



**KOPPERS**

**2023  
SUSTAINABILITY  
REPORT**



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# Letter from Chief Executive Officer

If any words best describe Koppers, they may be durability and resilience. As with any complex business like ours, short-term ups-and-downs like inflation, supply chain shortages, and the ripple effects of geopolitical conflicts always present themselves, and we remain equipped to handle them successfully, as we have over our organization's lifetime.

At the same time, we devote sizeable time and resources toward addressing more long-term issues. These include tangible actions to mitigate our impact on climate change, ensuring the health and safety of our employees and communities, and achieving an increasingly circular basis of operations by minimizing or eliminating waste through innovative end-of-life solutions.

Prioritizing a future-focused approach to success, rooted in our values of People, Planet and Performance, best positions Koppers to continue attracting and retaining top talent, operating responsibly, and supporting the evolving needs of our customers, ultimately creating a competitive advantage benefiting all our stakeholders.

For these reasons and more, we proudly share our 2023 Sustainability Report, detailing the daily work we do to bring our values to life. Some key highlights from the year include:

- Accomplishing our goal of a 50% reduction in Scope 1 and Scope 2 greenhouse gas emissions (GHG) seven years ahead of schedule
- Achieving our lowest Total Recordable Injury Rate (2.73) since 2018
- Attaining rising employee engagement survey result scores, recommending Koppers as a great place to work and underscoring the satisfaction of employees

- Becoming the first company to introduce penflufen to the U.S. wood treatment market through a new patented wood treatment product, MicroPro® XPS.

What's more, our employees' hard work received important external recognition in the following ways:

- Earning a feature in *The Wall Street Journal* for critical contributions to infrastructure-related projects driven by growing energy demands
- Being named to *USA Today's* America's Climate Leaders list, recognizing efforts to reduce greenhouse gas emissions
- Being cited in *Newsweek's* list of America's Most Responsible Companies for the fourth consecutive year

Looking ahead, our efforts continue to accelerate. We are setting new GHG reduction goals; finding new ways to engage our employees and enable our customers with more innovative, sustainable, and circular solutions; and further integrating sustainability into our long-term business strategy and risk management planning. The combined impact of these efforts draws on our legacy of durability and resilience to successfully and responsibly carry our business far into the future.

Thank you for your interest in Koppers - we hope you enjoy reviewing our progress in this report.

Sincerely,

**Leroy Ball**, Chief Executive Officer





# Letter from Chief Sustainability Officer

It would be easy to think of sustainability in general terms as an aspirational concept, but after more than two decades at Koppers, it comes as no surprise to me that this company – and its people all over the world – have truly taken sustainability to heart.

The human element makes a sustainability culture real, and the people of Koppers demonstrated that again in 2023. This report offers page after page of proof that we are making strides across the organization to produce tangible, significant, and increasingly impressive results.

These efforts continue to grow in importance as we prepare Koppers for emerging sustainability topics, new reporting frameworks, and compliance with expanding domestic and international regulations. A priority for 2024 includes getting ready to fully and accurately comply with additional reporting requirements for IFRS S2 (International Financial Reporting Standards) and the EU CSRD (Corporate Sustainability Reporting Directive).

While many things change, Koppers remains rooted in the belief that sustainability exists at the intersection of People, Planet and Performance. This approach becomes real as we infuse sustainability efforts into our corporate strategy and planning processes, integrating sustainability and enterprise risk management (ERM). In 2023, results of these initiatives include:

- Elevating sustainability with our Board of Directors and Leadership Council, who approved an updated set of Sustainability Strategic Goals

- Refreshing our Sustainability Plan and internal Key Performance Indicators
- Updating our materiality assessment, in accordance with new 2021 GRI standards, including industry analysis and benchmarking, interviews of key stakeholders, and surveys on current and potential sustainability impacts.
- Revising internal governance structure to enable better action and ownership of goals and KPIs
- Publishing our first Task Force on Climate-Related Financial Disclosures (TCFD) report in 2023
- Meeting our 2030 greenhouse gas reduction goals seven years early

The work of sustainability never stops – and we look forward to the many opportunities to perform even better in the months and years ahead.

We take pride in sharing specifics of our ongoing progress in this 2023 Sustainability Report. Please let us know of any ideas on how we can improve further by contacting us at [sustainability@koppers.com](mailto:sustainability@koppers.com).

Sincerely,

**Leslie Hyde**, Chief Sustainability Officer

**2,500 hours**

Spent by Koppers employees volunteering at 70+ community events. →



Required mental health training for all people managers in the U.S. and Australia. →

**2.73**

Achieved our lowest Total Recordable Injury Rate (TRIR) since 2018. →

**80%**

of employees said they are happy working at Koppers. →



Leadership approved the addition of a Sustainability Assessment section in all new capital expenditure applications starting in 2024. →



Published our inaugural Task Force on Climate-Related Financial Disclosures (TCFD) Report. →

**↓ 54%**

Reduction in absolute Scope 1 & 2 greenhouse gas emissions since 2007 baseline, meeting our goal seven years ahead of schedule. →





Koppers was named to Newsweek's list of America's Most Responsible Companies for the fourth consecutive year. →

Koppers was named to USA Today's America's Climate Leaders list, which recognizes companies' efforts to reduce greenhouse gas emissions. →



Koppers ranked No. 8 among mid-size companies in the Pittsburgh Post-Gazette's list of Top Workplaces. →



## THE WALL STREET JOURNAL.

Koppers UIP business segment was featured in The Wall Street Journal for its critical contributions to infrastructure-related projects driven by clean energy initiatives. →

## ecovadis

Achieved a 9-point increase in EcoVadis score.



Leigh Ann Richardson from Griffin, GA, was honored with a MAKE award by The Manufacturing Institute. This award recognizes women in STEM and production careers who exemplify leadership in their companies. →



## Greentown Labs

Koppers became a corporate partner of Greentown Labs, the largest climate tech incubator in North America, focused on catalyzing climate solutions. →

# About Koppers

At Koppers, we are transforming global infrastructure the right way, together. As a vertically integrated provider of essential treated wood products, wood preservation technologies, and carbon compounds, our products and services are primarily used to extend the life of railroad crossties, utility poles, and outdoor wooden structures and are critical production feedstocks for essential products like aluminum and rubber. We take pride in the critical role Koppers plays in everyday life to enable the safe transport of people and goods, keep power flowing, and create outdoor spaces of enjoyment.

Driven by our purpose of **Protecting What Matters and Preserving The Future**, we achieve success by maintaining a powerful commitment to the people we serve, the planet we share, and the performance of our industry-leading products and services. Our commitments to Sustainability and Zero Harm influence everything we do - from the products we provide to our customers to the strategies we employ daily within our operations.

For more information about Koppers, visit our [website](#) and our [Annual Report](#).



## MISSION:

**To create safe and environmentally responsible products and solutions that solve our customers' most important challenges and result in superior performance for shareholders.**

## VISION:

**To be recognized as the standard bearer for safely delivering customer-focused solutions primarily through the development and application of technologies to enhance wood.**

## VALUES:

- **We Value People:** At Koppers, how you treat people matters.
- **We Value the Planet:** At Koppers, taking care of our planet matters.
- **We Value Performance:** At Koppers, results matter.



## Our Businesses



*Our business units are vertically integrated, allowing for surety of certain raw materials, value-chain flexibility and the ability to minimize waste.*



### RAILROAD AND UTILITY PRODUCTS AND SERVICES (RUPS)

At Koppers, we help build and preserve critical railroad infrastructure for safe and efficient transportation of goods and people around the globe. Our comprehensive lifecycle management approach begins with sustainable sourcing and includes treating wood rail products, producing rail accessories, providing bridge repair services, and offering environmentally friendly solutions for end-of-life crossties. Koppers also plays an integral role in maintaining society's electrical grid by manufacturing pressure-treated wood utility poles and crossarms and conducting pole inspection and maintenance, as well as offering critical storm response services. Additionally, we have expertise in structural wood pilings used in deep foundation systems, along with heavy civil and marine construction projects.



### PERFORMANCE CHEMICALS (PC)

Koppers is the global leader in the development of progressive wood preservative systems and technologies that extend the life and durability of wood. Koppers provides wood preservatives, fire retardants, chemical engineering services, and technical guidance, all bolstered by a world-class Research & Development team. We're proud of the role our products play in preserving and enhancing the beauty and performance of wood used in residential decking, fencing and construction, commercial construction, utility poles, and agricultural and marine applications.



### CARBON MATERIALS AND CHEMICALS (CMC)

Koppers upcycles waste streams generated from other industries into critical production feedstocks and manufactures inputs for essential, everyday products around the globe. Our products support the production of aluminum, steel, plastics, resins, treated wood, rubber, and more. As the global demand for specialty carbon products and services expands, our expert technical team continues to develop innovative new products and enhanced coating solutions.



# Sustainability Governance

This reporting period marked the first full year of implementing our Sustainability Governance Structure composed of the Sustainability Steering Committee, Sustainability Sub-Committees, and Functional Area Sustainability Tactical (FAST) Teams. This structure ensures that responsibility for sustainability efforts is owned by all employees across the company with frequent and disciplined leadership and subject matter expert (SME) oversight.

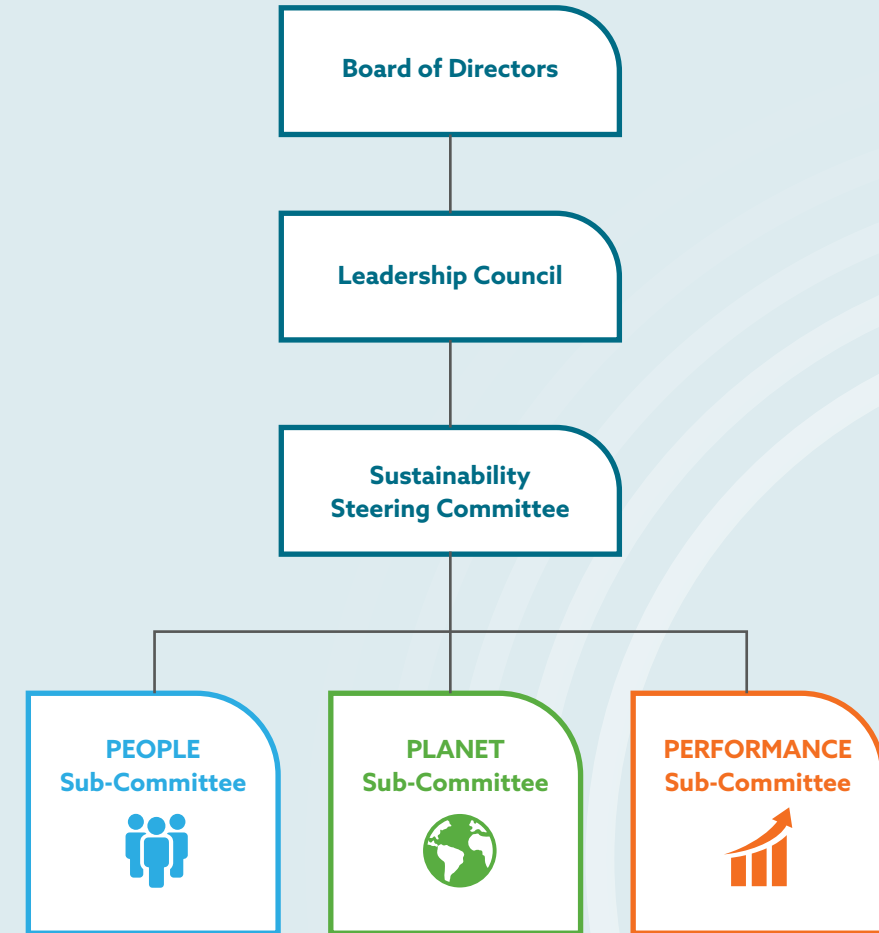
Our Chief Sustainability Officer, a member of Koppers Leadership Council, is responsible for driving global sustainability initiatives while advancing the company's strategic vision.

**Koppers FAST Teams** are responsible for maintaining focus on their respective material topics and Sustainability Plan goals, with frontline managers engaged in new initiatives and tracking progress through key performance indicators (KPIs) and metrics.

Each of our organizational values – People, Planet and Performance – has a corresponding **Sustainability Sub-Committee**, bringing together the relevant FAST Team representatives with appointed Sub-Committee team leads, who are members of the Leadership Council. Sub-Committee team leads serve as liaisons between their respective Sub-Committees, the Sustainability Steering Committee, and the Leadership Council.

The Koppers Sustainability Steering Committee is a cross-functional team of leaders tasked with guiding and supporting the overarching intentions and efforts within the Sustainability Plan.

Our **Board of Directors** has a Sustainability Committee that provides oversight of our Sustainability Programs.



## Sustainability Plan

The Koppers Sustainability Plan has been the guiding force for our sustainability efforts in 2023, driven by our seven strategic goals. The Plan outlines action items to be completed to meet our Sustainability Goals and is supplemented with descriptions and metrics to ensure the actions are being carried out effectively. This report details the progress we have made to date and the work we have outlined for 2024 and beyond as we continue to embed sustainability across our global operations.

## Zero Harm

At the core of our culture, across all levels of our company, is a dedication to placing the health, safety, and well-being of our people, environment, and communities first in everything we do. From the executive level to frontline employees, our Zero Harm commitment extends across all operations and serves as the foundation for how we operate. We owe it to ourselves, our families, and our world to do all we can to **Protect What Matters and Preserve The Future.**



## United Nations Sustainable Development Goals (SDGs)

The SDGs are a set of 17 goals designed as a blueprint for achieving a sustainable future for all. While the goals were set to meet global challenges, the private sector has a responsibility to align its efforts with these objectives.

Koppers is committed to doing our part to contribute to the SDGs and has taken time to determine the areas where we can have the most impact.

# SUSTAINABLE DEVELOPMENT GOALS

<p>3 GOOD HEALTH AND WELL-BEING</p>	Good Health and Well-Being
<p>4 QUALITY EDUCATION</p>	Quality Education
<p>5 GENDER EQUALITY</p>	Gender Equality
<p>7 AFFORDABLE AND CLEAN ENERGY</p>	Affordable and Clean Energy
<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	Decent Work and Economic Growth
<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	Responsible Consumption and Production
<p>13 CLIMATE ACTION</p>	Climate Action
<p>15 LIFE ON LAND</p>	Life on Land

# About this Report

**We are proud to present our 2023 Sustainability Report. This annual report showcases our progress on our Sustainability Plan and the near-term objectives that drive us toward achieving our long-term goals. Our report is organized first by Koppers values: People, Planet and Performance; then by the strategic goals within those values.**

Koppers Holdings Inc. has reported in accordance with the GRI Standards for the period January 1, 2023 – December 31, 2023, and includes additional disclosures for the Sustainability Accounting Standards Board (SASB) and United Nations Sustainable Development Goals (SDG) reporting frameworks. Questions and comments can be directed to Leslie Hyde, Chief Sustainability Officer, at [sustainability@koppers.com](mailto:sustainability@koppers.com).

## Additional Reporting

In 2023, we published our inaugural Task Force on Climate-Related Financial Disclosures (TCFD) Report. The process we underwent to create the report was a valuable experience for Koppers, as it allowed us to identify additional opportunities to strengthen our climate strategy, which sits within our larger Sustainability Program. You can read more about it in the Climate Change Mitigation and Adaptation section of this report.



In 2024, a priority in this area will be understanding the new sustainability reporting requirements for IFRS (International Financial Reporting Standards) and the EU CSRD (Corporate Sustainability Reporting Directive). Beginning in 2025, Koppers plans to adopt the IFRS S2 reporting framework, which incorporates the recommended disclosures from TCFD plus additional climate-related disclosures.

## Material Topics and Strategic Goals

Throughout this report, materiality is defined as the effect an organization has on the economy, the environment, and on society, which in turn can indicate its contribution (positive or negative) toward sustainable development.

In 2023, we conducted an updated materiality assessment in accordance with the updated 2021 GRI standards. The materiality refresh consisted of an industry analysis and benchmarking exercise, interviews of key stakeholders across the company, and follow-up opinion surveys to capture the current and potential impacts Koppers has across the sustainability landscape. We also used our Enterprise Risk Management process and community engagement efforts to inform the criticality of these topics for internal prioritization.

To ensure a focused effort and meaningful reporting, our updated material topics have been aligned with our Sustainability Plan.



## Material Topics

### PEOPLE

#### Employee Recruitment, Retention, and Experience →

- **Strategic Goal #1: Provide secure and meaningful work to a diverse team of employees who feel engaged, included, and valued.**
  - **Related Topics:** recruitment and retention efforts; inclusion and diversity; benefits, programs and policies; training and education; employee engagement

#### Health, Safety, and Wellness →

- **Strategic Goal #2: Advance Zero Harm culture that places the care and protection of employees, community, and environment first.**
  - **Related Topics:** occupational health and safety; process safety; employee wellness

#### Local Community →

- **Strategic Goal #3: Help build strong communities.**
  - **Related Topics:** community involvement; charitable giving; volunteerism

### PLANET

#### Climate Change Mitigation and Adaptation →

- **Strategic Goal #4: Decrease impacts to global climate change and decrease the risk of climate change impacts throughout our operations.**
  - **Related Topics:** energy consumption; greenhouse gas emissions; climate risk

#### Environmental Performance and Compliance →

- **Strategic Goal #5: Eliminate waste from our operations.**
  - **Related Topics:** waste; water; air emissions



### PERFORMANCE

#### Product and Supply Chain Responsibility →

- **Strategic Goal #6: Maximize value and reduce risk to stakeholders by operating profitably, transparently, sustainably, and with integrity.**
  - **Related Topics:** product stewardship; product sustainability; supply chain sustainability; supplier diversity

#### Innovation →

- **Strategic Goal #7: Invest in the future through innovation in new products, processes, and technologies that provide sustainable solutions.**
  - **Related Topics:** circularity; innovative products and processes; partnerships

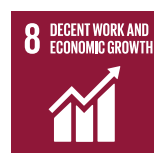
#### Integrated Governance →

- **Strategic Goal #8: Maximize value and reduce risk to stakeholders by operating profitably, transparently, sustainably, and with integrity.**
  - **Related Topics:** governance oversight and leadership; management systems; transparency; data privacy and security; risk management

# PEOPLE

**WE VALUE PEOPLE:**  
At Koppers, how you treat people matters.

**At Koppers, we know that our people are our greatest asset.** The strategic and supporting goals in this section were established to solidify our commitment to our employees and the communities in which we live and work. Goals 1 and 3 are overseen by our Vice President of Culture & Engagement, who is responsible for leading all aspects of driving the organization’s people-first culture by ensuring the recruitment, development, and retention of top talent, as well as advancing the organization’s inclusion and diversity efforts, and finding new ways to enhance overall employee experience. Goal 2 is managed by our Vice President of Zero Harm, who is responsible for ensuring that the care and protection of our employees, environment, and communities comes first in all thoughts, plans, and actions. For more information on our Sustainability Governance structure, refer to [page 9](#).



## STRATEGIC GOAL 1:

### KEY PERFORMANCE INDICATOR HIGHLIGHTS:

**160**

employees enrolled in and completed Koppers College programs OR received educational assistance

**80%**

of employees said they are happy working at Koppers

**29%**

of employees are participating in Wellness Programs

## Provide secure and meaningful work to a diverse team of employees who feel engaged, included, and valued.

This goal is managed by a group of subject matter experts (SMEs) across our Culture & Engagement team, including our Director of Talent, our Inclusion and Diversity Program Manager, and our Director of Compensation, Benefits, and HRIS (Human Resource Information System).

- **SUPPORTING GOAL 1.1** Provide all employees with opportunities for career growth and continuing education
- **SUPPORTING GOAL 1.2** Improve diverse hiring by partnering with Minority Serving Institutions (MSIs) and colleges
- **SUPPORTING GOAL 1.3** Establish a structure for an environment that is supportive of all identities
- **SUPPORTING GOAL 1.4** Research DEI goals, programs, and metrics for the future
- **SUPPORTING GOAL 1.5** Get recognition for our Sustainability Programs
- **SUPPORTING GOAL 1.6** Implement wellness programs across the globe

## STRATEGIC GOAL 2:

### KEY PERFORMANCE INDICATOR HIGHLIGHTS:

**2.73**

Total Recordable Incident Rate, our lowest since 2018

**0**

fatalities and Tier 1 process safety incidents

**100%**

of operating locations received Zero Harm Training

## Advance Zero Harm culture that places the care and protection of employees, community, and environment first.

This goal is managed by members of our Zero Harm teams, including our Vice President of Zero Harm and our Director of Global Safety and Health.

- **SUPPORTING GOAL 2.1** Reduce the number and severity of Koppers road accidents year over year
- **SUPPORTING GOAL 2.2** Implement Zero Harm 2.0 strategy and initiatives
- **SUPPORTING GOAL 2.3** Improve railcar fleet safety
- **SUPPORTING GOAL 2.4** Reduce process safety incidents across global operations

## STRATEGIC GOAL 3:

### KEY PERFORMANCE INDICATOR HIGHLIGHTS:

**3**

additional Community Advisory Panels (CAPs) implemented at facilities in the U.S.

**2,500+**

hours of volunteer service

**73** community events

## Help build strong communities.

This goal is managed by members of our External Relations team, including our Vice President of External Relations and our Corporate Communications team.

- **SUPPORTING GOAL 3.1** Create a community engagement mechanism at all facilities
- **SUPPORTING GOAL 3.2** Increase volunteerism





# Employee Recruitment, Retention, and Experience

**STRATEGIC GOAL 1:** Provide secure and meaningful work to a diverse team of employees who feel engaged, included, and valued.

## Training and Education

The Koppers College Program has been a cornerstone initiative of continuing education for our employees since 2021. The program, which is organized in partnership with Robert Morris University, offers various courses and development tracks for employees at all levels of the organization. In 2023, Koppers College continued to gain momentum, launching an online resource platform, rolling out two new programs, and celebrating more than 100 total graduates in this year's cohort.



### Koppers College Programs

- **Koppers Business Degree:** Intended for employees with a high school education and designed to enhance skills on leadership, organizational behavior, conflict management, and core business skills.
- **Foundations of Leadership:** Intended for employees with a college degree who want to enhance their leadership skills through courses on leadership, organizational behavior, and conflict management.

- **Leadership in Action:** Led by both Koppers employees and Robert Morris University (RMU) faculty, this is the next step up from Foundations of Leadership in leadership development
- **Koppers Leadership Forum:** An in-person program that includes a series of four customized modules designed to provide development around personal, group, and organizational leadership
- **Emerging Leaders (New):** Created with the intention to develop employee networks and foster a better understanding of business concepts such as financial acumen and how the company operates
- **Women in Leadership (New):** Offers courses and guidance for female identifying employees at all levels of the organization on topics that build skills for self-confidence, career advancement, and network-building

	2023	2022	2021
Average hours of training per employee*	40	35	35
Employees enrolled and completed Koppers College Programs	147	96	92

\*Includes all training programs





## Employee Engagement

Each year, we conduct a global Employee Engagement Survey to measure progress on employee engagement and satisfaction, inform decisions through our action planning process, and drive continuous improvement across the company.

Year-over-year improvements in positive responses represent Koppers effort to provide secure and meaningful work to a diverse team of employees who feel engaged, included, and valued.

Employee engagement is a key factor in improving employee retention. Turnover rates in the manufacturing industry are often high due to the physically demanding nature of these jobs. Koppers is no exception to this industry trend; however, we are actively taking steps to improve our retention rates through our Zero Harm initiatives and employee engagement efforts.

Our highest turnover is among newly hired employees who have worked with us for less than one year. As Koppers employees' tenure increases, the more motivated they become to continue working with us, a testament to our ongoing efforts to ensure our people feel engaged and valued. To improve retention among first-year employees, we are reviewing our training and onboarding processes.

EMPLOYEE ENGAGEMENT SURVEY RESULTS	2023	2022	2021
Employees said they would recommend Koppers as a place to work	78%	75%	74%
Employees said they are happy working at Koppers	80%	77%	76%
Favorable Responses	79%	77%	73%
Neutral Responses	16%	18%	20%
Unfavorable Responses	5%	5%	7%

RETENTION RATES		2023
Race/Ethnicity	Minority/Vulnerable Populations	71%
	Non-minority/Non-vulnerable Populations	75%
Years of Service	10+ years	95%
	5+ to 10 Years	86%
	3+ to 5 Years	82%
	1+ to 3 Years	80%
	0 to 1 Year*	61%
Average		73%

\*We report retention starting after the first 90 days. New hire turnover in the first 90 days is > 100% for hourly employees.

		NUMBER OF NEW HIRES		
		2023	2022	2021
Gender	Male	284	328	434
	Female	40	57	54
	Undisclosed	27	16	22
Age	<30	151	143	204
	30-50	168	193	222
	>50	32	65	84
Region	U.S.	306	346	450
	Global*	18	55	60

		% TURNOVER		
		2023	2022	2021
Gender	Male	30%	28%	25%
	Female	15%	20%	15%
	Undisclosed	36%	0%	20%
Age	<30	64%	61%	60%
	30-50	26%	26%	23%
	>50	14%	16%	14%
Region	U.S.	31%	29%	26%
	Global*	16%	18%	17%

\*Our Global data includes all locations where Koppers operates outside of the U.S.





## Inclusion and Diversity

To demonstrate our commitment to inclusion and diversity (I&D), Koppers has hired an Inclusion and Diversity Program Manager to lead efforts to fully embed I&D knowledge and practices into our organizational culture.

We have developed an I&D Steering Committee that includes representation from the U.S., Australia, Canada, and Denmark and is diverse across characteristics of gender, race, age, sexual orientation, career level, and ability. The Committee created a governance charter and sought to measure actions through inclusivity and intersectionality. It also created our new I&D Roadmap, with approval from the Leadership Council. To accomplish these roadmap goals, five project teams were created.

### Communications/Awareness

- Began creating changemaker spotlights and recognition graphics

### Policy Review

Our policy review team conducted an intersectional review to identify potential disproportionate effects on marginalized groups and developed changes, including:

- Obtaining equal status in the Bereavement Policy for non-blood relatives who have a familial relationship with the bereaved similar to a blood relative
- Adding a clause to the Dress Code stating Koppers will not unreasonably restrict personal expression; we also removed gendered language and codified allowing religious garb and headwear in the workplace
- For each policy review and revision, we have added a step to assess any impacts specific to marginalized groups to ensure each proposed change can be as inclusive as possible

### Frontline Worker Participation

- This team began gathering information and feedback from corporate and frontline stakeholders to start designing a solution that will allow our frontline workforce to connect to each other and the company culture in a more meaningful and viable way
- This project will continue into 2024, and we expect to share the results in next year's Sustainability Report

### Inclusive Language

- The Inclusive Language Team drafted an Inclusive Language Guide to establish norms for written and verbal communication across the company

### Employee Resource Groups

- Designed a comprehensive ecosystem and governance structure for a refreshed Employee Resource Group (ERG) program that launched in early 2024
- Emphasized intergroup collaboration and intersectionality in program design to ensure longevity and inclusivity



### Other Notable 2023 Successes in I&D

- Partnered with Koppers College to plan future offerings of adult literacy education, English as a Second Language (ESL), courses and a General Education Degree (GED) program
- Offered three company-wide I&D information sessions to provide transparency around I&D activities
- Conducted site visits to begin frontline listening sessions and embed I&D mission and objectives in plant operations and culture
- Developed and launched the first-ever Koppers Juneteenth panel event with partner Vibrant Pittsburgh
- Conducted a panel on inclusivity at Koppers Global Leadership Conference
- Implemented a company-wide Narcan program to provide onsite opioid overdose protection; harm and stigma reduction is an essential part of equity and inclusion, and rolling this out with Zero Harm showcases how I&D and Zero Harm intersect

We have several commitments for 2024 and beyond to further our I&D progress. These include the launch and expansion of our ERG program, piloting the Frontline Worker Participation program, designing and launching training on inclusive management, inclusive behaviors, and other topics for employees from entry level to leadership, and identifying benchmarks and indices to measure and report on our I&D goals and progress.



## WORKFORCE DEMOGRAPHICS

KOPPERS HEADCOUNT		2023	2022	2021
<b>Full Time</b>	Australia/New Zealand	181	190	188
	Europe	149	148	154
	North America	1,707	1,715	1,674
	Total - Male	1,666	1,700	1,681
	Total - Female	304	306	282
	Total - Undisclosed Gender	67	77	72
<b>Part Time</b>	Australia/New Zealand	19	7	NR
	Europe	7	5	NR
	North America	13	12	NR
	Total - Male	10	15	16
	Total - Female	15	9	19
	Total - Undisclosed Gender	14	0	4
<b>Temporary</b>	Australia/New Zealand	16	0	13
	Europe	0	1	1
	North America	9	1	12
	Total - Male	10	2	10
	Total - Female	4	0	12
	Total - Undisclosed Gender	11	0	4

NR = Not Reported

## EMPLOYEES

		2023	2022	2021
<b>Gender</b>	Females	15%	15%	14%
	Males	81%	81%	82%
	Undisclosed	4%	4%	4%
<b>Race/Ethnicity</b>	American Indian or Alaska Native (Not Hispanic or Latino)	<1%	<1%	<1%
	Asian (Not Hispanic or Latino)	1%	1%	1%
	Black or African American (Not Hispanic or Latino)	20%	17%	15%
	Hispanic or Latino (United States of America)	5%	3%	4%
	Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)	<1%	<1%	<1%
	Two or More Races (Not Hispanic or Latino)	<1%	<1%	<1%
	White (Not Hispanic or Latino)	53%	54%	54%
	Undisclosed	12%	13%	16%
<b>Age</b>	Non-US Employees	10%	12%	10%
	<30 Years Old	18%	17%	16%
	30-50 Years Old	45%	44%	44%
>50 Years Old	37%	39%	40%	

Due to rounding, some groupings may not total to 100%. Due to data privacy standards, Race/Ethnicity data is only tracked in the U.S.



# 80%

of employees said they are happy working at Koppers



## MANAGEMENT\*

		2023	2022	2021
<b>Gender</b>	Males	82%	81%	82%
	Females	18%	16%	14%
	Undisclosed	<1%	4%	4%
<b>Race/Ethnicity</b>	American Indian or Alaska Native (Not Hispanic or Latino)	<1%	<1%	<1%
	Asian (Not Hispanic or Latino)	3%	2%	2%
	Black or African American (Not Hispanic or Latino)	6%	6%	5%
	Hispanic or Latino (United States of America)	1%	2%	2%
	Two or More Races (Not Hispanic or Latino)	<1%	<1%	<1%
	White (Not Hispanic or Latino)	68%	64%	64%
	Undisclosed	9%	14%	14%
	Non-US Employees	10%	10%	12%
<b>Age</b>	<30 Years Old	6%	7%	8%
	30-50 Years Old	49%	47%	45%
	>50 Years Old	45%	46%	47%

Due to rounding, some groupings may not total to 100%. Due to data privacy standards, Race/Ethnicity data is only tracked in the U.S.

\*Management is defined as employees with a management level of Chief Executive Officer, Senior Vice President, Vice President, Director, Senior Operations Manager, Operations Manager, Manager, Plant Manager, Assistant Plant Manager, Office Manager, or Supervisory.

## BOARD OF DIRECTORS

		2023	2022	2021
<b>Gender</b>	Males	66%	63%	63%
	Females	33%	38%	38%
<b>Race/Ethnicity</b>	Racial/Ethnic Diversity	33%	38%	38%
<b>Age</b>	50s	33%	25%	25%
	60s	33%	38%	38%
	70s	33%	38%	38%

Due to rounding, some groupings may not total to 100%.



## EXECUTIVE LEADERSHIP COUNCIL

		2023	2022	2021
<b>Gender</b>	Males	64%	64%	56%
	Females	36%	36%	44%
<b>Race/Ethnicity</b>	Asian (Not Hispanic or Latino)	18%	18%	22%
	Black or African American (Not Hispanic or Latino)	18%	18%	0%
	White (Not Hispanic or Latino)	64%	64%	78%
<b>Age</b>	<30 Years Old	0%	0%	0%
	30-50 Years Old	9%	9%	33%
	>50 Years Old	91%	91%	67%





# Health, Safety, and Wellness

**STRATEGIC GOAL 2:** Advance Zero Harm culture that places the care and protection of employees, community, and environment first.

## Zero Harm

In 2015, we formalized our commitment to safety in a fundamentally new way with Koppers Zero Harm. In 2022, we improved our strategy by introducing Zero Harm 2.0 as a way to reengage our employees and reenergize our focus on safety through frontline training, improved communications, retention of Zero Harm Coordinators, and change to improvement of the user experience of our Zero Harm technology platform.

This year, we implemented a new global personal protective equipment (PPE) policy to standardize minimum expectations for PPE usage. We also updated the General Safety Practices Policy, including a section on cutting tools, in response to cuts/lacerations being a leading cause of injury at Koppers. Since the release of the updated policy, cuts/lacerations have significantly declined and are no longer in the top two injury types.

Our commitment to Zero Harm and employee safety is represented across our KPIs.

LAGGING INDICATORS	2023	2022	2021
<b>Fatalities</b>	0	0	0
<b>Number of Hours Worked</b>	4,914,847	4,683,780	4,456,745
<b>Total Recordable Rate (TRR)*</b>	2.73	3.07	3.10
<b>Total High-Consequence Injuries/Illnesses</b>	3	2	1
<b>Total High-Consequence Rate*</b>	0.04	0.09	0.05
<b>Days Away Injuries</b>	32	29	21
<b>Total Recordable Injuries</b>	67	72	69
<b>Main Types of Work-Related Ill Health</b>	Heat Exhaustion, Hearing Loss	COVID-19 Infection	COVID-19 Infection, Chemical Burn
<b>Main Types of Work-Related Injury</b>	Strains/Sprains and Bruises Contusions	Sprains/Strains and Cuts/Lacerations	Sprains/Strains and Cuts/Lacerations

\*Excludes contractors



## Leveraging Technology

In 2023, we completed and deployed the Zero Harm 2.0 Dashboard, which displays key leading and lagging metrics that ensure alignment of initiatives and goals across all levels of the organization. This tool is used across several council and committee meetings that rely on information to monitor progress toward our goals.

To allow us to pinpoint the greatest areas of need quickly and develop improvement plans, we implemented several updates to our incident management system, focused on better access to real-time information. Numerous in-person and virtual training sessions were conducted with Zero Harm personnel and site production supervisors and managers to increase familiarity with the system and improve ease of reporting.

We also developed and implemented several new digital safety applications, including:

- **A fire extinguisher inspection app and an AED inspection app** to ensure that a routine physical inspection of on-site firefighting and lifesaving equipment is conducted. The inspections and any issues can be monitored and tracked by multiple management levels to ensure this critical lifesaving equipment is properly maintained.
- **On Location, a Visitor Management System**, helps ensure the safety of employees and any outside visitors at our locations. In an emergency it also sends an SMS text message alerting everyone to evacuate the plant. Five of our six Responsible Care facilities have implemented this system, and the last facility is finalizing the implementation.

To reduce repetitive strain injuries (RSIs) and other musculoskeletal disorders (MSDs), we have completed multiple ergonomic assessments and trialed a new ergonomic assessment software. Ergonomics and MSD risk reduction will be a continued goal into 2024.

## Training

This year, we offered a new year-long Zero Harm Coordinator Development Program that promotes learning and provides new opportunities to participants with the goal of transitioning to full time Zero Harm Coordinator positions.

Various other safety training programs were advanced this year, including:

- **Conducted Safety Observations training** for all employees.
- **Developed a Zero Harm Workshop for Incident Investigation and Reporting**, with rollout beginning in early 2024.
- Continued deploying core **Zero Harm Workshops at the UIP sites**.
- **Created a Zero Harm Workshop** for all new supervisors in North America, with the first training conducted in 2023. This new workshop will be held multiple times throughout each year to ensure new supervisors receive comprehensive Zero Harm training within the first six months of employment or transitioning into a supervisor role.
- **Partnered with our I&D Team** to create a company-wide Narcan program to provide onsite opioid overdose protection. Rolling this out as a connected effort showcased how our I&D and Zero Harm missions intersect.

LEADING INDICATORS	2023	2022	2021
Safety Observations	21,996	17,000	18,705
Physical Hazards Identified	2,783	2,232	2,533
Near Misses Reported	198	177	202



**100%** of our operating locations completed Zero Harm training in 2023





## Fleet Safety

In 2023, we hosted Koppers third annual Koppers Truck Driving Championship, which recognizes fleet drivers for safe behaviors on the road and for exemplifying our Zero Harm culture. Drivers had to meet several requirements to qualify for the competition, including speeding under 5% on average, zero inspection violations, zero at-fault accidents on public roadways, and more.



We have integrated telematics and GPS systems into 100% of our commercial and non-commercial fleet to monitor vehicle speed, routes taken, and driver behavior in real-time. Dash cameras have also been installed to ensure accountability by recording road incidents in both the commercial and non-commercial fleets.

To ensure effectiveness of our fleet safety program, each business unit that operates commercial vehicles now receives an annual internal audit and an external third-party audit every four years.

In addition to our vehicle fleet, Koppers also has a goal to improve the safety of our railcar fleet. In 2023, we implemented a new incident tracking type in our data platform to improve the tracking of railcar-related incidents and the overall data collection related to railcar issues. Over time, this will allow us to develop focused metrics and programs to reduce the risk of railcar-related incidents.

## Process Safety

To continue to reduce process safety incidents, in 2023 we developed and implemented an updated Process Safety Awareness Training, initiated a new audit process for our Management of Change program, and developed and approved Koppers engineering standards within our organization.

**0** Tier 1 Process Safety Incidents in 2023

Our training at Koppers focuses on process safety awareness and aims to prevent “loss of containment” events such as spills and releases, with a specific emphasis on our treating operations. While not regulated facilities, our goal is to build process safety programs in these business units to protect our employees, the environment, and the business.

PROCESS SAFETY	2023	2022	2021
Process Safety Incidents Count (PSIC)	0	0	4
Process Safety Total Incident Rate (PSTIR)	0	0	0.63
Process Safety Incident Severity Rate (PSISR)	0	0	3.45



### Reduction in Speeding events between January 1 and December 31

**62%**  
2023

**29%**  
2022

**51%**  
2021

### Number of Transport Incidents

**0**  
2021 - 2023



## Employee Wellness

Koppers is working to foster an environment where employees feel supported and motivated. We have taken several steps toward our employee Wellness goals this year, including:

- Expanding our Wellness Programs to our employees in Canada and Denmark
- Rolling out required mental health training for all people managers in the U.S.
- Offering Psychosocial Risk and Workplace Behavior Training for people managers in Australia
- Introducing Wellness Wednesdays across the globe
- Hosting monthly global challenges using the Wellbeats app

We have worked to improve awareness of our Wellness offerings through increased communication efforts and the establishment of a tagline for Koppers Wellness: Health is Wealth, Invest in Yourself. We began sending more regular email updates about wellness to all employees, creating employee-led [video updates](#) to encourage participation, and posting challenges on our digital communications boards. Wellbeats is a global app which we leverage to provide resources and challenges for employees to take action in improving their health. Employees in the U.S. who complete the Wellness Program receive a \$500 reduction in their health care premium for the following plan year.

Koppers Nyborg employees also started a movement for a healthier workplace. A group of employees working with Hanne Bertelsen, SH&E Supervisor, took the lead in promoting a healthier workplace culture focused on mental health by creating joint activities across the organization where mental health is put on the agenda. A focused goal was strengthening their culture with happy, motivated employees. They sought to lower the level of conflict

to prevent stress and contribute to employees' understanding of each other and how their own health affects colleagues and family members.

Throughout 2023, the group implemented exercise and sleep campaigns with the hope that employees understand these kinds of efforts can have a significant, positive impact on overall well-being and productivity. The group continuously adds new campaigns to increase awareness and participation.



	2023
Percent of employees who participate in Wellness Programs	29%
Percent of employees with access to Wellness Programs	87%
Wellbeats enrollment	33%
Wellbeats utilization	27%
Wellness and mental health awareness (per engagement survey)	76%



## ◆ Wellbeats

Wellness

“As a participant in the Wellness Program, I underwent the required physical examination. The results revealed a serious medical condition that had gone unnoticed. Thanks to the early detection facilitated by the Wellness Program, I was able to receive immediate and necessary medical attention. I am now undergoing treatment with the confidence that comes from catching and treating the condition. This experience has stressed the importance of regular health check-ups and the positive impact that a well-designed wellness program can have on an individual’s life.” – Koppers Employee





# Local Community

**STRATEGIC GOAL 3:** Help build strong communities.

Koppers values our robust relationships with the [communities where we live and work](#) and seeks to enhance these relationships through direct community involvement, Community Advisory Panel (CAP) programs, charitable giving, partnerships, and volunteerism.

## Community Involvement

This year we launched the Koppers Cares app, led by our Digital Transformation Team, to log and track volunteer efforts and community events. This app allows us to better capture and understand the meaningful ways in which our employees contribute to their communities across our organization.

In 2023, Koppers employees from the U.S., Australia, Denmark, and Brazil volunteered at 73 community events, donating more than 2,500 hours of their time with dozens of different organizations. As part of our “Preserving the Earth” campaign, 16 of these events took place between Earth Day and World Environment Day and included beautifying parks, planting trees, collecting waste, and more. Employee participation in volunteer and community events is fully supported by Koppers, including when events occur during working hours.

## Community Advisory Panels (CAP)

Given the ongoing success of our CAP programs in Australia, select U.S. facilities have reestablished their CAP programs to ensure direct lines of communication between our plants and surrounding communities. This engagement helps us learn about community needs outside our daily operations, build relationships, and provide education about our business values and culture. We work to remain a trusted partner in the communities we serve and host meetings to proactively foster these relationships.





## Charitable Giving

As a major employer and key contributor to the economy in many of our operating areas, Koppers is committed to making a positive impact by supporting local organizations that align with our company values. In 2023, we sought to increase the proportion of corporate donations given in direct local support of our facility communities. We will continue to work toward this goal through 2024, with the objective of spreading a larger percentage of our efforts outside of our Pittsburgh corporate headquarters.

### Some key donation highlights in 2023 included:

- **\$25,000 to the Academy for Global Citizenship** to support students in Chicago's urban southwest side near our Stickney, IL, facility.
- **\$25,000 to March of Dimes** in Pittsburgh, PA, in support of healthier moms and babies.
- **\$10,000 to the Allegheny County Parks Foundation** in Pittsburgh, PA, in support of improving and conserving local parks.
- **\$10,000 for personal protective equipment for the Tamarack City Volunteer Fire Department**, a community neighbor of our Hubbell, MI, facility.
- **\$5,000 to the Tornado Relief 2023 Fund** and food donations to the local relief center to aid disaster recovery efforts in Griffin, GA.
- **\$1,200 to support specialty training for teachers** at Little Ones Playgroup by our Mayfield, Australia, site.



## Volunteerism

Our employees are actively involved in their communities, helping us build strong and lasting relationships.

### Selected highlights from 2023 include:

- **Employees from Rock Hill, SC**, participated in a city-wide community service project called Rolling in Rock Hill where they worked in teams and painted houses for those who are physically or financially unable to do it themselves.
- **Employees in Nyborg, Denmark**, encouraged students to pursue the vocational track by educating them about working in a manufacturing environment and demonstrating real world business experiences.
- **Pittsburgh-based Administrative Assistants** volunteered at Light of Life's Food Pantry Community Day, helping guests shop for groceries and keeping food items well-stocked.
- **Employees in Somerville, TX**, partnered with Pazdral Park to create a Kindness Rock Garden. Koppers employees helped gather materials, install and stain the garden's framework, and provided the black rock bed.
- **Employees at the PC Research & Development facility in Griffin, GA**, volunteered at a welcome back day for Anne Street Elementary students.
- **Employees in Hubbell, MI**, volunteered to help install a new playground at a local school.



# PLANET

**WE VALUE THE PLANET:**  
At Koppers, taking care of our planet matters.

At Koppers, we are committed to integrating environmental stewardship into our daily operations. The strategic and supporting goals below were established to solidify this commitment. Our Planet Sub-Committee, composed of a group of Koppers experts in energy, environment, and climate, and led by our Vice President of Zero Harm, is responsible for managing efforts and tracking progress toward these goals. Details about each goal are below. For more information on our Sustainability Governance structure, refer to [page 9](#).



- 7** AFFORDABLE AND CLEAN ENERGY 
- 8** DECENT WORK AND ECONOMIC GROWTH 
- 12** RESPONSIBLE CONSUMPTION AND PRODUCTION 
- 13** CLIMATE ACTION 
- 15** LIFE ON LAND 



## STRATEGIC GOAL 4:

### KEY PERFORMANCE INDICATOR HIGHLIGHTS:

**54%**

reduction in Scope 1 & 2 emissions against the 2007 baseline

**18%**

of energy consumed is produced by renewable resources

**100%**

Our facility in Denmark is fully powered by renewable electricity

## Decrease impacts to global climate change and decrease the risk of climate change impacts throughout our operations.

This goal is managed by our Environmental Manager, our Director of Environmental and Social Responsibility, and our Business Value Integration Manager.

- **SUPPORTING GOAL 4.1** Increase renewable energy use
- **SUPPORTING GOAL 4.2** Reduce energy use
- **SUPPORTING GOAL 4.3** Reduce risk to the company by strengthening the resilience and adaptive capacity of facilities facing potential climate-related hazards
- **SUPPORTING GOAL 4.4** Reduce absolute Scope 1 & 2 greenhouse gas emissions by 50% by 2030
- **SUPPORTING GOAL 4.5** Reduce Scope 3 greenhouse gas emissions

## STRATEGIC GOAL 5:

### KEY PERFORMANCE INDICATOR HIGHLIGHTS:

**~4,000**

pounds of PPE waste eliminated at our Galesburg, IL, facility in 2023

**>90%**

of hazardous global waste was diverted from landfills by being used for energy recovery

## Eliminate waste from our operations.

This goal is managed by our North American Environmental Affairs Manager and our Director of Environmental and Social Responsibility.

- **SUPPORTING GOAL 5.1** Reduce waste production year over year, including solid and water waste output, as well as reducing excessive resource use





# Climate Change Mitigation and Adaptation

**STRATEGIC GOAL 4:** Decrease impacts to global climate change and decrease the risk of climate change impacts throughout our operations.

At Koppers, we understand that our operations are inherently energy intensive. To make a significant change in mitigating any negative impacts, we employ a combination of approaches that both improve efficiency and utilize alternative, renewable, and low-emissions energy sources.

## Energy Efficiency

In 2023, we initiated an in-depth energy audit of our most energy intensive facility which will inform a strategy to reduce energy consumption at this location. This will contribute significantly toward reductions in energy consumption for our organization overall. We also expect to use the results of the assessment across

Koppers facilities wherever applicable. Looking at our global year-over-year results, our total energy consumption increased more than 20% due to increased production at our facilities. Our energy intensity per unit of revenue in 2023 was slightly better than 2022. However, primarily through a change in our use of fuel mix, we were able to achieve a reduction in energy-based emissions.

Koppers Takura facility in Queensland, Australia, completed several initiatives in 2023 to reduce overall energy use, including replacing vacuum pumps with more efficient models, replacing some of the existing lighting with LED lights, and engaging an external company to complete a level two energy audit. The Grafton facility in New South Wales, Australia, and the Bunbury facility in Western Australia were also successful in upgrading all on-site lighting to LEDs.

ENERGY USAGE TREND	Units	2023	2022	2021
Primary Energy Consumption	GJ	4,409,394	3,538,838	3,679,418
Purchased Energy Consumption	GJ	593,846	606,870	593,154
Renewable Energy Consumption	GJ	888,776	975,110*	1,056,807
Non-renewable Energy Consumption	GJ	3,520,922	2,564,661	2,622,611
Energy Intensity	GJ/USD Revenue	0.00232	0.00234	0.00281
Greenhouse Gas Emissions Intensity	(MT CO <sub>2</sub> e)/Million USD Revenue	0.00018	0.00021	0.00025

\*2022 Renewable Energy includes renewable energy generated and consumed from our solar array installations, in addition to biofuel energy consumption. Historic data in this category represents only biofuels.



## Renewable Energy

We are implementing solar installations at select locations to increase renewable energy use, with three installations planned in Australia and one project currently being explored in the U.S. Our Auckland, New Zealand, facility successfully installed solar panels to power all administrative offices on site. The Auckland site will become the third Koppers site with solar power, alongside Mt. Gambier and Grafton. We will track monthly energy production and greenhouse gas (GHG) emissions avoided from solar installations, which will inform our goals for the future.

The Koppers Australia head office in North Sydney moved to a new, carbon-neutral location in 2023, and now purchases electricity generated from renewable resources.

Our Nyborg facility, located in Denmark, sources 100% of its energy from electricity, even in processes that typically utilize other fuel types, such as distillation. This is done to reduce GHG emissions at this location specifically, as electricity from the grid in Denmark is composed of over 70% wind-generated energy.



## Climate Risk

Koppers knows that, in addition to reducing emissions and mitigating impacts, we need to continue to plan for the changes in climate already happening across the globe. We have built a robust climate risk assessment and adaptation strategy as part of our Sustainability Plan and are working to implement this strategy across our organization, with priority given to the sites with the most significant risk. We are also in the process of gaining a deeper understanding of our transition and financial risks – such as risks pertaining to policy, regulations, technology, and reputation – resulting from climate change and emerging regulations.

An example of this strategy is that Koppers UIP business continues to provide support for storm response efforts, ensuring that new utility poles are manufactured and transported to areas impacted by severe weather and in need of power restoration. UIP is also preparing for shifts in industry and utility needs arising from climate mitigation efforts and climate change impacts. Featured in a recent Wall Street Journal article, Koppers UIP leaders discuss how Koppers is bringing this to life in local communities.

## Task Force on Climate-Related Financial Disclosures (TCFD)

In 2023, we published our inaugural TCFD report and updated it in 2024. The report details the company's strategic plans to mitigate climate risk by strengthening resilience and adaptive capacity, enhancing emissions reduction efforts, and advancing a climate-forward culture that reduces risks to both our business and our stakeholders. We use this framework to bolster our ongoing commitment to our Sustainability Goals and to analyze our efforts through the lens of financial impact, while considering what our climate risk may be in the future. Koppers will continue to use climate frameworks to inform these initiatives while acknowledging that climate scenario analysis is a relatively new and rapidly evolving area.

	Mt. Gambier, South Australia (AUS)		Grafton, New South Wales (AUS)		Total	
SOLAR ENERGY TREND	2023	2022	2023	2022	2023	2022
Total Generated (GJ)	179	167	429*	374	608	541
Total Purchased (GJ)	130	141	393	447	523	588
Total Consumed (GJ)	222	233	605	700	827	933
Total Distributed (GJ)	87	75	217	121	304	196

\*Due to the technical limitations of the Grafton solar array, the 429 GJ was calculated based on previous data along with purchased and consumed electricity.

**18%** of energy consumed in 2023 was produced from renewable resources



## Greenhouse Gas Emissions

We are proud to announce that in 2023, we met our 2030 emissions target – seven years ahead of schedule – of cutting our combined Scope 1 and 2 emissions in half compared to our 2007 baseline.

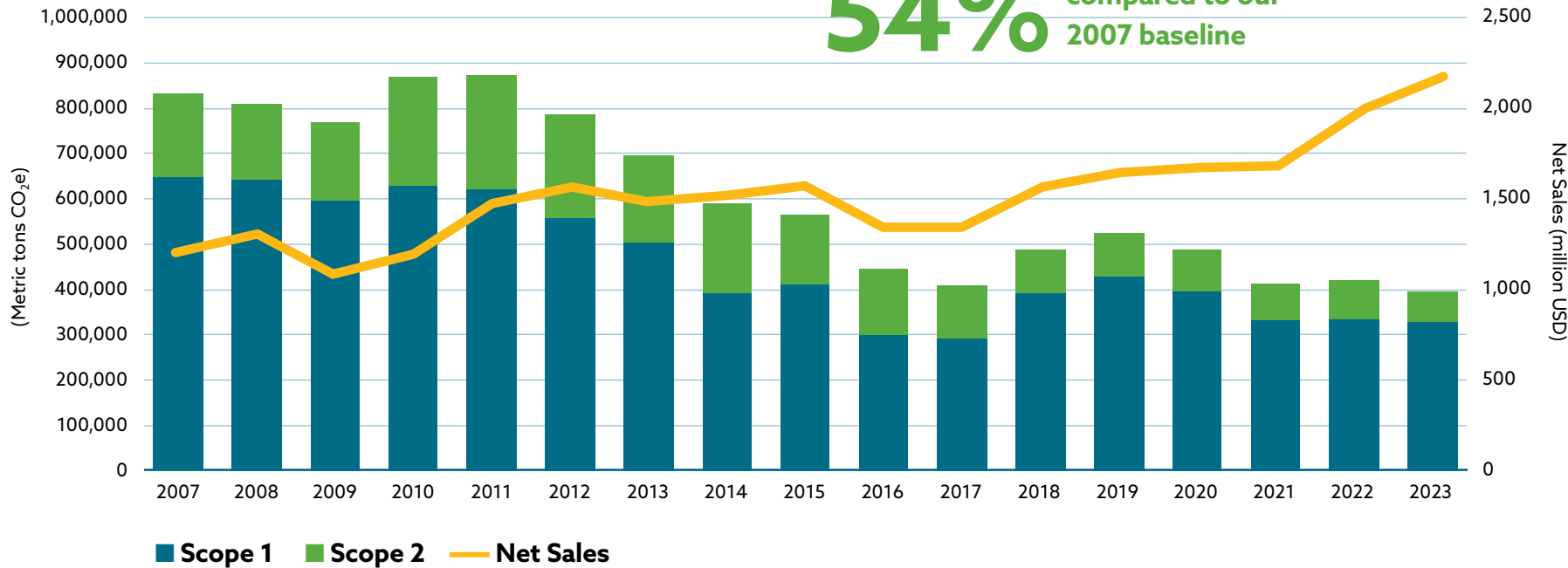
Several factors contributed to this achievement, including our ongoing efforts to optimize our energy consumption and manage our GHG emissions. Additionally, centralizing and consolidating our operations further reduced our emissions footprint, which furthered our progress on our goal faster than we had originally anticipated. We are pleased that our progress in this area occurred sooner than initially planned, which can be attributed to the commitment and innovation of the leadership at our facilities.

Koppers has proven that financial success and improved environmental performance can occur simultaneously. Since 2007, when we established our GHG baseline and reduction goal, we have seen a downward trend in emissions while experiencing an upward trend in sales and profitability.

Looking ahead, we are working to set a new, ambitious GHG emissions reduction target that we plan to announce in the next year. This will include building upon our Scope 3 screening to complete a more detailed calculation of our Scope 3 emissions and will enable a more accurate understanding of our indirect emissions impact and improved ability to manage these emissions.



### GREENHOUSE GAS (GHG) EMISSIONS



Achieved our 2030 emissions target  
**seven years ahead  
of schedule**





# Environmental Performance and Compliance

## STRATEGIC GOAL 5: Eliminate waste from our operations.

As an industrial manufacturing company, Koppers is subject to numerous laws and regulations related to protecting the environment. Compliance with these – as with all laws and regulations – is an absolute requirement for our people and our business. When feasible, we seek to go beyond compliance with environmental protective measures.

Employee education and awareness are critical elements for us to innovate in this area, and we integrate training on the environmental impact of our work through our Zero Harm training program. This training complements ongoing employee communications about our Sustainability Program, and we plan to expand this effort in 2024 with a formal sustainability awareness communications campaign.

### Waste

Each of our business units is prioritizing waste management and working to find solutions to eliminate waste across the organization. RUPS is working to divert unprocessed wood cutoffs from landfills and PC is assessing whether borate packaging can be reused or recycled.

Several facilities have implemented initiatives to reduce waste in their operations in 2023, including establishing management

controls to improve efficiency of personal protective equipment (PPE) use without sacrificing employee safety. This new program helped create ownership and accountability for employees to manage their PPE to ensure they had what they needed while also reducing loss and avoiding waste. Managers are also empowered to assess the PPE usage for each job and make changes that maintain both safety and efficiency. Through these new initiatives, the team in Galesburg, IL, eliminated nearly 4,000 pounds of PPE waste in 2023. At our Roanoke, VA, facility, PPE purchases have been reduced by about 875 pounds, which equates to less waste being added to the hazardous waste barrels on site.

The Galesburg facility tracks creosote reclaimed from wastewater, recyclable waste dumpsters, scrap steel, and used oil. In 2023, 549,755 pounds of waste, including 396,831 pounds of creosote, was reclaimed or recycled, accounting for 65% of waste at the site.

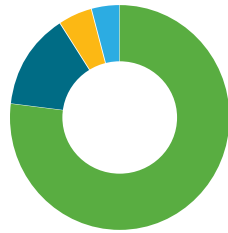
Our Roanoke facility minimized hazardous waste generation in our chemical treatment processes. By installing measures that focused on containing creosote drips, they prevented the material from reaching the process water, which kept it out of the local wastewater plant. These improvements to our processes are being implemented across all RPS facilities.



Our Hubbell, MI, facility has established a program to purchase more robust pallets that can be reused several times, rather than being landfilled after a single use. This reduces the amount of waste sent to landfills and the number of new pallets that need to be created from raw materials.

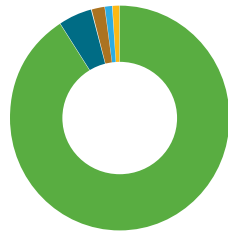
Even with these initiatives in place, our overall waste production increased. We are associating the increase to an increase in product tank cleanouts and site cleanups that all occurred this year. Despite this increase in waste generation, we did also see an increase in the percentage of waste that was diverted to more sustainable end-of-life, such as reuse and energy recovery. Moving forward, to gain a better understanding of our waste production, we are looking into implementing a KPI that calculates our waste intensity per USD in Revenue or Tonnes of Production.

**WASTE**



**Non-Hazardous** (Total: 87,796 metric tons)

- **Reused:** 77%
- **Landfilled:** 14%
- **Other:** 5%
- **Recycled:** 4%



**Hazardous** (Total: 46,274 metric tons)

- **Energy Recovery:** 91%
- **Landfilled:** 5%
- **Incineration:** 2%
- **Recycled:** <1%
- **Other:** <1%

In addition to responsibly managing our waste outflows, we currently have three established processes that reduce the outflow of waste by applying circular resource management practices:

- **Renewable or recycled materials:** 58% of our raw materials are made from renewable materials, meaning they're sources that can be regrown within our lifetime, such as wood. 27% of our material inputs come from waste from our own operations, for example, we convert scrap copper to copper carbonate, which is a raw material for some of our wood preservation chemicals.
- **Production outputs-to-inputs:** Some chemicals that are a by-product of one production process are reused as inputs for other production processes, allowing us to extend the life of these materials and maximize the efficiency of our resources.
- **Waste-to-energy recovery:** Koppers reclaims available wood scraps and end-of-life wood products and uses those materials as biomass resources for energy generation.

Going forward, we continue to look for ways to expand circular thinking within our supply chain and operations.

WASTE RECOVERY TREND	2023	2022	2021
Raw Materials Used by Weight (MT)	2,695,734	2,492,655	2,436,695
Recycled Inputs from Operations	27%	30%	6%
Renewable Raw Materials	58%	63%	64%

**58%** of our raw materials come from renewable sources





## Water

We are actively seeking ways to better monitor water use and reduce consumption, especially in water-stressed areas. As part of this goal, we have identified our high water-stress facilities and are working to find best practices to reduce consumption and encourage the reuse and recycling of water.

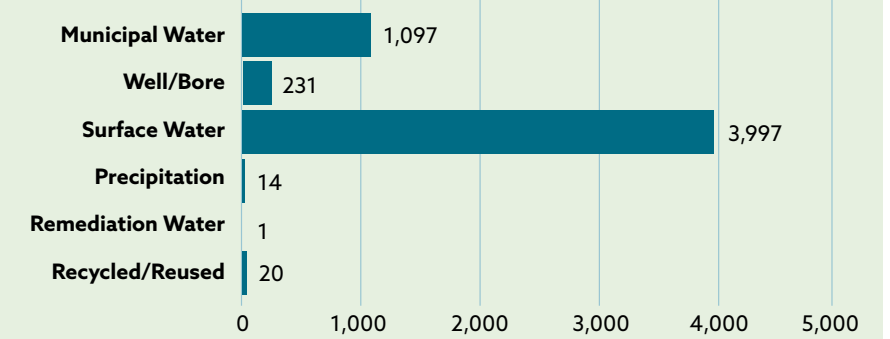
As we incorporate stormwater management and processing of wastewater into our Sustainability Program, we are continuing to track testing results and trend the data. Most Koppers facilities treat wastewater on site or send their wastewater to a publicly owned treatment facility. We have worked to continuously reduce the concentration of pollutants in the water we discharge, allowing us to reduce waste, reclaim product, and reduce wastewater treatment needed.

In 2023, Koppers was proud to be selected as a recipient of the **Platinum level award for Environmental Excellence by the Virginia Water Environment Association**. The criteria for this award includes:

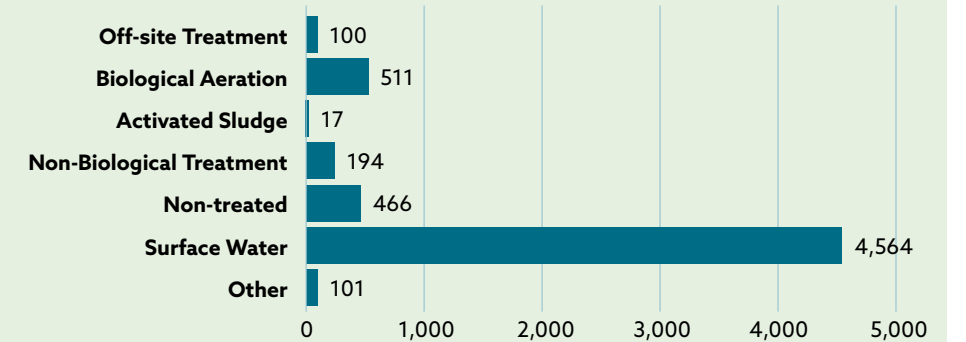
- **Consistently achieve 100% compliance** with the requirements of its pretreatment permit for five or more consecutive years
- **Demonstrate dedication and commitment** to pollution prevention, waste elimination/reduction, or conservation through the implementation of an Environmental Management System (EMS)



### WATER WITHDRAWAL (ML)



### WATER DISCHARGE (ML)



### ENVIRONMENTAL SPILLS IN 2023

Reportable Releases (MT)	11
Reportable Releases (Count)	33
Water Permit Limit Exceedances (Count)	8

Historical data available in the appendix





## Preserving the Earth Campaign

In 2023, Koppers hosted a Preserving the Earth campaign to recognize and celebrate Earth Day and World Environment Day as a global organization. As part of this initiative, we encouraged the teams at each of our facilities to get involved in community activities and provided employees with herb and wildflower seed packets to plant and grow at home. The campaign resulted in 16 events being held across the organization, including:



- **Hubbell, MI** - Conducted a community E-waste collection event, collecting almost nine tons of E-waste in the Hubbell community.
- **Nyborg, Denmark** - Students from local schools built "bug hotels" and installed them around the Nyborg facility. They also helped plant shrubs, cleaned patches of land, and sowed wildflowers.
- **Auckland, New Zealand** - Planted native trees along the facility's fence line and pulled out harmful moth pods.
- **Rock Hill, SC** - Planted trees around the facility's fence line and planted flowers and vegetables in the area's gardens.
- **Joinville, Brazil** - Worked with the local community to clean Tiradentes Park and set up three garden beds.
- **Pittsburgh, PA** - Partnered with the Pittsburgh Parks Conservancy for a volunteer day where they cleaned up a local park.
- **Australia** - Facilities around Australia celebrated Earth Day 2023 by planting native trees on their sites and offering each employee a tree of their own to plant.



# PERFORMANCE

**WE VALUE PERFORMANCE:**  
At Koppers, results matter.

**Operating sustainably is not only good for our people and the planet, it's also smart business.** Led by our Chief Financial Officer, the Performance Sub-Committee brings together SMEs from Risk Management, Innovation, Research and Development (R&D), Supply Chain, and Finance, to ensure that our strategies are tied back to our Sustainability Goals. Details about each goal are below. For more information on our Sustainability Governance structure, refer to [page 9](#).



## STRATEGIC GOAL 6:

### KEY PERFORMANCE INDICATOR HIGHLIGHTS:

**0**

product incidents resulting in a fine or penalty

**27%**

of UIP wood purchases from sustainably managed forests

**100%**

of drivers were trained to recognize human trafficking

**Maximize value and reduce risk to stakeholders by operating profitably, transparently, sustainably, and with integrity.**

This goal is managed by our Director of Risk Management and our Purchasing Manager.

- **SUPPORTING GOAL 6.1** Enhance Koppers chemical risk strategy with an implementation plan and timeline
- **SUPPORTING GOAL 6.2** Provide a safe, efficient, and reliable supply chain for producing and delivering our products while strongly reflecting our values of People, Planet and Performance

## STRATEGIC GOAL 7:

### KEY PERFORMANCE INDICATOR HIGHLIGHTS:

**161**

patents, with 56 additional pending patent applications

**121**

ideas submitted to iShare, our global innovation idea platform

**Invest in the future through innovation in new products, processes, and technologies that provide sustainable solutions.**

This goal is managed by our Manager of Global Corporate Innovation and our Chief Sustainability Officer.

- **SUPPORTING GOAL 7.1** Create new circular and innovative sustainability solutions for products and processes





# Product and Supply Chain Responsibility

**STRATEGIC GOAL 6:** Maximize value and reduce risk to stakeholders by operating profitably, transparently, sustainably, and with integrity.

## Product Stewardship

A collaborative effort between Product Stewardship and R&D, our chemical risk management strategy builds the foundation for:

- How we assess risk and develop management plans for products
- How we design new products, modify existing products, and implement our philosophy for product phase-out
- How we define substances we prohibit from our products
- How we manage approval processes for new or modified products

To support our chemical risk management strategy, we have implemented an Adverse Effect Investigation Policy. Developed by a cross-functional, global team, this policy formalizes guidelines to ensure that any alleged adverse effect caused by our products is reported to the appropriate parties, is investigated as required, and ensures mitigation plans are developed. In this context, adverse effects are defined as any potential human health or environmental impact.

More than 95% of our production of industrial commodity chemicals is sold to downstream chemical manufacturers, processors, or industrial users. Although these chemical commodities are largely Category 1 or 2 health and/or environmental hazardous substances, as defined by the Globally Harmonized System of Classification and Labeling of Chemicals (GHS), their chemistry is often transformed by sophisticated, industrial downstream users. All users of our industrial commodity chemicals are provided with technical support, product safety information, and other support as necessary.

**0** Over the past three years we have had **ZERO** product incidents relating to a fine, penalty, or warning or violating a voluntary code



## Supplier Diversity

We are committed to collaborating with sustainable and diverse suppliers as part of our efforts to create a resilient supply chain. We have continued to leverage our supplier diversity database, engage leaders to present the benefits of supplier diversity, and share best practices such as monitoring procurement procedures and including at least one diverse supplier in all bids.

To better understand our supply chain and make more informed decisions, we have updated several components of our capital procurement process to include diversity-related questions. We also held training sessions at several facilities to extend awareness on how to contribute to promoting diversity in procurement practices.

### Diverse Supplier Spend Trend

PERCENT OF TOTAL SUPPLIER SPEND	2023	2022	2021
Women's Business Enterprise	1.23%	0.97%	1.27%
Small Disadvantaged Business	1.84%	1.29%	1.27%
Veteran Owned	0.19%	0.13%	0.34%
Minority Business Enterprise	0.16%	0.13%	0.33%
HUBZone Business	0.02%	0.08%	0.05%
LGBT+ Owned	0.00%	0.00%	0.01%

Diverse supplier data is for the U.S. only.

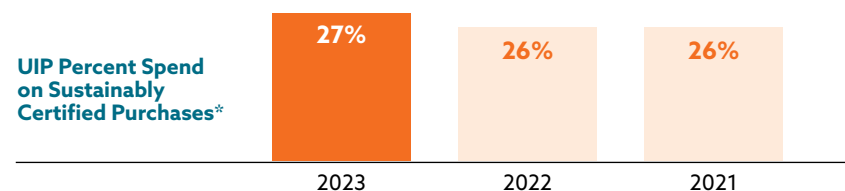
## Sustainable Forestry

In 2023, UIP continued tracking and monitoring wood purchases from vendors practicing sustainable forestry practices. Our RPS group established a baseline for sustainable wood purchases with the intent to plan targets for year-over-year improvement.

We are actively involved in the forestry associations of Georgia, South Carolina, North Carolina, Virginia, and Louisiana, who collaborate with industry leaders and timber owners to promote sustainable forestry practices, work with legislators to keep forest land viable, and promote forest industry education.

Koppers also supports the Longleaf Alliance (LLA), which has been instrumental in helping re-establish the longleaf pine ecosystem across the southeast. At one time, the longleaf pine was the primary species of the south and covered more than 90 million acres from Texas to Virginia; by 1990, there were less than 3 million acres remaining. Due to the efforts of the LLA and other partnering groups, there were 5.2 million acres of longleaf forests in 2023.

### UIP Sustainable Purchases\*



\*Certifications include Forest Stewardship Council (FSC), Sustainable Forestry Initiative (SFI), and American Tree Farm (ATF)

## Supplier Engagement

Koppers began developing a supplier engagement program in 2023. We are benchmarking our existing purchasing policy against industry leaders and other companies to identify areas of opportunity and are leveraging SMEs to expand our knowledge on sustainable procurement. Through a partnership with the University of Pittsburgh's Center for Sustainable Business, we are developing a new sustainable procurement policy and surveys to evaluate our vendors' Sustainability efforts.

This work is also laying the foundation for an internal risk assessment to better understand how our suppliers are working to comply with and exemplify Sustainability Goals that align with Koppers Sustainability Goals. This assessment identifies potential risks associated with fair business practices, human and labor rights, and environmental impacts based on suppliers' industry and location. The results of this assessment will inform the next steps in our supplier engagement efforts.

Additionally, our PC group has continued efforts with Procurement and R&D to prioritize the approval of new suppliers on single-sourced items to minimize risk while maximizing cost savings and supplier diversification for each individual project.

## Human Trafficking & Modern Slavery Awareness

Since 2019 we have provided training to our employees on recognizing the signs of modern slavery and human trafficking to enable awareness when traveling. Currently, 100% of our commercial and non-commercial drivers have completed this training.

**100%** of commercial and non-commercial drivers completed human trafficking & modern slavery training



# Innovation

**STRATEGIC GOAL 7:** Invest in the future through innovation in new products, processes, and technologies that provide sustainable solutions.

## Innovative Solutions

Koppers continues to be on the cutting edge of innovation, developing new products and encouraging the industry to operate more sustainably. Koppers currently holds 148 patents, with 86 pending. This year, PC launched a new wood treatment product with patented technology, MicroPro® XPS, which uses penflufen as a co-biocide along with MicroPro® MCA to treat wood. Koppers is the first company to introduce penflufen to the U.S. market for wood treatment. Used as a biocide in wood treatment, penflufen is efficacious against certain aggressive copper tolerant fungi, extending the service life of treated wood.

As the world's energy solutions continue to evolve, it has been a priority for Koppers to look for innovative ways to expand our portfolio with more sustainable end-uses for our enhanced carbon products. Since 2021, Koppers has had patents pending relating to advanced carbon products for the electric vehicle (EV) and lithium-ion (Li-ion) battery markets that have the potential to enhance the electrochemical performance and extend the life of the battery. In 2021, Koppers Australia committed to serve as a key participant in the Future Battery Industries Cooperative Research Centre (FBICRC), a partnership of industry, researchers and government organizations with nearly 70 participants across 15 projects in Australia. As the sole carbon pitch producer participating in FBICRC, Koppers is positioned to become a key supplier of higher value products to the battery industry.



## EPIC – A Comprehensive Corporate Innovation Program

In 2023, we launched our new corporate innovation program, EPIC. This program brings together new and existing pieces of corporate innovation at Koppers and introduces programs and opportunities to make innovation available to a wider audience. The goal of EPIC is to provide the framework for a comprehensive, holistic corporate innovation program that strives to collaborate with both the external innovation ecosystem and the internal Koppers employee-base. EPIC's tenets are stated within the acronym's full name Explore to Learn, Partner to Expand our Capabilities, Ideate to Solve Problems and Create to Grow.

### E | Explore to Learn

We have introduced several initiatives to engage employees in exploration and learning, including "Tech Talks" to educate employees on new technologies and industry trends (e.g., automation and robotics in manufacturing and artificial intelligence features). We have also introduced "Pitch Days" to help employees learn about new startups relevant to our business.

### P | Partner to Expand our Capabilities

Koppers prioritizes collaboration with external partners in addition to encouraging valuable input and ideas from our own employees to evolve our product and process innovation.

In 2023, Koppers joined Greentown Labs, a climate tech startup incubator, as a corporate partner. Through this partnership, Koppers can support participating startups while gaining access to groundbreaking climate technology. Koppers also joined the Advanced Robotics for Manufacturing (ARM) Institute this year. Members of this organization comprise a diverse ecosystem of partners across industry, academia, and government striving to improve U.S. manufacturing through innovation in advanced technology.

In addition to membership in professional organizations, Koppers also collaborates through sponsorship of university capstone projects. One example is the capstone project completed by a team of Information Systems Management students in Carnegie Mellon University's Master's program who developed a program that automatically determines the optimal arrangement of switch ties on a centerbeam railcar. By using this program, which takes 10 minutes or less to arrive at an optimal solution, we will save a significant amount of time from having to do it manually and potentially reduce the number of shipments by truck, thereby reducing emissions.

The Galesburg, IL, plant showed their commitment to aiding university partnerships and innovation by donating untreated end-cuts of ties to researchers at the University of Illinois' Rail Transportation and Engineering Center (RailTEC). For this project, RailTEC used Koppers railroad ties to explore improved plate hold-down methods, which would increase the safety, resiliency, and reliability of railroad track.

In addition to university partnerships, our R&D team works with FP Innovations, a not-for-profit organization that specializes in the creation of solutions that accelerate the growth of the Canadian forest sector and its affiliated industries to enhance their global competitiveness.





**I** Ideate to Solve Problems

Two successful and longstanding cornerstones of innovation at Koppers, iShare and Idea Summits, are housed within this EPIC tenets.

We are proud to share that this year, to engage more frontline employees in our innovative improvement processes, we hosted a Mini Idea Summit at our Susquehanna, PA, facility. Modeled after our larger Idea Summits, the Mini Summit engaged frontline employees and leveraged design thinking methodology to observe processes, interview key stakeholders, and brainstorm ideas for improvement. The Mini Summit focused on innovative solutions to safety risks associated with specific operations at our Susquehanna facility. Through this exercise, we were able to identify three innovative ideas with the potential to significantly prevent employee exposure to repetitive motion injuries.

Koppers has also continued to utilize our iShare Program, which empowers employees to submit ideas that drive us forward in the areas of Zero Harm, Strategic Alignment, and Operational Excellence. This year we introduced several new categories for funding, such as ideas that promote sustainability, ideas that use new technology or automation, and ideas that improve data tracking.

**121**

new iShare ideas submitted

**39%**

of new iShare ideas accepted for funding consideration

**98\***

iShare idea implementations

*\*Counts implementation of the same idea at multiple sites*

## Implemented iShare Ideas

### Keeping Cool

Across Koppers, many plants have begun implementing the use of the MSA V-Gard C1™ hard hat. These hard hats are keeping our employees safe and more comfortable by using patent pending ReflectIR™ Thermal Barrier technology to keep the inside of the hard hat up to 20 degrees cooler than the environment in which they are working.

### Leveraging Virtual Reality

RPS operations are collaborating with our Information Technology department to develop a material handling virtual reality training system. This new system shortens the current 4.5-month training system by eliminating roadblocks such as machine availability and productivity impacts that typically extend the training period.

### Thor Hammer Pole Tester

We are currently evaluating a new, non-invasive technology to measure wood utility pole integrity that will provide an objective assessment of the pole's health while reducing the risk of repetitive motion injury found using traditional testing methods.

**C** Create to Grow

Our employees have the unique opportunity to start up and run new business ideas with support from the Growth & Innovation Team through the Koppers Accelerator. We are also developing an initiative that will allow employees to collaborate directly with our customers to jointly address a challenge.





# Integrated Governance

**STRATEGIC GOAL 8:** Koppers is committed to embedding sustainability into all aspects of our operations, including how we run the business. This past year we have undertaken efforts to do this by beginning to incorporate our Sustainability Goals into our certified management system.

## Capital Expenditure

In 2023, leadership approved the addition of a Sustainability Assessment section in all new capital expenditure applications starting in 2024. The new application form asks applicants to consider if their project is related to the seven strategic Sustainability Goals and, if so, to fill out an assessment of the project’s impact on those goals. Applicants are asked to also consider adding commentary around their project’s impact on greenhouse gas emissions, environmental risk, and the local community. This section is in addition to the Zero Harm assessment historically included on applications that ask applicants to consider safety, health, and environmental impacts.

## Ethics and Compliance

Koppers integrates ethics and integrity across our business to mitigate the risk of corruption and anti-competitive behaviors, maintain a strong information security system, and prevent unethical behavior. We do this through communication and training on our policies and procedures regarding ethics, including annual training on our Code of Conduct.

We encourage all employees who observe a potential ethics issue or wrongdoing from any party – whether Koppers employees or visitors or contractors working for Koppers – to report their observations to management, through the Koppers Compliance Line, or via our third-party reporting system at [www.mycompliancereport.com/brand/koppers](http://www.mycompliancereport.com/brand/koppers).

Simply put, we strive to **protect shareholder value** while **preserving stakeholder interests**.



## Internal Audit

This year, we began an internal data validation audit of the data collection process used to collect environmental, energy, and emissions data. This audit will inform the Leadership Council of any potential issues or gaps with this process, including differences in definitions, calculations, and collection methods used across plants. The audit will also identify and communicate errors in data consolidation or submission, helping to ensure that the calculations are accurate.

To ensure continual improvement in our transparency and reporting, we are evaluating automated and specialized software options for collecting and calculating this data in the future to improve accuracy and auditability moving forward.

## Transparency and Assessment

Koppers is committed to increasing transparency in our operations and sustainability data while earning recognition for our work toward Sustainability Goals and improvements across ranking and rating systems. Sustainability rankers and raters provide valuable guidance for industry benchmarking and assessment of current practices, and Koppers monitors these assessments closely to understand ways to improve our operations in line with sustainability best practices.

For the future, Koppers is working to improve transparency and ratings by establishing an appropriate level of public-facing documents and policies; establishing a formal, targeted supply chain engagement program; integrating verification of sustainable forestry practices by wood suppliers; and seeking third-party validation of sustainability-related data and metrics. This effort also includes our first condensed TCFD report which was published for 2022 and will be expanded for the 2023 reporting cycle.

Rating	Score element	2023	2022	2021	Score Context
ISS ESG	Environment	4	5	7	Measures ESG risk management from 1 (well managed) to 10 (poorly managed).
	Social	6	8	6	
	Governance	2	1	2	
EcoVadis	Industry percentile	59	50	50	Calculates overall score (out of 99) related to a company's industry percentile of its disclosure and performance on Environmental, Social, and Governance topics.
CDP	Climate	C	C	C	Measures performance and disclosure of an organization's environmental impacts from A (Leadership) to F (Failure to disclose).
	Forests	C	C	C	
	Water	C	C	C	
MSCI ESG	Overall	AA	AA	A	Rates the management of ESG risks and opportunities from AAA (Leader) to CCC (Laggard).



# Reporting Framework



# GRI Index

GRI 2: General Disclosures 2021		
2-1	Organizational details: Legal Name	Koppers Holdings Inc.
2-1	Organizational details: Nature of ownership and legal form	Publicly traded company
2-1	Organizational details: Headquarters location	436 Seventh Avenue, Pittsburgh, Pennsylvania 15219-1800
2-1	Organizational details: Countries of operation	2023 Annual Report, Pg: 27
2-2	Entities included in the organization's sustainability reporting	We operate three principal business segments: Railroad and Utility Products and Services ("RUPS"), Performance Chemicals ("PC"), and Carbon Materials and Chemicals ("CMC"). More information can be found in About Koppers, Pg:8 and in our 2023 Annual Report, Pg: 27
2-3	Reporting period, frequency and contact point	The reporting period is January 1, 2023 through December 31, 2023. The Sustainability Report is published annually and covers the same reporting period as the annual financial report. Any need for contact can be directed to Leslie Hyde, Chief Sustainability Officer; Contact: <a href="mailto:sustainability@koppers.com">sustainability@koppers.com</a> .
2-4	Restatements of information	There are no restatements for the 2023 CSR Report.
2-5	External assurance	Koppers is not seeking assurance for this year's Sustainability report.
2-6	Activities, value chain and other business relationships	About Koppers, Pg: 7, 2023; Annual Report Pg: 4-6
2-7	Employees	Employee Recruitment, Retention, and Experience, Pg: 15 Please note that we do not require some data points to be entered by our European and Australian colleagues regarding identity. Variations between this years data and last years data is less than 1%.
2-8	Workers who are not employees	This is not applicable to Koppers; our third party temporary hiring company tracks this information.
2-9	Governance structure and composition	Sustainability Governance, Pg: 9
2-10	Nomination and selection of the highest governance body	2023 Proxy Statement, Pg: 15
2-11	Chair of the highest governance body	Mr. Stephen R. Tritch, one of our independent Directors, is currently the Chairman of our Board and the lead independent Director for executive sessions.

2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance, Pg: 9
2-13	Delegation of responsibility for managing impacts	Sustainability Governance, Pg: 9; Summary pages for each value on Pgs 13, 26, and 35
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance, Pg: 9
2-15	Conflicts of interest	Code of Conduct, Pg: 11
2-16	Communication of critical concerns	The Leadership Council is made aware of any critical concerns through our Steering Committees and other members of leadership
2-17	Collective knowledge of the highest governance body	Sustainability Governance, Pg: 9; 2023 Proxy Statement, Pg: 3-7
2-18	Evaluation of the performance of the highest governance body	The Management Development and Compensation Committee makes compensation decisions it believes will best serve the long-term interests of our shareholders by attracting and retaining executives who will be inspired and motivated to meet and exceed the company's goals and whose interests will be aligned with the interests of our shareholders. Koppers weighs long-term incentives more heavily in favor of performance-based awards, recognizing that long-term Sustainability is more valuable than short-term paybacks.
2-19	Remuneration policies	2023 Proxy Statement, Pg: 27
2-20	Process to determine remuneration	2023 Proxy Statement, Pg: 20-27
2-21	Annual total compensation ratio	2023 Proxy Statement, Pg: 44
2-22	Statement on sustainable development strategy	Executive Messages, Pgs: 3-4; Sustainability Governance, Pg: 9
2-23	Policy commitments	We comply with all laws concerning freedom of association, privacy, collective bargaining, immigration, working time, and wages, as well as laws prohibiting forced, compulsory, and child labor, human trafficking, and employment discrimination. Our commitment to policies regarding human rights can be found within our Code of Conduct on Pg: 14. Our commitment to these policies is communicated via the Code of Conduct to our employees.

2-24	Embedding policy commitments	Policy commitments are overseen by our Policy Committee, a cross functional committee run by our general counsel. The Committee oversees the approval, updating, and communication of policies. Communications are sent to all employees and include a description of the policy and the impact the policy has within the organization. Select policies are implemented with training; all policies are available on the Koppers Intranet.
2-25	Processes to remediate negative impacts	Available feedback channels include an employee hotline managed through an independent third-party, our website and social media pages, a digital idea-sharing platform for employees, and Community Resource Groups. For commitments to remediate negative impacts, see About this Report, Pg: 11; Sustainability Governance, Pg: 9 and Summary pages for each value on Pgs 13, 26, and 35
2-26	Mechanisms for seeking advice and raising concerns	We encourage all employees who observe a potential ethics issue from any party – whether Koppers employees, including management, or visitors or contractors working for Koppers – to report their observations to the appropriate management personnel. Employees can also use the Koppers ComplianceLine or our third-party email reporting system to report observed ethics issues 24 hours a day, 7 days a week. To make a report use the anonymous email reporting system: <a href="http://www.mycompliancereport.com/brand/koppers">http://www.mycompliancereport.com/brand/koppers</a> . Sustainability Governance, Pg: 9
2-27	Compliance with laws and regulations	Our operations and properties are subject to extensive federal, state, local, and foreign environmental laws and regulations relating to protection of the environment and human health and safety, including those concerning the treatment, storage, and disposal of wastes, the investigation and remediation of contaminated soil and groundwater, the discharge of effluents into waterways, and the emission of substances into the air, as well as various health and safety matters. More information can be found within our 2023 Annual Report, Pg: 10
2-28	Membership associations	Appendix, Pg: 54
2-29	Approach to stakeholder engagement	About this Report, Pg: 11
2-30	Collective bargaining agreements	2023 Annual Report, Pg: 8
<b>GRI 204: Procurement Practices 2016</b>		
3-3	Management of material topics	Product and Supply Chain Responsibility, Pgs: 37-38
204-1	Proportion of spending on local suppliers	Due to tracking suppliers based on billing information not on source of product, we currently are unable to track the locality of suppliers.
<b>GRI 301: Materials 2016</b>		
3-3	Management of material topics	Environmental Performance and Compliance, Pgs: 31-34
301-1	Materials used by weight or volume	Environmental Performance and Compliance, Pg: 32

301-2	Recycled input materials used	Environmental Performance and Compliance, Pg: 32
301-3	Reclaimed products and their packaging materials	Environmental Performance and Compliance, Pg: 32
<b>GRI 302: Energy 2016</b>		
3-3	Management of material topics	Climate Change Mitigation and Adaptation, Pgs: 28-30
302-1	Energy consumption within the organization	Climate Change Mitigation and Adaptation, Pg: 28
302-2	Energy consumption outside of the organization	Climate Change Mitigation and Adaptation, Pg: 28
302-3	Energy intensity	Climate Change Mitigation and Adaptation, Pg: 28
302-4	Reduction of energy consumption	Climate Change Mitigation and Adaptation, Pg: 28
302-5	Reductions in energy requirements of products and services	Not applicable
<b>GRI 303: Water and Effluents 2018</b>		
3-3	Management of material topics	Environmental Performance and Compliance, Pgs: 31-34
303-1	Interactions with water as a shared resource	Environmental Performance and Compliance, Pg: 33
303-2	Management of water discharge-related impacts	Environmental Performance and Compliance, Pg: 33
303-3	Water withdrawal	Environmental Performance and Compliance, Pg: 33
303-4	Water discharge	Environmental Performance and Compliance, Pg: 33
303-5	Water consumption	Environmental Performance and Compliance, Pg: 33
<b>GRI 305: Emissions 2016</b>		
3-3	Management of material topics	Climate Change Mitigation and Adaptation, Pgs: 28-30
305-1	Direct (Scope 1) GHG emissions	Climate Change Mitigation and Adaptation, Pg: 30
305-2	Energy indirect (Scope 2) GHG emissions	Climate Change Mitigation and Adaptation, Pg: 30
305-3	Other indirect (Scope 3) GHG emissions	Climate Change Mitigation and Adaptation, Pg: 30
305-4	GHG emissions intensity	Climate Change Mitigation and Adaptation, Pg: 30
305-5	Reduction of GHG emissions	Climate Change Mitigation and Adaptation, Pg: 30
305-6	Emissions of ozone-depleting substances (ODS)	Appendix, Pg: 54
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Appendix, Pg: 54

GRI 306: Waste 2020		
3-3	Management of material topics	Environmental Performance and Compliance, Pgs: 31-34
306-1	Waste generation and significant waste-related impacts	Environmental Performance and Compliance, Pg: 32
306-2	Management of significant waste-related impacts	Environmental Performance and Compliance, Pg: 32
306-3	Waste generated	Environmental Performance and Compliance, Pg: 32
306-4	Waste diverted from disposal	Environmental Performance and Compliance, Pg: 32
306-5	Waste directed to disposal	Environmental Performance and Compliance, Pg: 32
GRI 308: Supplier Environmental Assessment 2016		
3-3	Management of material topics	Product and Supply Chain Responsibility, Pgs: 37-38
308-1	New suppliers that were screened using environmental criteria	Product and Supply Chain Responsibility, Pg: 38
308-2	Negative environmental impacts in the supply chain and actions taken	Product and Supply Chain Responsibility, Pg: 38
GRI 401: Employment 2016		
3-3	Management of material topics	Employee Recruitment, Retention, and Experience, Pgs: 15-19
401-1	New employee hires and employee turnover	Worker Recruitment, Retention and Experience, Pg: 16
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>Currently Koppers offers the following benefits to full-time employees working more than 24 hours per week: Medical, Dental, Vision, Optional Life Insurance, Optional Accidental Death &amp; Dismemberment Insurance, Health Savings Account (HSA), Flexible Spending Accounts (FSA)—(Medical Care Flexible Spending Accounts and Dependent Care Flexible Spending Accounts), Prepaid Legal Insurance, Identity Theft Protection, Mass Transportation Fringe Benefit, Accident Insurance, Critical Illness Insurance, TransAmerica Universal Life with a Living Benefit Rider for Long Term Care Needs, retirement provision, and parental leave. Koppers also provides these benefits at no cost to employees: Life Insurance, Accidental Death &amp; Dismemberment (AD&amp;D) Coverage, Long Term Disability (LTD), LifeMatters Resources (EAP), Short Term Disability (Salary Continuance), and Wellbeats - Virtual Fitness, nutrition &amp; Mindfulness benefit</p> <p>Employees working more than 20 hours per week are entitled to stock ownership options. For Australian employees, we pay all employees leave loading - 20% for FT &amp; PT employees and 25% casual loading for casual employees as they do not accrue entitlements (annual leave/sick leave/long service leave)</p>
401-3	Parental leave	<p>Appendix, Pg: 54</p> <p>Koppers offers varying levels of maternity and paternity leave across all countries.</p>

GRI 403: Occupational Health and Safety 2018		
3-3	Management of material topics	Health, Safety, and Wellness, Pgs: 20-23
403-1	Occupational health and safety management system	Koppers utilizes our Responsible Care Management System as our health and safety management system for all employees and contractors.
403-2	Hazard identification, risk assessment, and incident investigation	Health, Safety, and Wellness, Pgs: 20-22
403-3	Occupational health services	Health, Safety, and Wellness, Pgs: 20-22
403-4	Worker participation, consultation, and communication on occupational health and safety	Health, Safety, and Wellness, Pgs: 20-22
403-5	Worker training on occupational health and safety	Health, Safety, and Wellness, Pgs: 20-22
403-6	Promotion of worker health	Health, Safety, and Wellness, Pgs: 20-22
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health, Safety, and Wellness, Pgs: 20-22
403-8	Workers covered by an occupational health and safety management system	All employees and contractors are covered by our Responsible Care Management System.
403-9	Work-related injuries	<p>Health, Safety, and Wellness, Pg: 20</p> <p>Incident investigation has been used to determine work related hazards. Work-related hazards that pose a risk of high-consequence injury are confined space entry and being struck by something.</p>
403-10	Work-related ill health	Health, Safety, and Wellness, Pg: 20
GRI 404: Training and Education 2016		
3-3	Management of material topics	Employee Recruitment, Retention, and Experience, Pg: 15
404-1	Average hours of training per year per employee	Employee Recruitment, Retention, and Experience, Pg: 15
404-2	Programs for upgrading employee skills and transition assistance programs	Employee Recruitment, Retention, and Experience, Pg: 15
404-3	Percentage of employees receiving regular performance and career development reviews	100% of employees are eligible for regular performance reviews.

**GRI 405: Diversity and Equal Opportunity 2016**

3-3	Management of material topics	Employee Recruitment, Retention, and Experience, Pgs: 17-19																
405-1	Diversity of governance bodies and employees	Employee Recruitment, Retention, and Experience, Pgs: 18-19																
405-2	Ratio of basic salary and remuneration of women to men	<p><b>Remuneration of women to men (based on median salary of women to men):</b></p> <table border="1"> <thead> <tr> <th></th> <th>2023</th> <th>2022</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td><b>Australia/New Zealand</b></td> <td>0.9</td> <td>0.9</td> <td>0.9</td> </tr> <tr> <td><b>Europe</b></td> <td>0.8</td> <td>0.8</td> <td>0.7</td> </tr> <tr> <td><b>North America</b></td> <td>1.2</td> <td>1.1</td> <td>1.2</td> </tr> </tbody> </table> <p>This analysis is conducted using a median salary calculation. This calculation takes the median salary of women and men in all positions across the company and compares them as a group. The limitation of this calculation is that it does not take into account the different types of positions and corresponding pay for each gender. However, this analysis gave us a first step in understanding the wage difference in our organization. We hope to complete a full wage gap analysis, taking into account same position comparisons, in the future.</p>		2023	2022	2021	<b>Australia/New Zealand</b>	0.9	0.9	0.9	<b>Europe</b>	0.8	0.8	0.7	<b>North America</b>	1.2	1.1	1.2
	2023	2022	2021															
<b>Australia/New Zealand</b>	0.9	0.9	0.9															
<b>Europe</b>	0.8	0.8	0.7															
<b>North America</b>	1.2	1.1	1.2															

**GRI 413: Local Communities 2016**

3-3	Management of material topics	Local Community, Pgs: 24-25
413-1	Operations with local community engagement, impact assessments, and development programs	Local Community, Pgs: 24-25
413-2	Operations with significant actual and potential negative impacts on local communities	Koppers operates in all locations with the goal of Zero Harm and zero negative impacts. We are currently assessing potential impacts on local communities to better understand opportunities for community involvement.

**GRI 414: Supplier Social Assessment 2016**

3-3	Management of material topics	Product and Supply Chain Responsibility, Pgs: 37-38
414-1	New suppliers that were screened using social criteria	Product and Supply Chain Responsibility, Pg: 38
414-2	Negative social impacts in the supply chain and actions taken	Product and Supply Chain Responsibility, Pg: 38

**GRI 416: Customer Health and Safety 2016**

3-3	Management of material topics	Product and Supply Chain Responsibility, Pgs: 37-38
416-1	Assessment of the health and safety impacts of product and service categories	Product and Supply Chain Responsibility, Pg: 37
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product and Supply Chain Responsibility, Pg: 37





# SASB Index

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	2022 RESPONSE
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Quantitative	Metric tons (t) CO <sub>2</sub> -e, Percentage (%)	RT-CH-110a.1	Our total Scope 1 Emissions are 311,937 metric tonnes Co <sub>2</sub> e, 0% covered under emissions-limiting regulations. More information can be found within Climate Change Mitigation and Adaptation, Pgs: 28-30.
Greenhouse Gas Emissions	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	Discussion and Analysis	n/a	RT-CH-110a.2	We are proud to announce that in 2023, we met our 2030 emissions target – seven years ahead of schedule – of cutting our combined Scope 1 and 2 emissions in half compared to our 2007 baseline. Looking ahead, we are working to set a new, ambitious GHG emissions reduction target that we plan to announce in the next year. More information can be found within Climate Change Mitigation and Adaptation, Pgs: 28-30.
Air Quality	Air emissions of the following pollutants: (1) NOX (excluding N <sub>2</sub> O), (2) SOX, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	Quantitative	Metric tons (t)	RT-CH-120a.1	NOX (excluding N <sub>2</sub> O): 319 tonnes, SOX: 1,259 tonnes, Volatile Organic Compounds (VOCs): 401 tonnes
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	Quantitative	Gigajoules (GJ), Percentage (%)	RT-CH-130a.1	Total energy consumed: 5,003,240 GJ Percentage grid electricity: 12% Percentage renewable: 18% Total self-generated energy: 88%  More information can be found within Climate Change Mitigation and Adaptation, Pgs: 28-30.
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	RT-CH-140a.1	Total water withdrawn: 5360 ML; Total water consumed: 0 ML due to an excess of approximately 25 ML of water being discharged.  We are currently baselining the percent of water that is sourced from high or extremely high baseline water stress. More information can be found in Environmental Performance and Compliance, Pgs: 31-34
Water Management	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Quantitative	Number	RT-CH-140a.2	8 Incidents.  More information can be found in Environmental Performance and Compliance, Pgs: 31-34

Water Management	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	n/a	RT-CH-140a.3	Potential water pollutants are identified via process knowledge and chemistry of raw materials and end products, as well as testing for specific and general pollutants by certified labs using recognized testing methods. In support of our Zero Harm philosophy and ISO/RC14001 management system, we have implemented and continually improve the following: a comprehensive spill control and prevention program, adoption and adaptation of existing and newly developed best management practices, and evaluation of existing product formulations and alternative products to further reduce/eliminate release impacts through market research and R&D projects. For more information on Koppers strategy to reduce emissions please see Environmental Performance and Compliance, Pgs: 31-34
Hazardous Waste Management	(1) Amount of hazardous waste generated, (2) percentage recycled	Quantitative	Metric tons (t), Percentage (%)	RT-CH-150a.1	87,796 Metric tonnes of hazardous waste generated, 4% recycled. More information can be found in Environmental Performance and Compliance, Pgs: 31-34
Community Relations	Discussion of engagement processes to manage risks and opportunities associated with community interests	Discussion and Analysis	n/a	RT-CH-210a.1	We are continuing to establish Community Advisory Panels (CAPs) as a first point of contact for communities surrounding our facilities. CAP members meet with facility managers and company representatives on a regular basis to discuss matters of mutual interest. Through these connections, we have developed a direct channel of engagement for building strong partnerships to support the growth and development of both Koppers and our local communities. More information can be found within Local Community, Pgs: 24-25.
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Quantitative	Rate	RT-CH-320a.1	Direct Employees TRIR: 2.73 Fatality rate: 0 Contract Employees TRIR: The temporary hiring agency that we utilize monitors this data. Fatality rate: 0 More information can be found in Health, Safety, and Wellness, Pg: 20
Workforce Health & Safety	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	Discussion and Analysis	n/a	RT-CH-320a.2	All Koppers facilities under go a Comprehensive Industrial Hygiene Monitoring Assessment on a triennial schedule. As needed IH monitoring is conducted between Comprehensive IH Assessments. Thorough investigations, corrective actions, and follow-up monitoring are completed for all samples above the applicable worker protection standard. Annual audiometric testing is completed to assess employees for hearing loss that are exposed to high noise environments. Hearing Conservation Programs, hearing protection, and noise reducing engineering controls are implemented as appropriate to reduce exposure to employees.
Product Design fo Use-phase Efficiency	Revenue from products designed for use-phase resource efficiency	Quantitative	Presentation (Reporting) Currency	RT-CH-410a.1	52% of Koppers chemicals portfolio by revenue are from products that are designed to increase resource efficiency during their use-phase, based on 2023 sales data.
Safety & Environmental Stewardship of Chemicals	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	Quantitative	Percentage (%) by revenue, Percentage (%)	RT-CH-410b.1	98% of Koppers chemicals portfolio contain Globally Harmonized System of Classification and Labeling of Chemicals Category 1 and 2 Hazardous Substances. Currently, hazard risk assessments are complete for 89% of Koppers chemicals portfolio.

Safety & Environmental Stewardship of Chemicals	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human or environmental impact	Discussion and Analysis	n/a	RT-CH-410b.2	Koppers participates in The European Union's Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH) program. Under REACH, Koppers gathers information on the properties of our chemical substances, which will enable their safe handling, and registers the information in the European Chemicals Agency's central database. Any products that are found to include chemicals of concerns are sent to the R&D department to be examined and redesigned to include alternatives to the chemicals of concern. More information can be found within Product and Supply Chain Responsibility, Pgs: 37-38
Genetically Modified Organisms	Percentage of products by revenue that contain genetically modified organisms (GMOs)	Quantitative	Percentage (%) by revenue	RT-CH-410c.1	Not Applicable
Management of the Legal & Regulatory Environment	Discussion of corporate positions related to government regulations or policy proposals that address environmental and social factors affecting the industry	Discussion and Analysis	n/a	RT-CH-530a.1	Our operations and properties are subject to extensive federal, state, local, and foreign environmental laws and regulations relating to protection of the environment and human health and safety, including those concerning the treatment, storage, and disposal of wastes, the investigation and remediation of contaminated soil and groundwater, the discharge of effluents into waterways, and the emission of substances into the air, as well as various health and safety matters.
Operational Safety, Emergency Preparedness & Response	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)	Quantitative	Number, Rate	RT-CH-540a.1	Process Safety Incidents Count (PSIC): 0 Process Safety Total Incident Rate (PSTIR): 0 Process Safety Incident Severity Rate (PSISR): 0
Operational Safety, Emergency Preparedness & Response	Number of transport incidents	Quantitative	Number	RT-CH-540a.2	Koppers had 0 transportation incidents in 2023.
Activity Metric	Production by reportable segment	Quantitative	Million USD	RT-CH-000.A	Railroad and Utility Products and Services: \$897.9 Million USD Performance Chemicals: \$671.6 Million USD Carbon Materials and Chemicals: \$584.7 Million USD More information can be found in our 2023 10K Form, Pg:69

# Appendix



## Parental Leave

PARENTAL LEAVE (GLOBAL)	2023		2022		2021	
	Male	Female	Male	Female	Male	Female
Total number of employees entitled to parental leave	1,149	291	1,471	243	1,446	222
Total number of employees that took parental leave	9	3	19	4	11	3
Total number of employees that returned to work in the reporting period after parental leave ended	9	3	18	3	11	3
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	N/A*	N/A*	18	3	11	3
Return to work rate of employees that took parental leave	N/A*	N/A*	95%	75%	100%	100%
Retention rate of employees that took parental leave	N/A*	N/A*	95%	75%	100%	100%

\*Cannot be accurately reported for 2023 because some parental leaves ended at the end of 2023 and employees have not yet been back for a full 12 months.

## Air Emissions

EMISSIONS	2023	2022	2021
Ozone-Depleting Substances (ODS) (kg)	18	18	0
Nitrogen Oxides (NOx) (Tonnes)	319	292	267
Sulfur Oxides (SOx) (Tonnes)	1259	367	399
Volatile Organic Compounds (VOCs) (Tonnes)	401	403	99

## Membership Associations

- American Chemistry Council
- American National Standards Institute (ANSI)
- American National Standards for Wood Utility Poles
- American Railway Engineering and Maintenance of Way Association
- American Short Line and Regional Railroad Association
- American Society for Testing and Materials
- Australian Forest Products Association
- Canadian Wood Preservation Association
- Coal Chemicals Sector Group (EU)
- Creosote Council Europe
- Creosote Council III
- Engineered Wood Products Association
- European Chemical Industry Council
- European Institute for Wood Preservation
- Finnish Wood Preserving Association
- Forest Industries Federation Western Australia
- GoRail (Go-21)
- National Railroad Construction & Maintenance Association
- Nordic Fire-Retardant Association
- Nordic Wood Protection Association
- North American Maintenance Railway Club
- North American Wood Pole Coalition
- Pacific Power Association
- Railway Tie Association
- Royal Warrant Holders Association
- Southern Pressure Treaters Association
- Structural Timber Association
- Swedish Wood Preserving Association
- The Mineral Metals and Materials Society
- Timber Industry Federation/Timber Preservation Council
- Timber New South Wales
- Timber Preservative Manufacturers Association
- Timber Preservers Association of Australia
- Timber Queensland
- Timber Research and Development Association
- Timber Trade Industry Association
- Timber Wood Council
- Western Timber Trade Association
- Western Wood Preservers Institute
- Wood Preservation Canada
- Wood Processors and Manufacturers Association
- Wood Protection Association
- National Association of Manufacturers
- Pavement Coatings Technology Council
- U.S. Chamber of Commerce





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