



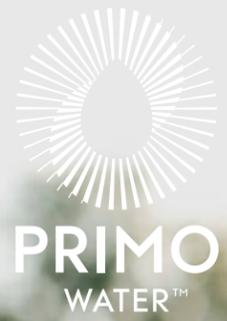
**PRIMO**  
WATER™

# PRIMO WATER CORPORATION

2020 Environmental, Social  
and Governance Report

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## 1.1 Letter from the CEO



We are pleased to present our inaugural ESG report, highlighting our environmental, social and governance (ESG) priorities, objectives and achievements. At Primo, ESG is at the core of what we do. We offer sustainable water solutions, while reducing plastic waste through our reusable bottles, refill and exchange services. With our ESG report we will formalize our accountability and actions towards ESG and offer annual updates on our progress.

Despite the challenges of the pandemic, we took a deep look at our operations and further integrated ESG into our daily operations. We made significant progress towards our ESG initiatives in 2020 and achieved new milestones, including:

- Extended our commitment towards carbon neutral certification to include our U.S. operations and continue to be certified for our European water operations.
- Continue to invest in cleaner transportation, through propane power transitions and route optimization.
- Continue to expand the number of spring water production sites awarded with Alliance for Water Stewardship (AWS) certification.
- Continue to progress towards diversity, equity, and inclusion and welcomed our newly appointed Chief Diversity & Inclusion Officer who has led to the roll out of a DEI strategic plan.
- Implemented our new human resources strategy, focused on nurturing our talent and improving the associate experience.
- Set targets to exit the single-use retail plastic bottle business across our North America operations.

We thank all our associates for their continued hard work and dedication and our investors for their ongoing support, as we continue our ESG journey.

## 1.2 About This Report

We offer sustainable water solutions, while drastically reducing plastic waste through our reusable bottles, refill and exchange services.



This report represents Primo Water Corporation's inaugural ESG report, covering our fiscal year 2020, from December 29, 2019, to January 2, 2021, unless otherwise stated.

The report covers our operations in the United States, Canada, Europe and Israel. We have aligned our reporting content to the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB) non-alcoholic beverages and appliance manufacturing industry standards and the United Nations Sustainable Goals (SDGs).

The data provided in this report has not been subject to third party assurance. We will be considering third party assurance in future years to continuously strengthen our reporting processes, controls and systems. Information presented in this report has been subject to internal review processes.

The delayed release of our 2020 report was necessitated by the development and establishment of investment-grade metrics and reporting. Our 2020 ESG Report represents the next step on our ESG journey. We have worked hard over the past year to formalize our ESG priorities and governance structure, establish initial targets, and enhance the collection of our ESG data from across our company. As ESG at Primo continues to evolve, we will further develop targets and goals to help guide our ESG performance.

This report provides an overview of some of Primo's long-term goals and aspirations, and efforts in support of those goals and aspirations. With respect to goals, commitments and aspirational or otherwise forward-looking statements in this report, actual results may differ, possibly materially. The report also includes certain numbers that are estimates or approximations and that may be based on assumptions. We believe that the estimates employed are appropriate and reasonable; however, due to inherent uncertainties in making estimates and assumptions, actual results could differ from the original estimates. Additional information with respect to forward-looking statements can be found in the Appendix to this report. Solely for convenience, trademarks and trade names referred to in this report may appear without the © or ™ symbols, but such references are not intended to indicate, in any way, that we will not assert, to the fullest extent under applicable law, our rights or the right of the applicable licensor to these trademarks and trade names.



# 2

## ABOUT PRIMO

## 2.1 Primo At A Glance

WHERE WE OPERATE

21

COUNTRIES

2.6M

CUSTOMERS

9,200

EMPLOYEES

44

MANUFACTURING SITES  
IN NORTH AMERICA

17

MANUFACTURING SITES  
IN THE REST OF THE WORLD

900M

GALLONS OF WATER  
SOLD ANNUALLY

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Primo is a leading pure-play water solutions provider in North America, Europe and Israel focused on healthy and sustainable hydration solutions.

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Primo operates largely under a recurring razor/razor-blade revenue model. The razor in Primo's revenue model is its industry-leading line-up of sleek and innovative water dispensers, which are sold at over 8,000 retail locations and online at various price points or leased to customers. The dispensers help increase household penetration, which drives recurring purchases of Primo's razor-blade offering. Primo's razor-blade offering is comprised of Water Direct, Water Exchange, and Water Refill. Through its Water Direct business, Primo delivers sustainable hydration solutions across its 21-country footprint direct to the customer's door, whether at home or to commercial businesses. Through its Water Exchange and Water Refill businesses, Primo offers pre-filled and reusable containers at over 12,500 locations and water refill units at approximately 22,000 locations, respectively. Primo also offers water filtration units.

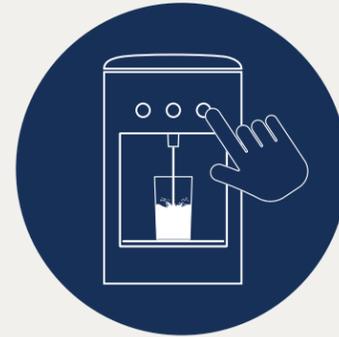
# 2.1 Primo At A Glance

## WHAT WE OFFER



### WATER DIRECT

Our delivery hydration solution delivers directly to the customer's door, whether at home or to commercial businesses, across our 21 countries.



**8,000**

### WATER DISPENSING LOCATIONS

Our dispensers are designed to dispense water from returnable 3- and 5-gallon bottles offering instant access to hot, cold and/or ambient water.



**22,000**

### WATER REFILL LOCATIONS

Our self-service refill water stations are located at various retail locators and offer purified water to customers. Empty containers can be bought or brought back and reused.



**12,500**

### WATER EXCHANGE LOCATIONS

Our pre-filled and reusable 5-gallon water bottles are found at retail locations. Bottles are cleaned and filled in a contaminant-free environment. It is our fastest, most convenient option.





SECTION

# 3

## OUR APPROACH TO ESG



## 3.1 Overview of Strategic Pillars

Our business strategy is aligned around a common purpose and vision. Our purpose defines and identifies who we are and what sets us apart. We aim to **Inspire Healthier Lives with Water Your Way**. To achieve our purpose, our vision guides our decisions and future investments to help differentiate us from our competitors. We aim to become the leading brand in the pure-play water category with a unique portfolio of sustainable drinking water solutions. Caring for natural resources and promoting the health and wellness benefits of better-quality water are at the core of what we do. Therefore, ESG leadership is at the heart of our six-pillar global strategy.

## STRATEGIC PILLARS

2020 AND BEYOND



WATER YOUR WAY



OPERATIONAL EXCELLENCE



CATEGORY LEADING INNOVATION



ESG LEADERSHIP



CUSTOMER FOR LIFE PROMISE



INSPIRING ASSOCIATES

## 3.1 Overview of Strategic Pillars



### **WATER YOUR WAY**

We provide high-quality drinking water solutions to customers wherever and whenever they want them. The diversity of our offering is growing at the same time as our digital channels allowing us to meet customer preferences more efficiently.



### **CATEGORY LEADING INNOVATION**

We develop leading-edge solutions for increased water consumption. Innovation enables us to improve the efficiency of our service and reduce waste and costs.



### **CUSTOMER FOR LIFE PROMISE**

We position the customer at the center of everything we do. We focus on enhancing the value and improving the customer experience. This is done through trusted high-quality products and equipment, responding to service needs, and building interactive digital touchpoints for increased feedback.



### **OPERATIONAL EXCELLENCE**

We strive to unlock and increase efficiencies through our global scale and diversified product offering. Our pure-play water model enables us to streamline and centralize our functions, optimize our routes and drive responsible procurement.



### **ESG LEADERSHIP**

We are determined to leave a positive impact on our environment, our associates, and our communities. We focus on sourcing water responsibly, reducing our carbon footprint and energy consumption, increasing recycled packaging usage, promoting health & safety and diversity and inclusion.



### **INSPIRING ASSOCIATES**

We promote a purpose-driven culture that enhances the associate experience, with the goal of attracting and retaining talent.

# 3.1 Overview of Our ESG Strategy and Priorities

To help focus our ESG leadership efforts, we developed a process to identify the ESG topics most material to our business and stakeholders. By looking at industry trends, ESG reporting standards, frameworks, and stakeholder concerns and priorities, we generated a long list of ESG topics being of relevance to us and the communities, associates, customers, and investors we serve. After validating topics with our Executive Team and other leaders across different business functions we narrowed down our focus to the following material topics:

PILLARS	PRIORITIES	OBJECTIVE/GOAL
Protecting our Planet	Climate change	Fostering the transition to a low-carbon economy by reducing our Green House Gases (GHG) emissions and promoting carbon neutrality.
	Water stewardship	Safeguarding spring water sources and reaching full Alliance for Water Stewardship (AWS) compliance by 2025.
	Packaging & Waste Management	Integrating circular economy principles in our business model, by reusing, recycling and reducing packaging materials to the best of our ability.
Serving our People & Community	Occupational Health & Safety	Providing a safe and healthy workspace for our associates and contractors through a robust safety management system and zero-injury mindset.
	Diversity, Equity & Inclusion	Creating a diverse, fair, and inclusive culture for our associates.
	Human Capital Development	Recruiting and developing top talent and actively investing in and engaging our associates.
	Responsible Supply Chain	Partnering with suppliers who align with the One Primo Way, a global standard across the company, and minimizing the environmental and social impacts in our supply chain.
	Community Engagement & Investment	Giving back to communities in which we operate and offering support during times of crisis.
Committing to Ethical Practices	Business Ethics & Compliance	Operating our business in a responsible and ethical manner that aligns with our values and code of ethical conduct.
	Corporate Governance	Ensuring strong oversight of our ESG priorities, delivery of our actions and accountability in execution.

## Protecting our Planet

- Climate Change
- Water Stewardship
- Packaging and Waste Management

## Committing to Ethical Practices

- Business Ethics & Risk Management
- Corporate Governance
- Product Safety & Quality

## Serving our People & Community

- Occupational Health & Safety
- Diversity, Equity & Inclusion
- Human Capital Development
- Responsible Supply Chain
- Community Engagement and Investment

TARGETS	SDGs
<ul style="list-style-type: none"> <li>• Carbon neutral certified across Primo Water by 2021</li> <li>• Reduce GHG emissions per gallon of product in our distribution operations by 20% by 2030 compared to 2020 levels</li> </ul>	 
<ul style="list-style-type: none"> <li>• Reach full AWS certification of all key-owned spring water production sites by 2025</li> <li>• Improve water efficiency (liters withdrawn/liters produced) by 20% by 2030 compared to 2020 levels</li> </ul>	
<ul style="list-style-type: none"> <li>• Achieve 50% rPET for single-use bottles globally by 2030</li> <li>• Achieve zero waste at 50% of our plants by 2030</li> </ul>	
	
<ul style="list-style-type: none"> <li>• 30% women on the Board of Directors by 2021</li> <li>• Deliver training initiatives to generate awareness of core DEI principles and to enable inclusivity through education by 2021</li> <li>• Align policies and benefits with our DEI philosophy; ensure that benefit offerings reflect the diverse needs of the workforce by 2021</li> <li>• Embed DEI methodologies across talent ecosystem by 2021</li> </ul>	  
<ul style="list-style-type: none"> <li>• Develop and launch an associate engagement survey by 2021</li> <li>• Invest in leadership development programs impacting 70% of front-line and senior leaders to upskill in critical leadership competencies by 2025</li> <li>• Introduce formal exit interview process to identify root cause of associate turnover by 2022</li> </ul>	 
	 
	
	
	 

## 3.2 How We Engage

### WITH OUR STAKEHOLDERS

We engage with our stakeholders throughout the year to better understand their concerns and key priorities. We define stakeholders as groups and/or individuals who are impacted by our activities and business strategy and who, in turn, impact our business success. We listen to our stakeholders to help define our ESG priorities, inform our strategy, and provide feedback on our actions. We are developing a global external communication strategy which will integrate ESG. Establishing a central communication strategy will reinforce our process of gathering feedback from our associates and external stakeholders and provides a means to ensure our ESG priorities stay relevant.

STAKEHOLDERS	ENGAGEMENT APPROACH	KEY PRIORITIES
CUSTOMERS	Consumer focus groups, customer satisfaction surveys	Plastics & packaging, safe & healthy products
ASSOCIATES	Leadership level surveys, listening sessions, emails, internal social media	Diversity, equity & inclusion, human capital development
SUPPLIERS	Regular communication with category managers and sourcing teams	Responsible sourcing, business ethics, plastics & packaging
GOVERNMENT	Industry consultations, government relations	Contribution to the economy, access to clean water, safe & healthy products
LOCAL COMMUNITIES	Local charities, volunteering, events	Access to clean water, local employment, community engagement and investment
SHAREHOLDERS	Annual General Meeting of Share Owners, direct investor communication, such as investor conferences, quarterly earnings calls, and financial reports	ESG governance and disclosure, business ethics, climate change, diversity, equity & inclusion, water security

## 3.3 ESG Governance

In our mission to strengthen our ESG framework, we have formalized our ESG governance structure. Our governance structure means to ensure strong oversight of our ESG priorities, delivery of our actions and accountability in execution. We have embedded ESG across all layers of our organization, with oversight of ESG assumed by our Board of Directors. The Board of Directors amended the Corporate Governance Committee's charter to oversee ESG matters. The ESG & Nominating Committee of our Board of Directors is briefed on ESG matters on a quarterly basis.

### Board of Directors

(ESG & Nominating Committee)

Our Board of Directors oversees our ESG matters, including targets, programs, risk, performance, and reporting.

### Executive Team

Our CEO and Executive Team are responsible for our strategic direction and the integration of ESG within our broader business strategy (e.g., Chief Diversity & Inclusion Officer, Chief Human Resource Officer).

### Senior Leaders

Our senior leaders are responsible for driving and cascading down our ESG priorities.

### Business Units

Our business units are responsible for the day-to-day management of ESG and report on progress against goals to leadership.



# 4

## SUSTAINABILITY TOPICS

# 4.1 Protecting Our Planet

## OVERSIGHT AND GOVERNANCE

Primo's ambition is to promote the hydration and wellness benefits of drinking quality water and strive to be good stewards of the environment. By sourcing and processing responsibly, we aim to protect the planet we inhabit. To achieve this, we are implementing an environmental strategy that is focused on three priorities:

- Reducing climate change impacts through GHG emissions management
- Sourcing water responsibly
- Integrating circular economy principles in our business models

### Oversight and Governance

Primo's environmental strategy is sponsored by the Chief Executive Officer and ESG&N Committee as per our ESG governance structure. Our Board of Directors assumes oversight over our environmental priorities, including climate change, with direct reports on our climate change efforts and risks at each Board meeting.

We are developing a plan under which every operating company under Primo will be audited every two years by our internal team and by third-party environmental experts. This will ensure that our activities follow the highest environmental standards and meet or exceed all regulatory requirements. Remedial action plans are developed to manage the rare cases of a non-compliance event arising.

We are developing an environmental management system and some of our European markets are ISO 14001 certified. We are members of the International Bottled Water Association (IBWA) which assures that our United States bottling plants meet strict standards of operation. We adhere to the Bottled Water Code of Practice of the IBWA to ensure that we commit to water reduction efficiency standards and select water sources carefully, as well as monitor for quality and a sustainable yield. We are also members of the Water Quality Association (WQA), which supports us in meeting high standards for water quality. Our European division is a member of Watercoolers Europe, which promotes hygienic and sanitary practices for consumer protection.

# 4.1.1 Climate Change

## OUR APPROACH

Operating as a carbon-neutral company is our **focus** and **commitment**. It means both reducing our emissions and offsetting the balance.

We have maintained carbon neutrality in our European water operations for the past nine consecutive years, achieved carbon neutrality in our U.S. operations in 2020, and our goal is to be CarbonNeutral® certified in 2021 across all Primo. We understand where most of our emissions are coming from, namely from our fleet and the related shipping activities as well as manufacturing activities. We have analyzed our impact on climate change and identified the following topics as our priorities:

CARBON NEUTRALITY / ENERGY EFFICIENT PLANTS / LOW CARBON FLEET

### TARGETS

Carbon neutral certified across Primo Water Global by 2021

Reduce GHG emissions per gallon of product in our distribution operations by 20% by 2030 compared to 2020 levels

# 4.1.1 Climate Change

## POLICIES, ACTION PLANS AND INITIATIVES

### CARBONNEUTRAL®



Primo Water Corporation has achieved the CarbonNeutral® certification following the CarbonNeutral Protocol and the GHG Protocol Scope 2 guidance, in adherence with the International Carbon Reduction and Offset Alliance (ICROA) standards. This certification is achieved under The CarbonNeutral Protocol, an international standard administered by Natural Capital Partners. We have achieved the CarbonNeutral® certification for our United States and Europe water business in 2020 in large part through the purchase of renewable energy and carbon offsets.

Our European subsidiary Eden Springs has been certified CarbonNeutral for over 9 years. Eden Springs achieves carbon neutrality by reducing operational emissions and sourcing 100% renewable energy for all operations, as well as with the purchase of carbon offsets.

As we build out our environmental strategy, we are looking to increase our contribution of emission reductions compared to purchasing carbon offsets in realizing our CarbonNeutral status. We have performed a greenhouse gas study with third parties, allowing us to further analyze additional greenhouse gas and energy reduction initiatives that should be implemented.

### ENERGY EFFICIENT PLANTS

We have identified opportunities to reduce energy use in our manufacturing plants globally. We are working to reduce lighting-related energy usage by transitioning to energy-efficient lights in many of our bottling plants.

Installing LED lighting in several bottling plants has significantly reduced our carbon dioxide, sulfur dioxide, nitric oxide and mercury emissions, providing the equivalent of planting 452 acres of trees annually. It will also reduce lighting-related energy operating costs by 64% in these plants.

In addition, we look at sourcing renewable energy and on-site renewable energy generation solutions, where this makes economic sense. Currently, 100% of our electricity at Eden Springs is sourced from renewable sources.

### LOW CARBON FLEET

Shipping represents our largest emission category, mostly due to Water Direct deliveries. For this reason, we are working on multiple fronts to improve our transportation efficiency and reduce the emissions from our fleet. We aim to achieve this through our initiatives, including route optimization, strategic site selection of our bottling plants and distribution centers relative to markets and water sources, and fleet conversion from diesel to propane in the United States and electric vehicles in Europe.

We are investing in lower-impact vehicle purchases in North America, which is not only economical but also reduces air pollution and the environmental impacts of our vehicles. We continue to replace older model diesel vehicles in our delivery fleet with propane-powered vehicles that reduce emissions: CO2 output by 10% and nitric oxide by 99%. These conversions reduce CO2 by 135 grams per mile and nitric oxide by 1.76 grams per mile.



# 4.1.1 Climate Change

## POLICIES, ACTION PLANS AND INITIATIVES

### MANAGING CLIMATE RISKS AND OPPORTUNITIES

At the enterprise level, Primo conducts an annual enterprise risk assessment based on our internal risk taxonomy. The impacts of climate change are integrated into this assessment, giving insight into the potential impacts climate change could have on our business. Through this assessment we have developed an understanding of the primary climate risk areas and mitigating measures:

RISK TYPE	HOW ARE WE AFFECTED?	WHAT ARE OUR MITIGATING MEASURES?
LEGAL & POLICY	<p>Regulation deterring the use of (virgin) plastic packaging</p> <p>Regulation limiting the withdrawal of groundwater or establishing quotas for water withdrawal</p> <p>Carbon tax on fuel consumption</p>	<p>See Packaging and Waste Management</p> <p>See Water Stewardship</p> <p>See Low Carbon Fleet</p>
REPUTATION	<p>Possibility of consumers associating the company and sector with water stress, fossil fuel use (through plastics or in distribution) and other climate-related challenges.</p>	<p>See Water Stewardship and Packaging and Waste Management</p>
ACUTE PHYSICAL	<p>Potential for increased down-time and reduced supply due to damage to bottling plants and distribution network</p>	<p>Primo has a business continuity plan that comes into effect in situations like extreme weather events. On the flip side, Primo offers disaster support to communities affected by hurricanes, floods and other natural disasters by supplying clean drinking water.</p>
CHRONIC PHYSICAL	<p>Potential for reduced production capacity due to water stress and changes to water availability</p>	<p>See Water Stewardship</p>

# 4.1.1 Climate Change

## PERFORMANCE

2020 marked the first year that we calculated and consolidated greenhouse gas emissions across all operations globally and serves as our baseline year as we continue to commit to carbon-neutral operations<sup>1</sup>.

KPI	2020
Scope 1	164,905
Scope 2 (tCO <sub>2</sub> e)	
Location based total	45,315
Market based total	43,816
Scope 3 <sup>2</sup>	110,553
<b>Total GHG emissions (tCO<sub>2</sub>e)</b>	
<b>Location based</b>	<b>320,773</b>
<b>Market based</b>	<b>319,274</b>

<sup>1</sup>The emissions calculations relate to our global operations and are for a large part based on secondary data (e.g., proxies derived from spend). We are committed to working with our various departments to increase our primary data coverage.

<sup>2</sup>Scope 3 emission calculations include the following categories: upstream emissions from purchased electricity and fuels, transmission and distribution (T&D) losses, third-party transportation and storage of sold products, other waste, all transport by air, public transport, rented/leased vehicle and taxi, and homeworking.

# 4.1.1 Climate Change

## SUCCESS STORIES



### Fleet Conversion to Propane

On our way to avoid emissions related to our fleet activities in 2020 we conducted tests in Austin, Texas, to convert a part of our fleet to propane. Not only would we greatly reduce our emissions, but we would also reduce noise pollution affecting local communities, and benefit from tax credits.



### Route Optimization

We have achieved important route optimization through reduced mileage and better planning. We have an internal system that offers route optimization features and we have worked on increasing productivity and the efficiency of units delivered by each route every day. We invest in the analysis of branch locations to ensure we stay close to our most dense customer bases to spend less time traveling and more time delivering.

## 4.1.2 Water Stewardship

### OUR APPROACH

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We seek to source all of our bottled waters responsibly. Our water sources are carefully selected and closely monitored to ensure consistent quality and sustainable yield.

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Our industry actively supports comprehensive water use and groundwater management policies that are science-based, multi-jurisdictional, treat all users equitably and provide for future needs of this important resource. We are improving our water stewardship practices with the ambitious target of having all of our key-owned spring water production sites certified by Alliance for Water Stewardship (AWS) by 2025.

We have identified the following priority topics for our water stewardship strategy:

- Sustainable water sourcing
- AWS certification
- In-plant efficiencies

### TARGETS

Reach full AWS certification of all key-owned spring water production sites by 2025

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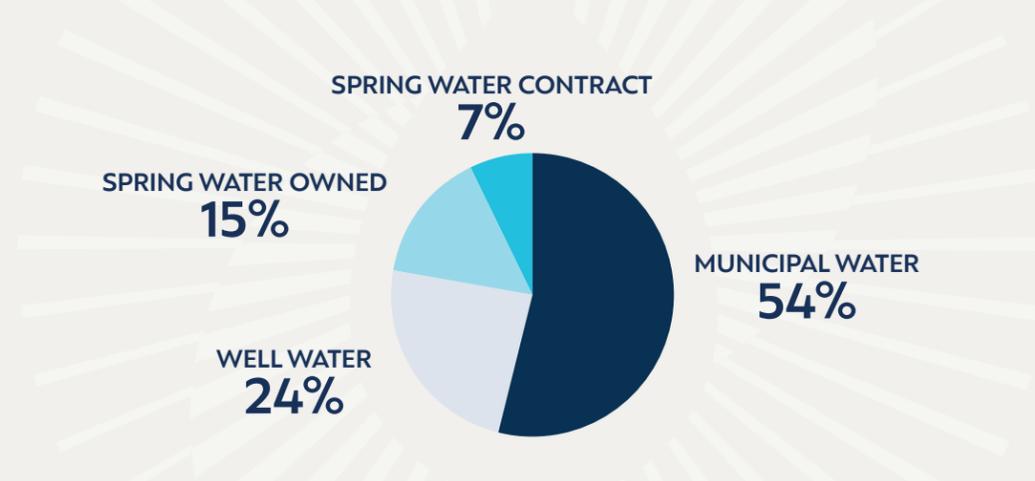
Improve water efficiency (liters withdrawn/liters produced) by 20% by 2030 compared to 2020 levels

# 4.1.2 Water Stewardship

## POLICIES, ACTION PLANS AND INITIATIVES

### Sustainable Water Sourcing

We have conducted a water study with Anthesis Group to better understand our performance across various water-related metrics and our exposure to water stress and risk. We use a mix of water sources including well water, municipal water, and spring water. Our main source of water intake comes from purified municipal water, which is a more environmentally friendly and more sustainable way to produce water. In 2020, 39% of our water withdrawals came from renewable groundwater while the rest was withdrawn by third-party sources. Our relative share of total withdrawal per type of water source (% per m3) is illustrated below:



We are actively working to reduce our water intake from spring sources and are continuously working to further diversify our spring sites. By diversifying spring sites, we can spread our withdrawal over multiple sources, reducing our intake from any one source, thereby contributing to water conservation, and reducing business risk. Where we do have spring water sources, we limit our intake significantly under the regulatory limits to ensure sustainable yield (on average 20% of permitted intake).

Some of our water sources are in areas with increased exposure to droughts and water scarcity, such as sites in California, Utah and Arizona. Managing our exposure to water sources at risk of being under stress is of utmost importance to us. We therefore monitor drought conditions and are in the process of installing water level monitoring equipment across North America. The equipment will be installed at spring sites and wells to track trends associated with water levels, which allows for better decision-making. Thanks to our redundant water capabilities, we can be flexible with our water intake and reduce consumption at a location when the stress level is higher.



### AWS Certification

As part of our efforts to improve our water stewardship practices, we joined AWS in 2019. The AWS is an international organization dedicated to enhancing water stewardship capacity and guiding, incentivizing and differentiating responsible water use. Having the AWS certification means our production sites are working to continually improve against the criteria of good water governance, sustainable water balance, good water quality, important water-related areas, and safe water, sanitation and hygiene.

In 2020, we received two new certifications for our Diamond Spring site in Pennsylvania and our Wekiva Spring site in Florida. We are working towards having all of our key-owned spring water production sites certified by 2025.

\*For more information visit [a4ws.org](http://a4ws.org) on the AWS Standard and certification.



**WATER EFFICIENCY  
ABOVE IBWA AVERAGE  
IN 17 LOCATIONS**



### In-Plant Efficiencies

When treating and bottling water, not all water ends up in the bottle. For example, some water is used for bottle washing, while some water ends up as waste due to overfill and water reject. We are actively working to reduce wastewater and increase our water use efficiency at our bottling plants. We are planning to install a new bottle filling line in our Los Angeles and Calgary locations which uses an injection feed, allowing us to reduce the amount of wastewater generated compared to using gravity feed fillers.

We are proud to say we have achieved a water efficiency ratio above the IBWA average in 17 of our locations.

In addition, we have made investments towards new equipment to help reduce overfill when filling up bottles, and are investing in equipment that will enable us to implement a closed-loop bottle washing system (internal filtration treatment system).

## 4.1.2 Water Stewardship

### PERFORMANCE

2020 marked the first year that we conducted a comprehensive water study across our global operations, covering key water metrics. We are committed to continue tracking our performance against key metrics in future years.



Water withdrawal (m3)	5,331,175
Water efficiency (liters withdrawn/liters produced)	1.59L
Percentage of operations located in areas facing high or extremely high-water stress	70%
Number of AWS certified sites	2

## 4.1.2 Water Stewardship

### SUCCESS STORIES



### AWS Certification Program

After having joined the Alliance for Water Stewardship, we have successfully received two certifications and are on target to reach full AWS compliance of all our key-owned spring water production sites by 2025. We are proud of the progress made towards our water stewardship efforts under this AWS Standard certification.

## 4.1.3 Packaging and Waste Management

### OUR APPROACH

As a water bottle company, packaging is central to our sustainability strategy and efforts.



As a bottled water company, packaging is central to our sustainability strategy and efforts. With our industry partners, we support uniform recycling initiatives at the local, state and federal level. But we go beyond compliance and regular recycling with our closed-loop system for our 3- and 5-gallon water bottles, which are reused up to 50 times. We have identified the following priority topics for our packaging and waste management strategy:

- Recycled content in packaging
- Recyclable bottles
- Reusable bottles
- Innovation in packaging
- Facility waste management

### TARGETS

Achieve 50% rPET for single-use bottles globally by 2030

Achieve zero waste at 50% of our plants by 2030

Please refer to the table below for a deeper understanding of how our different types of bottles are performing on various sustainable packaging criteria.

SIZE OF BOTTLES	% OF SALES	REUSABLE	RECYCLABLE	RECYCLED CONTENT
0.5-liter	12%		✓	✓
3- & 5-gallons	57%	✓	✓	✓

## 4.1.3 Packaging and Waste Management

### POLICIES, ACTION PLANS AND INITIATIVES

#### Recycled Content in Packaging

We have achieved some key reductions in the amount of plastic used for our bottles in the United States and Canada, out of which we:

- Reduced by over 50% the plastic used for our 0.5L PET bottles over the last 10 years.
- Reduced the plastic required for caps by 25%.
- Started using rPET bottles which consist of 25% recycled content.
- Introduced new HDPE bottles, for which we are currently using 25% rHDPE recycled input.

#### Recyclable Bottles

All our 3- and 5-gallon plastic packaging is 100% recyclable. From the bottles and caps to the outer wrap, we make sure every part is suitable for recycling.

#### Reusability

Our business model is based primarily on a deposit system that applies to the 3- and 5-gallon bottles that represent the main part of our sales. The deposit system operates under a closed-loop process, where we sanitize and reuse bottles up to 50 times. Through our Water Direct delivery option, customers can return their bottles when we deliver new ones. Customers also have the option of exchanging their empty bottles for full ones at our affiliated retail stores; we then collect the bottles and reuse them. Alternatively, customers can use our refill services through our dispensing machines located at various retail locations. The deposit system incentivizes and encourages customers to recycle back their empty bottles. Each refillable five-gallon bottle of our water saves around 1,500 0.5-liter single-serve plastic water bottles from landfills and oceans throughout its 50-use lifetime.

We have announced our plan to exit the North American small-format retail water business. The exit from this category is estimated to reduce our production by 400 million single-use plastic water bottles annually. The exit is anticipated to be completed by the middle of 2022.

#### Innovation in Packaging

We invest in packaging innovation, with the collaboration of our procurement, production, shipping & delivery teams. We currently work with suppliers to source plastic in an environmentally friendly way and to introduce packaging options that require less plastic. We are light-weighting our plastic cups, reducing overall waste. In Europe, we are putting compostability initiatives into place to move completely away from plastic cups.

## 4.1.3 Packaging and Waste Management

### SUCCESS STORIES



#### Reusability of our 3- and 5-Gallon Bottles

Our 3- and 5-gallon polycarbonate water bottles are reused up to 50 times. We save around 1,500 single-serve (0.5L) plastic bottles from landing in oceans and landfills with each 5-gallon bottle through its 50-use lifetime. We also make sure that at the end of their usable life bottles get recycled or used to make new products. Our closed-loop process not only reduces plastic waste but also reduces the carbon footprint emitted by avoiding landfills.



Each Primo 5-gallon bottle can keep

**1,500**

single-use water bottles out of landfills & oceans.

## 4.2 Serving Our People and Community

### OVERSIGHT AND GOVERNANCE

We are committed to a workplace where everyone feels safe, respected and can develop their full potential. Given the Covid-19 crisis our dedication to ensuring associate health and safety has been a priority. Caring after our associates also means that we strive to promote an inclusive environment for all to feel included and respected, and to provide associates with learning opportunities and the right support. Our commitments go beyond associates alone and include our supply chain through our responsible procurement efforts, and our customers and communities in which we operate through our product integrity and community investments.

#### Oversight and Governance

Accountability for our social priorities is clearly established and is overseen by our various vice-presidents and directors. Our human capital development is overseen by our Chief Human Resources Officer. Safety is essential to us and is managed by our Director of Safety and facility-level safety directors. Chief Procurement Officer oversees a responsible and compliant supply chain, in part through supplier contracts as well as through our Supplier Code of Conduct.

## 4.2.1 Occupational Health & Safety

### OUR APPROACH

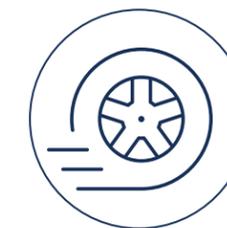
Safety is paramount to us, which is why we have set out on a journey to zero incidents.

Through the various programs and initiatives we have in place, our goal is to ensure that our associates' mental and physical wellbeing are cared for. As part of our plan to improve health and safety in the workplace, we have adopted occupational health and safety management systems across our network, which aid with reporting, tracking of events and identifying risks and opportunities for improvement. Some of our European sites have been certified FSSC22000, OHSAS18011 and ISO9001, ensuring a high standard for quality management. As we operate under the food and water regulations, our safety practices are regularly audited.

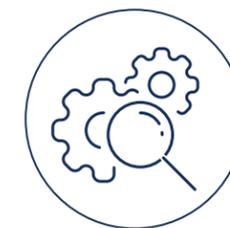
Key areas for which we have implemented safety-related programs include:



COVID-19 RESPONSE



SAFE DRIVING



PLANT SAFETY

# 4.2.1 Occupational Health & Safety

## POLICIES, ACTION PLANS AND INITIATIVES

### COVID Response

To help navigate the Covid-19 crisis, we put in place a task force to offer support to our associates. We also introduced a flexible work plan which favored the well-being of our associates. The Covid crisis enabled us to reorient our priorities and place increased focus on health. We invested in ensuring we offered a safe work environment for our associates as our products and services were considered essential, and our production sites continued to operate during the pandemic.

### Safe Driving

In the United States we have been implementing safe driving initiatives to reduce driving injuries and accidents. We have introduced driving cameras and audit associates for driving behaviors to ensure safe driving conduct. Such initiatives have led to decreased vehicle accidents and contributed to a decrease in overall injuries of 20% in 2020 to 774 in the United States. Truck drivers are required to follow driving standards concerning, speeding and other safe behavior.

### Plant Safety

We have introduced safe lifting initiatives and other safety measures that have contributed to a reduction of injuries by 20% in the United States. We have additionally developed a lock out, tag out procedure at bottling plants to ensure dangerous equipment is properly turned off. We have started to track safety data related to near misses and are working to have such processes standardized.

In North America, plant safety is covered by region operators who monitor and verify that safety measures are implemented. We monitor our plant safety performance through monthly reviews that allow us to identify potential areas of risk and enable us to adjust procedures accordingly. Safety reviews are sent to executives monthly. We have an escalation process in place in the event of any incidents, which includes investigating incident root causes and adapting and improving corresponding procedures as required.

In Europe, health and safety measures are currently managed per country and the relevant data is consolidated at the European level. We are looking to integrate all safety management under a leader of European operations.

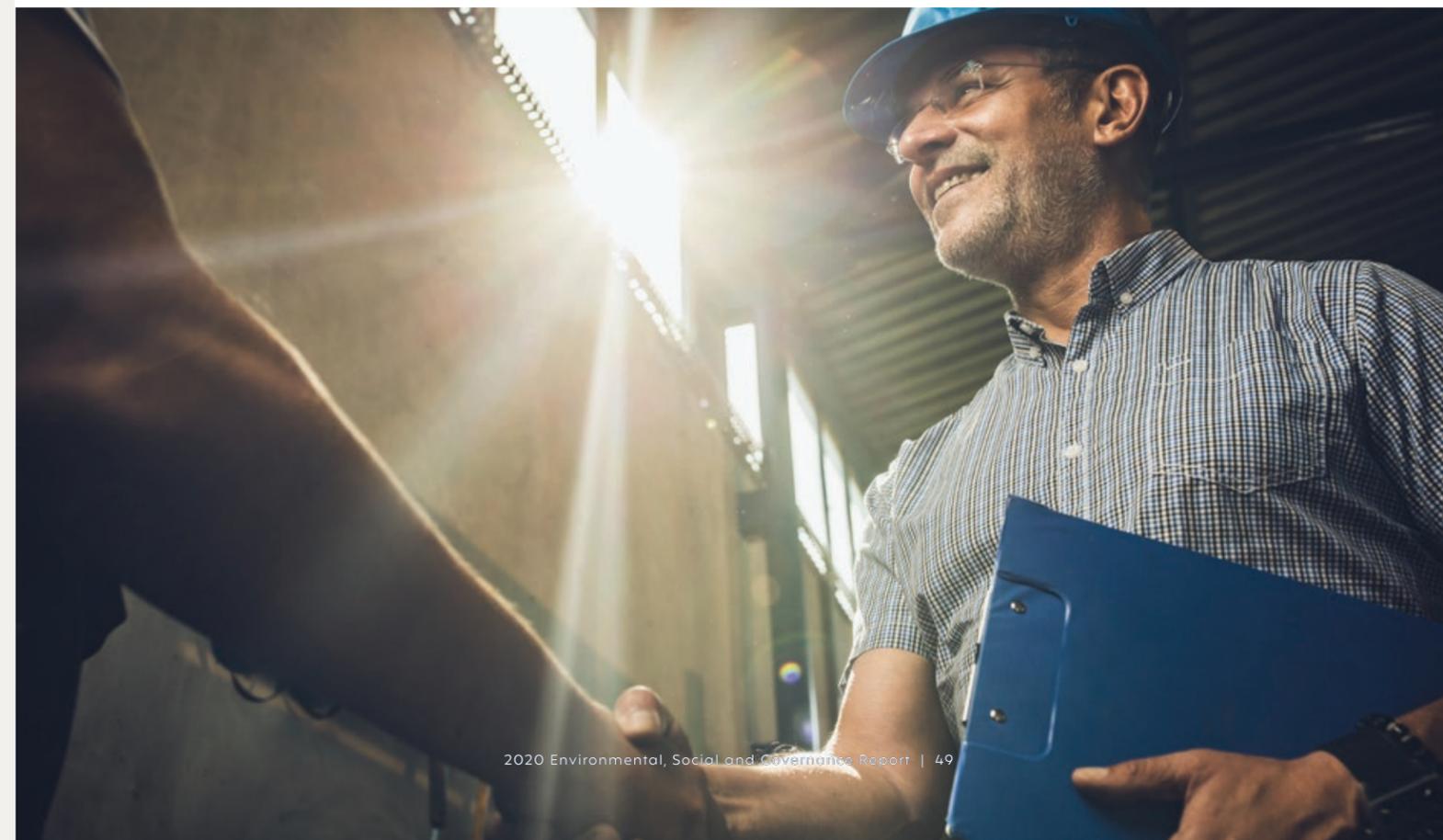
# 4.2.1 Occupational Health & Safety

## PERFORMANCE

KPI	2018	2019	2020
Total recordable injury frequency rate in North America <sup>3</sup>	8.5	6.9	6.3
Accident frequency rate in North America <sup>3</sup>	31.6	27.1	22.5
Frequency rate of lost time injuries in Europe <sup>4</sup>		11.7	10.1
Accidents at work with day off in Europe		54	40

<sup>3</sup>Metric indicates the total number of recordable injuries/accidents per 200,000 hours worked

<sup>4</sup>Metric indicates the total number of lost time injuries per 1 million hours worked



## 4.2.2 Diversity, Equity & Inclusion

### GOVERNANCE

Primo's newly appointed Chief Diversity & Inclusion Officer, reporting directly to the CEO, is responsible for overseeing the implementation of the end-to-end diversity, equity and inclusion (DEI) framework and program across Primo's global footprint. The Chief Diversity & Inclusion Officer leads Primo's DEI Committee and partners with the executive leadership team to develop, implement and promote DEI strategies and best practices. The DEI Committee is a cross-functional working group of associates that meets on a regular basis and is tasked with developing and reviewing progress against Primo's DEI commitments.

## 4.2.2 Diversity, Equity & Inclusion

### OUR APPROACH

We are committed to a culture built on the value of respect and of an inclusive work culture.

We recently announced our global Diversity, Equity and Inclusion multi-year strategy to support the integration of DEI factors across our company all the way through to the suppliers we work with. To support its roll out we built a DEI Committee that meets weekly to discuss the projects and processes to be implemented. Our DEI strategy is centered around several key focus areas:

- Measurement: Further our DEI reporting and analytics capabilities to enable decision-making, planning, and accountability.
- Infrastructure: Ensure DEI lens is applied in everything we do, from talent selection to talent management, marketing representation, service design and board & panel selection.
- Policies & benefits: Align policies and benefits with our DEI philosophy.
- Change management: Increase awareness for DEI through targeted training programs and develop mechanisms for transparency and accountability at the organizational and individual level.
- Community: Create a sense of community in which we celebrate and empower diversity of thought and background through events and campaigns.

### TARGETS

30% women on the Board of Directors by 2021

Deliver training initiatives to generate awareness of core DEI principles and to enable inclusivity through education by 2021

Align policies and benefits with our DEI philosophy; ensure that benefit offerings reflect the diverse needs of the workforce by 2021

Embed DEI methodologies across talent ecosystem by 2021

# 4.2.2 Diversity, Equity & Inclusion

POLICIES, ACTION PLANS AND INITIATIVES

## DEI PROJECTS

From our DEI Strategy several strategic initiatives have been identified that are essential to our DEI commitments. In the immediate term we have prioritized the following initiatives:

- Policies:** We are reviewing and updating our policies, bringing a specific attention to non-discrimination, harassment, retaliation, workplace flexibilities, and civic responsibilities subjects to make sure they are properly covered and including any required information or sections.
- Training:** We have engaged a third-party provider who specializes in Unconscious Bias training and work to configure training programs appropriate for Primo, globally. In addition, we are implementing mandatory DEI training for our leadership on a monthly schedule.
- Associate engagement:** To increase associate engagement we work with a third-party provider to roll-out a bi-annual engagement survey through which we can gauge associate experience and identify areas that need to be addressed. In addition, we are implementing a schedule of listening sessions with associates which creates a safe place for sharing key concerns and enables remediation.
- Other:** We have begun appreciation & celebration campaigns to feature DEI stories and successes and are in the process of evaluating and proposing potential rewards and recognition programs tied to DEI.

# 4.2.2 Diversity, Equity & Inclusion

PERFORMANCE

KPI

2018

2019

2020

PERCENTAGE OF GENDER DIVERSITY (%) <sup>5</sup>			
Female	16.1%	15.7%	15.2%
Male	83.9%	84.2%	84.8%
Not specified	0.1%	0.1%	0%

<sup>5</sup>Applies to US and Canada



## 4.2.3 Human Capital Development

### OUR APPROACH

As an organization, we care about our associates across their entire career cycle, from recruitment and on-boarding, to career development, recognition, and reward, through to exit.

Therefore we are investing in our associates as never before and we are working to optimize performance while recognizing the work of our associates. 2020-2021 is a launchpad for us as we have embarked on a journey to redesign our HR strategy. Our focus is on nurturing talent by restructuring our human resources efforts, implementing consistent processes along the associate lifecycle, and establishing metrics for all priority pillars. Our priorities are summarized in four key pillars.



We are making sure to develop metrics that matter for all four priority pillars to track and improve our performance.



### TARGETS

Develop and launch an associate engagement survey by 2021

Invest in leadership development programs impacting 70% of front-line and senior leaders to upskill in critical leadership competencies by 2025

Introduce formal exit interview process to identify root cause of associate turnover by 2022

## 4.2.3 Human Capital Development

### POLICIES, ACTION PLANS AND INITIATIVES

#### Attract & Retain Talent

We are restructuring and making investments in talent acquisition to accelerate hiring and retention of the right person for the right role. We have established a talent acquisition strategy that lays out our priorities across the people, process and technology pillars. Example initiatives that we have prioritized for the immediate term include:

- Proactively implement inclusive recruitment by factoring in DEI in our hiring and selection process
- Enhance associate experience, for example through developing formal workplace flexibilities
- Modernize and harmonize our compensation structures and align our benefits & perks with our Purpose

#### Develop & Optimize Performance

We want to develop a culture that offers upskilling and reskilling opportunities across the organization. We have developed talent reviews and offer training opportunities, including comprehensive candidate on-boarding processes and materials.

Example initiatives to better develop and manage our associate's performance include:

- Redesign and formalize annual and continuous performance management processes. For example, recently we equipped our managers and above with trainings on talent management, specifically on mid-year performance reviews.
- Introduce Development Catalog that identifies categories of strategic investment for chapters of life, performance, and potential.
- Expand our learning & development (L&D) curriculum and progressively increase our L&D investments. For example, through our leadership academy we offer trainings such as coaching, moving people forward, executing strategy at the front line, and the art of behavioral interviewing. This year we additionally designed new eLearning programs that provide training on RSR recovery metrics for route operations, with over 2,500 associates assigned, and new hire training for six new sales representatives.

#### Engage, Motivate & Recognize

We do what we can to create a safe environment for ourselves and others at work and in our community. It is important to us that associates have opportunities to voice their thoughts, and that is why we have implemented associate engagement surveys. We plan to share the engagement surveys bi-annually throughout our North America, Europe and Israel offices starting in 2022. In addition, our Listening Sessions create a safe space for associates to voice their concerns irrespective of background, and simultaneously provide a platform for associates with similar interests and beliefs to connect. Other example initiatives that have been launched for this pillar include:

- Create transparency and connect career paths, performance, development, succession and total rewards
- Develop comprehensive internal communication strategy of The Primo Story for associates
- Design three associate-centered appreciation programs: Awards, Recognition and Innovation to support progress
- Offer access to Primo Water Life Advantage, a wellness program which empowers associates to maximize their money, live healthy lives and grow personally and professionally

#### Farewell & Customer for Life

We want to understand and analyze the case of associates that decide to leave Primo to receive feedback as well as provide them with valuable feedback. We are in the process of redesigning and implementing an exit program with more informative exit interviews. An alumni program network supporting our Customer for Life strategy will soon be introduced.



## 4.2.3 Human Capital Development

### PERFORMANCE

KPI	2018	2019	2020
<b>TOTAL NUMBER OF FULL TIME AND PART TIME EMPLOYEES</b>			
Full time employees	8,884	9,082	8,539
Part time employees	36	60	44
<b>EMPLOYEE TURNOVER RATE (%)</b>			
Voluntary	23%	22%	16%
Involuntary	10%	9%	21%

<sup>5</sup>Applies to US and Canada

We experienced an increase in our involuntary employee turnover between 2019 and 2020, which for a large part is due to a reduction in volume caused by the pandemic, which led to a reduction in our routes and back-office needs.

## 4.2.4 Responsible Supply Chain

### OUR APPROACH

Primo has a global supply chain, led by our Chief Procurement Officer, that revolves primarily around the packaging (bottles, labels, closures, etc.) and equipment (coolers, refill) provided by our suppliers, as well as the logistics and administrative services required to manage operations. We recognize the responsibilities that come with a global supply chain and through our Supplier Code of Conduct we have already made great progress towards our responsible supply chain strategy. The strategy intends to build on our current focus on ensuring that our suppliers comply with all federal, state, and local laws and regulations. We oppose human trafficking in all its forms, and we are committed to the goals of the California Transparency in Supply Chains Act of 2010. As we build out our responsible supply chain strategy, our immediate priorities include:



SUPPLIER DIVERSITY



SUPPLIER AUDITS



## 4.2.4 Responsible Supply Chain

### POLICIES, ACTION PLANS AND INITIATIVES

#### Global Supplier Code of Conduct

As we work with suppliers located around the world, with some equipment suppliers based in China, Poland, and Mexico, it is necessary for us to have controls in place towards responsible supplier practices. The Global Supplier Code of Conduct covers business integrity, human rights, health & safety, and environmental management, outlining our expectations on each topic. Through our commitment to the highest standards of business conduct, our code covers several responsible supplier practice topics, including child and forced labor, working conditions, non-discrimination, audits, supplier diversity, freedom of association, anti-bribery, and confidentiality. As a first step, we have been distributing the code to new suppliers and require them to sign before engaging in business and we are currently implementing the code with existing suppliers, with the long-term goal of screening suppliers based on their ESG practices, amongst other criteria.

#### Supplier Diversity Program

We are currently in the process of developing and vetting our supplier diversity program to support a diverse business community. As a first step we are assigning resources to assist with the execution of the supplier diversity program and will be developing supplier diversity targets.

#### Supplier Audits

Contractually, and based on suppliers' compliance with the Code, we have the right to conduct audits on suppliers. Audits or inspections can be conducted by us or by a third-party organization for all supplier facilities, records or associates. We are in the process of implementing the Sedex SMETA audit, a social auditing methodology which will enable us to assess the social compliance and responsible business practices of our suppliers. The goal of the Sedex SMETA supplier audits is to create a mechanism to engage with suppliers and seek out opportunities to enhance responsible business practices.



## 4.2.5 Community Engagement & Compliance

### OUR APPROACH

Through our mission to promote hydration and wellness, we are strongly committed to the communities we serve as well as the world at large. To deliver on our mission, we have centered our efforts towards community engagement on two axes.



COMMUNITY WELLNESS



DISASTER SUPPORT

## 4.2.5 Community Engagement & Compliance

### POLICIES, ACTION PLANS AND INITIATIVES

#### Community Wellness

We recognize the importance of hydration as an important contributor to good health and aim to provide our bottled water to as many people as possible. With this in mind, we provide sponsorships and bottled water products for local sporting events, culinary and hospitality programs and fundraisers. As part of the associate experience, associates can provide input regarding the specific organizations that are dear to their heart which in turn guides our in-kind and financial donations.

#### Disaster Support

Recognizing that water is a lifeline in the aftermath of natural disasters, we regularly assist communities facing serious health threats due to a lack of clean, sanitary drinking water when the public water supply is contaminated or unreliable. Similarly, during the 2020 coronavirus pandemic, we donated water to medical centers, first responders and children's support homes, as well as supporting hospitality partners feeding frontline workers.



## 4.3 Committing to Ethical Practices

Our governance is based on our commitment to do the right thing – always. We value how we work, and we hold ourselves to the highest standards to provide better quality water. We have been integrating ESG principles into our risk management approaches for many years and we keep on accelerating our sustainable practices.

## 4.3.1 Business Ethics & Risk Management

### OUR APPROACH

We take a comprehensive approach to ethical business practices and compliance through One Primo Way. One Primo Way is our governing principle for advocating behavior of accountability and promoting transparency. It sets a series of objectives, including:

- Ensure compliance with local, state and federal regulatory requirements
- Advocate for legislation that helps us provide safe, quality and secure products
- Use our Code of Conduct as the ethical compass and a guide to decision-making across the organization

# 4.3.1 Business Ethics & Risk Management

## POLICIES, ACTION PLANS AND INITIATIVES

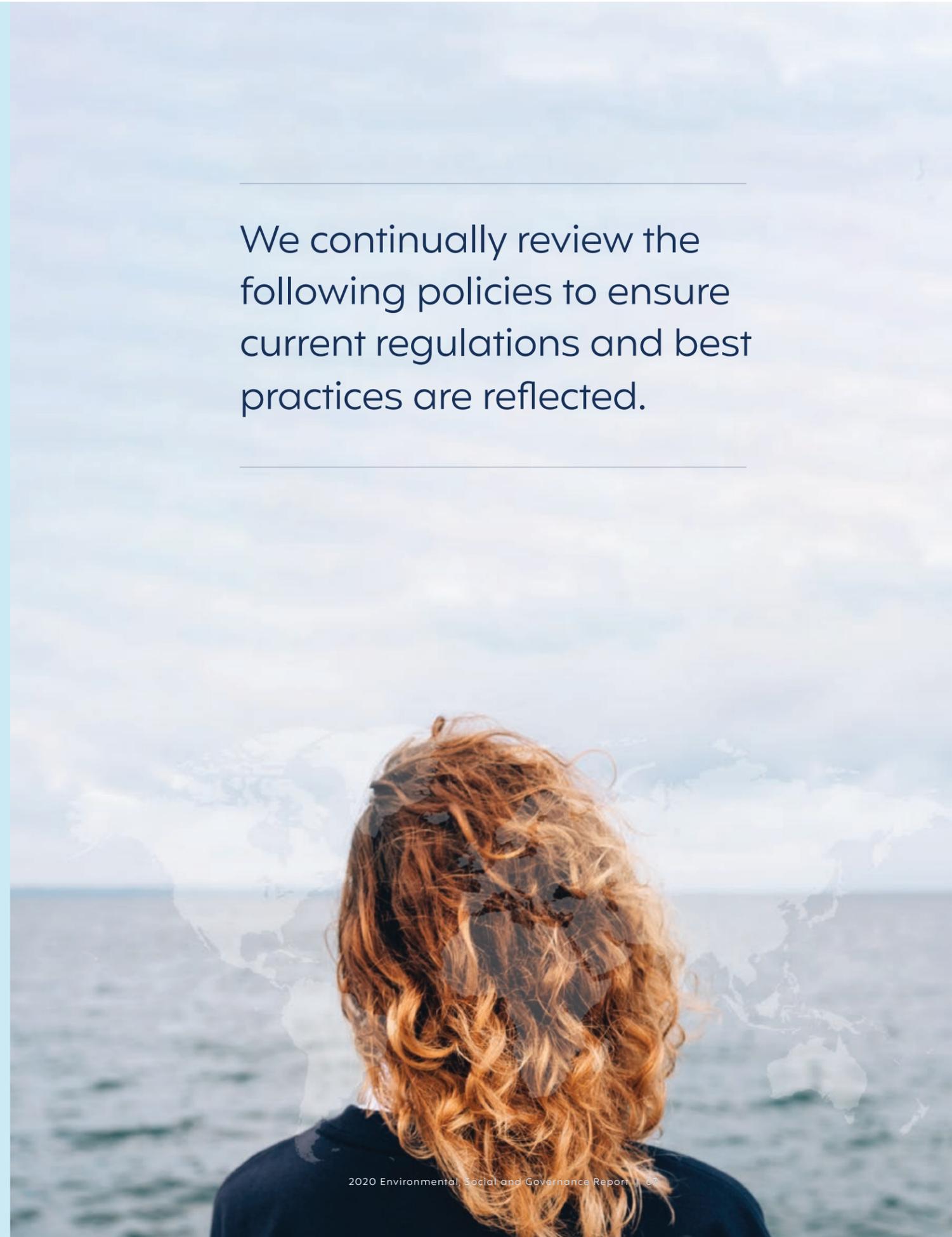
We have established a series of policies and guidelines for our associates and business partners to ensure we always engage in responsible practices. We continually review the following policies to ensure current regulations and best practices are reflected. The Food and Beverage industry is highly regulated, and we take responsibility in ensuring compliance with local, federal and international laws and regulations.



### POLICIES AND GUIDELINES

Code of Business Conduct and Ethics	<ul style="list-style-type: none"> <li>Equips all our associates and suppliers with practical directions on how to apply our purpose and values through their work. It provides guidance on complying with laws and regulations and the ethical standards expected.</li> <li>Covers topics related to ethics and compliance, including anti-corruption, fraud, confidential information, environmental compliance, intellectual property and social responsibility.</li> </ul>
Global Supplier Code of Business Conduct	<ul style="list-style-type: none"> <li>Ensures that all business is conducted in compliance with applicable law, clarifying expectations on topics including human rights, health and safety, environmental management and business integrity.</li> <li>Applies to all suppliers, vendors, contractors, consultants, agents and other providers of goods and services (collectively "Suppliers") who wish to conduct business with Primo entities globally.</li> </ul>
Code of Ethics for Senior Officers	<ul style="list-style-type: none"> <li>Deters wrongdoing and provides guidance to the Company's Senior Officers regarding ethical conduct, full, fair, accurate, timely and understandable disclosure in reports and documents, compliance with laws, internal reporting of violations of this Code, and accountability for adherence to this Code.</li> <li>Applies to the Chief Executive Officer, Chief Financial Officer, Chief Accounting Officer, and any other person who performs similar functions.</li> </ul>
Diversity Policy	<ul style="list-style-type: none"> <li>Defines the approach to diversity, particularly when identifying individuals to serve as members of the Board or senior management of the Company.</li> <li>Applies to Board and senior management levels and includes diversity in experience, gender, age, ethnicity, disability, expertise, and geography.</li> </ul>
Corporate Governance Guidelines	<ul style="list-style-type: none"> <li>Sets out the corporate governance guidelines to promote the effective functioning of the Board of Directors and its committees, to promote the interests of shareowners, and to establish a common set of expectations as to how the Board of Directors, its various committees, individual directors and management should perform their functions.</li> <li>Provides a flexible framework within which the Board of Directors may carry out these functions.</li> </ul>
Anti-bribery and Corruption Policy	<ul style="list-style-type: none"> <li>Outlines our position and responsibilities on bribery and corruption matters.</li> </ul>

We continually review the following policies to ensure current regulations and best practices are reflected.



# 4.3.1 Business Ethics & Risk Management

## POLICIES, ACTION PLANS AND INITIATIVES

### Risk Management

We have integrated ESG risks into our enterprise-wide risk management, or ERM system. As standard practice, the Board reviews enterprise risks bi-annually, and five times a year at each audit committee we identify, assess, manage and report on key risks to the organization. Our key risk factors are disclosed in Primo Water's Annual Report. In some instances, we perform additional risk analysis on ESG topics outside our ERM system, to facilitate a deeper understanding of our risk exposure. We are currently conducting a rigorous water risk study across our operations and are implementing practices to mitigate them.

### Business Continuity

We have created business continuity plans to identify and mitigate any potential impacts that could put our activities at risk should a business-interrupting event occur. We work with our crisis management teams at the enterprise level and in each of our businesses to include specific mitigation measures. In 2020 we updated our plans to include COVID-19 guidance to ensure the safety and well-being of our associates, customers, suppliers, and communities – including social distancing guidelines, staggered associate shifts, work from home options and providing personal protective equipment and cleaning supplies.

Our products and services were deemed essential and as a result, all our production sites continued operating during the COVID-19 pandemic. However, the efforts of our production, route operations and support functions were challenged at various times during the year due to pandemic-driven labor shortages. The COVID virus caused intermittent pockets of absenteeism which pressured our customer service metrics.

### Ethics Help Line

We are committed to establishing a culture that leaves no place for unethical misconduct, and we do not tolerate unfair treatment or retaliation. For this purpose, we have developed a web-based platform and a helpline for our associates to report any concerns regarding discrimination and harassment. Our human resources partners and our leaders are always available to all associates. Appropriate disciplinary actions, including termination of employment, will be taken in the event of violations of our Code of Business Conduct and Ethics.

### Training

We have put in place a compliance group in charge of coordinating online trainings on ethical matters for all business units. Training programs include modules on anti-monetary laundering (AML), anti-bribery and corruption (ABC), harassment prevention, human trafficking, human rights, and more.

### Product Safety & Quality

To make sure our water meets the highest quality standards, anything we produce in the United States is regularly tested either at our internal laboratories if capacity allows or by external testing companies. Our laboratories are certified to perform tests on water sources, refill stations/filtration equipment, and bottled water products. Tests routinely monitor our compliance with all applicable bottled water quality and safety regulations for both the United States and Europe operations.

Our United States operations are governed by the Food and Drug Administration (FDA) and our bottled water production plants are annually inspected by independent, third-party organizations. We also make sure to comply with state-level agencies that ensure safe and healthy water for consumers.

Our European division, Eden Springs, is a member of the Watercooler Europe (WE) organization, which promotes better practices for the industry. It provides us with information on technical, scientific and regulatory principles and trainings. It specifically offers guidelines for hygienic practices and proper sanitation procedures for consumer protection and to improve ethical practices in the water industry.

We are members of a variety of associations and take the responsibility of meeting standards towards increased product integrity. For our North American operations, this includes the FDA, WQA standards, and the IBWA's Code of Practice. Our European operations follow ISO certifications and the WE Code of Practice.



## 4.2.3 Business Ethics & Risk Management

### PERFORMANCE

KPI

2018

2019

2020

Number of inquiries, complaints, or issues received by the legal or compliance office

22

27

29

Amount of legal and regulatory fines and settlements associated with violations of bribery, corruption, or anti-competitive standards

NONE

NONE

NONE

## Appendix

### Forward-Looking Statements

Cautionary Note on Forward-Looking Statements: This report may include "forward-looking statements" within the meaning of the U.S. federal securities laws. Forward-looking statements are any statements other than statements of historical fact. Forward-looking statements represent our current views about possible future events. In making these statements, we rely upon assumptions and analysis based on our experience and perception of historical trends, current conditions and expected future developments, as well as other factors we consider appropriate under the circumstances. We believe these judgments are reasonable, but these statements are not guarantees of any future events or financial results, and our actual results may differ materially due to a variety of factors, many of which are described in our most recent Annual Report on Form 10-K and our other filings with the securities commissions. We caution readers not to place undue reliance on forward-looking statements. Forward-looking statements speak only as of the date they are made, and we undertake no obligation to update publicly or otherwise revise any forward-looking statements, whether as a result of new information, future events or other factors that affect the subject of these statements, except where we are expressly required to do so by law.



# Appendix

## ESG Data Tables

Data applies to our US, Canada, Europe and Israel operations combined, unless indicated otherwise.

SASB: CG-AM – Consumer Goods Appliance Manufacturing;  
SASB: FB-NB Food & Beverage Non-Alcoholic Beverages

GRI	SASB	METRIC	UNIT	2020	2019	2018
<b>Environment</b>						
	FB-NB-410a.1	Percentage of sales from reusable packaging	%	57%		
303-3-a	FB-NB-140a.1	Water withdrawal	m <sup>3</sup>	5,331,175.25		
		Renewable Groundwater	m <sup>3</sup>	2,084,666.64		
		Third party sources:	m <sup>3</sup>	3,246,508.61		
303-3-a	FB-NB-140a.1	Water efficiency (liters withdrawn/liters produced)	m <sup>3</sup>	1.59L		
		Number of AWS certified plants	#	2	0	0
303-3-b	FB-NB-140a.1	Water withdrawal from areas with water stress	m <sup>3</sup> %	70%		
305-1-a		Scope 1 GHG emissions	tCO <sub>2</sub> -e	164,905.4		
305-2-a		Scope 2 GHG emissions	tCO <sub>2</sub> -e			
		Location based total	tCO <sub>2</sub> -e	45,315.1		
		Market based total	tCO <sub>2</sub> -e	43,816.3		
305-2-a		Scope 3 GHG emissions	tCO <sub>2</sub> -e	110,552.6		
305-2-a		Total GHG emissions	tCO <sub>2</sub> -e			
		Location based total	tCO <sub>2</sub> -e	320,773		
		Market based total	tCO <sub>2</sub> -e	319,274		
<b>Social</b>						
102-8		Total number of full-time and part-time employees <sup>7</sup>	#			
		Total full-time employees	#	8,539	8,539	8,539
		Total part-time employees	#	44	60	36
102-8		Number of permanent employees	#	8,583	9,142	8,920
401-1-b		Employee turnover rate	Rate			
		Voluntary	Rate	16%	22%	23%
		Involuntary	Rate	21%	9%	10%

<sup>7</sup> Breakdown is unavailable for Europe and Israel and were therefore assumed full time employees

GRI	SASB	METRIC	UNIT	2020	2019	2018
102-41		Percentage of total employees covered by collective bargaining agreements <sup>8</sup>	%			
		Non-Unionized employees	%	93%	93%	92%
		Unionized employees	%	7%	7%	8%
403-9		Fatalities	#	0	0	0
		Lost time injury frequency rate (LTIF) (employees and contractors) <sup>9</sup>	Rate	10.1	11.7	
403-9		Total recordable injury frequency rate (TRIF) (employees and contractors) <sup>10</sup>	Rate	6.3	6.9	8.5
405-1-a-i		Percentage of individuals in each of the following diversity categories i. Gender <sup>11</sup>	%			
		Female	%	15.2%	15.7%	16.1%
		Male	%	84.8%	84.2%	83.9%
		Not specified	%	0%	0.1%	0.1%
405-1-a-ii		ii. Age group <sup>12</sup>	%			
		Under 30	%	14.7%	16.2%	15.9%
		30-50	%	50.8%	51.0%	51.8%
		Over 50	%	34.5%	32.8%	32.2%
405-1-a-iii		iii. Other indicators of diversity where relevant <sup>13</sup>	%			
		White	%	49.0%	48.2%	50.4%
		Hispanic	%	25.2%	24.9%	23.9%
		Black/AA	%	19.7%	21.3%	20.2%
		Asian	%	2.4%	2.4%	2.3%
		HI/Pac Isl	%	2.3%	0.4%	0.5%
		Am Ind/Alskn	%	0.5%	0.4%	0.3%
		Two or more	%	2.3%	2.2%	1.9%
		Not specified	%	0.2%	0.2%	0.5%

<sup>8</sup> Applies to US and Canada (CBA data for Europe and Israel not available)

<sup>9</sup> Applies to Europe

<sup>10</sup> Applies to US and Canada

<sup>11</sup> Applies to US and Canada

<sup>12</sup> Applies to US and Canada

<sup>13</sup> Applies to US

# Appendix

## ESG Data Tables

SASB: CG-AM – Consumer Goods Appliance Manufacturing;  
SASB: FB-NB Food & Beverage Non-Alcoholic Beverages

GRI	SASB	METRIC	UNIT	2020	2019	2018
414-2-a	FB-NB-430a.1	Suppliers committed to the Supplier Code of Conduct	%	0	0	0
		Number of supplier audits completed	#	0	0	0
201-1-a-ii		Community investment (cash contributions; staff time; in-kind contributions; management costs)	\$	95,974	128,782	130,199
<b>Economic</b>						
102-7-a-ii	FB-NB-000 B	Scale of the organization, including: i. total number of operations;	#	363	369	355
102-7-a-iii		ii. net sales/revenues from continuing operations;	\$	1.953 billion	1.795 billion	1.791 billion
102-7-a-v	FB-NB-000.A	iii. gallons of water sold	gallons	978 million	950 million	N/A
<b>Governance</b>						
102-22		Board diversity (percentage of women)	%	25%	20%	20%
102-22		Board independence (percentage of independent directors)	%	75%	80%	80%
102-22		Board tenure	#	9.6	10.4	9.4
409-1		Number of inquiries, complaints, or issues received by the legal or compliance office	#	29	27	22
409-1		Amount of legal and regulatory fines, and settlements associated with violations of bribery, corruption, or anti-competitive standards	#	None	None	None
	CG-AM-250a.3	Total amount of monetary losses because of legal proceedings associated with product safety	\$	0	0	\$31.6M

GRI	SASB	METRIC	UNIT	2020	2019	2018
	FB-NB-270a.1	Percentage of advertising impressions made on children and made on children promoting products that meet dietary guidelines	#	0	0	0
	FB-NB-270a.2	Revenue from products labeled as containing genetically modified organisms (GMOs) and non-GMO	\$	0	0	0
	FB-NB-270a.3	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	#	0	0	0
	FB-NB-270a.4	Total amount of monetary losses because of legal proceedings associated with marketing and/or labeling processes	\$	0	0	0

# Appendix

## SASB index

SASB: CG-AM – Consumer Goods Appliance Manufacturing;  
 SASB: FB-NB Food & Beverage Non-Alcoholic Beverages

CODE	ACCOUNTING METRIC	LOCATION
<b>Non-Alcoholic Beverage</b>		
<b>Water Management</b>		
FB-NB-140a.1	(1) Total water withdrawn (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	4.1.2 Water Stewardship (19), Data tables (40)
FB-NB-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	4.1.2 Water Stewardship (20)
<b>Packaging Lifecycle Management</b>		
FB-NB-410a.1	(3) Percentage of packaging that is recyclable, reusable, and/or compostable	4.1.3 Packaging and Waste Management (22), Data tables (40)
FB-NB-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	4.1.3 Packaging and Waste Management (23)
<b>Environmental &amp; Social Impacts of Ingredient Supply Chain</b>		
FB-NB-430a.1	Suppliers' social and environmental responsibility audit	4.2.4 Responsible Supply Chain (33), 4.3.1 Business Ethics & Risk Management (35), Data tables (44)
<b>ACTIVITY METRIC</b>		
FB-NB-000.A	Volume of products sold	Data tables (44)
FB-NB-000 B	Number of production facilities	Data tables (44)

CODE	ACCOUNTING METRIC	LOCATION
<b>Appliance Manufacturing</b>		
<b>Product Safety</b>		
CG-AM-250a.1	Discussion of process to identify and manage safety risks associated with the use of its products	4.3.1 Business Ethics & Risk Management (37)
CG-AM-250a.3	Total amount of monetary losses because of legal proceedings associated with product safety	4.3.1 Business Ethics & Risk Management (38), Data table (46)
<b>ACTIVITY METRIC</b>		
CG-AM-000.A	Annual production	Primo sells water dispensers but is not directly engaged in the production of appliances. Production is subcontracted out.

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