

Environmental, Social  
& Governance Report

**INGRAM INDUSTRIES**





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## Letter from CEO and Chair

Across Ingram Industries Inc. and our operating units, we are driven by a shared vision and purpose that transcends industry. Our core values of integrity, respect, honesty and curiosity have been the foundation of our company since the beginning. Each day, we strive to do what is right, respect individuals and the environment and give back to the communities that we are honored to call home.

As a family-owned business, we have always believed in putting people first. Our nearly 6,000 associates are at the center of all we do, and we are committed to providing our people with opportunities for growth, training and development, and career advancement.

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Each day, we strive to do what is right, respect individuals and the environment and give back to the communities that we are honored to call home.

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We also have a longstanding culture of giving back. Philanthropy, partnering with nonprofit agencies and contributing to enriching our community is part of our strategy and our responsibility as business leaders and good corporate citizens.

Building on our early commitments, we have continued to evaluate and expand our approach to address broader environmental, social and governance (ESG) priorities across our business. Initiatives have included the buildout of our diversity, equity and inclusion (DEI) strategy, starting with the formation of our DEI steering committee that is comprised of leaders across our business. We have established a DEI executive leadership role that is dedicated to the management and execution of our phased roadmap.

This past year, we have focused our efforts on better understanding and reducing our environmental footprint. As such, we have started to standardize our approach to data collection, management and measurement of environmental metrics, including greenhouse gas (GHG) emissions. We have also expanded our third-party management with the addition of a supplier code of conduct, which outlines our specific ESG-related expectations, among other areas of emphasis.

This inaugural ESG report highlights these commitments and additional topics that we believe are most essential to our business and stakeholders. As we continue along our ESG journey, we remain focused on identifying opportunities to enhance our goals and measurements, inspire innovation and promote excellence throughout our operations and in all ESG pursuits.

At Ingram, we believe greatness is built from the inside out, and together, we collaborate and share a vision to best serve our customers, industries and communities. Thank you for your interest, and we look forward to keeping you apprised of our efforts in the years to come.

Sincerely,  
Orrin Ingram and John Ingram



John Ingram



Orrin Ingram



## Company Overview

Ingram Industries Inc. (Ingram) is a family-owned, privately held company with its headquarters in Nashville, Tennessee. For decades, the company has been at the forefront of the industries in which it operates.

Ingram Content Group (ICG) connects people with content in all forms. Providing comprehensive services for publishers, retailers, libraries and educators, ICG makes these services seamless and accessible through technology, innovation and creativity. With an expansive global network of offices and facilities, ICG's services include digital and physical book distribution, print-on-demand, and other services for the publishing industry. ICG operates globally to distribute books in any format – physical, ebooks, audiobooks – to readers around the world quickly, efficiently and reliably.

Ingram Marine Group (IMG) has been a quality marine transporter since 1946 and has grown to become the leading carrier on America's inland waterways. IMG's fleet is maintained at the highest level of standards and equipped with state-of-the-art navigation and communication technology.





# About Us



Headquartered in  
Nashville, Tennessee



6,000

Associates Globally



Introduction

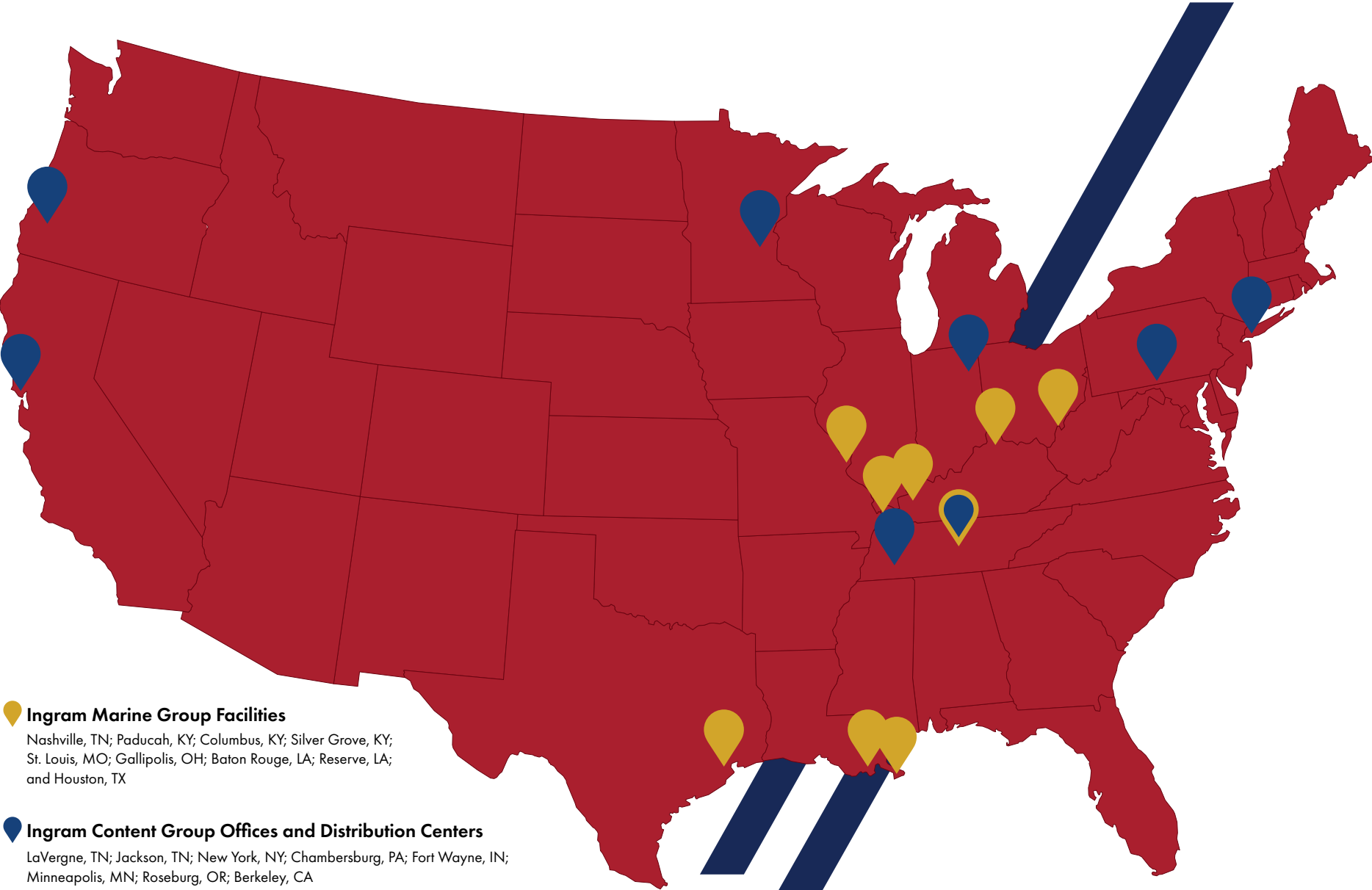
ESG Strategy

Community Impact

Team Culture

Environmental Approach

Corporate Governance



## Ingram Marine Group Facilities

Nashville, TN; Paducah, KY; Columbus, KY; Silver Grove, KY;  
St. Louis, MO; Gallipolis, OH; Baton Rouge, LA; Reserve, LA;  
and Houston, TX

## Ingram Content Group Offices and Distribution Centers

LaVergne, TN; Jackson, TN; New York, NY; Chambersburg, PA; Fort Wayne, IN;  
Minneapolis, MN; Roseburg, OR; Berkeley, CA

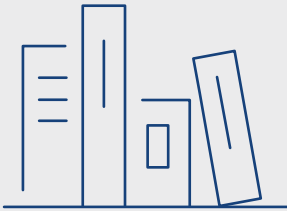
**Global Locations Include:** Milton Keynes, UK; London, UK; Melbourne, Australia;  
Maurepas, France (JV); Sharjah, UAE (JV); *Global distribution hubs through 3rd party  
relationships in China, Germany, India, Italy, Poland, South Korea, Spain, Brazil, Japan*



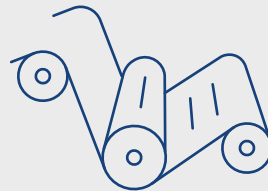
# About Us

## Ingram Content Group →

Serving the Book Industry Since **1964**



Printed or Shipped Enough Books to Span the Globe **1.42 Times**

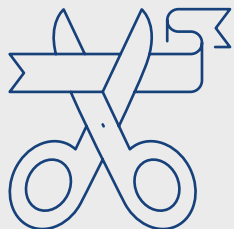


**750 Million+** Digital Distributions Annually

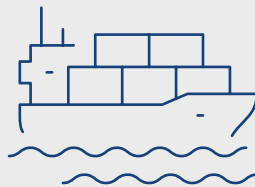


## Ingram Marine Group →

Founded **1946**



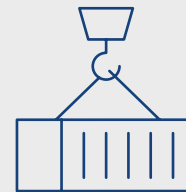
**140** towboats and **4,000** barges operated



**12,000** miles of navigable inland rivers in the U.S.



**1,927** containers moved on the river  
(removing **1,700** trucks from roadways)



## Accomplishments and Awards

Ingram and our associates continue to be recognized for the positive impact of our business practices and commitment to our communities. Awards include:



Seaman's Church Institute Lifesaving Award



Modern Library Award: Platinum Distinction



Target Headlines Pyramid Vendor of the Year



Chamber of Shipping of America Awards



Jones F. Devlin Award



Environmental Achievement Award



## About this Report

At Ingram, we are intentional with our thoughts and actions, including our approach to ESG practices across the businesses. Our ESG strategy is built upon our values of integrity, inclusiveness and innovation. These values are embedded at every level – from our owners, board of directors and senior leaders to our associates – and drive our culture and behaviors.

Our ESG approach is supported by policies and practices that consider the unique nature of our business units. We are proud to share the steps and goals we are committed to in these important areas, while continuing to create value for our associates, our customers and our communities. Over time, we seek to build on our progress and provide more robust detail, metrics and key performance indicators.

Our team of cross-functional leaders from across our organization contributed to the development of this report with oversight provided by our senior leadership and board of directors.

**Unless otherwise noted, all metrics included in this report are for the calendar year 2022.**





## Stakeholder Engagement

Stakeholder engagement is a key part of the way we operate, manage risk and apply continuous improvement across our business. Our outreach initiatives help to identify those areas that are most important to our stakeholders and allow us to better align our organization with various interests to support our long-term objectives. While our means of engagement differ among stakeholder groups, our goal is consistent. We strive to actively listen, incorporate feedback and build stronger relationships for a better business.

**Associates:** Ingram continually strives to be a transparent company and empower individuals and our teams to succeed. We offer weekly and monthly informational updates, meetings, newsletters, videos, town halls and an environment that welcomes questions from our associates.

**Leadership:** Through board meetings, operational meetings, weekly meetings, town halls and monthly and/or quarterly communications, Ingram is well adapted with an efficient and communicative governance structure to continue positioning Ingram as a leader within its businesses.

**Customers:** We understand the importance of maintaining positive and effective communication with our customers, whether that is in person or via electronic communication.

**Suppliers:** Ingram has an ethics policy to which all associates are expected to adhere, and we also trust our suppliers will adhere to similar codes containing ethical and compliance standards. Where necessary, we annually confirm this commitment.

## United Nations Sustainable Development Goals

Ingram's ESG activities are guided by the United Nations Sustainable Development Goals. The following goals represent areas where we believe our business can have the greatest positive sustainable impact.







Stemming from the Ingram family's commitment to giving back, a common thread of generosity and serving others runs throughout Ingram and into our community.

## Ingram Charities

Ingram Charities encompasses the philanthropy of the Ingram family and business and is the way in which Ingram invests back into the communities we serve.

Ingram Charities and our broader community engagement efforts focus on programs and organizations that make an impact in middle Tennessee through the arts, education and health and human services. We support nonprofit organizations that are doing diverse and important work in our communities and seek to understand our neighbors, the needs of our community, and our nonprofit partners to continually enhance how we invest and give back to our community.



## Our Pillars

### The Arts

Ingram Charities invests in cultural organizations and arts programs that strengthen our community and expand arts to diverse neighborhoods. Ingram’s commitment to the arts was instituted by Chairman Emerita Martha R. Ingram, who helped establish Nashville’s arts community. Her leadership, vision and investment in the arts in Nashville have resulted in the thriving, world-class arts community that the city now enjoys.

Ingram extends this philanthropic focus on the arts to associates through its Arts Access program. Throughout the year, Ingram offers associates tickets to a variety of local arts performances and provides a reimbursement program to associates who purchase season tickets for local performing arts organizations.



### Education

Ingram Charities invests in organizations and programs that seek to improve educational opportunities and learning experiences for children and youth. Our investment in education encompasses organizations that are providing critical support to Metro Nashville Public Schools (MNPS).



### Community Enrichment

Ingram Charities invests in organizations and programs that offer health and human services to make our community a better place. This focus includes organizations that are providing a diverse range of services to those in need in areas that include food insecurity and hunger, services for underserved youth and families, domestic violence shelter, financial literacy and education services, immigrant support services, anti-poverty and empowerment programs and services, entrepreneurship, workforce development and health and wellness, among others.







## Ingram Leading the Way

In 1981, Dr. Thomas F. Frist, Jr., and Bronson and Martha Ingram partnered with 25 Nashville visionaries to establish an alliance of leaders who would work collectively to address our community's most pressing needs. The result: the United Way's Alexis de Tocqueville Society Alpha Chapter. Since inception, Tocqueville Society members have invested more than \$10 billion in the work of United Way worldwide and over \$135 million in Nashville.

Ingram Charities is an honoree of the United Way's prestigious Tocqueville Society Alpha Chapter Award, which recognizes a recipient's long-term commitment to serving the community with identifiable results leading to the changing and saving of lives. This award is a credit to the Ingram family's contributions, as well as those of Ingram Industries and all associates who have graciously and willingly committed time, talent and resources to United Way.



## Our Associates Give Back

Ingram associates care about our community and generously give their time and resources. Through hands-on service projects and sharing skills or expertise, associates from all corners of Ingram exemplify the company's commitment to community.

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In 2022, Ingram associates  
contributed more than 1,000  
hours to community projects.

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Ingram offers opportunities throughout the year for associates to give back through volunteerism. Associates join their colleagues to help our community through clean-up and beautification initiatives, landscaping and tree planting, volunteering and tutoring at schools, creating care packages for youth and seniors, and assembling Thanksgiving Day meal kits for those in need. In 2022, Ingram associates contributed more than 1,000 hours to community projects.

In addition, Ingram has a longstanding program to train associates and help place them on nonprofit boards. Through this program, associates who are interested in dedicated, long-term volunteerism can engage deeply with organizations and provide strategic input and support. Approximately 30 associates are serving on nonprofit boards throughout our operating regions.

## United Way Support

United Way is among Ingram's longest-running community partnerships. During Ingram's annual giving campaign, associates across the organization are provided the opportunity to learn, serve and give to their community with the company offering a generous matching program for dollars donated. In 2022, Ingram was recognized for its "Million Dollar Campaign" – a milestone that is typically achieved by Ingram each year.





## Ingram Businesses Give Back

The positive impact of Ingram Charities extends throughout our businesses, each with their own community outreach focus areas. Together, we collaborate and use our unique strengths and passions to build brighter, better communities.

### ICG in the Community

Nationally, ICG supports organizations that serve the book and content industry or provide literacy programs, as well as several organizations that focus on social justice and inclusion.

For example, Ingram supports the Book Industry Charitable Foundation (**Binc**), a nonprofit that provides assistance to the bookselling community, including shop owners who have a demonstrated financial need due to severe hardship or emergency circumstances.

In the wake of the pandemic, Ingram Charities and ICG led and

supported a special one-time grant program through Binc to help booksellers recover and thrive following the pandemic. The “Survive to Thrive” grant received strong support across the publishing and bookselling communities. Survive to Thrive made grant awards to 115 independent bookstores and comic shops totaling \$1.1 million.

ICG also supports nonprofits in middle Tennessee, such as the Nashville Public Library. Ingram’s support of Nashville Public Library includes funding for the Southeast Branch, which serves a growing and diverse population in Antioch, Tenn. At a recent sales conference, associates assembled 100 mini bookshelves that were donated to Nashville Public Library for distribution.

### IMG in the Community

IMG supports organizations that give back to the people and causes in the maritime industry, such as Seaman’s Church Institute

(SCI), which assists hardworking men and women of the maritime industry with a wide spectrum of support services, including chaplaincy, legal aid and continuing maritime education.

Philanthropy also extends to community outreach initiatives, including funding the creation and construction of the Luther F. Carson Four Rivers Center, a regional performing arts center in Paducah, KY., where IMG has its largest operation.

## Associate Emergency Assistance

The storms of life – hurricanes, tornadoes, fires, catastrophic illness or disaster – can happen, and in times of great need, Ingram is there for its associates. Ingram’s philanthropy efforts include support of its associates through a variety of emergency and disaster financial assistance funds, which are managed and administered by The Community Foundation of Middle Tennessee.



“Sometimes the unimaginable happens, and we all need help in those times. We want our associates to know that Ingram is there to support them and help them rebuild and recover after a disaster.”

– John Ingram

We believe in investing in our workforce by providing our associates with challenging, growth-oriented, secure working environments to develop personally and professionally.

## DEI Strategy

We are committed to fostering a culture that promotes and appreciates all forms of diversity and is a safe and inclusive environment – a place where you will be valued for who you are – in alignment with Ingram’s beliefs of integrity, equality and respect.

Several years ago, Ingram took steps to formalize its focus on DEI as part of our business strategy and commitment to creating the best work culture for all associates to thrive and grow. DEI is actively measured and incorporated throughout Ingram businesses, and we work to ensure the voices of our associates are included in our strategy.

Our DEI Steering Committee is comprised of leaders across Ingram, and we have created a new, dedicated DEI executive leadership role. This individual is tasked with recommending solutions and opportunities to embed DEI in our culture.

We are guided by our phased DEI strategic plan – our DEI Roadmap – that outlines our work and next steps to advance our DEI journey.



# DEI Roadmap







### Our Associates Make the Difference

While our DEI strategy is driven by the highest level of the organization, our associates ensure its success. Associate engagement includes internal celebrations during designated months to honor underrepresented groups. Our “IN” committee, which reflects associates from diverse backgrounds, organizes special events to celebrate diversity and coordinates open forums for associates. Events range from round table discussions and diverse speaker discussions to leader/associate conversations about diversity.

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Ingram received The Table Corporate Award in 2022 for the engagement of its Chair and associates, and for demonstrating action regarding needs and initiatives of The Table members.

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### Our Journey Continues

In line with our roadmap, we are working to better understand our diversity analytics. We currently have a scorecard that analyzes gender and race/ethnic diversity by level of leadership in the organization to identify the diversity in the feeder groups to higher-level leadership roles. We also track promotions and new hires by the same demographics.

Next steps will include further analysis on strategies for talent development and talent acquisition. Ingram businesses recruit online through various diverse posting websites, and we engage in internships with educational institutions as well as military outplacement resources. We realize that what is effective today in

engaging associates as it relates to DEI will change in the future, which requires us to be dedicated to DEI as a continuous way of working.

### Equal Opportunity and Pay Equity

We believe in providing equal pay for equal work, not only because it’s the right thing to do, but also because it is integral to our ability to attract and retain the highest caliber of associates.

Each year, Ingram reviews industry market data and surveys to ensure our salaries are competitive and to stay abreast of new

trends in the market. Our defined salary structures provide a consistent framework for making pay decisions. Periodic reviews are conducted internally and by external third-parties to ensure our pay practices are equitable, and we make adjustments when deemed necessary.

Ingram has an ongoing commitment to: (1) provide equal employment opportunities to all job applicants and associates; (2) administer recruiting, hiring, placement, compensation and benefits practices, training, upgrading and promotion procedures, transfers, discipline and terminations of employment without discrimination; (3) provide a workplace free from harassment; and (4) encourage the hiring of minorities, women, disabled individuals and protected veterans.

### Diverse Outreach

Ingram associates participate on the boards of many charitable organizations with missions to create opportunities for marginalized groups. Ingram is a founding supporter of, as well as an active participant in, The Table, an organization with a goal to make Nashville the model city for equity and inclusiveness by working to create opportunities to grow prosperity for people of color. Ingram received The Table Corporate Award in 2022 for the engagement of its Chair and associates, and for demonstrating action regarding needs and initiatives of The Table members.

Ingram is also a supporter of Advancing Women in Nashville (AWIN,) and associates across Ingram are actively involved in the organization, which is dedicated to advancing and developing women as business and community leaders. Members of AWIN collaborate to support and accelerate diversity and inclusion for business and community entities in the middle Tennessee region.

### Diversity Stats

58% Female

50% Female Promotions

31% Racial/Ethnic Diversity

30% Racial/Ethnic Promotions



## Associate Engagement

At Ingram, we acknowledge the value and importance of our workforce in creating success for our organization. We are committed to taking a proactive approach to provide innovative, flexible and dynamic work environments for our associates.

Engaging with our associates extends beyond our benefits, training and development programs. We connect with and support our associates at all our locations through frequent communication from our senior leaders, company town halls, and periodic internal newsletters. In addition, we leverage feedback received from routine performance reviews and associate surveys to promote a culture of continuous improvement.

We recognize our associates' commitment to Ingram by celebrating service anniversaries every 5 years with an award, a milestone yearbook signed by managers and peers, a gift item of their choice, and luncheon or catered event.

### Associate Survey Results

**90% Agree or Strongly Agree**

My team works well with individuals from different backgrounds

**84% Agree or Strongly Agree**

I am consistently treated with respect at Ingram

## Benefits, Health and Well-Being

At Ingram, we are committed to providing our associates the resources to protect and care for themselves and their families. We offer competitive compensation, and our benefits package is designed to fit a variety of needs, so associates may make the best decision for their specific circumstances at every stage of life and career with Ingram.

While specific compensation and benefits vary regionally and are based on business unit classifications, our U.S. full-time salaried and hourly associates are eligible to participate in the following programs.

### Be Healthy

Ingram offers a choice of medical and dental plans, along with vision and prescription drug plans for associates, spouses and dependents. This includes eligibility for a health savings account with company contribution and a flexible spending account.

We believe the best treatment for illness is prevention, including regular checkups and living a healthy lifestyle. In 2021, Ingram introduced a new company-wide wellness program that provides associates access to educational and motivational resources on living a healthy lifestyle. Associates receive points for completing healthy behavior activities, which results in discounted benefits premiums as well as point redemption opportunities for gift cards and other prizes.

In 2022, 79% of associates earned a wellness premium based on their participation in the wellness program.

### Be Prepared

Ingram provides protection through Life Insurance and Accidental Death & Dismemberment (AD&D) Insurance. Basic coverage is paid

for by Ingram and supplemental coverage is available for associates and their dependents. Disability coverage is provided at no cost to most full-time associates. The 401(k) plan provides a generous employer matching contribution and financial wellness tools to help associates with investing, budgeting and planning for their future. In 2022, approximately 97% of associates participated in the 401(k) plan and 84% of participants are on track to replace over 70% of their pre-retirement income.

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In 2022, 79% of associates earned a wellness premium based on their participation in the wellness program.

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### Be Balanced

Ingram offers paid holiday, vacation and sick time, along with paid parental leave. The Employee Assistance Program (EAP) makes mental health resources available, including free counseling sessions, as well as other work/life services to support our associates and their families. Ingram's Continuing Education Assistance Plan gives associates the opportunity to continue their education and improve their job skills without incurring out-of-pocket costs. We recognize that flexibility is important to our associates and offer remote and hybrid work schedules to many of our office-based roles.



## Seaman's Church Lifesaving Award

In 2022, IMG Captain Joe Younge and his crew were recognized with the Lifesaving Award by the Seaman's Church Institute for actions taken to rescue a driver of a vehicle that had gone through an opening in a flood wall and landed in the Ohio River.

The crew took immediate action to position the vessel's spot lights to help get a visual on the stranded driver and maneuvered a skiff boat close enough to throw a life ring and tow the driver to shore where local emergency services were standing by.

The crew accepted the award "on behalf of all the rivermen out there, day in and day out, doing their jobs."



## Approach to Safety

Ingram is dedicated to providing a safe work environment for all associates with comprehensive safety programs at each of our businesses designed to reduce the risk of accidents and associate injury. We constantly evaluate and strive to improve our operational safety performance by including our associates in the process, tracking key safety metrics, reviewing the effectiveness of new metrics, and working toward a holistic safety-reporting platform.

### Safety at ICG

ICG complies with all applicable workplace safety and health requirements, and we partner with local authorities where necessary to achieve a safe workplace. Within our operations facilities, we conduct routine safety and health inspections to help identify and eliminate unsafe working conditions. Mechanical and physical safeguards are used wherever they are appropriate.

Our ICG associates are trained in safe work practices and procedures, when they first start, and with weekly and monthly sessions thereafter. We also conduct annual drills to help our associates understand their contribution to our safety program. Associates are provided necessary personal protective equipment and training on proper use and are also given opportunities for training in CPR, use of Automated External

Defibrillators (AEDs) and workplace violence prevention plans and procedures.

Associates are expected to immediately report hazards, unsafe work practices and accidents to supervisors or a safety committee representative. ICG investigates, promptly and thoroughly, every incident, should one occur, to determine the root cause and correct problems to help avoid similar incidents in the future. Through safety committees consisting of management and associates, hazards and unsafe work practices are identified and remediated, removing obstacles to accident prevention, and helping promote ICG's goal of an accident-and-injury-free workplace.

### Safety at IMG

IMG's safety program is based on the principle of Zero Harm – zero harm to our associates, the environment and communities we serve. Working on the river creates a minimum level of risk for our mariners that requires IMG to constantly evaluate and adapt our safety practices to the conditions on the river. As part of IMG's business strategy, a Zero Harm committee was established in 2018 to generate new ideas, monitor our results and address any identified concerns or trends.

In addition to the Zero Harm committee, IMG has elected to utilize the Safety Management System of compliance with the United States

Coast Guard (USCG) Inspection Regulations. The comprehensive set of policies, procedures and documentation in this system covers all aspects of our operations and is an audited and approved system meeting the industry established standards for an official safety management system. It includes internal and external equipment inspections of our vessels annually as well as an internal audit of the management system and audit of each vessel's compliance with the safety management system.

In addition, external audits are completed by the American Bureau of Shipping (ABS) of the management system twice every five years, including review of records and documentation. Detailed records are kept of near misses, and thorough investigations are completed to identify root causes and corrective action opportunities. The system is centered around a leading computer-based system, which makes it easy to update and make the information available to all associates.

Critical to our safety program is associate training. Our vessel leadership has annual computer-based training and attends in-person training on an 24-month rotation. The organization also participates in numerous industry and USCG meetings, seminars and training exercises to stay current on trends and emergent regulations.



At Ingram, we understand the correlation between sound environmental practices and business success, and actively seek ways to operate in a sustainable manner. We regularly evaluate our compliance with environmental laws and regulations and encourage best practices throughout our organization.

## Carbon and Climate

At Ingram, we assess and address environmental and climate-related risks and opportunities with a focus on new technologies, availability of fuel sources, reputational considerations, anticipated regulatory changes and potential shifts in our customers' businesses.

We believe that energy and operational efficiencies offer a clear path to lowering our GHG emissions and providing additional environmental benefit. Currently, we are refining our GHG data collection and calculation methods to better track, manage and reduce our carbon footprint over time.





## Collaboration Across Marine Shipping

IMG is a founding member of BlueSky Maritime Coalition (BSMC) whose mission is to facilitate needed collaboration across the entire North American marine shipping value chain to achieve commercially viable net-zero carbon emissions by 2050.

Our active participation in BSMC gives us a seat at the table and a voice as solutions for new fuels and other GHG emissions reduction topics are discussed.

### ICG Environmental Efficiencies

Operational efficiencies at ICG begin with our global network of distribution facilities, which work to reduce shipping distance from facility to customer. Not only does this allow for faster delivery to our customers, but it helps us to reduce the carbon footprint related to our fulfillment services.

Within our ICG operations, we are also implementing a phased approach to replace propane motors with 100% electric motors in our tow motors and reach trucks, among others. In addition, onsite HVAC and mechanical associates at our major locations help to keep our HVAC and other mechanical units running at maximum efficiency. All ICG facility vehicles are maintained to local emissions compliance requirements.

### IMG Environmental Efficiencies

IMG is positioned to accelerate sustainability, driven by technological innovation, operating efficiency and dependable service.

Across our vessel fleet, we have installed several EPA Tier 3 engines, and were the first in the industry to repower vessels with

Tier 0 engines and in line haul service to Tier 4 technology. These newer engines burn cleaner and are more efficient, reducing our GHG emissions. Our Tier 4 vessels use only ultra-low sulfur diesel (ULSD), and our line haul vessels traveling between Memphis and Baton Rouge use a mixture of fuels that include ULSD. The use of ULSD, in conjunction with our internally designed emission reduction main engine power pack kits, enables us to burn cleaner and reduce the exhaust output of ozone precursors and particulate matter.

Other environmental initiatives include being the original marine member of the EPA's Smartway program; installing an engine idle technology feature on our vessels to reduce fuel consumption and emissions; historically utilizing biodiesel on our vessels; utilizing biodegradable hydraulic fluid; equipping barges with vapor recovery systems to prevent vapors from being emitted into the atmosphere; and replacing traditional light fixtures on vessels and in warehouses with LED alternatives.

To continue our emissions reduction trajectory, we are continuously evaluating alternative fuels and power sources as well as emission reduction efforts spanning operations, management and technology.





## More Efficient Transportation

America's inland waterways directly connect 28 states and benefit all 50 states by moving freight that the entire country relies upon, all at the lowest cost and with the least amount of fuel consumption. Without inland waterways transportation, the nation would see an increase in truck and rail traffic, skyrocketing transportation costs and more air pollution. According to the study commissioned by the National Waterways Foundation, without barge transportation, the need for highway trucks and rail traffic for grain alone would increase 138% and 146%, respectively.



### Best Fuel efficiency

**Barges move cargo 675 ton-miles per gallon of fuel.\*** A barge is **43%** more efficient than a rail car and **347%** more efficient than a truck.



### Superior Cargo Capacity

**One 15-barge tow carries the same amount as 1,050 trucks** and the same as **216** rail cars, plus **6** locomotives.

\*Ton miles per gallon is the measure of how far each ton of cargo is carried on a single gallon of fuel

## Waste Management

We believe every associate has a role to play when it comes to increasing recycling, saving precious landfill space and reducing waste disposal costs. We provide opportunities for associates to help us achieve our goals in their daily activities with designated bins and programming that supports recycling and reuse of materials wherever possible.

### ICG Waste Management Approach

For all ICG locations, where appropriate, we recycle cardboard/corrugate, aluminum cans, shredded books, metals and miscellaneous electronics and toner cartridges, among other materials. We also strive to increase purchases from vendors whose goals include reducing waste; invest in totes or other items that can be reused; procure quality items that may cost more but last longer; and encourage paperless and paper-reducing options.

ICG locations do not directly handle hazardous waste, and our print facilities use only manufacturing components that are non-hazardous



to the environment. From the glue that binds the books to the ink on the page, we use the materials that are more environmentally safe and require no special handling for disposal.

### IMG Waste Management Approach

IMG recognizes the need to be responsible in our disposal of the waste we create through normal operations, including technology equipment and metal. Our barges that are no longer operational are sold to a downstream user who recycles the aluminum or steel for use in their production process. We also recover scrap processed at our repair facilities.

In 2022, we focused on utilizing more wire-fed systems in our welding process to reduce the number of electrodes and decrease excess waste. IMG also recycles battery cores from vessels and used IT equipment. We are continuously evaluating recycling programs for everyday waste, such as paper and plastic, produced in our offices and on our vessels.





## Print-On-Demand

With ICG's print-on-demand, books are printed in short runs, usually closer to the customer and only after an order has been received. This model of book manufacturing provides the ability to reduce supply chain and storage waste, GHG from global freight and shipping, and helps conserve natural resources through the reduction of paper usage. In addition, publishers can improve inventory control and reduce their warehouse space.



## Natural Resources and Biodiversity

At Ingram, responsible water and land management is a core element of our environmental policy. We recognize the importance of our role in the long-term viability of these shared resources and our impact on the broader community.

ICG installed motion activated lighting in its warehouses, low flow water points and fountains to decrease water usage, and uses conveyor panels that only operate when they sense boxes on the conveyor. These technologies are used wherever possible in our new facility configurations.

IMG relies on the inland waterways, and we seek to minimize our impact on wildlife and plant life that also depend on those environments. IMG provides monetary and volunteer support to various organizations whose missions are to protect our wetlands and related ecosystems. These organizations include The Nature Conservancy, Cumberland River Compact, Harpeth River Conservancy, Living Lands & Waters and America's Watershed Initiative.



## Sustainable Forestry Practices

ICG is committed to complying with all paper sourcing laws to ensure our paper comes from suppliers that practice responsible forest management. Today, 100% of the paper and board materials ICG uses comes from mills that are certified for sustainable forestry practices.



At Ingram, we believe good governance begins with leaders who understand the opportunities and challenges across our business and bring diverse perspectives for how to approach them. This is critical to Ingram's long-term growth and success.

## Leadership Structure

Our board of directors and executive team hold ultimate responsibility for developing and communicating Ingram's vision and purpose; overseeing the implementation of sound governance practices; upholding company policies, codes, procedures and values; and ensuring ongoing monitoring of and adherence to laws and regulations.

Ingram's Board of Directors is comprised of a prominent group of leaders who influence Ingram's long-term strategy for delivering shareholder value by working with management to track opportunities and challenges and monitor and mitigate risk. Currently, Ingram's Board is comprised of 10 individuals, including 7 outside directors, each with a unique range of experience and expertise spanning governance, management, legal affairs, media and technology, barge operations, financial markets, human capital and risk management.



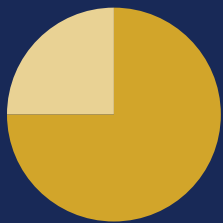




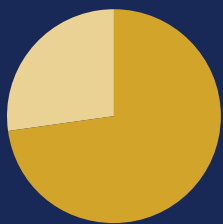
## Supply Chain Management at IMG

IMG is committed to working with partners who are also engaged in environmental sustainability and social justice programs. IMG requires all supply chain vendors and external support services partners to be American Waterways Operators (AWO) or Sub-Chapter M compliant.

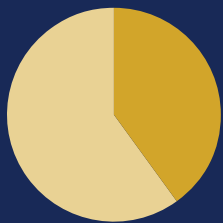
In 2022, we surveyed our supply chain vendors and external support services partners to find out more about their efforts:



**75%** of vendor vessel partners maintain a level of compliance higher than U.S. Coast Guard safety requirements



**73%** of vendor partners report environmental sustainability practices



**40%** of vendor partners report some type of diverse supplier designation

## ESG Oversight

ESG is integrated into all areas of our business with support and execution from the top down. Our board of directors has ultimate oversight for ESG initiatives, progress and risk assessments. The executive leadership team and senior management champion our practices, and our global workforce turns those good practices into meaningful changes.

## Global Compliance and Ethics

The tone of compliance – and expectations for highest standards of integrity and ethical conduct – is set from the top and modeled by our owners, board of directors and executive teams. Ingram maintains a robust global compliance and ethics program, with written policies and procedures, including our comprehensive [Compliance & Ethics Code](#).

We conduct regular compliance training and education, including general ethics education and more specific training in areas such as antitrust and anti-bribery compliance. We also maintain a hotline for reporting illegal or unethical conduct and require an annual ethics certification from our associates.

Our whistleblower policy encourages associates to raise concerns about illegal or unethical conduct without fear of retaliation, discrimination or harassment, and if desired, confidentially and anonymously. We respond promptly to any problems reported through the hotline or the annual certification and take corrective action when appropriate, including disciplinary action up to and including termination, if warranted under our policies.

## Human Rights

With regard to human rights, our practices and principles for behavior are in line with the United Nations Universal Declaration on Human Rights, and we support both the California Transparency and Supply Chains Act of 2010 and the UK Modern Slavery Act of 2015. Illegal or unethical conduct cannot, and will not, be tolerated at any level of Ingram, and all associates are notified of their duty to report such activity. For more information, see our [Approach to Human Rights](#).







## Business Partner (Supply Chain) Management

At Ingram, because we strive to conduct ourselves according to the highest standards of ethical behavior, we also seek business partners who align with our values. Our [Business Partner Code of Conduct](#) reflects the minimum standards expected from our valued suppliers and vendors, and we encourage our business partners to work among their own supply chains to ensure business conduct in line with these principles.

With every business relationship, we aim to enhance our commitment to ethical governance and support of the local communities in which we operate. Our business's widespread, national nature allows us to work with a wide range of partners, from major retailers to small businesses in our local communities. Wherever possible, we aspire to provide benefits to our surrounding local economies, and we greatly value the diversity present within our supplier base. To date, we work with a widely recognized supplier base, allowing us to have an inherent understanding of the ESG risks in our supply chain.

## Cybersecurity and Data Privacy

Ingram has systems and processes in place to help address data privacy and cyber security risk. We use various methods of security systems and controls, in addition to training our associates to help combat phishing and other malicious cyber acts. We use multifactor and dual authentication where appropriate and have more stringent password requirements for certain systems.

From a privacy standpoint, we, as applicable, comply with the requirements contained within the UK Data Protection Act 2018, EU's General Data Protection Regulation, and the California Consumer Protection Act. We have policies and processes in place to review what data is collected, how and why it is processed, third party access, and we anonymize data from our customers after it is no longer needed.

## Intellectual Property

ICG primarily relies on the publisher owners of content to ensure they have necessary intellectual property rights for the titles they make available through our services. Our internal team regularly reviews for potentially infringing content and takes appropriate action where found. We have an internal process to review Digital Millennium Copyright Act (DMCA) takedown notices and collaborate with the publisher owners with any response.

Since we rely on third-party and proprietary systems, ICG is diligent in the protection of those systems. We use state-of-the-art tools to protect our networks, applications and data from known and emerging threats.

Security efforts include staffing a dedicated team of full-time associates responsible for safeguarding our systems; reviewing and applying all third-party software updates on a regular basis; training our associates on various types of technology scams; and continuously monitoring our environment for cybersecurity threats.

All associates are required to review our Acceptable Use Policy annually.