



**HUSKY<sup>®</sup>**






**2022**

**ENVIRONMENTAL, SOCIAL,  
AND GOVERNANCE REPORT**

**MAKING A WORLD OF DIFFERENCE**



# TABLE OF CONTENTS

 / <b>INTRODUCTION</b> <b>3</b>	 / <b>HUSKY IS MAKING A WORLD OF DIFFERENCE</b> <b>7</b>	 / <b>ENVIRONMENTAL STEWARDSHIP</b> <b>25</b>
<p>A Letter From Our CEO 3</p> <p>Industries We Serve 4</p> <p>About Our Company 5</p> <p>About Our Report 6</p>	<p>Circular Economy 8</p> <p>Innovation &amp; Technology 17</p>	<p>Waste 26</p> <p>Water 28</p> <p>Energy Management 30</p> <p>GHG Emissions Management 31</p>
 / <b>SOCIAL IMPACT</b> <b>35</b>	 / <b>GOVERNANCE</b> <b>50</b>	 / <b>APPENDIX</b> <b>56</b>
<p>Talent 36</p> <p>Diversity, Equity and Inclusion 44</p> <p>Health, Safety, and Well-being 46</p> <p>Community Impact 48</p>	<p>Responsible Products and Services 51</p> <p>Data Privacy &amp; Cybersecurity 52</p> <p>Responsible &amp; Resilient Supply Chain 53</p> <p>Human Rights &amp; Business Ethics 55</p>	<p>Environmental Metrics 57</p> <p>Social Metrics 59</p> <p>Governance Metrics 60</p>

This report contains forward-looking statements based upon current expectations and assumptions regarding anticipated developments and other factors. Forward-looking statements are generally identified through the inclusion of words such as "aim," "anticipate," "believe," "drive," "estimate," "expect," "goal," "intend," "may," "plan," "project," "strategy," "strive," "target," "would," "should," and "will," or similar statements or variations of such terms and other similar expressions. They are not historical facts, nor are they guarantees of future performance, as they are subject to numerous assumptions, risks, and uncertainties that change over time. Forward-looking statements speak only as of the date they are made, and various factors could cause actual performance to differ materially from that expressed or implied by these forward-looking statements. Husky assumes no duty to, and does not undertake to, update forward-looking statements, whether as a result of new information, future events, or otherwise. The reader is cautioned not to place undue reliance on forward-looking statements.

All monetary amounts are presented in U.S. dollars, unless stated otherwise

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# A LETTER FROM OUR CEO

In today's global economy and complex world, there is an immediate need to honor and preserve our planet, with sustainability at the core of our actions.

As we navigate this challenging landscape, I am proud to share Husky's progress, accomplishments, and goals in our journey, partnering with companies in over **140 countries** to drive a circular economy and business success. Our commitment to innovation and sustainability continues to position Husky as a trusted partner for our employees and customers, enabling us to address the demands of evolving markets while being a key driver in fostering sustainable business practices worldwide.

Behind the engine driving the circular economy stands our people, whose spirit of innovation, diversity, and commitment to continuous learning sets Husky apart. **At Husky, our people are not just a part of our success; they are our success.** Our workforce, spread across continents, reflects a mosaic of cultures, races, and backgrounds united by a shared commitment to lifelong learning, innovation, and excellence. Performance and potential are celebrated within the context of our rich diversity. We recognize and value the differences in race, religious orientation, and sexual preference, believing that our commitment to equitable practices and inclusion fosters an environment where everyone can thrive. What unites us is an unwavering determination to be the best at what we do, cultivating next-generation talent on a truly global scale. Our brand positioning, **'Powered by People,'** acknowledges the invaluable contributions of our global team members, who bring their diverse knowledge, skills, and unique perspectives to create a culture of excellence that the world has come to know and expect.

**At Husky, sustainability is not just a topical buzzword; it is deeply ingrained in our DNA.** We have long recognized the significance of minimizing the impact on the environment and building circular solutions. Our relentless pursuit of waste elimination and continuous improvement has helped us make significant strides towards carbon neutrality – a goal we set for ourselves back in 2009 through our **TargetZERO™** program. I am pleased to report that we are strengthening and modernizing our current goals, reiterating our unwavering dedication to reducing our environmental footprint.

Last year, we emphasized the importance of understanding our customers' needs and serving them better. Today, we continue to uphold this commitment by delivering essential technologies and solutions that foster the circular economy around the world. We serve essential industries like medical and healthcare, food and beverage, and consumer products, which are inevitably needed for all of humanity. **100% of Husky preform systems and technology empower these industries and others to use 100% recycled PET plastic.** Through our collaborative efforts, Husky and its customers keep containers out of the environment and within the circular economy where resources can be reused and repurposed time and time again.

As we look ahead, we remain focused on enabling the circular economy through our innovations and cutting-edge solutions like **Husky Complete™** - the industry's only complete, connected solution to produce sustainable packaging. Our services, such as **Advantage + Elite: We Call You™**, showcase our commitment to optimal system performance.

With all our might, Husky is here to make a world of difference, and we have only scratched the surface. Our journey toward sustainability is ongoing, and we are excited to continue redefining the boundaries of innovation and collaboration. We remain dedicated to working with organizations and institutions that support our vision for a sustainable future.

I want to express my heartfelt gratitude to our team members, partners, and stakeholders for their collaboration and support. Together, we are driving holistic positive change and creating a better world for future generations.

Thank you once again for your continued trust and partnership.

**John Galt**

CEO

**“ Behind this engine driving the circular economy, stands our people, whose spirit of innovation, diversity, and commitment to continuous learning sets Husky apart. ”**





INDUSTRIES WE SERVE

# THE WORLD IS OUR CUSTOMER

For nearly seven decades, Husky Technologies™ has been at the forefront of technological innovation, catering to the essential needs of the global community. With a strong emphasis on sustainability and through unmatched expertise, we have established ourselves as an industry leader.

We are making a world of difference through our systems and solutions; they help serve an essential market. From medical products and consumer goods to food and beverage containers, and more, Husky Technologies™, helps to make the world a better place.

We are Powered by People, through our unwavering commitment to sustainably sourced feedstocks, material reuse, and the utilization of medical-grade polymers, we remain dedicated to promoting sustainability both now and in the future.



## OUR SOLUTIONS



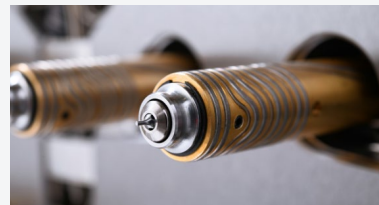
### OUR SYSTEMS

Husky's HyPET®5e family, NexPET™, Hylectric®, HyperSync™ and HyCAP™4 injection molding systems, including machines, molds, hot runners, temperature controllers, auxiliaries and more—are engineered to work as one.



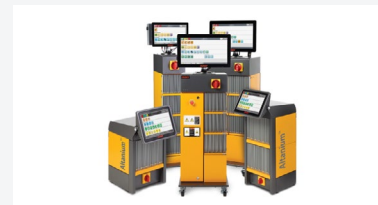
### TOOLING

Molds are at the heart of Husky system performance.



### HOT RUNNERS

Husky hot runners like Ultra®, Pronto® and Unify® are industry front-runners.



### MOLD CONTROLLERS

Husky Altanium® mold controllers offer the industry's best integrated platform for melt stream management.



### OEM PARTS

We offer genuine OEM parts and repair services to optimize system performance.




### SERVICE CONTRACTS

Husky service contracts including Advantage+Elite™, Shotscope™, and Pro-Act™ provide proactive solutions to optimize the total cost of ownership of Husky Systems.



### UPGRADES AND ENCORE™

Our upgrades and Encore™ provide solutions to extend service life and improve the performance, cycle, productivity and energy efficiency for Husky legacy systems.

 To discover more about our cutting-edge solutions and comprehensive range of services, please [visit husky.co](https://www.husky.co).





# ABOUT OUR COMPANY

## OUR PURPOSE

We enable healthy and sustainable livelihoods globally.

## OUR CORE VALUES

Act with Integrity, Respect and Courage  
Foster Teamwork & Learning  
Commitment to Excellence



## OUR PEOPLE

**4,600+**  
HUSKY EMPLOYEES

Husky is a lifelong employer for many of our team members.

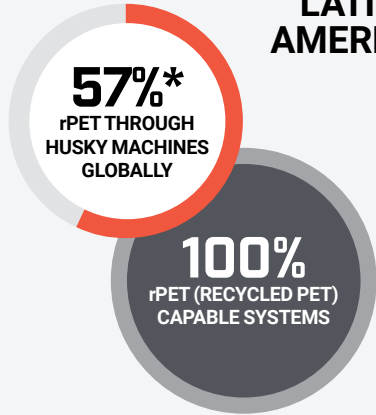
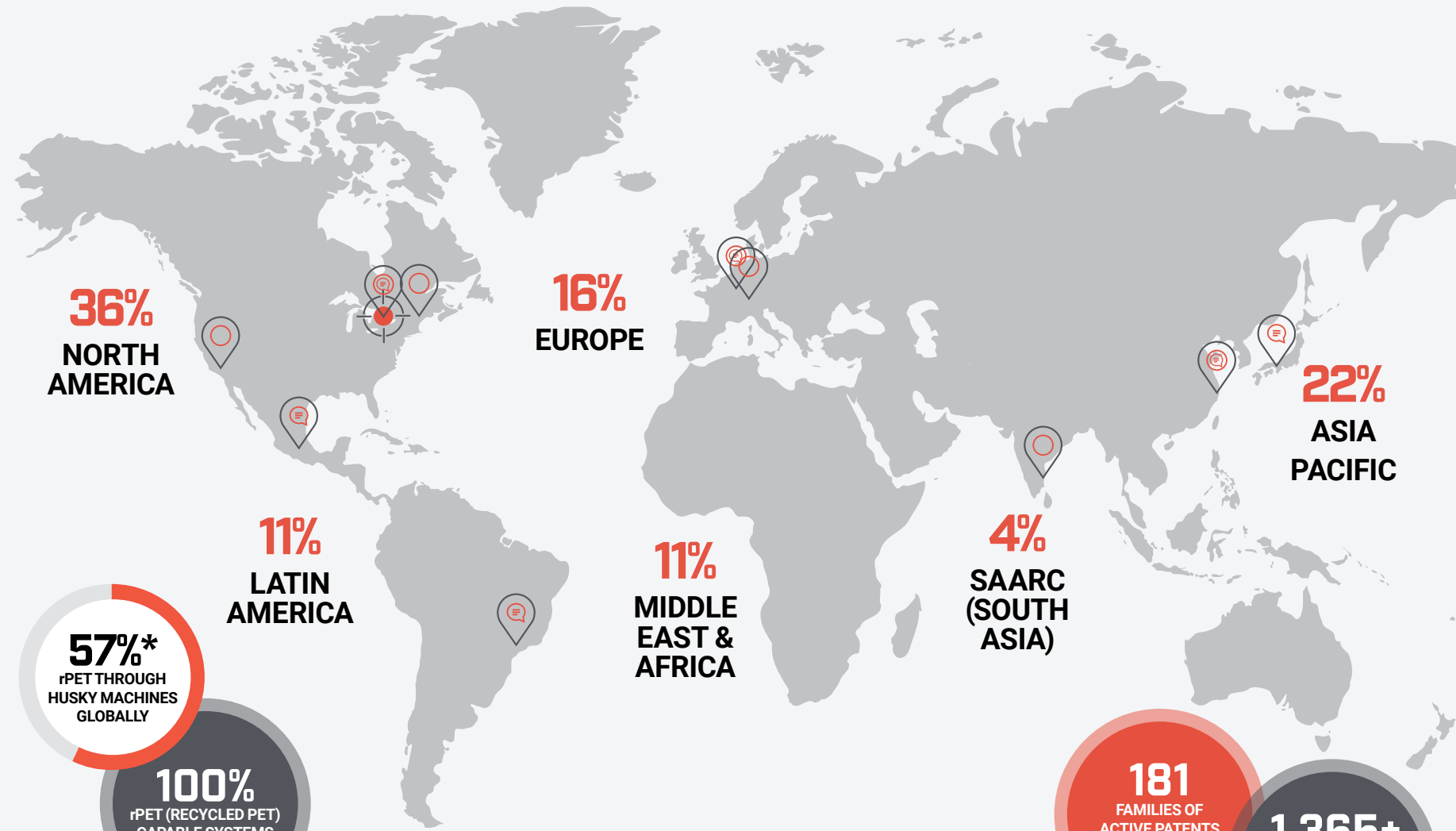
**10.7 YEARS**

Global average employee tenure

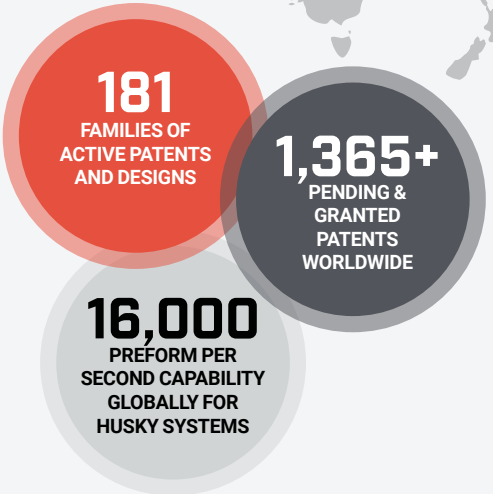
**11.6 YEARS**

Average employee tenure in North America

\*Husky estimation based on market share



**SILVER RATING**  
in 2022 Ecovadis Sustainability Rating; we achieved **79<sup>th</sup> percentile** or a **≥ 79% higher** than all companies rated by EcoVadis.



## OUR GLOBAL FOOTPRINT

**140**  
COUNTRIES  
Network of customers

**HEADQUARTERS & MANUFACTURING LOCATION**  
Canada

**MANUFACTURING FACILITIES**  
USA, Luxembourg, Switzerland, China & India

**MONITORING CENTERS**  
Canada, Luxembourg, China, Japan, Brazil & Mexico

## OUR RECURRING REVENUE

**73%** TOOLING & AFTERMARKET

**27%** TECHNOLOGICAL INSTALLATIONS



# ABOUT OUR REPORT

## ENABLED BY HUSKY. POWERED BY PEOPLE.

Husky's strength lies in its people, who truly power our operations. The captivating photos featured on the report cover and throughout the report are captured by our team members, serving as a testament to the creativity and unique perspective of our Husky team. These photos reflect their deep understanding and commitment to ESG principles.

At Husky, we believe that strong ESG initiatives guide sound business decisions and operations and that transparency

around those initiatives solidifies relationships – with customers, employees, suppliers and the communities in which we operate. Spanning Husky Technologies and the activities across our global network, our ESG report gives updates on our ambitious ESG goals and highlights our progress on all ESG topics most material to our business. The report is informed by the Sustainability Accounting Standards Board (SASB) Industrial Machinery & Goods Standard and selected Global Reporting Initiative (GRI) indicators.

## HUSKY'S ESG GOVERNANCE

Driving our business to the forefront of innovation, our Executive Leadership Team brings significant collective expertise in engineering, sustainability, science, production development, human resources, finance, innovation, and strategy. Our ESG Committee that leads our ESG Initiative is comprised of a range of sustainability subject matter experts and includes our COO among others. Husky's ESG team brings in expertise on ESG strategy and coordinates with different ESG lane leaders across all material operations to build operational roadmaps and track progress against Husky's ambitious ESG goals.

## ESG GOVERNANCE TEAM



## MATERIALITY ASSESSMENT

Informed by global external guidelines and developed in consultation with internal and external stakeholders and senior leadership, our inaugural **2021 ESG Report** included a materiality assessment based on ESG practices, global and industry trends, peer practices, ESG rating and ranking agency criteria, and reporting framework requirements which helped to identify the topics covered in this report.



## PRIORITY MATERIAL TOPIC



## ESG GOVERNANCE







# HUSKY IS MAKING A WORLD OF DIFFERENCE

**OUR TALENT DRIVES INNOVATION  
& TECHNOLOGY TO ENABLE  
A CIRCULAR ECONOMY**

Photo Credit: Darshitkumar Patel





# CIRCULAR ECONOMY

## RECYCLED POLYETHYLENE TEREPHTHALATE (rPET): THE SOLUTION FOR THE CIRCULAR ECONOMY

Critical to a sustainable future, Husky collaborates with its customers in 140 countries to enable a circular economy through the use of up to 100% post-consumer rPET food and beverage packaging. **In fact, 100% of Husky machines sold today are capable of running up to 100% rPET.**

Fully recyclable polymers, such as PET, play a critical role in supporting 8 billion people globally with containers for essentials including food, water, and medicine - and have a lower carbon footprint\* than their aluminum or glass counterparts. With the implementation of well-functioning systems for recycling, recyclable polymers such as PET thrive as a highly sustainable solution to foster a circular economy.

HUSKY CUSTOMERS IN

**140**

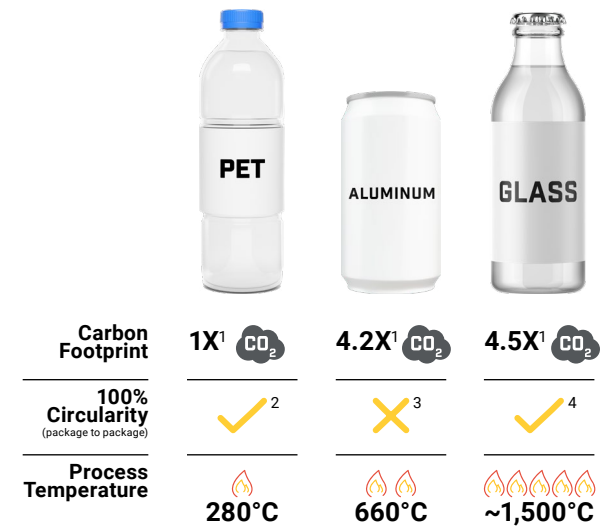
COUNTRIES

PET PLAYS AN ESSENTIAL ROLE FOR

**8**

BILLION LIVES GLOBALLY

## PET AS THE CIRCULAR CHOICE



1. Imperial College London PETCORE – Recycle the One Video.  
 2. 100% rPET Bottles Currently achieved and common place in industry.  
 3. 55% - Can to Can - Buffington, J. (2013, June). Defining a Closed-Loop U.S. Aluminum Can Supply Chain Through Technical Design and Supply Chain Innovation. 90% - PCR Recycling Unpacked Report commissioned by CMI by Metabolic.  
 4. "Technically up 100% recycled glass" - European Container Glass Federation. Up to 95% recycled material Glass Packaging Institute.  
 \* ALPLA LCA, <https://blog.alpla.com/en/press-release/newsroom/new-study-quantifies-environmental-impacts-packaging/04-19>

## HUSKY COMPLETE™ THE INDUSTRY'S ONLY COMPLETE, CONNECTED, END-TO-END PRODUCTION SOLUTION

Husky COMPLETE™ enables PET preform and packaging producers to transform variability into stability throughout every stage of production, with the goal of producing the highest quality, most sustainable packaging with world-class productivity and at the lowest cost. Husky COMPLETE™ is supported by Husky's latest generation platform of proven HyPET®, Hylectric®, and HyperSync® systems.

**100%**

HUSKY MACHINES SOLD TODAY ARE CAPABLE OF RUNNING 100% RPET



## HUSKY'S GOALS

### CIRCULAR ECONOMY

1

**100%** of our packaging solutions revenue will enable the production of reusable, recyclable or compostable packaging by 2025, aligned with Ellen MacArthur Foundation targets

2

Husky will inspire and enable the industry to adopt the most circular and sustainable packaging solutions through our innovation and global scale market position

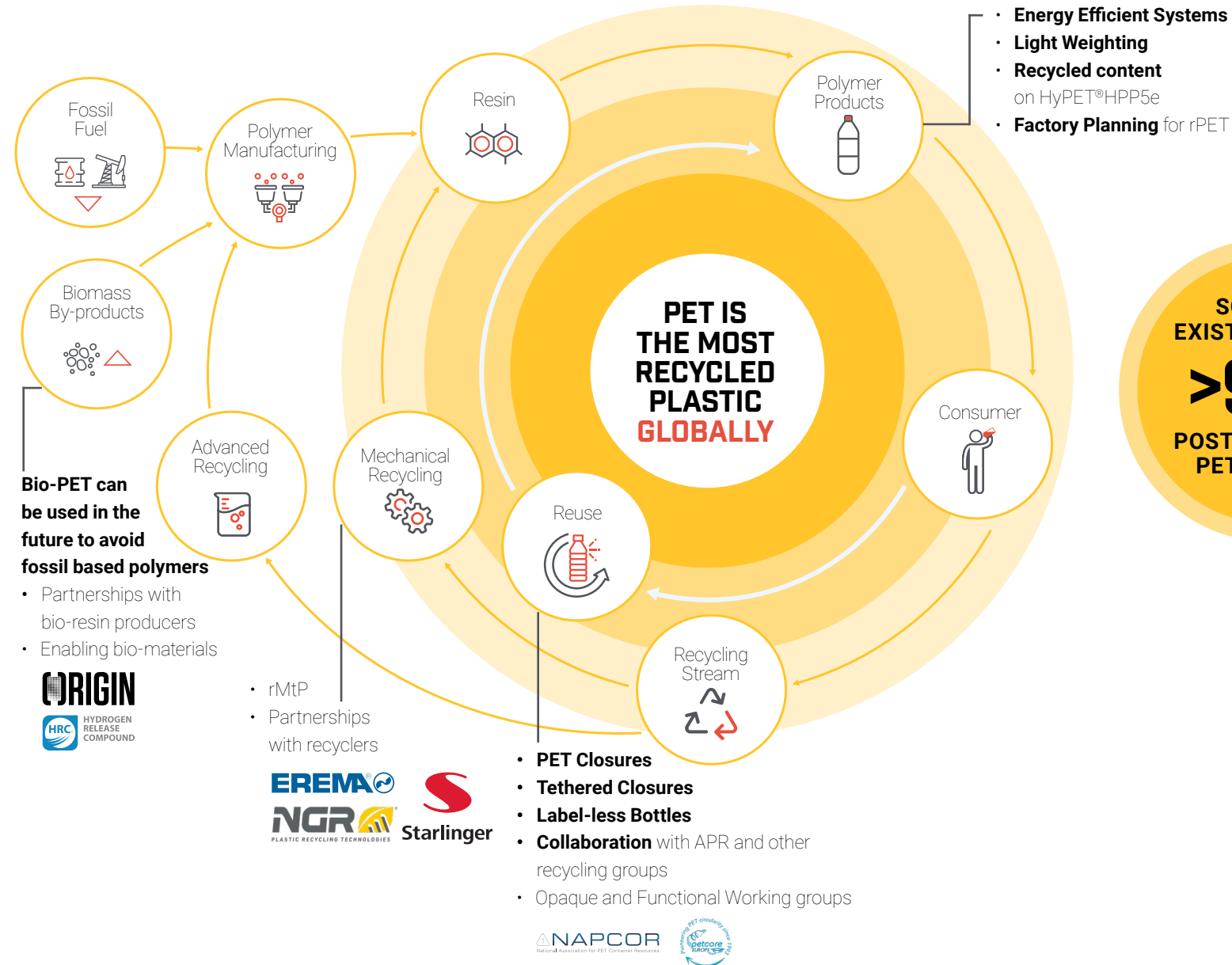




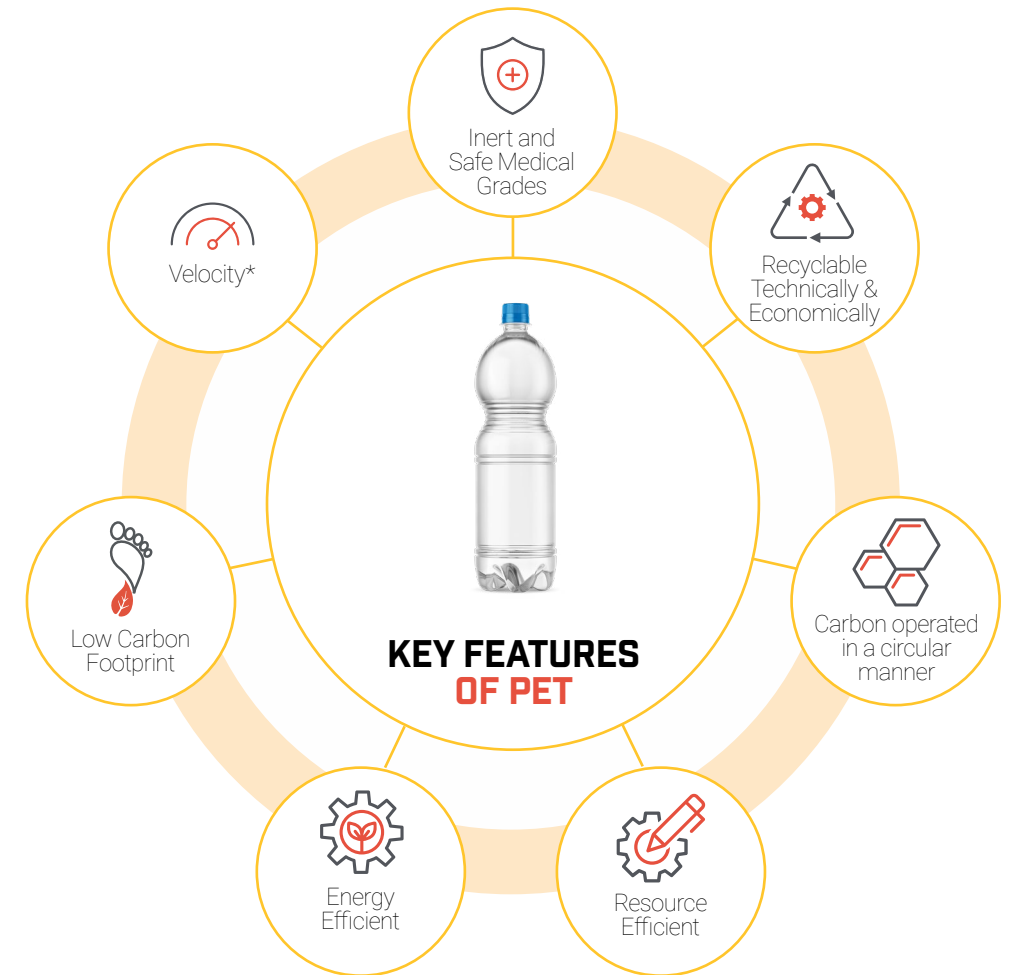
# CIRCULAR ECONOMY

## CIRCULAR LOOP: KEEPING PLASTIC IN THE ECONOMY AND OUT OF THE ENVIRONMENT

We continually collaborate with innovators in the value chain to design packaging solutions that are focused on eliminating waste from the circularity loop.



**SOLUTIONS EXIST TO CAPTURE**  
**>90%**  
**POST CONSUMER PET BOTTLES**



**DID YOU KNOW?**

PET can be fully circular, meaning bottles can be fully recycled to produce new bottles made of 100% recycled PET (rPET).

\*A PET bottle can be recycled into a new bottle and back in your hand in just 5 days.

[Watch the video.](#)



# DELIVERING ON OUR CIRCULAR ECONOMY GOALS

As part of our commitment to accelerate the transition to a circular economy and to help achieve the sustainability goals of our customers, we have signed the **Ellen MacArthur Foundation New Plastics Economy** commitment. We have pledged to focus on the following four commitments:

## 1 COMMITMENT ENABLING SUSTAINABLE AND RECYCLED MATERIALS

We design and develop new solutions that enable our customers to use greater amounts of sustainable materials and recycled content in their packaging.

## 2 COMMITMENT REDUCING ENVIRONMENTAL IMPACT BY REDUCING PACKAGING WEIGHT

We proactively improve resource efficiency through the development of consumer packaging solutions that minimize environmental impact through reducing packaging weight.

## 3 COMMITMENT DESIGNING FOR CIRCULARITY

We continuously innovate and collaborate on solutions that enable packages with improved recyclability and circularity.

## 4 COMMITMENT INSPIRING AND ADVOCATING FOR A CIRCULAR FUTURE

We partner and advocate for the advancement of the circular economy and sustainable packaging.

Photo Credit: Dhruv Patel





# DELIVERING ON OUR CIRCULAR ECONOMY GOALS

## 1 COMMITMENT

### ENABLING SUSTAINABLE AND RECYCLED MATERIALS

Husky's cutting-edge solutions empower our customers to incorporate larger quantities of sustainable materials and recycled content into their packaging.

rPET is a sustainable material, that has a lower carbon footprint than virgin PET, aluminum, and glass. For a decade, Husky has been a global leader in the rPET industry, with solutions such as HyPET®HPP5e Platform which has the capacity to run 100% rPET. We also help customers mitigate risks associated with rPET through Material Quality Grading, System Optimization, Factory Planning and Advantage+Elite™ – our real-time remote monitoring system.



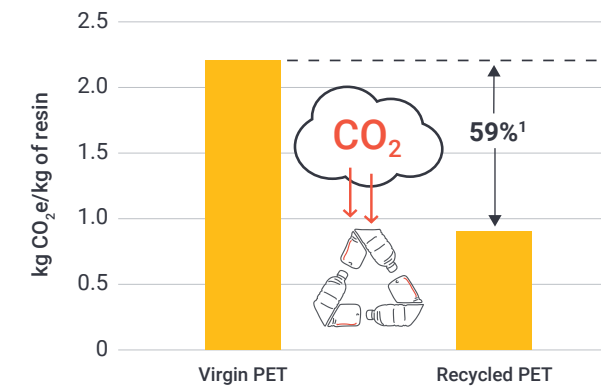
HUSKY Advantage+Elite™ WE CALL YOU



### BENEFITS OF rPET SUPPORTS:

- Stimulating the circular economy
- Recycled content or reduction in virgin material targets
- Keeping material out of the environment

### CARBON EMISSIONS VIRGIN PET VS rPET<sup>1</sup>



**59%<sup>1</sup>**  
Less carbon emissions with rPET vs virgin PET

**90%**  
Additional carbon emissions reduction through renewable energy during the recycling process<sup>2</sup> with rPET



<sup>1</sup> APR. (2020). White Paper: Virgin vs. Recycled Plastic Life Cycle Assessment Energy Profile and Life Cycle Assessment Environmental Burdens.

<sup>2</sup> ALPHA. (2020). ALPHA PRESENTS CLIMATE-NEUTRAL RECYCLING PROCESSES FOR PET.



# DELIVERING ON OUR CIRCULAR ECONOMY GOALS

## 1 COMMITMENT

### ENABLING SUSTAINABLE AND RECYCLED MATERIALS

Husky's cutting-edge solutions empower our customers to incorporate larger quantities of sustainable materials and recycled content into their packaging.

### COCA-COLA HELLENIC CIRCULAR PET AND HUSKY PARTNER TO RECYCLE BOTTLES ACROSS ITALY

In 2022, Coca-Cola HBC Italia announced the transformation of a dormant 194,000 -square-foot bottling plant in Gaglianico, Italy into a **100% rPET manufacturing facility**.

The plant was named Coca-Cola Hellenic Circular PET to demonstrate the company's commitment to sustainability and compliance with European legislation. The goal was to recycle all 30,000 tons of recycled PET (rPET) from across Italy into 100% recycled PET (rPET) preforms for Coca-Cola HBC Italia's bottling needs in the country.

**In a three-month timeframe, Husky consulted with Coca-Cola Hellenic Circular PET and provided:**



Three different preform systems to produce all nine types of rPET bottles consumed across Italy.



Shotscope™ 4.0 which integrated both branded and non-branded elements into one fully functional system Industry 4.0 compliant.



The Husky Factory Planning team played a significant role in the end-to-end development and implementation of the entire plant, effectively meeting Coca-Cola HBC's requirements.



Before and after of COCA-COLA Hellenic Plant Gaglianico, Italy.

### ENABLING BIO-BASED HOT RUNNERS

Hot Runners are sophisticated technology that transfer molten plastic from the injection molding machine nozzle to the mold, having direct impact on the final plastic part quality. They enable parts to be produced without waste.

**Bioresins** – sometimes called bio-plastics, bio-polymers, and bio-materials – are “bio-based” materials, made in whole or in part from renewable resources, making them a key component contributing to sustainability. Some bioresins are also biodegradable or compostable. While environmentally conscious, bio-resins also pose some challenges for hot runner systems in that they may require different processing parameters such as temperature and pressure.

Husky's recently launched **UltraMelt™** product enables customers to successfully produce parts for applications that require faster processing times and thermal control. UltraMelt™ features non-reactive surfaces and stainless steel components to preserve the sensitive chemistry of bioresins, while minimizing corrosion and other challenges.

#### BIORESIN FEEDSTOCK



Corn/ Maize



Sugarcane starches



Potato starch



Vegetable oil starches



Tapioca starch



Wood pulp cellulose

#### BIORESINS BENEFITS



Bio-Based



Biodegradable



Compostable







# DELIVERING ON OUR CIRCULAR ECONOMY GOALS

## 2 COMMITMENT

### REDUCING ENVIRONMENTAL IMPACT BY REDUCING PACKAGING WEIGHT

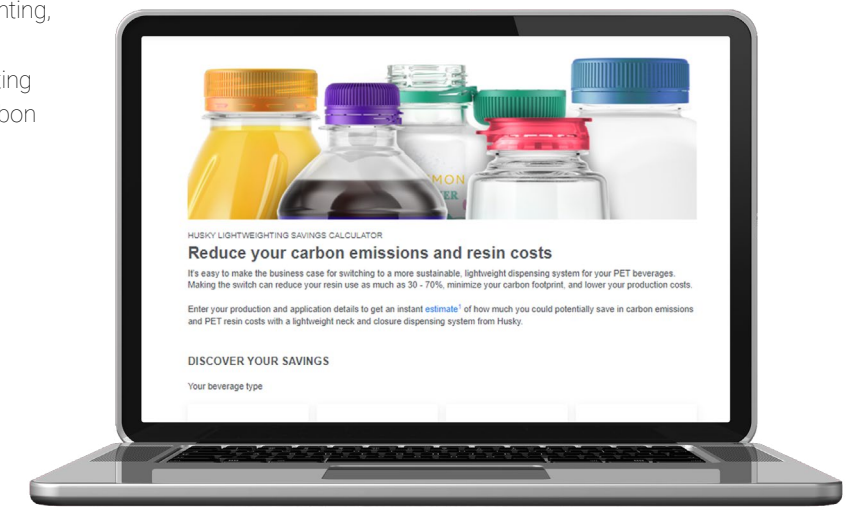
We proactively improve resource efficiency by developing consumer packaging solutions that minimize environmental impact through reducing packaging weight, while continually innovating solutions that enable packages with improved recyclability and circularity.



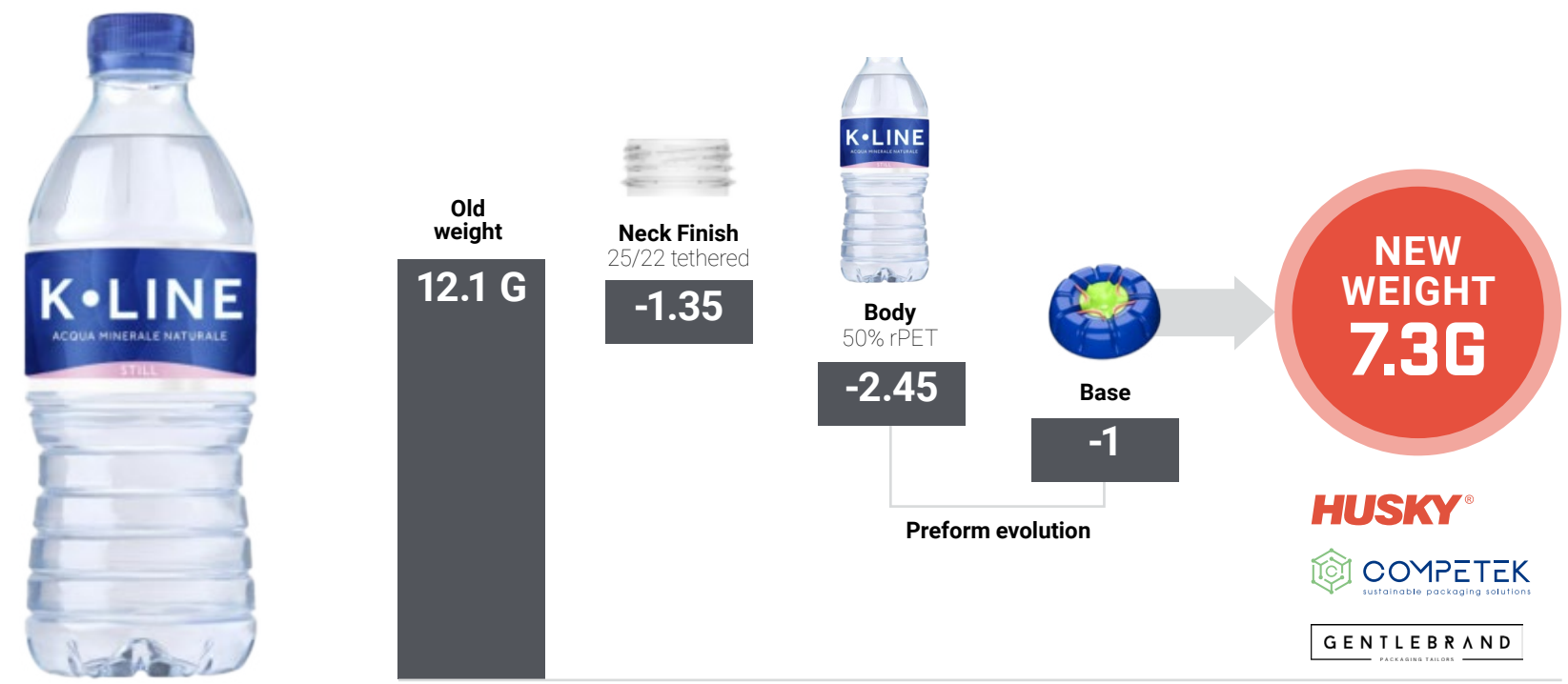
### LIGHT WEIGHTING

It's a simple concept that makes sense – every gram of resin you remove from a finished preform or closure not only minimizes the use of materials but also optimizes the utilization of environmental resources. A great way to meet the demands of eco-conscious consumers, lightweighting goes hand-in-hand with rPET adoption, providing more sustainable packaging and enabling the circular economy.

To help customers make the business case for lightweighting, Husky's **Lightweighting Savings Calculator** enables customers to calculate and see firsthand that lightweighting can reduce resin use as much as 30 - 70%, minimize carbon footprint, and lower production costs.



### CUSTOMER EXAMPLE OF LIGHTWEIGHTING K.LINE 0.5L WATER



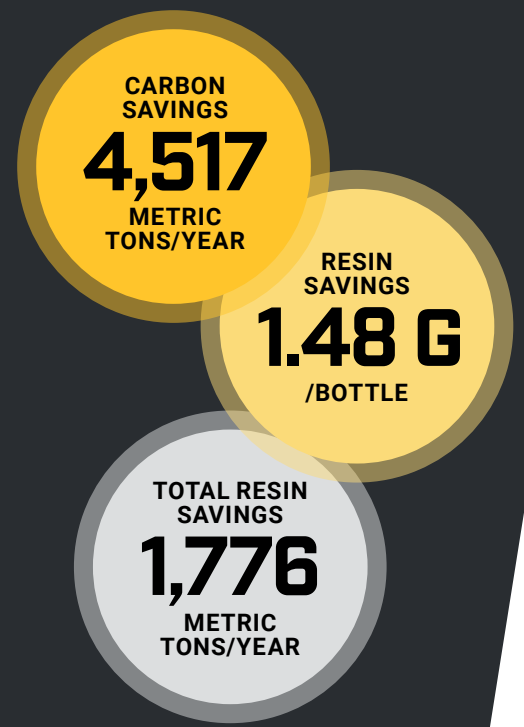


# DELIVERING ON OUR CIRCULAR ECONOMY GOALS

## 3 COMMITMENT

### DESIGNING FOR CIRCULARITY

We continuously innovate and collaborate on solutions that enable packages with improved recyclability and circularity.



### TETHERED CLOSURES

In 2019, the EU passed legislation mandating all single-use plastic (SUP) beverage packaging with volumes less than 3L to have caps that remain attached to the container throughout its intended use. While the EU is presently the only territory to officially pass this legislation, Husky proactively developed an entire portfolio of solutions serving water, CSD and JSDT markets, which affixes the cap to the bottle for its entire lifespan.

### IMPROVING CIRCULARITY



### NEW LIGHTWEIGHT NECK AND CLOSURE SYSTEM

PCO 1881



Lightweight GME30.40





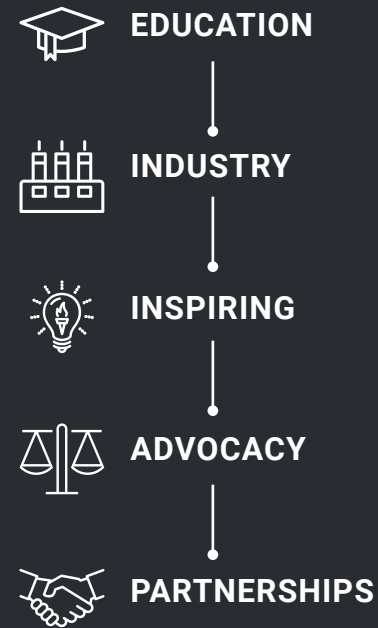


# DELIVERING ON OUR CIRCULAR ECONOMY GOALS

## 4 COMMITMENT

### INSPIRING AND ADVOCATING FOR A CIRCULAR FUTURE

We partner and advocate for the advancement of the circular economy and sustainable packaging.



“ This is a key moment in the commercialization of cost-effective, low-carbon FDCA and PEF and the development of next-generation sustainable polymers generally. We believe these materials have the power to transform plastics and the material economy. We are pleased to collaborate with Husky, a trusted leader in injection molding technologies and polymer development, to achieve this performance milestone, showing the ready processibility of our innovative hybrid polymers using Husky’s commercial-scale injection molding equipment. This is a major milestone in our effort to help transition the world to sustainable materials.

John Bissell, Co-Founder and Co-CEO of Origin Materials, the world’s leading carbon negative materials company with a mission to enable the world’s transition to sustainable materials.

Photo Credit: Katarzyna Pastwa

### EDUCATION

Husky partners with leading universities, research institutions and organizations that study and analyze rPET, and remove barriers for industrialization and commercial adoption – all contributing towards a circular economy. In 2022, Husky spent approximately **\$28.4 million on research** to support the development of alternative resins, showcasing our commitment to creating a fully circular economy.

### INDUSTRY

Husky also works with industry associations that develop bio-based resins to drive circular and sustainable packaging solutions. In 2022, our thought leaders connected with over **17,000 stakeholders** across **143 countries** through online events, tradeshows and conferences and Husky was involved in **8 research partnerships** as well as a number of industry associations to promote a circular economy.

### INSPIRING

#### Origin Materials and Husky Technologies™ Achieve Commercialization Milestone for Advanced Packaging

Husky’s commercial-scale injection molding equipment has successfully processed a recyclable PET polymer incorporating FDCA, allowing for the production of bottles. **The innovative hybrid polymer, known as “PET/F,” is anticipated to provide enhanced performance compared to traditional PET plastic, while also having the potential for up to 100% bio content.**

8

Research partnerships in 2022

17K+

Stakeholders in 2022

143

Countries in 2022

100%

Bio content potential from PET/F





# DELIVERING ON OUR CIRCULAR ECONOMY GOALS

## 4 COMMITMENT

### INSPIRING AND ADVOCATING FOR A CIRCULAR FUTURE

Partnerships includes but not limited to - Industry Associations, Trade Associations, Recyclers, Research Institutes, Colleges and Non-Profit Organizations.



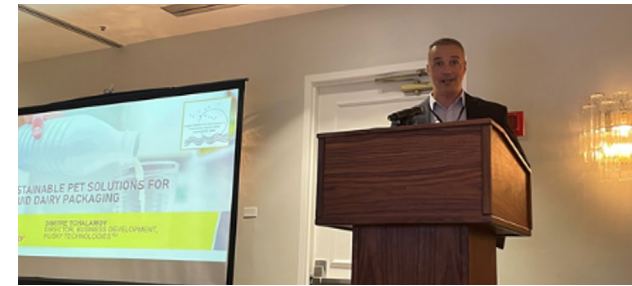
### ADVOCACY

Husky is actively engaging and leading international dialogues with stakeholders and policy makers to advance support for strategies that enable the circular economy of plastics, focus on improving recycling rates, and keeping plastics in the economy and out of the environment. In December 2022, our CEO John Galt participated in a roundtable discussion organized by the Plastics Industry Association on Capitol Hill in Washington D.C., USA, where key industry executives met with senior legislators to promote these critical strategies and messages. Plastics' essential role in preserving and protecting, along with keeping plastics in the economy and out of the environment, were key priorities that were put forward that both industry leaders and policy makers agreed upon.



John Galt GR in USA with PIA

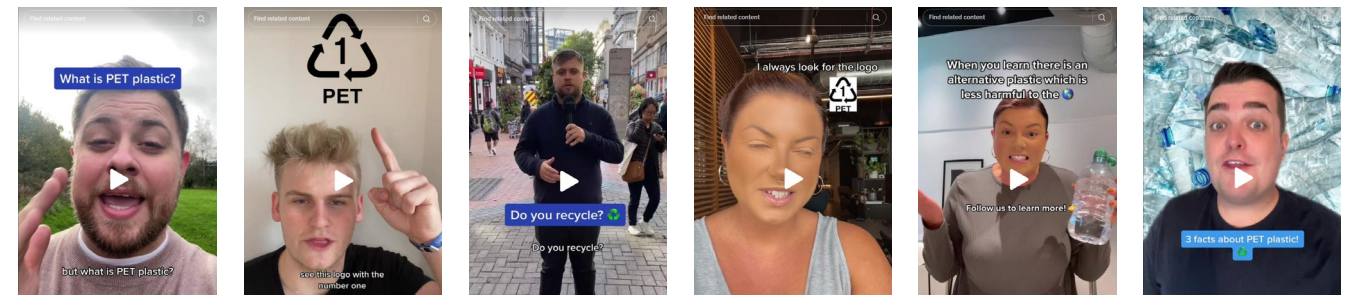
### MEMBERSHIPS AND COLLABORATIONS



Dairy Products Processing & Packaging Innovation Conference - Sustainable PET Solutions for Liquid Dairy Packaging



New Frontiers in Sustainable Beverage Packaging Opened by Multi-Layer Technology



PETCORE TikTok Campaign - Recycle The 1 (@recyclethe1) on TikTok





# INNOVATION & TECHNOLOGY

At Husky, innovation is integrated into the core of our processes as we strive for our products, systems, and services to constantly foster sustainability for today ... **and tomorrow.**

Photo Credit: Heikki Hyvarinen

## LESS PACKAGING, MORE SUSTAINABILITY

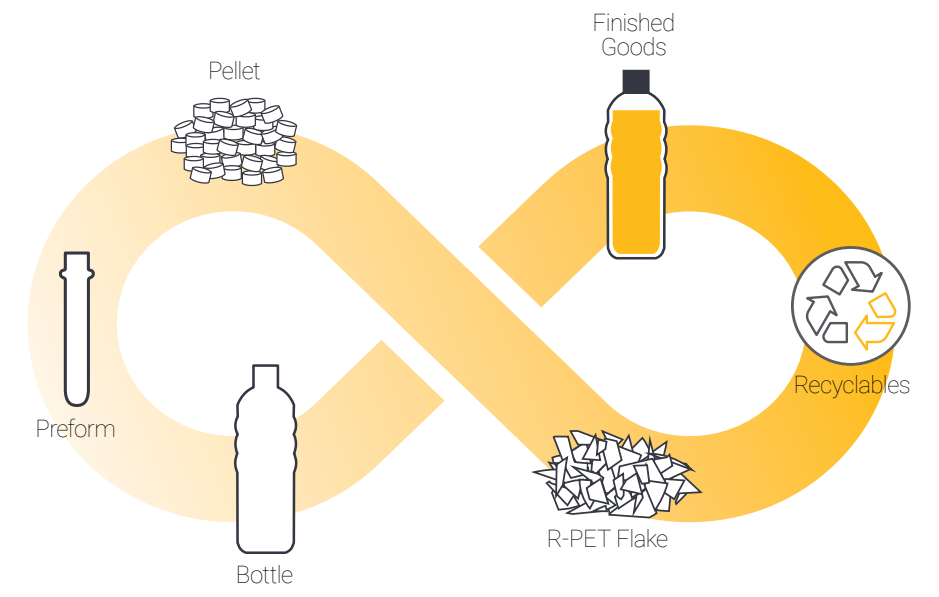
### Label-less bottles

To reduce the impact that the ink, paper and glue of bottle labels can have on post-consumer recycling, Husky enables label-less, 100% rPET bottles that enhance the recycling efficiency. We encourage our customers to use label-less packaging or opt for labels that cover minimal surface area, or clear labeling.

### Closures made from PET which are 100% recyclable

The closures used today on most bottles do not have a defined recycling stream though there is a strong industry focus on polyolefin recycling. Husky enables customers to create a complete rPET package with a PET closure, facilitating a more efficient process within a standard PET recycling stream to support closed-loop recycling.

### Closed-loop Recycling



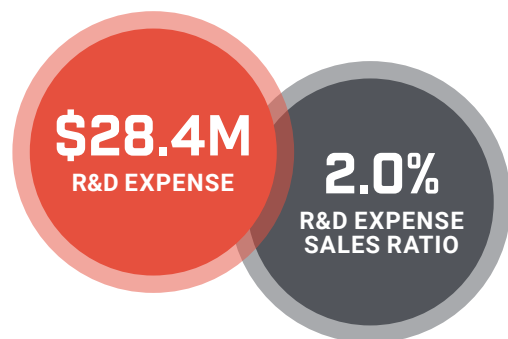




# INNOVATION & TECHNOLOGY

## DRIVING CIRCULARITY THROUGH RESEARCH

### R&D Expense & Sales Ratio



R&D investment increased from **\$25.9 M** in 2021 to **\$28.4 M** in 2022

### Active Patents & Designs

Husky owns over 181 families of active patents and designs with more than 1,365 pending and granted patents worldwide. Within these patent families, there are approximately 145 granted and approximately 52 pending USA patents and designs.\*

**181+**

Families of active patents and designs

**1,365**

Pending and granted patents worldwide

**145**

Granted USA patents and designs

**~52**

Pending USA patents and designs\*

\*This statement is current as of January 23, 2023

## COCA-COLA RECOGNIZES HUSKY PDC (QC) LAB IN SHANGHAI

World Leading Beverage Producer, Coca-Cola relies on **Husky's Shanghai Product Development Center (PDC) Quality Control (QC)-Lab** to fulfill its high-quality bottling expectations. Shanghai's PDC QC-lab was approved as a Coca Cola third party provider in 2016, certified by Coca-Cola from 2018 to 2022 and received "Class A Laboratory" status in 2022.



**LANE LEADER**

### SEBASTIAN KAIVERS

DIRECTOR, INNOVATION & SUSTAINABILITY

Seeing what everybody sees and thinking what nobody has thought – is what Innovation is all about. Our cross functional team of subject matter experts keeps Husky at the forefront of technology driven by sustainability and powered by people. Elimination of waste and variability in all our product offerings, 100% PCR proven combined with systematic package optimization reduces CO<sub>2</sub> emission, retains material value, and enables infinite circularity. We've extended our ESG reporting to encompass Husky-designed medical system solutions, empowering healthcare and pharmaceutical companies to excel as premier producers of health-enabling and life-saving essential products.

## COMMITMENT AND COLLABORATION

Husky belongs to several associations and has built strategic partnerships that maintain commitments to support our industry and advocate for strong sustainability practices:

[All India Plastic Manufacturer's Association \(AIPMA\)](#)

[American Chamber of Business in Luxembourg](#)

[Association of Plastics Recyclers](#)

[Brazilian PET Industry Association \(ABIPET\)](#)

[Chemistry Industry Association of Canada \(CIAC\)](#)

[China Beverage Industry Association \(CBIA\)](#)

[China Plastics Reuse & Recycling Association \(CPRRA\)](#)

[Ellen Macarthur New Plastics Economy Global Commitment Signatory](#)

[FEDIL – The Voice of Luxembourg's Industry](#)

[Forum PET](#)

[Inspiring More Sustainability \(IMS\) Luxembourg](#)

[Medical Polymer Products Branch of China Association for Medical Devices Industry \(CAMDI\)](#)

[National Association for PET Container Resources \(NAPCOR\)](#)

[Operation Clean Sweep](#)

[Organization of Plastic Processors of India \(OPPI\)](#)

[PET Packaging Association for Clean Environment](#)

[PETCORE Europe](#)

[Plastics Industry Association \(PLASTICS\)](#)

[Luxinnovation](#)



## HUSKY'S GOAL INNOVATION

**>85%** New packaging product launches within the next 5 years will be part of Husky's clean technology solutions suite





# INNOVATION & TECHNOLOGY



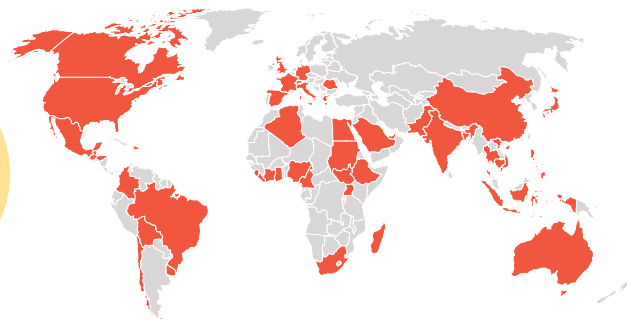
## ADVANTAGE+ELITE™ - ENERGY SAVINGS THROUGH 'WE CALL YOU'

Our company's remote monitoring system, Advantage+Elite™ helps ensure our customers' equipment consistently functions with optimal energy efficiency among many other benefits. In 2022, we expanded our network of Husky's Advantage+Elite™ We Call You (WCY) monitoring centers beyond the existing locations in Canada, Japan, Brazil, and Mexico. Two additional monitoring centers were inaugurated at Husky's China and Luxembourg campuses.

Through these monitoring centers, we offer proactive interventions to our customers when sensors indicate deviations from optimal machine health. These interventions allowed our teams to take proactive measures and effectively mitigate these deviations, ultimately leading to noteworthy energy and cost savings for our valued customers.

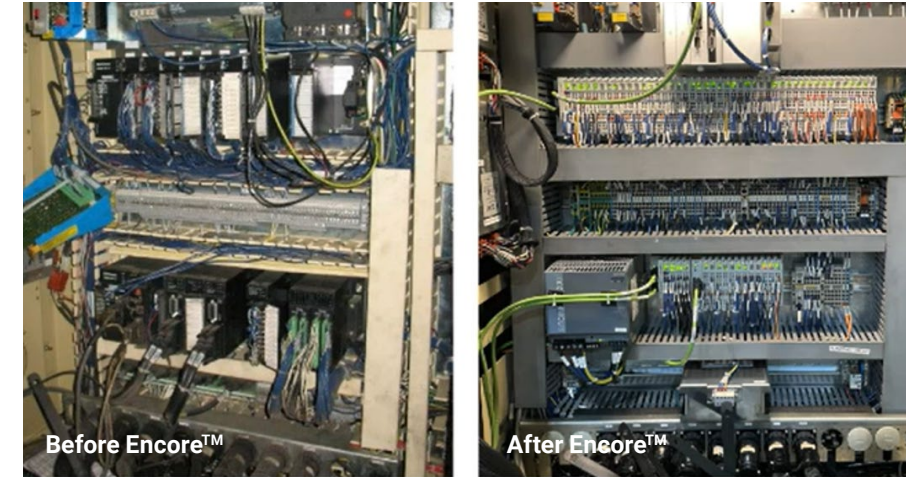
## ADVANTAGE+ELITE™ - WE CALL YOU FOOTPRINT

**2**  
NEW  
MONITORING  
CENTERS



## ADVANTAGE+ELITE™ CLOUD INNOVATION AWARD 2022

Husky prides itself as a provider of unique solutions and technological innovation. Our collective knowledge and commitment to innovation delivers an unmatched customer experience and makes Husky an industry leader. We were honored to have been awarded "The Cloud Innovation Project of the Year" award at the Luxembourg Cloud Awards 2022, for our Industry-leading remote monitoring solution, Advantage+Elite™. In addition to this award, Jean-Christophe Witz, Chief Information Officer was also awarded CIO of the year 2022.



## ENCORE™

The Husky Encore™ program is a solution that modernizes Husky's legacy systems. With this solution, we enable to increase productivity while reducing energy consumption. As technology evolves, older components are at risk of becoming obsolete. Encore™ extends the lifetime of customer machines reducing the need for replacement and fortifying our mission to design solutions that last decades. Encore™ along with Advantage+Elite™ allows for remote connectivity and trouble shooting of legacy machines, modernizing our customers' systems through optimizing energy efficiency, trouble shooting and optimizing process in real time.

Monitoring centers are a core benefit of **Husky's Encore™ program** - our promise to virtually monitor all of Husky's Advantage+Elite™ machinery and replace machine components when they are not efficient or become obsolete. Through Encore™, we have enabled our customers to save on average 70,000 kWh\* per system annually (based on 8,000 hours annual production).

\*Estimated annual energy reduction per machine based on 8,000 hours annual production at \$0.12/kWh. Results are dependent on application, machine hydraulic conditions and machine calibration.

**ENCORE SAVED OUR CUSTOMERS**  
**70K kWh\***  
**PER SYSTEM ANNUALLY**



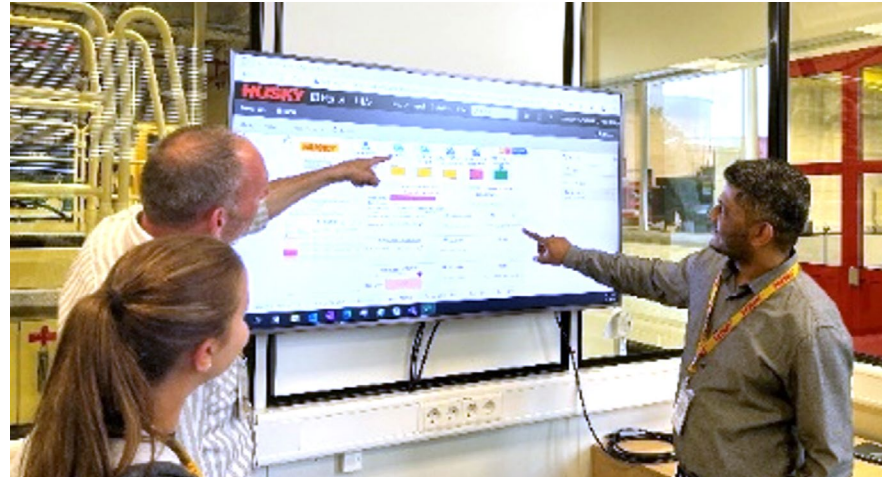


# INNOVATION & TECHNOLOGY



## SHOTSCOPE™ 4.0 - A REAL DECISION-MAKING TOOL

**Shotscope™ 4.0** is plant monitoring software that collects real time data including energy and resin consumption (kWh/kg) so Husky customers have the most reliable metric to assess the consumption efficiency of their operation, while reducing costs. For example, Shotscope™ 4.0 can predict when a tool requires refurbishment to reduce downtime, optimize logistics planning and improve overall cost efficiency.



## ANDON CLINIC

**Andon Clinic** operates as a robust system that promptly notifies managerial, maintenance, and other workers of quality or process problems, embodying the principles of accountability, speed, and velocity. Functioning akin to a 911 call, Andon Clinic ensures that support teams swarm in response to issues, enabling swift problem resolution. With a commitment to providing "First Aid" solutions in under one hour, the Clinic focuses on understanding quality issues and implementing timely remedies. Within 24 hours, Andon Clinic enacts containment measures at the source to halt the spread of defects through quarantine and prevent their passage or production by suppliers. Moreover, the Clinic conducts thorough root cause analysis and implements permanent corrective actions to prevent the recurrence of similar issues in future projects, driving continuous improvement. This is evident in its 50,000 customer contacts and an impressive 85% remote resolution rate, showcasing its commitment to customer satisfaction and efficient issue resolution.

ANDON CLINIC'S  
**50,000**  
 CUSTOMER CONTACTS  
 AND AN IMPRESSIVE  
**85%**  
 REMOTE  
 RESOLUTION  
 RATE

WITHIN  
**24**  
 HOURS



## CUSTOMER TECHNOLOGY UPGRADES

In addition to being a precious global resource, energy can be one of the biggest costs in the injection molding process. **PowerPro-G** is Husky's adaptive control energy management software that can improve process and reduce energy consumption by up to 12% in G-PET machines.

Through asset management programs such as renewal and upgrades, our aftermarket services extend the lifetime of customers' technologies. PowerPro-G is just one example of our upgrades, and it's designed specifically for optimizing the energy usage of G-PET systems. Field results have shown that this upgrade can reduce energy consumption up to 12%. When one customer upgraded with PowerPro-G, they reduced their annual energy cost by approximately 78,000 USD per year, or about 740,000 kWh.

The calculation of cost savings is derived from an average energy cost of 10 cents/kWh.

POWERPRO-G CAN  
 REDUCE ENERGY  
 CONSUMPTION BY UP TO  
**12%**  
 ~740,000 KWH  
 A SAVINGS PER YEAR OF  
**78,000 USD**





# INNOVATION & TECHNOLOGY

## Factory Of The Future

**Husky's Factory of the Future represents the pinnacle of efficiency in the mold manufacturing process.**

From autonomous guided vehicles to deliver raw material and tooling to fully automated work cells, Husky's "Factory of the Future" completely digitizes Husky's product fulfillment process from the customer's quote request to the delivery of the finished industrial product. Our Factory of the Future technology is capable of detecting and resolving manufacturing quality issues at the source deliver a world class product to its customers. Now active at Husky campuses in Canada and Luxembourg, the Factory of the Future project enables Husky to reduce production costs and minimize physical space requirements while continuing to offer customers high value-added solutions that meet increasingly complex needs.

We continue to transition to the manufacturing of our PET tooling through Factory of Future work cells in Canada and Luxembourg. **Through 2022 the majority of PET tooling manufactured in Canada was through our Factory of Future.** Our goal is to produce majority of our PET tooling globally manufactured through Factory of Future.







# INNOVATION & TECHNOLOGY

## PACKAGING ENHANCEMENT WITH CO-INJECTION SYSTEM

Husky co-injection technology advances customers' plastic packaging, while enabling companies to meet their sustainability goals, satisfy changing consumer preferences and save costs. Co-injection technology can be used to produce Multi-Layer packages in which a functional layer, typically with barrier properties, is sandwiched between two resin layers. Advanced capabilities and intuitive process control provide almost unlimited freedom in selecting the amount, thickness and placement of functional material. As a result, the performance and aesthetics of plastic packaging can be

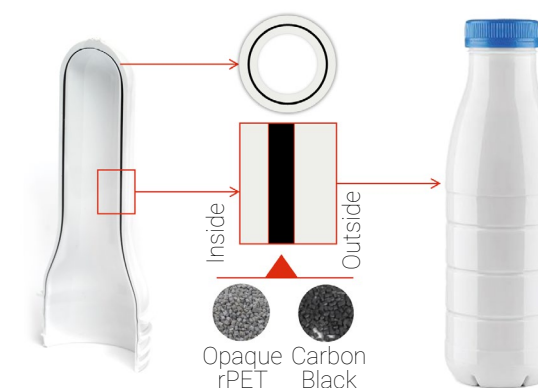
engineered for specific application and shelf-life objectives. As an example, Husky's innovation in single-serve CSD beverages allows brands to reduce the use of virgin plastic, leading to lighter packaging, and helps offset the cost of rPET, all while upholding product quality.

Here are a few of the ways Husky enables the evolution of plastic packaging in key application categories.

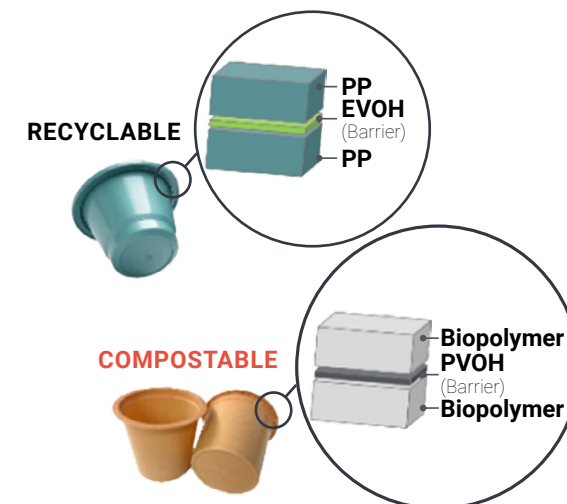
## SINGLE-SERVE CARBONATED SOFT DRINKS AND OXYGEN-SENSITIVE BEVERAGES



## LIQUID DAIRY APPLICATIONS



## SINGLE-SERVE COFFEE CAPSULES



## SUCCESS STORY - GREEN PACKAGING SOLUTIONS



The European Commission's Impact Statement recently stated that compostable coffee capsules significantly increase biowaste capture, reduce the contamination of compost with non-compostable plastics and do not contaminate water streams. In response to these findings, Green Packaging Solutions partnered with

Husky to create compostable single-serve coffee capsules with zero compromises on quality and shelf-life. This partnership is proof-positive of Husky's commitment to partnering with companies to innovate packaging solutions that are better for the planet.



## ART 2.0 TECHNOLOGY

Released in 2022, our ART 2.0 technology enables molders to reduce energy use and produce more parts during each startup. The superior control, accuracy and precision of ART 2.0 delivers increased productivity and reduced scheduled and unscheduled downtime. The latest Altanium controllers running ART 2.0 deliver the best overall performance to any mold controller, including autotuning, heat-up times, energy efficiency, diagnostics, and fault recovery.

The latest Altanium controllers can save molders up to 30% in energy usage and costs compared to other units.



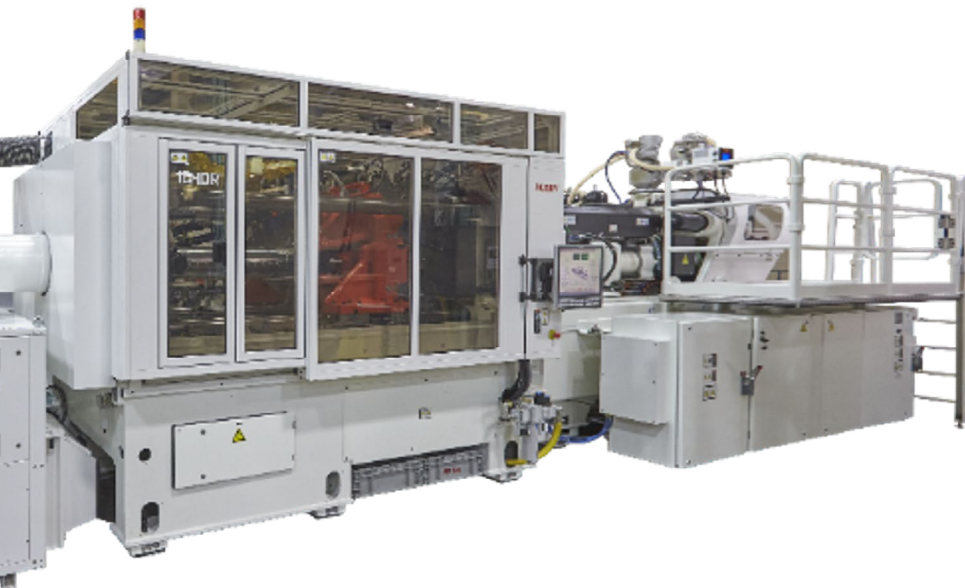




# INNOVATION & TECHNOLOGY

Husky's Medical solutions enable healthcare and pharmaceutical companies to be first to market with life-saving products.

At Husky, we begin with the end part our customers desire and engineer the entire system around it, eliminating waste and artificial boundaries to achieve the best performance.



## ICHOR™

An **integrated injection molding system**, designed to optimize the injection molding process, reduce energy consumption, and minimize environmental impact, ICHOR™ helps customers get to market fast with durable drug-delivery devices for diagnostic and laboratory applications.

**Upfront factory planning** ensures parts and products are formed with legendary Husky precision and repeatability, ready to meet global regulatory requirements—so customers can be certain about quality, performance, and patient safety.

When combined with **Advantage+Elite™**, our remote monitoring system, the injection molding process is optimized to reduce energy consumption and minimize environmental impact. Advantage+Elite™ can help detect and resolve safety issues before they cause accidents or harm to workers, and reduce downtime and production interruptions, as well as the environmental impact from lost productivity and energy waste.

ICHOR™ was launched in 2022 with installations taking place in 2023.



Click [here](#) to view the video.

## HUSKY MEDICAL MOLDS POWERED BY SCHÖTTLI

High precision injection molding can produce complex medical devices with very little waste. Medical molds can produce medical devices with very high accuracy and consistency, reducing the risk of defects and improving product safety. The extremely tight tolerances achievable through Husky's technology enable our customers to fulfill their innovation mandates, improve patient outcomes, and reduce the necessity for additional medical interventions. Devices produced using high precision injection molding can be made with less material while maintaining strength and durability, reducing weight, and improving patient comfort.



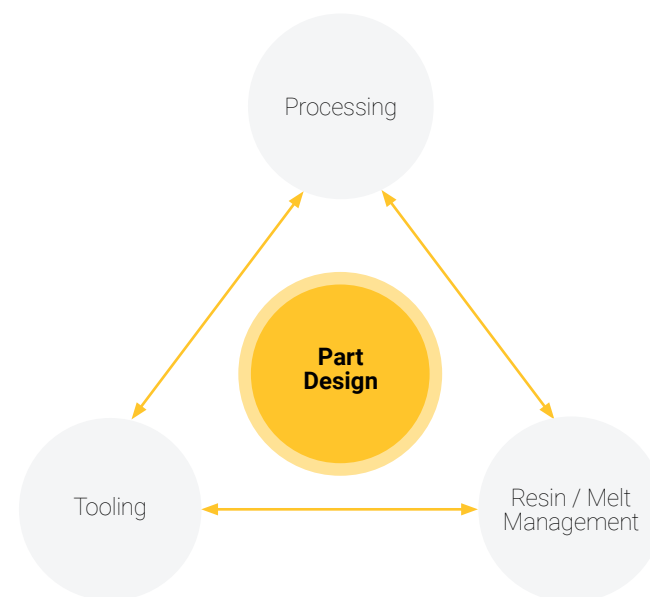


# INNOVATION & TECHNOLOGY



## ULTRASHOT™ TECHNOLOGY

ULTRASHOT™'s innovative, next generation melt delivery and control system eliminates the deficiencies of traditional injection molding making it possible for producers to mold the high-performance part at scale, with unmatched quality. A predictable process from pilot to high cavitation – scalable to **128 cavities** – enables processors to maximize cavitation without negative performance on balance or shot-to-shot variation. Brand owners can accelerate from prototype to high cavitation production qualification, thus increasing speed-to-market timelines, especially key for medical producers. This also means that producers can make more parts in less production cells, translating to efficiency gain and significantly less energy consumption. For instance, Husky has enabled a key medical part producer to make a part in one manufacturing cell that was previously done in five cells, resulting in major savings, less production cell energy usage and a smaller manufacturing footprint.



## LIQUID SILICONE RUBBER

**Liquid Silicone Rubber (LSR) applications** are becoming more and more prevalent among molded parts and steady moderate growth is expected over the next several years. More and more companies are investigating and considering LSR usage in their medical device construction and product portfolio – especially in mission critical medical parts and devices. In 2022, Husky launched our LSR cold deck technology to address this market demand, with specially designed features based on decades of field experience in valve-gating and material-delivery technology. This product release led to an immediate and very applicable application win – where Husky’s new LSR product was used to produce a critical medical part for Immunotherapy - another example of Husky helping to advance mission critical medical applications.

## CUSTOMER TESTIMONIAL

Husky’s **ULTRASHOT™ technology** has enabled **Coloplast** to manufacture essential medical components and devices like catheters by significantly reducing the number of manufacturing steps involved to produce critical parts. This includes faster startups of production cells and significantly less scrap allowing Coloplast to produce larger volumes for the market faster.

[Click here to view the video.](#)







# ENVIRONMENTAL STEWARDSHIP



Photo Credit: Randeeh Cruz



# WASTE

**Husky's mission to foster a circular economy is rooted in two core beliefs: every material input and output can have circular solutions, and all waste is a potential resource rather than a burden.**

Husky's lived environmental values foster active participation in waste minimization and recycling programs across global campuses. There are waste diversion solutions for waste streams at its headquarters, technical centers, and manufacturing facilities worldwide. The Environment, Health, and Safety (EHS) group establishes waste-related policies and procedures, manages day-to-day waste challenges, and reports waste diversion performance to Husky's leadership.

Husky's Recycling and Solid Waste Management procedure provides guidance on handling and disposing solid waste and recyclable materials, while the Hazardous Waste procedure outlines proper steps for working with and disposing of hazardous waste. Team members undergo hazardous waste training covering handling, spill prevention and response, waste disposal, and awareness of regulatory changes and site-specific procedures. Compliance with the UN Globally Harmonized System (GHS) ensures proper labeling of hazardous materials and absence of banned chemicals in products.

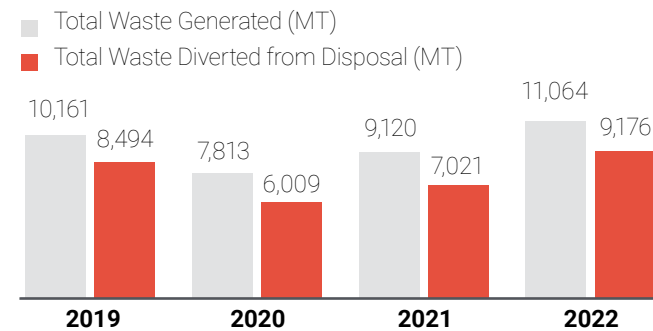
Internal audits and regular site inspections are conducted to

\* Based on 2018 data from the Government of Canada, solid waste diversion and disposal

† Based on 2018 data from the Office of the Auditor General of Ontario, Value-for-Money Audit: Non-Hazardous Waste Reduction and Diversion in the Industrial, Commercial and Institutional (IC&I) Sector

evaluate compliance with policies, procedures, and applicable regulations. External audits of service providers, such as haulers and receivers, are performed periodically by the EHS team to ensure safe handling and processing of diverted materials at approved facilities, providing assurance in waste management practices.

## WASTE DATA 2022



Please refer to the [Appendix](#) for more information on waste related metrics.

**95% waste diversion at the Bolton campus** (where the Ontario diversion rate is about 25%\* and the average Ontario industrial, commercial, institutional (IC&I) sector is 15%†).

**87% global waste diversion rate**

## FOOD WASTE: NOT ON MY WATCH

Through our partnership with Sodexo, a cafeteria vendor, we implemented WasteWatch (powered by LeanPath) to help address global hunger and climate change by reducing the amount of food that goes to waste in cafeterias across the globe. Sodexo utilizes **automated waste tracking and an analytics platform to quantify and identify food waste** cases and a means of disposal, to prevent waste before it happens. Sodexo aims to reduce food loss and waste by 50% by 2025 through collaboration, raising awareness, improving processes, measuring impact, and sharing expertise.

**11** avoided metric tons of CO<sub>2</sub>

**2,877** meals saved

**\$3,415** food waste prevented (CAD \$)

**95%** meals waste diversion at the Husky campus in Canada

“ Participating in GreenShares has been a no-brainer for me, as it rewards activities, already part of my daily routine, like turning off lights and enjoying vegetarian meals. Through the program, I've aligned my daily activities with eco-friendly practices and earned points for my efforts. I've earned extra points through composting, maintaining recommended thermostat temperatures, and going on regular walks or hikes during lunchtime.



TRICIA GAUETTE

**Composting has been a highlight of my sustainability journey.** I have both a traditional stationary bin and a vermicomposting bin with composting worms. It's amazing to see how quickly the worms break down organic waste, which we carefully select to exclude processed foods, meats, acidic, greasy, or spicy items. Fruits, veggies, finely crushed eggshells, and even egg carton pieces go in. It's a simple, yet effective way to reduce waste.

I encourage all team members to join the GreenShares program. **The rewards are fantastic, and I believe the program empowers Husky to have a larger collective positive impact on our environment.**



Photo Credit: Christel Sasso / CAPA Pictures



**HUSKY'S GOAL**  
**WASTE**

**90%** waste diversion at global manufacturing campuses by 2025





# WASTE



## LANE LEADER

**SUSIE GATTRELL**  
DIRECTOR, HR & SHARED SERVICES

At Husky, our commitment to minimizing waste and promoting sustainability is at the core of everything we do. Through our innovative technology solutions, operational strategies, and collaborative partnerships, we actively work towards repurposing waste and driving positive environmental impact. It is a privilege to be part of a team that prioritizes sustainable practices and contributes to a more responsible and resource-efficient future.



## GREENSHARES

At Husky, we actively involve our employees in our shared vision and principles. Our aim is to lead the industry by utilizing our innovation, collective expertise, and personal dedication to develop cutting-edge technologies, environmentally responsible products, and highly efficient manufacturing solutions.

This approach has established Husky as a workplace that instills a sense of pride in our team members. We encourage our employees to align their personal sustainability aspirations with the company's sustainability objectives and recognize their efforts through our GreenShares program, which rewards sustainability initiatives integrated into both their personal and professional lives. Additionally, we engage our team members in shaping our future goals, ensuring that they are actively involved in the strategy development process.



## WASTE REDUCTION WEEK

The Environmental, Health, and Safety (EHS) team celebrated Waste Reduction Week in October with several fun and exciting campus events and activities to engage team members. At the Husky campus in Canada, the EHS team invited team members to play a waste sorting game to educate and create awareness on proper waste management and sorting at source.



## OPERATION CLEAN SWEEP

As a proud signatory of Operation Clean Sweep, Husky is deeply committed to protecting marine environments by preventing resin contamination. We prioritize the prevention of resin spills from our manufacturing facilities, conducting quarterly audits to proactively identify and address any potential concerns. In 2022, we are thrilled to report that our Husky campus in Canada achieved a remarkable milestone of completing these audits without any resin spills released. This accomplishment reflects our unwavering dedication to environmental stewardship and our ongoing pursuit of continuous improvement.



## FOSTERING ENVIRONMENTAL STEWARDSHIP

In September 2022, Husky actively participated in the "I am an Ecological Interpreter" event in China organized by the Pudong New Area Ecological Environment Bureau, where we were honored to receive the third prize.

The primary objective of this event was to promote key environmental protection concepts, including ecological civilization, low-carbon living, waste classification, and the harmonious coexistence of humans and nature.

Through our video presentation for the event, we emphasized the incorporation of green and low-carbon principles in our factory's design, our comprehensive plans for low-carbon operations and production, and our active participation in the Husky GreenShares initiative. This allowed us to showcase our dedication to environmental stewardship and our ongoing efforts to contribute to a more sustainable future.



# WATER

## At Husky, we proactively prioritize water management where relevant in all aspects of our business.

Photo Credit: Steve Iiams

### INTEGRATING WATER MANAGEMENT INTO OUR OPERATIONS

Husky's commitment to sustainability and environmentally responsible operations is evidenced in how we monitor and investigate water usage in our manufacturing facilities, collaborating across teams to reduce consumption. We implement conservation projects with innovative solutions such as landscaping, condensate recycling, and dry cooling technology in facilities that are identified as water-stressed by the WRI Aqueduct tool.

Extending beyond manufacturing, Husky campus landscapes are designed to promote natural growth, integrated with native ecosystems – eliminating pesticides, and herbicides, and minimizing water usage, while preventing the runoff of contaminants. We also utilize natural pre-filtering techniques, collecting stormwater in ponds where microorganisms filter out contaminants.

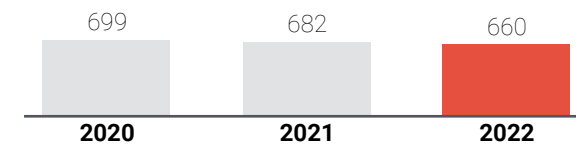
### IMPACTING WATER MANAGEMENT THROUGHOUT THE VALUE CHAIN

Husky leads in water management by implementing proactive measures in our own operations and extending these efforts to benefit our customers. We develop technologies that minimize water consumption, pollutants, and inputs, reducing the water impact throughout a product's lifecycle. Our equipment is designed as closed-loop systems to require minimal water treatment. By recommending efficient technologies during the factory planning process and further continuously optimizing our solutions to minimize water usage, we actively promote progressive water management practices within our supply chain and assist our customers in achieving their water consumption goals.

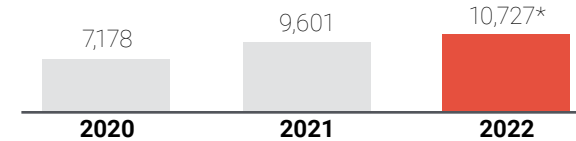


### WATER WITHDRAWAL IN WATER-STRESSED AREA

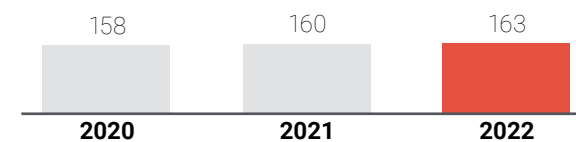
San Dimas (m³)



Chennai (m³)



Total Water Withdrawal (mega litres)



\*Increase in water withdrawal is due to increase in operations. Please refer to the [Appendix](#) for more information on water withdrawal.



LANE LEADER

LEE RIDDLE  
DIRECTOR, GLOBAL FACILITIES & SECURITY

I take immense pride in our commitment to water management and conservation. From the construction of our facilities to the implementation of advanced machinery and technologies, we prioritize closed-loop systems that minimize water consumption and promote recycling. Our engineered solutions not only benefit our operations but also consider the impact on surrounding areas, allowing us to contribute to water conservation efforts and support our customers' sustainability goals. It's a privilege to be part of a team that values environmental responsibility and strives to make a positive difference."



# WATER



## CENTRALIZED CHIP FLUSHING SYSTEM

Husky's Factory of the Future uses a closed-loop collection system to efficiently collect machining tailings for recycling while minimizing water usage. The collected material is dry and free from oils and contaminants, mitigating transportation risks compared to less advanced collection systems. To ensure the protection of the storm runoff system from accidental release of contaminants, we have installed a protective barrier around the central tanks. This barrier is designed to contain any unintended leaks, providing an additional layer of safety and environmental protection.



## WATER TREATMENT SYSTEM

### Switzerland

To reduce the environmental impact associated with transporting untreated water, the Husky campus in Switzerland is implementing an on-site wastewater treatment system to treat water used in manufacturing processes for safe introduction into the stormwater system.



## WATER TREATMENT

### China

The water cutting process generates production wastewater and wastewater from floor washing. The water is sent to a wastewater treatment facility. After treatment, the wastewater reaches the water quality standard for landscape irrigation. The treated wastewater is directly discharged into the company's internal artificial lake for landscape water.



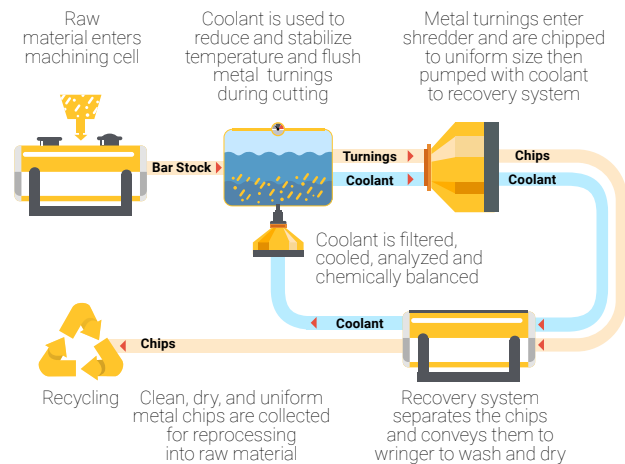
## WATER CONSERVATION

### India

In 2022, the Husky campus in Chennai efficiently treated and repurposed 30,059 kL of water for inland gardening purposes, reducing the need for additional freshwater consumption.



**30,059**  
kL of water treated and repurposed







# ENERGY MANAGEMENT

## An industry leader in environmental sustainability, Husky leverages innovation and advanced technologies to minimize our energy consumption and reduce our carbon footprint worldwide.

Photo Credit: Sapan Naik

### ENERGY MONITORING SYSTEM Luxembourg

Husky's upgraded energy monitoring system at the Husky campus in Luxembourg enables a comprehensive understanding of energy consumption across different areas of the campus and operating equipment. This upgrade helps Husky meet targeted energy goals and drive significant energy savings. Proven to **reduce energy consumption from 5% to 30%**, this energy monitoring has the potential to reduce energy consumption by approximately up to **2,000 MWh per year**. The insights and lessons learned from this initiative will be shared across our global facilities, informing the adoption of innovative technologies and best practices company-wide.

**~5 - 30%** reduction in energy consumption or  
**2,000 MWh** per year

### UPGRADED CHILLING SYSTEM Canada

Showcasing Husky's commitment to water conservation and environmental sustainability, the Facilities Central Services team successfully completed a multi-year project to upgrade and replace the central chilled water system of the Customer Experience Center building at Husky's campus in Bolton, Canada. This initiative has reduced energy consumption by an impressive **500 MWh per year**, reduced **water consumption by 1,850 cubic meters**, and through the replacement of a BR22 refrigerant with the more environmentally friendly R134A, reduced annual emission of greenhouse gases by 21 tCO<sub>2e</sub>.

**500 MWh** per year reduction in energy consumption  
**1,850** cubic meters reduction in water consumption

### HEAT RECOVERY SYSTEM Luxembourg

The Facility team at Husky's Luxembourg campus is upgrading its existing heating system by replacing three existing boilers with a combination of a 500 KW heat pump and two modern gas boilers that will capture and convert wasted calories from the process water into reusable energy to heat the manufacturing floor and offices. By reducing the campus's reliance on electricity, natural gas, domestic water, and water treatment chemicals, this upgrade will result in an impressive annual **energy savings in heat and electricity usage of 1,727 MWh** and prevent an estimated 339 tons of CO<sub>2</sub> emissions from entering the atmosphere each year.

**1,727 MWh** per year reduction heat/electricity consumption  
**339** tons of CO<sub>2</sub> emissions reduced per year

### LED LIGHTING INITIATIVE Canada, Luxembourg, Switzerland

In 2022, **Husky invested 700,000 USD to implement LED high bay lighting** across its campuses in Canada, Luxembourg, and Switzerland. This lighting upgrade is **expected to yield a projected 1,432 MWh per year** in energy savings. LED lighting will enhance visibility on the shop floor to provide a safer and more productive working environment. Furthermore, the longevity and durability of LED lights will reduce the need for frequent maintenance work in high reach areas, leading to improved operational efficiency and cost-effectiveness.

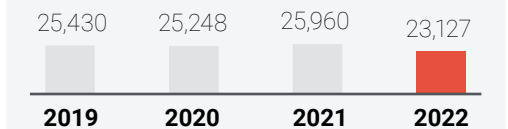
**\$700K** implement LED high bay lighting  
**1,432** MWh per year in energy savings

### GREEN ENERGY India

The Husky campus in Chennai has collaborated with Greensure Power Pvt Ltd to procure electricity from a renewable source, specifically wind power. During peak seasons, the Husky campus in India sources over 200,000 kWh of energy per month from wind power.

#### Energy Intensity for employees (kWh/employee)

Energy Intensity for employees **decreased by 10%** as compared to 2021 due to the reduction in consumption of energy at source and all the various energy related programs implemented at our campuses.



Please refer to the [Appendix](#) for more information on total energy use.





# GHG EMISSIONS MANAGEMENT

In 2009, six years prior to the Paris Climate Accord, Husky established an ambitious objective to achieve carbon neutrality for Scopes 1 and 2 by 2025 as a part of our TargetZERO™ program.



In 2009, six years prior to the Paris Climate Accord, Husky established an ambitious objective to achieve carbon neutrality for Scopes 1 and 2 by 2025 as a part of our TargetZERO™ program. Through our internal practices, enablement of our customers' carbon reduction and sustainability targets, and investments in innovation and product development, we create efficient, reliable, and safe technologies that significantly reduce carbon emissions and enable the circular economy.

At Husky, our dedication to climate action is unwavering. We are actively engaged in developing our climate strategy, which includes the formation of a TCFD team in 2023. This interdepartmental team will collaborate to ensure our disclosures align with the recommendations set forth by the Task Force on Climate-Related Disclosures (TCFD). Additionally, the team will focus on operationalizing Husky's GHG strategy and conducting impact analyses of Scope 3 emissions. We are fully committed to ongoing improvement and are actively working on strengthening and modernizing our current goals, reiterating our unwavering dedication to reducing our carbon footprint.

Photo Credit: Richard Wang



### INVESTMENTS IN rPET

**1** million tons of CO<sub>2</sub>e savings per year



### COLLECTIVE EFFICIENCY OF OUR PET SYSTEMS

**19** million estimated tons\* of CO<sub>2</sub>e annually

**GHG emissions intensity ratio = 11.70 tCO<sub>2</sub>e**  
by number of full-time employees per full-time equivalent employee (location based)



\*Estimated using the number of HyPET systems sold between 2020 and 2021 using rPET and the global annual food grade rPET resin use in 2018 (from Wood Mackenzie research, <https://www.woodmac.com/news/feature/aluminium-vs-plastic-who-will-win-the-water-bottle-war/>)  
+Calculated using Husky's market share and bottle weight reduction since 2000.



## HUSKY'S GOALS GHG EMISSIONS MANAGEMENT

**1**

Achieve Scope 1 and Scope 2 carbon neutrality by **2025**

**2**

Establish Husky's climate strategy, including approach to Scope 3 and addressing TCFD requirements, by **2023**





# GHG EMISSIONS MANAGEMENT

In 2022, Husky invested in a Climate Impact Partners accredited global project that introduced Ghanaian families to an efficient cookstove called the Gyapa.



Photo Credit: Climate Impact Partners

## THE GYAPA



## THE GYAPA STOVE PROJECT HELPS GHANA REACH UN SDGS



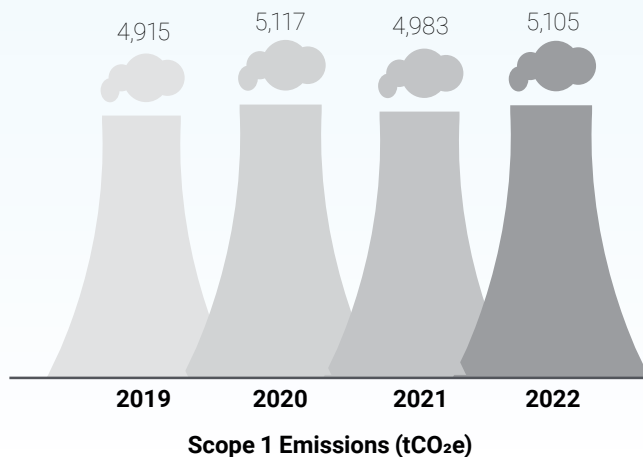


# GHG EMISSIONS MANAGEMENT

## TOTAL SCOPE 1 EMISSIONS

Scope 1 includes direct GHG emissions from sources that are owned or controlled by the company such as natural gas combustion and company-owned vehicles.

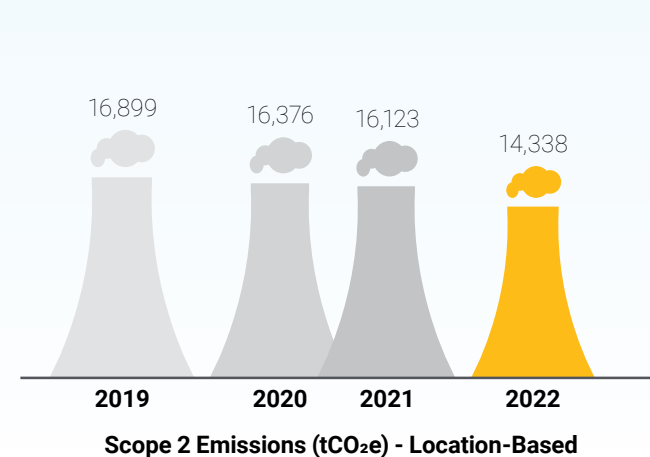
In 2022, Husky experienced a slight increase in Scope 1 emissions compared to 2021. While emissions from company owned/leased vehicles decreased, the overall increase in emissions is primarily attributed to higher emissions from premises, which include fuel oil, generator fuel, natural gas, refrigerant gas loss, and other fugitive emissions. One of our action items is to increase our focus in preventing refrigerant leakages, which have been identified as a significant factor contributing to the increase in emissions.



## TOTAL SCOPE 2 EMISSIONS

Scope 2 accounts for GHG emissions from the generation of purchased electricity, heat and steam generated off-site. As we operate in markets which offer contractual instruments with product or supplier-specific data, scope 2 emissions are reported using both the location-based method and the market-based method. The location-based method applies average emission factors that correspond to the grid where consumption occurs, whereas the market-based method applies emission factors that correspond to energy purchased (or not purchased) through contractual instruments. Contractual instruments include energy attribute certificates, direct energy contracts, and supplier-specific emission rates.

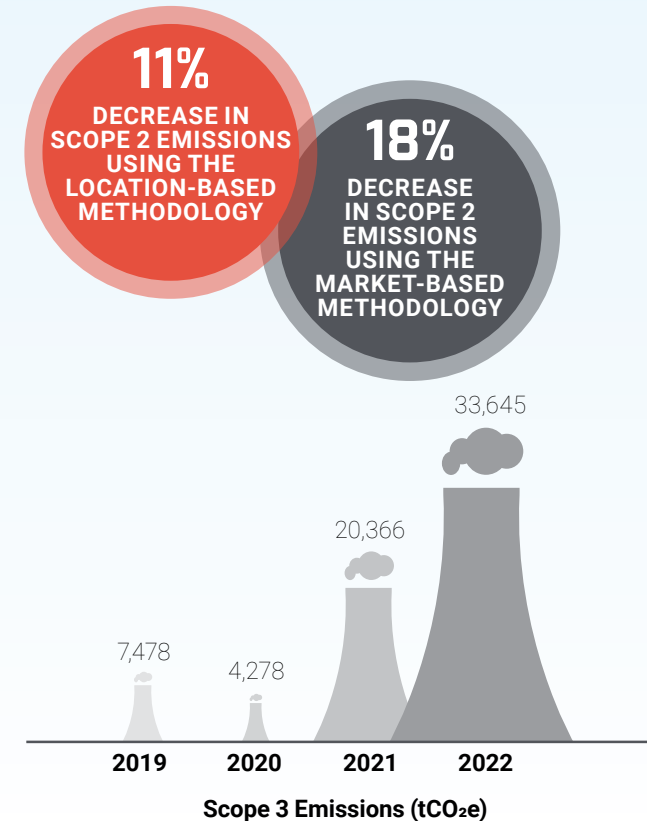
We are proud to announce a significant reduction in our Scope 2 emissions, with an **11% decrease using the location-based methodology** and an impressive **18% reduction using the market-based methodology**. This achievement can be attributed to the concerted efforts of our dedicated team members across all departments. We have reduced our energy consumption at source and our ongoing energy reduction programs and collective commitment to sustainability have played a vital role in this success.



## TOTAL SCOPE 3 EMISSIONS

Scope 3 emissions encompass all other indirect emissions, including waste disposal, business travel, and staff commuting. We are currently engaged in conducting a comprehensive Scope 3 analysis to identify significant emission categories. This analysis will guide our efforts in enhancing the accounting and accuracy of high-impact categories within Scope 3.

Out of all the categories accounted for under Scope 3 emissions, in 2022 for Husky, air freight accounts for the largest portion of emissions with 19,143 tonnes of CO<sub>2e</sub>, or 57% out of the total Scope 3 emissions. This increase in emissions is mainly due to an increase in air freight and air travel activities due to the easing of COVID-19 restrictions.

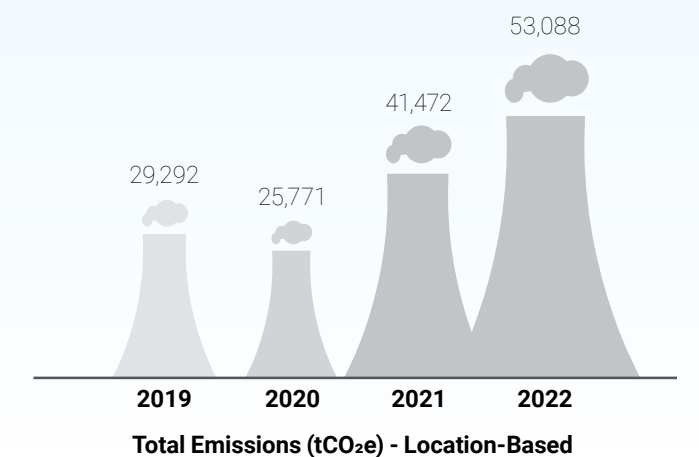


## TOTAL EMISSIONS

Total emissions include emissions from all three categories - Scope 1, Scope 2, and Scope 3.

The increase in the total emissions from 2021 as compared to previous years is due to expanding Husky's scope 3 accounting in line with our GHG goals. The overall increase in 2021 as compared to previous years is not due to a change in performance but an expansion in accounting for Scope 3 categories for better disclosures. Total emissions in 2022 have increased by 28% from 2021, mainly due to the increase in air freight and air travel activities due to the easing of COVID-19 restrictions.

Please refer to the [Appendix](#) for more information on emissions breakdown.





# GHG EMISSIONS MANAGEMENT

## INVESTMENTS IN GREEN ENERGY

In addition to managing energy within our buildings and operations, we also **prioritize sourcing renewable energy** for some of our campuses, buildings and operations.

**78%**  
ENERGY SOURCED FROM RENEWABLE SOURCE - HUSKY CAMPUS IN MILTON, USA

**37%**  
ENERGY SOURCED FROM RENEWABLE SOURCE - HUSKY CAMPUS IN BOLTON, CANADA

### HELPING CUSTOMERS ACHIEVE THEIR CARBON GOALS

Husky is committed to improving internal standards and providing systematic energy-saving solutions to our customers. Through services like Encore™ and Advantage+Elite™, we extend product life and optimize current output, ensuring our customers have access to efficient technologies. We collaborate with customers on designing optimized factory plans, reducing machinery by 20%\* while increasing capacity by 30%, cutting back emissions and energy usage.

solutions to customers. We design machinery to produce sustainable low carbon packaging solutions, work with customers to optimize equipment operations, and offer services to extend product lifecycles. Husky's innovations have contributed to reducing the weight of PET bottles by 40% since 2000, driving the industry forward towards sustainability. For more on our technology innovations, see the [Innovation and Technology](#) section.

We are focused on achieving the smallest carbon footprint and delivering safe, reliable

### SYSTEMATIC ENERGY-SAVING SOLUTIONS

#### Design

- Internal standards
- Designing optimized factory plans
- Sustainable low carbon packaging solutions

#### Optimize

- Optimize equipment operations
- Extend product lifecycles

#### Services

- Advantage+Elite™**  
WE CALL YOU  
**HUSKY ENCORE™**

#### Maintain

- Extend product life
- Optimize current output
- Access to efficient technologies

**20%**  
REDUCTION IN MACHINERY\*

**40%**  
REDUCTION IN PET BOTTLE WEIGHT SINCE 2000



\* Derived from an internal evaluation of one of the customer's assets.





# SOCIAL IMPACT

Photo Credit: Steve Craft





# TALENT

## Powered by People, Husky focuses on attracting, developing, and retaining the best and the brightest.

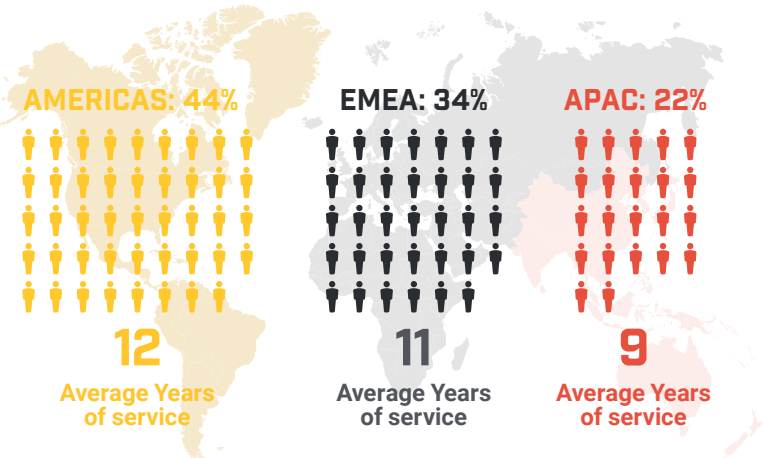


Husky fosters ingenuity, passion, drive, and problem solving to deliver superior technologies and solutions that drive a circular economy, inspired by the benefits and ongoing potential of sustainability for a better world.

### A GLOBAL TALENT POOL WITH A GLOBAL PERSPECTIVE

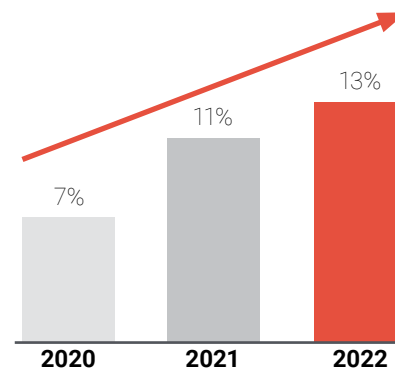
With more than **35 locations** around the world, Husky's success is attributed to its diverse talent pool and commitment to fostering a culture that celebrates diversity, prioritizes the planet and relentlessly puts our customers first.

### GLOBAL EMPLOYMENT DATA 2022



Please refer to the [Appendix](#) for more information on talent related metrics.

### INCREASE IN HIRES



### HUSKY IS A LIFELONG CAREER CHOICE FOR MANY

To attract, engage, and retain employees, Husky customizes niche offerings for each region, which include competitive benefits, including one of North America's leading industry pensions. The company also has incentive programs offered to team members around the globe that reward employees for upholding values and bringing the business strategy to life. Husky is proud of its retention. The tenure of Husky's campus in Canada is 30%\* longer than the industry average, while Husky's campus in the USA is nearly twice as long as the average for machine manufacturing in the USA†.

\* When compared to 2021 statistics from Statistics Canada, job tenure by occupation, annual.  
† When compared to 2020 statistics from the U.S. Bureau of Labor Statistics, Table 5. Median years of tenure with current employer for employed wage and salary workers by industry.



### HUSKY'S GOALS TALENT

# 1

6% Voluntary turnover rate using three-year rolling average

# 2

33% Roles filled by internal candidates

# 3

100% Employees will leverage professional development courses in Husky University by 2025





# TALENT

# 1

## ADDRESSING THE GLOBAL TALENT SHORTAGE



## INTERNSHIP, APPRENTICESHIP AND CO-OP PROGRAMS

### HUSKY'S APPRENTICESHIP AND TALENT DEVELOPMENT PROGRAMS

Husky has created apprenticeship, co-op student, and internship programs and established partnerships with educational institutions globally to combat the global talent shortage and expand its talent pool. The company's inclusive talent attraction process values diversity: our apprenticeship program for positions in manufacturing, engineering, logistics, customer service, and IT are available in Canada, USA, Luxembourg, China, and Switzerland. Additionally, Husky's partnership with local schools, research institutions, trade programs, and mid-career change programs is an effort to expand its reach by attracting talent and engaging with the local community.



### WHEEL OF RESOURCES

Husky's 'Wheel of Resources' provides programs and tools to support employees. Read more in the [2021 ESG report page 21](#).

### HUSKY INTEGRATED TALENT MANAGEMENT PROGRAMS



### APPRENTICES, INTERNS, AND CO-OPS BREAKDOWN BY LOCATION\*







# TALENT

## 2

### ENGAGING WITH THE COMMUNITY TO ATTRACT TOP TALENT



#### INTERNSHIP, APPRENTICESHIP AND CO-OP PROGRAMS

Husky has created apprenticeship, co-op student, and internship programs to address the challenge of the global skilled trades talent shortage, as well as established partnerships with educational institutions to expand its talent pool.

#### BOLTON, CANADA

The Husky campus in Bolton, Canada, hired **11 students** from various universities for 16-month internships and two co-op students from the University of Waterloo for a four-month placement.

Husky hosted **35 grade nine students** for Take Our Kids to Work Day. To assist the Finance Department, **6 high school students** were hired on contract to provide support with data entry. Two onsite career fairs were hosted that resulted in **36 new hires**.

Husky employed interns and co-op students in the company's transition to Digital Manufacturing to enable students and gain visitors.



**11**  
STUDENTS FOR 16-MONTH INTERNSHIPS

#### DUDELANGE, LUXEMBOURG

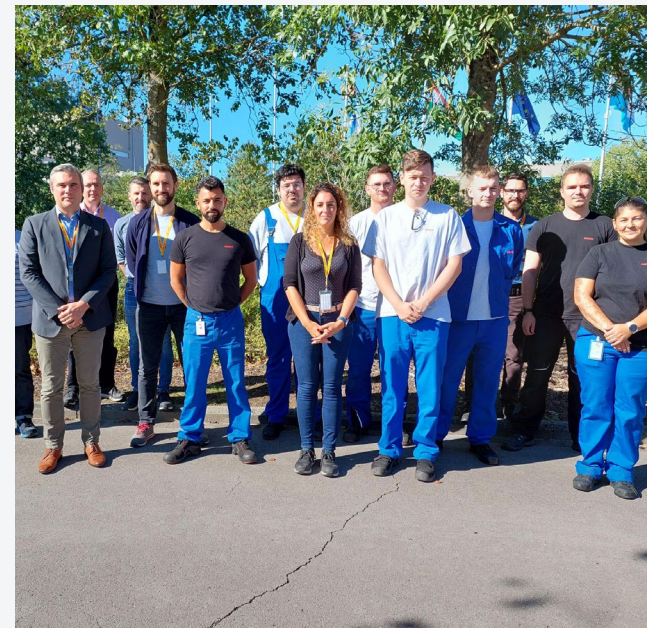
The Husky campus in Luxembourg offers internships, co-op programs and three-year apprenticeships through local schools and universities, participates in community fairs and engages with the local community. **Husky also accepts international interns** and occasionally offers high school student internships. These programs have been effective in retaining talent, and several interns and apprentices have become full-time employees of the company.



INTERNSHIPS, CO-OP PROGRAMS AND THREE-YEAR APPRENTICESHIP OFFERS

#### MILTON, USA

The Husky campus in Milton, USA, is working to engage students and promote career paths in manufacturing after receiving a **\$40,000 grant from the Vermont Department of Labor for internships**. They have hired six summer interns and one fall semester intern, and also offer year-long co-ops for Development, Engineering and Product Development. Husky has established a remote programming lab for students to learn CNC programming and get paid for their work.



#### SAN DIMAS, USA

The Husky campus in San Dimas, USA, has established a **four-year apprenticeship program** through a partnership with Mt. San Antonio College to foster its talent pipeline. Students in the Manufacturing Technology Certificate Program can tour the campus and learn about the program. Apprentices are required to enroll in the program and must maintain a minimum grade to receive tuition reimbursement. Cross-training in various departments is encouraged, and full-time graduates who complete the program are successfully hired by Husky.

“ I had a great experience as an intern Assembly Technician with Husky in their Controllers cell in Fall 2022. The hands-on experience at Husky allowed me to practice my knowledge in the real world and apply theories of different circuits to real parts. Brian Gagne (Manufacturing Manager – Milton) identified me as a good fit for Controllers because of my electrical background. I am grateful for the opportunity and am eager to continue working with Husky part-time. **My long-term career goal is to become an engineer or designer at Husky, still connected to Controllers.** ”



JOHN PAPOUTO FELIX

**\$40K** Grant from the Vermont Department of Labor for internships





# TALENT

## 2

### ENGAGING WITH THE COMMUNITY TO ATTRACT TOP TALENT

Photo Credit: Manfred Barth

### TALENT ATTRACTION & RETENTION

To attract talent and engage with the local community, Husky hosts career fairs at multiple campuses globally.

#### CAREER FAIR

Husky hosts in-person career fairs at their global campuses. In 2022, Husky's campus in Milton, USA hosted 63 attendees at a career fair, with 27 citing a referral from a current Husky team member.



**63**  
ATTENDEES

#### 2022 LEADERSHIP DEVELOPMENT PROGRAM

We are pleased to announce the successful completion of the 2022 Leadership Development Program (LDP) by its participants. The program was designed to enhance leadership skills and consisted of workshops that covered various topics such as Self, Team, and Business. We extend our sincere appreciation to the committed participants, workshop facilitators, and supporting leaders who made this program a success.



#### HRC GLOBAL ENGINEERING PROGRAM

At the Hot Runners and Controllers (HRC) Production Engineering team, we ensure that the team size and necessary skill sets are aligned with the current demand. To develop our internal talent pipeline, we provide training, mentoring, and expand responsibilities. We also strive to minimize any workforce losses. Our workforce plan is aligned with the budgeted work volume and mix, and we maintain a pipeline of internal talent to meet the plan when team members leave the team. We have a comprehensive training and progression plan for new hires who may not possess the required specialized knowledge and skill set. Team members who exhibit development and defined performance are rewarded with promotions, which promotes the development of necessary skills and encourages employee retention. We also aim to eliminate reasons for team members to leave, and we listen to the team to find solutions that benefit both Husky and the team members. Actions taken may vary depending on the region.



#### LANE LEADER

**TINA RODGERS**  
DIRECTOR, GLOBAL TALENT & TOTAL REWARDS

Husky's exceptional talent is a cornerstone of our success, providing us with a competitive advantage. By empowering our workforce, we deliver on commitments, drive innovation for the circular economy, and enable sustainable business growth.



# TALENT

# 3

## HUSKY'S ATTRACTION AND RETENTION STRATEGY



TO ADDRESS THE ONGOING CHALLENGES WITHIN THE HIGHLY COMPETITIVE TALENT MARKET OF THE MANUFACTURING INDUSTRY, HUSKY ADOPTS A PROACTIVE AND ENGAGING APPROACH.

An aging workforce, young people being less interested in skilled trades, and a shrinking global talent pool introduces challenges for every engineering and manufacturing organization in the world like Husky. To face these challenges head on, Husky takes a proactive and engaging approach by:

- **Continuing to grow** its student programs, while organizing programs aimed at increasing the visibility of roles required in manufacturing and engineering,
- **Empowering and encouraging** personal ownership in employees by aligning Personal Performance Commitments (PPCs) to business objectives,
- **Routinely reviewing and ensuring** the competitiveness of its total rewards program that includes competitive benefits and one of North America's most competitive pension plans, and offering an annual incentive program, as well as a CEO Excellence award to reward top performers.

Husky has been my professional home for over two decades, providing endless opportunities for growth and development. From a project engineer to the Director of Business Development, from development engineering to marketing, from the beverage business to medical business, Husky has empowered my journey and fueled my success. Its dedication to fostering a culture of innovation and progression makes it a magnet for attracting and retaining top talent in the industry.



HENRY ZHANG

As the Regional Service Manager for the NSA, SSA & Caribbean Region at Husky, I am thrilled to share my story. Husky has always been committed to delivering excellence and going one step further to provide quality and value in every action, both internally and with our customers. Throughout my 20 years of customer service experience and roles in various departments, I have seen firsthand how our empowered teams are able to identify and target our customers' needs with precision, creating tailored efficient solutions every single time. Trust is a core priority for us, and we always maintain our level of excellence. I am proud to be part of an organization that creates honest relationships and prioritizes sustainable profitable growth through doing things right. At Husky, we lead the way towards a more flourishing future, and I feel honored to be surrounded and inspired by such talented people.



MARGARITA REYES



**369** Internal employees who received a promotion in 2022



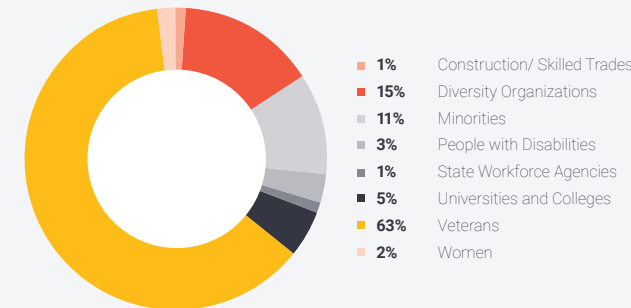
**132** Jobs posted in 15 locations

## CASTING A WIDE NET TO ATTRACT A DIVERSE WORKFORCE

Husky partners with Circa, a diversity sourcing and outreach technology to promote all jobs to diverse groups through a network of **15,500+ organizations** and niche diversity sites. This enables Husky to reach underrepresented groups and invite them to apply to all roles in the USA. In total, 132 jobs were posted for roles in 15 different locations.

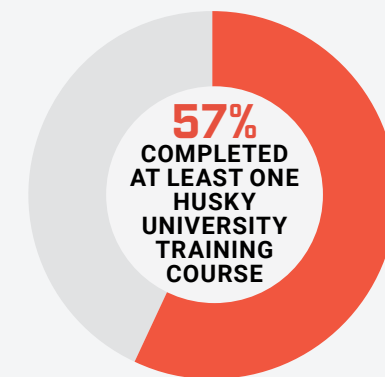


### BREAKDOWN OF OUTREACH 2022



## HUSKY UNIVERSITY

Husky University stands as our corporate learning management cornerstone, a powerful Learning Management System driving our diverse workforce to the forefront of innovation and modern solutions. By cultivating a culture of continuous learning and professional enrichment, in 2022 alone, an impressive **57%** of Husky employees engaged in transformative learning experiences through the platform, showcasing Husky's commitment to fostering exceptional growth and development opportunities for our team members.



## RIGHT PEOPLE, RIGHT SEATS

Husky's greatest asset is the talent of its people, including numerous exceptional leaders in crucial positions throughout the organization. Our talent acquisition strategy centers around hiring and retaining top performers who align with our strategy, uphold our values with passion, and exceed our customer commitments; placing them in roles that best suit their abilities; and providing them with challenging work to facilitate their growth and development.





# TALENT

## 4

### ENGAGING ON OUR SHARED VALUES

Photo Credit: Peter Cheng

KNOWING ITS GREATEST STRENGTH IS ITS PEOPLE, HUSKY ENCOURAGES EMPLOYEES TO REDUCE THEIR PERSONAL CARBON FOOTPRINT AND TO CONSIDER SUSTAINABILITY IN ALL ASPECTS OF THEIR PERSONAL AND PROFESSIONAL LIVES.

#### COMMUNICATION CHANNELS

Husky recognizes the importance of internal communication in a global organization and actively engages employees to ensure they are informed, connected, united, and heard. This commitment to open communication is reflected in our quarterly business updates and digital tools that support engagement. We encourage ongoing multi-way communication and utilize initiatives like **Ask John**, which allows any employee to submit a question to be answered by our company CEO, to understand and address employee needs. Our internal social platforms also foster a sense of community and engagement among team members.

#### HUSKY® HIGHLIGHTS

Husky Highlights was launched to promote internal storytelling and to engage employees worldwide. **Success stories** in the form of videos, interviews, articles, and interactive PDFs are shared via email, intranet, and social platforms. These stories showcase our customer commitments and company culture, inspiring employees with stories of individuals or teams who have directly contributed to the success of our business, our customers, and our role in providing essential products worldwide. Husky Highlights is a **powerful way to recognize and celebrate employees who exemplify our Husky values**: Acting with Integrity, Respect, and Courage, Fostering Teamwork and Learning, and Commitment to Excellence.

#### SUSTAINABILITY SPOTLIGHTS

Husky is committed to sustainability and providing innovative solutions with a focus on quality and reliability. The company strives to make a meaningful, sustainable difference for customers, consumers, and the environment both now and in the future. To bring our “Enabling healthy and sustainable livelihoods globally” purpose to life, Husky launched Sustainability Spotlights, **an educational and interactive internal communications series that focuses on sustainability**. Sustainability Spotlights covers a range of topics through engaging videos, infographics, and interviews, from Husky’s innovation and sustainability philosophy to how we enable the circular economy.

#### EMPLOYEE ENGAGEMENT BRAND REFRESH EVENTS

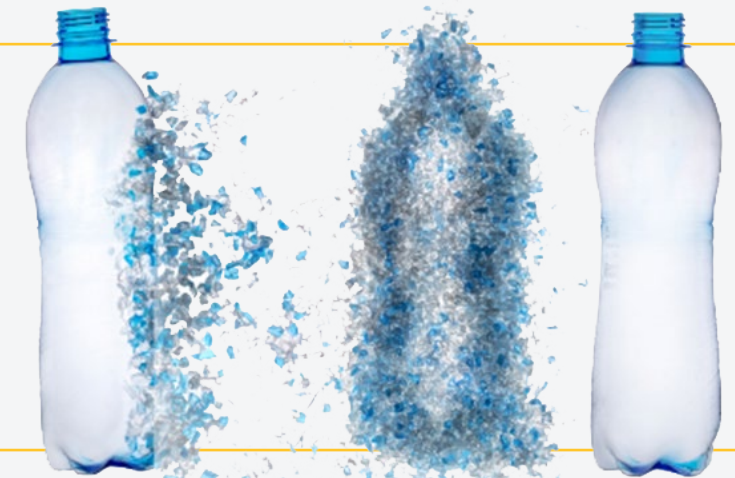
Husky Injection Molding Systems was rebranded to Husky Technologies and underwent a brand refresh, with updated templates, logo, and signage. The new brand pillar “Powered by People” emphasizes the importance of the company’s employees. To celebrate, the company held pop-up events at various global campuses where employees received branded gifts, won prizes, took photos, and learned about company highlights and sustainability efforts.



#### DID YOU KNOW?

PET can be fully circular, meaning bottles can be fully recycled to produce new bottles made of 100% recycled PET (rPET). A PET bottle can be recycled into a new bottle and back in your hand in just 5 days.

**5** Days for a new 100% rPET bottle







# TALENT

## 5

### HUSKY'S PHILOSOPHY ON HEALTH AND WELLNESS

Photo Credit: David Cockrell

FROM THE INCEPTION OF THE COMPANY, HUSKY HAS CONSISTENTLY PRIORITIZED THE HEALTH AND WELLNESS OF OUR TEAM MEMBERS.

Husky's strong emphasis on employee health and wellness is evident in its fitness centers and wellness center. Additionally, the company partners with strategically chosen cafeteria vendors to offer healthy meal options. At select campuses, alternative modes of transportation, such as Husky bikes, are provided to reduce the need for commuting between buildings to foster health and wellness and reduce carbon footprint. The Milton, Vermont campus features winter cross-country skiing trails and summer mountain biking trails on its vast expanse of land.

“When Husky's campus in Bolton, Canada resumed fitness classes in October 2021, I had a number of team members interested in joining XFIT. One of those team members was Jingbo Shao. When I met Jingbo on his first try at XFIT, he was very determined, and laser focused on his health. I remember he found the first few sessions intense, but he never wavered. Our group rallied around him, encouraged and motivated him. His confidence soared and so did his strength and endurance. **Jingbo's success story is a good example of the many benefits our full-service, in-house Wellness Center can provide to its employees.**”



ADRIENNE D'ERCOLE

Husky provides access to gym facilities for its employees at several locations, including the campuses in Luxembourg, Canada, USA and China. These gyms are equipped with modern equipment and offer various fitness programs to cater to the diverse needs of employees.

“I started at Husky in 2018 as an engineer on the Solutioning Engineering Team. During the pandemic, I faced health issues and gained 15kg in just 6 months. That's when I decided to join the XFIT classes offered in the Husky fitness center. Adrienne, the trainer, is incredible. Her classes are fun and diverse, targeting all muscle groups. With her guidance and support, I've lost 10kg in 5 months, improved my endurance, and gained strength. Joining Adrienne's class was the best decision I made in 2022. **I highly recommend XFIT to anyone looking to improve their health.**”



JINGBO SHAO







# TALENT

## 5

### HUSKY'S HEALTH & WELLNESS PROGRAMS

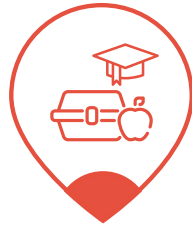
Photo Credit: Marcel Pierini

THE SUCCESS OF HUSKY RELIES ON THE VALUABLE CONTRIBUTIONS OF OUR TEAM MEMBERS, AND WE DEEPLY UNDERSTAND THE SIGNIFICANCE OF PROMOTING THEIR HEALTH AND WELL-BEING.



#### FITNESS CLASSES

We have fitness classes in some of our campuses run by team members who are passionate about health and fitness. Examples of a few of the fitness classes that we have at the Husky campus in Bolton, Canada, include XFIT, SPIN, Bachata, ABL exercise and Yoga.



#### LUNCH & LEARNS

We have lunch and learn sessions planned for team members at the Husky campus in Bolton, Canada, from experts on a host of topics, including aging and lifestyle prevention, men's health, etc.



#### EMPLOYEE ASSISTANCE PROGRAM (EAP)

Husky provides a confidential and short-term counseling service in North America that assists employees and their dependents in addressing personal issues. The program includes Work/Life Services that offer access to resources that help balance work and home responsibilities. The program provides timely and professional support for issues related to work, health, or life. Additionally, the program offers online emotional well-being support, life event resources, and access to family and care resources, health and wellness resources, daily living resources, and immediate help during a crisis.



#### ADDED BENEFITS

Husky offers a comprehensive list of benefits that includes retirement plans, medical plans, life insurance, disability protection, accident insurance, paid vacation and business travel accident insurance.



#### HEALTHY HABITS CHALLENGE

A 12-day program for employees to challenge themselves to make healthy lifestyle choices and achieve their wellness goals.



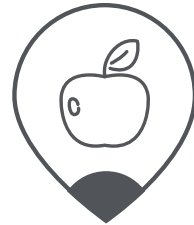
#### BLOOD GLUCOSE SCREENING

In November, during Diabetes Month, Husky's Wellness Center offered accessible and confidential blood glucose testing across its campus in Bolton, Canada. Three hundred employees had their blood glucose levels checked before and after lunch to determine if they are at risk for diabetes, and the Wellness Center provided guidance to those whose levels indicated a potential risk.



#### EMERGENCY FIRST AID TRAINING

Husky provides Emergency First Aid, CPR Level 'A' and Automated External Defibrillator (AED) Provider Level training onsite to all interested team members. Those who commit to this training are identified as Husky First Aid Attendants.



#### DISTRIBUTION OF FOOD PACKAGES

In China, while under lockdown during the COVID-19 pandemic, Husky provided employees with essential food items delivered directly to their homes. Additionally, the company arranged for a Psychological Counseling Workshop, bringing in an external psychological consultant to provide support to employees.



# DIVERSITY, EQUITY, AND INCLUSION

Husky prioritizes building and fostering an inclusive team with representation from a broad range of groups including various ethnicities, religions, cultures, genders, abilities, sexual orientations and ages.

Photo Credit: Jaroslaw Paszun

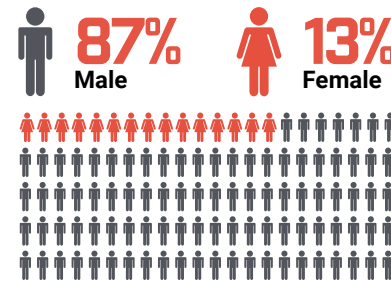
By valuing and incorporating diverse perspectives, we foster continuous learning and improvement, as well as innovation, while celebrating inclusivity and empowering our team members to thrive.

### RIGHT PEOPLE, RIGHT SEATS:

We are actively committed to development culture while promoting equity within the company.

### GLOBAL REPRESENTATION

As a global enterprise, we take immense pride in the extensive range of nationalities and cultures represented within our organization. With operations spanning over 50 countries, our diverse workforce brings forth a wealth of backgrounds and viewpoints to foster a dynamic atmosphere of collaboration that distinguishes Husky. By harnessing the collective power of our team members' distinct perspectives, we drive innovation and develop state-of-the-art technologies, while cultivating an inclusive environment that values and empowers the individuals shaping our organization.

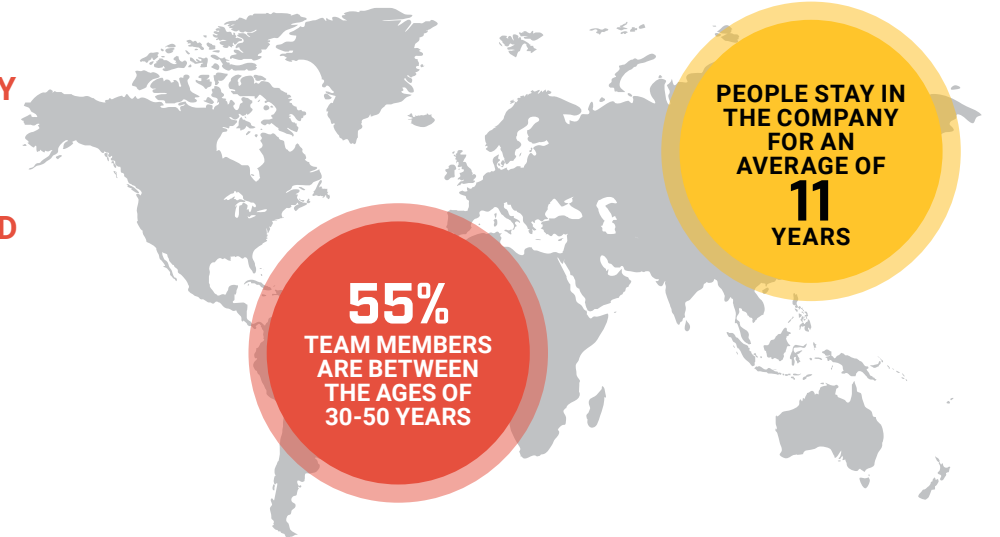


WE ARE A MULTINATIONAL GLOBAL COMPANY

WE ARE A STRONG MIX OF EXPERIENCED AND YOUNG PEOPLE

OUR PEOPLE ARE HERE FOR THE LONG TERM

\* Please refer to the [Appendix](#) for more information on DEI related metrics.



### HUSKY'S GOALS

### DIVERSITY, EQUITY, AND INCLUSION

1

Establishing a Diversity, Equity, and Inclusion (DE&I) Advisory Council, with lived experience, to help inform our team and grow our DE&I strategies for success

2

100% of hiring managers will be trained in diverse and inclusive hiring practices





# DIVERSITY, EQUITY, AND INCLUSION

## PROMOTING DIVERSITY, EQUITY, AND INCLUSION IN RECRUITMENT

Husky's recruiting, hiring, and training processes are designed to overcome barriers to employment and attract candidates from historically marginalized communities. We follow equitable hiring regulations, use inclusive language in job descriptions, and train our managers on diverse and inclusive practices. By collecting diversity information and implementing an Affirmative Action Plan in the United States, we strive for increased representation and address employment barriers. Through partnerships with Circa and a veteran recruitment agency in the United States, we expand our outreach and create a more inclusive organization.

## FOSTERING INCLUSIVITY IN THE WORKPLACE

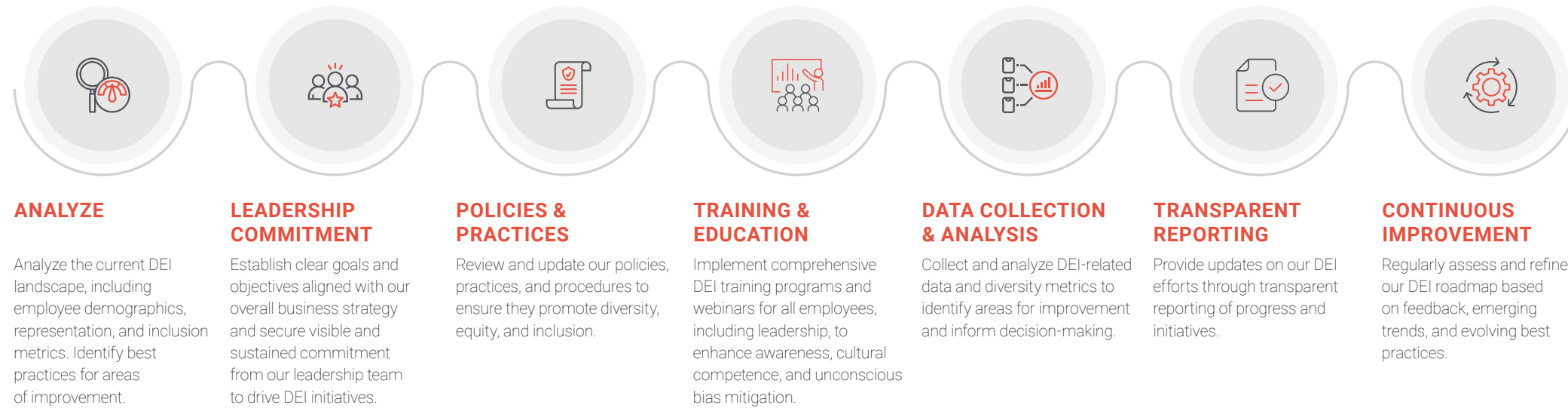
At Husky, we believe a diverse workforce is just the beginning. We are dedicated to creating a supportive and inclusive environment where all individuals can thrive. To foster inclusivity, we have established multi-faith rooms in areas where they are needed. We have a zero-tolerance policy for harassment and discrimination, as outlined in our Workplace Violence, Harassment, and Anti-Discrimination Program. For more details on our programs, please refer to the [Business Ethics](#) section.

## OUR INCLUSIVE FUTURE

To achieve a more diverse and inclusive workforce, we engage with our organization at all levels, promote supplier diversity, track key performance indicators, and enhance training and development programs for employees. We also partner with organizations and institutions that support DE&I initiatives, including promoting Women in STEM.

## DEI ROADMAP

Our DEI roadmap outlines the strategic initiatives and actions we are undertaking to continue fostering a diverse and inclusive workplace.



## LANE LEADER

**TANIA FERLIN**  
GLOBAL MANAGER, ESG & COMMUNICATIONS

As the head of our internal DEI Advisory Council, I am proud to work with passionate team members as we promote a diverse and inclusive community where everyone is seen, and all voices are heard and valued. Together, we are fostering a culture that celebrates differences, drives meaningful change, and supports equitable practices for a more inclusive workplace.



# HEALTH, SAFETY, AND WELL-BEING

The ample benefits of strong workplace health and safety practices include higher productivity, healthier workplaces, better recruitment and retention, and fewer fines and work interruptions.

Photo Credit: Jesse Gunter

At Husky, the health and safety of our people and the health and safety of the planet matter equally. Following are some of our corporate initiatives that demonstrate our commitment to both.



## WORKERS AND MANAGEMENT COLLABORATE TOWARDS HEALTH AND SAFETY

Joint Environmental Health and Safety Committees (JEHSC) bring together management and workers to identify, assess, and control workplace hazards to promote a healthy and safe work environment. While JEHSCs are mandatory in Canada, Husky has gone above and beyond by establishing a JEHSC for each of its manufacturing locations worldwide and these JEHSC committees meet periodically. Husky's establishment of JEHSCs globally, periodic hazard and risk assessments, and the involvement of business leaders in implementing safety initiatives demonstrate the company's commitment to promoting a healthy and safe work environment for all.

## ZERO WORK-RELATED FATALITY

At Husky, the safety of our team members is our utmost priority. There has never been a work-related fatality at Husky and we continue to stress the importance of safety and precautions to continue to prevent work-related fatalities.



## OCCUPATIONAL HYGIENE SURVEYS

Husky has voluntarily implemented a proactive occupational hygiene survey program to regularly identify and evaluate potential hazards in the workplace that could affect the health and safety of employees. The survey helps us to identify potential exposure to chemicals, noise, vibration, and other physical and biological agents that could cause harm to workers. These learnings lay the foundation for us to establish new policies and procedures, provide additional training and resources, and make changes to the physical environment of the workplace so it is safer for employees.



First Aid & Fire Training completed at Husky's India campus



## WSIB HEALTH AND SAFETY EXCELLENCE PROGRAM

Husky actively engages in the WSIB (Workplace Safety and Insurance Board) Health & Safety Excellence program in Ontario, which assesses and evaluates the Health & Safety programs implemented by Husky. This voluntary program improves health and safety performance, reduces the risk of workplace injuries and illnesses, and reaps associated benefits such as reduced costs, increased employee engagement, and recognition. After reviewing our program, WSIB has awarded Husky with a rebate and recognition.



\* Please refer to the [Appendix](#) for Health & Safety related metrics.





# HEALTH, SAFETY, AND WELL-BEING

## HUSKY'S BATTERY RECYCLING PROGRAM

Husky is a member of **Call2Recycle Canada** - a national not-for-profit organization that has collected and responsibly recycled 22 million kilograms of batteries since launching in Canada in 1997. At Husky, Call2Recycle boxes are set up in mail rooms in all buildings, for team members to drop off used batteries, to ensure their safe transportation for recycling so the batteries are kept out of landfills.



When emissions cause overheating, used laptop batteries can become swollen and result in fires. In response to this concern, Husky has constructed swollen/damaged battery boxes for used laptop batteries, aimed at preventing accidental fires at the Husky campuses in Bolton, Canada, and Milton, USA.

## PILOT PROJECTS

**Project Safety Signs:** Husky is embracing cutting-edge technology and prioritizing safety through the adoption of project safety signs. This strategic investment aims to provide workers with clear visibility of safety signage while performing their duties. Instead of repairing deteriorated and illegible signs, Husky has opted for cost-effective and reliable projected safety signage, leveraging projectors to display the intended images. For example, we have installed a projector safety sign to prevent forklifts from entering a truck when it is unsafe



Photo Credit: Claudio Santos

**Start-Manager:** Husky's implementation of Start-Manager represents a significant stride in safeguarding the health and safety of its team members. By transitioning to digital pre-use inspections, Husky ensures that each assessment is comprehensive and precise. Start-Manager simplifies the process of examining forklifts for potential safety hazards prior to each shift, guaranteeing that only authorized personnel can access the equipment. This system ensures that all essential safety checks are diligently conducted before operations commence. In the event of an incomplete safety check, Start-Manager automatically prevents the forklift from starting, effectively mitigating the risk of accidents and injuries. Moreover, Start-Manager securely stores completed checklists on a cloud-based platform, facilitating easy data retrieval and enabling the generation of reports when necessary.



**22M KG**  
BATTERIES  
RESPONSIBLY  
RECYCLED  
IN CANADA  
SINCE  
LAUNCHING  
IN 1997

Photo Credit: Jesse Gunter





# COMMUNITY IMPACT

**Committed to creating a positive impact in the communities in which we operate, Husky’s charitable giving reflects our values and strategic priorities as a company: community, environment, education, and customer and supplier relationships.**



Photo Credit: Thomas Spiller

Husky’s **Global Corporate Social Responsibility (CSR) Committee** is responsible for coordinating our community giving budget and evaluating donation requests. Each Husky campus has a local CSR Committee, including a senior executive, a representative from Human Resources, and team members with a passion for community that manages an annual giving budget to be allocated between large initiatives where Husky is a significant donor, and local projects.

## COMMUNITY HEALTH

In 2022, Husky demonstrated its commitment to the Community by making donations to various causes. Our team members take great pride in several initiatives, some of which are listed below.



**Doctors Without Borders**, a worldwide movement of nearly 65,000 people in close to 70 countries, that provides free medical care to people who need it – regardless of the country they are from, the religion they belong to, or their political affiliations.



**545 lbs of non-perishable food items** along with financial donations to local families in need to Caledon Community Services in Canada.



**The International Foundation for Crime Prevention and Victim Care** in India to set up a thrift store that provides free clothing, shoes, accessories, small appliances, furniture, household goods etc. to women and queer individuals affected by domestic and interpersonal violence who are starting over again.



**The Afterglow Foundation**, an annual music festival to “shine the light” on suicide awareness and prevention.



Supporting Caledon Community Services





# COMMUNITY IMPACT

## COMMUNITY WELFARE

**Greenfield Sponsorship Program** in China supports the daily maintenance of a green space near the Husky campus in Shanghai, China.



Husky employees participated in Green Up VT's **Green Up Day** by cleaning and collecting litter on the Husky campus and the surrounding area. Green Up VT is a Vermont-based non-profit group in the USA that promotes the stewardship of the state's natural landscape and waterways, as well as the livability of communities.



Husky donated for the construction of new toilets, necessary drainage connections, and the strengthening of weathering coats on the roof of an old age home in India in collaboration with HelpAge India.

**HelpAge India** is a leading charitable trust dedicated to improving the health, physical, psychological, and emotional well-being of seniors in India, enabling them to lead a dignified, healthy, and secure life.



## EDUCATION

Husky donated to the **Milton PTA Fun Run**, which supported school field trips for Kindergarten through 8th grade students in Milton, USA.

The **2022 Vermont State Science & Math Fair** in the USA offers a chance for middle school and high school students aspiring to become scientists to exhibit the outcomes of their independent research. Husky made a donation in support of this event.

**Udhavum Ullanagal Public Charitable Trust** focuses on enhancing the education, skill development, and health of underprivileged children. Husky donated to the trust to purchase clerical tables, backrest chairs, and desks for students at a Government School in Chennai, India.







# GOVERNANCE



Photo Credit: Amey Nikte





# RESPONSIBLE PRODUCTS AND SERVICES

## Safety...it's at the center of everything that we do at Husky.

Photo Credit: Atul Muley

**We adhere to our Service and Sales Product Safety Program, while servicing and maintaining our products at our customers' facilities to always ensure the safety of operators.**

In our product development process, we employ Failure Mode Effect Analysis (FMEA) to identify and eliminate potential failures and problems before our products reach the customer. We also conduct a comprehensive risk assessment that adheres to **ANSI/ISO12100:2012 standards**, ensuring our machines are designed with advanced safety features according to ANSI B151.1-2017.

Husky machines are built with standardized safety aspects, and any changes to design, manufacturing, and assembly are strictly controlled and monitored by an auditable quality management system.

The sole machinery supplier certified to Machinery Directive 2006/42/EU - ANNEX X, Husky holds **ISO 9001 certification**.

We maintain close contact with users to identify and address safety concerns, provide information on equipment modifications, and keep customers updated on safety regulations.

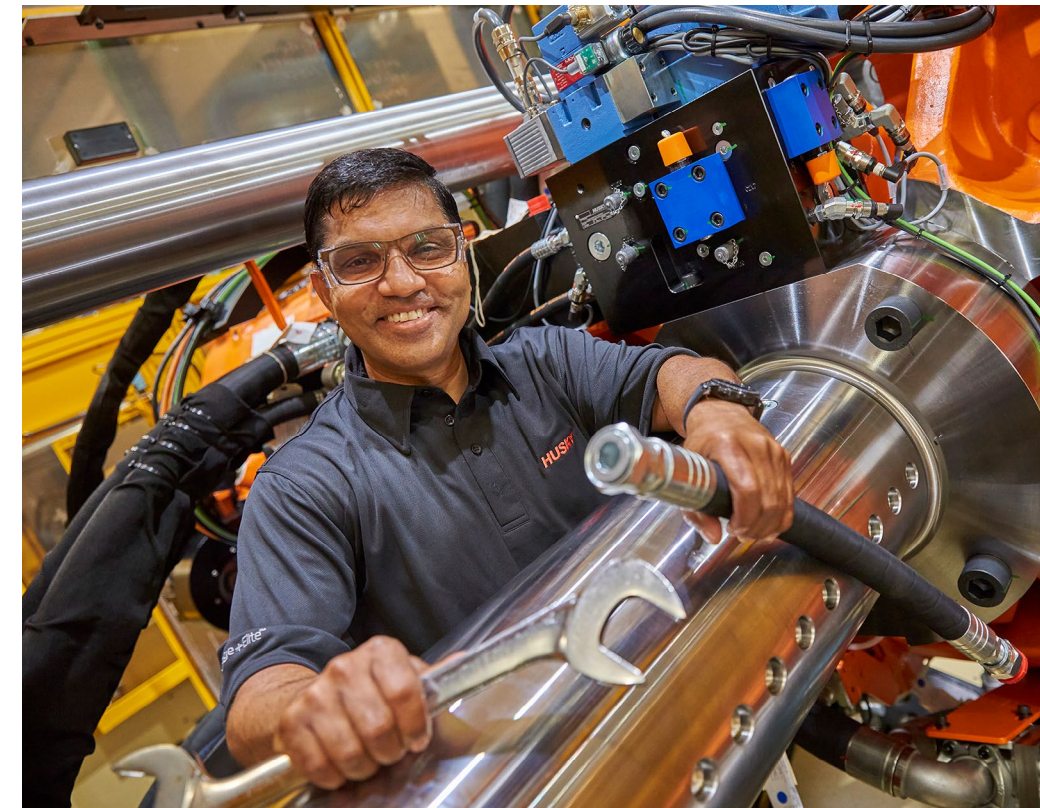
### PRODUCT AND SERVICE SAFETY AT HUSKY

Husky is a forerunner in shaping industry safety standards and leads the committee responsible for developing the ANSI standard for Safety Requirements for Injection Molding Machines\*.

A dedicated Product Safety Manager oversees the entire product development process, including testing and commissioning, and plays a crucial role in regulatory compliance, risk identification and reduction to ensure a safe workplace environment wherever our systems are utilized. Our Product Safety Guidelines enhance the safety and efficiency of our products throughout their lifecycle, specifically focusing on safe servicing and maintenance at our customers' facilities.



\* For more information about the ANSI standard we helped develop, please visit this [link](#).





# DATA PRIVACY & CYBERSECURITY

At Husky, we have implemented extensive data privacy and cybersecurity initiatives to safeguard the privacy and security of our valued customers, team members, suppliers, and anyone who has entrusted us with their confidential information.

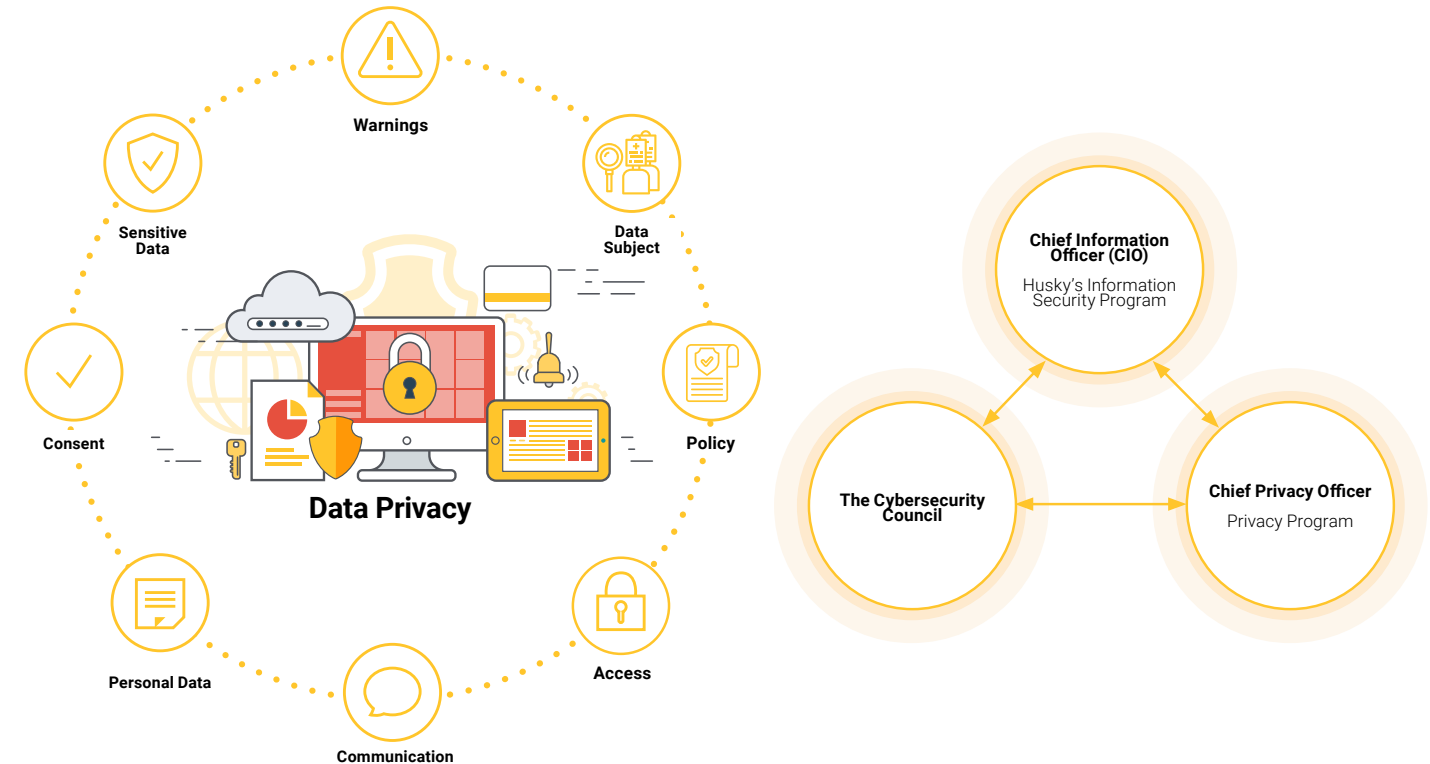
Photo Credit: Sean Sun

## DATA PRIVACY AT HUSKY

Husky's Data Privacy Steering Committee, consisting of the CIO, Vice President of Human Resources, and other leaders, provides guidance and makes decisions regarding security and privacy controls, ensuring the effectiveness of security measures and policy requirements while managing risks appropriately. Key policies and procedures guiding these efforts include: the Personal Data Protection Policy, Information Security Policy, Data Classification and Handling Policy, Data Retention Policy, GDPR and CCPA Data Subject Access Request (DASR) Guidelines, Data Protection Impact Assessment Procedure, Acceptable Use Policy, and Privacy Notice. The Chief Privacy Officer, in collaboration with the Legal Team, conducts annual reviews and revisions of privacy policies and template agreements. Husky maintains compliance with major regulations such as the General Data Protection Regulation (GDPR) and has implemented internal processes to support this. Regular data privacy and cybersecurity training, including phishing simulations and education on acceptable use and cyber threats, enables Husky team members to be equipped to identify and respond to potential risks and threats, thereby safeguarding data privacy and cybersecurity.

## CYBERSECURITY AT HUSKY

Husky's Information Security Program protects digital assets and network systems through technical and non-technical proactive measures that prevent and detect security risks, and establishes policies, standards, and guidance to ensure efficient incident response when needed. Oversight of the program rests with the Chief Information Officer (CIO), who delegates information security responsibilities. The Cybersecurity Council, consisting of the Executive Leadership Team, CIO, Director of Information Security, and other leaders, meets quarterly to share updates and progress in information security. Additionally, Husky maintains a robust Privacy Program, led by the Chief Privacy Officer, to enforce data privacy responsibilities and compliance with relevant laws and regulations. This program supports team members in upholding their obligations and enhancing accountability.







# RESPONSIBLE & RESILIENT SUPPLY CHAIN

For global companies like Husky, a responsible and resilient supply chain, made possible through sustainable procurement practices, is essential to ESG.

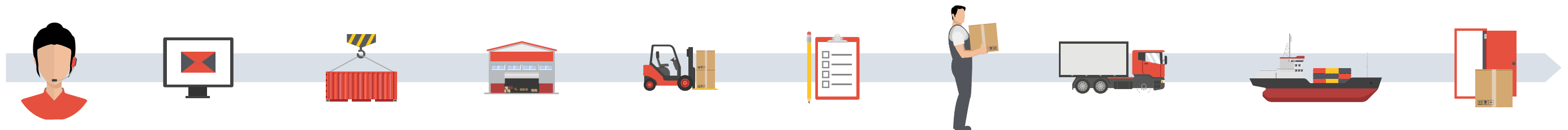
Photo Credit: David Cockrell

**Husky's sustainable procurement processes** create partnerships throughout the entire supply chain, accelerating transformation while addressing ESG commitments to continuously keeping our customers in the lead.

Logistics and supply shortage impacts, highlighted by the global pandemic, emphasized the need for a diverse and resilient base of suppliers located in the regions where we do business. In 2023, we are actively working on strengthening our Supplier Code of Conduct. This effort aims to ensure that Husky's values in the areas of human rights, health and safety, sustainability, and ethics extend beyond our own operations and into the workplaces of our business partners.

Husky continues to explore onshoring but is deemphasizing the initiative as a supply chain top goal. While onshoring offered many advantages in the wake of the pandemic, drawbacks included variable regional labor and operational costs and the limited diversity of offerings. A continued global but more robust approach will allow us to adapt quickly and continually explore alternatives.

By diversifying our supply chain and shoring up relationships to lower risk, we can leverage lower costs, tap into specialized expertise and enhance agility and sustainability through stronger partnerships.



**HUSKY'S GOAL**  
**RESILIENT SUPPLY CHAIN**

**100%** of both new and existing suppliers align to Husky's Supplier Code of Conduct\*

\*The updated Supplier Code of Conduct goal replaces the need for a CSR assessment.



# RESPONSIBLE & RESILIENT SUPPLY CHAIN



## CONTAINER OPTIMIZATION

To minimize our greenhouse gas emissions, Husky assembled a cross-functional team to re-think and re-design how we and our suppliers use ocean freight to transport critical Husky components. We deployed significant investments in the form of external 3<sup>rd</sup> party support (3PL vendors), engineering resources, and supplier collaboration to re-configure our container packing scheme to maximize the utilization of each container and reduce overall usage and transportation. Our efforts reduced the average containers utilized per machine assembled from approximately five containers to three containers per machine, translating to an annualized reduction of approximately 400 containers. This contributed to the decreased number of our trans-Canada trucking deliveries, going from 203 containers in 2021 to 57 containers in 2022. Combining the reduction in transported containers with expedited trucking service is estimated to eliminate several tons of greenhouse gas emissions.



## STRENGTHENED GOVERNANCE

To enable supply chain governance, risk mitigation and leadership, we welcomed Amy Kroeger as the Director of Global Supply Chain in 2022. Amy brings a wealth of international supply chain experience and is helping transform our people, processes, and culture in pursuit of ESG excellence.

A core focus of 2022 was minimizing single source risk by exploring innovative and diverse suppliers and expanding our supplier partnerships across the globe. After a challenging global logistics environment and raised transit prices, we built value chains with long-term resilience and increased our safety stock. Building our inventories to insulate us from business disruptions has significantly leveraged our ability to deliver on customer need.



## FROM WASTE TO RESOURCE

Thirty-one years ago, Kal Polymers began taking industrial PET scrap and repurposing it for commercial use. Located in Canada and the USA, Kal Polymers processes over 115 million pounds of plastic annually – isolating contaminants and giving a second life to scrap plastic that may have otherwise been sent to a landfill. A few million pounds of Kal Polymers' 115 million pounds of recycled plastic come from Husky's campuses in Bolton, Canada, and Milton, USA. Kal Polymers ensures that carbon dioxide is kept in the circular economy and out of landfills in line with Husky's commitment to reintroducing its scrap plastic into the circular economy.



## DRIVING EFFICIENCY AND ESG COMMITMENT

Husky's pilot implementation of Adobe Sign e-signing software resulted in a significant reduction in turnaround time of signing agreements by 13.5 days (97%), generating savings of \$3,882. This streamlined process has improved productivity by over 61%, showcasing our commitment to ESG principles through the adoption of sustainable digital solutions. We are working to leverage this tool with all of Global Supply Chain, DST and Human Resources in the future.

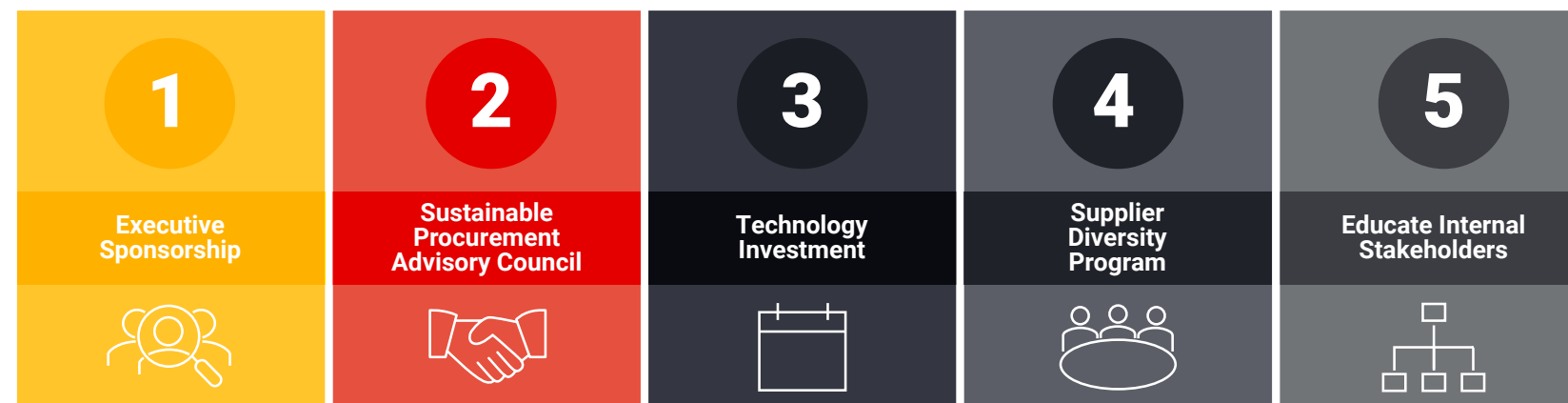


## DIVERSITY DECLARATIONS

Husky is updating its Supplier Diversity Program to provide an inclusive sourcing strategy with more sourcing options that improve quality, provide cost savings, increase innovation and improve problem solving – all while demonstrating our commitment to corporate responsibility as well as diverse and ethical sourcing.



## SUPPLY CHAIN ROADMAP



### LANE LEADER

**AMY KROEGER**  
DIRECTOR, GLOBAL PROCUREMENT

I am excited to be a part of Husky as we journey to increase sustainability and connections between our suppliers, production and customers. ESG is a path that will help lead us to align culture and expectations in producing products to delight our valued customers.





# HUMAN RIGHTS & BUSINESS ETHICS

Respect for human rights is a fundamental and unwavering value at Husky, and we promote this ideal in our own operations and beyond. Informed by the United Nations Guiding Principles on Business and Human Rights, we reinforce several policies to ensure Husky is consistently and effectively managing our commitment to human rights internally and throughout our supply chain wherever possible.

Photo Credit: Andrew Armogan



## EMPLOYEES

Our **Human Rights Policy**, reviewed and acknowledged as part of our employee onboarding program and again annually by all team members, sets the standard for respecting the rights of our employees, suppliers, and other third parties.

We commit to compensating employees fairly, maintaining a workplace free from violence and harassment, and providing equal opportunities to those from marginalized communities.

Through Husky's **Code of Conduct**, we train all team members to identify and speak up on any situations that jeopardize the above mentioned. As governed by the Freedom of Association and Collective Bargaining section of our Human Rights policy, all team members are free to join organizations that represent them, in accordance with local regulations, and if an organization is recognized as an appropriate agent, they may engage in collective bargaining. In 2022, 26% of Husky employees were covered by collective bargaining agreements.



We perform globally recognized SMETA (Sedex Members Ethical Trade Audit) audits to evaluate the Labor Standards, Health & Safety, Business Ethics, and Environment at each of our campuses. The audits were completed at our main campuses, covering more than **70% of our workforce in 2019**. In 2022, the Husky campus in San Dimas, USA successfully completed their SMETA Audit.



## SUPPLIERS

Prior to becoming a supplier for Husky, organizations are required to undergo a comprehensive risk assessment. This assessment takes into account the alignment of the supplier with Husky's values and industry-leading responsible supply chain standards.

Through our **Supplier Code of Conduct**, we prohibit the use of all forms of child labor and forced labor, including prison labor, indentured labor, bonded labor, military labor, modern forms of slavery and any form of human trafficking.

With integrity at the core of our business and ethical obligations to our employees and business partners strongly upheld, Husky is reputed globally for honesty and integrity.



## CODE OF CONDUCT

Applicable to team members at every level globally and reviewed periodically to ensure relevance, Husky's Code of Conduct establishes our fair and ethical behaviour standards and defines and communicates ethical expectations and obligations for all team members. We extend our ethical expectations to business partners through our **Supplier Code of Conduct**, which holds suppliers, contractors, and other third-party partners accountable.



## WHISTLEBLOWER PROGRAM

Husky has a **zero-tolerance policy** for harassment or retaliation and encourages team members to speak up through our Whistleblower Program. Team members can anonymously report ethics-related concerns to the **24/7** phone, email and web-based IntegrityLine, or internally to Husky's Secretary and General Counsel, who will raise the matter to the Chair of the Audit Committee that promptly and thoroughly investigates all reports. Customers, suppliers, and other stakeholders can raise questions and concerns, confidentially or anonymously, with any management team member or with the Secretary and General Counsel.



## ANTITRUST COMPLIANCE

To ensure strict adherence to antitrust law and regulations, all Husky employees must review and understand **Husky's Competition Law Compliance Policy** and guidance materials that cover all relevant laws and regulations. As well, select team members must complete and certify their understanding of antitrust compliance training. In addition, Husky's Antitrust Compliance Officer prepares an annual report containing identified risk areas, reports of any antitrust violations, investigations conducted, third-party complaints, information requests from antitrust authorities, and any other relevant information. We consistently seek to strengthen the effectiveness of our Antitrust Compliance program, while monitoring antitrust laws to ensure we are complying with new developments.

\* Please refer to the [Appendix](#) for more information on governance related metrics.



# APPENDIX

## ENVIRONMENTAL, SOCIAL & GOVERNANCE METRICS

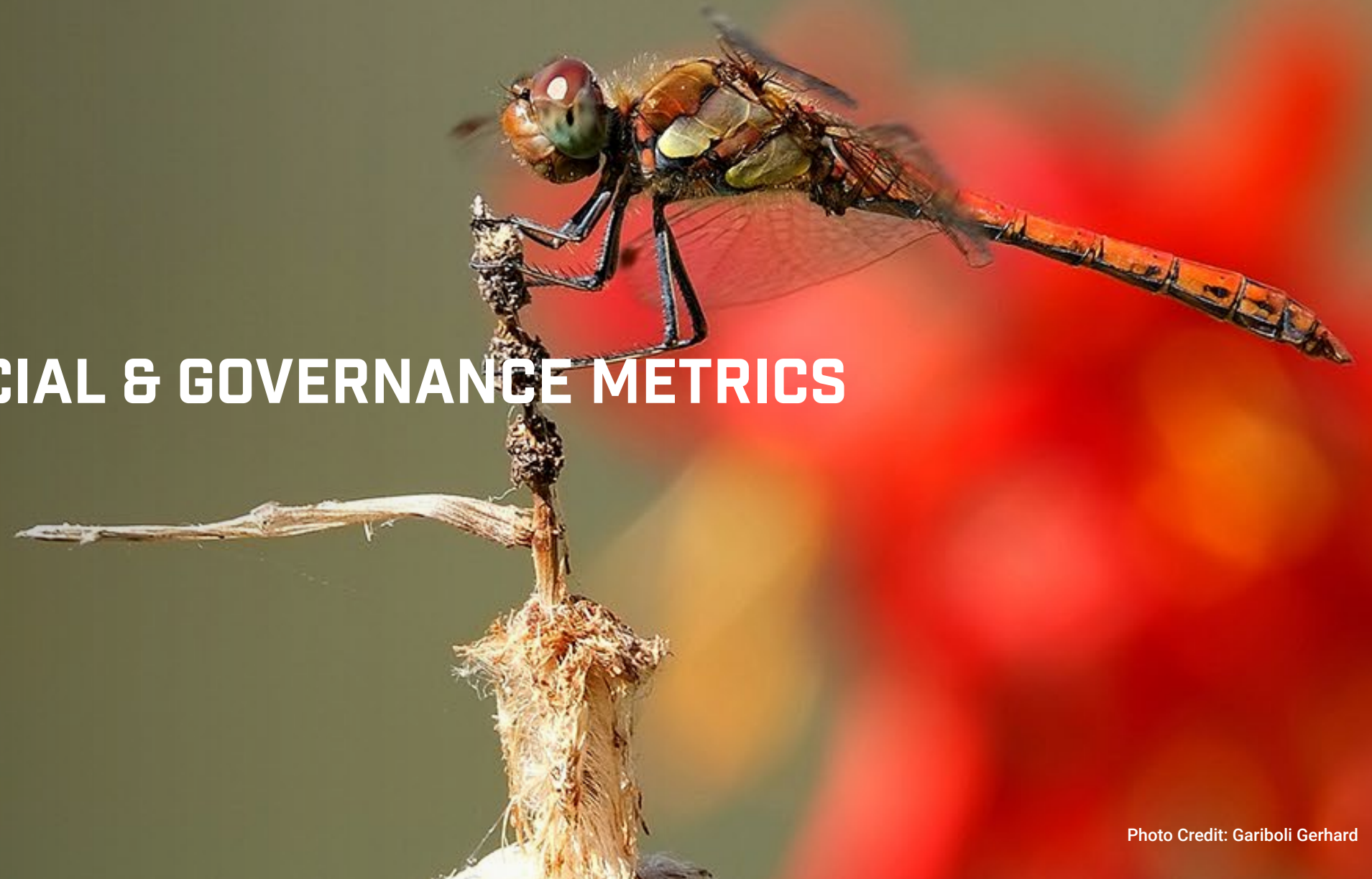


Photo Credit: Gariboli Gerhard



# APPENDIX

## ENVIRONMENTAL METRICS

EMISSIONS		2019		2020		2021		2022		FRAMEWORK REFERENCE
		Location based	Market Based	Location based	Market Based	Location based	Market Based	Location based	Market Based	
<b>Scope 1 Emissions (tCO<sub>2</sub>e/yr)</b>	Company Owned/Leased Vehicles	880	880	1,311	1311	1,399	1,399	1,215	1,215	The data disclosed is in reference to GRI 305-1, 305-2, and 305-3.
	Premises Total	4,035	4,035	3,806	3,806	3,584	3,584	3,890	3,890	
	<b>Total Scope 1 Emissions</b>	<b>4,915</b>	<b>4,915</b>	<b>5,117</b>	<b>5,117</b>	<b>4,983</b>	<b>4,983</b>	<b>5,105</b>	<b>5,105</b>	
<b>Scope 2 Emissions (tCO<sub>2</sub>e/yr)</b>	District heating	<b>706</b>	<b>706</b>	<b>782</b>	<b>782</b>	<b>770</b>	<b>770</b>	<b>655</b>	<b>655</b>	
	Electricity	16,194	21,489	15,595	12,608	15,353	21,089	13,684	17,244	
	<b>Total Scope 2 Emissions</b>	<b>16,899</b>	<b>22,195</b>	<b>16,376</b>	<b>13,389</b>	<b>16,123</b>	<b>21,860</b>	<b>14,338</b>	<b>17,899</b>	
<b>Scope 3 Emissions (tCO<sub>2</sub>e/yr)</b>	Business Travel Total	5,565	5,565	1,454	1,454	2,683	2,683	5,756	5,756	
	Premises Total	1,913	1,913	2,251	2,251	9,588	9,588	8,143	8,143	
	Homeworkers Total	0	0	573	573	362	362	303	303	
	Downstream transportation and distribution Total	N/A	N/A	N/A	N/A	7,416	7,416	19,154	19,154	
	Vehicles Upstream Emission Total	N/A	N/A	N/A	N/A	317	317	290	290	
	<b>Total Scope 3 Emissions</b>	<b>7,478</b>	<b>7,478</b>	<b>4,278</b>	<b>4,278</b>	<b>20,366</b>	<b>20,366</b>	<b>33,645</b>	<b>33,645</b>	
<b>Total Emissions (tCO<sub>2</sub>e/yr)</b>	<b>Includes Scope 1, 2 &amp; 3</b>	<b>29,292</b>	<b>34,588</b>	<b>25,771</b>	<b>22,784</b>	<b>41,472</b>	<b>47,209</b>	<b>53,088</b>	<b>56,649</b>	
<b>Intensity</b>	CO <sub>2</sub> e per full time employee (tCO <sub>2</sub> e/yr/full time employee)	6.84	8.08	6.26	5.54	9.77	11.10	11.70	12.50	
	CO <sub>2</sub> e per unit building area (tCO <sub>2</sub> e/yr/ft <sup>2</sup> )	0.014	0.016	0.012	0.106	0.019	0.022	0.025	0.026	

# APPENDIX

## ENVIRONMENTAL METRICS

WASTE DIVERSION		2019	2020	2021	2022	FRAMEWORK REFERENCE
<b>Waste (MT)</b>	Hazardous Waste	1,096	1,241	1,291	1,244	The data disclosed is in reference to GRI 306-3 and 306-4.
	Non-Hazardous Waste	9,065	6,571	7,829	9,820	
	<b>Total Waste</b>	<b>10,161</b>	<b>7,813</b>	<b>9,120</b>	<b>11,064</b>	
	<b>Total Waste Diverted from Disposal</b>	<b>9,116</b>	<b>6,715</b>	<b>7,755</b>	<b>9,176</b>	
<b>Hazardous Waste Diverted from Disposal (MT)</b> [Hazardous waste is reported for manufacturing facilities but not total operations.]	Preparation for Reuse	0	0	0	0	
	Recycling	623	707	735	671	
	Other Recovery Options	0	0	0	0	
	<b>Total Hazardous Waste Diverted from Disposal</b>	<b>623</b>	<b>707</b>	<b>735</b>	<b>671</b>	
<b>Non-Hazardous Waste Diverted from Disposal (MT)</b>	Preparation for Reuse	0	0	0	0	
	Recycling	8,336	5,873	6,884	8,346	
	Other Recovery Options (composted)	158	135	137	159	
	<b>Total Non-Hazardous Waste Diverted from Disposal (MT)</b>	<b>8,494</b>	<b>6,009</b>	<b>7,021</b>	<b>8,505</b>	
WATER USAGE IN WATER STRESSED AREA		2019	2020	2021	2022	
<b>Water Usage</b>		We assume all water withdrawn is discharged.				The data disclosed is in reference to GRI 303-3.
Third-party water (mega liters)		162	158	160	163	
Water Withdrawal in San Dimas, USA (m3)		1,099	699	682	660	
Water Withdrawal in Chennai, India (m3)		N/A	7,178	9,601	10,727	
<b>Total Water Withdrawal (mega liters)</b>		<b>162</b>	<b>158</b>	<b>160</b>	<b>163</b>	
ENERGY USE		2019	2020	2021	2022	FRAMEWORK REFERENCE
<b>Total Energy Use</b>		Percentage of electricity supplied from grid electricity*				The data disclosed is in reference to GRI 302-1 and SASB Industrial Machinery & Goods standard.
<b>Percentage energy from renewable energy sources</b>	Canada	35%	35.5%	37%	37%	
	Luxembourg	33%	48%	18%	18%	
	USA	>50%	>50%	78%	78%	
Reduction in energy requirements of products and services (GRI302-5)		<b>See Energy Section</b>				
<b>Energy Intensity for employees (kWh/employee)</b>		<b>25,430</b>	<b>25,248</b>	<b>25,960</b>	<b>23,127</b>	



# APPENDIX

## SOCIAL METRICS

DIVERSITY		2019	2020	2021	2022	FRAMEWORK REFERENCE
Global Employees by Employment Type	<b>Full time Equivalent:</b>	<b>4,364</b>	<b>2,197</b>	<b>4,430</b>	<b>4,669</b>	The data disclosed is in reference to GRI 102-7, 401-1 and SASB Industrial Machinery & Goods standard.
	Part-time:	2%	2%	2%	2%	
	Contract:	4%	4%	6%	6%	
<b>Global Hires</b>	<b>Global Hires</b>	<b>10%</b>	<b>7%</b>	<b>11%</b>	<b>13%</b>	
Global Hires by Region	Asia/Pacific	17%	18%	21%	16%	
	EMEA	40%	38%	27%	25%	
	Latin America	1%	1%	1%	3%	
	North America	43%	43%	51%	56%	
Global Hires by Age group	Under 30 years	46%	39%	42%	41%	
	30-50 years	47%	49%	46%	50%	
	Over 50 years	7%	12%	12%	9%	
Internal Hires/New Hires	Internal Hires	40%	42%	39%	33%	
	<b>New Hires Total Global</b>	<b>512</b>	<b>343</b>	<b>650</b>	<b>685</b>	
	New Hires Through Employee Referral Program	167	100	191	242	
Turnover	Voluntary Turnover	6%	5%	7%	8%	
	<b>Total Turnover</b>	<b>12%</b>	<b>9%</b>	<b>9%</b>	<b>10%</b>	
HEALTH & SAFETY (ALL TEAM MEMBERS)		2019	2020	2021	2022	FRAMEWORK REFERENCE
Total Recordable Incident Rate TRIR	(per 200,000 hours worked)	0.8	0.9	0.6	1.4*	The data disclosed is in reference to GRI 403-9, 403-10 and SASB Industrial Machinery & Goods standard.
Near Miss Frequency Rate (NMFR)		0.2	0.0	0.1	1.1	
Loss Time Injury Frequency Rate (LTIFR)		0.4	0.4	0.5	0.5	

\*The increase in TRIR and NMFR is attributed to the limitations during the COVID-19 restrictions. However, after the pandemic, we have encouraged employees to proactively report injuries, allowing us to better monitor the trend and implement preventative measures.

# APPENDIX

## SOCIAL METRICS

DIVERSITY		2019	2020	2021	2022	FRAMEWORK REFERENCE
Age Breakdown – All team members (%)	≤30 years old	18%	18%	18%	20%	The data disclosed is in reference to GRI 102-7, 401-1 and SASB Industrial Machinery & Goods standard.
	30–50 years	58%	58%	56%	55%	
	>50 years old	24%	25%	26%	25%	
Age Breakdown – Management	≤30 years old	1%	1%	0%	1%	
	30–50 years	72%	70%	68%	66%	
	>50 years old	27%	29%	32%	33%	
Age Breakdown – Senior Management	≤30 years old	0%	0%	0%	0%	
	30–50 years	52%	49%	44%	40%	
	>50 years old	48%	51%	56%	60%	
Gender Breakdown – All team members	Female	14%	13%	13%	13%	
	Male	87%	87%	87%	87%	
Gender Breakdown – Management	Female	14%	14%	13%	15%	
	Male	86%	86%	87%	85%	
Gender Breakdown – Senior Management	Female	14%	14%	14%	11%	
	Male	86%	86%	86%	89%	

## GOVERNANCE METRICS

GOVERNANCE		2019	2020	2021	2022
SMETA audits completed	(Sedex Members Ethical Trade Audit)	3	0	0	1*

\*In 2019, we had onsite, four-pillar SMETA audits at our main campuses covering more than 70 percent of our workforce. We could not conduct any onsite audit in 2020 and 2021 due to COVID-19 Restrictions. Starting in 2023, we will be conducting 2-3 audits each year and will be adding 4 additional sites to the audit schedule.



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