



2022

Sustainability Report



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Who We Are

Heritage Environmental Services is a privately held, family-owned business headquartered in Indianapolis with more than 1,400 employees across North America. We provide a full suite of tailored solutions — from industrial waste disposal, emergency response, and sustainability services to onsite support and technical solutions — to thousands of customers in hundreds of industries.

Our legacy of environmental leadership was founded on the precipice of the environmental movement in the 1970s, and since our inception we've been solving complex problems in the name of a cleaner world. Our pursuit of protecting human health and the environment began before there were regulations requiring such activities. We are proud of our legacy that spans more than 50 years and invite you to learn more about our continuing sustainability initiatives that help to influence our organization today.

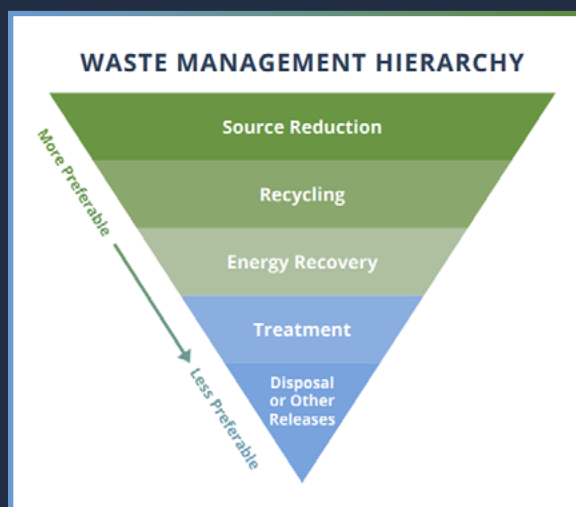
The information provided here is for our comprehensive organization – Heritage Environmental Services including our subsidiaries during the calendar year: Heritage Transport, Heritage Thermal Services, Rineco Chemical Industries, Rineco Transport, and Heritage Thermal of Texas.



Who We Are

Our Services & Locations

We are involved in every aspect of the waste management hierarchy: prevention, reuse, recycle, deconstruction, detoxification, treatment, and disposal. We offer our customers management services, innovative solutions, and over 50 years of safe and compliant experience. We own and operate seven hazardous waste treatment, storage and disposal facilities (TSDFs) permitted under the Resource Conservation and Recovery Act (RCRA). These facilities provide the proper treatment for each type of waste, meeting



regulatory requirements and using the Best Demonstrated Available Technology (BDAT) established by the Land Disposal Restrictions under RCRA.

Our Indianapolis, Indiana, facility treats hazardous waste containing heavy metals and cyanides. The facility removes heavy metals and other contaminants from hazardous wastewaters and discharges the water to the Indianapolis publicly owned treatment works (POTW) for additional biological treatment prior to discharge to the White River, effectively reclaiming the water. The facility also has a patented cyanide destruction unit that destroys toxic cyanide by reducing it to non-hazardous components. In 2022, we received the Hall of Fame Award from the Indiana Manufacturers Association for our positive achievements and contributions to the manufacturing industry, as well as an ongoing commitment to our employees and area community.

Our hazardous waste landfill in Roachdale, Indiana, provides secure disposal for hazardous wastes that have been treated to meet the Land Disposal Restrictions.

At our Benton, Arkansas; Coolidge, Arizona; Kansas City, Missouri; and Indianapolis facil-



ities, we convert liquid and solid waste into an environmentally friendly secondary fuel source to replace coal and/or natural gas in the production of cement in RCRA-permitted cement kilns.

Both our East Liverpool, Ohio, and Orange, Texas, incinerators prevent toxic organic compounds from entering the environment by destroying them and greatly reducing the volume of waste for disposal. Types of wastes managed include pharmaceuticals, chemical wastes, DEA-controlled substances, mixed infectious-hazardous waste, waste pesticides, and ozone-depleting substances. The highly regulated process of incineration meets the highest standards set by Maximum Available Control Technology (MACT) under the Clean Air Act (CAA).

Who We Are

Transportation

We have an extensive nationwide transportation network in the continental United States focused on compliance. Recognizing that movement of materials by rail is four times more carbon efficient than movement by highway, we move waste by rail when practical. As award-winning participants in the U.S. Environmental Protection Administration SmartWay Transportation program, we continue to replace older equipment with new offerings that feature increased fuel economy and minimized emissions. We've also committed to the purchase of electric vehicles and developing a fleet transition plan, receiving our first electric truck in 2022. We are working in partnership with drive train and battery manufacturers to develop the specialized Class 8 heavy duty vehicles required for transporting hazardous waste. In support of these efforts, we continue our membership in the Ceres Corporate Electric Vehicle Alliance (CEVA) to promote needed infrastructure and the transition to electric vehicles.



Other Expertise

We frequently provide onsite service programs for waste management. These services may be as simple as a visit by one of our employees who become full or part-time personnel for handling a customer's day-to-day paperwork, inspections, material labeling and waste management reports. Additional services include lab packing, household hazardous waste events, emergency response, advanced technical/engineering support, industrial cleaning, and training services.

Our field services group provides support to customers in the areas of industrial maintenance, emergency response, and disaster recovery. This commitment to addressing our customers' concerns regarding potential risks from climate change is backed by lessons learned during our extensive remediation services provided for major oil spills and the collection of hazardous materials/wastes for communities after hurricanes each year. Our service group continues to serve the communities where we live and work via ongoing household hazardous waste services; and providing emergency response and business continuity services to hundreds of factories, airline, health-care, and school facilities.

We also have access to an in-house, world-class research laboratory that enables us to develop innovative solutions for unique waste challenges our customers might have. We strive to reduce, reclaim, and ultimately reuse waste material to improve our natural environments. Every wastestream is seen as an opportunity to go beyond reuse and even find a commercially viable purpose for materials once destined for disposal.

Letter from the CEO

Providing world-class environmental and sustainability services supports the Heritage Environmental Services (“Heritage”) mission of protecting human health and the environment and has always been the Heritage way. We are committed to building a more sustainable business and planet because we believe both are essential to enhanced, long-term growth that will benefit our stakeholders, including employees, the communities where we live and work, and our customers. Heritage has been in the sustainability business for over 50 years, and sustainability continues to drive our values-focused strategy to achieve wins for us, our customers, and ultimately the environment.

With sustainability serving as the foundation of our endeavors, we continue expansion of our environmental service offerings while seeking new ways to bring environmentally efficient solutions to the table. I am extremely proud of how we have successfully improved our waste management capabilities while at the same time substantially expanding our capabilities in the sustainability space. We have expanded Heritage’s footprint to include the refrigerants business and now are able to offer our global customers a complete solution for the best use of spent refrigerant gases while preventing ozone depleting

greenhouse gases from escaping into the atmosphere. Our investment in Waelz Sustainable Products continues to support the recovery of valuable resources from the United States’ largest volume hazardous wastestream and achieved major milestones this year. Before the close of this reporting year, we acquired Frank’s Vacuum Truck Service, which will allow us to more effectively serve the Northeast U.S. These investments and other platform expansions continue our tradition of solving big problems for our customers and building a sustainable business for generations to come.

We anticipate our customer base will experience new and evolving waste challenges as well as expanding sustainability concerns. Heritage will continue to partner with the Heritage Research Group to develop sustainable solutions and expand our reach. Our companies will continue to provide best-in-class industrial waste management, industrial maintenance, and emergency response services across North America and carry on our tradition of sustainability leadership.



A handwritten signature in black ink, appearing to read 'Jeff Laborsky'.

Jeff Laborsky

CEO, Heritage
Environmental Services

Letter from the President

This report recounts a year with many exciting changes for our company.

We adjusted our fiscal year from a June 1 start to a calendar year. Last year's report reflected June 1, 2021, through May 31, 2022. This report reflects calendar year 2022, causing a period of data (i.e., January 1, 2022 to May 31, 2022) to be reported in last year and this year's report, but all Key Performance Indicators (KPIs) in this report represent 12 calendar months.

Heritage Interactive Services is no longer a subsidiary of Heritage Environmental Services (Heritage); therefore, each entity will be completing its own sustainability report. Removing the carbon footprint of activities associated with Heritage Interactive Services is a qualifying event that requires a recalculation of our greenhouse gas emission baseline. Moving forward, discussion of metric changes in our emissions will be compared to our revised baseline.

On June 27, 2022, during maintenance activities in the course of a scheduled outage at our East Liverpool, Ohio incinerator, a non-waste-related fire ignited in our air pollu-

tion control equipment where contractors were working. Thankfully, no injuries were experienced and no harm to human health and the environment was sustained. The facility had not been operating for nearly two days and no waste was involved in or near the fire. What started as a planned weeklong outage became a multi-month shutdown. The length of the shutdown was impacted by supply chain shortages as well as strict permit guidelines that encouraged no modifications or part substitutions as part of the rebuild. This incident occurred during a time when the industrial waste incineration industry for the United States was already experiencing a significant capacity issue. The incinerator resumed operations in late-December 2022, but not without considerable effort by our personnel and customers, and in consultation with Ohio EPA throughout the extended outage. The incinerator was inoperable for over five months, which resulted in an artificial dip in our greenhouse gas calculation.

During the reporting year, company strategic planning resulted in an updated aspiration: To be known as the most trusted leader in industrial environmental services in the U.S.

Each new project under processing capacity, customer experience, or innovative growth has been evaluated and will be implemented taking into account sustainability impact.

Heritage initiated an internal Vision campaign to engage all employees. New material (video, posters, communications) was created to help employees understand their part in pursuing the company Vision: Heritage Environmental Services will feed its core hazardous waste facilities and expand its reach by applying research and development and engineered solutions to large customer waste challenges, building on a long history of innovation and incubation of new businesses from waste byproducts.

As we enter 2023 and beyond, Heritage is positioned to be a leader in sustainability and will continue to help its customers successfully navigate their sustainability journeys.



A handwritten signature in dark ink, appearing to read "Ernie Walker".

Ernie Walker
President, Heritage
Environmental Services

What Matters



We are invested in assuring our sustainability programs align with our financial risks and opportunities as well as our impacts on environment and society (double materiality).

We believe the value of performing a materiality analysis starts with the engagement of our stakeholders: leadership, employees, suppliers, and customers. Updating our materiality analysis confirms that our sustainability initiatives are on target with company ethics and values.

Our latest materiality analysis as completed in 2021 remains applicable and is shared here to validate that our goals and programs agree. This materiality analysis continues to guide continuous improvement efforts.

The results of this materiality assessment were proof our company culture and our values have resonated with all stakeholders. The top right quadrant of items of most importance to stakeholders and having the most impact on business operations directly support our values:

Business Ethics	→	Integrity Matters
Health and Safety	→	Safe and Compliant or Not at All
Employee Training	→	Freedom to Learn and Grow
Hazardous Substances and Waste Management	→	Problem Solving through Innovation

What Matters



Survey responses were given a standardized weight and then normalized to a 10-point scale.



Interview responses and rankings were given a higher weight due to either their familiarity with a broad spectrum of business operations, or their perspective as external stakeholders.

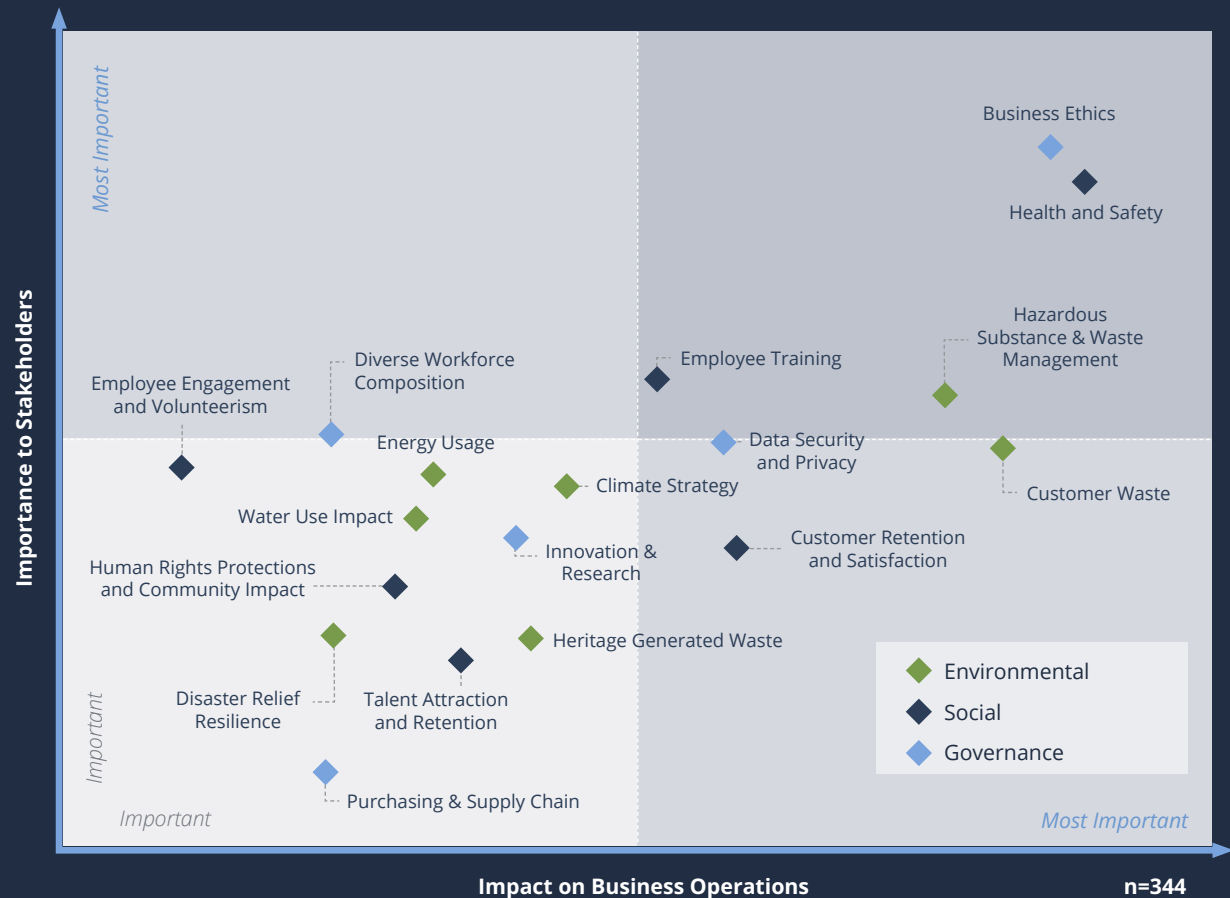


Interestingly, for many of the topics, priorities for Heritage and its stakeholders are consistent. Outliers exist, with Diversity and Employee Engagement ranking higher on stakeholder importance than impact on business.



Business Ethics and Health and Safety are isolated in the top right quadrant due to emphasis on how influential and impactful topics such as these are to the business.

2021 MATERIALITY ASSESSMENT MATRIX



Measuring Progress: More Than Just CO₂e

The Intergovernmental Panel on Climate Change (IPCC), the United Nations body for assessing the science related to climate change, addresses the physical science basis, impacts, and mitigation of climate change. With input and guidance from the Greenhouse Gas Protocol, the U.S. Environmental Protection Agency, and the Science Based Target Initiative, businesses are taking responsibility and action. Setting reduction targets and establishing energy lowering transition plans are part of the standard path to help with a global solution.

But is that the whole story?

If every person and every business calculated and reported on their Scope 1 GHG emissions, we would have complete knowledge of CO₂e production. Society could then monitor use variances to visualize direct improvements. But we also understand that a person or business can indirectly impact utilities total emissions by decreasing use and supply chain emissions by what they choose to purchase.

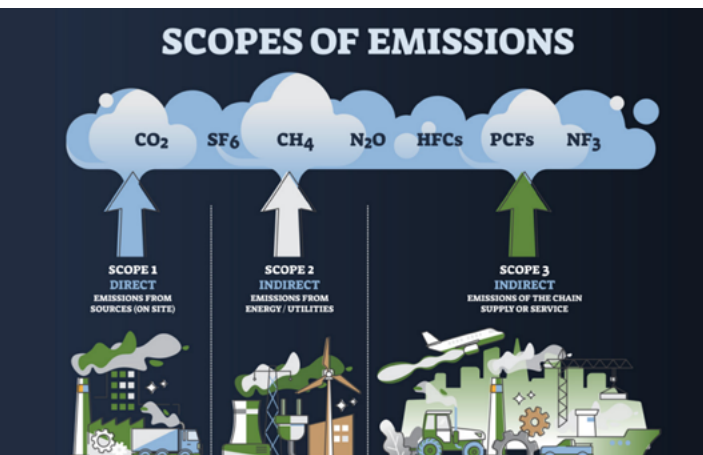
As determined by IPCC, the end user of a low carbon product receives credit for their efforts to reduce their consumption. However, the producer of the low carbon product and organizations in their supply chain that made the low carbon product possible receive no credit for the good works they have achieved.

The waste industry falls into this latter category: We provide services that enable our customers to reduce their carbon footprint by treating their waste using the best demonstrated available technology (BDAT) as determined by EPA. We also develop low carbon products. Our production of hazard-

ous secondary materials fuel (HSM fuel) for use as a direct fossil fuel replacement in the production of cement is one such example. Additionally, through our joint venture investment in Waelz Sustainable Products, we help fund the removal of hazardous waste and, using innovative technologies, the recovery of valuable components, which creates a low carbon product.

Our services lower the carbon impacts to the Earth in many ways:

- Reduced fugitive emissions with wastewater treatment
- Efficient transportation and a plan to further green our fleet
- Onsite personnel who help with waste minimization
- Significant investment in Research and Development for innovative ways to reuse waste
- Carbon sequestration for hazardous materials like incinerator ash in our specialty landfill, closing the loop on best available treatment technologies



Giving Credit



Four Purdue University students pursuing degrees in Environmental and Ecological Engineering (EEE) were tasked with telling our sustainability story by quantifying how toxic materials are destroyed or sequestered to prevent environmental damage. We help the planet and its inhabitants by disposing of hazardous waste in a safe and compliant manner. For their EEE senior design project, these students were tasked with rethinking how we measure and share our positive environmental impact.

During the 2022–2023 academic year, the students laid out a framework for a “toxic credit,” which is designed to better understand the relationship between materials and the environment by quantifying a material’s environmental harm. This measurement is facilitated by utilizing the Tool for Reduction and Assessment of Chemicals and Other Environmental Impacts (TRACI), a Life Cycle Impact Assessment (LCIA) tool developed by the U.S. Environmental Protection Agency’s National Risk Management Research Laboratory. TRACI is a stand-alone computer program that measures the negative impact of materials, such as heavy metals, on the environment and human health if not managed properly. Additionally, the students built a mass balance framework to provide inputs to TRACI.

To further enhance the knowledge of these students, we hosted the team at The Heritage Group’s headquarters, The Center, to network with professionals of various backgrounds and tour the Heritage Research Group’s R&D complex. The students also received a comprehensive overview of our treatment processes by joining employees for a tour of our Indianapolis Treatment Plant and Roachdale Landfill.

We sponsored this senior design project to enable students to solve a real-life environmental challenge, providing them with hands-on technical expertise and professional development opportunities. We are extremely proud of this team’s growth and accomplishments.



Defining What's Important

Heritage has embarked on a project to reinvigorate and update our Safety, Environmental, Sustainability, and Quality Management System (SESQMS). We are calling this Project Harmony, with the goal of harmonizing the many management systems, documents, and records that comprise our SESQMS. We conducted a gap analysis interviewing 26 corporate groups comprised of 59 employees in 44 hours of interviews. One of the first steps of this process was to take a step back and evaluate our Safety, Environmental, Sustainability, and Quality Policy and update it to current standards.

As our efforts in Project Harmony progress, we are partnering with many departments and locations in the development of an enhanced SESQ program. Heritage leadership is committed to providing resources and direction to implement and continuously improve SESQ programs. The policy has been adopted to guide our internal and external endeavors and is displayed prominently in all locations.





PRINCIPLES OF GOVERNANCE

How we strive to do things the right way

Integrity Matters

is not just one of our company values but becomes a measurable performance indicator seeking zero fines for alleged non-compliance with laws and regulations plus zero legal actions for anticompetitive behavior, anti-trust, or other unethical business practices.

METRIC/TARGET	REPORTED FY21	CY22 KPI
Zero legal actions related to ethical business practices	0	0
Zero fines paid	2	2
Zero notice of violations received	0	3
Annual carbon footprint calculations and reporting through CDP Worldwide	YES	YES
Annual sustainability report	YES	YES



PRINCIPLES OF GOVERNANCE

How we strive to do things the right way

Heritage Environmental Services © 2023

Solving Problems through Innovation

is demonstrated through our continued significant investments in research and development with a focus on new waste reuse and recycling options as well as diversifying sustainability services.

METRIC/TARGET	REPORTED FY21	CY22 KPI
Opportunities explored by Heritage Growth Opportunities Team	172	257
Heritage Innovation Team ideas submitted/actionable (employee idea submission program)	29/21	21/12

Cybersecurity Is a Shared Responsibility

reveals how changes in business operations across customers, suppliers, industries, and countries can impact our corporate and local operations. We are vigilant in training and developing system processes to assure risks are minimized.

METRIC/TARGET	REPORTED FY21	CY22 KPI
Zero cybersecurity incidents causing financial harm or environmental risk	0	0



Acting with Authority



If there's one company value that every employee can name it's Safe and Compliant, or Not at All.

A defining element of this core value is our stop work authority. Employees know that they have the power to stop work whenever there is a safety concern. Here are some examples of this stop work authority in action.

- **Carisa Sexton**, Corporate Approvals Chemist, worked on a sulfuric acid bulk wastestream for a field service project last fall. Details about the wastestream caused concern about safe unloading time and potential equipment damage. When changes in personnel broke the chain of communication, Carisa's awareness prevented the approval from being issued. If it had not been caught, the wastestream could have posed safety and compliance issues and damage to our equipment.
- When setting up to perform a clean out of sand-blasting media from an outside unit, Louisville, Kentucky, Service Technician **Dillon Blanton** noticed there was a non-Heritage crew working in the area. The other crew was lifting 20-foot sections of pipe 40 feet into the air and onto a roof. Their lift point was 15–20 feet away from the pit that our field services crew was preparing to clean. Dillon stopped the job and spoke with the site contact about his concern working that close to a hoisting operation. After meeting with the other crew's leader and the site contact, Dillon made the decision to cancel the job for the day and return when the hazard was no longer present. Dillon's ability to recognize a serious hazard, and his courage to cancel a job because of the hazard, ensured that our entire crew was able to go home at the end of the day without getting injured.
- When picking up totes at a customer site, Albany, New York, Truck Driver **Pat DeStefano** called his supervisor to express concerns of weight distribution in the trailer as well as the stacking capacity of the totes. Pat and his supervisor determined that the load should not be transported. This situation is a fitting example of not ignoring safety and compliance requirements to save time.
- **Ethan Winkle**, a Senior Field Chemist in Albany, New York, was removing chemicals from a customer's laboratory after a fire. While removing the chemical inventory, Ethan identified fire debris and other obstacles in part of the lab, making it unsafe to work in that area. Ethan used his stop work authority to pause the work, then spoke with the site contact.

**16**

safety leaders
recognized

Those who've gone above and beyond everyday activities to prevent injuries or incidents receive special recognition through our **6Safety** program, introduced in 2010. In 2022, we recognized 16 safety leaders through this program.



Seeking Solutions



Heritage Growth Opportunities

Heritage Growth Opportunities (HGO) works in partnership with the Heritage Research Group (HRG) to create value-adding, innovative solutions for difficult environmental and sustainability challenges that impact our customers, partners, and THG operating companies.

Since its beginning in 1980, HRG's groundbreaking accomplishments include 100+ patents and 13 new businesses spanning beneficial reuse, waste as a feedstock, and landfill diversion. HRG is comprised of over 80 chemists, engineers, scientists, analysts, technical experts, and PhDs, all operating in our state-of-the-art laboratory in Indianapolis, The Center.

Working together, HGO and HRG are currently developing creative solutions to help our customers and operating companies achieve their environmental, budgetary and waste minimization goals. The following are some of the issues currently being addressed as we review large wastestreams and byproducts for reuse/recycling solutions:

- Batteries
- Coal combustion residues
- Consumer product depackaging/separation
- Inorganic metals
- Per-and polyfluoroalkyl substances (PFAS)
- Plastics
- Refrigerants
- On-site solutions to eliminate waste from being shipped off-site
- Specialty tank cleanouts
- Carbon and plastics advisory and offset services

Seeking Solutions

Heritage Innovation Team

Outside of HGO, we empower *all* employees to participate in the innovation process. Heritage Innovation Team (HIT) is a program that rewards employees with coaching, recognition, and monetary incentives for sharing their ideas. HIT has been a huge success with strong leadership support, generating hundreds of ideas since its launch in 2002.

HIT creates an additional communication avenue to promote employee engagement with leadership, enables the sharing of ideas generated by employees in their individual workspaces with others outside of their location, and provides recognition awards to employees as their ideas progress and become implemented.

Employees lead their idea through the process, working with subject matter experts and leadership across the company in different departments, business units, and locations to get their idea to the finish line. By solving problems together, our organization continues to positively evolve and grow.

Many ideas generated by employees through the HIT program are elevated to the HGO/HRG team as new research and development projects, and help Heritage continue to support our core values of Freedom to Learn and Grow and Problem Solving Through Innovation.



Protecting Our Own

The security personnel in our Information Technology (IT) group work to protect us and our customers and vendors from financial loss/fraud, intellectual property loss, sensitive data/personal identity theft, business interruption/operational downtime, and physical danger to our communities.

This specialized team catches and corrects cyber risks regularly. For example, our email security software blocks millions of malicious emails each month: Only 15% of suspect emails received reach employee inboxes. Our tools can detect when an employee inputs company credentials into a potentially malicious website. We take immediate action to reset passwords, disable accounts, educate users, and ensure no malicious logins have occurred. If we don't identify a bad act until after the fact, or we become the victim of wire fraud, the company could be open to significant loss. We utilize cybersecurity standards and compliance frameworks developed by the National Institute of Standards in Technology (NIST 800-53 and 800-171) to build and improve internal risk reduction processes.

During the 2022 calendar year, we focused on security by encouraging employee training, testing employees with phishing emails, and

Sharing the responsibility

99.46%

read the updated
security policy

99.63%

learned
strategies to stay
ahead of hackers

1,221

optional training
sessions
completed

increasing awareness. During October, coinciding with Cybersecurity Awareness Month, we required employees to complete training modules on the updated security policy (99.46% completed) and strategies to stay ahead of hackers (99.63% completed). In addition, we made 60-second micro-training modules available to employees as elective opportunities. Heritage employees completed 1,221 of these optional training sessions.

Quarterly internally generated phishing emails were sent to employees as a test of their awareness and reporting. The Q1 program tested to see if employees would click on a harmful link: 86% of employees did not click the link and 329 reported the potentially harmful messages. For the Q2, Q3, and Q4 testing, higher risk messages were sent, asking employees to provide internal information like usernames and passwords. These results were much improved with 99% of employees passing the fourth quarter test. To encourage people to watch for and report phishing emails, we enter names of all those who've reported a possible phish into a drawing each quarter to win \$50 Amazon gift cards. The number of phishing emails reported has increased each quarter.





How we invest in
PEOPLE
our most important asset

Safe and Compliant or Not at All

is our most important company value. Every employee has the right and responsibility to stop unsafe work — and this is communicated openly and frequently. We continue to improve our incident rates and severity rates towards an ongoing goal of zero injuries. We continue to prevent and minimize any spills and associated fines towards our goal of zero releases to the environment.

METRIC/TARGET	REPORTED FY21	CY22 KPI
Lost time incident rate = 0.0	0.34	0.06

The Freedom to Learn and Grow

is our commitment to provide educational and career opportunities to our employees. We continue to invest in improved learning management systems and offering training with new methodologies. We strive to increase the amount of training provided to employees year over year. And we encourage transfers not just between our internal departments but also between The Heritage Group companies.

METRIC/TARGET	REPORTED FY21	CY22 KPI
Promotions and transfers	12%	14%





How we invest in
PEOPLE
our most important asset

Inclusive Culture for All

means we will strive to provide an equal opportunity and supportive work environment to retain and attract a wide spectrum of employees.

METRIC/TARGET	REPORTED FY21	CY22 KPI
Employees completing code of ethics training = 100%	100%	100%
Onboarding training for all new hires = 100%	97%	99.7%
Employee retention > 80%	66.50%	64.7%

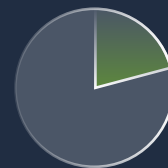
What our workforce looks like



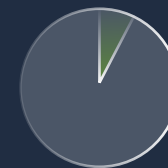
32.20%
executive roles =
women and minorities



24.9%
our workforce =
women



20.9%
our workforce =
minorities



7.6%
our workforce =
veterans





How we invest in
PEOPLE
our most important asset

Be a Good Neighbor

means we will strive to enhance the well-being of the communities where we operate by being a good employer and supporting our employees in local charitable endeavors.

METRIC/TARGET	REPORTED FY21	CY22 KPI
Employee engagement: Green team participation, community events, response to natural disasters in 100% of locations	100%	100%



Growing Future Leaders

This year, we launched a leadership development program designed to accelerate the careers of recent college graduates. Each participant will complete three rotational assignments ranging in lengths from 9 to 12 months, gaining experience and developing leadership and strategic thinking skills by partnering with and learning from our leaders and executives. Participants are assigned to an Operations, Sales and Customer Experience, or Finance track, affording them a wide breadth of knowledge and experience while developing solutions for some of our customers' most challenging problems. As they explore the different rotations, they'll work with their manager and an assigned mentor at the director level or above. Our inaugural class of participants is working on exciting projects.

Operations

In the Operations track, participants are initiated into the core of our business — our transportation, treatment and disposal facilities. The potential roles for a rotation include plant supervision, field project management, chemistry-based positions, and project/process-based engineering positions at one of our facilities in Indianapolis; Albany, New York; East Liverpool, Ohio; or Lemont, Illinois.



Conner Poort, who works for Indianapolis Plant Manager Brian Cassano, chose this program because he enjoyed previous leadership roles and the level of responsibility

they offered. He saw this program as a great opportunity to further develop his leadership skills. Conner said, "I want to help as many people as I can, both those who I work with and those who work for me. Heritage offers a lot of potential to grow."

As part of his role, Conner has participated in engineering meetings with Brian, his mentor, Chief Operating Officer Winde Hamrick, and Vice President of Operations Chris Patchon. "[Participants] have done a great job of teaching me about the plant and the company to be able to take on this role and have this level of responsibility. The attention Heritage puts into developing us in the program, I don't think you would find this at other companies. They listen to my input, and trust me with the responsibility, and have enabled me to grow faster than I ever have," he said.

Sales and Customer Experience

As part of the Sales and Customer Experience track, participants dive into the customer facing portion of our business, learning to generate and close opportunities, manage customer challenges, and communicate internally and externally with our proposal, marketing, customer experience, and commercial sales teams. Currently completing his first rotation in Customer Experience, Antonio Ybarra works for

Growing Future Leaders

Customer Experience Manager Raven Shryock. Antonio said, "Raven picked up on the fact that I'm a quick learner and will let

me take the lead and take ownership on my projects. She's there for any questions I have."

Antonio participated in one of our career development courses called Management

Vitals, which is targeted toward existing or aspiring managers. "In addition to the course itself, I got to meet various managers throughout the company. It was great to network and have that exposure," Antonio said.

His mentor, Senior Vice President Sheila Morris, recently included him in a Lean Six Sigma Black Belt project, working on improving efficiencies in evaluating waste at our facilities, which involved traveling to our facilities in Benton, Arkansas, and Kansas City, Missouri. Antonio said he picked this program because of the amount of development invested in the participants, and for the opportunity to explore several different areas to see how his



degree and interests apply in the real world. "I'm very excited with how much I've gotten to do so far, and where I'm going next in my rotation. It makes me want to give as much effort and investment as I'm getting."

Finance



Finally, our Finance track allows participants to explore resources, budgeting, and profit from both areas in the first two tracks, analyzing these

elements at a facility, office, and business unit level. Brooks Telecky began his program in our Accounting department, working for Blain Frick, Director of Financial Planning and Analysis, while being mentored by Josh Owens, Director of Accounting. Brooks is currently working on a project analyzing account payable logs and ensuring proper accounting treatment. Brooks said, "I appreciate the availability of both Josh and Blain. I speak with both of them at least weekly and can go to them for any issues or advice."

The integration and cohesion of the accounting team stood out to Brooks as well. "Everyone has taken the time, before they got into their own responsibilities, to introduce themselves. I got to meet everyone and understand what they do. They have a great general knowledge and now I know who to contact when I need help on certain projects."



Coordinator of our program Caitlin Hacker, a former customer experience manager herself, sees in this first round of participants a bright future for Heritage.



Celebrating Our Communities

We have a history of working with the communities where we operate, not only by being a reputable employer and assuring we do no harm to the environment, but also by making positive impacts for people in the community.

Our employee green team members (called Green Eyed P's) at each location assist with corporate charity activities. Our primary corporate sponsorships of Feeding America, Habitat for Humanity, and Ronald McDonald House address family concerns and align with our family culture.

Green team members also coordinate local events and collections to support other charities, including American Cancer Society Relay for Life, Lions Club eyeglasses, Ronald McDonald House pop tabs and Cell Phones for Soldiers. Local projects assisted community members at a Boys & Girls Club, an urban farm, an adult day-care, an equine therapy center, and a community college.

Earth Day



We consider Earth Day our birthday. Our company was started in 1970, the same year as the very first Earth Day celebration and the year the U.S. Environmental Protection Agency was established. This year, we held events at our facilities, our customer facilities, and in our communities to celebrate our 52nd birthday. Some celebrations were as small as cake and team building. Others were very busy performing household hazardous waste collections with customers, for employees or sponsored for the community.

Fourteen locations added a location clean-up or community project, such as tree planting, adopt a highway, and park and trail clean-ups, all focused on celebrating our company mission "to protect human health and the environment."



Celebrating Our Communities



citySweep & Community Grants

We initiated citySweep for the community of East Liverpool, Ohio, in 1997 to commemorate Earth Day with a free collection of household hazardous wastes and old electronics. Since its inception, residents have recycled or disposed of more than 300 tons of household chemical wastes and old electronics that otherwise would have been poured down the drain or tossed in the trash.

Additionally, East Liverpool's environmental grant program offers one-time awards from \$100 to as much as \$1,000 to non-profit community groups for projects that benefit the local environment. Since the grant program began in 1998, dozens of local organizations have received more than \$120,000 to help keep the community cleaner and greener.

Celebrating Our Communities

Partners for Clean Streams

We continue to provide event sponsorship, boats, and employee volunteers for the community organization Partners for Clean Streams in the Northwestern Ohio (Toledo) area. The organization removes trash from our lakes, rivers, creeks, and ditches to keep our water clean, clear, and safe for people and wildlife.

In September 2022 (our third event in 24 months), Toledo employees participated in the 26th Annual Clean Your Streams event and focused efforts on a section of the Maumee River and Grassy Creek with 16 employee volunteers, two watercraft, and shoreline walking crews to gather 450 pounds of marine debris. Some interesting finds documented by our crews included a shopping cart, lawn mower, tractor tire, and traffic barrel. It was a great day to be out on the water cleaning up our riverbanks to keep our community beautiful.

Clean Your Streams Day provides a positive impact on the environment and in our community. Volunteers join forces to remove marine debris from over 30 miles of waterways in the greater Toledo area. Volunteers of all ages remove and record data on what they find. Partners for Clean Streams later sends this data to the Ocean Conservancy for inclusion in International Coastal Cleanup records.



Celebrating Our Communities

Wreaths Across America

We have been supporting Wreaths Across America for seven years, providing transportation equipment and drivers to haul wreaths from Maine to various national cemeteries across the U.S. The company also matches employee donations toward the purchase of wreaths. In December 2022, two of our drivers and trucks traveled more than 5,000 miles to deliver 10,000 wreaths. As a company, we donated more than \$8,000 to sponsor wreaths, and more than 75 employee and family volunteers laid wreaths on veterans' graves in Illinois, Indiana, Ohio, and Arizona.

National Wreaths Across America Day (December 17, 2022) took place at 3,702 participating locations across the country. Our nation's heroes were remembered as each name was said aloud and honored as over two million volunteers, a third of whom were children, helped place more than 2.7 million veterans' wreaths on headstones of our fallen across the country.

Celebrating Our Communities

The Heritage Group: Amplifying Our Impact

In 2022, The Heritage Group initiated programs to amplify our social impact across all locations. All employees were given a reusable branded “Give Bag” to collect and donate items for local charities. Donations supported mothers with diapers in March, foster family needs in May, children with school supplies in July, and those impacted by domestic violence in September. In November, The Heritage Group’s first United for Service events were held. Employees were invited to join a long tenured family tradition to give back while addressing food scarcity and hunger. More than 175 employees representing 15 locations participated in local community activities simultaneously: food drives from Seattle to Charlotte, North Carolina, Meals on Wheels deliveries in Toledo, Ohio, and packing food kits in Indianapolis and Benton, Arkansas. In East Liverpool, Ohio, a new community event called Hungry Bowls raised funds in partnership with United Way and Salvation Army staff. Our employees created a soup-kitchen setting where, for a nominal donation, people were served a bowl of soup, bread, crackers, cookies, and water. Proceeds from meal-ticket sales went to support local food pantries.



Employee Green Team

Since 2011, we have maintained an employee green team across the organization. Employee volunteers from every location spearhead social impact and sustainability efforts for their location. Some activities they do to coordinate sustainability efforts with their location management may include:

- Organize Earth Day celebrations at their location
- Perform quarterly audits of location activities related to recycling, energy usage, and water usage
- Initiate/sponsor passion projects related to recycling, energy usage, and water usage
- Engage with other employees by sharing the company vision and values

Empowering a Safety-First Mindset

We empower employees to take ownership of their personal safety using tools, programs, and recognition. And it's working.



Exposure Based Safety (EBS)

Implemented in 2022, EBS builds upon our traditional safety observation process with the additional perspective of watching behaviors and conditions together. By combining behaviors and conditions, we can focus on the hazard exposure to employees. This process enables employees to collaborate and remedy hazards as they are identified. Empowering employees to take the time to perform EBS observations and to use stop work authority whenever needed drives our success in reducing injuries.



One Safe Task at a Time

One Safe Task at a Time emphasizes the importance of controlling hazards, using stop work authority if needed, and recognizing changing conditions.

To identify changing conditions, employees use a structured pause to routinely stop what they are doing and reassess the task and area around them to ensure everything is safe to continue. Quite often human factors affect worker safety, and the structured pause helps slow down the process to a safe pace and raise awareness.



Stop Work Authority

It takes courage to stop work activities. Even when we know the people involved, and know the actions may be unsafe, there is always some hesitation. Our employees working on customer sites used stop work authority when the situations warranted on several occasions during 2022. Speaking up to stop work on a customer site requires an additional level of courage, but in these instances, it was the right thing to do. Our Executive Safety Committee recognized the employees involved as Heritage Safety Leaders.

Read some examples of employees using their stop work authority [here](#).

Empowering a Safety-First Mindset

Heritage Safety Leaders

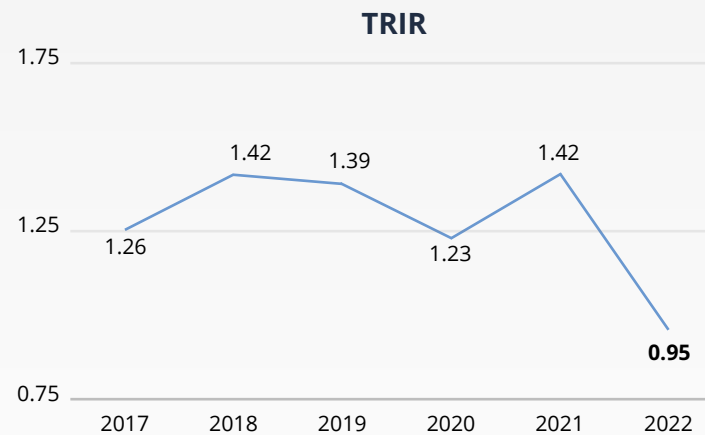
Our Safety Leaders Recognition Program was created to acknowledge exemplary employees who have shown leadership in instilling the principles of our health and safety program and who foster the health and safety culture within Heritage.

In 2022, we had 37 employees nominated and 18 winners. There have been 162 winners since we began the program. There are four categories for employee nominations:

- ★ Great Ideas
- ★ Stop Work Authority
- ★ Good Catch
- ★ Safety Champion

Any employee may nominate another employee as a Heritage Safety Leader. Nominations are reviewed and voted on by our Executive Safety Committee. Winners receive a cash reward and are highlighted in our quarterly newsletter.

We have reduced our recordable injuries by 40% and our lost time injuries 67% year over year. Our Total Recordable Incident Rate (TRIR) for 2022 was .95 and our Lost Time Incident Rate (LTIR) was .06.



Recordable Incident Rate (TRIR) for 2022

down 40% YOY

.95

Lost Time Incident Rate (LTIR) for 2022

down 67% YOY

.06

What we're doing right:

- Raising awareness about safety — talking about it every day, every chance we get
- Improving our safety observation process
- Empowering employees to take ownership of our safety process
- Performing better incident investigations and root cause analysis

Moving forward, we plan to build on the momentum from 2022 by continuing to empower employees to do the right thing when it comes to safety.

Supporting Each Other



“Our company culture is defined by the employees who show up each day. Our differences — whether they be of age, race, gender, nationality, sexual orientation, physical ability, and background — provide us with new perspectives that challenge us to think differently as we learn from one another. But for us to fully embrace these perspectives, it is essential that we maintain a safe space where all feel welcome — both at work and in our communities. We’re committed to continuing our growth as an inclusive organization, but there’s still work to do — especially as we look towards our individual growth as supportive allies.”

AS SHARED BY COMPANY PRESIDENT ERNIE WALKER IN JUNE 2022

Supporting Each Other

We requested employee input on how best to recognize and support Pride Month and Juneteenth. Employees were invited to share the names of charitable organizations and why supporting that cause would demonstrate our values and commitments to being a good neighbor.

In response, Ernie Walker later shared this: “Reading your suggestions and understanding how our community is changing lives every day was truly inspirational. Your response demonstrated the care and kindness that makes me proud to be a part of the Heritage family — it was impactful to learn what’s important to you and how you’re giving back.”

Based on employee input, we chose these two organizations to receive financial donations:



The Trevor Project: The Trevor Project is the world’s largest suicide prevention and crisis intervention organization for LGBTQ (lesbian, gay, bisexual, transgender, queer and questioning) young people. It operates a confidential service that offers trained counselors available for consultation via text, phone or chat.



Indiana Youth Group: Indiana Youth Group (IYG) strives to provide safer spaces to build self-confidence, explore individualism and develop friendships within the LGBTQ+ community. IYG promotes a space of acceptance, equity and restorative practices.



International Women's Week Spotlights



Rachel McGrogan



Lab Chemist



12 years with the Heritage family

Vision of a great leader: "A great leader is always trying to help others succeed and pushing people to their greatest potential, helping new and younger colleagues gain confidence in their skills so that they too one day can help lead others. You have to keep in the back of your mind that work isn't the only thing in people's lives and some people have daily struggles physically, mentally or both. You have to recognize this and be understanding at times to let people know you care. A great leader steps in and helps wherever is needed even if that isn't exactly their job description. A great leader remembers that they had to start from the bottom too, work their way up, and somewhere along the line another great leader showed them the way."

Advice to aspiring female leaders: "Be hungry for success. Surround yourself with other like-minded inspirational women and learn from them."



Karrie Humphries



Office Manager



22 years with the Heritage family

Advice to aspiring female leaders: "I've always been myself no matter what. I have a lot of respect for employees and management, but I expect it in return. In my career, I have loved learning anything and everything I can and being someone who anyone can come to for help. If you can be part of a team for anything in your company, do it. You will learn so much from others that will help you grow."

International Women's Week Spotlights



Tanya Cotton



Area Manager



26 years with the Heritage family

Vision of a great leader: "A great leader motivates and encourages the people around them to strive to do better, to give their best every day. A great leader is assertive, compassionate and transparent. A leader connects with others on an organic level that's easy to see and feel."

Advice to aspiring female leaders: "Try everything! Say YES to new experiences even if it scares you. Stand up for what you believe in. Be fair. Be firm."



Caitlin Hacker



Leadership Development
Program Coordinator



7 years with the Heritage family

Vision of a great leader: "A great leader is more than a coach. When a team member is down and needing help, a leader would jump right in and work alongside them. A leader has to get in and do the work to be able to understand the team and continue growing their knowledge base to stay sharp."

Advice to aspiring female leaders: "Don't be afraid to pivot. If something isn't working, change it. Just because it isn't working now, doesn't mean it didn't start out as a great idea. Our industry changes often, so you have to be willing to change with it. Try new ideas and find what works, but be flexible for the future."



How we preserve the

PLANET

Protecting the Earth Where We Live and Work

goes beyond our efforts to prevent any spills or releases of chemicals and extends into protecting the biodiversity of land and waterways on or near our operations. We will endeavor to maintain existing habitat areas and explore new ways to make positive impacts.

METRIC/TARGET	REPORTED FY21	CY22 KPI
Annual review of emergency plans for fixed facilities = 100%	100%	100%
Create and follow health and safety plans and/or job safety analysis plans for field service projects = 100%	100%	100%
Internal compliance audits of facilities completed within scheduled frequency = 100%	100%	100%
Maintain and/or increase biodiversity initiatives: Indiana bat habitat, wetland conservation areas, pollinator projects	YES	MAINTAINED
CDP intensity metric: mt CO ₂ e per million \$ revenue	436	386
Steam recovered and available for reuse as heat (lbs.)	30,509	139,398,366
Local energy/Greenhouse Gas reduction projects: #	17	16





How we preserve the
PLANET

A Focus on Waste Management

is more than our primary business of managing customer generated waste. We exhaust every available technique of getting the most reuse out of every unit of waste we manage. This method seeks to minimize wastestreams, reclaim any materials we can, and finally detoxify the rest, before disposing in a safe manner.

METRIC/TARGET	REPORTED FY21	CY22 KPI
Treated wastewater discharged meets standards = 100% (gallons discharged)	100% (18,238,586)	100% (19,962,854)
Hazardous Secondary Materials (HSM) fuel produced meets specifications = 100% (tons of HSM Fuel)	100% (46,816)	100% (43,356)
Treated combustion residue meets Land Disposal Restrictions (LDR) standards before disposal (tons waste incinerated and tons slag and ash generated)	YES (64,113 and 22,354)	YES (53,012 and 12,100)





How we preserve the

PLANET

Reduce Environmental Impacts from Transport Operations

by continuing to reduce significant fossil fuel usage, nitric oxide (NOx) emissions, and spill potential through our green fleet initiatives and driver programs.

METRIC/TARGET	REPORTED FY21	CY22 KPI
>6.0 MPG fuel efficiency for Class 8 vehicles	6.15	6.09
Reduce GHG through rail transportation (miles)	YES = 948,832	YES = 671,405
Maintain reuse programs at our maintenance hubs (oil recycled/tires retread/reused)	YES = 4,810 and 392	YES = 4,870 and 428



Preventing Problems

Internal Compliance Audits of Facilities Completed within Scheduled Frequency is directly tied to our company value of Safe and Compliant or Not at All.

As part of our comprehensive Safety, Environmental, Sustainability and Quality Management System (SESQMS), our corporate Environmental, Health and Safety (EHS) Compliance Department operates a formal internal auditing program. Company facilities, activities, and locations are audited on a set schedule to identify and correct any non-conformities that might lead to incident, injury or regulatory violation.

The internal audit assesses compliance with these commitments and obligations:

- Facility-specific permit terms and conditions
- Applicable federal, state, and local regulations
- Various corporate EHS plans, programs, policies, procedures, and directives
- Best management practices

The goal of the assessment is to identify areas of improvement and potential non-compliance, proactively solve problems through root cause analysis, and create meaningful and achievable action items. Action items are tracked, closed, and verified complete utilizing a management platform software and a continuous-improvement process with the stages of:

PLAN



DO



CHECK



ACT



VERIFY

A facility audit includes employee interviews and documentation reviews. The full team discusses any findings, corrective actions needed and timelines for follow-up.

Safety Audit Program Elements

- Core Elements
- Standard Operating Procedures
- Training
- Job Hazard Assessments
- PPE Hazard Assessments
- Key Procedure Audits
- Hand Safety
- 6Safety

Environmental Compliance Elements

- Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA)
- Homeland Security
- Emergency Planning and Community Right-to-Know Act (EPCRA)
- Process Safety Management
- Resource Conservation and Recovery Act (RCRA)
- Risk Management Plan
- Spill Prevention, Control and Countermeasure Plan
- Stormwater
- Wastewater

Electrifying Our Fleet

In 2021, we committed to switch our fleet to electric vehicles (EVs) wherever possible. Our first steps were to: 1– work with our suppliers in the development of Class 8 heavy duty EVs and 2– work with industry associations, including the Ceres Corporate Electric Vehicle Alliance (CEVA), on the development of needed infrastructure.

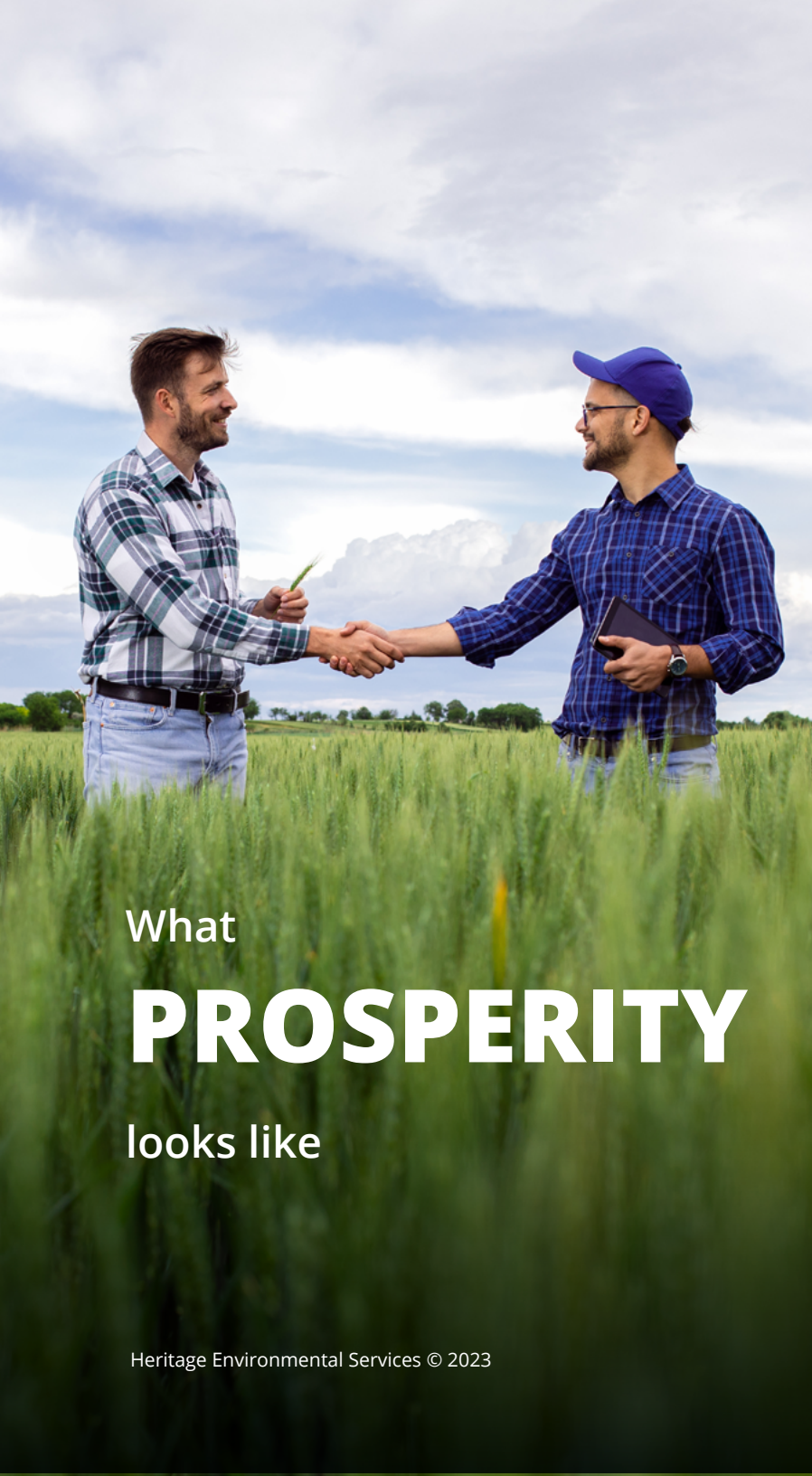
At our service center facility in Indianapolis, we started test driving a Battle Motors EV box truck in late 2022. Our customized vehicle equipment has been installed, readying the truck for service, and we

anticipate utilizing the EV in servicing our customers during 2023.

We project completion of our first charging depot for commercial trucks before the end of the first quarter of 2023. Starting in the second quarter of 2023, we will take delivery of several EVs, including box trucks and day cab tractors, in Coolidge, Arizona.

We will continue to move forward with local smaller trucks and larger over-the-road full truck load EV transportation starting in 2023. A renewed transition plan with annual targets will be refined following our testing and learnings.





What
PROSPERITY
looks like

Long Term Satisfied Customers

developed through enduring relationships where we take responsibility for service performance.

Engaged Supply Chain with Shared Ethics/Goals

accomplished through efforts to benchmark with third party suppliers within our industry and growing supplier engagement programs.

METRIC/TARGET	REPORTED FY21	CY22 KPI
Net Promoter Score = World Class	Excellent	Excellent
New Investments/Acquisitions	5	1
New contracted suppliers are engaged and sign code of ethics	100%	100%



Encouraging Excellence

The enduring relationships we have with long-term satisfied customers are potentially affected — positively or negatively — at each interaction with our people, processes, and controls, so we strive for business excellence at every touchpoint. A continuous-improvement mindset motivates us to look at the customer experience from all angles, watching for any impact made by employee training, system configurations, and equipment upgrades, and measuring customer satisfaction with direct monitoring.



Net Promoter Score

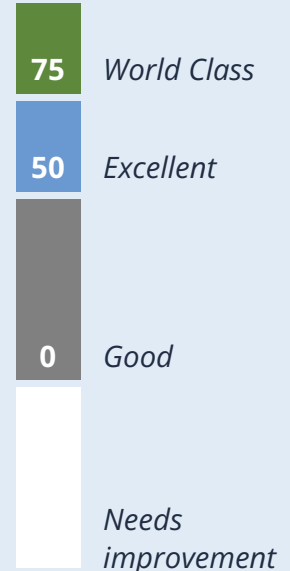
Customers are given the opportunity to rate our services during every interaction with our employees and with every service transaction. Our key performance indicator for measuring customer satisfaction is the Net Promoter Score and we work to reach a “World Class” ranking. While we maintained an “Excellent” ranking, we did experience a decline of our Net Promoter Score in 2022. Here’s why: This 2022 score was impacted by a long-term service outage in one of our major treatment facilities. While this outage was not the result of a waste-related incident, it caused temporary changes in waste processing and affected our customers’ ability to schedule service. Because the facility is back to full operation and by making every effort to provide the best service, we believe our goal of achieving a “World Class” ranking is attainable and we anticipate an increase in this score in the future.



MMS 2.0

Our home-grown enterprise resource-planning software called Materials Management System (MMS) is undergoing a major system upgrade to enhance the overall user experience. Improvements will touch all waste business processes, including customer setup, waste stream approvals, scheduling, invoicing, and reporting. The systems upgrade will be visible to both employees and customers and promises to improve the human machine interface.

What is a Good NPS Score?



[Learn more](#) about this scale.

Encouraging Excellence

Lean Six Sigma

Since 2018, we've used Lean Six Sigma principles to guide our continuous-improvement efforts. With 67 employees actively engaged in Lean Six Sigma projects and an additional 95 engaged in strategic planning projects, teams finished 12 projects in 2022 that touched many areas of the business: plant operations, customer experience, sales, technical services, 10-day operations, safety, accounting, supply chain, and transportation. Many of these projects have resulted in better overall service for our customers and smoother operations. Another important outcome: The opportunity to lead those projects has given employees the Freedom to Learn and Grow, which is one of our core values. It has also led to an impressive number of qualified belts on our team: In 2022, we qualified eight Yellow Belts, four Green Belts, and two Black Belts.

Waste Allocation

One specific continuous-improvement effort that impacts our sustainability is waste allocation. Waste allocation is the concept of optimizing how and where waste is managed by establishing a framework for routing wastes that can be adjusted over time. First, we carefully review waste constituents to determine the most environmentally conscious and compliant disposition method. For example, batteries are directed for recycling and virgin chemicals are directed for reuse when practicable. Next, we determine where and how waste is shipped to ensure the least amount of travel, which minimizes the carbon footprint of the waste. This may include bulking and shipping by rail, for example, but always considers shipping waste on the shortest path in the fullest trucks to its final destination.

2022 Business Excellence Projects

152
employees
engaged

12
projects
completed

Qualified Belts

8

Yellow Belts

4

Green Belts

2

Black Belts

Growing Our Influence



As we maintain our long legacy of sustainable performance, we continue to invest in sustainability-related businesses. These efforts can take several forms, ranging from mergers and acquisitions, internal innovation, and idea incubation, to mentoring and collaboration on pilots with startups via The Heritage Group Accelerator. Here are some of our most prominent efforts.

Expanding in the Northeast: Frank's Vacuum Truck Service

Heritage Transport acquired Frank's Vacuum Truck Service, Inc. (FVTS), a freight service provider based in Niagara Falls, New York. Founded in 1979, FVTS specializes in hazardous and non-hazardous waste transportation, brokerage, and disposal services across the U.S. and Canada with over 150 trucks and trailers and approximately 60 employees. This investment marks a growth opportunity for our transportation operation by adding a hub in a previously under-served region, with the potential for expansion of services in the future and a reduction in total miles driven to service existing customers in the Northeast.

Recovering Zinc: WSP

Waelz Sustainable Products (WSP) is our joint venture formed with Zinc Nacional in 2018 to recover zinc from steel mill industry by-products. The WSP kiln in Logansport, Indiana, began operation in May 2022, with the remainder of the year spent ramping up the process and stabilizing the system. During those seven months, 41,757 metric tons of electric arc furnace (EAF) dust were processed, and 10,237 metric tons of zinc was recovered.

The zinc is in the form of zinc oxide and upon further refinement, is used in zinc-containing products, such as paint, tires, ceramics, cosmetics, and sunscreen. Zinc Nacional uses many zinc oxide and zinc sulfate formulations in their products.

41,757

metric tons EAF dust
processed



10,237

metric tons zinc
recovered

Growing Our Influence

Reclaiming Refrigerant Gases: RTI

Reclamation Technologies USA (RTI) is our joint venture formed with Fielding Environmental to offer customers a safe and affordable solution to manage spent refrigerants. RTI is an EPA-certified refrigerant recycling company providing reclamation, onsite recovery, cylinder exchanges, and refrigerant solutions including an industry-leading separation technology for mixed gases. Customers include building owners, commercial heating ventilation, air conditioning and refrigeration contractors, and industrial clients in Minnesota, Texas, Florida, the Midwest, and the Southeastern United States markets. Recovery and reclamation of refrigerants ensures an environmentally responsible and sustainable outcome while reducing consumption of non-renewable resources needed to make virgin refrigerants.

Recycling Batteries: Cirba Solutions

2022 was a pivotal year for the world of EV battery recycling, the circular supply chain for batteries, and the electrification movement. During 2022, the resources and expertise of Heritage Battery Recycling, Retrieval Technologies, and Battery Solutions were combined to form Cirba Solutions.

As the only complete service provider in the battery management industry, Cirba Solutions processes batteries at end-of-life to extract critical materials, which are then reintroduced into the supply chain. The company's capabilities address lithium-ion and cross-chemistry battery demand and include end-to-end battery recycling management solutions — battery-centric logistics, collection program solutions, second-life applications, and validating cathode production — while following technological processes that emphasize environmental compliance.

In 2022, Cirba Solutions secured over \$82 million in Department of Energy grants, which were part of President Biden's Bipartisan Infrastructure Law. The funds are earmarked to expand the lithium-ion processing facility in Lancaster, Ohio. At full operation, the 150,000-square-foot facility will produce enough battery-grade critical minerals used in cathode production to power more than 200,000 new electric vehicles (EVs) annually. It will also create an estimated 150 jobs in the greater Lancaster area.

Set up originally by Heritage Battery Recycling, the company also announced plans to construct a lithium-ion battery processing facility in Arizona which is expected to manufacture enough battery material to power 50,000 EVs annually.

Cirba Solutions' current footprint of six processing locations across North America includes two lithium-ion operations.

"A key to our success will be to address the complexity of the circular supply chain for customers to meet the industry's need for lithium-ion batteries."

DAVID KLANECKY
CEO, CIRBA SOLUTIONS



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

How we do our part

Working Together

OUR MISSION

To protect human health
and the environment

OUR VALUES



Safe and
Compliant or
Not at All



Integrity
Matters



Freedom to
Learn and
Grow



Problem
Solving
through
Innovation

OUR VISION

Heritage Environmental Services will feed its core industrial waste facilities and expand its reach by applying research and development and engineered solutions to large customer waste challenges, building on a long history of innovation and incubation of new businesses from waste byproducts.

Working Together

Our mission, values, vision, and goals fit easily alongside the United Nations Sustainable Development Goals (UN SDG). The work we do, the way we operate, the opportunities we provide our employees, the way employees live out our values — these actions align with 16 of the UN's goals, leading to peace and prosperity across the world. Here's how we're doing our part.

Learn more about how each goal is defined at sdgs.un.org/goals.



- Competitive pay and bonus opportunities based on equitable practices
- Great family healthcare, educational, and 401K benefits
- Support of local communities through charitable initiatives, e.g., designated Habitat for Humanity as a corporate charity



- Annual Day of Service where all employees are encouraged to participate in a project during working hours focused on fighting hunger in the communities where we live and work
- Financial and professional support of The Pesticide Stewardship Alliance and their mission to positively impact the lifecycle of pesticides



- Operations that prevent contamination of the land, groundwater, and waterways of the U.S.
- Employee benefits that provide wellness centers, annual health exam incentives, mental health programs, financial counseling, and emergency fund grants
- Safety programs and training to protect employees, subcontractors, customers, and the general public



- Encouragement of life-long learning through continuing education for employees, including required and recurring job and safety training
- Tuition reimbursement for employees and bonuses for degree/certification completions
- College scholarship program for children of employees

Working Together



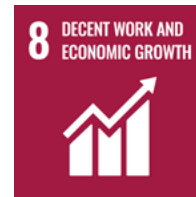
- Ongoing bi-annual career counseling for employees
- International Women's Day spotlights
- Spotlight KPI on women in workforce and executive roles
- Mentoring programs for early career professionals
- Specific recruitment efforts featuring women in non-traditional roles like truck driving



- Fully compliant wastewater treatment
- Return of water previously used in industrial processes for re-use
- Leadership role in the Spill Control Association of America (SCAA) and their work to diligently prevent, reduce, and effectively respond when issues occur



- Operationally create a fuel from waste to replace the use of fossil fuels in the production of cement
- Participation in the Ceres Corporate Electric Vehicle Alliance and its work toward infrastructure development and supportive governmental policies/programs



- No. 1 priority of safety in the jobs our employees perform
- Focus on employees' whole being (health and wealth at work and home)
- Leadership training programs and cross-functional education



- Opportunity for employees to submit innovative ideas for improvement and to be part of the implementation of that idea
- Scientists in the Heritage Research Group lab look for ways to repurpose waste and solve customers' challenges
- Kids Science Camp, a summer camp experience that exposes employees' children to STEM topics



- Ongoing bi-annual career counseling for employees
- Ongoing annual recurring training for employees on code of ethics
- Available equity and inclusion training
- Spotlight KPI on women, minorities, and veterans in workforce and executive roles
- Mentoring programs for early career professionals

Working Together



- Proper management of industrial wastes from government, community, manufacturing, and other industrial sources across the US
- Emergency response/field services work to clean up/remediate land and water after natural or man-made disasters, e.g. hurricanes, oil spills, etc.
- Ongoing charitable works in the communities where we live and work



- Services to help customers minimize waste and develop new means to detoxify, reuse, or recycle valuable resources
- Commitment to no single-use plastics in all offices
- Collaboration on industry concerns through our work with the Environmental Technology Council



- Participation with [CDP](#) and internal activities including carbon reduction projects at operational locations, corporate goals, metrics, and public reporting
- Fleet conversion from use of fossil fuel vehicles to electric vehicles



- Emergency response activities on waterways
- Leadership role in the Spill Control Association of America (SCAA) and their work to diligently prevent, reduce, and effectively respond when issues occur



- Emergency response activities on land
- Leadership role in the The Pesticide Stewardship Alliance and their work to positively impact the lifecycle of pesticides
- Focus on biodiversity initiatives including multiple pollinator projects and our preserved wildlife habitat for the endangered Indiana Bat species



- Public and transparent reporting
- Partnerships with customers to solve waste problems
- Work with regulatory agencies to promote and develop good policy
- Work with industry associations to promote a more sustainable world

For questions about this report or our sustainability programs,
please contact:

sustainability@heritage-enviro.com

877-436-8778

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