



# All together better Innovating through partnership

Tosca 2023 ESG Report

# Overview

Welcome to Tosca’s second Environmental, Social, and Governance (ESG) report. Here, we communicate progress on our sustainability journey as we continue collaborating – with our customers, suppliers, and Tosca team members – to innovate an even more responsible business through partnership.

This report covers activities in 2022 and the early part of 2023. However, unless otherwise stated, data in this report is from the 2022 calendar year. We have created it in reference to leading frameworks, namely the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB), as well as the UN Global Compact (UNGC). We have submitted our UNGC Communication on Progress for 2022, which can be found on the UNGC website.

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# A word from our CEO



I am excited to celebrate the launch of our second Environmental, Social and Governance (ESG) report and to share the progress we have made in our sustainability goals this year. This year has been an essential year for our sustainability journey, with much of our efforts directed toward ensuring the accuracy of our data and establishing strong systems to support transparent and reliable reporting.

I want to express my deepest gratitude to the Tosca team for their unwavering dedication and hard work throughout this process. Our Tosca workforce is our most valuable asset, and we focus relentlessly on retaining top talent at all levels through targeted developmental opportunities, team member engagement, and strengthening our grasp on diversity and inclusion.

At Tosca, sustainability remains at the core of our DNA. We are steadfast in our commitment to supporting the sustainability goals of our customers, reducing the impact of our operations, and fostering a more sustainable community both within and outside our organization.

Several exciting steps were taken this year, including:

- Reducing our Scope 1 and 2 emissions intensity by operating hours by 30%.
- Reaching EcoVadis Platinum recognition for ESG performance – an award given to only the top 1% of companies – in our Europe, Middle East, and Asia (EMEA) region.
- Harnessing the benefits of digitization to track product movements, diminish waste, and reduce losses.
- Continued prioritization of customer wellbeing, including steadfast dedication to a rigorous Food Safety Management System globally to ensure clean, high-quality assets.
- Product improvement through our growing research and development (R&D) program, including incorporating more recycled food-grade plastic into our products than ever before. Through this, we have reduced costs and lessened our obligation to regulations such as the UK Plastic Packaging Tax.

Going forward, our focus remains on continuous improvement and innovation. Together with our customers, we can make a significant difference in easing the burden on our planet by eliminating wasted miles, food, space, and labor from our supply chain.

Lastly, we acknowledge our role in supporting local communities. By providing employment opportunities and engaging in charitable endeavors, we aspire to make a positive impact, not only on a local scale but also on a global level.

Thank you to all of our esteemed customers, partners, and stakeholders. Your steadfast support serves as the driving force behind our sustainability pursuit. Let's keep driving, united in our effort to confront challenges and capitalize on opportunities, with the shared vision of crafting a world that truly embodies the essence of "all together better."

With sincere gratitude,

**Eric Frank**  
CEO

# A message from our Global Sustainability Director



I feel very privileged to work in such a sustainability-driven organization, and so it is with great pride that I present Tosca's 2023 ESG Report to you.

Since joining Tosca two years ago, I've witnessed an amazing commitment to defining and meeting our 2030 ESG goals. While our circular business model offers an innately sustainable solution, everyone at Tosca works to go so much further than that. From engaging with our customers to support their ESG goals and minimize regulatory impacts, to reducing the environmental footprint of our operations, empowering our team members, and pioneering supply chain innovations, we're on a mission. And none of this would be possible without Tosca's obvious top-down commitment.

What I love most about Tosca is our dedication to honesty and transparency. We acknowledge where we stand and where we aim to be, and we take concrete steps toward improvement – for everyone. ESG challenges present an intricate balancing act, and Tosca embraces the opportunity to collaborate both internally and externally to find the right solutions.

It has been only one year since we set our 2030 goals and launched our first ESG report, and I am proud of the strides we've made so far. We have made so much progress in defining a solid baseline and identifying energy efficiency, and waste-reduction opportunities. I have been blown away by the efforts made in our manufacturing facility to move the footprint needle. I love our internal team member engagement and enhancement strategy and have enjoyed helping us build strong supplier relationships and explore win-win-win solutions with all of our partners. And it has been thrilling to watch how our Tosca IT team has explored how digitization can enhance our customers' and our own ability to reduce losses in assets and materials and reduce impacts to food resulting in unnecessary waste.

In addition, I would like to express my thanks to our equity investors, Apax, who share in and actively support our vision, and provide guidance on implementing sustainable solutions within Tosca.

Finally, I want to share how much I have enjoyed exploring how to support sustainability goals and targets with some of our customers and look forward to developing similar close relationships with more in 2024.

When we use the term "all together better," we truly mean it – it is not just a catchphrase. It reflects the way that we work to forge sustainable transport packaging solutions. When I look at all that collaboration, I see a company that is sustainable to its core.

Warm regards,

A handwritten signature in orange ink, appearing to read 'Karin Witton', with a long, sweeping horizontal line extending to the right.

**Karin Witton**

Global Sustainability Director

# 2022 highlights



## Together in customer partnership

**Smart Assets**  
and digital capabilities embedded in all new products, enabling enhanced tracking through the supply chain



**Zero**  
findings on our International Organization for Standardization (ISO) 22000 corporate audit for the **fourth year running**

**30%+**  
recycled food-grade plastic material content in all new products made for the UK



## Together in operational excellence



**30%**  
reduction in global Scope 1 and 2 emissions intensity by operating hours

**Platinum**  
EcoVadis certification for Europe, the Middle East, and Asia (EMEA) operations, placing us in the top 1% of assessed businesses



**Enterprise Certification**  
for Sustainability in our US operations by the Association for Supply Chain Management



## Together in team engagement

**~20%**  
increase in ethnic minorities in management positions in our US operations



**Learning Together,**  
our new career development program, launched

**100%**  
of staff attended one or more trainings



# About us

## What we do

Tosca is a global leader in reusable plastic packaging, delivering high-performance, sustainable supply chains for our customers at every turn.

## Our mission

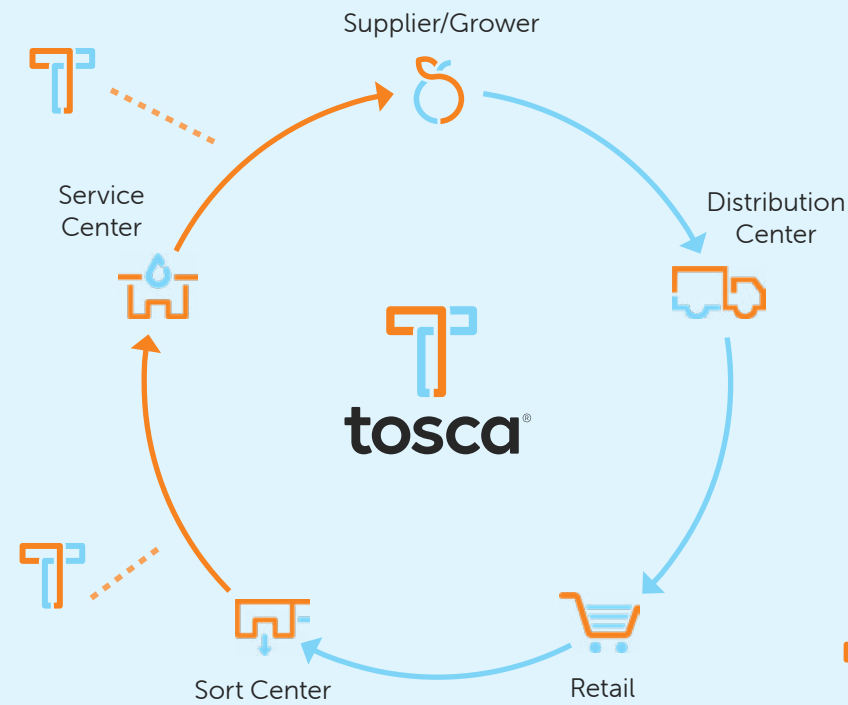
To revolutionize the flow of goods through the food supply chain, eliminating waste at every turn.

## Fostering partnership through values

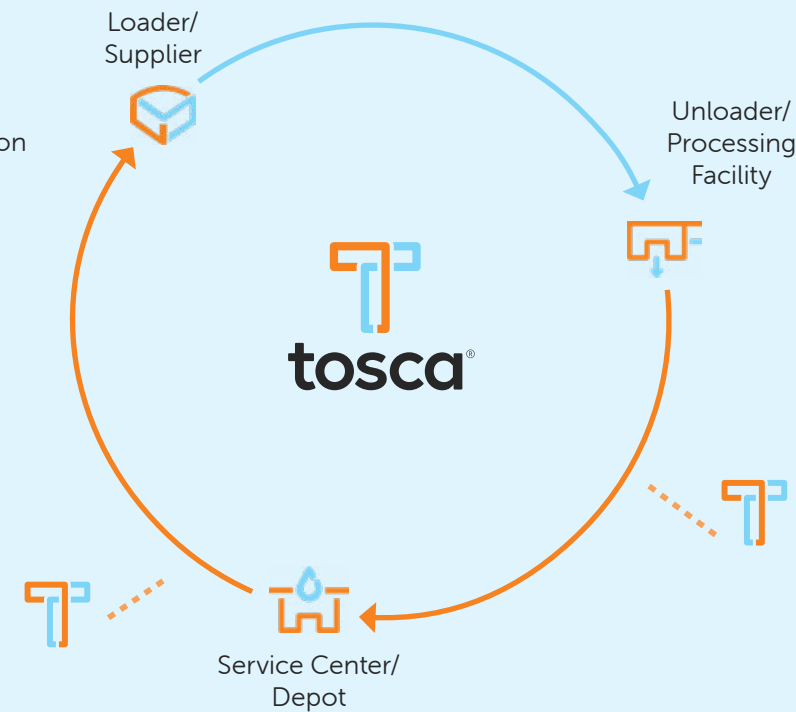
We are committed to delivering innovative, effective solutions that support customers' ambitious sustainability goals. It is a commitment driven by our diverse team of talented people – a team united by collective action to bring our company values to life.

## Delivering supply chain solutions – from the first mile to the last

### Open-loop pooling



### Closed-loop pooling



— Customer responsible for transportation  
 — Tosca responsible for transportation

Tosca partners with customers around the world, providing solutions that help optimize their supply chains. We believe that to be all together better, we must use our business model to deliver value in ways that benefit our people, our planet, and our societies more broadly.

Tosca manages the entire pooling process, covering collection, washing, servicing, and delivery, seeking to lower the carbon footprint at every turn. By prioritizing pooling activities – and maintaining assets to extend their useful lives – we are creating a network in which waste is avoided by design. By pooling our own assets – including handheld Reusable Plastic Containers (RPCs), plastic pallets, and bulk bins – we can achieve more sustainable, efficient resource grouping and sharing across our customer base.

# Tosca by the numbers

64  
years in business



**tosca**<sup>®</sup>  
tosca.td.com

Performance pooling solutions,  
purpose-built for your supply chain  
to eliminate waste.

Crates • Displays • Dollies • Pallets • Containers

55+  
countries  
served globally



5,000+  
global customers



1/2  
Billion  
assets serviced at 60  
locations worldwide



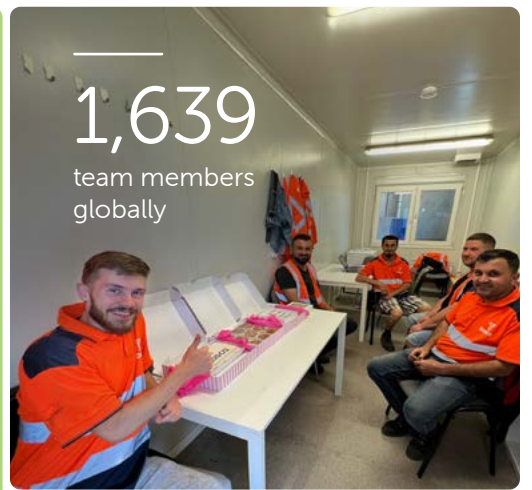
300+  
injection molds



100%  
new largest assets outfitted with  
digital tracking technologies



1,639  
team members  
globally



→ Find out more about  
Tosca on our website

# A strategy for sustainable success

Our “all together better” sustainability strategy is founded in customer partnership, operational excellence, and team engagement.

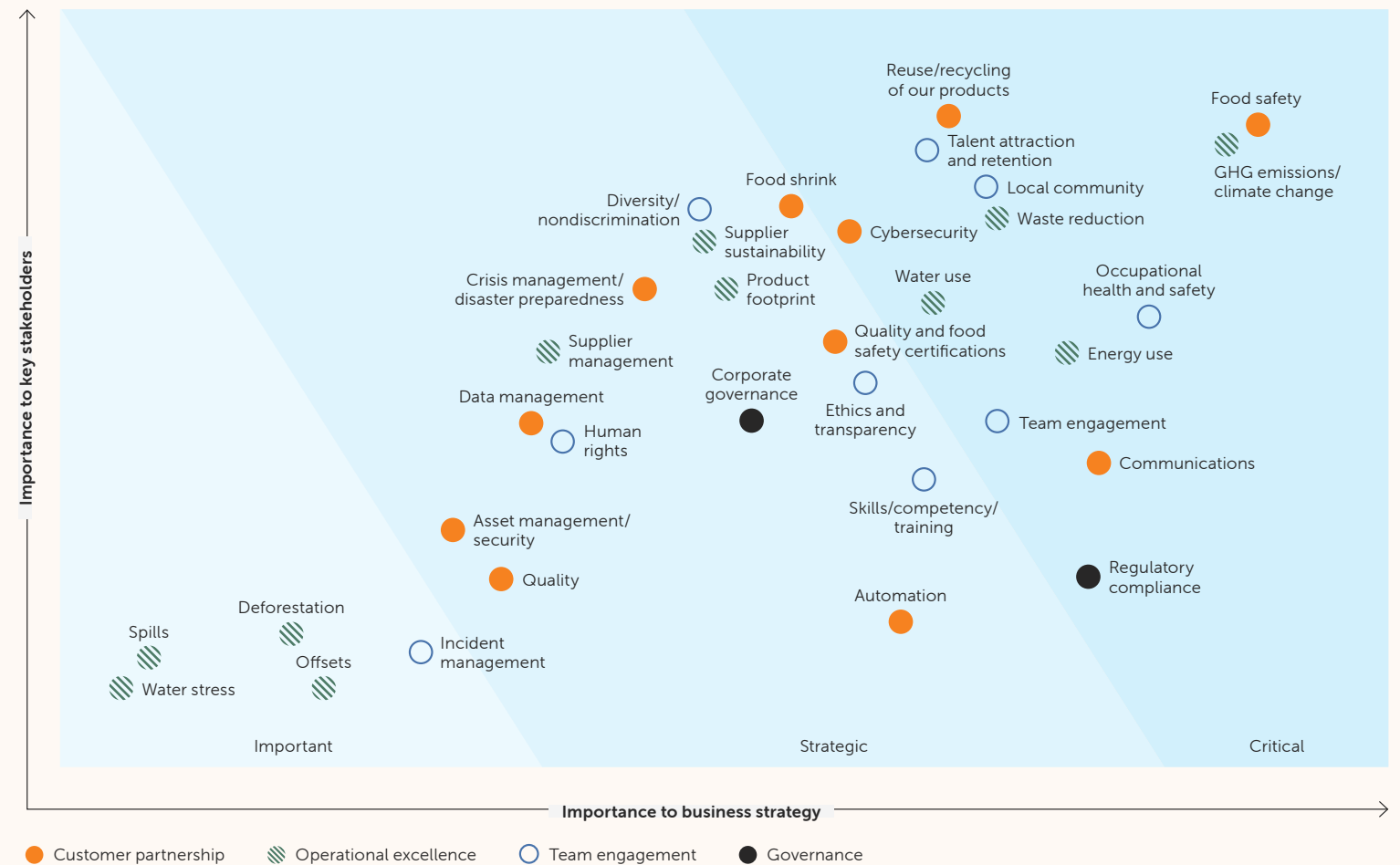


## Materiality matrix

Real-world innovation starts with understanding where we have the greatest scope of impact. It is why, when developing our sustainability strategy in 2021, we started with a robust materiality assessment.

Through our Stakeholder Sustainability (ESG) Engagement Process, we routinely monitor our material issues with the intent to revisit priorities and associated goals as necessary.

## Our key material issues





# Driving ESG forward

To be all together better, sustainability must be driven from the top down. It is the reason why, at Tosca, ESG has long been a priority for our CEO and Executive Leadership Team (ELT) and why we encourage collective action in support of our sustainability strategy. Our private equity investors, Apax, also prioritize ESG. It is a focus reflected in their 2023 ESG report, which also features Tosca. They produced a podcast episode with Tosca, in which we discuss our shared goals.

→ [Listen to the podcast on the Apax website here](#)

## Sustainability governance

Sustainability is a key priority for our supervisory Board of Directors, which has oversight of our sustainability strategy. It is regularly included in meeting agendas and reflected upon throughout the year at Board meetings. Our CEO has overall responsibility for ESG strategy, which is driven by the ELT and supported by a cross-function Sustainability Committee (SC).

## Policy-driven focus

Behind every successful ESG approach lies a robust governance structure and defined policies that guide advancements against relevant and material topics. [Tosca maintains such policies](#), including:

- Our Code of Conduct and Supplier Code of Conduct
- Sustainability Policy Statement
- Human Rights Policy Statement
- Environmental Policy Statement
- UK Modern Slavery Statement
- Health and Safety Policy Statement
- Biodiversity and Forestry Policy Statement
- Conflict Minerals Statement
- Anti-Bribery and Anti-Corruption Policy

We know how important it is to foster a culture of reusing before recycling. It is why we partner with our peers through Reusable Packaging Europe (RPE) and the Reusable Packaging Association (RPA), to inform upcoming EU, UK, and US legislation that will help steer business transformation from a culture of recycling to one of reuse.

→ [Find our policies here](#)

## The make-up of our Board

Our Board comprises eleven members who each bring a diversity of experience and knowledge to the table.

***“As a Board member, it is rewarding to work with a company like Tosca that values sustainability and ‘walks the talk’ of environmental stewardship. It is particularly satisfying being part of a company that is a leader in the circular economy and a model in the principles of reduce, reuse, and recycle.”***

Dave Russell

***“Being a Tosca Board member affords a front-row seat to Tosca’s innovation in pooled reusable packaging solutions, where sustainability is core, and waste is eliminated with every asset turn. Tosca’s long-term customer relationships prove the value of the pooled reusable asset model, where reduced costs, increased efficiency, and improved sustainability are a win for industry and the planet.”***

Lauri Honea

## Our Board of Directors



Phil Collins



Eric Frank



Raphael Geminder



Lauri Honea



Ashish Karandikar



Alan Menkes



Dave Russell



Jesse Sels



Nadia Shouraboura



Forrest Wilkinson



Mark Zubko

→ [You can find more information on our Board members here](#)



# Together in customer partnership

Tosca delivers innovative, efficient sustainable pooling and reusable packaging solutions. We work in partnership with our customers to meet their individual needs, developing tailored solutions and driving value with our industry's most robust portfolio of pooled assets, such as crates, pallets, bulk containers, dollies, displays, and more. These solutions enable end-to-end supply chain optimization while minimizing waste, whether that is wasted miles, labor, food, materials, or space.

### The issues that matter

- Food safety
- GHG emissions/climate change
- Reuse/recycling of our products
- Waste reduction
- Food shrink
- Cybersecurity and digitization
- Water use
- Quality and food safety certifications
- Product footprint

### UN Sustainable Development Goals



→ [See how we are aligning with the UN SDGs here](#)

# Customer partnership in 2022

## Overview

### Our 2022 highlights

**Fourth year in a row** with zero findings on our external ISO 22000 Food Safety Management corporate audit

Over **30% recycled material** in all new manufactured assets for the UK market

All new largest assets have **digital tracking capabilities**

2030 goals	2022 progress	Status
<b>Enhanced product footprint</b>		
Products designed to increase product durability by 50% and be readily configurable to customer needs	<div style="width: 40%; background-color: #f4a460;"></div>	🚦 On track
Products contain >30% recycled material with virgin content increasingly comprising renewably sourced resins or replaced by bio-based alternative materials without compromising food safety	<div style="width: 30%; background-color: #f4a460;"></div>	🔄 Ongoing
Water use in our wash cycles is minimized through alternative Quality and Food Safety (QFS)-approved forms of cleaning	<div style="width: 10%; background-color: #f4a460;"></div>	🚦 On track
Maintain our leading position for QFS through continual improvement and alignment with ISO 22000, BRCGS, and ISO 9001 standards	<div style="width: 100%; background-color: #f4a460;"></div>	➖ No change
Alternative labeling methods (including digital tracking systems) employed that minimize water and energy needs for the removal of labels	<div style="width: 30%; background-color: #f4a460;"></div>	🔄 Ongoing
Proven reduction in food shrink (damage and spoilage), labor requirements, and transportation needs using our products	<div style="width: 30%; background-color: #f4a460;"></div>	🔄 Ongoing
<b>Revolutionary digitization</b>		
Real-time customer ordering, tracking, and reporting on products and external conditions (including temperature, humidity, shock, time in transit) via an app	<div style="width: 40%; background-color: #f4a460;"></div>	🚦 On track
Technology-based warehouse inventory management	<div style="width: 40%; background-color: #f4a460;"></div>	🚦 On track

### Reusables: five facets of waste reduction

Tosca reusable products represent a clear win for eliminating single-use packaging, but the benefits extend well beyond that, with reusables helping our customers cut waste across five key areas.



#### Eliminating wasted food

Tosca egg crates reduce damage and food waste **by over 50%**.



#### Eliminating wasted material

Tosca assets have eliminated the need for over **1.6 million metric tons** of corrugated from supply chains from 2000–2022.



#### Eliminating wasted transport

Stronger, more uniform packaging helps customers maximize pallet and truck cube efficiency, meaning fuller and fewer trucks on the road and **lower emissions**.



#### Eliminating wasted space

By using our foldable Intermediate Bulk Containers, we can **fit three times as many** into a truck versus rigid containers.



#### Eliminating wasted labor

Our retail-ready egg crates can go directly from truck to shelf, reducing stocking time **by more than 50%**.

# Closing the loop on food and material waste

We truly believe our reusable plastic packaging solutions represent the best, most sustainable options available for protecting products and reducing waste. And, when used as part of a full-service pooling solution – which utilizes resources more efficiently, optimizes logistics, and produces less waste – Tosca is helping customers eliminate single-use alternatives, creating a more circular approach to packaging.

## Creating value for customers

The problems with many traditional packaging materials – including corrugated cardboard, polystyrene, and wood – are clear: they have a very limited useful life and their less-robust construction means contents are at greater risk of damage during transportation.

Our products are meticulously designed for maximum reusability, and with food waste and damage reduction in mind – including features like in-built ventilation, as needed, and greater strength. They are also created to be stackable and display-ready, reducing product damage during transportation and storage, all the way from farm, to processor, to retail shelves.

## Why – and how – we innovate

At Tosca, our R&D team works hand-in-hand with customers on innovative packaging solutions that meet their needs – from the type of packaging to performance and longevity while better protecting contents and minimizing environmental footprint.

Our R&D team also reviews existing product designs to identify improvements, such as increasing recycled content and durability and reparability to maximize time between production and scrappage. To support this,

we have launched a concentrated effort on improving scrap-rate data collection and streamlining customer feedback processes to better inform both the Tosca R&D team and our 3rd party manufacturers.

## Incorporating the old into the new

When single-use packaging materials reach the end of their useful life, not only do they require significant resources to recycle; they are also often difficult to recycle due to contamination and limited infrastructure. Our portfolio of durable, sustainable, and efficient reusable packaging solutions and pooling services eliminate these issues by incorporating 100% of our reground assets back into products. Doing this means we can also ensure our products use 100% food-safe plastics.

All products manufactured for the UK contain over 30% recycled material. Not only does this mean these assets are exempt from the UK Plastic Packaging Tax – which helps avoid cost increases for Tosca and our customers alike – it also brings us a major step closer to achieving our 2030 goal of over 30% recycled material in all products.

→ [Learn more about our manufacturing and R&D capabilities on page 23](#)



## Innovating for customer satisfaction

Driven by the aim of reducing the overall weight of the plastic crates used to pack and deliver groceries to their customers' homes, we were approached by a leading European grocery retailer with a strong online grocery delivery business.

Our in-house R&D team collaborated closely with the retailer to design an improved crate that used less plastic without compromising its strength and structural integrity. The crates were then manufactured at our facility in Israel.

The new, redesigned crates are 25% lighter and, as a result, this makes them easier for store colleagues to maneuver either on the picking trolleys or when stacking. Given the retailer's delivery vans hold a maximum weight rather than volume, the lighter crates also mean more crates can be loaded

onto the delivery vans and more deliveries can be made per journey, thus reducing carbon emissions.

Not only that, but the improved ergonomics, thanks to four rather than two hand holes, enables the delivery driver to handle the crates more easily in confined spaces such as narrow alleyways and staircases.

Moving from a perforated to solid base has also reduced the problems from leakages during transit, as they are now contained rather than dripping down to the crates below.

This is a true example of innovation through partnership, and the benefits don't stop with the retailer who initially approached us, as the redesigned crate is also now being used by other retailers in Europe.



# A nonnegotiable commitment to food safety

## Protecting food safety

Reducing food waste is a primary aim of our approach to quality and food safety, and one of the reasons we hold an unwavering commitment to food safety. We maintain the strictest hygiene standards and industry-leading QFS systems that ensure these standards are upheld. Our global Quality and Food Safety Management System (QFSMS) aligns with both ISO 9001 and 22000.

For the fourth year running, external auditors found zero noncompliances when assessing our US corporate-level ISO 22000 Food Safety Management System.

## Training and educating our people

Food safety is a shared responsibility across Tosca. For our standards to be upheld throughout the business, everyone needs to understand the role they play. During 2022, in EMEA, we outlined a procedure that establishes what food safety training team members require. We are using this to develop targeted content that meets those needs.

In North America, we now offer digital, on-demand courses via our learning management system (LMS).

## Food safety: one facet of a holistic approach

To innovate the best solutions that meet customer expectations, QFS is fully integrated into our wider operational approach. This means the QFS team is deeply involved whenever new business is being discussed or changed, or when improvements, acquisitions, or expansions are initiated.

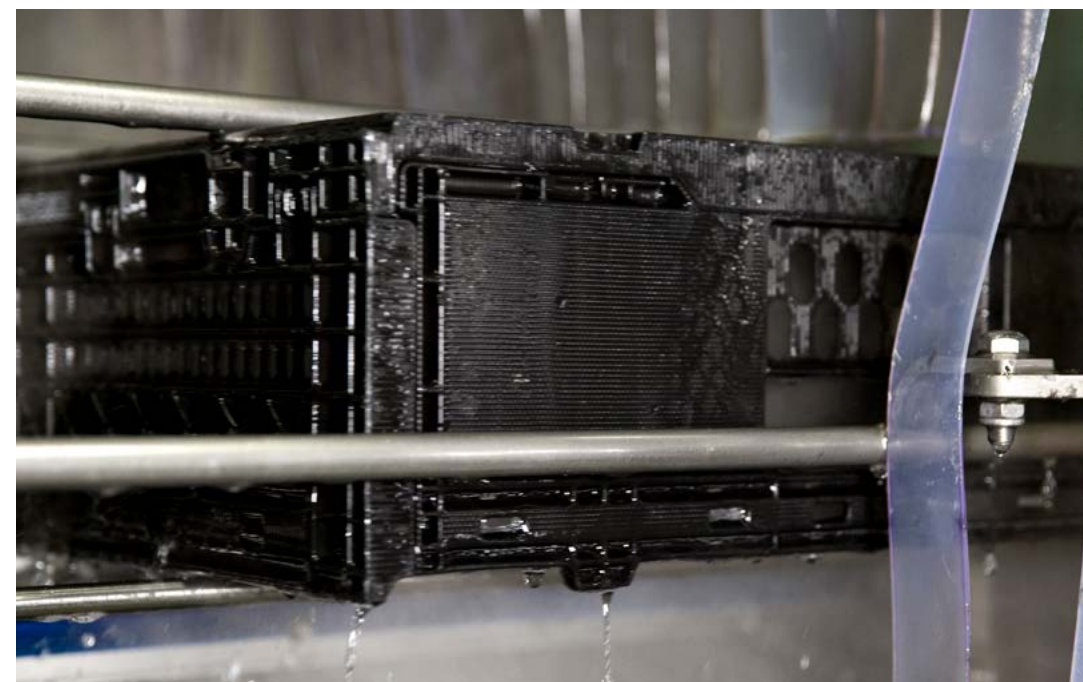
## Amplifying efforts to prevent avian influenza transmission

We also take our role and responsibility in preventing the spread of foodborne and/or infectious animal diseases seriously, for example during the recent uptick in avian influenza – or bird flu.

Avian influenza comes in two forms: low pathogenic and highly pathogenic. In February 2022, an outbreak of the highly pathogenic form was reported in certain areas, including at the farms of some Tosca customers.

Our ISO-certified management procedures provided confidence throughout our customers' value chain that we had the capability to significantly mitigate transmission risks. Once farms notified us that they had crates in impacted areas, our targeted measures helped to ensure assets were meticulously cleaned. We then implemented a second procedure for handling them once returned to Tosca facilities.

Having developed this advanced process, we are now even better equipped to manage potential future bird flu outbreaks – as well as other similar existing and emerging bio-security risks.



# Achieving shared sustainability goals

## Forging sustainability: innovative produce transport solutions for Eisberg

Eisberg, a leading European producer of fresh convenience salads, fruits, and vegetables, approached Tosca as they quickly needed a robust and sustainable packaging solution. They needed to transport their fresh produce from different locations in Europe to their nine European production plants.

Tosca responded immediately, and Eisberg now uses one of our crates, specifically because of the robust, environmentally friendly nature of its design and use.

The partnership between Eisberg and Tosca has been successful in providing a sustainable packaging solution that reduces food waste and helps Eisberg achieve their sustainability goals.

“Making the switch to Tosca’s reusable crates was easy and stress-free. We appreciate Tosca’s continuous product innovation and development, such as quicker folding rates and even more durable plastic, and look forward to further growing our partnership into other areas of our business.”



## Reducing single-use packaging: Bravo’s transition to Tosca in the Dominican Republic

Bravo, a leading supermarket chain in the Dominican Republic, has been serving customers since 1998. With a total of 23 supermarkets, Bravo takes pride in being a family-owned business aiming to minimize its environmental footprint.

Previously, Bravo relied on single-use plastic crates, which were commonly used in the industry. However, after looking to address single-use packaging and recognizing the need for more sustainable practices in general, Bravo decided to explore alternatives and switched to Tosca.

We offered Bravo a range of innovative solutions to replace the traditional single-use packaging. Bravo embraced our active-lock folding crates, dollies, and meat crates. These durable and reusable crates not only proved to be efficient for product storage and transportation, but also significantly reduced waste generated by disposable packaging materials.

In line with their commitment to innovation, Bravo is currently piloting Tosca’s active-lock crate with two clear walls. This modified crate design provides enhanced visibility of the products while maintaining structural integrity and durability. The trial aims to evaluate the effectiveness of this solution in meeting Bravo’s specific requirements, such as product visibility, handling efficiency, and overall customer satisfaction.

The transition to Tosca’s reusable packaging has had a positive environmental impact for Bravo. By moving away from single-use plastic crates, Bravo has significantly reduced the amount of packaging waste generated by their operations. This shift aligns with Bravo’s sustainability goals and demonstrates their commitment to responsible business practices.



# From A to Z – saving miles and improving distribution

While our reusable assets help customers reduce food and material waste, we are just as proud of how our innovative, comprehensive pooling and tracking services can help customers reduce their carbon footprint and target increased efficiency.

## The importance of efficiency

Evolving the product distribution network for sustainability requires more than just circular assets. It requires logistics efficiencies to deliver emissions reductions and cost savings and the technological solutions to track those assets from start to finish.

## Driving continuous improvement

We prioritize journey optimization in collaboration with our customers and supply chain partners to reduce empty miles<sup>1</sup> and enhance transportation networks every step of the way.

In 2022, we identified several areas of direct impact for our global business, namely:

- Low driver numbers
- Increased congestion
- Rising fuel costs and inflation

Equipped with this insight, we sought out innovative solutions. For example, to enhance cross-company efforts, we began migrating our various European pooling logistics to a single transport management system (TMS). This is

similar to the US, where we already maintain a centralized TMS. By implementing a unified approach, we are optimizing efficiency and transparency across our entire network while ensuring every journey uses the full capacity of each truck.

This has clear benefits for our customers as well as for Tosca. The standardized system simplifies the process of planning transport loads to maximize how much cargo each truck can carry between locations.

## Enhancing fleet efficiency

We are consistently collaborating with transport carriers to minimize empty miles when returning from customer deliveries. As part of this, we are partnering to track daily on-time deliveries, using key performance indicators (KPIs) and dedicated dashboards to follow our progress and improve efficiency.

We are also teaming up with customers to match our transportation routes with theirs, sharing resources to reduce the number of empty miles our trucks travel between locations. To close the distance between Tosca and our customers, in 2023, we are focused on opening at least four new depots across our EMEA region.

Migrating to a single transport management system in Europe has resulted in fewer trucks, fewer empty miles, better asset tracking, and an overall more streamlined, lower-emission delivery process



## Nestlé and Tosca – driving sustainable supply chain innovation together

Nestlé, one of our valued EMEA customers, believe their supplier partners have a critical role to play in helping them reach their sustainability and food safety goals. It is a challenge, we at Tosca, are proud to accept and build on year after year.

Since 2011, we have been providing pooled plastic pallets to move raw materials, ingredients, and packaging into Nestlé European production facilities. These pallets, along with other reusable plastic containers from Tosca, meet Nestlé’s strict food hygiene and safety standards and ensure a consistent pallet structure which fits Nestlé’s automated processes.

We are passionate about pooling and continue to innovate new solutions to improve performance. In close collaboration with Nestlé we have together evolved our standard pooling model into an impressive hybrid Pooling+ model. This allows Nestlé to re-use all these inbound pallets time and time and time again, within their own operations for transportation of products. This eliminates empty truck miles and associated emissions by replacing single use packaging.

This is a true example of innovation through partnership, and we are excited to champion this new hybrid Pooling+ model with Nestlé.



1 Empty or less-than-full trucks.

# Data for success

## On a mission

We understand the importance of data and are harnessing its full value, safely and securely, to help our customers improve their operations.

## Understanding Scope 3

Many customers want to understand the impact our products and services have on their Scope 3 emissions, and we can readily provide that data to support those needs.

In addition, we can also provide data for internal decision-making to prove the benefits of reusable plastic packaging over single-use or less-sustainable alternatives. Our leading edge life cycle assessments (LCAs) have been used time and time again to reveal the best packaging option for customers' needs – even if it isn't a reusable one. We are proud of the accuracy of our LCAs and the data we can give to our customers.

## An industry-leading commitment to digitization

We are paving the way for our industry, providing innovative tracking capabilities that let customers follow the condition, as well as the location, of their goods. Together, we are developing new ways to track the circumstances that affect customer's goods – like temperature, humidity, and shock – throughout the value chain at every stage, from the second they leave the field to the moment they hit retail shelves.

Tracking and tracing technologies covering barcodes and radio-frequency identification (RFID) to Internet of Things (IoT) utilize state-of-the-art innovations in radio frequency, GPS, global navigation satellite systems, Bluetooth, cellular, and narrowband IoT, among others.

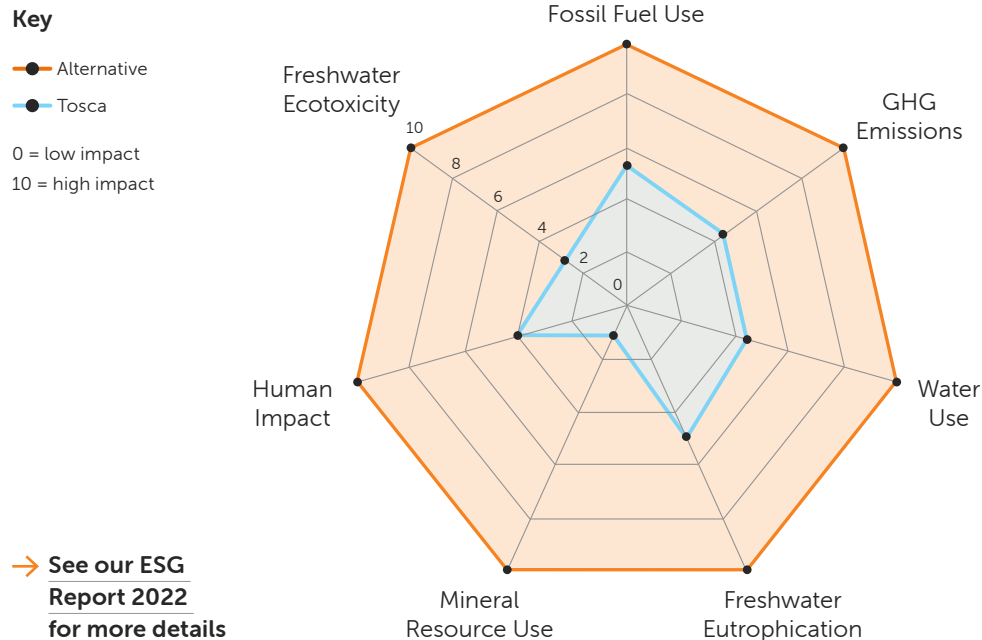
Partnering with our customers, we have worked on creative solutions to allow our new products to benefit from these digital solutions, and through a designed network of sensors and telecoms, we can illuminate supply chain areas that were previously overlooked. In this way we can:

- Provide real-time information so customers know what conditions their goods are exposed to in transit
- Enable efficient asset-pool management by reducing internal moves between locations and, thus, emissions
- Track asset rotations to enhance internal processes and reduce cycle times so pooled assets can be used more efficiently
- Reduce costs by eliminating unnecessary loss and/or new material purchases

In 2022, our tracking technologies helped us recover over \$1.2 million worth of assets, avoiding unnecessary replacements and saving Tosca – and our customers – time and money

Not only will the ability to follow products from supplier to shelf reduce product waste; it will also help streamline wider delivery logistics. With goods tracked and monitored to customer premises, we are eliminating the need for physical CMR<sup>3</sup> documentation (proof of delivery), saving valuable time and resources. In fact, we are already working in partnership with select customers, carriers, and truck drivers on solutions that transfer data electronically.

## Environmental impact reduction an Italian retailer achieved using a Tosca solution



### GHG emissions annual savings equivalent to

213,028 miles driven in a car

102 acres of forest

### Water annual savings equivalent to

483,279 average-length showers

### Energy from fossil fuels annual savings equivalent to

44 homes

In addition, by shedding a light on product exposure, we are equipping customers with the information needed to comply with section 204 of the Food Safety Modernization Act. Among other considerations, section 204 requires that shippers and carriers ensure certain high-risk foods<sup>2</sup> stay cool during transit.



→ See our ESG Report 2022 for more details

<sup>2</sup> The high-risk foods include certain cheeses, vegetables, fish, crustaceans, and ready-to-eat deli salads.  
<sup>3</sup> Convention on the Contract for the International Carriage of Goods by Road.



# Securing data

## Increasing importance of cybersecurity

Increased digitization opens the door to a whole world of new possibilities, but it also brings with it a growing need for a more robust cybersecurity infrastructure.

At Tosca, we work hard to stay ahead of the cyber curve and protect our customers' and our own data.

For our cybersecurity measures to work, we need buy-in from everyone. During 2022, we engaged a 3rd party to conduct a penetration test that evaluates how secure our current systems are against direct hacking attacks. They also partnered with Tosca to implement a more stringent phishing response evaluation process. All team members are now sent unannounced, simulated phishing messages once a quarter (four times more frequent than traditionally accepted annual tests). This helps keep our shared security responsibility front of mind for everyone at Tosca.

While cybersecurity requires never-ending diligence, we were proud that our results in 2022 indicated our system is sufficiently robust.

Learn more about how we are harnessing the full value of technology to enhance operations, reduce impacts, and deliver the greatest possible impact for all our customers.



Our Global Director of IT Infrastructure and Security is a Certified Information Systems Security Professional – a notable achievement for a company of Tosca's size.

## Systems that protect us and protect our planet

Digitization is what will keep Tosca at the forefront of industry progress, but we know, even as we build our capabilities, we need to do so in ways that keep our environmental impact low. Our IT team is committed to enhancing the sustainability of our technology services, investing in efficient cloud storage solutions.

Studies have shown cloud services can reduce energy consumption by 65% and lower carbon emissions by 84%. Tosca has proudly been 99% cloud since May 2022.

While cloud storage helps reduce our IT footprint, it also provides increased security regarding data. However, we wanted to take a belt-and-braces approach to data protection. So, when we completed migration of all storage from on-premises servers in 2022, we also implemented robust security systems that encrypt any data we store.

# Optimizing for labor and space savings

Our reusable plastic packaging solutions are tailored to our customers' specific needs, including innovative features that optimize both labor and space efficiency.

## Labor savings

Using our products has been shown to reduce labor time (as well as injuries) associated with the handling, collection, and disposal of corrugated cardboard. A time and motion study performed in 2021 by Chainalytics revealed that:

- Workers said they preferred the RPCs over corrugated boxes, finding RPCs less prone to leaks and easier to stack onto carts.
- It took less time to weigh and label the RPCs than their corrugated equivalent in warehouses.

- RPCs were deemed easier to open (no paper cuts) and easier to dispose of by folding and placing on pallet, as opposed to spending time at the baler.

At distribution centers (DCs), it was a different story. The strength of RPCs allows more to be stacked on a pallet, but this changed the handling procedures and time to unload at the DC. Understanding this impact, Tosca recommended reducing stack heights to align with normal handling guidelines.

## Saving space

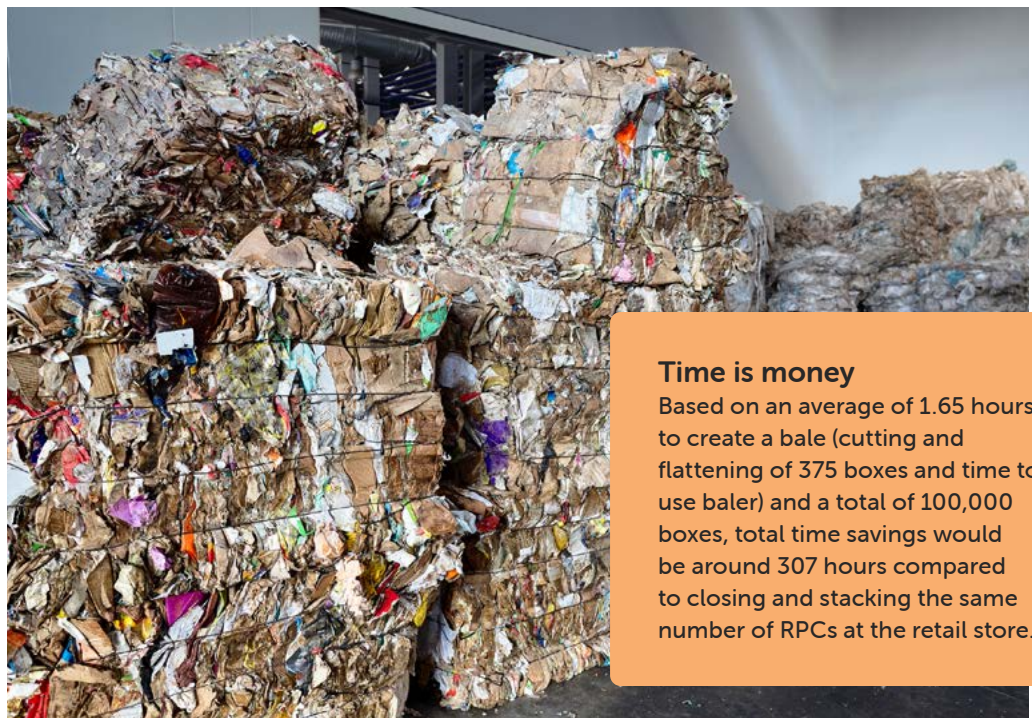
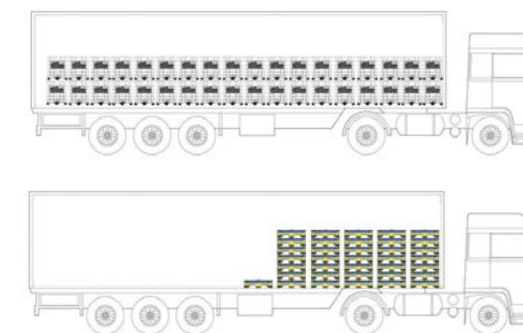
How much space assets take up in supply chains is a key calculation many of our customers have to make. That is why foldable containers offer a compelling case. Their collapsible design reduces storage demands, optimizes transportation, and cuts costs. This innovation not only enhances operational efficiency, but also demonstrates a commitment to environmental sustainability through reduced resource consumption and emissions.

For example, Tosca's customers using foldable bulk bins such as our Superior Hybrid benefit from significantly reduced emissions and cost. While only 40 rigid Intermediate Bulk Containers (IBCs) can be transported in one trip, 182 foldable bulk bins (IBC equivalents) can be moved, resulting in fewer, more efficient return journeys. This, in turn, translates to significant emission reductions.

For one of our customers, the switch to foldable bulk containers resulted in a reduction of 87 MT CO<sub>2</sub> eq, an emissions savings equal to 213,028 miles driven yearly. These measurable environmental contributions highlight the real-world impact of Tosca's innovative solutions for enhancing supply chain sustainability and operational efficiency.

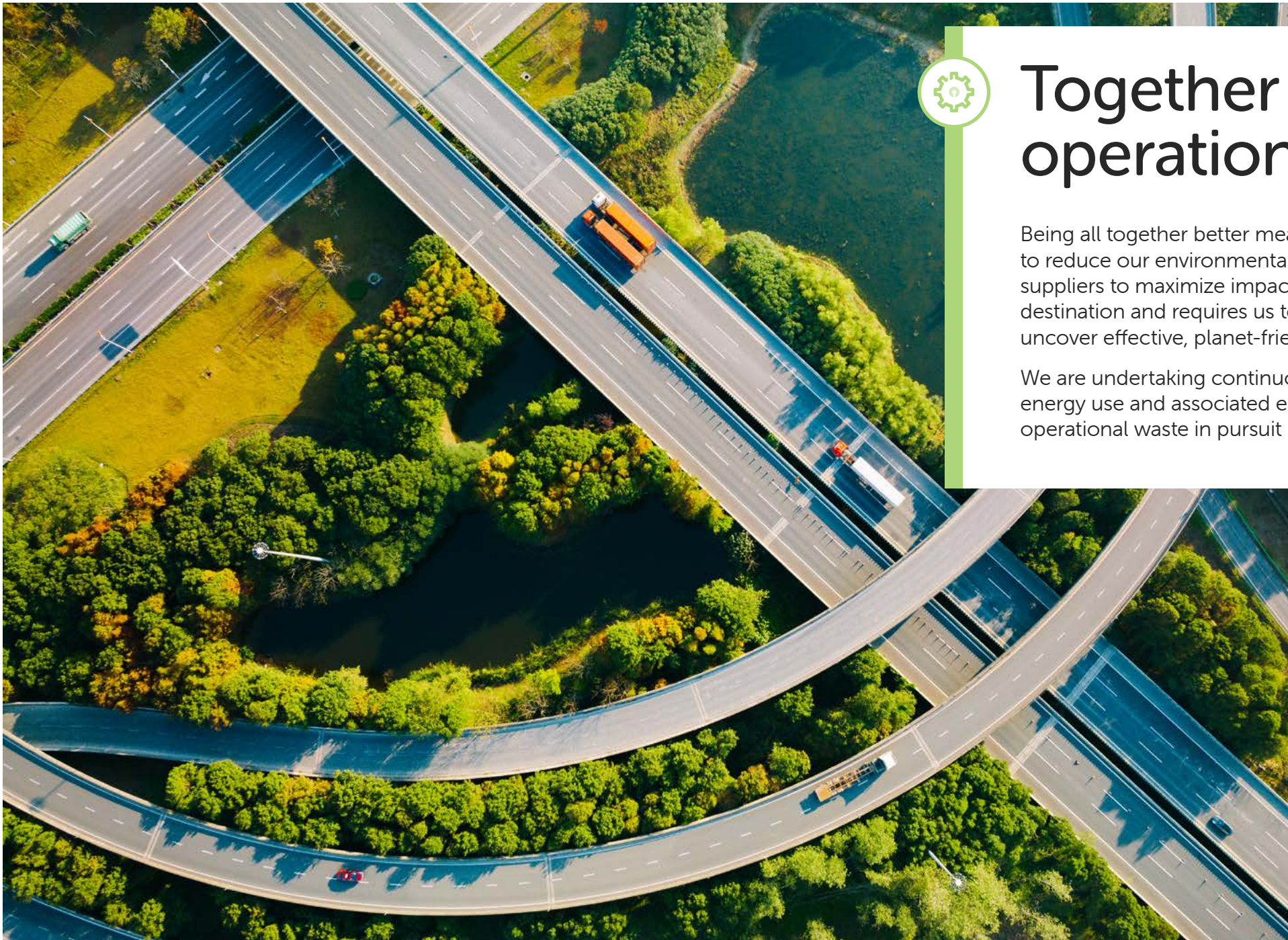
Foldable reusable assets deliver powerful storage benefits as well. Our customers can have more assets on hand ready for fulfillment without increasing storage burden. This makes fulfillment less costly, more efficient, and more consistent.

87 MT CO<sub>2</sub> eq  
an emissions savings equal to 213,028 miles driven yearly, was made by switching to foldable bulk containers



**Time is money**  
Based on an average of 1.65 hours to create a bale (cutting and flattening of 375 boxes and time to use baler) and a total of 100,000 boxes, total time savings would be around 307 hours compared to closing and stacking the same number of RPCs at the retail store.





# Together in operational excellence

Being all together better means enhancing how we operate, forever innovating to reduce our environmental footprint while partnering strategically with suppliers to maximize impact. Sustainable business is a journey rather than a destination and requires us to work closely with our customers and suppliers to uncover effective, planet-friendly solutions.

We are undertaking continuous, incremental, and bold changes to reduce energy use and associated emissions, optimize water use, and mitigate operational waste in pursuit of our 2030 goals.

### The issues that matter

- GHG emissions/climate change
- Energy use
- Waste reduction
- Water use

### UN Sustainable Development Goals



→ [See how we are aligning with the UN SDGs here](#)

# Operational excellence in 2022

## Overview

### Our 2022 highlights

**Hosted five global webinars** on Tosca’s sustainability strategy and goals and energy, water, and waste-reduction opportunities

**80%** of locations now use our new global Utility Data Dashboard

**Partnered with 3rd party** manufacturers and raw material suppliers to better understand Scope 3 emissions

2030 goals	2022 progress	Status
<b>Increased operational efficiency</b>		
Automated processes in place in 100% of Tosca-operated locations	<div style="width: 100%;"><div style="width: 100%;"></div></div>	🟢 On track
QFS-approved waterless and/or chemical-free sanitation mechanism routinely in operation	<div style="width: 30%;"><div style="width: 30%;"></div></div>	🟡 Ongoing
Reduction in time to produce pooled assets by 30%	<div style="width: 50%;"><div style="width: 50%;"></div></div>	🟢 On track
<b>Minimizing greenhouse gas (GHG) emissions</b>		
42% reduction in Scope 1 and 2 absolute emissions from a 2021 baseline (1.5° scenario (1.5°C))	<div style="width: 42%;"><div style="width: 42%;"></div></div>	🟠 No change
Scope 3 (supply chain) emissions are fully understood, and science-based targets established	<div style="width: 70%;"><div style="width: 70%;"></div></div>	🟢 On track
<b>Net zero to landfill</b>		
100% of facilities (wash centers, depots, and offices) are certified as zero-waste-to-landfill	<div style="width: 10%;"><div style="width: 10%;"></div></div>	🟢 On track
Routinely recycling our own useful plastic and nature-based waste into products, as well as that of our customers	<div style="width: 75%;"><div style="width: 75%;"></div></div>	🟢 On track <sup>4</sup>
<b>Working ethically</b>		
Strong anti-modern-slavery programs in place internally and across our high-risk suppliers	<div style="width: 50%;"><div style="width: 50%;"></div></div>	🟢 On track



<sup>4</sup> 100% of assets are sent for regrind and are returned into product where economically feasible, with the remainder being used by other companies.

# A more climate-conscious company

We all share one planet and, as such, everyone has a responsibility to work together to protect it. One of the clearest ways we can do so is through reducing our climate impact – targeting emissions reductions that will help keep warming below 1.5°C.

## A roadmap to clarity

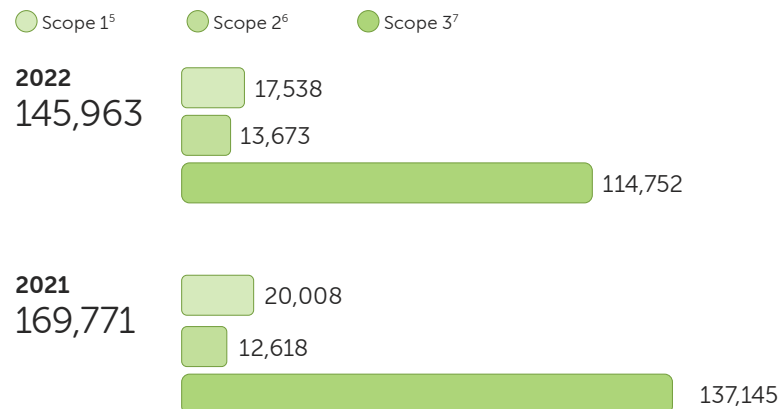
Emissions reduction starts with a detailed understanding of our existing impact. In 2022, we implemented a Utility Data Dashboard to more accurately collate and analyze our electricity, natural gas, water, and waste data. Not only does this enhance the accuracy of our GHG emissions calculations, but it also enables us to track the impact and cost efficiency of our latest improvement strategies, bringing us closer to achieving our sustainability goals.

We believe the increase in electricity, natural gas, and propane consumption is primarily due to the acquisition of a new company with two facilities and better data collection associated with the new Utility Data Dashboard.

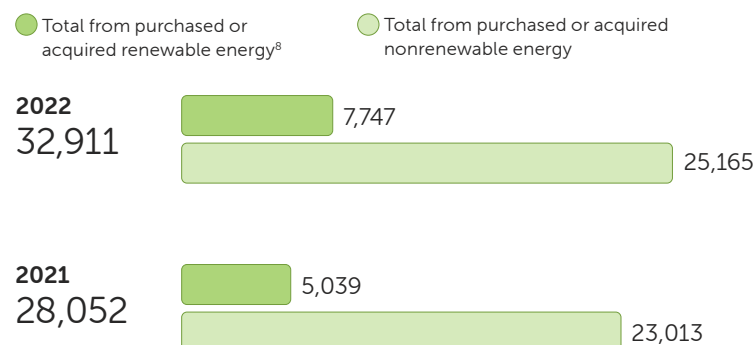
By consolidating logistics data in 2022, we delivered improvements to our US logistics management, bringing greater insight to transportation emissions. And, by introducing our entirely new TMS in our EMEA region, we are expecting to create the same level of clarity for logistics data from that region in 2023. This will both support our Scope 3 reporting and help us conduct increasingly accurate LCAs for our customers.

In 2022, we also expanded our business travel management system to better track data and allow for more accurate emissions reporting. And, we rolled out our second commuting survey – an internal exercise in understanding the travel footprint of our corporate workforce on the days they travel into our offices versus those working at home.

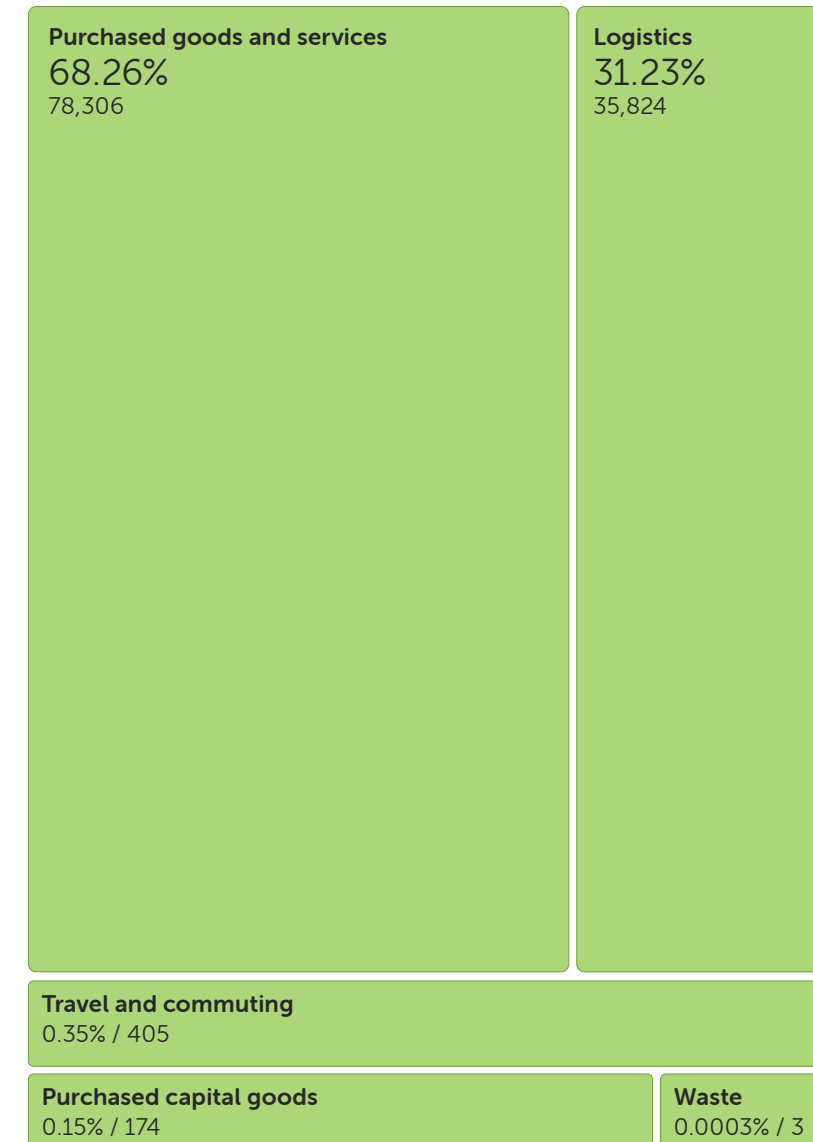
## CO<sub>2</sub>e emissions (metric tons)



## Electricity consumption (MWh)



## Scope 3 emissions breakdown (metric tons CO<sub>2</sub>e)



5 Sources: Fuel combustion in company facilities and company vehicles.  
 6 Source: Purchased electricity.  
 7 Sources: Purchased goods and services, transport and distribution, and team member commuting.  
 8 Based on grid-supplied electricity. 36% globally (32% US, 40% EMEA) is sourced from renewables.

### Better ways to operate

Managing our direct operations represents our clearest path to emissions reductions. It is why we put so much energy and passion into identifying potential efficiencies in our processes and facilities.

#### Minimizing energy requirements with cold-water washes

We will not compromise on food safety, and that means maintaining our rigorous asset-washing processes. However, in pursuit of continuous improvement, we have also identified our washing activities as an area where we can innovate to bring about greater emissions reductions. Across our sites globally, we are exploring cold-water washes for certain processes to reduce energy use without compromising quality or food safety.

In 2022, we moved to cold washes for some of our EMEA cleaning processes. Not only does this bring with it a reduction in energy use, it has also resulted in other unexpected efficiencies, such as cooler trays keeping their shape better, thus virtually eliminating stoppages due to jams in the automated washlines. And, because when we work at lower temperatures, exposure to steam and hot water is eliminated, meaning we are also minimizing potential related health and safety risks for our team members.

### Improving energy efficiency

Our Operations team, Engineering team, and Location Managers are laser-focused on working together to improve operational activities – and we are seeing the tangible results of this commitment. To date, our team members have collaborated to bring about updates, such as:

- More efficient wash machine running
- Increased automation, meaning more assets can be washed without increasing equipment operating time
- More efficient staffing, which increases the number of washes possible per hour
- Performing programmed maintenance appropriately, which is resulting in longer wash runs with fewer down times

Taken together, these upgrades have delivered real, quantifiable emissions savings – with a Scope 2 emissions-intensity reduction of 30% by operating hours.

As well as optimizing the wash process, two of our largest facilities – Portage, IN, and Garland, TX – are finding ways to improve forklift efficiency. From drop-off to loading, they have decreased the number of forklifts required, reducing wear and tear and the frequency with which forklifts need to be replaced. And, because fewer forklifts are doing the same amount of work, each site has achieved lower carbon footprints for the same level of operations.

### Inspiring collective action

Progress happens faster when we all work together. To better engage our team members on sustainability, we held a series of cross-organization webinars during 2022 to boost a culture of shared passion.

The webinars focused on various topics, including energy and climate change, water management, waste reduction, Tosca’s sustainability strategy, and modern slavery. Our aim is to empower our people with information on the issues affecting Tosca so they can contribute to minimizing impacts through simple steps – both at work and at home.

This includes encouraging our team members to find energy savings, as well as reduce waste and water use, as we believe in innovation from the ground up.



### Energy reduction, embedded by design

When we signed a major contract in Ireland, we knew the best way to fulfill it was to open a new facility close to Dublin. The location was chosen specifically to minimize distances between our customer’s two largest distribution centers and is situated in such a way that it presents an opportunity for future expansion.

In preparing the facility for operation, we knew it had to meet our highest sustainability standards, including featuring motion-sensor LED lighting across the floor. We also installed a cutting-edge

automated wash line with insulated water tanks that recirculates rinse water for use in the prewash stage.

The facility opening coincided with energy cost surges across Europe. Recognizing the potential cost savings – as well as emissions savings – associated with washing with unheated water, we investigated whether it was possible without compromising food safety, and it was! It is just one more way we are helping our Dublin-based customer, as well as a whole host of local businesses, realize a lower-impact circular approach to packaging.

# Shining a light on manufacturing



Our industry-leading RPCs and pallets – as well as replacement parts for damaged assets – are made in our manufacturing facility in Israel. With 300+ molds used in our state-of-the-art heat injection molding machines, it is also our most energy-intensive facility.

**The process from resin to reusables**

Working to customers’ specifications, our manufacturing process starts with virgin resin and collected regrind from our own assets at the end of their life. The virgin resin is sourced locally as much as possible, along with color and other food grade additives, to reduce our logistics footprint. Regrind material is sourced mostly from our European operations due to volume. We also know the material composition of our recycled assets allows us to manage a high recycled content in new assets.

**Lower impact manufacturing**

Our manufacturing processes balance performance with sustainability. We have invested in injection engines, with state-of-the-art technology, that reduce energy consumption during down times.

We have also introduced innovative measures to save both water and energy during machine cooling. Not only have we implemented a closed-loop cooling system that allows for water recirculation, but we have also updated cycle times so water only flows when needed. The cooling water temperature is also monitored to avoid overcooling and reduce energy consumption.

We also use an air compressor system to move materials to the molds from a centralized blending plant. This eliminates the need for forklift trucks and individual blending equipment on the plant floor, reducing energy and improving safety.

Daily inspections of the system are made to ensure optimal performance and eliminate long-term air leaks. This allowed us to reduce from three compressors to one, driving an annual saving of \$25,000.

Even after our assets are made, we find ways to save money and energy.

We restructured our product assembly crew, positioning teams immediately next to molding machines so 99% of products can be assembled as they come off the machines. This saves time, space and forklift truck movements. The assembly lines have been ergonomically designed to enable efficient and low impact assembly to keep our team members healthy and safe.

Our shipping team has innovated to achieve maximum space efficiency in shipping containers, providing more room for products. This leads to fewer road and boat

trips per delivery and involves a loading system that eliminates the need for pallets.

**Sustainable by design**

At the core of our manufacturing activities is our commitment to delivering for customers. That increasingly includes designing products for minimal environmental impact. Our R&D department works out of our manufacturing facility, reducing the time between customer requests, development and testing, and the final product.

The R&D team has access to 99% of the equipment needed for quality testing of imported raw material and regrind, as well as performing flex and impact tests on new or existing products. This virtually eliminates the need for offsite shipment of materials or products for testing, and the associated emissions footprint.

**Championing the social side of sustainability**

For our Managing Director of Manufacturing, Omri, environmental initiatives are important, but equally important is ensuring team members are happy and engaged.

Our diverse Israeli workforce comes from a wide range of ethnic and religious backgrounds. With that comes the understanding that it is important to create space for celebrating all culturally important holidays.



# Eliminating waste at Tosca

Emissions and energy reductions are only half of the story when it comes to Tosca’s environmental impact. The other half are the actions we are taking to cut water use and waste generation – innovating to reduce and make the most of what we have in partnership with customers, suppliers, and industry peers.

While we continuously look for ways to minimize water use, our primary focus in 2022 was around reducing waste – both solid waste and waste of natural resources.

## The fourth “R” of waste management

We want to stay ahead of the game when it comes to the waste-management challenges of today. That means following current best practices to reduce, reuse, recycle but it also means building in what, we think, is a missing “R” – repair.

We are always seeking innovative solutions to help avoid assets being damaged while in service. However, even with a combination of better handling processes and enhanced design, our assets will inevitably get damaged.

In 2022, we recentered our focus on reducing damage to our products and increasing repair rates. While we recycle scrapped material back into our supply chain to help reduce waste, there is still an environmental impact associated with this process.

When assets get damaged, our first action is to repair them quickly and put them back in circulation. We have also conducted extensive work to understand damage, repair and scrap rates, and the “why” behind them, and through various operational enhancements we are already seeing improvements.

These include:

- Improved forklift practices both internally and through partnership with our customer’s facilities
- Better in-house repair technologies
- Stronger partnerships with our customers and their facility staff through problem solving and training
- Increasingly detailed product tracking to understand where and how assets get damaged – which informs design developments and overall repair rate

Our aim is not just to deliver better services for customers while reducing new asset procurement costs, but also to eliminate associated manufacturing and transport emissions.

## Continuous improvements

While we monitor damage, repair, and scrap rates for all our assets in EMEA, our focus has been on pallets – our largest pooled assets in that region. And, with this monitoring, we have been able to make changes which have resulted in significant decreases in damage and scrap rates from 2020 to 2022.



## Garland: a yardstick for sustainable operations

Our Garland, TX, site – one of our largest facilities globally – washed over 30 million RPCs in 2022. As such a key part of Tosca’s operations, Garland represents a major opportunity to drive more efficient practices for the sake of the planet – a consideration we have put into action over the last few years.

Garland has achieved notable improvements in energy efficiency through installing LED lighting, automating every single product line, and introducing an air compressor leak program to quickly detect issues. It has also become our lead facility in the US for asset repairs and other forms of “waste” management. For several years now, asset repair has been a priority

over scrapping – so much so that Garland introduced a tailored training program to advance team member capabilities in asset repair. The site has also established goals for how many repairs should be completed in a certain timeframe, minimizing the amount of time assets are out of circulation.

Other examples of how Garland is minimizing “waste” are through the upgrade and reorganization of their maintenance facilities, implementing a strict “first-in-first-out” approach and through an increasingly strict chemical management process.





### Stretch wrap use reduction

In the US, many customers require stretch wrap on outgoing pallets to ensure they remain clean and safe in transit and before use. Although we recognize the important role this wrap plays, we also want to find ways to minimize its associated environmental impacts, from its manufacture to ultimate disposal by our customers.

We are working with suppliers to optimize stretch-wrap efficiency, and through studies have learned we can increase the stretch of the wrapping – significantly in some cases – without having any impact on integrity.

We now have a program in place to review all stretch-wrapping operations and equipment with an aim to maximize stretch and minimize wrap use, thus reducing disposal costs and environmental impacts for our customers. We are also replacing manual wrapping with automated wrappers, helping drive down inconsistencies.



### Recycling stretch wrap

In 2022, we set out to understand how to more effectively manage the stretch wrap that secures assets returned to our washing or sorting centers. It is used by customers as a safety measure in holding dirty pallets together during return shipments to our wash facilities. Stretch wrap is the largest waste by volume at our wash sites.

While we are working with customers to find alternative solutions to “strap” the dirty assets together – for example using banding – we are also looking for alternative uses of the waste stretch wrap rather than sending to landfill.

As a result, we are expanding our UK stretch-wrap recycling – either via our plastics recycling company or another 3rd party. We are also exploring US opportunities for transitioning more shrink wrap into the recycling chain. Doing so will reduce our solid waste by approximately 25% – bringing us much closer to our 2030 goal of zero-waste-to-landfill certification.

### Reusing what we have

We are always looking to reuse what we have in novel, innovative ways. Our team members are encouraged through our Sustainability Week in June to identify where we can reduce our environmental footprint, and they really come through with great solutions.



### Old assets, new life

Just because something is broken does not mean it is no longer valuable. At Tosca, we work hard to find ways to upcycle broken assets to get the most out of them. During 2022, in our Featherstone, UK, location, one of our team members identified an opportunity to upcycle waste while simultaneously enhancing operational efficiency.

Plastic layer pads, used to separate products on our pallets, were coming off their wash line wet. They were then sticking to the sides of separation shoots, meaning team members were constantly overreaching to separate the pads, leading to injury and frustration. In response, one of our UK team

members partnered with the Engineering, Operations, and Sorting teams on a simple but innovative solution: installing plastic hooks that keep the layer pads from sticking. Installing those hooks has avoided four hours of unnecessary team member labor on average per week – translating to over £15,000 in annual savings.

That in itself was clever, but the really exciting part is that, rather than sourcing hooks made from virgin plastic, they were made by repurposing material from assets damaged beyond repair. By doing so, the team found an effective way to give broken products a new life.

# Supply chain partnerships

Strong partnerships are the key to our success; customer partnerships drive product development, while supply chain partnerships are key to innovating for a lower environmental footprint.

## Decarbonizing logistics

Logistics represent one of our largest single sources of Scope 3 emissions, so collaborating with these 3rd party partners is vital if we are to reduce our overall footprint.

We proactively partner on smart ways to reduce empty miles with our logistics partners. During 2022, we focused on building long-lasting relationships and thus restructured our logistics management. In the US, we reduced the number of different transportation providers who provide our logistics requirements including our dedicated 3rd party fleets by over 90%. Not only did this consolidation streamline our transportation operations, but by leveraging global freight-pooling services, we can more efficiently meet our own transportation needs and those of our customers. And, in a bid to continually drive down costs and emissions for everyone, we are now working with those

global freight-pooling services on solutions to share trucks with other companies to eliminate empty miles.

In EMEA, we are partnering directly with customers, sharing their logistics, to do the same. But truck pooling is not the only action we are taking across the EMEA region to avoid transport-related emissions. We are also working on solutions like double (dual) trailers, which means we can move more assets per truck, reducing the number of trucks on the road and cutting associated emissions.

## Electrifying our logistics

Globally we are working with our biggest logistics providers to develop electric vehicle (EV) fleet opportunities.

While we recognize the current limitations in the commercial EV market (such as range and load capacity), we want to be ahead of the curve with any options that could put us on a greener path.

## Understanding our environmental footprint

To understand the full environmental footprint of our products and services, we are partnering with our suppliers to improve our joint knowledge of integrated environmental impacts. Rather than simply asking them to share their data with us, we are taking an approach of true collaboration.



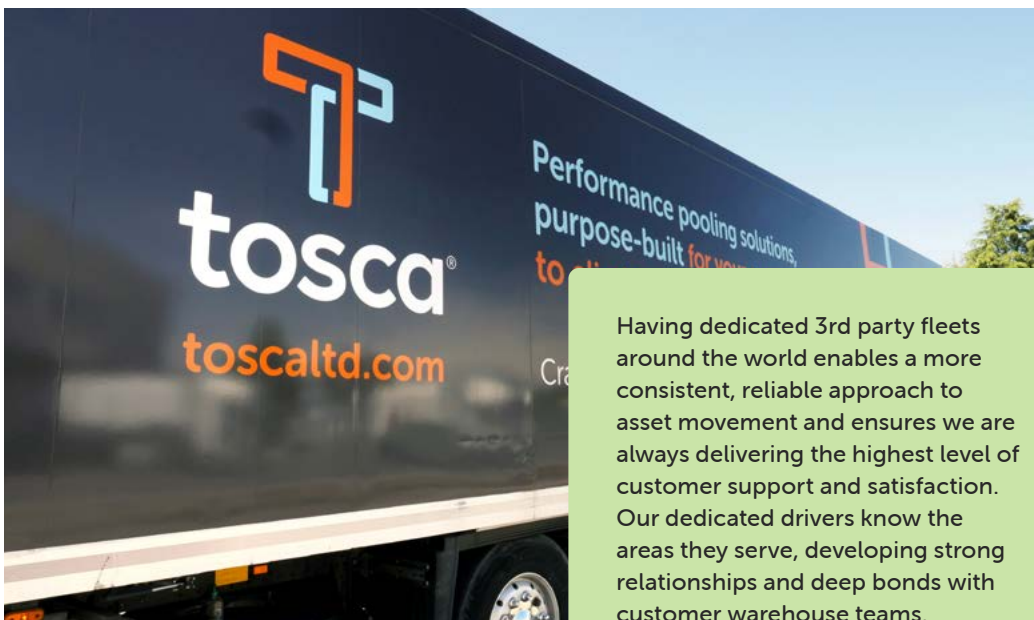
## Logistics emissions improvement through partnership

To bolster our efforts in curtailing Scope 3 emissions and increase operational simplicity, Tosca collaborates with Werner Enterprises, a leading transportation and logistics provider. Werner is one of our logistics providers in the US. They have a strong reputation for their commitment to sustainability and innovation, backed by their DRIVE<sup>SM</sup> strategy. Tosca leverages the strength of Werner through their dedicated fleets and traditional logistics services.

Werner places a great emphasis on creating a technologically advanced fleet, reflecting their goals to drive efficiency and minimize emissions. Their modern fleet, characterized by its advanced vehicular technologies, amplifies Werner's sustainable edge and commitment to a greener future. For example, Werner added aerodynamic tech to their trailers. This modification changes the flow of

wind, lessening the drag on trailers and improves fuel economy by 3.2%. As an industry leader, the company actively tests and validates alternative-fuel vehicles such as electric, hydrogen, and renewable fuel by working with engine manufacturers to trial new engines.

Tosca also values Werner's leadership in combating human trafficking, aligning with our own strong support outlined in our Human Rights Policy and Modern Slavery Statements. This year, Werner doubled their internal training for their professional drivers on the signs of human trafficking, a move that resulted in more than 50 calls of potential trafficking incident reports by their team.



Having dedicated 3rd party fleets around the world enables a more consistent, reliable approach to asset movement and ensures we are always delivering the highest level of customer support and satisfaction. Our dedicated drivers know the areas they serve, developing strong relationships and deep bonds with customer warehouse teams.

### Understanding the LCAs of our raw materials

We work closely with the vendors supplying raw materials for the products we produce to better understand our environmental footprint. One of these is Tosaf, who provides us with colors and other additives for our manufacturing activities in Israel. Tosaf has been working hard over the past three decades to bring sustainable practices into plastics manufacturing. But it is not just a one-way street, it is a true

collaboration on how best to use color or additives to improve the strength, flexibility, and life of the plastic. Furthermore, they have been developing detailed LCAs for all their products, which we are using to feed into our LCAs. This is helping us better understand the improved footprint their products bring to ours.



### Enhancing LCAs, together

While LCAs are a valuable tool in demonstrating the superior performance of our reusable packaging solutions, we know there are opportunities to enhance the methodology and base datasets for increasingly accurate and transparent results.

With this in mind, in 2022, our Sustainability team partnered with our 3rd party manufacturers and our in-house Manufacturing team to develop a sector-focused methodology for conducting LCAs on reusable plastic packaging transportation, manufacturing, and pooling.

Our goal is to establish a consistent, industry-specific approach to LCAs by leveraging sector-based data.

This approach enables us to accurately represent local conditions and anticipate future enhancements, such as the adoption of solar power, transition to EVs, and reduced water consumption.

Our LCAs comply with the applicable ISO 14000 standards and are constructed using trusted 3rd party software.





# Together in team engagement

Our people are our greatest asset – it is their collective passion that makes our product innovations, operational improvements, and excellent customer service possible. We want them to know we value them, which is why we are delivering increasingly positive team member experiences, targeted development opportunities, and a diverse, inclusive workplace where everyone can thrive. Teamwork is key to Tosca’s success; it is why we call every one of our people a team member rather than an employee – a clear indicator that, at Tosca, we are all in this together.

## The issues that matter

- Talent attraction and retention
- Skills/competency/training
- One company (global approach)
- Occupational health and safety
- Local community

## UN Sustainable Development Goals



→ [See how we are aligning with the UN SDGs here](#)

# Team engagement in 2022

## Overview

### Our 2022 highlights

**Approximately 6.25 hours** training per wash center and depot team member

**11% women** in supervisor positions

**A global incident rate of 3.27** – well below industry standard (5.6)

2030 goals	2022 progress	Status
<b>Workforce enhancement</b>		
Team member career development and upskilling to support technological and other operational advancements, resulting in increased retention of staff with more than five years of service	<div style="width: 75%;"></div>	🚀 On track
A work environment free from racial, cultural, gender-based, or any other discrimination/biases, with a minimum of 50% women and minorities represented at a percentage on a par with the local population at all levels within the organization	<div style="width: 40%;"></div>	➔ Ongoing
Embedding wellness and mental health support in our benefits packages across the globe	<div style="width: 80%;"></div>	🚀 On track
Protecting our people, those we work with, and our customers' workforces: zero recordable occupational health and safety incidents	<div style="width: 45%;"></div>	➔ Ongoing
<b>Good corporate citizenship</b>		
Focused charitable donations supporting local needs and local or global disaster relief efforts	<div style="width: 30%;"></div>	➔ Ongoing



# Building a passionate workforce

Strong teams start with effective recruitment processes; they are maintained by nurturing talent through valuable development opportunities.

### Recruiting the best industry talent...

Promising talent can come from anywhere. When it comes to bringing the right people on board, we follow a defined candidate selection and interview process designed to eliminate bias. To further close the door on unconscious bias, in Europe and Israel we are setting the groundwork with 3rd party partners to implement automated recruitment solutions – similar to our current US process – and level the playing field for diverse candidates.


During 2022, we updated our US recruitment process to enhance how we find local candidates. As part of this, we focused on launching job fairs in target markets – creating space to identify, and engage with, the next potential Tosca team members. We also ensured our Talent Acquisition team spent time onsite at our wash facilities to better understand the teams and facilities, equipping themselves with the firsthand insight needed to really promote the advantages of a career with Tosca.


### Facilitating connections

We believe in the power of partnership, and all strong partnerships are built on a foundation of connection. During 2022, we developed an action plan to equip managers with the tools and tips they need to enhance team member engagement.


We are also offering additional support to managers and team members to facilitate greater connections, with a formal career development framework created to support our people no matter where they are at in their career journey.


## Our 2022 workforce


 Total team members  
1,639

 Number of team members taking parental leave  
31

 New hires who are women  
29.5%

 Average training hours per team member  
5

 Team members with more than five years' tenure  
354

 Percentage of team members responding to the engagement survey  
84%

### ...and retaining them with development opportunities

To stay somewhere, people need to feel challenged, valued, and that there is a promising future ahead of them. This is the driving factor behind our endless commitment to delivering a more robust development offering.

During 2022, we redoubled our efforts to help team members build meaningful careers with Tosca. It started with a webinar series on creating personal learning plans and continued with new LMS courses and online resources that help people pursue continuous development. And, because we know growing as a professional is about more than just job-specific knowledge, we developed a Career Navigation Toolbox to help team members advance at their desired pace by strengthening capabilities, competencies, and "soft skills."

### Spotlight on: Cayce Pierce, Global Talent Development Manager

Cayce Pierce is passionate about helping people use their interests and talents to the fullest, to the mutual benefit of everyone. In her role as our Global Talent Development Manager, Cayce puts that passion to work, catalyzing action to help our company grow together.



***"A person's decision to join, stay, and develop at Tosca depends, in large part, on the relationship they have with their direct manager. Part of enhancing team member-manager relationships is continually training leaders on the art of great one-on-ones and how they can use "powerful questions" to identify potential obstacles and opportunities for us to succeed together. We also use our human capital technology suite to instill mutual accountability for career progression, aligning annual performance reviews with the Tosca Competency Framework to realize a holistic approach to workforce management."***

# Meeting team member needs

To deliver team member experiences that address real-world needs, we must first understand what those needs are. We keep the channels for engagement open, gathering insights that help us develop benefits and wellbeing programs perfectly tailored to our people.

## Understanding what team members want

Our Gallup Q12 engagement survey is a valuable tool for understanding sentiment and benchmarking our efforts against our peers. During 2022, over 84% of team members responded to the survey, including sharing their thoughts on what would make Tosca a great place to work. We received over 800 comments for this one question alone, with the main themes being centered around career development, better and more direct communication with managers, and accountability.

We recognize the feeling of restlessness people worldwide felt during the COVID-19 pandemic – and still, to some degree, feel today. While the global industry benchmark for people considering changing jobs within a year is 40%,<sup>9</sup> we are pleased that only 8% of our survey respondents would consider leaving Tosca.

## Prioritizing wellbeing

People that feel their best, do their best. Throughout 2022, we provided several initiatives to nurture holistic wellbeing. Through these, we offer support services with advice on financial, legal, and mental wellbeing.

We refreshed and updated Tosca Café, our global platform where all team members can go for resources like meditation, wellness, and movement sessions, financial tools, and recognition. And, so everyone knows Tosca Café is available to them, we announced it far and wide through our intranet, Tosca TV, and town hall meetings.

## A mental health support framework

Supporting wellness – especially mental health – is one of the clearest ways we show our people we care about them. It is why we expanded resources globally, incorporating new options into our EMEA benefits in 2022.



## Building mental resilience

Today's world is one of continuous change. We want to help our team members build resilience in the face of uncertainty, which is why, through 3rd party consultants Pulso Group, we offer EMEA team members an Employee Assistance Program (EAP). The EAP provides free, easy, and 24/7 access to guidance on various professional and personal wellness issues, including:

- Burnout, work-life balance, and stress
- Self-confidence, anxiety, and depression
- Grief
- Addiction
- Relationship issues, whether at work or at home

And, because we know everyone's mental health journey is unique, in February 2023, we also introduced Balance, Energize, Engage (BEE) Yourself, a personalized wellbeing platform. All team members have access to the BEE Yourself platform – created by Balencio – where they can complete a self-analysis before receiving individualized recommendations for how to nurture their own mental wellbeing.

In the US, we shone a greater spotlight on the mental health and wellness resources available to team members, including launching a webinar series on mental health.

Toward the end of 2022, we delivered "Good Things Come in Threes: Information for a Healthier You" – three virtual classes on mental health awareness, mindfulness, and navigating stress during the holidays.



<sup>9</sup> Source: World Economic Forum.

# Celebrating our people – recognizing passion

When one of us wins, we all win, and we believe in taking the time to recognize the great, innovative work our people do. Every year, we host a “Toscars” ceremony to celebrate those who go above and beyond to live our company values and drive significant impact to the business. During 2022, across both EMEA and North America we recognized teams and individual team members for top sales, top service center, top impact, top safety efforts, top sustainability efforts, greatest impact on the organization, and for our two best overall team members, the Pinnacle Award.

## Pinnacle Award Winners



**Laura Hardeman**  
Director of Marketing and Communications North America

***“Within the first 10 minutes of interviewing with Tosca, I knew I’d found the right home. Innovative, inclusive, socially responsible culture. Strong leaders, willing to both mentor and listen. Teammates who work hard, but also make me laugh daily. This award was a great honor, because it confirmed that I’ve been able to give to this organization as much as it has given to me.”***



**Raf Fonteyn**  
Technology Director EMEA

***“Who would have thought that when I joined seven years ago I would work with so many fantastic team members on various initiatives and projects, while driving logistical innovation and sustainability? To be recognized by our company and leadership makes it all the more worthwhile to keep pushing boundaries and ensure we deliver the maximum value technology has to offer.”***

## Sustainability Toscar winners



**North America**  
**Mike Cuevas**  
Omaha Service Center Manager

Mike’s focus is to continually operate the Omaha service center at peak performance. He recognizes that to achieve this, the team culture has to be strong and based around engagement. In 2022, Mike implemented several engagement activities that he uses alongside his ongoing performance coaching and celebrating wins.

- Lunch with him on a team member’s birthday
- Installing new vending machines
- Group bowling outings
- Providing new water dispensers
- Creating a new hire welcome bag



**EMEA**  
**Ben van de Linde**  
Installation of solar panels on the new location in Sint-Niklaas, Belgium

Ben, under his own initiative and drive for sustainability, worked with the landlord and a 3rd party to install solar panels on our new facility in Sint-Niklaas as part of an agreement to reduce costs and use renewable energy. This initiative has been built into a standard approach when acquiring new properties or retrofitting existing ones globally.

## Service Centers of the Year



**EMEA**  
Swadlincote, UK



**USA**  
Garland, TX



# Success through diversity, equity, and inclusion

When diverse minds and perspectives come together, great innovation happens. We aspire to develop an equitable, inclusive workplace where every person – and every idea – has space to shine.

## Year-on-year progress

We are targeting equal gender representation across our workforce by 2030. We have also set a 2025 target that women fill 25% of supervisor, line lead, and manager positions, and for minorities to be represented at a minimum of 50% of the general minority population in the local area.

Annual tracking of our workforce diversity keeps us accountable for progress.

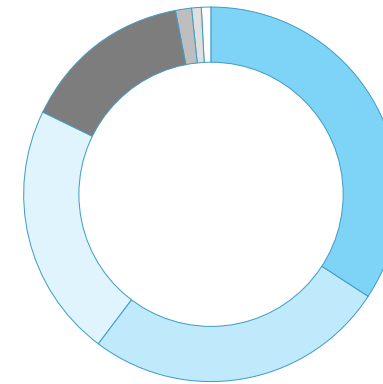
## Technology for enhanced oversight

Understanding workplace diversity means understanding the data, and we make this possible by maintaining a robust system for tracking demographics. In 2022, we implemented Power BI dashboards to enhance data visibility.

In 2023, we took our system to the next level, beginning the rollout of a new tool that will enable real-time monitoring of workforce diversity and comparison against local demographics. The analytics tool, developed by ADP, will facilitate more in-depth demographic data reporting across North American team members, which in turn will inform focus areas for diverse hiring efforts. Implementation of the tool will be complete by the end of Q3 2023.

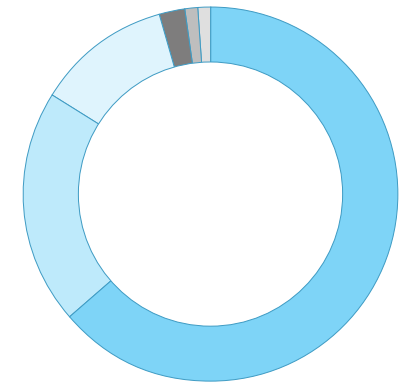


2022 ethnic diversity at Tosca (US workforce)



White	34.36%
Black/African American	26.15%
Hispanic/Latino	21.73%
Native Hawaiian/Other Pacific Islander	14.84%
Two or more races	1.41%
Chose not to answer	0.71%
American Indian/Alaskan Native	0.80%

2022 ethnic diversity at Tosca (US management positions)



White	63.83%
Hispanic/Latino	20.21%
Black/African American	11.70%
Asian	2.13%
Native Hawaiian/Other Pacific Islander	1.06%
Two or more races	1.06%

**Gender diversity at Tosca**

	2021	2022
Total team members who are women (FTE)	477	487
Total team members who are men (FTE)	1,137	1,152
Women at C-suite level	33%	30% <sup>10</sup>
Women in senior leadership	33%	34%
Women in management positions	23%	19%

**Managing diversity and inclusion**

To drive a culture of continuous diversity and inclusion improvement, we established a steering committee whose task it is to review relevant policies and practices. This involves undertaking monthly reviews of demographic and monetary reports; it also includes gathering feedback directly from team members to ensure fair practices are maintained across the company. The committee meets quarterly to review information and discuss action plans for future progress.

We believe an effective diversity and inclusion strategy is one that drives greater representation at the local level – tailored to markets rather than driven by a single,

company-wide perspective. Our HR team has been tasked with developing a Diversity, Equity, and Inclusion (DEI) program – guided by team member engagement – that supports this sort of granular focus and helps address current disparities.

**33%**  
of Garland, TX, site operations staff are women – with the longest tenured roles also held by women

**Pipelines of diverse talent**

Increasing representation of women across Tosca will require a strong pipeline of talent. While we know the representation of women at management level is currently lagging, we are encouraged that the number of women holding supervisory roles is increasing. These team members represent a valuable pool of talent from which to identify potential candidates for future management positions.

In 2022, we redoubled our dedication to enhancing the representation of women in industrial roles – in our wash centers and depots. Harnessing the power of our refined recruitment process, we set about proactively seeking women to fill more of these roles.



**Fostering a stronger company through diversity**

*“At Tosca, we firmly believe in the importance of diversity and inclusion in helping to foster a stronger company through diverse perspectives. As a result, we launched our DEI program in 2022, meeting market expectations and the unique needs of the US workforce. One method we employ to ensure our initiatives are relevant is to analyze local demographics and adjust salaries according to local needs. We also encourage team members to participate in employee engagement surveys and investigate their claims immediately – seeking solutions to address any outstanding issues.*

*Looking ahead, we are committed to training managers and recruiters in effectively working with people from diverse backgrounds, moving beyond quotas, to promote genuine understanding and support. Diversity talks in managers’ meetings will also be expanded, and we are actively creating support groups within the organization. Additionally, we are determined to prioritize mental health and overall wellness for all team members, recognizing the vital importance of their wellbeing in driving our success.”*



Efrat Cohen  
Global HR Director

<sup>10</sup> The reduction of women at C-suite level between 2021 and 2022 is due to the addition of a new position.

# Safe, healthy workspaces

People should feel secure in the knowledge that, when they come to work, their health and safety is a top priority. At Tosca, our responsibility to keep our people safe is one we take seriously. Whether it is team members, contractors, or visitors, we want everyone to know that, when they are at a Tosca facility, they are protected.

We believe all accidents are preventable. To make this belief a reality, we are driving shared responsibility for safety, monitoring progress to ensure continual improvements in incident rates.

Globally, we have made a concerted effort to improve incident reporting, something that we believe is reflected in the increase in incident numbers. However, we are proud to remain well below the industry standard injury rate.



Team members in Salinas, California committing to working safely

## Safety performance at Tosca global facilities<sup>11</sup>

	2021	2022
Occupational injury rate	2.87	3.27
Lost-time incident rate	0.39	2.4
Industry standard injury rate <sup>12</sup>	5	5.6
Fatalities	0	0

## Monitoring progress

If we want our safety standards to be upheld at every one of our sites, we must maintain a comprehensive auditing process to monitor efforts. Our health and safety system tracks leading indicators such as training, team member engagement, and management involvement, as well as traditional lagging indicators.

In the US, unannounced audits were conducted in 2022 to understand where there was room for improvement and what we needed to do to ensure that the necessary updates happened. Where incidents resulting in injuries were identified, we assessed root causes and developed mitigation plans – something we shared with other locations to encourage best practices across the company. We also engaged a 3rd party insurance company to perform a risk control analysis to better understand our compliance level with relevant US regulations.

In EMEA, we kickstarted a comprehensive review of machine safety across all Tosca-operated depots and Tosca-owned equipment. We also launched various safety upgrade projects across several sites as needed. A formal audit program will be rolled out in 2023 to further enhance our understanding of safety efforts in EMEA.

## Embedding safety throughout the company

Safety is a team responsibility, starting from the top and driven by our new [Global Health and Safety Policy Statement](#). In the US, progress is guided by location-specific safety committees, which exist to ensure health and safety requirements are upheld all the way to facility level.

In EMEA, operations directors and managers were closely involved in developing a new, region-wide approach to safety during 2022. This led, in part, to the development of a Safety Steering team in early 2023. The team will help advance our safety strategy and establish standardized definitions of “injury” to ensure cross-company alignment.

## Focusing our efforts

We are always seeking new ways to enhance a culture of safety. That is why, in 2022 in EMEA, we performed an evaluation and gap analysis of current efforts. Through this assessment, we identified three priority areas for enhancement:

- Machine safety
- Traffic
- Safety leadership and awareness

Equipped with this insight, we refreshed and relaunched our EMEA health and safety program. This included delivering a focused campaign on the importance of diligence with regards to slips, trips, and falls; machine guarding; communications; and forklift traffic.

To further enhance our program, we are embracing new technologies that heighten safety practices. As an example, the Risk Reporter app provides a user-friendly platform our supervisors and team members can use to quickly report safety issues. It allows users to capture photos of potential hazards, add notes, and promptly share them with supervisors for swift resolution, minimizing risks to team members.

<sup>11</sup> The significant increase in occupational injury and lost-time incident rate between 2021 and 2022 is due, in part, to enhanced data collection in EMEA. This has better equipped us to record additional incidents when compared to previous years.

<sup>12</sup> OSHA: General Warehousing and Storage 94311.



### Safe + Sound Week

Safety is something to be celebrated, and during August 2022, we did just that by taking part in OSHA’s Safe + Sound Week. Across seven days, all our US sites participated, joining over 3,000 businesses in exploring health and safety practices.

Team members got the chance to show off their knowledge by answering questions related to health and safety practices, winning prizes for getting involved. This was then reported back to OSHA, who sent each site team a plaque to commemorate their commitment to making workplaces safer.

Throughout 2022, our US focus across our 18 locations was on continuing to drive regional uptake of our health and safety program, with emphasis on high visibility (safety vests), Lock out Tag out, hand and finger protection, and chemicals management.

We hosted various events and trainings throughout the year to engage team members on these key topics. We held Spotlight on Safety presentations every two months, which shared real-life examples from Tosca depots. And we continued to deliver two safety training courses a month through our LMS, to be completed by all service center team members. This training focused primarily on ensuring ongoing compliance with Occupational Safety and Health Administration (OSHA) standards.

### Safety by Choice, Not by Chance

Safety by Choice, Not by Chance: This is the company-wide safety slogan we have set for 2023. It was selected from team member submissions across all US facilities as part of an annual competition. The message will be incorporated into trainings and printed on workwear – a visual everyday reminder that we all have a part to play in proactively making Tosca a safe place to work.

## Safer Together

We are proud that several of our facilities have maintained recordable accident-free status for several years.

- **One year:** Lakewood, WA; San Antonio, TX; Swadlincote, UK
- **Two years:** Vienna, Austria; Salinas, CA

- **Three years:** Langenhagen, Germany; Sharonville, OH
- **Four years:** Czeladź, Poland; Omaha, NE; Memphis, TN
- **Five years:** Atlanta, GA (headquarters)

### Improving onsite safety

Creating safe workplaces is a continuous endeavor, and throughout 2022, we brought in various new initiatives to enhance onsite safety. For example, in the US, we conducted a study on hearing protection requirements to understand if any areas for improvement existed. We also created post-injury documents that detail the “why” and “how” of managing injuries.

Integrating health and safety considerations into business developments – be it during mergers and acquisitions or new equipment installations – has become the norm for Tosca. Our Environmental, Health, and Safety teams partner with Engineering, Procurement, and Legal teams to identify risks and provide appropriate solutions, which are shared internally – both locally and globally.



# Foundations of integrity

To realize an all together better business, we need to establish the foundation – a culture of ethics, integrity, and transparency.

The success and innovation capabilities of our business are closely tied to a complex partner network that spans suppliers, retailers, customers, and distributors. We believe that, to remain part of that collaborative system, we must work in ways that are responsible and protect people’s rights.

**100%**  
of operations assessed for corruption risks, and 19 sales team members trained on anti-bribery during 2022.

### Enhanced expectations

During 2022, we refreshed our Global Code of Conduct to apply across all geographies and business levels. Once updated for universal applicability, we set to work embedding our new expectations throughout Tosca, with mandatory training to reinforce them. This training was conducted both online, at the corporate level, and in-person across our facilities.

We have also refreshed our Corruption Risk Assessment to make it global and launched our updated and now global Anti-Bribery and Corruption (ABC) Policy. Moving forward, mandatory annual training on the new Global ABC policy will be expanded to all team members at management level and above across operations, finance, and sales, as well as procurement and supply chain.

### Making our stance known

Tosca is a company that stands on principle, and we want to ensure those principles are unequivocally clear. During 2022, we published our first publicly available UK Modern Slavery Statement. Through this document, we outline our position on modern slavery, trafficking, and child labor.

### A route to reporting concerns

Building a culture of integrity requires that everyone at Tosca stands up for what is right. We believe anyone should feel safe reporting concerns when they observe instances of noncompliance with Tosca standards or other relevant legislation. Our Tosca Ethics Hotline, a 3rd party globally operated service, creates space for team members to confidentially, confidentially report issues.

The Ethics Hotline is operated 24/7 and available in all the countries and languages in which our team members work.

During 2022, three incidents of discrimination were reported. In each case, the report was investigated by Tosca’s internal Legal or HR department and appropriate action was taken.



# A neighbor who cares

We don't want to just be a presence in the communities where we operate; we want to be an active member of them, partnering to build up those we call neighbors. That means finding ways to give back with meaningful acts of service.

We know that no two communities are alike. The support we provide should therefore be unique, carefully tailored to meet the most pressing needs of local people. This can range from volunteering time, money, resources, and expertise to teaming up with partner organizations to deliver support following natural disasters and periods of national upheaval.



## Supporting those who need it most



### Being there in times of natural disaster

During February 2023, large areas of Turkey and Syria were devastated by earthquakes. Our people jumped quickly into action, raising funds to support those in need. Through collective effort, team members raised €3,380 toward the cause,

and donations were distributed to those most impacted by the devastating natural disaster. In addition, several team members in Europe acted and gave shelter and assistance to refugee families.

### Serving up meals to families

Eight team members from our North American Asset Management team in Atlanta showed they cared by volunteering to support Ronald McDonald House Charities. Together with other volunteers, our people helped serve a comforting evening meal to children living with chronic illnesses and their families.



### Christmas giving

In November 2022, two of our ELT and their friends and families volunteered a collective 70 hours at the Festival of Trees, an eight-day-long charitable event in Atlanta. All proceeds from the event – including a Christmas tree auction – went to Wellspring Living, a local nonprofit

organization that supports survivors of human trafficking in metro Atlanta.

Also in Atlanta, we continued our annual toy donation for children in crisis situations. Since 2021, we have donated 80 stuffed animals through the drive.



### Giving back at Thanksgiving

Every year, our US team members are given “Turkey Vouchers” for Thanksgiving as a token of appreciation for all their hard work and passion. As the name implies, these vouchers go toward purchasing the traditional Thanksgiving Day pièce de résistance – the turkey.

Wanting to give back to the community, our Garland, TX, facility donated some of those vouchers to a food bank in Garland, helping people in need enjoy a traditional meal during that special holiday season.

### Raising breast cancer awareness

In Atlanta, Tosca team members, alongside various family and friends, participated in a charity walk to raise breast cancer awareness. Another 10 team members supported the walk in the form of donations.

Over in Israel, our team hosted an office event to similarly support this important cause.



# Looking to the future



**Steve Arendsen**  
President North America

First and foremost, I want to extend my heartfelt appreciation to each and every member of our incredible team. It is your hard work and tireless efforts that drive the core of our success, and I am immensely proud of the strides we have taken this year.

This year has been particularly significant as we laid the groundwork for a future marked by transparency and accountability. We maintain our unwavering commitment to our 2030 goals and have started by establishing robust systems for tracking and reporting our sustainability initiatives.

It has been especially fulfilling to witness the emergence of innovative methods to showcase the multifaceted ways in which we bring value to our customers. We look forward to seeing those innovations bring our customers more ways to achieve their emissions- and waste-reduction goals, driving more customer satisfaction and retention.

We also look forward to providing more support to associations like RPA and RPE by lobbying on behalf of the sector to ensure that reusables become a bigger part of the legal narrative around transport packaging and packaging waste.

Together, we are shaping a future that is more sustainable. Thank you for your continued support and belief in our mission. I am honored to be part of this remarkable journey with you all.

With sincere gratitude,



**Dan Lee**  
President EMEA

I have only been part of the Tosca team for a short time, but my entire career has been spent working in organizations where sustainability has been a key strategic pillar for success.

At Tosca, it is so apparent that sustainability is in our DNA, visible in how our people behave – always “doing the right thing,” how we operate, and the way our products across our diverse portfolio benefit our customers, from the first to last mile of a supply chain journey.

Our promise to support our customers’ sustainability goals, enhance our operational impact, and nurture a healthier community – both inside and outside our walls – remains our top priority. The exciting achievement of reaching EcoVadis Platinum this year, a recognition only given to 1% of companies, shows just how deep that dedication to sustainability goes within Tosca and our organization.

Our customers know us for our excellent partnership and the way we walk with them every step of the way to achieve more efficiency and growth. The way we collaborate with them to support their sustainability goals is no different, and we are constantly looking to innovate with new products and services that help us deliver against our sustainability goals.

Looking forward, we are heading for an exciting future. We will be seeing more automation to enhance team member experiences in our wash and sorting centers, an increase of renewable energy use in EMEA locations, and more utilization of digital technologies to drive reliability and efficiency.

Looking back on 2023 so far, we have built an incredibly resilient team with all the right priorities in mind. I am thrilled about the next steps for Tosca and its partners as we all continue down the sustainability journey together. We are all in for building a world that is “all together better,” and we invite you to join us.

Warm regards,



# Appendix



Goals and progress

Goals and progress

Data tables

UN SDGs

SASB

GRI Index



Together in customer partnership

Focus area	2030 goal	Progress to date
Enhanced product footprint	Products designed to increase product durability by 50% and be readily configurable to customer needs	Scrap-rate data collection method has been finalized. Collection of feedback on products is being finalized from customers through to R&D both in-house manufacturing and 3rd parties.
	Products contain >30% recycled material with virgin content increasingly comprising renewably sourced resins or replaced by bio-based alternative materials without compromising food safety	All UK-manufactured products have >30% recycled material. This allows us to avoid tax on empty assets made in the UK. All regrind material from our own scrapped assets is used in the UK to ensure we are using food-grade plastics, as well as incorporating more than the minimum of 30% recycled content.
	Water use in our wash cycles is minimized through alternative Quality and Food Safety (QFS)-approved forms of cleaning	We are actively exploring QFS-safe solutions to cleaning that do not involve as much water and/or chemicals. We are working on understanding our water footprint through monitoring water use at a machine level.
	Maintain our leading position for QFS through continual improvement and alignment with ISO 22001, BRCGS and ISO 9001 standards	For the fourth year in a row, we have zero findings on our external ISO 22000 corporate audit. We have also initiated preparation for ISO certification at our key facilities in Europe.
	Alternative labeling methods (including digital tracking systems) employed that minimize water and energy needs for the removal of labels	The IT digital solutions now being implemented in our new products are a step toward replacing existing labeling systems (paper/plastic/customer specific, etc.) with digital forms that have a multiuse capability along the supply chain.
	Proven reduction in food shrink (damage and spoilage), labor requirements, and transportation needs using our products	We are beginning to use our IT digital solutions to understand the impacts on food quality during transit as well as through the full supply chain.
Revolutionary digitization	Real-time customer ordering, tracking, and reporting on products and external conditions (including temperature, humidity, shock, time in transit) via an app	We have digital capabilities to enable tracking of both our products and the goods they are transporting. This allows us to reduce costs (saves buying new assets unnecessarily), track the actual number of rotations (we believe we have been underestimating how many times our products are used), manage our asset pool more efficiently (reduces internal moves between locations and thus reduces emissions), and are able to provide customers with real-time information on what the goods being moved are exposed to. This helps our customers to comply with Section 204 of the Food Safety Modernization Act, which requires shippers and carriers to ensure that certain high-risk foods (certain cheeses, vegetables, fish, crustaceans, and ready-to-eat deli salads – all food types our products support) stay cool during transit.
	Technology-based warehouse inventory management	We are expanding the use of digital tracking of our assets from receipt to washing, storage, and shipping to enable more efficient asset flow, thus improving response time to customers, while reducing our own costs and Scope 3 emissions by avoiding unnecessary procurement of new products.



Together in operational excellence

Focus area	2030 goal	Progress to date
Increased operational efficiency	Automated processes in place in 100% of Tosca-operated locations	We are implementing more automation in our facilities, from an automatic robot opener at our Newnan, GA, facility and infeed automation at our Sharonville, OH, facility to automatic stretch wrap machines replacing the manual process at our Portage, IN, and San Antonio, TX, facilities.
	QFS-approved waterless and/or chemical-free sanitation mechanism routinely in operation	We are continuing to investigate alternative cleaning mechanisms to washing using chemicals, without compromising quality and/or food safety.
	Reduction in time to produce pooled assets by 30%	Maximizing efficiencies in our manufacturing facility in Israel relating to a move to newer injection molding machines that use less energy and have a “cleaner” injection profile and maximizing the number of people on one station to assemble products as they come from the injection molding machine, sometimes combining stations to improve flow and thus are able to assemble more in less time. We are evaluating the actual percentage of improvements to efficiency achieved.

Goals and progress

Data tables

UN SDGs

SASB

GRI Index

Focus area	2030 goal	Progress to date
Minimizing greenhouse gas (GHG) emissions	42% reduction in Scope 1 and 2 absolute emissions from a 2021 baseline (1.5° scenario (1.5°C)) through the following:	
	– 100% of facilities with LED lights in largest-footprint areas (wash areas, warehouse areas, and corporate offices) operated by motion sensors	LED lighting improvements are being implemented by individual facilities, using a sectional approach rather than trying to refit all in one go. This is deemed more efficient from a cost and operational perspective.
	– Electrification of all supporting equipment (e.g. forklifts, pallet movers, and scissor lifts) and supporting infrastructure in place	No change to the percentage of our fleet that is electric, but supporting infrastructure requirements are being incorporated in facility upgrades/new design.
	– Solar panels in place on largest facilities (32% of all facilities) and remaining electricity 100% renewably sourced (where available)	We have identified the locations that can benefit most from the adoption of solar panels. This is based on size of operation, historical usage trends, future usage trends, and high fossil fuel use for grid-provided energy. Based on this, we can start working with our landlords to identify potential solar energy projects.
	– 100% paperless offices unless business critical/legally required, eliminating need for printers	Activities to reduce paper use are ongoing.
	– Energy-efficiency actions routinely employed (e.g. turning off equipment when not in use)	A series of sustainability webinars has been held across the organization, which is used to inform and educate staff on how they can help reduce energy usage through simple steps – both at work and at home. A new Utility Data Dashboard has been launched to the organization, which will allow locations to track and trend their usage against initiatives being implemented. The focus this year has been on understanding energy use in our manufacturing facility (our largest electricity user) through implementing a program of metering each piece of equipment to understand the full energy use and draw across the injection molding cycle.
	– Physical IT servers eliminated – all data management performed in the cloud	Incremental improvements in moving remaining datasets to the cloud have been implemented to further reduce reliance on physical servers beyond 100% of all back-end servers being replaced by the cloud.
	– 100% hybrid working at minimal-space corporate locations, utilizing hoteling/hot-desking where appropriate	No changes to hybrid working have occurred this year.
	Scope 3 (supply chain) emissions are fully understood, and science-based targets established through:	We have been working with our 3rd party manufacturing facilities and some of our raw material suppliers to better understand emissions footprints and build them into our Scope 3 calculations. We are also improving data collation for business travel and waste and ran a commuting survey for the second time to understand the commuting footprint of our corporate workforce. We have also been working to consolidate our logistics data, and the improvements in our logistics management in the US has given us more accurate data on logistics activities in 2022. With the implementation of a new transport management system in EMEA, we anticipate that we will have robust logistics data in 2023. Our next step is to begin the data collection and emissions calculations associated with our sold goods.
	– Intermodal systems used for transporting goods where options exist	The ability to use a larger proportion of intermodal transport was hampered this year due to both climate issues (drought in Europe) and high fuel prices, which resulted in increased competition for a limited number of intermodal services.
– Increased use of renewable- or electric-fueled vehicles where practical	With the restructuring of logistics contracts in the US, we are positioning ourselves better for discussions with our key carriers around the use of EV and other lower-carbon-footprint alternatives in the coming years.	
– Increased use of public transportation, green commuting, pooled community, and hot-parking for commuting	There have been no changes in the use of public transport, pooled community, and hot-parking to date. However, more of our staff in EMEA who are entitled to company cars have opted for EVs over fossil fuel vehicles as their car renewals have occurred.	
– Product weight reduced or stack efficiency improved to enable more energy-efficient transportation, easier handling, and more goods transported per truck	Our R&D group has been collecting more feedback from customers on new or proposed products with lower weights and are incorporating the findings into their future designs. We are also transporting our finished goods from Israel using slip sheets rather than on pallets to allow more goods to be transported at one go rather than losing space to the transportation packaging itself.	
– Prioritization of locally based raw material/recycled material suppliers to minimize transportation distances	In the US, 65% of our suppliers are locally owned. In Israel, the focus is also on local suppliers (within Israel); however we have to balance against prices, which are often higher in Israel versus neighboring countries. This is especially true in respect to our plastic virgin raw materials. In EMEA, we work to source locally wherever possible.	
Net zero to landfill	100% of facilities (wash centers, depots, and offices) are certified as zero-waste-to-landfill	We are expanding the diversion of shrink wrap in the UK to recycling and are exploring opportunities in the US for getting our scrap shrink wrap into the recycling chain. Over 25% of our solid waste is shrink wrap, so moving this to recycling would represent a big step toward realizing our zero-waste-to-landfill ambition.
	Routinely recycling our own useful plastic and nature-based waste into products, as well as that of our customers	Our focus has shifted to increasing our repair rate to minimize assets being sent for recycling as a means of decreasing the need for replacement assets. Repair is often overlooked as part of the waste hierarchy, and that is something we are attempting to correct. 100% of our assets are still sent for recycling and reuse in new products.
Working ethically	Strong anti-modern-slavery programs in place internally and across our high-risk suppliers	In 2022, we restructured our logistics partnerships, allowing us to put programs such as anti-modern slavery training in place. Moving to larger logistics organizations with such programs already in place means that we are more confident that such issues are already being addressed.

## Together in team engagement

Focus area	2030 goal	Progress to date
Workforce enhancement	Team member career development and upskilling to support technological and other operational advancements, resulting in increased retention of staff with more than five years of service	One of our main focuses in 2022 was supporting team members in developing their own careers. This was done through a webinar series on how to create a learnings plan and providing a range of courses through our LMS. In addition, a training toolbox has been developed for managers to use in helping strengthen their team members' capabilities and competencies, especially in the area of soft skills.
	A work environment free from racial, cultural, gender-based, or any other discrimination/biases, with a minimum of 50% women and minorities represented at a percentage on a par with the local population at all levels within the organization	Our new HR Director for North America has been given the remit of developing a Diversity, Equity, and Inclusion program with a focus on engaging existing team members and addressing disparities in order to achieve our stated goals.
	Embedding wellness and mental health support in our benefits packages across the globe	Wellness and mental health support was expanded into our EMEA benefits programs in 2022. In addition, in the US, a series of webinars on mental health was offered by one of our wellness benefits providers, which was very well attended.
	Protecting our people, those we work with, and our customers' workforces: zero recordable occupational health and safety incidents	Our health and safety program was reevaluated and refreshed in EMEA with a focus on hazards specific to the operations in that region. As a result, a focused campaign has been launched in the region concentrating on three key areas: machine safety, traffic, and safety leadership and training. In the US, the focus has been on continuing to drive the US health and safety program across the region with particular emphasis on Lock out Tag out, high visibility, hand and finger protection, and chemicals management. Globally, there has been a concerted effort on improving incident reporting, which is reflected in the increase of reported incident numbers. However, we are still well below the industry standard incident rate (total recordable injury rate of 3.27 compared to the industry standard of 5.6).
Good corporate citizenship	Focused charitable donations supporting local needs and local or global disaster relief efforts	Charitable events were held across the globe, driven by local considerations and needs. Going forward, we are refocusing our company-led charitable giving, prioritizing food scarcity and children.

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Description	Unit of measure	2021	2022
<b>General data</b>			
Primary sector of operations	Text	Services	Services
Primary industry of operations	Text	Leasing and sale of reusable plastic packaging products	
Total number of team members	Number (#)	1,614	1,639
Total number of hours worked	#	2,793,350	3,560,646
Total square feet of Tosca-operated facilities	Sq. ft.	2,026,787	2,063,789
<b>Revenue</b>			
Percentage of revenue from products that are reusable, recyclable, and/or compostable	Percentage (%)	100	100
<b>Raw materials</b>			
Percentage of raw materials from recycled content	% by weight	—*	1.97
Percentage of raw materials from renewable resources	% by weight	0	0
Percentage of raw materials from renewable and recycled content	% by weight	—*	1.97
<b>Production</b>			
Percentage of production as plastic	% by revenue	100	100
<b>Governance</b>			
Total number of independent Board members on the (Supervisory) Board	#	9	9
Total number of independent Board members on the Audit Committee	#	1	1
Total female Board members	#	2	2
Percentage of female Board members	%	22	22
Ethnic diversity (percentage of ethnic diversity based on race)	%	11	11
Cybersecurity incidents that required notification to authorities or customers	Monthly reporting	0	0
<b>Quality and food safety</b>			
Number of recalls issued, total units recalled	#	0	0
Total number of incidents of noncompliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period	#	0	0
Number of food safety tests performed	#	15,260	56,800

Description	Unit of measure	2021	2022
<b>Biodiversity/impact</b>			
Number of locations owned, leased, or managed in or adjacent to protected areas	#	0	0
<b>Energy</b>			
Total energy consumed (Scope 1 and 2)	Gigajoules (GJ)	443,730**	658,904***
Total energy from natural gas use	GJ	303,411	500,418***
Total energy from propane use	GJ	39,331**	40,007***
Total energy from electricity	GJ	100,988**	118,480***
Total energy from natural gas use	Megawatt-hours (MWh)	84,280	139,005***
Total energy from propane use	MWh	10,925**	11,113***
Total electricity used	MWh	28,052	32,911***
Consumption of purchased or acquired renewable electricity from grid	MWh	5,039	7,746
Consumption of purchased or acquired nonrenewable electricity from grid	MWh	23,013	25,165
Total self-generated energy (landlord)	GJ	1,170	1,541
Total self-generated energy from renewables (landlord)	MWh	325	428
Total self-generated energy (landlord) sold to the grid	MWh	212	260
Total self-generated energy (landlord) used onsite	MWh	113	168
Percentage of electricity provided by the grid	%	99.60	99.48
Percentage of electricity provided by the grid that is renewable	%	20	24
Percentage of electricity provided by direct renewable energy sources	%	1.40	1.90
Energy intensity (total revenue) Scope 1 and 2	Ratio	0.00089	0.00138
Energy intensity (total working hours) Scope 1 and 2	Ratio	0.16	0.19
Energy intensity (total FTE) Scope 1 and 2	Ratio	275	402
Reduction of energy consumption	GJ	N/A	-215,174
Reduction of energy consumption	%	N/A	-48
<b>Emissions</b>			
Gross global Scope 1 emissions	Metric tons (t) CO <sub>2</sub> e	20,008	17,538
Global Scope 2 emissions	tCO <sub>2</sub> e	12,618	13,673
Global Scope 3 emissions	tCO <sub>2</sub> e	137,145	114,752

Description	Unit of measure	2021	2022
Emissions from business travel	tCO <sub>2</sub> e	202	333
Emissions from commuting	tCO <sub>2</sub> e	435	112
GHG emission intensity Scope 1 by revenue	Ratio	0.000040	0.000037
GHG emission intensity Scope 1 by operating hours	Ratio	0.007163	0.004926
GHG emission intensity Scope 1 by FTE	Ratio	8.5	10.7
GHG emission intensity Scope 2 revenue	Ratio	0.000025	0.000029
GHG emission intensity Scope 2 operating hours	Ratio	0.0045	0.0038
GHG emission intensity Scope 2 FTE	Ratio	7.8	8.3
GHG emission intensity Scope 3 revenue	Ratio	0.00027	0.00024
Reduction of GHG emissions Scope 1	tCO <sub>2</sub> e	N/A	2,470
Reduction of GHG emissions Scope 2	tCO <sub>2</sub> e	N/A	-1,055
Reduction of GHG emissions Scope 3	tCO <sub>2</sub> e	N/A	22,393
Gross global Scope 1 and 2 emissions	tCO <sub>2</sub> e	32,626	31,211
Gross global Scope 1, 2, and 3 emissions	tCO <sub>2</sub> e	169,771	145,963
Gross global Scope 1 and 2 emissions intensity by revenue	tCO <sub>2</sub> e	0.000065	0.000065
Gross global Scope 1 and 2 emissions intensity by operating hour	tCO <sub>2</sub> e	0.0117	0.0087
Gross global Scope 1 and 2 emissions intensity by FTE	tCO <sub>2</sub> e	20.21	19.04
Gross global Scope 1 and 2 emissions intensity by square foot (facilities)	tCO <sub>2</sub> e	0.016	0.151
Total emissions from natural gas use	tCO <sub>2</sub> e	17,656	10,911
Total emissions from propane use	tCO <sub>2</sub> e	2,352	2,447
Total emissions from electricity	tCO <sub>2</sub> e	12,618	13,673

**Waste**

Total weight of hazardous waste generated	Metric tons (t)	0.06	0.054
Total weight of waste generated <sup>††</sup>	t	184	3,343
Total weight of asset plastic waste diverted from disposal (regrind)	t	N/A	5,598
Percentage of asset plastic waste recycled	%	100	100
Total weight of plastic wrap waste	t	N/A	302
Total weight of wood pallets/wood waste (from Cheese Boxes)	t	N/A	2,068
Percentage of weight of wood pallets diverted from disposal	%	100% returned	100% returned

Description	Unit of measure	2021	2022
Total weight of nonhazardous waste directed to landfill <sup>††</sup>	t	184	1,151
Total weight of wood pallets going to disposal	t	0	0
Total weight of hazardous waste directed to landfill (applicable in US only as only US has hazardous waste)	t	0.06	0.054
Percentage of hazardous waste recycled (applicable in US only as only US has hazardous waste)	%	0	0
Total weight of waste sent for reuse by waste type	t	All pallets and chemical containers	

**Water**

Volume of water consumed <sup>†</sup>	Thousand cubic meters (m <sup>3</sup> )	228.8	1,249
Total water consumed from areas in water-stressed locations	Thousand m <sup>3</sup>	N/A	304
Volume of water withdrawn <sup>†</sup>	Thousand m <sup>3</sup>	228.8	1,249
Percentage of total water withdrawn in regions with high or extremely high baseline water stress	%	N/A	24
Percentage of locations in high or extremely high baseline water stress	%	34	30
Percentage of total water consumed in regions with high or extremely high baseline water stress	%	N/A	24
Number of incidents of noncompliance associated with water quality permits, standards, and regulations	#	1	0
Total water withdrawn from 3rd party (mains/city water) <sup>†</sup>	Thousand m <sup>3</sup>	228.8	1,249
Total water withdrawn from 3rd party (city water) in water-stressed areas	Thousand m <sup>3</sup>	N/A	304
Total water discharged to 3rd party (mains/city water) <sup>††</sup>	Thousand m <sup>3</sup>	228.8	1,249

**Material usage**

Percentage of recycled input materials	%	Depends on product and geography: ranges from 85% in our European circular pallet to >30% in our UK products to 0% in other areas	
Reclaimed products and their packaging materials	% for Tosca products	100	100
Total wood fiber procured, percentage from certified sources	%	100	100

Description	Unit of measure	2021	2022
<b>Supply chain</b>			
Number of Tier 1 suppliers US	#	1,300	1,359
Number of Tier 1 suppliers EMEA	#	2,018	2,690
Number of Tier 1 suppliers manufacturing	#	1,119	929
Percentage of minority-owned suppliers (US)	%	N/A	7
Percentage of locally owned suppliers (US)	%	N/A	65
Percentage of small business owners (US)	%	N/A	55
Percentage of woman-owned suppliers (US)	%	N/A	13
Percentage of critical suppliers signing the Supplier Code of Conduct	%	N/A	42
<b>Health and safety</b>			
Percentage of team members covered by an occupational Health and Safety Management System	%	100	100
Number of fatalities due to work-related injuries	#	0	0
Number of recordable work-related injuries – team members	#	51	61
Rate of recordable work-related injuries – team members	Rate	2.87	3.27
Industry standard injury rate	Rate	5	5.6
Number of days lost time	#	50	68
Lost-time incident rate	Rate	0.39	2.4
Fines or penalties for EHS noncompliance	USD	5,266	0
<b>Team member information</b>			
Percentage of team members responding to employee survey	%	90	84
Number of new hires resulting from business acquisition (mergers and acquisitions activity)	#	0	26
Total number of new team member hires over period by gender	#	Female – 448 Male – 907	Female – 361 Male – 864
Total number of new team member hires over period by age	#	18 to 25 – 362 26 to 35 – 483 36 to 49 – 363 50 and over – 147	18 to 25 – 294 26 to 35 – 402 36 to 49 – 347 50 and above – 181
Total numbers of team members entitled to parental leave by gender	#	N/A	Female – 388 Male – 871

Description	Unit of measure	2021	2022
Total number of team members that took parental leave by gender	#	5	Female – 16 Male – 15
Total number of team members taking parental leave that returned to work by gender	#	3	Female – 11 Male – 14
Percentage of team members covered by collective bargaining	%	0.044	70 Total 100% of UK workforce
Voluntary exits	#	N/A	898
<b>Diversity, equity, and inclusion</b>			
Total number of male team members (FTE)	#	1,137	1,152
Total number of female team members (FTE)	#	477	487
Percentage of female team members by gender	%	30	30
Ethnicity (US Only)	%	N/A	American Indian/Alaskan Native – 0.8% Black or African American – 26.15% Chose not to answer – 0.71% Hispanic or Latino – 21.73% Native Hawaiian or Other Pacific Islander – 14.84% Two or more Races – 1.41% White – 34.36
Percentage of team members with >5 years tenure	%	19.64	21.59
Percentage of female team members (C-suite diversity)	%	33	30
Percentage of nonmale team members (i.e. female, nonbinary, and other) in management positions with more than two direct reports	%	20	20
Percentage of total female team members who received a regular performance and career development review	%	US – 29.4% EMEA – 42.3%	38
Percentage of total male team members who received a regular performance and career development review	%	US – 70.6% EMEA – 57.8%	62
Percentage of women in senior leadership	%	33	34
Percentage of ethnic groups in senior leadership <sup>††</sup>	%	White – 100%	Asian – 2.44% Black or African American – 4.88% White – 90.24%

Description	Unit of measure	2021	2022
Percentage of women in management positions	%	23	19
Percentage of ethnic groups in management positions <sup>††</sup>	%	Asian – 3% Black or African American – 4% Hispanic or Latino – 8% Native Hawaiian or Other Pacific Islander – 3% Two or more Races (Not Hispanic or Latino) – 0% White – 82%	Asian – 2.13% Black or African American – 11.70% Hispanic or Latino – 20.21% Native Hawaiian or Other Pacific Islander – 1.06% Two or more Races (Not Hispanic or Latino) – 1.06% White – 63.83%
Percentage of women in management positions in service centers	%	0	10
Ethnic groups in management positions in wash centers <sup>††</sup>		Black or African American – 0% Hispanic or Latino – 25% Native Hawaiian or Other Pacific Islander – 6% Two or more Races – 0% White – 69%	Black or African American – 11.11% Hispanic or Latino – 26.26% Native Hawaiian or Other Pacific Islander – 7.07% Two or more Races – 2.02% White – 53.54%
Women in supervisor positions	%	8	11
Percentage of ethnic group in supervisor positions in wash centers <sup>††</sup>	%	Black or African American – 13% Hispanic or Latino – 27% Native Hawaiian or Other Pacific Islander – 5% Two or more Races – 3.33% White – 50%	Black or African American – 16.42% Hispanic or Latino – 29.85% Native Hawaiian or Other Pacific Islander – 7.46% Two or more Races – 2.99% White – 43.28%
Percentage of team members by age group	%	18 to 25 – 12.81% 26 to 35 – 26.75% 36 to 49 – 37.64% 50 and over – 22.8%	18 to 25 – 16% 26 to 35 – 29% 36 to 49 – 33% 50 and above – 21%

\* Reported data last year was incorrect.  
 \*\* Recalculation based on additional data is responsible for the change to 2021 data.  
 \*\*\* Data increase is due to better reporting and acquisition of two new facilities.  
<sup>†</sup> Numbers differ from last year due to a change in calculation methodology.  
<sup>††</sup> US data only.  
<sup>†††</sup> Based on only 33% of locations.  
<sup>††††</sup> Based on incoming water and loss not reported.

Description	Unit of measure	2021	2022
Ratio of basic salary and remuneration of men to women by each employee category at significant locations of operation	Ratio		See below
US Leadership	Ratio	1 : 0.83 <sup>†</sup>	1 : 0.80
US Director	Ratio	1 : 0.94 <sup>†</sup>	1 : 1.03
US Manager	Ratio	1 : 1.03 <sup>†</sup>	1 : 0.98
US Supervisor	Ratio	1 : 1 <sup>†</sup>	1 : 0.95
EMEA Leadership	Ratio	N/A	1 : 0.71
EMEA Director	Ratio	1 : 0.84 <sup>†</sup>	1 : 0.88
EMEA Manager	Ratio	1 : 1 <sup>†</sup>	1 : 0.85
EMEA Supervisor	Ratio	1 : 1.80 <sup>†</sup>	1 : 0.88
Total Global Leadership	Ratio	1 : 0.75 <sup>†</sup>	1 : 0.77
Total Global Director	Ratio	1 : 0.90 <sup>†</sup>	1 : 0.97
Total Global Manager	Ratio	1 : 1.02 <sup>†</sup>	1 : 0.93
Total Global Supervisor	Ratio	1 : 1.26 <sup>†</sup>	1 : 0.92
Total number of identified incidents involving the rights of indigenous peoples	#	0	0
<b>Training</b>			
Percentage of team members receiving training on the Tosca Code of Conduct	%	N/A	100
Average training hours per team member	#	5	5
Number of staff attending one or more trainings	#	1,224	1,639
Average hours of training the organization's team members have undertaken by team member category	#	N/A	Blue Collar = 6.25 White Collar = 4.5
Team members receiving training on Human Rights Policy			Policy only implemented in 2022
<b>Ethics</b>			
Percentage of team members communicated with or trained on anti-corruption policies and procedures (who require such training)	%	100	New global policy launched end 2022. Training will begin 2023
Total number of incidents of discrimination reported	#	4	3
Total number of incidents of discrimination addressed	#	4	3
Operations assessed for risks related to corruption	%	N/A	100



## United Nations Sustainable Development Goals

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The United Nations Sustainable Development Goals (SDGs) were adopted by the global community in 2015. In 2021, Tosca undertook an exercise to map our material sustainability topics and relevant metrics to the SDGs, assessing alignment with the priorities of policymakers and other stakeholders. The results of this exercise are shown below.

Material Topic	UN SDG	Rationale	Page Number
Food Shrink Waste Reduction Local Community Supply Chain		Target 2.1 – Universal access to safe and nutritious food  Using RPCs to protect food during transportation and bringing it to markets far from point of growth thus enabling greater access to food while retaining its nutritious state.	8, 11–16, 42
Workforce Retention Local Community Occupational Health and Safety		Target 4.4 – Increase the number of people with relevant skills for financial success  Providing training and succession planning within the organization to improve the skill set of the workforce and each individual.	8, 29–31, 36, 48
Ethics Workforce Retention Supply Chain Local Community		Target 5.1 – End discrimination against women and girls  Target 5.5 – Ensure full participation in leadership and decision-making  Increasing the percentage of women in the workforce and in managerial and senior leadership positions.	8, 29, 30, 33, 34, 44, 47, 48
Water Use Supply Chain Local Community		Target 6.4 – Increase water use efficiency and ensure freshwater suppliers  Implementing water-use-reduction targets and solutions, with a special focus in water-stressed areas.	8, 20, 42, 46
Energy Use GHG Emissions and Climate Change Supply Chain Local Community		Target 7.3 – Double the improvement in energy efficiency  Implementing energy-reduction targets and solutions with special focus on energy efficiency and use of renewables to reduce pressure on the energy infrastructure.	8, 20–23, 42, 43, 45, 46
Workforce Retention Ethics Occupational Health and Safety Supply Chain Local Community		Target 8.5 – Full employment and decent work with equal pay  Target 8.7 – End modern slavery, trafficking and child labour  Target 8.8 – Protect labour rights and promote safe working environments  Providing job opportunities without discrimination and with a fair wage. Implementing actions against modern slavery and child labor for ourselves and our suppliers. Providing a safe, healthy, and secure working environment while enabling labor rights.	5, 8, 26, 29, 33–37, 43, 44, 47, 48

Material Topic	UN SDG	Rationale	Page Number
Reuse/Recycling of Containers Food Shrink GHG Emissions and Climate Change Energy Use Waste Reduction Product Footprint Occupational Health and Safety Supply Chain Cybersecurity Certification		Target 9.1 – Develop sustainable, resilient and inclusive infrastructures  Target 9.2 – Promote inclusive and sustainable industrialization  Target 9.4 – Upgrade all industries and infrastructures for sustainability  Target 9.5 – Enhance research and upgrade industrial technologies  Creating and utilizing RPCs and other reusable plastic packaging systems to reduce single-use packaging resulting in a reduced need for transportation, landfill sites, water, and energy, which in turn reduces pressure on existing infrastructure and the need for new additions, which are both costly and have their own associated environmental and social impacts.	5, 8, 11, 12, 14–16, 18, 20, 23, 42
Waste Management Reuse/Recycling of containers Food Shrink Occupational Health and Safety Supply Chain		Target 12.2 – Sustainable management and use of natural resources  Target 12.3 – Halve global per capita food waste  Target 12.4 – Responsible management of chemicals and waste  Target 12.5 – Substantially reduce waste generation  Target 12.6 – Encourage companies to adopt sustainable practices and sustainability reporting  Utilizing RPCs and other reusable plastic packaging systems to reduce single-use packaging, protect food in transit thus reducing shrink and damage, recycling and reuse of scrap plastic in new containers, and reporting on progress through the UNGC Communication on Progress and an annual sustainability report.	2, 5, 11–18, 42, 43
Ethics Supply Chain		Target 16.5 – Substantially reduce corruption and bribery  Implementing and enforcing anti-bribery and corruption policies, communicating through the Tosca Code of Conduct, and training of relevant Tosca team members.	37, 44, 48

## Sustainability Accounting Standards Board (SASB)

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SASB was created in 2011 to guide companies in disclosing financially material sustainability information. SASB is now part of the Value Reporting Foundation (VRF). Below we provide specific disclosures and references to where our reporting aligns with the SASB Sustainability Accounting Standard for Containers & Packaging.

SASB Topic	Accounting Metric	Code	Page Number/Reference
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	RT-CP-110a.2	No Tosca emissions are covered by emissions-limiting regulations
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions-reduction targets, and an analysis of performance against those targets	RT-CP-110a.2	20–23, 43
Air Quality	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) volatile organic compounds (VOCs), and (4) particulate matter (PM)	RT-CP-120a.1	Not currently calculated
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	RT-CP-130a.1	23, 45
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	RT-CP-140a.1	46
	Description of water management risks and discussion of strategies and practices to mitigate those risks	RT-CP-140a.2	42, 43
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	RT-CP-140a.3	46
Waste Management	Amount of hazardous waste generated, percentage recycled <sup>^</sup>	RT-CP-150a.1	46
Product Safety	Number of recalls issued, total units recalled <sup>^^</sup>	RT-CP-250a.1	45
	Discussion of process to identify and manage emerging materials and chemicals of concern	RT-CP-250a.2	Not currently available

SASB Topic	Accounting Metric	Code	Page Number/Reference
Product Lifecycle Management	Percentage of raw materials from: (1) recycled content, (2) renewable resources, and (3) renewable and recycled content	RT-CP-410a.1	45
	Revenue from products that are reusable, recyclable, and/or compostable	RT-CP-410a.2	100%
	Discussion of strategies to reduce the environmental impact of packaging throughout its life cycle	RT-CP-410a.3	11, 12, 14–16, 18
Supply Chain Management	Total wood fiber procured, percentage from certified sources	RT-CP-430a.1	46
	Total aluminum purchased, percentage from certified sources	RT-CP-430a.2	N/A
Activity Metrics	Amount of production, by substrate <sup>#</sup>	RT-CP-000.A	Not currently calculated
	Percentage of production as: (1) paper/wood, (2) glass, (3) metal, and (4) plastic	RT-CP-000.B	Not currently calculated
	Number of team members	RT-CP-000.C	7, 30, 45

<sup>^</sup> The entity shall disclose the legal or regulatory framework(s) used to define hazardous waste and recycled hazardous waste, and the amounts of waste defined in accordance with each applicable framework.

<sup>^^</sup> The entity shall discuss notable recalls, such as those that affected a significant number of products, a significant number of units of one product, or those related to serious injury or fatality.

<sup>#</sup> Relevant substrates include paper and/or wood fiber, glass, metal, and petroleum-based substrates (i.e. polymers).

## Global Reporting Initiative (GRI) Index

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**GRI Index**

GRI is an independent, international organization created to support businesses in taking responsibility for their impacts by providing a common language for communicating those impacts. We sought to prepare this report in reference to the GRI 2021 Standards. Links to relevant sections in our reports and websites are included in the table below.

Disclosure Number	Disclosure Name Individual requirements ('a', 'b', 'c', etc.) are not listed here	Report Location (pg.) or External Document Reference
<b>GRI 1: Foundation 2021</b>		
N/A	Requirement 7: Publish a GRI content index	51
N/A	Requirement 8: Provide a statement of use	2
<b>GRI 2: General Disclosures 2021</b>		
2-1	Organizational details	1, 6, 7, 9, 10, 45, Company Website
2-2	Entities included in the organization's sustainability reporting	7
2-3	Reporting period, frequency and contact point	2, 52
2-4	Restatements of information	-
2-5	External assurance	-
2-6	Activities, value chain and other business relationships	6, 10–18, 26, 27
2-7	Employees	7, 28–39, 45, 47, 48
2-8	Workers who are not employees	-
2-9	Governance structure and composition	9
2-10	Nomination and selection of the highest governance body	9
2-11	Chair of the highest governance body	9
2-13	Delegation of responsibility for managing impacts	9
2-14	Role of the highest governance body in sustainability reporting	9
2-15	Conflicts of interest	37, Tosca Code of Conduct
2-16	Communication of critical concerns	37, 48

Disclosure Number	Disclosure Name Individual requirements ('a', 'b', 'c', etc.) are not listed here	Report Location (pg.) or External Document Reference
2-17	Collective knowledge of the highest governance body	9
2-18	Evaluation of the performance of the highest governance body	-
2-19	Remuneration policies	-
2-20	Process to determine remuneration	-
2-21	Annual total compensation ratio	48
2-22	Statement on sustainable development strategy	3, 8, 40
2-23	Policy commitments	9
2-24	Embedding policy commitments	9
2-25	Processes to remediate negative impacts	37
2-26	Mechanisms for seeking advice and raising concerns	37
2-27	Compliance with laws and regulations	37
2-28	Membership associations	9
2-29	Approach to stakeholder engagement	Sustainability Engagement Process
2-30	Collective bargaining agreements	47
<b>GRI 3: Material Topics 2021</b>		
3-1	Process to determine material topics	8
3-2	List of material topics	8
3-3	Management of material topics	8

Goals and progress

Data tables

UN SDGs

SASB

GRI Index

Disclosure Number	Disclosure Name Individual requirements ('a', 'b', 'c', etc.) are not listed here	Report Location (pg.) or External Document Reference
<b>GRI 201: Economic Performance 2016</b>		
<b>GRI 202: Market Presence 2016</b>		
202-2	Proportion of senior management hired from the local community	48
204-1	Proportion of spending on local suppliers	47
<b>GRI 205: Anti-corruption 2016</b>		
205-1	Operations assessed for risks related to corruption	All
205-2	Communications and training about anti-corruption policies and procedures	48
205-3	Confirmed incidents of corruption and actions taken	# is 0
<b>GRI 206: Anti-competitive Behavior 2016</b>		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	# is 0
<b>301 Materials use</b>		
301-1	Materials used by weight or volume	46
301-2	Recycled input materials used	46
301-3	Reclaimed products and their packaging materials	46
<b>GRI 302: Energy 2016</b>		
302-1	Energy consumption within the organization	21–23, 45
302-3	Energy intensity	5, 45
302-4	Reduction of energy consumption	21, 45
302-5	Reductions in energy requirements of products and services	21–23, 45
<b>GRI 303: Water and Effluents 2018</b>		
303-3	Water withdrawal	46
<b>GRI 304: Biodiversity 2016</b>		
304-2	Significant impacts of activities, products, and services on biodiversity	# is 0

Disclosure Number	Disclosure Name Individual requirements ('a', 'b', 'c', etc.) are not listed here	Report Location (pg.) or External Document Reference
<b>GRI 305: Emissions 2016</b>		
305-1	Direct (Scope 1) GHG emissions	21, 45
305-2	Energy indirect (Scope 2) GHG emissions	21, 45
305-3	Other indirect (Scope 3) GHG emissions	21, 45
305-4	GHG emissions intensity	46
305-5	Reduction of GHG emissions	21, 45
<b>GRI 306: Waste 2020</b>		
306-1	Waste generation and significant waste-related impacts	24, 25, 46
306-2	Management of significant waste-related impacts	24, 25, 46
306-3	Waste generated	46
306-4	Waste diverted from disposal	46
306-5	Waste directed to disposal	46
<b>GRI 308: Supplier Environmental Assessment 2016</b>		
308-1	New suppliers that were screened using environmental criteria	47
308-2	Negative environmental impacts in the supply chain and actions taken	# is 0
<b>GRI 401: Employment 2016</b>		
401-1	New employee hires and employee turnover	-
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	31
401-3	Parental leave	47

Disclosure Number	Disclosure Name Individual requirements ('a', 'b', 'c', etc.) are not listed here	Report Location (pg.) or External Document Reference
<b>GRI 403: Occupational Health and Safety 2018</b>		
403-1	Occupational health and safety management system	35, 36, 47
403-2	Hazard identification, risk assessment, and incident investigation	35, 36
403-3	Occupational health services	-
403-4	Worker participation, consultation, and communication on occupational health and safety	35, 36
403-5	Worker training on occupational health and safety	35, 36, 48
403-6	Promotion of worker health	31
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	35, 36
403-8	Workers covered by an occupational health and safety management system	48
403-9	Work-related injuries	48
403-10	Work-related ill health	48
<b>GRI 404: Training and Education 2016</b>		
404-1	Average hours of training per year per employee	48
404-2	Programs for upgrading employee skills and transition assistance programs	30, 48
404-3	Percentage of employees receiving regular performance and career development reviews	47
<b>GRI 410: Security Practices 2016</b>		
410-1	Security personnel trained in human rights policies or procedures	N/A
<b>GRI 412: Human Rights 2016</b>		
412-1	Operations that have been subject to human rights reviews or impact assessments	38, 39
412-3	Significant agreements or contracts with human rights clauses/screening	Not currently available

Disclosure Number	Disclosure Name Individual requirements ('a', 'b', 'c', etc.) are not listed here	Report Location (pg.) or External Document Reference
<b>GRI 413: Local Communities 2016</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	38, 39
<b>GRI 414: Supplier Social Assessment 2016</b>		
414-1	New suppliers that were screened using social criteria	47
<b>GRI 415: Public Policy 2016</b>		
415-1	Political contributions	We make no political contributions
<b>GRI 419: Socioeconomic Compliance 2016</b>		
419-1	Non-compliance with laws and regulations in the social and economic area	# is 0



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