

# UNITED FOR IMPACT

*2024 Sustainability Report*







# TABLE OF CONTENTS

WE ARE CRETE UNITED.....

03

OUR PATH TO A SUSTAINABLE FUTURE.....

13

SUSTAINABILITY IN ACTION.....

37

RESPONSIBLE LEADERSHIP.....

59

GIVING BACK THROUGH ACTION.....

85

RECOGNITION.....

95

2024 REPORTING.....

103





# WE ARE CRETE UNITED

Improving the built environment by combining energy services with mechanical, electrical, and plumbing services.



# UNITED FOR A MORE SUSTAINABLE FUTURE

This year marks a pivotal moment for Crete United—we took many first steps on a 16-year journey toward our 2040 Net Zero targets. More than ever, it was a year of action. Guided by solid foundations, active collaboration and transparent tracking, we are building a strong base for transformative change across our network of mechanical, electrical, and plumbing (MEP) partner companies.

We are engaging all of our stakeholders—our employees, vendors, suppliers, and communities in our journey. Together, we are creating innovative solutions and reporting clear metrics that ensure accountability and drive progress. By uniting in a shared purpose, we aim to make a lasting difference, protecting our planet and creating enduring value for everyone.







## A MESSAGE FROM OUR CEO

# WHAT DOES COMMUNITY MEAN TO YOU?

Community... the word can mean different things to each of us. A place to create lasting emotional bonds. A place we call home, where we make friends and raise a family. We can become a part of different communities at different times. The word “community” has a strange power. It conveys a sense of togetherness and positivity.

Crete United is committed to improving the communities we serve by improving the built environment. Our services are instrumental in reducing the emissions that come from these surroundings. We give back to our communities by making the places we live, work, and play healthier. It’s our responsibility, and we take it very seriously.

In 2024, our services helped to improve indoor air quality in schools. We lowered Greenhouse Gas Emissions by improving the efficiency of HVAC systems, and we installed renewable energy systems that reduced the use of energy in buildings across the United States. Placing a higher emphasis on buildings as part of the wellness strategy for our customers. Winston Churchill once said,

*“We shape our buildings, and afterwards our buildings shape us.”*

Schools, hospitals, and churches are buildings that shape our communities; they’re part of our lives. At Crete United, we are on a mission to make every building we touch healthier. In turn, we make communities healthier.

As Crete United continues to grow, our ability to support and improve the communities we serve will only strengthen. Creating new jobs, planting trees, reducing waste, and supporting local charities are key focus areas for every city we touch. Growing Crete United means expanding our reach and expanding our impact.

We take our commitment to improving the communities we serve very seriously. Crete United is an organization focused on making a difference. We are United for Impact.

**MIKE COX**  
CEO, CRETE UNITED



# OUR VISION

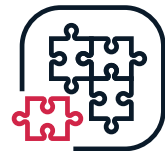
We are dedicated to improving the communities we serve by transforming the built environment.

# OUR MISSION

Make every building we touch healthier.

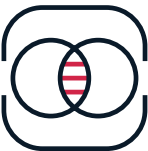
## CRETE UNITED CORE VALUES

### COLLABORATION



We are truly united to achieve great things. When we hear each other and work together, we can reach smart, achievable solutions faster.

### TRANSPARENCY



Open communication is the name of the game. We lay all the details on the table so that we can see around more corners and be proactive in all things.

### RELENTLESSNESS



“Can’t” isn’t in our vocabulary. We work tirelessly to find a way— no matter the circumstance. Every challenge is an opportunity to succeed.

### HUMILITY



No job is too small. No individual is above putting in the work. We keep our nose to the grindstone at every level of leadership.


### OPEN-MINDEDNESS





We don’t believe in hierarchy. We do believe that great ideas can come from anywhere. We’re respectful of our differences because that is what helps us grow.


# Crete United’s Growing Partner Network



 Crete United Companies

 Crete United Regional Offices

 Crete Building Services Locations

 Crete United HQ

40+

Partners Companies

50+

Partner Locations

8

Partners added in 2024





# A COLLECTIVE VISION ACROSS A NATIONAL NETWORK

Crete United companies are united by their values, vision, and desire to be the best in their respective fields. Across the mechanical, electrical, and plumbing trades, they operate across the U.S. to bring our energy efficiency mission to life.





# OUR PATH TO A **SUSTAINABLE** **FUTURE**





# *Our Commitment to a Sustainable Future*

Sustainability is a core component of our operations, driving us toward our 2040 Net Zero goals. This year, we focused on creating lasting value through strong leadership, investments in resources to guide our work, and active community engagement. By prioritizing initiatives that deliver both financial and environmental benefits, we ensure that our efforts today build a sustainable foundation for the future.

Our leadership fosters a culture of accountability and innovation, guiding our teams to implement effective governance and strategic practices. Simultaneously, we invest in our people and the communities we serve, creating environments where everyone can thrive. Through these integrated actions, Crete United is dedicated to making a meaningful impact, proving that true sustainability is achieved through purposeful effort and collective commitment.







A MESSAGE FROM OUR PRESIDENT OF SUSTAINABILITY

# UNITED IN PURPOSE SUSTAINABLY

At Crete United, people are our strength. In 2024, all 3,200+ of us came together with a shared purpose—to create lasting value that strengthens communities, minimizes environmental impact, and benefits every stakeholder. To me, sustainability is not just a goal; it's a framework for smart decision-making and action. It's providing the resources, tools, and support our team needs to advance our vision for healthier communities and a healthier planet.

This year, we achieved remarkable growth. We welcomed new partner companies, launched a dedicated sustainability department, and achieved record-setting financial performance. At Crete United, we are committed to making the communities where we live, work, and play healthier. Our safety record remains unparalleled, and our mechanical, electrical, and plumbing services have touched over 997 billion square feet of existing building space, lowering energy consumption and emissions across America.

By investing in our internal capabilities and embedding sustainable performance metrics throughout the organization, we ensure that every Crete United team member can be part of our journey toward our 2040 Net Zero goals. We are United in Purpose every day, and we are building a sustainable future together.

**LAURA STEINBRINK**  
PRESIDENT OF SUSTAINABILITY, CRETE UNITED







# SUSTAINABILITY ROAD MAP

WE ARE ON A JOURNEY TO A MORE  
SUSTAINABLE FUTURE WITH KEY  
MILESTONES ALONG THE WAY.

## NOW - 2030

- We began our journey towards achieving our 2040 goals of Net Zero Energy, Carbon Fleet, and Waste in 2024.
- We put the processes in place to gather Scope 1 (fleet fuel and heating fuels) and Scope 2 (purchased utilities) data for a 2024 baseline year, following the Greenhouse Gas Protocol.
- Achieving results takes time and investment, and our focus remains clear—reducing emissions and scaling our impact while delivering measurable progress by 2030.



## 2030 - 2035

- By 2035, we aim for 50% reductions towards 2040 goals.
- Our investments will be in energy efficiency, fleet efficiency, and waste-to-landfill reductions.
- Our business planning includes commitments to cost-effective investments that deliver results.



**50%**  
Reduction

## 2035 - 2040

- The final 50% reduction towards our 2040 Net Zero goals will require innovations, capital investment, and more efficient technologies not known to us today.
- We expect our investments in technology and AI innovations for the MEP space will help us achieve long-term sustainability and operational excellence.







# NET ZERO ENERGY

GENERATE MORE ENERGY THAN WE WILL CONSUME

To meet our 2040 goals, we must change the way our facilities use and generate energy—we will do for ourselves what we help our customers do. We must implement high-efficiency systems, renewable energy solutions, and advanced energy management strategies across all our locations. Where we lease space, we will collaborate with building owners to ensure they are helping us reach our goals through sustainable best practices, integrating smart building technologies and reducing overall energy demand in the built environment.

We measure our Net Zero Energy impact and our progress towards Net Zero by tracking energy consumption, on-site renewable energy generation, and by ensuring each location has a capital improvement strategy that will deliver efficiencies to reduce our overall load.

## HOW WE WILL REACH OUR GOAL

We will succeed in this goal by continuously investing in energy-efficient infrastructure, scaling on-site renewable energy projects, leveraging data for smarter energy use, and working with industry leaders to accelerate progress. Through these efforts, we are not only lowering our environmental footprint but also creating more sustainable, cost-effective solutions for the communities we serve.



# OUR PATH TO NET ZERO ENERGY

Crete United is deeply committed to reducing energy consumption, improving efficiency, and driving impactful change across our operations, partner network, and client projects. We recognize the importance of rigorous data tracking and transparent reporting to guide our strategy.

## MEASURING & UNDERSTANDING OUR IMPACT

To effectively manage energy use, we will establish a common understanding of impact by analyzing Energy Use Intensity (EUI) across multiple metrics, including EUI per square foot, EUI per employee, and EUI per service provided. By examining the data in multiple ways, we can pinpoint high-intensity areas and develop targeted strategies for energy reduction and efficiency improvements. In 2024, our total GHG emissions amounted to 6435.88 metric tons CO<sub>2</sub>e, providing a critical benchmark for future reductions.

## TAKING ACTION: ENERGY AUDITS & PLANNING FOR THE FUTURE

As part of our data-driven approach, we have initiated energy audits on high-intensity-use buildings, applying the same strategies we recommend to our clients. These audits provide insights into energy waste, operational inefficiencies, and opportunities for capital improvements, allowing us to develop targeted investment plans that will result in long-term emissions reductions.

By continuously refining our energy management strategy and investing in technology, infrastructure, and efficiency-driven solutions, we are building a sustainable, data-backed pathway toward Net Zero Energy by 2040.

849,593

Total SF  
Leased & Owned Space

79

Buildings

2

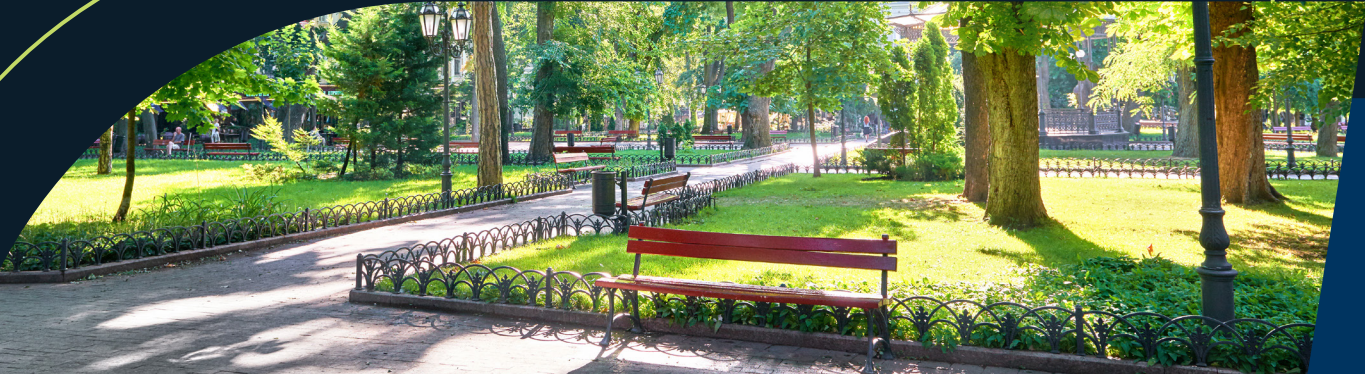
Partner Locations  
Generating Solar

4 kgCO<sub>2</sub>e

Crete United Building  
Emissions per SF

2 MTCO<sub>2</sub>e

Crete United  
Scope 1 & 2 Emissions

- 
1. Emissions calculated using the Greenhouse Gas Protocol accounting method based on self-reported utility bills, fleet fuel costs, and CBECS data where utility information was not available.
  2. Scope 1 emission calculations include only fleet fuels and heating fuels.
  3. Scope 1 and 2 emissions include process load for fabrication where applicable.



# NET ZERO CARBON FLEET

DRIVING TOWARDS A LOW-EMISSION FUTURE

Our Net Zero Carbon Fleet goal represents a strategic transformation in how we manage transportation-related emissions. This commitment requires thoughtful investment in new vehicles, an informed vehicle retirement plan, and data-driven fleet management to minimize fuel consumption and maximize efficiency. It also compels a strategy to offset fleet emissions.

Our efforts address our Scope 1 fleet emissions and mean fewer emissions associated with service delivery. These efforts demonstrate our commitment to sustainability while helping Crete United meet our own Scope 3 emissions reduction targets.

## MEASURING AND UNDERSTANDING **OUR IMPACT**

We are leveraging technology to help us understand and manage our impact. It is not enough to simply understand our fuel costs; we want to know how many miles each vehicle drives and the emissions profile for each vehicle in our fleet, which included over 1,791 vehicles in 2024. Our fleet is comprised of heavy trucks, light trucks, and passenger cars.

In 2024, we began optimizing fleet performance through technology, which shows us how vehicles and drivers are performing in comparison to key data points. By tracking speed, idle times, and routes, we are able to understand what we can do to lower our emissions.





# TAKING ACTION: FLEET REPLACEMENT & PLANTING TREES

We engaged a fleet management solutions provider in 2024 to enhance data tracking, improve vehicle utilization, and inform future investment decisions. We also implemented new telematics technology, improving route efficiencies, reducing fuel consumption, and lowering overall maintenance costs.

In 2024, we also took a critical first step by enacting a fleet retirement plan, prioritizing the replacement of older, less efficient vehicles with more sustainable alternatives. The Crete United team is actively engaging industry partnerships to support a network-wide transition to EVs, ensuring our partner companies have the tools and expertise to achieve their own fleet sustainability goals.

We recognize that even the most efficient fleet will require emissions offsets for source fuel and embodied carbon. To address this, we launched a reforestation and tree planting initiative, planting

**10,150 saplings**

which are estimated to offset

**409** metric tons of CO<sub>2</sub>\*

Crete United is building a more sustainable, low-emission fleet—ensuring we drive meaningful impact on our journey to Net Zero by 2040.



\*Over the lifetime of the trees.







# NET ZERO WASTE

MINIMIZING WASTE, MAXIMIZING RESOURCE EFFICIENCY

Achieving Net Zero Waste means rethinking how we use, manage, and divert materials to ensure that no waste ends up in landfills. This commitment requires a multi-step approach, starting with reducing overall waste generation, identifying opportunities for reuse, and implementing diversion strategies for materials that cannot be eliminated.







# *Diverting our waste streams from landfills*

## MEASURING AND UNDERSTANDING **OUR IMPACT**

Each Crete United partner and corporate office has a unique waste profile. Some locations have only office waste, while others have manufacturing waste or job site waste, including oils and refrigerants. As we take steps along our journey to Net Zero Waste, our first efforts focus on understanding and analyzing our waste streams for each partner.

We understand that our efforts to reduce our environmental impact from waste translate into more sustainable service delivery, as we integrate waste reduction best practices into every project.

By minimizing material waste in installations, retrofits, and maintenance services, we help clients meet their own sustainability commitments while lowering disposal costs.

## TAKING ACTION

By prioritizing resource efficiency, leveraging partnerships, and investing in innovative waste reduction strategies, Crete United is committed to closing the loop on waste—driving impact beyond our operations, and contributing to a more circular, sustainable future.

Education and one-on-one engagement are key components of our early Net Zero Waste program. Through our outreach efforts, we help partners understand the importance of measuring and tracking waste diversion, and we help partners clarify which waste streams can be diverted from landfill.





# 6M MTCO<sub>2e</sub> OF CLIENT EMISSIONS SAVED

CUTTING EMISSIONS, CREATING IMPACT

Our goal of helping clients **Reduce 6 Million Metric Tons of CO<sub>2e</sub>** reflects our commitment to delivering energy-efficient solutions, operational optimizations, and sustainable design strategies that drive measurable emissions reductions. Achieving this milestone requires precise tracking, innovative project execution, and strong partnerships to ensure long-term impact.



# MEASURING AND UNDERSTANDING OUR IMPACT

We validate actual saved emissions through measurement and verification, enabled controls monitoring, and utility bill pay services.

Our tracking of client energy saved ensures data-backed results that we can articulate to our customers, allowing them to fully understand how they are progressing toward their long-term sustainability goals. Our commitment to measuring and verifying emissions reductions means our clients gain clear insights into their carbon footprint, allowing them to demonstrate progress toward ESG targets, improve regulatory compliance, and achieve cost savings through efficiency-driven solutions.

Our goal to save client emissions requires us to collaborate to achieve results. By working with industry leaders and technology providers, we can expand the scope and efficiency of carbon reduction initiatives, helping drive innovation and best practices across our network.

Our processes allow us to quantify both projected and actual emissions savings, ensuring transparency and accountability in our approach.

# LEVERAGING DATA & TECHNOLOGY

Our success is driven by a data-driven process based upon accepted industry standards, including the Greenhouse Gas Protocol. We are educating and instilling this tracking program across the Crete United partner network, ensuring we are leveraging real-time data, predictive modeling, and post-implementation verification. Together, these services allow us to provide clients with actionable insights that maximize their carbon reduction potential.

Through strategic planning, cutting-edge technology, and strong partnerships, Crete United is not just setting a carbon reduction goal—we are actively building a more sustainable future by empowering businesses to lower their environmental impact at scale. In 2024, our efforts focused on capturing available data from over 486 million square feet of retrofit projects.





# SUSTAINABILITY IN ACTION

*SAVINGS, SUSTAINABILITY,  
AND SMART INCENTIVES*

Sustainability is more than a commitment—it's a strategic advantage. By integrating smart incentives, efficient solutions, and cost-saving initiatives, we drive meaningful environmental and financial impact through our clients.





A MESSAGE FROM OUR PRESIDENT OF ENERGY SERVICES

# ELEVATING ENERGY EFFICIENCY STARTS WITH BUILDING MOMENTUM

This past year, Crete United continued to deliver on our promise to provide end-to-end solutions for energy efficiency and sustainability. From initial assessments and planning to the implementation of innovative technologies and the achievement of Net Zero goals, we partnered with our clients every step of the way to create measurable value.

Crete United Energy Services is proud to have reduced energy consumption across our clients’ facilities by over 105,000 MWH annually, while also adding more than 20 MW of clean solar generating capacity to the grid. Through targeted solutions such as LED lighting upgrades, HVAC optimization, and renewable energy integration, we have helped our clients achieve significant cost savings and improve operational efficiencies.

At the heart of our efforts is Crete United’s vision: to make energy efficiency a seamless part of everything we do. This commitment allows us to not only demonstrate our value to clients but also implement cost-saving solutions through our nationwide MEP partner network. By leveraging this network, we’ve been able to deliver tailored solutions at scale, ensuring that our clients benefit from both local expertise and national reach.

Looking ahead, our commitment remains clear: to lead the way in sustainability through innovation, collaboration, and results-driven strategies. We are continuously evolving to meet the needs of a rapidly changing world, enabling our clients to stay ahead in the journey toward a cleaner, greener future.

Together, we’re not just reducing carbon footprints—we’re building a legacy of sustainable progress. Thank you for trusting Crete United as your partner in achieving energy efficiency and Net Zero goals.

Here’s to creating lasting value with solutions that deliver.

**JAY LEVIN**  
PRESIDENT OF ENERGY SERVICES, CRETE UNITED





SUSTAINABILITY IN ACTION

# CASE STUDIES GUIDING OUR GOALS

Our partners exemplify our sustainability values through their daily actions and commitment to innovative solutions. Their dedication shines through in projects that prioritize efficiency, innovation, and long-term environmental impact.







PARTNER SPOTLIGHT

# INNOVATION BEHIND THE WALLS: A Sustainable Approach to Drain Restoration

Blue Works’ cutting-edge drain restoration technology helps critical infrastructure—like hospitals, hotels, and high-rise buildings—sidestep wasteful, costly pipe replacement. Blue Works’ plumbing piping inspection, cleaning, and realigning process utilizes video pipe inspections and a felt, fiber, epoxy, and resin repair process which lowers the overall carbon impact of plumbing piping repairs in many different aspects. Instead of tearing through floors and walls, they install internal liners to repair failing pipes.

This minimally invasive approach effectively eliminates the wall and ceiling demolition and patching that often occurs during a traditional pipe repair or replacement. Blue Works’ materials and process lower carbon impact in many ways:



## OVERALL MATERIAL USE REDUCTION

For over 93% of repair jobs, Blue Works does not need to cut into floors and walls. This virtually eliminates the need for demolition waste as well as the need for material-heavy drywall, paint, wallpaper, and/or ceiling repairs.

## REUSE OVER REPLACEMENT

This process repairs, rather than replaces, the pipe which reduces the carbon associated with new materials.

## CARBON REDUCTION DUE TO INCREASED LIFE OF PLUMBING EQUIPMENT

A full cleaning and lining of piping stops the deterioration of piping and adds 50 years of life to plumbing system.

## LOW VOC PRODUCTS

The resins and epoxy used to cure the felt and fiber ‘sock’ to the pipe have lower VOCs (Volatile Organic Compounds) than the epoxies and resins used in traditional plumbing repairs.

## CARBON REDUCTION DUE TO REDUCED MANPOWER AND TIME ON THE JOB

A traditional pipe repair or replacement typically takes 1 week per riser with 10-20 people on the job. Blue Works’ process can complete the inspection, cleaning, and realignment of three vertical stacks per week with just 3-4 people on the job.

## ESTIMATED EMISSIONS REDUCTIONS BY LINEAR FEET/YARD/STORY

This minimally invasive approach eliminates the demolition debris and resource-intensive rebuilds of traditional methods, lowering material use by approximately 90% and saving facilities tens of thousands of dollars in labor and material costs.

## BEYOND THE COST AND TIME SAVINGS

This solution also supports environmental sustainability. In a high-rise building, choosing lining over traditional pipe replacement minimizes construction-related emissions. Additionally, Blue Works prioritizes locally-sourced supplies to reduce transportation impact, and the durable liners extend pipe lifespans, decreasing landfill waste.





PARTNER SPOTLIGHT

# ELEVATING ENERGY EFFICIENCY IN COLORADO’S BUILT ENVIRONMENT

Nielsen Mechanical Contractors focuses on integrating high-efficiency boilers, advanced heat pumps, and innovative control systems to meet Colorado’s increasingly stringent Energy Use Index (EUI) requirements. Two recent projects highlight the impact of Nielsen’s work. At 1780 Bellaire, the company’s chiller replacement lowered the building’s energy bills by an estimated \$10,000–\$12,000 annually and 16% emissions annually. Nielsen is now improving the boiler plant to further optimize efficiency and long-term savings.

Meanwhile, at the Hoover Building, they are designing a state-of-the-art HVAC system to help the client achieve Denver’s EUI targets, ensuring compliance with local sustainability regulations and enhancing occupant comfort. This will reduce annual emissions by 42%.

Nielsen exemplifies Crete United’s commitment to a greener, more sustainable built environment by delivering measurable savings and future-ready upgrades.



A CRETE UNITED COMPANY

**WE DON’T JUST WALK IN AND REPLACE A UNIT WITHOUT UNDERSTANDING THE CLIENT’S NEEDS. WE’RE ALWAYS LOOKING FOR WHAT’S GOING TO HELP OUR CUSTOMERS FOR THE NEXT 10 OR 15 YEARS, DELIVERING THE BEST LONG-TERM VALUE AND MEETING THEIR SUSTAINABILITY GOALS.**

**GARY BALES**

*President, Nielsen Mechanical Contractors*







# HARNESSING SOLAR FOR SUSTAINABLE GROWTH FOR CHICKEN EXPRESS

At Crete United, we go beyond simply installing solar panels—we develop strategic, tailored solutions that align with each client’s operational needs and sustainability goals. By carefully sizing systems to match energy consumption, we maximize efficiency, minimize waste, and help businesses transition away from traditional power sources with confidence.

Rather than overproducing or underutilizing energy, our approach ensures optimized solar generation, allowing customers to leverage net metering where available while improving energy resiliency, cost stability, and long-term environmental impact. This not only enhances

financial performance but also empowers businesses to share a genuine sustainability story—one that replaces energy volatility with control, predictability, and measurable savings.

For example, Crete United installed a solar system for Chicken Express’ Burleson, Texas distribution center, reducing electricity consumption by 33% and offsetting 7,400 tons of CO<sub>2</sub> annually. Thanks to Crete United’s strategic system design, Chicken Express will save \$1 million in operating costs over the next 20 years, all while reducing its reliance on Texas’s power grid.



# PUBLIC STORAGE: SOLAR EXPANSION AND SUSTAINABILITY GOALS

As the largest owner of self-storage properties in the world, Public Storage is demonstrating its focus on sustainable improvement through the implementation of renewable energy generation. Using 2022 as their baseline, they set a 45% Scope 1 and 2 GHG Emissions reduction goal by 2032.

Coming into 2024, they already had onsite solar photovoltaics at 470 properties, and that number is expected to increase to 1,300 properties by the end of 2025. Their commitment to environmental responsibility at this scale requires excellence in planning, technical solutions, and project execution.

Crete United is playing a key role in Public Storage’s solar expansion with 20 installations in the Phoenix, Arizona metro area and will soon grow this partnership with multiple installations in Las Vegas, Nevada. Crete United’s renewable solutions team and utility experts work to evaluate portfolio energy use, rate tariffs, and available incentives. That expertise allowed each selected site to meet Public Storage’s IRR requirements, and Crete United has been given the opportunity to participate in several new construction projects at Public Storage’s Greenfield climate-controlled properties due to Crete United’s ability to navigate utility requirements and manage multi-site installations.



***I LOVE THAT CRETE UNITED  
IS LIGHTING THE WAY TO A  
SUSTAINABLE FUTURE WITH LED  
TECHNOLOGY, ILLUMINATING BOTH  
PROGRESS AND PLANET-FRIENDLY  
CHOICES OF OUR CUSTOMERS.***

**RON DAWSON**

*Senior Vice President of National Projects,  
Crete United*





# DRIVING ENERGY EFFICIENCY & SUSTAINABILITY AT CALIBER COLLISION

As part of Crete United’s commitment to energy efficiency and sustainability, we partnered with Caliber Collision, an automotive services company, to implement a comprehensive energy management strategy across their 1,700+ locations nationwide. This initiative focused on reducing kWh consumption through LED lighting retrofits, HVAC preventative maintenance, and system optimizations, leading to significant financial and environmental benefits.

BEFORE LED RETROFIT



AFTER LED RETROFIT



## KEY SUSTAINABILITY IMPACTS

### ENERGY REDUCTION

- Since 2021, retrofitted 125,000+ fixtures across over 1,300 Centers with high-efficiency LED lighting, extending asset lifespan by 20+ years.
- Achieved an average annual kWh reduction of 34,536 per Center.
- Portfolio-wide energy savings totaling 48,000,000 kWh annually.

### HVAC OPTIMIZATION & PREVENTATIVE MAINTENANCE

- Improved HVAC efficiency up to 50% through preventative maintenance, system upgrades, and smart thermostats.

- Integrated smart thermostats in 90% of Centers as of Q4 2024, automating energy efficiency measures.
- Implemented VFD technology on HVAC rooftop systems across select pilot locations, optimizing cooling and reducing degradation from 3% to 1% annually.

### FINANCIAL & ENVIRONMENTAL BENEFITS

- Total annual cost avoidance of \$7M+ across all energy efficiency projects.
- Reduced overall energy intensity (EUI) by 15% to 9.30 kWh per square foot.
- Linked 414 centers to energy procurement strategies, securing long-term savings and price stability.



By leveraging LED retrofits, HVAC preventative maintenance, and smart energy solutions, Crete United continues to help Caliber Collision reduce its carbon footprint while lowering operational costs and improving long-term sustainability.

These proactive measures demonstrate how strategic energy management can drive both financial performance and environmental impact, reinforcing Crete United’s leadership in sustainable facility management.





PARTNER SPOTLIGHT

# A COLLABORATIVE APPROACH MODERNIZES GEORGIA TECH'S HVAC SYSTEMS WITH SUSTAINABLE SOLUTIONS



ENERGY  
EFFICIENCY  
UPGRADES

INDUSTRY-  
ACADEMIC  
COLLABORATION

CUTTING-EDGE  
SUSTAINABILITY

## CHALLENGE

Georgia Tech required an upgrade to campus HVAC systems. Legacy Mechanical Services, a Crete United Company, based in Kennesaw, Georgia is known for its mechanical engineering, maintenance, HVAC, and construction services and was tapped for the challenge by Georgia Tech. The goal was to improve modernity, energy efficiency, and sustainability while incorporating innovative research and student involvement.

## SOLUTION

Legacy delivered a more efficient and sustainable HVAC system for Georgia Tech, integrating advanced technology and design while fostering collaboration with students and researchers.





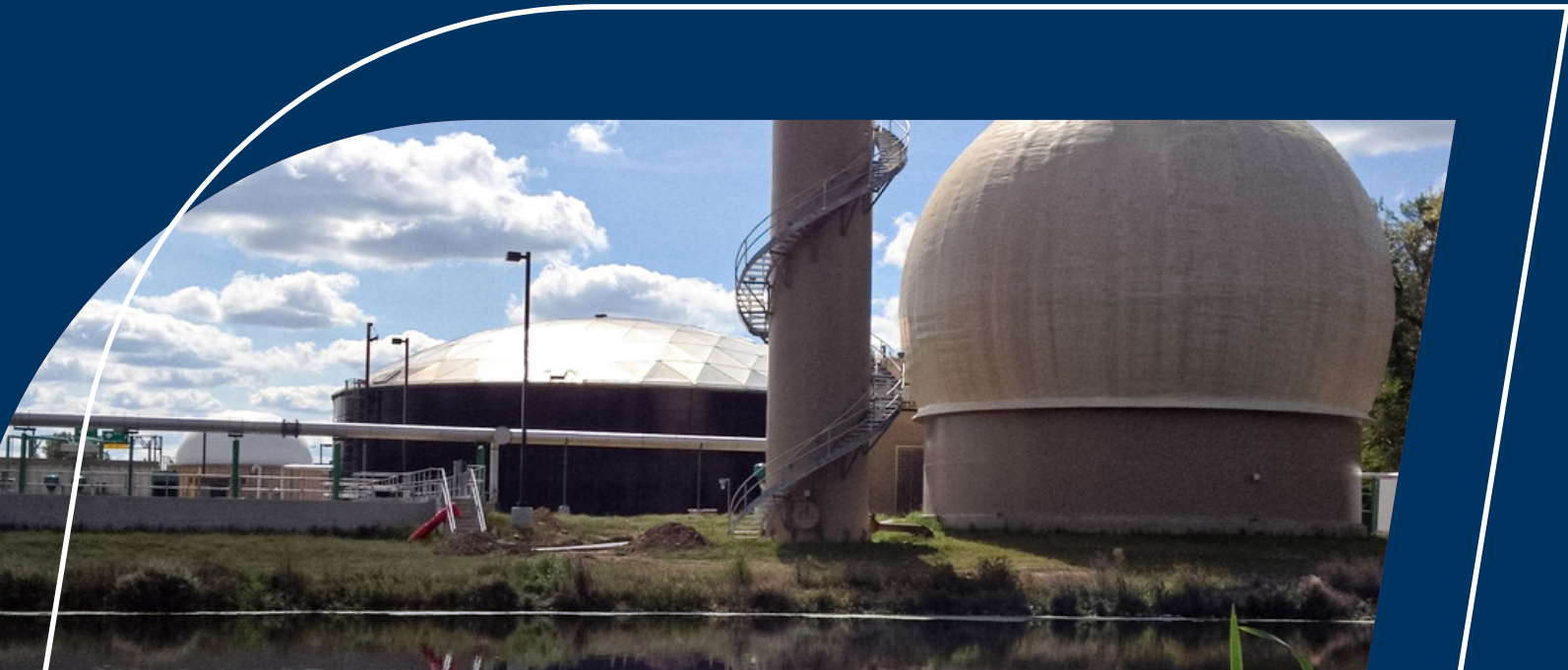


PARTNER SPOTLIGHT



# ELECTRICAL REVAMP FOR GRANDVILLE’S WATER PLANT PROMISES CLEANER, SAFER, WATER

The upgrade to Grandville’s Clean Water Plant’s electrical infrastructure, led by Hillard Electric, a Crete United Company, based in Cedar Springs, Michigan, showcases a strong commitment to sustainability, efficiency, and cost savings. By integrating an advanced co-generation system powered by methane gas, the plant now produces over half its own power, reducing dependence on external energy sources. The project also involved replacing outdated electrical components with energy-efficient alternative, enhancing reliability and minimizing downtime. These improvements have resulted in over 50% operational cost savings while ensuring compliance with environmental regulations. This project demonstrated how strategic investments in energy-efficient technology can drive long-term sustainability.





## PARTNER SPOTLIGHT

# Ensuring Clean, Safe Water in Southern Illinois

Loellke Plumbing is working with Illinois American Water to identify and replace lead-containing residential water services across southern Illinois. Lead pipes can release lead into drinking water as they corrode, posing serious health risks for residents.

As the general contractor, Loellke oversees excavation, site restoration, and plumbing activities to remove these outdated lead pipes. Over the past two years, Loellke has potholed more than 5,000 water service lines, ensuring accurate identification of existing materials before replacement. By using strategic potholing to confirm pipe materials before excavation, Loellke minimizes waste, unnecessary digging, and material disposal, contributing to a more efficient use of resources. This initiative aligns with Crete United's Net Zero Waste Goal. Since 2020, the team has successfully replaced more than 4,400 water service lines, improving water quality and public health across the region.

By phasing out lead piping and introducing safer materials, Loellke is helping deliver cleaner, healthier drinking water straight to the tap. This initiative prevents lead exposure for thousands of residents. Loellke's efforts not only strengthen local infrastructure but also support the wellbeing of entire neighborhoods, ensuring safe and sustainable water access for generations to come.

**Loellke**  
Plumbing, LLC  
A CRETE UNITED COMPANY







# RESPONSIBLE LEADERSHIP







The Executive Leadership Team sets the strategy for how Crete United embeds sustainability across the organization. Clarity of mission guides each department's focus on sustainable performance.

# UNITED IN SUSTAINABLE LEADERSHIP



**Sales:** Connects with clients seeking to lower their environmental impact, driving our progress towards 6M MTC02e of Client Saved Emissions.



**Human Resources:** Develops leaders and supports our growing employee network.



**Management Information Systems:** Ensures reliable data and systems across the network.



**Finance / Accounting:** Delivers accurate data and reports for compliance.



**Partners:** Lead innovation in the MEP space, leverage sustainability and energy efficiency, and adopt practices that support our 2040 Net Zero goals.



**Energy Services:** Leverages technology, AI, and data to innovate our MEP services and make progress toward 6M MTC02e of Client Saved Emissions.



**Operations:** Ensures our systems and reporting deliver on client expectations and move us closer to meeting our 2040 sustainability goals.



**Marketing/Communications:** Story-tells how Crete United innovates the MEP industry with case studies, employee engagement, and resources that facilitate growth and change.





# STRONG AND GROWING TEAM

*We're just getting started*

20%  
Veterans in  
leadership positions

23%  
Leadership positions  
held by women\*

10%  
Leadership positions  
held by people of color\*

*\*Includes VP position and above across Crete United and its partners  
Statistics are based upon those who opted to self-disclose race, gender, and military experience*







A MESSAGE FROM OUR VICE PRESIDENT OF CORPORATE STRATEGY AND ANALYTICS

# CHAMPIONING TRANSPARENCY AND TEAMWORK AT CRETE UNITED

For Tyler Goodhue, Crete United’s sustainability and efficiency initiatives are grounded in a bigger vision—one where data-driven decision-making and a transparent culture intertwine. Tyler and his team collect and analyze information at all levels of the company, creating dashboards and reports that empower people to make informed decisions, refine ROI-focused retrofit projects, and track sustainability metrics. Tyler views this open flow of information as a hallmark of good governance, fostering trust, and ensuring that each person sees how their role fits into Crete United’s broader strategy.

“By investing in our people, we invest in the future of our communities. Our growth strategy is centered on creating healthier, more sustainable environments where both our employees and the people they serve can flourish.”

Crete United’s initiatives aren’t limited to upper management or “photo op” moments. Instead, everyone has the opportunity to volunteer and support local communities—from tree planting and beach clean-ups to visits with veterans. By ensuring that all employees can play an active role, this fosters a sense of belonging and shared purpose.

For Tyler, this blend of transparency, inclusivity, and shared accountability makes Crete United feel more like a united team working toward a healthier, more sustainable future.

**TYLER GOODHUE**  
VICE PRESIDENT OF CORPORATE STRATEGY  
AND ANALYTICS, CRETE UNITED







# VETERANS LEADING THE CHARGE

At Crete United, veterans aren't just a part of our workforce—they're an integral force driving our success. More than 100 veterans, including several on our leadership team, bring values of integrity, determination, and teamwork that shape our culture and ignite our strategic vision. Chief Executive Officer Mike Cox exemplifies this tradition of service, drawing on 13 years in the U.S. Navy to guide Crete's growth.

*Crete United's  
commitment to veterans  
extends well beyond  
leadership.*





VETERAN SPOTLIGHT



JOHNNY COLE

Government Contracts Manager,  
Pro Tech Mechanical, A Crete United Company

Johnny Cole is a seasoned HVAC professional and military veteran with a deep-rooted passion for service and mentorship. His journey into the trades began in the mid-1980s through a work-study program at Odessa College (now UT Permian Basin), where he developed a fascination with mechanical systems. After attending technical school in Houston, he initially struggled to find stable work in HVAC, leading him to enlist in the U.S. Air Force in 1992. He served as a gunsmith on active duty before transitioning to the Air Force Reserves, where he specialized in HVAC within the 307th Red Horse Squadron—a civil engineering unit dedicated to rapid base construction and infrastructure support. Following his military service, Johnny built a

successful career in the mechanical industry, rising from entry-level field technician roles to leadership positions. His tenure at Pro Tech Mechanical saw him spearheading technician development programs, ensuring the next generation of HVAC professionals received hands-on training and clear career pathways. Now, as Government Contracts Manager at Pro Tech Mechanical, Johnny continues his commitment to serving the military community by overseeing essential HVAC projects in government and military installations.

A firm believer in the power of mentorship, Johnny takes pride in helping young technicians establish lasting careers in the



trades. His leadership philosophy centers on integrity, service excellence, and continuous learning—values shaped by both his military background and decades in the field. He also credits the collaborative culture within Crete United for fostering innovation and career development, as the partnership allows companies across the national platform to share best practices, expand training opportunities, and develop stronger workforce solutions.

When he’s not working, Johnny enjoys traveling with his wife, visiting national parks, and spending time with his family, including his daughter, who has continued the family tradition of military service.

100+ VETERANS

ACROSS CRETE UNITED AND ITS PARTNER COMPANIES

At Crete United, we don’t just hire veterans—we invest in their future. Our Heroes United program bridges military service and civilian careers, leveraging unique skills in teamwork, leadership, and problem-solving.





VETERAN SPOTLIGHT

NICK MILLER

*Vice President of Business Development,  
Crete United*

I worked in investment banking for a few years to build my M&A skill set and then joined Crete United to lead the development and execution of our M&A strategy. I chose to pursue a career in M&A because it's an exciting and challenging way to drive corporate growth and development. Like the SEAL Teams, our objectives are clearly defined, performance is easy to measure, and the impact of our work is tangible.

After college, I served for 9+ years as a U.S. Navy SEAL. It was the experience of a lifetime, and it taught me about leadership, teamwork, and performance under pressure. After the Navy, I attended business school at the Massachusetts Institute of Technology, and then began my career in mergers and acquisitions (M&A).



Crete United is proud to partner with the Department of Defense's SkillBridge program in 2025 to create meaningful career pathways for transitioning service members. This partnership provides military veterans with the opportunity to apply their leadership, problem-solving, and technical skills in the mechanical, electrical, and plumbing (MEP) trades—critical industries that power our nation's infrastructure.

Through this initiative, Crete United offers hands-on apprenticeships and career training in HVAC commercial technician,

project management, and estimator roles. With our national network of companies, we provide structured learning, mentorship, and direct employment opportunities, helping veterans build successful careers in civilian life.

Our commitment to supporting America's service members aligns with Crete United's mission to develop a skilled workforce that delivers excellence in the field. Veterans bring a strong work ethic, discipline, and adaptability—qualities that make them a natural fit for the fast-paced MEP industry.





PARTNER SPOTLIGHT

# Building a Skilled, Committed Workforce through Education

North Carolina based AC Corporation, a full-service MEP solutions provider, is committed to developing the next generation of HVAC technicians through a paid apprenticeship program that provides hands-on training while covering tuition, books, and fees—up to \$5,250 per year. Apprentices also earn \$10 per hour for class time, making education more accessible while gaining real-world experience.

In addition to financial support, apprentices receive full employee benefits, including healthcare, dental, 401(k), and a company vehicle, ensuring stability as they build their careers. This work-study model, developed in partnership with local community colleges, links pay increases to skill development, giving apprentices a clear path to long-term success.

Beyond addressing industry needs, this program reduces student debt, creates stable jobs, and strengthens the local workforce. AC Corp is also expanding this model to include plumbing, electrical, and sheet metal trades, ensuring a strong talent pipeline for the future.

In the coming years, AC Corp plans to extend this model to plumbers, electricians, and sheet metal workers, ensuring that every trade has a vibrant, locally developed talent pool driving success for individuals, businesses, and the community as a whole.



“We often see people leave for a couple extra bucks an hour, but if we’re transparent about career progression—showing them exactly how to move from Level 1 to Level 3—then that ambition becomes a win-win for everyone.”

**Kyle Greer**

Executive Vice President  
of Operations, East Region, Crete United







A MESSAGE FROM OUR VICE PRESIDENT OF HSEQ

# OUR CULTURE OF SAFETY

We take Health, Safety, Environment, and Quality (HSEQ) responsibilities seriously, both within our organization and across our partner network. Our focus is on integrating a strong safety culture quickly and effectively. We believe that no task or project is worth compromising the safety of our employees.

Our philosophy is straightforward: we operate a management system that empowers every employee to participate in safety efforts. This creates a shared responsibility where everyone can take ownership of their own safety. Safety is an ongoing journey that requires commitment and discipline, driven from the top by our executives. By monitoring both our efforts and results, we ensure continuous improvement.

Our success is a direct result of our leaders' dedication, and the tangible outcomes of our safety initiatives reflect how deeply we care. Safety is all about people, and people are the driving force behind our business. By focusing on the wellbeing of our employees, we're also fostering the success and growth of our business.

**DWIGHT A. ASHBIRE**  
VICE PRESIDENT OF HSEQ, CRETE UNITED







# LEADING SAFELY

## Key Area of Focus:

In 2024, we focused on risk reduction by developing a comprehensive safety manual, launching a Fatality Prevention Program, and forming a Safety Professional Council to oversee safety initiatives. We also introduced a Toolbox Talk program and compliance training materials, ensuring Crete United partners have the resources needed to maintain high safety standards. A new employee safety handbook was created to support compliance and reinforce best practices across our network.

## HSEQ Platform (TALOS):

This year, we launched TALOS (Train, Act, Lead Operating System)—our HSEQ management and reporting platform. TALOS improves safety visibility by tracking hours, incidents, audits, inspections, and observations, helping predict risks before they occur. Over 42 partner leadership teams have been trained on the system, strengthening our ability to monitor performance, share lessons learned, and drive continuous improvement.

By integrating proactive safety programs, advanced reporting, and ongoing training, we are building a safer, stronger future for our employees, partners, and communities.



## Safety Metrics:

0.27

Total Recordable Incident Rate  
*65% decrease from prior year,  
industry standard is 2.9*

92.5%

Partners TALOS trained

1M

Hometown Mechanical **1M**  
hours no lost workdays

82.5%

Partners **0** MT recordables

130k(+)

Hours training

55.5%

Decrease in recordables  
since **2023**

1,000(+)

Safety communications  
shared

95%

Partners **0** LT cases

77%

Decrease in LT days  
since **2022**





# ZERO HARM

*Our people-first safety management system continues to support our mission of a safe and healthy workplace*



## 2M Work Hours Without a Lost Work Day Case

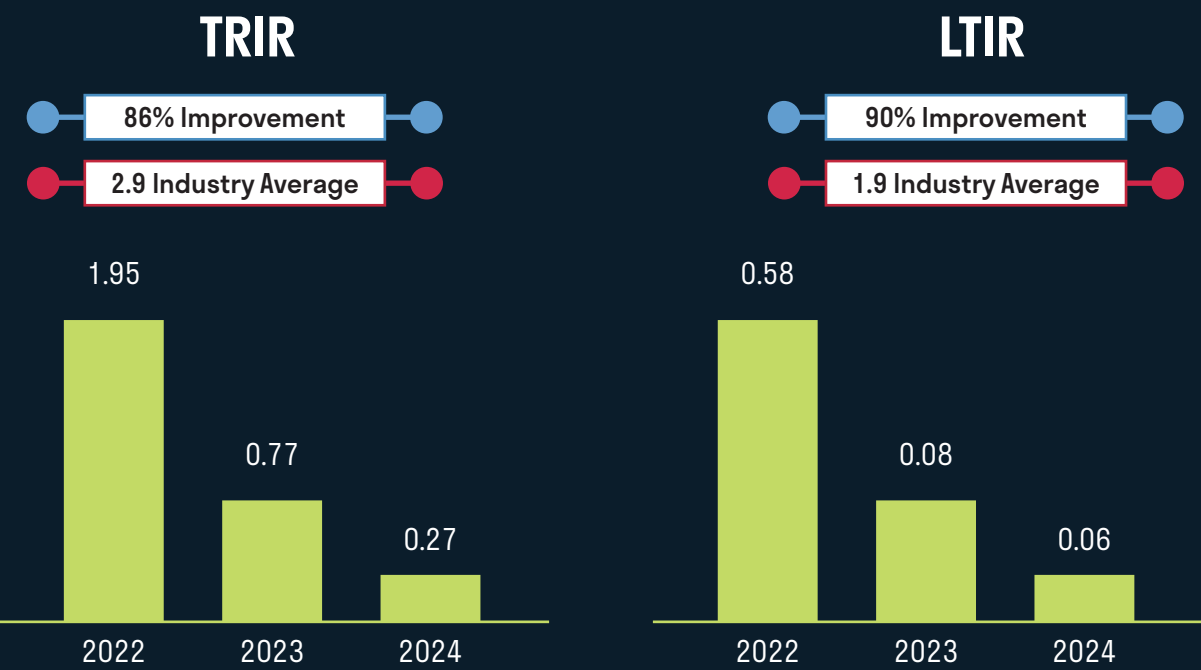
Reaching an impressive milestone of 2 million hours without a lost time incident highlights our strong focus on safety and the dedication of our team.

“A successful safety milestone is achieved through consistent training, rigorous adherence to safety protocols, and fostering a culture of vigilance and above all accountability among all employees.”

**David Alvarez**

CHST - EHS Director,  
AC Corporation

### EMPHASIS ON SAFETY DRIVES PERFORMANCE



## 1M Work Hours Without a Lost Work Day Case

Achieving a significant milestone of 1 million hours without a lost time incident demonstrates our unwavering commitment to safety and operational excellence.

“Achievements like this can only result from a dedication to performing work safely from every employee all the way from the newest hire all the way to the owner of the company and holding each other accountable to our safety standard and culture every day.”

**Ryan Webster**

EHS Director,  
Hometown Mechanical





A MESSAGE FROM OUR VICE PRESIDENT OF INFORMATION TECHNOLOGY

# SECURING CRETE UNITED

At Crete United, infrastructure and data security are critical to ensuring operational efficiency, client trust, and regulatory compliance. With nearly 50 HVAC, Electrical, Plumbing, and Mechanical locations operating across the country, safeguarding client data, financial records, and operational systems is paramount. A secure and resilient infrastructure prevents downtime, protects against cyber threats, and ensures seamless operations across businesses.

By implementing robust cybersecurity measures, including network monitoring, data encryption, and access controls, Crete United can mitigate risks associated with cyberattacks and data breaches.

Regular security audits and employee training further strengthen defenses. Additionally, maintaining reliable IT infrastructure enhances business continuity, allowing teams to access vital data and systems without disruption.

Investing in strong security protocols not only protects company assets but also reinforces trust with clients and partners. As technology evolves, Crete United remains committed to proactive security strategies that support long-term business success.

**DAN MUIR**  
VICE PRESIDENT OF INFORMATION TECHNOLOGY, CRETE UNITED







# *IT Key Areas of Focus*

Throughout 2024, Crete United focused on centralizing infrastructure and data management while increasing our employee security training and awareness. We successfully integrated more than 40 partner companies who are all reporting data back to an AI-based XDR system providing advanced threat detection capabilities. Cybersecurity training was established and rolled out for all employees.

## *In 2024*

3,000

Endpoints monitored

95%

Of partner companies moved into security management

350,000

Logs analyzed each hour

68

Domains assessed for vulnerabilities



# GIVING BACK THROUGH ACTION

At Crete United, giving back means taking action. Our team dedicated over **933 volunteer hours** this year to support meaningful community initiatives. Through hands-on involvement and collective generosity, we are committed to making a positive impact in the communities we serve.





# UNITED FOR PURPOSE: GIVING BACK THROUGH ACTION



Veterans bring invaluable leadership and technical expertise to our company, raising the bar for everyone around them. In turn, the nonprofits we support amplify our collective impact by delivering life-changing assistance to veterans, their families, and the communities they serve.

Through these combined efforts, we strengthen local economies, nurture talent pipelines, and honor the courage of those who served. For Crete United, giving back to veterans isn't a single program or initiative; it's a core part of who we are and what we stand for.



## Folds of Honor

Folds of Honor provides scholarships to the spouses and children of America's fallen or disabled service members, ensuring brighter futures while honoring the sacrifices made.



## K9s for Warriors

K9s for Warriors empowers veterans to overcome the challenges of PTSD and related conditions by pairing them with trained service dogs.



## Soldier's Angels

Soldier's Angels is the largest organization providing direct support to Veterans Administration Hospitals, ensuring crucial assistance for active service members and veterans in need.





**UNITED FOR PURPOSE:  
GIVING BACK THROUGH ACTION**



**SUPPORTING FAMILIES  
AND CHILDREN**

Metro Mechanical Services partnered with Toys for Tots and the Food Bank of North Alabama, helping bring holiday cheer to children and providing meals to families in need.

Piper Electric donated 125 coats through Coats for Colorado and collected food for the Arvada Food Pantry, dedicating 60-70 hours to ensuring families had warm clothing and meals.

S&W Contracting supported Murfreesboro Police's Shopping with the Kids Program, giving children the opportunity to pick out holiday gifts with officers, making the season a little brighter.

**HONORING FIRST  
RESPONDERS AND  
HEALTHCARE WORKERS**

Crete Building Services organized a Nurses' Appreciation Lunch during Nurses Week, recognizing the dedication of healthcare workers. They also provided lunch to local firefighters, showing gratitude for their service.

S&W Contracting supported Middle Tennessee Christian School's and Boys & Girls Club's Steak Dinner Fundraisers, raising money for vital community programs.

**PROVIDING RELIEF FROM  
HUNGER & DISASTER**

IMA Contractors made a significant impact by donating 6 tons of food to the Harvest Food Bank, helping families facing food insecurity.

Crete Building Services ran multiple community initiatives, including a Food Drive for Veterans, providing meals to those who served our country.

IMA Contractors contributed 250 hours to the Western NC Relief Initiative, providing tractor trailers, loaded trucks, and deliveries of food and water to communities recovering from natural disasters.

**EMPOWERING EDUCATION AND  
FUTURE GENERATIONS**

AIS supported Sky High for Kids, an organization dedicated to improving the lives of children battling cancer, while also contributing to Delcambre High School's Golf Scramble and the Endeavor Raffle Fundraiser to help a family in need.

IMA Contractors contributed to AgSouth's High School FFA Program, fostering the next generation of agricultural leaders, and supported the Gardner-Webb University Student Athletic Scholarship Fund, investing in student-athletes' futures.

S&W Contracting supported a Drug-Free Program with the Rutherford County Sheriff's Department, educating youth on the dangers of substance abuse.





# EMERALD GIVES

## ANNUAL CHARITABLE PROGRAM

Emerald Built Environments is a B Corp certified business. B Corp certified companies meet high standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose and are verified by the nonprofit organization, B Lab.

One of the key factors of B Corp certification is the commitment to giving back and supporting communities.

The Emerald Gives program is a three-pronged initiative that compels the company to donate to nonprofits with both monetary gifts and pro-bono services. Additionally, it rewards employees for making their own financial contributions by offering matching gifts.



Certified



Corporation

In 2024, Severance Hall joined the Emerald Gives initiative, seeking to achieve certification as recognition of its commitment to sustainable performance and energy efficiency. As with many hospitality and performance venues, waste management is both an environmental liability and an easy way to engage patrons.

Severance Hall has a rigorous waste management and diversion program, which positioned it well for alignment with LEED Operation+Maintenance certification. Its board of directors and staff have meticulously maintained the iconic building further positioning it for success with certification.

### Severance Hall

Home to the renowned Cleveland Orchestra, Severance Hall is a cultural and historical landmark built in 1931. Severance Hall hosts world-class performances and educational programs, enriching the community through exceptional music and artistic excellence.





# EARTH DAY 2024

Crete United partners and corporate offices participated in community events including a beach clean-up







# CRETE UNITED 2024 RECOGNITIONS

The annual Crete United Partner Summit is a celebration of the extraordinary partnerships, dedication, and achievements that drive our collective success. The event culminates with an Award Show, recognizing individuals and teams who have demonstrated exceptional commitment to excellence. We also reflect on the journey we've embarked upon as a community—one of growth, innovation, and a shared vision for the future. We celebrate not just the awards, but the strength of the relationships we've built and the milestones we've reached together.



COMPANY AWARDS

# 2024 PARTNER SUMMIT AWARDS

Congratulations to  
Our Partner of the Year!



SAFETY PERFORMANCE  
OF THE YEAR + PARTNER  
OF THE YEAR



COMMUNITY  
ENGAGEMENT AWARD



SALES  
PERFORMANCE AWARD



TRANSFORMATION OF  
THE YEAR + UNITED FOR  
IMPACT AWARD





**EBITDA AWARD +  
TEAMWORK AWARD**



Facility Systems Services  
Comprehensive Building Solutions

A CRETE UNITED COMPANY

**BUSINESS PROFESSIONAL  
OF THE YEAR**

**MICHELLE PRESTON**



C2 TECHNOLOGY  
GROUP  
A CRETE UNITED COMPANY



METRO  
Mechanical Services, Inc.  
A CRETE UNITED COMPANY



CROSBY ELECTRIC  
THE POWER OF POSITIVE THINKING  
A CRETE UNITED COMPANY

**TECHNICIAN OF  
THE YEAR**

**GILBERT (LAZ) ORTIZ**



PROTECH  
MECHANICAL, INC  
A CRETE UNITED COMPANY

**STRATEGIC LEADER  
OF THE YEAR**

**CHASE OVERCASH**



Facility Systems Services  
Comprehensive Building Solutions

A CRETE UNITED COMPANY





***“MY DAD WAS A  
FIREFIGHTER FOR 35  
YEARS. KNOWING THAT  
OUR SUSTAINABILITY  
INITIATIVES HELP  
IMPROVE LIVES AND  
FUND VITAL PENSIONS  
LIKE HIS MAKES IT ALL  
FEEL PERSONAL”***

**COURTNEY MILLER**  
*Vice President, National Accounts,  
Crete United*



*Crete United is a privately held company  
and some of its investors include pension  
funds for teachers and firefighters.*



# 2024 REPORTING SUMMARY

*Crete United voluntarily reported Environmental, Social, and Governance information about FY 2024 to our investors. The topics covered in reporting included:*

- |                                  |                                |                                |
|----------------------------------|--------------------------------|--------------------------------|
| 1 Renewable Energy Consumption   | 7 Employee Engagement          | 13 Whistleblower Policy        |
| 2 Greenhouse Gas Emissions - GHG | 8 Workplace Safety             | 14 Anti-Corruption Policy      |
| 3 Waste Reduction                | 9 Sexual Harassment Prevention | 15 Conflict of Interest Policy |
| 4 Decarbonization Strategy       | 10 Employee Satisfaction       | 16 Supplier Code of Conduct    |
| 5 Biodiversity Risk              | 11 Parental Leave Policy       |                                |
| 6 DEI Programs                   | 12 Code of Conduct             |                                |

Our reporting covered the following new topics not previously covered.

- |  |  |
|--|--|
| • Renewable Energy Consumed (all sources)                          | • Employee Satisfaction  |
| • Renewable Energy Consumption Methodology                         | • Employee Score   |
| • Water Usage  | • Unadjusted Gender Pay Gap  |
| • Total Number of Full- Time Equivalents in Previous Year          | • Workplace Safety Training  |
| • Total Number of Full-time Equivalents in Current Year            | • Days Away, Restricted, or Transferred Rate                       |
| • Mergers and Acquisitions   | • Board Member Racial/Ethnic Group Representation                  |
| • FTE gained from Mergers and Acquisitions                         | • Number of LGBTQ Board Members                                    |
| • Divestitures   | • Total Number of C-suite Employees                                |
| • FTE Turnover from Divestitures                                   | • Number of Women C-suite Employees                                |
| • Net Change in FTEs Due to Mergers, Acquisitions and Divestitures | • Data Security Training   |
| • Turnover Number  | • Governance Policy Review Cadence                                 |
| • Voluntary Employee Departures in FTE                             | • Corporate Philanthropy Program details                           |
| • Involuntary Employee Departures in FTE                           | • Employee Survey Cadence  |
| • Annual Percent Turnover  | • Nature-Related Dependencies, Impacts, and Risk and Opportunities |
| • Percentage of Employees Responding to Employee Survey            | • Hazardous Waste  |
|  | • Decarb Strategy details and documentation                        |



