton during his shift every day. Following a successful test run, Travis agreed to participate in an extended trial of the device, providing valuable input to improve project outcomes. We plan to conduct further testing of the device in 2024, engaging additional Team Members to provide valuable feedback.

Tracking Our Safety Performance

In 2023, we placed an increased focus on improving the quality and reliability of the safety data we track at the site level by implementing advanced reporting and measurement capabilities. Our Executive Leadership Team (ELT) and individual safety leaders track safety and health performance in multiple ways, including using a scorecard featuring standard injury statistics and carefully documenting leading indicators. Our key safety metrics are available on our Team Member intranet and updated regularly, demonstrating our commitment to safety engagement and performance transparency.

The **Safety Performance Scorecard** is updated monthly and shared quarterly with the entire organization. It provides a snapshot of our performance against KPIs and internal targets, serving as a valuable tool for driving continued safety and accountability.

We are equally committed to tracking and reporting on additional **Leading Indicator KPIs**. In the spirit of continuous improvement, we encourage Team Members to report incidents, near-misses, and concerns, and we are committed to completing our dust sampling and in-field safety evaluations on time. Meeting or exceeding our KPI targets in these areas is our goal each year.

We are proud of our track record of consistently outperforming industry averages for recordable injuries and lost-time incidents (LTIs).

2023 SAFETY PERFORMANCE SCORECARD¹

WORKER TYPE	RECORDABLE INJURY RATE	NEAR-MISS RATE	LOST-TIME INCIDENCE RATE	FATALITIES
2023 Covia Team Member	0.95	17.80 ²	0.50	0
2023 Covia Contractor	0.00	0.00 ²	0.00	0
Combined Team Member and Contractor	0.95	17.80	0.50	0
2022 Combined Team Member and Contractor	1.20	25.99	0.65	0

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 hours worked.

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

ADDITIONAL SAFETY AND HEALTH KPIS – LEADING INDICATORS

KPI	2022 PERFORMANCE	2023 PERFORMANCE	2023 TARGET	
Incident Investigation Actions Completed On Time	98%	99%	98%	✓
Dust Samples Completed On Time	98%	100%	98%	✓
Near-Miss Incident Rate (NHIR)	25.99	17.80	10.00	✓
In-Field SLAM Evaluations Completion Rate (Goal of five per month per manager)	100%	100%	100%	✓

HIGHLIGHTS THAT INSPIRE

Driving Awareness Through Safety Training and Education

In 2023, we continued to use safety training and education opportunities with Team Members, contractors, and visitors to reinforce our Safety First mindset and commitments.

We provide Team Members with regular training on our safety policies and procedures, including annual emergency action drills, as well as required role- or location-specific training, to ensure a proactive approach to incident preparedness and response applicable to each Team Member.

Our Team Members completed an average of 46 hours of safety and health training in 2023, representing a 12% year-over-year increase.

In 2023, we completed the following key initiatives related to safety training and education:

- We refreshed our **“Safety Starts With Me” training program** to include updated curriculum applicable to our Team Members’ daily responsibilities and learning styles.

- We developed a **hazard training video** specific to Covia’s operations. The video aims to bring a unified approach to our hazard awareness training materials, while also incorporating site-specific safety and health risks.
- We held **three workshops and five bootcamps** to ensure a comprehensive understanding of our safety and health policies and expectations.
- We added a Team Member to our Safety and Health program to have a specific focus on ensuring **contractor safety**. Key priorities for this role include: providing resources related to contractor safety, auditing significant processes to ensure compliance, and driving transparency and accountability regarding contractor safety risks and opportunities.

We continue to require any visitor to our site to complete site-specific hazard awareness training. Additionally, our independent contractors, who may be on-site for an extended period, undergo additional safety education, including safety pre-qualification and training on hazard-warning recognition.



*Tunnel City Safety Day
Submitted by Riley Layton*

Strengthening Our Physical Security Capabilities

Just as we are committed to ensuring the safety and health of our Team Members, Covia is committed to protecting the physical security of our people, partners, and assets to create a safe working environment for all – whether at a Covia location or on the road. We actively monitor emerging security trends, concerns, and opportunities and align our protocols to ensure a safe and resilient future. We utilize many physical security measures across our operations, which could include stationed security guards, access control systems, or surveillance equipment at our sites. Additionally, we added a dedicated security expert to our safety and health team in Mexico who is responsible for identifying region-specific risks and opportunities to ensure appropriate security protocols.

Partnering for Safer Workplaces

Covia is diligent in protecting the health of our Team Members through robust Occupational Health and Industrial Hygiene programs, many of which rely on established external frameworks. For example, we rigorously follow the **Hierarchy of Controls** developed by the National Institute for Occupational Safety and Health (NIOSH) to safeguard occupational health across our locations. Using the Hierarchy of Controls, we reduced the number of job positions potentially exposed to respirable silica from 14 in 2022 to 9 in 2023.

The Hierarchy of Controls provides a five-step process to help reduce the risk of harm to employees by:

1. Eliminating hazards when feasible;
2. Substituting the material to reduce hazards when possible;
3. Using engineering controls when hazards cannot be eliminated;
4. Implementing administrative or work practice controls in addition to or in lieu of engineering control; and
5. Relying on personal protective equipment (PPE) as a last line of defense.

We also use the U.S. Department of Labor's MSHA **SLAM** (Stop, Look, Analyze, and Manage) risk management process, and we continue to require plant and operations managers to perform regular quality control assessments of completed SLAM risk checklists. In 2023, we achieved our target of having plant and operations managers conduct five in-field SLAM evaluations per month.

CELEBRATING OUTSTANDING SAFETY PERFORMANCE

Every Covia facility is responsible for upholding our high standards of safety, health, and security performance. Each year, we recognize plants that display exemplary performance and dedication to our Safety First value. This year, we have 17 plants that have not had an LTI in at least 5 years:



- **Roff, Oklahoma, USA** – 38 Years
- **Tuscaloosa, Alabama, USA** – 38 Years
- **Emmett, Idaho, USA** – 28 Years
- **Best Sand Southern, Ohio, USA** – 26 Years
- **Huntingburg, Indiana, USA** – 24 Years
- **San José, Veracruz, Mexico** – 24 Years
- **Hephzibah, Georgia, USA** – 19 Years
- **Tlaxcala, Tlaxcala, Mexico** – 19 Years
- **Guion, Arkansas, USA** – 17 Years
- **Troup, Texas, USA** – 10 Years
- **Elco, Illinois, USA** – 9 Years
- **Lugoff, South Carolina, USA** – 9 Years
- **Technisand Troy Grove, Illinois, USA** – 8 Years
- **Marston, North Carolina, USA** – 8 Years
- **NSO, Ontario, Canada** – 6 Years
- **Pevely, Missouri, USA** – 6 Years
- **Technisand Wedron, Illinois, USA** – 6 Years

Please see [page 40](#) for information on our 2023 award winners.

The SLAM risk management process requires front-line workers in our maintenance and production functions to conduct risk assessments prior to commencing any assigned task.

Our commitment to safety, health, and security extends beyond our own organization. We prioritized driving positive impacts along the value chain in several ways during the year, including:

- Tracking the safety performance of our partners to ensure we are engaging with organizations that meet our high expectations;
- Using specialized, established, and trusted partners for the procurement of any hazardous or volatile materials we source to mitigate safety and health risks;
- Promoting transparency and product safety with our customers by ensuring our Safety Data Sheets reflect current safety guidelines where Covia products are used; and
- Working with our customers to advance their own goals, including focused efforts and sharing of best practices in the industrial hygiene space.

HIGHLIGHTS THAT INSPIRE

Reducing Silica Exposure Through Advanced Dust Control Measures

We continued to prioritize reducing the risk of exposure to respirable silica dust and related diseases, such as silicosis, in 2023. Through our hands-on approach, we worked with plants to apply our collective expertise and best practices for the protection of our Team Members, neighbors, and the environment. This included:

- Working more closely with sites experiencing elevated silica exposure levels to develop advanced dust control measures;
- Establishing routine meetings with our safety and health leaders to discuss specific risks and opportunities; and
- Increasing communication across the organization, including a summary of activities and exposure levels.

In 2023, we invested \$2.0 million in projects focused on reducing dust exposure across our locations.



Wedron
Submitted by Natalie Eglinton

Notably, our Wedron, Illinois, site introduced several impactful tools and initiatives to improve dust mitigation in its silica operations. This included:

- Stationing a **wheel wash** at the transition from unpaved to paved roadways to reduce mud, dust, and fugitive emissions;
- Installing **concrete sand-storage bunkers** at numerous locations at the facility to temporarily accumulate sands and reduce contamination;
- Replacing pavement with easier to clean surfaces across the site, and purchasing two **street sweepers**; and
- Replacing a **water scrubber**, used to control particulate emissions, with a more efficient and effective scrubber.

Our Oregon, Illinois, plant also adopted an innovative update to our screen-change procedures to reduce dust exposure. By applying a small amount of our own [**DST® Dust-Suppression Technology**](#) on the site's screening equipment (outside of the machines, screen decks, and screens) prior to maintenance, the plant achieved a 60% reduction in airborne respirable dust.



Talent Acquisition and Team Member Experience

Energy Trade Show in The Woodlands
Submitted by Bambi Cappelle

At Covia, we are committed to providing an exceptional workplace experience. This means prioritizing a safe and healthy work environment, offering development opportunities that empower everyone to achieve their personal and professional goals, fostering an inclusive culture where diversity is valued and respected, and recognizing superior performance. Our initiatives include various Team Member engagement programs, learning opportunities, a performance management system that measures progress, an organizational planning process that builds careers, comprehensive benefits, work/life flexibility, employee recognition programs, and more.

Talent Acquisition

Our Talent Acquisition team uses enterprise-wide best practices, combined with an understanding of regional nuances, to find strong talent for open positions. In 2023, we continued to expand our talent acquisition efforts in the following ways:

- Invested in **LinkedIn Enterprise** to broaden recruitment efforts, targeting diverse groups such as female engineers and black engineers. Active engagement in LinkedIn groups and participation in mining school events have also yielded successful candidate connections.
- Represented Covia at college and university **career fairs** to broaden our candidate pool for full-time and internship positions. These events facilitated relationship-building and raised awareness of Covia's commitment to a rewarding Team Member experience and the company's innovation legacy and industry leadership.
- Launched a 10-week **summer internship program**, hosting interns in marketing, engineering, and operations across the U.S. This successful initiative led to two interns transitioning to full-time roles at Covia.
- Introduced the **Hiring Manager Toolbox** on the intranet platform, offering sample materials, checklists, and guidance to streamline preparation for new hires. This resource helps managers and their new Team Members have a successful onboarding experience.

“Talent acquisition is more than just filling open positions; it’s about putting the right people in the right positions to ensure their success and the success of the organization.”

– Adrianna Ateh, Talent Acquisition Manager



Want to learn more about this and other corporate responsibility topics?
[See our library](#) of topic-specific summary documents.



Goals That Inspire: Positive Social Impact

Foster an Inclusive Culture Where Everyone Feels Valued and Engaged

In 2023, we continued our ongoing commitment to enhance inclusion, diversity, and Team Member engagement throughout our organization, supporting UN SDG 10: Reduced Inequalities.

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

COVIA'S TEAM MEMBER DEMOGRAPHICS

ETHNIC & RACIAL DIVERSITY ¹	2021	2022	2023
American Indian / Alaskan Native	1%	1%	2%
Asian	<1%	<1%	1%
Black or African American	5%	5%	5%
Hispanic or Latino	9%	10%	11%
Native Hawaiian or Other Pacific Islander	<1%	1%	0%
Other / Not Specified	<1%	<1%	0%
Two or More Races	1%	1%	1%
White	83%	81%	80%
GENDER DIVERSITY ²	2021	2022	2023
Female	12%	13%	13%
Male	88%	87%	87%

Target: 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.

COVIA'S LEADERSHIP AND BOARD DEMOGRAPHICS

	2021	2022	2023
Leadership Diversity ³ (Racial, Ethnic, Gender)	22%	21%*	24%
Board of Managers Diversity ⁴ (Racial, Ethnic, Gender)	33%	28%	28%

Target: Enhance organizational programming to support a culture of inclusion and foster a greater sense of belonging.

2023 Progress: Two major achievements helped support our culture of inclusion and belonging. The first involved launching our intranet platform, the Quarry, serving as a central hub to foster connectivity and collaboration for all Team Members. The second milestone was the creation of our Veterans Network Employee Resource Group (ERG), designed to recognize military service, engage in military and veteran community activities, develop relationships with key veterans' groups to enhance our recruitment efforts, and offer support to Team Members balancing military service with their civilian jobs, from training to deployment to rejoining civilian life.

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

2023 Progress: In 2022, we committed to conducting biennial engagement surveys, with our second survey issued in March 2024. We are dedicated to measuring the satisfaction, opinions, and concerns of our Team Members, now incorporating our Denmark colleagues, while gaining crucial insights for organizational improvement. We look forward to providing an update on this metric in our next Corporate Responsibility Report.

¹ Out of our 1,565 U.S. Team Members

² Out of our 2,510 North American Team Members

³ Out of our 83 Leaders (Director and above)

⁴ Out of our 7 Board Members

* This number was reported in our 2022 report as 17%, and has been updated to reflect a change in how we calculate this metric.

GENERATIONAL HIRING

We are committed to building a diverse workforce where Team Members of varied backgrounds, experiences, and ages thrive, recognizing that the success of a company depends on the strength of its people and teams. Our generational outreach efforts in 2023 resulted in welcoming new Team Members representing different generations as outlined below:

- Baby Boomers (born 1946 – 1964): 5%
- Generation X (born 1965 – 1979): 21%
- Millennials (born 1980 – 1995): 45%
- Generation Z (born 1996 – 2010): 29%

Data for all new North American Team Members

“The new Hiring Manager Toolbox developed by our Human Resources Team has streamlined our onboarding process to give new Team Members the background they need to be successful in their employment.”

– Michael McManamon, Network Engineering Manager

Cultivating a Superior New Team Member Experience

We strive to deliver a superior experience for every new Team Member right from the start. From personalized welcome letters to profiles on digital signage, we truly value effective onboarding. Our new onboarding program for our U.S. and Canada facilities includes resources such as the Hiring Manager Toolbox, which outlines a standardized approach to comprehensive orientation and extends through job-specific training and eventual establishment of individual goals.



*Huntersville Team Building
Submitted by Becky Sullivan*

Engaging with Our Team Members

Team Member engagement is an ongoing, continuous improvement priority, and we rely on internal communication and Team Member feedback to refresh our approach.

For example, we continue to use Covia TV, our on-site digital signage, to highlight our people and their efforts, company announcements and information, and initiatives and projects. We also showcase our ESG efforts throughout the year. Covia TV now includes QR codes for mobile access to new information, which is particularly beneficial for our front-line Team Members who are not working in front of a computer. We have also increased Team Member recognition to include positive stories and promote new learning content for professional development.

Additionally, in 2023, we rolled out a new intranet, designed from scratch to support our Team Members with information, resources, and opportunities



for engagement. Through a company-wide contest, Team Members named the intranet “the Quarry.” Other contests and activities shaped the way content is presented and helped introduce the intranet as a venue for Team Member feedback. In fact, the platform vendor awarded our launch plan and implementation their **Best Launch Award** for 2023. Since inception, the Quarry has steadily grown as a vital resource for Team Member engagement, facilitating broader access to tools and information, and enabling peer recognition and interaction. It is also an ongoing source of news, updates, and stories about the company’s people and initiatives, and serves as a central source of information across departments and geographies.

Covia’s 2023 voluntary turnover rate was approximately **one-third lower than the industry’s U.S. average.**

HIGHLIGHTS THAT INSPIRE

Recognizing Our 2023 Awards Winners

Each year, we look forward to recognizing the outstanding accomplishments of our Team Members and plants. During our annual Covia Excellence Awards Week, we celebrated our top performers who exemplified our Covia Values in 2023, presenting them with distinct honors in the categories listed below.

2023 Plant of the Year

Ahuazotepec Plant (Mexico)

Recognized for excellence in plant efficiency and effectiveness, safety performance, environmental leadership, and community involvement.

2023 President's Safety Award

Cleburne Plant (Texas)

Recognized for achieving the highest level of safety performance in all categories, exemplifying our Safety First value.

2023 Leaf Award for Environmental Excellence

Roff Plant (Oklahoma)

Recognized for exceptional teamwork and achievements in environmental compliance, environmental projects, and community involvement.



Leaf Award Given to Roff
Submitted by Drew Poschner



Plant of the Year Awarded to Ahuazotepec
Submitted by Ludivina Ruiz

2023 Operations Impact Award

Jesus Lozano, Juan Ayan, Raul Ramirez, Oswaldo Cruz, Eulalia Noyola, Edgar Naranjo, and Jose Guadalupe Ibarra - Lampazos Plant and Monterrey Office (Mexico)

Recognized for positive impact on Covia's operational results – the joint team's efforts demonstrated excellence in strategy and execution, providing commitment to customers, communities, and each other.

2023 Commercial Impact Award

Terry Gwinn and Haley Dickerson – Huntersville, North Carolina

Recognized for their outstanding efforts resulting in record performance in Covia's golf products.

2023 Support Impact Award

Amanda Meehan and Kristin Lewis – Independence, Ohio

Recognized for their work on the launch of Covia's new intranet, the Quarry, which has had a significant positive impact on Team Members.

2023 Volunteer of the Year

Rocky Rivers – Oregon, Illinois

Recognized for commitment and dedication to community through consistent volunteer efforts and more than 200 hours of service during the year.

2023 D&I Prism Award

Vincent Rodriguez – Huntersville, North Carolina

Recognized for exceptional contributions in cultivating diversity and inclusion where we work, who we do business with, and where we live.

Our Commitment to Diversity and Inclusion (D&I)

As outlined in our [Approach to Diversity & Inclusion](#), we are committed to embracing and promoting D&I where we work, with whom we do business, and where we live. This is achieved through engaging Covia Leaders with their role in fostering inclusion, providing educational resources, celebrating cultural events, and supporting a diverse talent pipeline.

In 2023, we embarked on a journey of reflection and renewal, reassessing our purpose, past endeavors, and aspirations for an enhanced D&I learning experience in 2024. As part of this effort, we incorporated D&I-focused modules into our CLE1 workshops and organized an open enrollment two-part virtual learning event to reintroduce key concepts of D&I at Covia. These events encompassed discussions on defining inclusion, outlining the business rationale for D&I, and understanding the multifaceted dimensions of diversity within our workforce.

OUR FIRST EMPLOYEE RESOURCE GROUP: POWERED BY VETERANS

In 2023, Covia proudly launched its inaugural Employee Resource Group (ERG), the Veterans' Network. Consisting of Team Members with diverse military and civilian backgrounds, the ERG boasts enthusiastic representatives eager to share their service experiences and ideas. The pillars of the ERG are as follows:

- **Recognition:** Increase the level of recognition of U.S. employees who have served;
- **Engagement:** Increase the level of Team Member engagement with military and veteran activities in the community and at Covia;
- **Reputation:** Enhance our company reputation, which values the training, skills, and experiences gained by those who have served; and
- **Recruiting:** Enhance outreach to key veterans' groups to attract and hire ex-military members.



Veterans Day in Huntersville
Submitted by Becky Sullivan

Empowering Team Members to Thrive

We offer competitive salaries, advancement opportunities, and a full range of benefits to attract and retain Team Members who are committed to helping us **Deliver on Promise**. 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;
- Income protection benefits including short- and long-term disability, life insurance and AD&D, and hospital indemnity;
- Health care account, either through a Flexible Spending Account (FSA) or Health Savings Account (HSA) with company contribution;
- Flexible Spending Account (FSA) for dependent care;
- Digital health solutions to meet our Team Members' needs regardless of their location or circumstance; and
- Employee Assistance (EAP), identity protection, and additional supplemental policy offerings.

We continue to prioritize ways to positively impact Team Members' lives outside of work through a collection of leave and time-off policies, including the following for full-time U.S. Team Members:

- Paid parental leave, giving Team Members time away to bond with their new child or children;
- Paid military leave, providing Team Members in the armed forces time away to prepare for active duty, attend training for duty, and re-acclimate upon return from active duty;
- Paid Time Off (PTO), providing days for Non-union Operations Team Members for vacations and holidays, as well as sick time for unexpected illnesses or absences. Team Members have the option to sell back unused, eligible hours;
- Flexible Time Away (FTA), giving corporate Team Members paid time away from work without accrual requirements;
- Paid holidays throughout the calendar year; and
- Paid volunteer time, as part of Covia's Community Investment Policy. For more information, please see the [Community Impact & Philanthropy](#) section of this report.

Team Member Training, Education, and Development

Elevating our approach to talent development in 2023, we enhanced and expanded our learning management system (LMS) and hired a talent development specialist to continue the buildout of our LMS. The LMS provides access to a curated library of educational and development resources that are accessible anytime, anywhere. Learning path and course topics include D&I, performance management, information technology, professional development, and critical ESG topics such as environmental safety, inclusive leadership skills, and celebrating diverse perspectives. Enhanced with instructional guides and microlearning videos, the library ensures access to fresh content and learning history.

Looking ahead, our focus remains on enhancing LMS accessibility and launching holistic learning paths and courses to provide comprehensive training programs for Covia Team Members. We aim to improve the user experience, making learning more self-service oriented and encouraging active participation in professional development.

Developing Our Future Leaders

Our Emerging Leaders Program (ELP) is in its second year of developing internal talent and cultivating future leaders for Covia. In 2023, 19 individuals from diverse backgrounds across North America participated in the ELP, each contributing unique skills and perspectives. In response to feedback from previous participants, we expanded the program's curriculum to address additional skills and competencies required for success as Covia leaders, and enhanced opportunities for collaboration and cross-functional networking.

The ELP focuses on our culture of performance and accountability. Participants are identified via our annual Organizational Talent Planning process and nominated by their functional and executive leaders. Supported by ongoing training, mentorship, and project leadership opportunities, these individuals are poised to make significant contributions to Covia's culture and business. The ELP remains a cornerstone program, preparing future leaders through Covia-specific, experiential learning.

46% of Emerging Leaders participants from our 2022 and 2023 groups have accepted roles of greater scope and responsibility since program completion.

2023 LMS ENGAGEMENT



996

Team Members participated in at least one e-learning course



80

e-learning courses available in the LMS, and an average of 2.8 courses were completed per active user



3,660

e-learning hours recorded in our LMS, representing an average of 3.7 learning hours per active user

Covia Leadership Experience Workshops

Cultivating our current leaders remains a top priority at Covia. Through our Covia Leadership Experience (CLE) workshop series, participants engage in workshops dedicated to essential leadership skills, fostering relationships, and navigating crucial conversations. In 2023, our Talent Development and Learning Team hosted three CLE1 workshops and three CLE2 workshops, with a total of 80 attendees.

We are committed to further enhancing the CLE workshop series by extending learning beyond the classroom through tailored experiences in virtual learning communities hosted via our LMS. Since inception, hundreds of Covia's leaders have attended its core leadership development training workshops.

Labor Relations

We recognize the importance of having strong, mutually beneficial relationships with local unions that represent the interests of our front-line workforce. In 2023, 34% of our overall workforce was unionized and we have a relationship with 25 collective bargaining groups across North America. During the year, we successfully renegotiated union contracts at the facilities in Hephzibah, Georgia; Ottawa, Minnesota; and Troy Grove, Illinois. A full list of our collective bargaining agreements can be found [here](#).



Community Impact and Philanthropy

Supporting Meals on Wheel in The Woodlands
Submitted by Natalie Eglinton

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

Our primary means for investing in our communities include in-kind contributions, charitable donations to established 501(c)3 organizations, volunteerism, and disaster and hardship relief.

We are proud of our Team Members' passion for serving their local communities and we empower them to pursue opportunities for volunteerism through several impactful offerings, including:

- 24 hours of paid volunteer time each year;
- Matching up to \$1,000 of an individual Team Member's donations annually; and
- Providing grants to tax-exempt organizations where Team Members volunteer at least 20 hours of their personal time and talent.

In addition to supporting Team Members' individual volunteer efforts, we provide each Covia location with the opportunity to dedicate at least an entire workday to a volunteer effort or cause that is important to them through our **Covia Cares Action Days**. In 2023, our facilities held a total of 34 Action Days, exceeding the previous year's 30 Action Days.

In 2023, our commitment to helping our communities remained a clear priority. With over 12,000 volunteer hours across the organization and more than \$1 million in donations through The Covia Foundation, we were able to significantly amplify the work of various non-profit and civic organizations, while continuing to elevate the communities in which we operate.



Want to learn more about this and other corporate responsibility topics?
See our [library](#) of topic-specific summary documents.

HIGHLIGHTS THAT INSPIRE

Volunteer Spotlights: Team Members Who Inspire Us

Bill Rhubart, Production Supervisor at Covia's Dividing Creek plant since 2009, is a third-generation firefighter and EMT who has been serving his community for over 40 years.

As an experienced first responder, who spent several days assisting at Ground Zero in the wake of the 9/11 terrorist attacks, Bill's commitment to fire and rescue and his local community runs deep. Some days, he might work his regular shift and immediately leave for a call at the local fire station. This dedication amounts to nearly 200 volunteer hours per year.

Bill's son, Tom, who also works at Covia, is currently the assistant chief of the local Port Norris Fire Company. We are proud of Bill's and Tom's efforts to serve their communities and admire their commitment to keeping their Team Members – and their communities – safe.

Charlynn Hinson, Safety Associate for Covia's Emmett, Idaho, plant, is an active volunteer in her community – working with organizations such as Ronald McDonald House, Corpus Christi Catholic Church, and most recently, the Intermountain Bird Observatory. In 2023, Charlynn's work with the Observatory included capturing and banding migratory raptors.



Charlynn Hinson



Bill Rhubart (left)

“I salute Covia’s efforts to provide habitat for and monitor these species found on your lands and Charlynn’s efforts to learn about these species and contribute to their conservation.”

– Greg Kaltenecker, Director, Intermountain Bird Observatory/Boise State University

The Observatory's raptor banding program is in its 30th year and contributes to conservation by helping to identify migratory patterns of common western raptor species. With the help of volunteers like Charlynn, their bird-banding programs have identified breeding and wintering areas, migration routes, mortality factors, longevity, and other important population metrics for many different western migratory raptor species.

Charlynn also helped establish a successful related program at the Emmett Plant during the year. With her help, the plant created habitats for nesting raptors, including American Kestrels and Osprey, both migratory raptor species.

ENJOYING THE GREAT OUTDOORS

In partnership with the Department of Natural Resources and the Illinois Conservation Foundation, Covia's Oregon, Illinois, facility hosted the Becoming an Outdoors-Woman program's Bass Fishing workshop in October. In total, 25 women participated in the workshop, which focused on educating participants about the equipment, tackle, and techniques used by professional bass anglers to catch largemouth bass.



Oregon Outdoors
Submitted by Rocky Rivers



Goals That Inspire: Positive Social Impact

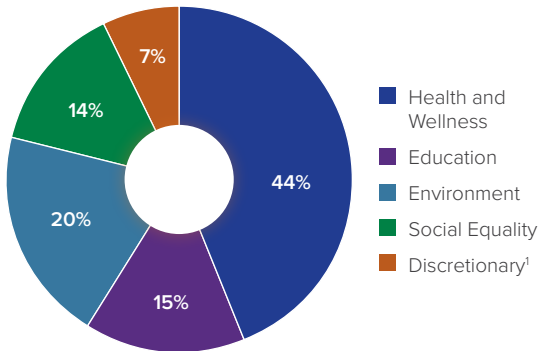
Support Our Communities

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, which focuses on improving education, the environment, health and wellness, and social equality by supporting initiatives in the communities in which we operate.

2023 Progress: We donated more than \$1 million through The Covia Foundation. In total, our donations since 2021 (our baseline year) represent 33% of our goal of \$10 million in contributions by 2030.

2023 DONATIONS BY PILLAR



¹Consists of volunteer efforts outside our four pillars that are important to our Team Members.

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

2023 Progress: Our Team Members collectively volunteered 12,760 hours, a year-over-year increase of more than 2,000 hours. In total, Team Member volunteer hours since 2021 (our baseline year) represent 58% of our goal of 50,000 hours by 2030.

2023 VOLUNTEER HOURS BY PILLAR

Health and Wellness:	4,594 hours	
Education:	2,807 hours	Social Equity: 3,190 hours
Environment:	1,659 hours	Discretionary ¹ : 510 hours

Deepening Our Impact in 2023

Our comprehensive community engagement and philanthropic initiatives are overseen by **The Covia Foundation**, which was established to formalize our approach to operating as a responsible corporate citizen. The Foundation governs our **Community Investment Policy**, which guides our charitable contributions and volunteerism. We regularly review the policy and revise its provisions as necessary to better enable site-level investments in local communities. Building on our efforts in 2022 to update our fund-allocation process in Canada, we extended this process to Mexico in 2023 to provide Team Members with more opportunities to invest in their local communities. As a result, the Covia Foundation was able to better support meaningful projects in Mexico during the year, further expanding our global reach and impact.

Covia Team Members are our most important asset and that's why we're committed to supporting them in every aspect of their lives. In 2023, we launched the **Covia Cares Emergency Relief Fund** to help Covia Team Members who need immediate financial assistance following an unforeseen personal hardship. We hope that our Team Members never need to use the Fund but we are pleased to have a new, confidential way to support them in times of need.

All Covia Team Members in the U.S., Canada, and Mexico are eligible to apply for financial support through the program to cover medical expenses, housing and transportation costs, basic necessities, and more following an unexpected, life-altering event.

In 2023, The Covia Cares Emergency Relief Fund provided the maximum level of support to five Team Members and their families experiencing unforeseen personal hardships.

2023 IMPACT IN MEXICO AT A GLANCE

In 2023, our facilities in Mexico were very active in their Team Member and community engagement efforts. Our Mexico facilities are located in: Ahuazotepec, Apodaca, Benito Juárez, Canoitas, Jáltipan, Lampazos, Monterrey, San José, San Juan, and Tlaxcala.



110

supported projects positively impacting
local economies



12

forums to better understand the needs of local
communities, with active participation from
100+ community members at each event



290

local entrepreneurs (**85%** of whom were
women) reached through **2 community fairs**
and additional skill-building events, resulting in
a **\$30,000 USD+** boost in their respective
local economies



13

leadership training events to foster greater
community engagement, skills-sharing, and
professional development for Team Members
leading the way in their communities



588

students positively impacted by our **rainwater
collection system**, involving **4 local schools**.
For more information, see our [Water
Stewardship](#) section

HIGHLIGHTS THAT INSPIRE

Recognizing Team Members for Their Dedication to Their Communities

In addition to our Volunteer of the Year Award, The President's Volunteer Service Award honors Covia Team Members who contribute more than 200 volunteer hours during the year. In 2023, 26 Team Members received this award, and we thank them for their outstanding efforts and contributions to their communities.

Best Sand Chardon Plant

- Joe Dahlhausen
- Paul Kimmy

Cleburne Plant

- David Morris
- Keith Rushing

Dividing Creek Plant

- Thomas Rhubart
- Bill Rhubart

Huntersville Office

- CaryAnn Bruce
- Natalie King

Huntingburg Plant

- Sheryl Etienne

Independence Office

- Rory O'Donnell
- Scott Tincher

Oregon Plant

- Rocky Rivers

Roff Plant

- Darryl Patrick

Tamms Plant

- Jesse Kerr
- Josh Lipe

The Woodlands Office

- Chris LeBlanc

Wedron Plant

- Zachery Benoit
- Melissa Bernard
- Justin Debolt
- Scott Govednik
- Beau Hellman
- Chad Holloway
- Jeremy Kammerer
- Steven Maltas
- Jacob McCullough
- Jay Timm



Giving Back in The Woodlands
Submitted by Bambi Cappelle

For more information on our Team Member awards, please see the [Talent Acquisition and Team Member Experience](#) section of this report.

COVIA RECEIVES 2023 PILLAR AWARD FOR COMMUNITY SERVICE

During the year, Covia was proud to receive the [Medical Mutual Pillar Award for Community Service – Northeast Ohio](#), presented by *Smart Business*. For over two decades, the Pillar Awards have recognized organizations and individuals for their positive community impact through volunteerism, charitable giving, pro bono work, and more.

We are honored to receive the 2023 Pillar Award. This recognition validates the dedication and passion of our Team Members and inspires us to continue our commitment to our communities in which we live and work.



Pillar Award Banquet
Submitted by Kristin Lewis

HIGHLIGHTS THAT INSPIRE

Honoring Those Who Serve

Covia is proud to honor veterans both inside and outside of the organization. In 2023, we deepened our commitment to driving support and awareness for veterans' affairs through several company initiatives and community engagement activities.

In October, we hosted our 9th annual Stars, Stripes & Links golf outing in partnership with The Turn's Return to Golf Program. This special event provided a day of golf specifically intended for injured combat veterans, empowering them to utilize the game of golf as a rehabilitative exercise. The event hosted more than 30 veterans, representing all five branches



Tunnel City Teamwork
Submitted by Anna Meyer

of the U.S. military, who enjoyed a morning of camaraderie and one-on-one golf instruction, followed by on-course team play and a celebratory luncheon.

Additionally, Team Members from our Tunnel City facility in Tomah, Wisconsin, teamed up with Habitat for Humanity of La Crosse to build a home for a local veteran. Covia Team Members spent several days on site securing floor joists, preparing foundation slabs for installation, and more.

HIGHLIGHTS THAT INSPIRE

Working Together to Address Hunger in Our Communities

Across the globe, Covia Team Members volunteered their time and resources in 2023 to help combat food insecurity in their communities. Here are a few examples of our Teams in action:

- In **The Woodlands, Texas**, Team Members decorated lunch bags and packed pre-packaged items for homebound seniors living in Montgomery County, Texas.
- Our **Monterrey, Mexico**, plant volunteered 39 hours at a local food bank, donating milk and water that benefited over 800 local residents.
- Team Members in **Camden, Tennessee**, spent a total of 43 hours over two days sorting food for deliveries, packing food donations, and preparing backpacks for children experiencing hunger.



Food Drive at the McIntyre Plant
Submitted by Marty Beacham

- During the Thanksgiving season, our **Elco/Tamms, Illinois**, plant supported the Trinity Assembly of God Church Food Bank, while our Tuscaloosa, Alabama, plant supported the West Alabama Food Bank to provide food for those who need it most.
- During the Christmas season, the **McIntyre, Georgia**, plant supported the local food bank by holding a food drive at the facility. All Team Members participated and collected food for those in need.



Product and Process Innovation

Sunset in Canoitas
Submitted by Iván Iñiguez Alonzo

Embracing our company value to **Be Different**, Covia strives to be a place where bold things happen. We encourage innovation, creative problem-solving, and constructive collaboration to continuously evolve our business, our products, and our services in positive ways. Our Team Members are encouraged to offer ideas and input and actively participate in implementing solutions. Our strong partnerships with customers and suppliers are also critical in our ability to deliver sustainable, innovative solutions.

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 the number and reach of our products that have environmental and social benefits.

2023 Progress: We are committed to innovation and exploring alternative solutions with our customers through increased investment in our research and development facilities. Covia's new Innovation Center in Concord, North Carolina, is expected to be opened within the next year. This new addition increases our capabilities to explore, design, and test new products.

Through partnership with our customers, we have identified three additional products, [Minbloc®](#), [Cristobalex™](#), and [Spectrum®](#), that have either environmental or societal benefits, bringing our total number of products in this category to 14. These products (along with others) are highlighted throughout this section.



Product Innovation

Covia's diverse product range supports a wide variety of everyday applications. We pride ourselves on providing high-performing, innovative products to our customers in the foundry, building products, energy, ceramics, coatings and polymers, water filtration, glass, and sports and recreation markets. We grow our business in these markets by extending the applications for our existing products as well as developing new products and new markets to spur Covia's growth.

The sustainability-related aspects of developing, producing, delivering, and using our products are an increasingly important part of our product innovation process. A key component of our research and development process is to partner with our customers. This enables us to understand their needs for products and solutions that offer sustainability benefits to their business and end-use applications. Through small batch testing and trials, we work together to fine-tune overall product performance and sustainability attributes. To complement this process and anticipate future needs, we conduct extensive market and trends research to guide our ongoing investments in R&D.

During the year, we executed strategic pilot programs in Utica, Illinois, and Fort Smith, Arkansas, to advance our product innovation and industry leadership. Both pilots are essential to ensure we can seamlessly scale up from lab to production. They also enable us to supply large quantities of samples to support customer trials. These initiatives were strategically designed to support proactive, clearly defined innovation with documentable, repeatable steps to enable future expansion.

Meanwhile, we expanded our Laboratory Information Management System (LIMS). The LIMS expansion was successfully piloted in our Oregon, Illinois, plant and will be rolled out to additional sites in 2024 – including NSO, Ontario, Canada, and Fort Smith, Arkansas – and facilitate connectivity across all Covia labs. The connection of these lab facilities will allow us to better monitor the quality and consistency of our data.

COVIA PRODUCTS SUPPORT A WIDE VARIETY OF EVERYDAY APPLICATIONS



We are currently establishing a state-of-the-art Innovation Center in Concord, North Carolina. The Concord facility will become an integral part of our network of laboratories. The new center will include significant laboratory space, along with office space for our technology team, totaling 20,000 square feet. Adding this lab will allow us to further our development of products serving the following key areas: polymers, engineered stones, coatings, and building products.

“As an industry leader, Covia is in a great position to demonstrate our commitment to innovation. The dynamic innovation center will be a space where we can collaborate with customers to generate data to support growth into new applications. We will also connect with technology partners, incubate innovative products and services, and envision the future of Covia.”

– Lan Deng, Vice President of Technology

Process Innovation

Recognizing the integral link between engineering and process innovation, Covia initiated a comprehensive strategy of standardization and optimization in 2023. Quarterly problem-solving sessions engaged team members in continuous improvement (CI) projects. Regular follow-up meetings and formal audits ensure proper implementation. We identified champions at each site to see the CI projects through to successful completion. One-third of our facilities adopted this comprehensive program in 2023, and we are committed to full-scale adoption by the end of 2024.

As a result of this program, we initiated and implemented approximately 169 separate projects in 2023. Moreover, Covia’s collaborative approach to problem-solving resulted in more than 300 “A3” problem-solving documents, a standardized way to manage issues and develop solutions.

The introduction of the Overall Equipment Efficiency (OEE) metric became a pivotal component of our commitment to operational excellence, enabling meticulous tracking of process loss, quality, downtime, and equipment availability. This resulted in substantial efficiency gains at our Wedron, Illinois, plant, for example, with the full benefit of improvements expected to be realized in future years.

INNOVATION THAT DELIVERS ESG BENEFITS

ESG considerations are integrated into Covia’s product portfolio decision-making. Our product scorecard evaluates a variety of factors, including technical feasibility, economic interest, and ESG factors. ESG considerations played a pivotal role in our product development success in 2023, notably the development of Cristobalex™.

Cristobalex™, with its refined quality and low iron content, allows specific end-products to be more durable, reflective, and UV-resistant, all while being significantly lighter in weight, resulting in a variety of ESG-related benefits. Various applications include cool roofing, reflective road markings, architectural coatings, sealants, and adhesives.

For example, the addition of this ingredient to cool roofing coatings makes them bright and reflective, resulting in reduced energy consumption compared to other buildings. Additionally, the reflectivity and UV-resistant properties in painted road markings create a safer environment, as proper markers and indicators become more visible and durable.

The product had a limited release in 2023 and is slated for a full commercial launch in 2024.



Patio in Canoitas
Submitted by Uziel Enrique Pérez Auces



DIVERSIFIED PORTFOLIO OF PRODUCTS YIELDS ESG BENEFITS

PRODUCT	UNIQUE ATTRIBUTE	ENVIRONMENTAL	SOCIAL	IMPACT	END-USER APPLICATIONS
Accel®	Dust-preventing polymetric sand	●	●	<ul style="list-style-type: none"> • Safer work environment • Improved air quality on construction sites 	<ul style="list-style-type: none"> • Landscaping
BioFlex®	Coated hydrophobic sand	●		<ul style="list-style-type: none"> • Durability & wear resistance • Minimizes bacteria growth • Requires less water and fewer chemicals to treat field 	<ul style="list-style-type: none"> • Artificial turf
Cristobalex™	Ultra-white filler	●	●	<ul style="list-style-type: none"> • Energy efficiency • Can replace TiO₂ • Zero contribution to protective paint emissions 	<ul style="list-style-type: none"> • Cool roofing • Road markings
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
Filtersil®	Cleaner silica and gravel	●		<ul style="list-style-type: none"> • Cleaner water 	<ul style="list-style-type: none"> • Water filtration systems
Glassil®	Silica as a core structure	●		<ul style="list-style-type: none"> • Recycling • Energy conservation 	<ul style="list-style-type: none"> • Bottles • Glassware • Insulation
Luminex™	Domestic production	●		<ul style="list-style-type: none"> • Less importing (reduction in GHG emissions) 	<ul style="list-style-type: none"> • Countertops
Minbloc®	Silica-free	●	●	<ul style="list-style-type: none"> • Safer work environment • Reduced silicosis risk • Increases durability and coating life 	<ul style="list-style-type: none"> • Clear protective film for greenhouses
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
Neozien®	Odor elimination		●	<ul style="list-style-type: none"> • Improved working conditions • Community Impact 	<ul style="list-style-type: none"> • Resin-coated sand
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
Spectraquartz®	Non-slip surfaces		●	<ul style="list-style-type: none"> • Safer work environment 	<ul style="list-style-type: none"> • Commercial and residential flooring
Spectrum®	Silica-free	●	●	<ul style="list-style-type: none"> • Safer work environment • Reduced silicosis risk • Increases durability 	<ul style="list-style-type: none"> • Ceramic ware
Technisand Trucoat LE®	Low emissions, reduced VOCs		●	<ul style="list-style-type: none"> • Safer work environment 	<ul style="list-style-type: none"> • Castings/molds for various products



Huntersville Team Watching
"Tomorrow's World Today" Video
Submitted by Becky Sullivan

Responsible Governance and Ethics

We sustain our business and operations on the bedrock of strong 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



IN THIS SECTION

Corporate Governance
Cybersecurity
Ethics, Compliance,
and Transparency



Corporate Governance

Pretty Flowers
Submitted by Juan Del Angel

At Covia, we believe strong corporate governance and holding ourselves accountable to the highest standards of integrity and responsibility are critical to how we **Deliver on Promise** to our stakeholders.

While Covia is a privately held company, we have a strong foundation of governance and ethics, adhering to the principles of regulations-driven corporate governance and industry best practices. This includes conducting regular Board meetings, performing third-party audits of our financial performance, engaging with key stakeholders, and tracking KPIs to ensure accountability.

We are committed to corporate transparency, stakeholder engagement, and ESG disclosures, as evidenced by our partnership with EcoVadis to assess and share ESG progress with key stakeholders, being a signatory of the United Nations Global Compact, and our adherence to widely accepted industry frameworks and standards such as the Sustainability Accounting Standards Board (SASB), and most recently, the Task Force on Climate-related Financial Disclosures (TCFD).

Our Leadership Structure

Covia's **Board of Managers** meets regularly to review our performance, evaluate progress against our strategic plans, and provide oversight of key initiatives, including our **Goals That Inspire**. Our Board-level committees include:

- **Audit Committee:** oversees the integrity of our financial statements and financial reporting controls, and adherence to policies, standards, and regulations.
- **Compensation Committee:** oversees the policies and procedures that govern compensation programs, including our incentive-based compensation model.

Our **Executive Leadership Team (ELT)** develops and executes our business strategy and objectives. The ELT ensures we are making progress and sets the tone for fostering a culture of performance and reliability.

LEADERSHIP EXPERTISE

A diverse mix of experience, qualifications, attributes, and expertise of our Board and ELT strengthens their ability to provide effective leadership and oversight, while ensuring we are operating our business in the best interest of our stakeholders. Key skills and areas of expertise include:

Skills:

- Accounting, finance, and economics
- Engineering
- Environmental management
- Government and foreign affairs
- Human capital management
- Legal, ethics, and compliance
- M&A transactions
- Nonprofit management
- Operations and commercial excellence
- Product management
- Safety and health
- Sales and marketing
- Strategic investments and capital markets
- Strategy and business development
- Supply chain management

Industry Expertise:

- Metals and mining
- Energy
- Industrials
- Chemicals and polymers
- Transportation
- Specialty chemicals and coatings
- Oil and gas
- Building products
- Payment technology

COVIA'S BOARD OF MANAGERS



Shawn Williams
Executive Chairman of
the Board



J. Donald Sheets
Vice Chairman of the
Board & Chair — Audit
Committee



Bruno Biasiotta
President & Chief
Executive Officer



Paul Gordon
Board Member & Chair —
Compensation Committee



Robert Kirby
Board Member



Phil Barkhorn
Board Member



William Wang
Board Member

COVIA'S EXECUTIVE LEADERSHIP TEAM

Corporate



Bruno Biasiotta
President & Chief
Executive Officer



Russell Montgomery
EVP, Chief Operations
Officer



Chris Nagel
EVP, Chief Financial
Officer



Brian Richardson
EVP, Chief Administrative
Officer



Duncan Stuart
EVP, Chief Legal Officer
& Secretary

Industrial Business



Barry Esposito
EVP, Industrial —
Performance Materials,
U.S. and Canada



Charlie Giaudrone
EVP, Industrial — Specialty
Materials



Carlos Gómez
EVP, Industrial —
Performance Materials,
Mexico

Energy Business



Michael Segura
President, Energy



Jeff Wood
Chief Financial Officer,
Energy

Please visit the following links for more information on our [Board of Managers](#) and [ELT](#).



Cybersecurity

Land of Sand
Submitted by Jordyn Richmond

We are committed to protecting our Team Members, assets, and operations from cyber threats. We continue to invest in advanced security measures to proactively manage risks and performance in this area and are focused on implementing additional automation tools to strengthen and streamline our remediation capabilities.

We rely on a comprehensive, multilayered defense strategy with defined and documented systems, policies, and procedures to mitigate security risks across our operations. This includes robust threat detection and response systems, advanced technology solutions, and regular training for all Team Members to bolster our resistance to cyber threats. Additionally, we uphold our commitment to continuous improvement by assessing our programs against emerging risks, opportunities, and best practices.

We understand our responsibility to safeguard our information assets for the benefit of our business, Team Members, customers, and partners – it is essential for upholding the trust we maintain with those who depend on us.

Strengthening Our Security in 2023

In a year that witnessed a pervasive presence of cyber-related dangers, we maintained a steadfast focus on strengthening our ability to effectively address the evolving external threat landscape. Our priorities throughout the year included:

- Transforming and aligning our security tools, including utilizing advanced anti-virus software and hacker-identification capabilities;
- Fostering Team Member awareness through ongoing training and increased communication on important cybersecurity topics;
- Engaging with our external partners and third-party experts to fortify our collective information security measures and due diligence procedures; and
- Investing in additional resources and capabilities to further minimize vulnerabilities across the enterprise.

Additionally, aligned with our commitment to transparency and disclosing our progress in areas critical to our stakeholders, we added a formalized Cybersecurity and Data Privacy goal to our **Goals That Inspire** following our 2023 materiality assessment.



Want to learn more about this and other corporate responsibility topics?
See our [library](#) of topic-specific summary documents.

Driving Increased Cybersecurity Awareness Among Team Members

We proactively approach cybersecurity awareness and readiness among our Team Members and prioritize user training and cybersecurity best practices. Our Team Members are critical to managing our cybersecurity risk and serve as the first line of defense against potential threats.

To foster a culture of cybersecurity mindfulness across all levels of the organization and adequately equip Team Members in 2023, we:

- Conducted cybersecurity trainings and behavior-based phishing simulations;
- Performed additional large-scale tabletop exercises across our leadership teams and functional areas to enhance decision-making and response planning; and
- Leveraged regular communications to ensure Team Members are aware of important updates and relevant security topics.

Our cybersecurity training is required for new technology users during their onboarding process (and annually thereafter). The training module covers various security-related topics, designed to increase Team Member awareness of the most common threats and mitigation measures applicable to our business. Team Members in higher-risk roles are also required to complete targeted training to further reduce risk to the organization and our stakeholders.

In 2023, we successfully decreased our cybersecurity threat resolution time by 60-70% on average.



Goals That Inspire: Responsible Governance and Ethics

Strengthen Our Cybersecurity and Data Privacy Posture

Our continuous focus on fortifying our defenses against cybersecurity risks, aligned with UN SDG 16: Peace, Justice and Strong Institutions, is essential to safeguarding the data and information assets our stakeholders entrust to us.

Target: Complete annual and continual cybersecurity training for 100% of our Team Members.

2023 Progress: Although regular Team Member cybersecurity training has been in place for many years, 2023 represented the first year of tracking progress against our formalized goal. In total, 91% of our office Team Members completed cybersecurity and data privacy training during the year, and we continue to evaluate ways to implement training and education opportunities for all Team Members to help us achieve our goal.



Canoitas Leading Team
Submitted by Lenin Granados

INVESTING IN OUR INFORMATION SECURITY TEAM IN 2023

While all Team Members play an essential role in ensuring we operate in a safe, secure, and sustainable manner, we rely on our Information Security (IS) team to develop and implement our comprehensive cybersecurity strategy. Although the team is more cross-functional and collaborative than ever, investing in additional resources and skills for our IS team remained a priority in 2023. During the year, we added a skilled cybersecurity analyst and a security engineer to the team's roster. Additionally, we provided several bespoke training courses to enhance the team's skills in emerging coding standards, and we supported their efforts to pursue advanced cybersecurity professional certifications and learning opportunities.

Promoting Security and Transparency Along the Value Chain

Against a backdrop of evolving cybersecurity risks and increasingly savvy phishing attempts, Covia continues to implement policies and procedures to secure our operations and reduce cyber-related risks across our partner network to protect our customers, Team Members, and all who rely on us. Just as we implement measures to protect our stakeholders' data, our **Third-Party Information Security Due Diligence Program** promotes increased transparency across our partner network and ensures third-party cyber-related risk is appropriately managed. Our Information Technology team works closely with our procurement function to assess new and existing partners concerning information security performance.

We also formalized our **compromised-vendor procedures** during the year, clearly defining how Covia will work with our vendors to ensure prompt remediation if a vendor attack with implications to our business occurs.

HIGHLIGHTS THAT INSPIRE

Real-World Training in Responding to Cyber Threats

As part of our proactive approach to equipping our Team Members to respond to security threats appropriately, we conduct regular tabletop exercises designed to simulate real-world scenarios. These exercises allow Team Members to navigate through hypothetical scenarios from beginning to end, strengthening their threat identification and response skills. Notably, one such exercise in 2023 centered on a severe data breach, simulating an event that brought an entire plant to a standstill.

During these simulations, each participant meticulously followed an established decision tree, demonstrating a thorough understanding of our defined protocols and crisis

As a result of our continual training efforts, our Team Members increased their password strength by an average of 40% during the year and outperformed the industry with respect to phishing simulation performance, even at the most advanced difficulty levels.

response plans. These exercises serve as a testament to our commitment to not only identifying potential vulnerabilities, but also ensuring that our response mechanisms are well-coordinated and effective.

While our plants have not experienced an incident of this magnitude, we understand the importance of ensuring our Team Members are prepared to act quickly and effectively – just in case.



Ethics, Compliance, and Transparency

Teenager Hawks in Huntsville
Submitted by Becky Sullivan

At Covia, we hold ourselves to the highest standards of ethics, compliance, and transparency as part of our commitment to responsible business conduct. These principles are core to who we are and how we operate. Our Executive Leadership Team and Board of Managers set the tone for ethical and compliant behavior and prioritize its importance throughout the organization.

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

Covia is committed to complying with all applicable laws, rules, regulations, and best practices.

We regularly review and refine our codes and policies to ensure they drive ethical behavior and full compliance with the laws and regulations that govern our business activities. In 2023, the Board approved updates to our Anti-Corruption and Sanctions Policy, and our Code of Business Conduct and Ethics, which included revisions to our fair dealing practices and clarification related to the whistleblower hotline and how to access it.

All Covia codes and policies can be accessed from our intranet's homepage, along with information regarding who to contact with questions about individual policies.

Core Policies:

- Our **Code of Business Conduct and Ethics** 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** provides principles and guidelines for conducting business in foreign countries and with foreign counterparties to maintain compliance with anti-corruption laws. As an extension of this policy, in 2023 we rolled out a Due Diligence Questionnaire to potential customers, promoting further transparency.
- Our **Policy for Concerns Regarding Accounting and Compliance Matters** outlines reporting procedures and treatment of Team Member concerns relating to accounting or compliance matters. 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 retaliation policy against Team Members who report concerns.
- Our **Employee 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.

98% of Team Members completed our compliance training in 2023, and we continue to work toward achieving our 100% completion target.

Reinforcing Our Compliance Training, Education, and Awareness Efforts

We are focused on providing every Team Member with a clear understanding of what is expected of them and the important role they play in operating our business responsibly. Our Compliance Training program is a critical part of our proactive approach to managing risks surrounding ethics and compliance.

Our training modules include real-life scenarios and interactive examples to drive a deeper understanding of the training's principles. In 2023, we increased our focus on safety training and compliance with dedicated modules on Covia's Life Saving Rule of Lock Out, Tag Out, Try Out and our Non-Discrimination and Non-Harassment Policies. We also provided clarification that our Whistleblower Hotline is completely anonymous, voices are concealed, and there is no way of tracing the call unless the caller provides the information.

Every year, our completion target for our North American sites is 100%, which includes our front-line Team Members. Our front-line workforce receives the training through an in-person workshop, while our office-based workforce completes the training online.

As the regulatory environment in which we operate continues to evolve, we remain focused on proactively identifying and assessing developments applicable to our business. We are committed to understanding and meeting all ethical and legal requirements, and we strive to exceed them where possible.

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.

Empowering Team Members Who See Something to Say Something

Just as important as ensuring we hold ourselves to the highest standards of ethical behavior, our Team Members must also be able to report concerns of violations freely and without fear of retaliation. We encourage Team Members to share concerns with someone in a position of management, including their direct supervisor, another member of management, or their Human Resources Business Partner.

Additionally, Team Members can submit concerns or suspected violations through the Whistleblower Hotline, which is available 24/7. Through the secure, third-party hotline, Team Members can submit a complaint through the web or via phone and may choose to remain anonymous. All reports are reviewed promptly, and, where warranted, investigated to determine the appropriate resolution. The hotline is currently available in English, Spanish, and French, and we continue to leverage several Team Member communication platforms to maintain awareness and understanding of this important tool. The hotline is also available to our contractors and suppliers to share concerns or suspected violations.

In addition to our Whistleblower Hotline, our Compliance Training program, which all Team Members are required to complete, includes whistleblowing modules that outline our expectations for Team Members to take the appropriate actions when observing any behavior that violates our policies.

Assessing Fraud Risk

We recognize that our Team Members play an important role in identifying risks of fraudulent behavior in our organization, given the firsthand experience and depth of knowledge they glean from carrying out their day-to-day responsibilities. Through periodic, anonymous fraud-risk surveys, we assess these risks and identify improvement opportunities. Additionally, we conduct site visits at our facilities to better understand and strengthen Team Member preparedness and hear directly from Team Members about various ethics, compliance, and risk topics. We continually assess existing strengths and opportunities for further risk mitigation to Covia's business and reputation.

Approach to Human Rights

Our commitment to ethical practices is reflected in 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 outlined in our [Approach to Human Rights](#), we:

- Respect each Team Member, customer, supplier, and contractor as an individual, **showing courtesy and consideration for 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. We are committed to providing 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 we 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** 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 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 transparent culture and going beyond what is required of us to maintain trust and credibility among our stakeholders. Our corporate transparency targets 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.

2023 Progress: We disclosed our progress via the UN Global Compact's new Communication on Progress (CoP) platform, reporting on corporate action and performance related to the Ten Principles of the UNGC and the Sustainable Development Goals (SDGs). Covia became a signatory to the UN Global Compact in September 2022.

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

2023 Progress: Our 2023 report represents Covia's fifth consecutive year of alignment with the Sustainability Accounting Standards Board (SASB) framework. For more information, please see our SASB index on [page 66](#) of this report.

We also completed a Task Force on Climate-related Financial Disclosures (TCFD) Report, which can be found on [page 70](#).

Additionally, we have identified 11 Sustainable Development Goals (SDGs) that align with our ESG activities and priorities, and we look forward to continuing to enhance our efforts and disclosures around these important commitments.



Woodland Pinkroot in Guion
Submitted by Gordon Bull

Appendix

IN THIS SECTION

- A Special Thank You to Our Team Members
- Stakeholder Engagement Summary
- 2023 SASB Index
- Climate Risk and Opportunities Report (2023 TCFD Report)
- Goals That Inspire: 2030 ESG Index

A Special 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 2023 Corporate Responsibility Report. We are sincerely grateful for your support in the creation of this report, as well as Covia's ongoing efforts and initiatives. Thank you!

Andrew Adams

Paul Alford

Bryan Aown

Adrianna Ateh

Scott Atkins

Steve Auger

Brian Baldacci

Roger Bannister

Marty Beacham

Adam Beatty

Amelie Beauregard

Steve Bell

Stan Bisceglia

Jim Bonsall

Carter Boswell

Louis Bottiggi

Jan Bradford

Alex Brill

David Brooks

Michelle Brown-Garcia

Caryann Bruce

Gordon Bull

Troy Burd

Erin Burke

John Buse

Andrea Camacho Cabrera

James Campbell

Bambi Cappelle

Rene Catalan

Yanka Chanenka

Ryan Christopher

Jayson Cutler

Prashant Dave

Lan Deng

Jennifer Does

Samuel Donner

Celeste Dorwart

Jaime Eduardo Noyola

Archie Eksteen

Hanne Elkjaer

Uziel Enrique Pérez Auces

Crystal Evans

Larry Evans

Bob Falkowski

Keith Feicks

Mike Foster

Ian Freeman

Brent Fremont

Chris Goodwin

Lenin Granados

Reid Gronski

Yana Gur

David Hayes

Kevin Heckel

Lauren Helton

Jeffery Hicks

Charlynn Hinson

Dennis Hough

Forrest Howell

John Hurst

David Hutson

Iván Iñiguez Alonzo

Don Inns

Phil Ivanisin

Brady Jackson

Cynthia Jamieson

A Special Thank You to Our Team Members

Thomas Jensen	Mike Melton	Octavio Salinas de la P��na
Jay Johnson	Skylar Messina	Alejandro Salvador Gonz��lez Gaytan
Jeff Jurewicz	Anna Meyer	Jon Shaper
Andrea Keck	Mick Mickelson	Duncan Shaw
Keith Kerr	Joe Migyanko	Tony Sinning
Bill Kidd	Scott Miller	Dale Smith
Janet Kilbane	Jeremy Moore	Jarod Smith
Natalie King	David Morris	Susan Smith
Eric Knapp	Asia Motta	Mark Snyder
Kurt Krebs	Andy O'Brien	Doug Staples
Ana Laura Obreg��n Jim��nez	Enrique Orozco P��rez	Michelle Stribling
Riley Layton	Mark Oskam	Becky Sullivan
Mona Legin	Abel Oswaldo Cabada Mendoza	Jamie Swenson
Brian Lenhart	Michele Oxlade	Chris Thynne
Estefani Mart��nez Le��n	Dominick Pariano	Scott Tincher
Kristin Lewis	Jeff Peacemaker	Kayembe Tshitenge
Christopher Liu	Rub��n Pe��a Ram��rez	Moises Valencia
Doug Losee	Humberto P��rez Cruz	Laura Vasseur
Dan Lyon	Mike Perkins	Jeremy Wagner
Sean Lyons	Marcus Polancic	Samantha Walter
Sean Maas	Drew Poschner	John Warren
Tony Madormo	Juanita Powell	Sara Watson
Mike Maloney	John Quinn	Anders West
Mark Massicotte	Jay Raymer	Steve Westmoreland
Amy Mathias	Cale Reeder	Matt Wilkins
Michele Maxson	Miguel Reyes	Bleve Willoughby
Heather McComas	Jordyn Richmond	Brandon Wilson
Wes McMillan	Rocky Rivers	Will Winfield
Shane McShane	Coleman Rojahn	Gloria Woolever
Amanda Meehan	Ludivina Ruiz	

Stakeholder Engagement Summary

Valuable Partnerships that Support Positive Change

Covia is proud to foster meaningful partnerships and collaborate with more than 250 organizations in our local communities. Examples include:

Health and Wellness

- Alzheimer's Association
- American Cancer Society
- The Leukemia and Lymphoma Society
- Stand Up and Play Foundation
- Ronald McDonald House Charities
- St. Jude Children's Research Hospital
- The Turn
- Westben Centre

Education

- Covia Aspire Scholarship
- Foundry Educational Foundation
- Queen's University at Kingston
- The Cleveland Foundation — Say Yes to Cleveland
- Many local schools and scholarship organizations

Environment

- Ducks Unlimited
- Monarch Joint Venture
- National Arbor Day Foundation
- Pheasants Forever, Inc.
- Rain 2 Water
- South Jersey Quail Project, Inc.
- Foundation for Geauga Parks
- Wildlife Habitat Council

Social Equality

- Angels & Sparrows
- Balloon Latam
- Boys Hope Girls Hope
- Dallas CASA
- Equal Justice Initiative
- Ottawa, Illinois, Regional Office of Education – Covia Meals with Love Program
- Possibilities International
- United Way
- Veterans Bridge Home
- Multiple local food banks

STAKEHOLDER ENGAGEMENT

Through thoughtful and continuous stakeholder engagement, we gain and share valuable insight and feedback on our organizational and ESG efforts to ensure we consistently meet stakeholder expectations.

OUR STAKEHOLDER GROUPS	HOW WE ENGAGE WITH THEM
Team Members	Company-wide town halls and ad hoc sessions with executives; Covia TV (digital signage); E-learning opportunities; Performance reviews; Social media; Team Member engagement survey; Topical workshops and initiatives; Training sessions, including annual compliance training, which covers our approach to reporting ethics concerns
Customers	Customer events and tradeshows; EcoVadis and other ESG assessments; Press releases; Pricing and product communications; Social media; Website updates
Investors	Active outreach through conferences, in-person meetings, email communication and video/ phone calls; Earnings calls and presentations; Press releases; Social media; Website updates
Community Partners	Community Action Plans (CAPs); The Covia Foundation; Social media; Volunteer opportunities
Suppliers	Annual/quarterly reviews; Business Partner Code of Conduct; Email communications; Social media; Website updates

2023 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 & Mining industry.

SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS			
TOPIC	ACCOUNTING METRIC	CODE	2023 RESULT
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	EM-MM-110a.1	410,224 MT CO ₂ e
	Gross global Scope 2 emissions		259,666 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	Please see the Energy Efficiency and Emissions section of this report.
Air Quality	Air emissions of the following pollutants: (1) CO, (2) NO _x (excluding N ₂ O), (3) SO _x , (4) particulate matter (PM ₁₀), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	EM-MM-120a.1	(1) CO = 562.8 tons (2) NO _x = 1,773.9 tons (3) SO _x = 221.5 tons (7) VOC = 166.8 tons
Energy Management	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	EM-MM-130a.1	(1) Natural gas = 54.7 million therms Diesel/used oil = 8.3 million gallons Gasoline = 0.3 million gallons Propane = 5.0 million gallons Total energy = 9.6 million GJ (2) Percentage grid usage: approximately 100% of 560 million KWh (3) Percentage of renewable: approximately 1%

SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS

TOPIC	ACCOUNTING METRIC	CODE	2023 RESULT
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	<p>We track fresh water withdrawn and consumed at 88% of our sites, including 88% of our water-stressed sites. 16% (eight sites) of our total mining and processing sites are in regions of high water-stress. Of the eight sites identified above, water is used in the process at only four sites, making up 8% of our mining and processing sites. Please see the Water Stewardship section of our report for our long term strategy on how we're addressing this.</p> <p>(1) 38,960 thousand cubic meters, 7% in regions of high water stress</p> <p>(2) 17,123 thousand cubic meters, 13% in regions of high water stress</p>
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	EM-MM-140a.2	1
Waste & Hazardous Materials Management	Total weight of non-mineral waste generated	EM-MM-150a.4	As a mineral and material solutions provider, the bulk of the waste that we generate is mineral waste – through either tailings, overburden, or waste rock. As a result of our Waste Team's analysis of our byproducts, the amount of non-mineral waste generated was deemed not material, thus we do not plan to report on this metric at this time.
	Total weight of tailings produced	EM-MM-150a.5	11.7 MM metric tons. The majority of our tailings waste is reprocessed as backfill.
	Total weight of waste rock generated	EM-MM-150a.6	2.8 MM metric tons
	Total weight of hazardous waste generated	EM-MM-150a.7	In 2023, we developed a roadmap for reporting on our hazardous waste generated and recycled by 2025.
	Total weight of hazardous waste recycled	EM-MM-150a.8	In 2023, we developed a roadmap for reporting on our hazardous waste generated and recycled 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 their legacy company policy and procedures as they relate to 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	Please see the Land Management and 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	<p>(1) 9%</p> <p>(2) 6%</p> <p>(3) 3%</p>
	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	EM-MM-160a.3	<p>(1) Proved: 40%</p> <p>(2) Probable: 47%</p>

SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS			
TOPIC	ACCOUNTING METRIC	CODE	2023 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) Proved: 0% (2) Probable: 0%
	Percentage of (1) proved and (2) probable reserves in or near indigenous land	EM-MM-210a.2	(1) Proved: 11% (2) Probable: 2%
	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 long-standing alignment to the United Nations Universal Declaration of Human Rights, which outlines fundamental human rights to be universally protected.</p> <p>Covia's Nepheline Syenite Operation (NSO) in Canada 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. To date, Impact Benefit Agreements (IBAs) have not been required at NSO.</p> <p>In Mexico, the federal government has promulgated legislation to empower Indigenous Peoples. The government has established a method to identify indigenous communities within the municipality where the impacts may occur. Covia actively reviews the available database prepared by the Secretary of Environmental and Natural Resources to identify potential impacts with the local indigenous communities. To date, none of our sites in Mexico have been affected by Indigenous communities.</p> <p>Covia has no sites in areas of conflict.</p> <p>For additional information, please see Ethics and Compliance section of 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, which is why this topic is incorporated into our Goals That Inspire . Please see the Responsible Operations section for more information.
	Number and duration of non-technical delays	EM-MM-210b.2	0
Labor Practices	Percentage of active workforce employed under collective agreements	EM-MM-310a.1	Overall: 34% Canada: 74% Mexico: 53% United States: 19%
	Number and duration of strikes and lockouts	EM-MM-310a.2	0
Workforce Health & Safety	(1) 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) All-Incidence Rate: 0.95 (2) Fatality Rate: 0 (3) Near Miss-Frequency Rate: 17.80* (4) (a) Employee Training - 46 Hours (4) (b) Contractor Training - 41 Hours**</p> <p>*Near-Miss Frequency Rate is a combined rate between both employees and contractors. Given how this information is reported and collected, the two cannot be separated.</p> <p>**Increase in training hours compared to 2022 largely due to increased training at two important sites.</p>

SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS

TOPIC	ACCOUNTING METRIC	CODE	2023 RESULT
Business Ethics & Transparency	Description of the management system for prevention of corruption and bribery throughout the value chain	EM-MM-510a.1	Please see the Ethics and Compliance section of this report.
	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	EM-MM-510a.2	N/A
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>Most of Covia's tailings storage facilities are ponds; however, we recognize the importance of thorough inspections and maintenance. Because of this, we have a two-tier inspection type with frequency depending on the associated risk rating. The Level 1 inspection is a 12-point inspection and is conducted more frequently. The Level 2 inspection is a 30-point detailed inspection. All impoundments are on their own inspection frequency, varying from N/A, daily, weekly, monthly, quarterly, or annually, depending on classification. Both Level Inspections are noted on the "Tailings Storage Inventory" Chart.</p> <p>Covia has 212 impoundments: 159 - Low Risk 53 - Medium Risk</p> <p>Our impoundment list includes all active, inactive, and reclaimed impoundments, including but not limited to tailings storage, stormwater retention ponds, freshwater ponds, and process water ponds. Several impoundments on the list are incised, with a natural rock barrier leading to a very low risk rating. Regardless, we believe all impoundments require close monitoring and are only removed from the list when there is no longer a failure threat.</p> <p>In 2023, we removed 10 impoundments from this list due to no longer being at risk of failure.</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 all 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 applicable regulations.

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	2,510; 1%

Climate Risk and Opportunities Report (2023 TCFD Report)

The Task Force on Climate-related Financial Disclosures (TCFD) provides a framework of recommended disclosures for corporate reporting on climate-related risks and opportunities, categorized by Governance, Strategy, Risk Management, and Metrics and Targets. Based on the climate scenario analysis we conducted, this index references Covia's reporting against TCFD's voluntary guidelines for universal disclosures and cross-industry, climate-related metrics.

Governance

Board Oversight

The Covia Board of Managers oversees the operational performance and strategic direction of the organization with support from our Audit and Compensation committees. The Board is the ultimate decision-making body of the Company and advises our Executive Leadership Team ("ELT"), who is responsible for developing and executing our business strategy and objectives. Together with the Board, the ELT oversees climate risk management, informed with details from our Director of Environmental, Social and Governance ("ESG") and the ESG Steering Committee.

Our Board of Managers meets at least quarterly to assess the Company's financial and operational performance and evaluate progress against strategic plans. During these meetings, the Board has the opportunity to review and discuss progress against ESG goals and initiatives, including the Company's management of climate-related risks and opportunities.

Management's Role

The iterative and integrated approach of assessing and managing climate-related risks and opportunities is a responsibility shared by the ELT, Director of ESG, and ESG Steering Committee. The Director of ESG leads the Company's environmental sustainability initiatives and holds ultimate responsibility over climate-related risk management activities.

IMPORTANT INFORMATION ABOUT THIS REPORT

This report contains information relevant to both the Energy and Industrial segments of our organization. Please note that as the organization undergoes separation into two distinct companies, you will find updated disclosures for each company on our website. We encourage you to visit our [website](#) for the latest information on both entities post-separation.

The Director of ESG reports to the Chief Administrative Officer, who ensures climate considerations are integrated into the ELT and Board's strategic go-forward vision for the Company as communicated to Team Members and external stakeholders.

The Director of ESG participates in the ESG Steering Committee, which also includes functional leaders representing various stakeholder groups and departments across the Company. The ESG Steering Committee discusses progress toward short- and long-term ESG goals and identifies areas of continued ESG progress. Committee members are the primary individuals responsible for identifying and assessing the risk and impact level of climate-related hazards through risk scoring activities and workshop discussions.

Our ESG Steering Committee consists of 12 individuals with expertise in relevant and varied disciplines including, but not limited to, engineering, environmental management, strategy and business development, accounting, finance and economics, legal, operations, and supply chain management. We pride ourselves on having a multi-disciplined ESG Committee, enabling us to assess climate risk through a cross-functional lens and assign risk management activities to stakeholders at the level and in the format best suited for effective control. As appropriate, the Committee shares topics for further discussion and approval with the ELT.

The ESG Steering Committee is supported by five additional subcommittees that are organized around the Company’s 2030 ESG goals (**Goals That Inspire**). Each of the five subcommittees has oversight of topics that pertain to climate-related risks and opportunities. As we look toward 2030, these subcommittees will play a more active role in ensuring we are making progress against stated goals and considering climate-related risks and opportunities in the process.

CORPORATE SUSTAINABILITY GOVERNANCE	
Board of Managers	Serves as the ultimate decision-making body of the Company and has final oversight of climate-related issues.
Executive Leadership Team (ELT)	Assumes responsibility for developing and executing the business strategy and objectives and expediting activities to ensure successful management of climate-related risks and opportunities.
Director of ESG	Responsible for leading and enhancing the Company’s approach to climate-related risk and opportunity management.
ESG Steering Committee	Consisting mostly of functional leaders, the ESG Steering Committee is responsible for day-to-day identification and management of climate-related risks and opportunities through its members’ respective roles and department activities.

impactful to our operations and customers. This took the form of stakeholder interviews and culminated in two workshops where physical risks, transition risks, and opportunities were identified and prioritized as those most material to Covia over the short, medium, and long term. For this analysis, we defined short term as present day to 2030, the year set forth by our ESG-related **Goals That Inspire**; medium term as 2030-2040; and long term as 2050, as a societally recognized milestone year.

In our assessments, we considered acute and physical risks as well as transition risks, including existing and proposed regulation, legal risks, market risks, technology risks, and reputational risk. We also analyzed climate-related opportunities associated with expansion into new markets, brand reputation, and access to tax credits and incentives.

We relied on both internal and external expertise to identify and assess the risks and opportunities posed by climate change, including:

- Participation from the ESG Steering Committee, FP&A, Risk, and Strategic Marketing in workshop discussions and risk scoring activities;
- Third-party consultants providing guidance on potential risks and opportunities;
- Physical climate models demonstrating the likelihood and impact of specific risks on each of our sites;
- Existing and proposed legislation that may impact the Company’s products and/or operations;
- International Sustainability Standards Board (ISSB) guidelines and recommendations on potential risks and opportunities; and
- Existing environmental risk register protocols and previously identified risks and opportunities managed through our Enterprise Risk Management (ERM) function.

Scenario Alignment

We conducted scenario analysis utilizing three Representative Concentration Pathways (RCPs) identified by the Intergovernmental Panel on Climate Change to consider the impact of climate change on Covia’s business. These are the “Orderly,” “Disorderly,” and “Hot House World” scenarios. These scenarios respectively highlight the difference in

Strategy

Risk Identification

Climate issues have been considered for many years as we have formulated our business strategy and in 2021 we furthered our commitment through the development of our **Goals That Inspire**. Many of these goals are directly related to and dependent on the Company’s management of climate-related risks and opportunities, and therefore, we considered it critical to conduct a formal climate-related risk assessment, including scenario analysis.

This initiative, spearheaded in the first quarter of 2024, involved members of the ESG Steering Committee, Financial Planning & Analysis (FP&A), Risk, and Strategic Marketing to identify the climate-related risks and opportunities most

expected climate responses if the world adopts an approach of aggressive climate mitigation, moderate climate mitigation, or climate inaction:

- **Orderly Scenario | RCP 2.6 | Mitigation Scenario:** RCP 2.6 is likely to keep global temperature rise below 2°C by 2100. In RCP2.6 warming scenario, carbon dioxide emissions start declining immediately and reach zero by 2100, methane emissions are halved by 2100, and negative carbon dioxide emissions average 2 gigatons per year.
- **Disorderly Scenario | RCP 4.5 | Stabilization Scenario:** RCP 4.5 is likely to keep global temperature rise between 2°C and 3°C by 2100. In this warming scenario, carbon dioxide emissions start declining by approximately 2045 and reach roughly half of the levels of 2050 by 2100. Methane emissions stop increasing by 2040 and represent about 75% of 2040 levels by 2100, while negative carbon dioxide emissions average 2 gigatons per year.

- **Hot House World Scenario | RCP 8.5 | Adaptation Scenario:** In RCP 8.5, emissions continue to rise, and warming is estimated to reach 4.3°C by 2100. This is commonly viewed as either a “worst-case” or “inaction” scenario.

We analyzed nine acute physical risks (heat wave, severe storm, extreme precipitation, drought, river flood, cold stress, wildfire, landslide, and coastal flooding) and two chronic physical risks (precipitation change, temperature change) across all three scenarios. For each of the climate-related transition risks and opportunities, we modeled the likelihood and impact under the Orderly and Hot House World scenarios and discussed how the material risks and opportunities may change.

The tables below highlight the potential risks and opportunities identified through our analysis. Note that we have modeled the Orderly and Hot House World scenario in these tables to highlight the differences. Most climate science predictions suggest that the fully realized scenario will likely fall between the two more extreme scenarios.

PHYSICAL RISKS

TYPE	RISK	POTENTIAL IMPACT TO COVIA	IMPACTED DEPARTMENTS	SCENARIO	LIKELIHOOD/IMPACT IN THE		
					SHORT TERM	MEDIUM TERM	LONG TERM
Acute	Wildfire	Wildfires may damage/destroy company assets and pose increased health and safety risk for Covia employees due to potential air quality concerns	Environmental, Health & Safety	Orderly	Low	Low	Low
				Hot House World	Low	Low	Medium
Acute	Heat Wave	Rising temperatures could create safety concerns and productivity losses for Covia employees, specifically in regions where high levels of heat stress are predicted; may decrease water availability, thereby reducing production allowances	Environmental, Health & Safety, Operations	Orderly	Low	Medium	Medium
				Hot House World	Medium	Medium	High
Acute	River Flood	River flooding may require temporary shutdown of mining processes, lowering production volumes and increasing labor production costs for employees working overtime (if plants are not running at 100% capacity already)	Environmental, Operations	Orderly	Low	Low	Low
				Hot House World	Low	Low	Medium
Acute	Extreme Precipitation	Extreme precipitation may cause temporary shutdown of mining processes, thereby minimizing production and causing labor production costs for employees working overtime (if plants are not running at 100% capacity already)	Environmental, Operations	Orderly	Low	Low	Medium
				Hot House World	Low	Medium	Medium
Acute	Severe Storm	Extreme weather storms such as hurricanes may pose a threat to Covia's infrastructure; damaged infrastructure will decrease production rates, accelerate depreciation charges, and may increase insurance premiums	Environmental, Finance, Operations	Orderly	Low	Medium	Medium
				Hot House World	Medium	Medium	High
Acute	Drought	Drought conditions may lower the availability of water, increasing cost per ton of production as water deliveries may be required, or the investment in new low- or no-water technologies	Environmental, Innovation, Procurement	Orderly	Low	Medium	Medium
				Hot House World	Medium	Medium	High
Chronic	Temperature Change	A long-term shift in temperatures may increase cost per ton over time; sustained high temperatures may pose a threat to the health and safety of Covia employees	Environmental, Finance, Health & Safety, Operations	Orderly	Low	Medium	Medium
				Hot House World	Medium	Medium	High
Chronic	Precipitation Change	A long-term shift in precipitation may increase cost per ton over time; an increase in the magnitude and frequency of precipitation will increase downtime, lowering production volumes	Environmental, Finance, Operations	Orderly	Low	Low	Medium
				Hot House World	Low	Medium	Medium

TRANSITION RISKS

RISK	POTENTIAL IMPACT TO COVIA	IMPACTED DEPARTMENTS	SCENARIO	LIKELIHOOD/IMPACT IN THE		
				SHORT TERM	MEDIUM TERM	LONG TERM
Reputation	Failure to assess climate-related risks and demonstrate sustainable risk mitigation activities may paint the company in a negative light compared to its peers, which may result in the loss of contracts to competitors	Sales & Marketing	Orderly	Low	Medium	Medium
			Hot House World	Low	Low	Low
Customer Demands	Customer demand for sustainability disclosure and advancement may put revenue from key customers at risk, which may result in the loss of contracts to competitors	Sales & Marketing	Orderly	Low	Medium	Medium
			Hot House World	Low	Low	Low
Electricity Costs	A nationwide push toward electrification may cause electricity demand to exceed supply, suggesting increased electricity costs; the introduction of renewable electricity supply to the grid may increase transmission and transportation costs for utility providers also, thereby driving up the cost of electricity	Finance, Operations, Procurement	Orderly	Low	Medium	Medium
			Hot House World	Low	Low	Low
Carbon Tax	A regulated carbon price (e.g., a carbon tax) may result in an increase in Covia's operating expenses; these costs may or may not be possible to pass through to customers	Finance, Operations	Orderly	Low	Medium	High
			Hot House World	Low	Low	Low
Regulatory Reporting	Expansion of climate reporting requirements in Covia's operational boundary could result in a major increase in Covia's legal spend and expose the company to potential penalties for noncompliance	Finance, Operations	Orderly	Low	Medium	Medium
			Hot House World	Low	Low	Low
Market Risk	A global shift toward renewable energy may impact demand for Covia's products; in the event of decreased demand, Covia may be required to idle or stop production at some of its plant locations	Innovation, Operations, Sales & Marketing	Orderly	Low	Medium	High
			Hot House World	Low	Low	Low

OPPORTUNITIES

RISK	POTENTIAL IMPACT TO COVIA	IMPACTED DEPARTMENTS	SCENARIO	LIKELIHOOD/IMPACT IN THE		
				SHORT TERM	MEDIUM TERM	LONG TERM
Brand Reputation	Perception of Covia as a sustainable, climate-conscious brand could positively increase brand reputation and potentially lower its cost of capital	Environmental, Sales & Marketing	Orderly	Medium	Medium	High
			Hot House World	Low	Low	Low
Access to Markets	Climate considerations present an opportunity for Covia to expand into new markets, attract new customers, and access new revenue streams	Innovation, Sales & Marketing	Orderly	Medium	Medium	High
			Hot House World	Low	Low	Medium
Tax Incentives	Covia may qualify for potential tax credits and incentives, supported by governments globally that are making funds available for transition technology	Finance, Operations	Orderly	Low	Low	Medium
			Hot House World	Low	Low	Medium

Business Integration

We understand that failure to respond to the climate-related risks identified during scenario analysis may pose operational, financial, and reputational risks to the business. Simultaneously, we recognize the opportunities available to generate new products, apply for financial incentives, and position the Company as a leader in climate risk mitigation activities. As such, we intend to employ a range of activities to ensure that these considerations are factored into the business strategy and financial planning.

Physical Risks

We assessed the exposure and vulnerability of each Covia site through comprehensive scenario analysis using both historical data and future projections. Findings from the scenario analysis proved that our diversified portfolio footprint provides a natural layer of insulation against acute physical risks and suggest that many of these risks are best managed at a site

level. Conversely, chronic physical risks present a risk to the portfolio, while their impacts may be more severe in certain regions. The impact and likelihood of both acute and chronic risks are expected to be more severe under the Hot House World scenario and we have made these stipulations in our business strategy.

Some of the measures we have taken – or plan to take – to effectively manage the likelihood and impact of physical risks include:

- Enhancing our water management practices to ensure efficient use and conservation of water resources, especially in areas prone to drought or water scarcity;
- Investing in renewable energy sources or energy efficiency measures to reduce our greenhouse gas emissions and lower our operational costs, especially in areas with high electricity prices or frequent power outages;

- Implementing disaster preparedness and emergency response plans to protect our Team Members, assets, and communities from the impacts of extreme weather events, such as storms, floods, and wildfires;
- Diversifying our product portfolio and customer base to reduce our dependence on specific markets or regions that may be adversely affected by climate change; and
- Engaging with our suppliers, customers, and other stakeholders to identify and address potential climate-related issues and opportunities along our value chain.

Transition Risks

Scenario analysis findings suggest that nearly all identified transition risks present a similar threat to the business. The consistent risk rating proposes that transition risks can be managed similarly across the organization by improving the Company's sustainability performance, disclosure, and positioning. The impact and likelihood of transition risks will be greater and accelerated under the Orderly Scenario, where there is an aggressive and widespread societal shift toward a low-carbon economy.

Covia's transition risks occur against a backdrop of climate pressures that have, for several decades now, drawn attention to concerns over the global use of fossil fuels as contributors to climate change. Low-carbon scenarios generally presume the direct reduction of fossil fuels or the increase in costs due to technology solutions such as carbon capture and storage at scale. Because a large share of Covia's end products directly relates to oil and gas production, any external factors that reduce the use or raise the price of oil and gas can be expected to have a negative impact on that portion of Covia's sales volumes, pricing, and related cash flows, with potential effects also flowing to other aspects of sand end-markets from possible oversupply conditions. At the same time, prior predictions of reduced fossil fuel use have been frequently disproven by actual supply-demand patterns, as the realities of geopolitical risk, economic growth, and increased global access to energy have outpaced the ability of renewables and other low-carbon energy forms to fill the gap. As of this current report, the United States is producing more oil and gas than at any time in its history, and in fact is the world's largest global supplier of oil and gas. Nonetheless, such market dynamics can change, and we therefore carefully monitor trends in energy and other demand centers.

We are committed to addressing and managing the impact of transition risks on Covia's business through the following activities:

- Prioritizing energy efficiency across our sites and exploring opportunities to procure renewable energy to effectively reduce our greenhouse gas emissions and lower our exposure to carbon pricing and electricity costs;
- Monitoring and assessing technology solutions and trends that could impact our business and decrease our carbon footprint;
- Collaborating with our suppliers and customers to develop partnerships that leverage our strengths and capabilities and support the transition to a low-carbon economy; and
- Developing a thoughtful, transparent, and proactive approach to emerging climate regulation.

Opportunities

We have always viewed innovation as a key growth driver in our business. We continue to invest in resources and capabilities to ensure that we stay in front of emerging markets in mineral and material performance. We understand that a tremendous opportunity exists to further develop low-carbon product offerings to access new revenue streams and customers. For more information on our innovation and R&D activities, see the [Product and Process Innovation](#) section of the Corporate Responsibility Report.

Our Strategic Marketing team, in collaboration with our Director of ESG, plays an integral role in positioning Covia as a sustainable business and ensuring stakeholder engagement. One of our **Goals That Inspire** was developed to continue driving efforts to enhance Covia's reputation as a sustainable and equitable Company with both internal and external stakeholders.

Our FP&A Team regularly assesses the applicability of tax credits and incentives on a local, state, and federal level to ensure the Company is rewarded for its commitment to climate-change mitigation activities. Tax assessments are conducted prior to M&A activities, site expansion activities, or major capital expenditure projects to ensure that government funding opportunities are fully realized.

Resilience

While there are material risks presented by both the Hot House World and Disorderly scenarios, we believe that our business is well-suited to address and adapt to them. Our diverse product offerings and customer base spanning multiple industries, combined with strong risk management function and commitment to innovation, provide Covia with the necessary agility to effectively manage climate-related risks and opportunities.

The findings gained from the scenario analysis activities further exemplify the importance of progressing toward our **Goals That Inspire**. We will continue to monitor the material climate-related risks and opportunities and adjust our mitigation strategies to ensure business resiliency.

Risk Management

Risk Identification and Assessment

Covia has a comprehensive risk Enterprise Risk Management (ERM) function that seeks to identify, assess, prioritize, monitor, and mitigate risks across Covia's business. Covia's Environmental Department, Operations Leadership Team, ESG Steering Committee, and the Director of ESG are tasked with identifying and assessing climate-related risks and opportunities in the business. These stakeholders synthesize a variety of considerations including, but not limited to,

existing and emerging regulatory requirements, the competitive technology market as it relates to low-carbon technologies, site-specific climate model predictions for transition and physical risks, climate-related disclosures, and commitments from customers to assign a rating for each physical risk, transition risk, and climate-related opportunity.

Each risk or opportunity is analyzed on a 0-4 scale based on:

- a. **Likelihood**: the probability the risk/opportunity will be realized, and
- b. **Impact**: how Covia's business operations are affected if the risk/opportunity is realized.

The likelihood and impact ratings are delineated in the tables below.

These ratings systems are used to consider the portfolio-wide likelihood and impact ratings of each risk and opportunity, but the likelihood and impact assessments can also be leveraged to identify and assess site-specific risks and opportunities.

LIKELIHOOD ASSESSMENT

RATING	INDICATOR	DESCRIPTION
0	Very unlikely	Risk/opportunity has an extremely low chance of occurring
1	Unlikely	Risk/opportunity has a relatively low chance of occurring
2	Likely	Risk/opportunity is likely to occur half of the time
3	Very likely	Risk/opportunity is very likely to present itself
4	Near certain	Risk/opportunity is almost certain to occur

IMPACT ASSESSMENT

RATING	INDICATOR	DESCRIPTION
0	Not applicable	Risk/opportunity not applicable; will not impact business
1	Low	If realized, the risk/opportunity is expected to have a low impact (\$) on the Company; cost/revenue impact is expected to be low; production will not be noticeably impacted; customer sentiment is unlikely to shift
2	Moderate	If realized, the risk/opportunity is expected to have a moderate (\$\$) impact on the Company; cost/revenue impact is noticeable but not high; production is impacted on a moderate scale
3	High	If realized, the risk/opportunity is expected to have a high (\$\$\$) impact on the Company; cost/revenue impact is high; production is noticeably impacted; customer sentiment is significantly impacted
4	Material	If realized, the risk/opportunity is expected to have a substantial impact (\$\$\$\$) to the Company; cost/revenue impact is material; production impact is widespread and significant; customer sentiment shifts are obvious and widespread

Process for Managing Risks

The risk assessment process described above results in an aggregated climate risk score for each physical and transition risk (and climate opportunity). Risks with the highest overall impact and likelihood ratings are assigned a high priority, whereas risks with average likelihood and impact ratings are assigned medium priority, and risks recording low impact and likelihood ratings are deemed low priority. From there, each risk is assigned one of three risk management actions – retention, avoidance/transfer, or reduction.

- **Risk Retention** – Represent low-likelihood, low-impact events; Covia typically chooses to accept these risks and/or implement low-cost activities to lessen the severity of impact if the risk is realized.
- **Risk Avoidance/Transfer** – Represent relatively high impact and likelihood; Covia typically looks to avoid or transfer liability of these risks to isolate the business from their impact if they are realized.
- **Risk Reduction** – Represent a relatively high impact or likelihood and can be actively controlled for; in these cases, Covia can enact strategic activities to reduce the severity of the impact or the likelihood that the risk is realized.

Specific responsibility for managing each of the identified risks is assigned to members of the ESG Committee and elevated to the ELT and Board of Managers as needed. The climate risk ratings are reviewed annually alongside the environmental risk register results.

Integration into Risk Management

Our commitment to ESG and successful management of climate-related risks and opportunities is demonstrated by the integration of these considerations into our existing risk management processes.

Each business unit or department within our operating segments has its own processes to control for the dynamic and specialized nature of risks and their associated impact. Each business unit appoints an individual to oversee the

risk management process. This process begins with risk identification, which may involve brainstorming sessions, workshops, interviews with key personnel, review of historical data, or an analysis of industry trends. Once risks are identified, each department assesses and prioritizes the risks based on their likelihood and potential impact, and consequently assigns appropriate risk mitigation actions. From here, department risk leads are responsible for monitoring the effectiveness of risk controls, tracking changes in risk exposure over time, and communicating across departments as necessary. Risk management is an iterative process at Covia, in which each department regularly reviews and updates its risk indicators based on changes in the operating environment.

Climate-related risks are considered within each department's risk management process, consistent with the approach described above. The tables in the Risk Identification section discuss how various climate-related risks may impact different Covia departments. For example, the finance, operations, and procurement teams would all be responsible for assessing and monitoring the risk of rising electricity costs for their department. Risk mitigation and transfer activities would be outlined by each respective team. As necessary, the teams will come together to discuss shared risk items and determine the best approach to manage the risk.

By following this process, Covia ensures that climate-related risks are effectively identified, assessed, mitigated, and monitored within their respective areas of responsibility.

Metrics & Targets

Climate-Related Approach

Covia is committed to meeting or exceeding environmental compliance requirements by creating a high level of environmental awareness, proactively managing environmental risks, promoting more efficient use of resources, encouraging wildlife and habitat conservation, maintaining strong stakeholder relationships, and protecting the land where we operate. We commit to conducting business as a responsible corporate citizen by striving to:

- Conform with applicable environmental requirements and industry standards;
- Understand potential impacts to the environment and minimize risks and liabilities;
- Operate sustainably; and
- Be good stewards of the land under our care.

Scope 1 and 2 Emissions

In 2023, we completed collection of Scope 1 and Scope 2 emission data across our global operations for the prior year. We calculated a value of **410,244 t CO₂e** for Scope 1 emissions and **259,666 t CO₂e** for Scope 2 emissions.

With uniform data collection in place and baseline metrics established, we have started to implement practical objectives and targets to advance our environmental performance across relevant areas. We will regularly evaluate our environmental programs, methods, objectives, and targets, and we will seek to align our approaches with changes in the business and industry best practices, as well as the expectations of our valued stakeholders.

Climate-Related Goals and Targets

Through our **Goals That Inspire**, we have established aggressive commitments with targeted and measurable metrics, which will require innovation, collaboration, and problem-solving from everyone in the organization. Our strategy is designed to not only meet the needs of stakeholders today, but to ensure a sustainable future for generations to come. Our environmental stewardship goals are:

- Implement an Environmental Management System (EMS) at every mining and processing site;
- Reduce greenhouse gas emissions by 20% on a per ton basis from 2021, our baseline year;
- Protect essential water supply by reporting consumption at all sites and recycling 90% of water within stressed areas;
- Implement a conservation biodiversity initiative at all sites, with 50% of our mining and processing sites achieving and maintaining Wildlife Habitat Council (WHC) certification;
- Develop a conservation plan for 100% of our mining and processing sites that have a species-at-risk present; and
- Improve ratio of land rehabilitated to land disturbed.

Additional details around our emissions metrics and targets are disclosed in the [Energy Efficiency and Emissions](#) section of our Corporate Responsibility Report.

Goals That Inspire: ESG 2030 Index

	GOAL	METRIC(S)	ASSOCIATED UN SDG(S)
ENVIRONMENTAL	Ensure Responsible Operations	<ul style="list-style-type: none"> 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 Establish a comprehensive Environmental Management System (EMS) across all mining and processing sites 	   
	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 within 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 (WHC) certification or equivalent Develop 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 Safety and Health of our Team Members	<ul style="list-style-type: none"> Achieve year-over-year improvement in all-incidence rate for employees in support of our Safety First value and priorities Achieve year-over-year reduction in the number of workers potentially overexposed to respirable silica through the Hierarchy of Controls 	
	Enhance Our Covia Culture	<ul style="list-style-type: none"> Increase the collective gender, racial, and ethnic diversity of both 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 Improve employee engagement ratings by routinely assessing the effectiveness of our programs and practices 	
	Support 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 the number and strengthen the effectiveness of product offerings with ESG benefits while fully articulating the inherent positive impact on both the environment and society 	
GOVERNANCE	Focus on Cybersecurity & Data Management	<ul style="list-style-type: none"> Complete annual and continual cybersecurity training for 100% of our employees 	
	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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