



# TALENT ACQUISITION & TEAM MEMBER EXPERIENCE

We are committed to providing an exceptional workplace experience. This means ensuring Team Members have a safe and healthy work environment, fostering an inclusive culture where diversity is valued and respected, and providing development and engagement opportunities that empower everyone to achieve their personal and professional goals.



## Approach

We foster a culture of respect, engagement, and inclusion by intentionally bringing diverse Team Members together, creating opportunities to utilize their unique skills, experiences, and perspectives in the pursuit of our strategic business objectives.

At Covia, we are committed to providing an equal opportunity in all aspects of employment to all employees without regard to race, color, gender, religion, age, national or ethnic origin, citizenship status, military service or reserve or veteran status, gender identity or expression, marital status, family status, genetic characteristics, sexual orientation, disability, or conviction for an offense for which a pardon has been granted or in respect of which a record suspension has been ordered. Our Diversity and Inclusion Statement drives our approach towards fostering an inclusive environment for all Team Members and outlines our various efforts in this area.

Our initiatives include a commitment to:

- **Team Member Engagement** – We make efforts to connect with and support Team Members across our footprint through regular Town Halls, digital signage, our intranet, and social media, among other channels. We also deploy a biennial Team Member Engagement survey that allows participants to provide candid and

confidential feedback on our performance in areas such as Team Member development, organizational culture, leadership, supervision, safety and health, and inclusion.

Following the survey, each operational site and corporate function conducts focus group sessions to develop their own action plans. These plans identify tactics to leverage our strengths and build on our opportunities for improvement.

- **Career Development** – Investing in the professional development of Team Members is critical to the continued growth and long-term success of our company. Our performance management system helps foster a results-driven culture by enabling leaders to collaborate with their teams to set annual goals aligned with business objectives and their functional roles. Team Member progress is measured throughout the year through periodic performance check-in discussions with managers and formal year-end performance reviews.

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

- **Learning Opportunities** – We encourage Team Members to explore our expanding library of online educational modules that are accessible anytime, anywhere from an internet-enabled device. Topic-specific learning paths include legal compliance, D&I, performance management, information technology, and critical ESG topics such as environmental safety, inclusive leadership skills and celebrating diverse perspectives.
- **Benefits** – We offer competitive salaries, advancement opportunities and a full range of benefits to attract and retain Team Members. While benefits vary based on regional practices, our full-time U.S. Team Members receive comprehensive medical, dental, and vision benefits; a 401(k) retirement savings program with company matching contributions; flexible spending accounts for both healthcare and dependent care; Health Savings Accounts with company contributions; life insurance, identity protection, and additional supplementation policy offerings; and tools to assist Team Members in choosing the health-care plan that is right for them.  
  
Our benefit plans enable Team Members to prioritize their health and well-being through free annual well visits in addition to no-cost telemedicine programs for non-emergency care. Additionally, these plans cover the cost of many preventive or maintenance medications to support the health of our Team Members.
- **Work/Life Flexibility** – We monitor workplace trends and adjust our policies, as appropriate, to promote flexibility for our Team Members while maintaining business continuity. We have generous paid parental and military leave programs; paid time off for vacations and holidays, as well as unexpected illnesses or absences; and Flexible Time Away plans for corporate Team Members.

## 2030 GOALS THAT INSPIRE:

1. Increase the collective gender, racial, and/or ethnic diversity of both Board Members and the Leadership Team to 40%, while continuing to cultivate extensive industry and subject matter diversity.
2. Drive continuous annual improvement in underrepresented talent across our workforce to reflect the local communities in which we operate and live.
3. Enhance organizational programming to support a culture of inclusion and foster a greater sense of belonging among Team Members.
4. Improve Team Member engagement ratings by routinely assessing the effectiveness of our programs and practices.

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## SUPPORTING POLICIES:

- Code of Conduct
- Employee Handbook

- **Recognition** – We believe in recognizing the many contributions of our Team Members. Each year, we celebrate our top performers – both Team Members and sites – that best exemplify our core values, through our corporate awards program. Additionally, we recognize Team Members for their accomplishments and service years through our internal communication channels
- **Collective Bargaining** – We recognize the importance of partnering with local unions to protect the interests of our hourly workforce. We have a relationship with 27 collective bargaining groups across North America.
- **Whistleblower Protections** – We empower our Team Members to report ethical concerns freely and without the fear of retaliation. We encourage Team Members to share concerns or suspected violations with someone in a position of management responsibility, including their direct supervisor, another member of management, or their Human Resources Business Partner. Additionally, Team Members can submit concerns or suspected violations through the third-party Whistleblower Hotline, which is available 24/7.

## TALENT ACQUISITION AND TEAM MEMBER EXPERIENCE OVERSIGHT

Our talent acquisition process and overall Team Member experience is executed and overseen by the following:

