



**PHOENIX™**

SUSTAINABILITY REPORT 2025

*Building a future that is secure.*

# About the Report

The Phoenix Closures, Inc. (“we,” “our,” “us,” the “Phoenix Closures,” or “PHOENIX”) executive leadership team and the Sustainability Committee are proud to release our 2025 Sustainability Report. This year’s report reflects how PHOENIX is taking the next steps to strengthen our environmental and social performance while building a more resilient business. It highlights the progress we’ve made, the lessons we’ve carried forward, and the areas where we are pushing ourselves to do more.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) standards and Sustainability Accounting Standards Board (SASB) standards for the Containers & Packaging industry. The report covers all PHOENIX facilities from the period of November 1, 2024, through October 31, 2025. This report has been reviewed and approved by PHOENIX’s Sustainability Committee, which includes our Steering Committee composed of executives.

For questions about this report, contact: [greatpkg@phxpkg.com](mailto:greatpkg@phxpkg.com)

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**INTRODUCTION**



**PEOPLE**



**PRODUCT**



**PLANET**



**STEWARDSHIP**



**APPENDIX**

# Introduction *Letter from our Co-Presidents*

We are pleased to present PHOENIX's third annual Sustainability Report, highlighting the progress we've made over the past year and our continued focus on responsible operations for our customers, employees, and the communities we serve. As a sixth-generation, family-owned company with more than 135 years of history, PHOENIX remains guided by a commitment to doing what's right while building a strong, resilient business. Over the past year, our sustainability efforts have continued to evolve, from foundational work to more integrated, execution-focused practices across the organization.

This past year, we have achieved several important milestones that reflect our continued advancement in sustainability. One notable accomplishment was that we earned a Gold Medal from EcoVadis, building on our progress from Bronze in 2023 and Silver in 2024. This recognition places PHOENIX in the top 3% of all EcoVadis-rated companies and in the top 1% of companies in our industry.

We have also strengthened how sustainability is woven into both our supply chain and product development processes. PHOENIX enhanced our Sustainable Procurement Policy to guide supplier evaluation and engagement, setting environmental and social expectations by providing a consistent framework for managing sustainability-related risks. In parallel, we introduced a Sustainable Product Policy that formalizes our approach to sustainable design,

including material use, product weight, and packing efficiency. These efforts reflect a broader shift toward turning our commitments into consistent action and strengthening how sustainability is embedded into everyday decisions.

At the same time, safety and quality remained central priorities. We conducted Member Safety Audit Program (MSAP) assessments at all PHOENIX facilities, with every site achieving an outstanding score above 90%. We also maintained our Excellent ratings at 100% of our manufacturing facilities during their Safe Quality Food (SQF) recertification audits and achieved significant improvements in several key quality metrics at multiple locations, including customer complaint rates and internal defect reporting and resolution.

As regulatory requirements continue to evolve, Extended Producer Responsibility (EPR) legislation took effect in several states this past year. PHOENIX closely monitored state-specific developments and worked with governmental agencies and Producer Responsibility Organizations (PRO) to stay informed. Our teams remain closely engaged with emerging requirements and are prepared to assist customers with EPR-related reporting needs, as appropriate, as they navigate this evolving landscape.

Beyond our operations, our people continued to demonstrate a strong commitment to community engagement. Over the past year, employees across



the company volunteered hundreds of hours with organizations meaningful to them, combining hands-on service with charitable contributions to support a wide range of causes in the communities where we live and work.

As we reflect on the past year, we are proud of the progress we've made and encouraged by the momentum we continue to build as our sustainability journey moves from foundation-setting toward sustained execution. This report offers a closer look at how our sustainability strategy is becoming increasingly interwoven into our priorities and our performance, shaping our efforts to build a responsible, forward-thinking, and enduring business.



**Alby Miller & Giles Miller**  
PHOENIX Co-Presidents

# About Phoenix Closures

PHOENIX is a privately held packaging provider with a national manufacturing footprint. For more than a century, we've helped shape how products are sealed, protected, and delivered. What began as a small, family-run operation has grown into a business recognized for secure, high-quality closures and a commitment to doing things the right way.

We've expanded our capabilities by investing in modern equipment, design expertise, and engineering talent. These investments allow us to support customers across the Food, Beverage, Consumer Healthcare, Home Care, Ag-Chem, Industrial, and Personal Care markets. We offer both customized solutions and ready-to-ship options, supported by packaging design and innovation services, inventory programs, and technical expertise.

Security is the thread that connects our history to our future. It guides how we design our products and how we operate. Protecting the integrity of our customers' products, and the consumers who rely on them, requires discipline, transparency, and a culture centered on safety and quality. Working alongside employees, customers, and community partners, we aim to strengthen trust and build resilience into every part of our business.



## Where We Are

Headquartered in **Aurora, Illinois** with manufacturing in:

<b>Davenport, Iowa</b>	Established 2000
<b>Newport, Tennessee</b>	Established 2004
<b>Greencastle, Indiana</b>	Established 2012
<b>Bloomington, Indiana</b>	Established 2021

## Membership Associations

- Association of Plastic Recyclers (APR)
- U.S. Department of Energy's Better Plants Program
- Illinois Manufacturers' Association (IMA)
- Manufacturers Association for Plastics Processors (MAPP)
- National Association of Container Distributors (NACD)
- Sustainable Packaging Coalition (SPC)



## Mission

To delight our customers and provide value to our stakeholders

## Vision

To be a growing, world-class, well-managed, relevant, privately-held packaging provider

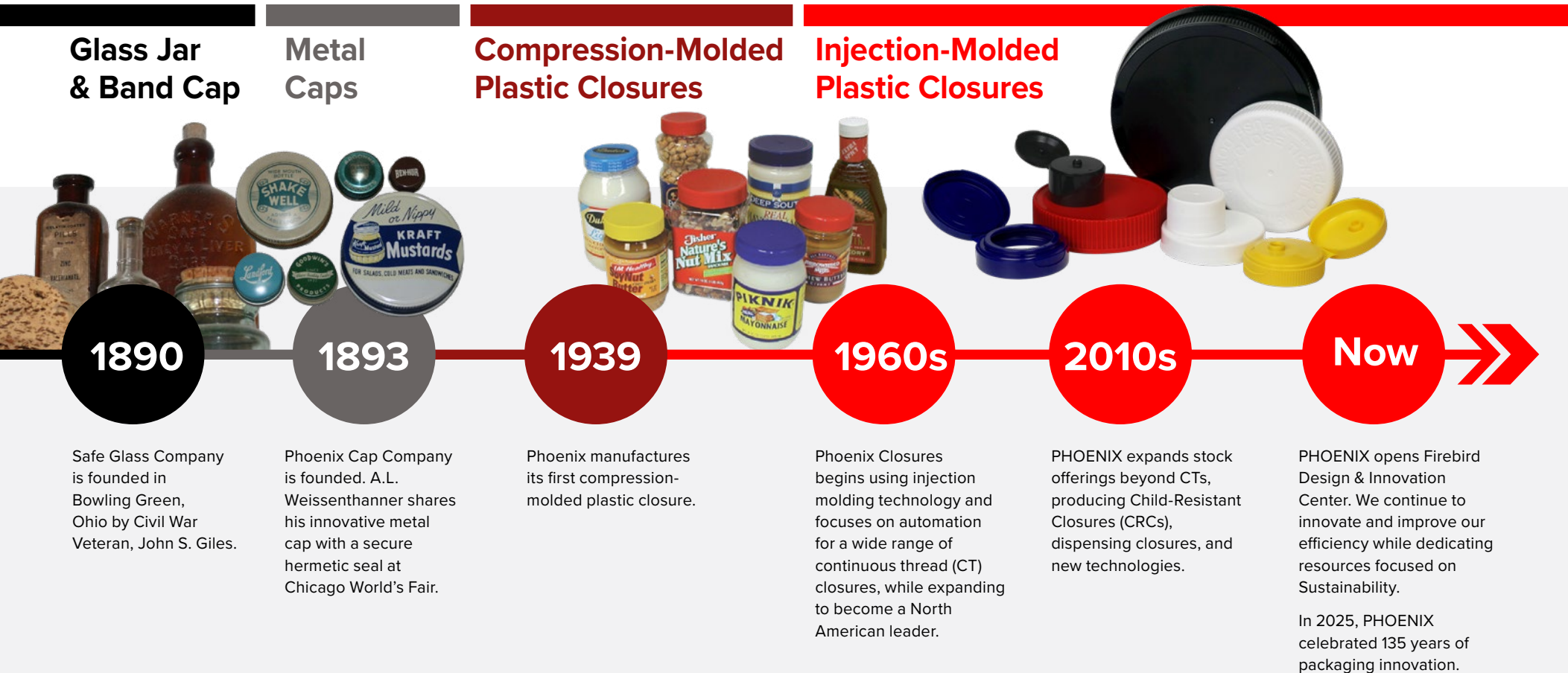
## Purpose

To build a future that is secure

# The History of Phoenix Closures

Our sixth-generation, family-owned business has supplied clients with closures and packaging solutions since 1890.

To stay current, PHOENIX has evolved through 4 packaging technologies over the last 135 years!



# Core Values

The security of our products, our employees, the communities in which we live and work, and the planet relies on PHOENIX's commitment to these core values:



## Safety

PHOENIX safeguards our workforce, customers, and consumers by protecting our employees and producing safe, quality closures for the world's products and brands.



## Integrity & Accountability

Our history, longevity, and commitment to delighting the customer are firmly rooted in doing the right thing to take care of our people and our product.



## Phamily

We prioritize quality of life and well-being for each other and our communities through respect, support, and inclusion.



## Teamwork & Collaboration

We lift each other up by working in partnership to achieve collective growth and success.



## Innovation

Through innovation and forward-thinking solutions, we are dedicated to sustaining excellence and making tomorrow better than today.



# Year in Review

## ACHIEVEMENTS

### Industry Insights

We contributed to conversations shaping the future of our industry through participation in educational media hosted by our packaging and sustainability partners. We also attended conferences organized by the Sustainable Packaging Coalition (SPC), the Association of Plastic Recyclers (APR), and the Professional Pricing Society (PPS).

### Tradeshaw Attendance

We attended industry tradeshaws, including SupplySide Global, Natural Products Expo West, the National Association of Container Distributors (NACD), the Packaging Distributors & Manufacturers Organization (PDM) event, and several supplier showcases hosted by our distributors. Participation in these events supported relationship-building across the company's network and reinforced PHOENIX's presence within the packaging industry.

### Safety and Quality Performance

All facilities met or exceeded their goals during this year's Member Safety Audit Program (MSAP) audits and Safe Quality Food (SQF) recertification audits, reflecting strong systems and consistent execution in human safety, food safety, and product quality. We also maintained our gold standard for zero consumer health and safety incidents.



### People and Culture

We met our goal of hosting leadership training and three professional development events focused on inclusive communication and interpersonal skills, supporting learning and reflection across the organization. The company also recorded improvements across all categories in its employee engagement survey, including a nine-point increase in overall engagement compared to the prior year.

### Product Innovation and Design

We hosted two Innovation Roadshows, engaging employees directly in product innovation and design efforts. These sessions supported idea sharing, collaboration, and continuous improvement across manufacturing teams.

### Energy Efficiency Progress

We made measurable progress toward our energy goals by reducing energy intensity by 4% year over year.

### EcoVadis Gold Medal

PHOENIX earned a Gold Medal in its 2025 EcoVadis submission, achieving a score that surpassed the 95th percentile to place us in the top 3% of all organizations assessed by EcoVadis—a widely used benchmark for environmental, social, and ethical performance across global supply chains.



# Sustainability Governance

At the end of 2025, we updated our sustainability governance structure to turn sustainability expertise and employee interest into meaningful, coordinated action across the organization. The new governance model began in Q1 of 2026 and will continue to be implemented and fine-tuned throughout the year. The Sustainability Committee will operate through two branches:

## Working Committee:

Comprised of representatives from different departments of the company, this team focuses on implementing sustainability initiatives and advancing day-to-day progress.

## Steering Committee:

This group of executives provides strategic direction and oversight to ensure PHOENIX's sustainability efforts align with business priorities and support long-term resilience.

The Working Committee meets monthly and is chaired by PHOENIX's Sustainability Specialist, with sponsorship from the Vice President of Quality and Social Impact, who serves as the liaison between the Working and Steering Committees. The Steering Committee meets quarterly and includes select members of the Executive Staff. Governance authority resides with the full Executive Staff. The Steering Committee delegates responsibilities for managing impacts to the following senior executives:

MATERIAL TOPIC	EXECUTIVE OVERSIGHT
Employee Recruitment & Retention	VP of Quality and Social Impact & VP of Human Resources
Employee Health & Safety	Director of Safety
Inclusion & Belonging	VP of Quality and Social Impact & VP of Human Resources
Energy & Greenhouse Gas Emissions	VP of Manufacturing & VP of Engineering and Innovation
Product Lifecycle	VP of Engineering and Innovation
Product Innovation & Design	VP of Engineering and Innovation
Product Quality & Safety	VP of Quality and Social Impact

Through quarterly meetings, the Steering Committee will conduct management reviews of progress on established targets and related programs for each sustainability impact area. These reviews are informed by input from the responsible parties and the Working Committee. The management reviews will not only provide insight into the company's



sustainability performance but also advance the Steering Committee's collective knowledge on sustainable development.

The dual committee structure enables a proactive management style in which the Working Committee executes the sustainability strategy and provides the Steering Committee with visibility and context to enable informed decision-making. The Committee's decision-making will further be supported by our environmental dashboard, which centralizes, consolidates, and simplifies data collection from multiple sources and presents the information in a format that is readily accessible for a broader internal audience. The dashboard provides our team with trend analysis and detailed metrics that were previously unavailable for systematic review. With these updates to the governance structure, we anticipate a continued shift from foundation-building to execution in our sustainability program.

## Third-Party Assessments



**EcoVadis** serves as an important third-party benchmark for evaluating the maturity and consistency of PHOENIX's sustainability management practices. The assessment reviews policies, actions, and performance across environmental stewardship, labor and human rights, ethics, and sustainable procurement, drawing on both qualitative documentation and quantitative data.

Participation in EcoVadis has played an important role in PHOENIX's sustainability transformation, strengthening internal governance, improving cross-functional data alignment, and sharpening our response to customer sustainability expectations. The assessment process also provides valuable comparative insight, helping PHOENIX identify priority areas for improvement and guiding ongoing enhancements to sustainability programs.



In 2025, PHOENIX surpassed the requirements for a Gold Medal, achieving a rating that placed the company in the top 3% of all organizations assessed by EcoVadis and in the top 1% of our industry. This rating was an improvement from a Silver Medal in 2024 and a Bronze Medal in 2023.



**Supplier Ethical Data Exchange (Sedex)** is a global, non-profit membership organization that supports responsible and ethical business practices within supply chains. Its Sedex Members Ethical Trade Audit (SMETA) program is based on the Ethical Trade Initiative (ETI) Base Code, which outlines expectations related to fair labor practices, safe working conditions, business ethics, and environmental management.

PHOENIX's participation in the SMETA audit process reflects a growing focus on embedding ethical supply chain practices consistently across all operations. Audits are conducted on a three-year cycle for each site, with ongoing coordination between the Corporate Sedex Coordinator and site-level teams to strengthen alignment with ETI Code expectations.

In 2025, PHOENIX advanced this work by completing its first Sedex/SMETA 4-Pillar audit at the Bloomington facility, along with renewal audits at the Davenport, Newport, and Greencastle sites. These audits provided a comprehensive review of site practices, including safety, environmental management, working hours, employee training, and business ethics.

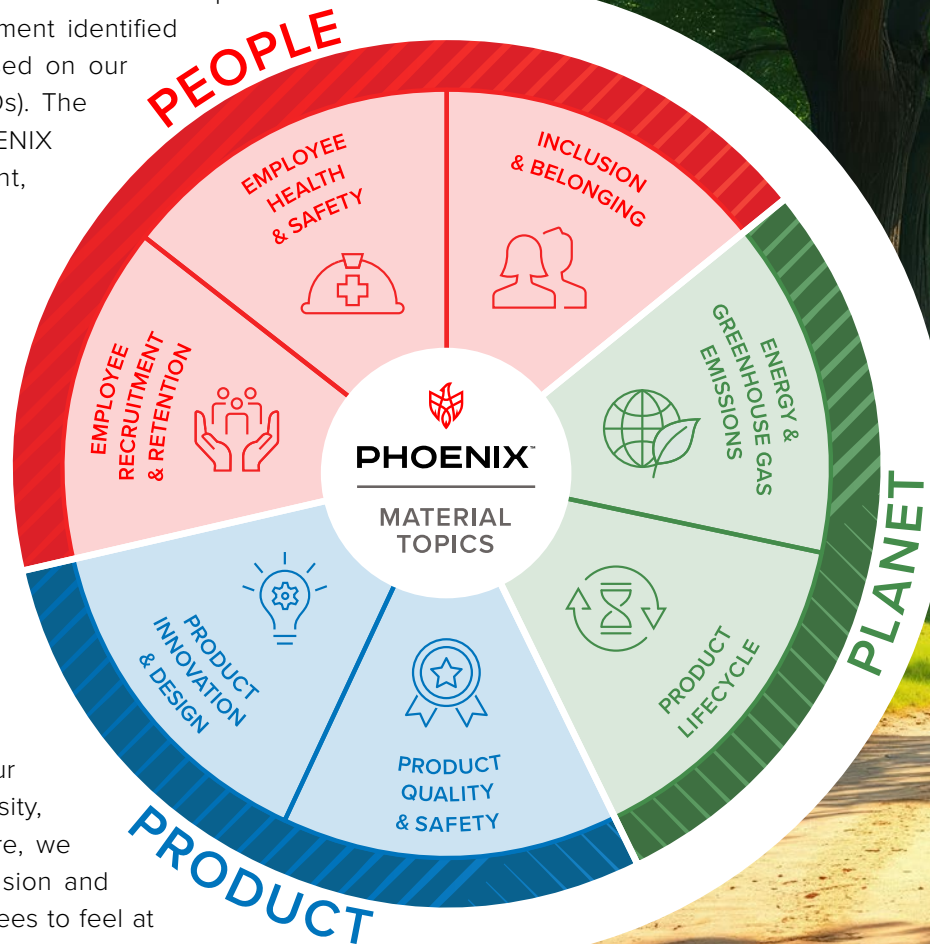


# Materiality

In 2024, we completed our first double materiality assessment in accordance with the Global Reporting Initiative’s (GRI) guidance on material topic determination. The double materiality assessment identified priority sustainability topics for PHOENIX based on our material impacts, risks, and opportunities (IROs). The IROs considered financial effects on PHOENIX and our footprint across the environment, economy, and society.

Our process included interviews with cross-functional leaders, benchmarking against key customers and peers, an employee survey, and a review of industry standards and assessments, including the GRI, the Sustainable Accounting Standards Board (SASB), and EcoVadis. Each of these inputs helped inform a list of potential material topics and associated IROs.

The resulting priority topics—organized under our People, Product, and Planet pillars—continue to guide our sustainability planning and reporting. These priorities are reviewed annually by the Executive Staff. As our operations evolve and our approach to diversity, equity, and inclusion (DEI) continues to mature, we have redesignated the material topic to Inclusion and Belonging, reflecting how we want our employees to feel at work. While the topic name has changed, the outcomes of the 2024 assessment remain unchanged. By intentionally fostering inclusion and belonging, we believe we are directly advancing our DEI objectives in a way that remains consistent with those outcomes.





# People

# People

In a competitive manufacturing landscape, employee recruitment and retention are critical. To attract and retain top talent, our Vice President of Human Resources and Vice President of Quality and Social Impact are jointly responsible for creating a work environment that promotes our core values of Phamily and Teamwork & Collaboration. To build and maintain a strong culture that attracts and develops skilled team members, we focus on employee health and safety, inclusion and belonging, and targeted recruitment and engagement initiatives. As exemplified by our Phamily core value, we aim to foster a culture that empowers our employees to achieve their personal and professional goals. In line with our core value of teamwork & collaboration, we lift each other up and work in partnership to achieve collective growth and success.

In this section of the report, we detail our strategies, targets, actions, and results for our people-focused material topics: Employee Recruitment and Retention, Employee Health and Safety, and Inclusion & Belonging.

**Our people-focused targets that we use to guide our performance include:**

## Employee Recruitment & Retention

- ⌚ By the end of 2026, train 100% of managers/supervisors in our Leadership Development Program to improve leadership effectiveness.

## Employee Health & Safety

- ✗ By the end of 2025, have a TRIR that is 1.0, over 70% below our industry average of 3.6.
- ✓ By the end of 2025, have 100% of our facilities earn >90% on their MSAP audits.

## Inclusion and Belonging

- ✓ By the end of 2025, deliver behavior-based interview training to additional employees at 100% of our facilities to remove biases from the hiring process.
- ✓ By the end of 2025, host at least 3 professional development events that promote inclusive leadership and interpersonal skills growth.



# Employee Recruitment and Retention



## Management Approach

At PHOENIX, employee recruitment and retention are central to our long-term resilience. As a sixth-generation, family-owned business, our people shape both our culture and our operational performance. In a manufacturing environment where skilled labor, precision, and continuity matter, workforce stability supports reliable production, reduces disruption, and limits the costs associated with turnover and retraining. We focus on employee engagement, well-being, training, and development to build a strong, reliable workforce. By fostering a culture that values employee growth, engagement, and well-being, PHOENIX not only maintains operational excellence but also differentiates itself as an employer of choice in a crowded market.

A key part of this approach is to strengthen how we assess talent and plan for future leadership needs. In 2025, we advanced our talent strategy by embedding the 9-Box Assessment Tool, introduced in 2024, more deeply into performance and development conversations across the organization. This structured framework enables more consistent evaluation of performance, potential, and readiness, helping managers identify future leaders while considering performance trends, advancement

readiness, long-term potential, and individual career aspirations or constraints.

Managers apply this framework during annual performance reviews and quarterly check-ins. These conversations provide a structured opportunity to review progress, align on near-term goals, and identify targeted development or training needs. By standardizing how talent is assessed and discussed, we work to reduce variability across teams and create clearer pathways for growth and development.

**TARGET SUMMARY**



TARGET	BASELINE	TARGET	STATUS
Train 100% of managers and supervisors on leadership development to improve effectiveness	2025	2026	In Progress: 81% of managers and supervisors have been trained



**Progress Overview**

Progress toward this target is underway. In 2025, we launched a multi-year Leadership Development Training program focused on strengthening leadership effectiveness and manager accountability. As of year-end 2025, 74 of our managers and supervisors had completed this training, marking an important milestone in building more consistent leadership practices across the organization.

More details on the initiatives supporting progress toward this target are provided in the Leadership Development Training section.

**Leadership Development Training**

We launched a new, two-year Leadership Development Training program to support the continued growth of our managers and strengthen accountability across teams. We chose to focus on this area because managers play a critical role in translating company expectations into day-to-day decisions, and gaps in accountability at this level can create inconsistency in how policies, expectations, and decisions are applied. Field managers were prioritized due to their direct role in shaping the employee experience.

Offered every six to eight weeks, the program emphasizes practical learning and application. It encourages managers to move beyond directive approaches toward leadership styles that strengthen communication, collaboration, and team effectiveness. Participants are provided with tools to apply in their roles and resources to support them

when navigating supervisory challenges. By the end of 2025, participants had completed eight of the program’s 24 months, reflecting meaningful progress from program launch into active implementation.

**Recruitment Efforts**

Our recruitment and retention efforts are grounded in the principles of courtesy, dignity, and respect. Outreach activities include participation in job fairs, partnerships with local schools and workforce development organizations, and a maintenance apprenticeship program at our Davenport facility.

**Community Partnerships – Bloomington**

Employees at our Bloomington, IN, facility are proud to serve on the Board of the Bloomington Economic Development Corporation (BEDC), an organization dedicated to driving innovative economic practices in this community where we operate. Through this partnership, PHOENIX has hosted tours and roundtable discussions with local businesses and city staff, and increased student awareness and access to opportunities available in manufacturing and robotics.

**Maintenance Apprenticeship Program – Davenport**

PHOENIX is proud to offer our Maintenance Apprenticeship Program at our Davenport location. This program provides eligible individuals with the opportunity to gain additional training and experience to move into a maintenance role at PHOENIX. One of the program’s requirements is that participants complete eight courses at Eastern Iowa Community College. PHOENIX covers the cost of these classes.





## Employee Engagement

We strive to create a workplace where every individual feels valued, supported, and empowered to contribute. In 2025, this commitment translated into more intentional action, as we prioritized open dialogue and collaboration to actively strengthen a culture that supports professional growth and personal well-being.

Initiatives shifted from concepts to executed programs in 2025 and contributed to employee engagement outcomes during the reporting year:

**Culture Teams:** Employees may voluntarily join our Culture Teams to help coordinate activities that exemplify PHOENIX core values and enhance local workplace culture. Locations typically have teams of 10–15 individuals who work collaboratively to

organize and host events that provide connection, recognition, and community outreach that is meaningful to their facility.

**Focus Groups:** PHOENIX held ongoing, town hall-style focus groups at each of its five facilities to strengthen open dialogue, gather employee feedback, and integrate employee perspectives into programs and policies. A consistent theme across locations was the value employees placed on having a meaningful opportunity to speak openly and share their ideas. These discussions led to site-specific improvements based on local needs. At the Bloomington facility, outcomes included updates to the training matrix and expanded PTO offerings. In Davenport, teams introduced more structured shift handoff meetings and enhanced

visual communication boards. At the Newport site, focus group feedback directly informed the launch of the Employee Recognition Program. Together, these actions demonstrate how employee input translates into tangible workplace improvements.

**Bi-Annual PHOENIX Excellence Awards:** We piloted the PHOENIX Excellence Awards at our Aurora facility to recognize and celebrate employee contributions. Twice a year, team members are acknowledged via peer nominations for their outstanding work, meaningful contributions, and demonstration of PHOENIX core values.

## Engagement Survey

During the reporting year, PHOENIX conducted our annual employee engagement survey to assess strengths and areas for improvement. The survey results reflected meaningful progress, with an overall engagement score of 77%, representing a nine-point increase compared to the prior year.

Scores increased across all measured factors, with notable improvements in action, social connection, leadership, innovation, and company confidence. These results demonstrate the impact of a more structured approach to listening and responding, including the use of focus groups and other feedback forums to better understand employee perspectives. The action factor increased by 25 points, signaling stronger follow-through in translating employee input into tangible actions. Survey results continue to inform engagement priorities and guide continuous improvement efforts.

## LENS ON LEADERSHIP:

*An Exploration of Career and Workplace Dynamics through the Voices of Industry Professionals*

Throughout the year, PHOENIX hosted multiple professional development sessions in pursuit of employee engagement, retention, inclusion, and belonging. One session, titled “An Exploration of Career and Workplace Dynamics through the Voices of Industry Professionals,” brought in outside speakers for a one-hour virtual panel discussion focused on insights and experiences from manufacturing leaders. For every PHOENIX employee who joined the session, PHOENIX donated to the Career & Networking Center, a local nonprofit whose mission aligns with PHOENIX’s company and purpose. Of the attendees who completed the post-event survey, 100% said that they would recommend attending this type of event to other colleagues at PHOENIX. One attendee remarked, “This type of learning is beneficial to anybody in the organization, regardless of their function,” while another stated that the session “opened my mind to a different way of thinking about being a leader.” Another participant reported “I would recommend this to others at PHOENIX. Events like this help bring out a natural development of empathy.”

## Performance Data

Employee turnover declined by four percentage points compared to the prior year, continuing a positive retention trend. This improvement reflects progress in how we engage and support employees across the organization. Investments in leadership development training, expanded employee engagement programs, and the use of engagement survey insights have strengthened retention and reinforced a more stable, connected workforce.

### RETENTION AND RECRUITMENT METRICS

	2023	2024	2025
Number of New Hires	137	116	117
Turnover Rate	35%	25%	21%

“When people feel safe at work, they can focus on doing the job right. Our employees’ feedback allows us to shape meaningful safety and quality initiatives that drive continuous improvement.”

**Jeff Olson**  
QUALITY & FOOD SAFETY MANAGER

## Employee Health and Safety



### Management Approach

Protecting employee health and safety is fundamental to who we are, as exemplified by our core value of safety. Safety is especially crucial in the manufacturing environment, where physical risks from machinery, material handling, and shift-based work are ever-present. A proactive safety culture not only safeguards employee well-being but also improves productivity, enhances morale, and positions PHOENIX as a responsible and reliable partner in the packaging industry.

Overseen by our Director of Safety and carried out at each facility by Safety Coordinators and Committees, our health and safety management system is designed to mitigate risks and eliminate workplace injuries. Our system is aligned with the Occupational Safety and Health Administration (OSHA) standards and covers all of PHOENIX’s employees, activities, and workplaces.

### TARGET SUMMARY



TARGET	BASELINE	TARGET	STATUS
Reach a Total Recordable Incident Rate (TRIR) of 1.0	2023	2025	Missed: 1.68 TRIR for 2025
100% of facilities earn 90% on MSAP audits	2023	2025	Achieved: 100% of facilities earned a 90% or above

## Progress Overview

As we closed the fiscal year, we confirmed that our TRIR target would not be met. In response, 2025 marked a shift from tracking outcomes to strengthening how we analyze and act on safety data across facilities. Safety teams used standardized scorecards to identify the top five recurring incident types and to determine the top three underlying root causes contributing to recordable incidents.

These insights are actively used to assess issues in greater detail and to more closely align incident trends with existing training programs, helping identify potential gaps contributing to these outcomes. The analysis is informing the development of targeted corrective action plans and guiding prioritization of updates to controls, procedures, and training, as we continue working to improve safety performance.

While progress toward the TRIR target remains ongoing, we achieved strong results in parallel by exceeding our MSAP target in 2025. Three of our four facilities achieved audit scores of 98% or higher, reflecting consistent execution of safety systems at the site level. MSAP audits were a key focus this year and are used to evaluate safety procedures, workplace conditions, and facility infrastructure. Developed by our Director of Safety and our Safety Training and Compliance Manager, the audits are based on the Workers' Compensation Trust of Illinois (WCTI) MSAP framework. Audit results are used to identify improvement opportunities and inform site-specific actions, strengthening hazard identification and risk mitigation.

## MSAP AUDIT SCORE

	2025
Bloomington, IN	100%
Davenport, IA	91%
Greencastle, IN	98%
Newport, TN	98%

More detail on the initiatives supporting progress toward this target is provided in the Employee Participation, Consultation, and Communication and Safety Scorecards sections.



## Employee Participation, Consultation, and Communication

PHOENIX continues to use an open-door policy in which employees are expected to remove themselves and speak up if they are in unsafe work conditions. They are encouraged to create an MRO (Maintenance Repair Order) on our ERP system to report any safety concerns or issues. This MRO system automatically alerts the plant management team, the Safety Training and Compliance Manager, and the Director of Safety when an entry is submitted into the system. In line with our Whistleblower Policy, employees are protected from retaliation if they raise concerns about PHOENIX's working conditions. Employees are expected to first raise their concerns to their immediate supervisor. If the employee's

concern is not resolved by their supervisor, it is escalated to the Plant Manager and the Director of Safety, and then, if necessary, further up to the VP of Manufacturing and the VP of Human Resources.

Employee feedback is instrumental as we continue to develop and evaluate our occupational health and safety management system. Monthly Safety Audits are conducted by the Safety Coordinators, and formal Safety Committees are in place at each location, bringing together employees from different departments monthly to review audit findings and safety performance, discuss any challenges or threats, and, when necessary, develop corrective actions. Each site's Safety Coordinator chairs these committees and has decision-making authority to implement changes that promote safe behaviors.



## Safety Scorecards

In 2025, PHOENIX advanced from using safety data for tracking to using it for action by continuing to deploy Corporate Safety Scorecards across facilities. The scorecards provide plant-specific, near-real-time data that allows safety teams to more quickly identify trends, prioritize improvement actions, and monitor performance consistently across facilities.

By standardizing how data is captured, reviewed, and discussed, the scorecards strengthen oversight, improve risk awareness, and support more consistent decision-making as our safety management systems move from development into more mature, execution-focused practice.

## Safety Training

PHOENIX's Safety Training Program starts on day one. At orientation, new hires receive a list of safety topics relevant to their department.

PHOENIX assigns monthly online safety training covering a range of topics, including battery safety, back injury awareness, forklift and pedestrian safety, emergency action procedures, eye protection, and personal protective equipment. For production employees, safety is emphasized even further with hands-on training.

Training content is reviewed and updated annually to maintain relevance and applicability. In addition, refresher training may be provided when incidents or near misses indicate a need for targeted reinforcement. This approach supports a consistent baseline of safety knowledge while allowing training efforts to respond to evolving operational risks.



## Promotion of Employee Health

In 2025, PHOENIX launched the Thrive Wellness Program. This voluntary program translates our wellness commitments into accessible, everyday support. Thrive Wellness supports our employees and their families across four dimensions of wellness: financial, workplace, health, and social wellness. The program rewards participants for completing wellness activities and building healthy habits. Rewards can include reductions in medical insurance premiums and points that can be redeemed for gift cards. At select locations, employees can access on-site fitness centers and wellness rooms, allowing them to participate in wellness activities without leaving the facility.



Beyond program design, PHOENIX took steps to embed wellness more visibly into company culture. One example of this was a celebratory event we hosted for Mental Health Awareness Month and Asian American and Pacific Islander Heritage Month. This event was open to all Aurora employees and counted as part of their paid work time. For this event, we invited a local physician to lead an educational and interactive discussion on the importance of mental well-being. The event sparked explorations of personal heritage and mental health, and their impacts in the workplace.

## Employee Health & Safety Metrics

This year, we observed an increase in both our total recordable incident rate and the number of recordable incidents. This increase was partially attributed to gaps in knowledge related to the safe use of equipment, as well as opportunities to improve hazard awareness and recognition. In response, we are strengthening our hands-on training programs and reinforcing our safety culture across PHOENIX to better equip employees with the knowledge and practices needed to prevent incidents.

## EMPLOYEE HEALTH & SAFETY METRICS

	2023	2024	2025
Total Recordable Incident Rate (TRIR)	1.6	1.3	1.68
Number of Recordable Incidents <sup>1</sup>	8	6	9
Number of Fatalities	0	0	0
Number of Cases of Work-Related Illness	0	0	0
Days Away, Restricted, or Transferred (DART)	3	1	1.5

<sup>1</sup> The most common types of work-related injuries include fractures, sprains, strains and cuts. Hazards contributing to high-consequence (DART) injuries include slips, trips, and falls, ergonomic risks, machine guarding issues, and workplace organization hazards.

## TRAINING METRICS

	2023	2024	2025
Number of Health and Safety Training Hours Delivered	11,392	9,147	8,953
Training Completion Rate	100%	100%	100%



# Inclusion and Belonging



## Management Approach

Fostering inclusion and belonging reflects PHOENIX's commitment to building a workplace culture where every employee feels valued and empowered. Our VP of Quality and Social Impact and our VP of Human Resources oversee our workplace culture and non-discrimination efforts, which reflect our varied perspectives, drive innovation, and strengthen decision-making. Investing in inclusion and belonging reduces turnover risks, enhances PHOENIX's reputation with customers and stakeholders, and supports long-term business growth by enabling the company to tap into a broader talent pool and maintain a welcoming culture.

Together with our company core values, our Human Rights Policy and Courtesy, Dignity, and Respect Policy form the foundation of our approach to building and sustaining an inclusive workplace culture. We maintain a zero-tolerance stance toward discrimination, retaliation, and harassment. These expectations apply to everyone across the organization and are enforced consistently.

**8,953**

**TRAINING HOURS FOR HEALTH & SAFETY**

## TARGET SUMMARY



TARGET	BASELINE	TARGET	STATUS
100% of facilities receive behavioral-based interview training	2023	2025	Achieved: 100% employees involved in the interview process completed behavior-based interview training
3 events hosted for professional development promoting inclusive leadership and interpersonal skills	2023	2025	Achieved: 3 professional development events were hosted in 2025 to promote inclusivity

## Progress Overview

Our focus in 2025 was on moving from intent to consistent execution by embedding more inclusive practices into how we hire, develop, and engage employees. This shift translated into measurable progress and allowed us to achieve the targets we set for the year. By standardizing interview training and creating intentional space for inclusive leadership development, we reinforced expectations around fairness, respect, and interpersonal skills across the organization. These efforts moved inclusion from principle to practice and directly supported the achievement of the targets outlined above. They are described in more detail in the Training and Spotlight on the following page.

## Training

Training and awareness are central to our inclusion and belonging efforts and support consistent, respectful practices across the organization. All team members complete annual Courtesy, Dignity, and Respect Training, which reinforces expectations for professional conduct and helps foster a workplace grounded in mutual respect.

In 2025, PHOENIX transitioned from ad hoc learning to a standardized approach by implementing behavior-based interview training to reduce bias and promote consistency in hiring decisions. The training emphasizes job-relevant, structured questions and is supported by the Behavior-Based Interview Guide, which provides practical tools to help managers recognize and mitigate unconscious bias.

Together, these training efforts establish a consistent, skills-focused hiring framework, supporting fair and equitable candidate evaluation across the organization.



## Inclusive Hiring

PHOENIX follows fair chance hiring principles, aiming to provide individuals with prior convictions equal opportunities in the job market by focusing on their skills and qualifications. By equipping our managers with the Behavior-Based Interview Guide and training, our team focuses on competencies and potential rather than immediately disqualifying candidates based on past convictions.

We believe this more consistent, skills-focused approach to hiring has supported broader candidate consideration across the organization. In 2025, representation of team members from racial and ethnic minority groups increased by two percentage points, while representation at the executive staff level increased by six percentage points. These changes reflect our progress toward building a more inclusive workforce and leadership team.

### WORKFORCE DEMOGRAPHICS

		2023	2024	2025
<b>Employees</b>	Male	78%	77%	77%
	Female	22%	23%	23%
<b>Executive Staff</b>	Racial or Ethnic Diversity	NR	16%	18%
	Male	58%	54%	62%
	Female	42%	46%	38%
	Racial or Ethnic Diversity	8%	9%	15%

NR = Not Reported



### SPOTLIGHT:

#### *An Exploration of Mentorship and Career Growth through the Voices of Senior Leaders*

Throughout the year, PHOENIX proudly hosted events that celebrated the diversity of our company. One such event was our Women’s History Month panel discussion featuring senior women leaders from PHOENIX and a keynote speaker from one of our key business partners. Not only did this event spotlight the achievements of women at PHOENIX, but it also leveraged unique insights from our guest HR leader and fostered dialogue and reflection among attendees.

Following the event, one attendee shared:

*“It’s nice to take a moment for self-reflection—to hear stories you can relate to, or situations you may never have thought about. I appreciate learning things about my colleagues that I may not have known had this session not taken place.”*

# Product



# Product

Our product pillar focuses on decisions and standards that shape the closures we bring to market, from how they are designed to how they perform and how they move through their lifecycle. This work spans material choices, quality expectations, and innovative designs and requires coordination across multiple teams, including Marketing, Engineering, Quality, and R&D. This alignment helps us connect product decisions to the performance, compliance, and sustainability needs of the industries we serve.

In this section of the report, we detail our strategies, targets, actions, and results for our product-focused material topics: Product Innovation & Design and Product Quality & Safety.

**Our product-focused targets that guide our performance include:**

## Product Innovation & Design

- ✓ Host at least two Innovation Roadshow events in 2025

## Product Quality & Safety

- ✓ Maintain zero incidents of consumer health and safety non-compliance in 2025
- ✓ By the end of 2025, develop Quality and Food Safety Culture Dashboards for 100% of our facilities



# Product Innovation and Design



## Management Approach

In an industry facing rising demand for sustainable packaging, PHOENIX's ability to innovate drives competitive advantage. By developing closures that are right-weighted, designed for recyclability, and offer up to 100% recycled content, we position ourselves as a preferred supplier to brands seeking to meet their own sustainability goals. Innovation supports regulatory compliance, customer loyalty, and differentiation in a competitive marketplace.

Our approach begins with a clear understanding of customer requirements and market signals. We assess customer feedback, industry trends, and internal growth opportunities to define innovation priorities. This process helps ensure our development efforts remain focused on solutions that deliver measurable value and support long-term resilience for both our customers and our business.



In design, we focus on removing excess material while maintaining performance and durability. It's always a balance between sustainability and ensuring the product functions as intended in the real world.



**Carley Polan** DESIGN ENGINEER

## TARGET SUMMARY

TARGET	BASELINE	TARGET	STATUS
Host at least two Innovation Roadshow events	2023	2025	Achieved: Held innovation roadshows at our Corporate and Newport locations.

\*Innovation Roadshow events are organized, multi-location events designed to showcase, explain, and accelerate adoption of new ideas, technologies, products, or ways of working across an organization.

## Progress Overview

In 2025, we advanced our commitment to inclusive innovation by moving from broad participation to structured execution, connecting product development more directly with insight from across the company. This year's Innovation Roadshows created intentional, repeatable forums for idea-sharing and practical feedback, reinforcing innovation as a shared, organization-wide responsibility.

More details on how these events support product development and continuous improvement are provided below.

### Innovation Roadshows

In 2025, PHOENIX hosted two Innovation Roadshows, one at the corporate level and one at the Newport facility, marking a continued shift toward integrating manufacturing employees more directly into the innovation process. The workshops created structured opportunities for feedback and idea generation grounded in day-to-day operations.

Building on prior rotations across all facilities, the roadshow focused on identifying opportunities to improve products, processes, and overall performance. By engaging employees closest to production, the events surfaced actionable operational insights that support continuous improvement and help inform future product development efforts.



During the Newport Roadshow, participants identified two priority challenges: communication between the production floor and warehouse sides of the facility, and cap containment issues on several high-volume production cells. These insights moved from identification to action. The communication challenge was linked to delays in material delivery, as material technicians did not consistently receive signals from mold technicians to bring materials from the warehouse, contributing to production downtime.

To address this issue, PHOENIX initiated a pilot of new radio systems with enhanced notification capabilities. The trial is intended to improve the visibility and responsiveness of material requests and reduce avoidable delays on production lines.

While the Newport Roadshow focused on site-level operational challenges, the Corporate Roadshow was designed to translate employee perspectives on consumer pain points related to product packaging into product innovation opportunities. Participants were asked to bring a product from home with packaging they disliked. They were then asked to work collaboratively to reimagine the functionality and user experience of the packaging. Insights from this session continue to directly influence our product development priorities and innovation efforts, reinforcing a clear link between employee input and execution.



## Sustainable Product Policy

In 2025, we moved from a guiding commitment to formal execution by launching our Sustainable Product Policy, formalizing how sustainability principles are embedded directly into the product design process. The policy provides a framework for how we evaluate material use, product weight, and packaging efficiency from the earliest stages of development. This Policy establishes clear,

organization-wide design principles across all product-related material topics.

By codifying these principles, the policy translates sustainability commitments into repeatable design decisions. Additional detail on principles related to Sustainable Materials, Product Safety, and Product End-of-Life is provided in their respective sections of this report.

### PACKAGING OPTIMIZATION HIGHLIGHT: ECOSTACK®

Our EcoStack® nested closure shows how a simple, pragmatic design change can deliver measurable environmental and operational benefits. The closure replaced an older, non-nestable version that required more warehouse space and higher transportation volumes. Our redesign focused on three priorities: stackability, right-weighting, and material efficiency.

EcoStack closures are designed to nest, increasing pack counts by up to 87% and improving space utilization. This design enables more closures to be shipped per delivery, supporting reductions in transportation requirements and associated greenhouse gas emissions.

The updated design allows more closures to fit on each pallet and within each truckload. A lifecycle assessment (LCA) identified a 22% reduction in Global Warming Potential (GWP) and a 47% reduction in required truckloads compared to the previous design. In addition, right-weighting reduced resin use, saving approximately 10,300 pounds of plastic per one million caps produced.

PHOENIX is committed to expanding the EcoStack design to additional closure sizes. These efforts are intended to support customer sustainability objectives, deliver operational efficiencies, and reinforce PHOENIX's broader focus on practical, scalable packaging solutions.

 EcoStack®



## Design Principles

- **Right-weighting:** Our product design process prioritizes minimizing material use without compromise to our industry-leading quality and performance standards. Lighter weight closures not only use less material, but also reduce waste, require less energy to injection mold, and use less fuel in shipping due to the lighter loads.
- **Packaging optimization:** Right-weighted designs often result in smaller closure profiles, allowing for increased carton capacity and more efficient shipping. In some cases, we design our closures to be nested in the shipping carton, which further improves space utilization during packing and transportation.

Together, these principles are actively applied to guide the development of closures with a lower environmental footprint, while preserving the durability, functionality, and quality our customers expect.

## Product Quality and Safety



### Management Approach

As a manufacturing partner to food, beverage, personal care, and household product companies, we must protect product integrity to safeguard consumer health and maintain brand trust. A failure in product quality or safety could result in recalls, legal liabilities, and reputational damage for both PHOENIX and our customers. By prioritizing stringent quality controls, we strengthen customer relationships and reduce the risk of supply chain disruptions for our value chain.

Each PHOENIX facility maintains a Hazard Analysis and Critical Control Point (HACCP)-based food safety plan that all employees must follow. We continually review production equipment, materials, and processes to identify and mitigate chemical, physical, and biological hazards that could pose risks to consumers. To ensure food safety, several preventive control measures are implemented throughout production. All new products, tooling, and formulation or processing changes undergo a multiphase qualification process led by our Engineering Team to maintain quality and safety.

### TARGET SUMMARY



TARGET	STATUS
Maintain zero incidents of consumer health and safety non-compliance by end of 2025	Achieved: Maintained zero incidents of consumer health and safety non-compliance
Develop Quality and Food Safety Culture Dashboards for 100% of our facilities by end of 2025	Achieved: Dashboard development was completed in 2025

### Progress Overview

This year, PHOENIX shifted from maintaining quality systems to actively strengthening how quality and food safety behaviors are reinforced across the organization. In 2025, we introduced new approaches and tools designed to improve insight, consistency, and decision-making, recognizing that as operating contexts evolve, some legacy metrics no longer provide sufficient visibility to support continuous improvement. In response, we began transitioning toward updated metrics and systems

intended to better inform decisions and more clearly reinforce desired quality and food safety behaviors.

One customer complaint related to broken caps was recorded during the year. The issue did not result in consumer harm, and no confirmed consumer health or safety impact was identified. PHOENIX responded by working closely with the customer to assess and address a range of factors that may have contributed to the nonconformance. These efforts led to a measurable improvement in the Acceptable Quality Level (AQL) for the identified defect.

Quality and Food Safety Culture Dashboards were developed during the reporting year, establishing a standardized framework for capturing, visualizing, and reviewing plant-specific quality and food safety data across the organization; with several new metrics being measured in 2026, we will prioritize regular communication of results while working once again toward creating visual tools that increase awareness and enhance decision-making. The new metrics were informed by a growing focus on cost of quality and the need to update both metrics and presentation to better reflect current operational priorities. By bringing together plant-level and companywide scorecards within a consistent reporting structure, teams can review trends, compare performance across sites, and identify areas where additional support or corrective action may be appropriate. The revised dataset is expected to serve as a shared reference point for evaluating progress and informing quality and food safety decisions.

Further details on the programs and systems supporting these outcomes are provided in the Quality Systems & Continuous Improvement section below.

### Quality Systems and Continuous Improvement

All PHOENIX manufacturing sites maintain third-party certifications that validate the strength of our quality and product safety systems, including:



#### Safe Quality Food (SQF) Certification:

A globally recognized food safety and quality program benchmarked by the Global Food Safety Initiative (GFSI). All sites consistently maintained an "Excellent" rating (scores of 96–100) during recertification audits.



#### Interstate Milk Shipper (IMS) Listing:

Authorizes PHOENIX to manufacture single-service closures for milk and dairy products.

To support consistent quality, we rely on process correction reports as a core tool within our defect handling programs. These reports enable early identification of defects, limit the number of affected products, and provide clear data on emerging patterns or risks.

### NUMBER OF PROCESS CORRECTION REPORTS SUBMITTED

2023	2024	2025
1,985	2,345	4,134

In 2025, the number of process correction reports increased by 175%. This increase reflects a strengthened culture of reporting, driven in part by focused efforts within one of our key business units and reinforced by continued emphasis across all

plants. Higher reporting levels were also influenced by increased awareness and closer monitoring of specific defect types that showed elevated trends. Insights from this reporting are integrated into our SQF-aligned quality management system, informing design reviews, targeted testing, and quality control measures.

We further strengthened this process in 2025 by placing greater emphasis on routine root cause analysis. Plant teams now apply a consistent approach to investigating issues, identifying

contributing factors, and determining where corrective actions will have the greatest impact. By focusing on root causes rather than symptoms, teams are better positioned to prevent recurrence and support sustained quality improvement.

**Case Study:**

*Bloomington Tests Problem-Solving Sessions*

Our Bloomington facility advanced its quality performance by establishing weekly, cross-functional problem-solving sessions. Using process correction

reports and customer feedback, teams met regularly to review issues, assess contributing factors, and work through corrective actions until meaningful resolution was achieved. This structured approach has increased shared ownership of quality outcomes and contributed to improved performance.

Bloomington was the first facility to adopt this cadence. Our Davenport facility has since begun integrating similar sessions on a monthly basis, with each site tailoring the approach to its operational context.



## Building Toward 2026

In 2025, we laid the groundwork for a refreshed, more execution-focused quality strategy that will be officially launched in 2026. The strategy was driven by the desire to make a more consistent, standardized approach to quality management and to better embed quality into our culture. The strategy is designed to sharpen our monitoring, prevention, and response to quality issues across all sites. Its key work streams are:

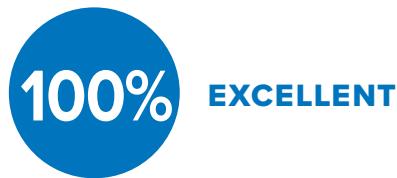
- **Newly developed KPIs:** Refining and defining quality metrics to sharpen our focus and shift action toward addressing the Total Cost of Quality. Doing so will require new methods of data collection and the establishment of new baselines to enable future trend analysis.
- **Cost of quality toolkit:** Identifying and piloting appropriate tools, developing standard operating procedures, and providing training to support effective use prior to broader rollout.
- **Growth-focused training:** Defining targeted learning objectives for specific audiences to deliver new skills and understanding across the organization. Content development will emphasize practical, hands-on formats, supported by pre- and post-training assessments.
- **Wins and recognition:** Establishing mechanisms to recognize positive quality behaviors. Planned efforts include issuing quality culture surveys and establishing effective methods for highlighting everyday actions that demonstrate a commitment to quality at each site.

## Performance Data

### QUALITY METRICS

	2023	2024	2025
Number of Customer Health and Safety Incidents	0	0	0
Number of Customer Complaints Received Regarding Product Safety	0	0	1*
Number of Product Recalls Issued	0	0	0
Number of Total Units Recalled	0	0	0

\*Customer complaint related to broken caps, which was addressed promptly in coordination with the customer.



**BLOOMINGTON, INDIANA  
SQF AUDIT SCORE**

### SQF AUDIT SCORES

	2023	2024	2025
Bloomington, IN	Excellent (99)	Excellent (99)	Excellent (100)
Davenport, IA	Excellent (98)	Excellent (99)	Excellent (99)
Greencastle, IN	Excellent (99)	Excellent (99)	Excellent (99)
Newport, TN	Excellent (100)	Excellent (99)	Excellent (98)



# Planet

# Planet

Our planet pillar focuses on how we manage the environmental impacts associated with our manufacturing operations and the materials used in our products. Producing closures requires energy, raw materials, and efficient production systems, making responsible resource management an important part of our operations. Addressing these impacts requires coordination across multiple teams, including Operations, Engineering, Quality, and Supply Chain, to ensure environmental considerations are integrated into facility performance and product lifecycle decisions. Through this work, we aim to improve energy efficiency, better understand and manage greenhouse gas emissions, and evaluate how material choices and product design influence environmental outcomes throughout the product lifecycle.



In this section of the report, we detail our strategies, targets, actions, and results for our planet-focused material topics: Energy and Greenhouse Gas Emissions and Product Lifecycle.

## Energy and Greenhouse Gas Emissions




**Our planet-focused targets that guide our performance include:**

### Energy and GHG Emissions

-  Reduce energy intensity by 25% by 2031, using 2021 as our baseline year.
-  Reduce our scope 1 & scope 2 GHG emissions by 25% by 2035, using 2023 as our baseline year.

### Product Lifecycle

-  100% of new products developed in 2025 will conform to the [APR Design Guide](#)



### Management Approach

Plastics manufacturing is an energy- and resource-intensive industry that carries associated environmental, regulatory, and financial considerations. Reducing our energy consumption and greenhouse gas (GHG) emissions helps the company manage costs, stay ahead of evolving regulatory requirements, and meet increasing customer expectations for lower-carbon products. By proactively investing in energy

efficiency and emissions reduction, we enhance our competitiveness and contribute to a more sustainable value chain.

Oversight for this area sits with our VP of Manufacturing and VP of Engineering and Innovation. Together, they set priorities, allocate resources, and guide decisions that influence energy use and emissions across all facilities. Their work focuses on three core areas: reducing energy intensity, expanding the use of carbon-free electricity, and lowering overall greenhouse gas emissions.

Beginning in fiscal year 2026, our updated committee structure will further support this work by translating company-level goals into site-specific action plans, strengthening data collection, and identifying opportunities where equipment upgrades, process changes, or partnerships can drive meaningful reductions. This structure will also support the refinement of future targets and clearer pathways toward our 2035 emissions goal.

### Progress Overview

#### Emissions Target Progress

2025 marked the first year that PHOENIX established a formal scope 1 and scope 2 greenhouse gas emissions reduction target, an important milestone in the company's climate journey.

PHOENIX has committed to a 25% reduction in scope 1 and 2 emissions by 2035 against a 2023 baseline.



## TARGET SUMMARY



TARGET	BASELINE	TARGET	STATUS
Reduce our scope 1 & 2 GHG emissions by 25%	2023	2035	In Progress: Emissions increased by 15.67% versus baseline
Reduce our energy intensity by 25%	2021	2031	In Progress: Energy intensity decreased by 15.43% year over year.

Emissions have trended upward since the baseline year, though the pace of growth slowed during the most recent reporting period, suggesting a stabilization in year-over-year changes. The earlier increase likely reflects operational factors such as production growth, energy demand, or changes in energy sourcing across facilities. The more modest change in the latest year may indicate the early influence of improved emissions monitoring and the initial integration of emissions considerations into operational planning. Establishing a formal reduction target and baseline provides a clearer framework for identifying drivers of variability and prioritizing future efficiency and energy management initiatives.

### Energy Intensity Progress

We made steady progress toward our energy intensity reduction target in 2025. Improvements reflect early gains from operational and equipment-focused initiatives across multiple facilities.

## Operational Efficiency

Across multiple facilities, our teams translated energy-efficiency opportunities into targeted engineering and operational improvements, contributing to a 1.3% reduction in energy consumption from 2024, through the following initiatives:

- **Press Replacement:** Greencastle, Davenport, and Newport advanced their press replacement schedules to phase out older, less efficient machines. Newer presses consume less energy per cycle, improve process control, reduce oil usage, and lower the frequency of unplanned downtime. Together, these improvements contributed approximately 20% reduction in energy use at the sites.
- **Scrap Reduction:** The average scrap rate across operations was 2.66% during the reporting year. Lower scrap volumes reduce the need for regrinding, remelting, and reprocessing, each of which carries an energy burden. At the Greencastle facility, increased use of regrind during color changes contributed to a reduction in scrap generated per color change to 23 pounds in 2025, compared to 38 pounds in 2024.
- **Expansion of Press-side Grinding:** The Bloomington site introduced press-side grinding, enabling immediate reuse of rejected parts and eliminating the energy required to transport and process material off the production floor.
- **Material Handling Efficiency:** A detailed forklift traffic study at our Bloomington and Greencastle sites helped map travel patterns and identify unnecessary movements. This was driven in part by a focus on improving energy efficiency through operational design. Using these insights, teams drafted preliminary layout revisions to shorten routes, reduce congestion, extend battery life, and lower energy use on the production floor. This work continues to reveal opportunities to streamline operations and support future automation.

## Energy Sourcing

We continue to evaluate options that increase the renewable portion of our energy mix and reduce our reliance on fossil fuels. This year, 33% of our total energy use came from renewable sources. Our partnerships with MidAmerican Energy and the Tennessee Valley Authority allowed two facilities to source carbon-free electricity.

- **Iowa Facility:** 96% of electricity from carbon-free sources
- **Tennessee Facility:** 47% of electricity from carbon-free sources

### Case Study:

#### Energy Efficiency Improvements—Bloomington

The Bloomington facility, located on a brownfield site, has served as a pilot location for energy-efficiency improvements. The site partnered with Duke Energy consultants to support the design and layout of Phase I of the facility, with a focus on identifying opportunities to improve energy performance.

Through this collaboration, several design recommendations and operational improvements were implemented, including:

- Closed-loop fluid coolers
- Insulated metal panel walls to improve insulation
- Occupancy sensors installed on lighting systems
- LED lighting upgrades
- Installation of new double-pane windows



Building on Phase I, PHOENIX plans to continue collaborating with Duke Energy as Phase II of the facility is developed. This next phase is expected to build on lessons learned from the pilot and further embed energy-efficiency considerations into facility expansion efforts.

## Performance Data

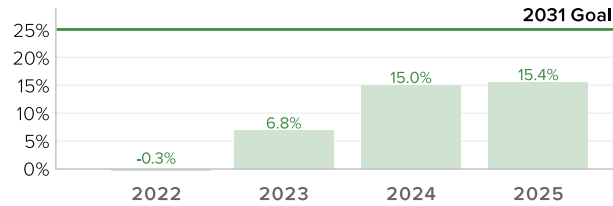
### NON-RENEWABLE ENERGY CONSUMPTION METRICS

	2023	2024	2025
Total Electricity Consumption (kWh)	53,657,971	56,268,484	55,544,107
Natural Gas (kWh)	3,335,355	2,912,565	3,353,844

### ENERGY INTENSITY METRICS

	2023	2024	2025
Energy Intensity (GJ/ thousand lb resin)	3.52	3.17	3.16
Percent Change from Baseline	+7.65%	-3.06%	-4%

### BETTER PLANTS ENERGY INTENSITY PROGRESS



Percentages represent our reductions in energy intensity compared to our 2021 baseline.

Better Plants energy intensity calculation is algorithmically adjusted for weather and other anomalous impacts.

### ANNUAL BREAKDOWN BY SCOPE (t CO<sub>2</sub>e)

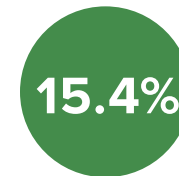
	2023	2024	2025
Scope 1	769	830	611
Scope 2 – Market-Based	23,607	27,027	27,584
<b>Total Scope 1 &amp; 2 (Market-Based) Emissions</b>	<b>24,376</b>	<b>27,857</b>	<b>28,195</b>
<b>Percent Change from Baseline</b>	<b>Baseline</b>	<b>+14.28%</b>	<b>+15.67%</b>

### SCOPE 1 – EMISSIONS SOURCES AND EMISSIONS (t CO<sub>2</sub>e)

	2023	2024	2025
Natural Gas	608	530	608
Gasoline	2	1	2
Refrigerants	159	299	64
<b>Total Scope 1 Emissions</b>	<b>769</b>	<b>830</b>	<b>674</b>

### SCOPE 2 – MARKET-BASED EMISSIONS BY LOCATION (t CO<sub>2</sub>e)

	2023	2024	2025
Aurora, IL	742	72	0
Bloomington, IN	2,889	4,305	4,791
Davenport, IA	6,700	852	778
Greencastle, IN	13,208	16,209	16,356
Newport, TN	8,051	5,597	5,574
<b>Total Scope 2 Emissions</b>	<b>23,607</b>	<b>27,027</b>	<b>27,499</b>



**REDUCTION IN ENERGY INTENSITY TOWARDS OUR 2031 GOAL**





### SCOPE 3 – EMISSIONS BY CATEGORY (t CO<sub>2</sub>e)

	2023	2024	2025
Purchased Goods & Services (C1)	213,253	237,495	230,548
Capital Goods (C2)	2,198	1,244	3,608
Fuel- and Energy-related Activities (C3)	7,024	7,064	4,499
Upstream Transportation and Distribution (C4)	2,306	1,390	1,419
Waste Generated in Operations (C5)	1,278	1,949	1,276
Business Travel (C6)	254	229	272
Employee Commuting (C7)	886	790	785
Downstream Transportation and Distribution (C9)	433	184	1,780
End-of-life Treatment of Sold Products (C12)	7,977	9,574	9,541
Downstream Leased Assets (C13)	1,571	3,099	2,008
<b>Total Scope 3 Emissions</b>	<b>237,181*</b>	<b>290,875</b>	<b>255,736</b>

\*Scope 3 emissions in 2023 were restated to correct a reporting error that included depreciation and sales of assets, which had understated the actual emissions in scope 3 categories like Capital Goods.

“Our commitment to sustainability is reflected in initiatives such as LED lighting, press-side grinding, and water flow studies that reduce energy and resource use while improving efficiency.”

**Jeff Kranz** ENGINEERING MANAGER

## Product Lifecycle

### Management Approach



With growing pressure from regulators and consumers to reduce plastic waste, we must consider the full lifecycle of our products. By designing closures that can be reused, recycled, or made with circular materials, we help our customers meet their own sustainability goals and comply with emerging Extended Producer Responsibility (EPR) regulations. Addressing product end-of-life impacts not only reduces risk for both our customers and us but also reinforces our role as a responsible manufacturer aligned with the industry’s shift toward circularity.

Our strategy focuses on reducing resource use without compromising performance. To support this work, our engineering team uses computer-aided design (CAD) simulations and lifecycle assessments (LCAs) to evaluate embodied carbon and identify opportunities to improve material efficiency, shipping, and recyclability. These insights inform decisions related to design optimization, material selection, and logistics.

We assess all raw materials against the Toxics in Packaging Clearinghouse (TPCH) model to evaluate potential end-of-life environmental risks. To support recyclability, we include Resin Identification Codes (RICs) on most closures, where applicable, to enable proper sorting and recycling and provide recyclability statements upon request. As members



of the Sustainable Packaging Coalition (SPC) and the Association of Plastics Recyclers (APR), we stay informed on evolving regulations, recycling infrastructure, and best practices, and we design products to align with existing recycling systems.

For more details on how we engage suppliers to support these efforts, see the Sustainable Procurement section on page 35.

### TARGET SUMMARY



TARGET	BASELINE	TARGET	STATUS
100% of new products developed will conform to the APR Design Guide	2023	2025	Achieved: All new closure products conform to the APR Design Guide

### Progress Overview

All new closures developed in 2025 were developed in accordance with the APR Design Guide. This achievement represents a shift from informal best practice to consistent execution, ensuring a more holistic, lifecycle-informed approach to product design. While foil induction liners continue to be non-recyclable, the closures and non-foil liners we offer are broadly recyclable within current U.S. recycling streams. Further details on the initiative supporting this outcome are provided below.

#### APR Design Guide Alignment

Alignment with the APR Design Guide is a core element of our lifecycle strategy. The guide outlines design criteria that improve compatibility with North American recycling systems and increase the

likelihood that packaging will be successfully sorted and recycled. Applying these criteria consistently helps reduce contamination and supports more efficient recycling outcomes at end of life.

#### Sustainable Materials

Material selection is guided by engineering analysis that balances performance, safety, and resource efficiency. Our product development team evaluates a range of material options, including post-consumer recycled (PCR) and post-industrial recycled (PIR) resins, bio-based and biodegradable resins, resin additives, sustainable colorants, and alternative lining materials.

PHOENIX offers a portfolio of three PCR polypropylene (PP) options designed to meet varying customer needs. As demand for recycled content increases, we now offer solutions incorporating up to 100% recycled material, including vibrant color options. These developments support customer compliance with evolving EPR requirements and recycled-content mandates.

#### Advancing Recycled and Reclaimed Materials

In 2025, PHOENIX moved from evaluation to execution by expanding the use of recycled materials across select products and supporting customers as recycled-content regulations continue to evolve. During the year, the company produced its first closures containing 30% PCR content, providing customers with an initial option for addressing emerging recycled-content thresholds and EPR requirements.

This milestone represents an early but important step in integrating recycled resin across additional product lines. In parallel, PHOENIX evaluated alternative material options that may involve higher near-term costs but offer longer-term value by helping customers anticipate regulatory change and align product design decisions with their sustainability objectives. The use of PCR resin may also contribute to reduced EPR fees through eco-modulation, depending on jurisdiction and program structure.

Alongside product-focused efforts, PHOENIX strengthened internal material circularity efforts. Teams identified practical methods to return internal scrap to production, reducing reliance on virgin resin and improving the material profile of closures early in their lifecycle. Internal scrap is reintroduced through two primary pathways: scrap caps are either ground and reused in production orders or to support color changes, or they are sorted and, when meeting quality standards, returned directly to the production line.

As a result of these efforts, 1.58 million pounds of internal scrap were returned to production during the year—more than double the approximately 789,000 pounds reused in the prior year. This progress supports a more circular flow of materials and strengthens the sustainability performance of PHOENIX products from manufacturing through end of life.



## Liner Improvements

### Removal of PFAS From Liners

An area of focus in 2025 was transitioning away from PFAS-containing liner materials. In response to customer expectations and the changing regulatory landscape, we worked with suppliers to transition to PFAS-free alternatives. Each material underwent testing and verification to confirm it met our quality and performance standards before implementation.

### Performance Data

#### WEIGHT OF RAW MATERIALS IN PHOENIX PRODUCTS

	2023	2024	2025
Recycled Content (lb)	297,133	296,719	290,437
Percentage from Renewable Resources	0%	0%	0%



### CUSTOMER COLLABORATION:

#### Transition Away from Foil Liners

One of our customers challenged us to create a linerless closure. The new design had to withstand rigorous drop tests with 30-pound packages, include tamper evidence, and still be cost-effective. The new design was intended to deliver two primary improvements. First, it enhances sustainability by eliminating the non-recyclable foil liner. Second, it improves consumer safety as some reported relying on knives to remove liners that were difficult to detach quickly. Our engineering and innovation teams evaluated the closure's sealing and performance requirements and designed a linerless version that maintained the same level of protection without the foil layer.

This project illustrates how early collaboration can surface opportunities for targeted redesign that address both performance and sustainability considerations across the product lifecycle. For the customer, the design change reduced costs and supported recyclability goals. For PHOENIX, the project reinforced the value of early customer collaboration in delivering scalable innovations that strengthen both product performance and environmental outcomes across the product lifecycle.



# Stewardship



# Stewardship

Due to the nature of our business, some topics were not identified as material topics and therefore were not included within our report. However, due to the importance of specific topics to our stakeholders, we have elected to report on them within our Stewardship and Appendix sections. For additional information on these topics, please contact [greatpkg@phxpkg.com](mailto:greatpkg@phxpkg.com).

In this section of the report, we detail our strategies, targets, actions, and results for relevant topics: Sustainable Procurement, Community Engagement, and Business Ethics.

Responsible sourcing is critical for PHOENIX because it ensures ethical practices, sustainability, and risk management across our supply chain, supporting long-term business success.

**Miriam Sarmiento**  
PURCHASING MANAGER

## Sustainable Procurement

**Our stewardship-focused targets that guide our performance include:**

### Sustainable Procurement

- ✓ By the end of 2025, 100% of procurement personnel will receive annual training on our Sustainable Procurement Policy
- ✓ By January 31, 2026, 100% of critical raw materials suppliers will be assessed via a semiannual supplier evaluation



### Management Approach

As a manufacturer in the plastics packaging industry, we rely on a global supply chain for materials and components, which exposes us to risks related to environmental impact, labor practices, and regulatory compliance. Embedding sustainability criteria into procurement decisions helps us mitigate risks such as supply chain disruptions, reputational damage, and non-compliance with customer or legal standards. By sourcing responsibly, we strengthen supplier relationships, enhance product resilience, and align with our customers' increasing expectations for ethical and sustainable production.

Our Sustainable Procurement Policy guides how suppliers are evaluated and engaged. The policy establishes clear environmental and social expectations and provides a consistent framework for managing sustainability-related risks across the supply chain.

### TARGET SUMMARY



TARGET	BASELINE	TARGET	STATUS
100% of procurement personnel will receive annual training on our Sustainable Procurement Policy	2023	2025	Achieved: All procurement personnel completed annual sustainable procurement training
100% of critical raw materials suppliers will be assessed via a semiannual supplier evaluation	2023	2026	Achieved: All critical raw material suppliers completed the supplier scorecard in 2025

### Progress Overview

In 2025, we focused on moving from defined expectations to consistent implementation in how sustainable procurement expectations are applied across both internal teams and suppliers. This emphasis translated into clear, organization-wide progress, with 100% of procurement personnel completing sustainability-focused training aligned with our Sustainable Procurement Policy. In addition, we increased our investment in internal capability-

building, as our Purchasing Manager and Senior Buyer earned Green Purchasing Professional certification through the American Purchasing Society, further strengthening internal expertise and enabling more consistent, informed supplier engagement.

We also expanded and systematized visibility into supplier sustainability practices through semiannual evaluations of critical raw material suppliers. These efforts improved the foundation required to proactively manage supply chain risks and support more informed, sustainability-driven sourcing decisions.

Further details on the initiatives supporting these outcomes are provided in the Sustainable Procurement Policy and Supplier Evaluation and Requirements sections.

### Sustainable Procurement Policy

Our Sustainable Procurement Policy formalizes sustainability expectations and translates them into a consistent, repeatable framework for how we evaluate and engage suppliers across environmental and social dimensions.

### Environmental Expectations

Suppliers are expected to manage their resource consumption and environmental impact, including energy efficiency, greenhouse gas emissions, renewable power use, and broader resource conservation. We also consider whether suppliers use sustainable packaging, implement recycling programs, and pursue waste reduction initiatives.

### Social Expectations

Suppliers are expected to maintain policies that demonstrate a clear commitment to workplace health and safety, labor rights, and the prevention of modern slavery. PHOENIX also considers supplier diversity, including diversity in ownership as well as efforts to promote diversity within suppliers’ own operations and supply chains.

### Economic Expectations

Suppliers are expected to uphold sound business practices consistent with the policy, such as measures to prevent fraud, corruption, and money laundering. PHOENIX also considers whether suppliers maintain appropriate internal controls, ethical standards, and compliance with applicable laws and regulations.

### Supplier Evaluation and Requirements

PHOENIX uses standardized scorecards to evaluate raw material suppliers. Critical raw material suppliers undergo a formal assessment semiannually to confirm alignment with procurement expectations. Scorecards evaluate pricing and competitiveness, service and timeliness, quality, and sustainability initiatives.

To move from evaluation to improvement, each critical supplier is required to track at least one sustainability metric relevant to its operations. These assessments provide structured insight into supplier performance and help guide follow-up discussions and continuous improvement efforts.

### Collaboration With Suppliers

Our relationships with suppliers are central to advancing material sustainability and innovation. Through ongoing conversations, we exchange insights on resin performance, regulatory trends, and emerging material options. These discussions help us identify where alternative inputs may reduce environmental impact without compromising function.

This collaborative, execution-focused approach has already delivered tangible outcomes. Together with key suppliers, we identified viable sources of food-grade PCR resin for the development of our first closure containing post-consumer recycled content. The same partnership model helped us transition away from PFAS in our packaging materials by evaluating and testing new formulations that met our quality expectations. For more details on our approach to managing PFAS, see Product Lifecycle on pages 31–33.

### Performance Data

#### SUPPLIER ENGAGEMENT

	2023	2024	2025
Percentage of Suppliers Who Signed the Supplier Code of Conduct	100%	100%	100%
Percentage of Suppliers Who Completed a Supplier Scorecard	100% of Top 10 Strategic Suppliers	100% of Top 10 Strategic Suppliers	100% of Top 10 Strategic Suppliers

#### PROCUREMENT MATERIALS BREAKDOWN (LB)

	2023	2024	2025
Corrugated	11,772,921	12,324,281	11,514,221
Wood pallets	7,279,826	8,432,656	8,335,869
Labels	27,309	29,870	22,140

# Community Engagement

## Management Approach

Our operations are closely connected to the communities where we work. At PHOENIX, we believe that building strong relationships with community stakeholders supports workforce development, fosters local trust, and enhances our reputation as a responsible corporate citizen in an industry often scrutinized for its environmental impact. Active community engagement not only strengthens employee pride and retention but also contributes to a stable operating environment and shared value creation.

Stronger communication and more intentional workforce engagement through regular dialogue with site culture teams and focus groups helped us understand which causes resonate most with our employees and continued to uphold our approach to be more employee-focused.

### Bloomington Case Study

The Bloomington leadership team used feedback from the 2024 engagement survey to move from insight to action when refining the 2025 community engagement strategy. Survey results showed strong interest in community involvement, but participation in actual events remained low. To better understand and address this gap, the leadership team held roundtable discussions with employees.

Employees shared that the number of events offered felt overwhelming and recommended shifting toward a more focused, intentional approach by prioritizing two or three meaningful activities each year. They also identified local causes they wanted the site to support. One initiative with continued strong support was the PHOENIX 500 food drive benefiting the Hoosier Hills Food Bank. Guided by direct employee input, the Bloomington team streamlined their approach, expanded participation options, and concentrated efforts on fewer, higher-impact events, strengthening engagement and community impact.

## Companywide Programs

### Employee Match and Employee-Directed Giving

Our Employee Match Program continues to be a meaningful avenue for employee giving. The program matches company dollars to individual donations made to eligible organizations of each employee's choice. Additionally, employees have the opportunity to direct company funds toward local charitable organizations by nominating a nonprofit whose mission aligns with PHOENIX core values. In 2025, expanded participation contributed to a 26% increase in the number of organizations supported, reflecting growing engagement and awareness across the workforce.



### Volunteer Time Off

Our Volunteer Time Off (VTO) Policy allows employees to use paid time to support charitable organizations that align with their values. The ways in which our employees utilized VTO to give back to their communities were richly diverse, from engaging with students and supporting local fire departments to participating in blood drives and disaster relief efforts. This breadth of involvement highlights the variety of causes that our workforce is inspired to support and reflects PHOENIX's efforts to offer benefits that foster inclusion.

Volunteer hours decreased by an estimated 60 hours compared to the prior year. While overall participation remained broad, we are continuing to evaluate ways to encourage greater use of the VTO policy and better support employees in taking advantage of these opportunities.

## Student Mentorship and Outreach

Student outreach activities garner broad support from our workforce at all locations. From participating in an 8th-grade career fair, to inviting high-school and college-age students to tour or intern at our manufacturing facilities, to teaching manufacturing concepts in a high school entrepreneurship course, our efforts translate interest in community engagement into sustained outreach and talent development.

At our Davenport site, we hosted approximately 45 local high school students across two days for Manufacturing Day. Students learned about manufacturing career pathways and observed key processes on the production floor. About 15 employees from a range of roles participated in the event, providing firsthand perspectives that connect classroom learning to real-world manufacturing careers.

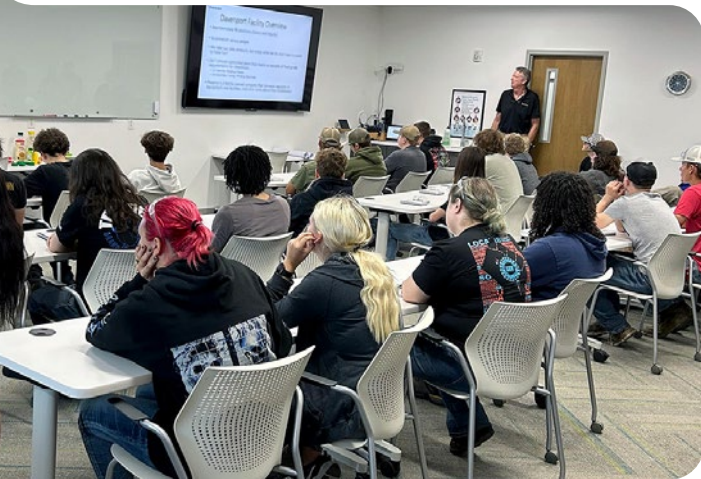
## Performance Data:

### COMMUNITY OUTREACH AND PHILANTHROPY METRICS

	2023	2024	2025
Total Volunteer Hours (Using VTO)	228	323	240
Amount Donated to Organizations through our Employee Match Program	\$8,364	\$7,765	\$5,154
Number of Organizations Supported by Employee Donations and Company Sponsorships	43	43	54
Scholarships Awarded	\$10,000	\$10,000	\$10,000

**54**

**ORGANIZATIONS SUPPORTED BY EMPLOYEE DONATIONS & COMPANY SPONSORSHIPS**



# Business Ethics

## Management Approach

We prioritize ethical conduct at every level of the company. Our expectations are formalized in the Sedex Manual, Business Ethics Policy, Anti-Corruption Policy, Progressive Disciplinary Policy, and Code of Conduct. These policies cover key areas of responsible business behavior, including anti-corruption, conflicts of interest, gifts and entertainment, fraud prevention, information security, and the prohibition of child and forced labor.

All employees complete business ethics training to promote consistent understanding and application of our policies. The training reinforces the same core areas covered in our ethics and compliance documents, including responsible labor practices, anti-harassment and discrimination, corruption and bribery prevention, and information security.

Employees may report concerns through our whistleblower procedure. The process includes safeguards that protect individuals who raise

concerns in good faith from retaliation. Reports are kept confidential to the extent possible. All cases are reviewed, and the Co-Presidents receive information on each report along with updates on any follow-up actions. This year, we had zero cases reported.

In addition to the whistleblower procedure, critical concerns may also be raised during quarterly governance meetings, which provide a structured forum for escalation and oversight. Outside of this regular meeting cadence, urgent or sensitive concerns are communicated through the whistleblower process to allow for timely review and response.

Conflicts of interest are prevented and addressed through committee structures that operate in accordance with PHOENIX’s Code of Conduct and Business Ethics Policy. These governance mechanisms reinforce accountability, support ethical decision-making, and help manage potential conflicts consistently across the organization.

## Performance Data:

### ETHICS PREVENTATIVE METRICS

	2023	2024	2025
Employees Trained on Ethics	100%	100%	100%
Employees Trained in Information Security	100%	100%	100%

### ETHICS INCIDENTS METRICS

	2023	2024	2025
Number of Whistleblower Reports	0	1	0
Number of Confirmed Corruption Incidents	0	0	0
Number of Confirmed IT incidents	0	0	0
Number of Confirmed Child and/or Forced Labor Incidents	0	0	0



# Appendix



# Global Reporting Initiative (GRI) Content Index

## Statement of Use

Statement of use	PHOENIX Closures, Inc. has reported in accordance with the GRI Standards for the reporting period November 1, 2024 to October 31, 2025
GRI 1 used	GRI Foundation 2021

## GRI 2: General Disclosures 2021

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
2-1	Organizational details	About PHOENIX Closures, pg. 4
2-2	Entities included in the organization's sustainability reporting	About the Report, pg. 2
2-3	Reporting period, frequency, and contact point	About the Report, pg. 2
2-4	Restatements of information	PHOENIX has restated the number of health and safety training hours reported for 2024. The previously disclosed value of 18,293 hours has been corrected to 9,147 hours due to a calculation error identified during data review. The updated figure reflects the corrected training hours for the reporting period., pg. 18
2-5	External assurance	PHOENIX is not seeking assurance for this year's report.
2-6	Activities, value chain, and other business relationships	About PHOENIX Closures, pg. 4
2-7	Employees	Inclusion & Belonging pg. 18; Additional People Metrics, pg. 46 PHOENIX does not have non-guaranteed hours employees.
2-8	Workers who are not employees	PHOENIX does not have any stakeholders who meet the definition of workers who are not employees.
2-9	Governance structure and composition	Sustainability Governance, pg. 8
2-10	Nomination and selection of the highest governance body	As a privately held company, there is no nomination process for members of the Executive staff.
2-11	Chair of the highest governance body	The Executive Staff does not have a chair. Albert R. Miller II and H. Giles Miller serve as company Co-Presidents. Albert R. Miller serves as CEO.

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance, pg. 8
2-13	Delegation of responsibility for managing impacts	All positions at PHOENIX are assigned a designated backup. All employees are trained and expected to comply with the best practices in recordkeeping to assure integrity of data related to impact reporting.
2-14	Role of the highest governance body in sustainability reporting	The Executive Staff has an oversight of the availability, monitoring, and disclosure of data related to sustainability reporting. For more information, please see Sustainability Governance, pg. 8.
2-15	Conflicts of interest	Business Ethics, pg. 39 PHOENIX currently does not have a formalized process for identifying or disclosing conflicts of interest. We recognize the importance of this governance practice and will evaluate opportunities to incorporate a formal process into our policies and procedures in the future.
2-16	Communication of critical concerns	Business Ethics, pg. 39 Zero critical concerns were communicated to the highest governance body.
2-17	Collective knowledge of the highest governance body	Sustainability Governance, pg. 8
2-18	Evaluation of the performance of the highest governance body	For reasons of confidentiality, PHOENIX does not publish specific details on the performance of our highest governing body.
2-19	Remuneration policies	For reasons of confidentiality, PHOENIX does not publish specific details about salary and remuneration.
2-20	Process to determine remuneration	For reasons of confidentiality, PHOENIX does not publish specific details about salary and remuneration.
2-21	Annual total compensation ratio	For reasons of confidentiality, PHOENIX does not publish specific details about salary and remuneration.
2-22	Statement on sustainable development strategy	Letter from our Co-Presidents, pg. 3

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
2-23	Policy commitments	Business Ethics, pg. 39 PHOENIX maintains a Human Rights Policy that supports the fundamental principles of human rights across all lines of business and in every region where we operate. This policy informs our relationships with employees, clients, and suppliers and reinforces our commitment to conducting business in accordance with the human rights principles outlined in the policy.
2-24	Embedding policy commitments	Sustainability Governance, pg. 8 and Business Ethics, pg. 39
2-25	Process to remediate negative impacts	Business Ethics, pg. 39
2-26	Mechanisms for seeking advice and raising concerns	PHOENIX maintains a whistleblower procedure for serious and sensitive concerns, including those relating to financial reporting, unethical or illegal conduct. Reports must be made directly to the Compliance Officer that is the VP of Human Resources. Employment-related concerns are reported through normal channels such as employees' direct supervisor or manager. For more information, please see Business Ethics, pg. 39.
2-27	Compliance with laws and regulations	PHOENIX had zero instances of non-compliance with laws and regulations during the reporting period
2-28	Membership associations	Membership Associations, pg. 4
2-29	Approach to stakeholder engagement	Sustainability Governance, pg. 8; Materiality, pg. 10; Employee Engagement, pg. 14; Community Engagement, pg. 37
2-30	Collective bargaining agreements	3% of our employees were covered by collective bargaining agreements. The working conditions and terms of employment of other non-union employees are not influenced or determined based on other collective bargaining agreements.

### GRI 3: Material Topics 2021

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
3-1	Process to determine material topics	Materiality, pg. 10
3-2	List of material topics	Materiality, pg. 10; No changes were made to the material topics in the reporting period.

### GRI 301: Materials 2016

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
3-3	Management of Material Topics	Product Lifecycle, pg. 31
301-1	Materials used by weight or volume	For reasons of confidentiality, PHOENIX does not publish specific details regarding our material inputs and outputs.
301-2	Recycled input materials used	Product Lifecycle, pg. 31
301-3	Reclaimed products and their packaging materials	Product Lifecycle, pg. 31 PHOENIX does not currently track the percentage of products sold or packaging materials that are reclaimed at end of life. The company is evaluating opportunities to develop processes for tracking these metrics and reporting them in future disclosures.

### GRI 302: Energy 2016

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
3-3	Management of Material Topics	Energy & Greenhouse Gas Emissions, pg. 28
302-1	Energy consumption within the organization	Energy & Greenhouse Gas Emissions, pg. 28
302-2	Energy consumption outside of the organization	Energy & Greenhouse Gas Emissions, pg. 28
302-3	Energy intensity	Energy & Greenhouse Gas Emissions, pg. 28–31
302-4	Reduction of energy consumption	Energy & Greenhouse Gas Emissions, pg. 28–31
302-5	Reductions in energy requirements of products and services	Not applicable; PHOENIX's sold products do not require energy consumption for use.

### GRI 305: Emissions 2016

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
3-3	Management of Material Topics	Energy & Greenhouse Gas Emissions, pg. 28
305-1	Direct (Scope 1) GHG emissions	Energy & Greenhouse Gas Emissions, pg. 28
305-2	Energy indirect (Scope 2) GHG emissions	Energy & Greenhouse Gas Emissions, pg. 28

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
305-3	Other indirect (Scope 3) GHG emissions	Energy & Greenhouse Gas Emissions, pg. 28
305-4	GHG emissions intensity	Energy & Greenhouse Gas Emissions, pg. 28
305-5	Reduction of GHG emissions	Energy & Greenhouse Gas Emissions, pg. 28
305-6	Emissions of ozone-depleting substances (ODS)	Ozone Depleting Substances are not identified as a critically material indicator by our stakeholders. Nevertheless, we collect data regarding refrigerants lost to the atmosphere at the site level and report consolidated information to the global level. Our metrics collection system identifies various types of refrigerants: HFC-134A, R-404A, R-22, R-442B.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Additional Environmental Metrics, pg. 46

## GRI 401: Employment 2016

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
3-3	Management of Material Topics	Employee Recruitment & Retention, pg. 12
401-1	New employee hires and employee turnover	Employee Recruitment & Retention, pg. 12 PHOENIX currently does not track new employee hires and employee turnover by demographic categories such as age group, gender, or region. As a result, detailed breakdowns by these categories are not available for reporting at this time.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Recruitment & Retention, pg. 12 We offer the following benefits: <ul style="list-style-type: none"> <li>• Educational assistance and training</li> <li>• Employee Assistance Program (EAP)</li> <li>• Flexible spending plans for health care and dependent care</li> <li>• Life and accidental death and dismemberment insurance</li> <li>• Medical, prescription drug, and dental insurance</li> <li>• Military family leave</li> <li>• Paid parental leave</li> <li>• Paid time off for holidays, vacation days, volunteering, and sick/personal days</li> <li>• Scholarships and tuition reimbursement</li> <li>• Short- and long-term disability assistance</li> <li>• Vision service plan</li> </ul>
401-3	Parental leave	Additional People Metrics, pg. 46

## GRI 403: Occupational Health and Safety 2018

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
3-3	Management of Material Topics	Employee Health & Safety, pg. 15
403-1	Occupational health and safety management system	Employee Health & Safety, pg. 15
403-2	Hazard identification, risk assessment, and incident investigation	Employee Health & Safety, pg. 15
403-3	Occupational health services	Employee Health & Safety, pg. 15
403-4	Worker participation, consultation, and communication on occupational health and safety	Employee Health & Safety, pg. 15
403-5	Worker training on occupational health and safety	Employee Health & Safety, pg. 15
403-6	Promotion of worker health	Employee Health & Safety, pg. 15
403-7	Prevention and mitigation of occupational health and safety management system	Employee Health & Safety, pg. 15
403-8	Workers covered by an occupational health and safety management system	Employee Health & Safety, pg. 15
403-9	Work-related injuries	Employee Health & Safety, pg. 15
403-10	Work-related ill health	Employee Health & Safety, pg. 15

## GRI 404: Training and Education 2016

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
404-1	Average hours of training per year per employee	Additional People Metrics, pg. 46 PHOENIX currently does not track training hours by demographic categories such as gender or employee type. The company will evaluate opportunities to expand its data tracking to support more detailed reporting in the future.
404-2	Programs for upgrading employee skills and transition assistance programs	Employee Recruitment & Retention, pg. 12
404-3	Percentage of employees receiving regular performance and career development reviews	Employee Recruitment & Retention, pg. 12 PHOENIX currently does not track performance reviews by demographic categories such as gender or employee type. The company will evaluate opportunities to expand its data tracking to support more detailed reporting in the future.

## GRI 405: Diversity and Equal Opportunity 2016

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
3-3	Management of Material Topics	Inclusion & Belonging, pg. 18
405-1	Diversity of governance bodies and employees	PHOENIX does not track employee demographics by age group; however, we are looking to do so in the future. For more information, please see, Inclusion & Belonging, pg. 18
405-2	Ratio of basic salary and remuneration of women to men	For reasons of confidentiality, PHOENIX does not publish specific details about salary and remuneration.

## GRI 406: Non-discrimination 2016

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
3-3	Management of Material Topics	Inclusion & Belonging, pg. 18
406-1	Incidents of discrimination and corrective actions taken	PHOENIX had 0 confirmed incidents of discrimination or harassment in the reporting period.

## GRI 416: Customer Health & Safety 2016

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
3-3	Management of Material Topics	Product Quality & Safety, pg. 23
416-1	Assessment of the health and safety impacts of product and service categories.	Product Quality & Safety, pg. 23
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Quality & Safety, pg. 23

# Sustainability Accounting Standards Board (SASB) Index

PHOENIX has aligned this report to the standards prescribed for the Containers and Packaging category.

### ACTIVITY METRICS

SASB CODE	SASB ACCOUNTING METRIC	PAGE/RESPONSE
RT-CP-000.A	Amount of production, by substrate	Due to confidentiality, PHOENIX does not disclose this information.
RT-CP-000.B	Percentage of production as: (1) paper/wood, (2) glass, (3) metal, and (4) plastic	During the reporting period, 100% of PHOENIX production was plastic.
RT-CP-000.C	Number of employees	Additional People Metrics, pg. 46

### GREENHOUSE GAS EMISSIONS

SASB CODE	SASB ACCOUNTING METRIC	PAGE/RESPONSE
RT-CP-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Energy & Greenhouse Gas Emissions, pg. 28
RT-CP-110a.2	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	Energy & Greenhouse Gas Emissions, pg. 28

## AIR QUALITY

SASB CODE	SASB ACCOUNTING METRIC	PAGE/RESPONSE
RT-CP-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) volatile organic compounds (VOCs), and (4) particulate matter	Additional Environmental Metrics, pg. 46

## ENERGY MANAGEMENT

SASB CODE	SASB ACCOUNTING METRIC	PAGE/RESPONSE
RT-CP-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	Energy & Greenhouse Gas Emissions, pg. 28

## WATER MANAGEMENT

SASB CODE	SASB ACCOUNTING METRIC	PAGE/RESPONSE
RT-CP-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with high or extremely high baseline water stress	Additional Environmental Metrics, pg. 46
RT-CP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	PHOENIX does not currently report on this metric, due to this topic not being identified as a material topic.
RT-CP-140a.3	Number of incidents of noncompliance associated with water quality permits, standards, and regulations	PHOENIX does not currently report on this metric, due to this topic not being identified as a material topic.

## WASTE MANAGEMENT

SASB CODE	SASB ACCOUNTING METRIC	PAGE/RESPONSE
RT-CP-150a.1	Amount of hazardous waste generated, percentage recycled	Additional Environmental Metrics, pg. 46

## PRODUCT SAFETY

SASB CODE	SASB ACCOUNTING METRIC	PAGE/RESPONSE
RT-CP-250a.1	Number of recalls issued total units recalled	Product Quality & Safety, pg. 23
RT-CP-250a.2	Discussion of process to identify and manage emerging materials and chemicals of concern	Product Quality & Safety, pg. 23

## PRODUCT LIFECYCLE MANAGEMENT

SASB CODE	SASB ACCOUNTING METRIC	PAGE/RESPONSE
RT-CP-410a.1	Percentage of raw materials from: (1) recycled content, (2) renewable resources, and (3) renewable and recycled content	Product Lifecycle, pg. 31
RT-CP-410a.2	Revenue from products that are reusable, recyclable, and/or compostable	Due to the nature of our business, we do not report on any metrics related to revenue. For information on the impact of our products, please see Product Lifecycle, pg. 31.
RT-CP-410a.3	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Product Lifecycle, pg. 31

## SUPPLY CHAIN MANAGEMENT

SASB CODE	SASB ACCOUNTING METRIC	PAGE/RESPONSE
RT-CP-430a.1	Total wood fiber procured, percentage from certified sources	Sustainable Procurement, pg. 35
RT-CP-430a.2	Total aluminum purchased, percentage from certified sources	Currently PHOENIX does not report on this metric as it is not applicable to our operations.

# Additional Metrics

## Additional People Metrics

### EMPLOYEE TYPE BREAKDOWN

	2023	2024	2025
Total Employees	510	506	504
Permanent Workers	98%	99%	99%
Temporary Workers	2%	1%	1%
Full-Time Workers	99%	99%	99%
Part-Time Workers	1%	1%	1%

### WELL-BEING AND BENEFITS METRICS

	2023	2024	2025
Percentage of Employees Covered by Parental Leave	100%	100%	100%
Total Number of Employees Entitled to Take Parental Leave	100% of full-time employees	100% of full-time employees	100% of full-time employees
Total Number of Employees that Took Parental Leave	Women: 1 Men: 2	Women: 1 Men: 18	Women: 1 Men: 13
Total Number of Employees that Returned to Work in the Reporting Period after Parental Leave Ended	Women: 0 Men: 2	Women: 1 Men: 17	Women: 1 Men: 13
Retention Rates of Employees that Took Parental Leave	Women: 0% Men: 100%	Women: 100% Men: 83%	Women: 100% Men: 100%

### TRAINING & DEVELOPMENT HOURS METRICS

	2023	2024	2025
Average Number of Hours Employees Spend on Training and Development	22.3	18.1	17.8

## Additional Environmental Metrics

### WASTE MANAGEMENT (TONS)

	2023	2024	2025
Non-Hazardous Waste Generated	2,207	4,595	3,889
Non-Hazardous Waste Sent to Landfill	5%	5%	5%
Non-Hazardous Waste Diverted from Landfill	95%	95%	95%

### AIR EMISSIONS (lb)

	2023	2024	2025
Volatile Organic Compounds	9,985	11,900	11,860
Particulate Matter	3,814	4,599	4,583

### WATER CONSUMPTION

	2023	2024	2025
Total Water Consumed (Gallons)	22,344,181	24,464,300	28,329,098
Operations Water Intensity* (Gallons/lb resin)	0.40	0.36	0.42

\*Water intensity only includes operational facilities and not our corporate office due to the corporate office not producing resin products.



1890



2025

*Celebrating 135 years!*





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