



**CONNECTING  
TODAY TO A BETTER  
TOMORROW**

## Message from the CEO

I am excited to introduce our latest sustainability report, which showcases our commitment to creating a better tomorrow through our sustainable practices and initiatives. As we reflect on our 77 years in business and look ahead to the next 77, it is essential that we ensure every action we take today directly connects us to a more sustainable future.

To us, sustainability means more than just longevity as an organization. It means continuously improving our environmental impact by reducing emissions, energy use, water consumption, and waste. It means prioritizing the safety and well-being of our associates, our customers and those within our supply chain. And it means empowering our customers to enhance their own sustainability efforts through our chemical solutions and services.

One of our key areas of focus is on industries such as pulp and paper, leather and water treatment. By providing chemical solutions and services to these sectors, we contribute to enabling our customers to manufacture sustainable packaging as an alternative to plastic

packaging and natural leather products. Additionally, we assist water-intensive industries like mining, power and utilities, sugar and ethanol, oil and gas, and swimming pools in reducing, recycling, and treating process and utility water. Through these efforts, we indirectly contribute to the sustainability of our planet.

At Buckman, we have always been guided by our core values, with safety being our utmost priority. We firmly believe that people matter the most, and we prioritize their well-being above all else. Our safety record is a testament to this commitment.

Furthermore, we adhere to a strong code of ethics that guides our decisions and behaviors concerning our people, communities, business partnerships, and the environment. We recognize our responsibility as a corporate citizen and strive to be good stewards of our natural resources and the environment.

I am encouraged by the progress we are making towards some of our 2025 sustainability goals. For example, we increased the amount of indirect energy purchased from renewable sources by

130% since 2020. We are pleased with investments we made in water treatment infrastructure in SA and Brazil that continue to enable a reduction in waste water, as well as an increase in recycling and reuse, especially in these locations where water is particularly scarce. Our treatment and recycling of process effluent water increased by 8% from 2020 to 2022.

Looking ahead into 2023 and beyond, we are committed to expanding the scope of our sustainability efforts and finding meaningful ways to improve our impact as a corporate citizen. We consider it both a privilege and a duty to contribute to a more sustainable future, and we take this responsibility very seriously.

In conclusion, our goal is to connect everything we do today to create a better tomorrow for our associates, communities, customers, suppliers, and shareholders. Together, we can and we will build a more sustainable future.

Junai A. Maharaj  
CEO



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# Our Story

Our Company  
Reporting Period, Frequency and Contact point.  
Activities, Value Chain and Other Business Relationships  
Markets Served



Back in 1945, when news from World War II was printed daily, it was normal for paper mills to shut down for hours to clean bacterial deposits. It wasn't until Dr. Stanley J. Buckman, a biochemist from Memphis, Tennessee, introduced those paper mills to an innovative chemical solution that provided an alternative to shutting down.

This solution saved mills thousands of gallons of water required for the shutdown process and reduced the impact to their operations, bottom line and the environment.

**Applying Dr. Buckman's chemistry throughout the process kept mills from having to shut down as often, if at all, saving them untold time and money. With that one chemical solution, a company was born.**

Dr. Buckman started Buckman Laboratories on the site of an old lumberyard in Memphis with a single 50-gallon reactor and a team of five. The first product created was named BSM-11 and was used to control bacteria.

Today, we are still producing BSM-11 for the pulp and paper industry. Over the decades, we've expanded into industrial water treatment and solutions for the leather industry. But as much as things have changed in the past 80 decades, one thing has remained the same:

**We are still completely focused on helping our customers solve problems. Now we do so with a sustainable future in sight.**

- 1945 - Buckman Laboratories founded by Dr. Stanley Buckman
- 1945-1971 - New companies formed in Canada, Mexico, Belgium, South Africa, Brazil and Australia
- 1978 - Robert Buckman leads the company following Dr. Stanley Buckman's death
- 1988 - Buckman South Africa first Buckman manufacturing facility to receive ISO 9002 certification
- 1995 - Buckman's knowledge network launch; every employee has a laptop
- 2000 - Steven Buckman becomes CEO upon Robert Buckman's retirement

- 2004 - Buckman receives ISO 14001 certification in all manufacturing facilities; receives US EPA Green Chemistry Challenge Award for Optimize® technology
- 2010 - BuckmanCares launches
- 2012 - Buckman receives US EPA Green Chemistry Challenge Award for Maximize® technology
- 2017 - Junai Maharaj becomes first non-family CEO upon Steven Buckman's retirement
- 2020 - Buckman celebrates 75 years of business

## Our Company

This report covers the following companies .

Official Operating Companies
Buckman International
Buckman North America
Buckman Latin America
Buckman EMENA
Buckman Africa
Buckman China
Buckman APAC

Table 1 Official Operating Companies

International headquarters located in Memphis, Tennessee, U.S.A.



## Reporting Period, Frequency and Contact Point.

The current report covers information for the calendar years 2021 and 2022

Publication date: December 22, 2023

Fiscal year and reporting align with the same calendar year format.

Contact point: Lela Gerald, Vice President Global Marketing, [sustainability@buckman.com](mailto:sustainability@buckman.com)

## Activities, Value Chain and Other Business Relationships

Bulab Holdings, Inc., through its principal Company, Buckman Laboratories International, Inc., provides clients with advanced chemistries and digital solutions to serve a wide variety of industries in their efforts to clean and clarify heating and cooling waters, industrial process waters, and wastewaters. The Company provides specialized technologies that aid in leather processing, such as microorganism control programs, and solutions that enhance production and product quality in the pulp and papermaking industry. As per the Sustainable Industry Classification System® (SICS®) the company's thematic sector is RT Resource Transformation, the Sub-Sector is RT.2 Chemicals and the Industry RT-CH Chemicals. For all of these industries, Buckman delivers innovative products and services that help save energy and water, increase production efficiency and recycling and re-use opportunities, to support reductions and mitigate negative environmental impacts. Additionally, Buckman offers a variety of freestanding performance chemicals that either enhance the performance of products or the manufacturing of those products.

Brands include Ackumen™, Bulab®, Busperse®, Busan®, Maximyze®, Optimize®, Vybrant®, WSCP® and Oxamine®, among others. Buckman strives to maintain patents, registrations, trademarks, trade secrets and confidential information needed to ensure the protection of intellectual property.

In 2021, we focused our efforts on developing a new digital platform (Ackumen™) combining state-of-the-art sensing technology, best in class chemistries, cloud- and edge-based data analytics, 24/7 expert monitoring and analysis, and accurate predictive modelling for comprehensive system management harnessing our current technological innovations and serving as a vehicle for the future. Additionally, we officially launched our first digital water treatment system, Ackumen Cooling Management, in June of 2021, using an inaugural digital-chemical (digi-chem) mechanism that provides actionable insights to help customers improve the efficiency of their water system by optimizing their chemical usage, minimizing downtime, and extending equipment life. However, the real value is that this technology allows our customers to play an active role in reducing total operating costs of their facility and assisting their efforts to obtain their sustainability goals. Additional digi-chemi solutions like Ackumen Boiler Management and Ackumen MCA-i™ have also been launched on the Ackumen platform.

Buckman values our suppliers and believes supplier relationship management is key to ensuring the sustainability of our business. Governance includes the Buckman Fundamentals and ISO 14001 Environmental/ISO 45001 Safety/ISO 9001 Quality Management Systems registered

sourcing policies and programs. Buckman collaboratively engages suppliers throughout the organization to strengthen strategic supplier relationships and ensure critical sourcing needs and key technologies. Sustainable suppliers are selected according to Buckman's established supplier selection, qualification and performance evaluation processes. Supplier selection is integrated into the earliest phases of new product and process development. Collaborative engagement with our suppliers covers a broad range of activities, including customer and market needs management, open innovation, supply and demand planning, make-versus-buy, risk management, waste reduction and regulatory compliance. Continuous improvement is driven through open collaboration with suppliers and enabled by our established practices.

## Markets Served

Buckman serves worldwide markets that include the pulp and paper manufacturing and leather processing industries and provides advanced water treatment for those and other industries. Water treatment technologies provide solutions across a variety of manufacturing environments, including power generation, oil and gas, ethanol plants, sugar production and others, as well as facilities with cooling towers such as hospitals. Secondary market industries include paint, coatings and plastics, metalworking, agriculture, lumber and biofuels. Buckman provides advanced chemistries across industrial processes and offers specialized technologies aiding the leather-processing and pulp and papermaking industries.

# Our Sustainability Strategy

Processes to remediate negative impacts  
Collective knowledge of the highest governance body  
Our Commitment to the United Nations Sustainable Development Goals (SDGs)  
Connected to Our Stakeholders  
Membership associations

Every business practice at Buckman will sustain the health and well-being of people, the financial prosperity of our company and the wholesomeness of the environment on which we all depend. We make this commitment to ensure that future generations can achieve a quality of life that is the same or better than our own. Buckman's commitment to sustainability is manifested in four areas: the quality of our work, the safety of our people, the support of our communities and the protection of our environment.

Buckman is committed to transparency in our reporting and to continuously improving the processes for sustainability management and performance. We use a cross-functional Corporate Sustainability Project Team for accountability and oversight in the preparation of this report and a management software program to track and oversee our progress toward our stated goals. A Global Operations Sustainability team meets monthly to discuss and share information on projects to reduce energy and water consumption, effluent, and waste. Quantitative data is collected at each operating facility, which allows us to monitor, track, and identify opportunities at both the local and global levels. We use the Global Reporting Initiative (GRI) Standards for sustainability reporting to provide the best

## SUSTAINABLE DEVELOPMENT GOALS



possible disclosures based on the nature of our global business and the related risks and opportunities.

### Processes to Remediate Negative Impacts

Buckman remediates negative impacts through company policies and standards including the Code of Ethics. Transparency and disclosure are two values imbedded in the Company's culture that require negative impacts be addressed immediately utilizing established reporting procedures.

Grievances may be reported to management or through the Company's incident reporting system, EthicsPoint®, offering a confidential platform that allows associates, customers, vendors or stakeholders to report perceived violations. EthicsPoint follows a rigorous process for dealing with, managing and resolving any such grievances.

Further, grievances are reported in writing to the Audit Committee and Risk Committee of the Board and are required to be resolved

before they are no longer reported to the Committees.

### Collective Knowledge of the Highest Governance Body

Executive management, primarily the CEO, provides articles, podcasts, and symposiums on a regular basis to the Board to continue the development and understanding of the Company's business and operations. Additionally, there are educational programs and training that the Board is invited to attend.

### Our Commitment to the United Nations Sustainable Development Goals (SDGs)

Buckman is committed to being a positive global force for good, and we realize that our business practices and decisions affect communities and ecosystems around the world. To this end, Buckman has pledged its support for the United Nations Sustainable Development Goals (SDGs), a universal call-to-action to end poverty, protect the planet

and ensure that all people enjoy peace and prosperity. The SDGs are a bold commitment to tackle some of the most pressing challenges facing the world today.

The 17 SDGs are interconnected; often the key to success in one goal will involve tackling issues more commonly associated with another. Focusing on the SDGs most meaningful to our business reaffirms our global commitment to build a more sustainable, safe and prosperous planet for all.

Our attention naturally falls to goals targeting Good Health and Well-Being; Quality Education; Clean Water and Sanitation; Decent Work and Economic Growth; Industry, Innovation, and Infrastructure; Responsible Consumption and Production; Climate Action; and Peace, Justice and Strong Institutions. The SDGs are unique in that they cover issues that affect us all.

As a member of the UN Global Compact, Buckman publicly pledges support of the Ten Principles in the areas of Human Rights, Labor, Environment, and Anti-Corruption.

### **Connected to Our Stakeholders**

No company can operate in isolation, and we are all stronger when we work together. Buckman builds strong relationships with our key stakeholder groups to maximize the value created through our operations. Through this approach, we are in a better position to understand our stakeholders' interests and proactively identify issues that inform our policies, reporting and disclosure practices.

Buckman has a long history of engaging and responding to stakeholders through formal and informal channels. The guidelines

for stakeholder engagement to support Buckman's sustainability efforts are based on GRI Standards, ISO 14001 standards and the AA1000SES Stakeholder Standard developed by the Accountability Institute for Social and Ethical Accountability. Throughout the entire process, we take into consideration the information needs of:

- Our employees, through intercompany surveys.
- Our customers, seeking sustainable products, technological solutions and information about our sustainability policies and practices
- Our communities, wanting to understand our sustainability management and engagement efforts as a responsible corporate citizen.
- Our suppliers, whom we expect to abide by our Code of Conduct and who are critical to our operations.
- Our diverse stakeholders, who have an interest in our industry and operations.

#### Customers

Customer engagement practices include:

- A Buckman Customer Survey (BCS) to identify needs and develop a plan to address them
- Return on Environment for key customers
- Face-to-face discussions with key customers to better understand sustainability issues that are most important to them
- Reporting to sustainability platforms such as SEDEX, Carbon Disclosure Project, and Eco Vadis.

#### Employees

In addition to our Stakeholder Engagement

Survey, we conduct additional surveys, such as an organizational health index (OHI) survey among our employees both in North America and throughout our international organization. The survey was administered in multiple languages to ensure employees had the opportunity to share their insights and opinions in their first language.

Additionally, we took a Pulse Survey - with an overwhelming 90% participation rate. Associates identified "respect" as our top strength and highlighted the biggest area of opportunity was ensuring we took action after the survey. To improve in this area, we focused on two approaches: 1) a disciplined approach to accelerate improvement, and 2) a c-suite leadership forum to increase ownership. Here are some actions that happened as a result:

- Held an All Managers Connect to recognize managers and their teams, increase their ownership of associate engagement and action taking, and share best practices.
- HR worked closely with managers to ensure they clearly understood the gaps, developed SMART goals and steps to ensure effective implementation.
- Held focus groups to prioritize areas that required more help and support.

OHI survey - The OHI survey was a deep dive into the organization to find out what is happening under the surface as it relates to our culture and how work gets done and provides a detailed picture of organizational health. Remarkably, 91% of associates from across the globe actively participated in the survey, providing valuable insights into our strengths and areas requiring enhancement. These insights guided us in establishing our key priorities, which include enhancing strategic

clarity, role clarity, transparency in performance evaluation, and effective consequence management. To address these priorities, we have devised both global initiatives and region-specific strategies.

### **Communities**

Buckman has established programs for serving our communities, and we regularly engage with our local communities to ensure that our efforts result in positive impacts on both lives and the environment. See the Connected to Our Communities section of this report for a description of our community relations activities through our Buckman Cares initiative.

### **Suppliers/Business Partners**

We work closely with our suppliers to find ways to streamline, conserve and save resources. Our current collaborative efforts cover a broad range of activities, including customer and market needs management, open innovation, supply and demand planning, waste reduction and more. Open collaboration drives our relationships with each partner and supplier. Our goal is to continue formalizing our supplier engagement process as we continue to learn about each others goals and efforts. We believe that the more our suppliers and partners understand our expectations, and we theirs, the stronger all of us become.

In 2021-2022, supplier engagement initiatives included:

- A supplier questionnaire to engage suppliers in our supply chain.
- A Buckman Global Procurement Organization chartered with procurement sustainability and supplier engagement as top priorities.

- A globally standardized supplier qualification and performance review process with enhanced sustainability and supplier engagement requirements.

Buckman has an ongoing global supply chain Manufacturing Optimization Initiative that involves collaboration with contract manufacturers in key manufacturing processes utilized by Buckman. Effort across this initiative not only optimizes our global supply chain, but it also better consolidates production risks into more specialized facilities with better scale and engineering to reduce risks and waste.

### **Government/Regulatory Stakeholders**

Local governments and regulatory agencies are engaged via participation on committees, task forces, written communications and face-to-face meetings. The level of corporate or local engagement varies, depending on the issue.

### **Industry Trade Associations**

Buckman participates in strategic industry trade associations to gather feedback on sustainable practices in their respective areas for use in determining materiality and applying best practices.

### **Board of Directors**

Regular engagement with the Board of Directors enables us to ensure each Director has the information necessary to help establish an appropriate strategy for mitigating risk.

### **Membership Associations**

The associations in which our company participates in are presented below:

- National Association of Sugar and Alcohol Technologists (ANTZA - Italy)

- Product Stewardship Society
- Pulp and Paper Technical Association of Canada (PAPTAC)
- Responsible Packaging Management Association of Southern Africa (RPMASA)
- S A Pain Manufacturing Association (SAPMA)
- Singapore Business Federation (SBF)
- Singapore Water Association (SWA)
- Society for Industrial Microbiology and Biotechnology (SIMB)
- South African Sugar Technologists Association (SASTA)
- South African Sugar Research Association (SASRI)
- Technical Association of the Pulp and Paper Industry (TAPPI)
- The Federation of Industries of the State of Sao Paulo (FIESP)
- The Leather Working Group
- The Portuguese Association for Technicians of the Pulp & Paper Industry (Tecnicepa - Europe)
- The Spanish Association of Water Treatment and Control Companies (AQUA ESPANA)
- UK Pulp & Paper Technical association (PITA)
- VLARIP
- Verband Deutsche Lederindustrie (VDL)
- Vice Chairman Unit of China Industrial Water Treatment Industry Alliance
- Washington University Center for Water Innovation
- Water Institute of South Africa (WISA)
- Zero Discharge of Hazardous Chemicals (ZDHC)





# Measuring Sustainability

Materiality Assessment  
Methodology  
Materiality Matrix  
High Importance Material Topics

Buckman began reporting its sustainability performance in 2010, following the GRI reporting guidelines. The report was built on several years of environmental, health and safety disclosures and reporting.

For this report, we follow GRI Standards “in reference” reporting guidelines to provide stakeholders with the data and perspective to understand and evaluate our performance, impacts and opportunities. Management software enables us to track our progress toward our stated goals.

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**Each operating facility is responsible for entering quantitative data, which allows us to monitor, track and identify opportunities at both the local and global level, providing the best possible disclosures based on the nature of our business.**

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Much of the data in this report reflects sustainability results and activities during the 2021 and 2022 fiscal years. Our cross- functional Corporate Sustainability Project Team

provides accountability and oversight in preparing this report.

As part of our ongoing commitment to transparency and sustainability, Buckman has been reporting on our environmental, social, and economic performance for over a decade. In this report, we outline our approach to sustainability reporting, our Materiality Assessment methodology, and the key material topics that shape our 2021-2022 Sustainability Report.

## Materiality Assessment

To manage our environmental impact effectively, we must be able to measure key areas of influence. One of the key principles of the Global Reporting Initiative is the Materiality Principle that states an organization should report on topics that cause the most important economic, environmental, and social impacts, and/or on topics that are considered the most important by the organization’s internal and external stakeholders. During the process of determining these issues, an organization must actively involve its stakeholders and examine all the topics for the period to which the sustainability report will refer.

## Methodology

Step 1: Determination and prioritization of the stakeholders to be involved in the process. In this Materiality Assessment with Buckman, the scope included six key stakeholder groups:

- Group 1: Board of Directors
- Group 2: Community Partners
- Group 3: Customers
- Group 4: Suppliers
- Group 5: Employees

Step 2: Identification and prioritization of all sustainability topics (economic, environmental, workplace related, human rights, social, responsible products, etc.) using the GRI Standards and CSE benchmarking research outcomes from the chemicals industry.

Step 3: A stakeholder materiality survey conducted through a qualitative questionnaire to identify the material topics. For every question, a qualitative scale (very high, high, medium and low) was used to evaluate the importance of each topic.

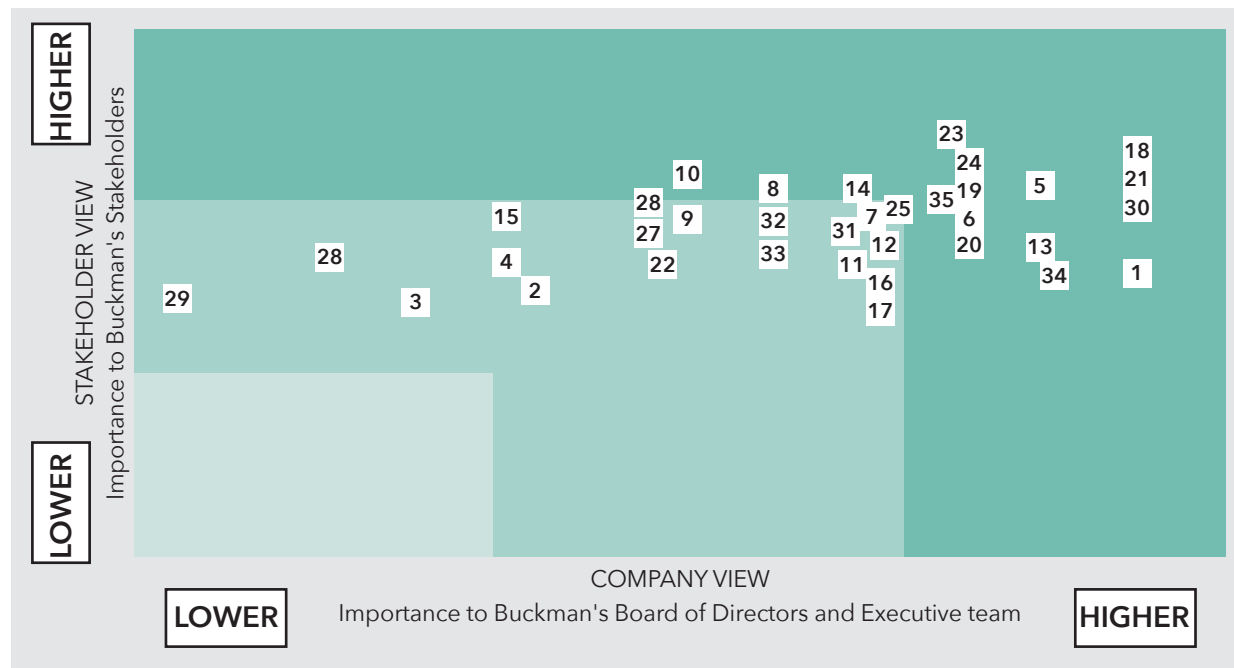
According to the GRI Standards, the topics of very high importance to stakeholders and/or

those where the organization has the highest impacts must be included. For the remaining topics, it is up to the organization to decide whether to include them in its sustainability report. This report does include those topics of very high importance and/or impact as well as several topics, such as emissions, energy consumption, water usage, waste management and employment, that did not rate as high in materiality among stakeholders, but were deemed important to our business.

**Step 4:** Analysis of the outcomes and results and the representation of the topics in a materiality matrix. GRI Standards recommend presenting the results of the materiality

assessment process in a materiality matrix, so a materiality matrix was created representing the topics that are very important, somewhat important or less important. A numerical value was assigned to each response to the survey. For every topic, an average value was calculated based on all the questionnaire replies. The Y-axis represents the opinion of all the stakeholder groups (excluding Buckman Board of Directors) consulted during the materiality assessment process. The X-axis represents the impacts of the organization on each topic, based on the opinion of the Company (Buckman Board of Directors).

### Materiality Matrix



### Legend

1. Economic Performance
2. Market Presence
3. Indirect Economic Impact
4. Procurement Practices
5. Anti-corruption
6. Anti-competitive Behavior
7. Tax
8. Material Usage
9. Energy Consumption
10. Water usage
11. Biodiversity
12. Emissions (or air pollution)
13. Waste Management
14. Transportation Safety
15. Selecting and Evaluating Suppliers using Environmental criteria
16. Employment
17. Labor/ Management Relations
18. Occupational Health & Safety
19. Training and education
20. Diversity and equal Opportunity
21. Non-discrimination
22. Freedom of Association and Collective Bargaining
23. Child Labor
24. Forced or Compulsory Labor
25. Security Practices
26. Human Rights Assessment
27. Local communities
28. Supplier Social Assessment
29. Public Policy
30. Customer Health & Safety
31. Product Marketing & Labelling
32. Customer Privacy
33. Emerging Markets
34. Technology and Innovation
35. Reliability

15 Material Topics emerged as High Importance in the 2022 materiality assessment and are highlighted in this, 2021-2022 Buckman Sustainability, report.

**High importance material topics:**

Economic Performance

Waste Usage

Child Labor

Anti-Corruption

Occupational Health & Safety

Forced or Compulsory Labor

Anti-Competitive Behavior

**Training and Education**

Customer Health & Safety

**Material Usage**

**Diversity and Equal Opportunity**

Technology and Innovation

**Water Usage**

**Non-Discrimination**

Reliability

*Bold topics are additions as of 2022.*

These material issues affect the “10 Impacts, Risks and Opportunities” identified by the Risk Management Committee of the Buckman Board of Directors and noted in the Company Profile and Governance section. They are also integral to the nine SDGs Buckman has committed to supporting.



# Ethical Conduct

| Buckman Code of Ethics

Ethical conduct is not just something we do, it is an integral part of our identity. Buckman's commitment to ethical conduct is outlined in our Code of Ethics and our Values, which explain who we are and what we believe. They are a guide by which we operate around the world. They support our main goal, which is to build long-term relationships and create sustainable value for our customers while maintaining the highest ethical standards.

The Buckman Code of Ethics and Buckman Values ensure that we will act in an ethical, honest and transparent manner to solve customer problems, safeguard the environment and maintain safety in the workplace.

The fundamentals include:

- Buckman Code of Ethics
- Buckman Values
- 7 Principles of Highly Effective Teamwork
- Mission Statement
- Buckman 4.0
- Charitable Councils at Each Operating Company

- Sustainability – Buckman's commitment to sustainability is manifested in four areas: the quality of our work, the safety of our people, the support of our communities and the protection of our environment
- Quality
- Safety
- Community
- Environment
- Our Goal: Zero Negative Environmental Impact

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All employees are given access to EthicsPoint®, a reporting system that serves as an alternative to approaching their manager, human resources or senior management about activities or conduct believed to be unethical, illegal or in violation of our Code of Ethics.

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EthicsPoint reports can be made anonymously and confidentially, so employees can feel confident that there will be no negative consequence for reporting or inquiring about potential violations in good faith. Training on the Buckman Code of Ethics and EthicsPoint is part of the new associate orientation process for all employees globally.

Operating with integrity extends to preventing corruption and anticompetitive behavior. In addition to EthicsPoint training, Buckman requires all upper-level managers to complete an online and in-person Foreign Corrupt Practices Act training course. Our operating companies undergo risk analyses related to corruption and are scrutinized through external and internal financial audits which have uncovered no incidents of corruption.

The **Buckman Code of Ethics** provides a clear understanding of the basic principles by which we operate our company. As individuals and as a corporate body, we must endeavor to uphold these standards so that we may be respected as persons and as an organization.

## BUCKMAN CODE OF ETHICS

The company is made up of individuals—each of whom has different capabilities and potentials—all of which are necessary to the success of Buckman.

.....

We acknowledge that individuality by treating each other with dignity and respect—striving to maintain continuous and positive communications among all of us.

.....

We recognize and reward the contributions and accomplishments of our associates.

.....

We continually work to improve our teaming skills because we recognize that effective teamwork is essential to fulfilling our purpose.

.....

We continually strive to learn both as an organization and as individuals so that we are positioned to create value.

.....

We continually plan for the future so that we can control our destiny instead of letting events overtake us.

.....

We make all decisions in light of what is right for the good of the whole company rather than what is expedient in a given situation.

.....

Our customers are the only reason for the existence of Buckman and, to serve them properly, we must supply services and products which provide economic benefit over and above their cost.

.....

We must apply creativity to everything we do.

.....

We must use the highest ethics to guide our business dealings to ensure that we are always proud to be a part of Buckman.

.....

We will discharge the responsibilities of corporate and individual citizenship to earn and maintain the respect of the community.



# Company Profile and Governance

Ownership and Legal Structure  
Governance Structure  
Delegation of Responsibility for Managing Impacts  
Highest Governance Body in Sustainability Reporting

Evaluation of the Performance of the Highest Governance Body  
Remuneration Policies  
Reliability  
Operations

Impacts, Risks & Opportunities  
Addressing the Precautionary Principle  
External Influences

Buckman is a global business, employing 1,583 employees (including contractors) and conducting sales activities in more than 90 countries. Buckman is a privately-owned organization and has been so since its inception in 1945.



## Ownership and Legal Structure

Bulab Holdings, Inc., is a privately-owned corporation organized under the laws of the State of Tennessee, United States. Bulab Holdings, Inc., is the parent company of Buckman Laboratories International, Inc., and Buckman Laboratories, Inc. In addition, Bulab Holdings, Inc., is the parent company of multiple operating companies located strategically in the following regions: North America, Latin America, Europe, Sub-Saharan Africa and Asia Pacific. Buckman Laboratories International, Inc., is the administrative service provider to Bulab Holdings, Inc., and its subsidiaries.

The Buckman family owns approximately 80% of the outstanding shares of capital stock. An Employee Stock Ownership Plan, established for the benefit of employees working in the U.S., owns approximately 10% of the stock. Most of the remaining minority share ownership is in the hands of Buckman retirees, current employees and charitable organizations that have received stock as a gift from its shareholders.

## Governance Structure

Bulab Holdings, Inc., is governed by an eight-member Board of Directors, of which seven of the eight are independent outside directors (not fulltime employees). The CEO is the one inside director. The Chairman of the Board of Bulab Holdings, Inc. is not a senior executive. The Chairman of the Board is one of the outside directors as has been the case for the last five years. The Board set up the following committees to provide focused oversight: Audit, Compensation, Risk Management, Capital Stock, Nominating and Governance and Executive. All are chaired by outside directors with an additional two or more members servicing on each Committee. The Chairs of the respective committee

report to the Board.

An outside search firm, RSR Partners, was engaged to identify and run the search process for five (5) of the eight current directors. In addition, the Board engaged an individual consultant to participate in the Board's quarterly meetings over the past five years.

Buckman has 12-year terms for Directors. Currently one member has served 5 years, two members have served 1 year, three have served 3 years, one members has served 2 years and the CEO may serve on the Board as long as elected to serve by the Board and Shareholders. There is one female board member. Under-represented social groups include African-Americans, Hispanics. Directors offer a variety of expertise, experience and career roles which include former CEO, CFO, Investment Banker, Consulting in building out business strategy and CHRO and CIO.

The Board hosts an annual shareholder meeting to present annual performance and updates the current and future strategies.

### Delegation of Responsibility for Managing Impacts

The Board works through its various committees to oversee such activities and will, as needed, bring in outside experts to work with the Board and executive management team. For this oversight, the Board does require management to provide a bi-annual, and sometimes quarterly, update on such activities. The committees of the highest governance body that are responsible for decision-making and overseeing the management of the organization's impacts on the economy, environment, and people are the Audit Committee and Risk Committee.

### Highest Governance Body in Sustainability Reporting

Executive Management is assigned responsibility to manage and confirm the bi-annual, and in some aspects annual, assessment and reporting of the Company's sustainability work and outcomes.

### Evaluation of the Performance of the Highest Governance Body

The Board conducts an annual self-evaluation and about every three years will use an outside resource to assess the Board's functions and roles. Over the past four years, the Board ran a search process for new board members using an outside search firm that helps assess the areas of expertise and experience needed on the Board to support the Company's mission and strategy.

The Board rolled off six former directors over the last four years to bring in new directors with more recent and diverse careers and experiences to bolster and support the Company's mission and strategy.

### Remuneration Policies

Outside resources are used to ensure the Company is meeting industry standards related to remuneration. Shareholder approval is not sought in this regard but there is disclosure of remuneration to directors to the shareholders. Remuneration consultants are involved in determining remuneration. Outside consultants and resources are used to bring independence and an expertise to ensure remuneration is fair and reasonable.

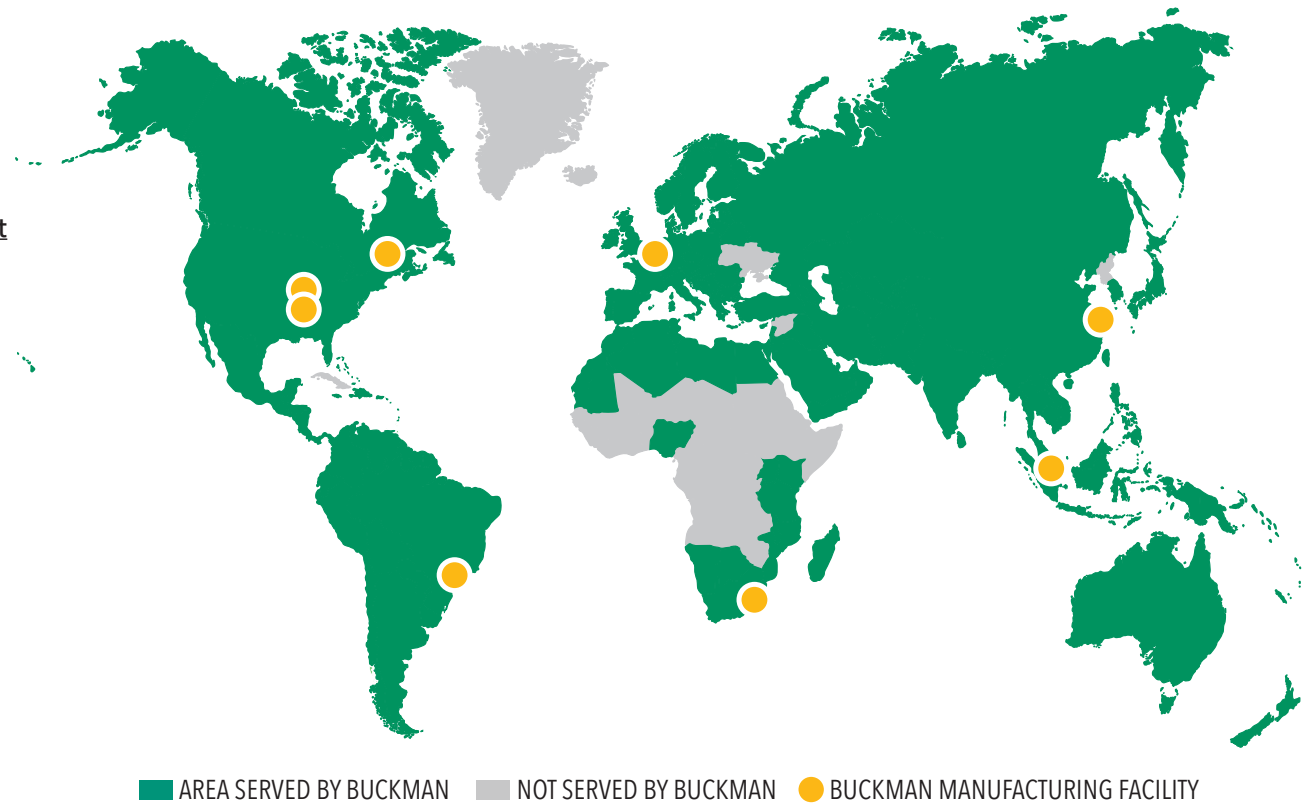
### Reliability

Buckman defines reliability as the organization's ability to supply in order with current and expected demands.

### Operations

Buckman has seven operating companies with nine manufacturing facilities located in the United States, Canada, Brazil, Belgium, South Africa, China and Singapore. The company headquarters is in Memphis, Tennessee, USA, and serves customers in over 90 countries.

Below is a map of the operating company and areas served by Buckman.



## Impacts, Risks and Opportunities

Risk management is essential to company success and sector leadership. We have identified the top seven global risks for Buckman and their potential impact on the company. These risks are listed in the order of their combined likelihood and severity from highest to lowest. Risk descriptions were developed by management and then presented, discussed and modified with input from the Risk Management Committee of the Board.

Note: Velocity is defined as the speed at which the occurrence of a risk could impact Buckman once the risk manifests, but it does not address how long the impact will last.

A designation of immediate velocity could impact the company less than one month after the risk manifests; medium velocity could create an impact from within one month to one year; and long-term could create an impact longer than one year out.

These risks are affected by the material issues related to sustainability identified by the materiality assessment.

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### 1. Performance Gap

Performance gap risk is the risk of Buckman failing to manage the business to meet the financial performance expectations of our employees and shareholders. Failure to do so could negatively impact the long-term sustainability of the business by limiting the company's ability to make investments needed to grow the business or by being forced into selling the company at the request of shareholders. Performance gap risks include the following:

- Declining gross margins
- Declining operating margins
- Increasing operating expenses
- Failure to generate sufficient free cash flow
- Failure to stay competitive in the marketplace with existing and new technologies

The velocity of this risk is long-term.

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### 2. Business Interruption

Business interruption risk is the risk that there could be an interruption to Buckman's critical operations and processes that have a negative material impact on the business.

Buckman's ability to continue its operations within a given geographical region or regions is dependent on the following:

- Its ability to operate its manufacturing and distribution facilities
- The availability of certain raw materials
- The availability of third-party transportation services
- The operation of critical information systems (addressed more comprehensively in the risk area of Information System Integrity)

Business interruption could arise from the following:

- Accidents
- Natural disasters
- Pandemics
- Limited availability of raw materials or reliance on one supplier for key raw materials
- Third-party work stoppages
- Sabotage
- Political actions taken by a country that impact Buckman's operations

The velocity of this risk is immediate to medium-term.

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### 3. Competitor

Competitor risk represents the risk that competitors could establish or sustain a competitive advantage over Buckman in such a way that we would not be able to effectively compete in one of our target markets. The three primary areas in which this risk is the greatest:

- Competitors could enter the market and compete effectively against Buckman in areas where Buckman has had a unique position.
- Buckman's relatively small size in the water treatment market would not allow it to establish and maintain a competitive advantage against its larger competitors.
- Competitors could come from non-traditional areas such as technology companies that use alternate approaches to solve our customers' problems.

The velocity of this risk is long-term in nature.



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#### **4. External Economic and Financial**

External economic and financial risk is the risk that circumstances and events outside the control of Buckman would have a negative material impact on our ability to do business in certain locations and on our financial results. Possible circumstances and events that fall into this type of risk include the following:

- Economic downturn, recession, or depression
- Economic crisis in a specific geographic region
- Political crisis in a specific geographic region
- Fluctuations in currencies relative to the U.S. dollar
- Changing tax regulations
- Changing import/export regulations for a specific geographic region
- Exchange controls imposed by a government that limit Buckman's ability to transfer funds in or out of the country
- Risk of high inflation in a particular geography

The velocity of this risk is medium- to long-term.

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#### **5. Regulatory Compliance**

Buckman operates in a highly regulated environment in most parts of the world. Failure to comply with applicable laws and regulations could have a significant impact on Buckman's ability to continue operating in certain locations and/or could negatively impact its financial results. External compliance failure could result from failure to

comply with laws and regulations related to:

- The manufacture of products
- The transportation of products
- The sale of products
- The application of products
- The disposal of waste materials

The velocity of this risk is medium to long-term.

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#### **6. Product/Service Failure**

Buckman sells products and services that are used in industrial processes. The failure of a product or poor advice to a customer could have a negative financial impact on a customer and could damage the reputation of Buckman. In some cases, products are used directly in the process and could have an immediate impact on the goods being produced. Additionally, some of the services offered by Buckman's employees could impact the customer's production. In all cases, there is some degree of potential exposure of products to employees and third parties working in a customer facility.

Examples of product or service failure include the following:

- Product was not appropriately designed for the application
- Product is not stable until point of application
- Failure of the application equipment
- Unsafe application equipment setup
- Improper advice provided by the Buckman sales associate to the customer
- Failure of sales associate or customer representative to abide by safe handling

procedures for the product

- Negative human exposure trend information despite prescribed handling procedures for the product

The velocity of this risk is immediate to medium-term.

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#### **7. Information System Integrity**

Buckman relies on its information system to take orders from customers, manage production, ship products, invoice customers, pay suppliers, pay employees, determine the profitability of products and evaluate financial results. The failure of the system would have a significant impact on Buckman's ability to operate. The ongoing integrity of the system impacts management's ability to make informed business decisions. The integrity of Buckman's information system could be negatively impacted by the following:

- Failure to recover the system within a reasonable period
- Inconsistent standards regarding the input of data into the system
- Failure to abide by standards established for the input of data
- Limitations on the design of the system and type of data inputted
- Continued reliance on manual manipulation of data
- A security failure that compromises data in the system

Buckman mitigates these risks and aligns its operations with pertinent national and international economic, environmental, and social principles.


## Addressing the Precautionary Principle

Buckman supports the Precautionary Principle as defined in Principle 15 of the Rio Declaration. As a responsible corporate citizen, Buckman uses well-defined processes for assessing and managing risks, including hazard identification, exposure assessment and risk assessment of current products as well as those currently being researched and developed.

## External Influences

We are guided by the following national and international economic, environmental, and social principles and initiatives to which we subscribe or endorse:

- UN Global Compact
- ISO 9001
- ISO 14001
- ISO 45001
- GRI
- EcoVadis
- EPA-endorsed "12 Principles of Green Chemistry"
- Sedex
- United Nations Sustainable Development Goals (SDGs) Association Memberships
- American Chemical Society (US)
- ALCA - American Leather Chemists Association
- American Society for Microbiology (ASM)
- Argentine Leather Industry Chemists and Technicians Association (AAQTIC)
- Argentine Chemical and Petrochemical Industry Chamber (CIQYP)
- AQTCL (Asociación de Químicos y Técnicos de Curtiduría en León)
- Association of Chemical Pulp and Paper Chemists and Engineers (ZELLCHEMING)
- Belgian Federation for Chemistry and Life Sciences Industries (essenscia) - Europe
- Bioplus-Probio
- Boston College for Corporate Citizenship
- Brazilian Chemical Industry Association (ABIQUM)
- Brazilian Association of Metallurgy, Materials and Mining (ABM)
- Center for the Brazilian Tanning Industry (CICB)
- Brazilian Association of Sugar & Ethanol Technicians (STAB)
- Brazilian Association of Leather Industry Chemists and Technicians (ABQTIC)
- Brazilian Pulp and Paper Technical Association (ABTCP)
- Carbon Disclosure Project (CDP)
- CICUR (Cámara de la Industria de la Curtiduría del Estado de Guanajuato)
- CANACINTRA - Morelos (Mexico)
- Center for Chemical Process Safety (CCPS)
- Chemical and Allied Industries Association (CAIA)
- Chemistry Australia
- China Leather Association
- Commissie Productbeleid
- cooperation for assuring defined standards (cads)
- Confederation of European Paper Industries (CEPI)
- COPARMEX - Morelos (Mexico)
- Dutch Paper Technologist Association (VAPA)
- Eurofins | BLC Leather Technology Centre Ltd
- Enzyme Technical Association (US)
- European Biocidal Product Forum (EBPF)
- European Chemical Industry Council (CEFIC)
- European Pulp and Paper Chemical Association (EPCG)
- European Society for Sugar Technology (ESST)
- FIDECOMP - Morelos (Mexico)
- FP Innovations
- French Paper association (ATIP)
- Indian Pulp & Paper Technical Association (IPPTA)
- Leather Industries of America (LIA)
- Leather Naturally LN!
- Microbiology Society
- National Safety Council (NSC)
- National Union of Manufacturers of Chemicals for Water Treatment and Sanitation (Syprodeau)
- National Association of Sugar and Alcohol Technologists (ANTZA - Italy)
- NZ Leather and Shore Research Association (LASRA)
- Pulp and Paper Technical Association of Canada (PAPTAC)
- Responsible Packaging Management Association of Southern Africa (RPMASA)
- Singapore Business Federation (SBF)
- Singapore Water Association (SWA)
- Society for Industrial Microbiology and Biotechnology (SIMB)
- Society of Leather Technologists and Chemists (SLTC)
- Technical Association of Pulp and Paper (ATCP)

- Technical Association of the Pulp and Paper Industry (TAPPI)
  - The Federation of Industries of the State of Sao Paulo (FIESP)
  - The Leather Working Group
  - The Portuguese Association for Technicians of the Pulp & Paper Industry (Tecnicepa - Europe)
  - The Spanish Association of Water Treatment and Control Companies (AQUA ESPANA)
  - UK Pulp & Paper Technical association (PITA)
  - U.S. Hides, Skins and Leather Association (USHSLA)
  - VLARIP
  - Verband Deutsche Leder industrie (VDL)
  - Water Institute of South Africa (WISA)
  - Zero Discharge of Hazardous Chemicals (ZDHC)
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# Connected to Each Other – Our People

2021-2022 Highlights  
Safety Leadership and Engagement  
Communication of Critical Concerns  
Employee Health and Safety

Total Recordable Injuries and Illnesses  
Customer Health and Safety  
Labor Relations and Employee Welfare  
Non-Discrimination

Employee Training and Education  
Programs for Upgrading Employee Skills  
and Ensuring Seamless Transitions  
Workforce, Diversity, and Equal Opportunity

## 2021-2022 Highlights

- Buckman launched Global Safety Week in 2021 and followed that by an extremely successful second year of Global Safety Week with a total attendance of 7,538 – all topics generated and presented by Buckman associates.
- Our global OIR remains at or below our target of .50 and ended the year with an OIR of .53 and LTIR of .24.

Our employees are our greatest asset and should be treated as such. We're a group of 1,583 geographically, ethnically, and culturally diverse professionals working together to provide world-class products and services.

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**We strive to provide employees with a superior work experience that gives them opportunities and leadership skills to grow, contribute to the company in fulfilling ways and have a positive impact on their communities.**

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Buckman has comprehensive workplace strategies and policies in place to ensure that employees can not only be successful but also stay safe and healthy doing it.

In 2022, our total number of employees was 1,583 (204 temporary and 1,379 permanent). In 2022 the percentage of female permanent employees was 20.6%. In 2022 we hired 214 new employees (79% men and 21% women).

Buckman meets or exceeds minimum wage in all its operating companies and territories. Where there is no minimum-wage requirement, Buckman uses a salary survey to set salary ranges. Buckman offers major benefits to full-time employees in the countries where it does business. These benefits vary by country, but may include:

- Medical coverage
- Dental services
- Vision protection
- Flexible spending account
- Life insurance
- Optional life insurance
- Long-term care

- Accidental death & dismemberment insurance
- Travel accident insurance
- Long- and short-term disability
- Employee Assistance Program (EAP)
- Cancer plan
- Legal plan
- Tuition reimbursement
- 401(k)/profit sharing
- Vacation
- Relocation
- Healthcare survivor benefits

## **Safety Leadership and Engagement**

In 2018, our leaders began a transformational safety journey using Felt Leadership with help from DSS+ (formally DuPont). We focused on the importance of active listening and understanding the why and how to transform our safety culture. In the years following, we continue to provide workshops and tools to help our leaders utilize the winner's triangle, engage our associates and solidify our safety culture.

This transformation change has expanded to our hourly associates with Felt Leadership Switch-On workshops and has reenergized our senior executives with Felt Leadership 2.0. This leadership training is the foundation of our safety improvements. Hundreds of our associates have completed extensive workshops and apply the principles daily at work and home.

## **Communication of Critical Concerns**

Any and all concerns made to and through executive management that rise to a level of having real or perceived impact on the Company's performance and operations, including impacting its safety standards, legal compliance or Code of Ethics commitment, are recorded in a memorandum and provided to the Board.

This year over 10 such concerns have been reported to the Board for its knowledge and input.

## **Employee Health and Safety**

Buckman recognizes that excellence in safety is crucial to our long-term success, improving productivity and customer relations. We

will ensure that research, manufacturing, administrative and marketing activities are accomplished without harm to our employees, customers, the public or the environment. To provide the best and safest working conditions for our employees, we are embarking on a safety transformation as we strive toward Zero Occupational Injuries and Illnesses. We want to ensure that our employees all over the globe return home safely to their loved ones because we believe that above anything else, people matter most.

Buckman's golden principle states that "all occupational injuries and illnesses can be prevented"

A global Buckman Risk Matrix was developed to rank and prioritize risk, incidents and corrective actions. Incidents with high consequence rankings or high potential are communicated globally via a Safety Alert and a Safety Stand Down where global preventive actions are developed. To promote consistency in reporting and analytics, we purchased a global platform with applications for Incident Reporting & Investigation, Behavior Based Safety Observations, Job Safety Analysis, Process Hazard Analysis, Inspections, Management of Change and Audit Management.

We developed a Global Safe Work Permit which has been adopted at all our manufacturing sites. We developed 12 Golden Rules for safety and focus on one each month. We launched Critical Standards and Risk Reduction Standards at our manufacturing sites and for our sales employees. These initiatives were based on input received from the first ever All Stop Safety Day, where all operations

were stopped for a day devoted to safety. Managers are ultimately responsible for the safety of the people they manage, their customers and the public.

Buckman Safety Week was launched in 2021 to build on All Stop Safety Day. This is a week each year dedicated to safety, health, wellness and environment through educational sessions, workshops, and activities. Our Associates provide the input for the themes and topics. They also provide feedback on the quality and opportunities for improvement in every session they attended. One of biggest benefits is that our Associates proudly volunteer to present on topics in which they are interested. Our total attendance in 2022 was 7,538 - meaning every Associate attended at least 4 workshops. The last day of safety week is celebration day, this is when the safety gifts, meals and thanks are given to every Associate. Safety Week has become part of our Buckman safety DNA.

### Total Recordable Injuries and Illnesses

Buckman did not have any work-related ill health incidents in 2021 or 2022. This covers all Buckman employees and contractors controlled by Buckman.

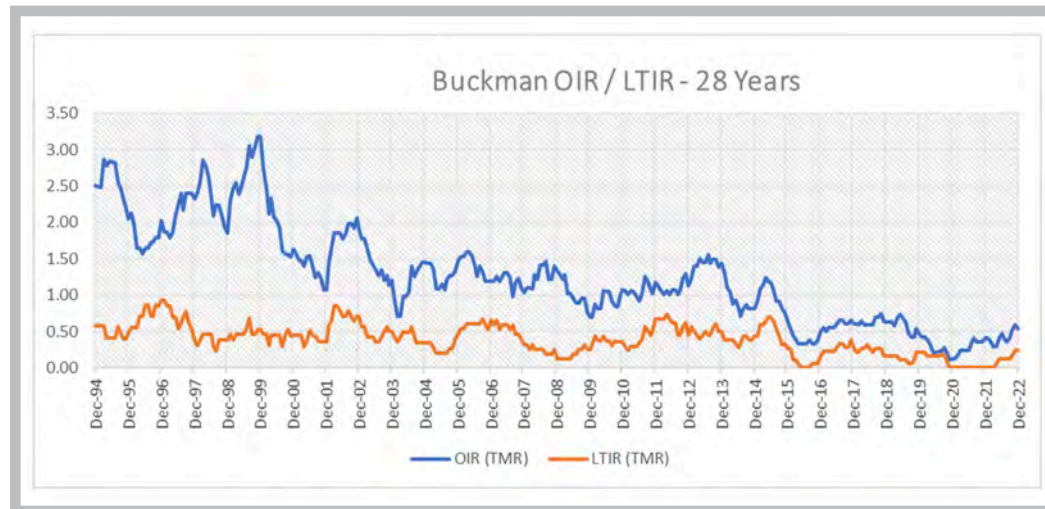
Buckman had zero fatalities due to work-related injuries during 2021-2022. There were four high consequence work-related injuries that resulted in lost time, two of which were

slip, trip, fall incidents. There were a total of 7 recordable injuries in 2021 and 9 in 2022. The main types of injuries are related to slips, trips and falls. A focused Behavior Based Safety Campaign was launched to highlight risks and mitigate future occurrences of these incidents.

2021: OIR 0.41; LTIR 0.0

2022: OIR 0.53; LTIR 0.24

Our history of occupational health and safety improvements along with corresponding reductions in injury/illness rates has a 3-decade trend. Our goal is to continue this improvement and reach and sustain an injury rate that places us best in class and promotes our zero-incident strategy. It is expected that by 2030 we will maintain an OIR of 0.2 or below and an LTIR of 0.05 or below.



Our management system follows regulations developed by the United States Occupational Safety and Health Administration (OSHA) and is applicable to Buckman employees, contractors and visitors. As we are also a global entity operating in many countries around the world, we must comply with local regulations governing those locations. We utilize industry best practices and standards adhering to globally recognized certification processes such as ISO 45001 to ensure proper systems are in place. We set protocols for the safe operation of our plants and the safe handling of our products. All major manufacturing sites have an ISO 45001 Occupational Health and Safety Management System in place.

Our Global Safety, Health and Environmental (SHE) Team, which meets monthly, consists of our Corporate Global SHE Department that regularly engages in a disciplined program of risk analysis and planning to develop goals and measure progress. Our Global Safety, Health and Environmental (SHE) Community, which consists of global SHE managers, establishes processes and improves global communication, coordination and implementation of health and safety initiatives among operating companies and corporate departments at multiple levels. A more comprehensive Global SHE Scorecard was introduced and is published monthly to senior leadership. The scorecard metrics include leading indicators, such as Near Miss and Behavior Based Safety reporting, SHE training completion and SHE-related action items. SHE training is tracked as a leading indicator monthly. Training is rolled out each year both in person and online

through our global Learning Effectiveness and Performance department. It is a global requirement that 100% of all assigned SHE training is completed.

Members of the SHE Community routinely review successes and failures to establish the necessary vehicles to continuously improve our safety and environmental stewardship.

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#### **Incident investigations**

All employees are encouraged to report incidents. We continuously promote the awareness and importance of capturing and reporting near-miss incidents. Across the globe, our locations have incident reporting mechanisms in place to capture this information. Thorough investigations are conducted and corrective actions and recommendations are implemented to prevent incident reoccurrence.

Buckman utilizes Intellex for incident reporting/investigation and behavior-based safety observations, which is used by all employees. Each incident is ranked according to consequence or the high potential for a serious consequence. The Incident Report/Investigation tool uses the Five Whys, or an Ishikawa aligned risk assessment.

Corrective actions are entered and tracked monthly. We developed Critical Standards and Risk Reduction Standards for our manufacturing plant employees, sales and laboratory employees. These standards were the result of the All Stop Safety Day mentioned in the 2018 report.

Through our risk assessment processes and the utilization of our internal specialized tools

for use by employees across functional areas, we ensure that employees are equipped with the knowledge to identify hazards and assess risks.

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#### **Global Safety, Health, and Environmental Audits**

A single, comprehensive audit process encompasses all three key risk identification processes: associate safety, occupational health and environmental stewardship. Audits are scheduled at least every three years for each operating location. Audit teams are comprised of subject matter experts within our organization and include employees from safety, environmental, plant management, process engineers and others. This auditing process provides an opportunity for Buckman employees who have similar jobs to share knowledge and best practices among each other and outside their normal environment.

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#### **Quantitative Risk Assessment (QRA)**

Buckman employs a QRA process that identifies chemical hazards and security vulnerabilities, facilitates and applies the appropriate risk analysis technique for the risk identified, and recommends, prioritizes and reviews options to manage risk to comply with our global standard. QRAs are scheduled every 10 years for each manufacturing facility. Some audits are scheduled more frequently as driven by local regulations.

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#### **Process Hazard Analysis (PHA)**

This program systematically identifies,

evaluates and controls process hazards such as fires, explosions and spills to help minimize the potential release of chemicals that could affect associate or public safety.

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### Management of Change

Change is one of the leading causes of process safety incidents. Buckman has developed standards to ensure that all changes to plant operations are evaluated, approved and properly communicated with appropriate training before implementation and that all inadvertent or unintended consequences are prevented.

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### Pre-Startup Safety Review (PSSR)

These reviews are performed to assist in verifying that process equipment and plant employees are ready to safely start and maintain process operations after new materials have been introduced, changes have been made to standard operating procedures or changes have been made to the equipment.

Safety education and training is vital to a safe workplace and safety always takes precedence over expediency. Our health and safety standards are comprehensive and effective with over 30 training topics covering all areas of the company (Manufacturing, Sales/Marketing, Administration, Laboratory/Research). Those topics include:

- Emergency Response
- Critical Standards: Safe Work, Confined Space, Control of Hazardous Energy (LO/TO), Hot Work, Initial Line Opening,

Electrical Work, Working from Heights, Powered Industrial Trucks.

- Chemical Management
- Behavior Based Safety
- Hazard Identification and Risk Assessment
- Personal Protective Equipment (PPE) and Respiratory Protection
- Incident Reporting
- Hearing Conservation
- Ergonomics
- Office Safety
- Laboratory Spill Response, Chemical Hygiene
- Defensive Driving
- Fire Extinguishers
- Bloodborne Pathogens
- Process Safety and Applicable Chemical Hazards

### **Customer Health and Safety**

Buckman has review processes in place for the development and commercialization of 100% of all new products. Regulatory changes or new hazard information can also trigger safety reviews of existing products.

Buckman's *8 Critical Standards* and *8 Risk Reduction Standards* for sales activities contribute the health and safety of our customers. All products go through a new product introduction process in each region in which they are sold. Ingredients are reviewed against local regulations, including those related to banned substances. Buckman does not knowingly sell any products into markets where they are banned and measures, including communicating

proper handling and safety procedures, are taken to ensure customer health and safety.

Buckman employs field experts at customer sites all around the globe. Global safety managers, field safety managers and field safety champions travel to numerous customer sites to conduct audits, but they also travel to share, collaborate and enhance safety knowledge. Buckman shares this knowledge effectively through a variety of mobile phone devices and apps. Several proprietary tools are available to assist field employees in identifying hazards and potential risks:

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### Hazardous Chemical Application Standardization (HCAS)

A comprehensive checklist ensures that our chemicals and chemical applications at customer sites are handled in a uniform and safe manner according to agreed-upon global standards. Documentation of these assessments must be maintained for every application and all non-conformances must be addressed.

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### Hazard Identification and Risk Assessment

These tools are used by our field employees to assess risk. A series of checklists and other methods are used to assist the associate in identifying hazards and risks associated with equipment installations, chemical handling or other issues that may arise.



## Labor Relations and Employee Welfare

Buckman endeavours to understand the needs of its workforce and meet those needs through labor-relations policies that not only respect workers but also empower them. The Global Safety, Health and Environmental (SHE) community holds monthly virtual meetings to share best practices, establish process, improve communications and implement health and safety initiatives.



Collective bargaining agreements cover 511 Buckman associates, or

**36%.**

The associates so covered reside in Europe, Brazil and Argentina.

At Buckman, we understand the inherent risks of our industry. That's why our Global SHE department engages in a disciplined program of risk analysis and planning that focuses on setting and following strict protocols for the safe operation of our plants and handling of our products, as well as overall employee health, implementing a global medical and health testing standard to reduce serious illness in the workplace and the related healthcare costs.

In regions where we have formal agreements with trade unions (Southern Cone, South Africa and Mexico), health and safety are specified. Topics covered in all local level agreements include:

- SHE representatives' safety inspections and observations reports
- First-aid kit

- Suggestion box
- Emergency response plan
- Workplace safety initiatives such as critical standards, risk reduction standards and golden rules
- Modified policies and procedures
- Audit results of ISO 9000 / 14000 / 45001
- Occupational health reports
- Hygiene reports
- Personal protective equipment
- Non-conformances
- Outstanding actions
- Consultation
- Joint management-employee health and safety committees
- Training and education
- Participation of worker representatives in health and safety inspections, audits and accident investigations
- EthicsPoint®
- Right to refuse unsafe work

Additional health and safety topics that are covered in these agreements but are specific to certain countries include:

- Compliance with the International Labor Organization (ILO)
- Arrangements or structures for resolving problems
- Commitments regarding target performance standards

Buckman encourages employees to practice healthy lifestyles. This includes functional stretching, regular exercise, eating well, getting annual physicals and other health-maintenance activities.

Buckman continues to implement employee health and wellness programs around the globe, including a medical and health testing practice to reduce serious illness in the workplace and the related healthcare costs. USA-based associates are offered online health assessments to assist them and their qualified dependents in evaluating the genetic and lifestyle factors that increase individual risk of contracting serious illness. Employees have access to educational materials and are offered access to healthy lifestyle coaching through our Fit2BWell wellness program. Participants receive telephone coaching sessions with a professional wellness coach at no cost to the employees. Through Buckman's health insurance program, employees and their families may receive treatment assistance for additional lifestyle modifications. Additionally, an onsite company nurse works closely with corporate, manufacturing and field employees at our headquarter location to provide health and wellness-related services by performing the following duties:

- Coordinates company-required physical examinations
- Reviews physical examination results with employees
- Coordinates Health Maintenance Incentive Program
- Conducts training classes and educational meetings for Buckman's First Aid teams
- Manages Worker's Compensation claims, blood drive and special services such as mammograms and flu shots
- Assists employees with their immediate healthcare needs and questions

To foster health and wellness for employees, Buckman pays the entry fee for employees and their family members for select walking, biking and running events.

### Non-Discrimination

During the reporting period, there were no reported incidents of discrimination and or legal actions against Buckman for anticompetitive behavior, antitrust or monopoly practices.

### Employee Training and Education

We place great emphasis on employee development, the exchange of knowledge and information and the fostering of transformational leadership skills. Only when our employees grow better and stronger, can our company to do the same.

Training at Buckman is a valued driver of our business strategy at every level of our long-term plan. The performance and talent management system standardizes the learning processes for all managers and employees, creating a uniquely global culture of performance improvement at Buckman. This linkage allows us to create process-oriented feedback loops for career

development plans that address skill gaps and earning programs aligned to each key skill or behavior. Associate learning is intentionally at the heart of Buckman’s three-part corporate strategy of consistent global associate development, continuous process improvement and sales account management.

Buckman’s learning strategy starts with prioritizing the programs that target strategic revenue-generating sales positions. Each of these sales positions have clear performance expectations and career-development opportunities that link their careers to our learning programs. Additionally, learning objectives are linked to development actions, so our investment in learning also supports Buckman’s business strategy. The learning strategy at Buckman aligns with our business strategy on three distinct levels: revenue generation, alignment to specific job requirements or revenue-generating positions and a cohesive performance and talent management program. To continuously improve safety, we utilize a suite of eLearning programs distributed by our global learning management system to all our employees.

First, we focus on safeguarding the safety and health of our employees and our communities to uphold our tradition of training excellence. Our safety and health standards are comprehensive and effective, with over 30 training topics covering all areas of the company (manufacturing, sales/marketing, administration, laboratory/research), even in the regions where we have formal agreements with trade unions (Southern Cone, South Africa and Mexico).

Our global Occupational Injury Rate (OIR) has remained below target, parallel to the increased amount of training Global Learning Effectiveness offers.

To ensure our employees experience a smooth transition, we provide transition assistance programs (where relevant) that focus on facilitating the continued employability and management of career endings resulting from retirement or termination. These programs include:

- Severance pay
- Career planning
- Outplacement/job placement services

Table 3 Training hours

	2018	2019	2020	2021	2022
Total Training Hours Globally	49,391	42,325	74,467	50,538	59,586
Training Hours Per Associate	27	40	51	45	46



Managers and employees (excluding contractors) have a formal performance review annually at a minimum where they review the prior period performance and set goals for the next period. Approximately 90% and 87% of employees completed performance reviews in 2021 and 2022, respectively. Key leaders and managers participate in annual talent forum events to discuss every associate's performance and potential and desire to move into higher levels of leadership. These forums are a key piece of our sustainability effort, as it is our people who enable us to remain viable in the future. Having the right people in the right roles positions us to meet the changing needs of both our customers and our stakeholders.

**Programs for Upgrading Employee Skills and Ensuring Seamless Transitions**

Buckman invests heavily in our associates' development. We have several programs available to those seeking to learn and grow.

We offer a program called Insight Selling for our sales associates that elevates their sales approach focusing on selling on value proposition and convincing the customer to make a change. This training is available to all associates.

We also offer the LinkedIn Learning platform to all associates for on demand training.

The Buckman SuperMinds is both a recognition and a development program. The 2021-22 participants finalized their almost year long program, participating in numerous activities including a business simulation, training sessions on strategic competitive analysis and managing in a recession. Additionally, participants had several assessments done for a robust

development plan creation and some even chose to participate in supplementary optional sessions around strategic customer analysis that ended in a great presentation to the CEO and other members of the executive team.

The Leadup program is a partnership with SHL, a well-respected research company that developed an in-depth assessment that provides participants with a robust report around strengths to be leveraged and areas for development to be prepared for high level leadership roles.

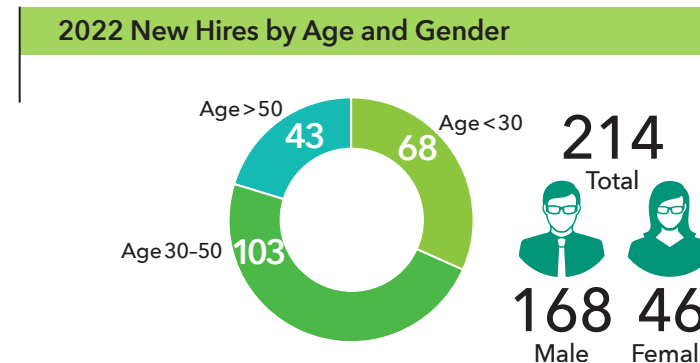
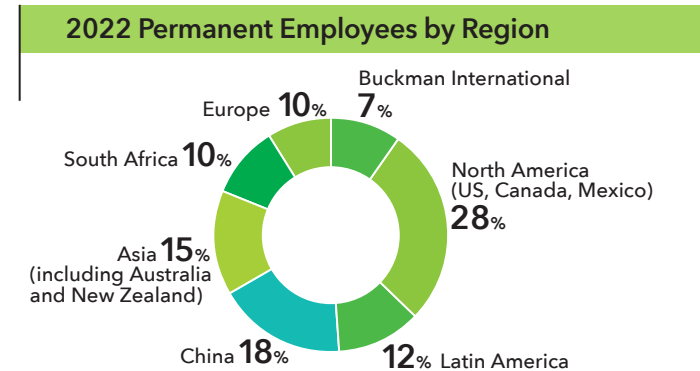
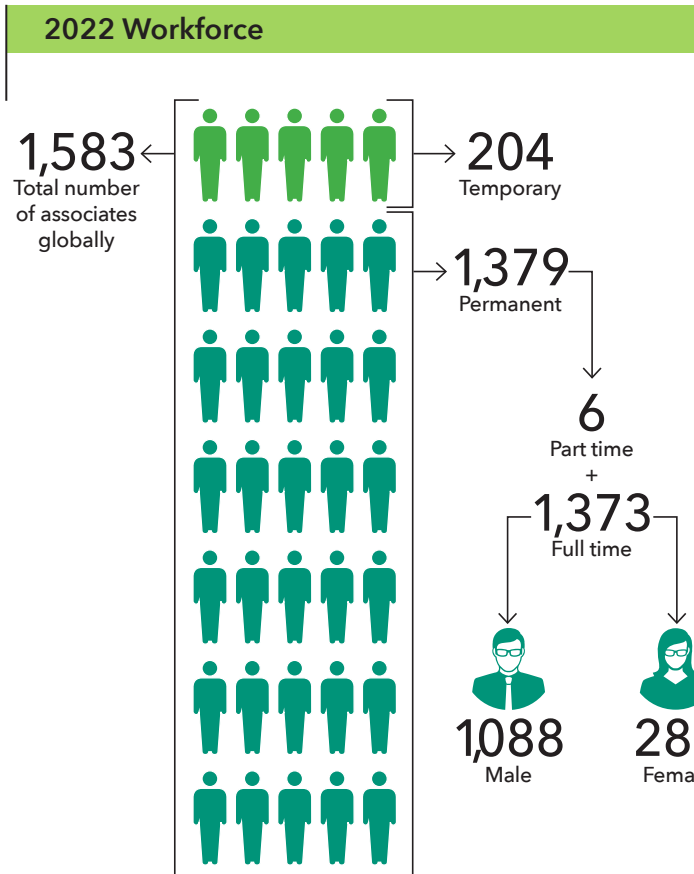
This program is another heavy investment on talent development that is available to all associates. It is a voluntary program and over 70% of our associates have chosen to leverage this tool. As a result, 900 associates have received their personal development report.

*Table 4 Workforce data (direct employees)*

Workforce data (direct employees)	Percentage of employees who received a performance evaluation review	
	2021	2022
Analysis/gender	22% women 78% men	20.6% women 79.4% men
Total	1249	1194
Men	976	948
Women	273	246



## Workforce Diversity and Equal Opportunity



Most efforts around DE&I have focused on communication as it pertains to raising awareness (ex. Hispanic Heritage Month, Black History Month, Women’s History Month) and fostering meaningful dialogue around how our differences drive our successes. During Women’s History Month in 2022 we held a virtual session with our Board member Jacqueline Welch where she shared her professional journey with Buckman associates along with her views on the evolving role of women in the workplace. Buckman currently has an initiative in development to define our company diversity strategy (including vision and mission) and to set DE&I goals and targets.

# Connected to Society: Our Communities

2021-2022 Highlights  
Taking Care of our Customers

BuckmanCares is a global initiative established to concentrate Buckman's charitable giving in key areas and to encourage and support the volunteer efforts of our associates. BuckmanCares is community-focused, encouraging the dedication of Buckman resources and the contribution of associates' time and talents in the areas of education with an emphasis on youth, health and human services, environmental stewardship, and diversity, equity and inclusion. These concentrated giving and volunteer efforts increase the impact on our communities to make them more liveable. They earn the respect and goodwill of others. And they make our associates better, providing unique opportunities for personal growth and fulfillment.



## **Buckman is committed to being actively engaged in our communities and seeks to:**

Educate our youth through support for schools, tutoring and mentoring, and skill development.

Support volunteer service organizations that feed the hungry, promote health and minimize the pain caused by natural disasters.

Support local recreational, social and environmental initiatives.

Maintain a diversified workforce.

## 2021-2022 Highlights

Volunteer efforts continue to take on a new shape post-COVID. Because this report includes 2021 in the reporting period, many of the activities started out as virtual. For example, associates in EMENA conducted virtual team and biking contests, while associates in China held a virtual tree planting activity. Outdoor activities ranged from taking advantage of the Wolf River Conservancy's Discover the Greenway or races to support a variety of diseases. Donations in the form of scholarships, backpacks, uniforms and food for school children remained a constant and many regional charities received monetary support for a variety of activities. While formal blood donations were temporarily halted, many associates individually donated blood or platelets to their local donation centers. Buckman also supported relief efforts in Ukraine by making a donation to the Red Cross and providing an opportunity for Buckman associates to do so as well.

## Taking Care of Our Customers

Buckman is committed to delivering digital, chemical and technical solutions that help customers meet production and safety requirements. Specifically:

- Working with customers to limit site visits but complying with customer safety guidelines and expectations when visits are necessary.
- Monitoring supply chain daily and working with our logistics and transportation partners to maintain delivery with as few disruptions as possible.
- Daily collaboration by our finance, administration, customer service and sales teams to optimize stock requirements, ensuring that we updated our manufacturing schedules frequently, and adjusted to customer changing needs.

# Connected to Our Future – Business Responsibility

2019-2020 Highlights  
Supply Chain Management  
Product Responsibility  
Marketing and Labeling  
Customer Health and Safety

Customer Privacy  
Economic Performance  
Anti-Corruption  
Forced, Compulsory and Child Labor

## 2021-2022 Highlights

- Buckman has review processes in place for the development and commercialization of 100% of all new products.
- Regarding corruption incidents, there have been no reports of any governmental actions, such as investigations or inquiries, against any Buckman entity or employee.
- We have not identified any operations or suppliers to be under significant risk for incidents of child labor or the exposure of young workers to hazardous work.
- We have not identified any operations or suppliers to be under significant risk for incidents of forced or compulsory labor.

At Buckman, we take bold steps to ensure we remain a long-term, value-oriented, future-focused business. We know the decisions we make and the way in which we conduct business impacts our employees, customers, suppliers, communities and our future.

All efforts are aimed at consistently meeting customer expectations.

We actively seek out and listen to the needs and concerns of customers, suppliers and associates.

Buckman quality values and objectives are shared with all customers, suppliers and associates.

Quality is achieved through people.

Each associate is empowered and expected to assume responsibility for customer satisfaction.

Every associate will abide by Buckman's corporate Code of Ethics in relentless pursuit of this goal.

Contributions to quality and customer satisfaction are continually recognized.

Management demonstrates its commitment to quality through personal example and dedication of time and resources.

Standards are provided to ensure consistent performance. All associates are challenged to improve them. Continual improvement is ensured when incremental advances are always implemented.

We measure performance to judge progress. Our business processes are compared with examples of excellence.

## Supply Chain Management

Buckman values our suppliers and believes supplier relationship management is key to ensuring the sustainability of our business. Governance includes the Buckman Fundamentals and ISO 14001 Environmental/ISO 9001 Quality Management Systems registered sourcing policies and programs. Buckman collaboratively engages suppliers throughout the organization because strategic supplier relationships are necessary for critical sourcing needs and key technologies. Sustainable suppliers are selected according to Buckman's established supplier selection, qualification and performance evaluation processes. Supplier selection is integrated into the earliest phases of new product and process development. Collaborative engagement with our suppliers covers a broad range of activities, including customer and market needs management, open innovation, supply, and demand planning, make-versus-buy, risk management, waste reduction and regulatory compliance. Continuous improvement is driven through open collaboration with suppliers, according to our established practices.

## Product Responsibility

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At Buckman, we take the quality, safety and efficacy of our products seriously and have measures in place to ensure our products work to sustain the highest possible positive economic impact for both our company and our customers.

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All new products undergo a stringent Buckman review process during development and commercialization. In addition, regulatory changes, or new hazard information trigger safety reviews for existing products.

Buckman strives to administer a customer satisfaction survey to customers meeting a certain sales threshold for a calendar year. The purpose of this survey is to measure and improve customer experience, and we administer it to more than one person at each customer location. Once a survey has been administered, the results are compiled and a report is generated. Our sales team then reviews the report with the customer at an annual business review meeting. Once the report has been presented to the customer, the sales associate prepares an action plan based on the findings and discussion with the customer. The sales associate then reviews the business plan with the customer. This effort represents one of the quantifiable ways we continue to improve relationships across our stakeholder groups.

These actions are governed by our 8 Business Management Standards:

- Communication
- System knowledge
- Planning
- Safety
- Program manuals
- Service and activity reports
- Business reviews
- Continuous improvement

Continuous improvement is the end goal and driving inspiration for everything we do for every customer. All products go through a new product introduction process in each region in which they are sold. Ingredients are reviewed against local regulations, including those related to banned substances. Buckman does not knowingly sell any products into markets where they are banned. In addition, Buckman maintains an internal list of substances of interest in doses that are tracked. Raw materials, products and applications are reviewed against this list. At the corporate level, Buckman monitors new data on chemicals and emerging concerns related to human health or the environment to assess whether a substance should be added to the list or restricted for use at Buckman.

Buckman uses its 8 Critical Standards and 8 Risk Reduction Standards for sales activities. These standards are intended to proactively identify and mitigate hazards associated with Buckman applications at customer sites. Additionally, we have routine audits of our applications at customer sites, based on the hazards associated with the chemicals involved in the application. Corrective and preventive actions associated with these audits are tracked to completion.

In 2022, we developed and implemented a safety checklist for bulk unloading at customer sites.



## Marketing and Labeling

Buckman products must comply with hazard communication laws for the countries in which Buckman sells them. These requirements include product Safety Data Sheets (SDS) and labels. When required by local and national regulations, the content of the SDSs and labels includes information on country of origin, concentration, safe handling, disposal and other information as required for compliance. Information on the sourcing of individual components is collected but not disclosed to customers via SDSs and labels. Buckman also provides direct support to customers when additional information is needed regarding safe handling and uses for specific applications. Buckman complies with the global implementation schedules of the Globally Harmonized System for Classification and Labelling.

### Marketing Compliance.

There were no incidents of non-compliance with any regulations or voluntary codes regarding marketing communications during the reporting period.

### Labelling compliance.

There was one non-conformance related to an NSF label in 2022. This non-conformance has since been rectified.

## Customer Health and Safety

Buckman has review processes in place for the development and commercialization of 100% of all new products. Regulatory changes or new hazard information can also trigger safety reviews of existing products.

Buckman's 8 Critical Standards and 8 Risk Reduction Standards for sales activities

contribute the health and safety of our customers. All products go through a new product introduction process in each region in which they are sold. Ingredients are reviewed against local regulations, including those related to banned substances. Buckman does not knowingly sell any products into markets where they are banned and measures including communicating proper handling and safety procedures are taken to ensure customer health and safety.

### Customer Privacy

Buckman takes the privacy of our customers seriously, and we are committed to complying with data privacy protection laws in the countries where we do business.

Our compliance with the EU General Data Protection Regulation (GDPR) includes mapping the flow of personal data throughout our systems, services, databases and infrastructure; conducting privacy impact assessments; creating and revising internal and external documentation such as privacy statements and policies; auditing our data breach response and cybersecurity processes to ensure compliance. We also launched an internal communication campaign to ensure all employees were aware of GDPR.

Buckman's efforts to be in compliance now and in the future required employees to complete online GDPR training. Buckman has not received nor been put on notice of any customer privacy breaches or loss of customer data. Buckman has in place a policy and best practices to ensure protection of customer privacy and data globally and continues to work on improving and enhancing such compliance. Buckman North America and our Digital Innovation Hub in India are ISO27001 certified for information security.

## Economic Performance

Buckman generates economic value from the sale of chemistry, our expertise and smart technology, which in turn helps our customers operate more efficiently and sustainably. This economic value benefits our many stakeholders:

- Our suppliers and service providers realize the economic value through the purchase of raw materials and services by the Company which in turn allows them to be employers and contributors their local communities as well as taxpayers.
- Our employees are beneficiaries through compensation, benefits and opportunities for learning and growth. Additionally, the Company provides benefit plans in line with the either the statutory requirements or the market norms of the countries in which it operates. With respect to retirement plans, these tend to be either government mandated or defined contribution plans.
- Our surrounding communities benefit through the purchase of goods and services in these communities as well as the donation of time and money to non-profit organization by the company and employees. These communities also benefit as returned profits to our shareholders are spent or invested in our communities. Our communities also benefit from our payment of taxes. The Company is committed to and does comply with tax laws in the markets it has operations and does not take advantage of tax planning opportunities that would undermine this commitment.
- Our company retains value by reinvesting in R&D, capital investments and technology.

Coming out of the pandemic the Company experienced record sales, primarily due to inflationary factors. The percentages of each market served as well as our sales in each geographic region did not change significantly. We continue to optimize our product portfolio and reduce risks across our locations.

Economic performance is often measured by sales, operating profits and cash flow generation. Buckman also measures economic performance by the investments made in its workforce and in recent years capital spent on plant improvements and new technology development. Employees see the return on that investment in the form of opportunities for learning and growth, personal fulfillment and financial reward. Shareholders see these returns in the form of a more sustainable Buckman.

The Company provides benefit plans in line with either the statutory requirements or the market norms of the countries in which it operates.

The Company has two significant benefits programs in the United States which are not funded and for which the liabilities are met by its general resources. First, the Company provides a defined benefit post-retirement health care program for associates hired before June 30, 2004. The obligation for this plan is recorded on the books of the Company in accordance with accounting guidelines. Second, the Company also has an Employee Stock Ownership Plan for US-based employees. The Company has not made additional shares available to the plan for many years as it has been superseded by increased contribution levels to other plans.

### Direct Economic Value Generated and Distributed

#### 2022 Equity

**\$332,735,035** USD

#### 2022 Debt

**\$36,856,323** USD

#### 2022 Total Wages and Benefits

**\$167,153,735** USD

#### 2022 Net Sales

**\$796,802,421** USD



**9%**  
Leather

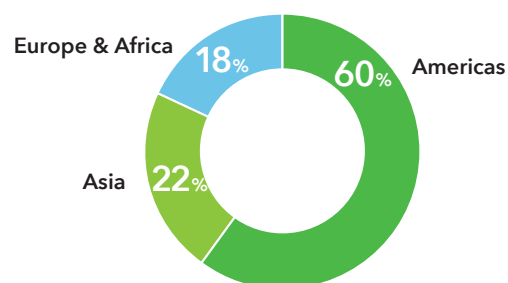


**29%**  
Water & Emerging  
Markets



**62%**  
Pulp & Paper

#### 2022 Sales by Geographic Region



### Financial Implications, Risks, and Opportunities Due to Climate Change

Climate change represents both direct and indirect risk to the Company. Direct impacts may arise as climate related events occur and/or air and water quality and availability issues arise. These impacts include access to raw materials, prolonged supply chains and price increases. Indirectly, as consumer sentiment deepens around climate change, chemicals, fossil fuels, environmental justice, and other ESG (Environmental, Social, and Governance) matters could adversely affect our business, our regulatory environment, and potentially our cost of capital. Buckman is actively enhancing processes that continue to mitigate the associated risks, and continually innovating our products and services to meet this challenge for other organizations, specifically, industrial, and commercial users of water, energy and chemical applications.

The Company manages these risk factors through a variety of approaches including but not limited to diversification of its supplier base, design of delivery, monitoring solutions, and focused R&D projects.

### Defined Benefit Plan Obligations and Retirement Plans

The Company provides benefit plans in line with the either the statutory requirements or the market norms of the countries in which it operates. With respect to retirement plans these tend to be either government mandated or defined contribution plans.

### Financial Assistance Received from Government

During 2021 and 2022 the Company did not receive significant support from any government in the form of grants, awards and other incentives.

## Anti-Corruption

### Operations Assessed for Risks Related to Corruption

All our operating companies are analyzed for risks related to corruption. We educate all our employee on our Code of Ethics and train them on our anti-corruption policy. External and internal financial audits have uncovered no incidents of corruption. All Buckman employees across the world must adhere to the Buckman Fundamentals (the fundamental guiding principles of how we conduct business throughout our global operations), which includes the Code of Ethics, Safety First Policy, the 7 Principles of Highly Effective Teamwork and the Buckman Anti-Corruption Compliance Policy. Each operating company worldwide instills these fundamental principles in its culture to ensure we all operate from the same code of conduct, no matter where our employees are in the world.

In addition, Buckman provides employees with access to EthicsPoint®, a confidential reporting tool. EthicsPoint training is provided to each newly hired associate. Buckman employees at all levels and in all locations receive tailored, in-person training on the anti-corruption policy and applicable anti-corruption laws in their jurisdiction on a biennial basis, as well as on-demand legal support and coaching to ensure compliance. Buckman requires all managers to annually confirm in writing his or her compliance with Buckman's anti-corruption policy and conflict of interest policy. There have been no reports of any governmental actions, such as investigations or inquiries, against any Buckman entity or associate. Buckman has specific compliance best practices that

involve all its operations and officers globally to ensure commitment in this regard.

### Communication and Training About Anti-Corruption Policies and Procedure

In 2022 we relaunched our anti-corruption training to all Global associates.

Language	# Completed	Completion Rate
ENGLISH/ DUTCH/FRENCH	1084	100%
SPANISH	72	100%
PORTUGUESE	174	100%
CHINESE	236	100%

### Confirmed Incidents of Corruption and Actions Taken

There were no incidents of corruption during the reporting period.

### Anti-Competitive Behavior

During the reporting period, there were no legal actions against Buckman for anticompetitive behavior, antitrust or monopoly practices.

## Forced, Compulsory and Child Labor

### Forced or Compulsory Labor

Buckman has policies against forced labor or child labor and such policies are also required by our suppliers. In order for a supplier to be engaged, they must commit and agree to comply with our policies via our Supplier Code of Conduct.

### Global Forced Labor Course

Human trafficking is the illegal exploitation of a person and is a serious crime impacting millions of victims around the world regardless of age, race or gender. As part

of our eLearning courses, we offer training that explores the various types of human trafficking, ways to recognize the signs and how to properly intervene. Our actions are dedicated to ensuring integrity throughout our supply chains as we do our part to help eliminate this modern-day slavery.

## Child Labor

Abolishing child labor is a key objective of major human rights legislation in almost all countries. We constantly strive to ensure that labor conditions are of the highest standard across our facilities and operations. Through our due diligence, we prevent the use of child labor within our activities. At the same time, we avoid contribution to the use of child labor through our relationships with suppliers and clients. We have not identified any operations or suppliers to be under significant risk for incidents of child labor or the exposure of young workers to hazardous work.

Through the same process, we make sure that no form of forced or compulsory labor takes place in our activities. We have not identified any operations or suppliers to be under significant risk for incidents of forced or compulsory labor.

We implemented a Forced Labor required course for all associates in 2022. We had a total of 1056 total learners complete the course by end of year 2022.



# Connected to Our Planet – Environmental Responsibility

2021-2022 Highlights  
Our Goal: Zero Negative  
Water and Effluents  
Energy

Emissions  
Effluent and Waste  
Materials

## 2021-2022 Highlights

- We achieved a 6% reduction in cubic meters of effluent discharge per kg production in 2022 when compared to 2020.
- We increased the amount of indirect energy purchased from renewable sources by 130% in 2022 when compared to 2020.
- We increased the volume of treated and recycled process effluent by 8% in 2022 when compared to 2020.
- We received a certificate of energy savings of 4,000,000 kWh at our plant in South Africa for installation of a variable speed drive pump on a chiller.

Buckman and its employees will strive to consistently achieve and maintain the highest standards of environmental protection. Buckman is continuously improving our environmental management practices, educating our employees in sound environmental procedures to ensure the responsible management of chemicals, and complying with environmental laws and regulations as well as our own high corporate standards.



## Buckman strives to:

Implement appropriate environmental standards promulgated by national and international organizations.

Conduct all our business operations in such a way as to minimize any risk of adverse impact on the community and the environment.

Foster openness and dialogue in responding to community concerns about chemicals and their use.

Advise customers on the safe handling, use and fate of our chemicals.

Work diligently to resolve environmental issues that may arise from the handling, use and fate of our chemicals.

Develop and maintain emergency preparedness plans in cooperation with government officials.

Manage natural resources to achieve their efficient use throughout our operations.

Evaluate and, where appropriate, use technology in a timely fashion to enhance our environmental stewardship.

Consider our suppliers' environmental performance when making procurement decisions.

Assess environmental performance through periodic management system audits.

Review and consider environmental performance when determining compensation of general managers, plant managers, product and process development managers, and other appropriate associates.

Share our environmental expertise with our suppliers, customers and community and empower them to be sustainable, in their own lives and work.

Pursue awards and recognition that acknowledge environmental excellence and leadership.

## Our Goal: Zero Negative Environmental Impact

Buckman continually seeks to identify and eliminate operational emissions to the air, water and land. To achieve our goal, we will:

- Determine on a regular basis the level of operational emissions of our manufacturing plants and estimate the operational emissions resulting from the contract manufacture of Buckman products.

- Set and aggressively pursue objectives for continual reduction of operational emissions, giving priority to higher-risk emissions.
- Make having a "zero negative environmental impact" a high priority when designing new processes, introducing new products and making capital investment decisions.
- Use, in order of preference, source reduction, recycling and treatment to reach our goal.
- Report regularly to the Board of Directors progress in the reduction of operational emissions.

## Water and Effluents

### Management of Water Discharge-Related Impacts

Our facilities discharge water under local agreements with municipalities. Monitoring is completed according to the requirements set forth in the discharge agreements. Effluent is typically treated at a water treatment facility and released back to the environment. We also have water recovery operations which will allow us to reuse the effluent back into our processes.

### Interactions with Water as a Shared Resource

Water as a shared resource refers to the concept that water sources, such as rivers, lakes, aquifers and other bodies of water, are often used by multiple stakeholders including individuals, communities, industries and even different regions or countries. These stakeholders share the responsibility for managing and using water sustainably.

The use of water is vital to Buckman processes. We have established regional and global targets to reduce water consumption by 20% by 2025 using a 2020 baseline.

Our site in South Africa, an area of high-water stress, operates a water recovery plant which makes it possible for them to reuse recovered water back into the process. This site has a target to reuse at least 250 tons of water each year.

Our site in Brazil has an effluent distillation process to recover and reuse process effluent.

Our site in Belgium, also an area of high-water stress, has a wastewater minimization project underway to look for ways to reuse and/or minimize the wastewater generated at that facility.

Table 5 Interactions with water as a shared resource

	2019	2020	2021	2022
<b>Interactions with Water as a Shared Resource</b>				
Ground Water	69,142	60,075	68,167	54,841
Municipal Water	227,653	303,406	247,952	317,213
Rain Water	0*	0	0	0
Surface Water	600	600	496	147
Waste Water	0	0	0	0
Recycled & Resused Water	0	0	1,135	1,226
*NOTE: Although not tracked, rainwater is used for cooling water, gardening and non-potable uses at several Buckman sites.				

### Water Intensity

Water intensity refers to the amount of water used in a particular process, activity, or product, often expressed in terms of volume of water per unit of output or economic value. It is a measure of how efficiently water is used in a given context.

Table 6 Water intensity

	2019	2020	2021	2022
<b>Water Intensity</b>				
Water discharge/ production	0.99853	0.856067	0.898767	0.798716
Water withdrawn/ production	1.48	1.87	1.50	2.02
Water consumption/ production	0.481434	1.01	0.60135	1.22

### Water Withdrawn by Source

"Water withdrawn by source" refers to the total amount of water taken from a specific natural resource.

*Table 7 Water withdrawn by source*

	2019	2020	2021	2022
<b>Total Water Withdrawn by Source</b>				
Ground Water	69.1	60.1	68.2	54.8
Municipal Water	228	303	248	317
Surface Water	0.6	0.6	0.496	0.147
Waste Water	0	0	0	0

### Water Discharge and Water Consumed

"Water discharge" and "water consumed" are terms used to describe different ways water is used and returned to the environment. Water discharge refers to the release or outflow of water from a specific point or area back into a natural water body, such as a river, lake or ocean. It can occur naturally, as in the case of rivers flowing into the sea, or it can be the result of human activities. Water consumed refers to the portion of water that is not returned to its source after use. It is often referred to as "withdrawn" water that is not returned. Consumptive water use occurs when water is used for purposes like irrigation, industrial processes and evaporation in a way that the water is not immediately available for reuse.

*Table 8 Water discharge and consumption*

	2019	2020	2021	2022
<b>Water Discharge and Consumption</b>				
Water Discharged	201	170	190	147
Water Consumed	96.7	201	127	225



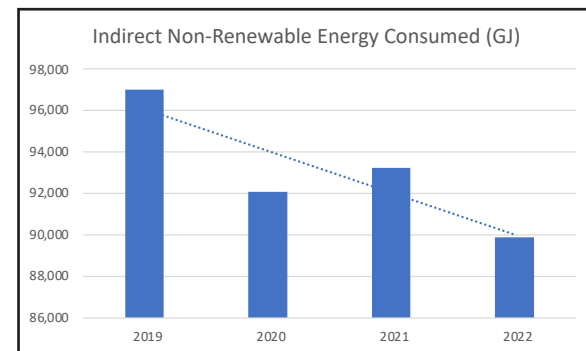
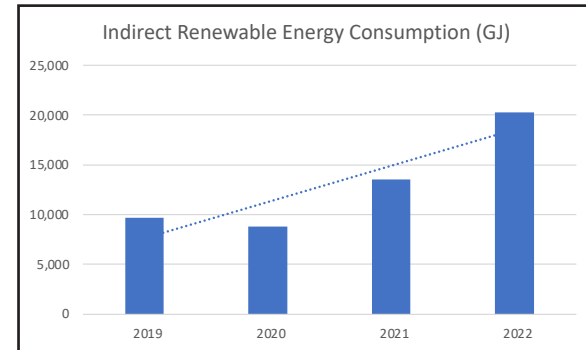
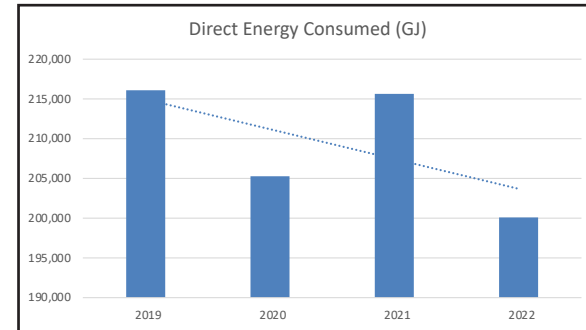
## Energy

### Direct Energy Consumption

The direct energy consumed by the company to manufacture products and provide power to our office buildings in 2022 was 200,099 GJ (1.09 MJ/kg production). This is a 3% reduction from 2020. About 86% (172,303 GJ) of the direct energy was generated from purchased natural gas and 14% from other liquid fuel sources (LPG, petrol, kerosene, diesel, and fuel oil). The direct energy consumption is reported for all our major sites, which includes our global headquarters and sites containing manufacturing plants. We have a target to achieve 174,483 GJ by 2025, which represents a 15% reduction based on our 2020 baseline.

### Indirect Energy Consumption

The indirect energy consumed by the company in 2022 was 110,178 GJ (0.487 MJ/kg production). 18.4% (20,304 GJ) of this was purchased from renewable sources. We've increased our use of renewable energy by 130% compared to our 2020 baseline year. Our target for total indirect energy consumption in 2025 is 93,651 GJ (0.414 MJ/kg production), which represents a 15% reduction in total indirect energy consumed based on our 2020 baseline. The indirect energy consumption is reported for all our major sites, which includes our manufacturing plants and offices. This includes all indirect energy consumption at these sites, which consists of purchased electricity and purchased steam (only in China).



## Emissions

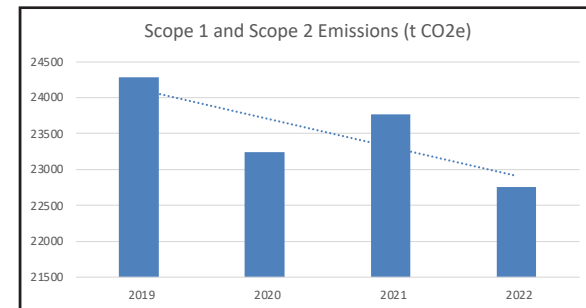
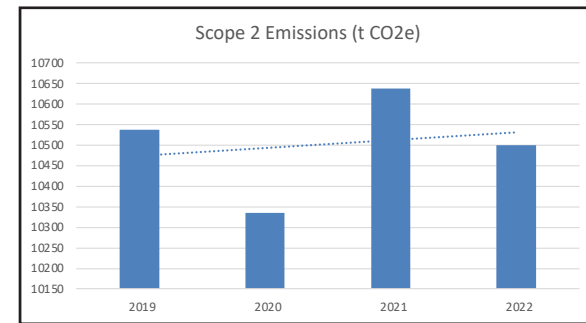
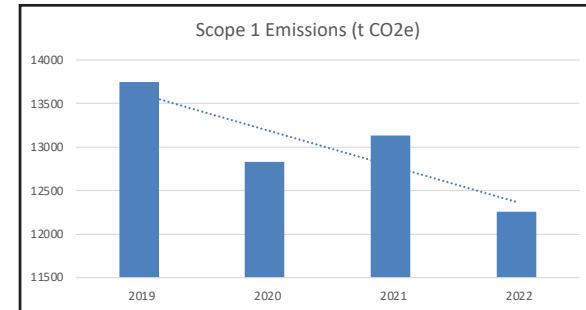
Buckman collects data on direct greenhouse gas (GHG) emissions (Scope 1) from sources owned or controlled by Buckman. Buckman also collects data from indirect GHG emissions (Scope 2) from sources because of Buckman energy needs that are not owned or controlled by Buckman (e.g., purchased electricity and steam). Data collected is from all manufacturing facilities and offices. CO2 emissions from these activities were calculated using published emission factors.

The GHG impact of distribution of products and waste (Scope 3) has not been assessed and is not included. We are planning to assess Scope 3 in 2024. Our reduction target for Scope 1 and 2 combined was a 15% reduction from our baseline year (2020).

In 2020, the GHG emissions were 23,245 tons CO2e. Based on this, the target for 2025 was 19,758 tons CO2e. In 2022, the GHG emissions were 22,759 tons, representing a 2% reduction from 2020.

We have established a goal of 15% reduction in emissions for 2025 using 2020 as a baseline. We formed regional and global operations sustainability teams and track reduction projects at each site. We are beginning to see the results of these efforts in the reduction of Scope 1 emissions for 2022, where we have achieved a 5% reduction compared to the 2020 baseline.

	2019	2020	2021	2022
<b>GHG Emissions</b>				
Scope 1 Emissions (tons CO2e)	13,744	12,830	13,135	12,259
Scope 2 Emissions (tons CO2e)	10,538	10,336	10,638	10,500
<b>TOTAL</b>	<b>24,282</b>	<b>23,245</b>	<b>23,773</b>	<b>22,759</b>





## Effluents and Waste

Waste can be generated as a result of Buckman operations, and is categorized in Hazardous Operational Waste, Non-hazardous Operational Waste and Non-operational waste. Hazardous and non-hazardous operational waste can be generated from raw materials, production and laboratory activities. Non-operational waste consists of general waste that has not come into contact with chemicals, such as office waste, kitchen waste and general plant waste.

Per Buckman's environmental policy, we strive to avoid the generation of waste first and foremost. If waste must be generated, we pursue recycling before waste treatment. If waste treatment is unavoidable, the waste is sent to a properly licensed third-party disposal company for incineration or fuel blending. Each manufacturing plant must review and audit third-party disposal companies as a requirement of their ISO 14001 Environmental Management System registration.

Table 9 Hazardous waste by treatment

	2019	2020	2021	2022
<b>Total Mass of Operational Hazardous Waste (kg) by Disposal Method</b>				
Recycle	195,732	122,311	9,552	0
Recovery	67,026	97,412	64,580	170,041
Incineration	3,273,861	2,158,369	686,586	712,332
Landfill	0	0	87	0
Industrial Sewer/Neutralization	32,683	17,373	26,833	318,126
Other*	6,766,380	4,599,242	5,065,110	7,400,563

Table 10 Non-hazardous waste by treatment

	2019	2020	2021	2022
<b>Total Mass of Operational Non-Hazardous Waste (kg) by Disposal Method</b>				
Recycle	16,601	105,592	264,691	204,358
Incineration	244,794	118,993	75,816	52,476
Landfill	84,750	70,343	127,311	120,879
Industrial Sewer/Neutralization	114,955	83,878	41,065	52,125
Other*	130,933	53,634	97,260	137,871

\*Process effluent shipped offsite as a hazardous waste is reported under hazardous waste rather than process effluent discharge.

Our manufacturing plants also produce liquid effluent waste from cleaning operations in production. Our plants in the United States, China, Singapore and South Africa have the option to transfer effluent waste directly to water treatment facilities for treatment. This effluent waste is measured as Water Discharge Tables 6 and 8. Our plants in Belgium and Brazil must ship effluent waste as Hazardous Operational Waste and this is reflected in Table 9.

Our plants in Brazil and South Africa have water recovery operations that treat the effluent waste for re-use as a raw material back into the manufacturing process. In 2021 and 2022, these sites began tracking the amount of effluent waste that is treated and recycled. In 2021, 1,135 m<sup>3</sup> of treated effluent waste was recycled and in 2022 this was increased to 1,226 m<sup>3</sup>.

Buckman manages empty package waste by recycling, either directly with the package supplier or through independent third party recyclers. The empty package waste recycled is included in Table 10 as Non-hazardous waste to recycling. In the United States and Canada, Buckman collaborates with third parties to offer recycling services for empty plastic and steel drums and Intermediate Bulk Containers (IBCs) to its customers.

Table 11 Non-operational waste by treatment

	2019	2020	2021	2022
<b>Total Mass of Non-Operational Waste (kg) by Disposal Method</b>				
Landfill	32,652	45,895	77,845	37,639
Recycle	9,300	0	30,830	943
Other*	9,670	4,948	0	30,000

Table 12 Hazardous Intensity

	2019	2020	2021	2022
<b>Hazardous Intensity</b>				
Hazardous waste/production [kg/t]	51.4	35.2	27.7	46.9
Non-hazardous waste/production [kg/t]	2.96	2.17	2.98	3.10

## Materials

To manufacture products, Buckman uses both speciality and commodity raw materials. Where possible, we support our local communities by sourcing locally. We have right first time and rework processes in place to reduce waste generation and ensure we are being good stewards of our resources and the environment.

Empty packaging is recycled through the manufacturer or through package reconditioners.

Data is currently tracked on a regional level; however, we plan to begin tracking globally by 2024.



# Goals and Targets

- Connected to Our People
- Connected to Business Responsibility
- Connected to Our Communities
- Connected to Environmental Responsibility

## Connected to Our People

Our goal is zero occupational injuries and illnesses. We also plan to implement several safety culture improvements.

Goal 2021-2022	Progress	Goal 2023-2024
Hold another company-wide safety event to obtain employee feedback for future initiatives.	Completed. We have held Buckman Safety Week annually. This is a week devoted to safety with internal and external facilitators, games and activities. Each year, we survey the company to gain input and direction for the next event.	Continue to offer a company-wide week dedicated to safety each year, using feedback from the previous year for improvement opportunities.
Global Golden (Safety) Rules	Completed. A different Golden Rule is highlighted each month with a personal video from an associate and a safety moment to cascade through the organization.	Continue to re-enforce the application of the Golden (Safety) Rules using monthly communications.
Launch Risk Reduction Standards per functional group (labs, manufacturing, sales, administration).	Completed. General Risk Reduction Standards were launched, along with Critical Standards for each functional group (labs, manufacturing, sales, administration).	Provide hands on training of the Critical Standards at all operating sites.
Continue to cascade the program throughout the entire organization.	Completed. The Golden (Safety) Rules, Risk Reduction Standards and Critical Standards are being used throughout the organization.	Periodically review and improve upon current safety programs.
Implement standardized applications for Management of Change, Job Hazard Analysis and Hazardous Chemical Application Safety Audits.	Completed. We have a single platform that includes all of these safety programs.	Implement standardized applications for Permit Management, Compliance Tracking, Audit Management and Quality Corrective Action tracking.
Implement ISO 45001 at all major manufacturing plants.	Completed. Our sites at Cadet, Memphis and Brazil obtained ISO 45001 certification in 2021. All major manufacturing plants are now ISO 45001 certified.	Achieve integration of ISO 9001, 14001 and 45001 at each manufacturing plant.
		NEW: Implement Felt Leadership workshops throughout the organization.

## Connected to Business Responsibility

We continuously aspire to conduct ourselves individually and as a company with integrity in all that we do, and especially in the areas of anti-corruption, customer privacy and product quality, and expect the same from our suppliers.

Goal 2021-2022	Progress	Goal 2023-2024
No governmental actions against Buckman related to corruption or anticompetitive behavior.	Achieved	Maintain a record of no governmental actions against Buckman related to corruption or anticompetitive behavior.
No customer privacy breaches or loss of customer data.	Achieved	Maintain a record of no customer privacy breaches or loss of customer data.

## Connected to Our Communities

The goal of our global BuckmanCares initiative is to remain a responsible corporate citizen by encouraging and supporting the volunteer efforts of our employees and dedicating resources to our focus areas.

Goal 2021-2022	Progress	Goal 2023-2024
Increase global blood donations back to pre-pandemic totals.	In progress	Conduct regular blood donation events throughout the company
Increase global volunteer hours back to pre-pandemic totals.	In progress	Create a consistent calendar of events and utilize tracking software to record volunteer hours.

## Connected to Environmental Responsibility

We established five (5) year reduction targets for 2025 from our new baseline year (2020) for the following. We plan to meet or exceed annual intensity reduction targets in all categories. Targets will be determined by location and aggregated.


Goal 2021-2022	Progress	Goal 2023-2024
Established a new goal of 15% reduction in emissions by 2025 using 2020 as a baseline.	New targets are in place and are cascaded to each manufacturing site.	Establish long term, science based targets.
Established a new goal of 20% reduction for water consumption by 2025 using 2020 as a baseline.	New targets are in place and are cascaded to each manufacturing site.	Establish long term, science based targets.
Established a new goal of 20% reduction of waste by 2025 using 2020 as a baseline.	New targets are in place and are cascaded to each manufacturing site.	Establish long term, science based targets.
Established a new goal of 20% reduction in liquid effluent waste by 2025 using 2020 as a baseline.	New targets are in place and are cascaded to each manufacturing site.	Establish long term, science based targets.
		NEW: Develop a policy for GHG Emissions
		NEW: Develop a policy for water use.
		NEW: Start tracking Scope 3 emissions.






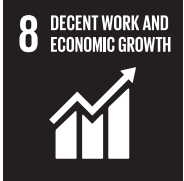
## GRI Index

The Centre for Sustainability and Excellence (CSE) assessed the Sustainability Report of Buckman using with the GRI STANDARDS and confirms that the compliance level is: "In Reference".





Statement of use	BUCKMAN . has reported in reference with the GRI Standards for the period January 1, 2021, - December 31, 2022.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	There is no applicable sector standard





GRI STANDARD/ OTHER SOURCE	DISCLOSURE	RELEVANT SDG	LOCATION
<b>General disclosures</b>			
GRI 2: General Disclosures 2021	2-1 Organizational details		Ownership and Legal Structure
	2-2 Entities included in the organization's sustainability reporting		Our Company
	2-3 Reporting period, frequency and contact point		Reporting period, frequency and contact point
	2-4 Restatements of information		
	2-5 External assurance		
	2-6 Activities, value chain and other business relationships	SDG 6, 8, 9, 12    	Activities, value chain and other business relationships






	2-7 Employees	SDG 5, 8, 10   	Connected to Each Other: Our People
	2-8 Workers who are not employees		Omission
	2-9 Governance structure and composition		Governance Structure
	2-10 Nomination and selection of the highest governance body		Governance Structure
	2-11 Chair of the highest governance body		Governance Structure
	2-12 Role of the highest governance body in overseeing the management of impacts		Delegation of responsibility for managing impacts
	2-13 Delegation of responsibility for managing impacts		Delegation of responsibility for managing impacts
	2-14 Role of the highest governance body in sustainability reporting		Highest governance body in sustainability reporting
	2-15 Conflicts of interest		Operations assessed for risks related to corruption
	2-16 Communication of critical concerns		Communication of critical concerns
	2-17 Collective knowledge of the highest governance body		Governance Structure



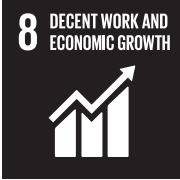
	2-18 Evaluation of the performance of the highest governance body		Evaluation of the performance of the highest governance body
	2-19 Remuneration policies		Remuneration policies
	2-20 Process to determine remuneration		Remuneration policies
	2-21 Annual total compensation ratio		Omission
	2-22 Statement on sustainable development strategy		Our Sustainability Strategy
	2-23 Policy commitments		Throughout report
	2-24 Embedding policy commitments		Throughout report
	2-25 Processes to remediate negative impacts		Processes to remediate negative impacts
	2-26 Mechanisms for seeking advice and raising concerns		Processes to remediate negative impacts
	2-27 Compliance with laws and regulations		Throughout report
	2-28 Membership associations		Membership associations
	2-29 Approach to stakeholder engagement		Connected to Our Stakeholders
	2-30 Collective bargaining agreements		Connected to Our People
Material topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics		Materiality Assessment
	3-2 List of material topics		Materiality Assessment
Business Growth			
GRI 3: Material Topics	3-3 Management of material topics		Our Sustainability Strategy
Economic performance			
GRI 3: Material Topics	3-3 Management of material topics		Economic performance
GRI 201: Economic performance	GRI 201-1 Direct economic value generated and distributed		Economic performance
	GRI 201-2 Financial implications, risks and opportunities due to climate change		Economic performance
	GRI 201-3 Defined benefit plan obligations and retirement plans		Economic performance
	GRI 201-4 Financial assistance received from government		Economic performance



Anti-corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics		Anti-Corruption
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption		Anti-Corruption
	205-2 Communication and training about anti-corruption policies and procedures		Anti-Corruption
	205-3 Confirmed incidents of corruption and actions taken		Anti-Corruption
Anti-competitive behavior			
GRI 3: Material Topics 2021	3-3 Management of material topics		Anti-competitive behavior
GRI 206: Anti-competitive behavior 2016	GRI 206-1 Legal actions for anti-competitive behavior, anti trust and monopoly		Anti-competitive behavior
Material Usage			
GRI 3: Material Topics 2021	3-3 Management of material topics		Materials
GRI 301: Materials 2016	GRI 301-1 Materials used by weight or volume		Not measured
	GRI 301-2 Recycled input materials used		Not measured
	GRI 301-3 Reclaimed products and their packaging materials		Not measured
Water Usage			
GRI 3: Material Topics 2021	3-3 Management of material topics		Water and Effluent
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource		Interactions with water as a shared resource
	303-2 Management of water discharge-related impacts		Water Discharge & Water Consumed
	303-3 Water withdrawal		Water Withdrawn by Source
	303-4 Water discharge		Water Discharged & Water Consumed
	303-5 Water consumption		Water Discharge & Water Consumed

Waste Usage			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		Effluent and Waste
	306-2 Management of significant waste-related impacts		Effluents and Waste
	306-3 Waste generated		Effluents and Waste
	306-4 Waste diverted from disposal		Effluents and Waste
	306-5 Waste directed to disposal		Effluents and Waste
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics		Employee Health and Safety
GRI 403: Occupational Health and Safety 2016	GRI 403-1 Occupational health and safety management system		Employee Health and Safety
	GRI 403-2 Hazard identification, risk assessment, and incident investigation		Addressing the Precautionary Principle & Employee Health & Safety
	GRI 403-3 Occupational health services		Employee Health & Safety
	GRI 403-4 Worker participation, consultation and communication		Communication of critical concerns
	GRI 403-5 Worker training on occupational health and safety		Employee Training and Education
	GRI 403-6 Promotion of worker health		Employee Health & Safety
	GRI 403-7 Prevention and mitigation of occupational health and safety impacts		Employee Health & Safety
	GRI 403-8 Workers covered by an occupational health and safety management system		Employee Health & Safety
	GRI 403-9 Work-related injuries		Employee Health and Safety
	GRI 403-10 Work-related ill health		Employee Health and Safety
Training and Education			
GRI 3: Material Topics 2021	3-3 Management of material topics		Employee Training and Education
GRI 404: Training and Education	GRI 404-1 Average hours of training per year per employee	 	Employee Training and Education
	GRI 404-2 Programs for upgrading employee skills and transition programs		Employee Training and Education
	GRI 404-3 Percentage of employees receiving development reviews		Percentage of Employees Receiving development reviews

Diversity and equal opportunity			
GRI 3: Material Topics 2021	3-3 Management of material topics		Workforce, Diversity and Equal Opportunity
GRI 405 Diversity and equal opportunity 2016	GRI 405-1 Diversity of governance bodies and employees	 	Workforce, Diversity and Equal Opportunity
	GRI 405-2 Ratio of basic salary and remuneration of women to men		Omission
Non Discrimination			
GRI 3: Material Topics 2021	3-3 Management of material topics		Non-discrimination
GRI 406: Non-discrimination 2016	GRI 406-1 Incidents of discrimination and corrective actions taken		Non-discrimination
Child Labor			
GRI 3: Material Topics 2021	3-3 Management of material topics		Forced, Compulsory and Child Labor
GRI 408: Child labor 2016	GRI 408-1 Operations and suppliers at significant risk for child labor incidents		Forced, Compulsory and Child Labor
Forced or Compulsory Labor			
GRI 3: Material Topics 2021	3-3 Management of material topics		Forced, Compulsory and Child Labor
GRI 409: Forced or compulsory labor 2016	GRI 409-1 Operations and suppliers at significant risk for forced labor incidents		Forced, Compulsory and Child Labor

Customer Health & Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics		Customer Health and Safety
GRI 416: Customer health and safety 2016	GRI 416-1 Assessment of the health and safety impacts of product and service		Customer Health and Safety
	GRI 416-2 Incidents of non-compliance concerning the health and safety impacts		Customer Health and Safety
Technology and Innovation			
GRI 3: Material Topics 2021	3-3 Management of material topics		Technology and Innovation
Reliability			
GRI 3: Material Topics 2021	3-3 Management of material topics		Reliability



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